

# Greeley City Council Agenda

## Work Session

Tuesday, May 12, 2026 at 6:00 PM  
City Council Chambers at City Center South  
1001 11th Avenue Greeley, CO 80631

### **NOTICE:**

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

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

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

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**Mayor**  
Dale Hall

**Mayor Pro Tem**  
Melissa McDonald - At-Large

**Councilmembers**  
Vacant - Ward I  
Deb DeBoutez - Ward II  
Johnny Olson - Ward III  
Brian Rudy - Ward IV  
Ryan Roth - At-Large



**City Council**  
**Work Session Agenda**  
**Tuesday, May 12, 2026 at 6:00 PM**  
**City Council Chambers at City Center South**  
**1001 11th Avenue, Greeley, CO 80631**

1. Call to Order
2. Pledge of Allegiance
3. Roll Call
4. Reports from Mayor and Councilmembers
5. Culture, Parks and Recreation Department (CPRD) Cost Recovery Framework and Implementation
6. 2027 Budget Development Update
7. Quarterly Capital Improvement Program (CIP) Update
8. Greeley Municipal Court Budget Proposal
9. 2026 Ballot Measure Planning
10. Mayor's Task Force on Economic Development Update
11. Scheduling of Meetings, Other Events
12. Adjournment





# Work Session Agenda Summary

**Title:**

Reports from Mayor and Councilmembers

**Background:**

| <b>Board/Committee</b>                                                         | <b>Meeting Day/Time</b>        | <b>Assignment</b> |
|--------------------------------------------------------------------------------|--------------------------------|-------------------|
| Airport Authority                                                              | 3 <sup>rd</sup> Thu, 3:30 p.m. | Hall/McDonald     |
| Board/Commission Interviews (Team of 2)                                        | monthly as needed              | Council Rotation  |
| CML Executive Board Opportunity                                                | as needed                      | Hall              |
| CML Other Opportunities                                                        | as available/desired           |                   |
| CML Policy Committee (Council or Staff)                                        | as needed                      | McDonald/McBroom  |
| Downtown Development Authority                                                 | 3 <sup>rd</sup> Thu, 7:30 a.m. | Roth              |
| Employee Health Board                                                          | as needed                      | DeBoutez          |
| Highway 34 Coalition                                                           | as needed                      | Olson             |
| Highway 85 Coalition                                                           | as needed                      | Rudy              |
| Historic Preservation Loan Committee                                           | as needed                      | DeBoutez          |
| Human Relations Commission                                                     | 2 <sup>nd</sup> Monday, 5 p.m. | DeBoutez          |
| Interstate 25 Coalition                                                        | as needed                      | Olson             |
| Island Grove Advisory Board                                                    | 1 <sup>st</sup> Thu, 3:30 p.m. | Roth              |
| National League of Cities Transportation and Infrastructure Services Committee | as needed                      | Olson             |
| Parks & Recreation Board                                                       | 1 <sup>st</sup> Friday, 7 a.m. | DeBoutez          |
| Police Pension Board                                                           | quarterly                      | Rudy              |
| Poudre River Trail                                                             | 1 <sup>st</sup> Thu, 7 a.m.    | Hall              |
| Regional Opioid Council                                                        | as needed                      | Hall              |
| Transportation/Air Quality MPO                                                 | 1 <sup>st</sup> Thu, 6 p.m.    | Olson/Rudy        |
| Upstate Colorado Economic Development                                          | last Wed, 7 a.m.               | Hall              |
| Water & Sewer Board                                                            | 3 <sup>rd</sup> Wed, 2 p.m.    | Hall              |
| Weld Project Connect Committee (United Way)                                    | as needed                      | Rotation          |
| Youth Commission Liaison                                                       | 4 <sup>th</sup> Mon, 6 p.m.    | McDonald          |
| Clearview Library District Liaison                                             | As needed                      | Rudy              |
| US34 TMO                                                                       | 1 <sup>st</sup> Thu, 4:30 p.m. | DeBoutez          |



# Work Session Agenda Summary

May 12, 2026

Key Staff Contact: Jill Krantz, Cultural Parks and Recreation Deputy Director, Diana Frick, Cultural Parks and Recreation Director

## Title:

Culture, Parks and Recreation Department (CPRD) Cost Recovery Framework and Implementation

## Background:

The Culture, Parks and Recreation Department (CPRD) Master Plan, completed in August 2025, included a comprehensive financial assessment of the department. A key recommendation from the plan was to conduct a deeper financial analysis and develop long-term plans to maintain service levels and address deferred needs. In response, CPRD partnered with Chris Nunes of Broken Compass to complete an analysis and develop a Cost Recovery Framework. This effort began in August 2025 with the goal of creating a consistent, transparent, defensible approach to evaluating how CPRD services are funded and priced. Key areas of analysis included a financial and operational review, stakeholder engagement, market benchmarking, and program-level analysis.

Through this process, several findings were identified: pricing practices vary across programs and services, select services are priced below full cost and market rates, pricing does not reflect community vs. individual benefit, and opportunities exist to improve operational efficiency.

Fiscal Impact: A phased implementation over three to five years is proposed. The Cost Recovery Framework implementation will establish a structured approach to setting fees, charges, and other revenue streams to recover a portion of the service delivery costs. Implementation is intended to support long-term financial sustainability while maintaining equity, accessibility, and community trust.

This presentation will cover the following topics: the purpose and importance of this effort; project overview; cost recovery framework; summary of work completed and key findings; implementation strategy; and policy direction and recommendations. Staff are seeking Council feedback on the proposed Cost Recovery Framework. Council direction will enable staff to finalize the framework, complete additional evaluation, and proceed with implementation.

## Strategic Focus Area:

Quality of Life

## Attachments:

1. CPRD - Council Overview of Cost Recovery
2. Greeley - Cost Recovery Management Plan
3. Item - Presentation

# **Executive Summary Culture, Parks and Recreation Cost Recovery Framework and Implementation Plan**

## **Purpose**

The City of Greeley's Culture, Parks and Recreation Department (CPRD) provides essential infrastructure that supports community health, youth development, cultural engagement, and economic vitality. Parks, programs, and cultural venues are not only quality-of-life amenities they are foundational assets that contribute to community identity, workforce attraction, tourism, and local economic activity.

As the community continues to grow, CPRD must ensure that its programs, services, and facilities are aligned with three core factors:

- The cost to deliver services
- The market value of comparable offerings
- The level of community demand and benefit

To support this alignment, CPRD developed a Cost Recovery Framework that establishes a consistent, transparent, and defensible approach to evaluating how services are funded and priced. This framework is intended to guide decision-making and allows the City to balance financial sustainability with access and community priorities.

## **Work Completed**

CPRD partnered with Broken Compass Consulting to evaluate current practices and develop a structured approach to cost recovery. This work included:

### **Financial and Operational Review**

- Assessment of direct and indirect (overhead) costs across programs, services, and facilities
- Identification of inconsistencies in how fees are currently established
- Evaluation of opportunities to improve operational efficiency alongside pricing adjustments

## **Stakeholder Input**

- Engagement with City leadership, advisory boards, and community partners through a targeted survey
- Input confirmed that most services are perceived as providing shared or individual benefit, reinforcing the need for clear policy direction on subsidies

## **Market Benchmarking**

- Comparison of CPRD pricing to regional providers
- Identification of areas where pricing is below market, particularly for high-demand services and facility use

## **Program-Level Analysis**

- Use of cost calculators to evaluate program-level performance
- Identification of gaps between current pricing and actual cost, including direct and indirect costs, of service delivery
- Recognition that both pricing and operational adjustments are needed to improve alignment

## **Key Findings**

The analysis identified several consistent themes:

### **Inconsistent Pricing Approach**

Fees have historically been set based on precedent rather than a standardized methodology, resulting in variation across programs and facilities.

### **Misalignment Between Cost and Price**

Many services do not reflect the full cost of delivery, including staffing, overhead, and facility use, resulting in varying and often unintentional levels of subsidy.

### **Market Positioning Below Comparable Communities**

Benchmarking indicates that CPRD pricing is frequently below regional norms, particularly for certain programs, admissions, and rentals.

### **Variation in Public and Individual Benefit**

Programs and services provide differing levels of community and individual value, but current pricing does not consistently reflect these differences.

### **Opportunities to Improve Efficiency**

In addition to pricing adjustments, there are opportunities to refine program design, staffing, and facility use to improve overall performance.

### **Recommended Framework**

The Cost Recovery Framework introduces a benefit-based model to guide pricing and subsidy decisions:

#### **Community Benefit (25–50% cost recovery)**

Services that provide broad public value and are accessible to all residents. These are primarily supported through public funding, with fees used selectively.

#### **Shared Benefit (50–75% cost recovery)**

Services that provide both individual and community benefit and are supported through a combination of fees and public subsidy.

#### **Individual Benefit (75–125+% cost recovery)**

Services that primarily benefit the individual participant or user group and are expected to recover most or all costs through fees.

This model establishes a consistent approach to determining how services are funded and ensures that subsidies are applied intentionally and transparently.

### **Implementation Strategy**

The framework will be implemented through a phased approach to allow for evaluation and adjustment over time:

#### **Phase I – Establish Baseline Alignment**

Align fees with direct program costs and apply standardized overhead.

#### **Phase II – Incorporate Facility Value**

Introduce a portion of facility and space costs into program pricing.

### **Phase III – Full Cost Consideration**

Fully incorporate facility costs where appropriate based on benefit category.

This approach allows the City to make gradual adjustments, monitor participation trends, and align pricing changes with operational improvements.

Implementation will also include:

- Program-level financial analysis for all services
- Ongoing monitoring of cost recovery performance
- Annual review of programs and fees
- Clear public communication on pricing rationale and reinvestment

### **Policy Considerations**

The framework supports policy decisions by City Council in the following areas:

- Defining where public subsidy is most appropriate
- Establishing cost recovery expectations by service type
- Balancing access and affordability
- Supporting transparency in how fees are set and used

### **Recommendation**

CPRD recommends that City Council:

1. Adopt the Cost Recovery Framework as the guiding methodology for evaluating programs and services
2. Support phased implementation over multiple years
3. Integrate cost recovery into ongoing operational and financial decision-making
4. Maintain flexibility to respond to community priorities and market conditions

## **Looking Ahead: Program and Service Evaluation**

As part of implementing this framework, CPRD will begin a more structured review of programs, services, and facility use that have historically been priced or structured outside of current cost and market conditions.

This includes evaluating:

- Programs operating significantly below cost recovery targets
- Services where the level of subsidy may not align with the level of community benefit
- Long-standing use arrangements that may not reflect current market value or demand
- Opportunities to deliver services through partnerships or alternative models

This work is intended to ensure that all programs and services are evaluated consistently using the adopted framework. Any proposed changes will be brought forward to City Council as options, with consideration of community impact, access, and long-term sustainability.

## **What This Means for Residents**

- More transparency in how fees are set and how public funding supports services
- Continued access to core community services, with intentional support for programs that provide broad public benefit
- More consistent and understandable pricing across programs and facilities
- Ongoing evaluation to ensure services reflect community needs and demand
- Gradual, thoughtful adjustments over time rather than abrupt changes

## **Conclusion**

The Cost Recovery Framework provides the City with a structured and transparent approach to aligning programs, services, and facilities with cost, market conditions, and community benefit. It establishes a consistent methodology for evaluating fees and subsidies while maintaining flexibility to support access and community priorities.

This work positions the City to make more informed, consistent, and transparent decisions about how Culture, Parks and Recreation services are delivered and sustained over time.



# Culture, Parks, and Recreation Cost Recovery Management Plan

Prepared by:





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## Executive Summary

This Cost Recovery Management Plan provides the Greeley Culture, Parks, and Recreation Department with a structured revenue management roadmap that shifts the organization from “fee setting by tradition” to a more transparent, consistent, and defensible approach to pricing programs, admissions, memberships, rentals, and event-related charges. Importantly, the plan is designed as a decision-making framework, not an automatic fee-increase program, so the City can make informed, policy-driven choices about pricing, subsidies, and service.

**Purpose and Goals** - The plan responds to growing financial pressure and the need to maintain high-quality services while managing General Fund support. It also recognizes the Department’s current operating reality, including the direction to reduce the overall budget by approximately 17% (approximately \$3.7 million), which heightens the importance of aligning service levels, community priorities, and funding strategies. The plan’s purpose is to establish an easy-to-understand framework for tiering services by benefit, incorporating direct and indirect costs into pricing decisions, phasing adjustments to reduce price shock and advancing transparency through a publicly accessible policy.

### Approach and Methodology

- **Survey** - A key component of the plan was stakeholder engagement focused on benefit-based service classification. A web-based survey was sent to 126 key stakeholders (City leadership, advisory boards, and complementary organizations such as the school district), generating 48 responses across three outreach attempts. The survey was intentionally targeted toward individuals familiar with public service delivery and municipal financial realities. Results indicate most offerings were perceived primarily as Shared or Individual benefit, with Community benefit less frequently identified as the top classification, reinforcing the need for clear policy decisions regarding subsidies and equity-driven exemptions.
- **Benchmarking** - The plan also incorporates benchmarking and comparative fee review to understand how the Department’s pricing aligns within the regional marketplace. This comparison helps distinguish where fees appear intentionally below market (suggesting opportunity for improved cost recovery) versus areas that are already aligned with comparable communities. Benchmarking is positioned as a practical tool to support paced adjustments while maintaining access and participation goals.

### Cost Recovery Framework

- **Benefit Tiers (Community, Shared, Individual) -**  
The plan operationalizes cost recovery through a three-tier benefit model:
  - Community Benefit: broad public value and non-exclusive access, typically supported primarily through taxes (fees may still be used for rationing or enhancement).
  - Shared Benefit: both participant and community benefit, commonly foundational wellness and skill development services supported through a mix of fees and subsidy.
  - Individual Benefit: primarily participant benefit (advanced instruction, exclusive use,



higher attributable impact), generally expected to recover the highest share of costs through fees.

- **Cost Recovery Targets** - Targets are used to guide decisions (not prescribe uniform outcomes) and are paired with an overhead approach that reflects differing facility cost drivers:
  - Community Benefit: 25–50% cost recovery with 30% overhead applied
  - Shared Benefit: 50–75% cost recovery with overhead applied at 30% (parks/recreation) or 50% (aquatics/ice)
  - Individual Benefit: 75–125+% cost recovery with overhead applied at 30% (parks/recreation) or 50% (aquatics/ice)
- **Policy Framework** - The plan emphasizes that final tier assignments and subsidy decisions remain policy choices for the City. It also acknowledges that exemptions may be appropriate when a program’s foundational purpose supports equity, inclusion, public safety, or community identity even when benefit perception trends “Shared.” The policy direction is reinforced through recommended operational requirements such as pro formas for programs (in-house and contracted), routine performance monitoring, and an annual program review process to support consistency and accountability.

**Fee Structure and Directory** - To ensure staff usability and public clarity, the plan encourages a streamlined, customer-facing structure for fees, supported by consistent definitions and governance. It also highlights the practical role of cost calculators and pro formas as tools that connect policy intent (benefit tiers and targets) to operational reality (direct costs, overhead, facility/space value, and program design choices).

### **Phased Implementation Approach**

- Prior to implementing the Cost Recovery Philosophy, there needs to be discussions at the Department level to determine if all of the programs currently being offered are relevant, meet the community needs, and are worth utilizing General Fund dollars to subsidize. For example, several CPRD programs, each of which provides value to the community, are almost 100% subsidized. Fully subsidized programs are not inherently negative. However, the number of these fully and heavily subsidized programs needs to be carefully managed to align with the overall Department Cost Recovery Goal. Please see Attachment A for the draft policy statement.
- The study indicates that the City of Greeley may be challenged to achieve the cost recovery ranges identified (33%, 66%, or 100%) for many programs and services when pricing is based on full direct cost (including staff benefits), overhead, and the full value of room/field costs; thus, the following phased approach has been developed:
  - Phase I (Baseline): recover direct program cost (including staff benefits) by benefit tier targets
  - Phase II: Apply overhead cost (30/50%)
  - Phase III: Apply 25% of room/field cost allocation
- Implementation is expected to occur over multiple years (three or more for full facility-cost loading) and should be paired with clear public messaging explaining the purpose of cost recovery, how revenues are reinvested, and how affordability and access will continue to be protected.

## About Greeley Culture, Parks, and Recreation Department

The City of Greeley Culture, Parks, and Recreation Department plays an important role in shaping the quality of life and community identity of one of northern Colorado's most vibrant cities. Serving more than 116,000 residents, Greeley is growing rapidly while also reflecting a rich cultural diversity that strengthens the community. Nearly 40 percent of residents identify as Hispanic or Latino, and the city is home to families, students, professionals, and older adults with a wide range of interests, traditions, and recreational needs. Grounded in its agricultural heritage and strengthened by a strong university presence and expanding economy, Greeley is a community where parks, recreation, and cultural experiences are central to everyday life.

To serve this community, the department manages more than 40 parks, hundreds of acres of open space, over 30 miles of trails that connect neighborhoods, schools, and natural areas, and two premier golf courses. These assets support active lifestyles, preserve important landscapes, and create opportunities for recreation, wellness, and community connection. The department also operates key recreation facilities, including the Greeley Recreation Center, Family FunPlex, Rodarte Community Center, and Active Adult Center, each providing programs and spaces that serve residents across all ages and life stages.



Cultural enrichment is equally central to the department's mission. The Union Colony Civic Center serves as one of northern Colorado's leading performing arts venues, while the Tointon Gallery, museums, and heritage programs help celebrate Greeley's artistic and historical identity. Community events further strengthen civic pride, with Island Grove Regional Park hosting the nationally recognized Greeley Stampede, as well as the Weld County Fair, and a wide range of educational, nonprofit, and seasonal events throughout the year.

The Department's programs are designed to meet diverse community needs through youth and adult sports, aquatics, camps, after-school activities, senior wellness, arts and enrichment classes, cultural programs, therapeutic recreation, adaptive services, and bilingual offerings. Together, these services, facilities, and cultural assets position the department as a vital public resource. They also highlight the need for thoughtful planning and sustainable funding to ensure these opportunities remain accessible, welcoming, and well maintained for current residents and future generations.

### Situational Understanding

The Greeley Culture, Parks, and Recreation Department is at a pivotal juncture as it has been directed to reduce its overall 2027 operating budget by approximately 17%, equating to a \$3.7 million decrease in departmental funding. This level of reduction creates immediate pressure on the Department's ability to sustain service levels, maintain facilities, and continue providing broad access to recreation,

parks, and cultural opportunities. In this environment, a revenue management plan is no longer simply a best practice; it is an operational necessity. A well-defined revenue philosophy, supported by a fee study and cost recovery framework, provides the Department with a structured and defensible method for aligning limited public resources with community priorities, service value, and financial reality. A cost recovery plan provides a transparent and consistent approach to pricing programs, admissions, memberships, rentals, and event-related charges, while also recognizing that not all services should be expected to recover costs at the same level.

The Council Priority matrix provides the Department with a practical decision-making overlay for the cost recovery plan. Lower-priority services should be the first candidates for restructuring, entrepreneurial pricing, and subsidy reduction, while higher priority and high community benefit services should be protected through intentional subsidies supported by stronger revenue performance from admissions, memberships, rentals, and individual-benefit programs. Together, the priority matrix and revenue management philosophy create a rational, defensible, and transparent framework for navigating the Department's required budget reduction while preserving core public value. Overall, the cost recovery plan should be phased, policy-driven, and supported by operational review rather than implemented through abrupt price shocks alone. In this way, the Department can use the current budget challenge as an opportunity to strengthen fiscal discipline, improve transparency, protect high-value community services, and create a more sustainable long-term operating model. This approach will better position the Department to respond to evolving community needs while preserving equitable access.

| Program                               | Council Priority<br>(1-7) | Service Tier | Impact Score |
|---------------------------------------|---------------------------|--------------|--------------|
| CPRD Admin                            | 5                         | Protect      | High         |
| UCCC                                  | 4                         | Reduce       | Moderate     |
| Museums                               | 2                         | Restructure  | High         |
| Special Events                        | 4                         | Reduce       | Moderate     |
| Culture Admin                         | 3                         | Reduce       | Moderate     |
| Island Grove                          | 4                         | Restructure  | Moderate     |
| NAT                                   | 3                         | Reduce       | Moderate     |
| Park Operations                       | 3                         | Reduce       | Moderate     |
| Forestry                              | 3                         | Reduce       | Moderate     |
| Athletic Fields                       | 6                         | Protect      | Low          |
| Capital Planning                      | 5                         | Protect      | High         |
| Family FunPlex                        | 6                         | Protect      | High         |
| Recreation Admin/Facility Maintenance | 5                         | Protect      | High         |
| Greeley Recreation Center             | 6                         | Protect      | High         |
| Rodarte                               | 6                         | Protect      | High         |
| Active Adult                          | 6                         | Protect      | Moderate     |
| Ice Haus                              | 6                         | Restructure  | Moderate     |
| Outdoor Pools                         | 6                         | Restructure  | High         |
| Adaptive Programs                     | 6                         | Protect      | High         |
| Sports                                | 6                         | Restructure  | Moderate     |

*Table 1 Council Priority Matrix*

## Project Goals

- Develop a comprehensive cost recovery (revenue management) plan that supports the long-term financial sustainability of programs, services, and facilities while acknowledging that the Department's General Fund also supports high-cost capital improvement projects.
- Create an easy-to-understand framework for pricing services, enabling program managers to categorize services by tier and integrate indirect costs into the pricing structure.
- Develop an implementation plan that allows for phased adjustments over multiple years, gradually aligning pricing with the cost recovery framework while reducing potential price shock



for customers.

- Draft a publicly accessible cost recovery policy, including clear verbiage, philosophy, and rationale, to promote transparency and alignment with Department objectives.

## What is Cost Recovery?



Cost recovery, within the municipal culture, parks, and recreation sector, represents a crucial financial strategy designed to sustain and enhance the quality and accessibility of public cultural and recreational facilities and programs. This approach aims to strike a balance between public funding and user-generated revenue, ensuring that the benefits of culture, parks, and recreation services are equitably distributed while also promoting financial sustainability. The strategic implementation of cost recovery mechanisms is fundamental in maintaining and expanding the infrastructure that supports healthy, vibrant communities.

At its core, cost recovery involves calculating and recouping some level of expenses related to the operation, maintenance, and development of cultural, parks, and recreational programs, services, and facilities. These expenses are typically divided into direct and indirect costs. Direct costs are those that can be directly associated with a specific program or facility, such as salaries for program staff, equipment purchases, and utility expenses. Indirect costs encompass overhead expenditures that support the broader organization, including administrative services, and facility maintenance not tied to a specific program, and overall infrastructure support.

The rationale for employing cost recovery strategies in municipal culture, parks, and recreation services hinges on several key considerations. Firstly, it encourages a more equitable distribution of costs among users, ensuring that those *who benefit most* from specific programs, services and facilities contribute appropriately to their upkeep and development. This approach also helps to alleviate the financial burden on the general taxpayer, particularly for services that are exclusive or specialized and cater to specific segments of the community rather than the public at large.

Moreover, cost recovery contributes to the financial sustainability of culture, parks, and recreation services by diversifying revenue streams. In an era of constrained municipal budgets and competing priorities, relying solely on public funding is increasingly unattainable. By creating a rational and logical approach to user fees, memberships, rentals, and other charges, culture, parks, and recreation departments can generate revenue, reducing their dependence on fluctuating budgets and enhancing their ability to plan, develop, and maintain facilities and programs.

However, implementing cost recovery strategies requires careful consideration to balance financial objectives with the goal of providing equitable access to cultural and recreational opportunities. Governmental agencies often adopt a tiered approach to cost recovery, categorizing services based on the extent to which they provide broad *community benefits versus individual benefits*. Services that offer widespread community benefits, such as playgrounds, walking trails, and public parks, may be subsidized to a greater extent, reflecting their role in promoting public health, environmental stewardship, and social cohesion. On the other hand, programs and facilities that cater to specific

interests or provide individual benefits, like fitness classes, sports leagues, and facility rentals, may be targeted for higher levels of cost recovery.

Effective cost-recovery strategies must also involve community engagement and transparency. Governmental agencies must communicate the rationale for fees and charges, demonstrating how revenue is reinvested into the culture, parks, and recreation system to improve service quality, expand access, and ensure the long-term viability of these essential community assets. Furthermore, considerations for financial assistance programs or tiered pricing models can help ensure that cost is not a barrier to access, particularly for low-income residents and vulnerable populations.

In summary, cost recovery is a dynamic and multifaceted strategy that, when applied thoughtfully, can enhance the sustainability and equity of public culture, parks, and recreational services. By balancing the financial contributions from users with the broader benefits of culture, parks, and recreation services to the community, municipalities can ensure these vital resources continue to thrive and serve the diverse needs of their residents. For this reason, culture, parks, and recreation agencies typically apply different cost recovery expectations depending on the level of public benefit provided by a service.

### Cost Recovery Tiers and Benefit Levels

Clear operational definitions are essential for the City to be able to place current and future programs into cost recovery tiers (individual, shared, and community benefit). Developing a definition of each tier in the cost recovery matrix will assist the community in understanding the rationale on why various services are placed in the benefit tiers. The City categorizes programs, services, and facilities based on the level of public and individual benefit they provide. These benefit tiers help guide pricing expectations and determine where public investment or user fees are most appropriate.

- Community Benefit-Services provide value broadly to the entire community and are typically supported primarily through public funding.
  - This level traditionally houses programs, facilities and services that benefit the whole community. These programs, facilities and services preserve and promote the social fabric of the community. Additionally, the provision of non-exclusive access to parks by the general public traditionally fall in this level. The community generally pays for these services through their taxes; however, this does not preclude the City from having fees for this level of program.
  - Community Benefit Characteristics
    - Difficult to determine benefits received by one user.
    - Service is equally available to everyone in the community and should benefit.
    - The level of service attributable to a user is not known.
  - Charging a Fee for Community Benefit Programs, Facilities and Services
    - Fees charged shall be viewed as a method to continue to provide basic services.
    - Revenues collected shall be used in expanding or enhancing the service.
    - Fees may serve to ration limited activities.
- Shared Benefit- Services provide both individual participant value and broader community benefit and are supported through a combination of user fees and public funding.
  - When programs, facilities and services benefit the community at large, as well as the individual, they are considered shared benefits. This level typically promotes physical and mental well-being and provides basic skill development. They are generally the more traditionally expected services and beginner instructional levels. These programs, services and facilities shall be assigned fees based on a specified percentage of direct and indirect

costs that represent a tax subsidy to account for the community benefit.

- Shared Benefits Characteristics
  - Require facilities, supplies, equipment, and/or significant staff planning and supervision specific to the service.
  - Services benefit both the participant and the community due to their educational, cultural, or physical value.
  - The cost per user, hour/person, of the service is higher.
  - The service uses consumable materials, i.e., the expense would not exist if the program were eliminated.
  - The service requires added preparation or clean-up.
  - The service may require contracted services or instruction at an additional cost.
- Fee and Charges for Shared Benefit Programs, Facilities and Services
  - A fee supports the provision of activities of a special interest nature that extends beyond the normal access to facilities.
  - Fees charged should recover a percentage of direct and indirect/overhead cost.
- Individual Benefit Services primarily benefit the participant or user group receiving the service and are therefore expected to recover most or all of their costs through user fees.
  - Programs, facilities, and services in this tier only benefit the individual. *This level promotes individual physical and mental well-being and provides advanced skill development and/or exclusive use.*
- Individual Benefit Characteristics
  - User fees are expected to recover most or all direct costs, as well as overhead/indirect costs for these services, and may generate additional revenue that help support programs with broader community benefit.
  - The level of service attributable to a user is known.
  - Individuals or groups benefit versus the community.
  - Resource demands of the individual service provided are great (staffing, facility time, additional trash, restrooms, etc.).
- Fee and Charges for Individual Benefit Programs, Facilities and Services
  - The user shall bear all direct cost, including direct staff cost, and a percentage of indirect costs to offset general fund tax support.
  - Fees and charges may be established based on local market demand and service differential.
  - Special services and facilities shall recover costs through policies that minimize and/or eliminate general fund support, outside of capital funding.
  - Programs, facilities and services for youth and adults not identified as either a community or shared benefit.





## Cost Recovery Process and Implementation

Implementing a cost recovery framework requires a consistent and transparent process to guide program and service evaluation, pricing decisions, and operational review. There are various critical elements in developing a process to implement a cost recovery philosophy, which includes but are not limited to: defining certain terms (community benefit, individual benefit, shared benefit), obtaining Board and stakeholder input on definitions and program/service alignment, and a thorough evaluation of programs and services. Overall, the following process was used to develop the cost recovery model for Culture, Parks, and Recreation. For a comprehensive list of terms used in this report, please see Attachment B.

- **Establish a Guiding Coalition**
  - Establishing a guiding coalition that includes representatives from all levels of the organization, including oversight by the City Manager's Office, Culture, Parks, and Recreation leadership, various community advisory boards, frontline staff, and critical community stakeholders to support implementation of the cost recovery framework. The coalition for this project includes:
    - City Leadership Team
    - Culture, Parks, and Recreation Leadership Team
    - Chris Nunes, Ph.D., CPRE, Broken Compass Consulting
- **Access Current Financial Health and Funding Models**
  - The goal of this step is to understand the financial context in which the agency operates, including current funding sources, expenses, and financial challenges.
  - The overall goal is to move the programming operations (recreation, culture, aquatics, athletics) and facility rentals fees to an era of financial resilience and sustainability which aims to strengthen the financial position of the overall City.
- **Review Operational Expenses**
  - Prior to implementing any recommendations in this report, it is imperative to first review operational expenses to ensure informed decision-making and financial stability. Please see section “*Cost Recovery from Concept to Action*,” which explains how in-house programs were evaluated. Understanding the full spectrum of costs associated with operations, including fixed and variable expenses (see Attachment C for a discussion on direct and indirect/overhead costs), allows for a more accurate assessment of the current financial health. This review helps identify areas where efficiencies can be implemented, potential cost savings can be realized, and unnecessary expenditures can be curtailed. By analyzing operational expenses, an organization can determine if fee modifications and adjustments are warranted or if financial objectives can be met through internal cost management strategies. This approach promotes transparency and justifies fee changes to stakeholders, reinforcing trust and confidence in the organization's fiscal responsibility. Ultimately, a thorough review of operational expenses provides a solid foundation for setting fees that reflect true costs, ensuring sustainability and competitiveness in the market. Key aspects to review include but are not limited to:
    - Identification of low-use facilities/hours
      - For example, if on average there are only a small number of people using the pool, day care, or other similar facility, and there are more staff needed to operate the facility than there are users, there may NOT be a need to operate those facilities, thus reducing operational expenses and increasing cost recovery.
    - Identification of low or no-use programs

- Identify programs that have little or low use. After a program is offered two to three times with little or no use, discontinue the program. The program is “costing” space in the facility and is requiring marketing efforts, which could be producing positive revenue with other programs and services.
    - Review each program to identify costs (staff, materials, facilities, etc.) which are directly related to the experience versus those that are “nice to have.”
    - Annually review the registration numbers of each program and their cost/revenue, which would aid in determining if the program could be offered again.
  - Maintenance and Utility Cost
    - Reduce HVAC energy consumption. For example, adjust heat/air conditioning by a degree or two to reduce costs.
    - Improve lighting energy consumption. For example, ensure all lights are on sensors to reduce lights staying on when rooms or areas are not being used.
    - Improve equipment efficiency. For example, replace older pumps and motors with more efficient equipment.
    - Develop maintenance standards based on facility use levels (i.e., Tier A, B, C, D facility). The more use a facility (parks, indoor facilities) receives, additional maintenance is warranted. Facilities should not have a one-size-fits-all maintenance paradigm.
  - Technology
    - Leverage technology to reduce/replace staff which can include: line marking machines and self-propelled mowers/pool cleaners.
    - Develop a campaign to encourage the use of online registration to reduce the need for front desk staff time.
    - Evaluate the cost of technology (initial, monthly and replacement) and the benefits received.
- **Review Demographics of the City**
  - The following data points can be used to illustrate key factors of the community that can help determine what cost recovery system could be used to assist the City’s goal of achieving financial sustainability:
    - Population: 115,669
      - Largest Minority Group: Hispanic- 41.5%
      - Growth Rate: 1.36%
      - Median Age: 32.5
    - Bachelor’s Degree or Higher: 29.02%
    - Median Household Income: \$68,650
    - Per Capita Income: \$30,195
    - Median House Value: \$369,600
    - Persons in Poverty: 14.7%
  - The demographic profile of Greeley provides valuable insight into the community’s ability and willingness to pay for culture, parks, and recreation services. The City has a relatively young population, which is growing at a nominal rate. With a median household income of \$68,650 these figures suggest moderate earning power and stability; however, it is important to note that 14.7% of residents live below the poverty line, underscoring the need for equitable access and affordability in program design. Educational attainment also shapes expectations around service value and quality. With

29.02% of residents holding a bachelor's degree or higher, there is a strong understanding among a significant portion of the community of the long-term benefits that parks, recreation, and cultural services provide for families and the broader community. At the same time, the data indicates that a substantial segment of the population may prioritize affordability when making participation decisions. These traits suggest that while many residents are capable of paying for services they perceive as valuable, they are also discerning consumers who will evaluate whether the benefits of a program, facility, or service justify the cost.

- For households with higher incomes and education levels, there is generally a greater willingness to invest in quality experiences, provided the Department delivers enhanced value and customer service. However, given the economic diversity of Greeley's population, the Department must also balance cost recovery goals with a commitment to accessibility, ensuring that price does not become a barrier to participation. The Department's ability to deliver services that are perceived as high-value and equitably accessible will determine the success of any cost recovery strategy. Residents have options outside of City programs and will choose not to participate if they do not feel their dollars are being well spent. (Source-<https://datausa.io/profile/geo/greeley-co>)
- **Ability to Pay Versus Willingness to Pay**
  - The distinction between the ability to pay and the willingness to pay is critical in the development of a cost recovery model. The ability to pay refers to a consumer's financial capacity to purchase a good or service, determined by income, wealth, and credit access. Conversely, willingness to pay reflects a consumer's subjective valuation of a product, indicating how much they are prepared to spend based on personal preferences, perceived value, and utility derived. While the ability to pay is grounded in objective financial metrics, willingness to pay is inherently subjective, influenced by individual desires, needs, and perceived benefits. Understanding both concepts is essential for pricing strategies and market segmentation. The Department needs to review how to further enhance willingness to pay attributes (customer service, programming uniqueness, convenience, time savings, etc.) to drive program/service use levels.
- **Benefits Defined:** The cost recovery framework used in this study is based on the concept that different parks, recreation, and cultural services provide varying levels of public and individual benefit. Understanding these differences helps guide pricing expectations and the level of public investment appropriate for each service.
- **Stakeholder Survey:** A survey was conducted (Attachment D) with selected stakeholders which placed various programs and services into community, individual and shared benefit "buckets." From a review of each "bucket," an operational definition will be created for each tier of service. Furthermore, there should be various definitions created for exemptions to this program, e.g., special needs programming or other services critical to the overall social and community fabric. The survey results provide valuable insight into how services are perceived by stakeholders; however, final benefit classifications and subsidy decisions remain policy decisions made by the City. Three (3) email invitations were sent out to each of 125+ community stakeholders and 48 responses were received. These community stakeholders were members of the various City Advisory Boards related to parks, recreation and culture, and key contacts with the school district, City, and other community leaders. See Attachment E for a stakeholder list.
- **Develop Cost Recovery Goals:** The goal of this step is to set clear, achievable goals for cost recovery based on the categorization of services. Please note that the current national average of cost recovery for a parks and recreation agency is 25%. A model will be developed for

agency-wide cost recovery; however, using the “tiered or continuum” model of cost recovery does not mean that all program areas will have the same expectation of cost recovery. Finally, there needs to be some understanding that if prices rise, this may impact the consumption and access to services.

- **Create Pricing and Operational Policies:** Establish pricing strategies and guidelines that support the cost recovery goals while considering the community's ability to pay. Develop a pricing model that includes considerations for subsidies, discounts, and differential pricing. Ensure pricing policies are transparent, fair, and aligned with the agency's values and community needs.
- **Implement the Plan:** The goal with this section is to put the cost recovery philosophy into practice and monitor its effectiveness.
- **Evaluation and Monitoring:** An evaluation plan will be developed to assist the Department in understanding if it is meeting its Cost Recovery Goals, and whether adjustments to the models or pro forma are warranted.

### Cost Recovery Philosophy

A total of 48 responses were received from the survey, which asked individuals to identify how they value programs and services offered by the department by benefit levels (community, shared, individual). The survey was limited to key critical stakeholders in the community such as City Leadership, community advisory boards, and complementary organizations (School District). The survey was intentionally limited to these groups as they were selected because they understand the operational realities, cost structures, and tradeoffs inherent in delivering high-quality governmental services, including increasing demand and balancing limited resources, rather than reflecting individual consumer preferences alone. Please see Attachment F for the data set/survey results for which the following recommendations have been developed.



These program and service areas consistently indicate *Shared* as the plurality (and/or are structurally a mix of public and private benefit):

- Family FunPlex and Greeley Recreation Center Memberships (Shared ~46% vs Individual ~36%).
- Museum Admissions (Shared ~57% vs Individual ~28%).
- Museum Programs (Shared ~49% vs Individual ~27%).
- Youth-Out of School (Shared ~50% vs Individual ~28%).
- Youth Athletics (Shared ~49% vs Individual ~37%).

The program and service areas that align with *Individual* as the plurality and align cleanly with participant-specific value (skill building, leagues, advanced instruction, premium experiences):

- Adult Leagues/Fitness (Individual ~61%).
- Active Adult (Individual ~59%).
- Active Adult Memberships (Individual ~47%—not as strong as others, but still the top category).
- Aquatic Programs (Individual ~54%).
- Ice Haus (Individual ~60%).
- Youth Programming (Individual ~57%).
- Program Types (Individual ~56% overall; contains sub-types that are Shared—see below).

The program and service areas that are most strongly aligned with *Community*, items with a high shared/community orientation and the lowest individual share, i.e., where subsidy and access are justifiable:

- Adaptive - Programs
- Youth - Out of School and After School Program
- Special Events - Arts Picnic, Festival of Trees
- Museum Programs - The History Tour

A key takeaway was that no single program or service item has “Community” as the top response. In other words, respondents generally view most offerings as either shared or individual benefits. Survey results indicate that community benefit is typically a secondary but meaningful component across many programs, rather than the plurality response for individual offerings. This reinforces the need for policy-based decision-making when determining subsidies, particularly for programs that advance equity, inclusion, public safety, and community identity, even where “Shared” benefit remains the strongest response (e.g., Adaptive Programming at 55% Shared). The goal of the table below is to show side-by-side how various program areas compare in relation to the survey data. Note that the City may provide exemptions to this hierarchy where certain programs/services, which may have scored in the shared/individual benefit but due to some foundational purpose/element of the program should be classified as a community program.

| <i><b>Community</b></i>                                                                                     | <i><b>Shared</b></i>                                                                                                             | <i><b>Individual</b></i>                                                                                                                                                                                     |
|-------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Adaptive-Programs                                                                                           | Aquatic Programs <ul style="list-style-type: none"> <li>• Parent/Tot</li> <li>• Pre School</li> </ul>                            | Aquatic Programs <ul style="list-style-type: none"> <li>• Level 1</li> <li>• Level 2</li> <li>• Level 3-6</li> <li>• Adult Basics</li> <li>• Adult Skills</li> </ul>                                         |
| Youth <ul style="list-style-type: none"> <li>• Out of School and After School Program</li> </ul>            | Family FunPlex and Greeley Recreation Center Memberships                                                                         | Adult Leagues and Fitness <ul style="list-style-type: none"> <li>• Adult Leagues</li> <li>• Fitness Programs</li> </ul>                                                                                      |
| Special Events <ul style="list-style-type: none"> <li>• Arts Picnic</li> <li>• Festival of Trees</li> </ul> | Museum Admissions                                                                                                                | Active Adult <ul style="list-style-type: none"> <li>• Active Adult Programs</li> <li>• Trips</li> </ul>                                                                                                      |
| Museum Programs <ul style="list-style-type: none"> <li>• The History Tour</li> </ul>                        | Museum Programs <ul style="list-style-type: none"> <li>• Homesteader Holiday</li> <li>• Tales from the Hearth</li> </ul>         | Active Adult Memberships <ul style="list-style-type: none"> <li>• Senior</li> </ul>                                                                                                                          |
|                                                                                                             | Youth Athletics <ul style="list-style-type: none"> <li>• Leagues</li> <li>• Skills and Drills</li> </ul>                         | Ice Haus Programming                                                                                                                                                                                         |
|                                                                                                             | Youth Programming <ul style="list-style-type: none"> <li>• Safe Sitter Essentials (strong shared/public-safety logic)</li> </ul> | Youth Programming <ul style="list-style-type: none"> <li>• Baby Ballet</li> <li>• Tumbling</li> <li>• Karate</li> <li>• Lego Camp</li> <li>• Youth Athletic Conditioning</li> <li>• Skateboarding</li> </ul> |

| <b><i>Community</i></b> | <b><i>Shared</i></b>                                                                                                                                                                           | <b><i>Individual</i></b>                                                                                                                                                                                                      |
|-------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                         | Youth - Out of School <ul style="list-style-type: none"> <li>• Fun in the Spring</li> <li>• Fun in the Sun Camp</li> <li>• Superhero Camp</li> <li>• STEM Camp</li> </ul>                      | Program Types <ul style="list-style-type: none"> <li>• Teen Programs</li> <li>• Adult Programs</li> <li>• Senior Programs</li> <li>• Intermediate Programs</li> <li>• Advanced Program</li> <li>• Private Programs</li> </ul> |
|                         | Program Types <ul style="list-style-type: none"> <li>• Youth Programs - Under 6 years</li> <li>• Youth Programs - 7-12 years</li> <li>• Intro Programs</li> <li>• Beginner Programs</li> </ul> |                                                                                                                                                                                                                               |

From this data, several trends appear in terms of how the community identified programs by benefit level, which include but are not limited to:

- Community benefit
  - Adaptive programming
  - Youth after-school and summer camp program such as child care services (not specialty camps)
  - Special events
  - Base level Museum programming – The History Tour
- Shared benefit
  - Basic/intermediate programming-under 12 years old
  - Introductory youth aquatic programming (lessons)
  - Family FunPlex and Greeley Recreation Center Memberships
  - Museum Admissions
  - Youth Athletics
  - Basic/Intermediate Youth Athletic Skills and Drills
  - Youth Programming that assists with service (CPR, Babysitting, First Aid, etc.)
  - Youth out of school programming (non-child care services)
- Individual benefit
  - Aquatic Programming (Level 1+ and Adult)
  - Adult Athletics and Fitness
  - Active Adult Programming and Memberships
  - Ice Haus Programming
  - Youth Programming (non-service related)
  - Teen, Adult, Senior, Intermediate, Advanced, and Private Programming

### Cost Recovery Goals by Tier

Program and service tiering with cost recovery goals provides a systematic framework for allocating resources and setting fees. This structured approach balances fiscal responsibility with social equity by maintaining accessibility to basic services while ensuring specialized offerings remain financially sustainable through appropriate user fees and cost recovery mechanisms. Furthermore, the plan needs to address operational overhead as there are significant costs required to operate programs and



services that cannot be attributed to a specific program or service. Finally, the “Cost Recovery Target” is intended to guide decision-making rather than prescribe uniform pricing outcomes. Actual fee levels also need to consider participation goals, market conditions, access objectives, and departmental priorities.

| Level /Benefit | Criteria                                                                                  | Cost Recovery Target | % of Overhead Charged                                    | Examples of Programs and Services                                                                                                                                                                                                                                                               |
|----------------|-------------------------------------------------------------------------------------------|----------------------|----------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Community      | Providing a base service that is critical for families and the community functions        | 25-50%               | 30%                                                      | Primarily focus on inclusion, safe places and spaces for summer/after-school programming, and baseline access to culture and learning.                                                                                                                                                          |
| Shared         | Promotes base physical and mental well-being, and provides recreational skill development | 50-75%               | 30% - Parks and Recreation Centers<br>50% - Aquatics/Ice | Primarily serve participants, but also strengthen community wellness, access to public amenities, and youth development, especially through foundational sports and aquatics skills, memberships and admissions, service training (CPR and first aid), and structured out-of-school enrichment. |
| Individual     | Provides advanced skill development and or exclusive use                                  | 75-125+%             | 30% - Parks and Recreation Centers<br>50% - Aquatics/Ice | Participant-focused services where the primary value is personal fitness, skill-building (intermediate, advanced, private), trips, and recreation, including but not limited to facility reservations and merchandise sales.                                                                    |



## Cost Recovery from Concept to Action - In House Programming

Over the course of January and February 2026, staff from the various divisions that make up the City of Greeley Culture, Parks, and Recreation Department were asked to complete a program fee calculator to identify the current price structure in relation to the proposed cost recovery goals. This analysis helps staff better understand the financial performance of individual programs and identify opportunities to align pricing decisions with the Department's cost recovery framework.

The calculator takes into consideration direct cost for a program including staffing (full and part time), benefit load of staff (38% full time, 10% part time), equipment (balls, shirts, arts/crafts supplies), room or facility charges and advertising. Capital expenses such as roofing, HVAC systems, new goals, and pool heaters will not be factored into the cost recovery pro forma's as these costs are typically funded through separate capital improvement programs.

Room and facility charges are included in the exercise to understand the cost/benefit of the program. There could be a time when it is more advantageous to allow the room to be rented as opposed to using the room for an internal program. A room/facility rental often results in positive revenue as there are often limited expenses related to the rental except for the cost to facilitate the handling of the cash/credit card charge.

The table below identifies a pricing calculator for the adult volleyball program. Per the survey, Adult Volleyball would be classified as an individual benefited program, which would require a cost recovery in the range of 75% to 125+%. The current price of this program is \$350, but to be in the range of 75-125+% cost recovery, the fee is required to be between \$864 to \$1,441.

| Program Name:      |                                                                                                                               | Program Supervisor:                                                                                        |  |
|--------------------|-------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------|--|
| 1 Adult Volleyball |                                                                                                                               | Current Price: \$350                                                                                       |  |
| A                  | Salaries - Full Time                                                                                                          | \$12,700.00 (includes hours spent in the planning, supervising, & maintenance directly related to program) |  |
|                    | Full Time Benefits                                                                                                            | \$4,182.00 34% of Total of FT employee salaries                                                            |  |
| B                  | Salaries - Part Time (LESS than 29 hours)                                                                                     | \$26,055.44 (includes hours spent in the planning, supervising, & maintenance directly related to program) |  |
|                    | Part Time Benefits                                                                                                            | \$2,605.54 10% of Total of PT employee salaries                                                            |  |
| C                  | Salaries - Part Time (34 Time)                                                                                                | \$0.00 (includes hours spent in the planning, supervising, & maintenance directly related to program)      |  |
|                    | Part Time Benefits                                                                                                            | \$0.00 10% of Total of PT employee salaries                                                                |  |
|                    | TOTAL SALARIES                                                                                                                | \$38,352.44                                                                                                |  |
|                    | TOTAL BENEFITS                                                                                                                | \$6,787.54                                                                                                 |  |
| D                  | Total Compensation (FT/PT PT/PT)                                                                                              | \$45,140.98                                                                                                |  |
| E                  | Professional Services (not fee for events, equipment, etc.)                                                                   | Prof. Services: not fee for entertainers, athletes, performers, etc.                                       |  |
| F                  | Supplies and Materials (if)                                                                                                   | \$3,847.76 Supplies and Materials: Anything used in the program                                            |  |
| G                  | Transportation (if applicable)                                                                                                | Transportation: taxi or van rental, or vans .65 mile                                                       |  |
| H                  | Program Guide (1/18= \$67.50, 1/8=\$125, 1/4=\$250, 1/2=\$500, Full Page=\$1000); Marketing spend, boosting social media cost |                                                                                                            |  |
| I                  | Room/Field Fees (85%)                                                                                                         | \$67,200.00                                                                                                |  |
|                    | Subtotal                                                                                                                      | \$110,198.53                                                                                               |  |
| J                  | Administration 30% Recreation Programs                                                                                        | Administration 30% Ice/Aquatics Program                                                                    |  |
|                    | Subtotal                                                                                                                      | \$33,059.56                                                                                                |  |
|                    | Subtotal                                                                                                                      | \$151,045.09                                                                                               |  |
| K                  | Total Cash Sponsorship (95%)                                                                                                  | Total Cash Sponsorship                                                                                     |  |
|                    | NET COST                                                                                                                      | \$174,045.90                                                                                               |  |
|                    | TOTAL NOW CASH VALUE                                                                                                          | \$0.00                                                                                                     |  |
|                    | Subsidy                                                                                                                       | Revenue                                                                                                    |  |
|                    | Cost Per Person Formula                                                                                                       | Rec 25% Rec 33% Rec 50% Rec 60% Rec 75% Rec 100% Rec 125% Rec 137.5% Rec 150%                              |  |
|                    | Total From "C"                                                                                                                | \$37,761.27                                                                                                |  |
| L1                 | Enter Expected # of Participants Here *                                                                                       | 131                                                                                                        |  |
|                    | Charge per person to "break-even"                                                                                             | \$288.25                                                                                                   |  |
| M                  | Add Non-resident Fee (\$5 below \$50, \$10 above \$50)                                                                        | 10                                                                                                         |  |
|                    | Charge per Person, Non-resident *                                                                                             | \$298.25                                                                                                   |  |
|                    | Cost of Subsidy                                                                                                               | \$113,283.62                                                                                               |  |

Table 2 Pricing Calculator Adult Volleyball

Prior to moving forward with fee modification, the City should review what is driving the expense. As the table below indicates, there are significant program expenses related to staff, the number of hours being allocated to this program in the gymnasium (rental rate of \$75 per hour), along with supply costs (balls, awards, etc.). To reduce operational cost (thus fee), the City needs to review, program by program, whether there are alternate ways to offer the program, in an effort to reduce expenses, therefore cost. Methods to reduce cost for the adult volleyball program may include, but are not limited to:



Please note that the quality of the program needs to be ensured as there is the potential to “cut too much,” which will then affect the overall quality and user experience.

While these are only two programs within a myriad of programs and services offered by the City, each program and service needs to be analyzed to ensure it is meeting its cost recovery goals. By doing so, this will allow the City to have a rational, logical, and consistent approach to setting fees for programs and services.

With only using a sample of the overall programs, it is estimated that implementing this cost recovery plan can increase revenues (including annual pass revenues) and reduce operational costs. This additional revenue could be used for: seed money for new programs, managing the subsidy for community/shared programs and assisting with preventative maintenance.

### Cost Recovery from Concept to Action - Contract Programming

While the majority of time was spent reviewing in-house programming to identify cost and revenue, the City also uses contract programming to meet the needs of the community. Contract programming is an excellent method to bring on new and innovative programs, along with programs where the instructor would require a higher per-hour pay rate. For contract programs, this calculator provides a defensible, transparent method to show that the program fee and revenue split must be evaluated together with the agency's costs and the value of reserved facility time.

