



Remote Meeting Instructions for the October 27, 2020, City Council Worksession:

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

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

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

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



Mayor
John Gates

Councilmembers

Tommy Butler
Ward I

Brett Payton
Ward II

Michael Fitzsimmons
Ward III

Dale Hall
Ward IV

Kristin Zasada
At-Large

Ed Clark
At-Large

A City Achieving
Community Excellence

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

City Council Worksession Agenda

October 27, 2020 at 6:00 PM

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

1. Call to Order
2. Pledge of Allegiance
3. Roll Call
4. Reports from Mayor and Councilmembers
5. Development Impact Fee Study – Council Worksession

Brad Mueller, Community Development Director
6. Development Code Update

Brad Mueller, Community Development Director
7. Scheduling of Meetings, Other Events

Roy Otto, City Manager
8. Adjournment

Worksession Agenda Summary

October 27, 2020

Agenda Item Number 1

Title:

Call to Order

Worksession Agenda Summary

October 27, 2020

Agenda Item Number 2

Title:

Pledge of Allegiance

Worksession Agenda Summary

October 27, 2020

Agenda Item Number 3

Title:

Roll Call:

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

Worksession Agenda Summary

October 27, 2020

Agenda Item Number 4

Title:

Reports from Mayor and Councilmembers

Background:

This Council Reports item has traditionally appeared on Council's regular meeting agenda; however, Council expressed a desire, at its February Council Retreat, to move it to Council's Worksession meeting agendas to allow for better opportunity to report on activities of the committees/boards to which they have been assigned and to seek feedback and input on various committee/board initiatives and actions. During this portion of the meeting any Councilmember may offer a summary of the Councilmember's attendance at assigned board/committee meetings and should include key highlights and points that may require additional decision and discussion by the full Council at this or a future Worksession.

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

Worksession Agenda Summary

October 27, 2020

Agenda Item Number 5

Brad Mueller, Community Development Director, 970-350-9786

Title:

Development Impact Fee Study – Council Worksession

Background:

The Development Impact Fee Study is a major work program item identified for 2020, and it was initiated to be in compliance with Section 4.64.180, which requires that “new development bears its proportionate share of the cost of improvements, facilities and equipment, [and] that such proportionate share does not exceed the cost of the improvements.” The requirement to re-visit the fee model every five year is an acknowledgement that infrastructure demands change regularly as the city grows.

The purpose of this worksession is to report back to Council on feedback that was provided to staff and the consulting firm at two prior worksessions with you earlier in the year.

The goal of this worksession is for Council to provide staff with direction, so that a final study and fees can be presented for Council to adopt.

The attached PowerPoint presentation includes an agenda. Staff and the consultant will address these topics:

- Study tasks, requirements & project recap
- Follow-up on Council feedback
- Additional alternative: village concept incentive program
- Past construction activity and collections
- Scenarios
- Discussion & Council direction

In addition, various supporting attachments are included. These include a summary of stakeholder input to date; staff also continues to engage stakeholders and advise them of Council's discussion. The attached technical memo follows up on Council questions, which will be discussed in the presentation. The draft Report is provided to give Council an idea of the final product that will be presented at the time of adoption, though it will be revised as appropriate to incorporate the direction and decisions provided by Council as part of this worksession.

Decision Options:

The decision-tree found in the presentation illustrates the different elements that staff has presented; Council has discussed various versions of these options.

Based on prior Council feedback, staff feels that the following three options respond to Council's main comments and deliberations to date:

- 1) Adopt the Maximum Supportable Fee, and create a Village Concept incentive program that would reimburse fees for qualifying development; OR,
- 2) Adopt fees that are less than the Maximum Supportable, and accept Infrastructure/Service Level reductions; OR,
- 3) Adopt fees that are less than the Maximum Supportable, and fund the difference (general fund and/or utility rate increases) to maintain Infrastructure/Service Levels

If Council chooses either of the "less than" options, Council should provide direction on how much of a reduction from the maximum it desires. Council discussed basing a reduction amount on housing/non-housing median prices, although Council may adopt any percentage reduction it chooses.

Attachments:

Stakeholder Feedback Summary Memo (dated August 14, 2020)
Technical Memo, Responses to Questions from Councilmember Zasada (dated August 18, 2020)
Draft Development Impact Fee Study (draft as of September 1, 2020)
PowerPoint

MEMO

To: Robert Miller, Interim Finance Director, City of Greeley
From: Matt Wittern, Senior Consultant
Date: August 14, 2020
Re: DIF/PIF Study – Stakeholder Feedback Summary

Overview:

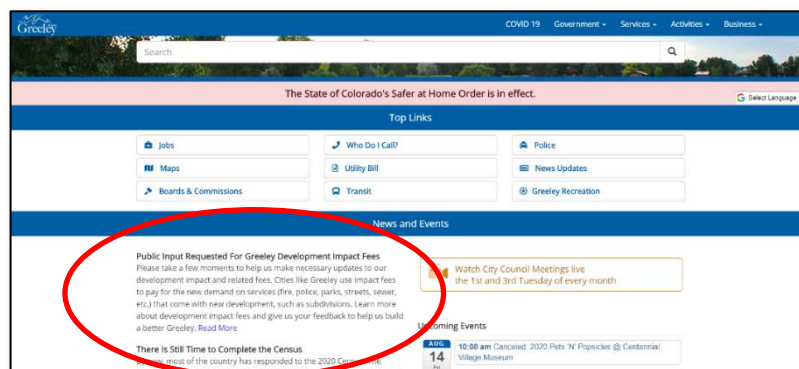
Stakeholder involvement and consultation has been critical element of Raftelis' study of Development Impact Fees and Plant Investment Fees for the City of Greeley.

In addition to posting information on the City website for review and comment by members of the general public, Raftelis and City Staff hosted two virtual roundtables; the first on May 20, 2020 and a second on July 16, 2020. These roundtables were publicized via an email list curated by the Community Development Department of approximately 75 individuals from the builder, developer, and REALTOR communities. Those individuals were also encouraged to share the invitation locally with friends and colleagues in their respective industries.

Feedback was collected during roundtable discussions and incorporated into the study process. In addition, an online survey was promoted as another channel through which stakeholder feedback was gathered and incorporated into the study process.

Participation in the survey was further promoted by commitments made by the following membership groups to share with their members: Northern Colorado Homebuilders Association, the Greeley Area REALTORS Association and the Greeley Chamber of Commerce. Through these important channels, a much larger unknown number of individuals were also contacted and solicited for opinions.

Presentation materials, supporting documents, a video recording of the second roundtable and survey link remain as a top item on the City's homepage. This memorandum details the survey feedback received to-date.

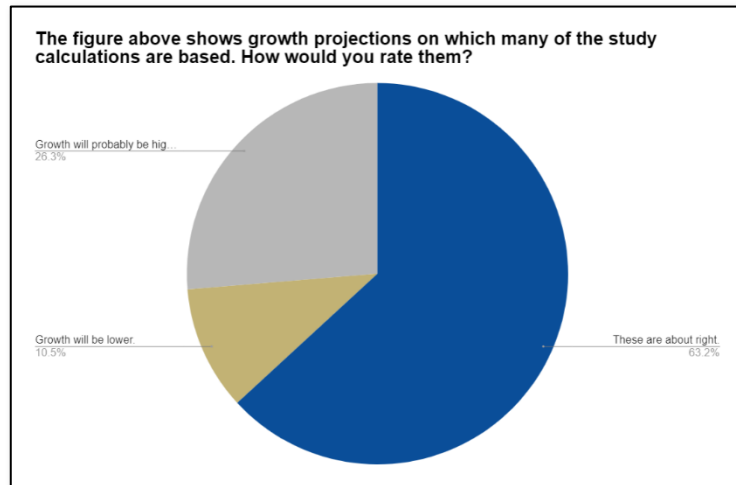


Note: Anonymity was a choice for respondents as a way to encourage frank comments; respondents who included their names are shown where appropriate.

Stakeholder Feedback Summary

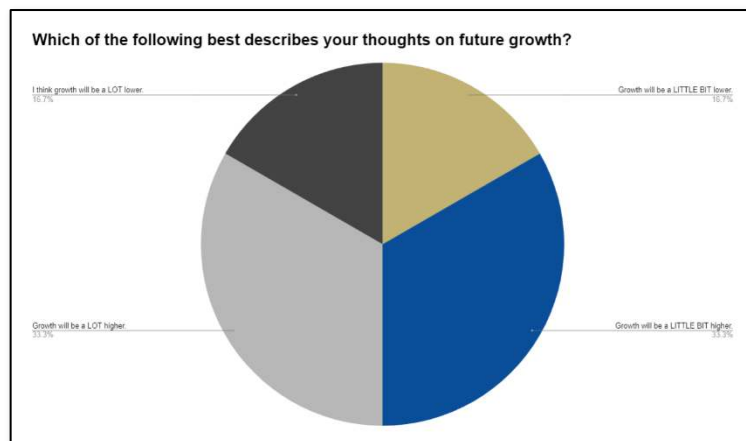
Question 1: Growth Projections

Insight: 63% - of survey respondents believe the growth projections in use for this study “are about right.”



Question 2: Growth Projections (cont.)

Insight: Among those who thought growth assumptions were too high or too low, 66% think it will be higher.

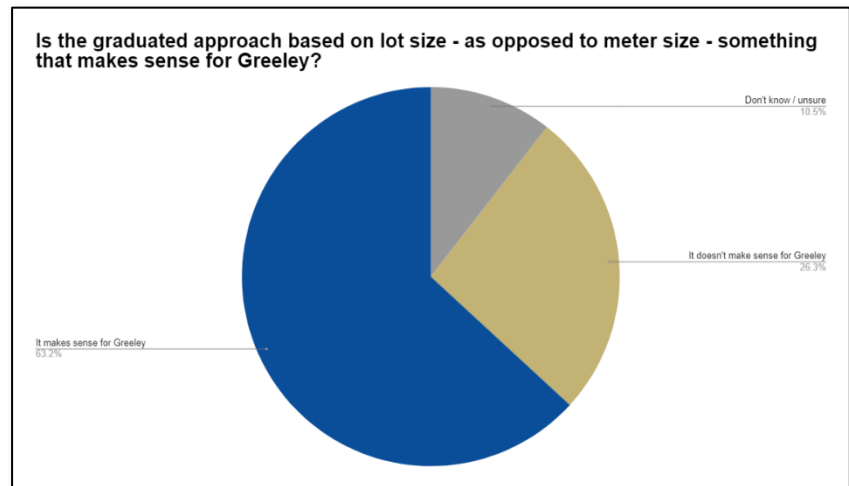


Comments:

- **Jerry Runta, NoCo Homebuilders Association:** (I think growth will be a lot lower.) Industrial jobs will not be as plentiful - oil & gas will not be expanding that much.
- Friends that I have spoken with that are in the real estate industry forecast that Greeley will be the fastest growing city in Northern Colorado.
- **Larry Buckendorf, Journey Homes:** Demand for new housing is significant. Affordability of Greeley market will increase supply.
- Rising sea levels are causing more people to move to middle states.

Question 3: Flat Rate by Meter Size or Graduated Approach by Lot Size?

Insight: A strong majority of respondents support a graduated approach.



Comments:

- **Jerry Runta, NoCo Homebuilders Association:** (I think it makes sense because) smaller lots are coming. Density must increase to positively impact affordability. Lower PIF fees for smaller lot sizes may help keep costs down for builders to deliver a more reasonable priced finished product.
- **Robert Coon, RCC Construction:** (I'm unsure because) it depends on the development (landscaping irrigation) code requirements. If larger lots are required to have more irrigated areas then that would make sense. Also depends if a non-potable irrigation tap is available for the lot.
- (It doesn't make sense), Greeley needs all types of housing. The community is losing some of the highest earning individuals to surrounding communities. We are already the affordable option.
- **Mike Cooper, Boulder Creek Neighborhoods:** (It makes sense because) this will encourage more smaller homes and smaller lots, for market rate attainable workforce housing for the population. This will also encourage more sustainable, small lot development that is more apt to conserve outdoor water use.
- (It doesn't make sense for Greeley because) if the approach to establishing lower fees for smaller/affordable lots is rooted in larger lots paying an increased fee structure to offset losses to reduced fees on small/affordable lots the objective will likely not be met. The increase in fees on larger lots will likely reduce the number of large lot developments (which are already disincentivized by existing water policy) thereby reducing the planned excess fees in larger lot development. In the end it just means reduced fees on small lots and a disincentive to build larger lots. If accompanied by a reduction in raw water dedication requirements to an amount equal to volumes actually used by larger lots would / could incentivize large lot development even with the proposed fee schedule.
- **Jamie Baessler, Baessler Homes:** (The graduated approach makes sense because) the PIF will now more accurately coincide with the benefit the resident is receiving and also to the burden on the City's infrastructure. Well done!
- **Larry Buckendorf, Journey Homes:** (the graduated approach makes sense because) anything to lower fees will help.

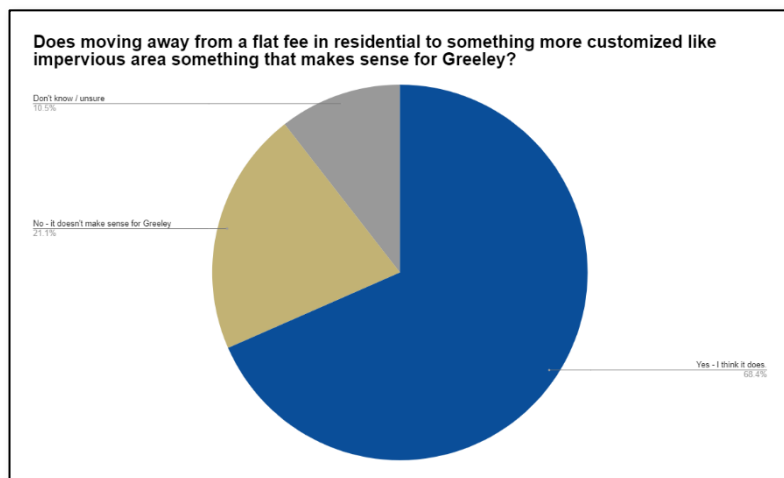
- **Max Moss, HF2M:** (The graduated approach makes sense because) the pif should be tied to impact. A 1300 sf home does not have the same impact as a 3000-sf home. Graduating the PIF's will encourage smaller more affordable housing.
- Yes (a graduated approach makes sense for Greeley). Properties and uses are not one-size fits all.
- **Jim Flesher:** (A graduated approach makes sense for Greeley) because although a larger lot does not necessarily mean more watering of turf, statistically that makes sense that larger lots would use more water on average.
- (A graduated approach makes sense for Greeley.) Pay for what you are getting, not a one size fits all.
- A graduated approach makes sense because larger lots require more infrastructure (longer pipes) to provide service, and the costs should burden those larger lots. At the same time, a graduated approach encourages efficiency and the housing of more people (which is desperately needed). However, the graduated rates appear to be at even increments. The increases should be more exponential to maximize the benefits.

There should also be extreme discounts in the Redevelopment District to encourage additional housing to be placed on the large underutilized lots in financially productive areas that have paid for the infrastructure many times over.

- (A graduated approach doesn't make sense for Greeley.) All the housing are soooo big. Takes more energy to operate. Smaller more efficient homes are the way we should go.
- (A graduated approach doesn't make sense for Greeley.) There are too many months out of the year that the weather is too cold to use outdoor space.

Question 4: Flat Fee or Impervious Area for Storm Drainage?

Insight: A strong majority of respondents support charging based on impervious area.



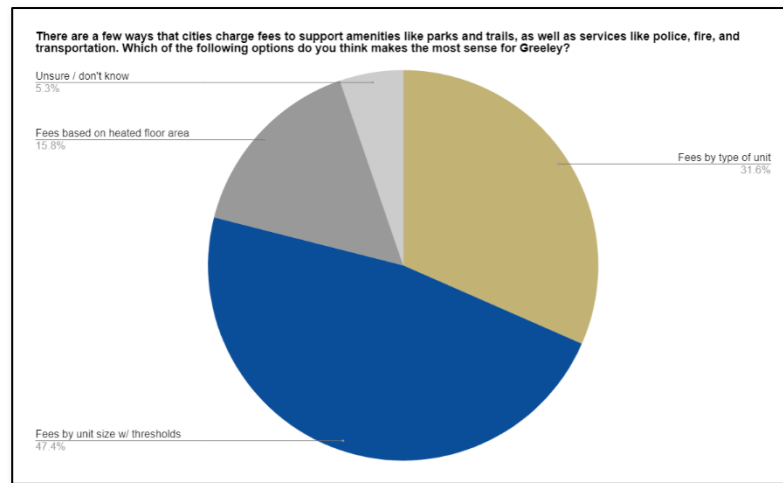
Comments:

- **Jerry Runta, NoCo Homebuilders Association:** (I think it makes sense) as long as the argument for thresholds contributes to keeping fees LOWER.
- **Robert Coon, RCC Construction:** (It makes sense because) larger impervious surfaces will create more stormwater runoff to manage.

- **Mike Cooper, Boulder Creek Neighborhoods:** This should not be a one size fits all approach, as some lots have more impact by creating more impervious surfaces. It will also encourage developers and homeowners to create more area for infiltration which is more sustainable than creating more impervious surface.
- (It doesn't make sense for Greeley because) if the approach to establishing lower fees for smaller/affordable lots is rooted in larger lots paying an increased fee structure to offset losses to reduced fees on small/affordable lots the objective will likely not be met. The increase in fees on larger lots will likely reduce the number of large lot developments (which are already disincentivized by existing water policy) thereby reducing the planned excess fees in larger lot development. In the end it just means reduced fees on small lots and a disincentive to build larger lots. If accompanied by a reduction in raw water dedication requirements to an amount equal to volumes actually used by larger lots would / could incentivise large lot development even with the proposed fee schedule.
- **Jamie Baessler, Baessler Homes:** (Moving away from a flat fee makes sense because) this again will more accurately coincide with the benefit the resident is receiving and also to the burden on the City's infrastructure. We fully support this direction.
- **Larry Buckendorf, Journey Homes:** (I'm unsure if moving away from a flat fee makes sense), I would have to evaluate the proposal.
- **Max Moss, HF2M:** (Moving away from a flat fee makes sense because) fees aligned with actual impact are more fair and encourage smaller housing forms.
- (Moving away from a flat fee makes sense because) you should pay for what you use. Again it's not all one size fits all and it may make developers rethink the amount of impervious materials used and may promote alternatives.
- Although preferable over the flat fee by unit type, the calculation based on impervious square footage is still too regressive. Assessing fees based on Weld County assessed value is more favorable. The fee could also be scaled based on the area's expected vehicle miles traveled as the need for additional roads increases the need for impervious roadways.
- (Moving away from a flat fee makes sense because) the bigger your home the more you pay.
- (Moving away from a flat fee makes sense because) there should be difference based on the amount of space being utilized.
- (It makes sense for Greeley because) it more accurately charges for usage.

Question 5: How to Charge to Support Parks, Trails, Police, Fire and Transportation?

Insight: A majority (63%) support moving away from current approach of charging by type of unit. A plurality (47%) support charging by size thresholds.

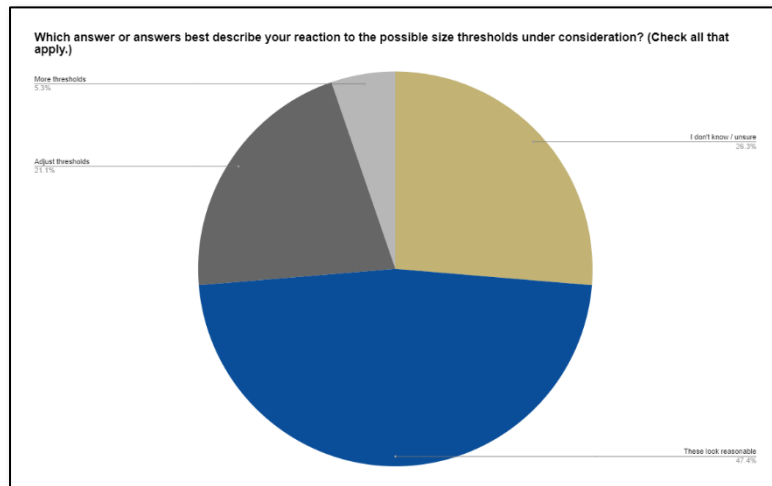


Comments:

- **Jerry Runta, NoCo Homebuilders Association:** (I think it makes sense, though) thresholds must be clearly defined. Housing cannot become/remains attainably priced by always looking for ways to increase them. Ways to keep them stable or even decrease must be considered by the City.
- **Robert Coon, RCC Construction:** (Charging by type is) simple, easy to understand.
- In Greeley we see 4,000 sf homes with 2 people and 2,500 sf homes with 4.
- **Mike Cooper, Boulder Creek Neighborhoods:** (Using a threshold approach) is the most equitable method as it the size of unit most correlates to number of people in the household and thus most likely to proportionally allocate impacts to police, fire, and transportation, as well as use of public spaces.
- (Charging by type of unit makes sense.) In my opinion, the best method is to look the fee structure in the marketplace and make sure that Greeley is competitive in each unit and use type in order to keep our community competitive for future development.
- **Jamie Baessler, Baessler Homes:** This is where we would suggest staying with standard fees per unit type. The reason for this is that we just don't see a lot of difference in the number of occupants per home based on square foot. There are many 7000 sf homes with 2 people and many 1400 sf homes that 5 people live in. Our opinion is that the impact on parks, police, traffic and other public services averages out over time and really has no direct correlation to the sf of a home.
- **Larry Buckendorf, Journey Homes:** (I prefer keeping with charges by type of unit), helps with budgeting.
- (Using a threshold approach makes sense.) More space, might mean more use. Hopefully this will make smaller homes more affordable in the fee department.
- Of the three options, basing parks/trails, police, and fire make sense based on unit size. However, transportation should be tied to the area's anticipated vehicle miles traveled. Ideally, parks/trails, police, and fire should be based on the job value of the building permit.

Question 6: Considering Size Thresholds

Insight: Among those stating an opinion, (47%) see the current proposed thresholds as reasonable.



Comments:

- **Jerry Runta, NoCo Homebuilders Association:** (I would make adjustments.) I know of many 1450 sf to 1650 sf homes that have 3 or 4 persons living there. As Covid 19 has impacted people's living preferences (larger homes are more desirable for more "stay at home" space), reality says a family of 3 or 4 can live comfortably in less than 2200 -3300 sf.
- **Robert Coon, RCC Construction:** (I don't know because) does this factor in how the colleges, oil & gas industry and ethnic considerations affect Greeley's population density?
- **Mike Cooper, Boulder Creek Neighborhoods:** (These look reasonable because) less than 1,100 sf indicates a 1-2 bedroom unit/house that appeals to a single or couple, 1,110 - 1,700 is a likely 2-3 bedroom townhome unit/small house likely appealing to a couple, 1,700 - 2,700 is likely a 3 bedroom duplex/house that appeals to couples and possibly one child, and 2,700+ is likely a 3-5 bedroom family house that appeals to families with one more children.
- I would adjust the thresholds to ensure competitiveness in each unit type, size and use so we don't unnecessarily disincentivize certain types of development in our community. This includes our water policies which currently require an over dedication of raw water for most large lot developments.
- **Jamie Baessler, Baessler Homes:** Again, I do not think this method makes sense or is fair to all residents in the City. One specific comment on the data is that we offer a couple of homes under 1100 sf that are all 2 bedrooms and all of our other models are 3 or 4 bedrooms and are under 1700 sf.
- **Max Moss, HF2M:** (Using thresholds is a) good approach.
- The thresholds should encourage households to use the house space to house people. The sqft thresholds should be even increments like under 1100 (0/1 bed), 1100 to 1699 (2 bed), 1700 to 2299 (3 bed), and 2300+ (4 bed). The number of persons should also be even increments of 1.33 persons per bedroom. This will encourage households to house people in bedrooms.

Question 7: Additional Comments?

Comments:

- **Jerry Runta, NoCo Homebuilders Association:** No.
- I'm concerned about how the proposed fee changes will encourage increased residential densities (smaller homes and lots). Could developers game the fee structure by having unfinished areas and unfinished basements? I also have issues with the increases to industrial and commercial construction fee structures. We need to find ways to promote more industrial and primary sector employers. The proposed changes to the fee structures will also affect the ability of small businesses to build and expand. Small businesses generate a large percentage of new jobs and usually lead an economic recovery. Proposing this during the pandemic and ongoing recession is not going to be popular.
- We need to look at raw water dedication requirements to make sure the policy reflects actual usage in order to promote healthy and sustainable development. Certain use types are being required to bring too much raw water. Large/Estate lots are specifically in the category. Greeley is the most expensive municipality to develop large lots bc of existing 3 acre foot per acre raw water dedication policies in spite of evidence that those lots can and do use significantly less water.
- **Jamie Baessler, Baessler Homes:** We are thankful that the City has been open to new ways to look at the fee structures and that you all have taken the time to consider our feedback. Overall, we support this new direction. Well done and thank you!
- **Larry Buckendorf, Journey Homes:** Speed and consistency of the entitlement process is key to affordability.
- **Max Moss, HF2M:** I appreciate Greeley's efforts to adjust their fees by actual impact. Making sure the impact fees are allocated by size of home and lot will encourage smaller more affordable housing types. Good work.
- **Jim Flesher:** The City should support collecting impact fees for schools.
- To ensure that ADUs can become a real housing solution, impact fees should be waived. Fees should be lower in the Redevelopment District as it uses existing infrastructure, and fringe/leapfrog development should pay higher fees.
- More affordable housing for seniors under \$750.



City of Greeley DIF/PIF Study - Stakeholder Outreach & Participation

Name	Email	May 20, 2020 Webinar		July 16, 2020 Webinar		Private Call / Webinar	Committed to Share Presentation and Survey with Members
		Invited	Participated	Invited	Participated		
Adam Luckeroth	luckeroth@hotmail.com	X		X			
Ahmad Sedaghat	sedaghaa@hotmail.com	X		X			
Andrew Jackson	ajackson@transcolo.com	X		X			
Andy Gerk	agerk@baesslerhomes.com	X	X	X	X		
Andy Phelps	adphelps@comcast.net	X		X			
Ann Johnson	abjohnson@evanscolorado.gov	X	X	X			
Arlo Richardson	arlo@richmarkcompanies.com	X		X			
Barbara Koelzer	bkoelzer@ires-net.com	X	X	X			
Bianca Fisher	bianca@greeleydowntown.com	X		X			
Blane Lancaster	blanel@msn.com	X		X			
Brad Heitt	bradh@searsrealestate.com	X		X			
Brad Inhulsen	bradi@searsrealestate.com	X		X			
Brad Shade	brad.shade@comcast.net	X		X			
Brian Persons	frhomeinspect@gmail.com	X		X			
Chad Nixon	nrxnrealestate@gmail.com	X		X			
Chad Sanger	csanger@turnkey-builders.com	X		X			
Chalice Springfield	chalices@searsrealestate.com	X		X			
Charlie Atwood	charlie@hartfordco.com	X		X			
Chuck Hawn	chuck@hartfordco.com	X		X			
Chuck Rehmer	crehmer@gmail.com	X		X			
Collin Richardson	collin@richmarkcompanies.com	X		X			
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Craig Valenti	ctvfatboy@gmail.com	X		X			
Curtis Hansen	curtisandterra@msn.com	X		X			
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Derek Glosson	Derek.Glosson@GlossonDevelopment.com	X	X	X			
Felicia Burke	fburke@nat.com	X		X			
Gene Leach	gene370@comcast.net	X		X			
Ilde Dominguez	ilde.realty.co@gmail.com	X		X			
Jaime Henning	jaim@greeleychamber.com	X	X	X			X
Jamie Baessler	Jamie@baesslerhomes.com	X		X			
Jay Gardiner	jgardiner@baesslerhomes.com	X		X			
Jeremy Johnson	jeremy@getrealhomes.net	X		X			
Jim Clark	jimclark@slbbi.com	X		X			
Jim Morris	morrr@comcast.net	X		X			
John DeWitt	jdewitt@remax.net	X		X			
Josh Lobato	jlobato@buyssteel.com	X		X			
Julie Jensen (GARA)	juliejensengara@gmail.com	X	X	X	X		X
Kevin Ross	kros1@amfam.com	X		X			
Kevin Smith	KSmith@westsideinv.com	X		X			
Laira Ziegler	laira@journeyhomes.com	X		X			
Landon Hoover	landon@hartfordco.com	X		X			
Larry Buckendorf	Larry@journeyhomes.com	X		X			
Logan Richardson	logan@mineralresourcesinc.com	X		X			
Lynn Cassedy	lynnccaseday@msn.com	X	X	X			
Matt Anderson	matthew@anconconstructors.com	X		X			
Matt Rivette	mjr@ctos.com	X		X			
Max Moss	Max@hf2m.com	X		X		X	
Melissa Wheeler	mwheeler@baesslerhomes.com	X		X			
Michael Hill	mhillre2000@yahoo.com	X		X			
Mike Ramstack	miker@prorealtymhomes.com	X		X			
Morgan Kidder	morgan@journeyhomes.com	X	X	X			
Neufeld, Jim	mhshomes@comcast.net	X		X			
Nick Francis	tucsonfr@aol.com	X		X			
Nikki Giordano	nikki@nocohba.com	X		X		X	
NOCO HBA	janet@nocohba.com	X		X			
NoCoHBA	info@nocohba.com	X		X		X	X
Patrick McMeekin	patrick@hartfordco.com	X	X	X			
Peter Carter	peter@journeyhomes.com	X	X	X			
Randolph, Ron	brdwikbldr@aol.com	X		X			
Randy Payne	rpayne@c3-re.com	X		X			
Robert Coon	Rcoon.business@comcast.net	X		X			
Ryan Barnes	rbarnes@baesslerhomes.com	X		X			
Scott Mueller	scott@journeyhomes.com	X	X	X			
Steve Bricker	SBricker@baesslerhomes.com	X		X			
Thomas Roche	troche@rocheconstructors.com	X		X			
Tim McKenna	tim.mckenna@neihartland.com	X		X			
Tom Teixeira	tom@greeley-weldha.org	X	X	X			
Travis Evans	tevans@sunstateequip.com	X		X			
Tyler Richardson	tyler@richmarkcompanies.com	X		X			
Val Martensen	vmartensen@rocheconstructors.com	X		X			
Will Edwards	will@edwards-development.com	X		X			
Zach Cesar	ZCesar@BaesslerHomes.com	X		X			

TECHNICAL MEMORANDUM

DATE: August 18, 2020

TO: Robert Miller
Interim Finance Director
City of Greeley

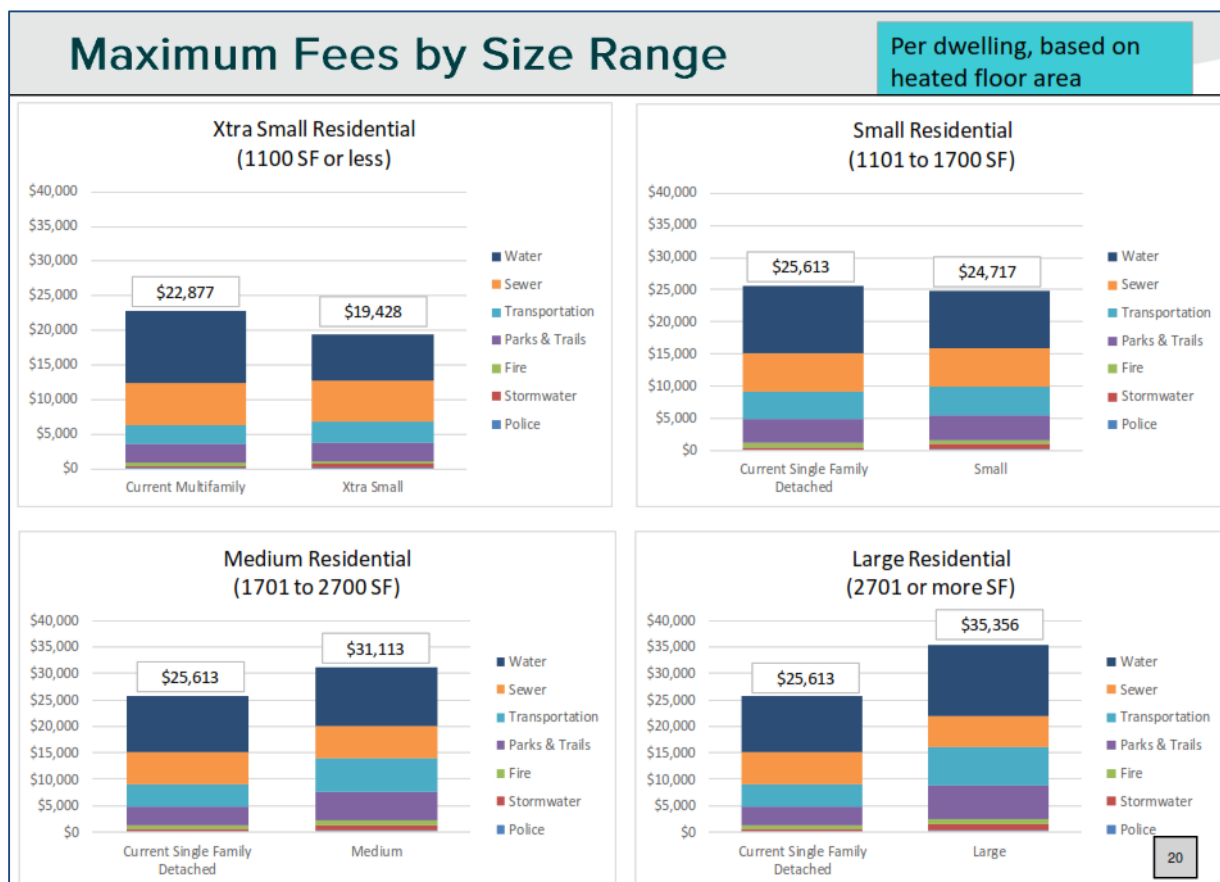
FROM: Dwayne Guthrie
Manager, Raftelis

Subject: Responses to Questions from Councilmember Zasada

Note to staff and Council members: Original questions and commentary from Councilmember Zasada are shown in *italics*. All blue text, tables, and charts were inserted by Raftelis.