For example, the table below provides an example of how the worksheet can be used. In the first example, the program fee is \$50 for a six (6) week fencing program, which uses a room that is valued at \$40 per hour as a rental. This cost, along with marketing and cash handling cost, adds to the direct cost to the City for producing this program. As is indicated, the City is "upside down" at every revenue split in this model. Even using a conservative 60/40 split (60% to the instructor/40% to the City), the program does not provide "positive revenue" as the 40% revenue split is consumed by the room, marketing, and cash handling expenses.

| Contract Program Fee Analysis-Recreation |                                                                                          |          |                             |     |            |     |            |     |            |     |            |
|------------------------------------------|------------------------------------------------------------------------------------------|----------|-----------------------------|-----|------------|-----|------------|-----|------------|-----|------------|
| A                                        | Program Name                                                                             | Fencing  | Current Contract Percentage |     |            |     |            |     |            |     |            |
| B                                        | Program Fee                                                                              | \$50.00  |                             |     |            |     |            |     |            |     |            |
| C                                        | Estimated Program Registration                                                           | 8        |                             |     |            |     |            |     |            |     |            |
|                                          | Total Revenue                                                                            | \$400.00 |                             |     |            |     |            |     |            |     |            |
| D                                        | Weeks of Class                                                                           | 6        |                             |     |            |     |            |     |            |     |            |
| E                                        | Number of Meetings Per Week                                                              | 1        |                             |     |            |     |            |     |            |     |            |
| F                                        | Meeting Length (hours)                                                                   | 1        |                             |     |            |     |            |     |            |     |            |
|                                          | Total Hours                                                                              | 6        |                             |     |            |     |            |     |            |     |            |
|                                          | Contractor Cut                                                                           | 60%      | \$240.00                    | 65% | \$260.00   | 70% | \$280.00   | 75% | \$300.00   | 80% | \$320.00   |
|                                          | Instructor Revenue Per Hour                                                              |          | \$40.00                     |     | \$43.33    |     | \$46.67    |     | \$50.00    |     | \$53.33    |
|                                          | City Cut                                                                                 | 40%      | \$160.00                    | 35% | \$140.00   | 30% | \$120.00   | 25% | \$100.00   | 20% | \$80.00    |
|                                          | Registration Processing (5%)                                                             | 5%       | \$20.00                     |     | \$20.00    |     | \$20.00    |     | \$20.00    |     | \$20.00    |
|                                          | Reg-Brochure Space                                                                       | 3%       | \$10.00                     |     | \$10.00    |     | \$10.00    |     | \$10.00    |     | \$20.00    |
|                                          | Room/Field Reservation Fee (\$25 field, \$25 room, \$40 room, \$45 gym, \$25 pool space) | \$40     | \$240.00                    |     | \$240.00   |     | \$240.00   |     | \$240.00   |     | \$240.00   |
| G                                        | Net to City                                                                              |          | (\$110.00)                  |     | (\$130.00) |     | (\$150.00) |     | (\$170.00) |     | (\$200.00) |
|                                          | Revenue Per Hour                                                                         |          | (\$18.33)                   |     | (\$21.67)  |     | (\$25.00)  |     | (\$28.33)  |     | (\$33.33)  |
|                                          | Net Revenue as a Percentage of Overall Rev                                               |          | -27.50%                     |     | -32.50%    |     | -37.50%    |     | -42.50%    |     | -50.00%    |

Table 5 Pricing Calculator Contract Class (deficit example)

In the second example, small adjustments are made to the program, but not the base fee. These adjustments include reducing the number of program meeting days from 6 to 5, and moving from a room that costs \$40 per hour to \$25 per hour to rent. With these small changes, the program becomes "revenue neutral" at the 60/40% revenue split.

|   | Contract Program Fee Analysis-Recreation                                                 |          |                             |     |           |     |           |     |           |     |           |
|---|------------------------------------------------------------------------------------------|----------|-----------------------------|-----|-----------|-----|-----------|-----|-----------|-----|-----------|
| A | Program Name                                                                             | Fencing  | Current Contract Percentage |     |           |     |           |     |           |     |           |
| B | Program Fee                                                                              | \$50.00  |                             |     |           |     |           |     |           |     |           |
| C | Estimated Program Registration                                                           | 8        |                             |     |           |     |           |     |           |     |           |
|   | Total Revenue                                                                            | \$400.00 |                             |     |           |     |           |     |           |     |           |
| D | Weeks of Class                                                                           | 5        |                             |     |           |     |           |     |           |     |           |
| E | Number of Meetings Per Week                                                              | 1        |                             |     |           |     |           |     |           |     |           |
| F | Meeting Length (hours)                                                                   | 1        |                             |     |           |     |           |     |           |     |           |
|   | Total Hours                                                                              | 5        |                             |     |           |     |           |     |           |     |           |
|   | Contractor Cut                                                                           | 60%      | \$240.00                    | 65% | \$260.00  | 70% | \$280.00  | 75% | \$300.00  | 80% | \$320.00  |
|   | Instructor Revenue Per Hour                                                              |          | \$48.00                     |     | \$52.00   |     | \$56.00   |     | \$60.00   |     | \$64.00   |
|   | City Cut                                                                                 | 40%      | \$160.00                    | 35% | \$140.00  | 30% | \$120.00  | 25% | \$100.00  | 20% | \$80.00   |
|   | Registration Processing (5%)                                                             | 5%       | \$20.00                     |     | \$20.00   |     | \$20.00   |     | \$20.00   |     | \$20.00   |
|   | Reg-Brochure Space                                                                       | 3%       | \$10.00                     |     | \$10.00   |     | \$10.00   |     | \$10.00   |     | \$20.00   |
|   | Room/Field Reservation Fee (\$25 field, \$25 room, \$40 room, \$45 gym, \$25 pool space) | \$25     | \$125.00                    |     | \$125.00  |     | \$125.00  |     | \$125.00  |     | \$125.00  |
| G | Net to City                                                                              |          | \$5.00                      |     | (\$15.00) |     | (\$35.00) |     | (\$55.00) |     | (\$85.00) |
|   | Revenue Per Hour                                                                         |          | \$1.00                      |     | (\$3.00)  |     | (\$7.00)  |     | (\$11.00) |     | (\$17.00) |
|   | Net Revenue as a Percentage of Overall Rev                                               |          | 1.25%                       |     | -3.75%    |     | -8.75%    |     | -13.75%   |     | -21.25%   |

Table 6 Pricing Calculator Contract Class (revenue positive example)

Overall, methods in which to align contracted programs to the revenue philosophy include but are not limited to:

- Adjust the facility approach: use a lower-cost space type, reduce the hourly allocation, or explicitly charge the contractor a facility fee (if that is consistent with policy).
- Adjust pricing or enrollment: increase the fee and/or establish a minimum enrollment threshold before the class runs.
- Adjust the split: if the agency expects contract programming to contribute to overhead or facility value, the agency share may need to be higher than 40% for certain space-intensive programs.
- Adjust program structure: fewer meetings, shorter duration, or bundling sessions to reduce reserved hours.

A key aspect of using contract programs, especially programs with smaller enrollments, is that there needs to be a high volume of these types of programs to generate positive revenue coming back to the City. For example, in the second example, the City's cut (at 40%) was \$160. Overall, there needs to be a sufficient number of these programs to generate revenue to provide positive department-wide cost recovery and pay for the programs that require a subsidy.

### Cost Recovery from Concept to Action - Park and Facility Fees and Memberships

Facility rental fees for assets such as athletic fields, pavilions, picnic shelters, outdoor courts, and indoor facilities (gyms, meeting rooms, classrooms, multipurpose spaces, and community halls) represent one of the most reliable forms of passive income available to a culture, parks, and recreation agency so long as the reservation does not require dedicated staffing, set-up/tear-down labor, or specialized supervision.

Once an asset is built, maintained, and placed into a clear reservation system, the agency can generate revenue from unused capacity with minimal incremental cost. In practice, this means each additional rental can contribute disproportionately to net revenue, helping offset maintenance, utilities, lifecycle replacement needs, and general park and facility operations.

This section examined several outdoor and indoor facilities and comparable communities/facilities' fee structures. During January and February 2026, the consultant team reviewed various websites and made in-person calls to understand the fee structure of comparable communities as they relate to their culture, parks, and recreation facilities. Based on this review, recommendations include streamlining the fee structure currently used, along with using dynamic pricing to incentivize rental bookings during lower usage.

**Family FunPlex and Greeley Recreation Center Rental Rates:** For these facilities, data was collected from comparable communities such as Fort Collins, Longmont, Berthoud, Windsor, Erie, Loveland, Brighton, Eaton, and the Johnstown YMCA. From this analysis, the majority of the fees are aligned with the comparable communities when trying to align the rate with the midpoint between the highest rate and the median rate. There are adjustments that can be made, which include but are not limited to:

- Gymnasium (single court) from \$75 per hour to \$82.50 per hour
- Senior Room from \$60 per hour to \$70 per hour

|                | DETAILED CATEGORY    | Current Fee | Unit                             | Average  | Median   | High     | Low      | Mid Point (High/Median) | Greeley vs Mid Point |
|----------------|----------------------|-------------|----------------------------------|----------|----------|----------|----------|-------------------------|----------------------|
| FAMILY FUNPLEX | Community Room A     | \$95.00     | Per Hour                         | \$76.11  | \$68.00  | \$155.00 | \$47.00  | \$111.50                | -\$16.50             |
| FAMILY FUNPLEX | Community Room A & B | \$190.00    | Per Hour                         | \$147.07 | \$120.00 | \$240.00 | \$100.00 | \$180.00                | \$10.00              |
| FAMILY FUNPLEX | Community Room B     | \$95.00     | Per Hour                         | \$62.67  | \$60.00  | \$80.00  | \$47.00  | \$70.00                 | \$25.00              |
| FAMILY FUNPLEX | Gymnasium            | \$225.00    | Per Hour, Full Gym               | \$141.00 | \$155.00 | \$200.00 | \$90.00  | \$177.50                | \$47.50              |
| FAMILY FUNPLEX | Gymnasium            | \$75.00     | Per Hour, Per Court              | \$73.40  | \$65.00  | \$100.00 | \$45.00  | \$82.50                 | -\$7.50              |
| FAMILY FUNPLEX | Pool                 | \$350.00    | Additional \$350 per hour for st | \$439.78 | \$425.00 | \$733.00 | \$170.00 | \$579.00                | -\$229.00            |
| FAMILY FUNPLEX | Pool Lane            | \$10.00     | Per Lane, Per Hour               | \$0.00   | \$0.00   | \$0.00   | \$0.00   | \$0.00                  | \$10.00              |
| FAMILY FUNPLEX | Senior Room          | \$60.00     | Per Hour                         | \$61.63  | \$62.50  | \$80.00  | \$45.00  | \$71.25                 | -\$11.25             |

Table 7 Family FunPlex and Greeley Recreation Center Rental Rates Comparison

**Family FunPlex and Greeley Recreation Center Membership and Daily Fees:** For these facilities, data was collected from comparable communities such as Fort Collins, Longmont, Berthoud, Windsor, Erie, Loveland, Brighton, Eaton, and the Johnstown YMCA. Membership passes are challenging to analyze using a traditional pro forma as it is very difficult to determine the cost to provide service to one pass holder. The best method is to compare/contrast what services are being offered with a pass, the cost, and the goal of the pass for the community.

The table below provides a snapshot of area recreation centers and the cost of passes. Upon a review of the competitive analysis for annual memberships, there may be potential to make some modifications that may yield positive revenue. It is important to note that any modification to a pass rate may result in decreased consumption, yet may yield additional revenue. Most of the communities identified provide a similar recreation center experience, including but not limited to: Pool (lap and leisure), Gym, Fitness Center, Walking Track, and Fitness Programs.

| DETAILED CATEGORY | DESCRIPTION                                                                          | 2026 GREELEY FEE | Average   | Median   | High     | Low      | Mid Point (High/Median) | Greeley vs Mid Point |
|-------------------|--------------------------------------------------------------------------------------|------------------|-----------|----------|----------|----------|-------------------------|----------------------|
| Annual            | Youth (5-17)                                                                         | \$248.00         | \$282.44  | \$267.00 | \$360.00 | \$216.00 | \$313.50                | -\$65.50             |
| Annual            | Adult (18-59)                                                                        | \$396.00         | \$449.11  | \$450.00 | \$551.00 | \$336.00 | \$500.50                | -\$104.50            |
| Annual            | Seniors (60+)                                                                        | \$248.00         | \$288.28  | \$291.00 | \$360.00 | \$216.00 | \$325.50                | -\$77.50             |
| Annual            | Military                                                                             | \$248.00         | \$344.29  | \$317.20 | \$440.75 | \$302.00 | \$378.98                | -\$130.98            |
| Daily             | Child (Under 5)                                                                      | \$3.00           | \$5.67    | \$5.00   | \$10.00  | \$3.00   | \$7.50                  | -\$4.50              |
| Daily             | Youth (5-17)                                                                         | \$6.00           | \$6.33    | \$6.00   | \$10.00  | \$4.00   | \$8.00                  | -\$2.00              |
| Daily             | Adult (18-59)                                                                        | \$7.00           | \$8.25    | \$7.50   | \$15.00  | \$6.00   | \$11.25                 | -\$4.25              |
| Daily             | Seniors (60+)                                                                        | \$6.00           | \$6.92    | \$6.00   | \$15.00  | \$4.00   | \$10.50                 | -\$4.50              |
| Daily             | Military                                                                             | \$6.00           | \$5.30    | \$5.30   | \$5.60   | \$5.00   | \$5.45                  | \$0.55               |
| Monthly           | Youth                                                                                | \$27.00          | \$28.21   | \$27.00  | \$40.00  | \$24.00  | \$33.50                 | -\$6.50              |
| Monthly           | Adult                                                                                | \$44.00          | \$43.54   | \$42.00  | \$57.50  | \$36.00  | \$49.75                 | -\$5.75              |
| Monthly           | Senior                                                                               | \$27.00          | \$28.72   | \$26.25  | \$40.00  | \$24.00  | \$33.13                 | -\$6.13              |
| Monthly           | Military                                                                             | \$27.00          | \$38.45   | \$33.60  | \$51.75  | \$30.00  | \$42.68                 | -\$15.68             |
| Quarterly         | Youth                                                                                | \$66.00          | \$83.88   | \$82.50  | \$96.00  | \$72.00  | \$89.25                 | -\$23.25             |
| Quarterly         | Adult                                                                                | \$115.00         | \$132.81  | \$129.00 | \$166.00 | \$108.00 | \$147.50                | -\$32.50             |
| Quarterly         | Senior                                                                               | \$66.00          | \$85.59   | \$85.50  | \$100.00 | \$74.00  | \$92.75                 | -\$26.75             |
| Quarterly         | Military                                                                             | \$66.00          | \$109.85  | \$112.80 | \$126.75 | \$90.00  | \$119.78                | -\$53.78             |
| Quarterly         | Military Family* (2 Adults & Up To 4 Children (18 & Under) Residing At Same Address) | \$154.00         | 204.88333 | 198.4    | 266.25   | 150      | 232.325                 | -\$78.33             |

Table 8 Family FunPlex and Greeley Recreation Center Membership and Daily Fees Comparison

If the City were to benchmark its membership pass at the midpoint between average and the high point, there is the potential to increase revenues, and the Department's overall cost recovery percentages.

- Daily passes, which range from \$3 for a child under age 5, and \$7 for an adult, are below the midpoint between average and the high point, ranging from \$.55 to \$4.50 below.
- Annual Adult passes are approximately \$100 less, and a youth pass is roughly \$65 less than the midpoint between the average and the high point.
- Consideration should be given to reducing the number of pass types to reduce confusion and encourage people to purchase passes that most closely align economically with their visit needs. There should also be consideration to reduce the number of pass categories (youth, adult, seniors, military). To demonstrate this need to streamline, the above table references 18 types of passes.

There are two ways to grow pass revenue - increase fees or increase the number of passes sold. One challenge with selling too many passes is that there may be a feeling by some users that the "crowds" are too large thus it diminishes their experience, and they will go to other providers. *Time needs to be spent reviewing how a 5-6% growth in revenue can be achieved on a yearly basis through price, number of users, enhanced customer services, or enhancing the value of the pass.*

**Ice Haus Fees:** For this facility, data was collected from comparable rinks such as: NoCo Ice Center, Epic, Ice Center, and Promenade, Apex, Cheyenne, Lafayette YMCA, Foothills, and South Suburban. From this study it has been determined that each facility provides different fee structure methods for passes (daily, drop-in hockey, public skate, etc.) along with ice rental time. The most important fee that needs to be reviewed for an ice rink is the per-hour cost of ice time. The table below outlines key comparable communities for services provided by the Ice Haus.

Based on this analysis, the current per-hour ice rental rate is roughly \$42, below the midpoint between average and the high point among comparable facilities. For example, if over time, the per-hour ice time was adjusted from \$250 per hour (current rate) to \$295 per, and we assumed eight (8) hours of rental time per day and 200 operational days, this would result in \$72,000 of additional annual revenue. A fee modification could be mitigated using dynamic pricing (peak and non-peak hours, weekend/weekday rates).

| DETAILED CATEGORY      | Unit Cost |          |          |          |          | Mid Point<br>(High/Median) | Greeley vs<br>Mid Point |
|------------------------|-----------|----------|----------|----------|----------|----------------------------|-------------------------|
|                        |           | Average  | Median   | High     | Low      |                            |                         |
| Full Sheet- Ice Rental | Per hour  | \$278.33 | \$275.00 | \$310.00 | \$250.00 | \$292.50                   | -\$42.50                |

*Table 9 Ice Haus – Ice Time Rental Rates Comparison*

Other services that had a more robust data collection from the survey are included in the table below. Based on this data, there are some changes that could be made to the Drop-In Hockey program as the current fee (\$8) is significantly lower than the average and the midpoint between the high price and the median. Overall, this data set indicates there can be modifications to the various day/public skating prices. For example, the weekday and child-under 5 prices are below both the average and midpoint rates observed in the comparison

communities. Skate rental prices are in line with those of the comparable communities.

|                           | 2026<br>GREELEY FEE |         |         |         |         |                            |                         |
|---------------------------|---------------------|---------|---------|---------|---------|----------------------------|-------------------------|
|                           |                     | Average | Median  | High    | Low     | Mid Point<br>(High/Median) | Greeley vs<br>Mid Point |
| Drop-In/Stick & Puck Rate | \$8.00              | \$12.67 | \$10.50 | \$20.00 | \$10.00 | \$15.25                    | -\$7.25                 |
| Weekday                   | \$6.00              | \$8.29  | \$8.00  | \$10.00 | \$7.00  | \$9.00                     | -\$3.00                 |
| Child (Under 5)           | \$3.00              | \$3.58  | \$2.75  | \$8.00  | \$0.00  | \$5.38                     | -\$2.38                 |
| Skate Rental              | \$4.00              | \$3.19  | \$3.00  | \$5.00  | \$2.00  | \$4.00                     | \$0.00                  |

Table 10 Ice Haus Admission and Skate Rental Rates Comparison

**Aquatics Fees - Outdoor Pools:** For these facilities, data was collected from comparable communities such as: Longmont, Berthoud, Loveland, Brighton, and Erie. Overall, Greeley's single-visit admission fees are positioned below the comparable midpoint across all customer types reviewed. Adult admission (\$7.00) is \$1.88 below the midpoint (\$8.88). Youth (5–17) and Senior (60+) admissions (\$6.00 each) are both \$1.25 below their midpoint (\$7.25). The most significant gap in daily admissions is for Child (Under 5), where Greeley's \$3.00 rate is \$3.50 below the midpoint (\$6.50). These results indicate that the current structure is intentionally priced toward the lower end of the comparable range and may be limiting revenue potential during peak seasonal demand.

The largest variances are within the punch card products, which are consistently below comparable midpoints. The 10-punch Adult card (\$46.00) is \$27.25 below the midpoint (\$73.25), the 10-punch Lap Swim card (\$35.00) is \$15.00 below the midpoint (\$50.00), and the 10-punch Youth/Senior card (\$38.00) is \$20.75 below the midpoint (\$58.75). The 20-punch card (\$112.00) is closer to market but remains \$10.50 below the midpoint (\$122.50). These comparisons provide context for evaluating the City's current pricing structure and identifying potential opportunities for adjustment while continuing to consider community access and participation goals.

| DESCRIPTION                                                     | 2026 GREELEY FEE | Average  | Median   | High     | Low      | Mid Point<br>(High/Median) | Greeley vs<br>Mid Point |
|-----------------------------------------------------------------|------------------|----------|----------|----------|----------|----------------------------|-------------------------|
| Adult (18-59)                                                   | \$7.00           | \$7.96   | \$7.75   | \$10.00  | \$6.00   | \$8.88                     | -\$1.88                 |
| Child (Under 5)                                                 | \$3.00           | \$5.50   | \$5.00   | \$8.00   | \$3.00   | \$6.50                     | -\$3.50                 |
| Seniors (60+)                                                   | \$6.00           | \$6.39   | \$6.50   | \$8.00   | \$4.00   | \$7.25                     | -\$1.25                 |
| Youth (5-17)                                                    | \$6.00           | \$6.36   | \$6.50   | \$8.00   | \$4.00   | \$7.25                     | -\$1.25                 |
| Punch Card (10 punch) Adult (16+)                               | \$46.00          | \$65.75  | \$66.50  | \$80.00  | \$50.00  | \$73.25                    | -\$27.25                |
| Punch Card (10 Punch) Lap Swim                                  | \$35.00          | \$50.00  | \$50.00  | \$50.00  | \$50.00  | \$50.00                    | -\$15.00                |
| Punch Card (10 Punch) Youth and Senior (Youth 6-15, Senior 60+) | \$38.00          | \$51.25  | \$57.50  | \$60.00  | \$30.00  | \$58.75                    | -\$20.75                |
| Punch Card (20 Punch)                                           | \$112.00         | \$120.17 | \$119.00 | \$126.00 | \$115.50 | \$122.50                   | -\$10.50                |

Table 11 Punch Card Rates Comparison

**Family FunPlex and Greeley Recreation Center Child Care Fees:** For child care admissions, Greeley's 20-punch option (\$70.00) is positioned slightly above the comparable midpoint (\$67.50), indicating the pass product is generally aligned with peers. In contrast, the hourly child care rate (\$3.50) is below the comparable midpoint (\$4.875), suggesting modest pricing capacity exists if the City seeks to improve cost recovery while maintaining accessibility.



**Family FunPlex and Greeley Recreation Center Facility Rental Fees:** For facility rentals, the data indicates that most Greeley rates are below comparable midpoints, with the largest gaps concentrated in premium spaces and amenities. The Auxiliary Gym (\$100/hour) is generally aligned (only \$2.50 below midpoint), while the Main Gym (\$150/hour) is materially below the midpoint (\$255/hour), indicating significant upside potential.

Similarly, the entire pool rental rate (\$150/hour) is well below the midpoint (\$325/hour), which may be limiting revenue for high-value, exclusive-use reservations. The rock wall additional staffing fee (\$25/hour) is also substantially below the midpoint (\$201.50), indicating that staffing-related charges are not currently reflective of the comparable market or the true incremental cost of providing the service. Meeting room pricing shows a consistent pattern of being under midpoint levels: Room 101 configurations (one, two, and three rooms) and Room 103 are all below comparable midpoints, as is the Tumbling Room. These gaps suggest opportunities for phased adjustments, especially for larger configurations and higher-demand times.

|                    |            |                  |                                                                                                               |          |          |          |          |          |          |           |
|--------------------|------------|------------------|---------------------------------------------------------------------------------------------------------------|----------|----------|----------|----------|----------|----------|-----------|
| RECREATION GENERAL | Admissions | Child Care       | 20 Punch Child Care                                                                                           | \$70.00  | 35.75    | 35.75    | \$7.00   | 0        | \$2.50   | \$2.50    |
| RECREATION GENERAL | Admissions | Child Care       | Registration Center Child Care / Per Hour                                                                     | \$1.00   | 2.00     | 0        | 3.75     | 0        | -4.875   | \$1.125   |
| RECREATION GENERAL | Rental     | Auxiliary Gym    | Per Hour, Sporting                                                                                            | \$100.00 | \$61.25  | \$67.00  | \$70.00  | \$40.00  | \$102.50 | \$2.50    |
| RECREATION GENERAL | Rental     | Main Gym Rentals | Per Hour, Sporting                                                                                            | \$150.00 | \$143.00 | \$155.00 | \$160.00 | \$85.00  | \$255.00 | -\$105.00 |
| RECREATION GENERAL | Rental     | Pool             | Pool Rentals, Per Hour (Entire pool rental includes wading pool, 6 lanes, and diving well with spring boards) | \$150.00 | \$160.00 | \$160.00 | \$150.00 | \$150.00 | \$325.00 | -\$175.00 |
| RECREATION GENERAL | Rental     | Rock Wall        | Rock Climbing Wall, Additional Staff Per Hour                                                                 | \$25.00  | \$109.00 | \$109.00 | \$104.00 | \$30.00  | \$201.50 | -\$176.50 |
| RECREATION GENERAL | Rental     | Room 101 A/B/C   | One Room per hour                                                                                             | \$75.00  | \$76.13  | \$71.00  | \$110.00 | \$40.00  | \$140.00 | -\$64.00  |
| RECREATION GENERAL | Rental     | Room 101 A/B/C   | Three rooms per hour                                                                                          | \$125.00 | \$171.13 | \$162.00 | \$240.00 | \$110.00 | \$282.50 | -\$157.50 |
| RECREATION GENERAL | Rental     | Room 103 A/B/C   | Two Rooms per hour                                                                                            | \$100.00 | \$96.20  | \$95.00  | \$137.50 | \$50.00  | \$183.75 | -\$83.75  |
| RECREATION GENERAL | Rental     | Room 103         | Per Hour                                                                                                      | \$50.00  | \$50.20  | \$50.00  | \$75.00  | \$25.00  | \$99.00  | -\$49.00  |
| RECREATION GENERAL | Rental     | Room 204         | Per Hour                                                                                                      | \$45.00  | \$45.33  | \$45.00  | \$72.00  | \$25.00  | \$71.50  | -\$26.50  |
| RECREATION GENERAL | Rental     | Tumbling Room    | Tumbling Room, Per Hour                                                                                       | \$30.00  | \$34.00  | \$34.00  | \$38.00  | \$20.00  | \$63.00  | -\$33.00  |

Table 12 Child Care and Facility Rental Rates Comparison

**Rodarte Community Center:** Comparable agencies reviewed include the YMCA of Northern Colorado, City of Fort Collins Recreation, City of Longmont Recreation, City of Lafayette Recreation (two facilities/program sets), the Boys and Girls Club, Town of Windsor Recreation, and the City of Loveland. For admissions, Greeley's rates are positioned well below the comparable midpoint.

| BROAD CATEGORY | DESCRIPTION                           | 2026 GREELEY FEE | Average  | Median   | High     | Low     | Mid Point (High/Median) | Greeley vs Mid Point |
|----------------|---------------------------------------|------------------|----------|----------|----------|---------|-------------------------|----------------------|
| Admissions     | Adults (17+)                          | \$3.00           | \$8.83   | \$7.63   | \$15.00  | \$5.75  | \$11.31                 | -\$8.31              |
| Admissions     | Youth (16 and Under)                  | \$2.00           | \$6.75   | \$6.25   | \$10.00  | \$4.00  | \$8.13                  | -\$6.13              |
| Rentals        | Per Hour                              | \$75.00          | \$85.75  | \$90.00  | \$119.50 | \$40.00 | \$104.75                | -\$29.75             |
| Rentals        | Damage Deposit                        | \$200.00         | \$129.17 | \$125.00 | \$250.00 | \$25.00 | \$187.50                | \$12.50              |
| Rentals        | After Hours: Add \$35 per Hour        | \$50.00          | \$88.75  | \$40.00  | \$250.00 | \$25.00 | \$145.00                | -\$95.00             |
| Rentals        | Per Hour                              | \$150.00         | \$134.17 | \$127.50 | \$200.00 | \$90.00 | \$163.75                | -\$13.75             |
| Rentals        | Per Hour                              | \$25.00          | \$62.25  | \$65.00  | \$85.00  | \$34.00 | \$75.00                 | -\$50.00             |
| Rentals        | Per Hour                              | \$90.00          | \$89.08  | \$97.50  | \$119.50 | \$40.00 | \$108.50                | -\$18.50             |
| Rentals        | Total Rental Fee Discount, Non-Profit | 30%              | \$0.27   | \$0.20   | \$0.50   | \$0.10  | \$0.35                  | -\$0.05              |

Table 13 Rodarte Community Center Admissions and Rental Rates Comparison

Adult admission (17+) is \$3.00, which is \$8.31 below the midpoint of \$11.31, and youth admission (16 and under) is \$2.00, which is \$6.13 below the midpoint of \$8.13. This indicates that Rodarte's admission pricing is intentionally set toward the low end of the market and may be limiting earned revenue for general access use.



For rentals, most hourly rates are also below midpoint benchmarks. The primary “per hour” rental line at \$75.00 is \$29.75 below the midpoint (\$104.75). Additional hourly rental rates of \$150.00 and \$90.00 are also below midpoint levels by \$13.75 and \$18.50, respectively, while the \$25.00 hourly rate is \$50.00 below the midpoint (\$75.00). These gaps suggest room to improve cost recovery, particularly for higher-demand time blocks, premium spaces, or exclusive-use reservations.

Two rate items stand out. First, the damage deposit (\$200.00) is slightly above the comparable midpoint (\$187.50), indicating this risk-management tool is generally aligned with peers. Second, the after-hours surcharge is materially below comparable norms: Greeley’s \$50.00 (noted as “add \$35 per hour” in the description) is \$95.00 below the midpoint (\$145.00). This suggests the after-hours pricing may not be fully capturing the incremental costs and operational impacts associated with extended building access.

Finally, the non-profit discount (30%) is generally consistent with peers, tracking only slightly below the midpoint equivalent. Overall, this benchmarking supports a targeted fee review focused on admissions, hourly rentals, and after-hours pricing—potentially using phased adjustments and peak/off-peak differentiation to improve alignment with comparable markets while maintaining accessibility goals.

**Field and Park Fees:** Comparable communities included Loveland, Fort Collins, Windsor, Eaton, Carbon Valley, Brighton, Longmont, Lafayette, Louisville, and Broomfield. This was the most challenging data set to obtain as many, if not all, field and park fees were not published on websites, in their program guide or after repeated phone calls, no information was provided. From the data collected, several observations can be made.

For field rentals, Greeley’s rates are generally positioned at or above comparable midpoints. Adult baseball field rental (\$75/hour) is \$30.75 above the midpoint (\$44.25), while youth baseball/softball (\$50/hour) is \$5.75 above midpoint. Multi-purpose fields (\$37.50/hour) and field lighting (\$37.50/hour) are also above midpoint levels by \$3.50 and \$7.50, respectively. In addition, field preparation fees are priced above market reference points: grooming (\$75 per occurrence) is \$10.25 above midpoint, and lining (\$135 per occurrence) is \$31.50 above midpoint. Collectively, this suggests Greeley is capturing value for field access and service add-ons, particularly where these services reflect incremental labor, materials, or equipment costs.

However, certain user groups receive reduced rates that have not been consistently reviewed or adjusted over time, raising concerns about whether these arrangements remain aligned with current costs and market conditions. It should be noted that this fee should be reviewed every two years, as there is a direct cost (staff) for providing this service, and staff costs are subject to change over time.

For park shelters, large shelters (60’x40’) at \$12.50/hour are slightly above midpoint (+\$1.25), but medium shelters (40’x20’) are below midpoint (-\$4.75) and small shelters (20’x20’) are further below (-\$16.00). Fees had to be converted from a per-day fee (Greeley) to a per-hour fee to compare Greeley’s fees with comparable communities. More notably, daily rates for large, medium, and small shelters show significant gaps compared to midpoint benchmarks, which may indicate a policy choice (e.g., first-come/first-served day use) or an opportunity to introduce/clarify a day-rate reservation option for exclusive use. There is a recommendation to

move away from per-day rentals to per-hour rentals to improve access, thus driving increased revenue.

Finally, the tennis court fee (\$10/hour) is below the comparable midpoint (\$17), indicating modest capacity for adjustment if the intent is to improve alignment with peers and increase cost recovery for reserved court time.

| BROAD CATEGORY | DETAILED CATEGORY        | DESCRIPTION   | 2026 GREELEY FEE | Average  | Median  | High     | Low     | Mid Point (High/Median) | Greeley vs Mid Point |
|----------------|--------------------------|---------------|------------------|----------|---------|----------|---------|-------------------------|----------------------|
| Field Rental   | Baseball- Adult          | Per Hour      | \$75.00          | \$43.50  | \$43.50 | \$45.00  | \$42.00 | \$44.25                 | \$30.75              |
| Field Rental   | Baseball/Softball- youth | Per Hour      | \$50.00          | \$43.50  | \$43.50 | \$45.00  | \$42.00 | \$44.25                 | \$5.75               |
| Field Rental   | Multi Purpose Field      | Per Hour      | \$37.50          | \$28.00  | \$28.00 | \$40.00  | \$16.00 | \$34.00                 | \$3.50               |
| Field Rental   | Field Lights             | Per Hour      | \$37.50          | \$30.00  | \$30.00 | \$30.00  | \$30.00 | \$30.00                 | \$7.50               |
| Field Rental   | Field Prep (grooming)    | Per Occurance | \$75.00          | \$54.50  | \$54.50 | \$75.00  | \$34.00 | \$64.75                 | \$10.25              |
| Field Rental   | Field Prep (lining)      | Per Occurance | \$135.00         | \$87.00  | \$87.00 | \$120.00 | \$54.00 | \$103.50                | \$31.50              |
| Park Shelter   | Large- 60 x 40           | Per Hour      | \$12.50          | \$7.50   | \$7.50  | \$15.00  | \$0.00  | \$11.25                 | \$1.25               |
| Park Shelter   | Large- 60 x 40           | Per Day       |                  | \$79.67  | \$82.00 | \$115.00 | \$50.00 | \$98.50                 | -\$98.50             |
| Park Shelter   | Medium-40 x 20           | Per Hour      | \$12.50          | \$11.50  | \$11.50 | \$23.00  | \$0.00  | \$17.25                 | -\$4.75              |
| Park Shelter   | Medium-40 x 20           | Per Day       |                  | \$81.20  | \$80.00 | \$126.00 | \$50.00 | \$103.00                | -\$103.00            |
| Park Shelter   | Small 20 x 20            | Per Hour      | \$12.50          | \$19.00  | \$19.00 | \$38.00  | \$0.00  | \$28.50                 | -\$16.00             |
| Park Shelter   | Small 20 x 20            | Per Day       |                  | \$106.33 | \$82.50 | \$190.00 | \$75.00 | \$136.25                | -\$136.25            |
| Park Fee       | Tennis Court             | Per Hour      | \$10.00          | \$11.00  | \$9.00  | \$25.00  | \$6.00  | \$17.00                 | -\$7.00              |

Table 14 Field, Shelter, Court Rental Rates Comparison

**Culture – Farmers Market and Special Events:** Comparable markets included the Windsor Farmers Market, Fort Collins Farmers Market, Loveland West Farmers Market, Berthoud Local Farmers Market, Longmont Farmers Market, Wellington Farmers Market, and the Frederick Farmers Market. For Farmers Market booth fees, Greeley’s seasonal rates are positioned well below the comparable midpoint across every season reviewed.

|                          | BROAD CATEGORY                | DETAILED CATEGORY | DESCRIPTION                                                         | 2026 GREELEY FEE | Average    | Median     | High       | Low        | Mid Point (High/Median) | Greeley vs Mid Point |
|--------------------------|-------------------------------|-------------------|---------------------------------------------------------------------|------------------|------------|------------|------------|------------|-------------------------|----------------------|
| CULTURE - SPECIAL EVENTS | Farmers Market Fees & Charges | Booth Fees        | Spring Market (5 weeks)                                             | \$100.00         | \$375.00   | \$375.00   | \$375.00   | \$375.00   | \$375.00                | \$275.00             |
| CULTURE - SPECIAL EVENTS | Farmers Market Fees & Charges | Booth Fees        | Summer Market (15 weeks)                                            | \$250.00         | \$510.83   | \$275.00   | \$1,800.00 | \$200.00   | \$1,037.50              | \$787.50             |
| CULTURE - SPECIAL EVENTS | Farmers Market Fees & Charges | Booth Fees        | Fall Market (5 weeks)                                               | \$85.00          | \$375.00   | \$375.00   | \$375.00   | \$375.00   | \$375.00                | \$290.00             |
| CULTURE - SPECIAL EVENTS | Farmers Market Fees & Charges | Booth Fees        | All Three Seasons (10% disc.)                                       | \$400.00         | \$2,550.00 | \$2,550.00 | \$2,550.00 | \$2,550.00 | \$2,550.00              | \$2,150.00           |
| CULTURE - SPECIAL EVENTS | Farmers Market Fees & Charges | Booth Fees        | Winter Market                                                       | \$165.00         | \$900.00   | \$900.00   | \$900.00   | \$900.00   | \$900.00                | \$735.00             |
| CULTURE - SPECIAL EVENTS | Farmers Market Fees & Charges | Booth Fees        | Drop-in Rate                                                        | \$25.00          | \$39.67    | \$36.50    | \$75.00    | \$15.00    | \$55.75                 | \$30.75              |
| CULTURE - SPECIAL EVENTS | Farmers Market Fees & Charges | Booth Fees        | Vendor No Show/No Call Fee                                          | \$25.00          | \$36.67    | \$35.00    | \$50.00    | \$25.00    | \$42.50                 | \$17.50              |
| CULTURE - SPECIAL EVENTS | Arts Picnic                   | Booth Fees        | 10' X 10' Park Your Art For-Profit                                  | \$150.00         | \$327.86   | 350        | 450        | 125        | 400                     | \$250.00             |
| CULTURE - SPECIAL EVENTS | Arts Picnic                   | Booth Fees        | 10' X 10' Park Your Art Non-Profit                                  | \$100.00         | 327.85714  | 350        | 450        | 125        | 400                     | \$300.00             |
| CULTURE - SPECIAL EVENTS | Arts Picnic                   | Booth Fees        | 10' X 10' Park Your Art Each Additional 10x10                       | \$130.00         | 327.85714  | 350        | 450        | 125        | 400                     | \$270.00             |
| CULTURE - SPECIAL EVENTS | Arts Picnic                   | Booth Fees        | 10' X 10' Food Court Booth For-Profit                               | \$205.00         | 327.85714  | 350        | 450        | 125        | 400                     | \$195.00             |
| CULTURE - SPECIAL EVENTS | Arts Picnic                   | Booth Fees        | 10' X 10' Food Court Booth Non-Profit                               | \$100.00         | 327.85714  | 350        | 450        | 125        | 400                     | \$300.00             |
| CULTURE - SPECIAL EVENTS | Arts Picnic                   | Booth Fees        | 10' X 10' Food Court Booth Food Trucks and Trailers longer than 20' | \$410.00         | 327.85714  | 350        | 450        | 125        | 400                     | -\$10.00             |

Table 15 Farmers Market and Special Events Rates Comparisons

The Spring Market (5 weeks) fee of \$100 is \$275 below the midpoint of \$375, and the Fall Market (5 weeks) fee of \$85 is \$290 below the same midpoint. The Summer Market (15 weeks) fee of \$250 is \$787.50 below the midpoint (\$1,037.50), indicating the greatest gap occurs during the highest-demand season. The “All Three Seasons” package fee of \$400 is also substantially below the comparable midpoint (\$2,550), suggesting that the current bundled pricing may be significantly under-capturing the cumulative value of multi-season participation. Winter Market pricing shows a similar pattern, with Greeley’s \$165 fee \$735 below the midpoint of \$900.

For operational controls, the drop-in rate (\$25) is below the midpoint (\$55.75), and the no-show/no-call fee (\$25) is also below the midpoint (\$42.50). While these lower charges may support accessibility and vendor recruitment, they also limit the City’s ability to manage capacity, recover administrative costs, and discourage last-minute cancellations.

For Arts Picnic booth fees, Greeley’s standard 10’x10’ “Park Your Art” pricing is also below the comparable midpoint (\$400), including the for-profit booth (\$150), non-profit booth (\$100), and each additional 10’x10’ space (\$130). Food Court booth pricing shows the same pattern for for-profit (\$205) and non-profit (\$100). The one exception is the Food Trucks/Trailers longer than 20’ fee (\$410), which is essentially aligned with the midpoint (approximately \$10 above), indicating this category is already priced near market levels.

Overall, this benchmarking supports a targeted review of seasonal market fees and event booth pricing – potentially using phased adjustments, premium pricing for high-demand seasons, and stronger administrative/no-show controls while maintaining policy options for non-profit participation and community access.

## Cost Recovery Implementation Plan

The study indicates that the City of Greeley may be challenged to achieve the cost recovery ranges identified (33%, 66%, or 100%) for many programs and services when pricing is based on full direct cost (including staff benefits), overhead, and the full value of room/field costs. Attachment G identifies current cost recovery based only on direct cost (including staff). No overhead or room/field costs are included in this analysis.

The example below identifies a series of climbing classes offered by the Department. The current price is \$49.95 and has 202 people registered, which equates to \$10,089.90 of revenue. While this amount of revenue is considerable, the cost to offer the program (staff/supplies) totals \$44,102.98, thus the general fund is subsidizing this program by \$34,013.08 for a cost recovery of 22.88%. Based on the result of the Cost Recovery Philosophy, this program is considered an individual benefit program and should target a cost recovery goal of between 75-125+%.

|                     | <i>Current</i>    |                      |                |                        |                                  |                   |
|---------------------|-------------------|----------------------|----------------|------------------------|----------------------------------|-------------------|
| <i>Program Name</i> | <i>Enrollment</i> | <i>Current Price</i> | <i>Revenue</i> | <i>Current Subsidy</i> | <i>Expenses with No Overhead</i> | <i>Current CR</i> |
| Climbing            | 202               | \$49.95              | \$10,089.90    | \$34,013.08            | \$44,102.98                      | 22.88%            |

Table 16 Climbing Program Cost Recovery

Due to many of the programs and services being historically heavily subsidized, a staged

implementation approach is recommended to move the organization toward a more sustainable, relational, and logically applied cost recovery model while managing fee changes for the community.

Prior to implementing the Cost Recovery Philosophy, there needs to be discussions at the Department level to determine if all of the programs currently being offered are relevant, meet the community needs, and support the use of General Fund dollars to subsidize. For example, the four programs below all have some value to the community, however they are almost 100% subsidized. Fully subsidized programs are not inherently negative, however the number of these fully and heavily subsidized programs needs to be managed in alignment with the overall Department Cost Recovery Goal.

|                     | <i>Current</i>    |                      |                |                        |                                  |                   |
|---------------------|-------------------|----------------------|----------------|------------------------|----------------------------------|-------------------|
| <i>Program Name</i> | <i>Enrollment</i> | <i>Current Price</i> | <i>Revenue</i> | <i>Current Subsidy</i> | <i>Expenses with No Overhead</i> | <i>Current CR</i> |
| Fall Resource Fair  | 65                | \$0.00               | \$0.00         | \$1,849.27             | \$1,849.27                       | 0.00%             |
| Community Dance     | 15                | \$5.00               | \$75.00        | \$1,241.66             | \$1,316.66                       | 5.70%             |
| Cornhole Tournament | 40                | \$0.00               | \$0.00         | \$3,758.92             | \$3,758.92                       | 0.00%             |
| Family Field Day    | 1500              | \$0.00               | \$0.00         | \$10,051.86            | \$10,051.86                      | 0.00%             |

Table 17 Examples of Highly Subsidized Programs

Phase I, the City should focus on recovering the respective direct cost of each program, inclusive of staff benefits with recovery targets established by benefit category (community-33%, shared-66%, and individual benefit-100%). This phase creates a consistent baseline, strengthens financial transparency, and aligns fees to the service value proposition. For this Phase, **only direct cost, inclusive of staff**, will be used to calculate Cost Recovery. Please see Attachment H for the Phase I Cost Recovery Model.

The table below provides a snapshot of the cost and cost recovery of the Youth Basketball program. Currently, the Fee is \$70 for this program and has a cost recovery percentage of 58.02%. Expenses for this program total \$73,349.05 with a total revenue of \$42,560, thus the total subsidy is \$30,789.05. The second table modifies the price to \$79.62 which is based on the Cost Recovery Philosophy that states this program would be classified as a shared benefit program. This would reduce the General Fund subsidy from \$30,789 to \$24,938, a \$5,851 reduction.

|                     | <i>Current</i>    |                      |                |                        |                                  |                   |
|---------------------|-------------------|----------------------|----------------|------------------------|----------------------------------|-------------------|
| <i>Program Name</i> | <i>Enrollment</i> | <i>Current Price</i> | <i>Revenue</i> | <i>Current Subsidy</i> | <i>Expenses with No Overhead</i> | <i>Current CR</i> |
| Youth Basketball    | 608               | \$70.00              | \$42,560.00    | \$30,789.05            | \$73,349.05                      | 58.02%            |

Table 18 Youth Basketball Cost Recovery (current fee)

|                     | <i>Phase 1-Mid Point of Tier with no overhead factored</i> |                  |                      |                    |                        |
|---------------------|------------------------------------------------------------|------------------|----------------------|--------------------|------------------------|
| <i>Program Name</i> | <i>Tier</i>                                                | <i>Mid Point</i> | <i>Recovery Goal</i> | <i>Phase I Fee</i> | <i>Phase I Subsidy</i> |
| Youth Basketball    | Shared (50-75%)                                            | 66%              | \$48,410.38          | \$79.62            | \$24,938.68            |

Table 19 Youth Basketball Cost Recovery (modified fee)

Phase II, the City would incorporate the overhead cost of the programs and services. Overhead expenditures that support the broader organization, including administrative services, facility maintenance not tied to a specific program, and overall infrastructure support. For this study, overhead

costs are estimated to be 30% of direct cost for recreation programs and 50% for aquatic and ice programs. Please see Attachment I for the Phase II Cost Recovery Model.

Using the Youth Basketball analysis again, the cost of the program would go up from \$79.62 (Phase I) to \$103.51, which would generate an additional \$14,523 of revenue. The subsidy has gone up as a result of the pro forma, including 30% of the overhead cost, which is largely due to this program being a shared benefit program (66% total cost recovery).

|                     | <b>Phase 2-Mid Point of Tier with 30/50% Overhead</b> |                  |                      |                     |                        |
|---------------------|-------------------------------------------------------|------------------|----------------------|---------------------|------------------------|
| <b>Program Name</b> | <b>Tier</b>                                           | <b>Mid Point</b> | <b>Recovery Goal</b> | <b>Phase II Fee</b> | <b>Phase 2 Subsidy</b> |
| Youth Basketball    | Shared (50-75%)                                       | 66%              | \$62,933.49          | \$103.51            | \$32,420.28            |

*Table 20 Youth Basketball Cost Recovery Example (Phase II modification)*

Phase III would then incorporate 25% of room or field cost, resulting in a true full-cost recovery framework, where appropriate, based on the adopted benefit category targets. Please see Attachment J for the Phase III Cost Recovery Model. In Phase III, the cost of the program would go up from \$103.51 (Phase II) to \$113.81, which would generate an additional \$6,262 of revenue. The subsidy does go up as the pro forma continues to add additional cost (room/field).

|                     | <b>Phase 3- Mid Point of Tier with Overhead and 25% of Room Cost</b> |                  |                      |                      |                        |
|---------------------|----------------------------------------------------------------------|------------------|----------------------|----------------------|------------------------|
| <b>Program Name</b> | <b>Tier</b>                                                          | <b>Mid Point</b> | <b>Recovery Goal</b> | <b>Phase III Fee</b> | <b>Phase 3 Subsidy</b> |
| Youth Basketball    | Shared (50-75%)                                                      | 66%              | \$69,195.24          | \$113.81             | \$35,646.03            |

*Table 21 Youth Basketball Recovery Example (Phase III modification)*

Implemented over time, this phased strategy allows the City to gradually improve cost recovery, reinforce equity and policy intent, and realize the full benefits of a structured, defensible approach to pricing and subsidy decisions. While the above stated phasing is key to ensuring the implementation of this concept is manageable to the public and staff, other steps can be taken which would help support the plan.

- Step 1 Operational Analysis - Prior to adjusting any prices of memberships, programs, or services, the City should review its operational expenses. As identified above, by analyzing operational expenses, an organization can determine if fee modifications and adjustments are warranted, or if financial objectives can be met through internal cost management strategies. This approach promotes transparency and justifies fee changes to stakeholders, reinforcing trust and confidence in the organization's fiscal responsibility.
  - A simple method to encourage this effort is to promote membership renewals and program registrations via the City's online portal. For example, the City could provide some incentive such as online registration only during the first week. Over time, this approach may reduce the amount of labor needed at the front desk.
- Step 2 Pro Forma Analysis - Ensure all programs and services (in house/contracted) have a pro forma completed or a contracted services analysis. This should apply to new and existing programs.
  - From the analysis, the City can determine the variance between the current price and price indicated by the benefit matrix.
  - This analysis will also permit the review of the need for the program or service, how

- costs can be reduced, and new ways to market the program or service to increase use and generate additional revenue.
  - Depending on the level of increase, if any, discussion should take place on whether the fee increase can be accommodated in one year or over multiple years.
- Step 3 Value Enhancement Strategies - If the price for a program or service has the potential to increase, the City should identify how it can increase value to the consumer. Consumers do not want a program fee to go up without any value added. For example, low-cost methods to increase the value to the consumer for a membership, without increasing costs include, but are not limited to:
  - Members of the Family FunPlex and Greeley Recreation Center have a priority registration window (i.e., one week prior to the general public)
  - Membership pool party/event. A low-cost event thanking the community for being members
  - Recognize members who have been members of Center for 5 Years
  - Implement a member of the day/week program
  - Create member designated parking spaces
- Step 4 Phased Implementation - Fee increases, where appropriate, need to be implemented over a period of time.
  - Prior to implementation, review the parameters of the current scholarship program for community members, as there may be additional requests based on the potential of increased fees for certain programs. A second option to assist individuals who may not be able to afford increased pricing is a “RecBucks” program which allows people to volunteer for the City to receive credits that can be applied toward program/membership fees, in return for volunteer assistance.
- Step 5 Analysis - Evaluate the effectiveness of the program or service.
  - Please note that increasing fees or charges for programs and services will result in some participants choosing not to renew or enroll. Performance should not be measured solely by participant loss due to fee increases, but rather by evaluating cost recovery, how well the program or service meets its targeted recovery range (e.g., 25–50%, 50–75%, 75–125%+), and the overall quality of the program, including participant satisfaction and outcomes.
  - Designate a staff member to collect the following data:
    - Pre-event/program pro forma for each program and service
    - Post-event/program with actual expenses, staff cost and revenue
    - Data should be shared at monthly/bimonthly meetings with staff
    - On a monthly basis, share the status of the program or service with the Division Managers and prepare a quarterly report for the Deputy Directors and Department Director.
    - On an annual basis, determine If additional revenue is being created in excess of the current cost recovery threshold. If so, identify methods to use that funding that benefits the entire department including:
      - Address deferred maintenance
      - Establish a reserve fund for facilities and equipment
      - Establish a reserve fund for facility enhancement or expansion
      - Use additional positive revenue to stimulate new program ideas/concepts, i.e., providing seed money.
- Step 6 Communication Plan.
  - Before publicly communicating any modified fees/charges, a communication plan for the cost recovery program is required. Messaging should include but not be



limited to:

- Role and purpose of the cost recovery program in simple terms
- Definitions of community, individual, and shared benefit
- Long-term goals of the cost recovery program
- Phased timeline for changes to occur
- Various media can be used to share this message, including social media, press releases, and a DYK (Did You Know) program as well as postings at Culture, Parks, and Recreation facilities.
- To ensure transparency, staff should provide monthly updates to the Division Managers, Deputy Directors, and the Department Director at regularly scheduled meetings.
- Step 7 Business and Operational Plan.
  - A business and operational plan is essential for the cost recovery plan to fulfill its mission of enhancing community well-being. This plan provides a clear roadmap, aligning strategic goals with day-to-day operations, competitive positioning within the recreation sector, financial management, and resource allocation.
  - By establishing measurable objectives, the agency can prioritize programs, improve operational efficiency, and adapt to evolving community needs. It ensures transparency, strengthens stakeholder confidence, and supports data-driven decision-making. Additionally, a well-crafted plan positions the agency to secure funding, develop partnerships, and remain responsive to economic challenges, ultimately fostering sustainable growth and delivering high-quality recreational opportunities. Overall, there is a need to enhance programming and increase marketing efforts to generate additional revenue, which will offset additional program costs.

## Other Recommendations

The recommendations included below are based on the best management practices for culture, parks, and recreation agencies along with specific policies based on the needs of Greeley CPRD.

### Program Review

- *Annual program review*
  - A report should be prepared for the Director summarizing key performance metrics. This report could be compiled yearly to understand the impact on the finances of the changes made. Data should include but is not limited to:
    - Number of programs with no registrations
    - Number and type of programs with registrations 25%, 50%, 75% above/below the minimum registration guidelines
    - Room/gym/field rental analysis- Number of days/hours rented- year over year
    - Program area (passes, swim lessons, youth sports, adult sports)- revenue vs expenditures not including staff cost
    - Database of completed program pro formas
    - Overall cost recovery, year to year
    - Identification of operational cost-saving measures
- *Program Throughput*
  - Throughput is essential to the financial sustainability of a recreation center, particularly when operating under a *low-margin model*. To achieve the goal of cost recovery, the center must offer a high volume of relevant, well-attended programs that generate steady revenue.



- Low-margin programs can be profitable when operated efficiently and offered frequently to large audiences. Strategic scheduling, targeted marketing, and program alignment with community interests increase participation and throughput. By focusing on volume-driven programming that balances affordability with operational cost, the center can optimize space utilization, enhance community impact, and meet its financial goals without sacrificing service, quality, or accessibility.
- *Resource Optimization*
  - Leveraging existing infrastructure, such as repurposing (or allowing) the “birthday room” for regular programming, presents an opportunity to maximize facility use and generate additional revenue. Underutilized spaces can be transformed into multipurpose rooms for classes, workshops, or rental-based services without requiring new capital investment.
  - This approach enhances operational efficiency, supports cost recovery goals, and increases community access to diverse programs. By optimizing space usage, the City can offer more flexible scheduling, accommodate higher participation, and attract niche user groups. Ultimately, adaptive use of existing assets allows for greater financial return and improved service delivery with minimal added expense.

### **Facility Fee Structure**

- ***Fee Directory Recommendations***
  - The current organization of the [City Fee Directory](#) can create friction/challenges for both the public and frontline staff because the fee information is embedded within a large, citywide fee directory that spans many unrelated service areas, making it harder to quickly locate “the right” CPRD fee. This can result in more staff time spent interpreting fees, more inconsistent customer experiences, and more opportunities for misunderstandings. Additionally, many facilities of the same type (i.e., gyms) have differing fees identified. There is merit to having multiple fees if there are significant differences within the facility, i.e., championship all-weather turf multipurpose field with score board and lights versus multipurpose grass field without these amenities. Recommendations for the Greeley Fee Code include but are not limited to:
    - Limit the Fee Ordinance to fees related to facility reservations and memberships.
    - Authorize the Director of Culture, Parks, and Recreation to set program and services fees to reflect the approved cost recovery methodology and market sensitivity.
    - Standardize the fee presentation using the same order, consistent labels, and clear definitions for resident/member categories.
    - Reduce the number of facility fees by consolidating by facility type (e.g., gym per hour vs Rodarte Gym, Recreation Center Gym, FunPlex Gym, etc.).
    - Eliminate underutilized fees that generate little or no revenue, and may not offset administrative handling costs.
- ***Leverage dynamic pricing for field/facility use***
  - Greeley Culture, Parks, and Recreation should consider dynamic pricing for facility rentals to better align rental rates with real-time demand and seasonal patterns. A static fee schedule can unintentionally underprice high-demand dates and times while leaving lower-demand periods underutilized. Dynamic pricing creates a more equitable and sustainable approach by charging a premium for peak demand (prime weekday and weekend blocks, holidays, and high-season periods) and offering more

attractive rates during off-peak windows to drive additional bookings. This model can increase net revenue without increasing base rates across the board, improve access by providing lower-cost options for flexible users, and support reinvestment into facility maintenance, cleanliness, staffing, and customer service. When paired with clear public communication, simple definitions, published ranges, and advance notice, dynamic pricing is transparent and defensible. Ultimately, it helps Greeley maximize the community value of its facilities while strengthening long-term financial stewardship.

- *Facility Rentals - Best Practices*

- Greeley Culture, Parks, and Recreation should implement facility rental best practices to reduce cancellations, improve customer clarity, and protect the City from preventable financial and operational risk. A standardized deposit policy helps ensure commitment for high-demand or higher-risk reservations, while avoiding unnecessary barriers for low-cost, low-impact rentals.
  - Deposits should be required when the reservation blocks prime time, involves exclusive use, presents a higher likelihood of damage or cleanup, or has a history of late cancellations; deposits may be waived for small, routine rentals with minimal risk and no staffing impact.
  - Requiring full payment at the time of the reservation hold eliminates “soft holds,” improves cash flow, and allows staff to release dates quickly if payment is not received.
  - Completing a proforma for rentals that require staffing, birthday parties, pool rentals, and field reservations with lining or grooming ensures labor, supplies, and setup/teardown are fully accounted for, supporting cost recovery and consistent service delivery. Additionally, room rental fees should have some staff time calculation for setup and tear down.
  - It is recommended that the City limit facility fee waivers to entities with strategic partnership agreements to ensure alignment with the cost recovery policy.

- *Special Event Permit Fees*

- Third party users of City facilities who have special events (public gatherings, festivals, or activities outside normal venue operations) have an impact on the community access to parks and facilities due to their exclusivity. Processing these events requires staff time/resources to ensure proper planning, insurance coordination, safety measures, and compliance with regulations (health, police, fire, City) while protecting both event organizers and attendees through established guidelines and requirements. *The City may consider implementing a special event permit fee to partially offset the incremental costs associated with expanded resource requirements for these events.* Furthermore, these permits can be differentiated between community based (City) non-profits (501(c)(3) organizations), non-profit organizations and commercial organizations. A commercial entity is defined as a for-profit entity engaged in commerce, within the park/event, with the primary goal of generating profit through goods or services. The following fees are recommended to be implemented for special event permits:
  - Community-based (City) nonprofits (501(c)(3))- \$150
  - Nonprofit organizations - (501(c)(3))- \$250
  - Commercial organizations - \$1,000

## ***Program Fees and Policies***

- ***Resident vs Non-Resident***
  - It is recommended that Culture, Parks, and Recreation establish the following resident vs nonresident rates system for programs to support cost recovery and ensure that residents receive appropriate benefit from services funded through local tax revenues. While the goal of the Cost Recovery Plan is to reduce operating cost, nonresidents participate in programs that are subsidized in part by local resident tax revenues; thus, the following is recommended:
    - Program Fees Under \$75 - Non-residents pay \$10 more than residents
    - Program Fees Over \$75 - Non-residents pay \$20 more than residents
    - For certain programs that are in high demand by residents, charge nonresidents program fees that are 50% more than the resident rates
- ***3<sup>rd</sup> Party Registration***
  - Municipal agencies often partner/contract with private program vendors to broaden and strengthen program offerings, leveraging specialized expertise without building every program internally. When an agency advertises vendor-led programs but directs customers to a third party to register and pay, benefits can include faster program launch, reduced transactional workload for staff, and greater flexibility for vendors to manage pricing and enrollment. ***However***, the approach can also create customer confusion (“Who do I call?”), fragmented service standards, inconsistent refund/transfer practices, and reduced ability to produce reliable participation and revenue data for decision-making. It can also complicate risk controls if vendor requirements (insurance, incident reporting, background checks, waivers) are not consistently enforced through policy and contract oversight. Best practice is to centralize registration/payment through the agency or, if remaining decentralized, require clear disclosure in marketing materials plus standardized vendor agreements, data reporting, and aligned customer-service policies.
- ***Scholarship Program***
  - Review the City’s culture, parks, and recreation scholarship program to include the following recommendations:
    - Scholarships are limited to residents
    - Participant must contribute funding toward a portion of the total cost of the program
    - Program scholarships are only provided for in-house programs/memberships and not for contracted programs
- ***Transfer Fees***
  - To facilitate the transfer of class registrations and manage associated administrative costs, the City will enact a nominal fee (\$5) for all class transfer requests. The transfer fee ensures the City can maintain service quality and recover costs incurred during the process.
- ***Recreation Discount Passes***
  - While there is a need to ensure programs and services are accessible to the community, a comprehensive review of the current discount structures, including membership benefits, is warranted to ensure they align with the goals of financial sustainability and cost recovery. Offering excessive discounts may unintentionally diminish the perceived value of high-quality programs and services. Striking the right balance is critical to maintaining community engagement while safeguarding

the department's fiscal health.

- *Price Points*
  - From a consumer's perspective, whole number pricing like \$55 or \$60 feels simpler, more transparent, and easier to process compared to an oddly specific price like \$56.80. Whole numbers convey fairness and clarity, while prices with cents may feel overly calculated or arbitrary. When faced with multiple options, consumers may gravitate toward round figures as they are quicker to mentally compare, fostering trust and encouraging decision-making, especially in recreational or discretionary spending contexts.
- *Contractor Percentage*
  - The department should memorialize revenue shares with contractors, and these should be different for programs and services based on overhead and other operational expenses.
    - Ice Haus - No less than 50% revenue share to the City
    - Family FunPlex and Greeley Recreation Center - No less than 30% revenue share to the City
    - Aquatics - No less than 30% revenue share to the City, and lifeguard cost should be deducted prior to the revenue split calculation
    - Fields - No less than 25% revenue share to the City, and light costs should be deducted before the revenue split calculation
    - The department should not pay for any supplies or materials for the contractors
- *Family FunPlex and Greeley Recreation Center Pass Types*

Greeley Culture, Parks, and Recreation can strengthen participation, clarity, and cost recovery by organizing passes around a simple structure that is easy to explain at the service desk and easy to purchase online. Professional association best practices notes that pass programs often become overly complex, and reducing the number of categories and choices helps customers make a confident purchase decision which also supports retention. A best-practice approach is to keep the current age-based options (child, youth, adult, senior, military) but "nest" them under two primary pass types: Individual and Household/Family so residents can quickly choose the right fit, then add only a few purposeful modifiers (military discount, senior rate, add-on guest/caregiver). Finally, align pass types with affordability and access: price for the majority who can pay, while offering a clear scholarship or income-qualified option to ensure no one is excluded.

## **Museum Operation**

Based on the cost recovery analysis and prevailing practices within the cultural services industry, the City of Greeley should pursue a two-part approach to museum operations: (1) aligning the current scale of services with sustainable funding levels, and (2) evaluating a transition to an independent nonprofit 501(c)(3) operating model as a long-term structural strategy.

Museum services are primarily shared- and community-benefit offerings with relatively high costs per participant and limited ability to achieve significant cost recovery through fees alone. Under a traditional municipal model, this results in ongoing reliance on tax-supported funding without access to key revenue streams such as charitable giving, sponsorships, and foundation support.

In the near term, the City should align museum operations with community demand, cost per participant, and available resources. This includes evaluating service levels, staffing, programming, hours of operation, and facility use to ensure the system is appropriately scaled and financially sustainable.

As a long-term structural direction, the City should evaluate transitioning museum operations to an independent nonprofit 501(c)(3) operator responsible for all aspects of operations, including staffing, programming, fundraising, memberships, sponsorships, rentals, and community engagement. In this model, the nonprofit serves as the primary operating entity, with full responsibility for operational performance and financial sustainability.

This approach represents a shift from direct municipal service delivery to an industry-aligned model that emphasizes operational flexibility, diversified revenue, and clear accountability within a single organization.

### **Key Considerations**

#### **Benefits of an Independent Nonprofit Model**

- **Expanded revenue capacity.** Ability to generate funding through donations, sponsorships, memberships, grants, and foundation support.
- **Greater operational flexibility.** Faster response to community demand, partnerships, and program innovation compared to municipal processes.
- **Clear accountability.** A single operating entity is responsible for performance, reducing ambiguity common in shared or hybrid models.
- **Diversified funding model.** Reduces reliance on tax-supported funding over time by introducing additional revenue sources.
- **Sector-aligned governance.** A dedicated nonprofit board can focus on fundraising, advocacy, and community relationships.

#### **Challenges and Risks**

- **No guarantee of full cost recovery.** Most nonprofit cultural organizations continue to require some level of public or community support.
- **Transition complexity.** Requires careful planning related to staffing, asset transfer, contracts, and continuity of service.
- **Organizational capacity.** Success depends on the strength of nonprofit leadership and fundraising capability.
- **Potential service disruption.** Risk of reduced programming or loss of institutional knowledge during transition if not well managed.
- **Mission alignment.** Revenue-generating activities must be balanced with community access, education, and stewardship responsibilities.

- **Governance and oversight.** Clear agreements, performance metrics, and reporting expectations are essential to ensure continued public value.

### **Recommendation**

It is recommended that the City of Greeley align current museum operations with sustainable service levels while pursuing a long-term transition to an independent nonprofit 501(c)(3) operating model.

In the near term, this includes evaluating and adjusting service levels, staffing, programming, and facility use to ensure operations are appropriately scaled and financially sustainable.

As a long-term strategy, transitioning to an independent nonprofit operator provides the greatest opportunity to diversify revenue, expand philanthropic support, and establish clear accountability for operational and financial performance. This model places full responsibility for operations, funding, and program delivery with a single entity, eliminating the ambiguity and ongoing obligations associated with hybrid approaches.

This approach reflects common industry practice and positions the museum system for improved financial sustainability, operational flexibility, and long-term viability.

## **Program Guide / Seasonal Brochure Challenges and Opportunities**

The City of Greeley's Culture, Parks, and Recreation Department offers residents a wide range of programs, services, and facilities designed to enhance the quality of life, promote health and wellness, and build community connections. However, one notable gap in its communication and marketing strategy is the absence of a seasonal program brochure. While the Department offers a robust portfolio of opportunities spanning athletics, aquatics, cultural programming, special events, and senior services, the lack of a consolidated, accessible seasonal guide presents several challenges in reaching the community effectively.

Without a seasonal brochure, residents may struggle to easily access information about program offerings, registration dates, and facility use opportunities. Relying solely on the website or word of mouth limits the Department's ability to capture the attention of potential participants who may not proactively search online, which then impacts revenue generation. This creates barriers to program awareness and participation, particularly for populations such as seniors or underserved groups who may have less digital access or familiarity with navigating online platforms. In addition, not having a brochure can hinder cross-promotion across program and service areas, reducing the ability to showcase the breadth and variety of services available in one convenient format.

**The introduction of a seasonal brochure (three times per year), by contrast, would create a powerful marketing and communication tool.** A well-designed brochure can highlight new programs, feature community events, and reinforce the Department's brand identity. It serves as a tangible reminder of upcoming opportunities and encourages forward planning by residents. Furthermore, a brochure provides an equal access point for all members of the community, increasing transparency and inclusiveness. Communities across the country that utilize seasonal guides often see increased participation, revenue generation, stronger customer retention, and greater public awareness of the value of parks, recreation, and cultural services.

From a cost perspective, the development of a seasonal brochure requires both design and production investments. The table below outlines the estimated cost and distribution options for a 24–32 page full-color brochure; the cost may range from \$7,500–\$15,000 for 20,000 copies.



| Option                                               | Estimated Costs                                                                                                                                                                                | Benefits                                                                                                                                                                                                                                                                                                   | Challenges                                                                                                                                                                                                                                 |
|------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Online Only                                          | <ul style="list-style-type: none"> <li>• \$2,500–\$5,000 (design)</li> <li>• Minimal hosting cost (absorbed by website)</li> </ul>                                                             | <ul style="list-style-type: none"> <li>• Lowest-cost option</li> <li>• Environmentally sustainable</li> <li>• Easy to update quickly</li> <li>• Mobile-friendly for tech-savvy users</li> </ul>                                                                                                            | <ul style="list-style-type: none"> <li>• Limited reach for seniors or those with low digital access</li> <li>• Relies on residents actively seeking information</li> <li>• Misses “passive exposure” benefit of mailed brochure</li> </ul> |
| Hybrid (Online + Limited Hard Copies at Facilities)  | <ul style="list-style-type: none"> <li>• \$2,500–\$5,000 (design)</li> <li>• \$3,000–\$7,000 (printing 3,000–5,000 copies)</li> <li>• Distribution minimal (staff/facilities-based)</li> </ul> | <ul style="list-style-type: none"> <li>• Balances cost and accessibility</li> <li>• Printed copies available in key community hubs (rec centers, libraries, City Hall)</li> <li>• Online version ensures broad access</li> <li>• Provides professional branding piece for partnerships/sponsors</li> </ul> | <ul style="list-style-type: none"> <li>• Still limited exposure compared to mailing</li> <li>• Requires staff coordination for distribution</li> <li>• Some residents may not visit facilities regularly</li> </ul>                        |
| Online + Hard Copy (Direct-Mailed to All Households) | <ul style="list-style-type: none"> <li>• \$2,500–\$5,000 (design)</li> <li>• \$7,500–\$15,000 (20,000 copies)</li> <li>• \$4,000–\$6,000 (mailing cost)</li> </ul>                             | <ul style="list-style-type: none"> <li>• Widest exposure—every household reached</li> <li>• Increases program awareness and registration</li> <li>• Ensures equity and access for all demographics</li> <li>• Tangible reminder in the home</li> <li>• Strong community branding and visibility</li> </ul> | <ul style="list-style-type: none"> <li>• Highest cost option</li> <li>• Environmental impact from printing and mailing</li> <li>• Requires careful scheduling to align with seasonal programming deadlines</li> </ul>                      |

Online-only distribution presents a lower-cost alternative, eliminating printing and mailing expenses while still requiring design costs. However, online-only brochures reduce accessibility and miss the opportunity for passive discovery by households. A hybrid approach providing a digital brochure on the website alongside a limited number of printed copies placed at recreation facilities, libraries, and community centers balances cost efficiency with accessibility. While more costly, mailing hard copies to households ensures the broadest exposure, reinforcing the Department’s role as a central provider of community services.

Overall, adding seasonal brochure(s) provides a strategic opportunity to improve access, visibility, participation, and revenue. Investing in either an online or hybrid distribution model would strengthen community engagement and maximize the return on the Department’s programming efforts.



## About Broken Compass

Broken Compass is a group of seasoned and up-and-coming parks, recreation, camp, and athletic professionals who have gathered in the pursuit to help communities and professional associations fully realize the power of culture, parks and recreation. The team has a deep understanding of all facets of the industry including but not limited to financial management, operational planning and management, programming, and community engagement. Our team of professionals comes from around the country and has worked in a variety of municipal, special City, and nonprofit settings who share a vision of using innovation and creativity to solve challenges in the profession. All team members have received state and national awards recognizing their work in field, approach, and skills.

For this project, the lead consultant was Chris Nunes, CPRE, Owner of Broken Compass Consulting. For the past 25 years, he has worked in the municipal and nonprofit parks and recreation sector and has grown from managing a one-person parks and recreation department in northern Maine to his current position where he oversees multiple departments (parks and recreation, transportation, covenant administration, interagency relations). His current scope includes managing a \$50+ million operational budget and is accountable for the oversight of 151 parks, 14 swimming pools and aquatic facilities, 220 miles of pathways, and 200 miles of streetscape.

In 2012, Chris was elected as a fellow of the American Academy of Parks and Recreation Administrators and in 2015 he received the National Distinguished Professional Award from NRPA. In 2016-2017 he was the President of the American Academy of Parks and Recreation Administrators, in 2019 The Woodlands Township was recognized by NRPA by winning the Gold Medal Grand Plaque Award for excellence in parks and recreation management and in 2020, The Woodlands Township received NRPA's Conservation Innovation Award. Since 2022, he has served as an advisor/mentor to the Hispanic Professionals in Parks and Recreation Association and in 2025 The Woodlands Township was again recognized as a Gold Medal Finalist. Prior to launching Broken Compass, he served as the Chief Operating Officer/Director of Parks and Recreation for The Woodlands Township, Director of Community Services for the City of Fort Morgan, Colorado, an Assistant Professor and Program Coordinator for the Recreation Management Program at Ashland University and Director of Parks and Recreation in Fort Kent, Maine. Chris holds a bachelor's degree in Recreation Management and a master's degree in Sports Management from Springfield College in Massachusetts and a Doctorate in Parks and Recreation Administration from the University of New Mexico.

**Attachment A**  
**Draft Policy Statement**  
**City of Greeley Culture, Parks, and Recreation**  
**Cost Recovery and Pricing Policy Statement**

**Purpose and why this policy exists**

The City of Greeley Culture, Parks, and Recreation Department (“CPRD”) adopts this Cost Recovery and Pricing Policy to establish a transparent, consistent, and financially responsible approach to pricing programs, services, memberships, admissions, and rentals. CPRD is experiencing increasing financial demands to maintain and expand high-quality services while managing the level of General Fund support; a clear revenue philosophy and fee study provide the structure to generate sustainable funding, improve fiscal transparency, and maintain public trust. Cost recovery is a financial strategy that balances tax support with user-generated revenue so that services remain accessible and sustainable, and so that the users who receive the most direct benefit contribute appropriately.

**Policy goals** - This policy is intended to:

- Create an easy-to-understand framework for pricing and subsidy decisions by service “benefit”
- Improve consistency in pricing decisions across divisions and facilities
- Phase in pricing changes thoughtfully to reduce “sticker shock” and support community access

**Scope** - This policy applies to CPRD:

- In-house programs and services
- Contracted/vendor programs delivered in City facilities or on City property
- Admissions, memberships, rentals, and special event permits
- Discounts, scholarships, and resident/non-resident differentials

**Cost recovery tiers and targets** - CPRD will classify programs and services into one of three benefit tiers. Clear operational definitions help staff and the public understand why certain services are subsidized and others are priced closer to full cost.

**A. Community Benefit**

- Definition: Broad community value, non-exclusive access, benefits not attributable to one user; typically supported by taxes (fees may still exist for rationing or enhancement).
- Target cost recovery: 25–50% with 30% overhead applied.

**B. Shared Benefit**

- Definition: Both community and participant benefit; foundational skill development, basic wellness, and widely expected services.
- Target cost recovery: 50–75% with overhead applied at 30% (parks and recreation center) or 50% (aquatics/ice) depending on facility type.

**C. Individual Benefit**

- Definition: Primarily participant benefit; advanced skill development and/or exclusive use; higher attributable impacts (staffing, facility time, wear and tear).
- Target cost recovery: 75–125+% with overhead applied at 30% (parks and recreation center) or 50% (aquatics/ice) depending on facility type.

**Exemptions:** CPRD may designate exemptions where the foundational purpose of a program supports equity, inclusion, public safety, or community identity (e.g., adaptive programming) even if survey perception trends to the “shared” tier.

**Defining “cost” for pricing decisions** - No measurement of subsidy or cost recovery is possible without a clear definition of what is counted as “cost.”

Direct costs will include program-specific, identifiable expenses such as staffing and benefits, contractual services, supplies, admissions/fees, and facility/space charges.

#### **Greeley - Cost Recovery Plan - Draft**

Indirect/overhead costs will be applied as a standard factor to support shared departmental expenses. For this plan, overhead is factored at:

- 30% of total direct cost for recreation/parks-based programs
- 50% of total direct cost for aquatics/ice programs due to higher operating cost drivers (guards, chemicals, chillers, etc.).

**Phased implementation of room/field rental cost allocation-** The City’s analysis indicates it will be challenging to reach 33%, 66%, or 100% recovery levels for many services if full direct cost, overhead, and the full value of room/field costs are loaded immediately. To implement a defensible and manageable transition, CPRD will use the following phases:

- Phase I (Baseline): Recover the program’s respective direct cost (including staff benefits) with targets guided by benefit tier.
- Phase II: Apply overhead cost (30/50%)
- Phase III: Apply 25% of room/field cost

This phased approach is intended to be implemented over multiple years (three or more years for full facility-cost loading) while still phasing significant pricing changes in a way to help ease the impact of higher fees on customers.

#### **Authority and governance**

- **Fee ordinance:** Facility reservation fees and membership fees will be presented in the City’s fee ordinance structure.
- **Program pricing:** Program fees should be set by the CPRD Director (or designee) to reflect the approved cost recovery methodology and market sensitivity.

#### **Operational requirements for staff**

**A. Pro formas required** - All new and existing programs (in-house and contracted) must have a completed pro forma (or contracted services analysis) so staff can compare current pricing to the benefit-tier target and identify cost drivers and cost-control options.

**B. Annual program review** - CPRD will complete an annual review that includes, at minimum: programs with no registrations, participation vs. minimum thresholds, room/gym rental utilization, revenue vs expenditures by program area, database of completed pro formas, and overall cost recovery year-to-year.

#### **Monitoring, reporting, and communications**

CPRD will track pro forma vs. actual performance and share results with staff on a regular basis, with routine updates provided to leadership as part of maintaining transparency and accountability.

Before any public fee changes are implemented, CPRD will develop a communication plan that clearly explains: the purpose of cost recovery, definitions of community/shared/individual benefit, long-term goals, and the timeline for changes using a phased approach.

## Attachment B: Key Terms

- a. **Ability to Pay:** the wherewithal to exchange cash for service based on an individual's financial circumstances; it is not related to who benefits from programs and services.
- b. **Activity:** specific program or service offered by the agency.
- c. **Actual expenditures and revenues:** fiscal year reporting from a completed fiscal year of operation.
- d. **Agency:** A generic term used to denote the park, recreation, community services, cultural services, leisure services, and/or open space entity that may otherwise be known as a department of a city or county, a commission, a city, etc.
- e. **Alternative Funding:** other ways to increase cost recovery in addition to fees and charges; may include grants, sponsorships, partnerships, fundraising, and volunteers.
- f. **Benchmarking:** comparison of certain attributes of the agency's management practices, fee structure, and fees; also known as comparative analysis.
- g. **Benefit:** degree to which services (including programs, services, facilities and parks) impact the public (individual and community), or in other words, the results or outcomes of services.
  - i. **Community Benefit:** economic, environmental, social value; maintains or improves quality of life for the taxpaying community in general.
  - ii. **Individual Benefit:** skill building, entertainment, exclusive use, relationship building, financial gain, etc.
- h. **Best Practice:** professional procedures that are accepted as being correct or most effective. Budgeted expenditures and revenues: projection of anticipated expenditures and revenues for a fiscal year.
- i. **Category of Service:** a collection of activities offered through the agency combined based on similarity in type of activity, target market, and/or desired outcome.
- j. **Competitive Pricing:** setting the price of a product or service based on what the competition or alternative providers are charging.
- k. **Core services:** activities and services that satisfy an agency's mission and vision, typically benefiting all community members.
- l. **Cost Recovery:** degree to which the cost (direct and/or indirect) of services including programs, facilities and parks is supported by user fees and/or other designated funding mechanisms such as grants, partnerships, etc.
- m. **Cost Recovery Model:** a framework with a philosophical underpinning that guides the agency's pricing for programs and services.
- n. **Cost Recovery Rate:** the performance metric for cost recovery, expressed as a percentage (revenue divided by expense).
- o. **Cost Recovery Target:** a goal set for the performance metric, such as percentage of cost recovery.
- p. **Exclusive Use:** scheduled, planned or programmed use of a facility or space that is limited or restricted to an identified individual or group for a specified period of time.
- q. **Fee or Price:** the amount charged to the customer for the service.
- r. **Fee Reduction:** a waiver or discount in fee, allowed by policy, to best fulfill the mission of the agency and its residents.
- s. **Gross Revenue:** all of the income from a transaction or delivery of a service before any commission is recognized and/or before a supplier receives some of the sales revenue, such as when a contractor receives the total (gross) revenue and passes along the percent of that amount owed to the agency by contract.

- t. **Market Rate Fee:** fee based on demand for a service or facility. One consideration for establishing a market rate fee is determined by identifying all providers of an identical service (i.e., private sector providers, other municipalities, etc.), and setting the highest fee. Another consideration is setting the fee at the highest level the market will bear.
- u. **Marketplace Comparisons:** identification of what other public agencies and/or private companies charge for the same or similar programs or activities.
- v. **Non-Fee-Based Programs:** activities for which it is determined that no fee will be charged.
- w. **Non-Resident:** A person who does not meet a verification qualification or test established by the jurisdiction.
- x. **Performance Metric:** an agreed upon standard for measurement of performance such as a cost recovery rate.
- y. **Pricing Philosophy:** theoretical reasoning behind the structural model used to assign fees to activities.
- z. **Resource Allocation:** how appropriated tax dollars and alternative sources of funding are determined to be used by an agency in its delivery of services.
- aa. **Revenue Streams:** the variety of sources from which revenue is generated to support all operations of an organization; may include property, sales, or other tax sources, as well as fees and charges, grants, donations, partnerships, and other alternatives.
- bb. **Scholarship:** registration subsidies to income-eligible residents to facilitate their participation in limited programs and activities.
- cc. **Special Populations:** groups of people with unique needs to which the agency may target services such as seniors, people with disabilities, economically disadvantaged, etc.
- dd. **Subsidy:** taxes and other vehicles that are used to financially support agency services including programs, facilities, and parks. Subsidy dollars provide for service costs (direct and/or indirect) that are not covered by user or participant fees, or other forms of alternative funding.
- ee. **Target Market:** a particular segment of the population at which a product or service is aimed.
- ff. **Tiers:** levels that provide the framework for the cost recovery model that function to define activities by outcomes or benefits and target markets.



## Attachment C

### How Are Costs Determined?

Culture, parks, and recreation program and service costs are determined through a comprehensive analysis of direct and indirect expenses. Direct costs include instructor salaries, equipment, supplies, and facility maintenance. Indirect costs encompass administrative overhead, marketing, and utilities. For the purposes of this study, indirect/overhead costs are estimated as a percentage of total direct costs. Programs delivered in typical culture, parks and recreation spaces apply a 30% overhead factor, while programs delivered in higher-cost facilities such as aquatics or ice facilities apply a 50% overhead factor to reflect the additional operational expenses associated with those facilities (guards, chemicals, gas, chillers, etc.).

The following categories illustrate the types of expenses considered when evaluating the full cost of delivering a program or service.

*Direct Cost* - Includes all the specific, identifiable expenses (fixed and variable) associated with providing a service or program. These expenses would not exist without the program or service and often increase exponentially.

- Applicable portion of full-time, part-time, and seasonal staff and corresponding benefits.
- Contractual services for coaches, officials, instructors, security, etc.
- Program-specific licensing agreements like Motion Pictures, etc.
- Program-specific consumable equipment and supplies like balls, camp supplies, art supplies provided by the instructor or agency.
- Uniforms, tee shirts, awards for participants and staff.
- Training specifically for the program or service such as a lifeguard certification or youth sports coach training.
- Transportation costs like van driver and mileage, parking, tolls, detailing, or rental of busses, etc.
- Field trip entry fees, tickets, admissions for participants and leaders/instructors.
- Association fees related to specific activities such as USSSA and CARA.
- Rental fees for facilities, spaces, janitors, chargebacks, etc.
- Marketing/promotion/printing/distribution/fliers/etc., associated directly with program delivery including non-marketing staff who perform some direct marketing functions.
- Repair or maintenance of program or service specific equipment.
- Software fees associated with a specific program or service.
- Any other costs associated or attributed specifically with the program or service.

*Indirect/Overhead Cost* - Includes expenses (fixed and variable) associated with providing a service or program but are shared expenses among programs and services that cannot be tied specifically to a single program.

- Full-time, part-time, and seasonal employees that primarily perform administrative duties for the divisions such as Director, Recreation Manager, etc., and corresponding benefits.
- Other full-time, part-time, and seasonal employees that perform some support services for the divisions such as working on strategic planning initiatives (percentage directly related to support services) and corresponding benefits.
- Non-consumable equipment purchased only for the program that requires periodic, continual replacement or is necessary for the start of the program like yoga mats, blocks, bouncy balls,

basketballs, low free weights, racquets and goggles.

- Utilities for the facility such as water, electricity, and solid waste.
- Building alarm monitoring.
- Safety equipment and supplies such as fire extinguishers, AEDs, and first aid.
- Any other costs associated or attributed specifically with the facility.
- General consumable equipment, office supplies and maintenance supplies like paper, toner, toilet paper, mops, cleaning supplies.
- Repair or maintenance of division-wide equipment like copier maintenance agreement.
- Other overhead costs as deemed appropriate.
- Various other appropriate costs.

## Attachment D: Program Benefits Survey

[Link](#)

## Attachment E: Stakeholder List

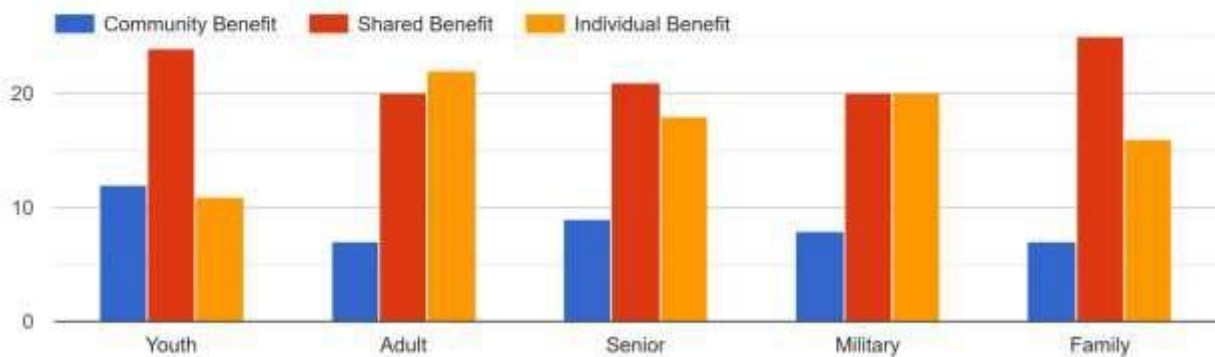
| Name               | Role/Organization |
|--------------------|-------------------|
| Melissa Jensen     | Golf              |
| Kimberly Spencer   | Golf              |
| Patti Brug         | Golf              |
| Michael Sage       | Golf              |
| Patrick Mcmillen   | Golf              |
| Jeff Collins       | Golf              |
| Pat Gilliam        | Golf              |
| Louisa Anderson    | Art Commission    |
| Michelle Booren    | Art Commission    |
| Molly McIntosh     | Art Commission    |
| Michael Haren      | Art Commission    |
| Thomas DeVore      | Art Commission    |
| Heather Utrata     | Art Commission    |
| Benson Verbel      | Art Commission    |
| Eddie Mirick       | Art Commission    |
| Sharon Wright      | Art Commission    |
| Tony Miller        | Art Commission    |
| Perry Bell         | Art Commission    |
| Kendra Albee       | Art Commission    |
| Kevin Ross         | Island Grove      |
| Justin Watada      | Island Grove      |
| Richard Quaco      | Island Grove      |
| Bill Hall          | Island Grove      |
| Tim Magnuson       | Island Grove      |
| Nancy Masimer      | Museum            |
| Omar Munoz         | Museum            |
| Emma Pena-McCleave | Museum            |
| Scott Chartier     | Museum            |
| George Junne       | Museum            |
| Marcus Embry       | Museum            |
| Anne P. Masterson  | Museum            |
| Greg McIntosh      | P&R               |
| Monica Ramierz     | P&R               |
| Bethany Kleiber    | P&R               |
| William Parrish    | P&R               |
| Rand Morgan        | P&R               |
| Kirsten Daniel     | P&R               |
| Sharon Wright      | P&R               |
| Ben Christiansen   | P&R               |
| Savanna Bennett    | P&R               |
| Yvette Flores      | P&R               |
| Julie Jensen       | Rodarte           |
| Laura Jones        | Rodarte           |
| Emma Pena-McCleave | Rodarte           |
| Alice Nava         | Rodarte           |
| Daniel Reyez       | Rodarte           |
| Darren Dunn        | Rodarte           |
| Alison Hamling     | UCCC              |
| Robert Wasson      | UCCC              |
| Mark Pugatch       | UCCC              |
| Daniel Knopf       | UCCC              |
| Perry Bell         | UCCC              |
| Michelle Sauder    | UCCC              |
| Doran Azari        | UCCC              |
| Jodi Witter        | UCCC              |
| Samantha Corliss   | UCCC              |
| Molly Shawcross    | Youth Commission  |
| Laura Jones        | Youth Commission  |
| Alexandre Reyes    | Youth Commission  |

|                       |                                  |
|-----------------------|----------------------------------|
| Mackenzie Franks      | Youth Commission                 |
| Sofia Vasquez         | Youth Commission                 |
| Alexandria Tacoronte  | Youth Commission                 |
| Phynix Stull          | Youth Commission                 |
| Ashlyn Craig          | Youth Commission                 |
| Miranda Contreras     | Youth Commission                 |
| Levi Aldridge         | Youth Commission                 |
| Jordan Miller         | Youth Commission                 |
| Damian Sanchez        | Youth Commission                 |
| Brian McBroom         | CMO                              |
| Kelli Johnson         | CMO                              |
| Allena Portis         | CMO                              |
| Bret Naber            | CMO                              |
| Kimberly Southern     | CMO                              |
| Rick Ruggieri         | CMO                              |
| Deb Deboutez          | City Council                     |
| Tommy Bulter          | City Council                     |
| Dale Hall             | Mayor                            |
| Ryan Roth             | City Council                     |
| Brian Rudy            | City Council                     |
| Brett Payton          | City Council                     |
| Johnney Olson         | City Council                     |
| Melissa McDonald      | City Council                     |
| Megan Martinez        | Weld Community Foundation        |
| Kent Hanson           | D6                               |
| Sean Scribbick        | D6                               |
| Julie Hill            | D6                               |
| Julie Lewis           | D6                               |
| Megan Hartman         | Phillips 66                      |
| Helena Chouinard      | Phillips 66                      |
| Mark Hiemenz          | Rush                             |
| Mario Cortez          | Rush                             |
| Kylan Crafts-Thimming | Rush                             |
| Bianca Fisher         | DDA                              |
| Shane Murray          | GYHA                             |
| Sarah Mitchell        | Mountain View Skate Club         |
| RCS Hockey Admin      | RCS Hockey                       |
| Cal Miller            | RCS Hockey                       |
| Dave Dixon            | Boys & Girls Club of Weld County |
| Kyle Cunningham       | Boys & Girls Club of Weld County |
| Andrea Everett-Ponce  | Boys & Girls Club of Weld County |
| Stacey King           | Boys & Girls Club of Weld County |
| Yesina Acosta         | Community and program users      |
| Whitney Dyer          | Community and program users      |
| Naomi Lozoya          | Community and program users      |
| Brendan Gonzalez      | Community and program users      |
| Kendal Hamersley      | Community and program users      |
| Kate Johnson          | Community and program users      |
| Jenny Krosky          | Community and program users      |
| Juan Meza             | Community and program users      |
| Miriam Sanchez        | Community and program users      |
| Erika Escalera        | Community and program users      |
| Miranda Sheller       | Community and program users      |
| Brett Sheller         | Community and program users      |
| Kate Trautner         | Community and program users      |
| Nick Trautner         | Community and program users      |
| Veronica Gomez        | Community and program users      |
| Phoenix Conway        | Community and program users      |
| Elijah Derrera        | Community and program users      |
| Melissa Dsouza        | Community and program users      |
| Dani Lawrence         | Community and program users      |
| Gizeh Martinez        | Community and program users      |
| Ashley Valles         | Community and program users      |
| Bethany Nitzel        | Community and program users      |
| Matt Kaiser           | Soccer Without Borders           |
| Brooke Freeman        | Logan Freeze Hockey              |
| Mimi Costinett        | Greeley Evans Youth League       |

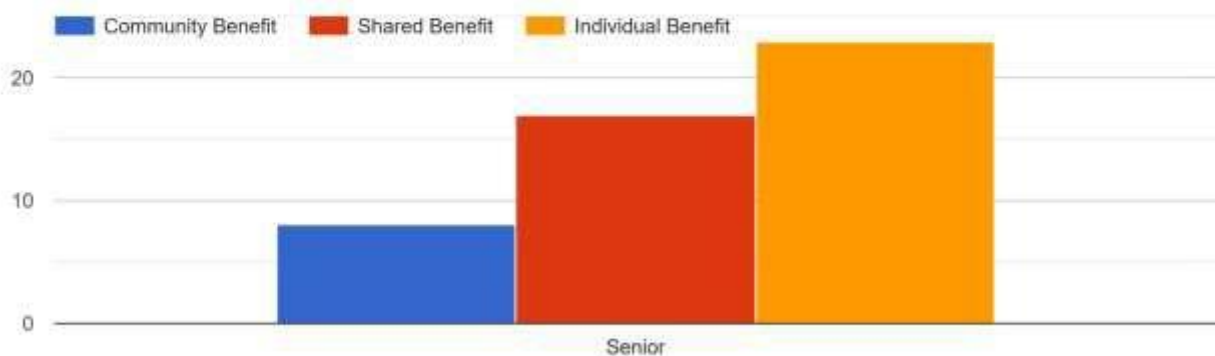
## Attachment F: Program Benefits Survey- Results

A total of 48 respondents were received from the survey, which asked individuals to identify how they value programs and services offered by the department by benefit levels (community, shared, individual). While this is a small data set, the vision of the survey was for key individuals in the community to provide input for the overall community on the value of various programs and services

Greeley Recreation Center and Family FunPlex Memberships (Please check one response per row)

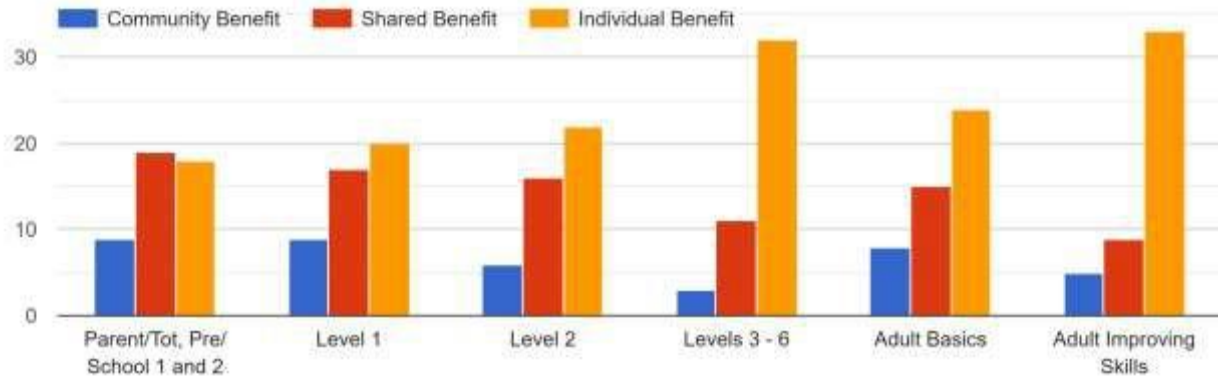


Active Adult Center Memberships (Please check one response per row)

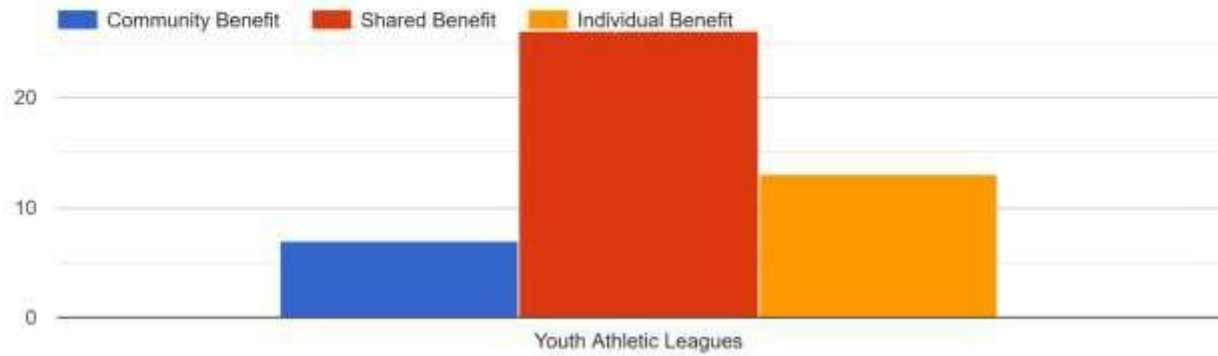




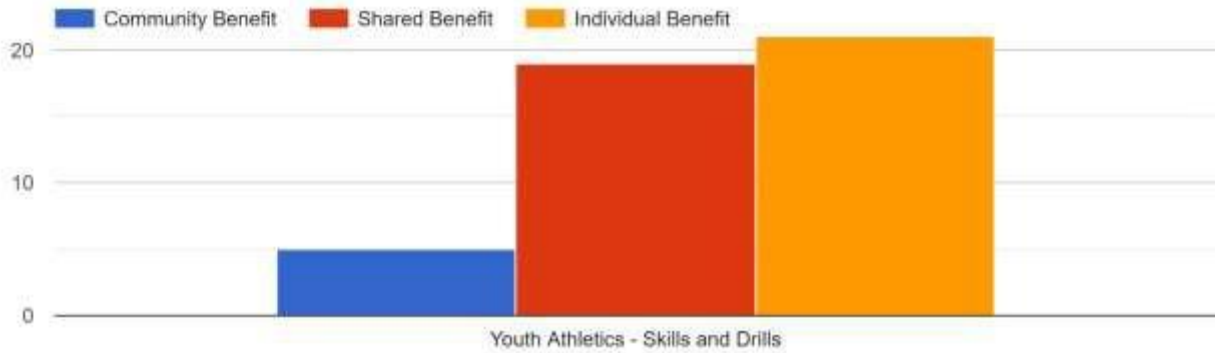
### Aquatic Programs (Please check one response per row)



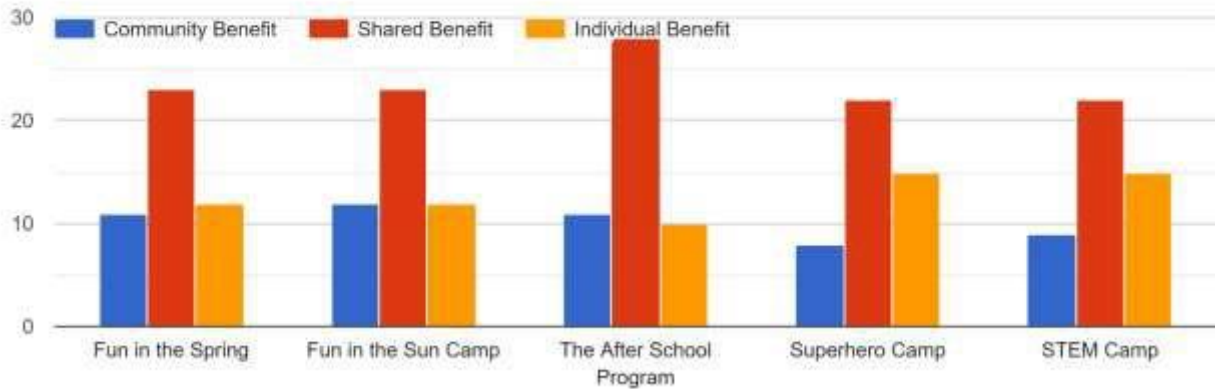
### Youth Athletics - Leagues (Please check one response per row)



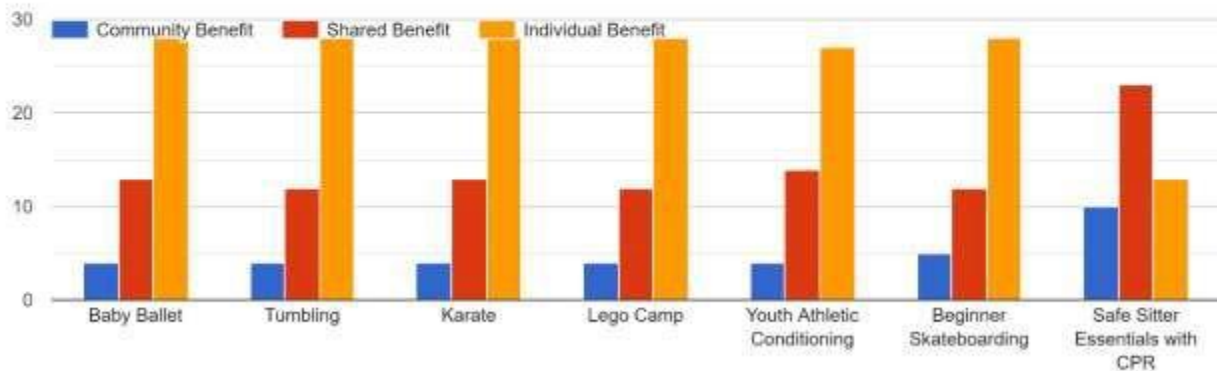
Youth Athletics - Skills and Drills (Please check one response per row)



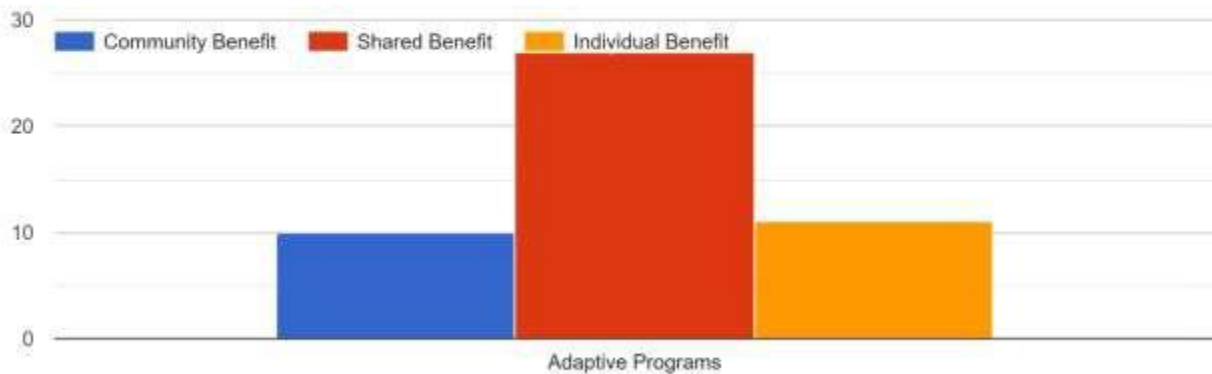
Youth - Out of School Programming (Please check one response per row)



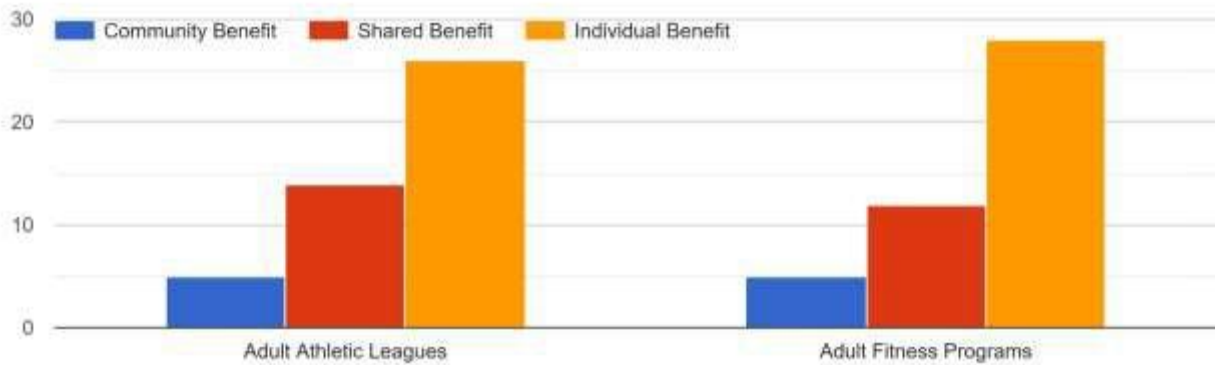
### Youth Programming (Please check one response per row)



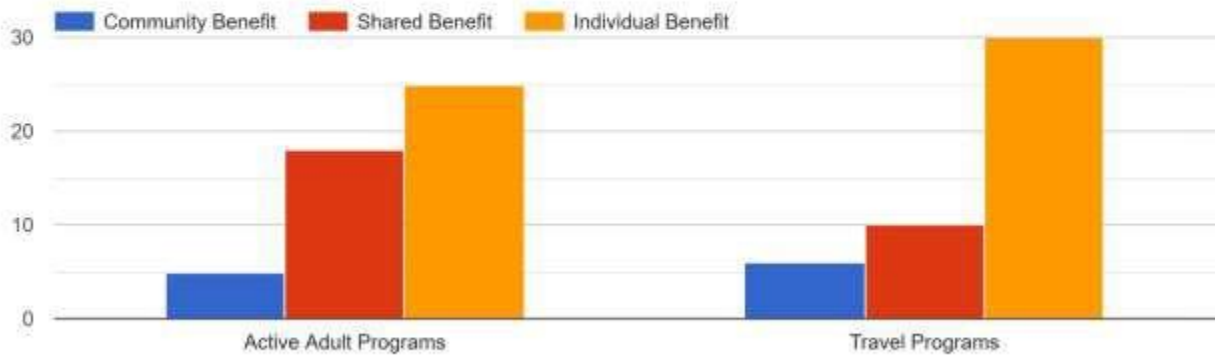
### Adaptive Programming (Please check one response per row) - Provides activities and services to individuals in the community who have varying levels of physical or intellectual abilities.



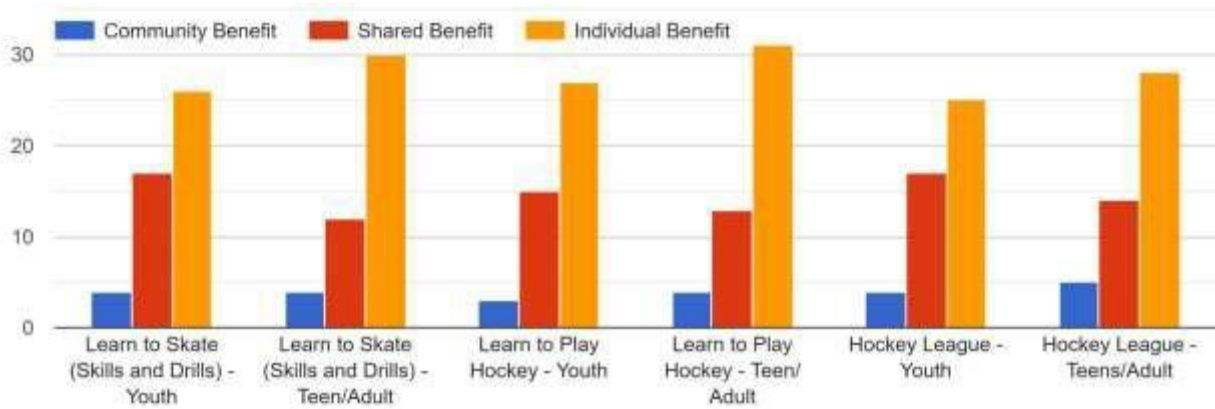
Adult Leagues and Fitness Programming (Please check one response per row)



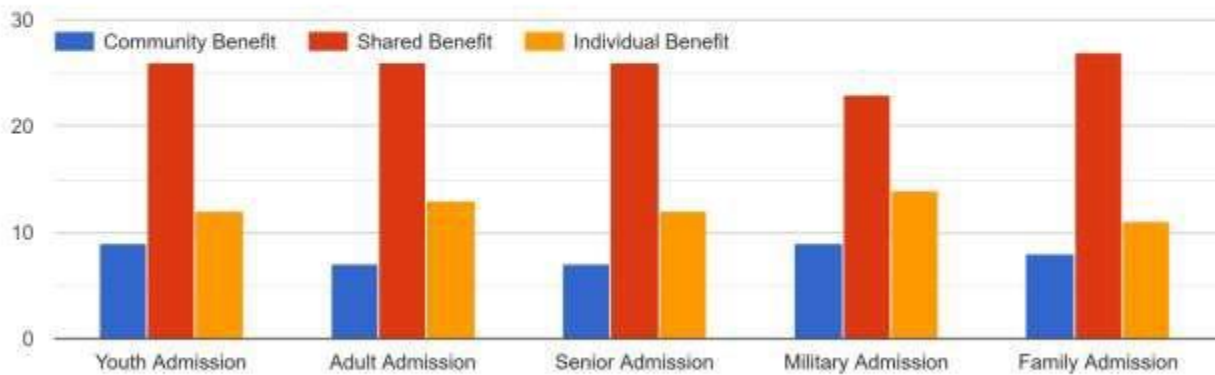
Active Adult - (Please check one response per row) Adults aged 50 and above can join and socialize at the center, whether through trips or while participating in one of our many programs.