1. Maximum Fees by Size Range (pg. 20)

Why is the Xtra Small Residential fee structure being compared to “current multifamily”? This does not seem like an apples-to-apples comparison. Why isn’t it being compared to a current extra-small single-family residential unit?



The reason for recommending fees by size, instead of type, is the legal distinction between a tax (i.e., revenue raising mechanism) and a fee, which must be proportionate to the demand for infrastructure or system capacity. Using the previous size range shown above, units in the range of 1101 to 1700 square feet of climate-controlled living space would cover large, three-bedroom Multifamily units and smaller Single-Family units.

Since the Council work session, we received input from stakeholders recommending lowering the thresholds in Greeley. Also, we were able to obtain a database of Greeley’s residential building permits over the past two years, which confirmed average unit sizes in Greeley were smaller than the averages used in the draft fee calculations.

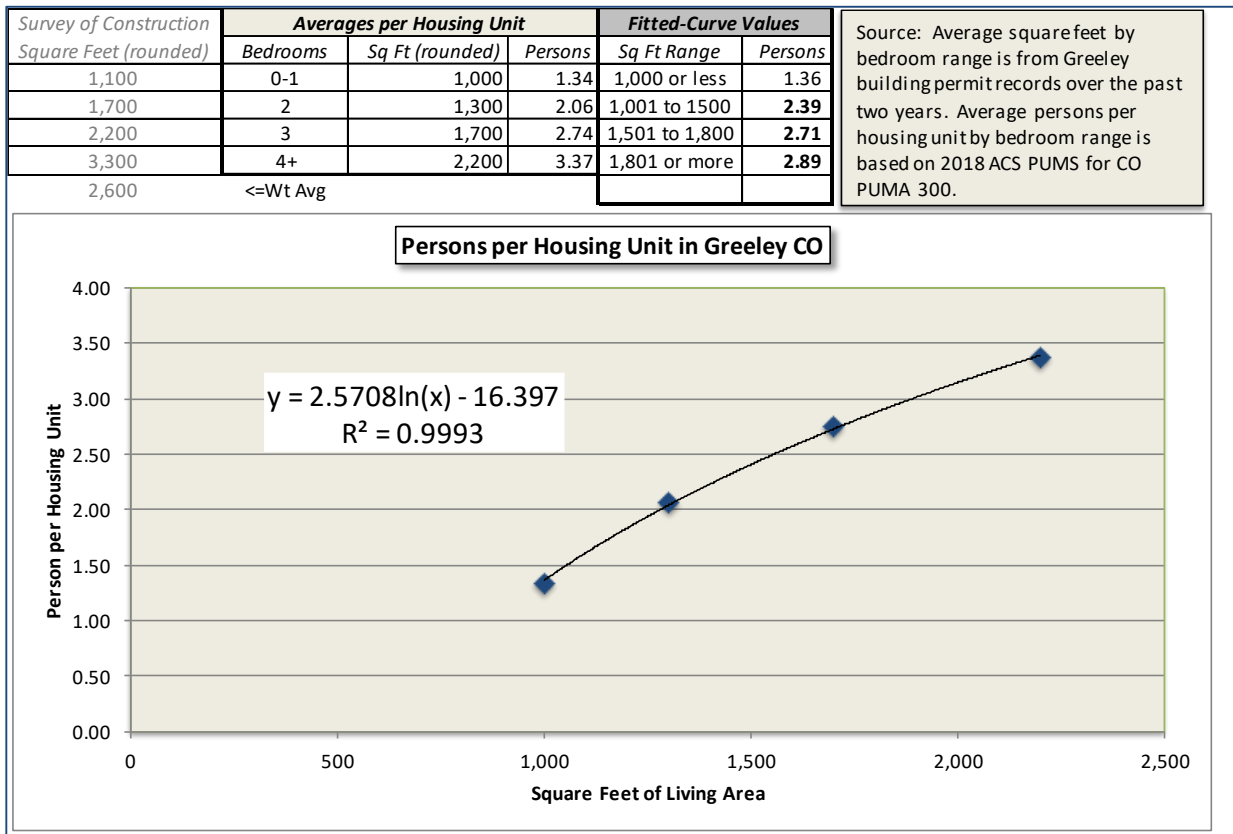
What data went into these graphs? Did they pick a square footage amount, say 1,500, and calculate out all current and proposed fees and then populate the graphs? Or are the graphs populated off of average fees for each size category?

Raftelis provided a draft Appendix to the impact fee study that documents land use assumptions and provides details on the demographic analysis. The latest draft, dated 7/15/20, was published on the City’s website and emailed to stakeholders. The draft Appendix will be updated with the information discussed below.

The following table indicates average persons per household, by unit type, in Greeley. If Greeley were to continue with the current approach of imposing fees by house type, Single Family impact fees would assume 2.89 persons per household and Multifamily would assume 2.39 persons per household. The overall average for all types of housing is 2.71 persons per household.

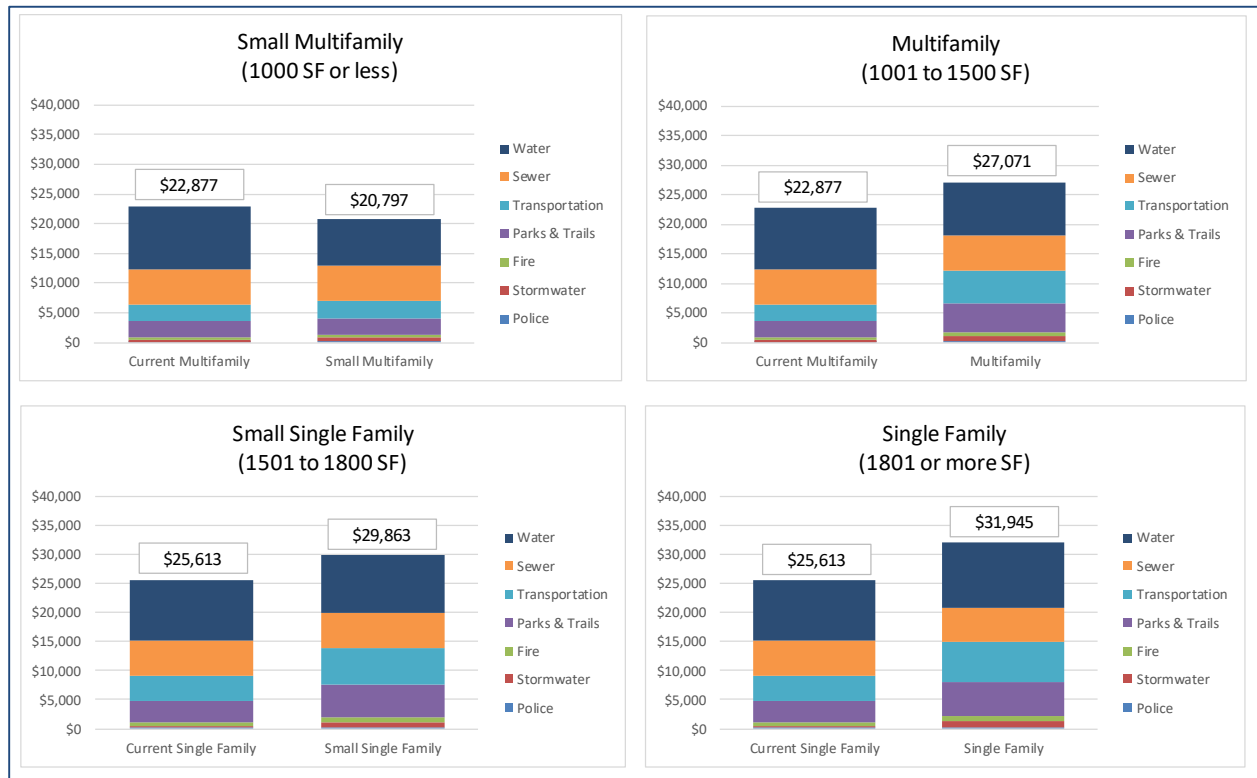
Greeley Population and Housing Characteristics							
<i>Units in Structure</i>	<i>Persons</i>	<i>House-holds</i>	<i>Persons per Household</i>	<i>Housing Units</i>	<i>Persons per Housing Unit</i>	<i>Housing Mix</i>	<i>Vacancy Rate</i>
Single Unit *	67,107	23,235	2.89	23,813	2.82	63%	2%
All Other **	30,413	12,737	2.39	14,010	2.17	37%	9%
Subtotal	97,520	35,972	2.71	37,823	2.58		5%
Group Quarters	6,203						
TOTAL	<u>103,723</u>						
Source: U.S. Census Bureau, 2018 American Community Survey, 5-Year Estimates, Tables B25024, B25032, B25033, and B26001.							
* Single unit includes attached and detached.							
** All other includes multifamily and mobile homes.							

The table and chart on the following page indicate lower threshold sizes, plus the updated “fitted-curve values” that Raftelis will use in the impact fee study. Based on concerns expressed during the Council work session, Raftelis recommends that impact fees for the upper threshold (1801 or more square feet of climate-controlled living space) be based on 2.89 persons per household, which is the current average for all Single Family dwellings in Greeley. Impact fees for residential units in the size range of 1001 to 1500 square feet will be based on 2.39 persons per household, which is the current average for all Multifamily dwellings in Greeley.



Below are updated comparisons charts for each of the four residential size thresholds. If Greeley decides to continue to collect fees for two housing types, then the maximum supportable fees are shown in the two charts on the right side (i.e., Multifamily and Single Family). If Greeley wants to make the fees more proportionate for smaller, more affordable housing units, Raftelis recommends imposing fees by all four size thresholds shown below.

It is important to note that Raftelis is recommending this fee structure, not the maximum supportable dollar amounts shown on the following page.



Please explain the sizeable jump in fees for the medium and large residential fees. What is driving these to go up so much, while the extra small and small go down? This could lead to a heavy sway of only “cookie-cutter,” “starter” homes being built. We also need to be building mid-range and executive-level homes, but this is a market dissuasion to do so. Again, one of our council priorities is a variety of new homes being built and yet this proposed fee structure does not appear to encourage this.

The increase in dollar amount from the current to the maximum supportable fees for both Multifamily and Single-Family units (see charts on the right side above) is due to updated infrastructure standards and cost factors since the 2014 study. The higher amounts have nothing to do with the recommended fee structure. The two charts on the left side above have lower dollar amounts because smaller units typically have fewer persons, drive less (measured by Vehicles Miles of Travel), have smaller lots and less impervious surface area. Raftelis is making a data-driven recommendation based on demographic characteristics that vary by residential unit size. To avoid any possible negative influence on the market for larger residential units, the revised fee structure is now capped using averages for all Multifamily and Single-Family dwellings.

2. Water and Sewer PIF (pg. 22)

If we are, “currently evaluating non-potable PIF alternatives,” why would we change from meter size to lot size now, instead of waiting to see if non-potable becomes a major player? If the majority of the outdoor water use is non-potable, which is cheaper, why would we calculate total water fees using potable fees? Where’s the incentive to use non-potable water then?

- The City currently has a non-potable PIF that was based off a methodology defined in the last non-potable master plan. However, it was not widely used because it usually resulted in higher costs for the builder than using potable supplies.
- City is looking to expand non-potable service because it is significantly more cost efficient for Greeley’s water customers. Greeley is nearly complete with an updated non-potable master plan that will outline the path forward to minimize the use of treated water and water rights, and maximize the use of non-potable rights. This will also reduce the need for additional treated water acquisitions.
- As of today, non-potable service is not universally available throughout the City but the master plan will provide the roadmap for expanding non-potable service to much of Greeley.
- The City is developing policies to maximize the use of non-potable water with the intention to make the expansion of non-potable water use financially beneficial for both the building community and Greeley’s water customers. Calculating what a non-potable PIF would be was needed to assist the City in the development of non-potable policies related to all water related costs builders are responsible for associated with development, i.e. PIFs, raw water/cash-in-lieu, and infrastructure installation. City staff has not yet finalized the suite of policy recommendations to expand non-potable water service for review by the Water and Sewer Board and City Council.
- Non-potable is being promoted for larger irrigable areas because it is usually cost effective, however, non-potable can be utilized house to house if there is enough irrigable are to make it financially feasible.
- The calculation structure of the proposed PIF can work well with a non-potable PIF.
 - The proposed PIF consists of two components – an indoor (potable) PIF and an outdoor (non-potable) PIF. The policies related to how these fees would be implemented are still being refined, but the intent is to make the total cost of development for water (including PIF, raw water/cash-in-lieu/infrastructure) advantageous for the builder/developer to install non-potable service.

3. Maximum Supportable (pg. 25-26)

Please explain again the concept of “maximum supportable fees.” Some of these proposed fee changes are 48% more than the current model – that’s a lot!

Maximum supportable fees are based on updated inventories of infrastructure, such as acres of parks, linear feet of trails, square feet of public safety buildings, counts of public safety vehicles, miles of utility pipes, etc. City Departments also provided current cost factors for each type of infrastructure (e.g. arterial streets cost \$1,750,000 per lane mile). Maximum supportable fees indicate the actual cost per

development unit to provide additional infrastructure due to new development, based on current infrastructure standards and cost factors.

4. After all of this, we were shown what a 10% reduction in fees would look like. I asked where this 10% number came from (was 10% just pulled out of a hat?) and why this across-the-board reduction is being proposed and I am still not clear on the answer

The ten percent reduction in current impact fees was an illustration, not a recommendation. The intent was to help Council understand the fiscal impact of a policy decision to lower impact fees. In essence, lowering impact fees would result in lower infrastructure standards over time, or the City could subsidize new development using existing revenue sources. For utilities, all customers could pay higher rates to cover the deficits. For non-utilities, City Council could re-allocate General Fund revenue to subsidize growth.

5. Example of Mix and Match Scenario

Are these the proposed changes the study authors are suggesting? If so, can we get an explanation on why each item was chosen? Or is this just a random scenario, in which case it doesn't seem helpful to arbitrarily show we can lower fees in some places and raise them in others – we know this. Why should some fee categories be raised and some lowered?

Slide 38 in the work session packet was another illustration, not a recommendation.

6. Non-Utility Impact Fees per Single Family Detached Unit (pg. 31)

Here's market information and my calculations to put these numbers into perspective

- Greeley's 80634 Zip Code Median Home Price: \$350,000
- Fort Collins' Median Home Price: \$445,000
- Loveland/Berthoud's Median Home Price: \$400,000
- Greeley's Median Home Price is 78% of Fort Collins (22% lower) and 88% of Loveland's (12% lower)
- Greeley's Non-Utility Impact Fees as a Percentage of Median Home Price: 3.2%
- Fort Collins' Non-Utility Impact Fees as a Percentage of Median Home Price: 4%
- Loveland/Berthoud's Non-Utility Impact Fees as a Percentage of Median Home Price: 4.2%

Raftelis summarized the data above into a comparison table and added utility fees to provide a grand total. As shown below, total maximum supportable fees in Greeley would remain lower than the current grand total fees in Fort Collins and Loveland, but the maximum supportable fees as a percent of median home price would exceed Fort Collins and Greeley. A possible way to reach consensus might be for Council to set a policy target, based on percent of median home price. After Council deliberates and decides on a policy target (see cell highlighted yellow), Raftelis can proportionately allocate the increase, or decrease, to all types of infrastructure.

	Median Home Price	Current Non-Utilities	Water	Sewer	Storm-water	Grand Total (all fees)	Pct of Price	Maximum Supportable Fee	Pct of Price
Fort Collins	\$445,000	\$17,578	\$11,304	\$7,710	\$2,286	\$38,878	8.7%		
Loveland/Berthoud	\$400,000	\$16,666	\$11,304	\$8,630	\$569	\$37,169	9.3%		
Greeley	\$350,000	\$11,267	\$10,500	\$6,000	\$402	\$28,169	8.0%	\$34,501	9.9%
Source Slide =>		#31	#28	#29	#30	Policy Target (set by Council) => 8.5%			
								\$29,750	

- *Greeley and Surrounding Area's Builder's Profit Margin (average): 7%*

---- So currently, Greeley's impact fees are lower than Fort Collins and Loveland as a percentage, AND if we look at impact fees as a percentage of a builder's profit then:

- *Greeley's current impact fees are 50% of a builder's profit*
- *Fort Collins' current impact fees are 56% of a builder's profit*
- *Loveland's current impact fees are 60% of a builder's profit*

If we were to adopt the Greeley Maximum fees, then our fees would be 4.5% of our median homes sales AND 64% of a builder's net profit. This puts us higher on everything than Fort Collins and Loveland, which I don't think is "supportable" at all. And obviously, my calculations are a gross simplification. We also need to consider such factors as:

Greeley's wages vs. Fort Collins and Loveland's – maybe their home prices are higher but so are their wages, and therefore could be more attractive.

Greeley's school district vs Fort Collins and Loveland's – are we seen as attractive/competitive?

If we are trying to attract a variety of industries to come to Greeley, one of the historic barriers has been a lack of attractive housing options for high executives – they typically buy housing in Windsor. So again, we should be looking at how to attract a variety of new home construction which includes higher-priced, executive level housing.

Is the Greeley planning department more "business-friendly" to work with than other municipalities? If so, this might be an incentive to builders to build here. In speaking with the Northern Colorado Home Builder's Association, Fort Collins is making it more and more difficult to build new homes. This works in our favor, but let's make sure Greeley doesn't get that reputation as well.



2020 Update of Development Impact Fees and Plant Investment Fees

Draft Report

September 1, 2020



September 1, 2020

Mr. Robert Miller
Interim Finance Director
City of Greeley
1000 10th Street
Greeley, CO 80631

Subject: Development Impact Fees Report

Dear Mr. Miller,

Raftelis Financial Consultants, Inc. (Raftelis) is pleased to provide the 2020 impact fee update for the City of Greeley. After collaborating with staff, Raftelis recommends several changes to improve consistency with Colorado's enabling legislation, including:

-) Updated development projections and land use assumptions based on Greeley data
-) Documentation of current infrastructure standards and projected need for additional facilities
-) Proportionate fees for three types of nonresidential development and four size thresholds for residential development

Our report summarizes key findings and recommendations related to the growth cost of capital improvements to be funded by impact fees.

It has been a pleasure working with you and we thank City staff for engaging with quality information and insight regarding best practices for the City of Greeley.

Sincerely,

A handwritten signature in black ink, appearing to read 'Dwayne Guthrie'.

Dwayne Guthrie, PhD, AICP
Manager

227 W. Trade Street, Suite 1400
Charlotte, NC 28202

www.raftelis.com

TABLE OF CONTENTS

EXECUTIVE SUMMARY	1
UNIQUE REQUIREMENTS OF THE COLORADO IMPACT FEE ACT	1
MAXIMUM SUPPORTABLE IMPACT FEES	2
<i>Figure 1: Proposed Methods and Cost Components for Non-utility Impact Fees</i>	<i>3</i>
<i>Figure 2: Maximum Supportable Impact Fee Schedule for Non-utilities</i>	<i>3</i>
PARKS AND TRAILS IMPACT FEE	4
PARKS	4
<i>Figure PT1: Current Standard and Projected Need for Park Improvements</i>	<i>4</i>
TRAILS	5
<i>Figure PT2: Current Standard and Project Need for Trails</i>	<i>5</i>
REVENUE CREDIT EVALUATION	6
MAXIMUM SUPPORTABLE AND CURRENT IMPACT FEES	6
<i>Figure PT3: Parks and Trails Impact Fee Schedule</i>	<i>6</i>
FORECAST OF REVENUES FOR PARKS AND TRAILS	7
<i>Figure PT4: Projected Impact Fee Revenue</i>	<i>7</i>
CAPITAL IMPROVEMENTS PLANS PARKS AND TRAILS	8
<i>Figure PT5: Summary of Ten-Year CIP for Parks</i>	<i>8</i>
<i>Figure PT6: Summary of Ten-Year CIP for Trails</i>	<i>8</i>
POLICE IMPACT FEES	9
PROPORTIONATE SHARE	9
<i>Figure P1: Functional Population</i>	<i>9</i>
POLICE FACILITIES, SERVICE UNITS, AND STANDARDS	10
<i>Figure P2: Police Buildings Standard</i>	<i>10</i>
<i>Figure P3: Police Building Space Needed to Accommodate Growth</i>	<i>11</i>
<i>Figure P4: Police Vehicles and Current Standard</i>	<i>11</i>
<i>Figure P5: Police Vehicles Needed to Accommodate Growth</i>	<i>12</i>
REVENUE CREDIT EVALUATION	12
<i>Figure P6: Police Revenue Credit</i>	<i>12</i>
POLICE DEVELOPMENT IMPACT FEES	13
<i>Figure P7: Police Impact Fees per Development Unit</i>	<i>13</i>
PROJECTED IMPACT FEE REVENUE FOR POLICE	14
<i>Figure P8: Police Fee Revenue</i>	<i>14</i>
<i>Figure P9: Summary of Ten-Year CIP for Police</i>	<i>14</i>
FIRE IMPACT FEES	15
EXISTING STANDARDS FOR FIRE FACILITIES	15
<i>Figure F1: Existing Fire Stations</i>	<i>15</i>
FIRE VEHICLES, SERVICE UNITS, AND STANDARDS	16
<i>Figure F2: Current Fire Apparatus</i>	<i>16</i>
<i>Figure F3: Growth-Related Need for Fire Facilities</i>	<i>17</i>
REVENUE CREDIT EVALUATION	18
<i>Figure F4: Revenue Credit for Fire Debt</i>	<i>18</i>
FIRE DEVELOPMENT FEES	19

<i>Figure F5: Fire Impact Fees per Development Unit</i>	19
PROJECTED REVENUE FOR FIRE FACILITIES.....	20
<i>Figure F6: Fire Impact Fee Revenue</i>	20
<i>Figure F7: Ten-Year CIP for Fire</i>	20
TRANSPORTATION IMPACT FEES	21
TRIP GENERATION RATES	21
ADJUSTMENT FOR PASS-BY TRIPS	21
VEHICLE MILES OF TRAVEL.....	21
<i>Figure T1: Priority 1 Snow-Plow Routes in Greeley</i>	22
LANE CAPACITY	23
TRIP LENGTH WEIGHTING FACTOR BY TYPE OF LAND USE	23
<i>Figure T2: Average Trip Length and Weighting Factors</i>	23
DEVELOPMENT PROTOTYPES AND PROJECTED TRAVEL DEMAND	23
<i>Figure T3: Projected Travel Demand</i>	24
MAXIMUM SUPPORTABLE IMPACT FEES FOR TRANSPORTATION	25
<i>Figure T4: Transportation Impact Fees</i>	26
TRANSPORTATION GROWTH COST AND FUNDING STRATEGY	27
<i>Figure T5: Transportation Impact Fee Revenue</i>	27
TRANSPORTATION IMPROVEMENTS NEEDED TO ACCOMMODATE GROWTH.....	28
<i>Figure T6: Transportation Improvements Plan</i>	28
STORMWATER PLANT INVESTMENT FEES	29
EXISTING STORMWATER FACILITIES	29
<i>Figure SW1: Existing City Stormwater Facilities RCNLD by Functional Designation</i>	29
EXCLUDED STORMWATER FACILITIES.....	29
EXISTING IMPERVIOUS AREA AND STORMWATER CUSTOMER DATA	29
EQUIVALENT RESIDENTIAL UNIT.....	30
MAXIMUM SUPPORTABLE STORMWATER PLANT INVESTMENT FEE	30
<i>Figure SW2: Maximum Supportable Stormwater PIF per Impervious Square Foot</i>	30
PROJECTED STORMWATER PIF REVENUE	31
<i>Figure SW3: Stormwater PIF Revenue</i>	31
WATER AND SEWER PLANT INVESTMENT FEES	32
FEE IMPLEMENTATION AND ADMINISTRATION	35
DEVELOPMENT CATEGORIES	35
CREDITS AND REIMBURSEMENTS.....	36
APPENDIX A: DEMOGRAPHICS AND DEVELOPMENT PROJECTIONS	37
<i>Figure A1: Land Use Assumptions</i>	38
POPULATION AND HOUSING CHARACTERISTICS	38
<i>Figure A2: Persons per Household by Units in Structure</i>	39
DEMAND INDICATORS BY DWELLING SIZE	39
<i>Figure A3: Demographic Characteristics by Bedroom Range</i>	40
<i>Figure A4: Persons by Square Feet of Living Space</i>	41
<i>Figure A5: Vehicle Trip Ends by Dwelling Size</i>	42
JOBS AND NONRESIDENTIAL DEVELOPMENT	43

Figure A6: Average Weekday Vehicle Trip Ends 43

APPENDIX B: STORMWATER PIF TABLES 44

Executive Summary

Impact fees are one-time payments imposed on new development that must be used solely to fund growth-related capital projects, typically called “system improvements”. An impact fee represents new growth’s proportionate share of capital facility needs. In contrast to project-level improvements, impact fees fund infrastructure that will benefit multiple development projects, or even the entire service area, if there is a reasonable relationship between the new development and the need for growth-related infrastructure. Project-level improvements, typically specified in a development agreement, are usually limited to transportation improvements near a proposed development, such as ingress/egress lanes. By law, impact fees can only be used for *capital* improvements, not operating or maintenance costs. Impact fees are subject to legal standards that satisfy three key tests: **need, benefit, and proportionality**.

-) First, to justify a fee for public facilities, local government must demonstrate a **need** for capital improvements.
-) Second, new development must derive a **benefit** from the payment of the fees (i.e., in the form of public facilities constructed within a reasonable timeframe).
-) Third, the fee paid should not exceed a development’s **proportionate** share of the capital cost.

As documented in this report, the City of Greeley has complied with applicable legal precedents. Impact fees are proportionate and reasonably related to the capital improvement demands of new development, with the projects identified in this study consistent with Greeley’s long-range comprehensive plan and master plans for infrastructure. Specific costs have been identified using local data and current dollars. With input from City staff, Raftelis determined service units for each type of infrastructure and calculated proportionate share factors to allocate costs by type of development. This report documents the formulas and input variables used to calculate the impact fees for each type of public facility. Impact fee methodologies also identify the extent to which new development is entitled to various types of credits to avoid potential double payment of growth-related capital costs.

Unique Requirements of the Colorado Impact Fee Act

For local governments, the first step in evaluating funding options for capital improvements is to determine basic requirements established by state law. Some states have more conservative legal parameters that basically restrict local government to specifically authorized actions. In contrast, “home-rule” states grant local governments broader powers unless precluded or preempted by state statutes. Although Colorado is a “home-rule” state and home-rule municipalities were already collecting “impact fees” under their home-rule authority granted in the Colorado Constitution, the Colorado Legislature passed enabling legislation in 2001, as discussed further below.

According to Colorado Revised Statute Section 29-20-104.5, impact fees must be legislatively adopted at a level no greater than necessary to defray impacts generally applicable to a broad class of property. The purpose of impact fees is to defray capital costs directly related to proposed development. The statutes of other states allow impact fee schedules to include administrative costs related to impact fees and the preparation of capital improvement plans, but this is not specifically authorized in Colorado’s statute. Impact fees do have limitations and should not be regarded as the total solution for infrastructure funding. Rather, they are one component of a comprehensive portfolio to ensure adequate provision of public facilities.

Because system improvements are larger and more costly, they may require bond financing and/or funding from other revenue sources. To be funded by impact fees, Section 29-20-104.5 requires that the capital improvements must have a useful life of at least five years. By law, impact fees can only be used for capital improvements, not operating or maintenance costs. Also, development impact fees cannot be used to repair or correct existing deficiencies in existing infrastructure.

Maximum Supportable Impact Fees

There are three general methods for calculating development fees. The choice of method depends primarily on the timing of infrastructure construction (past, concurrent, or future) and service characteristics of the facility type being addressed. Each method has advantages/disadvantages and can be used simultaneously for different cost components. The process of calculating development impact fees involves two main steps: (1) determining the cost of development-related capital improvements and (2) allocating those costs equitably to various types of development. In practice, development fees are complicated due to many variables involved in defining the relationship between development and the need for facilities within the service area. The following paragraphs discuss three basic methods for calculating development fees and how those methods can be applied.

-) The rationale for recoupment, often called cost recovery, is that new development is paying for its share of the useful life and remaining capacity of facilities already built, or land already purchased, from which new growth will benefit. This methodology is often used for utility systems that must provide adequate capacity before new development can take place.
-) The incremental expansion method documents current infrastructure standards for each type of public facility, using both quantitative and qualitative measures. If current standards are used, there is no existing infrastructure deficiency or surplus capacity and new development is only paying its proportionate share to maintain current standards for growth-related infrastructure. Fee revenue will be used to expand or provide additional facilities, as needed to keep pace with new development.
-) The plan-based method allocates costs for a specified set of improvements to a specified amount of service units. Improvements are typically identified in an infrastructure master plan and development potential is identified by land use assumptions. There are two options for determining the cost per service unit: 1) total cost of a public facility can be divided by total demand units (average cost approach), or 2) the growth-share of the public facility cost can be divided by the net increase in demand units over the planning timeframe (marginal cost approach).

Figure 1 summarizes the methods and cost components used for each type of public facility in Greeley's 2020 impact fee study. Non-utility impact fees are consistent with the general method and cost allocations used in the 2014 impact fee study, with recommended refinements based on current best practices.

Figure 1: Proposed Methods and Cost Components for Non-utility Impact Fees

Type of Infrastructure	Service Area	Incremental Expansion (current standards)	Cost Allocation
<i>Parks and Trails</i>	Citywide	Improvements to Parks and Trails	Population
<i>Police Facilities</i>	Citywide	Police Buildings and Vehicles	Functional Population
<i>Fire Facilities</i>	Citywide	Fire Stations and Apparatus	Functional Population
<i>Transportation</i>	Citywide	Multimodal Improvements to Arterials	Vehicle Miles of Travel

Figure 2 summarizes maximum supportable 2020 impact fees for new development in the City of Greeley. As discussed in Appendix A, Raftelis recommends that residential fees be imposed by dwelling size, based on floor area of living space (i.e., excludes garages, outdoor patios/porches/balconies, and unfinished basements). In contrast, existing fees use a “one size fits all” approach by type of housing. If Greeley makes a legislative policy decision to continue collecting impact fees by type of housing, the maximum supportable impact fee for Single Family, would be \$13,686 per dwelling. The maximum supportable impact fee for Multifamily (i.e., all other housing types) would be \$11,253 per dwelling.

Fees for nonresidential development are listed per thousand square feet of floor area. Industrial includes all buildings used for goods production, warehousing, transportation, communications and utilities. Retail/Restaurant includes all shopping centers, establishments that sell merchandise and all eating/drinking places. Office & Other Services includes business services such as banks, plus personal services, such as health care.

Figure 2: Maximum Supportable Impact Fee Schedule for Non-utilities

Citywide Service Greeley CO	Parks and Trails	Police	Fire	Transportation	Maximum Supportable	Current Total	Increase or Decrease	
<i>Residential (per dwelling) by Size Range (square feet of heated living space)</i>								
1,200 or less	\$2,773	\$125	\$325	\$3,027	\$6,250	\$6,088	\$162	
1,201 to 1500	\$4,873	\$219	\$571	\$5,590	\$11,253	\$6,088	\$5,165	<= Multifamily
1,501 to 1,800	\$5,525	\$249	\$647	\$6,401	\$12,822	\$8,711	\$4,111	
1,801 or more	\$5,892	\$265	\$690	\$6,839	\$13,686	\$8,711	\$4,975	<= Single Family
<i>Nonresidential (per 1,000 square foot of building)</i>								
Industrial		\$218	\$486	\$2,600	\$3,304	\$1,915	\$1,389	
Retail/Restaurant		\$797	\$1,775	\$7,915	\$10,487	\$6,618	\$3,869	
Office & Other Services		\$428	\$954	\$5,105	\$6,487	\$5,469	\$1,018	

Parks and Trails Impact Fee

Impact fees for parks and trails are currently collected and spent in separate funds. The draft report combines both types of infrastructure, but all fee calculations remain separate. Based on direction from City Council, the final report can disaggregate these fees. As a general rule, minimizing the number of impact fee funds provides greatly flexibility for planning and spending fees.

Parks

In 2016, Greeley completed a master plans for Parks, Trails, and Open Lands. All parks and trails facilities included in the impact fees have a citywide service area. Cost components are allocated 100% percent to residential development. As shown in Figure PT1, Greeley current standard is 5.07 acres of improved parks per thousand residents. Based on the average cost of recent capital projects, Greeley is spending an average of \$350,000 per acre for park improvements. The projected population increase shown below will require an additional 117 acres of improved parks over the next ten years, with an estimated cost of \$40.95 million.

Figure PT1: Current Standard and Projected Need for Park Improvements

Type of Park	Acres
Neighborhood Parks	308
Community Parks	115
Sports Complex	137
Dog Parks	7

Total => 567

Source: 2016 Master Plan for Parks, Trails, and Open Lands.

Cost Allocation Factors for Parks

Improvements Cost per Acre	\$350,000
Residential Proportionate Share	100%
Service Units	
Population in 2020	111,748

Infrastructure Standards for Parks

		Acres	
Residential (per person)		0.00507	
		Park Needs	
	Year	Population	Improved Acres
Base	2020	111,748	567
Year 1	2021	114,229	580
Year 2	2022	116,519	591
Year 3	2023	118,809	603
Year 4	2024	121,099	614
Year 5	2025	123,389	626
Year 6	2026	125,679	638
Year 7	2027	127,969	649
Year 8	2028	130,259	661
Year 9	2029	132,549	673
Year 10	2030	134,839	684
Ten-Yr Increase		23,091	117
Growth Cost of Parks =>		\$40,950,000	

Trails

Figure PT2 documents Greeley current standard for trails, which is 1.41 linear feet per person. According to staff, recent trails constructed in Greeley have an average cost of \$189 per linear foot, which is \$1,000,000 per mile. This cost factor is based on a concrete trail with landscaping, lighting, signs, and professional fees. Projected population over the next ten years will need approximately six miles of additional trails to maintain Greeley's current standard for trails. Maximum supportable impact fees would cover the total projected cost of additional trails, which is approximately \$6.15 million over the next ten years.

Figure PT2: Current Standard and Project Need for Trails

Trails	Miles	Linear Feet
Off-Street Trails	29.8	157,080

Source: 2016 PTOL Master Plan, updated by staff.

Cost Allocation Factors for Trails

Cost per Linear Foot*	\$189
Residential Proportionate Share	100%
2020 Population	111,748

* \$1,000,000 per mile is \$189 per linear foot.

		Linear Feet	
Residential (per person)		1.41	
		Trail Needs	
	Year	Population	Linear Feet
Base	2020	111,748	157,080
Year 1	2021	114,229	160,567
Year 2	2022	116,519	163,786
Year 3	2023	118,809	167,005
Year 4	2024	121,099	170,224
Year 5	2025	123,389	173,443
Year 6	2026	125,679	176,662
Year 7	2027	127,969	179,881
Year 8	2028	130,259	183,100
Year 9	2029	132,549	186,319
Year 10	2030	134,839	189,538
Ten-Yr Increase		23,091	32,458
Growth Cost for Trails =>		\$6,147,000	

Revenue Credit Evaluation

Currently the City of Greeley does not have any outstanding debt related to parks and trails facilities. Therefore, a revenue credit for bond payments is not applicable. As shown in the cash flow analysis below, projected impact fee revenue matches the growth cost of new facilities. Because impact fees fully fund expected growth costs, there is no potential double-payment from other revenue sources.

Maximum Supportable and Current Impact Fees

At the top of Figure PT3 is a summary of parks and trails infrastructure needs due to growth. The net growth cost of \$47.10 million divided by the projected increase in population from 2020 to 2030, yields a cost of \$2,039 per service unit. Impact fees are derived using the cost per service unit multiplied by the average number of service units per dwelling. Please see Appendix A for supporting documentation on the average number of persons by dwelling size in Greeley. If Greeley makes a legislative policy decision to continue collecting impact fees by type of housing, the maximum supportable impact fee for Single Family, would be \$5,892 per dwelling. The maximum supportable impact fee for Multifamily (i.e., all other housing types) would be \$4,873 per dwelling.

Figure PT3: Parks and Trails Impact Fee Schedule

Infrastructure Type	Infrastructure Units	Growth Quantity Over Ten Years	Cost Factor per Unit	Growth Cost (rounded)
Parks	acres	117	\$350,000	\$40,950,000
Trails	linear feet	32,458	\$189	\$6,147,000

Total => \$47,097,000

Population Increase 2020 to 2030	23,091
Cost per Service Unit	\$2,039

Residential Impact Fees (per dwelling) for Parks & Trails

Square Feet of Living Space	Persons per Housing Unit	Maximum Supportable Parks & Trails Fee	Current Fees	Increase or Decrease
1,200 or less	1.36	\$2,773	\$2,743	\$30
1,201 to 1500	2.39	\$4,873	\$2,743	\$2,130
1,501 to 1,800	2.71	\$5,525	\$3,655	\$1,870
1,801 or more	2.89	\$5,892	\$3,655	\$2,237

<= Multifamily

<= Single Family

Forecast of Revenues for Parks and Trails

Figure PT4 indicates Greeley should receive approximately \$46.69 million in parks and trails impact fee revenue over the next 10 years, if actual development matches the projections documented in Appendix A. To the extent the rate of development either accelerates or slows down, there will be a corresponding change in the need for infrastructure and impact fee revenue. To simplify the revenue forecast, Raftelis used the fee amount for a unit with an average of 2.71 residents, which is the blended, or overall average for all housing units in Greeley (see Figure A2 and related text for more information). This approach does not require an accurate forecast of the annual increase in Multifamily verses Single-Family housing units.

Figure PT4: Projected Impact Fee Revenue

Growth Cost Over 10 years =>		\$47,097,000
Parks and Trails Impact Fee Revenue		
	<i>Year</i>	<i>Average Residential \$5,525 per housing unit</i>
		<i>Hsg Units</i>
Base	2020	41,306
Year 1	2021	42,151
Year 2	2022	42,996
Year 3	2023	43,841
Year 4	2024	44,686
Year 5	2025	45,531
Year 6	2026	46,376
Year 7	2027	47,221
Year 8	2028	48,066
Year 9	2029	48,911
Year 10	2030	49,756
<i>Ten-Yr Increase</i>		8,450
Projected Revenue =>		\$46,690,000

Capital Improvements Plans Parks and Trails

Figure PT5 provides a listing of CIP projects eligible for impact fee funding. Line items with Page and Project numbers are in Greeley latest CIP. Each year, the City will remove completed projects and identify additional future projects that are needed to accommodate new development within Greeley.

Figure PT5: Summary of Ten-Year CIP for Parks

<i>CIP Page</i>	<i>CIP Project</i>	<i>Description</i>	<i>Years 1-5</i>	<i>Years 6-10</i>
518	318.16	Centennial Park Improvements	\$3,700,000	
522	318.3	New Community Park - South of 10th, West of 83rd	\$400,000	
530	893	Design Build Promontory Park	\$1,575,000	
532	369	Park South of 10th St, West of 71st Ave	\$2,575,000	
556	318.19	Island Grove Pavillions and Pathways	\$500,000	
558	318.29	Centennial Village Parking Extension	\$575,000	
560	318.28	Event Center Landscape Improvements/Promenade	\$900,000	
562	318.27	Pond Improvemens and Off-Leash Dog Park	\$3,150,000	
564	889	71st Ave & Sheepdraw Park		\$1,425,000
568	253	Parking Lot for Balsam Sports Park		\$312,575
569	525	Kiwanis Park Expansion		\$192,385
		Other Future Projects		\$25,645,040
Subtotal =>			\$13,375,000	\$27,575,000

Total Impact Fee Funding Over Ten Years => \$40,950,000

If maximum supportable fees are approved, Greeley will spend approximately \$6.15 million on additional trails over the next ten years.

Figure PT6: Summary of Ten-Year CIP for Trails

<i>CIP Page</i>	<i>CIP Project</i>	<i>Description</i>	<i>Years 1-5</i>	<i>Years 6-10</i>
500	800	Broadview Acres Trail Phases 2&3	\$80,800	
504	316.1701	#3 Ditch Trail Connect Larson Ditch Trail to Poudre Trail	\$208,000	
506	316.1702	Larson Trail to Poudre River Trail		\$800,000
		Other Future Projects		\$5,058,200
Subtotal =>			\$288,800	\$5,858,200

Total Impact Fee Funding Over Ten Years => \$6,147,000

Police Impact Fees

The City of Greeley will use an incremental expansion cost method to maintain existing infrastructure standards for police buildings and vehicles.

Proportionate Share

In Greeley, public safety standards, projected needs, and development fees are based on both residential and nonresidential development. As shown in Figure P1, functional population was used to allocate police and fire infrastructure and costs to residential and nonresidential development. Functional population is like the U.S. Census Bureau's "daytime population," by accounting for people living and working in a jurisdiction. It also considers commuting patterns and time spent at residential versus nonresidential locations. Residents that don't work are assigned 20 hours per day to residential development and four hours per day to nonresidential development (annualized averages). Residents that work in Greeley are assigned 14 hours to residential development and 10 hours to nonresidential development. Residents that work outside Greeley are assigned 14 hours to residential development. Inflow commuters are assigned 10 hours to nonresidential development. Based on 2017 functional population data for Greeley, the cost allocation for residential development is 72% while nonresidential development accounts for 28% of the demand for public safety infrastructure.

Figure P1: Functional Population

			Demand Hours/Day	Person Hours
Residential	Service Units in 2017			
Population*	105,353			
50.4% Residents Not Working	53,077		20	1,061,540
49.6% Working Residents**	52,276			
36.6% Resident Workers**	19,149		14	268,086
63.4% Outflow Commuters**	33,127		14	463,778
Residential Subtotal				1,793,404
		Residential Share =>		72%
Nonresidential				
Residents Not Working	53,077		4	212,308
Jobs in Greeley**	48,467			
39.5% Resident Workers**	19,149		10	191,490
60.5% Inflow Commuters	29,318		10	293,180
Nonresidential Subtotal				696,978
		Nonresidential Share =>		28%
		Total		2,490,382

* 2017 City of Greeley estimate.

** 2017 Inflow/Outflow Analysis, OnTheMap web application, U.S. Census Bureau data for all jobs.

Police Facilities, Service Units, and Standards

Greeley has determined that future development will require additional police building space and vehicles to accommodate growth. Police impact fees in Greeley are based on the same level of service provided to existing development. Figure P2 inventories police buildings in Greeley. For residential development, Greeley will use year-round population within the service areas to derive current infrastructure standards. For nonresidential development, Greeley will use average weekday primary vehicle trips as the service units. Figure P2 indicates the allocation of police building space to residential and nonresidential development. Based on 2020 service units, the standard in Greeley is 0.50 square feet of police building floor area per person. For nonresidential development, Greeley's standard is 0.19 square feet of police building per average weekday primary vehicle trip to nonresidential development.

Figure P2: Police Buildings Standard

<i>Police Buildings</i>	<i>Square Feet</i>
Police Headquarters	49,922
Annex	26,450
West Substation	750
TOTAL	77,122

Source: City of Greeley Police Department.

Police Buildings Standards	<i>Residential</i>	<i>Nonresidential</i>
Proportionate Share (based on functional population)	72%	28%
Growth Indicator	<i>Population</i>	<i>Average Weekday Primary Vehicle Trips to Nonres Dev</i>
2020 Service Units	111,748	111,281
Square Feet per Service Unit	0.50	0.19

For additional police building space, Greeley will use a cost factor of \$256 per square foot (provided by City staff) as shown in Figure P3. As shown in below, projected increases in population and average weekday primary vehicle trips to nonresidential development will need 13,646 additional square feet of police buildings over the next ten years. The ten-year, growth-related capital cost of police buildings is approximately \$3.49 million.

Figure P3: Police Building Space Needed to Accommodate Growth

Police Building Standards and Capital Costs

Buildings - Residential	0.50	Sq Ft per person
Buildings - Nonresidential	0.19	Sq Ft per trip
Police Buildings Cost	\$256	per square foot

		Infrastructure Needed		
		<i>Population</i>	<i>Primary Vehicle Trips to Nonres Dev</i>	<i>Police Buildings (sq ft)</i>
Base	2020	111,748	111,281	77,122
Year 1	2021	114,229	112,402	78,572
Year 2	2022	116,519	113,565	79,936
Year 3	2023	118,809	114,638	81,282
Year 4	2024	121,099	115,759	82,637
Year 5	2025	123,389	116,832	83,984
Year 6	2026	125,679	117,995	85,347
Year 7	2027	127,969	119,116	86,703
Year 8	2028	130,259	120,189	88,049
Year 9	2029	132,549	121,352	89,412
Year 10	2030	134,839	122,473	90,768
<i>Ten-Yr Increase</i>		23,091	11,192	13,646
Growth Cost of Police Buildings =>				\$3,493,000

The inventory of police vehicles (see Figure P\$) excludes fully depreciated vehicles and rolling stock that does not meet Colorado's Impact Fee Act requirement that capital items have at least five years of useful life. Raftelis grouped vehicles that have a similar acquisition cost. Greeley's Police Department is currently using 92 vehicles with an average unit cost of \$43,875.

Figure P4: Police Vehicles and Current Standard

<i>Type of Police Vehicle</i>	<i>Count</i>	<i>Average Acquisition Cost</i>
Heavy Duty Trucks	2	\$187,500
Patrol Vehicles	56	\$52,433
Motorcycles and Support Vehicles	34	\$21,331
TOTAL	92	\$43,875

Source: City of Greeley Police Department.

Police Vehicle Standards

	<i>Residential</i>	<i>Nonresidential</i>
Proportionate Share (based on functional population)	72%	28%
Growth Indicator	<i>Population</i>	<i>Average Weekday Primary Vehicle Trips to Nonres Dev</i>
2020 Service Units	111,748	111,281
Vehicles per Service Unit	0.00059	0.00023

Over the next ten years, Greeley will need to add 16 vehicles to accommodate new development, at an estimated cost of \$702,000 (see Figure P5).

Figure P5: Police Vehicles Needed to Accommodate Growth

Police Vehicle Standards and Capital Costs

Vehicles - Residential	0.00059	per person
Vehicles - Nonresidential	0.00023	per trip
Average Cost with Accessorie	\$43,875	per vehicle

		Infrastructure Needed		
	<i>Year</i>	<i>Population</i>	<i>Primary Vehicle Trips to Nonres Dev</i>	<i>Police Vehicles</i>
Base	2020	111,748	111,281	92
Year 1	2021	114,229	112,402	94
Year 2	2022	116,519	113,565	95
Year 3	2023	118,809	114,638	97
Year 4	2024	121,099	115,759	99
Year 5	2025	123,389	116,832	100
Year 6	2026	125,679	117,995	102
Year 7	2027	127,969	119,116	103
Year 8	2028	130,259	120,189	105
Year 9	2029	132,549	121,352	107
Year 10	2030	134,839	122,473	108
<i>Ten-Yr Increase</i>		23,091	11,192	16
Growth Cost of Police Vehicless =>				\$702,000

Revenue Credit Evaluation

As shown in Figure P6, Greeley has for more years of outstanding debt payments for existing police buildings. Annual principal payments were allocated 72% to residential development and 28% to nonresidential development. The proportionate share of future principal payments, divided by the respective service units, yield annual credits per person and vehicle trip. A credit is not required for interest because the cost analysis for police impact fees does not include interest costs.

Figure P6: Police Revenue Credit

	<i>Principal Payments for Police Building</i>	<i>Population</i>	<i>Primary Vehicle Trips to Nonres Dev</i>	<i>Credit per Person</i>	<i>Credit per Trip</i>
2021	\$1,425,000	114,229	112,402	\$9	\$4
2022	\$1,495,000	116,519	113,565	\$9	\$4
2023	\$1,570,000	118,809	114,638	\$10	\$4
2024	\$1,655,000	121,099	115,759	\$10	\$4
TOTAL	\$6,145,000			\$38	\$16

Police Development Impact Fees

Growth-related infrastructure needs and cost factors for police are summarized in the upper portion of Figure P7. The conversion of infrastructure needs and costs per service unit into a cost per development unit is also shown in the table below. For residential development, average number of persons in a housing unit provides the necessary conversion. Persons per housing unit, by size threshold are documented in Appendix A.

For nonresidential development, trip generation rates per thousand square feet of floor area (abbreviated KSF) are from the Institute of Transportation Engineers (ITE 2017). In contrast to the “one size fits all” flat fee by type of housing, the updated methodology proposes lower impact fees for smaller, more affordable units. If Greeley makes a legislative policy decision to continue collecting impact fees by type of housing, the maximum supportable police impact fee for Single Family, would be \$265 per dwelling. The maximum supportable police impact fee for Multifamily (i.e., all other housing types) would be \$219 per dwelling.

Figure P7: Police Impact Fees per Development Unit

Input Variables

Infrastructure Type	Infrastructure Units	Growth Quantity Over Ten Years	Cost Factor per Unit	Growth Cost (rounded)
Police Buildings	square feet	13,646	\$256	\$3,493,000
Police Vehicles (5+ years of useful life)	count	16	\$43,875	\$702,000

Total => \$4,195,000

Cost Allocation

Cost Allocation				
Residential	72%			
Nonresidential	28%			
Growth 2020 to 2030		Cost per Service Unit	Bond Principal Credit per Service Unit	Net Cost per Service Unit
Residential (persons)	23,091	\$130	\$38	\$92
Nonresidential (vehicle trips)	11,192	\$104	\$16	\$88

Residential Impact Fees (per housing unit) for Police

Square Feet of Living Space	Persons per Housing Unit	Maximum Supportable Police Impact Fees	Current Fees	Increase or Decrease
1,200 or less	1.36	\$125	\$105	\$20
1,201 to 1500	2.39	\$219	\$105	\$114
1,501 to 1,800	2.71	\$249	\$138	\$111
1,801 or more	2.89	\$265	\$138	\$127

=< Multifamily

=< Single Family

Nonresidential Impact Fees (per 1,000 square feet of building floor area) for Police

Type	Avg Wkdy Veh Trip Ends per KSF	Trip Adjustment Factors	Maximum Supportable Police Impact Fees	Current Fees	Increase or Decrease
Industrial	4.96	50%	\$218	\$33	\$185
Retail/Restaurant	37.75	24%	\$797	\$169	\$628
Office & Other Services	9.74	50%	\$428	\$80	\$348

Projected Impact Fee Revenue for Police

Over the next ten years, police impact fee revenue is projected to yield approximately \$3.09 million, which is less than the projected ten-year growth cost of police facilities. The revenue shortfall is due to the revenue credit for future bond principal used to construct existing police buildings.

To the extent the rate of development either accelerates or slows down, there will be a corresponding change in the need for infrastructure and development fee revenue. To simplify the revenue forecast, Raftelis used the fee amount for a unit with an average of 2.71 residents, which is the blended, or overall average for all housing units in Greeley (see Figure A2 and related text for more information). This approach does not require an accurate forecast of the annual increase in Multifamily versus Single-Family housing units.

Figure P8: Police Fee Revenue

		Ten-Year Growth Cost of Police Facilities =>				\$4,195,000
Police Impact Fee Revenue						
		<i>Average Residential</i> \$249 per housing unit	<i>Industrial</i> \$218 per 1000 Sq Ft	<i>Retail / Restaurant</i> \$797 per 1000 Sq Ft	<i>Office & Other Services</i> \$428 per 1000 Sq Ft	
	<i>Year</i>	<i>Hsg Units</i>	<i>KSF</i>	<i>KSF</i>	<i>KSF</i>	
Base	2020	41,306	8,970	4,280	10,320	
Year 1	2021	42,151	9,060	4,320	10,430	
Year 2	2022	42,996	9,150	4,370	10,530	
Year 3	2023	43,841	9,240	4,410	10,630	
Year 4	2024	44,686	9,330	4,450	10,740	
Year 5	2025	45,531	9,420	4,490	10,840	
Year 6	2026	46,376	9,510	4,540	10,940	
Year 7	2027	47,221	9,600	4,580	11,050	
Year 8	2028	48,066	9,690	4,620	11,150	
Year 9	2029	48,911	9,780	4,670	11,250	
Year 10	2030	49,756	9,870	4,710	11,360	
<i>Ten-Yr Increase</i>		8,450	900	430	1,040	
Projected Revenue =>		\$2,104,000	\$196,000	\$343,000	\$445,000	
		Total Projected Revenues (rounded) =>				<u>\$3,088,000</u>

Greeley expects to expand the police fleet using impact fee revenue and identify future police building needs to accommodate new development. Specific projects will be identified in Greeley's CIP.

Figure P9: Summary of Ten-Year CIP for Police

<i>CIP Page</i>	<i>CIP Project</i>	<i>Description</i>	<i>Years 1-5</i>	<i>Years 6-10</i>
		Additional Police Vehicles	\$351,000	\$351,000
		Future Building Projects		\$3,493,000
Subtotal =>			\$351,000	\$3,844,000
Total Impact Fee Funding Over Ten Years =>			\$4,195,000	

Fire Impact Fees

Raftelis recommends functional population to allocate the cost of additional fire infrastructure to residential and nonresidential development (see Figure P1 above and related text). Fire development fees in Greeley are based on the same level of service currently provided to existing development.

Existing Standards for Fire Facilities

Figure F1 inventories Greeley fire stations and square feet of building space. The standard for fire buildings is 0.55 square feet per person and 0.22 square feet per vehicle trip to nonresidential development.

Figure F1: Existing Fire Stations

<i>Fire Stations</i>		<i>Square Feet</i>
Fire Station # 1		19,080
Fire Station # 2		12,381
Fire Station # 3		11,500
Fire Station # 4		6,273
Fire Station # 5		9,196
Fire Station # 6		18,471
Fire Station # 7		8,833
TOTAL		85,734
Allocation Factors for Fire Stations		
Residential Share	72%	Functional Population
Nonresidential Share	28%	
Population in 2020	111,748	
Average Weekday Primary Vehicle Trips to Nonres Dev	111,281	
Infrastructure Standards for Fire Stations		<i>Square Feet</i>
Residential (per person)		0.55
Nonresidential (per trip)		0.22

Fire Vehicles, Service Units, and Standards

Figure F2 inventories fire apparatus, with a unit cost for each major type of vehicle. For residential development, Greeley will use year-round population to derive current infrastructure standards. For nonresidential development, Greeley will use inbound, primary vehicle trips on an average weekday as the service unit. Figure F2 indicates the allocation of fire vehicles to residential and nonresidential development, along with 2020 service units in Greeley.

Figure F2: Current Fire Apparatus

<i>Type of Fire Apparatus</i>	<i>Count</i>	<i>Unit Cost</i>	<i>Total</i>
Pumper Truck	9	\$900,000	\$8,100,000
Ladder Truck	2	\$1,500,000	\$3,000,000
Rescue Truck	1	\$650,000	\$650,000
Tanker/Tender	2	\$300,000	\$600,000
Other Vehicles (Useful Life = 5+ Yrs)	23	\$65,000	\$1,495,000
TOTAL	37	\$374,000	\$13,845,000

Allocation Factors for Fire Apparatus and Communications

Residential Share	72%	Functional population
Nonresidential Share	28%	
Population	111,748	
Average Weekday Primary Vehicle Trips to Nonres Dev	111,281	

Infrastructure Standards for Fire Apparatus

Residential (per person)	0.00024
Nonresidential (per trip)	0.00009

For additional fire stations, Greeley will use a cost factor of \$397 per square foot, based on the cost of Fire Station #6. The cost factor includes design, construction management, fixtures and furniture. As shown in Figure F3, projected population and vehicle trips to nonresidential development drive the need for fire stations and apparatus. Greeley will need 15,170 additional square feet of fire station building space over the next ten years. The ten-year, growth-related capital cost of public buildings is approximately \$6.02 million. Additionally, Greeley will need to add seven vehicles to the fire fleet, at an estimated cost of approximately \$2.62 million.

Figure F3: Growth-Related Need for Fire Facilities

Fire Infrastructure Standards and Capital Costs

Fire Stations - Residential		0.55	Sq Ft per Person
Fire Stations - Nonresidential		0.22	Sq Ft per Trip
Fire Station Cost (based on #6)		\$397	per square foot
Fire Apparatus - Residential		0.00024	Apparatus per person
Fire Apparatus - Nonres		0.00009	Apparatus per Trips
Fire Apparatus Cost		\$374,000	Cost per Vehicle
Fire Facilities Needed			
	<i>Population</i>	<i>Primary Vehicle Trips to Nonres Dev</i>	<i>Sq Ft of Fire Stations</i>
<i>Year</i>			<i>Fire Apparatus</i>
Base 2020	111,748	111,281	85,734
Year 1 2021	114,229	112,402	87,346
Year 2 2022	116,519	113,565	88,862
Year 3 2023	118,809	114,638	90,359
Year 4 2024	121,099	115,759	91,865
Year 5 2025	123,389	116,832	93,362
Year 6 2026	125,679	117,995	94,878
Year 7 2027	127,969	119,116	96,384
Year 8 2028	130,259	120,189	97,881
Year 9 2029	132,549	121,352	99,397
Year 10 2030	134,839	122,473	100,904
<i>Ten -Yr Increase</i>	23,091	11,192	15,170
		Cost of Fire Stations =>	\$6,022,000
		Cost of Fire Apparatus =>	\$2,618,000
		Total Growth Cost =>	\$8,640,000

Revenue Credit Evaluation

As shown in Figure F4, Greeley will debt finance approximately \$5.8 million for Fire Station #6 over 20 years. Estimated annual principal payments were allocated 72% to residential development and 28% to nonresidential development. The proportionate share of future principal payments, divided by the respective service units, yield annual credits per person and vehicle trip. A credit is not required for interest because the cost analysis for fire impact fees does not include interest costs.

Figure F4: Revenue Credit for Fire Debt

	<i>Estimated Principal Payments for Fire Station #6</i>	<i>Population</i>	<i>Primary Vehicle Trips to Nonres Dev</i>	<i>Credit per Person</i>	<i>Credit per Trip</i>	<i>Estimated Interest Payments</i>
2021	\$200,914	114,229	112,402	\$1	\$1	\$214,600
2022	\$208,348	116,519	113,565	\$1	\$1	\$207,166
2023	\$216,057	118,809	114,638	\$1	\$1	\$199,457
2024	\$224,051	121,099	115,759	\$1	\$1	\$191,463
2025	\$232,341	123,389	116,832	\$1	\$1	\$183,173
2026	\$240,938	125,679	117,995	\$1	\$1	\$174,577
2027	\$249,852	127,969	119,116	\$1	\$1	\$165,662
2028	\$259,097	130,259	120,189	\$1	\$1	\$156,417
2029	\$268,683	132,549	121,352	\$1	\$1	\$146,831
2030	\$278,625	134,839	122,473	\$1	\$1	\$136,890
2031	\$288,934	137,129	123,570	\$2	\$1	\$126,580
2032	\$299,624	139,419	124,686	\$2	\$1	\$115,890
2033	\$310,710	141,709	125,802	\$2	\$1	\$104,804
2034	\$322,207	143,999	126,918	\$2	\$1	\$93,308
2035	\$334,128	146,289	128,034	\$2	\$1	\$81,386
2036	\$346,491	148,579	129,150	\$2	\$1	\$69,023
2037	\$359,311	150,869	130,266	\$2	\$1	\$56,203
2038	\$372,606	153,159	131,382	\$2	\$1	\$42,908
2039	\$386,392	155,449	132,498	\$2	\$1	\$29,122
2040	\$385,863	157,739	133,614	\$2	\$1	\$14,825
TOTAL	\$5,785,175			\$30	\$20	\$2,510,286

Fire Development Fees

Infrastructure needs and cost factors for fire facilities are summarized in the upper portion of Figure F5. The conversion of infrastructure needs and costs per service unit into a cost per development unit is also shown in the table below. For residential development, average number of persons in a housing unit provides the necessary conversion. Persons per housing unit, by size threshold are documented in Appendix A.

For nonresidential development, trip generation rates per thousand square feet of floor area (abbreviated KSF) are from the Institute of Transportation Engineers (ITE 2017). In contrast to the “one size fits all” flat fee by type of housing, the updated methodology proposes lower impact fees for smaller, more affordable units. If Greeley makes a legislative policy decision to continue collecting impact fees by type of housing, the maximum supportable fire impact fee for Single Family, would be \$690 per dwelling. The maximum supportable fire impact fee for Multifamily (i.e., all other housing types) would be \$571 per dwelling.

Figure F5: Fire Impact Fees per Development Unit

Input Variables

Infrastructure Type	Infrastructure Units	Growth Quantity Over Ten Years	Cost Factor per Unit	Growth Cost (rounded)
Fire Stations	square feet	15,170	\$397	\$6,022,000
Fire Apparatus	count	7	\$374,000	\$2,618,000
Total =>				\$8,640,000

Cost Allocation

Cost Allocation				
Residential	72%			
Nonresidential	28%			
Growth 2020 to 2030		Cost per Service Unit	Bond Principal Credit per Service Unit	Net Cost per Service Unit
Residential (persons)	23,091	\$269	\$30	\$239
Nonresidential (vehicle trips)	11,192	\$216	\$20	\$196

Residential Impact Fees (per housing unit) for Fire

Square Feet of Living Space	Persons per Hsg Unit	Maximum Supportable Fire Impact Fees	Current Fees	Increase or Decrease
1,200 or less	1.36	\$325	\$463	(\$138)
1,201 to 1500	2.39	\$571	\$463	\$108
1,501 to 1,800	2.71	\$647	\$618	\$29
1,801 or more	2.89	\$690	\$618	\$72

<= Multifamily

<= Single Family

Nonresidential Impact Fees (per 1,000 square feet of building floor area) for Fire

Type	Avg Wkdy Veh Trip Ends per KSF	Trip Adjustment Factors	Maximum Supportable Fire Impact Fees	Current Fees	Increase or Decrease
Industrial	4.96	50%	\$486	\$140	\$346
Retail/Restaurant	37.75	24%	\$1,775	\$757	\$1,018
Office & Other Services	9.74	50%	\$954	\$355	\$599

Projected Revenue for Fire Facilities

Over the next ten years, fire impact fee revenue is projected to be \$7.66 million, as shown in Figure F6. To the extent the rate of development either accelerates or slows down, there will be a corresponding change in the need for infrastructure and development fee revenue. To simplify the revenue forecast, Raftelis used the fee amount for a unit with an average of 2.71 residents, which is the blended, or overall average for all housing units in Greeley (see Figure A2 and related text for more information). This approach does not require an accurate forecast of the annual increase in Multifamily versus Single-Family housing units.

Figure F6: Fire Impact Fee Revenue

		Ten-Year Cost of Growth-Related Fire Facilities =>				\$8,640,000
Fire Impact Fee Revenue						
		<i>Average Residential</i>	<i>Industrial</i>	<i>Retail / Restaurant</i>	<i>Office & Other Services</i>	
		\$647	\$486	\$1,775	\$954	
		per housing unit	per 1000 Sq Ft	per 1000 Sq Ft	per 1000 Sq Ft	
		<i>Hsg Units</i>	<i>KSF</i>	<i>KSF</i>	<i>KSF</i>	
Base	2020	41,306	8,970	4,280	10,320	
Year 1	2021	42,151	9,060	4,320	10,430	
Year 2	2022	42,996	9,150	4,370	10,530	
Year 3	2023	43,841	9,240	4,410	10,630	
Year 4	2024	44,686	9,330	4,450	10,740	
Year 5	2025	45,531	9,420	4,490	10,840	
Year 6	2026	46,376	9,510	4,540	10,940	
Year 7	2027	47,221	9,600	4,580	11,050	
Year 8	2028	48,066	9,690	4,620	11,150	
Year 9	2029	48,911	9,780	4,670	11,250	
Year 10	2030	49,756	9,870	4,710	11,360	
<i>Ten-Yr Increase</i>		8,450	900	430	1,040	
Projected Revenue =>		\$5,470,000	\$440,000	\$760,000	\$990,000	
Total Projected Revenues (rounded) =>						<u>\$7,660,000</u>

Greeley expects to construct Fire Station #8 within the next ten years. If the maximum supportable fees are implemented, new development will fully fund the additional station, plus its apparatus.

Figure F7: Ten-Year CIP for Fire

<i>CIP Page</i>	<i>CIP Project</i>	<i>Description</i>	<i>Years 1-5</i>	<i>Years 6-10</i>
394	169	Fire Station 8 plus Apparatus		\$7,593,269
		Other Future Projects		\$1,046,731
Subtotal =>			\$0	\$8,640,000

Transportation Impact Fees

In the 2020 impact fee study, transportation fees are derived using the incremental expansion cost method. As shown in the formula below, the transportation fee is the product of Vehicle Miles of Travel (VMT) per development unit multiplied by the capital cost per VMT.

$$\text{Road Fee} = \text{VMT (vehicle miles of travel)} \times \text{Capital Cost per VMT (for multimodal improvements)}$$

VMT is the product of trip generation rate per development unit, multiplied by trip rate adjustment factor, average trip length (in miles) and trip-length weighting factor. The capital cost per VMT is based on the projected need for additional arterial lane miles, multiplied by Greeley current capital cost per lane mile, divided by the increase in projected VMT over the planning timeframe. Each component is described below.

Trip Generation Rates

Transportation impact fees in Greeley are based on Average Weekday Vehicle Trip Ends (AWVTE). Trip generation rates are from Trip Generation published by the Institute of Transportation Engineers (ITE 10th Edition 2017). A vehicle trip end represents a vehicle either entering or exiting a development (as if a traffic counter were placed across a driveway). To calculate transportation impact fees, trip generation rates require an adjustment factor to avoid double counting each trip at both the origin and destination points. Therefore, the basic trip adjustment factor is 50%. As discussed further below, the impact fee methodology includes additional adjustments to make the fees proportionate to infrastructure demand by type of development.

Adjustment for Pass-By Trips

For retail and restaurants, the trip adjustment factor is less than 50% because retail stores and restaurants attract vehicles as they pass by on arterial roads. For example, when someone stops at a convenience store on the way home from work, the convenience store is not the primary destination. For the average shopping center, the ITE data indicates that 34% of the vehicles that enter are passing by on their way to some other primary destination. The remaining 66% of attraction trips have the commercial site as their primary destination. Because attraction trips are half of all trips, the trip adjustment factor for an average size shopping center is 66% multiplied by 50%, or approximately 33% of the trip ends. Pass-by percentages increase as commercial building size decrease. In other words, small convenience stores and fast food restaurants have the highest pass-by percentages. Based on recent building permit activity in Greeley, typical retail/restaurants are smaller than the average shopping center in ITE national database. Therefore, Raftelis recommends a pass-by adjustment factor of 24% for retail/restaurant development in Greeley.