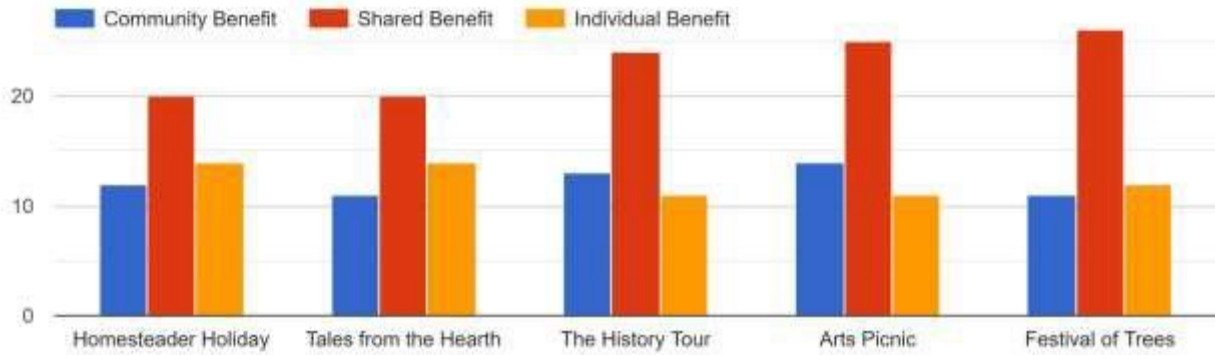
Ice Haus (Please check one response per row)



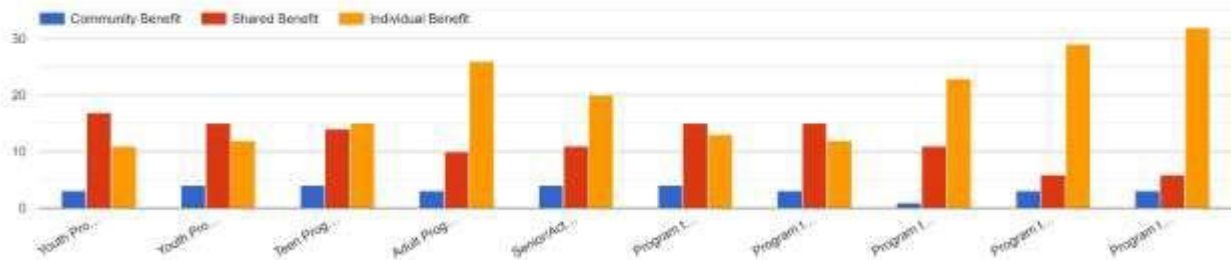
Culture/Museum - Admission Fees and Research Fees: Greeley History Museum and Centennial Village Museum (Please check one response per row)



Culture/Museum Programs (Please check one response per row)



Overall Thoughts on Community vs Individual Benefit



## Attachment G: Current Programs Fees Cost Recovery

|                                          | Current    |               |              |                 |                           |            |
|------------------------------------------|------------|---------------|--------------|-----------------|---------------------------|------------|
| Program Name                             | Enrollment | Current Price | Revenue      | Current Subsidy | Expenses with No Overhead | Current CR |
| Special Olympics Basketball              | 30         | \$30.00       | \$900.00     | \$7,389.55      | \$8,289.55                | 10.86%     |
| Special Olympics Bowling                 | 45         | \$85.00       | \$3,825.00   | \$5,571.63      | \$9,396.63                | 40.71%     |
| Special Olympics Flag Football           | 20         | \$20.00       | \$400.00     | \$1,010.66      | \$1,410.66                | 28.36%     |
| Special olympics Soccer                  | 15         | \$25.00       | \$375.00     | \$543.29        | \$918.29                  | 40.84%     |
| Special olympics Softball                | 30         | \$20.00       | \$600.00     | \$2,290.23      | \$2,890.23                | 20.76%     |
| Swim Team                                | 15         | \$27.00       | \$405.00     | \$2,597.48      | \$3,002.48                | 13.49%     |
| Track and Field                          | 20         | \$20.00       | \$400.00     | \$1,696.66      | \$2,096.66                | 19.08%     |
| Unified Bocce                            | 15         | \$15.00       | \$225.00     | \$525.18        | \$750.18                  | 29.99%     |
| Fall Resource Fair                       | 65         | \$0.00        | \$0.00       | \$1,849.27      | \$1,849.27                | 0.00%      |
| Community Dance                          | 15         | \$5.00        | \$75.00      | \$1,241.66      | \$1,316.66                | 5.70%      |
| Cornhole Tournament                      | 40         | \$0.00        | \$0.00       | \$3,758.92      | \$3,758.92                | 0.00%      |
| Family Field Day                         | 1500       | \$0.00        | \$0.00       | \$10,051.86     | \$10,051.86               | 0.00%      |
| Monthly Craft Class                      | 120        | \$5.00        | \$600.00     | \$1,051.55      | \$1,651.55                | 36.33%     |
| SPIRIT CLUB                              | 168        | \$3.00        | \$504.00     | \$1,735.82      | \$2,239.82                | 22.50%     |
| Game Night/Game Club                     | 100        | \$5.00        | \$500.00     | \$1,792.39      | \$2,292.39                | 21.81%     |
| Social Club                              | 72         | \$3.00        | \$216.00     | \$2,098.21      | \$2,314.21                | 9.33%      |
| Games in the Park                        | 50         | \$5.00        | \$250.00     | \$111.00        | \$361.00                  | 69.25%     |
| Adaptive Line dancing                    | 40         | \$5.00        | \$200.00     | \$726.07        | \$926.07                  | 21.60%     |
| Adult Sand Volleyball                    | 8          | \$230.00      | \$1,840.00   | -\$565.53       | \$1,274.47                | 144.37%    |
| Adult In-Line Hockey                     | 33         | \$900.00      | \$29,700.00  | -\$5,886.11     | \$23,813.89               | 124.72%    |
| Adult Sports Pickleball                  | 188        | \$70.00       | \$13,160.00  | \$6,039.67      | \$19,199.67               | 68.54%     |
| Adult Softball                           | 220        | \$600.00      | \$132,000.00 | \$80,434.37     | \$212,434.37              | 62.14%     |
| Adult Volleyball                         | 131        | \$350.00      | \$45,850.00  | \$59,881.57     | \$105,731.57              | 43.36%     |
| City of Greeley Employee Dodgeball       | 43         | \$10.00       | \$430.00     | \$853.11        | \$1,283.11                | 33.51%     |
| City of Greeley Employee Kickball        | 109        | \$15.00       | \$1,635.00   | \$2,373.44      | \$4,008.44                | 40.79%     |
| Youth Basketball                         | 608        | \$70.00       | \$42,560.00  | \$30,789.05     | \$73,349.05               | 58.02%     |
| Youth CARA Basketball Skills Challenge   | 40         | \$0.00        | \$0.00       | \$1,203.27      | \$1,203.27                | 0.00%      |
| Youth CARA Track and Field               | 100        | \$105.00      | \$10,500.00  | \$7,538.33      | \$18,038.33               | 58.21%     |
| Youth Flag Football                      | 780        | \$80.00       | \$62,400.00  | \$10,597.79     | \$72,997.79               | 85.48%     |
| All Star Bowl (Flag Football Tournament) | 10         | \$0.00        | \$0.00       | \$4,644.17      | \$4,644.17                | 0.00%      |
| Youth Multi Sport Camps                  | 80         | \$160.00      | \$12,800.00  | \$3,129.45      | \$15,929.45               | 80.35%     |
| Youth Soccer League                      | 1450       | \$65.50       | \$94,975.00  | -\$2,940.18     | \$92,034.82               | 103.19%    |
| Youth Sport Clinics                      | 950        | \$60.00       | \$57,000.00  | -\$10,129.70    | \$46,870.30               | 121.61%    |
| Youth T-Ball & Coach Pitch               | 450        | \$60.00       | \$27,000.00  | -\$8,007.82     | \$18,992.18               | 142.16%    |
| Youth Volleyball League                  | 120        | \$60.00       | \$7,200.00   | \$9,894.42      | \$17,094.42               | 42.12%     |
| AAC - Friday Lunches                     | 30         | \$5.00        | \$150.00     | \$509.51        | \$659.51                  | 22.74%     |
| AAC Special Events- Average              | 60         | \$10.00       | \$600.00     | \$2,290.03      | \$2,890.03                | 20.76%     |
| AAC Day Trips- Hikes                     | 13         | \$30.00       | \$390.00     | \$150.97        | \$540.97                  | 72.09%     |
| Painting                                 | 9          | \$15.00       | \$135.00     | \$365.93        | \$500.93                  | 26.95%     |
| Pottery (Clay Classes)                   | 9          | \$35.00       | \$315.00     | \$200.77        | \$515.77                  | 61.07%     |
| Woodshop                                 | 4          | \$30.00       | \$120.00     | \$221.53        | \$341.53                  | 35.14%     |
| Lapidary (Rocks to Gems Class)           | 7          | \$30.00       | \$210.00     | \$1,327.59      | \$1,537.59                | 13.66%     |
| Educational Classes- (2-3 different)     | 8          | \$5.00        | \$40.00      | \$402.45        | \$442.45                  | 9.04%      |
| Senior Sports - Softball (Team Signage)  | 3          | \$1,105.00    | \$3,315.00   | \$4,941.08      | \$8,256.08                | 40.15%     |
| High Plains History Festival (REVENUE)   | 2257       | \$6.50        | \$14,670.50  | \$24,965.45     | \$39,635.95               | 37.01%     |
| Centennial Village Field Trips           | 1750       | \$4.00        | \$7,000.00   | \$52,887.71     | \$59,887.71               | 11.69%     |



|                                                                                      | <b>Current</b> |          |              |              |              |         |
|--------------------------------------------------------------------------------------|----------------|----------|--------------|--------------|--------------|---------|
| Museum to You (District 6 Program)                                                   | 7233           | \$1.65   | \$11,934.45  | \$4,815.85   | \$16,750.30  | 71.25%  |
| Hands on History (History Colorado)                                                  | 150            | \$8.30   | \$1,245.00   | \$44,841.38  | \$46,086.38  | 2.70%   |
| Local Traveling Outreach Program                                                     | 30             | \$3.33   | \$99.90      | \$220.91     | \$320.81     | 31.14%  |
| Regional Traveling Outreach Program                                                  | 30             | \$5.00   | \$150.00     | \$316.00     | \$466.00     | 32.19%  |
| Local Traveling Historic Workshop                                                    | 30             | \$6.65   | \$199.50     | \$771.98     | \$971.48     | 20.54%  |
| Regional Traveling Workshop Program                                                  | 30             | \$8.30   | \$249.00     | \$800.95     | \$1,049.95   | 23.72%  |
| Themed Tours                                                                         | 93             | \$20.00  | \$1,860.00   | \$2,691.77   | \$4,551.77   | 40.86%  |
| Community Sponsored Free Events                                                      | 575            | \$0.00   | \$0.00       | \$12,218.02  | \$12,218.02  | 0.00%   |
| Baby Animal Days (Note CAD program)                                                  | 2454           | \$5.00   | \$12,270.00  | \$613.20     | \$12,883.20  | 95.24%  |
| Howl-o-Ween (Note CAD program)                                                       | 1809           | \$5.00   | \$9,045.00   | \$5,834.33   | \$14,879.33  | 60.79%  |
| Homesteaders Holiday (Note CAD program)                                              | 439            | \$5.00   | \$2,195.00   | \$11,405.33  | \$13,600.33  | 16.14%  |
| Young Chautauqua (Note CAD program)                                                  | 250            | \$0.00   | \$0.00       | \$3,265.06   | \$3,265.06   | 0.00%   |
| Fun in the Sun                                                                       | 113            | \$100.00 | \$11,300.00  | \$166,949.92 | \$178,249.92 | 6.34%   |
| Fun in the Sun- Full Pay                                                             | 900            | \$250.00 | \$225,000.00 | -\$98,919.33 | \$126,080.67 | 178.46% |
| Family FunPlex Swim Lessons                                                          | 1475           | \$65.00  | \$95,875.00  | \$62,655.54  | \$158,530.54 | 60.48%  |
| Greeley Rec Center Swim Lessons                                                      | 308            | \$65.00  | \$20,020.00  | \$30,621.43  | \$50,641.43  | 39.53%  |
| Centennial Swim Lessons                                                              | 367            | \$65.00  | \$23,855.00  | -\$2,029.63  | \$21,825.37  | 109.30% |
| Discovery Bay Swim Lessons                                                           | 88             | \$65.00  | \$5,720.00   | \$12,494.23  | \$18,214.23  | 31.40%  |
| Swim-in Theater                                                                      | 500            | \$4.35   | \$2,175.00   | \$3,632.64   | \$5,807.64   | 37.45%  |
| Private Swim Lessons                                                                 | 308            | \$85.00  | \$26,180.00  | -\$7,040.07  | \$19,139.93  | 136.78% |
| American Red Cross Lifeguard and                                                     | 100            | \$205.00 | \$20,500.00  | \$24,172.25  | \$44,672.25  | 45.89%  |
| Cub Hockey / Into to Adult Hockey                                                    | 576            | \$81.00  | \$46,656.00  | -\$5,703.23  | \$40,952.77  | 113.93% |
| Youth Rec Hockey League                                                              | 58             | \$127.00 | \$7,366.00   | \$2,751.59   | \$10,117.59  | 72.80%  |
| Youth Hockey Camps                                                                   | 51             | \$150.00 | \$7,650.00   | -\$1,676.83  | \$5,973.17   | 128.07% |
| Adult Hockey Leagues                                                                 | 1001           | \$230.00 | \$230,230.00 | -\$61,395.73 | \$168,834.27 | 136.36% |
| Adult Hockey Tournament                                                              | 160            | \$119.00 | \$19,040.00  | -\$3,081.28  | \$15,958.72  | 119.31% |
| Learn to Skate                                                                       | 895            | \$83.00  | \$74,285.00  | \$1,087.20   | \$75,372.20  | 98.56%  |
| Figure Skating Clinics / Camps                                                       | 60             | \$237.00 | \$14,220.00  | -\$2,165.50  | \$12,054.50  | 117.96% |
| Ice Show                                                                             | 125            | \$86.00  | \$10,750.00  | \$700.29     | \$11,450.29  | 93.88%  |
| Climbing                                                                             | 202            | \$49.95  | \$10,089.90  | \$34,013.08  | \$44,102.98  | 22.88%  |
| Enrichment Classes                                                                   | 279            | \$25.44  | \$7,097.76   | \$17,464.41  | \$24,562.17  | 28.90%  |
| Youth Camps                                                                          | 132            | \$40.69  | \$5,371.08   | \$3,111.62   | \$8,482.70   | 63.32%  |
| Special Events                                                                       | 2255           | \$0.90   | \$2,029.50   | \$34,101.52  | \$36,131.02  | 5.62%   |
| Drop-in Fitness Classes                                                              | 22514          | \$3.20   | \$72,044.80  | \$105,902.09 | \$177,946.89 | 40.49%  |
| Specialty Classes                                                                    | 35             | \$25.00  | \$875.00     | \$2,495.49   | \$3,370.49   | 25.96%  |
| Personal Training                                                                    | 883            | \$33.21  | \$29,324.43  | \$24,353.64  | \$53,678.07  | 54.63%  |
| Spring/Summer/ Fall Farmers Market (3 Seasons) - Vendor Fee                          | 60             | \$300.00 | \$18,000.00  | \$24,920.30  | \$42,920.30  | 41.94%  |
| Winter Farmers Market (Always a separate vendor fee than other seasons) - Vendor Fee | 25             | \$165.00 | \$4,125.00   | \$9,553.06   | \$13,678.06  | 30.16%  |
| Festival of Trees                                                                    | 1300           | \$5.00   | \$6,500.00   | \$53,730.78  | \$60,230.78  | 10.79%  |
| ARTS PICNIC                                                                          | 160            | \$150.00 | \$24,000.00  | \$82,464.11  | \$106,464.11 | 22.54%  |
| AAC Day Trips- Non-Ticketed                                                          | 14             | \$30.00  | \$420.00     | -\$194.61    | \$225.39     | 186.35% |
| AAC Day Trips- Ticketed                                                              | 14             | \$40.00  | \$560.00     | \$182.47     | \$742.47     | 75.42%  |
| AAC Day Trips- Casino                                                                | 40             | \$35.00  | \$1,400.00   | -\$689.40    | \$710.60     | 197.02% |

## Attachment H: Phase I Cost Recovery

| Program Name                                  | Phase 1-Mid Point of Tier with no overhead factored |           |               |             |                 |
|-----------------------------------------------|-----------------------------------------------------|-----------|---------------|-------------|-----------------|
|                                               | Tier                                                | Mid Point | Recovery Goal | Phase I Fee | Phase I Subsidy |
| Special Olympics Basketball                   | Community (25-50%)                                  | 33%       | \$2,735.55    | \$91.19     | \$5,554.00      |
| Special Olympics Bowling                      | Community (25-50%)                                  | 33%       | \$3,100.89    | \$68.91     | \$6,295.74      |
| Special Olympics Flag Football                | Community (25-50%)                                  | 33%       | \$465.52      | \$23.28     | \$945.14        |
| Special olympics Soccer                       | Community (25-50%)                                  | 33%       | \$303.04      | \$20.20     | \$615.26        |
| Special olympics Softball                     | Community (25-50%)                                  | 33%       | \$953.78      | \$31.79     | \$1,936.45      |
| Swim Team                                     | Shared (50-75%)                                     | 66%       | \$1,981.64    | \$132.11    | \$1,020.84      |
| Track and Field                               | Shared (50-75%)                                     | 66%       | \$1,383.80    | \$69.19     | \$712.86        |
| Unified Bocce                                 | Shared (50-75%)                                     | 66%       | \$495.12      | \$33.01     | \$255.06        |
| Fall Resource Fair                            | Shared (50-75%)                                     | 66%       | \$1,220.52    | \$18.78     | \$628.75        |
| Community Dance                               | Shared (50-75%)                                     | 66%       | \$868.99      | \$57.93     | \$447.66        |
| Cornhole Tournament                           | Individual (75-125%)                                | 100%      | \$3,758.92    | \$93.97     | \$0.00          |
| Family Field Day                              | Shared (50-75%)                                     | 66%       | \$6,634.23    | \$4.42      | \$3,417.63      |
| Monthly Craft Class                           | Individual (75-125%)                                | 100%      | \$1,651.55    | \$13.76     | \$0.00          |
| SPIRIT CLUB                                   | Community (25-50%)                                  | 33%       | \$739.14      | \$4.40      | \$1,500.68      |
| Game Night/Game Club                          | Shared (50-75%)                                     | 66%       | \$1,512.98    | \$15.13     | \$779.41        |
| Social Club                                   | Shared (50-75%)                                     | 66%       | \$1,527.38    | \$21.21     | \$786.83        |
| Games in the Park                             | Community (25-50%)                                  | 33%       | \$119.13      | \$2.38      | \$241.87        |
| Adaptive Line dancing                         | Shared (50-75%)                                     | 66%       | \$611.21      | \$15.28     | \$314.86        |
| Adult Sand Volleyball                         | Individual (75-125%)                                | 100%      | \$1,274.47    | \$159.31    | \$0.00          |
| Adult In-Line Hockey                          | Individual (75-125%)                                | 100%      | \$23,813.89   | \$721.63    | \$0.00          |
| Adult Sports Pickleball                       | Individual (75-125%)                                | 100%      | \$19,199.67   | \$102.13    | \$0.00          |
| Adult Softball                                | Individual (75-125%)                                | 100%      | \$212,434.37  | \$965.61    | \$0.00          |
| Adult Volleyball                              | Individual (75-125%)                                | 100%      | \$105,731.57  | \$807.11    | \$0.00          |
| City of Greeley Employee Dodgeball Tournament | Individual (75-125%)                                | 100%      | \$1,283.11    | \$29.84     | \$0.00          |
| City of Greeley Employee Kickball             | Individual (75-125%)                                | 100%      | \$4,008.44    | \$36.77     | \$0.00          |
| Youth Basketball                              | Shared (50-75%)                                     | 66%       | \$48,410.38   | \$79.62     | \$24,938.68     |
| Youth CARA Basketball Skills Challenge        | Shared (50-75%)                                     | 66%       | \$794.16      | \$19.85     | \$409.11        |
| Youth CARA Track and Field                    | Shared (50-75%)                                     | 66%       | \$11,905.30   | \$119.05    | \$6,133.03      |
| Youth Flag Football                           | Shared (50-75%)                                     | 66%       | \$48,178.54   | \$61.77     | \$24,819.25     |
| All Star Bowl (Flag Football Tournament)      | Individual (75-125%)                                | 100%      | \$4,644.17    | \$464.42    | \$0.00          |
| Youth Multi Sport Camps                       | Shared (50-75%)                                     | 66%       | \$10,513.44   | \$131.42    | \$5,416.01      |
| Youth Soccer League                           | Shared (50-75%)                                     | 66%       | \$60,742.98   | \$41.89     | \$31,291.84     |
| Youth Sport Clinics                           | Shared (50-75%)                                     | 66%       | \$30,934.40   | \$32.56     | \$15,935.90     |
| Youth T-Ball & Coach Pitch                    | Shared (50-75%)                                     | 66%       | \$12,534.84   | \$27.86     | \$6,457.34      |
| Youth Volleyball League                       | Shared (50-75%)                                     | 66%       | \$11,282.32   | \$94.02     | \$5,812.10      |
| AAC - Friday Lunches                          | Individual (75-125%)                                | 100%      | \$659.51      | \$21.98     | \$0.00          |
| AAC Special Events- Average                   | Individual (75-125%)                                | 100%      | \$2,890.03    | \$48.17     | \$0.00          |
| AAC Day Trips- Hikes                          | Individual (75-125%)                                | 100%      | \$540.97      | \$41.61     | \$0.00          |
| Painting                                      | Individual (75-125%)                                | 100%      | \$500.93      | \$55.66     | \$0.00          |
| Pottery (Clay Classes)                        | Individual (75-125%)                                | 100%      | \$515.77      | \$57.31     | \$0.00          |
| Woodshop                                      | Individual (75-125%)                                | 100%      | \$341.53      | \$85.38     | \$0.00          |
| Lapidary (Rocks to Gems Class)                | Individual (75-125%)                                | 100%      | \$1,537.59    | \$219.66    | \$0.00          |
| Educational Classes- (2-3 different classes)  | Individual (75-125%)                                | 100%      | \$442.45      | \$55.31     | \$0.00          |

| <i>Phase 1-Mid Point of Tier with no overhead factored</i> |                      |                  |                      |                    |                        |
|------------------------------------------------------------|----------------------|------------------|----------------------|--------------------|------------------------|
| <i>Program Name</i>                                        | <i>Tier</i>          | <i>Mid Point</i> | <i>Recovery Goal</i> | <i>Phase I Fee</i> | <i>Phase I Subsidy</i> |
| Senior Sports - Softball (Team Sign up)                    | Individual (75-125%) | 100%             | \$8,256.08           | \$2,752.03         | \$0.00                 |
| High Plains History Festival (REVISED)                     | Community (25-50%)   | 33%              | \$13,079.86          | \$5.80             | \$26,556.09            |
| Centennial Village Field Trips                             | Shared (50-75%)      | 66%              | \$39,525.89          | \$22.59            | \$20,361.82            |
| Museum to You (District 6 Program)                         | Shared (50-75%)      | 66%              | \$11,055.20          | \$1.53             | \$5,695.10             |
| Hands on History (History Colorado from                    | Shared (50-75%)      | 66%              | \$30,417.01          | \$202.78           | \$15,669.37            |
| Local Traveling Outreach Program                           | Shared (50-75%)      | 66%              | \$211.73             | \$7.06             | \$109.07               |
| Regional Traveling Outreach Program                        | Shared (50-75%)      | 66%              | \$307.56             | \$10.25            | \$158.44               |
| Local Traveling Historic Workshop                          | Shared (50-75%)      | 66%              | \$641.17             | \$21.37            | \$330.30               |
| Regional Traveling Workshop Program                        | Shared (50-75%)      | 66%              | \$692.97             | \$23.10            | \$356.98               |
| Themed Tours                                               | Shared (50-75%)      | 66%              | \$3,004.17           | \$32.30            | \$1,547.60             |
| Community Sponsored Free Events                            | Community (25-50%)   | 33%              | \$4,031.95           | \$7.01             | \$8,186.08             |
| Baby Animal Days (Note CAD program ar                      | Shared (50-75%)      | 66%              | \$8,502.92           | \$3.46             | \$4,380.29             |
| Howl-o-Ween (Note CAD program analy                        | Shared (50-75%)      | 66%              | \$9,820.35           | \$5.43             | \$5,058.97             |
| Homesteaders Holiday (Note CAD progr                       | Shared (50-75%)      | 66%              | \$8,976.22           | \$20.45            | \$4,624.11             |
| Young Chautauqua (Note CAD program a                       | Shared (50-75%)      | 66%              | \$2,154.94           | \$8.62             | \$1,110.12             |
| Fun in the Sun                                             | Community (25-50%)   | 33%              | \$58,822.47          | \$520.55           | \$119,427.45           |
| Fun in the Sun- Full Pay                                   | Community (25-50%)   | 33%              | \$41,606.62          | \$46.23            | \$84,474.05            |
| Family FunPlex Swim Lessons                                | Community (25-50%)   | 33%              | \$52,315.08          | \$35.47            | \$106,215.46           |
| Greeley Rec Center Swim Lessons                            | Individual (75-125%) | 100%             | \$50,641.43          | \$164.42           | \$0.00                 |
| Centennial Swim Lessons                                    | Individual (75-125%) | 100%             | \$21,825.37          | \$59.47            | \$0.00                 |
| Discovery Bay Swim Lessons                                 | Individual (75-125%) | 100%             | \$18,214.23          | \$206.98           | \$0.00                 |
| Swim-in Theater                                            | Individual (75-125%) | 100%             | \$5,807.64           | \$11.62            | \$0.00                 |
| Private Swim Lessons                                       | Individual (75-125%) | 100%             | \$19,139.93          | \$62.14            | \$0.00                 |
| American Red Cross Lifeguard and WSI c                     | Shared (50-75%)      | 66%              | \$29,483.68          | \$294.84           | \$15,188.56            |
| Cub Hockey / Into to Adult Hockey                          | Individual (75-125%) | 100%             | \$40,952.77          | \$71.10            | \$0.00                 |
| Youth Rec Hockey League                                    | Individual (75-125%) | 100%             | \$10,117.59          | \$174.44           | \$0.00                 |
| Youth Hockey Camps                                         | Individual (75-125%) | 100%             | \$5,973.17           | \$117.12           | \$0.00                 |
| Adult Hockey Leagues                                       | Individual (75-125%) | 100%             | \$168,834.27         | \$168.67           | \$0.00                 |
| Adult Hockey Tournament                                    | Individual (75-125%) | 100%             | \$15,958.72          | \$99.74            | \$0.00                 |
| Learn to Skate                                             | Individual (75-125%) | 100%             | \$75,372.20          | \$84.21            | \$0.00                 |
| Figuer Skating Clinics / Camps                             | Individual (75-125%) | 100%             | \$12,054.50          | \$200.91           | \$0.00                 |
| Ice Show                                                   | Individual (75-125%) | 100%             | \$11,450.29          | \$91.60            | \$0.00                 |
| Climbing                                                   | Individual (75-125%) | 100%             | \$44,102.98          | \$218.33           | \$0.00                 |
| Enrichment Classes                                         | Individual (75-125%) | 100%             | \$24,562.17          | \$88.04            | \$0.00                 |
| Youth Camps                                                | Individual (75-125%) | 100%             | \$8,482.70           | \$64.26            | \$0.00                 |
| Special Events                                             | Individual (75-125%) | 100%             | \$36,131.02          | \$16.02            | \$0.00                 |
| Drop-in Fitness Classes                                    | Individual (75-125%) | 100%             | \$177,946.89         | \$7.90             | \$0.00                 |
| Specialty Classes                                          | Individual (75-125%) | 100%             | \$3,370.49           | \$96.30            | \$0.00                 |
| Personal Training                                          | Individual (75-125%) | 100%             | \$53,678.07          | \$60.79            | \$0.00                 |
| Spring/Summer/ Fall Farmers Market (3                      | Individual (75-125%) | 100%             | \$42,920.30          | \$715.34           | \$0.00                 |
| Seasons) - Vendor Fee                                      |                      |                  |                      |                    |                        |
| Winter Farmers Market (Always a                            | Individual (75-125%) | 100%             | \$13,678.06          | \$547.12           | \$0.00                 |
| separate vendor fee than other                             |                      |                  |                      |                    |                        |
| seasons) - Vendor Fee                                      | Community (25-50%)   | 33%              | \$19,876.16          | \$15.29            | \$40,354.62            |
| Festival of Trees                                          |                      |                  |                      |                    |                        |
| ARTS PICNIC                                                | Community (25-50%)   | 33%              | \$35,133.16          | \$219.58           | \$71,330.95            |
| AAC Day Trips- Non-Ticketed                                | Individual (75-125%) | 100%             | \$225.39             | \$16.10            | \$0.00                 |
| AAC Dat Trips- Ticketed                                    | Individual (75-125%) | 100%             | \$742.47             | \$53.03            | \$0.00                 |
| AAC Day Trips- Casino                                      | Individual (75-125%) | 100%             | \$710.60             | \$17.77            | \$0.00                 |



## Attachment I: Phase II Cost Recovery

| <i>Phase 2-Mid Point of Tier with 30/50% Overhead</i> |                      |                  |                      |                     |                        |
|-------------------------------------------------------|----------------------|------------------|----------------------|---------------------|------------------------|
| <i>Program Name</i>                                   | <i>Tier</i>          | <i>Mid Point</i> | <i>Recovery Goal</i> | <i>Phase II Fee</i> | <i>Phase 2 Subsidy</i> |
| Special Olympics Basketball                           | Community (25-50%)   | 33%              | \$3,556.22           | \$118.54            | \$7,220.20             |
| Special Olympics Bowling                              | Community (25-50%)   | 33%              | \$4,031.15           | \$89.58             | \$8,184.46             |
| Special Olympics Flag Football                        | Community (25-50%)   | 33%              | \$605.17             | \$30.26             | \$1,228.68             |
| Special olympics Soccer                               | Community (25-50%)   | 33%              | \$393.95             | \$26.26             | \$799.83               |
| Special olympics Softball                             | Community (25-50%)   | 33%              | \$1,239.91           | \$41.33             | \$2,517.39             |
| Swim Team                                             | Shared (50-75%)      | 66%              | \$2,576.13           | \$171.74            | \$1,327.10             |
| Track and Field                                       | Shared (50-75%)      | 66%              | \$1,798.93           | \$89.95             | \$926.72               |
| Unified Bocce                                         | Shared (50-75%)      | 66%              | \$643.65             | \$42.91             | \$331.58               |
| Fall Resource Fair                                    | Shared (50-75%)      | 66%              | \$1,586.68           | \$24.41             | \$817.38               |
| Community Dance                                       | Shared (50-75%)      | 66%              | \$1,129.69           | \$75.31             | \$581.96               |
| Cornhole Tournament                                   | Individual (75-125%) | 100%             | \$4,886.59           | \$122.16            | \$0.00                 |
| Family Field Day                                      | Shared (50-75%)      | 66%              | \$8,624.50           | \$5.75              | \$4,442.92             |
| Monthly Craft Class                                   | Individual (75-125%) | 100%             | \$2,147.01           | \$17.89             | \$0.00                 |
| SPIRIT CLUB                                           | Community (25-50%)   | 33%              | \$960.88             | \$5.72              | \$1,950.88             |
| Game Night/Game Club                                  | Shared (50-75%)      | 66%              | \$1,966.87           | \$19.67             | \$1,013.24             |
| Social Club                                           | Shared (50-75%)      | 66%              | \$1,985.59           | \$27.58             | \$1,022.88             |
| Games in the Park                                     | Community (25-50%)   | 33%              | \$154.87             | \$3.10              | \$314.43               |
| Adaptive Line dancing                                 | Shared (50-75%)      | 66%              | \$794.57             | \$19.86             | \$409.32               |
| Adult Sand Volleyball                                 | Individual (75-125%) | 100%             | \$1,656.81           | \$207.10            | \$0.00                 |
| Adult In-Line Hockey                                  | Individual (75-125%) | 100%             | \$30,958.06          | \$938.12            | \$0.00                 |
| Adult Sports Pickleball                               | Individual (75-125%) | 100%             | \$24,959.57          | \$132.76            | \$0.00                 |
| Adult Softball                                        | Individual (75-125%) | 100%             | \$276,164.68         | \$1,255.29          | \$0.00                 |
| Adult Volleyball                                      | Individual (75-125%) | 100%             | \$137,451.04         | \$1,049.24          | \$0.00                 |
| City of Greeley Employee Dodgeball Tournament         | Individual (75-125%) | 100%             | \$1,668.05           | \$38.79             | \$0.00                 |
| City of Greeley Employee Kickball                     | Individual (75-125%) | 100%             | \$5,210.97           | \$47.81             | \$0.00                 |
| Youth Basketball                                      | Shared (50-75%)      | 66%              | \$62,933.49          | \$103.51            | \$32,420.28            |
| Youth CARA Basketball Skills Challenge                | Shared (50-75%)      | 66%              | \$1,032.41           | \$25.81             | \$531.85               |
| Youth CARA Track and Field                            | Shared (50-75%)      | 66%              | \$15,476.89          | \$154.77            | \$7,972.94             |
| Youth Flag Football                                   | Shared (50-75%)      | 66%              | \$62,632.11          | \$80.30             | \$32,265.02            |
| All Star Bowl (Flag Football Tournament)              | Individual (75-125%) | 100%             | \$6,037.42           | \$603.74            | \$0.00                 |
| Youth Multi Sport Camps                               | Shared (50-75%)      | 66%              | \$13,667.47          | \$170.84            | \$7,040.82             |
| Youth Soccer League                                   | Shared (50-75%)      | 66%              | \$78,965.87          | \$54.46             | \$40,679.39            |
| Youth Sport Clinics                                   | Shared (50-75%)      | 66%              | \$40,214.71          | \$42.33             | \$20,716.67            |
| Youth T-Ball & Coach Pitch                            | Shared (50-75%)      | 66%              | \$16,295.29          | \$36.21             | \$8,394.54             |
| Youth Volleyball League                               | Shared (50-75%)      | 66%              | \$14,667.01          | \$122.23            | \$7,555.73             |
| AAC - Friday Lunches                                  | Individual (75-125%) | 100%             | \$857.36             | \$28.58             | \$0.00                 |
| AAC Special Events- Average                           | Individual (75-125%) | 100%             | \$3,757.04           | \$62.62             | \$0.00                 |
| AAC Day Trips- Hikes                                  | Individual (75-125%) | 100%             | \$703.26             | \$54.10             | \$0.00                 |
| Painting                                              | Individual (75-125%) | 100%             | \$651.21             | \$72.36             | \$0.00                 |
| Pottery (Clay Classes)                                | Individual (75-125%) | 100%             | \$670.50             | \$74.50             | \$0.00                 |
| Woodshop                                              | Individual (75-125%) | 100%             | \$443.98             | \$111.00            | \$0.00                 |
| Lapidary (Rocks to Gems Class)                        | Individual (75-125%) | 100%             | \$1,998.86           | \$285.55            | \$0.00                 |
| Educational Classes- (2-3 different classes)          | Individual (75-125%) | 100%             | \$575.18             | \$71.90             | \$0.00                 |

| <i>Phase 2-Mid Point of Tier with 30/50% Overhead</i> |                      |                  |                      |                     |                        |
|-------------------------------------------------------|----------------------|------------------|----------------------|---------------------|------------------------|
| <i>Program Name</i>                                   | <i>Tier</i>          | <i>Mid Point</i> | <i>Recovery Goal</i> | <i>Phase II Fee</i> | <i>Phase 2 Subsidy</i> |
| Senior Sports - Softball (Team Sign up)               | Individual (75-125%) | 100%             | \$10,732.91          | \$3,577.64          | \$0.00                 |
| High Plains History Festival (REVISED)                | Community (25-50%)   | 33%              | \$17,003.82          | \$7.53              | \$34,522.91            |
| Centennial Village Field Trips                        | Shared (50-75%)      | 66%              | \$51,383.66          | \$29.36             | \$26,470.37            |
| Museum to You (District 6 Program)                    | Shared (50-75%)      | 66%              | \$14,371.76          | \$1.99              | \$7,403.63             |
| Hands on History (History Colorado from               | Shared (50-75%)      | 66%              | \$39,542.12          | \$263.61            | \$20,370.18            |
| Local Traveling Outreach Program                      | Shared (50-75%)      | 66%              | \$275.25             | \$9.18              | \$141.80               |
| Regional Traveling Outreach Program                   | Shared (50-75%)      | 66%              | \$399.83             | \$13.33             | \$205.97               |
| Local Traveling Historic Workshop                     | Shared (50-75%)      | 66%              | \$833.53             | \$27.78             | \$429.39               |
| Regional Traveling Workshop Program                   | Shared (50-75%)      | 66%              | \$900.86             | \$30.03             | \$464.08               |
| Themed Tours                                          | Shared (50-75%)      | 66%              | \$3,905.42           | \$41.99             | \$2,011.88             |
| Community Sponsored Free Events                       | Community (25-50%)   | 33%              | \$5,241.53           | \$9.12              | \$10,641.90            |
| Baby Animal Days (Note CAD program and                | Shared (50-75%)      | 66%              | \$11,053.79          | \$4.50              | \$5,694.38             |
| Howl-o-Ween (Note CAD program analysis                | Shared (50-75%)      | 66%              | \$12,766.46          | \$7.06              | \$6,576.66             |
| Homesteaders Holiday (Note CAD program                | Shared (50-75%)      | 66%              | \$11,669.08          | \$26.58             | \$6,011.34             |
| Young Chautauqua (Note CAD program and                | Shared (50-75%)      | 66%              | \$2,801.42           | \$11.21             | \$1,443.16             |
| Fun in the Sun                                        | Community (25-50%)   | 33%              | \$76,469.22          | \$676.72            | \$155,255.68           |
| Fun in the Sun- Full Pay                              | Community (25-50%)   | 33%              | \$54,088.61          | \$60.10             | \$109,816.26           |
| Family FunPlex Swim Lessons                           | Community (25-50%)   | 33%              | \$78,472.62          | \$53.20             | \$127,617.08           |
| Greeley Rec Center Swim Lessons                       | Individual (75-125%) | 100%             | \$75,962.15          | \$246.63            | -\$10,128.29           |
| Centennial Swim Lessons                               | Individual (75-125%) | 100%             | \$32,738.06          | \$89.20             | -\$4,365.07            |
| Discovery Bay Swim Lessons                            | Individual (75-125%) | 100%             | \$27,321.34          | \$310.47            | -\$3,642.85            |
| Swim-in Theater                                       | Individual (75-125%) | 100%             | \$8,711.46           | \$17.42             | -\$1,161.53            |
| Private Swim Lessons                                  | Individual (75-125%) | 100%             | \$28,709.89          | \$93.21             | -\$3,827.99            |
| American Red Cross Lifeguard and WSI c                | Shared (50-75%)      | 66%              | \$44,225.53          | \$442.26            | \$13,848.40            |
| Cub Hockey / Into to Adult Hockey                     | Individual (75-125%) | 100%             | \$61,429.15          | \$106.65            | -\$8,190.55            |
| Youth Rec Hockey League                               | Individual (75-125%) | 100%             | \$15,176.39          | \$261.66            | -\$2,023.52            |
| Youth Hockey Camps                                    | Individual (75-125%) | 100%             | \$8,959.76           | \$175.68            | -\$1,194.63            |
| Adult Hockey Leagues                                  | Individual (75-125%) | 100%             | \$253,251.41         | \$253.00            | -\$33,766.85           |
| Adult Hockey Tournament                               | Individual (75-125%) | 100%             | \$23,938.08          | \$149.61            | -\$3,191.74            |
| Learn to Skate                                        | Individual (75-125%) | 100%             | \$113,058.30         | \$126.32            | -\$15,074.44           |
| Figuer Skating Clinics / Camps                        | Individual (75-125%) | 100%             | \$18,081.75          | \$301.36            | -\$2,410.90            |
| Ice Show                                              | Individual (75-125%) | 100%             | \$17,175.43          | \$137.40            | -\$2,290.06            |
| Climbing                                              | Individual (75-125%) | 100%             | \$57,333.87          | \$283.83            | \$0.00                 |
| Enrichment Classes                                    | Individual (75-125%) | 100%             | \$31,930.83          | \$114.45            | \$0.00                 |
| Youth Camps                                           | Individual (75-125%) | 100%             | \$11,027.51          | \$83.54             | \$0.00                 |
| Special Events                                        | Individual (75-125%) | 100%             | \$46,970.32          | \$20.83             | \$0.00                 |
| Drop-in Fitness Classes                               | Individual (75-125%) | 100%             | \$231,330.96         | \$10.27             | \$0.00                 |
| Specialty Classes                                     | Individual (75-125%) | 100%             | \$4,381.64           | \$125.19            | \$0.00                 |
| Personal Training                                     | Individual (75-125%) | 100%             | \$69,781.49          | \$79.03             | \$0.00                 |
| Spring/Summer/ Fall Farmers Market (3                 |                      |                  |                      |                     |                        |
| Seasons) - Vendor Fee                                 | Individual (75-125%) | 100%             | \$55,796.38          | \$929.94            | \$0.00                 |
| Winter Farmers Market (Always a                       |                      |                  |                      |                     |                        |
| separate vendor fee than other                        |                      |                  |                      |                     |                        |
| seasons) - Vendor Fee                                 | Individual (75-125%) | 100%             | \$17,781.47          | \$711.26            | \$0.00                 |
| Festival of Trees                                     | Community (25-50%)   | 33%              | \$25,839.00          | \$19.88             | \$52,461.01            |
| ARTS PICNIC                                           | Community (25-50%)   | 33%              | \$45,673.10          | \$285.46            | \$92,730.24            |
| AAC Day Trips- Non-Ticketed                           | Individual (75-125%) | 100%             | \$293.00             | \$20.93             | \$0.00                 |
| AAC Dat Trips- Ticketed                               | Individual (75-125%) | 100%             | \$965.21             | \$68.94             | \$0.00                 |
| AAC Day Trips- Casino                                 | Individual (75-125%) | 100%             | \$923.78             | \$23.09             | \$0.00                 |

## Attachment J- Phase III Cost Recovery

| Program Name                                  | Phase 3- Mid Point of Tier with Overhead and 25% of Room Cost |           |               |               |                 |
|-----------------------------------------------|---------------------------------------------------------------|-----------|---------------|---------------|-----------------|
|                                               | Tier                                                          | Mid Point | Recovery Goal | Phase III Fee | Phase 3 Subsidy |
| Special Olympics Basketball                   | Community (25-50%)                                            | 33%       | \$3,828.47    | \$127.62      | \$7,772.95      |
| Special Olympics Bowling                      | Community (25-50%)                                            | 33%       | \$4,031.15    | \$89.58       | \$8,184.46      |
| Special Olympics Flag Football                | Community (25-50%)                                            | 33%       | \$627.86      | \$31.39       | \$1,274.74      |
| Special olympics Soccer                       | Community (25-50%)                                            | 33%       | \$414.57      | \$27.64       | \$841.71        |
| Special olympics Softball                     | Community (25-50%)                                            | 33%       | \$1,287.35    | \$42.91       | \$2,613.70      |
| Swim Team                                     | Shared (50-75%)                                               | 66%       | \$2,840.13    | \$189.34      | \$1,463.10      |
| Track and Field                               | Shared (50-75%)                                               | 66%       | \$1,798.93    | \$89.95       | \$926.72        |
| Unified Bocce                                 | Shared (50-75%)                                               | 66%       | \$643.65      | \$42.91       | \$331.58        |
| Fall Resource Fair                            | Shared (50-75%)                                               | 66%       | \$1,668.35    | \$25.67       | \$859.45        |
| Community Dance                               | Shared (50-75%)                                               | 66%       | \$1,157.74    | \$77.18       | \$596.41        |
| Cornhole Tournament                           | Individual (75-125%)                                          | 100%      | \$5,036.59    | \$125.91      | \$0.00          |
| Family Field Day                              | Shared (50-75%)                                               | 66%       | \$8,649.25    | \$5.77        | \$4,455.67      |
| Monthly Craft Class                           | Individual (75-125%)                                          | 100%      | \$2,372.01    | \$19.77       | \$0.00          |
| SPIRIT CLUB                                   | Community (25-50%)                                            | 33%       | \$1,053.70    | \$6.27        | \$2,139.32      |
| Game Night/Game Club                          | Shared (50-75%)                                               | 66%       | \$2,152.49    | \$21.52       | \$1,108.86      |
| Social Club                                   | Shared (50-75%)                                               | 66%       | \$2,282.59    | \$31.70       | \$1,175.88      |
| Games in the Park                             | Community (25-50%)                                            | 33%       | \$266.24      | \$5.32        | \$540.56        |
| Adaptive Line dancing                         | Shared (50-75%)                                               | 66%       | \$815.20      | \$20.38       | \$419.95        |
| Adult Sand Volleyball                         | Individual (75-125%)                                          | 100%      | \$1,844.31    | \$230.54      | \$0.00          |
| Adult In-Line Hockey                          | Individual (75-125%)                                          | 100%      | \$34,333.06   | \$1,040.40    | \$0.00          |
| Adult Sports Pickleball                       | Individual (75-125%)                                          | 100%      | \$27,032.85   | \$143.79      | \$0.00          |
| Adult Softball                                | Individual (75-125%)                                          | 100%      | \$297,403.56  | \$1,351.83    | \$0.00          |
| Adult Volleyball                              | Individual (75-125%)                                          | 100%      | \$154,251.04  | \$1,177.49    | \$0.00          |
| City of Greeley Employee Dodgeball Tournament | Individual (75-125%)                                          | 100%      | \$1,855.55    | \$43.15       | \$0.00          |
| City of Greeley Employee Kickball             | Individual (75-125%)                                          | 100%      | \$5,610.97    | \$51.48       | \$0.00          |
| Youth Basketball                              | Shared (50-75%)                                               | 66%       | \$69,195.24   | \$113.81      | \$35,646.03     |
| Youth CARA Basketball Skills Challenge        | Shared (50-75%)                                               | 66%       | \$1,131.41    | \$28.29       | \$582.85        |
| Youth CARA Track and Field                    | Shared (50-75%)                                               | 66%       | \$15,476.89   | \$154.77      | \$7,972.94      |
| Youth Flag Football                           | Shared (50-75%)                                               | 66%       | \$69,388.86   | \$88.96       | \$35,745.77     |
| All Star Bowl (Flag Football Tournament)      | Individual (75-125%)                                          | 100%      | \$6,337.42    | \$633.74      | \$0.00          |
| Youth Multi Sport Camps                       | Shared (50-75%)                                               | 66%       | \$14,855.47   | \$185.69      | \$7,652.82      |
| Youth Soccer League                           | Shared (50-75%)                                               | 66%       | \$86,357.87   | \$59.56       | \$44,487.39     |
| Youth Sport Clinics                           | Shared (50-75%)                                               | 66%       | \$42,524.71   | \$44.76       | \$21,906.67     |
| Youth T-Ball & Coach Pitch                    | Shared (50-75%)                                               | 66%       | \$16,625.29   | \$36.95       | \$8,564.54      |
| Youth Volleyball League                       | Shared (50-75%)                                               | 66%       | \$16,114.83   | \$134.29      | \$8,301.58      |
| AAC - Friday Lunches                          | Individual (75-125%)                                          | 100%      | \$913.61      | \$30.45       | \$0.00          |
| AAC Special Events- Average                   | Individual (75-125%)                                          | 100%      | \$3,802.04    | \$63.37       | \$0.00          |
| AAC Day Trips- Hikes                          | Individual (75-125%)                                          | 100%      | \$703.26      | \$54.10       | \$0.00          |
| Painting                                      | Individual (75-125%)                                          | 100%      | \$684.96      | \$76.11       | \$0.00          |
| Pottery (Clay Classes)                        | Individual (75-125%)                                          | 100%      | \$715.50      | \$79.50       | \$0.00          |
| Woodshop                                      | Individual (75-125%)                                          | 100%      | \$500.23      | \$125.06      | \$0.00          |
| Lapidary (Rocks to Gems Class)                | Individual (75-125%)                                          | 100%      | \$2,336.36    | \$333.77      | \$0.00          |
| Educational Classes- (2-3 different classes)  | Individual (75-125%)                                          | 100%      | \$650.18      | \$81.27       | \$0.00          |



| Program Name                            | Phase 3- Mid Point of Tier with Overhead and 25% of Room Cost |           |               |               |                 |
|-----------------------------------------|---------------------------------------------------------------|-----------|---------------|---------------|-----------------|
|                                         | Tier                                                          | Mid Point | Recovery Goal | Phase III Fee | Phase 3 Subsidy |
| Senior Sports - Softball (Team Sign up) | Individual (75-125%)                                          | 100%      | \$11,407.91   | \$3,802.64    | \$0.00          |
| High Plains History Festival (REVISED)  | Community (25-50%)                                            | 33%       | \$18,653.82   | \$8.26        | \$37,872.91     |
| Centennial Village Field Trips          | Shared (50-75%)                                               | 66%       | \$57,323.66   | \$32.76       | \$29,530.37     |
| Museum to You (District 6 Program)      | Shared (50-75%)                                               | 66%       | \$14,371.76   | \$1.99        | \$7,403.63      |
| Hands on History (History Colorado from | Shared (50-75%)                                               | 66%       | \$46,142.12   | \$307.61      | \$23,770.18     |
| Local Traveling Outreach Program        | Shared (50-75%)                                               | 66%       | \$275.25      | \$9.18        | \$141.80        |
| Regional Traveling Outreach Program     | Shared (50-75%)                                               | 66%       | \$399.83      | \$13.33       | \$205.97        |
| Local Traveling Historic Workshop       | Shared (50-75%)                                               | 66%       | \$833.53      | \$27.78       | \$429.39        |
| Regional Traveling Workshop Program     | Shared (50-75%)                                               | 66%       | \$900.86      | \$30.03       | \$464.08        |
| Themed Tours                            | Shared (50-75%)                                               | 66%       | \$4,152.92    | \$44.66       | \$2,139.38      |
| Community Sponsored Free Events         | Community (25-50%)                                            | 33%       | \$5,571.53    | \$9.69        | \$11,311.90     |
| Baby Animal Days (Note CAD program and  | Shared (50-75%)                                               | 66%       | \$12,043.79   | \$4.91        | \$6,204.38      |
| Howl-o-Ween (Note CAD program analysis  | Shared (50-75%)                                               | 66%       | \$13,756.46   | \$7.60        | \$7,086.66      |
| Homesteaders Holiday (Note CAD program  | Shared (50-75%)                                               | 66%       | \$12,104.68   | \$27.57       | \$6,235.74      |
| Young Chautauqua (Note CAD program and  | Shared (50-75%)                                               | 66%       | \$3,296.42    | \$13.19       | \$1,698.16      |
| Fun in the Sun                          | Community (25-50%)                                            | 33%       | \$87,328.28   | \$772.82      | \$177,302.87    |
| Fun in the Sun- Full Pay                | Community (25-50%)                                            | 33%       | \$61,532.17   | \$68.37       | \$124,928.95    |
| Family FunPlex Swim Lessons             | Community (25-50%)                                            | 33%       | \$81,922.57   | \$55.54       | \$134,621.53    |
| Greeley Rec Center Swim Lessons         | Individual (75-125%)                                          | 100%      | \$79,091.75   | \$256.79      | -\$10,128.29    |
| Centennial Swim Lessons                 | Individual (75-125%)                                          | 100%      | \$34,538.06   | \$94.11       | -\$4,365.07     |
| Discovery Bay Swim Lessons              | Individual (75-125%)                                          | 100%      | \$29,521.34   | \$335.47      | -\$3,642.85     |
| Swim-in Theater                         | Individual (75-125%)                                          | 100%      | \$9,161.46    | \$18.32       | -\$1,161.53     |
| Private Swim Lessons                    | Individual (75-125%)                                          | 100%      | \$32,180.89   | \$104.48      | -\$3,827.99     |
| American Red Cross Lifeguard and WSI c  | Shared (50-75%)                                               | 66%       | \$48,581.53   | \$485.82      | \$16,092.40     |
| Cub Hockey / Into to Adult Hockey       | Individual (75-125%)                                          | 100%      | \$66,019.15   | \$114.62      | -\$8,190.55     |
| Youth Rec Hockey League                 | Individual (75-125%)                                          | 100%      | \$16,283.26   | \$280.75      | -\$2,023.52     |
| Youth Hockey Camps                      | Individual (75-125%)                                          | 100%      | \$9,552.26    | \$187.30      | -\$1,194.63     |
| Adult Hockey Leagues                    | Individual (75-125%)                                          | 100%      | \$277,951.69  | \$277.67      | -\$33,766.85    |
| Adult Hockey Tournament                 | Individual (75-125%)                                          | 100%      | \$26,784.33   | \$167.40      | -\$3,191.74     |
| Learn to Skate                          | Individual (75-125%)                                          | 100%      | \$124,339.24  | \$138.93      | -\$15,074.44    |
| Figuer Skating Clinics / Camps          | Individual (75-125%)                                          | 100%      | \$20,791.75   | \$346.53      | -\$2,410.90     |
| Ice Show                                | Individual (75-125%)                                          | 100%      | \$18,152.93   | \$145.22      | -\$2,290.06     |
| Climbing                                | Individual (75-125%)                                          | 100%      | \$61,333.87   | \$303.63      | \$0.00          |
| Enrichment Classes                      | Individual (75-125%)                                          | 100%      | \$36,090.83   | \$129.36      | \$0.00          |
| Youth Camps                             | Individual (75-125%)                                          | 100%      | \$12,021.26   | \$91.07       | \$0.00          |
| Special Events                          | Individual (75-125%)                                          | 100%      | \$53,107.32   | \$23.55       | \$0.00          |
| Drop-in Fitness Classes                 | Individual (75-125%)                                          | 100%      | \$256,810.96  | \$11.41       | \$0.00          |
| Specialty Classes                       | Individual (75-125%)                                          | 100%      | \$4,781.64    | \$136.62      | \$0.00          |
| Personal Training                       | Individual (75-125%)                                          | 100%      | \$70,209.89   | \$79.51       | \$0.00          |
| Spring/Summer/ Fall Farmers Market (3   | Individual (75-125%)                                          | 100%      | \$55,796.38   | \$929.94      | \$0.00          |
| Seasons) - Vendor Fee                   |                                                               |           |               |               |                 |
| Winter Farmers Market (Always a         | Individual (75-125%)                                          | 100%      | \$17,781.47   | \$711.26      | \$0.00          |
| separate vendor fee than other          |                                                               |           |               |               |                 |
| seasons) - Vendor Fee                   | Community (25-50%)                                            | 33%       | \$25,839.00   | \$19.88       | \$52,461.01     |
| Festival of Trees                       |                                                               |           |               |               |                 |
| ARTS PICNIC                             | Community (25-50%)                                            | 33%       | \$45,673.10   | \$285.46      | \$92,730.24     |
| AAC Day Trips- Non-Ticketed             | Individual (75-125%)                                          | 100%      | \$293.00      | \$20.93       | \$0.00          |
| AAC Dat Trips- Ticketed                 | Individual (75-125%)                                          | 100%      | \$965.21      | \$68.94       | \$0.00          |
| AAC Day Trips- Casino                   | Individual (75-125%)                                          | 100%      | \$923.78      | \$23.09       | \$0.00          |





# Culture Parks & Recreation Department Cost Recovery Framework

Chris Nunes, Broken Compass Consulting  
cmmnunes@gmail.com

Diana Frick, Director CPRD  
Diana.Frick@greeleygov.com, 970-576-0641

Jill Krantz, Deputy Director CPRD  
Jill.krantz@greeleygov.com, 970-350-9415



**City Council Work Session – May 12, 2026**



# Agenda



- Why This Matters
- Project Overview
- Cost Recovery Framework
- Work Completed and What We Learned
- Implementation Strategy
- Policy Direction and Recommendations
- Purpose: Share Information and Receive Council Feedback

# Master Plan to Cost Recovery Project Launch



- **Master Plan**

- Presented to Council in late August 2025
- Comprehensive financial assessment
- Recommendation: Conduct deeper financial analysis and develop long-term plans to maintain service levels and address deferred needs

- **Cost Recovery project kick-off August 2025**

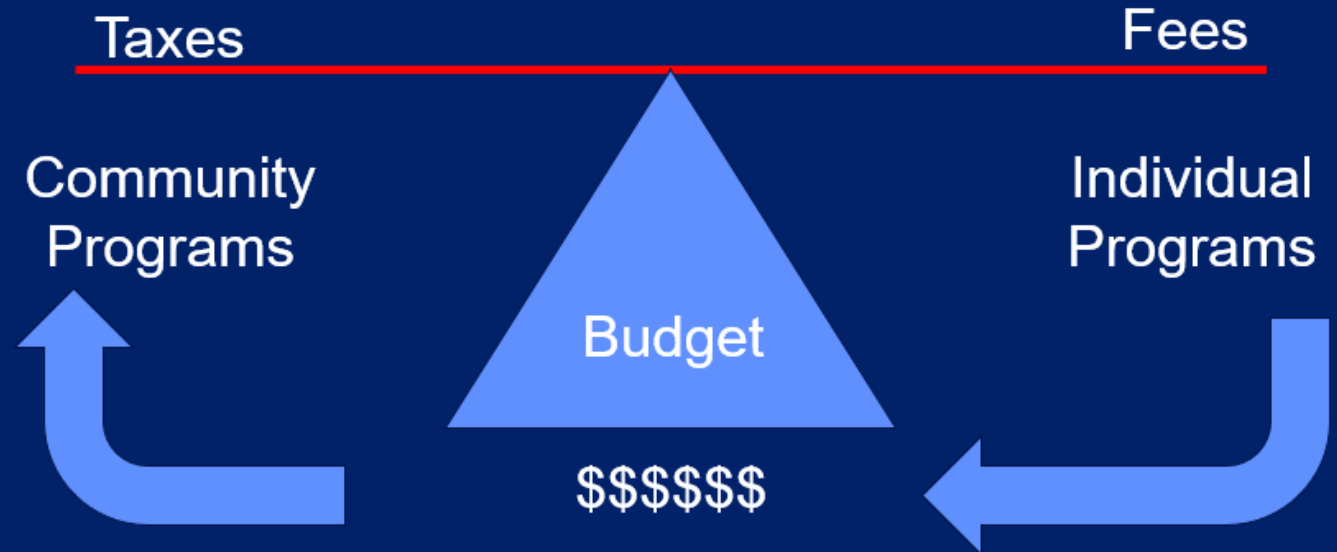
# What is Cost Recovery?