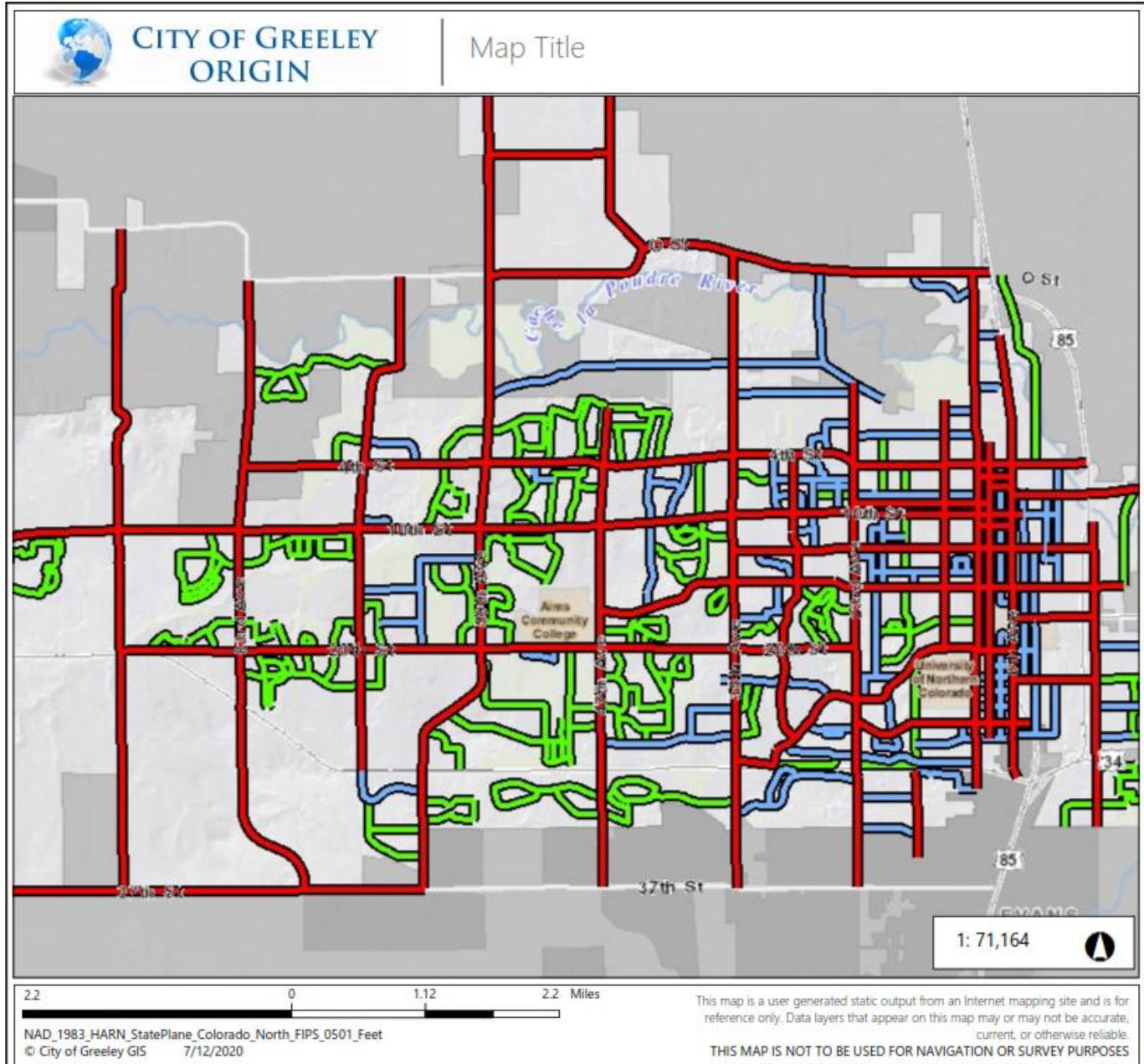
Vehicle Miles of Travel

A Vehicle Mile of Travel (VMT) is a measurement unit equal to one vehicle traveling one mile¹. In the aggregate, VMT is the product of vehicle trips multiplied by the average trip length. The average trip length

¹ Typical VMT calculations for development-specific traffic studies, along with most transportation models of an entire service area, are derived from traffic counts on individual road segments multiplied by the length of that road segment. For the purpose of the transportation impact fee study, VMT calculations are based on attraction (inbound) trips to development located in the service area, with trip length limited to the road network considered to be system improvements (arterials and collectors). This refinement eliminates pass-through or external- external trips, and travel on roads that are not system improvements (e.g. interstate highways).

in Greeley is calibrated using existing lane miles of arterials that are designated as Priority 1 snow-plow routes. The essential network of arterials shown in red (see Figure T1) represents the type of system improvements that will be funded with impact fee revenue.

Figure T1: Priority 1 Snow-Plow Routes in Greeley



Lane Capacity

Transportation impact fees are based on the annualized average day lane capacity standard of 5,650 vehicles per lane. City staff provided this standard after analyzing traffic counts and design characteristics of arterial streets in Greeley.

Trip Length Weighting Factor by Type of Land Use

The transportation impact fee methodology includes a percentage adjustment, or weighting factor, to account for trip length variation by type of land use. As shown in Figure T2, vehicle trips from residential development are approximately 114% of the average trip length. The residential trip length adjustment factor includes trips to work, social/recreational purposes and home. Conversely, shopping trips associated with commercial development are roughly 75% of the average trip length while other nonresidential development typically accounts for trips that are 90% of the average for all trips.

Figure T2: Average Trip Length and Weighting Factors

Trip purpose summary	Travel Day Vehicle Trip Length		Percent of Trips	Average Trip Length	Weighting Factor
	Trips	Mean Miles			
Home	205,743	9.93	Residential		
Work	92,392	11.98	Residential		
Social/Recreational	52,877	12.60	Residential		
Subtotal	351,012		Subtotal	57%	10.87
Shopping/Errands	134,048	7.08	Commercial		
Meals	43,347	7.49	Commercial		
Subtotal	177,395		Subtotal	29%	7.18
School/Daycare/Religious activity	16,288	9.11	Other		
Medical/Dental services	11,568	10.14	Other		
Transport someone	44,991	7.25	Other		
Something else	10,045	11.95	Other		
Subtotal	82,892		Subtotal	14%	8.59
All	611,299	9.55			

Source: Federal Highway Administration, 2017 National Household Travel Survey

Tabulation created on the NHTS website at <http://nhts.ornl.gov>

Development Prototypes and Projected Travel Demand

The relationship between development in Greeley and the need for system improvements is documented below. Figure T3 summarizes the input variables for an aggregate travel demand model. In the table below HU means housing units, KSF means square feet of nonresidential development, in thousands, Institute of Transportation Engineers is abbreviated ITE, and VTE means vehicle trip ends.

Projected development in Greeley over the next ten years is shown in the middle section of Figure T3. These land use assumptions are documented in Appendix A. Trip generation rates and trip adjustment factors convert projected development into inbound, primary weekday vehicle trips. A typical vehicle trip, such as a person leaving their home and traveling to work, generally begins on a local street that connects to a collector street, which connects to an arterial road and eventually to a state or interstate highway. This progression of travel up and down the functional classification chain limits the average trip length determination, for the

purpose of impact fees, to the following question, “What is the average vehicle trip length on impact fee system improvements (i.e. essential arterials in Greeley)?”

With 214 lane miles of City arterials designated as Priority 1 snow-plow routes, and a lane capacity standard of 5,650 vehicles per lane, the existing network has 1,209,100 vehicle miles of capacity (i.e., 5,650 vehicles per lane traveling the entire 214 lane miles). To derive the average utilization (i.e., average trip length expressed in miles), divide vehicle miles of capacity by the vehicle trips attracted to development in Greeley. As shown in the bottom-left corner of the table below, existing development attracts 310,169 inbound, primary weekday vehicle trips. Dividing 1,209,100 vehicle miles of capacity by inbound weekday vehicle trips yields an un-weighted average trip length of approximately 3.9 miles. However, the calibration of average trip length includes the same adjustment factors used in the impact fee calculations (i.e., commercial pass-by adjustment and average trip length adjustment by type of land use). With these adjustments, Raftelis determined the weighted-average trip length to be 3.77 miles.

Figure T3: Projected Travel Demand

Travel Demand Model		ITE	Dev	Weekday	Dev	Trip	Trip Length	8/28/2020
Greeley CO		Code	Type	VTE	Unit	Adj	Wt. Factor	
		210 & 220	Housing Units	9.63	HU	50%	1.14	
		110	Industrial	4.96	KSF	50%	0.90	
		820	Retail&Restaurant	37.75	KSF	24%	0.75	
		710	AllOtherNonres	9.74	KSF	50%	0.90	
Avg Trip Length (miles)	3.77							
Capacity Per Lane	5,650	<= Based on two-lane arterials in Greeley (provided by City staff).						
Year->	Base	1	2	3	4	5	10	10-Year
Greeley CO	2020	2021	2022	2023	2024	2025	2030	Increase
Housing Units	41,306	42,151	42,996	43,841	44,686	45,531	49,756	8,450
Industrial KSF	8,970	9,060	9,150	9,240	9,330	9,420	9,870	900
Retail&Restaurant KSF	4,280	4,320	4,370	4,410	4,450	4,490	4,710	430
AllOtherNonresidential KSF	10,320	10,430	10,530	10,630	10,740	10,840	11,360	1,040
Residential Trips	198,888	202,957	207,026	211,094	215,163	219,232	239,575	
Industrial Trips	22,246	22,469	22,692	22,915	23,138	23,362	24,478	
Retail&Restaurant Trips	38,777	39,139	39,592	39,955	40,317	40,679	42,673	
AllOtherNonresidential Trips	50,258	50,794	51,281	51,768	52,304	52,791	55,323	
Total Vehicle Trips	310,169	315,359	320,591	325,732	330,922	336,064	362,049	
Vehicle Miles of Travel (VMT)	1,210,430	1,231,516	1,252,693	1,273,614	1,294,700	1,315,620	1,421,067	210,637
LANE MILES	214.24	217.97	221.72	225.42	229.15	232.85	251.52	37.28
Lane Miles per 10,000 VMT	1.77	1.77	1.77	1.77	1.77	1.77	1.77	
								Growth Share Based on VMT Increase => 15%
Res Trips Share of Total Trips	64.1%	64.4%	64.6%	64.8%	65.0%	65.2%	66.2%	
Primary Trips to Nonres Dev	111,281	112,402	113,565	114,638	115,759	116,832	122,473	
Total Nonres KSF	23,570	23,810	24,050	24,280	24,520	24,750	25,940	
Trips per KSF	4.72	4.72	4.72	4.72	4.72	4.72	4.72	
Current Arterial Lane Miles	214.00	<= Travel lanes designated Priorty 1 Snow Plow routes, as provided by Public Works.						

Maximum Supportable Impact Fees for Transportation

Input variables for Greeley's transportation impact fees are shown in the upper section of Figure T4. Inbound, primary vehicle miles of travel by type of development are multiplied by the capacity cost per vehicle mile of travel to yield the impact fees. Given the projected need for 37.28 additional arterial lane miles and the City's current cost factor of \$1,750,000 per lane mile, Greeley needs to spend \$65.24 million on transportation capacity projects in order to accommodate new development over the next ten years. Allocating \$65.24 million for growth-related transportation improvements over the ten-year increase of 210,637 vehicle miles of travel, yields a capital cost is \$309 per VMT. An example of the transportation impact fee calculation is shown below using input variables for the average size dwelling unit.

$$\begin{array}{r}
 9.64 \text{ weekday vehicle trip ends per dwelling unit} \\
 \times \\
 0.50 \text{ adjustment factor for inbound trips} \\
 \times \\
 3.77 \text{ average miles per trip} \\
 \times \\
 1.14 \text{ trip length adjustment factor for residential development} \\
 \times \\
 \$309 \text{ growth cost per VMT} \\
 = \\
 \$6,401 \text{ per dwelling unit (truncated)}
 \end{array}$$

The text below from Trip Generation supports the consultant's recommendation to use ITE 820 Shopping Center as a reasonable proxy for all retail stores and restaurants. The shopping center trip generation rates are based on 302 studies with an r-squared value of 0.79. The latter is a goodness-of-fit indicator with values ranging from 0 to 1. Higher values indicate the independent variable (floor area) provides a better prediction of the dependent variable (average weekday vehicle tripends). If the r-squared value is less than 0.50, ITE does not publish the value because factors other than floor area provide a better prediction of trip rates.

"A shopping center is an integrated group of commercial establishments. Shopping centers, including neighborhood, community, regional, and super regional centers, were surveyed for this land use. Some of these centers contained non-merchandising facilities, such as office buildings, movie theaters, restaurants, post offices, banks, and health clubs. Many shopping centers, in addition to the integrated unit of shops in one building or enclosed around a mall, include out parcels (peripheral buildings or pads located on the perimeter of the center adjacent to the streets and major access points). These buildings are typically drive-in banks, retail stores, restaurants, or small offices. Although the data herein do not indicate which of the centers studied include peripheral buildings, it can be assumed that some of the data show their effect."

If Greeley makes a legislative policy decision to continue collecting impact fees by type of housing, the maximum supportable transportation impact fee for Single Family, would be \$6,839 per dwelling. The maximum supportable transportation impact fee for Multifamily (i.e., all other housing types) would be \$5,590 per dwelling.

Figure T4: Transportation Impact Fees

<i>Input Variables:</i>						
Average Miles per Trip	3.77					
Projected Need for Additional Lane Miles over 10 Years	37.28					
Cost per Lane Mile	\$1,750,000					
Growth Cost of System Improvements	\$65,240,000					
Vehicle Miles of Travel Increase 2020 to 2030	210,637					
Capital Cost per Additional VMT	\$309					
<i>Development Type</i>	<i>Avg Wkdy Veh Trip Ends</i>	<i>Trip Rate Adjustment</i>	<i>Trip Length Adjustment</i>	<i>Maximum Supportable Transportation Fees</i>	<i>Current Fees</i>	<i>Increase or Decrease</i>
<i>Residential (per housing unit) by Square Feet of Living Space for Transportation</i>						
1,200 or less	4.56	50%	114%	\$3,027	\$2,777	\$250
1,201 to 1500	8.42	50%	114%	\$5,590	\$2,777	\$2,813
1,501 to 1,800	9.64	50%	114%	\$6,401	\$4,300	\$2,101
1,801 or more	10.30	50%	114%	\$6,839	\$4,300	\$2,539
<i>Nonresidential (per 1,000 Square Feet of Floor Area) for Transportation</i>						
Industrial	4.96	50%	90%	\$2,600	\$1,742	\$858
Retail/Restaurant	37.75	24%	75%	\$7,915	\$5,692	\$2,223
Office & Other Services	9.74	50%	90%	\$5,105	\$5,034	\$71

Transportation Growth Cost and Funding Strategy

Figure T5 compares the ten-year, growth cost of transportation improvements to projected impact fee revenue. The City expects to collect approximately \$65.14 million in transportation impact fee revenue over the next ten years. Projected impact fee revenue will cover the growth cost of improvements if fees are adopted at the maximum supportable level.

The revenue projection shown below is based on the demographic data described in Appendix A and the maximum supportable fee amount for an average-size residential unit. Residential development in Greeley is expected to yield approximately 83% of total transportation impact fee revenue. To the extent the rate of development either accelerates or slows down, there will be a corresponding change in the impact fee revenue and capital costs.

To simplify the revenue forecast, Raftelis used the fee amount for a unit with an average of 9.64 average weekday vehicle trip ends, which is the blended, or overall average for all housing units in Greeley (see Figures A3 and A5, plus related text, for more information). This approach does not require an accurate forecast of the annual increase in Multifamily versus Single-Family housing units.

Figure T5: Transportation Impact Fee Revenue

Ten-Year Growth Cost of Transportation Improvements		\$65,240,000			
Ten-Year Projection of Transportation Impact Fee Revenue					
		<i>Residential</i>	<i>Industrial</i>	<i>Retail/Restaurant</i>	<i>All Other Nonresidential</i>
		\$6,401 per housing unit	\$2,600 per 1000 Sq. Ft	\$7,915 per 1000 Sq. Ft	\$5,105 per 1000 Sq. Ft
	<i>Year</i>	<i>Hsg Units</i>	<i>Sq. Ft x 100 0</i>	<i>Sq. Ft x 100 0</i>	<i>Sq. Ft x 100 0</i>
Base	2020	41,306	8,970	4,280	10,320
Year 1	2021	42,151	9,060	4,320	10,430
Year 2	2022	42,996	9,150	4,370	10,530
Year 3	2023	43,841	9,240	4,410	10,630
Year 4	2024	44,686	9,330	4,450	10,740
Year 5	2025	45,531	9,420	4,490	10,840
Year 6	2026	46,376	9,510	4,540	10,940
Year 7	2027	47,221	9,600	4,580	11,050
Year 8	2028	48,066	9,690	4,620	11,150
Year 9	2029	48,911	9,780	4,670	11,250
Year 10	2030	49,756	9,870	4,710	11,360
Ten-Yr Increase =>		8,450	900	430	1,040
Fee Revenue =>		\$54,088,000	\$2,340,000	\$3,403,000	\$5,309,000
Total Revenue from Transportation Fees =>					\$65,140,000

Transportation Improvements Needed to Accommodate Growth

Greeley annually adopts a Capital Improvements Plan (CIP), which includes growth-related projects to expand transportation capacity. Planned transportation improvements over the next ten years are listed in Figure T6.

Figure T6: Transportation Improvements Plan

<i>CIP Page</i>	<i>CIP Project</i>	<i>Description</i>	<i>Years 1-5</i>	<i>Years 6-10</i>
420	312.2	Promontory Parkway and US 34 Bypass Signal	\$900,000	
422	312.1504	Intersection Improvements at 35th Ave and O Street	\$2,000,000	
424	312.1739	Turn Lanes on 20th St Clubhouse Drive 59th Ave	\$3,500,000	
426	312.1603	O Street - 47th to 59th	\$6,012,000	
430	882	35th Ave Road Widening - 4th Street to F Street	\$10,100,000	
434	312.21	23rd Ave Butch Butler Turn Lane	\$600,000	
436	312.22	35th Ave - F to O Street	\$7,750,000	
442	312.1727	Widen 83rd Ave - 18th to 10th St	\$5,745,000	
444	312.1602	83rd Ave - 18th St to 34 Bypass - Widen and Traffic Signal	\$4,888,500	
446	312.1713	Traffic Signal 37th St and Two Rivers Parkway	\$750,000	
450	312.23	10th St & 50th Ave Signal	\$500,000	
452	312.1806	23rd Ave Turn Lane & 20th St Right-turn Lane	\$700,000	
454	312.1512	Traffic Signal at 20th St and 50th Ave	\$303,000	
456	312.1706A	CDOT Partnership - 83rd Ave Signal	\$600,000	
458	312.1505	Intersection Improvements at 59th Ave and O Street	\$3,000,000	
460	312.2	Widen 20th St - 90th to 95th Ave		\$8,100,000
450	312.3	Widen 95th Ave - Hwy 34 Bypass to 20th St		\$5,858,000
		Other Future Projects		\$3,933,500
Subtotal =>			\$47,348,500	\$17,891,500

Total Impact Fee Funding Over Ten Years => \$65,240,000

Stormwater Plant Investment Fees

The City has successfully assessed Stormwater PIFs for many years. The PIFs are assessed per dwelling unit for single family residential and multifamily residential of \$XXX and \$XXX respectively. All other development types (e.g., non-residential) are assessed a Stormwater PIF per impervious square foot. It has been several years since the Stormwater PIF was comprehensively updated, although the City has increased the Stormwater PIF for inflation in some years, including most recently in 2020. This section summarizes the comprehensive evaluation of the City's Stormwater PIF completed as part of this study. Appendix X contains additional detail and backup summarized in the body of this report.

Existing Stormwater Facilities

Figure SW1 summarizes the replacement cost new less (RCNLD) of City stormwater facilities as of December 31, 2019 totaling \$84.1 million. The RCNLD indexes both the original cost and accumulated depreciation of City stormwater facilities to the Engineering News Record Construction Cost Index (ENR-CCI) for Denver. Land as a non-depreciable asset RCNLD is equal to the original cost.

Figure SW1: Existing City Stormwater Facilities RCNLD by Functional Designation

Function	Description	Asset Count	Original Cost	RCNLD - Total (1)	RCNLD - Contributed (1)	RCNLD - Net (1)
1	Land	19	\$2,596,850	\$2,536,233	\$1,150,797	\$1,385,436
2	Post 1970 Physical Infrastructure	198	51,116,167	53,772,853	1,914,053	51,858,800
3	Miscellaneous / Admin	16	739,085	780,304	0	780,304
4	Vehicles & Equipment	22	2,892,234	1,504,632	0	1,504,632
5	Lines	32	2,458,414	2,790,164	587,214	2,202,950
6	1970 Stormwater Assets	22	106,885,343	22,762,955	0	22,762,955
	Total	309	\$166,688,094	\$84,147,140	\$3,652,063	\$80,495,076

(1) Indexed to ENR-CCI for Denver using December 2019 compared to ratio in year of acquisition.

Excluded Stormwater Facilities

Raftelis excluded two sets of City stormwater facilities for purposes of PIF calculation. The first are related to City stormwater facilities constructed before 1970 and reflected as 1970 facilities as reported within City fixed asset information with a RCNLD of \$22.8M. While much of this infrastructure is in place, other elements may have been previously replaced and/or are nearing the end of their effective useful life and it's impossible to differentiate facilities in place compared to those that may have been taken out of service and/or replaced. The second are related to assets which were constructed by developers and dedicated or contributed to the City with a RCNLD of \$3.7 million as summarized in table.

Existing Impervious Area and Stormwater Customer Data

Raftelis estimated existing customer impervious area using monthly stormwater customer billing data aggregating total gross area in square foot grouped by impervious area coefficient factor (C-Factor) and applying the estimated impervious area included within the C-Factor. The City currently provides stormwater services to an estimated 217,639,385 impervious square feet and 469,614,592 total square feet of gross area for all customers as summarized in Appendix X.

Equivalent Residential Unit

Raftelis also estimated the stormwater Equivalent Residential Unit (ERU) using existing customer information. The City tracks residential customers of different types within different C-Factors. The default C-Factor for single family residential detached dwellings is “45” assuming that each customer impervious area is 45% of total gross area. Individual customers may submit alternative measurements consistent with the requirements demonstrating a different measurement of the gross area and/or actual impervious area in lieu of the default classification, but the vast majority of single family residential detached customers are billed with an estimated impervious area of 45% of the gross area.

As of December 31, 2019, 21,992 customers were billed at the rate code 345 (45% impervious) with a total gross area of 187,630,385 square feet reflecting an average gross area of 8,532 square feet. Applying 45% impervious translates to an estimated impervious area of approximately 3,800 square feet for the average or typical single family residential customer connected to the stormwater system.

Maximum Supportable Stormwater Plant Investment Fee

Raftelis calculated the maximum supportable Stormwater PIF using the equity buy-in method. This method calculates the net value of existing stormwater facilities per impervious square foot of surface area. The maximum supportable Stormwater PIF is \$0.25 per impervious square foot. The net value incorporates the following elements.

1. Calculate the RCNLD of existing stormwater facilities
2. Reduce RCNLD for pre-1970 assets and developer contributed facilities
3. Increase value for the net present value of future interest payments on outstanding debt
4. Reduce value for the outstanding principal of future principal payments on outstanding debt

The net asset value of \$53.0 million is then divided by the existing customers estimated impervious area of 217,630,385 square feet yielding \$0.25 (rounded to \$0.01) per impervious square foot. Figure SW-2 summarizes this calculation.

Figure SW2: Maximum Supportable Stormwater PIF per Impervious Square Foot

Description		Calculation
Total System Replacement Cost (1)		\$61,384,185
Less: Developer Contributed Assets		(3,652,063)
Plus: NPV of Borrowing Cost		1,583,732
Less: Current Outstanding Debt Principal		(6,295,000)
Total Cost for PIF Calculation		\$53,020,853
Impervious Area (sq. ft.) (2)		217,339,868
Value per sq. ft.		\$0.25

(1) RCNLD reflects original cost indexed to the ENR-CCI. Value excludes pre-1970 asset RCNLD.

(2) Total system existing customer estimated impervious surface area as of January 1, 2020.

Raftelis proposes that the City modify the Stormwater PIF assessment schedule so that all customers are assessed \$0.25 per impervious square foot. Currently, single family residential developments are assessed a flat fee of \$402 per dwelling unit while multi-family residential development are assessed a flat fee of \$298 per dwelling unit. The City collects gross area and impervious area for both types of residential developments and the proposed assessment schedule which would be assessed per impervious square foot does not require any additional data not already collected to administer.

The modification to the assessment schedules provides an incentive to future development to mitigate impacts to the stormwater system through minimizing impervious area or be assessed the impact per square foot on the stormwater system facilities.

For an ERU (3,800 impervious square feet), the maximum supportable Stormwater PIF of \$0.25 per impervious square foot would total \$950 representing an increase of \$548 per dwelling unit over the existing fee of \$402 per dwelling unit. Since the existing fee is \$402 regardless of impervious area, the impact to customers will vary depending on the impervious square feet.

Projected Stormwater PIF Revenue

Over the next ten years, stormwater PIF revenue is projected to be \$X.XX million as shown in Figure SW3.

Figure SW3: Stormwater PIF Revenue

Water and Sewer Plant Investment Fees

The City requested Raftelis to evaluate alternatives to assessing the single-family residential water and wastewater plant investment fees (PIFs). The primary goal of this evaluation was to develop a fee structure that more equitably aligned the potential demand requirements with the cost of capacity required to serve new development. This approach can provide an economic incentive to developers as the PIF is more closely correlated to the specific characteristics of the development.

The City's water and wastewater PIFs are currently based on water meter size. meter size assessment schedule is common among many utilities in Colorado and elsewhere. This schedule is widely accepted, straight forward and are easy to administer. They are both more readily estimated during planning stages of new residential development before the construction is completed. And, the potential capacity required is directly correlated to meter size which can be equated back easily to the unit cost of capacity. However, this traditional method provides only a coarse mechanism for allocating fees in proportion to an anticipated water demand, and this can result in some disconnects in equity between different types and sizes of development.

Raftelis discussed with utility Staff conceptual ideas for PIFs that would more closely align demand with development size. To meet these goals and objectives, Raftelis developed a PIF based on lot size. In theory, there exists a correlation between water demand and lot size – the larger the lot, the higher the demand. To develop this, Raftelis evaluated recent water billing data for all single family residential customers for a 12-month period against the size of lot. Raftelis bifurcated the data for each customer into indoor and outdoor usage. We used linear regression analysis to evaluate the relationship between both indoor and outdoor water usage based on lot size. Our analysis showed little correlation between indoor usage and lot size. Indoor water use averaged approximately 4,000 gallons per month. The regression analysis for outdoor usage did show a closer correlation to water use and lot size. Based on this information, we were able to develop the following equation for assessing a PIF by lot size.

$$\text{Single Family Residential PIF (\$)} = \text{Cost of Indoor Demand} + \text{Cost of Outdoor Demand}$$

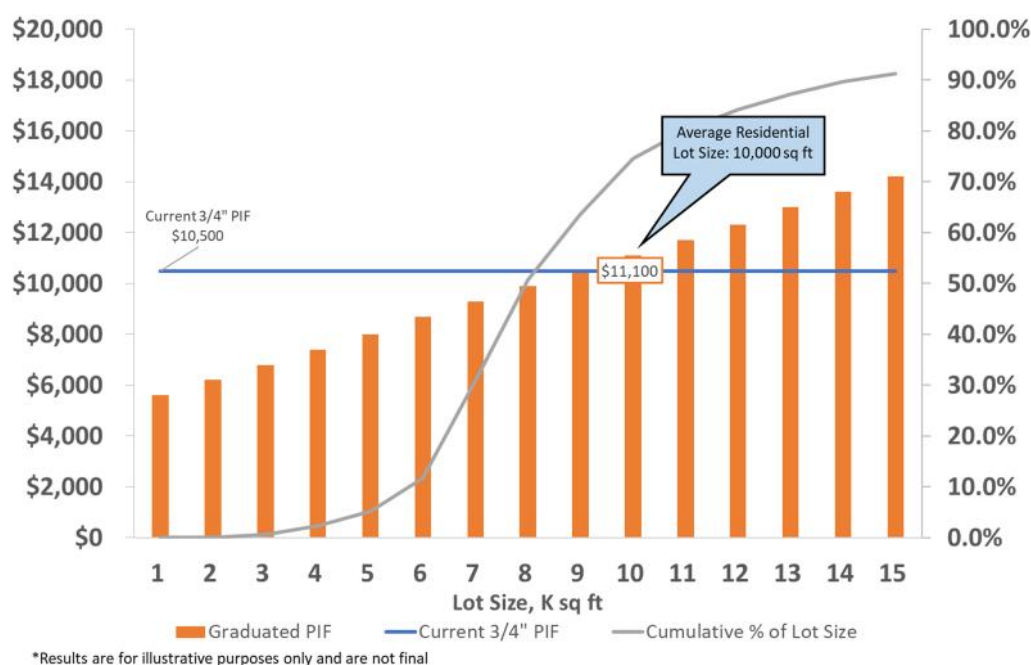
Where:

$$\text{Cost of indoor demand} = \text{customer class average winter consumption (Dec. – Mar)} * \text{Unit cost of capacity}$$

$$\text{Cost of outdoor demand} = \text{Unit cost of capacity} * \text{per square foot of lot size}$$

Raftelis compared the results of the analysis using the average lot size of 10,000 square feet. The current water PIF is \$10,500. Under this proposed methodology, a PIF for a 10,000 square foot home would be \$11,100. Based on recent data from the last two year, the average single family lot size is below the current average of 10,000 square feet. These smaller lot sizes would pay a lower fee under this fee structure alternative than under the current fee by meter size. Figure 1 illustrates the potential fees at different lot sizes.

Comparison of Existing Residential 3/4" PIF and
Proposed Residential Graduated PIF



The current single family wastewater PIF is based on indoor water use and serves as a proxy for estimating flows to the treatment plant. Raftelis evaluated relationship of indoor water use to lot size and the number of bedrooms and bathrooms. We found little correlation under both methods. As a result, Raftelis is not proposing any changes to the wastewater PIF.

The City currently has a non-potable PIF that was based off a methodology defined in the last non-potable master plan. However, it was not widely used because it usually resulted in higher costs for the builder than using potable supplies. The City is looking to expand non-potable service because it is significantly more cost efficient for Greeley's water customers. Greeley is nearly complete with an updated non-potable master plan that will outline the path forward to minimize the use of treated water and water rights, and maximize the use of non-potable rights. This will also reduce the need for additional treated water acquisitions.

However, non-potable service is not currently universally available throughout the City but the master plan will provide the roadmap for expanding non-potable service to much of Greeley. The City is developing policies to maximize the use of non-potable water with the intention to make the expansion of non-potable water use financially beneficial for both the building community and Greeley's water customers. Non-potable is being promoted for larger irrigable areas because it is usually cost effective, however, non-potable can be utilized house to house if there is enough irrigable are to make it financially feasible.

Calculating a non-potable PIF would be was needed to assist the City in the development of non-potable policies related to all water related costs builders are responsible for associated with development, i.e. PIFs, raw water/cash-in-lieu, and infrastructure installation. City staff has not yet finalized the suite of policy recommendations to expand non-potable water service for review by the Water and Sewer Board and City Council.

However, the proposed single family water PIF based on lot size can work well with a non-potable PIF. The proposed single family water PIF consists of two components – an indoor (potable) PIF and an outdoor PIF. Should non-potable water be available, the new development would only pay the indoor portion of the treated water PIF. The outdoor portion would be assessed based on the unit cost of the non-potable PIF.

The policies related to how these fees would be implemented are still being refined, but the intent is to make the total cost of development for water (including PIF, raw water/cash-in-lieu/infrastructure) advantageous for the builder/developer to install non-potable service.

Fee Implementation and Administration

Raftelis recommends that Greeley update impact fees every five years. In addition, some jurisdictions make annual adjustments for inflation using a price index like the Engineering News Record (ENR) Construction Cost Index published by McGraw-Hill Companies. This index could be applied to the adopted impact fee schedule, then approved by elected officials. If cost estimates or demand indicators change significantly, the City should redo the fee calculations.

Another best practice is to spend impact fees as soon as possible, tracking funds according to first in, first out accounting, using aggregate rather than project-specific tracking. Impact fees and accrued interest should be maintained in a separate fund that is not comingled with other revenues. Finally, Raftelis recommends publishing an annual report indicating impact fee collections, expenditures, and fund balances by type of infrastructure.

Development Categories

Maximum Supportable impact fees for residential development are by square feet of heated and finished living space, excluding porches, garage and unfinished space, such as basements. For an apartment building, the average size threshold is derived for an entire building. The recommended procedure is to identify the aggregate floor area of living space for the entire building, divided by the number of dwelling units in the building. Apartment complexes and some residential development provide common areas for use by residents, such as exercise rooms and clubhouses. Common areas for the private use of residents are ancillary uses to the dwelling units and not subject to additional impact fees. Raftelis recommends that an addition to an existing residential building, that does not increase the number of dwelling units, should be exempt from additional impact fees.

Three general nonresidential development categories in the maximum supportable impact fee schedule can be used for all new construction within Greeley. Nonresidential development categories represent general groups of land uses that share similar average weekday vehicle trip generation rates and job density (i.e. jobs per 1,000 square feet of floor area), as documented in Appendix A. Industrial includes all buildings used for goods production, warehousing, transportation, communications and utilities. Retail & Restaurant includes all shopping centers, establishments that sell merchandise and all eating/drinking places. Office & Other Services includes general office buildings, lodging, business services and personal services, such as daycare and private schools.

An applicant may submit an independent study to document unique demand indicators (i.e., service units per development unit). The independent study should be prepared by a professional engineer or certified planner and use the same type of input variables as those in Greeley's impact fee study. For residential development, impact fees are based on average persons per dwelling. For nonresidential development, impact fees are based on inbound, primary average weekday vehicle trips per 1,000 square feet of floor area. The independent fee study will be reviewed by City staff and can be accepted as the basis for a unique fee calculation. If staff determines the independent fee study is not reasonable, the applicant may appeal the administrative decision to Greeley's elected officials for their consideration.

Credits and Reimbursements

A general requirement that is common to impact fee methodologies is the evaluation of credits. A revenue credit may be necessary to avoid potential double payment situations arising from one-time impact fees plus on-going payment of other revenues that may also fund growth-related capital improvements. The determination of revenue credits is dependent upon the impact fee methodology used in the cost analysis.

Policies and procedures related to site-specific credits should be addressed in the ordinance that establishes the impact fees. Project-level improvements, required as part of the development approval process, are not eligible for credits against impact fees. If a developer constructs a system improvement included in the fee calculations, it will be necessary to either reimburse the developer or provide a credit against the fees. The latter option is more difficult to administer because it creates unique fees for specific geographic areas. Based on national experience, Raftelis recommends a jurisdiction establish a reimbursement agreement with the developer that constructs a system improvement. The reimbursement agreement should be limited to a payback period of no more than ten years and the City should not pay interest on the outstanding balance. The developer must provide documentation of the actual cost incurred for the system improvement. The City should only agree to pay the lesser of the actual construction cost or the estimated cost used in the impact fee analysis. If the City pays more than the cost used in the fee analysis, there will be insufficient fee revenue. Reimbursement agreements should only obligate the City to reimburse developers annually according to actual fee collections from the benefiting area.

The supporting documentation for each type of impact fee describes the types of infrastructure considered to be system improvements. Site specific credits or developer reimbursements for one type of system improvement does not negate an impact fee for other system improvements.

Appendix A: Demographics and Development Projections

Appendix A contains the land use assumptions for Greeley's 2020 impact fee update. Population and jobs are the service units or demand indicators that will be used to evaluate the need for growth-related infrastructure. Residential dwelling units and nonresidential floor area are the development units that will be used to project vehicular travel demand the projected impact fee revenue over the next ten years.

The demographic data and development projections discussed below will be used to ensure fees are proportionate by type of land use. All land use assumptions are based on Greeley's Comprehensive Plan and Growth & Development Projections Report (dated 2/1/20). In contrast to the Comprehensive Plan, which is more general and has a long-range horizon, development impact fees have a short-range focus. Typically, impact fee studies look out five to ten years, with the expectation that fees will be periodically updated (e.g. every 5 years). Infrastructure standards were calibrated using 2020 data. In Greeley, the fiscal year begins on January 1st.

Key land use assumptions for the City of Greeley are housing units and nonresidential floor area, as shown in Figure A1. These projections will be used to estimate development fee revenue and to indicate the anticipated need for growth-related infrastructure. The goal is to have reasonable projections without being overly concerned with precision. Because impact fee methods are designed to reduce sensitivity to development projections in the determination of the proportionate-share fee amounts, if actual development is slower than projected, fee revenue will decline, but so will the need for growth-related infrastructure. In contrast, if development is faster than anticipated, the City will receive an increase in fee revenue, but will also need to accelerate infrastructure improvements to keep pace with the actual rate of development.

Greeley's 2020 housing unit estimate is from the 2020 Growth & Development Report. Given the economic downturn from COVID-19, staff recommends a more conservative increase of 845 housing units per year. For the impact fee update, Raftelis assumed this same residential increase would continue to 2030. We converted housing units to year-round residents using Greeley's current average of 2.71 persons per housing unit.

Raftelis used annual job estimates from 2010 to 2017 (latest available data by place of work), by type of nonresidential development (see Greeley's Work Area Profile, available through the U.S. Census Bureau web application known as On-The-Map) to derive a linear trend projection of 2020 jobs located in Greeley. The number of jobs in Greeley is based on quarterly workforce reports supplied by employers. To project jobs from 2020 to 2030, Raftelis assumed jobs would increase at a conservative linear growth rate of 1% per year. Nonresidential floor area estimates are derived from the number of jobs, by three types of nonresidential development, and average square feet per job multipliers, as discussed further below (see Figure A6). According to the 2017 OTM job data, Greeley's current job mix is approximately 26% industrial, 18% retail/restaurant jobs, and 56% office and other services (e.g. public administration, business services, health care, educational services). As shown at the bottom of Figure A1, Greeley expects to add an average of 237,000 square feet of nonresidential development per year, from 2020 to 2030.

Figure A1: Land Use Assumptions

Greeley, CO	<u>2017</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2030</u>
		Base Yr	1	2	3	4	5	10
Year-Round Population								
City of Greeley	105,353	111,748	114,229	116,519	118,809	121,099	123,389	134,839
Annual Growth Rate		2.3%	2.2%	2.0%	2.0%	1.9%	1.9%	1.7%
Housing Units								
Total Housing Units	37,410	41,306	42,151	42,996	43,841	44,686	45,531	49,756
New Units per Year		2,394	845	845	845	845	845	845
Persons per Housing Unit	2.82	2.71	2.71	2.71	2.71	2.71	2.71	2.71
Jobs (by place of work)								
Industrial	12,796	14,594	14,740	14,886	15,032	15,178	15,324	16,054
Retail/Restaurant	8,794	10,030	10,130	10,230	10,331	10,431	10,531	11,033
Office & Other Services	26,877	30,653	30,960	31,267	31,573	31,880	32,187	33,720
Total Jobs	48,467	55,277	55,830	56,383	56,936	57,489	58,042	60,807
Annual Growth Rate		3.6%	1.0%	1.0%	1.0%	1.0%	1.0%	0.9%
Jobs to Housing Ratio	1.30	1.34	1.32	1.31	1.30	1.29	1.27	1.22
Nonresidential Floor Area (sq ft in thousands)								
Industrial	7,870	8,970	9,060	9,150	9,240	9,330	9,420	9,870
Retail/Restaurant	3,750	4,280	4,320	4,370	4,410	4,450	4,490	4,710
Office & Other Services	9,050	10,320	10,430	10,530	10,630	10,740	10,840	11,360
Total KSF	20,670	23,570	23,810	24,050	24,280	24,520	24,750	25,940
Avg Sq Ft Per Job	426	426	426	427	426	427	426	427
Avg Jobs per KSF	2.34	2.35	2.34	2.34	2.34	2.34	2.35	2.34
								2020 to 2030
Annual Increase	20 to 21	21 to 22	22 to 23	23 to 24	24 to 25	25 to 26	26 to 27	Avg Anl
Year-Round Population	2,481	2,290	2,290	2,290	2,290	2,290	2,290	2,309
Housing Units	845	845	845	845	845	845	845	845
Jobs	553	553	553	553	553	553	553	553
Industrial KSF	90	90	90	90	90	90	90	90
Retail/Restaurant KSF	40	50	40	40	40	40	40	43
Office & Other Services KSF	110	100	100	110	100	100	110	104
Total Nonres KSF	240	240	230	240	230	240	237	237

Population and Housing Characteristics

According to the U.S. Census Bureau, a household is a housing unit that is occupied by year-round residents. Development fees often use per capita standards and persons per housing unit, or persons per household, to derive proportionate-share fee amounts. If Greeley makes a legislative policy decision to continue collecting impact fee by type of residential unit, all Single Units (i.e., Single Family Detached and Single Family Attached) will be based on an average of 2.89 persons per household. Single Family Attached includes townhouses and condominiums that can be individually owned. The All Other category will be based on an average of 2.39 persons per household and includes residential buildings with two or more units per structure, plus mobile homes and recreational vehicles.

Figure A2: Persons per Household by Units in Structure

Greeley Population and Housing Characteristics

Units in Structure	Persons	House-holds	Persons per Household	Housing Units	Persons per Housing Unit	Housing Mix	Vacancy Rate
Single Unit *	67,107	23,235	2.89	23,813	2.82	63%	2%
All Other **	30,413	12,737	2.39	14,010	2.17	37%	9%
Subtotal	97,520	35,972	2.71	37,823	2.58		5%
Group Quarters	6,203						
TOTAL	103,723						

Source: U.S. Census Bureau, 2018 American Community Survey, 5-Year Estimates, Tables B25024, B25032, B25033, and B26001.

* Single unit includes attached and detached.

** All other includes multifamily and mobile homes.

Demand Indicators by Dwelling Size

Raftelis recommends a fee schedule whereby larger units pay higher impact fees and smaller units pay lower impact fees. Benefits of the proposed methodology include: 1) proportionate assessment of infrastructure demand using local demographic data, 2) progressive fee structure (i.e. lower cost for smaller units and higher cost for larger units), 3) more affordable fees for workforce housing, and 4) ease of fee implementation/administration. Under the current fee structure, staff determine fees based on residential types, such as single-family, multifamily and mobile home, with complications due to various forms of ownership (e.g. townhouses, condominiums and Accessory Dwelling Units). Impact fees based on size of dwelling are generally easier to administer when expressed in square feet of heated and finished living space for all types of housing (excluding garages, patios and porches). For a building with more than one residential unit, City staff will determine the average size threshold for the entire building by dividing total heated floor area by total number of dwellings in the building, excluding common areas in apartment buildings (e.g. fitness centers, clubhouses, and property management offices).

Raftelis created custom tabulations of demographic data by bedroom range from individual survey responses provided by the U.S. Census Bureau, in files known as Public-Use Microdata Samples (PUMS). PUMS files are only available for areas of roughly 100,000 persons and Greeley is the primary city in Public Use Microdata Area (PUMA) 300. At the top of Figure A3, cells with yellow shading indicate survey results, yielding the unadjusted number of persons and vehicles available per dwelling by bedroom range. These multipliers are adjusted to match the control totals for the City of Greeley. According to the 2020 population and housing unit data provided by staff, Greeley has an average of 2.71 persons per housing unit. Also, Raftelis used ACS tables to derive the average number of vehicles available per housing unit. In 2018, there was an average of 1.85 vehicles available per housing unit in Greeley.

The middle section of Figure A2 provides nation-wide data from the Institute of Transportation Engineers (ITE). VTE is the acronym for Vehicle Trip Ends, which measures vehicles coming and going from a development. For example, the trip generation rates for a residential subdivision would include all vehicles entering and exiting, thus capturing deliveries and service calls (e.g. landscapers and trash collection), in addition to the trips made by residents and visitors.

Dividing trip ends per household by trip ends per person yields an average of 2.21 persons per multifamily household (i.e. an occupied housing unit) and 3.56 persons per single dwelling, based on ITE's national survey. Applying Greeley's current housing mix of 37% multifamily and 63% single-family dwellings yields a weighted average of 3.06 persons per household. In comparison to the national data, Greeley only has an average of 2.71 residents per household.

Dividing trip ends per household by trip ends per vehicle available yields an average of 1.44 vehicles available per multifamily household and 1.48 vehicles available per single-family household, based on ITE's national survey. Applying Greeley's current housing mix yields a national weighted average of 1.47 vehicles available per household. In comparison to the national data, Greeley has more vehicles available, with an average of 1.94 vehicles available per household.

Rather than rely on one methodology, the recommended trip generation rates shown in the bottom section of Figure A3 are an average derived from persons and vehicles available, by bedroom range. In Greeley, each housing unit is expected to generate an average of 9.63 Average Weekday Vehicle Trip Ends, compared to the national average of 9.44 average weekday trip ends per single-family household.

Figure A3: Demographic Characteristics by Bedroom Range

2018 Public Use Microdata Sample (PUMS)

Bedroom Range	Persons (1)	Vehicles Available (1)	Housing Units (1)	Greeley Hsg Mix	Unadjusted Persons/HU	Adjusted Persons/Hshld (2)	Unadjusted VehAvl/HU	Adjusted VehAvl/Hshld (2)
0-1	416	287	331	8%	1.26	1.34	0.87	0.82
2	1,667	1,328	858	21%	1.94	2.06	1.55	1.47
3	3,857	3,175	1,494	36%	2.58	2.74	2.13	2.02
4+	4,485	3,603	1,413	34%	3.17	3.37	2.55	2.41
Total	10,425	8,393	4,096		2.55	2.71	2.05	1.94

National Averages (ITE 2017)

ITE Code	AWVTE per Person	AWVTE per Veh Avl	AWVTE per Hshld	Greeley Hsg Mix	Persons per Hshld	Veh Avl per Hshld
220 MF	3.31	5.10	7.32	37%	2.21	1.44
210 SFD	2.65	6.36	9.44	63%	3.56	1.48
Wgtd Avg	2.89	5.89	8.65		3.06	1.47

Recommended AWVTE per Housing Unit

Bedroom Range	AWVTE per Housing Unit Based on Persons (3)	AWVTE per Housing Unit Based on Veh Avl (4)	AWVTE per Housing Unit (5)
0-1	3.87	4.83	4.35
2	5.95	8.66	7.31
3	7.92	11.90	9.91
4+	9.74	14.19	11.97
Total	7.83	11.43	9.63

- (1) American Community Survey (ACS), Public Use Microdata Sample for CO PUMA 300 (2018 Five-Year unweighted data).
 (2) Adjusted multipliers are scaled to make the average PUMS values match control totals for Greeley. Vehicles Available in Greeley is from table B25046, ACS 2018 5-year data.
 (3) Adjusted persons per household multiplied by national weighted average trip rate per person.
 (4) Adjusted vehicles available per household multiplied by national weighted average trip rate per vehicle available.
 (5) Average of trip rates based on persons and vehicles available per household.

Impact fees based on size of dwelling are generally easier to administer when expressed in square feet of heated and finished floor area for all types of housing. The measurement should exclude garages, patios, porches, balconies, and the common areas in apartment buildings (e.g. fitness centers, clubhouses, and

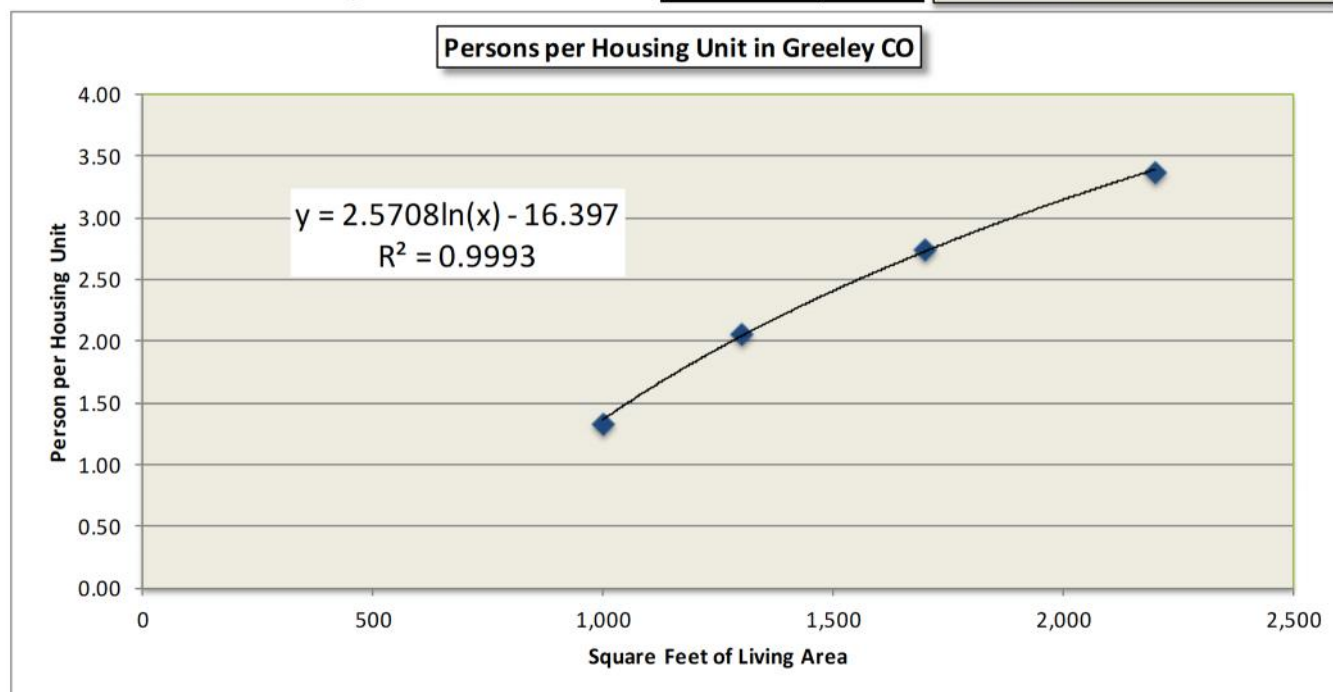
property management offices). Basing fees on floor area rather than the number of bedrooms eliminates the need for criteria to make administrative decisions on whether a room qualifies as a bedroom. To translate dwelling size by number of bedrooms into square feet of heated space, Raftelis used Greeley's building permit records on new residential construction over the past two years.

Average floor area and number of persons by bedroom range are plotted in Figure A4, with a logarithmic trend line derived from actual averages for Greeley. Using the trend line formula shown in the chart, Raftelis derived the estimated average number of persons, by dwelling size, in four size thresholds. The lowest floor area range (1200 square feet or less) has an estimated average of 1.36 persons per household. At the upper end of the floor area range (1801 or more square feet of living space), the average is 2.89 persons per household. For a building with more than one residential unit, City staff will determine the average size threshold for the entire building by dividing total heated living space by the total number of dwellings in the building.

Figure A4: Persons by Square Feet of Living Space

Survey of Construction Square Feet (rounded)	Averages per Household			Fitted-Curve Values	
	Bedrooms	Sq Ft (rounded)	Persons	Sq Ft Range	Persons
1,100	0-1	1,000	1.34	1,200 or less	1.36
1,700	2	1,300	2.06	1,201 to 1500	2.39
2,200	3	1,700	2.74	1,501 to 1,800	2.71
3,300	4+	2,200	3.37	1,801 or more	2.89
2,600	<=Wt Avg				

Source: Average square feet by bedroom range is from Greeley building permit records over the past two years. Average persons per household by bedroom range is based on 2018 ACS PUMS for CO PUMA 300.

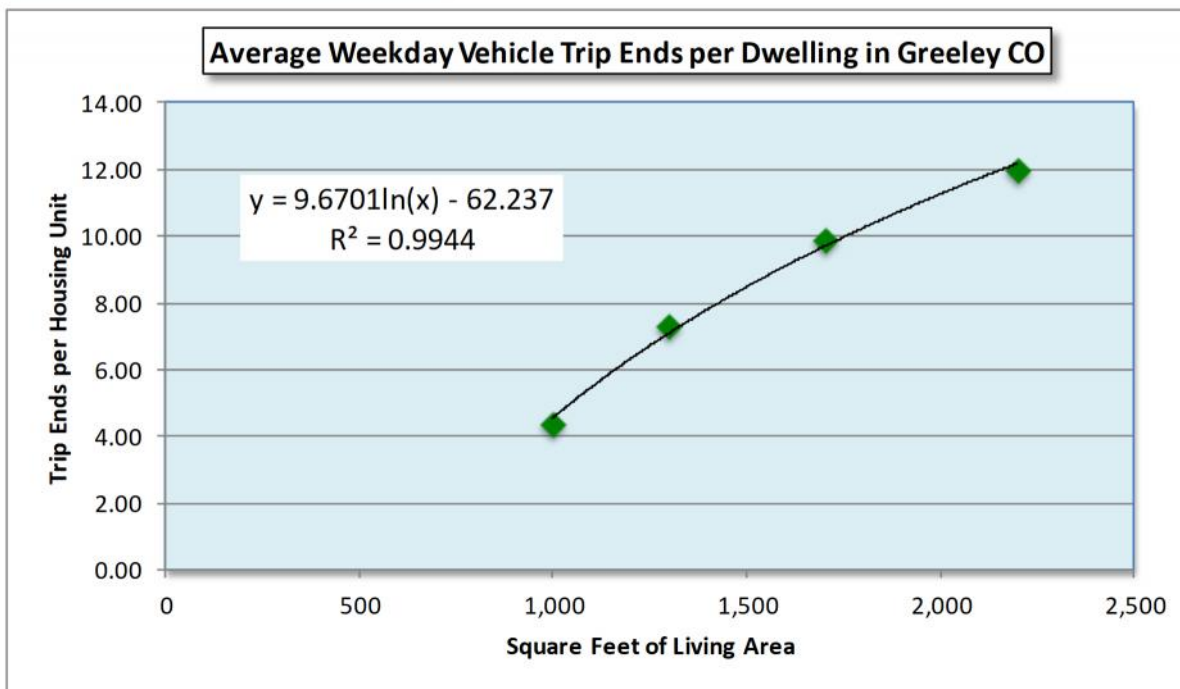


To derive average weekday vehicle trip ends by residential unit size, Raftelis matched trip generation rates and average floor area, by bedroom range, as shown in Figure A5. The logarithmic trend line formula is derived from the four averages graphed in the scatter plot. Floor areas by bedroom range are derived from Greeley building permit records over the past two years. Trip generation rates by bedroom range are derived from ACS PUMS data, as described above. The lowest floor area range (1200 square feet or less) has an estimated average of 4.56 average weekday vehicle trip ends per household. At the upper end of the floor area range (1801 or more square feet of living space), the average is 10.30 average weekday vehicle trip ends per household. For a building with more than one residential unit, City staff will determine the average size threshold for the entire building by dividing total living space by the total number of dwellings in the building.

Figure A5: Vehicle Trip Ends by Dwelling Size

Source: Average squarefeet by bedroom range is from U.S. Census Bureau 2017 Survey of Construction microdata. Average vehicle trip ends per housing unit by bedroom range is based on 2018 ACS PUMS for CO PUMA 300.

Averages per Household			Fitted-Curve Values	
Bedrooms	Square Feet	Trip Ends	Sq Ft Range	Trip Ends
0-1	1,000	4.35	1,200 or less	4.56
2	1,300	7.31	1,201 to 1500	8.42
3	1,700	9.91	1,501 to 1,800	9.64
4+	2,200	11.97	1,801 or more	10.30



Jobs and Nonresidential Development

In addition to data on residential development, the calculation of impact fees requires data on nonresidential development. Raftelis uses the term “jobs” to refer to employment by place of work. In Figure A5, shaded rows indicate the nonresidential development prototypes used by Raftelis to derive average weekday vehicle trips and nonresidential floor area. For future industrial development, Raftelis use Light Industrial (ITE code 110) with an average of 615 square feet of floor area per industrial job. The prototype for future commercial development (i.e., retail stores and eating/drinking places) is an average-size Shopping Center (ITE code 820). Commercial development is assumed to average 427 square feet of floor area per job. For office and all other services, an average-size Office (ITE 710) is the prototype for future development, averaging of 337 square feet of floor area per job.

Figure A6: Average Weekday Vehicle Trip Ends

ITE Code	Land Use / Size	Demand Unit	Wkdy Trip Ends Per Dmd Unit*	Wkdy Trip Ends Per Employee*	Emp Per Dmd Unit	Sq. Ft Per Emp
110	Light Industrial	1,000 Sq. Ft	4.96	3.05	1.63	615
140	Manufacturing	1,000 Sq. Ft	3.93	2.47	1.59	628
150	Warehousing	1,000 Sq. Ft	1.74	5.05	0.34	2,902
520	Elementary School	1,000 Sq. Ft	19.52	21.00	0.93	1,076
530	High School	1,000 Sq. Ft	14.07	22.25	0.63	1,581
610	Hospital	1,000 Sq. Ft	10.72	3.79	2.83	354
620	Nursing Home	1,000 Sq. Ft	6.64	2.91	2.28	438
710	General Office	1,000 Sq. Ft	9.74	3.28	2.97	337
760	Research & Dev Center	1,000 Sq. Ft	11.26	3.29	3.42	292
770	Business Park	1,000 Sq. Ft	12.44	4.04	3.08	325
820	Shopping Center (avg size)	1,000 Sq. Ft	37.75	16.11	2.34	427
857	Discount Club	1,000 Sq. Ft	41.80	32.21	1.30	771

* *Trip Generation*, Institute of Transportation Engineers, 10th Edition (2017).

Appendix B: Stormwater PIF Tables

**CITY OF GREELEY STORMWATER
2020 PIF STUDY
STORMWATER PIF CALCULATION
EQUITY BUY-IN APPROACH**

**FILE: SW PIF MODEL
SCHEDULE: PIF CALC
DATE: 8/31/2020**

Description	Calculation
Total System Replacement Cost (1)	\$61,384,185
Less: Developer Contributed Assets	(3,652,063)
Plus: NPV of Borrowing Cost	1,583,732
Less: Current Outstanding Debt Principal	(6,295,000)
Total Cost for PIF Calculation	\$53,020,853
Impervious Area (sq. ft.) (2)	217,339,868
Value per sq. ft.	\$0.25
Total Residential Sq. Ft.	187,630,385
Residential Accounts (3)	21,992
Average Residential Lot Size (sq.ft.)	8,532
Average Residential Impervious Area (sq. ft.) (4)	3,800
Calculated PIF per SFE:	\$950
Current PIF per SFE	\$402
Difference - \$	\$548
Difference - %	136%

(1) Replacement cost new less depreciation asset valuation using ENR-CCI as of December 2019. Excludes pre-1970 assets.

(2) Total impervious area in the City estimated based on lot size and C-factor used for monthly bills.

(3) Residential accounts as of 1/1/20.

(4) Residential c-factor is 0.45 or 45% impervious.

**CITY OF GREELEY STORMWATER
2020 PIF STUDY
STORMWATER ASSETS AS OF DECEMBER 31, 2019
SUMMARY ASSETS**

Line No	Function	Description	Asset Count	Original Cost	RCNLD - Total (1)	RCNLD - Contributed (1)	RCNLD - Net (1)
1	1	Land	19	\$2,596,850	\$2,536,233	\$1,150,797	\$1,385,436
2	2	Post 1970 Physical Infrastructure	198	51,116,167	53,772,853	1,914,053	51,858,800
3	3	Miscellaneous / Admin	16	739,085	780,304	0	780,304
4	4	Vehicles & Equipment	22	2,892,234	1,504,632	0	1,504,632
5	5	Lines	32	2,458,414	2,790,164	587,214	2,202,950
6	6	1970 Stormwater Assets	22	106,885,343	22,762,955	0	22,762,955
7		Total	309	\$166,688,094	\$84,147,140	\$3,652,063	\$80,495,076

(1) Indexed to ENR-CCI for Denver using December 2019 compared to ratio in year of acquisition.

**CITY OF GREELEY STORMWATER
2020 PIF STUDY
CUSTOMER GROSS LOT AND ESTIMATED IMPERVIOUS AREA
SUMMARY BY SERVICE CODE AND C-FACTOR**

Total Lot Area - Square						
Service	Decription	Land Use	Growth	Footage per Service	C-Factor	Estimated
			Group	Group		Impervious Area
303	SPECIAL	Special	Grow_02	1,288,069	0.03	38,642.07
305	SPECIAL	Special	Grow_02	87,120	0.05	4,356.00
306	SPECIAL	Special	Grow_02	1,497,469	0.06	89,848.14
307	SPECIAL	Special	Grow_02	4,538,063	0.07	317,664.41
308	SPECIAL	Special	Grow_02	599,386	0.08	47,950.88
309	SPECIAL	Special	Grow_02	214,815	0.09	19,333.35
310	SPECIAL	Special	Grow_02	847,045	0.10	84,704.50
311	SPECIAL	Special	Grow_02	6,288,235	0.11	691,705.85
312	SPECIAL	Special	Grow_02	1,393,691	0.12	167,242.92
313	SPECIAL	Special	Grow_02	6,435,244	0.13	836,581.72
314	SPECIAL	Special	Grow_02	922,457	0.14	129,143.98
315	SPECIAL	Special	Grow_02	854,807	0.15	128,221.05
316	SPECIAL	Special	Grow_02	1,473,151	0.16	235,704.16
317	SPECIAL	Special	Grow_02	2,665,769	0.17	453,180.73
318	SPECIAL	Special	Grow_02	836,642	0.18	150,595.56
319	SPECIAL	Special	Grow_02	339,966	0.19	64,593.54
320	SPECIAL	Special	Grow_02	746,775	0.20	149,355.00
322	SPECIAL	Special	Grow_02	599,592	0.22	131,910.24
323	SPECIAL	Special	Grow_02	1,008,629	0.23	231,984.67
324	SPECIAL	Special	Grow_02	4,700,662	0.24	1,128,158.88
325	SPECIAL	Special	Grow_02	8,059,312	0.25	2,014,828.00
326	SPECIAL	Special	Grow_02	721,787	0.26	187,664.62
327	SPECIAL	Special	Grow_02	100,639	0.27	27,172.53
328	SPECIAL	Special	Grow_02	1,280,674	0.28	358,588.72
329	SPECIAL	Special	Grow_02	190,664	0.29	55,292.56
330	SPECIAL	Special	Grow_02	15,248,127	0.30	4,574,438.10
331	SPECIAL	Special	Grow_02	76,480	0.31	23,708.80
332	SPECIAL	Special	Grow_02	70,299	0.32	22,495.68
333	SPECIAL	Special	Grow_02	249,225	0.33	82,244.25
334	SPECIAL	Special	Grow_02	695,782	0.34	236,565.88
335	RES EST	Residential	Residential	25,944,467	0.35	9,080,563.39
336	SPECIAL	Special	Grow_02	2,730,313	0.36	982,912.68
337	SPECIAL	Special	Grow_02	372,479	0.37	137,817.23
338	SPECIAL	Special	Grow_02	79,268	0.38	30,121.84
340	SPECIAL	Special	Grow_02	158,800	0.40	63,520.00
342	SPECIAL	Special	Grow_02	227,774	0.42	95,665.08
343	SPECIAL	Special	Grow_02	446,206	0.43	191,868.58
344	SPECIAL	Special	Grow_02	162,352	0.44	71,434.88
345	RES LO	Residential	Residential	187,630,385	0.45	84,433,673.12
346	RES MED	Residential	Residential	7,446,464	0.45	3,350,908.76
347	CHURCH	Institutional	Indust/Inst	8,287,068	0.47	3,894,921.96
348	SPECIAL	Special	Grow_02	1,651,230	0.48	792,590.40
350	SCHOOL	Institutional	Indust/Inst	28,503,214	0.50	14,251,607.00
352	OTHER	Institutional	Indust/Inst	19,019,321	0.52	9,890,046.92

**CITY OF GREELEY STORMWATER
2020 PIF STUDY
CUSTOMER GROSS LOT AND ESTIMATED IMPERVIOUS AREA
SUMMARY BY SERVICE CODE AND C-FACTOR**

Service	Description	Land Use	Growth Group	Total Lot Area - Square Footage per Service Group		C-Factor	Estimated Impervious Area
				Group			
354	SPECIAL	Special	Grow_02	1,400,096	0.54		756,051.84
359	SPECIAL	Special	Grow_02	503,345	0.59		296,973.55
361	SPECIAL	Special	Grow_02	370,277	0.61		225,868.97
362	SPECIAL	Special	Grow_02	285,401	0.62		176,948.62
364	RES MH	Residential	Residential	501,615	0.65		326,049.68
365	COM LO	Commercial	Commercial	35,843,437	0.65		23,298,234.05
366	RES HI	Residential	Residential	21,605,752	0.65		14,043,738.63
367	SPECIAL	Special	Grow_02	229,810	0.67		153,972.70
368	SPECIAL	Special	Grow_02	765,676	0.68		520,659.68
376	IND	Industrial	Indust/Inst	17,522,511	0.76		13,317,108.36
386	SPECIAL	Special	Grow_02	159,592	0.86		137,249.12
387	COM HI	Commercial	Commercial	21,007,961	0.87		18,276,926.07
399	RES EST	Special	Grow_02	4,258,955	Flat Fee		0.00
809	FLAT RATE	Special	Grow_02	235,118	0.09		21,160.62
810	FLAT RATE	Special	Grow_02	87,120	0.10		8,712.00
811	FLAT RATE	Special	Grow_02	348,480	0.11		38,332.80
812	FLAT RATE	Special	Grow_02	221,285	0.12		26,554.20
813	FLAT RATE	Special	Grow_02	800,358	0.13		104,046.54
814	FLAT RATE	Special	Grow_02	557,568	0.14		78,059.52
815	FLAT RATE	Special	Grow_02	127,980	0.15		19,197.00
816	FLAT RATE	Special	Grow_02	232,960	0.16		37,273.60
817	FLAT RATE	Special	Grow_02	217,800	0.17		37,026.00
818	FLAT RATE	Special	Grow_02	119,790	0.18		21,562.20
819	FLAT RATE	Special	Grow_02	87,120	0.19		16,552.80
820	FLAT RATE	Special	Grow_02	258,746	0.20		51,749.20
822	FLAT RATE	Special	Grow_02	110,120	0.22		24,226.40
827	FLAT RATE	Special	Grow_02	29,098	0.27		7,856.46
829	FLAT RATE	Special	Grow_02	198,164	0.29		57,467.56
830	FLAT RATE	Special	Grow_02	400,752	0.30		120,225.60
831	FLAT RATE	Special	Grow_02	127,614	0.31		39,560.34
835	FLAT RATE	Special	Grow_02	3,105,360	0.35		1,086,876.00
836	FLAT RATE	Special	Grow_02	44,750	0.36		16,110.00
845	FLAT RATE	Special	Grow_02	1,757,712	0.45		790,970.40
846	FLAT RATE	Special	Grow_02	119,440	0.46		54,942.40
847	FLAT RATE	Special	Grow_02	196,942	0.47		92,562.74
850	FLAT RATE	Special	Grow_02	364,684	0.50		182,342.00
852	FLAT RATE	Special	Grow_02	1,910,683	0.52		993,555.16
865	FLAT RATE	Special	Grow_02	1,860,131	0.65		1,209,085.15
866	FLAT RATE	Special	Grow_02	169,332	0.66		111,759.12
876	FLAT RATE	Special	Grow_02	803,674	0.76		610,792.24
899	FLAT RATE	Special	Grow_02	3,977,467	Flat Fee		0.00
Total				469,614,591.83			217,339,867.95

CITY OF GREELEY STORMWATER
2020 PIF STUDY
NPV of BORROWING COST

FILE:
SCHEDULE:
DATE:
RANGE:

SW PIF MODEL
STORMWATER NPV
8/31/2020
S_NPV_E

Stormwater Bond Issues	Original Principal	Remaining Principal (1/1/21)	NPV of Interest (1/1/21)	% Included	Included NPV of Interest
2015 Stormwater Revenue Bonds	\$7,680,000	6,295,000	\$1,583,732	100%	1,583,732
Total	\$7,680,000	\$6,295,000	\$1,583,732		\$1,583,732