## Framework Supports

- Expense management
- Financial alignment and sustainability
- Equitable access
- Transparency

## Enables

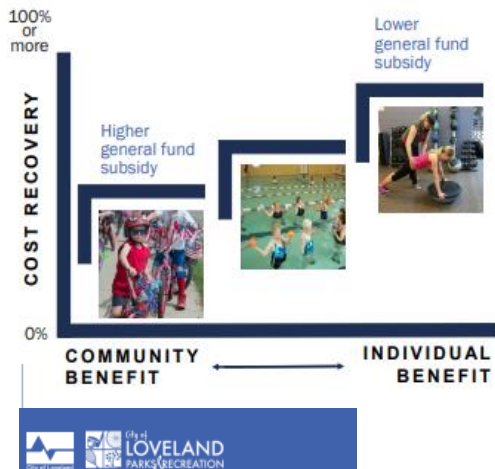
- Data-driven decision-making
- Sustainable service delivery
- Alignment with community priorities



# What is Cost Recovery?

|                    | ESSENTIAL PROGRAMS      | IMPORTANT PROGRAMS | VALUE-ADDED PROGRAMS          |
|--------------------|-------------------------|--------------------|-------------------------------|
| Expectations       | High from the Public    |                    | High from Interest Groups     |
| Fees/Cost Recovery | None/Minimal            |                    | Cover Most Costs              |
| Benefit            | Public                  |                    | Individual                    |
| Market Competition | Limited Other Providers |                    | Alternate Providers Available |
| Access             | Open to All             |                    | Limited to Users              |

2012 / Fort Collins Parks and Recreation Master Plan



- Cost recovery is a best practice (CAPRA) and is used throughout Colorado communities
  - City of Fort Collins Parks & Recreation
  - City of Loveland Parks & Recreation
  - City of Boulder Parks & Recreation
  - Commerce City Recreation, Parks & Golf
  - City of Salida Arts, Parks, Recreation & Culture
- CPRD Cemetery and Golf
- COG W&S and Stormwater



# Why this Matters



**CPRD services are foundational community assets for quality of life and economic vitality supporting:**

- Community health and wellness
- Youth development
- Cultural engagement
- Economic vitality

**Growing community requires alignment of:**

- Cost of service delivery
- Market value
- Community benefit and demand

**Budget challenges require review of fees and charges**



# Project Overview – Developing the Framework



- Partnership with Broken Compass Consulting
- Goal: Create a consistent, transparent, defensible approach to evaluating how services are funded and priced

# Work Completed – Key Areas of Analysis

| Financial and Operational Review                                                                 | Stakeholder Input                                                                 | Market Benchmarking                                               | Program-level Analysis                                                   |
|--------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|-------------------------------------------------------------------|--------------------------------------------------------------------------|
| True cost (direct + overhead)<br>Pricing inconsistencies<br>Operational efficiency opportunities | Leadership, boards, community partners<br>Confirmed need for clear subsidy policy | Compared to regional providers<br>Identified below-market pricing | Cost vs. price gaps identified<br>Need for pricing + operational changes |



# Work Completed – What we Learned



- Pricing practices vary across programs and services
- Select services priced below full cost and market rates
- Pricing does not reflect community vs. individual benefit
- Opportunities to improve efficiency:
  - Program design
  - Staffing
  - Facility use

# Cost Recovery Framework – Benefit Based Model

## COST RECOVERY CONTINUUM



**Community benefit – 25 to 50% cost recovery**

### *Early Childhood Swim Lessons*

- Primarily tax supported (high subsidy, low cost recovery)
- Broad far-reaching public benefit, access for all
- Benefit both the participant and the community due to their educational, cultural, or physical value
- Examples: open access to parks, youth learn to swim



**Shared benefit – 50 to 75% cost recovery**

### *Youth Swim Lessons*

- Shared funding approach
- Mix of public + individual benefit
- Primarily serve participants, but also strengthen community wellness
- Examples: youth development through foundational sports and aquatics skills, service training (CPR and first aid), structured out-of-school enrichment, memberships and admissions



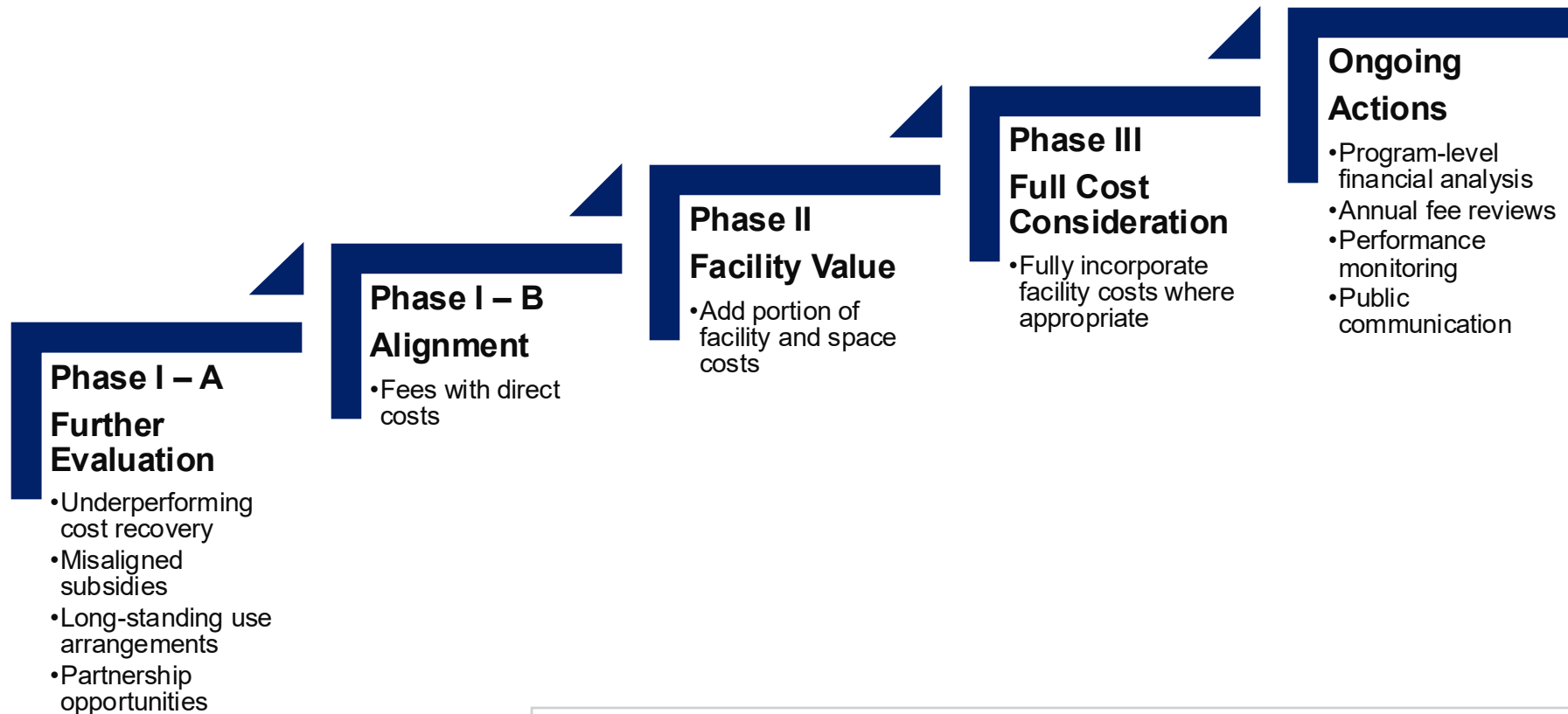
**Individual benefit – 75 to 125+% cost recovery**

### *Specialized Diving Class*

- Majority cost recovery through fees (low subsidy, high user fees)
- Primarily user benefit, self-interest, discretionary, exclusive use, highly specialized programs
- Examples: personal fitness, skill building programs (intermediate, advanced, private), trips, merchandise sales



# Implementation Strategy





# Policy Direction and Recommendations



## CPRD Recommends Council

Endorse cost recovery framework for integration into ongoing decisions

Support phased implementation over the next 3-5 years

## Next Steps

CPRD return to Council with revised fees based on analysis



# Questions

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# Work Session Agenda Summary

May 12, 2026

Key Staff Contact: Nathan Mosley, Budget and Policy Director

## Title:

2027 Budget Development Update

## Background:

This is the first of a series of 2027 Budget Development Updates. The City of Greeley began the 2027 budget development process in March, and it will conclude with adoption of the budget on October 20, 2026. The purpose of this session is to inform City Council of the progress made to date related to 2027 budget development and discuss next steps in the process. Specifically the budget work sessions that have been scheduled:

- May 26: Allena Portis (Finance, Procurement, Budget, CMO); Police, Fire and OEM
- June 9: Kelli Johnson (CPRD, C&E, Com Dev, EDUR, Homeless, Housing)
- July 14: Kimberly Southern (Human Resources, Information Technology, City Clerk, HPG)  
Bret Naber (Public Works, Water & Sewer, Stormwater); City Attorney's Office

Each of these work sessions is meant to provide City Council with up-to-date information related to budget reduction proposals and expected service level impacts. The goal is to solicit feedback from City Council to ensure proposals are in alignment with organizational priorities.

## Strategic Focus Area:

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

## Attachments:

1. Item - Presentation



# 2027 Budget Development Update

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**Nathan Mosley, Budget & Policy Director**

**Nathan.mosley@greeleygov.com, 970-573-0073**

**City Council Work Session – May 12, 2026**



# Agenda

- Review Fiscal Challenges & 2027 Budget Approach
- Targets & Initial Budget Development
- Council Engagement & Feedback
- Next Steps
- The purpose of this work session is to inform City Council of the progress made related to the 2027 budget development and make council aware of the next steps in the process

# Budget Context

**Volatile  
Economic  
Conditions**

**Uncertain  
Revenue  
Growth**

**Increases in  
Programs &  
Expenses**

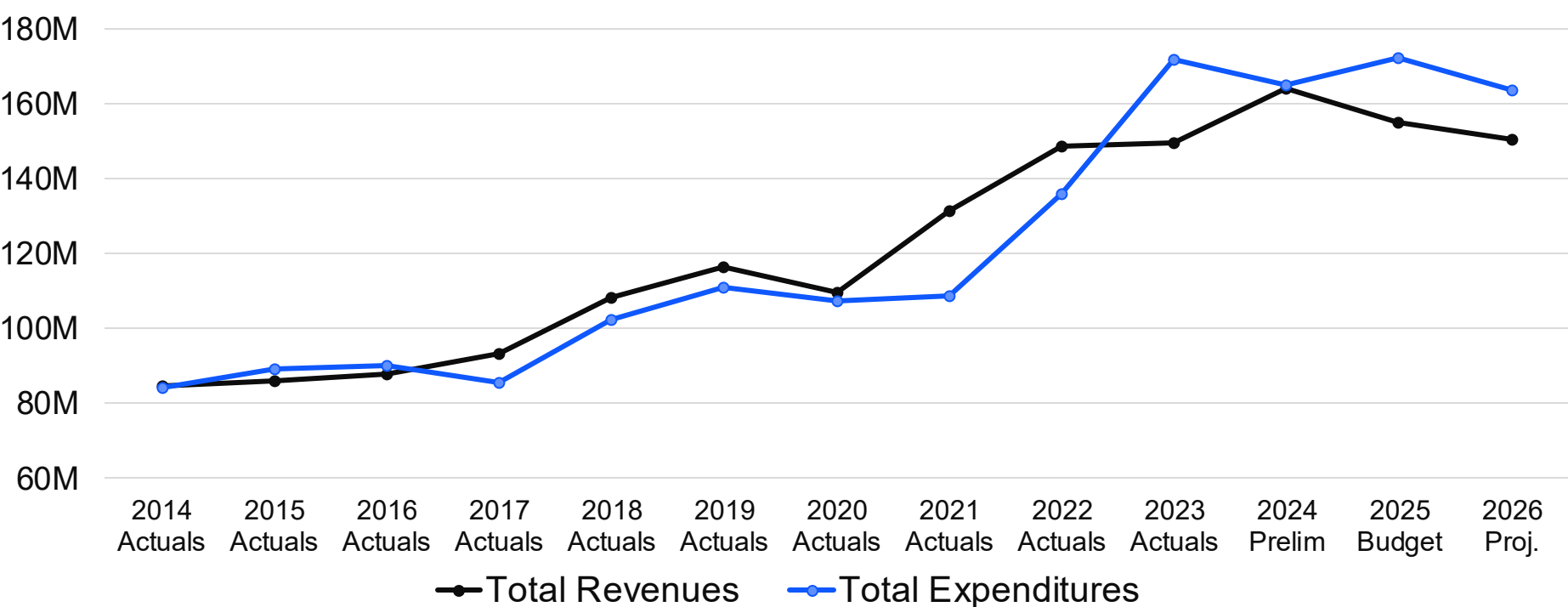
**= Structural  
Budget Gap**



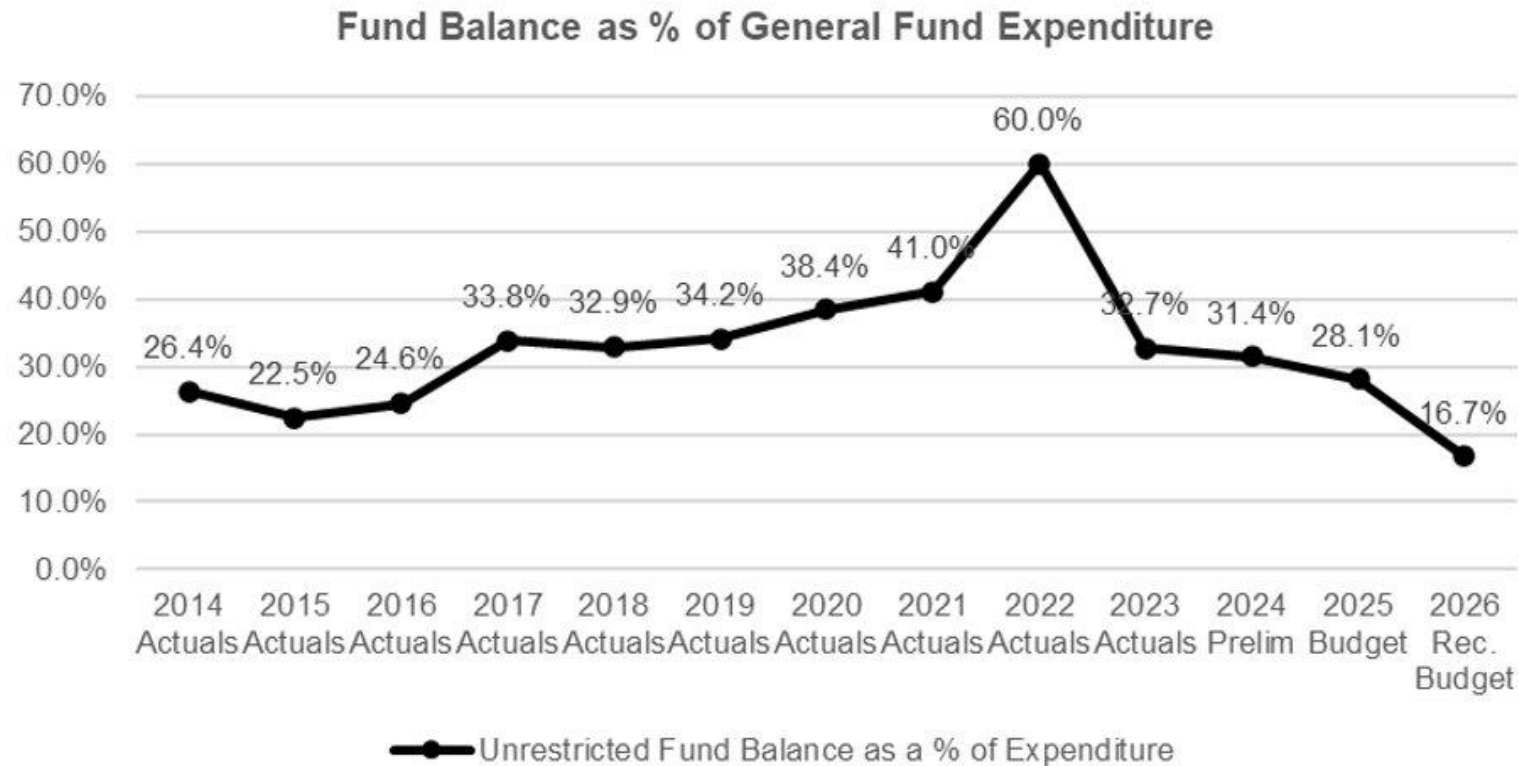


# Recent Trend: Expenditures Exceeding Revenue

General Fund Total Revenues and Expenditures Trend

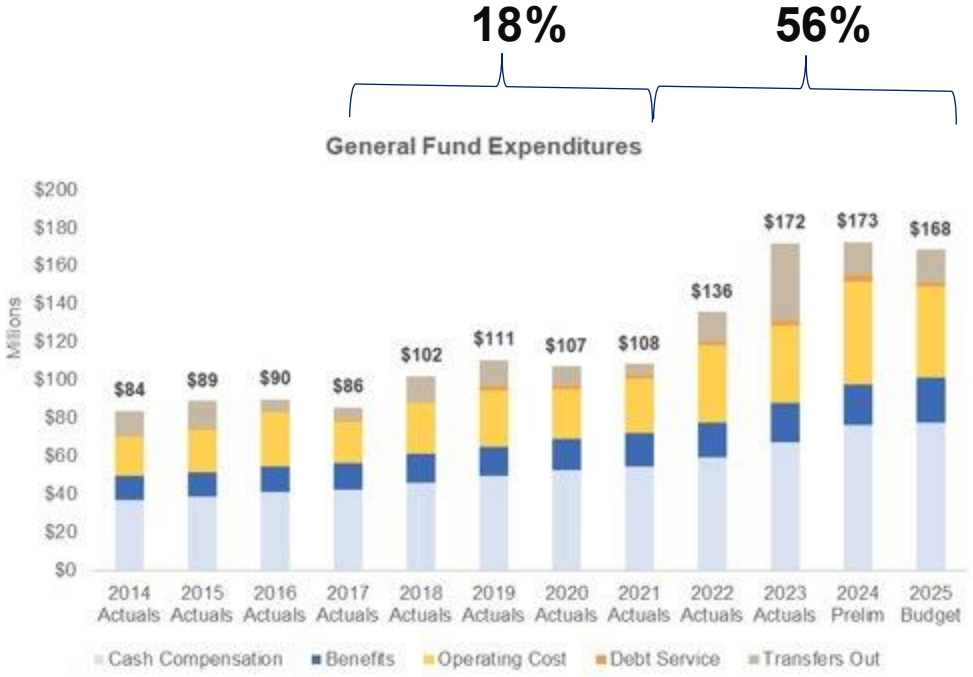
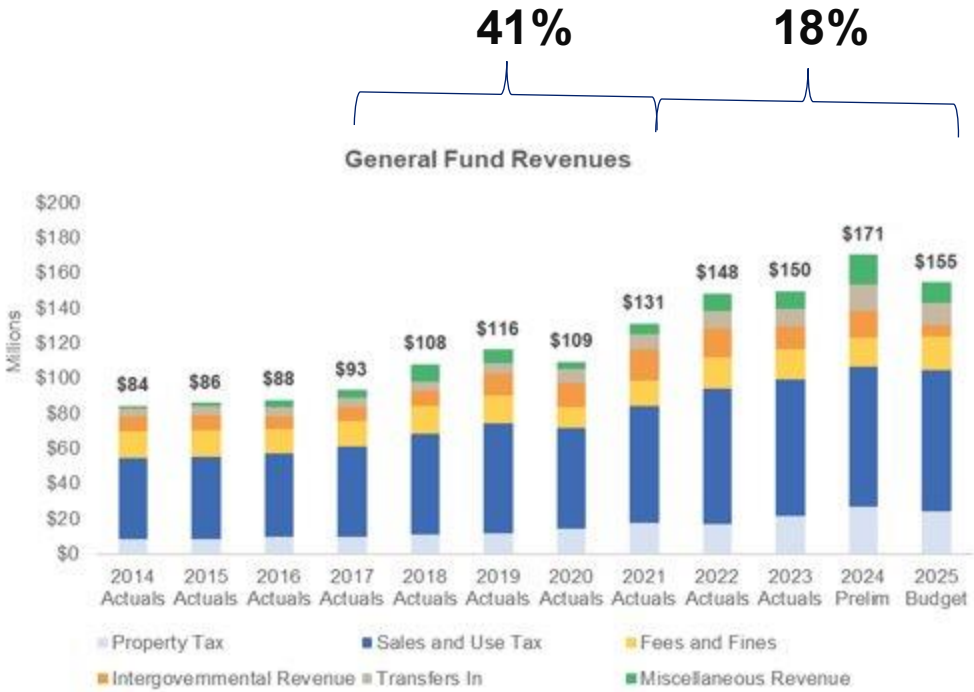


# Corresponding Fund Balance Trend



**16.7% =  
Required  
2-Month  
Operating  
Reserve**

# Revenue & Expenditure History



# How we addressed in 2026

- **Total 2026 General Fund Gap is ~ \$21M**
- Ongoing Structural Gap
- Extended Term Limited Positions
- Approved Increases & prioritized investments
  
- **How the gap was closed in the 2026 budget:**
- Carryover from 2024 (~ \$11M)
- Realignment Work (~ \$3M)
- Transfer of 301 Fund Balance (~\$7M)



# Long Term Financial Sustainability

**The 2026 Budget used one-time resources to sustain services while preparing for structural adjustments necessary to align our expenditures with our expected revenues in 2027.**

**NOW is the time to make those structural adjustments to course correct**

**To do so will take a completely different approach to budgeting for Greeley**



# Target Based Budgeting

- Simplifies budget process by starting w/ fixed ceiling
- Promotes fiscal discipline
- Strengthens strategic prioritization by requiring departments & City Council to make tradeoffs





# Budget “Buckets” for Target Development

## Higher Share of Reductions (25%)

### What this means:

- Departments expected to contribute a larger share toward closing the gap

- City Manager’s Office
- Governmental Affairs
- High Performance Government
- Homeless Solutions
- Communication & Engagement
- Economic Development & Urbanization
- Office of Emergency Management
- Human Capital

**A**

## Balanced / Target-Based Reductions (17%)

### What this means:

- Departments where reductions are more evenly distributed
- Opportunities for right-sizing, phasing, or service adjustments

- Code Compliance
- Risk & Safety
- Culture, Parks, and Recreation
- Housing Solutions
- Information Technology
- City Attorney’s Office
- Budget & Policy

**B**

- City Clerk
- Human Resources
- Public Works
- Finance
- Community Development
- Municipal Court
- Water & Sewer

## Lower Share of Reductions (4%)

### What this means:

- Budget changes, if any, are expected to be limited and targeted
- Focus is on sustaining service levels and managing cost pressures

- Fire
- Police

**C**



# 2027 Budget Development – In Progress

- Department Budget Submission Development
- Voluntary Separation Process
- Draft Budget Submissions
  - **Due: April 24<sup>th</sup>**
- DCM/ACM Portfolio Meetings
- Final Budget Submissions
  - **Due: May 15<sup>th</sup>**



# City Council Budget Work Sessions

*Goal: Provide City Council with more frequent updates, earlier in the budget process to share information and solicit feedback and direction to inform the proposed budget.*

- **Tonight:**
  - General Budget Development Update & Quarterly CIP Report; Municipal Court
- **May 26:**
  - Allena Portis (Finance, Procurement, Budget, CMO); Police, Fire and OEM
- **June 9:**
  - Kelli Johnson (CPRD, C&E, Com Dev, EDUR, Homeless, Housing)
- **July 14:**
  - Kimberly Southern (Human Resources, Information Technology, City Clerk, HPG)
  - Bret Naber (Public Works, Water & Sewer, Stormwater); City Attorney's Office



# Next Steps:

- **Next Steps:**
- May 15 – Final Submission Due
- May 12 thru July 14 – City Council Budget Work Sessions



# 2027 Budget Timeline

| April - May                                                         | May - July                                        | July – Aug                                        | Sept                                  | Oct                                    |
|---------------------------------------------------------------------|---------------------------------------------------|---------------------------------------------------|---------------------------------------|----------------------------------------|
| Department<br>Budget Proposal<br>Development and<br>Submissions Due | Summer<br>City Council<br>Budget Work<br>Sessions | City Manager's<br>Proposed<br>Budget<br>Developed | Fall<br>City Council<br>Work Sessions | Budget Public<br>Hearing &<br>Adoption |

# Questions

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## Work Session Agenda Summary

May 12, 2026

Key Staff Contact: Kalen Myers, Budget & Policy Deputy Director

### Title:

Quarterly Capital Improvement Program (CIP) Update

### Background:

This item provides the first quarterly update on the City's Capital Improvement Program (CIP), establishing a more consistent and transparent approach to reporting on capital investments.

The update introduces a new framework for organizing and communicating capital projects, grouping them into six categories aligned with Council priorities and community outcomes. This structure is intended to make capital investments easier to understand and track over time.

The presentation will include an overview of 2026 capital funding sources, total programmed investment by category, and year-to-date spending and commitments. It will also highlight notable project updates, including changes in project status, timing, and funding, as well as a selection of project spotlights to illustrate progress and community impact.

Additional detail, including a full project list, notable funding transfers, and changes in project status, is provided in the appendix for reference.

This item is for information and feedback only. No Council action is requested.

### Strategic Focus Area:

Business Growth  
Community Vitality  
High-Performance Government  
Infrastructure and Mobility  
Quality of Life

### Attachments:

1. Item - Presentation



# Quarterly Capital Improvement Program (CIP) Update

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**Kalen Myers, Deputy Director of Budget & Policy**  
**Kalen.myers@greeleygov.com, 970-350-9897**  
**City Council Work Session – May 12, 2026**



# Agenda



- Intent of the Quarterly Capital Improvement Program (CIP) Update
- Capital Reporting Framework (New Categories)
- Funding Sources and Year-to-Date Capital Spending Information
- Project Updates & Changes
- Project Spotlights
- Purpose: Sharing Information & Receiving Council Feedback

# Improving Visibility into Capital

- Capital investments are a significant part of how we deliver services
- Historically, updates have been limited or inconsistent
- This quarterly update provides clearer, more regular visibility into progress, challenges and adjustments



# A New Way to Organize Capital Projects

## Safe & Accessible Public Buildings



Safe, functional, and welcoming spaces where City services and community life happen.

## Reliable Transportation & Mobility



Streets, sidewalks, trails, and transit that keep people moving safely and efficiently.

## Clean & Reliable Water, Sewer & Storm Systems



Protecting public health, water quality, and essential infrastructure every day.

## Parks, Recreation, & Cultural Spaces



Parks, open spaces, and cultural amenities that support health, connection, and community pride.

## Community Growth & Place-Based Development



Investing in how and where Greeley grows – supporting housing, business, and vibrant places.

## Technology, Systems, & City Operations



Modern tools and equipment that make City services reliable, efficient, and responsive.



# Where Capital Funding Comes From (2026 Budget)

Funding Sources for the 2026 Capital Program



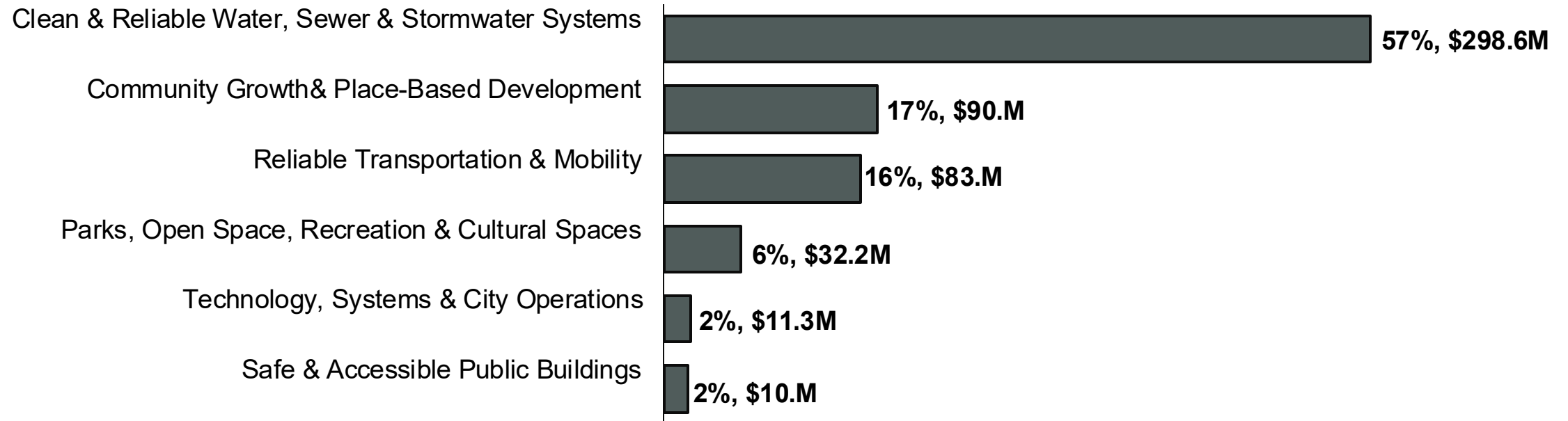
- Funding sources reflect estimated primary funding assignments by project.





# How Capital Investments Are Distributed

## 2026 Total Revised Budget by Category



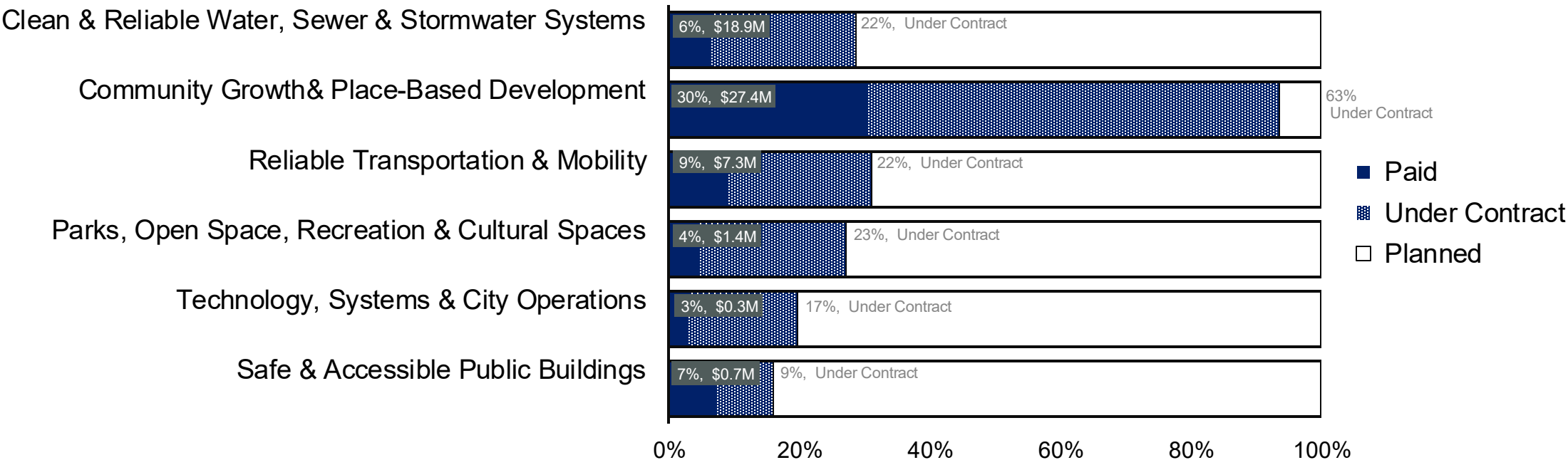
- Excludes administrative categories such as investment charges, transfers, and reallocation holding accounts
- Some projects reflect multi-year delivery timelines



# Capital Spending Progress (Year-to-Date)

## 2026 Capital Spending & Commitments by Category

Labels show % and dollar value paid as of mid-April 2026



- Excludes administrative categories such as investment charges, transfers, and reallocation holding accounts
- Some projects reflect multi-year delivery timelines



# Project Updates & Changes

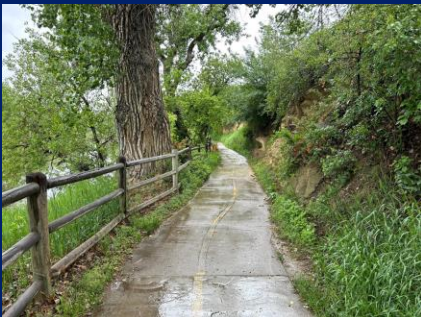
- Changes in project status (e.g., paused, delayed, or accelerated)
- Significant reallocations between projects (> \$100K)
- Major changes to scope, schedule, or delivery

## Highlighted Updates This Quarter

- **Lincoln Park Master Plan & Redevelopment:** Project placed on hold; \$4.0M held pending future Council direction (project to return to Council for update)
- **Poudre River Restoration – Phase III:** Project paused; \$500K held pending Council direction (scheduled for May 26 Work Session)
- **Railroad Quiet Zone:** Project shifted to 2028; \$1.42M in 2026 funding reallocated for potential future use



# Project Spotlight



## Wastewater Treatment & Reclamation Facility (WTRF) Upgrades



- **What:** Major upgrades at the City's wastewater treatment plant, including electrical improvements, equipment replacement, and repurposing facilities
- **Why it matters:** Maintains a critical system that protects public health and ensures reliable wastewater treatment for the community
- **Status:** \$43.9M total 2026 investment; \$6.3M spent with significant work underway and contracts in place; project is approximately 25% complete

## Poudre River Trail Repair – Narrows Section



- **What:** Restoration of a heavily eroded portion of the Poudre River Trail using a “repair in place” approach
- **Why it matters:** Preserves a key recreational and mobility asset while stabilizing the riverbank and avoiding more costly full reconstruction
- **Status:** \$1.5M budget; \$225K spent with additional work committed; construction is underway

# Project Spotlight Continued



## O Street and 59th Ave Intersection Improvement



- **What:** Reconstruction and upgrade of a major intersection, including underground utilities and stormwater infrastructure
- **Why it matters:** Improves safety, traffic flow, and long-term infrastructure reliability in a growing area
- **Status:** \$6.4M project; early-stage construction underway with underground work in progress; on track for June 2026 completion and trending under budget

## UCCC Orchestra Pit Lift Replacement



- **What:** Replacement of the orchestra pit lift system at the Union Colony Civic Center, along with new stage and subflooring
- **Why it matters:** Ensures safety and reliability of a specialized system that supports performances and is increasingly difficult to maintain
- **Status:** \$1.2M investment; project will replace one of the few remaining systems of its kind in the U.S.

# Additional Detail Available

**See the appendix for more information**

- Capital Changes of Status
- Notable Inter-Project Transfers (> \$100K)
- Project list by reporting category





# Moving Forward

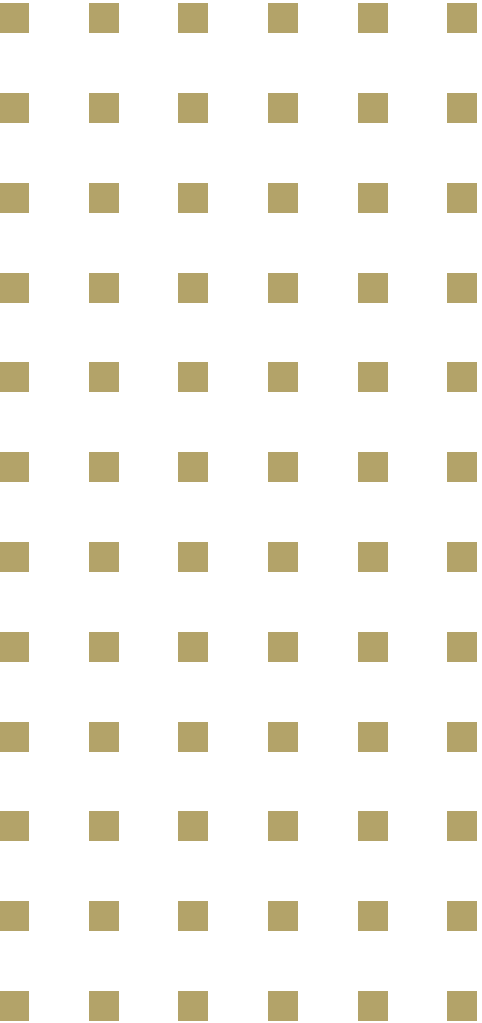
- Quarterly updates at Council work sessions
- Continued refinement based on feedback
- Opportunities for deeper dives in future



# Thank you

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# Appendix

## Additional Materials

- Capital Changes of Status
- Notable Inter-Project Transfers (> \$100K)
- Project list by reporting category

|  |
|--|
|  |
|--|

# Appendix: Change of Project Status



## **Lincoln Park Master Plan & Redevelopment: On Hold**

- Originally funded at ~\$4.0M across 2025–2026
- Project placed on hold following Council direction during 2026 budget adoption
- Funding moved to a Capital Reallocation Account and will not be used without future Council direction



## **Poudre River Restoration – Phase III: On Hold**

- \$500K included in the 2026 budget
- Project placed on hold following Council direction during 2026 budget adoption
- Funding moved to a Capital Reallocation Account and will not be used without future Council direction



## **Railroad Quiet Zone Project: Delayed**

- \$1.42M budgeted in 2026; shifted due to negotiations with the railway, construction now anticipated in 2028
- 2026 funds transferred to the Capital Reallocation Account; minimal funds remain for pre-construction costs
- Future Council consideration will include updated cost estimates, timing, and funding strategy
- Funding may be reallocated to other 2026 priorities; changes will be communicated via future quarterly updates



# Appendix: Notable Capital Transfers

**No inter-project transfers over \$100,000 have occurred year-to-date.**

*This includes transfers between projects only; routine adjustments within projects (e.g., design to construction) are excluded.*

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# Appendix: Project List – 2026 YTD Spending Safe & Accessible Public Buildings



| Ref #                                              | Status | Type* | Source    | Project Name                                  | Budget           | Spend          | Obligated      | % Committed |
|----------------------------------------------------|--------|-------|-----------|-----------------------------------------------|------------------|----------------|----------------|-------------|
| 001                                                | Active | M/R   | Food Tax  | ADA - Transition Plan Implementation          | 275,735          | 119            | 19,838         | 7%          |
| 002                                                | Active | M/R   | Food Tax  | Annual Aquatic Maintenance Refurbishing       | 137,813          | -              | 59,106         | 43%         |
| 003                                                | Active | M/R   | Food Tax  | Citywide Facilities Small Capital Projects    | 98,713           | 18,166         | 21,995         | 41%         |
| 004                                                | Active | M/R   | Food Tax  | General City Facility Maintenance             | 73,856           | 522            | -              | 1%          |
| 005                                                | Active | M/R   | Food Tax  | HVAC All City Buildings                       | 948,803          | 230,929        | 188,121        | 44%         |
| 006                                                | Active | M/R   | Food Tax  | Overhead Doors All City Buildings             | 100,000          | 5,123          | -              | 5%          |
| 007                                                | Active | M/R   | Food Tax  | Proxy Card Transition Program                 | 150,000          | 20,633         | 1,004          | 14%         |
| 008                                                | Active | M/R   | Food Tax  | Public Parking Lot Maintenance & Striping     | 607,580          | -              | 56,330         | 9%          |
| 009                                                | Active | M/R   | Food Tax  | Annual Roof Repairs and Maintenance           | 1,366,067        | 298,193        | 72,261         | 27%         |
| 010                                                | Active | M/R   | Food Tax  | Active Adult Center Renovations               | 33,992           | 14,879         | 21,281         | 106%        |
| 011                                                | Active | M/R   | Food Tax  | Life Safety Facility Repairs                  | 300,000          | 4,600          | 19,912         | 8%          |
| 012                                                | Active | M/R   | Food Tax  | ARC Flash Hazard Analysis and Panel Research  | 197,046          | 247            | 54,372         | 28%         |
| 013                                                | Active | M/R   | Food Tax  | City Wide CIP Architectural Designs           | 152,066          | -              | 57,166         | 38%         |
| 014                                                | Active | M/R   | User Fees | Island Grove Master Keying & Access - Ph 1    | 273,112          | 5,962          | 90,853         | 35%         |
| 015                                                | Active | M/R   | Food Tax  | HVAC - Baseboard Heating at UCCC Lobbies      | 124,636          | -              | -              | 0%          |
| 016                                                | Active | M/R   | Food Tax  | UCCC Safety and Security                      | 34,189           | 28,239         | -              | 83%         |
| 017                                                | Active | M/R   | Food Tax  | Fire System Improvements                      | 305,000          | -              | 313,314        | 103%        |
| 018                                                | Active | M/R   | QOL/IGA   | Island Grove Chiller Replacement              | 2,000,000        | 88,515         | (88,515)       | 0%          |
| 019                                                | Active | M/R   | Food Tax  | Funplex Aquatics HVAC Replacement             | 1,510,000        | 2,750          | -              | 0%          |
| 020                                                | Active | M/R   | Food Tax  | Existing Public Maintenance Building Remodels | 255,000          | -              | -              | 0%          |
| 021                                                | Active | M/R   | QOL/IGA   | Island Grove Event Center Roof                | 1,030,000        | -              | -              | 0%          |
| <b>Total Safe and Accessible Public Buildings:</b> |        |       |           |                                               | <b>9,973,608</b> | <b>718,875</b> | <b>887,038</b> | <b>16%</b>  |

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# Appendix: Project List

## Reliable Transportation & Mobility (1 of 3)



| Ref # | Status | Type* | Source          | Project Name                                         | Budget    | Spend     | Obligated | % Committed |
|-------|--------|-------|-----------------|------------------------------------------------------|-----------|-----------|-----------|-------------|
| 022   | Active | M/R   | Grants          | New Sidewalk Installation                            | 700,000   | -         | 391,789   | 56%         |
| 023   | Active | M/R   | Dev Fees/Grants | 10th St & 47th Ave Intersection Imp (CDS)            | 1,050,000 | 250       | -         | 0%          |
| 024   | Active | New   | Dev Fees/Grants | 16th Street Enhancements                             | 2,544,793 | 1,469,486 | 1,177,941 | 104%        |
| 025   | Active | M/R   | Dev Fees        | 23rd Ave & 4th/5th Street Redesign                   | 399,345   | 134,008   | 35,606    | 42%         |
| 026   | Active | New   | Dev Fees        | 35th Ave Design Options F Street to O Street         | 25,000    | 3,500     | -         | 14%         |
| 027   | Active | New   | Dev Fees/Grants | 83rd Ave.: 12th St. to 9th St. - Inc Sheepdraw Trail | 5,551,495 | 3,669     | 280,185   | 5%          |
| 028   | Active | M/R   | Dev Fees        | 83rd Avenue - 9th Street to 4th Street               | -         | (101)     | -         | 0%          |
| 029   | Active | New   | Dev Fees        | 8th Ave Improvements                                 | 40,128    | -         | 40,128    | 100%        |
| 030   | Active | New   | Dev Fees        | 9th & 10th Street Mobility Enhancements              | 614,877   | 113,266   | 502,781   | 100%        |
| 031   | Active | M/R   | Hwy User Tax    | Bridge Maintenance                                   | 150,000   | 1,160     | 33,416    | 23%         |
| 032   | Active | New   | Dev Fees        | C-Street - 59th to 66th Avenue - Phase 1 and 2       | 192,021   | 590       | 8,364     | 5%          |
| 033   | Active | M/R   | KGM Tax         | Concrete Repair & Cross Pan Replacement              | 126,101   | 89,456    | 215,075   | 241%        |
| 034   | Active | New   | Dev Fees/Grants | Dynamic Adv Warning Flashers US 34 WCR 17            | 94,161    | -         | 21,189    | 23%         |
| 035   | Active | New   | Dev Fees        | East Greeley Trail Connections                       | -         | 470       | -         | 0%          |
| 036   | Active | New   | Dev Fees        | MERGE Project                                        | 1,000,000 | 20,751    | 500,078   | 52%         |
| 037   | Active | M/R   | Hwy User Tax    | Neighborhood Safety Improvement Design               | 250,000   | 250       | (11,547)  | -5%         |
| 038   | Active | M/R   | Dev Fees/Grants | O Street 59th Avenue Intersection Improvement        | 6,366,601 | 953,694   | 5,057,688 | 94%         |
| 039   | Active | M/R   | Food Tax        | Park Concrete/Asphalt Path Improvements              | 100,713   | -         | -         | 0%          |
| 040   | Active | M/R   | KGM Tax         | Pavement Management System (PQI Assessment)          | 170,605   | 11,308    | 3,418     | 9%          |
| 041   | Active | New   | Dev Fees        | New Sidewalk 63rd to 69th and Sheepdraw Trail        | -         | 15,782    | -         | 0%          |
| 042   | Active | M/R   | Food Tax        | Signal Detection Camera Replacement                  | 64,827    | -         | -         | 0%          |
| 043   | Active | M/R   | Food Tax        | Traffic Signal Replacement Program                   | 448,718   | -         | -         | 0%          |

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# Appendix: Project List

## Reliable Transportation & Mobility (2 of 3)



| Ref # | Status | Type* | Source          | Project Name                                    | Budget     | Spend     | Obligated | % Committed |
|-------|--------|-------|-----------------|-------------------------------------------------|------------|-----------|-----------|-------------|
| 044   | Active | M/R   | Dev Fees        | US 34 & CR 17 Design                            | 1,165,216  | -         | -         | 0%          |
| 045   | Active | New   | Dev Fees        | Downtown Improvements                           | 164,431    | -         | 139,463   | 85%         |
| 046   | Active | M/R   | Hwy User Tax    | Traffic Detector Replacement                    | 300,000    | 1,125     | 17,813    | 6%          |
| 047   | Active | M/R   | Dev Fees        | 95th Ave Bridge over Poudre River               | 330,029    | 1,300     | 6,440     | 2%          |
| 048   | Active | M/R   | Food Tax        | Boomerang Irrigation System Replacement         | 35,358     | -         | -         | 0%          |
| 049   | Active | New   | Dev Fees/Grants | USDOT SMART Grant - EVP and VRU Pilot           | 677,264    | 345,514   | 16,045    | 53%         |
| 050   | Active | New   | Food Tax        | Sidewalk Multi-Modal Access Improvements        | 1,375,751  | -         | 738       | 0%          |
| 051   | Active | New   | Food Tax        | UNC-Greeley Mall Underpass Project              | 50,000     | -         | 6,953     | 14%         |
| 052   | Active | New   | Dev Fees        | City EV Charging Plan                           | 93,753     | 39,963    | 53,790    | 100%        |
| 053   | Active | New   | Food Tax        | 10th St Adaptive Sys Upgrade 23rd to Promontory | 597,043    | -         | 14,354    | 2%          |
| 054   | Active | M/R   | Grants          | 9th & 10th Alleyway Lighting Safe Streets Grant | 9,703      | -         | -         | 0%          |
| 055   | Active | New   | Dev Fees        | City Wide Micromobility Project                 | 68,328     | -         | 68,328    | 100%        |
| 056   | Active | New   | Dev Fees        | West Greeley Transportation Development         | 83,082     | 66,423    | 16,658    | 100%        |
| 057   | Active | M/R   | Dev Fees/Grants | 5th St & 23rd Bridge ( #3 Ditch)                | 983,318    | 685,319   | 263,208   | 96%         |
| 058   | Active | M/R   | Dev Fees/Grants | 37th Street Bridge Replacement                  | 1,704,814  | 63,988    | 34,597    | 6%          |
| 059   | Active | M/R   | Dev Fees/Grants | Safe Streets 4 All Planning and Demonstration   | 9,492,197  | 141,026   | 145,671   | 3%          |
| 060   | Active | M/R   | KGM Tax         | Keep Greeley Moving (KGM) Projects              | 30,643,249 | 2,366,503 | 8,545,138 | 36%         |
| 061   | Active | M/R   | QOL Tax/Grants  | MERGE                                           | 9,774,900  | 35,003    | 12,408    | 0%          |
| 062   | Active | New   | Hwy User Tax    | Pedestrian Fence at 8th Ave & US 34             | 200,000    | -         | -         | 0%          |
| 064   | Active | New   | Dev Fees        | 16th Street Alley                               | 1,700,000  | 650,630   | 101,395   | 44%         |
| 065   | Active | New   | Grants          | 10th Street Transit Vision                      | 508,788    | -         | -         | 0%          |
| 066   | Active | New   | Grants          | Greeley Active Modes Plan                       | 200,000    | -         | -         | 0%          |

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# Appendix: Project List

## Reliable Transportation & Mobility (3 of 3)



| Ref #                                                | Status | Type* | Source          | Project Name                                       | Budget            | Spend            | Obligated         | % Committed |
|------------------------------------------------------|--------|-------|-----------------|----------------------------------------------------|-------------------|------------------|-------------------|-------------|
| 067                                                  | Active | M/R   | Dev Fees/Grants | 11th Ave & 26th St Ped Safety Improvement          | HSIP 822,920      | -                | -                 | 0%          |
| 068                                                  | Active | New   | Dev Fees/Grants | 35th Avenue Adaptive Signal CMAQ Project           | 763,342           | -                | -                 | 0%          |
| 069                                                  | Active | M/R   | Dev Fees/Grants | Hwy 34 Bus Intersection Improvements               | HSIP 464,000      | -                | -                 | 0%          |
| 070                                                  | Active | M/R   | KGM Tax         | CR17 and CR60 Railroad Crossing Improvement        | 127,877           | 127,877          | -                 | 100%        |
| 071                                                  | Active | ADM   | Dev Fees        | Transfer to Transportation Dev for Sheepdraw Trail | 760,000           | -                | -                 | 0%          |
| <b>Total Reliable Transportation &amp; Mobility:</b> |        |       |                 |                                                    | <b>82,984,748</b> | <b>7,342,208</b> | <b>17,699,108</b> | <b>30%</b>  |