Bond Amortization Schedule

2015 Stormwater Revenue Bonds

Principal Amount **\$7,680,000**
 Year of Issue **2015**

NPV of
 Interest Payments
\$1,827,382

Fiscal Year	EOY Principal Balance	Principal	Interest	Total Payment	Interest rate	NPV of Interest
2019	6,600,000					
2020	6,295,000	305,000	243,650	548,650	3.69%	243,650
2021	5,985,000	310,000	237,550	547,550	3.77%	228,912
2022	5,660,000	325,000	222,050	547,050	3.71%	206,447
2023	5,320,000	340,000	205,800	545,800	3.64%	184,890
2024	4,960,000	360,000	188,800	548,800	3.55%	164,218
2025	4,585,000	375,000	170,800	545,800	3.44%	144,202
2026	4,190,000	395,000	152,050	547,050	3.32%	125,019
2027	3,780,000	410,000	136,250	546,250	3.25%	108,906
2028	3,355,000	425,000	123,950	548,950	3.28%	95,752
2029	2,920,000	435,000	111,200	546,200	3.31%	82,919
2030	2,470,000	450,000	98,150	548,150	3.36%	70,520
2031	2,010,000	460,000	84,088	544,088	3.40%	58,184
2032	1,535,000	475,000	69,138	544,138	3.44%	46,075
2033	1,040,000	495,000	53,106	548,106	3.46%	34,129
2034	530,000	510,000	36,400	546,400	3.50%	22,487
2035	-	530,000	18,550	548,550	3.50%	11,072
Total		\$6,600,000	2,151,531	8,751,531		\$1,827,382

**CITY OF GREELEY STORMWATER
2020 PIF STUDY
STORMWATER ASSETS AS OF DECEMBER 31, 2019**

FUNCTION	FUNCTION DESCRIPTION	ASSET	Year Acquired	Total Cost / Total Adjusted	Depreciation	ENR 20- Cities Index	ENR-CCI	Replacment Cost New Less Depreciation (RCNLD)	Acquisition Method	Contributed (1=N, 0=Y)
				Cost		CCI (1)	Ratio			
2	Post 1970 Physical Infrastructure	CONCRETE SLAB	2002	\$2,055	\$1,164	6,538	1.73	\$1,537		1
3	Miscellaneous / Admin	TOTAL STATION SURVEY INSTRUMEN	2007	5,654	5,654	7,966	1.42	0	PURCHASE	1
3	Miscellaneous / Admin	DIGITAL VANDALISM DETERRANT SY	2008	2,413	2,413	8,310	1.36	0	PURCHASE	1
3	Miscellaneous / Admin	CITYWORKS SOFTWARE	2011	7,000	7,000	9,070	1.24	0	PURCHASE	1
2	Post 1970 Physical Infrastructure	35TH AVE DETENTION POND	2013	1,271,532	152,584	9,547	1.18	1,322,181	PURCHASED	1
2	Post 1970 Physical Infrastructure	CLARKSON SPILLWAY	2005	18,277	5,118	7,446	1.52	19,937	PURCHASED	1
2	Post 1970 Physical Infrastructure	CLARKSON SPILLWAY	2005	147,301	41,244	7,446	1.52	160,680	PURCHASE	1
2	Post 1970 Physical Infrastructure	CLARKSON SPILLWAY	2005	11,329	3,172	7,446	1.52	12,358	PURCHASED	1
2	Post 1970 Physical Infrastructure	CLARKSON SPILLWAY	2005	15,294	4,282	7,446	1.52	16,683	PURCHASE	1
2	Post 1970 Physical Infrastructure	JACKSON SPILLWAY	2005	29,895	8,371	7,446	1.52	32,611	PURCHASED	1
2	Post 1970 Physical Infrastructure	JACKSON SPILLWAY	2005	94,738	26,527	7,446	1.52	103,343	PURCHASE	1
2	Post 1970 Physical Infrastructure	JACKSON SPILLWAY	2005	15,606	4,370	7,446	1.52	17,023	PURCHASED	1
1	Land	35 AV DETENTION - LAND	2004	341,226	0	7,115	1.00	341,226	PURCHASE	1
1	Land	3018 W 5 ST-LAND (FRANKLIN PRK	2004	149,803	0	7,115	1.00	149,803	PURCHASE	1
2	Post 1970 Physical Infrastructure	EAGLEVIEW DET POND/F ST EASEME	2004	94,279	0	7,115	1.59	149,482	PURCHASE	1
1	Land	N EAGLEVIEW DET - LAND	2004	64,148	0	7,115	1.00	64,148	PURCHASE	1
1	Land	35 AV DETENTION - LAND	2004	354,765	0	7,115	1.00	354,765	PURCHASE	1
2	Post 1970 Physical Infrastructure	EAGLEVIEW DET POND/F ST-EASEME	2004	20,721	0	7,115	1.59	32,854	PURCHASE	1
2	Post 1970 Physical Infrastructure	8 ST / 14-16 AV IMPROVEMENTS	2006	516,785	134,364	7,751	1.46	556,585	PURCHASE	1
2	Post 1970 Physical Infrastructure	FRANKLIN DETENTION POND	2006	802,238	208,582	7,751	1.46	864,022	PURCHASE	1
2	Post 1970 Physical Infrastructure	59 AV / 10-4 ST DETENTION POND	2007	136,034	32,648	7,966	1.42	146,410	PURCHASE	1
1	Land	OUTLOT A - SOMMERSETT WEST	2007	6,593	0	7,966	1.00	6,593	PURCHASE	1
1	Land	OUTLOT E - MOUNTAIN SHADOWS 1S	2007	3,159	0	7,966	1.00	3,159	PURCHASE	1
2	Post 1970 Physical Infrastructure	DETENTION POND/OUTLOT B-GATEWA	2008	250,000	55,000	8,310	1.36	264,717	PURCHASE	1
2	Post 1970 Physical Infrastructure	DETENTION POND/OUTLOT 1-PINNAC	2008	50,000	11,000	8,310	1.36	52,943	PURCHASE	1
2	Post 1970 Physical Infrastructure	MCCLOSKEY COMM SUB- 1 10' INLET	2010	4,200	1,260	8,802	1.28	3,768	CONTRIBUTED	0
2	Post 1970 Physical Infrastructure	MCCLOSKEY COMM SUB- 1 5' INLET	2010	2,100	630	8,802	1.28	1,884	CONTRIBUTED	0
2	Post 1970 Physical Infrastructure	MCCLOSKEY COMM - 1 15 MANHOLE"	2010	340	102	8,802	1.28	305	CONTRIBUTED	0
5	Lines	MCCLOSKEY- 310' OF 36 STM PIPE"	2010	34,720	10,416	8,802	1.28	31,149	CONTRIBUTED	0
5	Lines	MCCLOSKEY- 30' OF 30 STM PIPE "	2010	2,685	805	8,802	1.28	2,409	CONTRIBUTED	0
5	Lines	MCCLOSKEY- 420' OF 24 STM PIPE"	2010	24,780	7,434	8,802	1.28	22,231	CONTRIBUTED	0
2	Post 1970 Physical Infrastructure	35TH AVE CROSSING	2012	913,458	213,140	9,308	1.21	848,763	PURCHASED	1
2	Post 1970 Physical Infrastructure	GATEWAY ESTATES #3 DRAINAGE	2010	7,035	0	8,802	1.28	9,016	PURCHASE	1
2	Post 1970 Physical Infrastructure	GATEWAY ESTATES #3 DRAINAGE	2011	13,230	0	9,070	1.24	16,455	PURCHASE	1
2	Post 1970 Physical Infrastructure	GATEWAY ESTATES #3 DRAINAGE	2012	31,614	0	9,308	1.21	38,315	PURCHASED	1
2	Post 1970 Physical Infrastructure	GATEWAY ESTATES #3 DRAINAGE	2013	1,013,807	0	9,547	1.18	1,197,942	PURCHASED	1
2	Post 1970 Physical Infrastructure	GATEWAY ESTATES #3 DRAINAGE	2014	1,361,168	136,117	9,806	1.15	1,409,322	PURCHASE	1
2	Post 1970 Physical Infrastructure	35TH AVE DET POND PHASE II	2012	639,552	0	9,308	1.21	775,116	PURCHASED	1
2	Post 1970 Physical Infrastructure	35TH AVE DET POND PHASE II	2013	879,388	0	9,547	1.18	1,039,109	PURCHASED	1
2	Post 1970 Physical Infrastructure	35TH AVE DET POND PHASE II	2014	1,539,758	153,976	9,806	1.15	1,594,228	PURCHASE	1
6	1970 Stormwater Assets	INLETS & STRUCTURES	1970	5,658,487	5,658,487	1,381	8.17	0	PURCHASED	1
6	1970 Stormwater Assets	INLETS & STRUCTURES	1970	6,413,145	5,900,093	1,381	8.17	4,190,974	PURCHASE	1
6	1970 Stormwater Assets	INLETS & STRUCTURES	1970	6,408,645	6,024,126	1,381	8.17	3,141,025	PURCHASE	1
6	1970 Stormwater Assets	INLETS & STRUCTURES	1970	6,202,493	6,202,493	1,381	8.17	0	PURCHASE	1
6	1970 Stormwater Assets	INLETS & STRUCTURES	1970	6,406,420	6,150,164	1,381	8.17	2,093,290	PURCHASE	1
6	1970 Stormwater Assets	INLETS & STRUCTURES	1970	6,341,070	6,214,248	1,381	8.17	1,035,968	PURCHASE	1
6	1970 Stormwater Assets	INLETS & STRUCTURES	1970	6,238,256	6,238,256	1,381	8.17	0	PURCHASE	1
6	1970 Stormwater Assets	COLLECTION SYSTEMS	1970	13,714,601	13,714,601	1,381	8.17	0	PURCHASED	1
6	1970 Stormwater Assets	COLLECTION SYSTEMS	1970	15,213,242	14,300,448	1,381	8.17	7,456,362	PURCHASE	1
6	1970 Stormwater Assets	COLLECTION SYSTEMS	1970	14,828,935	14,235,778	1,381	8.17	4,845,336	PURCHASE	1

**CITY OF GREELEY STORMWATER
2020 PIF STUDY
STORMWATER ASSETS AS OF DECEMBER 31, 2019**

FUNCTION	FUNCTION DESCRIPTION	ASSET	Year Acquired	Total Cost /	Depreciation	ENR 20- Cities Index CCI (1)	ENR-CCI Ratio	Replacment	Acquisition Method	Contributed (1=N, 0=Y)
				Total Adjusted Cost				Cost New Less Depreciation (RCNLD)		
6	1970 Stormwater Assets	COLLECTION SYSTEMS	1970	14,705,795	14,705,795	1,381	8.17	0	PURCHASE	1
6	1970 Stormwater Assets	NORTH GRLY DRAINAGE BASIN	1970	25,992	25,992	1,381	8.17	0	PURCHASED	1
6	1970 Stormwater Assets	EAST GRLY DRAINAGE BASIN	1970	347,628	347,628	1,381	8.17	0	PURCHASED	1
6	1970 Stormwater Assets	CENTRAL GRLY DRAINAGE BASIN	1970	63,585	63,585	1,381	8.17	0	PURCHASED	1
6	1970 Stormwater Assets	CENTRAL GRLY DRAINAGE BASIN	1970	44,883	44,883	1,381	8.17	0	PURCHASED	1
6	1970 Stormwater Assets	DOWNTOWN DRAINAGE BASIN	1970	227,316	227,316	1,381	8.17	0	PURCHASED	1
6	1970 Stormwater Assets	SOUTH GRLY DRAINAGE BASIN	1970	40,249	40,249	1,381	8.17	0	PURCHASED	1
6	1970 Stormwater Assets	28TH AVENUE DRAINAGE BASIN	1970	577,828	577,828	1,381	8.17	0	PURCHASED	1
6	1970 Stormwater Assets	GRAPEVINE DRAINAGE BASIN	1970	736,294	736,294	1,381	8.17	0	PURCHASED	1
6	1970 Stormwater Assets	COUNTRY CLUB DRAINAGE BASIN	1970	515,139	515,139	1,381	8.17	0	PURCHASED	1
6	1970 Stormwater Assets	SHEEPDRAW DRAINAGE BASIN	1970	1,806,628	1,806,628	1,381	8.17	0	PURCHASED	1
6	1970 Stormwater Assets	ASHCROFT DRAINAGE BASIN	1970	368,710	368,710	1,381	8.17	0	PURCHASED	1
4	Vehicles & Equipment	9TH AVE PUMP STATION-PUMP ONLY	2006	17,917	15,528	7,751	1.46	3,477	PURCHASE	1
2	Post 1970 Physical Infrastructure	IG POLE BARN/ANIMAL WASH ROOF	2008	2,557	2,557	8,310	1.36	0	PURCHASE	1
2	Post 1970 Physical Infrastructure	IG POLE BARN/ANIMAL WASH ROOF	2008	17,725	17,725	8,310	1.36	0	PURCHASE	1
2	Post 1970 Physical Infrastructure	GRAPEVINE DETENTION POND	1978	40,798	33,454	2,776	4.06	29,842	PURCHASED	1
5	Lines	WESTMOOR 1ST FILING STORM SEWE	1973	6,360	5,851	1,895	5.95	3,028	PURCHASED	1
2	Post 1970 Physical Infrastructure	WEST HIGH DETENTION POND	1978	92,707	74,165	2,776	4.06	75,348	PURCHASED	1
5	Lines	E MEMORIAL STORM SEWER	1980	19,630	15,311	3,237	3.49	15,050	PURCHASED	1
5	Lines	23RD AVE STORM SEWER	1979	99,866	75,898	3,003	3.76	90,038	PURCHASED	1
5	Lines	23RD AVE STORM WATER	1979	66,465	54,501	3,003	3.76	44,942	PURCHASED	1
2	Post 1970 Physical Infrastructure	28TH AVE DRAINAGE BASIN	1974	374,190	336,771	2,020	5.58	208,971	PURCHASED	1
2	Post 1970 Physical Infrastructure	DETENTION POND - PHEASANT RUN	1992	22,460	12,128	4,985	2.26	23,380	PURCHASED	1
1	Land	LAND - GALLERY GREEN	1994	135,602	0	5,408	1.00	135,602	PURCHASED	1
3	Miscellaneous / Admin	EARNEST MONEY - GALLERY GREEN	1993	1,000	0	5,210	2.17	2,165	PURCHASED	1
1	Land	LAND - SCHNEIDER INDUSTRIAL	1994	40,000	0	5,408	1.00	40,000	PURCHASED	1
2	Post 1970 Physical Infrastructure	1812 1ST AV - STORM WATER DET	1995	22,577	0	5,471	2.06	46,553	10TRANSFER	0
2	Post 1970 Physical Infrastructure	29TH ST DETENTION POND-GALLERY	1995	62,922	26,427	5,471	2.06	75,252	PURCHASED	1
2	Post 1970 Physical Infrastructure	EAGLEVIEW DETENTION POND	1997	483,042	212,538	5,826	1.94	523,781	PURCHASED	1
2	Post 1970 Physical Infrastructure	LOTS 7&19 BLK2 GATEWAY EST #1	1996	50,051	0	5,620	2.01	100,467	PURCHASED	1
1	Land	DRAINAGE EASEMENT-1ST AVE PROJ	1999	1,013	0	6,059	1.00	1,013	10TRANSFER	0
1	Land	LOT 1,2,3 BLK 1 BURGER & FRY	2000	4,068	0	6,221	1.00	4,068	10TRANSFER	0
1	Land	OUTLOT A,CCW,4TH,REPLAT L1 BK6	2005	98	0	7,446	1.00	98	10TRANSFER	0
1	Land	OUTLOT A & 7,CCW,4TH FILING	2005	98	0	7,446	1.00	98	10TRANSFER	0
2	Post 1970 Physical Infrastructure	MONFORT PARK DETENTION-2000	2005	393,693	141,730	7,446	1.52	381,735	10TRANSFER	0
1	Land	LAND DONATED-NORTHRIDGE ESTATE	2005	990,000	0	7,446	1.00	990,000	CONTRIBUTED	0
2	Post 1970 Physical Infrastructure	56TH AVE DETENTION POND	1987	51,399	17,476	4,406	2.56	86,857	10TRANSFER	0
2	Post 1970 Physical Infrastructure	56TH AVE DETENTION POND (1350)	1988	49,637	16,876	4,519	2.50	81,781	10TRANSFER	0
1	Land	TWIN RIVERS DETENTION - LAND	2002	51,080	0	6,538	1.00	51,080	PURCHASED	1
2	Post 1970 Physical Infrastructure	DETENTION POND C ST-NORTHVIEW	2002	313,764	106,680	6,538	1.73	357,315	PURCHASED	1
2	Post 1970 Physical Infrastructure	EPPLER PARK - STORM SEWER CROSS	2002	292,022	99,288	6,538	1.73	332,555	PURCHASED	1
2	Post 1970 Physical Infrastructure	POUDRE RIVER RETURN IMPROVMENT	2002	6,830	6,830	6,538	1.73	0	10TRANSFER	0
2	Post 1970 Physical Infrastructure	POUDRE RIVER RETURN IMPROVMENT	2003	45,187	45,187	6,694	1.69	0	10TRANSFER	0
2	Post 1970 Physical Infrastructure	NORTH EAGLEVIEW DETENTION POND	2005	36,160	10,125	7,446	1.52	39,444	PURCHASED	1
2	Post 1970 Physical Infrastructure	NORTH EAGLEVIEW DETENTION	2005	97,950	27,426	7,446	1.52	106,847	PURCHASED	1
2	Post 1970 Physical Infrastructure	NORTH EAGLEVIEW DETENTION POND	2005	17,729	4,964	7,446	1.52	19,339	PURCHASE	1
2	Post 1970 Physical Infrastructure	NORTH EAGLEVIEW DETENTION POND	2005	718,594	201,206	7,446	1.52	783,865	PURCHASED	1
2	Post 1970 Physical Infrastructure	NORTH EAGLEVIEW DETENTION POND	2005	71,099	19,908	7,446	1.52	77,557	PURCHASED	1
3	Miscellaneous / Admin	CLOSING COSTS-NORTHRIDGE ESTAT	2002	1,622	0	6,538	1.73	2,799	PURCHASED	1
2	Post 1970 Physical Infrastructure	47 AV DRAINAGE	2003	51,216	16,389	6,694	1.69	58,691	PURCHASED	1

**CITY OF GREELEY STORMWATER
2020 PIF STUDY
STORMWATER ASSETS AS OF DECEMBER 31, 2019**

FUNCTION	FUNCTION DESCRIPTION	ASSET	Year Acquired	Total Cost /	Depreciation	ENR 20- Cities Index CCI (1)	ENR-CCI Ratio	Replacment	Acquisition Method	Contributed (1=N, 0=Y)
				Total Adjusted Cost				Cost New Less Depreciation (RCNLD)		
2	Post 1970 Physical Infrastructure	8 AV DRAINAGE	2004	80,000	24,000	7,115	1.59	88,789	PURCHASED	1
2	Post 1970 Physical Infrastructure	8 AV DRAINAGE	2004	136,473	40,942	7,115	1.59	151,467	PURCHASE	1
2	Post 1970 Physical Infrastructure	COUNTRY CLUB BASIN	2003	23,192	12,369	6,694	1.69	18,240	10TRANSFER	0
2	Post 1970 Physical Infrastructure	WESTLAKE DETENTION POND	2005	23,652	6,623	7,446	1.52	25,800	PURCHASED	1
2	Post 1970 Physical Infrastructure	WESTLAKE DETENTION POND	2005	3,193	894	7,446	1.52	3,483	07TRANSFER	0
2	Post 1970 Physical Infrastructure	WESTLAKE DETENTION POND	2005	80,808	22,626	7,446	1.52	88,147	PURCHASE	1
2	Post 1970 Physical Infrastructure	WESTLAKE DETENTION POND	2005	96,173	26,928	7,446	1.52	104,908	07TRANSFER	0
2	Post 1970 Physical Infrastructure	WESTLAKE DETENTION POND	2005	10,370	2,904	7,446	1.52	11,312	PURCHASED	1
2	Post 1970 Physical Infrastructure	WESTLAKE DETENTION POND	2005	438,515	122,784	7,446	1.52	478,346	PURCHASED	1
2	Post 1970 Physical Infrastructure	GRLY WST PRK - STORMWTR DRAIN	2004	36,423	10,927	7,115	1.59	40,424	PURCHASE	1
2	Post 1970 Physical Infrastructure	NORTH EAGLEVIEW CHANNEL	2005	18,048	5,053	7,446	1.52	19,687	10TRANSFER	0
1	Land	DWNTN STORMWATER DRAINAGE	2004	202,057	60,617	7,115	1.00	141,440	08TRANSFER	0
2	Post 1970 Physical Infrastructure	14 AVE/A ST - STORM DRAIN IMPR	2008	8,444	1,858	8,310	1.36	8,940	PURCHASE	1
2	Post 1970 Physical Infrastructure	14TH AVE/A ST STORM DRAIN IMPR	2008	109,107	24,004	8,310	1.36	115,530	PURCHASE	1
2	Post 1970 Physical Infrastructure	GLEN MEADOWS FILTERING PROJECT	2007	107,788	25,869	7,966	1.42	116,009	PURCHASE	1
2	Post 1970 Physical Infrastructure	9TH AVE PUMP STATION / WQV	2009	17,456	5,819	8,570	1.32	15,318	PURCHASE	1
2	Post 1970 Physical Infrastructure	9TH AVE PUMP STATION / WQV	2009	48,605	16,202	8,570	1.32	42,653	PURCHASE	1
2	Post 1970 Physical Infrastructure	9TH AVE PUMP STATION / WQV	2009	384,016	128,005	8,570	1.32	336,996	PURCHASE	1
2	Post 1970 Physical Infrastructure	JACKSON SPILLWAY DESIGN COSTS	2008	25,421	5,592	8,310	1.36	26,918	PURCHASE	1
2	Post 1970 Physical Infrastructure	FRANKLIN STORM 10 ST / 32 AVE	2010	96,542	28,962	8,802	1.28	86,612	PURCHASE	1
2	Post 1970 Physical Infrastructure	FRANKLIN STORM 10TH ST/32ND AV	2010	179,474	53,842	8,802	1.28	161,015	PURCHASE	1
2	Post 1970 Physical Infrastructure	FRANKLIN STORM 10 ST / 32 AV	2010	524,124	157,237	8,802	1.28	470,217	PURCHASE	1
2	Post 1970 Physical Infrastructure	FRANKLIN STORM 10 ST/ 32 AVE	2010	312,103	93,631	8,802	1.28	280,003	PURCHASE	1
2	Post 1970 Physical Infrastructure	SUNRISE NEIGHBORHOOD IMPRV	2011	16,638	4,437	9,070	1.24	15,175	PURCHASE	1
2	Post 1970 Physical Infrastructure	9TH ST @ POUDE RIVER WQV	2010	17,456	5,237	8,802	1.28	15,660	PURCHASE	1
2	Post 1970 Physical Infrastructure	9TH ST @ POUDE RIVER / WQV	2010	11,973	3,592	8,802	1.28	10,741	PURCHASE	1
2	Post 1970 Physical Infrastructure	9TH ST @ POUDE RIVER WQV	2010	112,254	33,676	8,802	1.28	100,709	PURCHASE	1
2	Post 1970 Physical Infrastructure	9TH ST @ POUDE RIVER WQV	2010	6,308	1,892	8,802	1.28	5,659	PURCHASE	1
2	Post 1970 Physical Infrastructure	18TH ST DRAINAGE PROJECT	2009	17,456	5,819	8,570	1.32	15,318	PURCHASE	1
2	Post 1970 Physical Infrastructure	18TH ST DRAINAGE PROJECT	2009	24,627	8,209	8,570	1.32	21,612	PURCHASE	1
2	Post 1970 Physical Infrastructure	18TH ST DRAINAGE PROJECT	2009	119,130	39,710	8,570	1.32	104,544	PURCHASE	1
2	Post 1970 Physical Infrastructure	4 ST BETWEEN 8/9 AV STORMDRAIN	2008	26,683	5,870	8,310	1.36	28,254	PURCHASE	1
5	Lines	290 LF STORM MAINLINE-TERRACE	2008	22,040	4,849	8,310	1.36	23,337	DONATED	0
2	Post 1970 Physical Infrastructure	TERRACE GREEN INLETS (2)	2008	6,000	1,320	8,310	1.36	6,353	DONATED	0
2	Post 1970 Physical Infrastructure	TERRACE GREEN MANHOLES (2)	2008	5,308	1,168	8,310	1.36	5,620	DONATED	0
5	Lines	40 LF STORM MAINLINE-CLOVER ME	2008	3,040	669	8,310	1.36	3,219	DONATED	0
2	Post 1970 Physical Infrastructure	CLOVER MEADOWS INLETS (2)	2008	6,000	1,320	8,310	1.36	6,353	DONATED	0
5	Lines	70 LF STORM MAINLINE-ACCUTEL	2008	5,320	1,170	8,310	1.36	5,633	DONATED	0
5	Lines	3820 LF STORM MAINLINE-FOX RUN	2008	290,320	63,870	8,310	1.36	307,410	DONATED	0
2	Post 1970 Physical Infrastructure	FOX RUN 3RD FILING INLETS (20)	2008	60,000	13,200	8,310	1.36	63,532	DONATED	0
2	Post 1970 Physical Infrastructure	FOX RUN 3RD FILING MANHOLES 11	2008	29,194	6,423	8,310	1.36	30,913	DONATED	0
2	Post 1970 Physical Infrastructure	PLAZA COMMERCIAL PK - 4 INLETS	2009	5,700	1,900	8,570	1.32	5,002	CONTRIBUTED	0
2	Post 1970 Physical Infrastructure	PLAZA COMM PK - 3 MANHOLES	2009	4,275	1,425	8,570	1.32	3,752	CONTRIBUTED	0
5	Lines	PLAZA COMM PK-1895' OF 18 PIP"	2009	86,412	28,804	8,570	1.32	75,831	CONTRIBUTED	0
3	Miscellaneous / Admin	VALLEY PAN - 30 AVENUE COURT	2010	49,246	14,774	8,802	1.28	44,181	PURCHASE	1
3	Miscellaneous / Admin	VALLEY PAN - 31ST AVENUE	2010	49,246	14,774	8,802	1.28	44,181	PURCHASE	1
3	Miscellaneous / Admin	VALLEY PAN - 30TH AVE PLACE	2010	49,246	14,774	8,802	1.28	44,181	PURCHASE	1
2	Post 1970 Physical Infrastructure	1ST AVE/16-18 STREET LINING	2010	35,713	10,714	8,802	1.28	32,040	PURCHASE	1
3	Miscellaneous / Admin	STORMWATER LINE INSP SOFTWARE	2010	12,000	12,000	8,802	1.28	0	PURCHASE	1
5	Lines	1 ST/6-9TH AVE LINING-PHASE I	2011	115,107	30,695	9,070	1.24	104,989	PURCHASE	1

**CITY OF GREELEY STORMWATER
2020 PIF STUDY
STORMWATER ASSETS AS OF DECEMBER 31, 2019**

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				Total Adjusted Cost				Cost New Less Depreciation (RCNLD)		
2	Post 1970 Physical Infrastructure	1ST ST/6TH AVE-POUDRE PHASE II	2013	203,006	24,361	9,547	1.18	211,092	PURCHASED	1
2	Post 1970 Physical Infrastructure	PINNACLE OFC PRK-1-5' 13 INLET	2011	5,000	1,333	9,070	1.24	4,560	CONTRIBUTED	0
2	Post 1970 Physical Infrastructure	PINNACLE OFC PRK-1-10' R INLET	2011	2,500	667	9,070	1.24	2,280	CONTRIBUTED	0
2	Post 1970 Physical Infrastructure	PINNACLE OFC PRK- MANHOLES	2011	5,000	1,333	9,070	1.24	4,560	CONTRIBUTED	0
5	Lines	PINNACLE OFC PRK-180'STORMPIPE	2011	12,240	3,264	9,070	1.24	11,164	CONTRIBUTED	0
5	Lines	PINNACLE-547' OF 18 STRM PIPE"	2011	22,974	6,126	9,070	1.24	20,955	CONTRIBUTED	0
2	Post 1970 Physical Infrastructure	PINNACLE-6.1 AC-FT DET POND	2011	177,586	47,356	9,070	1.24	161,976	CONTRIBUTED	0
2	Post 1970 Physical Infrastructure	WELD CTY N. JAIL TYPE D INLET	2011	5,000	1,333	9,070	1.24	4,560	CONTRIBUTED	0
2	Post 1970 Physical Infrastructure	WELD CTY N JAIL-6-6' MANHOLES	2011	24,000	6,400	9,070	1.24	21,890	CONTRIBUTED	0
5	Lines	WC N JAIL-310' OF 42 STM PIPE"	2011	49,910	13,309	9,070	1.24	45,523	CONTRIBUTED	0
5	Lines	WC N JAIL-146' OF 34X53" SP "	2011	42,048	11,213	9,070	1.24	38,352	CONTRIBUTED	0
1	Land	LOT 15, BLK 2 WESTLAKE PARK	2011	14,081	0	9,070	1.00	14,081	CONTRIBUTED	0
1	Land	LOT 15, BLK 2 WESTLAKE PARK 2	2011	1,923	0	9,070	1.00	1,923	PURCHASE	1
1	Land	24' PERM EASEMENT FOC PRESBY	2011	5,314	0	9,070	1.00	5,314	PURCHASE	1
2	Post 1970 Physical Infrastructure	BELAIR STORM DRAIN 35TH AVE/24	2012	327,403	76,394	9,308	1.21	304,215	PURCHASED	1
2	Post 1970 Physical Infrastructure	6' RADIAL GATE FOR #3 DITCH	2012	36,500	8,922	9,308	1.21	33,423	PURCHASED	1
3	Miscellaneous / Admin	USA COE STUDY	2013	327,204	0	9,547	1.18	386,633	PURCHASED	1
3	Miscellaneous / Admin	USA COE STUDY	2014	193,619	0	9,806	1.15	222,743		1
2	Post 1970 Physical Infrastructure	11 AVE RPRS 7,8,9,10 & 13 STRS	2014	169,532	16,953	9,806	1.15	175,530	PURCHASE	1
2	Post 1970 Physical Infrastructure	NPDES 21 AVE @ #3 DTCH W Q VLT	2014	245,417	24,542	9,806	1.15	254,099	PURCHASE	1
2	Post 1970 Physical Infrastructure	E 20TH ST DRAINAGE IMPROVEMENT	2014	251,153	0	9,806	1.15	288,931	PURCHASE	1
2	Post 1970 Physical Infrastructure	E 20TH ST DRAINAGE IMPROVMENTS	2015	252,033	20,163	10,035	1.12	260,660	PURCHASE	1
2	Post 1970 Physical Infrastructure	27 AVE STRMWTR 17 ST - POUDRE	2014	94,756	0	9,806	1.15	109,009	PURCHASE	1
2	Post 1970 Physical Infrastructure	27 AVE STRMWTR 17 ST - POUDRE	2015	2,003,332	0	10,035	1.12	2,252,076	PURCHASE	1
2	Post 1970 Physical Infrastructure	27TH AVE/16TH ST OUTFALL PROJ	2016	3,843,070	288,230	10,338	1.09	3,879,101	PURCHASE	1
2	Post 1970 Physical Infrastructure	IRRIGATION @ 8TH AVE/22ND ST	2016	190,900	22,908	10,338	1.09	183,315	PURCHASE	1
2	Post 1970 Physical Infrastructure	OWL RIDGE 1ST FILING -INLETS	2014	40,600	4,060	9,806	1.15	42,036	PURCHASE	1
2	Post 1970 Physical Infrastructure	OWL RIDGE 1ST FILING DRAINS	2014	259,336	25,934	9,806	1.15	268,510	PURCHASE	1
2	Post 1970 Physical Infrastructure	OWL RIDGE 1ST FILING - DRAIN	2014	14,634	1,463	9,806	1.15	15,151	PURCHASE	1
2	Post 1970 Physical Infrastructure	OWL RIDGE 1ST FILING - 6 48 "	2014	21,168	2,117	9,806	1.15	21,917	PURCHASE	1
2	Post 1970 Physical Infrastructure	SUNRISE DRAINAGE IMPROVEMENTS	2015	20,780	0	10,035	1.12	23,360	PURCHASE	1
2	Post 1970 Physical Infrastructure	SUNRISE DRAINAGE IMPROVEMENTS	2016	1,587,813	0	10,338	1.09	1,732,649	PURCHASE	1
2	Post 1970 Physical Infrastructure	SUNRISE DRAINAGE IMPROVEMENTS	2017	1,608,593	64,344	10,736	1.05	1,622,641	PURCHASE	1
2	Post 1970 Physical Infrastructure	59TH AVE FLOW & RAIN GAUGE	2015	594	0	10,035	1.12	668	PURCHASE	1
2	Post 1970 Physical Infrastructure	59TH AVE FLOW & RAIN GAUGE	2016	24,045	0	10,338	1.09	26,238	PURCHASE	1
2	Post 1970 Physical Infrastructure	59TH AVE FLOW & RAIN GAUGE	2017	24,639	7,392	10,736	1.05	18,123	PURCHASE	1
2	Post 1970 Physical Infrastructure	SHEEP DRAW DRAIN BASIN	2015	3,000	240	10,035	1.12	3,103	PURCHASE	1
2	Post 1970 Physical Infrastructure	SHEEP DRAW DRAIN BASIN	2015	2,934	235	10,035	1.12	3,034	PURCHASE	1
2	Post 1970 Physical Infrastructure	SHEEP DRAW DRAIN BASIN	2015	94,019	7,521	10,035	1.12	97,237	PURCHASE	1
2	Post 1970 Physical Infrastructure	SHEEP DRAW DRAIN BASIN	2015	32,500	2,600	10,035	1.12	33,613	PURCHASE	1
2	Post 1970 Physical Infrastructure	SHEEP DRAW DRAIN BASIN	2015	27,920	2,234	10,035	1.12	28,876	PURCHASE	1
2	Post 1970 Physical Infrastructure	SHEEP DRAW DRAIN BASIN	2015	100,794	8,064	10,035	1.12	104,244	PURCHASE	1
2	Post 1970 Physical Infrastructure	SHEEP DRAW DRAIN BASIN	2015	135,665	10,853	10,035	1.12	140,309	PURCHASE	1
2	Post 1970 Physical Infrastructure	SHEEP DRAW DRAIN BASIN	2015	165,835	13,267	10,035	1.12	171,512	PURCHASE	1
2	Post 1970 Physical Infrastructure	2015 OVERLAY 22ND STREET	2015	138,146	27,629	10,035	1.12	124,239	PURCHASE	1
2	Post 1970 Physical Infrastructure	UPGRADES WOODBRIAR PARK DETENT	2017	443,519	0	10,736	1.05	466,034	PURCHASE	1
2	Post 1970 Physical Infrastructure	UPGRADES WOODBRIAR PARK DETENT	2018	2,423,202	48,464	11,062	1.02	2,421,752	PURCHASE	1
2	Post 1970 Physical Infrastructure	CLARKSON OUTFALL CHANNEL C ST	2017	157,269	0	10,736	1.05	165,253	PURCHASE	1
2	Post 1970 Physical Infrastructure	CLARKSON OUTFALL CHANNEL C ST	2018	1,627,666	0	11,062	1.02	1,659,890	PURCHASE	1
2	Post 1970 Physical Infrastructure	CLARKSON OUTFALL CHANNEL C ST	2019	6,252,324	0	11,281	1.00	6,252,324	PURCHASE	1