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# Appendix: Project List

## Clean & Reliable Water, Sewer, & Stormwater Systems (1 of 7)



| Ref # | Status | Type* | Source         | Project Name                                    | Budget     | Spend   | Obligated | % Committed |
|-------|--------|-------|----------------|-------------------------------------------------|------------|---------|-----------|-------------|
| 072   | Active | New   | Utility Rates  | 12th Street Storm Trunk Line - Phase 1B         | 2,928,515  | -       | -         | 0%          |
| 073   | Active | New   | Utility Rates  | 12th Street Storm Trunk Line - Phase 1A         | 82,401     | -       | -         | 0%          |
| 074   | Active | New   | Utility Rates  | 12th Street Storm Trunk Line - Phase 2          | 30,576,232 | 45,609  | 642,709   | 2%          |
| 075   | Active | New   | Utility Rates  | 12th Street Storm Trunk Line - Phase 3          | 12,049,799 | 18,367  | 409,626   | 4%          |
| 076   | Active | New   | Utility Rates  | 12th Street Storm Trunk Line - Phase 4          | 1,104,036  | 26,414  | 277,126   | 27%         |
| 077   | Active | New   | Plant Inv Fees | 35th Ave Non-Potable Waterline                  | 690,848    | -       | -         | 0%          |
| 078   | Active | New   | Plant Inv Fees | 35th Avenue Waterline Extension F to O Street   | 297,941    | -       | -         | 0%          |
| 079   | Active | M/R   | Utility Rates  | 35th Avenue and F Street Sewer Capacity         | 752,417    | -       | -         | 0%          |
| 080   | Active | M/R   | Plant Inv Fees | Additional Sanitary Sewer Manholes & Sewer Taps | 79,000     | 65      | -         | 0%          |
| 081   | Active | M/R   | Utility Rates  | Advanced Metering Infrastructure                | 341,215    | 13,256  | 20,147    | 10%         |
| 082   | Active | M/R   | Utility Rates  | Ancillary System Improvements                   | 54,000     | -       | -         | 0%          |
| 083   | Active | M/R   | Utility Rates  | Asset Management Projects                       | 1,882,714  | 161,456 | 817,817   | 52%         |
| 084   | Active | M/R   | Utility Rates  | Bellvue TB1 Repair and Mitigation               | 2,900,973  | 70,746  | 278,428   | 12%         |
| 085   | Active | New   | PIF/Grants     | Bellvue Pipeline-Gold Hill Segment              | 24,785,735 | 3,313   | 318,531   | 1%          |
| 086   | Active | M/R   | Utility Rates  | Bellvue Sediment Basin Effluent Channel Repair  | -          | 11,619  | 141,596   | 0%          |
| 087   | Active | M/R   | Bond Proceeds  | Bellvue Water Plant General Rehabilitation      | 811,675    | 96,139  | 208,499   | 38%         |
| 088   | Active | M/R   | Utility Rates  | Boomerang GC Water Efficiency Improvements      | 22,211     | 760     | 22,211    | 103%        |
| 089   | Active | New   | Plant Inv Fees | Boomerang Non-Pot Overflow & Storm Imp          | 425,970    | -       | -         | 0%          |
| 090   | Active | M/R   | Bond Proceeds  | Boyd Flocculator Replacement                    | 1,358,236  | 71,956  | 888       | 5%          |
| 091   | Active | M/R   | Utility Rates  | Boyd Sedimentation Basin Repair                 | 806,136    | -       | 24,444    | 3%          |
| 092   | Active | M/R   | Utility Rates  | Boyd WTP Process Improvements                   | 185,778    | 7,503   | 178,276   | 100%        |
| 093   | Active | M/R   | Utility Rates  | Boyd Water Plant - General Rehabilitation       | 1,319,662  | 50,387  | 111,445   | 12%         |

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# Appendix: Project List

## Clean & Reliable Water, Sewer, & Stormwater Systems (2 of 7)



| Ref # | Status | Type* | Source         | Project Name                                   | Budget    | Spend    | Obligated | % Committed |
|-------|--------|-------|----------------|------------------------------------------------|-----------|----------|-----------|-------------|
| 094   | Active | M/R   | Utility Rates  | Capital Outlay Replacement - Sewer             | 586,588   | 66,850   | 59,212    | 21%         |
| 095   | Active | M/R   | Utility Rates  | Capital Outlay Replacement - Water             | 1,151,454 | 140,542  | 237,224   | 33%         |
| 096   | Active | M/R   | Utility Rates  | Detention Pond Maintenance Program             | 134,404   | 30,880   | 32,633    | 47%         |
| 097   | Active | New   | Bond Proceeds  | Development of Parcel B, Poudre Ponds          | 958,800   | (75,865) | 140,600   | 7%          |
| 098   | Active | M/R   | Plant Inv Fees | Distribution Line Extension & Oversizing       | 161,000   | -        | -         | 0%          |
| 099   | Active | M/R   | Bond Proceeds  | Distribution Pipeline Replacement              | 5,628,098 | 704,996  | 718,999   | 25%         |
| 100   | Active | M/R   | Utility Rates  | Distribution System Model & Master Plan Update | 244,868   | 17,977   | 226,892   | 100%        |
| 101   | Active | M/R   | Utility Rates  | Distribution System Optimization               | 107,666   | 4,609    | 95,272    | 93%         |
| 102   | Active | New   | Plant Inv Fees | F St & 47th Ave Waterlines                     | 822,597   | -        | -         | 0%          |
| 103   | Active | M/R   | Utility Rates  | Fire Hydrant Replacement                       | 240,000   | 13,111   | 83,520    | 40%         |
| 104   | Active | M/R   | Bond Proceeds  | Future Water Acquisition - Phase II            | 6,745,000 | 35,214   | 23,500    | 1%          |
| 105   | Active | M/R   | Utility Rates  | General Rehabilitation Projects                | 702,723   | 96,923   | (13,445)  | 12%         |
| 106   | Active | M/R   | Utility Rates  | Highland Hills Sewer 47th Ave Capacity         | 771,469   | 348,386  | 294,780   | 83%         |
| 107   | Active | M/R   | Utility Rates  | Hourglass and Comanche Reservoir Rehab         | 100,000   | 1,481    | -         | 1%          |
| 108   | Active | M/R   | Utility Rates  | Instrumentation & Controls - Water             | 212,033   | 15,003   | 8,306     | 11%         |
| 109   | Active | M/R   | Utility Rates  | Instrumentation and Controls - Wastewater      | 285,950   | 17,583   | 37,125    | 19%         |
| 110   | Active | M/R   | Utility Rates  | Sustainable Water Conservation & Demand Mgmt   | -         | (1,907)  | -         | 0%          |
| 111   | Active | M/R   | Utility Rates  | Master Planning Program Updates                | 128,250   | 63,067   | 154,662   | 170%        |
| 112   | Active | M/R   | Utility Rates  | Meter Replacement                              | 100,000   | 23,552   | 21,000    | 45%         |
| 113   | Active | M/R   | Bond Proceeds  | Milton Seaman Outlet Works                     | 6,398,231 | 33,060   | 423       | 1%          |
| 114   | Active | New   | Plant Inv Fees | N Weld Water System Purchase                   | 1,015,641 | -        | -         | 0%          |
| 115   | Active | M/R   | Plant Inv Fees | New Construction Meters                        | 45,000    | -        | -         | 0%          |

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# Appendix: Project List

## Clean & Reliable Water, Sewer, & Stormwater Systems (3 of 7)



| Ref # | Status | Type* | Source         | Project Name                                 | Budget     | Spend     | Obligated | % Committed |
|-------|--------|-------|----------------|----------------------------------------------|------------|-----------|-----------|-------------|
| 116   | Active | New   | Plant Inv Fees | Non-Potable Expansion Project                | 2,162,920  | 42,030    | 419,617   | 21%         |
| 117   | Active | M/R   | Utility Rates  | Non-Potable Replacement Rehabilitation       | 719,327    | 169,414   | 75,828    | 34%         |
| 118   | Active | New   | Plant Inv Fees | Neff Lake Pipeline                           | 1,802,741  | 14,804    | 9,922     | 1%          |
| 119   | Active | New   | Bond Proceeds  | Non-tributary Groundwater SLB Change Case    | 2,316,451  | 49,253    | 603,063   | 28%         |
| 120   | Active | New   | Plant Inv Fees | North Greeley Sewer Phase 2A                 | 5,222,442  | 3,273,051 | 2,054,191 | 102%        |
| 121   | Active | New   | Plant Inv Fees | O St & 59th Roundabout Waterline             | 1,660,550  | 7,708     | -         | 0%          |
| 122   | Active | New   | Utility Rates  | Overland Trail                               | 30,000     | 555       | -         | 2%          |
| 123   | Active | New   | Plant Inv Fees | Poudre Trunk Phase 2                         | 745,000    | -         | -         | 0%          |
| 124   | Active | M/R   | Bond Proceeds  | Risk and Resiliency Projects                 | 1,283,962  | 24,088    | 43,027    | 5%          |
| 125   | Active | M/R   | Utility Rates  | SCADA Master Plan                            | 96,589     | -         | (9,508)   | -10%        |
| 126   | Active | New   | Utility Rates  | SCADA Upgrades Reservoir 23 and Non-Potable  | 80,324     | 17,926    | 49,780    | 84%         |
| 127   | Active | M/R   | Utility Rates  | SMIC Other Drainage System Repairs           | 7,873,880  | 636,148   | 1,367,137 | 25%         |
| 128   | Active | M/R   | Utility Rates  | Sanitary Sewer Master Plan Update            | 150,000    | -         | -         | 0%          |
| 129   | Active | M/R   | Utility Rates  | Sewer Collection System Rehabilitation       | 478,753    | 133,339   | 6,517     | 29%         |
| 130   | Active | M/R   | Utility Rates  | Stormwater Equipment Replacement             | 1,239,734  | -         | 55,656    | 4%          |
| 131   | Active | New   | Bond Proceeds  | Terry Ranch Water Development                | 16,606,597 | 986,683   | 8,184,412 | 55%         |
| 132   | Active | New   | Utility Rates  | Transmission Line Customers Re-Route         | 600,129    | -         | -         | 0%          |
| 133   | Active | M/R   | Bond Proceeds  | Transmission System Rehabilitation           | 938,889    | 8,836     | 23,361    | 3%          |
| 134   | Active | M/R   | Bond Proceeds  | Treated Water Reservoir Rehabilitation       | 678,783    | 13,486    | 82,068    | 14%         |
| 135   | Active | M/R   | Utility Rates  | Trenchless Main and Collector Rehabilitation | 812,975    | 222       | 212,975   | 26%         |
| 136   | Active | M/R   | Utility Rates  | Utility Billing Replacement-Sewer            | 95,473     | 19,397    | 62,785    | 86%         |
| 137   | Active | M/R   | Utility Rates  | Utility Billing Replacement-Water            | 1,777,231  | 100,636   | 154,178   | 14%         |

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# Appendix: Project List

## Clean & Reliable Water, Sewer, & Stormwater Systems (4 of 7)



| Ref # | Status | Type* | Source         | Project Name                                 | Budget     | Spend     | Obligated  | % Committed |
|-------|--------|-------|----------------|----------------------------------------------|------------|-----------|------------|-------------|
| 138   | Active | M/R   | Utility Rates  | Valve Replacement                            | 286,391    | 105,578   | 63,987     | 59%         |
| 139   | Active | M/R   | Bond Proceeds  | WTRF Generator Replacement                   | 5,274,413  | 2,427,072 | -          | 46%         |
| 140   | Active | New   | Bond Proceeds  | WTRF Primary Treatment Phase 2               | 43,506,601 | 3,640,274 | 36,304,657 | 92%         |
| 141   | Active | New   | Utility Rates  | WTRF SCADA System Upgrade                    | 8,793      | -         | -          | 0%          |
| 142   | Active | M/R   | Utility Rates  | Wastewater Flow Monitoring Program           | 15,927     | -         | 15,926     | 100%        |
| 143   | Active | M/R   | Utility Rates  | Water Supply & Storage Change Case Ph 2      | 189,905    | 5,596     | 80,278     | 45%         |
| 144   | Active | M/R   | Plant Inv Fees | Water Taps                                   | 75,000     | (847)     | -          | -1%         |
| 145   | Active | New   | Bond Proceeds  | Water and Sewer Facilities Program           | 70,686     | 138,102   | 474,288    | 866%        |
| 146   | Active | M/R   | Utility Rates  | Stormwater Asset Management Program          | 265,155    | 2,576     | 80,769     | 31%         |
| 147   | Active | M/R   | Utility Rates  | 8th Ave Sanitary/Storm MH Conflict           | 223,890    | 20,365    | 96,856     | 52%         |
| 148   | Active | New   | Plant Inv Fees | Bellvue Two Million Gallon Clearwell         | 455,108    | 71,589    | 295,021    | 81%         |
| 149   | Active | M/R   | Utility Rates  | Lead Service Line Inventory and Replacement  | 2,702,375  | -         | -          | 0%          |
| 150   | Active | M/R   | Utility Rates  | Repairs to No. 3 Ditch                       | 130,892    | -         | -          | 0%          |
| 151   | Active | New   | Utility Rates  | SCADA Upgrades High Mountain Reservoirs      | 138,034    | 22,963    | 4,102      | 20%         |
| 152   | Active | M/R   | Utility Rates  | Secondary Digesters Rehabilitation           | -          | -         | -          | 0%          |
| 153   | Active | M/R   | Utility Rates  | WTRF Master Plan Updates                     | 418,584    | 199,561   | 128,623    | 78%         |
| 154   | Active | New   | Plant Inv Fees | O St Waterline Extension 23rd-25th           | 3,745      | 633       | -          | 17%         |
| 155   | Active | New   | Plant Inv Fees | Bulk Water Stations                          | 361,528    | 144       | 11,693     | 3%          |
| 156   | Active | New   | Bond Proceeds  | Greeley West Non-Pot Pump Station Expansion  | 419,280    | (79,982)  | 221,555    | 34%         |
| 157   | Active | New   | Plant Inv Fees | Poudre Ponds Redevelopment Pond C            | 30,000     | -         | -          | 0%          |
| 158   | Active | M/R   | Bond Proceeds  | North Boomerang Non-Pot Pump Station Replace | 7,060,000  | 8,696     | 891,948    | 13%         |
| 159   | Active | M/R   | Bond Proceeds  | Non-Potable Pump Station Replacement         | 823,727    | 282,723   | 315,973    | 73%         |

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# Appendix: Project List

## Clean & Reliable Water, Sewer, & Stormwater Systems (5 of 7)



| Ref # | Status | Type* | Source        | Project Name                                   | Budget     | Spend     | Obligated | % Committed |
|-------|--------|-------|---------------|------------------------------------------------|------------|-----------|-----------|-------------|
| 160   | Active | M/R   | Bond Proceeds | Water Treatment Plants Master Plan             | 1,293,712  | 164,016   | 372,470   | 41%         |
| 161   | Active | M/R   | Bond Proceeds | Bellvue Switchgear Replacement                 | 1,250,661  | 1,400     | 608,570   | 49%         |
| 162   | Active | M/R   | Utility Rates | 23rd Avenue Reservoir Replacements             | 4,614,302  | 20,079    | 52,188    | 2%          |
| 163   | Active | M/R   | Utility Rates | Mosier Reservoir Rehab and Optimization        | 3,237,703  | 15,374    | 71,288    | 3%          |
| 164   | Active | M/R   | Utility Rates | 9th and 10th Streets Waterline Replacement     | 578,167    | 55,503    | 207,663   | 46%         |
| 165   | Active | M/R   | Utility Rates | Island Grove Park Waterline Replacement        | 1,876,000  | 17,420    | 82,133    | 5%          |
| 166   | Active | M/R   | Utility Rates | Transmission System Corrosion Protection       | 662,414    | 20,285    | 269,515   | 44%         |
| 167   | Active | M/R   | Utility Rates | Zone 4 Electrical Upgrade                      | 365,255    | 15,250    | 3,070     | 5%          |
| 168   | Active | M/R   | Bond Proceeds | Trans Lines 1 & 2 Reroute Rehab - Schneider    | 264,846    | -         | 67,756    | 26%         |
| 169   | Active | M/R   | Bond Proceeds | Trans Lines 1 & 2 Rehab - Cache to Poudre      | 385,321    | 85,041    | 84,043    | 44%         |
| 170   | Active | New   | Utility Rates | Water Resources Database Build                 | 101,971    | -         | -         | 0%          |
| 171   | Active | New   | Bond Proceeds | Response and Management to NISP                | 1,233,421  | 94,187    | 509,399   | 49%         |
| 172   | Active | M/R   | Bond Proceeds | Big T Source Water Assessment and Protection   | 320,000    | -         | -         | 0%          |
| 173   | Active | M/R   | Utility Rates | Retiming Storage Investigation                 | 175,275    | -         | -         | 0%          |
| 174   | Active | New   | Utility Rates | Interruptible Supply and Storage Project / ATM | 790,100    | -         | -         | 0%          |
| 175   | Active | M/R   | Utility Rates | Highland Hills Sewer Bittersweet Park          | 260,669    | 13,528    | 93,739    | 41%         |
| 176   | Active | M/R   | Utility Rates | Highland Hills Sewer 35th Ave Capacity         | 1,844,292  | 11,392    | 129,947   | 8%          |
| 177   | Active | M/R   | Utility Rates | Lift Station 15 (Hope Springs) Replacement     | 865,134    | 865,133   | -         | 100%        |
| 178   | Active | New   | Utility Rates | WTRF Additional Cake Hopper                    | 39,145     | -         | -         | 0%          |
| 179   | Active | New   | Utility Rates | Poudre River Ranch Stormwater                  | 9,182,923  | 102,367   | 168,257   | 3%          |
| 180   | Active | M/R   | Utility Rates | LSLIR - Phases 2-4 DWRF                        | 15,038,548 | 1,502,062 | 1,674,703 | 21%         |
| 181   | Active | M/R   | Utility Rates | 16th Street Sewer Collection Pipe Replacement  | 67,176     | 0         | -         | 0%          |

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# Appendix: Project List

## Clean & Reliable Water, Sewer, & Stormwater Systems (6 of 7)



| Ref # | Status | Type* | Source         | Project Name                                     | Budget    | Spend   | Obligated | % Committed |
|-------|--------|-------|----------------|--------------------------------------------------|-----------|---------|-----------|-------------|
| 182   | Active | M/R   | Bond Proceeds  | 16th Street Water Line Replacement               | -         | 35      | 0         | -           |
| 183   | Active | New   | Utility Rates  | 7th St Outfall - Trunk Line - Preliminary Design | 6,810,024 | 137,677 | 691,668   | 12%         |
| 184   | Active | New   | Plant Inv Fees | Zone 2 and North of River Storage Tank           | 620,000   | -       | -         | 0%          |
| 185   | Active | New   | Plant Inv Fees | Monfort Park Non-Pot System Expansion            | 472,070   | -       | -         | 0%          |
| 186   | Active | New   | Plant Inv Fees | Upper Equalizer Project                          | 205,000   | -       | -         | 0%          |
| 187   | Active | M/R   | Plant Inv Fees | Irrigation Pump Station Upgrades                 | 797,755   | 230,157 | 192,592   | 53%         |
| 188   | Active | New   | Plant Inv Fees | Centennial Park Non-Potable Pump Station         | -         | -       | -         | -           |
| 189   | Active | M/R   | Utility Rates  | Risk & Resiliency Study & Emer Plan Update Wt    | 58,107    | -       | 2         | 0%          |
| 190   | Active | M/R   | Utility Rates  | Bellvue and Boyd WTP Electrical Upgrade          | 329,450   | 164,014 | 49,741    | 65%         |
| 191   | Active | M/R   | Utility Rates  | Grapevine Tailwater Pipeline Partial Replacement | 509,019   | 3,031   | 5,680     | 2%          |
| 192   | Active | M/R   | Utility Rates  | Milton Seaman Caretaker House Upgrade            | 17,498    | 9,821   | -         | 56%         |
| 193   | Active | New   | Utility Rates  | Waterline Replacement for Strategic Growth       | 270,114   | 20,365  | 96,856    | 43%         |
| 194   | Active | M/R   | Utility Rates  | Bellvue Filter Media Replacement                 | 308,650   | -       | -         | 0%          |
| 195   | Active | New   | Utility Rates  | COG US Forest Service Land Exchange              | 45,000    | -       | -         | 0%          |
| 196   | Active | M/R   | Utility Rates  | Water and Sewer History 2nd Edition              | 11,375    | 12,195  | -         | 107%        |
| 197   | Active | New   | Plant Inv Fees | Windsor Basin Interceptor                        | 280,201   | -       | -         | 0%          |
| 198   | Active | New   | Plant Inv Fees | WTRF Odor Control                                | 2,611     | 3,599   | -         | 138%        |
| 199   | Active | M/R   | Utility Rates  | Risk & Resiliency Study & Emer Plan Update WW    | 245,000   | -       | -         | 0%          |
| 200   | Active | M/R   | Utility Rates  | WTRF Electrical Upgrades                         | 388,814   | 241,497 | 22,790    | 68%         |
| 201   | Active | M/R   | Utility Rates  | Balsam Ave & LS9 Capacity Assessment             | 270,000   | -       | -         | 0%          |
| 202   | Active | New   | Plant Inv Fees | Carestream Wastewater Project                    | 284,379   | -       | -         | 0%          |
| 203   | Active | M/R   | Utility Rates  | Stampede Arena Sewer Improvement                 | 669,091   | 10,970  | 63,760    | 11%         |

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# Appendix: Project List

## Clean & Reliable Water, Sewer, & Stormwater Systems (7 of 7)



| Ref #                                                        | Status | Type* | Source         | Project Name                                    | Budget             | Spend             | Obligated         | % Committed |
|--------------------------------------------------------------|--------|-------|----------------|-------------------------------------------------|--------------------|-------------------|-------------------|-------------|
| 204                                                          | Active | New   | Plant Inv Fees | Local West Greeley Sewer Improvements           | 928,207            | 327,056           | 1,970,850         | 248%        |
| 205                                                          | Active | New   | Plant Inv Fees | C St Waterline Extension                        | 422,500            | -                 | -                 | 0%          |
| 206                                                          | Active | New   | Utility Rates  | Stormwater Collection System New Construction   | 2,414,081          | -                 | -                 | 0%          |
| 207                                                          | Active | M/R   | Utility Rates  | Stormwater Collection System Rehab Replace      | 2,387,554          | 178,603           | 414,885           | 25%         |
| 208                                                          | Active | M/R   | Utility Rates  | Delta Park Non-Potable Change Case              | 100,000            | -                 | -                 | 0%          |
| 209                                                          | Active | New   | Plant Inv Fees | Bellvue Storage Diversion Feasibility           | 353,142            | 115,665           | 222,310           | 96%         |
| 210                                                          | Active | M/R   | Utility Rates  | Garden City Sewer Capacity Improvement          | 347,193            | 2,756             | 144,882           | 43%         |
| 211                                                          | Active | New   | Utility Rates  | Stormwater Land Acquisition                     | 5,000,000          | -                 | -                 | 0%          |
| 212                                                          | Active | New   | Plant Inv Fees | 29th Street Multifamily Regional Pump Station   | 2,627,000          | -                 | -                 | 0%          |
| 213                                                          | Active | M/R   | Utility Rates  | Lake Loveland Tower Cover                       | 310,000            | -                 | -                 | 0%          |
| 214                                                          | Active | M/R   | Utility Rates  | Downtown Water System Replacement               | 300,000            | 70                | 315,899           | 105%        |
| 215                                                          | Active | M/R   | Utility Rates  | Downtown Sanitary Sewer Replacement             | 300,000            | 70                | -                 | 0%          |
| 216                                                          | Active | M/R   | Utility Rates  | Secondary Clarifier Upgrades                    | 765,000            | 3,575             | -                 | 0%          |
| 217                                                          | Active | New   | Plant Inv Fees | Downtown Non-Potable System Expansion           | 1,500,000          | -                 | -                 | 0%          |
| 218                                                          | Active | M/R   | Utility Rates  | Sewer Capital Replacement                       | 554,992            | -                 | -                 | 0%          |
| 219                                                          | Active | M/R   | Bond Proceeds  | Bellvue WTP Ben Sed Barn Replacement            | 2,548,135          | -                 | -                 | 0%          |
| 220                                                          | Active | M/R   | Utility Rates  | Channel Repair                                  | 270,940            | -                 | -                 | 0%          |
| 221                                                          | Active | ADM   | Plant Inv Fees | Water Construction Capital Reallocation Account | 625,264            | -                 | -                 | 0%          |
| <b>Total Clean &amp; Reliable Water, Sewer, &amp; Storm:</b> |        |       |                |                                                 | <b>298,623,251</b> | <b>18,899,862</b> | <b>66,539,784</b> | <b>29%</b>  |

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# Appendix: Project List

## Parks, Open Space, Recreation, & Cultural Spaces (1 of 4)



| Ref # | Status | Type* | Source        | Project Name                                    | Budget    | Spend   | Obligated | % Committed |
|-------|--------|-------|---------------|-------------------------------------------------|-----------|---------|-----------|-------------|
| 222   | Active | M/R   | Food Tax      | Annual Emergency Facility & Parks Repairs       | 220,500   | -       | 5,375     | 2%          |
| 223   | Active | M/R   | 1% Public Art | Art Acquisitions (Capital)                      | 55,372    | -       | 23,605    | 43%         |
| 224   | Active | M/R   | Food Tax      | Historic Site Maintenance                       | 76,913    | 5,736   | 264       | 8%          |
| 225   | Active | M/R   | Food Tax      | Irrigation System Replace - Linn Grove Cemetery | 138,979   | 68,352  | 70,627    | 100%        |
| 226   | Active | M/R   | 1% Public Art | Paint the Town Murals Art                       | 62,675    | -       | -         | 0%          |
| 227   | Active | M/R   | Food Tax      | Playground Maintenance                          | 46,305    | 9,709   | -         | 21%         |
| 228   | Active | M/R   | 1% Public Art | Public Art Community Outreach                   | 17,000    | 3,337   | -         | 20%         |
| 229   | Active | M/R   | 1% Public Art | Public Art Installations & Maintenance          | 85,596    | 17,402  | -         | 20%         |
| 230   | Active | M/R   | Food Tax      | Resurface Play Courts                           | 69,458    | -       | -         | 0%          |
| 231   | Active | M/R   | 1% Public Art | Tointon Gallery                                 | 16,989    | 250     | -         | 1%          |
| 232   | Active | M/R   | Food Tax      | Trail Capital Maintenance                       | 500,000   | 53,510  | 63,208    | 23%         |
| 233   | Active | M/R   | Dev Fees      | Community Driven Improvements                   | 297,717   | 4,990   | 45,539    | 17%         |
| 234   | Active | M/R   | 1% Public Art | District 6 Art                                  | 41,175    | -       | -         | 0%          |
| 235   | Active | New   | Dev Fees      | Redtail Park in Westgate Neighborhood           | 3,051,261 | 491,576 | 1,877,888 | 78%         |
| 236   | Active | M/R   | Food Tax      | UCCC Acoustic Panel Replacements                | 984,520   | 95,875  | 799,140   | 91%         |
| 237   | Active | M/R   | Dev Fees      | Calabaza Park - Northridge Trails Subdivision   | 4,544,100 | -       | 292,540   | 6%          |
| 238   | Active | New   | Dev Fees      | Eagleview Park - Northridge-Neighborhood Park   | 3,281,883 | -       | -         | 0%          |
| 239   | Active | New   | Dev Fees      | Purchase Swanson Kiwanis Home & Expand Park     | 125,975   | 1,911   | 68,692    | 56%         |
| 240   | Active | New   | Dev Fees      | Purchase and Build Balsam Parking Lot           | 506,153   | 12,162  | 278       | 2%          |
| 241   | Active | M/R   | Food Tax      | Parks Fence Repair and Replacement              | 133,928   | 58,929  | 35,709    | 71%         |
| 242   | Active | New   | Dev Fees      | #3 Canal Trail - Madison Elem to Luther Park    | 100,000   | -       | -         | 0%          |
| 243   | Active | New   | Dev Fees      | Hwy 34 Trail - JB Jones to Promontory section   | 100,000   | -       | -         | 0%          |

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# Appendix: Project List

## Parks, Open Space, Recreation, & Cultural Spaces (2 of 4)



| Ref # | Status | Type* | Source          | Project Name                                    | Budget    | Spend  | Obligated | % Committed |
|-------|--------|-------|-----------------|-------------------------------------------------|-----------|--------|-----------|-------------|
| 244   | Active | New   | Dev Fees        | Priority 1 Trail - Poudre River Trail East      | 100,000   | -      | -         | 0%          |
| 245   | Active | New   | Dev Fees        | Priority 1 Trail - Promontory Connector Trail   | 125,000   | -      | -         | 0%          |
| 246   | Active | M/R   | QOL Tax         | Playground Replacement - Brentwood Park         | 339,783   | 10,708 | 309,846   | 94%         |
| 247   | Active | M/R   | QOL Tax         | Playground Replacement - Coyote Run Park        | 326,444   | -      | -         | 0%          |
| 248   | Active | M/R   | QOL Tax         | Playground Replacement - Peak View Park         | 372,792   | 433    | -         | 0%          |
| 249   | Active | M/R   | QOL Tax         | Playground Replacement - Pheasant Run Park      | 213,556   | -      | -         | 0%          |
| 250   | Active | M/R   | QOL Tax         | Playground Replacement - Twin Rivers Park       | 1,426,128 | 25,243 | 25,065    | 4%          |
| 251   | Active | M/R   | Food Tax        | Ice Haus Chiller Control Panel                  | 60,299    | -      | -         | 0%          |
| 252   | Active | M/R   | User Fees       | Island Grove Curbing/Sidewalk Replace           | 185,763   | -      | -         | 0%          |
| 253   | Active | M/R   | QOL Tax         | Island Grove Master Plan                        | 300,000   | 14,876 | 368,204   | 128%        |
| 254   | Active | New   | 1% Public Art   | Public Art 23rd Ave 4th / 5th Street Redesign   | 38,750    | -      | -         | 0%          |
| 255   | Active | M/R   | Food Tax        | Poudre River Trail - Duran Section Repair       | 4,248     | -      | 4,248     | 100%        |
| 256   | Active | M/R   | QOL Tax         | Lincoln Park Master Plan & Park Redevelopment   | 68,948    | 2,435  | 66,514    | 100%        |
| 257   | Active | New   | Dev Fees        | Ferguson Prop - Dog Park Design Construction    | 3,453,947 | 33,255 | 330,776   | 11%         |
| 258   | Active | M/R   | Dev Fees        | Trails Development Land Acquisition             | 249,185   | 5,905  | 24,770    | 12%         |
| 259   | Active | M/R   | Food Tax        | Poudre River Trail Repair Narrows Section       | 1,731,775 | 10,209 | 182,771   | 11%         |
| 260   | Active | New   | Food Tax/Grants | Fishing is Fun Poudre Ponds                     | 159,648   | 67,192 | 42,338    | 69%         |
| 261   | Active | M/R   | Food Tax/Grants | RESTORE Habitat Improvement Project             | 129,381   | 46,067 | (21,032)  | 19%         |
| 262   | Active | M/R   | Dev Fees        | New Trail Signage                               | 50,000    | 1,071  | -         | 2%          |
| 263   | Active | New   | Dev Fees        | Mountain Vista Trailhead Phase II Development   | 80,600    | 24,982 | 12,560    | 47%         |
| 264   | Active | New   | Dev Fees        | Priority 1 Trail - East Greeley Connector Trail | 100,000   | -      | -         | 0%          |
| 265   | Active | New   | 1% Public Art   | Art Eagleview Park                              | 40,000    | -      | -         | 0%          |

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# Appendix: Project List

## Parks, Open Space, Recreation, & Cultural Spaces (3 of 4)



| Ref # | Status | Type* | Source          | Project Name                                     | Budget    | Spend   | Obligated | % Committed |
|-------|--------|-------|-----------------|--------------------------------------------------|-----------|---------|-----------|-------------|
| 266   | Active | New   | Food Tax/Grants | Poudre Ponds Recreational Fishing Enhancements   | 122,290   | 55,509  | 32,828    | 72%         |
| 267   | Active | M/R   | Dev Fees        | Poudre Trail Sheep Draw Natural Area Realign     | 56,991    | -       | -         | 0%          |
| 268   | Active | M/R   | Dev Fees/Grants | Poudre Trail & Trailhead Design at Sheep Draw    | 125,000   | -       | -         | 0%          |
| 269   | Active | New   | Dev Fees        | Minor Trails Development Capital Projects        | 32,204    | -       | 3,608     | 11%         |
| 270   | Active | M/R   | QOL Tax         | Boomerang Irrigation System Replacement          | 2,600,000 | 50,366  | 2,367,998 | 93%         |
| 271   | Active | M/R   | Food Tax        | Centennial Pool Pumphouse Design                 | 109,755   | 30,620  | 91,816    | 112%        |
| 272   | Active | M/R   | Food Tax        | 25th Ave Trail Repair and River Restoration      | 200,000   | -       | -         | 0%          |
| 273   | Active | New   | 1% Public Art   | Meeker House Projection Art                      | 63,235    | -       | -         | 0%          |
| 274   | Active | New   | 1% Public Art   | O Street to 59 Ave Roundabout Art                | 88,075    | -       | -         | 0%          |
| 275   | Active | New   | General         | Outdoor Classroom for the Confluence             | 253,685   | -       | -         | 0%          |
| 276   | Active | New   | 1% Public Art   | Wastewater Treatment and Reclamation Art         | 113,675   | 12,650  | 72,000    | 74%         |
| 277   | Active | New   | 1% Public Art   | MERGE Entryway Art                               | 158,475   | -       | -         | 0%          |
| 278   | Active | M/R   | 1% Public Art   | Parks out West                                   | 50,000    | -       | -         | 0%          |
| 279   | Active | M/R   | General         | Landscapes at the UNC Heighten                   | 630,105   | -       | -         | 0%          |
| 280   | Active | M/R   | General         | Short Course at Boomerang Links Golf Course      | 4,955     | 7,953   | 4,955     | 260%        |
| 281   | Active | M/R   | QOL Tax         | Inspire Discovery Park and East Memorial (Delta) | 239,420   | 181,667 | 134,199   | 132%        |
| 282   | Active | M/R   | Food Tax        | Centennial Tennis Court Resurface                | 129,797   | -       | -         | 0%          |
| 283   | Active | M/R   | General         | UCCC Monfort Concert Hall Stage Rigging          | 30,329    | 33,359  | -         | 110%        |
| 284   | Active | M/R   | QOL Tax         | UCCC Orchestra Pit Lift                          | 1,200,000 | -       | -         | 0%          |
| 285   | Active | M/R   | User Fees       | UCCC Lighting Equipment Replacement              | 200,000   | -       | -         | 0%          |
| 286   | Active | ADM   | 1% Public Art   | Public Art Unallocated Project Funds             | 500,000   | -       | -         | 0%          |
| 287   | Active | ADM   | Dev Fees        | Park Development Transfer 1% Public Art          | -         | -       | -         | 0%          |

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# Appendix: Project List

## Parks, Open Space, Recreation, & Cultural Spaces (4 of 4)



| Ref #                                    | Status | Type* | Source  | Project Name                                    | Budget     | Spend     | Obligated | % Committed |
|------------------------------------------|--------|-------|---------|-------------------------------------------------|------------|-----------|-----------|-------------|
| 288                                      | Active | ADM   | QOL Tax | Transfer to General Fund for Museums ARPA       | 227,096    | -         |           | 0%          |
| 289                                      | Active | ADM   | QOL Tax | Transfer to General Fund for Community Parks    | 731,755    | -         |           | 0%          |
| 290                                      | Active | ADM   | QOL Tax | Transfer to General Fund for Neighborhood Parks | 366,965    | -         |           | 0%          |
| Total Parks, Open Space, Rec, & Culture: |        |       |         |                                                 | 32,246,553 | 1,438,240 | 7,336,328 | 27%         |

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# Appendix: Project List

## Community Growth & Place-Based Development



| Ref #                                                | Status | Type* | Source    | Project Name                                      | Budget            | Spend             | Obligated         | % Committed |
|------------------------------------------------------|--------|-------|-----------|---------------------------------------------------|-------------------|-------------------|-------------------|-------------|
| 291                                                  | Active | New   | COP       | West Greeley (All Projects)                       | 72,374,123        | 24,208,263        | 48,165,860        | 100%        |
| 292                                                  | Active | New   | General   | West Greeley   Subarea Master Plan                | 59,744            | 17,718            | 41,876            | 100%        |
| 293                                                  | Active | New   | User Fees | Bucklen Land Exchange                             | 5,146             | -                 | 5,146             | 100%        |
| 294                                                  | Active | New   | General   | Catholic Charities                                | 119,168           | -                 | -                 | 0%          |
| 295                                                  | Active | ADM   | General   | COG Master Leasing                                | 54,552            | 14,921            | -                 | 27%         |
| 296                                                  | Active | New   | Food Tax  | Downtown Administrative Space Additions           | 2,064,229         | 1,307,034         | (272,402)         | 50%         |
| 297                                                  | Active | New   | Dev Fees  | Greeley Airport Road Development                  | 2,931,960         | 1,051,757         | 1,555,024         | 89%         |
| 298                                                  | Active | New   | General   | Development of an Angel Investment Ecosystem      | 191,501           | -                 | -                 | 0%          |
| 299                                                  | Active | New   | Gen/IGA   | Waste Transfer Station and Light Industrial Space | 14,011            | 14,048            | 58,926            | 521%        |
| 300                                                  | Active | New   | Food Tax  | City Hall Future Planning                         | 5,681             | -                 | 5,681             | 100%        |
| 301                                                  | Active | M/R   | Food Tax  | Baptist Church Improvement Project                | 167,942           | 3,531             | -                 | 2%          |
| 302                                                  | Active | New   | General   | Small Business Support - 21st Communication       | 55,214            | 200               | -                 | 0%          |
| 303                                                  | Active | New   | General   | Civic Campus Pre-Development - Public Imp         | 2,978,321         | 758,303           | 3,043,799         | 128%        |
| 304                                                  | Active | New   | Food Tax  | Civic Campus Planning & Management                | 2,201,084         | 39,864            | 233,629           | 12%         |
| 305                                                  | Active | New   | Food Tax  | Civic Campus Pre-Development - Food Tax           | 4,200,000         | -                 | 3,193,520         | 76%         |
| 306                                                  | Active | New   | General   | Citywide CIP Program Management and Planning      | 200,000           | -                 | -                 | 0%          |
| 307                                                  | Active | ADM   | General   | Redevelopment & Incentive Funds                   | 2,425,524         | 10,953            | 875,972           | 37%         |
| <b>Total Community Growth &amp; Place-Based Dev:</b> |        |       |           |                                                   | <b>90,048,200</b> | <b>27,426,591</b> | <b>56,907,031</b> | <b>94%</b>  |

Data reflects the best available information through mid-April 2026 and is subject to ongoing reconciliation and refinement.

\*Types:

- M/R = Existing Maint & Replacement
- NEW = New Infrastructure or Asset
- ADM = Admin

# Appendix: Project List

## Technology, Systems, & City Operations



| Ref #                                         | Status  | Type* | Source         | Project Name                                | Budget     | Spend   | Obligated | % Committed |
|-----------------------------------------------|---------|-------|----------------|---------------------------------------------|------------|---------|-----------|-------------|
| 308                                           | Active  | New   | Utility Rates  | Cityworks Implementation                    | 5,175      | 1,238   | 4,388     | 109%        |
| 309                                           | Active  | M/R   | IGA            | Engine 5                                    | 13,773     | -       | -         | 0%          |
| 310                                           | Active  | M/R   | IGA            | Fire Equipment & Apparatus Replacement      | 108,244    | -       | -         | 0%          |
| 311                                           | Active  | M/R   | IGA            | Ladder 1                                    | 113,464    | -       | -         | 0%          |
| 312                                           | Active  | ADM   | Utility Rates  | Utility Billing Software                    | 79,000     | 36,776  | 34,196    | 47%         |
| 313                                           | Active  | M/R   | Utility Rates  | WTRF Regulatory Support                     | 69,532     | -       | -         | 0%          |
| 314                                           | Active  | M/R   | IGA            | Squad 1                                     | 1,500      | 1,814   | -         | 121%        |
| 315                                           | Active  | M/R   | IGA            | Engine 4 (Quint 2)                          | 159,385    | 17,085  | 2,286     | 11%         |
| 316                                           | Active  | M/R   | IGA            | 2023-1 Rescue                               | 837,121    | 9,344   | 1,153,196 | 1%          |
| 317                                           | Active  | M/R   | IGA            | Engine 7                                    | 1,149,023  | -       | -         | 0%          |
| 318                                           | Active  | M/R   | IGA            | Engine 2                                    | 1,155,396  | -       | -         | 0%          |
| 319                                           | Active  | M/R   | IGA            | Battalion 3                                 | 76,320     | -       | -         | 0%          |
| 320                                           | Active  | M/R   | General        | Standards of Cover & Comm Risk Assessment   | 44,955     | -       | 44,955    | 0%          |
| 321                                           | Active  | New   | General        | Customer Experience Implementation          | 919,704    | 81,348  | 5,263     | 9%          |
| 322                                           | Delayed | New   | QOL Tax        | Railway Quiet Zone - Union Pacific Downtown | 1,436,002  | 7,693   | 12,000    | 1%          |
| 323                                           | Active  | M/R   | Plant Inv Fees | New Vehicle and Equipment Purchases         | 434,560    | 131,433 | 73,059    | 30%         |
| 324                                           | Active  | M/R   | IGA            | Engine 1                                    | 1,276,171  | -       | -         | 0%          |
| 325                                           | Active  | M/R   | IGA            | Battalion 1                                 | 159,554    | -       | -         | 0%          |
| 326                                           | Active  | M/R   | IGA            | Battalion 2                                 | 159,554    | -       | -         | 0%          |
| 327                                           | Active  | M/R   | Bond Proceeds  | EPA State Reg Cybersecurity Upgrades - Wt   | 1,619,870  | 42,377  | 568,935   | 3%          |
| 328                                           | Active  | M/R   | IGA            | Engine 3 Replacement                        | 950,000    | -       | -         | 0%          |
| 329                                           | Active  | M/R   | IGA            | Tow Vehicle                                 | 164,565    | -       | -         | 0%          |
| 330                                           | Active  | M/R   | Utility Rates  | EPA State Reg Cybersecurity Upgrades - WW   | 394,000    | 5,937   | -         | 2%          |
| 331                                           | Active  | M/R   | Food Tax       | Bestway Site Improvement                    | 8,720      | 8,720   | -         | 100%        |
| Total Technology, Systems, & City Operations: |         |       |                |                                             | 11,335,588 | 343,763 | 1,898,277 | 20%         |

Data reflects the best available information through mid-April 2026 and is subject to ongoing reconciliation and refinement.

\*Types:

- M/R = Existing Maint & Replacement
- NEW = New Infrastructure or Asset
- ADM = Admin



## Work Session Agenda Summary

May 12, 2026

Key Staff Contact: Mark Gonzales, Municipal Judge, Krista Bagnall, Court Administrator

### Title:

Greeley Municipal Court Budget Proposal

### Background:

As part of the City's budget development process, departments were asked to evaluate operational impacts and identify service-level adjustments associated with meeting budget reduction targets. After reviewing the initial reduction scenario, the Municipal Court identified significant impacts to core court operations and mandated judicial functions.

In response, the Municipal Court developed an alternative budget proposal intended to achieve savings while minimizing disruptions to essential court services and maintaining compliance with statutory and constitutional obligations.

### Strategic Focus Area:

High-Performance Government  
Safe and Secure Communities

### Attachments:

1. Item - Presentation



# Greeley Municipal Court Budget Proposal

---

**Mark Gonzales, Presiding Municipal Judge**  
**City Council Work Session – May 12, 2026**

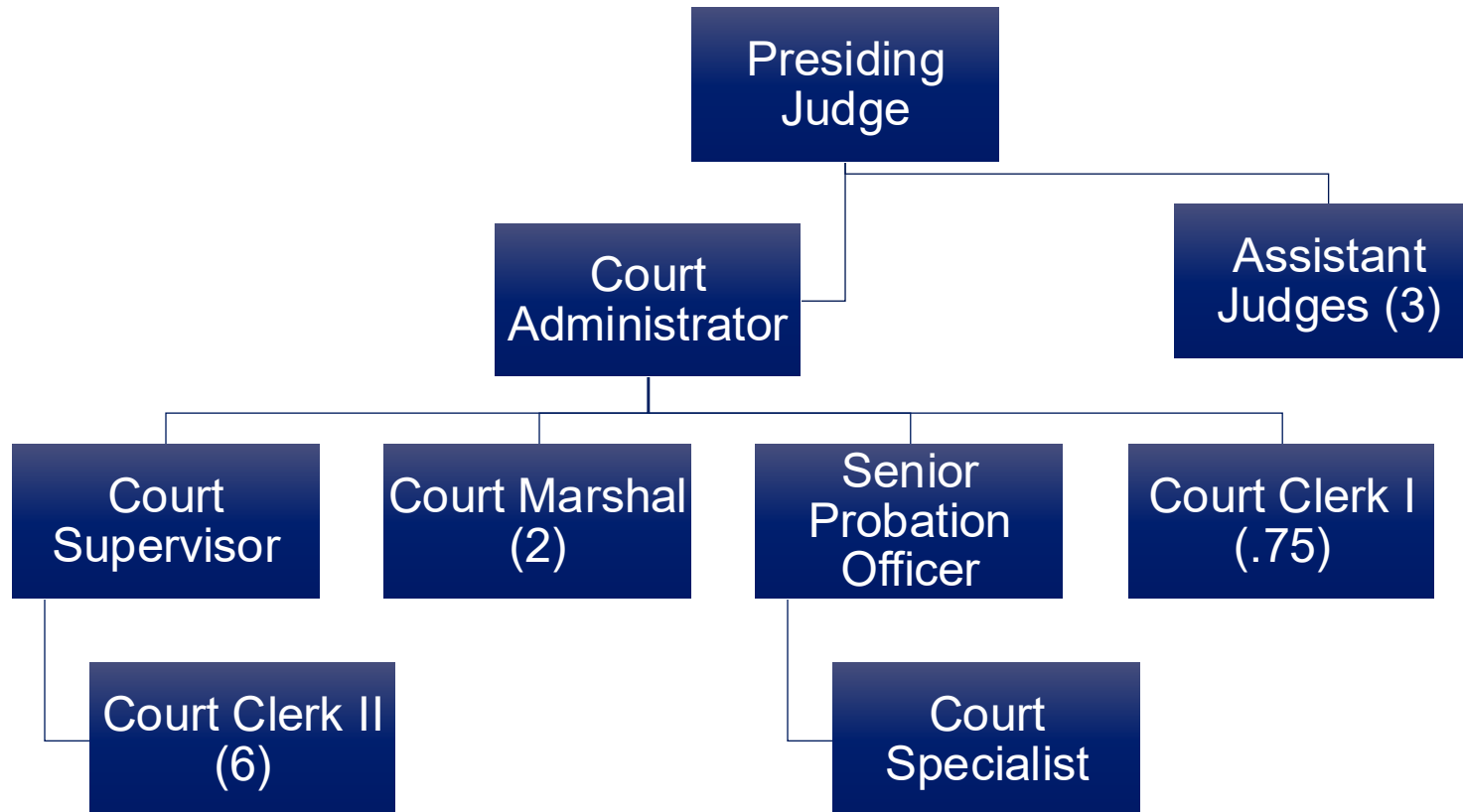


# Agenda



- Organization Chart
- Mission & Priorities
- Gap
- Service Impacts
- Reduction Proposal

# Organizational Chart

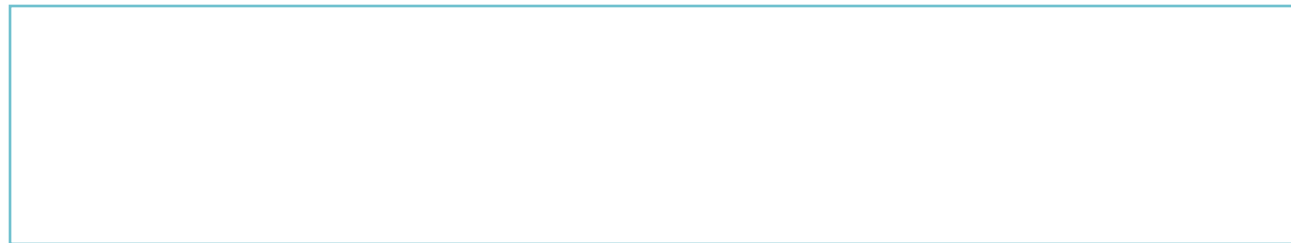


# Mission

The Municipal Court is committed to administering justice fairly, efficiently, and cost-effectively. We strive to uphold due process and ensure individual justice in every case, while maintaining consistency with established laws. Through accessible and impartial proceedings, the Court supports public trust, accountability, and the fair resolution of municipal ordinance violations.

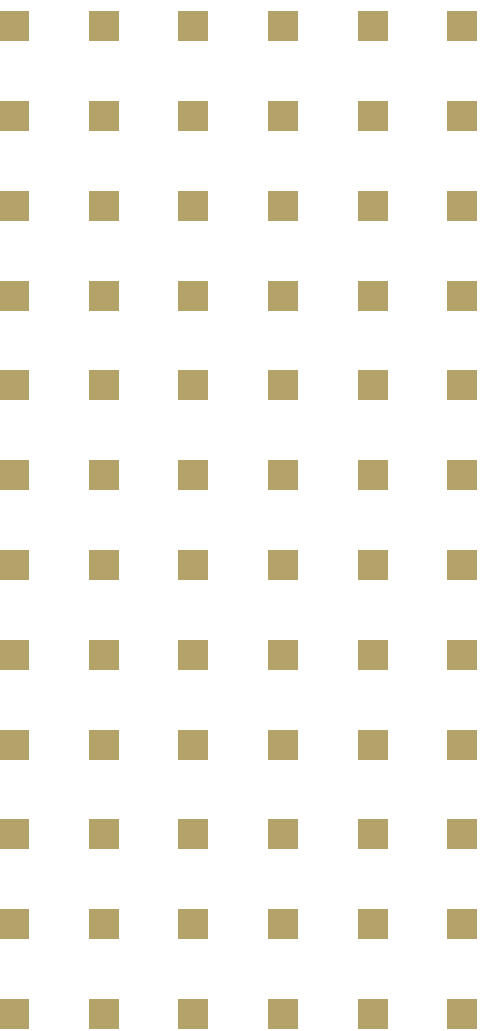
# Priorities

- Fair and consistent administration of justice
  - Protection of due process rights
- Operational efficiency
  - Cost-effective service delivery
  - Customer service
  - Continuous improvement
- Accessibility and Transparency
  - Public trust
  - Accountability and compliance



# Muni Court Gap

| Row<br>Titles | General Ledger Gap |             |               |               |               |               | Budget Gap    |               |
|---------------|--------------------|-------------|---------------|---------------|---------------|---------------|---------------|---------------|
| Year          | 2020               | 2021        | 2022          | 2023          | 2024          | 2025          | 2026          | 2027          |
| REV           | \$2,065,291        | \$1,847,412 | \$1,286,343   | \$1,098,071   | \$1,240,620   | \$1,579,950   | \$1,911,799   | \$1,867,931   |
| EXP           | (\$1,006,472)      | (\$974,440) | (\$1,040,732) | (\$1,403,116) | (\$1,797,252) | (\$1,890,684) | (\$2,125,444) | (\$2,104,016) |
| DELTA         | \$1,058,819        | \$872,973   | \$245,611     | (\$305,046)   | (\$556,633)   | (\$310,735)   | (\$213,645)   | (\$236,085)   |



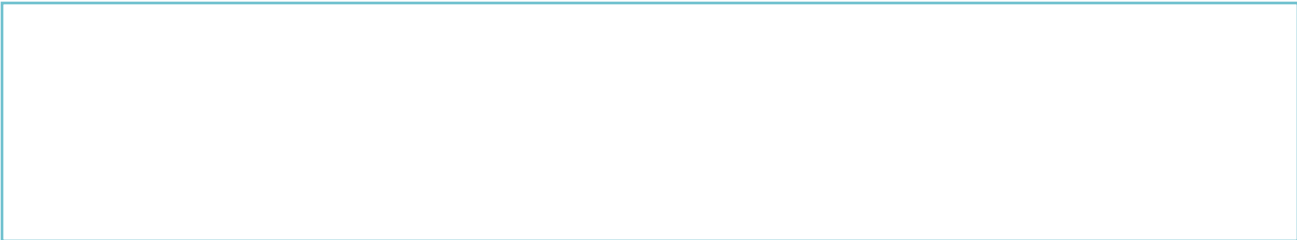
# Municipal Court

## 3.14 Department Average Rating

### \$230K General Fund



#### Program Ratings



# Service Level Impacts: Probation Services

\$231,794 Savings

## Before

- 2 FTEs – Senior Probation Officer & Court Specialist
- Monitored compliance with court-ordered conditions
- Alternative sentencing options
  - Classes, referrals, UPS
  - Caseload of 68 actively supervised clients as of May 1, 2026

## After

- Probation department is eliminated
  - Reduction of Senior Probation Officer and Court Specialist
- Move to a punitive court model from a problem-solving model
- Coordination with treatment or service providers will be eliminated

## Impact

- Higher recidivism rates
- Reduced accountability
- Reduced support for defendants
- Increased costs for jail services

17%



# Service Level Impacts: Marshal & Jail Services

\$229,527 Savings

## Before

- 2 FTEs
- Ability to hold bond hearings as required by HB 23-1151

## After

- Reduction to 1 FTE
- Jail services will no longer be available for municipal cases
- Defendants will not be held in custody

## Impact

- Reduced courtroom and facility security
- Increased risk of disruptive incidents
- Reduced ability to enforce court orders; including warrants, FTA's, and sentencing orders
- Greater burden on police services

17%

# Service Level Impacts: Clerical Reductions

\$234,970 Savings

## Before

- 6.75 FTEs
  - 5 Clerk II positions
  - .75 Clerk I position
- Provide administrative support for parking services and radar van payments
- Consistent support for courtroom operations and window & phone coverage

## After

- Reduction of 2.75 FTEs
  - 4 Clerk II positions
  - Eliminate Clerk I position
- Eliminate administrative support for parking services and radar van payments
- Longer wait times
- Removal of any possible redundancy

## Impact

- Longer wait times
- Reduced public access to assistance
- Slower case processing and docket support
- Greater risk for errors and delays
- Elimination of operational redundancies introduces increased risk by creating single points of failure within critical functions

17%

# Service Level Impacts: Operation Budget

\$78,000 Savings

## Reductions

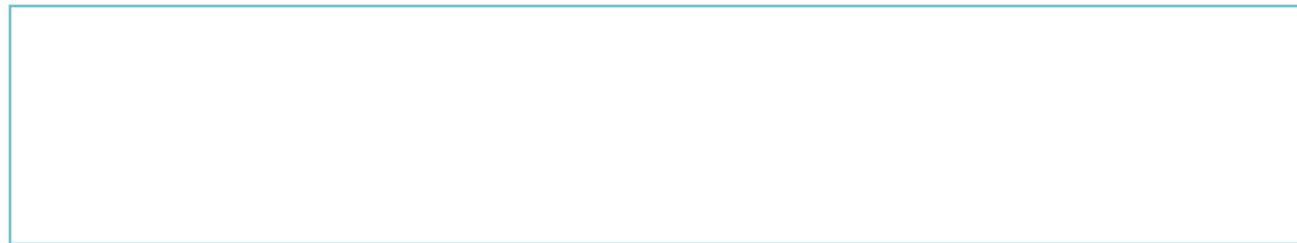
- Salaries & wages for assistant judges
- Clothing and uniforms for marshals
- Trackable equipment
- Other purchased services (WCJ & interpretation services)

## Impact

- Increased possibility of needing appropriation for other purchased services accounts

# Alternative Reduction Proposals

- Original reduction requested 17% of total budget of \$1,932,610
  - Total reduction of \$328,544
  - Total projected gap in 2027 is \$236,058
- New proposal is 17% reduction to General Fund support allocation of \$230,000
  - Total reduction of \$40,000 to operating accounts
  - Proposed \$52,000 in budget reductions through the budget proposal form
- Additional alternative is 4% reduction of total budget
  - Total reduction of \$77,304



# Discussion





## Work Session Agenda Summary

May 12, 2026

Key Staff Contact: Kalen Myers, Budget & Policy Deputy Director

### Title:

2026 Ballot Measure Planning

### Background:

At the February Council retreat, Council members discussed the potential for a 2026 ballot measure and expressed general (but not unanimous) interest in a combined Public Safety and Homeless Solutions sales tax, with a maximum rate of up to 0.50% and a potential sunset on the homelessness-related portion. Council also emphasized the importance of transparency and clearly defining how any new revenue would be used.