**CITY OF GREELEY STORMWATER
2020 PIF STUDY
STORMWATER ASSETS AS OF DECEMBER 31, 2019**

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				Total Adjusted Cost		Cities Index CCI (1)		Cost New Less Depreciation (RCNLD)		
3	Miscellaneous / Admin	ARROW GOLD RTK GPS	2019	10,467	1,570	11,281	1.00	8,897	PURCHASE	1
4	Vehicles & Equipment	2019 MIRAGE TRAILER	2019	5,195	371	11,281	1.00	4,824	PURCHASE	1
2	Post 1970 Physical Infrastructure	8TH AVE IMP 13TH-14TH STREETS	2015	45,000	3,600	10,035	1.12	46,540	PURCHASE	1
2	Post 1970 Physical Infrastructure	27TH AVE PROJ IRRIG SYSTEM	2015	5,964	0	10,035	1.12	6,704	PURCHASE	1
2	Post 1970 Physical Infrastructure	4TH AVE 31ST ST CULVERT	2006	18,568	0	7,751	1.46	27,025	PURCHASE	1
2	Post 1970 Physical Infrastructure	4TH AVE 31ST ST CULVERT	2006	655,171	0	7,751	1.46	953,552	PURCHASE	1
2	Post 1970 Physical Infrastructure	4TH AVE 31ST ST CULVERT	2006	841,007	16,820	7,751	1.46	1,199,543	PURCHASE	1
2	Post 1970 Physical Infrastructure	800 BLOCK 2ND ST	2006	22,246	1,335	7,751	1.46	30,435	PURCHASE	1
2	Post 1970 Physical Infrastructure	COLLEGE GREEN SINKHOLE	2006	34,580	2,075	7,751	1.46	47,309	PURCHASE	1
5	Lines	23RD AVE PIPE REPLACEMENT	2006	65,522	0	7,751	1.46	95,362	PURCHASE	1
5	Lines	23RD AVE PIPE REPLACEMENT	2006	334,018	13,361	7,751	1.46	466,693	PURCHASE	1
2	Post 1970 Physical Infrastructure	13TH ST IMPROV CCW DET POND	2006	10,142	0	7,751	1.46	14,760	PURCHASE	1
2	Post 1970 Physical Infrastructure	13TH ST IMPROV CCW DET POND	2006	13,089	0	7,751	1.46	19,051	PURCHASE	1
2	Post 1970 Physical Infrastructure	13TH ST IMPROV CCW DET POND	2006	43,424	0	7,751	1.46	63,200	PURCHASE	1
2	Post 1970 Physical Infrastructure	WESTMOOR WEST IMPR PROJECT	2016	58,168	0	10,338	1.09	63,474	PURCHASE	1
2	Post 1970 Physical Infrastructure	WESTMOOR WEST IMPR PROJECT	2017	423,879	16,955	10,736	1.05	427,581	PURCHASE	1
2	Post 1970 Physical Infrastructure	CLARKSON DRAINAGE WAY	2016	160,872	0	10,338	1.09	175,546	PURCHASE	1
2	Post 1970 Physical Infrastructure	CLARKSON DRAINAGE WAY	2017	213,943	0	10,736	1.05	224,804	PURCHASE	1
2	Post 1970 Physical Infrastructure	CLARKSON DRAINAGE WAY	2018	67,287	0	11,062	1.02	68,619	PURCHASE	1
2	Post 1970 Physical Infrastructure	CLARKSON DRAINAGE WAY	2007	442,102	0	7,966	1.42	626,080	PURCHASE	1
2	Post 1970 Physical Infrastructure	BOOMERANG RANCH	2007	92,654	5,559	7,966	1.42	123,339	CONTRIBUTED	0
2	Post 1970 Physical Infrastructure	BOOMERANG RANCH	2007	107,204	6,432	7,966	1.42	142,707	CONTRIBUTED	0
2	Post 1970 Physical Infrastructure	BOOMERANG RANCH	2007	90,159	5,410	7,966	1.42	120,018	CONTRIBUTED	0
2	Post 1970 Physical Infrastructure	BOOMERANG RANCH	2007	12,118	727	7,966	1.42	16,131	CONTRIBUTED	0
2	Post 1970 Physical Infrastructure	CENTERPLACE	2007	61,099	3,666	7,966	1.42	81,333	CONTRIBUTED	0
2	Post 1970 Physical Infrastructure	GREELEY SUBARU	2007	55,398	3,324	7,966	1.42	73,745	CONTRIBUTED	0
2	Post 1970 Physical Infrastructure	GREELEY SUBARU	2007	82,226	4,934	7,966	1.42	109,457	CONTRIBUTED	0
2	Post 1970 Physical Infrastructure	GREELEY SUBARU	2007	32,251	1,935	7,966	1.42	42,932	CONTRIBUTED	0
2	Post 1970 Physical Infrastructure	BOOMERANG RANCH	2007	44,641	2,678	7,966	1.42	59,424	CONTRIBUTED	0
2	Post 1970 Physical Infrastructure	CENTERPLACE	2008	11,160	670	8,310	1.36	14,241	CONTRIBUTED	0
2	Post 1970 Physical Infrastructure	CENTERPLACE	2008	4,216	253	8,310	1.36	5,380	CONTRIBUTED	0
2	Post 1970 Physical Infrastructure	BOOMERANG RANCH	2008	12,125	1,212	8,310	1.36	14,814	CONTRIBUTED	0
2	Post 1970 Physical Infrastructure	CENTERPLACE	2008	12,125	1,212	8,310	1.36	14,814	CONTRIBUTED	0
2	Post 1970 Physical Infrastructure	GREELEY SUBARU	2016	6,063	606	10,338	1.09	5,954	CONTRIBUTED	0
2	Post 1970 Physical Infrastructure	BOOMERANG RANCH	2016	3,460	208	10,338	1.09	3,549	CONTRIBUTED	0
2	Post 1970 Physical Infrastructure	BOOMERANG RANCH	2016	4,637	278	10,338	1.09	4,756	CONTRIBUTED	0
2	Post 1970 Physical Infrastructure	BOOMERANG RANCH	2016	2,617	157	10,338	1.09	2,685	CONTRIBUTED	0
2	Post 1970 Physical Infrastructure	CENTERPLACE	2016	3,983	239	10,338	1.09	4,085	CONTRIBUTED	0
2	Post 1970 Physical Infrastructure	CENTERPLACE	2016	1,730	104	10,338	1.09	1,774	CONTRIBUTED	0
2	Post 1970 Physical Infrastructure	GREELEY SUBARU	2016	2,300	138	10,338	1.09	2,359	CONTRIBUTED	0
5	Lines	REPAIR STORM MAIN SANBORN PARK	2017	46,937	1,878	10,736	1.05	47,347	PURCHASE	1
2	Post 1970 Physical Infrastructure	CASCADE PARK REPAIRS	2017	57,947	2,318	10,736	1.05	58,453	PURCHASE	1
5	Lines	16TH ST/46TH AV CT PIPE REPAIR	2007	48,914	1,957	7,966	1.42	66,499	PURCHASE	1
5	Lines	REPLCE CLLEGE GRN STRMWTR PIPE	2007	499,709	19,988	7,966	1.42	679,353	PURCHASE	1
2	Post 1970 Physical Infrastructure	SUNRISE DRAINAGE-9TH ST OUTFAL	2007	626,429	25,057	7,966	1.42	851,629	PURCHASE	1
2	Post 1970 Physical Infrastructure	DOWNTOWN STORMWATER DRAINAGE	2007	181,098	7,244	7,966	1.42	246,203	PURCHASE	1
5	Lines	CENTERPLACE NORTH STRM PIPE	2007	14,614	974	7,966	1.42	19,316	PURCHASE	1
5	Lines	FRONTIER ACADEMY STRM PIPE	2007	7,543	503	7,966	1.42	9,970	PURCHASE	1
5	Lines	OWL RDG 5 FILING PHS I/I PIPE	2007	41,728	2,782	7,966	1.42	55,153	PURCHASE	1
5	Lines	PDC ENRGY SANITRY SWR STM PIPE	2008	4,784	319	8,310	1.36	6,061	PURCHASE	1

**CITY OF GREELEY STORMWATER
2020 PIF STUDY
STORMWATER ASSETS AS OF DECEMBER 31, 2019**

FUNCTION	FUNCTION DESCRIPTION	ASSET	Year Acquired	Total Cost /	Depreciation	ENR 20- Cities Index CCI (1)	ENR-CCI Ratio	Replacment	Acquisition Method	Contributed (1=N, 0=Y)
				Total Adjusted Cost				Cost New Less Depreciation (RCNLD)		
2	Post 1970 Physical Infrastructure	RVR RUN @ POWDR RVR RNCH F2 PI	2008	154,409	10,294	8,310	1.36	195,639	PURCHASE	1
2	Post 1970 Physical Infrastructure	CENTERPLACE NORTH INLET	2008	15,243	1,016	8,310	1.36	19,313	PURCHASE	1
2	Post 1970 Physical Infrastructure	FRONTIER ACADEMY INLET	2008	31,268	2,085	8,310	1.36	39,617	PURCHASE	1
2	Post 1970 Physical Infrastructure	OWL RDG 5F DEV PH I & II INLET	2008	53,773	3,585	8,310	1.36	68,131	PURCHASE	1
2	Post 1970 Physical Infrastructure	PDC ENRGY SANITRY SWR MANHOLE	2009	17,000	1,133	8,570	1.32	20,886	PURCHASE	1
2	Post 1970 Physical Infrastructure	RVR RUN @ POWDR RVR RNCH INLET	2009	39,724	2,648	8,570	1.32	48,804	PURCHASE	1
2	Post 1970 Physical Infrastructure	29TH STREET STORM DRAIN	2018	187,127	3,743	11,062	1.02	187,015	PURCHASE	1
2	Post 1970 Physical Infrastructure	71ST AVE (12TH ST TO 22ND)	2018	64,111	0	11,062	1.02	65,380	PURCHASE	1
5	Lines	2018 STORM DRAIN LINING	2018	133,353	0	11,062	1.02	135,993	PURCHASE	1
5	Lines	2018 STORM DRAIN LINING	2019	133,907	0	11,281	1.00	133,907	PURCHASE	1
2	Post 1970 Physical Infrastructure	MOON POND	2018	231,932	0	11,062	1.02	236,524	PURCHASE	1
1	Land	MOON POND PROPERTY	2019	231,824	0	11,281	1.00	231,824	PURCHASE	1
2	Post 1970 Physical Infrastructure	MOON POND	2019	200,002	0	11,281	1.00	200,002	PURCHASE	1
2	Post 1970 Physical Infrastructure	7TH AVE STORMDRAIN	2018	248,183	0	11,062	1.02	253,097	PURCHASE	1
2	Post 1970 Physical Infrastructure	7TH AVE STORMDRAIN	2019	2,189,210	0	11,281	1.00	2,189,210	PURCHASE	1
2	Post 1970 Physical Infrastructure	SHEEP DRAW PH2	2018	359,156	7,183	11,062	1.02	358,941	PURCHASE	1
2	Post 1970 Physical Infrastructure	POUDRE RIVER STORM WATER SYSTM	2018	324,897	6,498	11,062	1.02	324,703	PURCHASE	1
2	Post 1970 Physical Infrastructure	STW PIPE 806 9TH ST	2018	15,662	313	11,062	1.02	15,653	PURCHASE	1
2	Post 1970 Physical Infrastructure	UC HEALTH HOSPITAL SW SYSTEM	2018	38,028	761	11,062	1.02	38,005	PURCHASE	1
2	Post 1970 Physical Infrastructure	60TH AVE STORM WATER SYSTEM	2018	15,591	312	11,062	1.02	15,581	PURCHASE	1
2	Post 1970 Physical Infrastructure	16TH ST 17TH ST 3RD AV	2018	54,105	1,082	11,062	1.02	54,072	PURCHASE	1
2	Post 1970 Physical Infrastructure	GROWLING BEAR SW SYSTM	2018	19,300	386	11,062	1.02	19,288	PURCHASE	1
2	Post 1970 Physical Infrastructure	PROMONTORY PH2 SW SYSTM	2018	202,424	4,048	11,062	1.02	202,303	PURCHASE	1
2	Post 1970 Physical Infrastructure	TRAILS SHEEP DRAW PH1 SW SYSTM	2018	1,565,876	31,318	11,062	1.02	1,564,939	PURCHASE	1
2	Post 1970 Physical Infrastructure	25TH AV16TH ST DRAINAGE REPAIR	2018	35,203	704	11,062	1.02	35,182	PURCHASE	1
3	Miscellaneous / Admin	RAIN GAUAGE STATION	2019	9,037	0	11,281	1.00	9,037	PURCHASE	1
3	Miscellaneous / Admin	RAIN GAUAGE STATION	2019	7,744	0	11,281	1.00	7,744	PURCHASE	1
3	Miscellaneous / Admin	RAIN GAUAGE STATION	2019	7,744	0	11,281	1.00	7,744	PURCHASE	1
5	Lines	2ND AVE & 15TH ST LATERAL	2019	58,077	0	11,281	1.00	58,077	PURCHASE	1
2	Post 1970 Physical Infrastructure	SUNRISE STORM DRAINAGE REPAIR	2019	49,770	0	11,281	1.00	49,770	PURCHASE	1
2	Post 1970 Physical Infrastructure	47TH AVE STORM DRAINAGE REPAIR	2019	33,806	0	11,281	1.00	33,806	PURCHASE	1
2	Post 1970 Physical Infrastructure	SUNRISE STORM DRAINAGE REPAIR	2019	57,495	0	11,281	1.00	57,495	PURCHASE	1
2	Post 1970 Physical Infrastructure	30TH ST STORM DRAINAGE REPAIR	2019	24,573	0	11,281	1.00	24,573	PURCHASE	1
2	Post 1970 Physical Infrastructure	GALLERY GR DET POND EXPANSION	1994	91,094	45,547	5,408	2.09	95,011	PURCHASED	1
5	Lines	1 AV/EAST MEM PARK STORM SEWER	1996	83,215	38,279	5,620	2.01	90,200	PURCHASED	1
5	Lines	1 AV/EAST MEM PARK STORM SEWER	1997	16,607	7,307	5,826	1.94	18,008	PURCHASED	1
5	Lines	27TH AVE IRRIGATION SYSTEM	2016	65,568	7,868	10,338	1.09	62,963	PURCHASE	1
4	Vehicles & Equipment	2002 FORD F150	2002	21,118	21,118	6,538	1.73	0	PURCHASED	1
4	Vehicles & Equipment	02 FORD F150	2002	18,394	18,394	6,538	1.73	0	PURCHASED	1
4	Vehicles & Equipment	2005 INTERNATIONAL 7600 SBA 6X	2004	136,467	136,467	7,115	1.59	0	PURCHASE	1
4	Vehicles & Equipment	2005 INTERNATIONAL 7600 SBA 6X	2004	186,109	186,109	7,115	1.59	0	PURCHASE	1
4	Vehicles & Equipment	2019 FORD TRANSIT VAN 350	2019	41,060	0	11,281	1.00	41,060	PURCHASE	1
4	Vehicles & Equipment	2018 CHEVY SILVERADO 1GCVKNEH3	2017	32,196	13,952	10,736	1.05	19,171	PURCHASE	1
4	Vehicles & Equipment	2018 CHEVY SILVERADO 1GCVKNEH4	2017	32,196	13,952	10,736	1.05	19,171	PURCHASE	1
4	Vehicles & Equipment	2015 CHEVY 3500 1 TON	2014	56,548	56,548	9,806	1.15	0	PURCHASE	1
4	Vehicles & Equipment	2017 INTERNATIONAL TRUCK	2017	304,366	167,401	10,736	1.05	143,918	PURCHASE	1
4	Vehicles & Equipment	2013 JOHN DEERE 410K BACKHOE	2013	88,676	48,649	9,547	1.18	47,297	PURCHASED	1
4	Vehicles & Equipment	2014 JOHN DEERE BACKHOE/LOADER	2014	90,000	41,875	9,806	1.15	55,364	PURCHASE	1
4	Vehicles & Equipment	TIGER MID-MOUNT SIDE MOWER	2015	37,472	14,052	10,035	1.12	26,328	PURCHASE	1
4	Vehicles & Equipment	2016 INTERNATIONAL TRUCK	2016	362,001	98,044	10,338	1.09	288,034	PURCHASE	1

**CITY OF GREELEY STORMWATER
2020 PIF STUDY
STORMWATER ASSETS AS OF DECEMBER 31, 2019**

FUNCTION	FUNCTION DESCRIPTION	ASSET	Year Acquired	Total Cost / Total Adjusted		ENR 20- Cities Index CCI (1)	ENR-CCI Ratio	Replacment Cost New Less Depreciation (RCNLD)	Acquisition Method	Contributed (1=N, 0=Y)
				Cost	Depreciation					
4	Vehicles & Equipment	2007 ALLIANZ STREET SWEEPER	2007	156,074	111,853	7,966	1.42	62,623	PURCHASE	1
4	Vehicles & Equipment	2008 ALLIANZ STREET SWEEPER	2008	156,074	114,454	8,310	1.36	56,500	PURCHASE	1
4	Vehicles & Equipment	2013 FREIGHTLINER SWEEPER	2013	224,218	162,825	9,547	1.18	72,544	PURCHASED	1
4	Vehicles & Equipment	2015 FRTLNR- ELGIN BEAR SWEEPR	2014	226,675	167,307	9,806	1.15	68,297	PURCHASE	1
4	Vehicles & Equipment	2015 SCHWARZE SWEEPER	2015	253,052	94,895	10,035	1.12	177,795	PURCHASE	1
4	Vehicles & Equipment	2018 ELGN BRM BR STRT SWEEPER	2018	187,766	31,294	11,062	1.02	159,569	PURCHASE	1
4	Vehicles & Equipment	2019 ELGIN STREET SWEEPER	2019	258,661	0	11,281	1.00	258,661	PURCHASE	1
3	Miscellaneous / Admin	AUTODESK INFRASTRUCTURE DESIGN	2013	5,845	5,845	9,547	1.18	0	PURCHASED	1
2	Post 1970 Physical Infrastructure	14TH AVE STORM SEWER	1981	730,257	569,601	3,535	3.19	512,692	PURCHASE	1
Total				<u>\$166,688,094</u>	<u>\$111,343,851</u>			<u>\$84,147,140</u>		

(1) ENR-CCI reflects the 20-City average for 2019 divided by the ENR-CCI in year aquired.

CLIENT: CITY OF GREELEY STORMWATER
 PROJECT: 2020 PIF STUDY
 FILE: SW PIF MODEL

Line No	Year	ENR-CCI 20-City	ENR-CCI Ratio
1	1969	1,269	8.89
2	1970	1,381	8.17
3	1971	1,581	7.14
4	1972	1,753	6.44
5	1973	1,895	5.95
6	1974	2,020	5.58
7	1975	2,212	5.10
8	1976	2,401	4.70
9	1977	2,576	4.38
10	1978	2,776	4.06
11	1979	3,003	3.76
12	1980	3,237	3.49
13	1981	3,535	3.19
14	1982	3,825	2.95
15	1983	4,066	2.77
16	1984	4,146	2.72
17	1985	4,195	2.69
18	1986	4,295	2.63
19	1987	4,406	2.56
20	1988	4,519	2.50
21	1989	4,615	2.44
22	1990	4,732	2.38
23	1991	4,835	2.33
24	1992	4,985	2.26
25	1993	5,210	2.17
26	1994	5,408	2.09
27	1995	5,471	2.06
28	1996	5,620	2.01
29	1997	5,826	1.94
30	1998	5,920	1.91
31	1999	6,059	1.86
32	2000	6,221	1.81
33	2001	6,343	1.78
34	2002	6,538	1.73
35	2003	6,694	1.69
36	2004	7,115	1.59
37	2005	7,446	1.52
38	2006	7,751	1.46
39	2007	7,966	1.42
40	2008	8,310	1.36

CLIENT: CITY OF GREELEY STORMWATER
PROJECT: 2020 PIF STUDY
FILE: SW PIF MODEL

Line No	Year	ENR-CCI 20-City	ENR-CCI Ratio
41	2009	8,570	1.32
42	2010	8,802	1.28
43	2011	9,070	1.24
44	2012	9,308	1.21
45	2013	9,547	1.18
46	2014	9,806	1.15
47	2015	10,035	1.12
48	2016	10,338	1.09
49	2017	10,736	1.05
50	2018	11,062	1.02
51	2019	11,281	1.00

Greeley City Council Work Session

Update of Development Impact Fees and Plant Investment Fees

October 27, 2020



2

Agenda

- Alternatives preview – setting our path
- Study tasks, requirements & project recap
- Follow-up on Council feedback



Changed
Assumptions



Refined Size
Thresholds



Alternatives to
Max Fee

- Additional alternative: village concept incentive program
- Past construction activity and collections
- Scenarios
- Discussion & direction



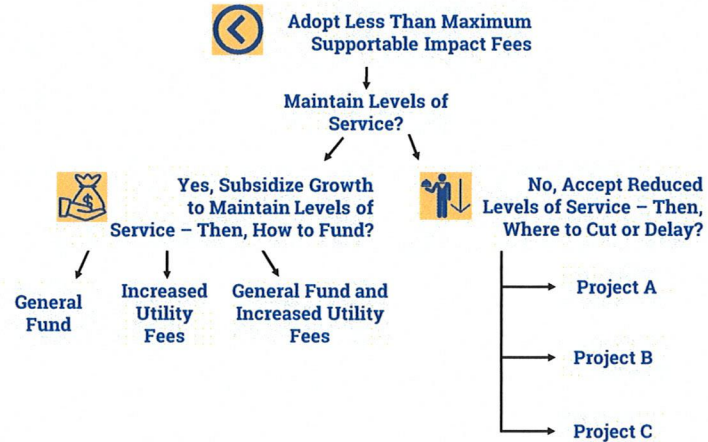
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Tonight's discussion: setting our path

Path 1:



Path 2:



4

For Council consideration

Path 1A:



Max Supportable

Path 1B:



Max Supportable w/ Village Incentive

Path 2A:



Less Than Max Supportable w/ Service Reductions

Path 2B:



Less Than Max Supportable w/ Subsidies



5

City Council work session recap

- **April 14: First work session**



Impact Fee
Fundamentals



Project
Overview



Gather Council
Feedback /
Direction

- **August 11: Second work session**



Maximum
Supportable
Fees



Funding
Alternatives



Gather Council
Feedback /
Direction

6

Study tasks and requirements

Task Set A: Municipal Code requires review every 5 years



Determine
True Costs
New
Development
Places on
Existing
System



Ensure
Compliance
with Law



Quantify
Maximum
Supportable
Fee

Task Set B:



Review / Update
Infrastructure
Standards

Task Set C:



Stakeholder
Engagement and
Consultation

Task Set D:



Identify
Alternatives



Evaluate by
Council
Priorities



Secure
Council
Direction

7

Key definitions and concepts

- **Definitions**

- **Level of Service** | A measure of the amount and/or quality of the public facility which must be provided to meet a community's needs and expectations
- **Fee Models** | Financial calculation of infrastructure/services use; fee methodology
- **Maximum Supportable Fee** | Equilibrium between new demand (from development) and new supply of infrastructure/services (at actual costs)



- **The fee model calculates the service level, which then can be applied to new development to account for new citizens. In this way, new demands for services can be off-set with new facilities, in direct proportion.**

8

Follow-up on Council feedback



Quick Review



Changed
Assumptions



Refined Size
Thresholds



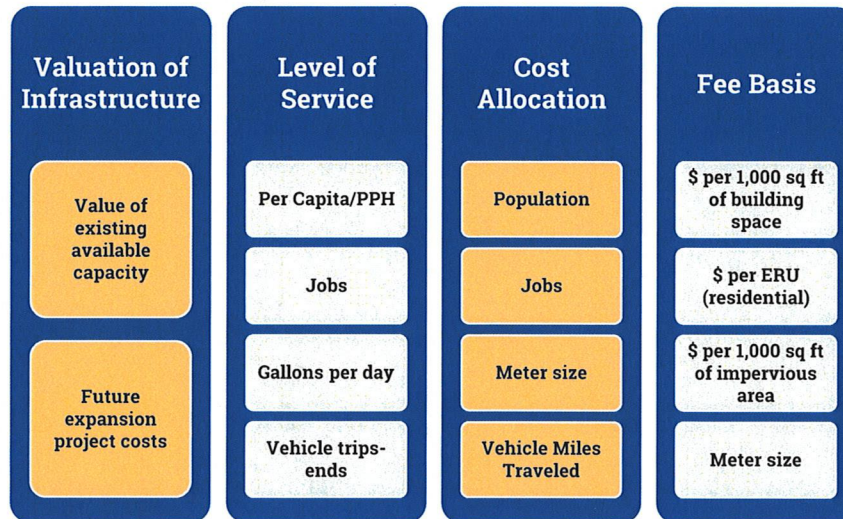
Alternatives to
Max Fee



9

Quick
Review

Components of the development impact fee calculation



10

Quick
Review

Current fee structures methodology

Fee Area	Residential (Single Family Detached/Multifamily)	Nonresidential
Police	Per Dwelling Unit	Land Use Type: Industrial/Retail/Office Space Building square footage
Fire		
Transportation		N/A
Parks and Trails		Sq ft of impervious area
Storm drainage		Water meter size
Water	Water meter size	Water meter size
Sewer	Water meter size	Water meter size

11



Quick
Review

Proposed fee structure methodology

Fee Area	Residential (Single Family Detached/Multi-Family)		Nonresidential	
	Existing	Proposed	Existing	Proposed
Police	Per Dwelling Unit	4-tiered based on building size	Land Use Industrial/Retail/ Office Space Building sq ft	No Change
Fire			N/A	
Transportation			Sq ft impervious area	
Parks and Trails		Sq ft of impervious area	Water meter size	
Storm drainage			Water meter size	
Water	Water meter size	Lot Size	Water meter size	
Sewer	Water meter size	No Change	Water meter size	

12



Changed
Assumptions

Parks, trails, police & fire



Increased Park
Acreage
Standard
(LOS)



Higher Cost
for Park &
Trail
Improvements



Principal Credit
on Outstanding
Police Debt
Ends 2023



Increased Fire
Station LOS



13



Changed
Assumptions

Transportation



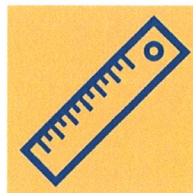
Updated Trip
Generation
Rates



Refined Lane
Capacity
Standard



Increased
Arterial
Lane-mile
Inventory



Increased
Average Trip
Length



No Revenue Credit
for State/Fed
Funding



14



Refined Size
Thresholds

Residential assumptions parks, trails, police and fire

- Impacts to facilities are driven in part by people per household (PPH)
 - People per household varies with building size
- Wins for Greeley
 - Shift from 'one size fits all' to '4-tiered' structure recognizes differences
 - Improved equity between types of development
 - Fees based on square feet ranges is acceptable to the development community

2014 study

Development Type	PPH
Multifamily	2.16
Single Family	2.88

10/27/20 work session

Building Sq Ft Range	PPH
1,200 or less	1.36
1,201 to 1,500	2.39
1,501 to 1,800	2.71
>1,800	2.89

15



Refined Size
Thresholds

Refined residential household assumptions for streets

- Impact to transportation facilities are driven in part by vehicle trips
 - Number of vehicle trips varies with building size
- Wins for Greeley
 - Shift from 'one size fits all' to '4-tiered' structure recognizes these differences
 - Improved equity between types of development
 - Again, fees based on square feet ranges for these is supported by development community

2014 study

Development Type	Vehicle Trip-Ends
Multifamily	6.66
Single Family	9.52

10/27/20 work session

Building Sq Ft Range	Vehicle Trip-Ends
1,200 or less	4.56
1,201 to 1,500	8.42
1,501 to 1,800	9.64
>1,800	10.30

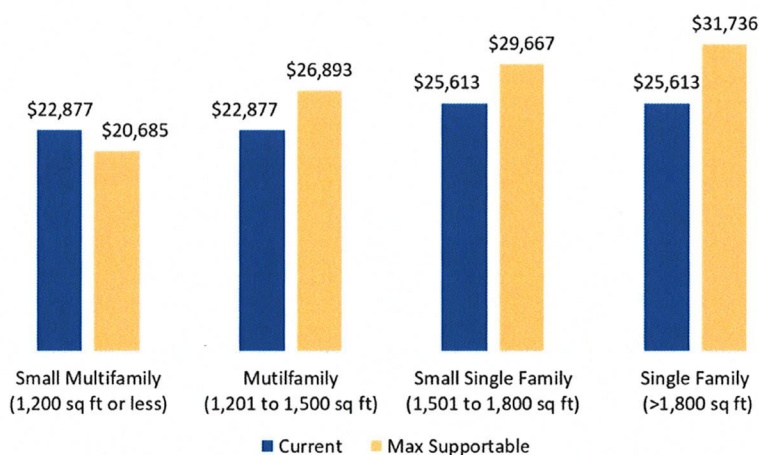
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Refined Size
Thresholds

Refined residential

- Comparison of residential existing fees to maximum supportable fee by size range
- Smallest homes have smaller fees



17



Alternatives to
Max Fee

Alternative: fee as % of median home price

- **Concept:**
 - Impact fees priced in relation to the City of Greeley median home price
- **Research and Analysis:**
 - How do neighboring communities compare using this methodology?