Since the retreat, staff have not taken formal steps to advance a ballot measure and are seeking confirmation of Council's interest before proceeding with additional work. The purpose of this work session is to:

- Reconfirm whether Council would like staff to continue exploring a potential 2026 ballot measure
- Validate whether prior retreat guidance remains directionally accurate
- Identify any key considerations or changes in approach

If Council indicates interest in moving forward, staff will proceed with the next phase of work, including polling to assess voter sentiment, development of refined revenue and allocation scenarios, coordination with legal on potential ballot language, and planning for a community engagement process. If Council does not wish to proceed, staff will pause further work on a potential ballot measure at this time.

### Strategic Focus Area:

High-Performance Government  
Housing For All  
Safe and Secure Communities

### Attachments:

1. Item - Presentation





# 2026 Ballot Measure Planning

---

**Kalen Myers, Deputy Director of Budget & Policy**

**Kalen.myers@greeleygov.com, 970-350-9897**

**City Council Work Session – May 12, 2026**



# Agenda



- Revisit Guidance from February Council Retreat
- Pause for Discussion to Reaffirm Path Forward
- Walk Through Next Steps
- **Purpose: Council Feedback and Consensus on Next Steps**
  - Whether to pursue a 2026 sales tax increase on the November ballot
  - Whether prior retreat guidance still reflects Council's intent

# Recap: Council Retreat Guidance

**At the February retreat, Council generally aligned around:**

- **A combined measure:**
  - Public Safety
  - Homeless Solutions
- **Maximum total rate:** up to 0.50% (\$12 - \$14 Million in additional annual revenue)
- **Homeless component:** potential sunset (5 – 10 years)
- **Clear and transparent use of funds**

**Important Nuances:**

- Not unanimous support
- Some preference for no measure
- Sensitivity to total tax rate (including existing 0.16% Public Safety Tax)
- External factors (e.g., voter sentiment, recent/adjacent measures)



# Decision Point

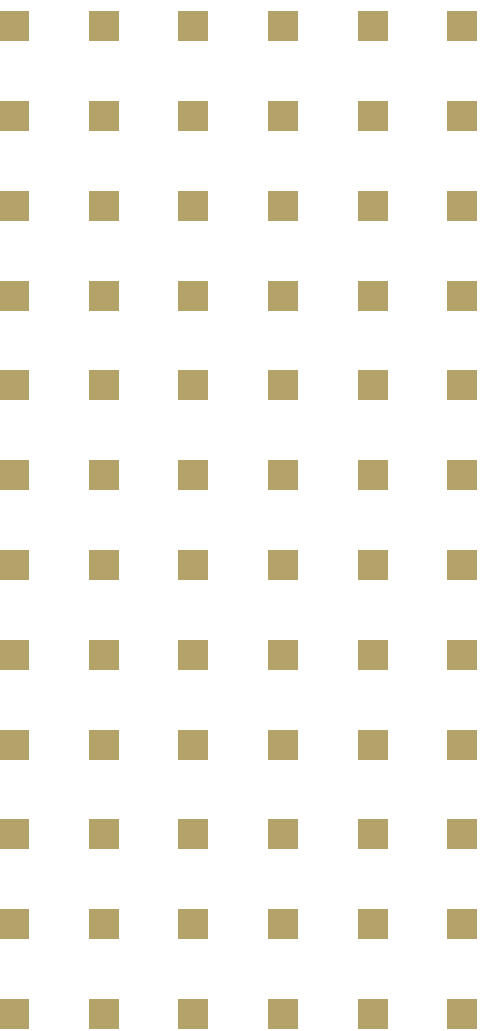
**Before staff proceeds further, we're seeking clear direction:**

**Does Council want staff to continue exploring a 2026 ballot measure?**

- Yes
- No
- Need more information

**If yes, Confirm Guardrails**

- Is a combined Public Safety + Homeless Solutions measure still preferred?
- Is 0.50% total still the appropriate upper bound?
- Is a sunset on homelessness funding still desired?



# STOP / DISCUSSION BREAK

# If Not Moving Forward

- Staff will pause ballot measure exploration
- Continue monitoring financial conditions
- Revisit in future if directed





# If Moving Forward – What Happens Next

## Workstream 1

### Validation (May/June)

- Polling to assess voter sentiment
- Test structure, rate, and comms

### Estimated Cost

- ~\$38K–\$43K (depending on sample size)
- Existing PO balance sufficient to cover

## Workstream 2

### Development (Summer)

- Refine revenue + allocation scenarios
- Draft ballot language with legal

### Estimated Cost

- Primarily staff time (~25 hours across departments)
- Minimal external legal costs (covered under existing contract)

## Workstream 3

### Community Process (Summer)

- Form citizen support committee
- Public education and engagement

### Estimated Cost

- ~\$115k–\$135k (depending on the number of advertisements)
- Existing PO balance sufficient to cover



# Closing & Next Steps

**If directed to proceed:**

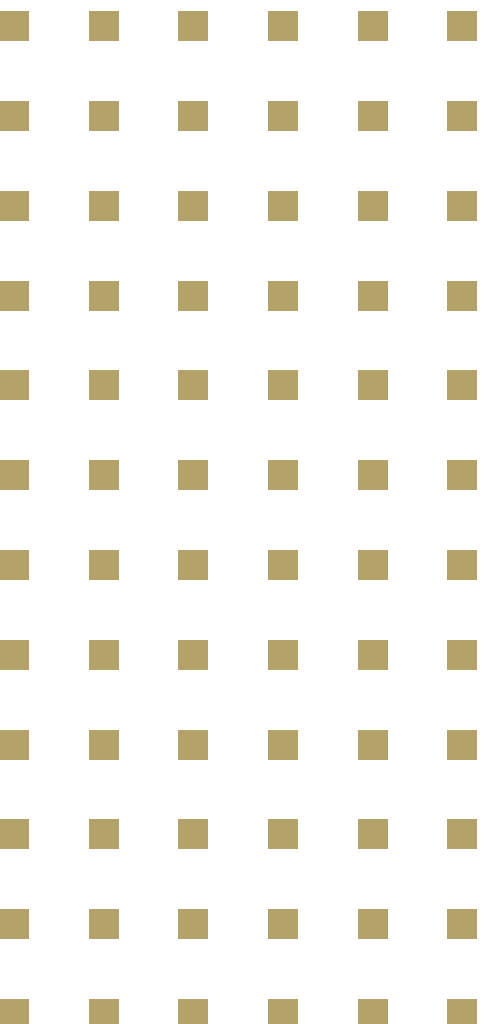
- **June-July** | Staff will return with:
  - Refined programming/use of funds for tax measure
  - Draft ballot title language
  - Polling results
- **Early August** | Council to consider referral of item to ballot
- **November** | Election

A large, empty rectangular box with a thin black border, likely intended for a signature or additional notes.

# Thank you

---





# APPENDIX

## Additional Reference Materials

- P.11 – Break-out of Greeley’s current 4.11% sales and use tax
- P.12 – Comparison of sales tax rates among “nearest neighbors”
- P.13 – Results of Council’s pre-retreat survey re: sales tax increase
- P.14 – July 2025 sample programming for a 0.50% public safety tax increase
- P.15 – July 2025 sample programming for a 0.50% combined public safety/homeless solutions measure



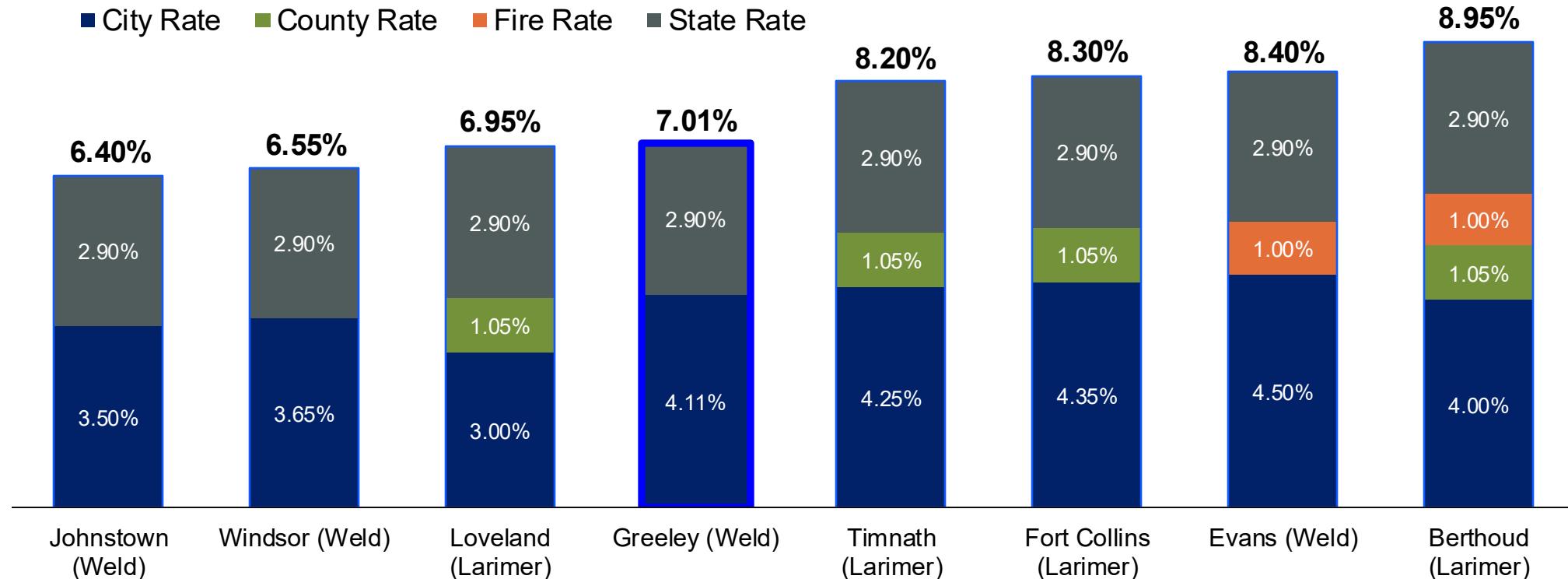
# Greeley's Sales Tax Components

- Tax on General Purchases: 4.11%
- Tax on Food Purchases: 3.46% (KGM not included)

| Component           | %    | Purpose                                                            | Example of Use                                                                          | Expiration                              |
|---------------------|------|--------------------------------------------------------------------|-----------------------------------------------------------------------------------------|-----------------------------------------|
| General Sales Tax   | 3.0  | Government Operations                                              | - Employee Salaries & Benefits<br>- Utility Payments<br>- Fuel                          | No Sunset                               |
| Food Tax            | 3.0  | Capital Improvements Including Maintenance and Replacement         | - Irrigation replacements<br>- Ice Haus Improvements<br>- UCCC Maintenance              | No Sunset<br>(Permanently Renewed 2024) |
| Keep Greeley Moving | 0.65 | Capital Improvements related to Road Infrastructure                | - Overlay & Striping Program<br>- Concrete Repair Program<br>- Asphalt Patching Program | Expires 2029                            |
| Quality of Life     | 0.30 | Parks, Trails, Culture, Public Facilities, Transportation Capacity | - Highway 34 Interchanges<br>- Shurview Property<br>- Playground Replacements           | Expires 2042                            |
| Public Safety       | 0.16 | Public Safety Staffing and Facilities                              | - Debt Service/New Stations<br>- Equipment Replacements<br>- Public Safety Salaries     | Expires 2044                            |

# Regional Sales Tax Comparison

- Total sales tax rates vary by structure (county and special districts), not just city policy.
- Greeley benefits from Weld County's lack of a county sales tax.
- Some peers include separate fire district taxes that raise total rates.



# Pre-Retreat Survey Results - Council

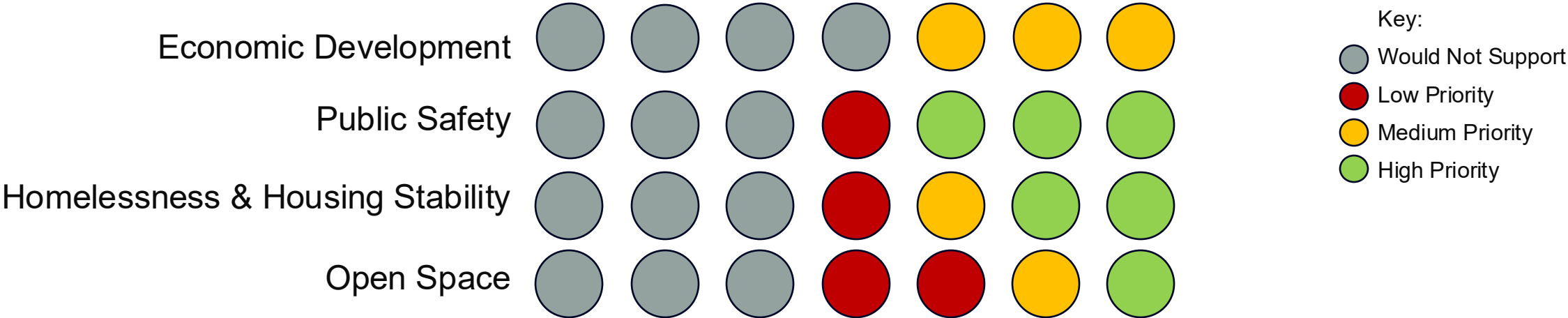
*Q: Thinking broadly about potential revenue options, what is the highest overall tax increase you would be willing to consider putting before voters in November 2026 to sustain or improve City services?*

**Council Responses:**



*Q: For each area below, indicate how strongly you would support using a tax increase to address it.*

**Council Responses:**





# Looking Back to July 2025:

## Public Safety Measure - Proposed Use of Funds

### Funding Overview

#### Police - \$44M

- 97% General Fund
- 2% Public Safety 0.16
- 73% Staffing

#### Fire - \$33M

- 84% General Fund
- 9% Public Safety 0.16
- 71% Staffing

#### OEM - \$482k

- 100% General Fund
- 90% Staffing

Figures shown are for discussion purposes only and are subject to refinement based on updated analysis.

| Program                                  | Est. Cost    | Notes                                                                                                                                   |
|------------------------------------------|--------------|-----------------------------------------------------------------------------------------------------------------------------------------|
| Fire Staffing Relief Factor              | \$1,400,000  | 9 Firefighters to eliminate mandatory overtime and increase GFD's staffing relief factor from 1.16 to a more appropriate level of 1.29. |
| Fire Admin and Fire Prevention Staffing  | \$905,000    | 5 Positions: Fire Inspector, Plans Examiner, EMS Battalion Chief, EMS QA/QI Program Manager, Deputy Admin Chief                         |
| Fire New Alternative Response Model      | \$1,090,000  | 6 Firefighters for implementation of a Peak Demand Unit                                                                                 |
| Police Support Services Staffing         | \$380,000    | 4 Positions: Police Services Technician, Body Worn Camera Technician (2), Records Specialist                                            |
| Police RTIC Additional Staffing          | \$500,000    | 4 RTIC Technicians – 2 to support the drone as first responder program                                                                  |
| Police Additional Patrol Vehicles        | \$1,200,000  | 12 fully equipped patrol vehicles                                                                                                       |
| Station 4 Replacement Debt Service       | \$785,000    | Cost Estimate \$9.8 Million 10,000 sqft, Modeled as 20 Year COP Issuance                                                                |
| Joint Public Safety Complex Debt Service | \$2,100,000  | Cost Est. \$26.7M 27,500 sqft, Modeled as 20 Yr COP Issuance<br>**Development Impact Fees will Reduce this Debt**                       |
| Joint Public Safety Complex O&M          | \$5,000,000  | Annual operating and staffing estimate. 15 Firefighters, O&M, Fire Apparatus, Additional Police Staffing                                |
| Emergency Management Staffing            | \$270,000    | 2 Positions and Internship Program: Emergency Management Analyst, Admin Assistant                                                       |
| Total                                    | \$13,630,000 |                                                                                                                                         |

# Looking Back to July 2025:

## Combined Public Safety and Homeless Measure: Proposed Use of Funds

TABOR Single Subject  
Rule influences the  
combined measure

*Figures shown are for discussion purposes only and are subject to refinement based on updated analysis.*

| Program                                        | Est. Cost           | Notes                                                                                                                                                                                                                             |
|------------------------------------------------|---------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Fire Staffing Relief Factor                    | \$1,400,000         | 9 Firefighters to eliminate mandatory overtime and increase GFD's staffing relief factor from 1.16 to a more appropriate level of 1.29.                                                                                           |
| Fire Admin and Fire Prevention Staffing        | \$310,000           | 2 Positions: Fire Inspector, EMS Battalion Chief (Phased from 5 positions for combined)                                                                                                                                           |
| Police Support Services Staffing               | \$380,000           | 4 Positions: Police Services Technician, Body Worn Camera Technician (2), Records Specialist                                                                                                                                      |
| Police RTIC Additional Staffing                | \$250,000           | 2 RTIC Technicians (Phased from 4 technicians for combined measure)                                                                                                                                                               |
| New Station 8 / Police Substation Debt Service | \$2,100,000         | Cost Estimate \$26.7M 27,500 sqft, Modeled as 20 Year COP Issuance <b>**Contributions from Development Impact Fees will Reduce this Debt</b>                                                                                      |
| New Station 8 / Police Substation O&M          | \$3,500,000         | Annual operating and staffing estimate. 15 Firefighters, O&M, Fire Apparatus, Additional Police Staffing (Phased from \$5M for combined measure)                                                                                  |
| Rapid Rehousing & Outreach Teams               | \$2,850,000         | 13 Case Management Positions + O&M - Currently funded by grants expiring early 2026. Funds also include dollars for 80 households, move in costs, bridge housing while looking for a rental unit, IDs, transportation costs, etc. |
| Homeless Solutions Admin Team                  | \$1,560,000         | 10 Positions currently term-limited through the end of 2025 + Base Operating Costs                                                                                                                                                |
| Rapid Rehousing & Perm Supportive Housing      | \$1,330,000         | Expansion of existing homeless programming - Support 30 additional households in rapid rehousing and 180 individuals with prevention or rapid exit from homelessness                                                              |
| <b>Total</b>                                   | <b>\$13,680,000</b> |                                                                                                                                                                                                                                   |



## Work Session Agenda Summary

May 12, 2026

Key Staff Contact: Donald Threewitt, Interim Director of Community Development

### **Title:**

Mayor's Task Force on Economic Development Update

### **Background:**

Mayor Hall created Initiative 02-2026 on January 6, 2026 to form a Task Force to focus on business retention, attraction, workforce development, and housing. Staff has drafted the framework, structure, and timeline for the Mayor's Task Force on Economic Development. This presentation outlines the proposed strategy and staff is seeking Council feedback and consensus to proceed with task force formation in June 2026.

### **Strategic Focus Area:**

Business Growth

### **Attachments:**

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





# Economic Development Strategic Plan

2025-2029

# Acknowledgements

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

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

## **Mayor**

John Gates

## **Greeley City Council**

Tommy Butler, Ward I

Deb DeBoutez, Ward II

Johnny Olson, Ward III

Dale Hall, Ward IV

Brett Payton, At Large

Melissa McDonald, At Large

## **City Manager**

Raymond C. Lee, III

## **Economic Development Partners**

Greeley Area Chamber of Commerce

Greeley Downtown Development Authority

Metro Denver Economic Development Corporation

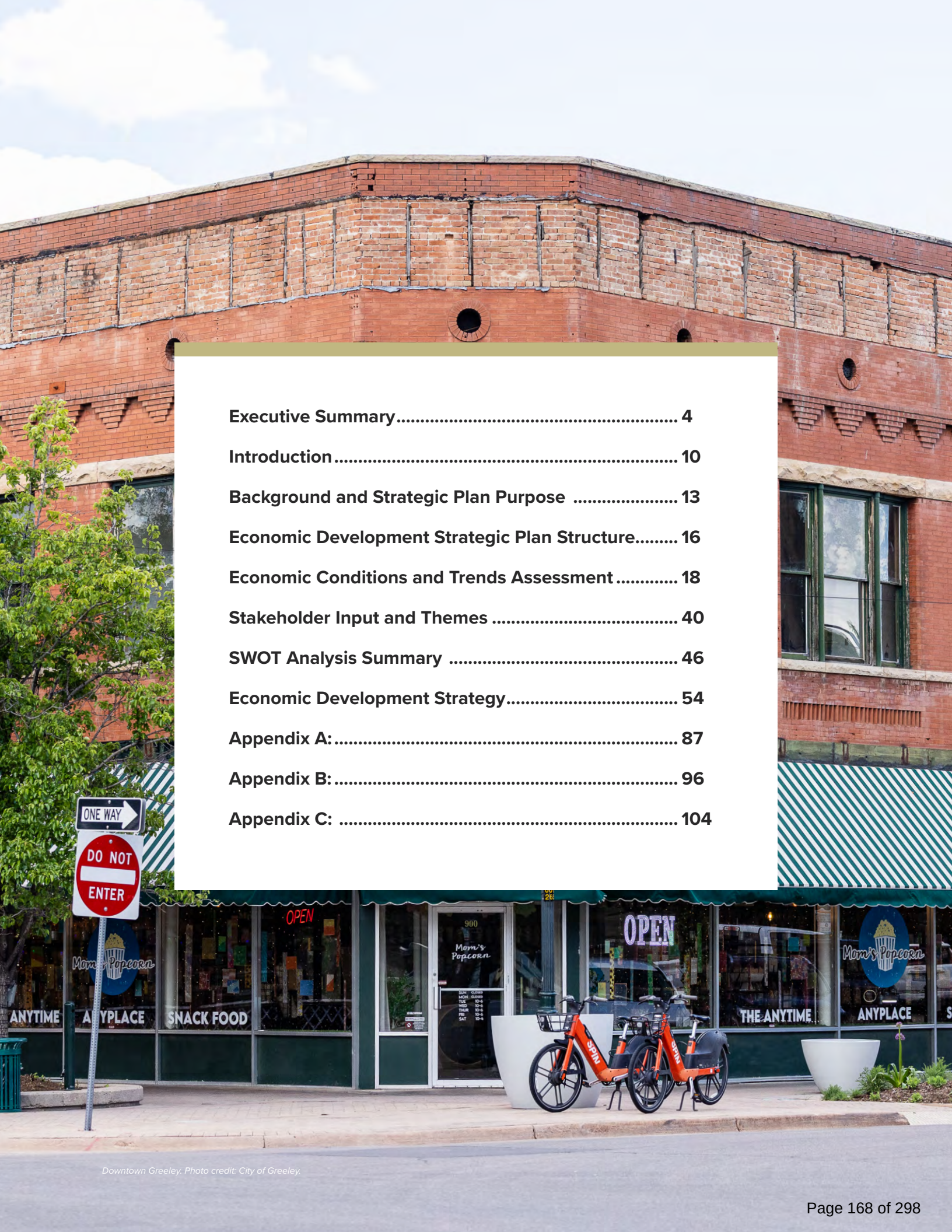
Upstate Colorado

## **Consultants**

Gardner Advisory & Consulting

Berry, Dunn, McNeil & Parker, LLC





|                                                           |            |
|-----------------------------------------------------------|------------|
| <b>Executive Summary.....</b>                             | <b>4</b>   |
| <b>Introduction.....</b>                                  | <b>10</b>  |
| <b>Background and Strategic Plan Purpose .....</b>        | <b>13</b>  |
| <b>Economic Development Strategic Plan Structure.....</b> | <b>16</b>  |
| <b>Economic Conditions and Trends Assessment .....</b>    | <b>18</b>  |
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LINC Library. Photo credit: City of Greeley.

## Executive Summary

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

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



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

## Key Economic Trends & Challenges

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



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



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



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

## Economic Development Vision

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



*Weldwerks. Photo credit: City of Greeley.*



*The Ambry. Photo credit: City of Greeley.*

## Strategic Focus Areas

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

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

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

## Plan Implementation

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

# Phased Roadmap

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



**0–18  
months**

## Near-Term Wins (0–18 months)

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

**18–36  
months**

## Medium-Term Initiatives (18 months–3 years)

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

**3–7  
years +**

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

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



## Moving Forward

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

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

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

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

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

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



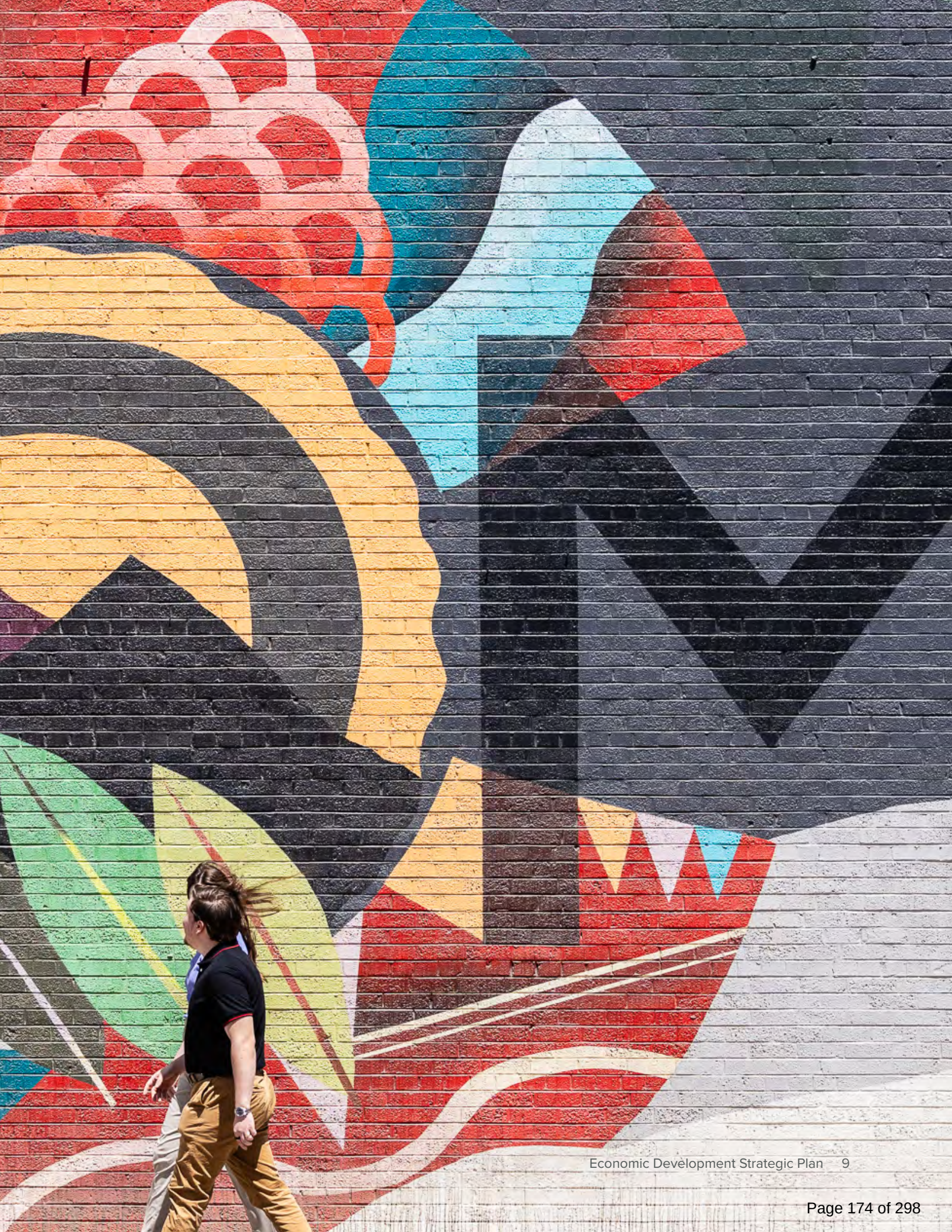






Photo credit: City of Greeley.

# Introduction

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

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





Downtown Greeley. Photo credit: City of Greeley

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

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



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



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



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

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

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

# Strategic Plan Overview

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

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

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

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

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

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

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

# Background and Strategic Plan Purpose

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



**Wealth  
generation**



**Quality  
of life**



**Economic  
diversification**



**A growing  
tax base**



**Job  
growth**

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

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

## Business Growth Focus

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

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

### **Business Recruitment, Retention, and Expansion**

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

### **Business Branding, Marketing and Business Development**

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

### **Entrepreneurial and Workforce Development**

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

### **Redevelopment and Urban Renewal**

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

### **Property Acquisition/Disposition**

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

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









Photo credit: City of Greeley.

# Economic Development Strategic Plan Structure

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



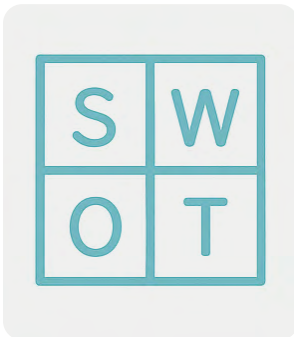
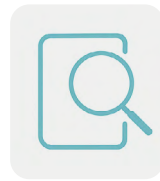
## Economic Conditions and Trends Assessment

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



## Stakeholder Engagement Findings Summary

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



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

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

## Economic Development Strategy, Focus Areas and Action Plans

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



### Implementation Plan

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

## Appendices

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





## Economic Conditions and Trends Assessment

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- Demographics
- Industry Competitiveness
- Real Estate Market

## Introduction

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

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

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

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

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

## Demographics

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

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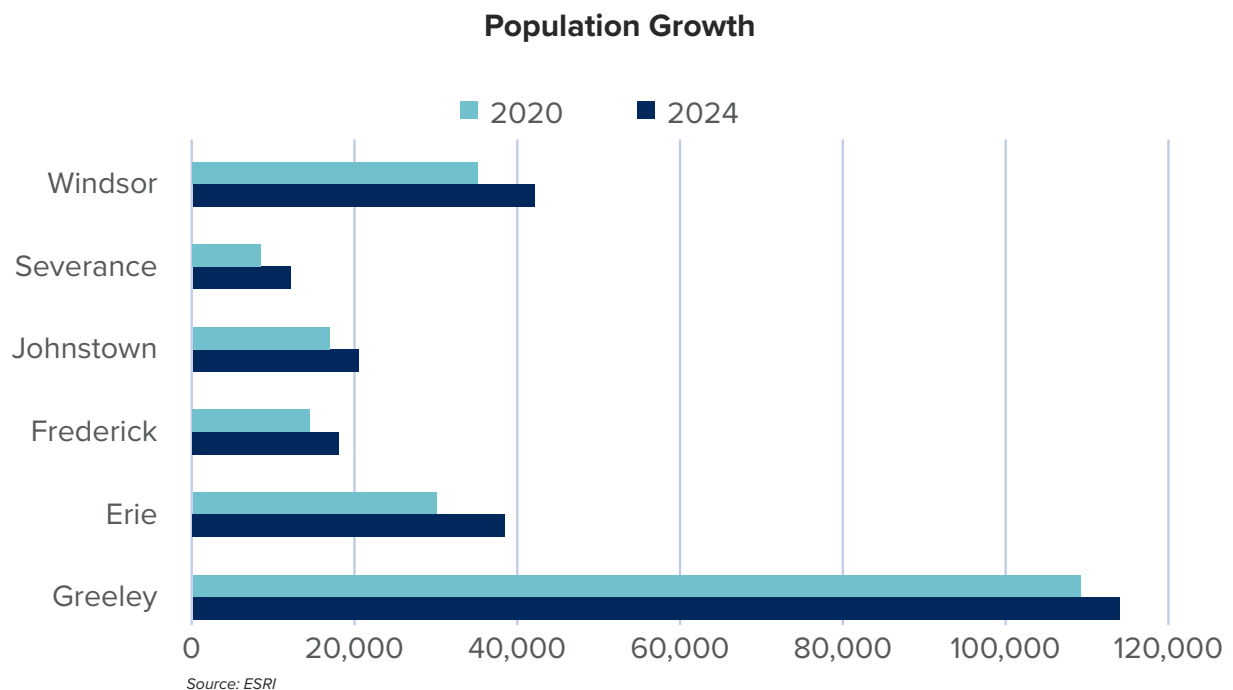
### Population

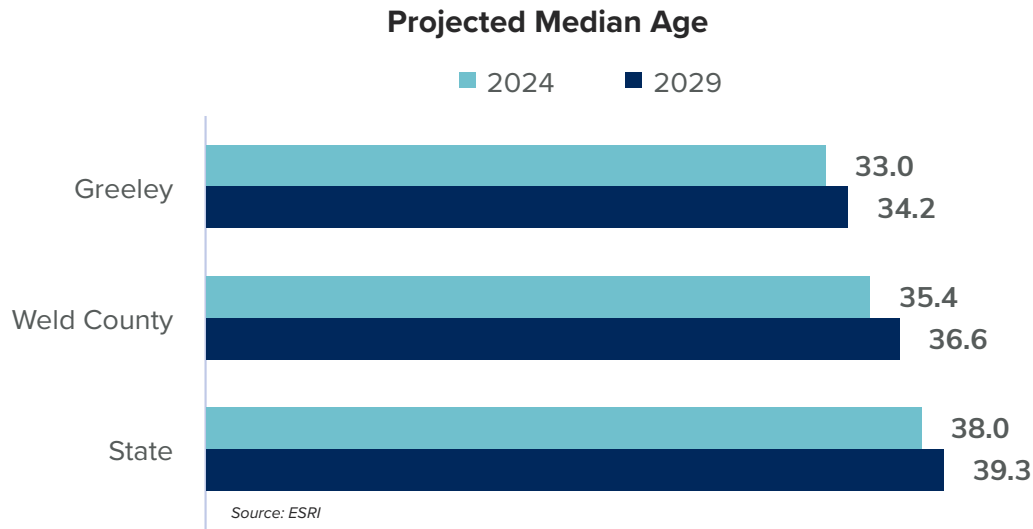
While population growth in Colorado is slowing, Greeley and Weld County's population growth rate continues to increase, underscoring the area's economic vitality and attractiveness for investment.

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

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

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





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

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

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

Source: ESRI





Photo credit: City of Greeley.



Photo credit: City of Greeley.

## Income

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

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

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



Photo credit: City of Greeley.

## Labor Force

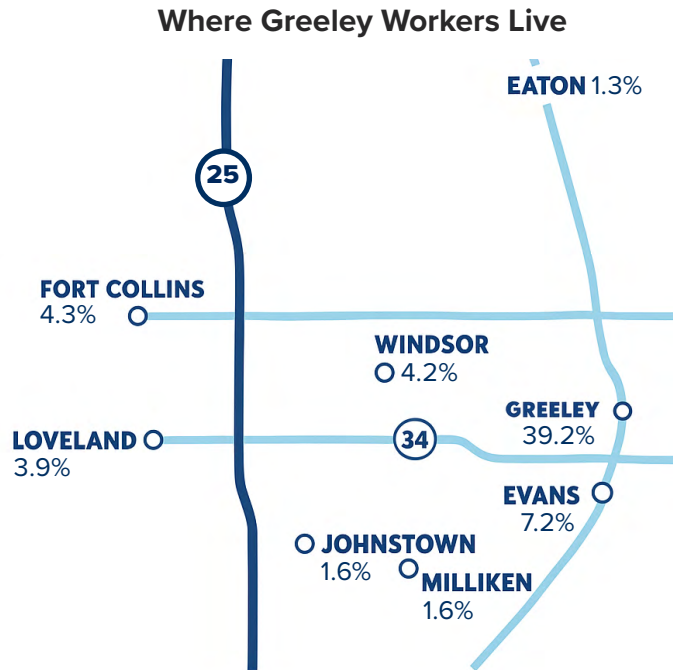
The Greeley labor force consists of 52,705 workers with an unemployment rate of 5.8% according to the most recent data from the Colorado Department of Labor and Employment. Both labor force and unemployment have historically fluctuated annually, as well as quarterly. Year over year (2023-2024), total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

## Where Workers Work

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



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



|                                                                   | Share         |
|-------------------------------------------------------------------|---------------|
| <b>Jobs in Greeley - Where the workers live. Top 10 Locations</b> | <b>100.0%</b> |
| Greeley, CO                                                       | 39.2%         |
| Evans, CO                                                         | 7.2%          |
| Fort Collins, CO                                                  | 4.3%          |
| Windsor, CO                                                       | 4.2%          |
| Loveland, CO                                                      | 3.9%          |
| Denver, CO                                                        | 1.9%          |
| Aurora, CO                                                        | 1.7%          |
| Milliken, CO                                                      | 1.6%          |
| Johnstown, CO                                                     | 1.6%          |
| Eaton, CO                                                         | 1.3%          |
| All Other Locations                                               | 33.1%         |

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

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



Photo credit: City of Greeley.

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

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

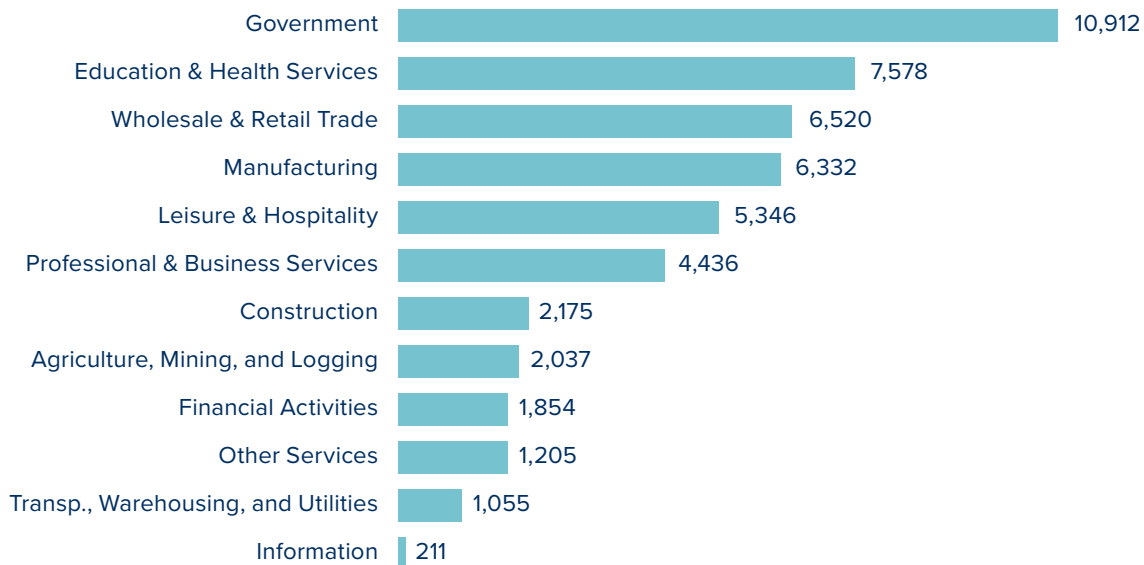
Greeley's greater concentration of lower-income households, compared to the broader geographies, suggests challenges in economic mobility or access to higher-paying jobs. Further, there are indications of a disconnect between Greeley's labor force and the jobs located in the city. The education levels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

## Industry Competitiveness

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

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

### Greeley Employment Composition, Q4 2024



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

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

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

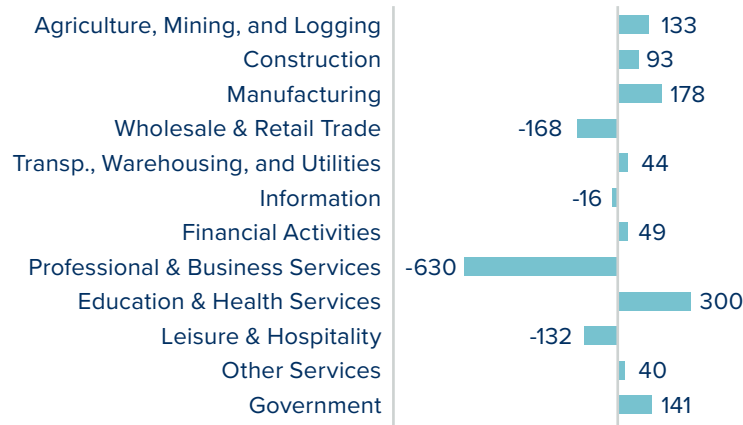


## Employment & Wages

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

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

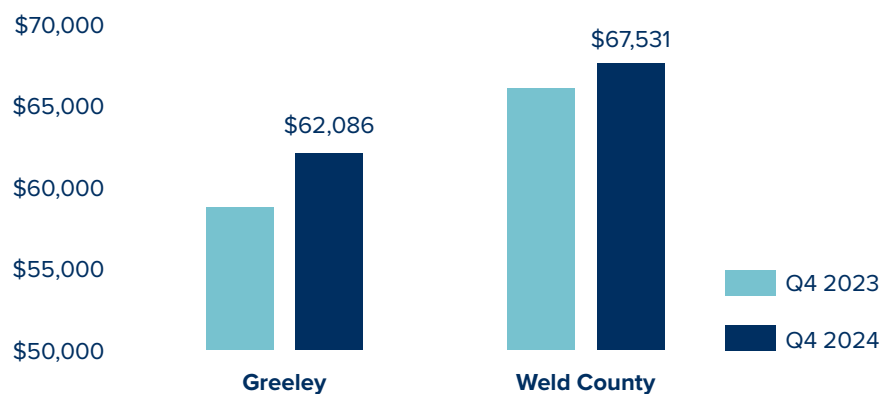
### Year-Over-Year Employment Change Greeley, Q4 2023 - Q4 2024



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

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

### Average Annual Wages



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



Photo credit: City of Greeley.

## Location Quotients

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

### Location Quotient by Industry Sector in Greeley

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

Source: US Census Bureau



Photo credit: City of Greeley.

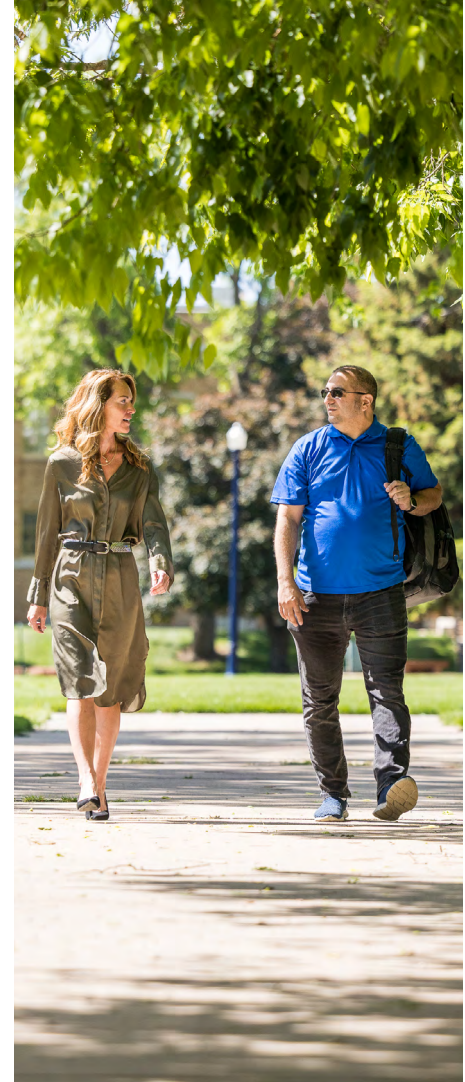


Photo credit: City of Greeley.

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

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

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



## Shift Share Analysis

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

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

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

Source: US Census Bureau

## What the columns mean

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

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

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

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



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

### Examples of both positive and negative data for Greeley:

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

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

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





Photo credit: City of Greeley.

## Real Estate Market

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

### Residential

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

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

Greeley Community Development Department, June 2025

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

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

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

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

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

## **Office**

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

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

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

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



Photo credit: City of Greeley.

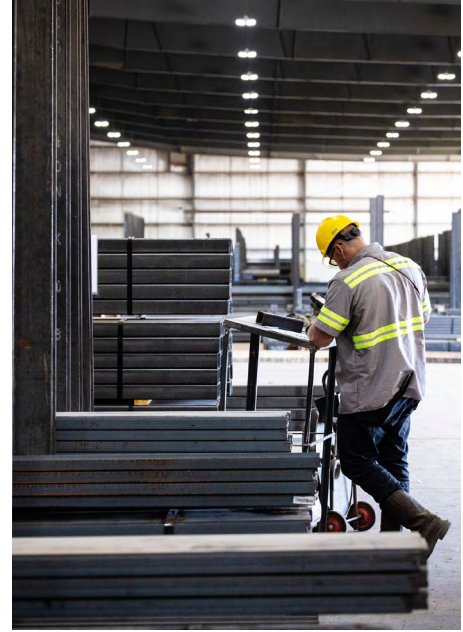


Photo credit: City of Greeley.

## Industrial

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

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

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

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

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

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

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

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

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

## Retail

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

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



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

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



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

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



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



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





Centerplace. Photo credit: City of Greeley.

## Retail Assessment

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

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

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

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

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





Downtown Greeley. Photo credit: City of Greeley.



Centerplace. Photo credit: City of Greeley.

## Competitive Landscape

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

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

## E-Commerce Impact

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

## Retail Categories with Demand Exceeding Supply

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

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

## Geographic Analysis: Retail Gaps by Area of Greeley

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

## Retail Investment Potential

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

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

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

## Further Study

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

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

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



## Stakeholder Input and Themes

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





Stakeholder workshop. Photo credit: BerryDunn.

## Stakeholder Outreach

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

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

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



## Strengths of Greeley's Economy

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

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

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

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

## Challenges Facing Greeley's Economy

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

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

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



Weldwerks. Photo credit: City of Greeley.

## Opportunities for Improvement

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

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

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

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



Photo credit: City of Greeley.



Photo credit: City of Greeley.

## Regional and State Influences

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

## Strategic Approach to Economic Development

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

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

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

## Goals for Greeley's Economic Development

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

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

## Survey Responses

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

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

## Overall Summary

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





## SWOT Analysis Summary

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



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





Poudre River Trail. Photo credit: City of Greeley.

## Strengths (Internal, Positive Factors)

### Industry foundations and business climate

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

## *con't Strengths (Internal, Positive Factors)*

### **Workforce characteristics**

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

### **Small business and entrepreneurial support**

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

### **Infrastructure and utilities**

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

### **Quality of life and community appeal**

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

## Weaknesses (Internal, Negative Factors)

### Workforce gaps and education

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

### Economic or industry limitations

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

### Available real estate

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

### Infrastructure or regulatory constraints

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

### Housing diversity, affordability, and supply

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

### Additional Observations

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





LINC Library. Photo credit: City of Greeley.

## Opportunities (External, Positive Factors)

### Industry diversification and emerging sectors

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

### Regional collaboration and partnerships

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

### Infrastructure upgrades and development

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

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

### Talent attraction and workforce upskilling

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

### Business-friendly environment

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





Photo credit: City of Greeley.

## Threats (External, Negative Factors)

### Economic downturns or commodity shocks

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

### Regional competition

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

### Demographic shifts

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

### Technological disruption

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

### Infrastructure limitations

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

### Policy and regulatory changes

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





## Economic Conditions and Trends Assessment Summary and Implications

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

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

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





# Economic Development Strategy

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

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

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

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## Economic Development Mission & Vision

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



### **Mission Statement**

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

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



### **Vision Statement**

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

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

## Guiding Role

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

## Focus Areas and Action Plan

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

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





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

# 1

## Elevate Greeley's Economic Development Profile

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

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

# Marketing as a Best Practice in Economic Development

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

## Building a Strong Brand Identity

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

## Digital Media

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

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

- [CRDA.org](http://CRDA.org)
- [Roanoke.org](http://Roanoke.org)
- [Augustaeda.org](http://Augustaeda.org)
- [Opportunitylynchburg.com](http://Opportunitylynchburg.com)
- [ChooseChester.com](http://ChooseChester.com)

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

# Action Plan Initiatives

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

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

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

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

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

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





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

## 2

## Nurture the Attraction of Primary Employers in High Potential Industry Clusters

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

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

## Industry Clusters

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



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

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



### Aerospace & Defense | Aviation

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



### AgriTechnology

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



### Energy

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





## **Food & Beverage Production**

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

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



## **Healthcare & Medical Innovation**

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



## **Technology & Digital Infrastructure**

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

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

## CASE STUDY

# Building Tulsa's Innovation Economy

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

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

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

--Cristina Killingsworth,

*Acting Assistant Secretary of Commerce for Economic Dev.*

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

[www.tulsainnovationlabs.com](http://www.tulsainnovationlabs.com)

# Action Plan Initiatives

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

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

## 2.2 Encourage business industry diversification in the local economy

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

## 2.3 Position Greeley as a competitive location for business investment

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



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

### 3

## Support New and Existing Greeley Businesses

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

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

# Action Plan Initiatives

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

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

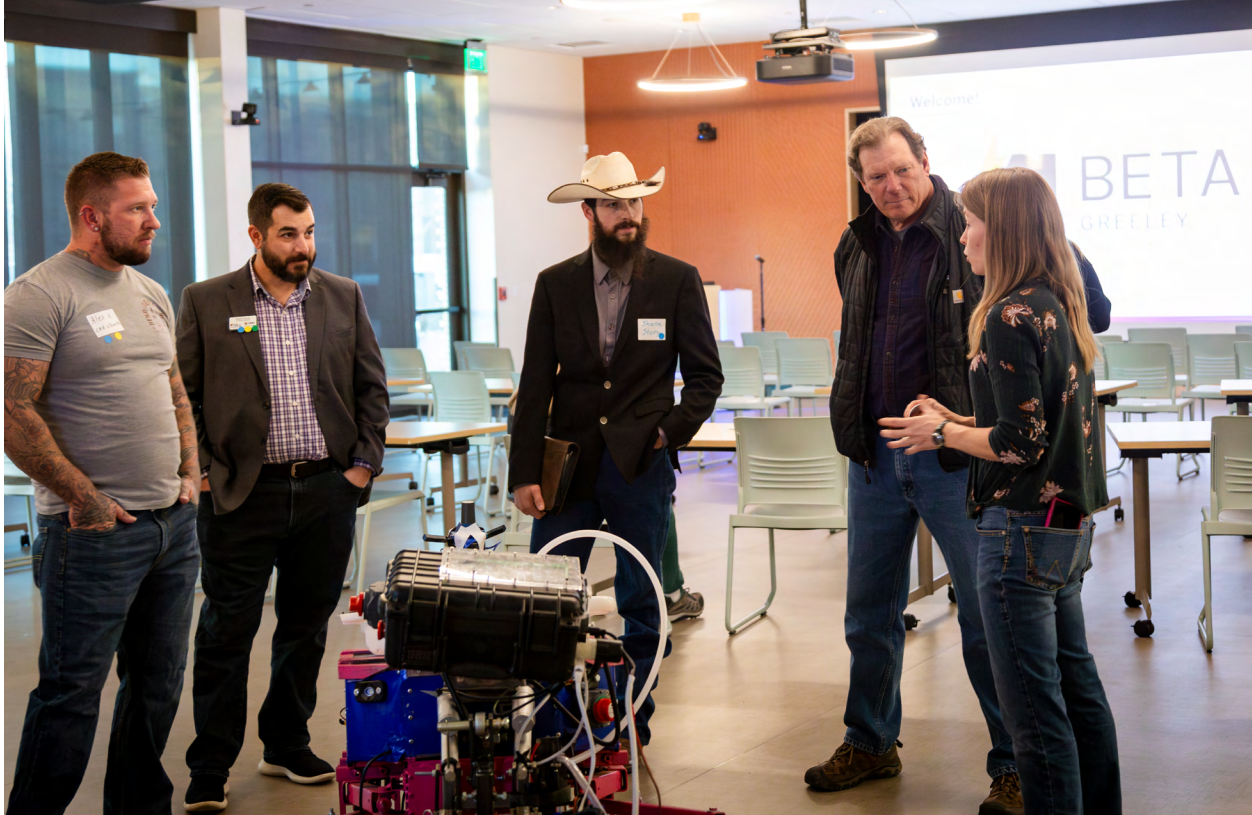
## 3.2 Cultivate programs and partnerships to communicate with and recognize local businesses

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

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

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





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

## 4

## Build an Innovation and Entrepreneurial Ecosystem

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

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

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

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

## CASE STUDY

# Start Up Columbus

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

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

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

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

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

# Action Plan Initiatives

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

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

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

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

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

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

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





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

## 5

### Support Existing and Future Employers' Workforce Development Needs

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

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

# Action Plan Initiatives

## 5.1 Align workforce development with business and education partnerships

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

## 5.2 Expand business and workforce support initiatives

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

## 5.3 Expand workforce readiness and industry growth support

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





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

## 6

## Create Distinctive, Purpose-Driven Development Opportunities to Attract Investment

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

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

# Action Plan Initiatives

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

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

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

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





Atlas Theater. Photo credit: City of Greeley.

# Elevating Downtown Greeley

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

## Strategic Vision

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

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

## Key Actions

### 1. Retail Activation

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

## 2. Office Recruitment

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

## 3. Housing Infill

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

## 4. Placemaking & Public Realm

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

## Anticipated Outcomes

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

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

#### CASE STUDY

## The Districts at DEN

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

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

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

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





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

## 7

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

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

# Action Plan Initiatives

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

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

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

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

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

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



Local Greeley business. Photo credit: City of Greeley.

## 8

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

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

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

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

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



# Action Plan Initiatives

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

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

## 8.2 Activate underutilized commercial spaces through coordination and creative programming

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

## Plan Implementation

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

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

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

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



| Focus Areas |                                                                                                           | Action Plan Initiatives                                                                                                                                                                                                                | Timing     |
|-------------|-----------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|
| 4           | Build an innovation and entrepreneurial ecosystem                                                         | 4.1 Cultivate an entrepreneurial ecosystem with direct education and outreach actions to support the creation of startups and the growth of new businesses                                                                             | Mid-term   |
|             |                                                                                                           | 4.2 Explore the development of a financial assistance program to help new businesses offset startup costs and to cultivate an ecosystem of creativity and innovation                                                                   | Mid-term   |
|             |                                                                                                           | 4.3 Promote networking opportunities to help startup businesses and entrepreneurs build partnerships and grow business support connections                                                                                             | Short-term |
| 5           | Support existing and future employers' workforce development needs                                        | 5.1 Align workforce development with business and education partnerships                                                                                                                                                               | Mid-term   |
|             |                                                                                                           | 5.2 Expand business and workforce support initiatives                                                                                                                                                                                  | Mid-term   |
|             |                                                                                                           | 5.3 Expand workforce readiness and industry growth support                                                                                                                                                                             | Long-term  |
| 6           | Create distinct, purpose-driven development opportunities to attract investment                           | 6.1 Proactively program City resources and infrastructure improvements that will help optimize development and redevelopment efforts and ensure site readiness to help attract investment                                              | Long-term  |
|             |                                                                                                           | 6.2 Encourage infrastructure and policy enhancements that can catalyze development and make areas attractive and ready for investments                                                                                                 | Long-term  |
| 7           | Foster a business-friendly environment that adapts to evolving demographic, policy, and market conditions | 7.1 Cultivate partnerships that can produce cross-functional collaborative efforts to support and advocate for local businesses                                                                                                        | Mid-term   |
|             |                                                                                                           | 7.2 Identify intergovernmental collaboration opportunities to develop support strategies to address challenges that are unique to local business in the regulatory processes                                                           | Short-term |
|             |                                                                                                           | 7.3 Strengthen collaboration with public institutions, City departments, and business partners to build trust, monitor demographic and market shifts, and adapt policies and programs that support business growth and community needs | Mid-term   |
| 8           | Expand restaurant, retail, and entertainment opportunities to enrich Greeley's quality of life            | 8.1 Promote Greeley as a destination for new retail and restaurant investment                                                                                                                                                          | Short-term |
|             |                                                                                                           | 8.2 Activate underutilized commercial spaces through coordination and creative programming                                                                                                                                             | Long-term  |

# Metrics

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

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

## 1.0 Economic development key performance indicators

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

## 2.0 EcoDev marketing key performance indicators

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

## 3.0 Economic indicators

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

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

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

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



Photo credit: City of Greeley.

## Next Steps

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

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

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

# Phased Roadmap

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



**0–18**  
months

## Near-Term Wins (0–18 months)

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



**18–36**  
months

## Medium-Term Initiatives (18 months–3 years)

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



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

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

## Timeline Snapshot

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



# Appendix A:

## Quarterly Economic Update July 2025

### Employment and Wages

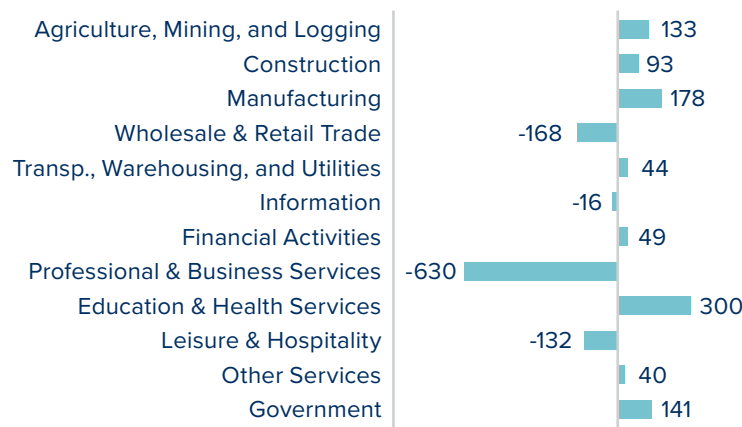
#### Employment Trends

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

| Employment <sup>1</sup> |         |         |      |
|-------------------------|---------|---------|------|
|                         | Q4 2024 | Q4 2023 | OTY% |
| Greeley                 | 49,673  | 49,661  | 0.0% |
| Weld County             | 120,260 | 118,759 | 1.3% |

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

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

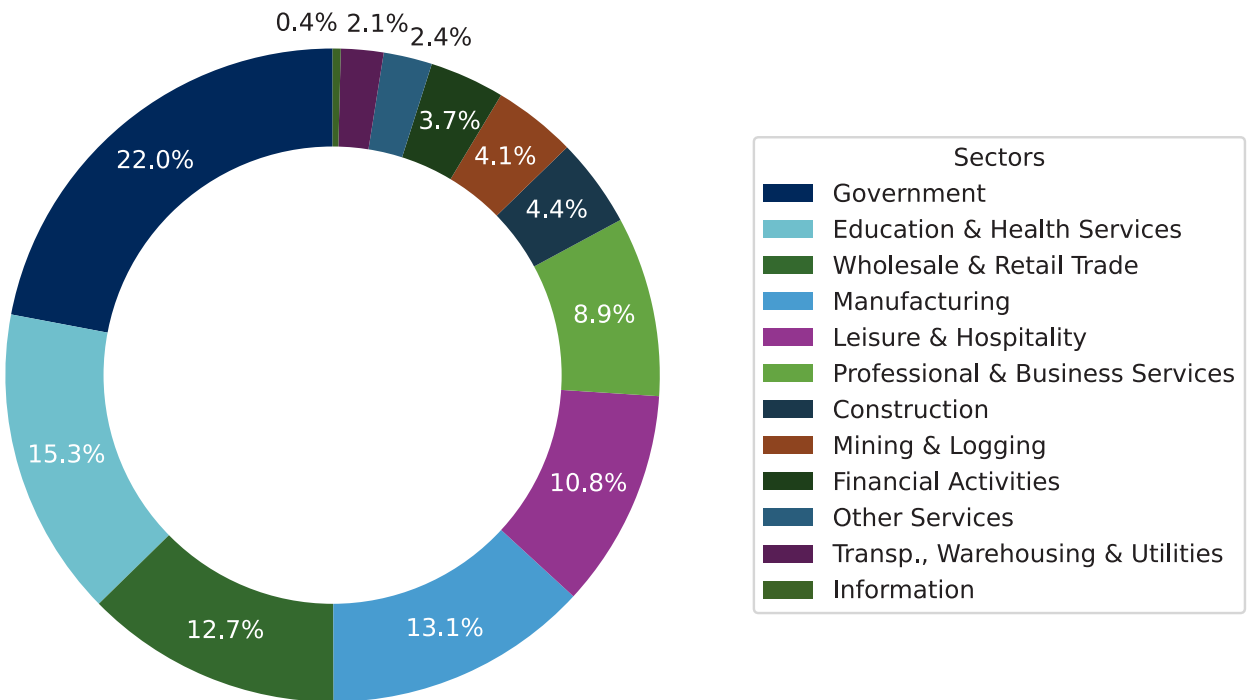


Source: Metro Denver EDC; Colorado Department of Labor and Employment, Labor Market Information, Quarterly Census of Employment and Wages (QCEW).

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

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

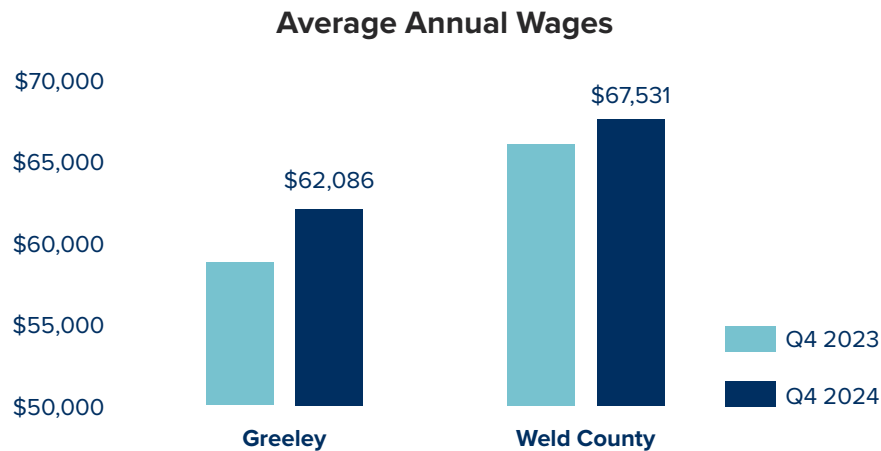
## Greeley Employment Composition Q4 2024



### Wages

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

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



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

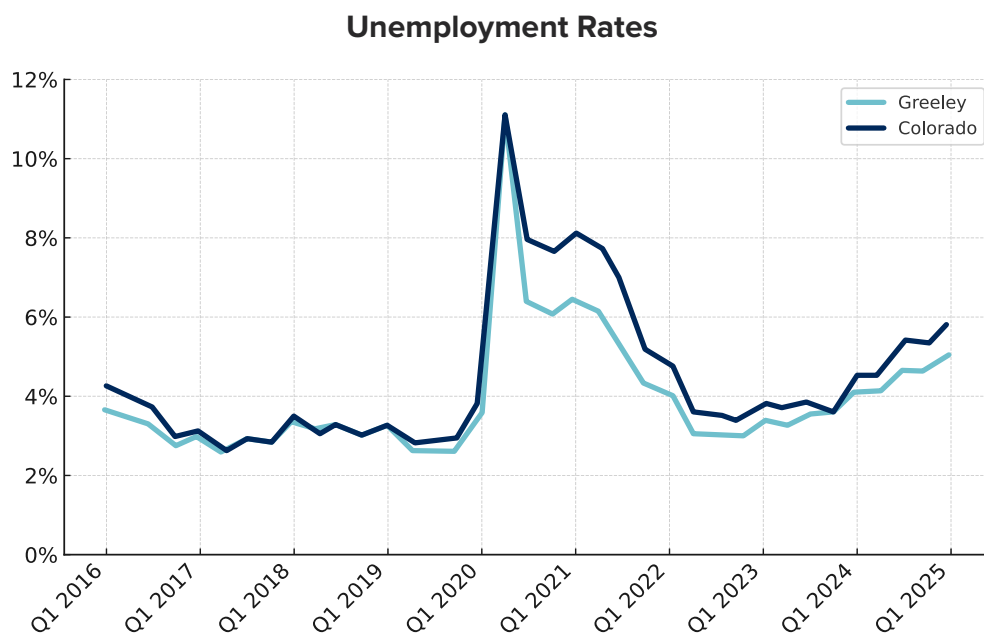
## Labor Force and Unemployment

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

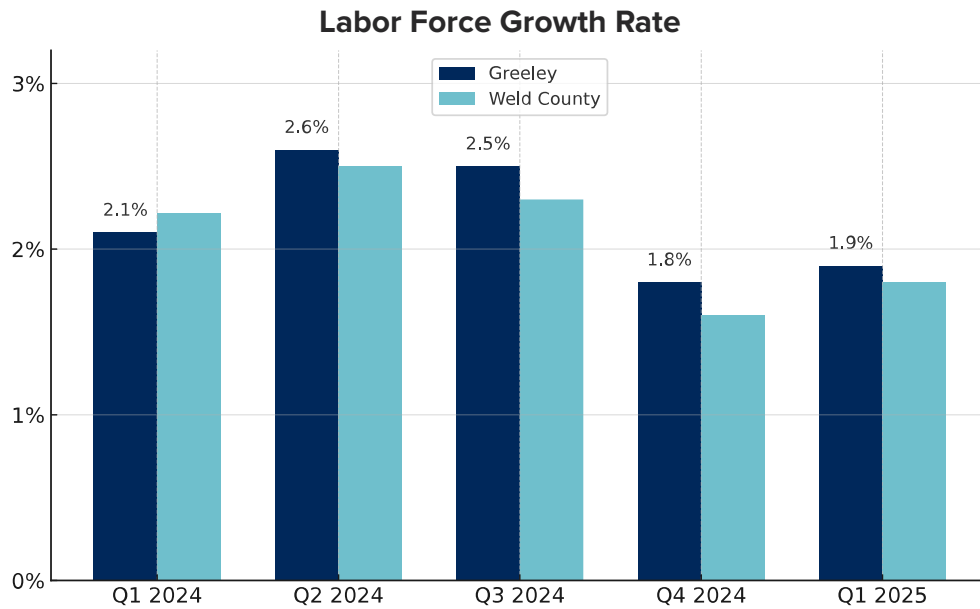
Source: U.S. Bureau of Labor Statistics, Local Area Unemployment Statistics (LAUS).

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

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



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



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

### Retail Sales Activity

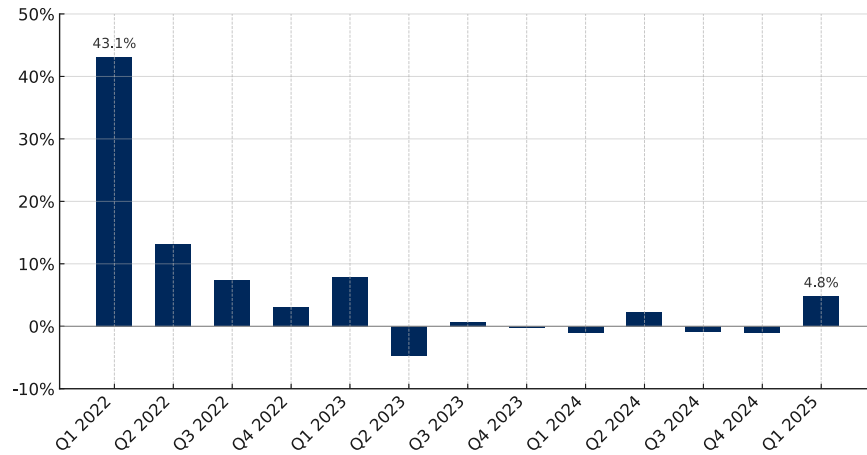
- Retail sales in Greeley rose 4.8% between the first quarters of 2024 and 2025, following a year-over-year decrease of 1.5% in the fourth quarter of 2024.
- Weld County reported nearly \$4.4 billion in retail sales in Q1 2025, up 7.4% from the same period last year. In Q4 2024, retail sales in Weld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

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

Source: Colorado Department of Revenue.



## Greeley Retail Sales Year-Over-Year Change



Source: Colorado Department of Revenue.

## Residential Real Estate

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

| Existing Home Sales           |                      |          |                          |          |
|-------------------------------|----------------------|----------|--------------------------|----------|
| Home Sales                    | Greeley <sup>1</sup> | % Change | Weld County <sup>2</sup> | % Change |
| <b>Single-Family Detached</b> |                      |          |                          |          |
| Q1 2025                       | 215                  | -3.2%    | 1,092                    | 4.3%     |
| Q1 2024                       | 222                  |          | 1,047                    |          |
| <b>Single-Family Attached</b> |                      |          |                          |          |
| Q1 2025                       | 22                   | -59.3%   | 109                      | -22.7%   |
| Q1 2024                       | 54                   |          | 141                      |          |
| <b>Median Home Price</b>      |                      |          |                          |          |
| <b>Single-Family Detached</b> |                      |          |                          |          |
| Q1 2025                       | \$441,037            | 3.7%     | \$517,272                | 4.4%     |
| Q1 2024                       | \$425,461            |          | \$495,436                |          |
| <b>Single-Family Attached</b> |                      |          |                          |          |
| Q1 2025                       | \$365,027            | 2.2%     | \$362,936                | 0.0%     |
| Q1 2024                       | \$357,167            |          | \$363,085                |          |

<sup>1</sup>Source: RedFin.

<sup>2</sup>Source: Colorado Association of Realtors.

## Residential Building Permit Activity

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

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

Source: City of Greeley, Building Permits and Fees.

## Apartments<sup>3</sup>

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

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

<sup>3</sup>Source: CoStar.

## Commercial Real Estate<sup>4</sup>

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

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

<sup>4</sup>Source: CoStar; Note: Industrial/Flex and Retail lease rates are triple-net.

## Non-Residential Construction

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

**Greeley Commercial Building Permits Issued, Q1 2025**

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

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

# Appendix B:

## Engagement and Outreach

### Stakeholder Engagement Workshops

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

#### Large Group Activities

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

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

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

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

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



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

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

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

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

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

## **Small Group Activities**

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

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

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

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

**What strategies might be effective at mitigating unknown risks?**

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

## Stakeholder Engagement Interviews

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

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

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

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

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

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

**What are the biggest opportunities for the future?**

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

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

**What regional and state economic issues impact Greeley the most?**

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

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

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

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

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

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

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

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

## Business Owners and Operators Survey

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

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



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

## **Perception of Economic Conditions**

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

## **Advantages and Disadvantages in the Economy**

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

## **Business Outlook**

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

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

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

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

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

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

## Recommendations

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

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

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

# Appendix C:

## Target Industry Assessment

### Targeted Industries for Business Recruitment Strategies

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

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

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

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

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

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

#### **Aerospace & Defense | Aviation**

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

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

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

## AgriTechnology

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

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

## Energy

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

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

## Food & Beverage Production

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

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

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



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

## Healthcare & Medical Innovation

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

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

## Technology & Digital Infrastructure

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

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

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

### Semiconductor Subcluster

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

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



# Mayor's Task Force on Economic Development

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**Don Threewitt, Interim Director Community Development, Interim Director EDUR**

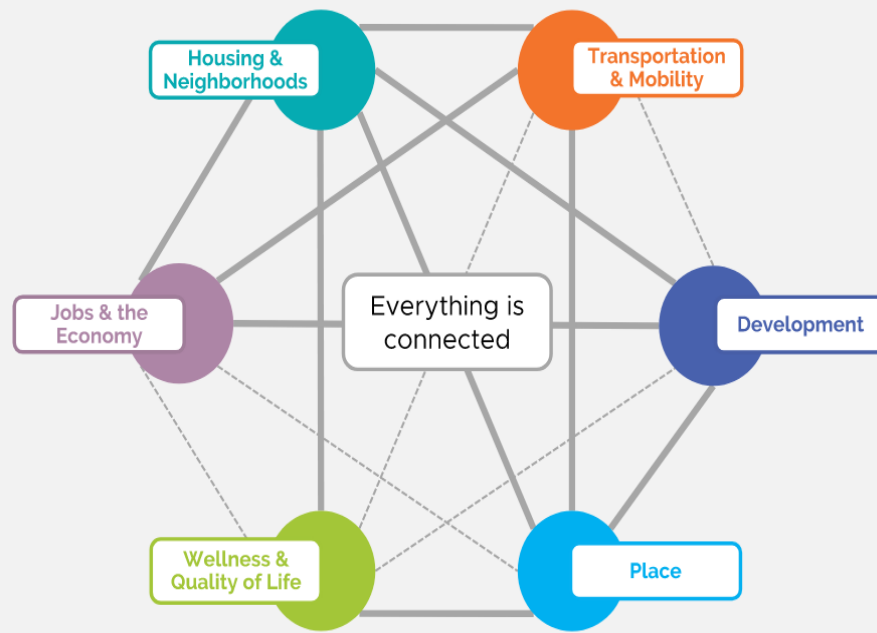
**Derrek Jerred, Interim Deputy Director EDUR**

**Deb Callies, Director of Housing Solutions**

**City Council Work Session – May 12, 2026**



# Agenda



- Purpose
- Structure of Mayor's Task Force on Economic Development
- Strategic Action Items
- Meeting Dates
- Expected Outcomes: Timeline, Milestones, and Key Deliverables
- Receive Council Feedback, Get Consensus, and Formalize Task Force

# Purpose

The Mayoral Task Force on Economic Development is established to provide actionable recommendations that strengthen Greeley's economy, support existing businesses, attract targeted industries, expand workforce opportunity, and ensure long-term, inclusive prosperity for the community.

The Task Force will be charged with guiding priorities and implementation for the City of Greeley Economic Development Strategic Plan.





# Key Focus Areas



Elevate Greeley's economic development profile



Nurture the attraction of primary employers in high potential industry clusters



Support new and existing Greeley businesses



Build an innovation and entrepreneurial ecosystem



Support existing and future employers' workforce development needs



Create distinct, purpose-driven development growth opportunities to attract investment



Continue fostering a business-friendly environment adaptive to evolving conditions



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



# Structure

- The Task Force shall include 20–30 members, appointed by the Mayor.
- Members will be assigned to one of six (6) Strategic Action Teams based on Strategic Focus Areas in the Economic Development Strategic Plan presented to Council September 9, 2025.
- Strategic Action Teams will report findings to the Committee of the Whole and finalize recommendations
- Committee of Whole to finalize the Mayor's Economic Development Playbook



# Strategic Action Plans

- Business and Industry
- Small Business and Entrepreneurship
- Workforce and Education
- Development and Real Estate
- Public and Regional Partners
- Community and Equity Voices



# Business and Industry

- Cross-section of large and small business owners or senior personnel
- Focused on “*What’s not working for business in Greeley?*”
- Explore existing and future tools, policies, and incentives to help guide primary employer and retail attraction efforts





# Small Business and Entrepreneurship

- Small business owners and supporters
- Discuss real truths about obstacles & limits to small business growth.
- Explore challenges to creating lasting action that spurs more small business startups & growth





# Workforce and Education

- Foster alignment between education, non-profit/NGO, and business champions.
- Identify needs, roles, and action for workforce to meet current legacy and emerging industry.



# Development and Real Estate

- Focused action on commercial, industrial and residential development results.
- Owners/developers, brokers, and operators.
- Discuss 'SWOT' to realizing potential for Greeley's real estate market.
- Prioritize focus and targets based on existing plans and data.
- Identify barriers to mixed-income residential development





# Public and Regional Partners

- Local and regional economic development partners
- Work towards better alignment in key initiatives, better understand roles within each other's strategic plans.
- Key leaders from each organization to lead and weigh in on enabling better support from the City of Greeley.
- RACI model of organizations, clear roles, gaps, action needed.



# Community and Equity Voices

- Greeley's core identity relies on its diversity and inclusion.
- Group is intentionally tasked with making sure all voices are heard and represented during decision making processes.
- Develop strategies for Business Retention and Attraction so efforts are implemented with appropriate community engagement, information, & inclusion.



# Expected Outcomes

## Timeline

- 9-12 months beginning June 2026
- *Strategic Action Teams* – Monthly/Bi-monthly meetings
- *Committee of the Whole* – Quarterly meetings

## Milestones

- *Teams*- Project, Policy Recommendations
- *Teams*- Prioritization & Implementation Strategy
- *Task Force*- Finalized Recommendations
- Task Force – Mayor's Playbook

## Key Achievements

- Clear, Actionable Steps
- Achievable Policy Recommendations
- Documented Strategy
- Performance Metrics to sustain accountability over time



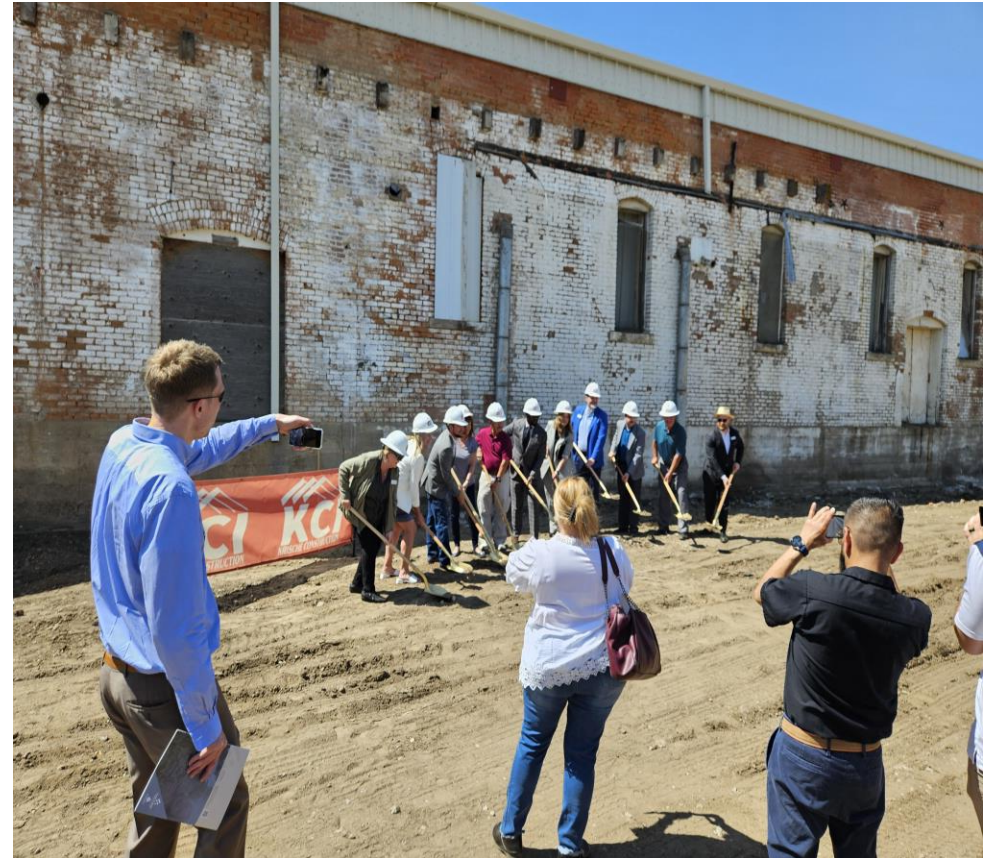
# Deliverables

Mayor's Economic Development Playbook (final report)

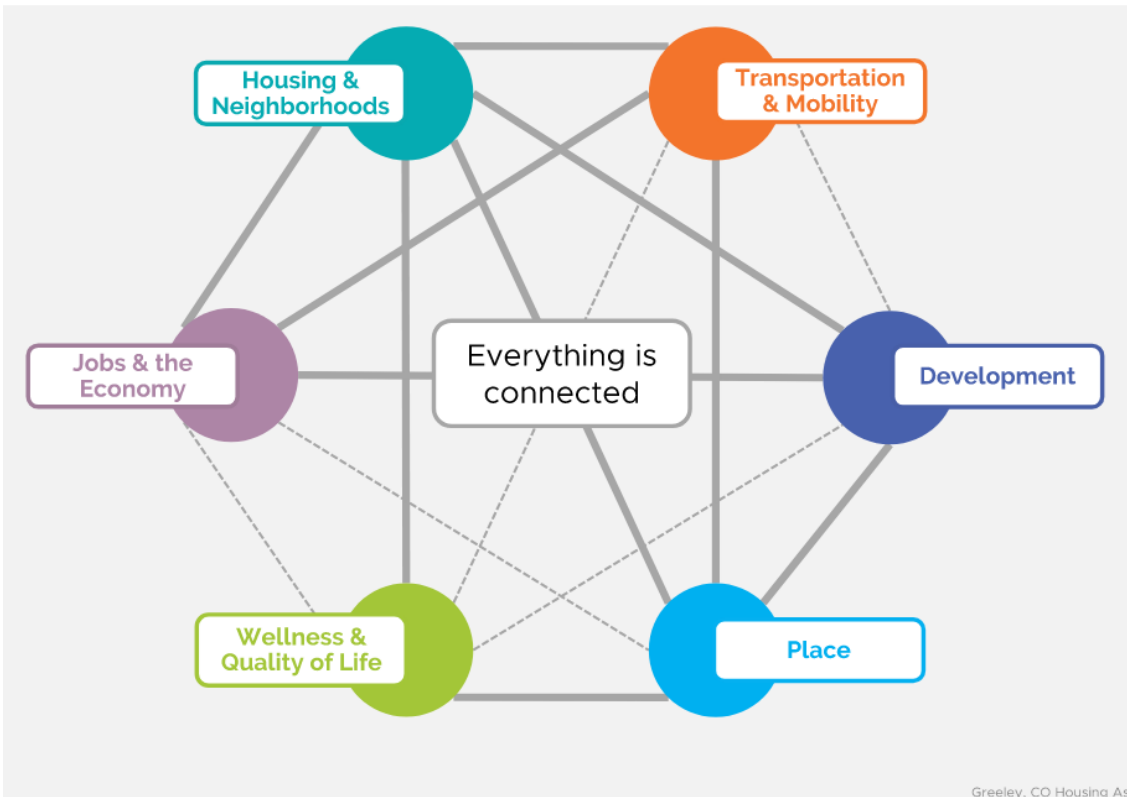
Short-term “quick win” action items (0–18 months)

Long-term policy and investment recommendations

Performance metrics and accountability framework



# Summary

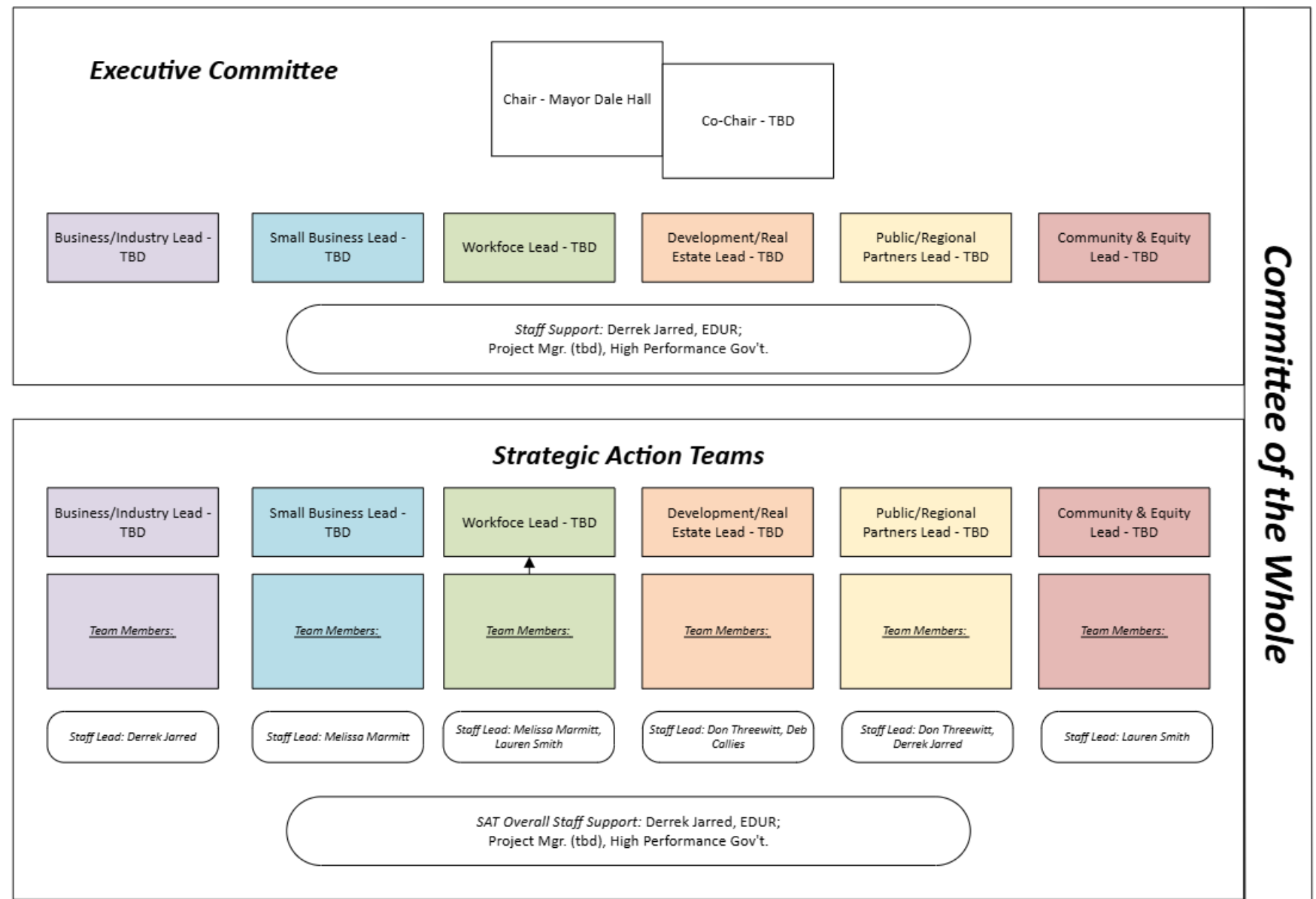


- Map and prioritize economic development objectives.
- Identify gaps to optimize each ED organization's role.
- Realistically assess core economic development functions and activities.
- Build ongoing accountability and performance.

# Thank You



# Draft Org Chart





## Work Session Agenda Summary

### Title

Scheduling of Meetings, Other Events

### Summary

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

### Attachments

Council Meetings and Other Events Calendar  
Council Meeting and Work Session Schedule  
Status Report of Council Initiatives and Related Information



# Council Meetings and Other Events Calendars

## May 10 – June 6, 2026

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### **Tuesday, May 12, 2026**

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

### **Wednesday, May 13, 2026**

- Frontier House's 15th Annual Breakfast 7:30 a.m. DoubleTree Lincoln Park (919 7th Street Greeley CO 80631)

### **Saturday, May 16, 2026**

- Armed Forces Day Event – Proclamation 11 a.m. Bittersweet Park (3500 16th St, Greeley, CO 80634)

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### **Tuesday, May 19, 2026**

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

### **Wednesday, May 20, 2026**

- Water & Sewer Board Meeting 2 p.m. City of Greeley Council Chambers (1001 11th Ave Greeley CO 80631)
- Leadership Weld County Graduation 4:30 p.m. Greeley Country Club (4500 W 10th St, Greeley, CO 80634)

### **Thursday, May 21, 2026**

- Downtown Development Authority 7:30 a.m. (802 9th Street, Greeley CO 80631)
- Airport Authority 3:00 p.m. Greeley-Weld Airport (600 Airport Road, Greeley CO 80631)

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### **Monday, May 25, 2026**

- 2026 Memorial Day Event and Proclamation 9 a.m. Linn Grove Cemetery (1700 Cedar Ave, Greeley, CO 80631)

**Tuesday, May 26, 2026**

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

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**Tuesday, June 2, 2026**

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

**Thursday, June 4, 2026**

- Island Grove Advisory Board 3:30 p.m. (600 N. 14<sup>th</sup> Ave Greeley CO 80631)
- North Front Range MPO Meeting 6 p.m. Fort Collins Colorado River Community Room (222 LaPorte Avenue Fort Collins, CO 80521)

# 2026 Council Meeting/Work Session Agenda Items Schedule

|                                           |                                                                                                     |                              |                |
|-------------------------------------------|-----------------------------------------------------------------------------------------------------|------------------------------|----------------|
|                                           | 05/04/2026                                                                                          |                              |                |
|                                           | This schedule is subject to change                                                                  |                              |                |
|                                           |                                                                                                     |                              |                |
|                                           |                                                                                                     |                              |                |
|                                           |                                                                                                     |                              |                |
| May 19, 2026<br>City Council Meeting      |                                                                                                     |                              |                |
|                                           | Resolution - Appointing David (Craig) Huddleston as Councilmember Ward I                            | Heidi Leatherwood            | Opening Agenda |
|                                           | Swearing in for Ward I                                                                              | Judge Gonzales               |                |
|                                           | Line of Succession and Committee Assignments                                                        | Mayor                        |                |
|                                           | Proclamation - Historic Preservation Month                                                          | Mayor                        | Intro          |
|                                           | Proclamation - Public Works Week                                                                    | Mayor                        | Intro          |
|                                           | Proclamation - National Tourism                                                                     | Mayor                        | Intro          |
|                                           | Proclamation - 75th Anniversary Toastmasters                                                        | Mayor                        | Intro          |
|                                           | Minutes - April 16 Special Meeting, April 28 WS; April 21 Regular Meeting                           | Heidi Leatherwood            | Consent        |
|                                           | Resolution - IGA with Weld County for Ballot Box                                                    | Heidi Leatherwood            | Consent        |
|                                           | Resolution - Endorsement for PAB Allocation                                                         | Deb Callies                  | Consent        |
|                                           | Resolution - Approving the Homelessness Resolution Program Grant 2026/2027                          | Mandy Shreve                 | Consent        |
|                                           | Resolution - Establishment of Economic Task Force (tentative)                                       | Derrek Jerred/Don Threewitt  | Consent        |
|                                           | Intro & 1st Rdg Ord - amending Title 16, Chapter 1, and Title 20, Chapter 3 references to City Hall | Kelli Johnson                | Consent        |
|                                           | PH & 2nd Rdg Ord - Authorizing the salary and compensation for the City Manager                     | Martha Lanaghen              | Regular        |
|                                           | PH & 2nd Rdg Ord - Acquisition of Land- Eminent Domain for Stormwater's 12th St Outfall             | Adam Prior                   | Regular        |
|                                           | PH & 2nd Rdg Ord - Kinnison Establishment of Zoning                                                 | Katelyn Puga/Don Threewitt   | Regular        |
|                                           | PH & 2nd Rdg Ord - Schmerge Establishment of Zoning                                                 | Katelyn Puga/Don Threewitt   | Regular        |
|                                           | PH & 2nd Rdg Ord - Uptown Rezone                                                                    | Jeff Woeber/Don Threewitt    | Regular        |
|                                           | B&C Appointments                                                                                    | Jennifer Middleton           | Regular        |
| May 26, 2026<br>City Council Work Session |                                                                                                     |                              |                |
|                                           | 2027 Budget Update - Allena and departments                                                         | Nathan Mosley                | WS             |
|                                           | MERGE Update                                                                                        | Bret Naber                   | WS             |
|                                           | 311 Update                                                                                          | Kylie Jackson/Sara Martinez  | WS             |
|                                           | Poudre River Restoration                                                                            | Leah Hubbard/Sean Chambers   | WS             |
|                                           | Civic Campus Update (Hold)                                                                          | Kelli Johnson                | WS             |
|                                           |                                                                                                     |                              |                |
| June 2, 2026<br>City Council Meeting      |                                                                                                     |                              |                |
|                                           | Minutes - May 5, May 12 WS, May 19 RM                                                               | Heidi Leatherwood            | Consent        |
|                                           | Intro & 1st Rdg Ord - Great Western Industrial Park Annexation No. 1                                | Michael Franke/Don Threewitt | Consent        |
|                                           | Intro & 1st Rdg Ord - Great Western Industrial Park Annexation No. 2                                | Michael Franke/Don Threewitt | Consent        |
|                                           | Intro & 1st Rdg Ord - Great Western Industrial Park Annexation No. 3                                | Michael Franke/Don Threewitt | Consent        |
|                                           | Intro & 1st Rdg Ord - Great Western Industrial Park Annexation No. 4                                | Michael Franke/Don Threewitt | Consent        |
|                                           | Intro & 1st Rdg Ord - Great Western Industrial Park Annexation No. 5                                | Michael Franke/Don Threewitt | Consent        |
|                                           | Intro & 1st Rdg Ord - Great Western Industrial Park Annexation No. 6                                | Michael Franke/Don Threewitt | Consent        |
|                                           | Intro & 1st Rdg Ord - Great Western Industrial Park Annexation No. 7                                | Michael Franke/Don Threewitt | Consent        |
|                                           | Intro & 1st Rdg Ord - Great Western Industrial Park Annexation No. 8                                | Michael Franke/Don Threewitt | Consent        |
|                                           | Intro & 1st Rdg Ord - Great Western Industrial Park Annexation No. 9                                | Michael Franke/Don Threewitt | Consent        |
|                                           | Intro & 1st Rdg Ord - Great Western Industrial Park Annexation No. 10                               | Michael Franke/Don Threewitt | Consent        |
|                                           | Intro & 1st Rdg Ord - Great Western Industrial Park Annexation No. 11                               | Michael Franke/Don Threewitt | Consent        |
|                                           | Intro & 1st Rdg Ord - Great Western Industrial Park Annexation No. 12                               | Michael Franke/Don Threewitt | Consent        |
|                                           | Intro & 1st Rdg Ord - Great Western Industrial Park Annexation No. 13                               | Michael Franke/Don Threewitt | Consent        |
|                                           | Intro & 1st Rdg Ord - Great Western Industrial Park Annexation No. 14                               | Michael Franke/Don Threewitt | Consent        |
|                                           | Intro & 1st Rdg Ord - Great Western Industrial Park Annexation No. 15                               | Michael Franke/Don Threewitt | Consent        |
|                                           |                                                                                                     |                              |                |
|                                           | Intro & 1st Rdg Ord - Great Western Industrial Park Zoning No. 1 - 15                               | Michael Franke/Don Threewitt | Consent        |
|                                           |                                                                                                     |                              |                |
| June 9, 2026<br>City Council Work Session |                                                                                                     |                              |                |
|                                           | 2027 Budget Update Kelli and departments                                                            | Nathan Mosley                |                |
|                                           | Water and Sewer Board Interviews (Hold)                                                             | Jennifer Middleton           | WS             |
|                                           | Sign, Landscape, Development Code Update                                                            | Caleb Jackson/Buxton Demers  |                |
| June 16, 2026<br>City Council Meeting     |                                                                                                     |                              |                |
|                                           | Resolution - Reimbursement 2026 Stormwater Bonds                                                    | Robert Miller                | Consent        |
|                                           |                                                                                                     |                              |                |

|                                            |                                                                                                 |                              |         |
|--------------------------------------------|-------------------------------------------------------------------------------------------------|------------------------------|---------|
|                                            | PH & 2nd Rdg Ord - Great Western Industrial Park Annexation No. 1                               | Michael Franke/Don Threewitt | Regular |
|                                            | PH & 2nd Rdg Ord - Great Western Industrial Park Annexation No. 2                               | Michael Franke/Don Threewitt | Regular |
|                                            | PH & 2nd Rdg Ord - Great Western Industrial Park Annexation No. 3                               | Michael Franke/Don Threewitt | Regular |
|                                            | PH & 2nd Rdg Ord - Great Western Industrial Park Annexation No. 4                               | Michael Franke/Don Threewitt | Regular |
|                                            | PH & 2nd Rdg Ord - Great Western Industrial Park Annexation No. 5                               | Michael Franke/Don Threewitt | Regular |
|                                            | PH & 2nd Rdg Ord - Great Western Industrial Park Annexation No. 6                               | Michael Franke/Don Threewitt | Regular |
|                                            | PH & 2nd Rdg Ord - Great Western Industrial Park Annexation No. 7                               | Michael Franke/Don Threewitt | Regular |
|                                            | PH & 2nd Rdg Ord - Great Western Industrial Park Annexation No. 8                               | Michael Franke/Don Threewitt | Regular |
|                                            | PH & 2nd Rdg Ord - Great Western Industrial Park Annexation No. 9                               | Michael Franke/Don Threewitt | Regular |
|                                            | PH & 2nd Rdg Ord - Great Western Industrial Park Annexation No. 10                              | Michael Franke/Don Threewitt | Regular |
|                                            | PH & 2nd Rdg Ord - Great Western Industrial Park Annexation No. 11                              | Michael Franke/Don Threewitt | Regular |
|                                            | PH & 2nd Rdg Ord - Great Western Industrial Park Annexation No. 12                              | Michael Franke/Don Threewitt | Regular |
|                                            | PH & 2nd Rdg Ord - Great Western Industrial Park Annexation No. 13                              | Michael Franke/Don Threewitt | Regular |
|                                            | PH & 2nd Rdg Ord - Great Western Industrial Park Annexation No. 14                              | Michael Franke/Don Threewitt | Regular |
|                                            | PH & 2nd Rdg Ord - Great Western Industrial Park Annexation No. 15                              | Michael Franke/Don Threewitt | Regular |
|                                            |                                                                                                 |                              |         |
|                                            | PH & 2nd Rdg Ord - Great Western Industrial Park Zoning No. 1 - 15                              | Michael Franke/Don Threewitt | Regular |
|                                            | B&C Appointments                                                                                | Jennifer Middleton           | Regular |
| June 23, 2026<br>City Council Work Session |                                                                                                 |                              |         |
|                                            | 2027 Budget Update Kimberly and departments                                                     | Nathan Mosley                |         |
|                                            | Comprehensive Financial Policies (Tentative)                                                    | Kirk Jones                   | WS      |
| July 7, 2026<br>City Council Meeting       |                                                                                                 |                              |         |
|                                            | Minutes - June 9 WS; June 16 Regular Meeting                                                    | Heidi Leatherwood            | Consent |
|                                            | Minutes - May 26 WS; June 2 Regular Meeting                                                     | Heidi Leatherwood            | Consent |
|                                            | Intro & 1st Rdg Ord - Downtown Civic Campus Certificates of Participation 2026                  | Robert Miller                | Consent |
|                                            | Intro & 1st Rdg Ord - Westside Area Plan                                                        | Caleb Jackson                | Consent |
|                                            | Intro & 1st Rdg Ord - Form-Based Code Update                                                    | Caleb Jackson                | Consent |
|                                            | PH & 2nd Rdg Ord - amending Title 16, Chapter1, and Title 20, Chapter 3 references to City Hall | Kelli Johnson                | Regular |
| July 14, 2026<br>City Council Work Session |                                                                                                 |                              |         |
|                                            | 2027 Budget Update Bret and Departments, CAO                                                    | Nathan Mosley                | WS      |

**Greeley City Council**

**Status Report of Council Initiatives**

| <b>Initiative No.</b> | <b>Council Member Initiating</b> | <b>Council Request</b>                         | <b>Council Meeting or Work Session Date Requested</b> | <b>Next Steps &amp; Schedule</b>                                                                                                                                                                                                                                                                                                                       | <b>Anticipated Deliverable &amp; Date (Report, Council Presentation, etc.)</b>                                                                                                                                                                                                                                                                                                                                                                             | <b>Assigned to:</b>         |
|-----------------------|----------------------------------|------------------------------------------------|-------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|
| 11-2023               | Clark/Butler                     | <b>Artificial turf and landscape standards</b> | August 1, 2023<br>Council Meeting                     | *Come back to Council with a draft ordinance                                                                                                                                                                                                                                                                                                           | Landscape standards will be presented at the June 9 work session.                                                                                                                                                                                                                                                                                                                                                                                          | Don Threewitt               |
| 5-2024                | Hall                             | <b>Impact Fee Study Structure</b>              | May 7, 2024<br>Council Meeting                        | Requested staff bring a report to a future work session explaining more in depth the Impact Fee Study Structure - how the ratio is calculated, review process, timeline of review, and development fees                                                                                                                                                | DTA was awarded the contract and that process has now started.<br><br>The consultant is working on completing the study by the end of December.<br><br>Tentatively scheduled to return to council Mar/Apr.                                                                                                                                                                                                                                                 | Allena Portis               |
| 8-2024                | Olson                            | <b>Code Compliance</b>                         | Oct 1, 2024<br>Council Meeting                        | Part 1 - Requested staff to present at a future work session on code compliance- what is compliant and what is not and to develop a plan to assist with low-income residents specifically relating to yards and vegetation<br><br>Part 2 - More information needed on specific options on landscaping; enhancing voluntary compliance ticketing system | Following the February council meeting Code Compliance has been focusing on the council's direction to: Explore how to speed up compliance without immediate ticketing. How to enhance voluntary compliance.<br><br>Remains on track. The snow removal education campaign was launched via the City Scoop on December 4, 2025. Council was updated through the Weekly Council Update on December 5, 2025.<br><br>Staff presented at the April 14, 2026 WS. | Kelli Johnson/Buxton Demers |
| 13- 2024              | Butler                           | <b>Audit of Development Code</b>               | Dec 10, 2024<br>Council WS                            | Discrepancies in the code and would like an administrative fix of the R-M zoning issue if possible, and then a full audit of the Development Code.                                                                                                                                                                                                     | Recieved proposals on 2/13 and now in the evaluation<br><br>Started phase 1 (procedures chapter). Remaining phases are on HOLD pending budget decisions.<br><br>The audit report is complete and will be provided in City Council's June 9 worksession packet. Larger Development Code updates will be brought forward in late 2026 and in 2027                                                                                                            | Don Threewitt               |
| 3-2025                | DeBoutez                         | <b>Public Art Program</b>                      | March 18, 2025<br>Council Meeting                     | Research the Public Art Program with 3 components: expanding the program to include local performing art groups, clarify the funding source for the 1% for all of the capital improvement projects, and reporting of when the money is appropriated to the program.                                                                                    | Staff will return to Council for update. TBD.                                                                                                                                                                                                                                                                                                                                                                                                              | Diana Frick                 |
| 11-2025               | McDonald                         | <b>Contractor Licensing</b>                    | Council Meeting                                       | Requested staff to come back on a Work Session to present information on changing the code for contractors being licensed in the City specifically roofers.                                                                                                                                                                                            | Staff working on implementation strategy/timeline and will bring ordinance to council TBD.                                                                                                                                                                                                                                                                                                                                                                 | Don Threewitt               |
| 01-2026               | Olson                            | <b>MERGE Project Update</b>                    | Council Meeting<br>1/6/2025                           | Monthly MERGE update with Mayor and Councilmember Olson. A quarterly meeting to done at a meeting.                                                                                                                                                                                                                                                     | Presentation scheduled May 26, 2026 WS.                                                                                                                                                                                                                                                                                                                                                                                                                    | Public Works                |



|         |        |                                                      |                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                    |
|---------|--------|------------------------------------------------------|------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|
| 02-2026 | Hall   | <b>Economic Development Mayor Task Force</b>         | Council Meeting<br>1/6/2026  | Focus is on business retention, business attraction, workforce development, and housing. The task force would include business leaders, educators, developers, small businesses, and residents. The objective is to see why businesses are closing, what can be done to improve, and look into whether it is the economy or the causes.                                                                                                                                    | EDUR intends to present a resolution at the May19 Council Meeting to form the Task Force and have the Mayor appoint and recognize a Chairperson. The Chair will then conduct the rest of the proceedings to finalize the creation of the Task Force, with final selection of the total task force coming in the following weeks. All associated public facing correspondence (press release, LinkedIn, etc.) queued up ready to go. The Strategic Teams document is updated to reflect necessary changes with respect to Housing target participants, and contains a robust list of prospective candidates. Per CAO - The Task Force is subject to Open Meetings Law and will be formed under the same rules and procedures as a permanent Board or Commission.<br><br>Staff will present at the May 12 work session to obtain consensus from council on how to proceed with the next steps for creating the taskforce. | EDUR/CMO           |
| 03-2026 | Butler | <b>Marijuana Feasibility Preliminary Information</b> | Council Meeting<br>1/20/2026 | Preliminary information for a feasibility study for sale, enforcement and regulation of MJ to include potential revenue. Include best practices from other municipalities.                                                                                                                                                                                                                                                                                                 | CCO, PD, EDUR, CD, Budget, and HPG have reviewed information from neighboring communities and compiled a report including, revenue projections, licensing practices, costs, staff support, enforcement and other impacts.<br><br>Waiting on direction to roll out report to council or schedule a WS.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | CD/CCO             |
| 06-2026 | Butler | <b>Signs in Parkways and Enforcement</b>             | Council Meeting<br>2/17/2026 | Staff to look at Sign Code section that relates to parkways and enforcement. Parkway is an area that homeowners have between the sidewalk and curb and the current code is not clear on whether a sign can be placed in that area. Therefore the request is for staff to bring back information on this and options to change that code. Particular one of the options being that homeowners can place signs in this area and allow an opportunity for council to discuss. | Staff is bringing draft Sign Code updates for City Council consideration at the June 9 worksession.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Code Compliance/CD |



## Work Session Agenda Summary

*Title*

Adjournment