18



Alternatives to
Max Fee

Alternative: fee as % of median home price

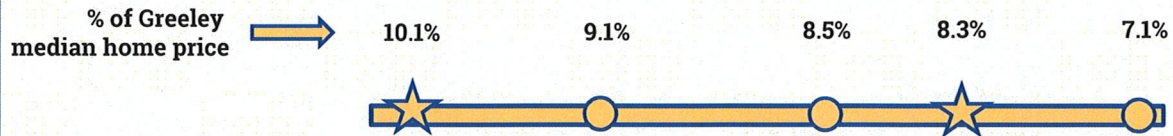
Rank	Municipality	Median Home Value	Total Fees	% of Median Home Value (highest to lowest)
1	Evans	\$307,000	\$31,240	10.2%
2	Greeley - Max	\$340,000	\$34,292	10.1%
3	Loveland	\$389,000	\$33,865	8.7%
4	Greeley - Current	\$340,000	\$28,169	8.3%
5	Fort Collins	\$448,000	\$36,364	8.1%
6	Severance	\$366,000	\$26,338	7.2%
7	Average % of Value	\$407,333	\$28,952	7.1%
8	Timnath	\$535,000	\$32,795	6.1%
9	Berthoud	\$431,000	\$25,247	5.9%
10	Johnstown	\$394,000	\$21,634	5.5%
11	Windsor	\$456,000	\$24,917	5.5%

19a



Alternatives to
Max Fee

Alternative: fee as % of Greeley median home price

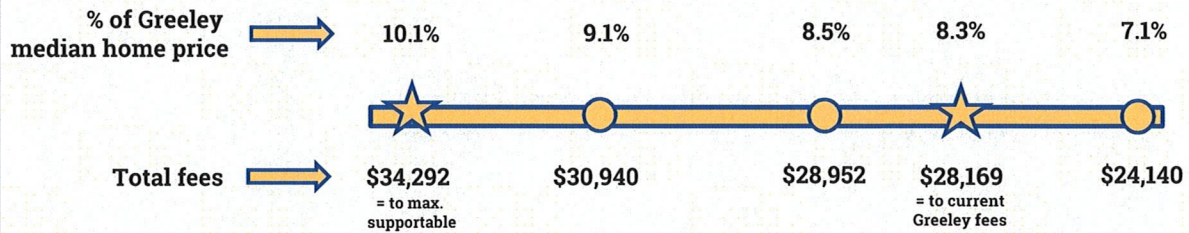


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Alternatives to
Max Fee

Alternative: fee as % of Greeley median home price

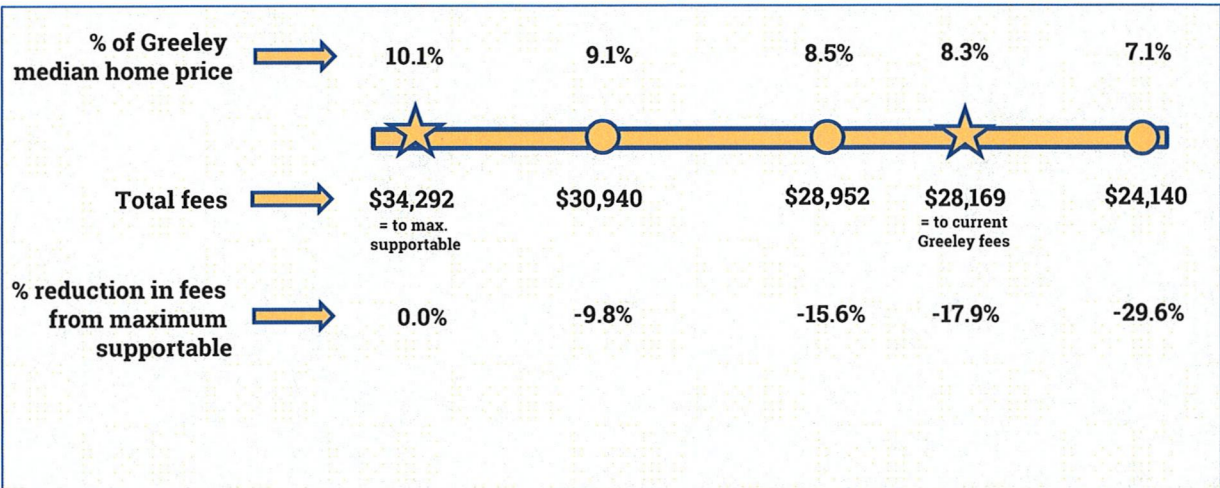


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Alternatives to
Max Fee

Alternative: fee as % of Greeley median home price

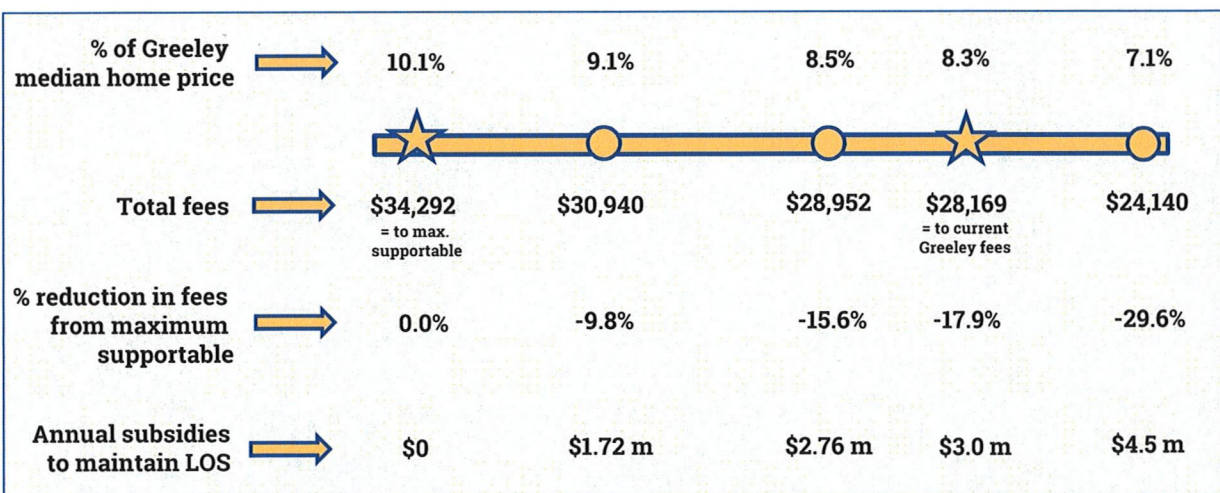


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Alternatives to
Max Fee

Alternative: fee as % of Greeley median home price



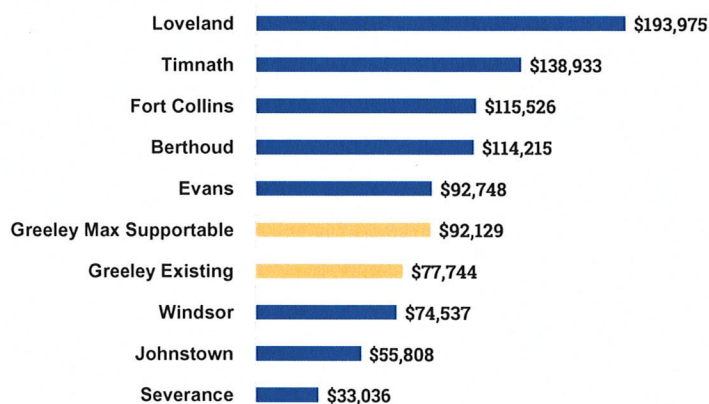
20



Alternatives to
Max Fee

Alternative: fee competitive with neighbors

Convenience store



- Building size: 3,010 sq ft
- Lot size: 24,800 sq ft
- Impervious area: 19,800 sq ft
- Meter size: 1.5"



21



Alternatives to
Max Fee

Alternative: fee competitive with neighbors

Fast food



- Building size: 2,300 sq ft
- Lot size: 45,700 sq ft
- Impervious area: 30,500 sq ft
- Meter size: 1"



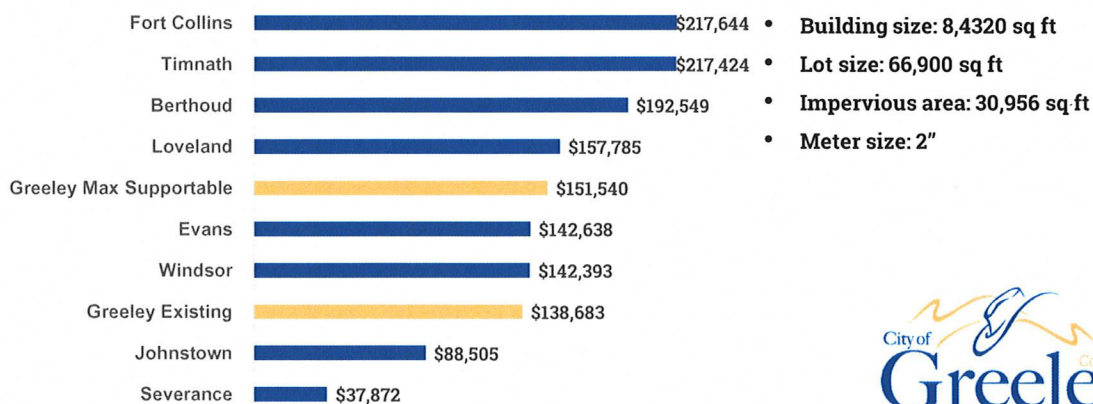
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Alternatives to
Max Fee

Alternative: fee competitive with neighbors

Urgent care facility



23



Alternatives to
Max Fee

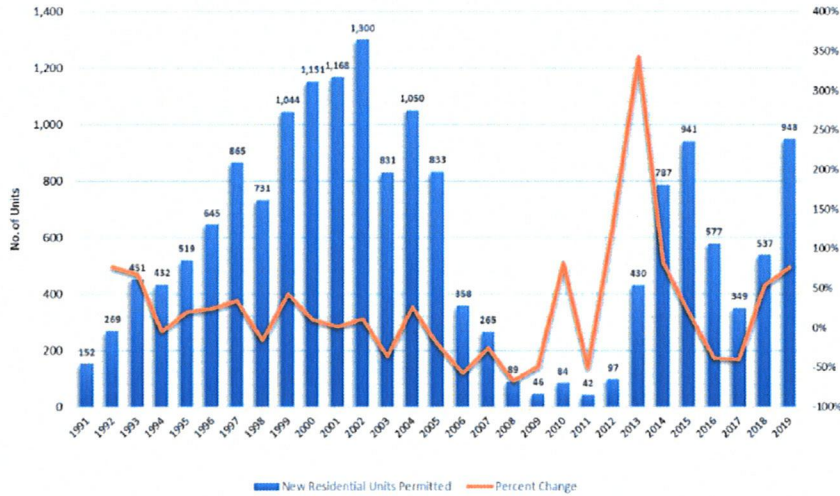
New alternative: village concept

- Council adopted 8 Priorities in April, including "Your Home is Here"
- Included in that is to put a plan in place to encourage new development as a village concept
- One opportunity to develop this plan could be to incentivize Villages with fees
 - Adopt Maximum Supportable Fees
 - Develop a program to reimburse fees based on performance
 - Program would be developed and brought to Council separately, identifying village criteria and funding sources



24

Past construction activity & collections



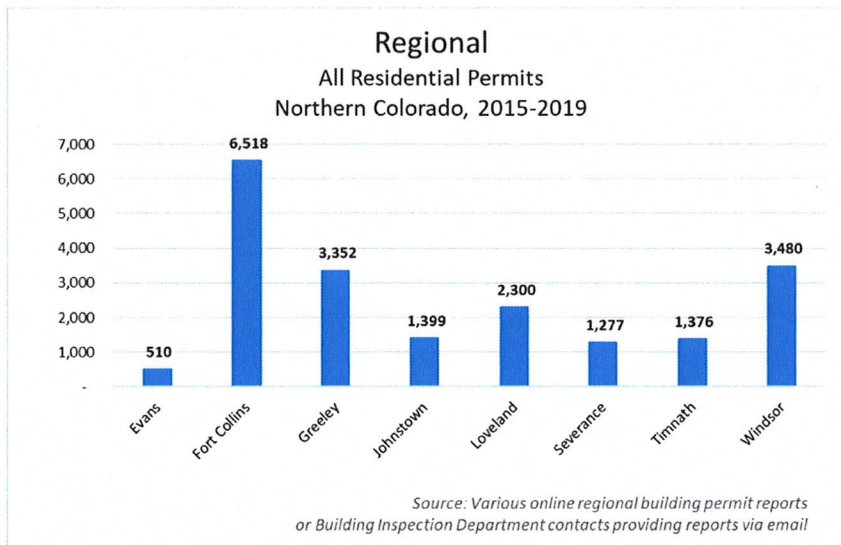
Residential growth over the last 30 years has been significant, but variable.

Infrastructure needs have also risen and fallen during that time.



25

Residential permits



26

Past construction activity & collections

Significant impact fee-funded projects during the last five years include:



**Bellvue
Transmission
Line**
\$11.5M



**Ashcroft Draw
Sewer**
\$2.8M



**7th Ave Storm
Drain**
\$400K



**West Greeley Park
Enhancements**
\$4.6M



**Sheep Draw
Trail**
\$386K



Fire Station #6
\$1.6M



PD Body Cameras
\$387K

27

Past construction activity & collections

Past collections and expenditures (\$ millions)

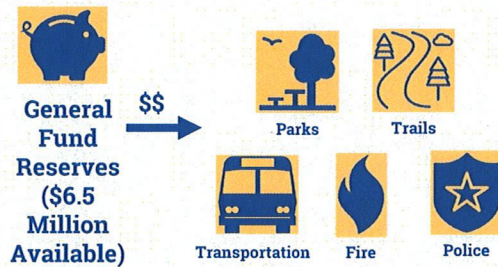
Fee Area	2015-2019 Total Collection	2020 Est. Collections	2015-2020 Project Costs
Fire	\$2.0	\$0.3	\$2.5
Police	\$0.5	\$0.1	\$0.5
Streets	\$14.2	\$2.0	\$14.9
Parks	\$7.9	\$1.4	\$12.0
Trails	\$0.9	\$0.2	\$0.7
Sewer	\$12.6	\$1.3	\$10.7
Water	\$25.7	\$2.0	\$35.3
Stormwater	\$1.7	\$0.2	\$1.7
Total	\$65.5	\$7.4	\$78.3



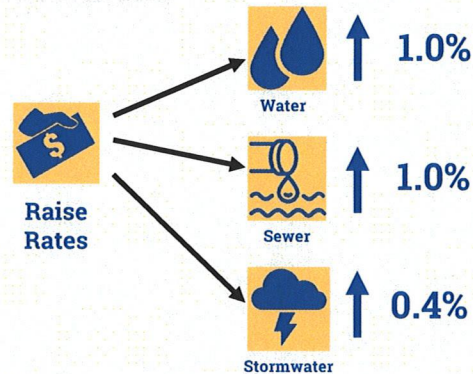
28

Scenario: subsidize from other funding

Non-utility fees



Utility fees



29

Scenario: accept reduced services

Reductions and delays – next five years



New Fire Apparatus (\$560K)



Delay Larson Trail (\$800K)



Reduce Expansion and Equipment (\$200K)



Delay Promontory Park and Park S. of 10th St. (\$6M)



Delay 35th Ave Widening (\$4M)

30

Scenario: accept reduced services

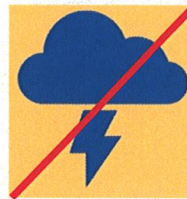
Reductions and delays – next five years



**Reduce
Non-Potable
Projects
(\$2.5M)**



**Reduce
Poudre Trunk
Phase II
(\$1.6M)**



**Delay 12th
Street Storm
Trunk Line
(\$1M)**

31

Tonight's discussion: setting our path

Path 1:



**Adopt Maximum Supportable
Impact Fees – Development
Pays Its Fair Share**



**Adopt
Village Incentive?**

No

Yes



**Reimburse Fees for This
Development Type
(Specifics of Program Later)**

Path 2:



**Adopt Less Than Maximum
Supportable Impact Fees**

**Maintain Levels of
Service?**



**General
Fund**

**Yes, Subsidize Growth
to Maintain Levels of
Service – Then, How to Fund?**

**Increased
Utility
Fees**

**General Fund and
Increased Utility
Fees**



**No, Accept Reduced
Levels of Service – Then,
Where to Cut or Delay?**

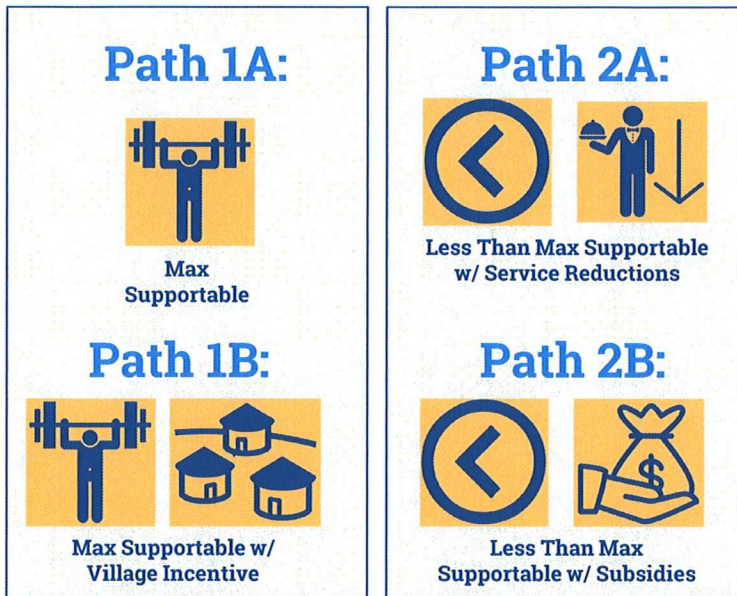
Project A

Project B

Project C

32

For Council consideration



Discussion & Direction



Worksession Agenda Summary

October 27, 2020

Agenda Item Number 6

Brad Mueller, Community Development Director, 970-350-9786

Mike Garrott, Planning Manager, 970-350-9784

Carol Kuhn, Chief Planner, 970-350-9276

Title:

Development Code Update

Background:

The Community Development Department is undertaking a multi-year project to update the Development Code, with an anticipated final adoption in September of 2021. The last major update to the Development Code was in 1998. The consulting firm of Gouldevans is assisting with this project [Chris Brewster, AICP, JD (Associate VP)] as well as subcontractor Ayres Associates, Inc. [Matt Ashby, AICP, CUD].

This is the department's main work program for 2021, and it will involve the efforts of all planning staff, as well as those of other divisions and departments in the city. In addition, this will represent a significant commitment for Council, as staff plans to bring forward multiple topics groupings in multiple worksessions for Council discussion, as outlined below.

For this worksession, staff will be reviewing the attached Plan Conformance Report with Council and will be discussing the overall project schedule.

Review:

The primary goals of this overall Code Update are to:

1. Modernize and create user-friendly processes and procedures;
2. Target portions of the development codes that are problematic, outdated and would, to the greatest extent, simplify and reduce review and approval times for development applications;
3. Establish efficient and flexible review and approval procedures throughout the code;
4. Create development standards that would facilitate and encourage redevelopment and business reinvestment within existing commercial corridors and stimulate infill development;
5. Create procedures for allowing alternative compliance to development standards to accommodate site context;
6. Implement strategic planning documents, such as Council's 3-Year Priorities, the Comprehensive Plan (Imagine Greeley), and the 2019 Housing Strategic Plan.

As part of the update, we will be engaging in many deeper policy discussions with the City Council and the Planning Commission during future worksessions. We will also be having similar discussions with a Citizen Advisory Committee. Some of these more in-depth topics for discussions will include the following: complete streets, neighborhood design, accessory dwelling units, infill opportunities, walkable development patterns, and small residential lot development. In addition to these multi-faceted topics, we will also be revising the format, updating the subdivision regulations, clarifying and simplifying the Planned Unit Development requirements, and streamlining and updating the overall processes and procedures.

Starting in January 2021, we will be bringing these more complex discussion items to Council. The tables below outline tentative dates for future Council worksessions:

Housing & Neighborhood Work Sessions:

Worksession	Topic
January 2021	Housing Options/"Missing Middle" Types
February 2021	Small-format Housing
March 2021	Infill Strategies

Placemaking/Urban Design Sessions:

Worksession	Topic
April 2021	Downtown & Form-based Code Approach
May 2021	Other Centers & Nodes
June 2021	Special Applications – Sunrise Neighborhood

In addition to these complex topical discussions, staff will also be bringing forward other separate items that can be discussed in stand-alone segments and then be integrated into the code. These on-going updates will be similar to the more recent revisions for wireless communications, sign , and short-term rentals. On December 8, 2020, staff will be bringing forward proposed revisions to the Landscape Code.

Using this Conformance Report as a guide, staff and the consultants will be revising the overall code structure and format, then tackling some of the more complex items. On September 22, 2020, staff conducted a similar worksession with the Planning Commission to review the results of the Plan Conformance Report. The next engagement will then be with the citizen Advisory Committee at a Kick-Off Meeting at the end of October.

The focus of tonight's work session is to discuss the Plan Conformance Report provided for the overall code update project. The Plan Conformance Report examines how the current Development Code aligns with Council's 3-Year Priorities and the "Imagine Greeley: Comprehensive Plan." Chris Brewster with GouldEvans will be discussing the Plan Conformance Report, which is attached.

Plan Conformance Report Summary

1. Overview of Project
 - a. Scope
 - b. Status
2. Introduction to Plan Conformance Report
 - a. Imagine Greeley – Vision, Goals, Objectives, and Council's 3 Year Priorities
 - b. Approach to Development Regulations
 - c. Themes of Plan Conformance Report
3. Summary of Best Practices
 - a. Missing Middle Housing
 - b. Urban Form / Building Types
 - c. Street Design & Frontages
4. Key Topics / Summary of findings
 - a. Usability
 - i. Organization of Development Code
 - ii. Procedural Improvements
 - b. Productive Places
 - i. Downtown
 - ii. Emerging walkable nodes and centers
 - c. Unique Neighborhoods
 - i. Housing Options
 - ii. Neighborhood Design
 - d. Valuable Public Realm
 - i. Street Design Types / Context
 - ii. Open Space Types / Context
5. Next Steps

Decision Options:

No decisions are required; presentation is informational.

However, Council is asked to provide feedback on the topics listed above, to identify any additional topics that should be included, and to identify any topics that may need particular attention or emphasis over the next year of review.

Attachments:

Planning Commission Summary from September 22, 2020
GouldEvans Plan Conformance Report
PowerPoint



Planning Commission Memorandum

Date: July 21, 2020
To: City of Greeley Planning Commission
From: Carol Kuhn, AICP, Chief Planner
Through: Mike Garrott, AICP, Planning Manager
RE: Development Code Update Project

The City of Greeley Community Development Department has contracted with Gould Evans to undertake a multi-year project to update the City's Development Code. The last major code update was in 1998, and a lot has changed in the last 22 years. In February of 2018, the City adopted the Imagine Greeley Comprehensive Plan and the current Development Code update is intended to align the City's regulations with the adopted Imagine Greeley plan, modernize the use table and definitions, establish efficient and flexible review and approval procedures, update the parking regulations, streamline and clarify code requirements, and overhaul the Planned Unit Development (PUD) regulations.

The attached timeline outlines major milestones and anticipates adoption of the revised Development Code in December of 2021. Over the next 17 months, staff will be conducting work sessions with the Planning Commission and City Council to provide updates, discuss specific topics and code sections, and discuss draft code language.

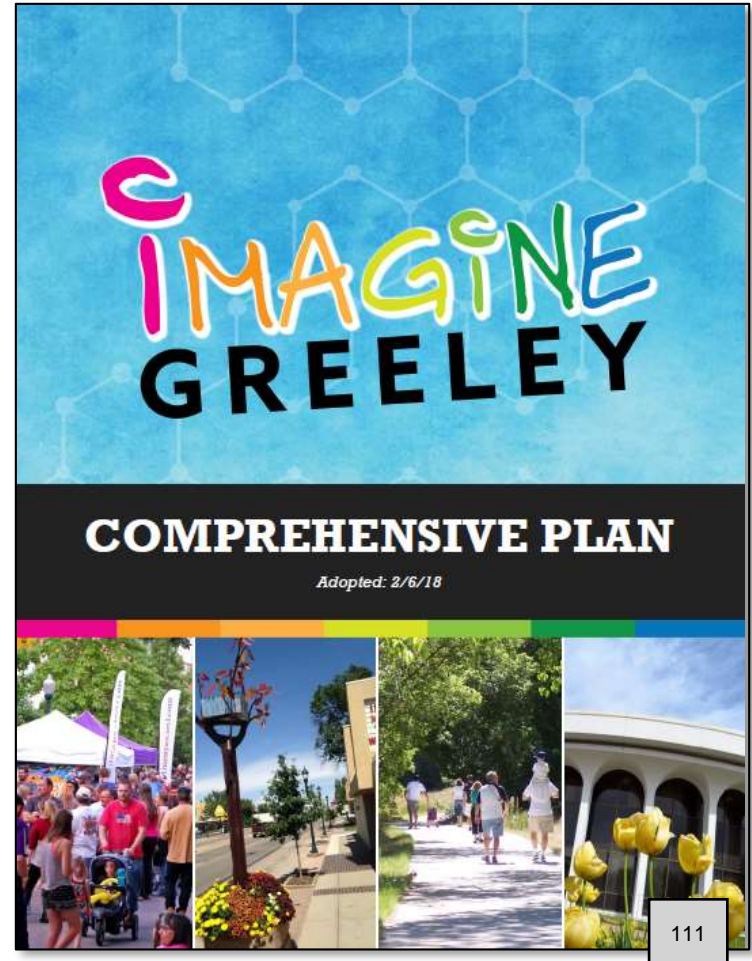
Gould Evans is currently reviewing the existing Development Code, Imagine Greeley Comprehensive Plan, and other master plans and studies. In September, they will be providing staff with a detailed analysis which outlines the areas, sections, and topics that need to be updated to provide better alignment with the Comprehensive Plan and current planning practices.

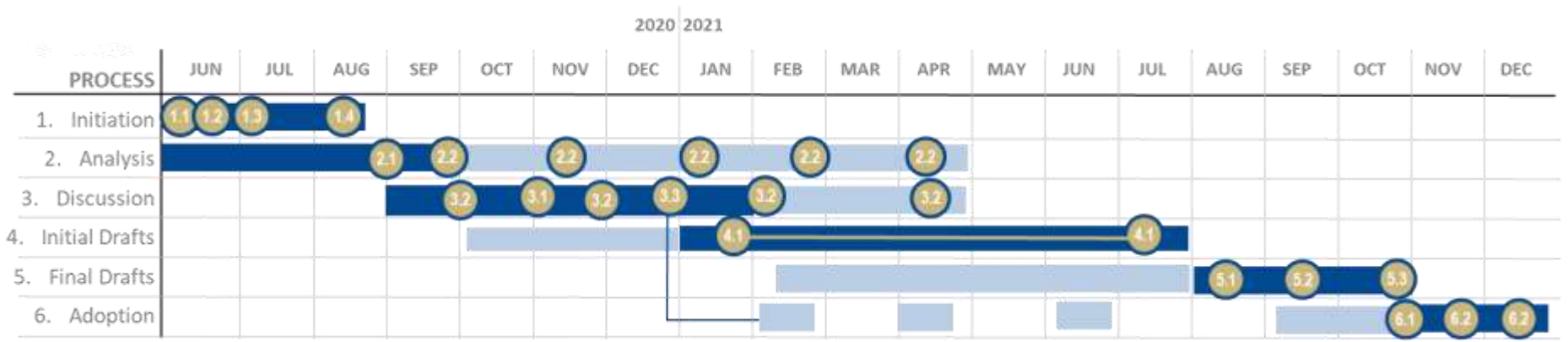
Following this detailed analysis, staff will schedule a work session with the Planning Commission to discuss the outcome of the analysis and outline a schedule to discuss various topics during future work sessions.

Attached, please find the project goals and the anticipated project schedule.

1. Modernize and create user-friendly processes and procedures
2. Target outdated / problematic sections; simplify and reduce review times
3. Establish efficient and flexible review and approval procedures
4. Facilitate redevelopment and infill
5. Allow for alternative compliance to address context
6. Implement the Comprehensive Plan / Strategic Housing Plan
7. Comply with changes in State or Federal laws

PROJECT GOALS





Phase 1 Initiation

- Task 1.1 Project Orientation Meeting
- Task 1.2 Work Plan
- Task 1.3 Public Engagement Strategy
- Task 1.4 Kick-off Meeting

Phase 3 Discussion

- Task 3.1 Public Open House
- Task 3.2 Critical Issues Workshop(s)
- Task 3.3 Draft Regulations Framework

Phase 5 Final Draft

- Task 5.1 Final Draft
- Task 5.2 Review and Comment Period
- Task 5.3 Public Open House / Public Officials Work Session

Phase 2 Analysis

- Task 2.1 Plan Conformance Report
- Task 2.2 Critical Issues Summaries

Phase 4 Initial Draft

- Task 4.1 Initial Draft(s) - Integrated or Segments

Phase 6 Adoption

- Task 6.1 Adoption Draft
- Task 6.2 Planning Commission Public Hearing / City Council Adoption

PLAN CONFORMANCE REPORT

SEPTEMBER 2020

DEVELOPMENT CODE UPDATE



CONTENTS

INTRODUCTION

Regulations Generally

Subdivision Regulations

Zoning

Design Standards

Comprehensive Plan: *Imagine Greeley*

BEST PRACTICES & EMERGING TRENDS

Complete Streets

Missing Middle Housing

Walkability + Active Living

Frontage Design

Form v. Use

Right-Sized Parking

Usability

IMAGINE GREELEY POLICIES & PRIORITIES

Usability

Clarity: Format and Organization

Streamlined Procedures

Productive Places

Revitalize Downtown

Vibrant Job Centers

Walkable Destinations

Unique Neighborhoods

Walkable Patterns + Active Living

Mix of Housing Types

Prioritize Infill

Valuable Public Realm

Connected Networks: Trails + Streets

Contextual Street Design

Tree-lined Streets

Imbedded Open & Civic Spaces

Environmental Performance

Water Wise Landscapes

Renewable Energy + Energy Efficiency

Protect Sensitive Areas

Summary & Next Steps

INTRODUCTION

The Plan Conformance Report is an analysis of the Greeley's development regulations – specifically Title 18 of the Municipal Code. It compares these regulations to the development and community design policies of the comprehensive plan – Imagine Greeley (adopted February 6, 2018). The purpose of this report is to evaluate how well the current regulations align with the plan, and identify a range of options to consider through the regulation update process.

This report is a preliminary step in the process to update Greeley's development codes. None of the commentary or analysis in this report represents an official direction of the project or a formal recommendation. It provides an objective and critical view of the regulations, and is intended to start a dialogue on a wide range of potential strategies and action steps. Subsequent steps in the project will evaluate which of these strategies and actions are best to implement Imagine Greeley.

REGULATIONS GENERALLY

There are many non-regulatory policies and public investments cities may pursue that have a more direct or immediate impact on implementing a comprehensive plan. In contrast, regulations influence change incrementally and cumulatively as cities receive and respond to future development proposals. However, the regulations will establish a crucial framework for many decisions (public and private), and the influence they have on the development patterns and physical design of the community will increase in significance over time. Greeley's development regulations will be considered specifically in light of the following relationships to long-range development policies and community building.

Subdivision Regulations

Subdivision regulations (Chapter 18.04 of Greeley's development code) are perhaps the most important tool for making connections to the comprehensive plan. They set in place development patterns through public and private infrastructure investments, and block, lot and ownership patterns that define the character and context of different places. These elements will not easily be changed in the future.

Conversely, when a plan prioritizes infill development as *Imagine Greeley* does, these standards need to be adaptable to redevelopment scenarios or situations where these patterns need to be integrated into existing contexts.

Essentially, subdivision regulations should address “big picture urban design” – coordinating the networks and systems that span across projects and even districts, and integrate development into the places and patterns identified in the *Imagine Greeley* Growth Framework. They need to reinforce planning and urban design components that create distinctions in the character and patterns of the Neighborhoods, Centers, Corridors and Areas that are the “building blocks” of the Growth Framework, and not simply serve as engineering and specifications manual. Therefore, the Greeley Subdivision standards should:

- Consider priorities with respect to future development in the **expected growth area**;
- Coordinate development through **systems** that extend across multiple projects (street networks, trail systems, open spaces and public facilities);

- Establish different criteria for **distinct contexts** identified for the various Neighborhoods, Centers, Corridors and Areas;
- Promote **good civic design** (streetscapes, open & civic spaces, gateways, frontages, and arrangements of blocks and lots).

Ultimately, subdivision regulations have the role of ensuring that each new plat results in efficient and effective development patterns, and adds value to the larger and greater whole of the community around it.

Zoning Regulations.

Zoning regulations focus more directly on the “private realm” – establishing standards for development on individual blocks and lots within the public realm framework established by the subdivision regulations. In light of Greeley’s Comprehensive Plan, zoning regulations should accomplish the following:

- Establish different **districts** with distinct character – particularly the different types of neighborhoods, corridors, activity centers and job centers in the Growth Framework.
- Promote walkable, mixed-use **patterns** – particularly for downtown, legacy urban neighborhoods, and new walkable neighborhoods and neighborhood centers.
- Create **relationships** and better **transitions** between different but supporting zoning districts so that multiple projects can contribute to these distinct places – especially where the plan is prioritizing infill development.
- Be **flexible towards uses** to promote dynamic job centers and community destinations in the Corridors and Centers, and guard against any zoning district or project concentrating large-scale and single-use environments.

Design Standards.

Regulating design is about much more than aesthetics, materials or architectural style – or using buffers and landscape in the absence of expectations in that regard. In fact, regulating for good community design is often about none of these. When done in a comprehensive and systematic way, design-based approaches to development regulations instill a common understanding of *how we build and why*. This is often best accomplished by focusing on a few

simple and crucial patterns important at each scale of planning and development:

- How does the pattern of street networks and open spaces shape the **context of the community**?
- How does the design of blocks, streetscapes, civic spaces and building types shape the **character of neighborhoods and districts**?
- How does the coordination of frontages, facades and sites **relate to the street and surrounding properties**?

The Greeley development code already addresses many of these topics – although often in a reactive or ad hoc manner. It is evident that as the City adapted to meet the communities goals for better design, some of these issues have been addressed in isolation, only in specific contexts, or through strategies that are sometimes competing with other standards. Organizing a consistent approach to design in the development code can allow the City to address these important questions in a simple and systematic way, but in a way that better responds to the unique places identified in *Imagine Greeley*.

COMPREHENSIVE PLAN: *IMAGINE GREELEY*

A comprehensive plan is a general guide to future growth and development. It is long-range and all encompassing, and does not necessarily predetermine anything specific to development proposals. However, it does establish a crucial policy framework with which to manage future change through development and to coordinate many different development projects over time



Imagine Greeley Comprehensive Plan The plan is organized around Core Values, 10 Plan Elements, and a Growth Framework concept organizing the city according to different context areas.

and across areas of the City. (See sidebar on page 92 of the Growth Framework in *Imagine Greeley*). Rather than simply “codify” the plan, the regulations must provide the City with the tools to best manage change, enable different options, and react to many circumstances that cannot be fully anticipated. *Imagine Greeley* is organized around ten primary goals, with objectives identified for each goal area:

- Economic Health and Diversification
- Education, Health and Human Services
- Growth & City Form
- Historic & Cultural Resources
- Housing
- Infrastructure
- Natural Resources & Open Lands
- Parks & Recreation
- Public Safety
- Transportation & Mobility.

The Growth Framework chapter of *Imagine Greeley* also recognizes five distinct contexts as “building blocks” for the community – Neighborhoods, Centers, Corridors, Areas, and Open Space & Natural Areas. There are policies under each that identify how the goals and objectives of the plan may be met in different ways in different parts of the community, setting the stage for more context-based approaches to the development code.

These elements of the comprehensive plan also align closely with the City Council’s 3-Year Priorities, adopted in April 2020. These priorities are the Council’s strategy to implement Vision 2040. The priorities impact physical development and the development code in the following key areas:

- Neighborhood policies to strengthen unique identities of neighborhoods and implement the Strategic Housing Plan;
- Implementing a “village concept” for all new development;
- Improving mobility – particularly bikes and trails, and better alignment of streetscape design with the Transportation Master Plan update;
- Water conservation, particularly as it relates to landscape and open space design; and
- Economic development, particularly as it relates to “place making” principles in the plan, and how different places become more

dynamic, resilient and adaptable through the approach to zoning districts and land uses.

For the purposes of this report, the Growth Framework, and the goals and objectives of the plan have been summarized into the following key themes and topics that are most directly connected to and reliant on the development code for implementation.

Productive Places

- Revitalize Downtown
- Dynamic Job Centers
- Walkable Destinations

Unique Neighborhoods

- Active Living + Walkable Patterns
- Mix of Housing Types
- Prioritize Infill

Valuable Public Realm

- Connected Networks: Trails + Streets
- Contextual Streetscape Design
- Tree-lined Streets
- Imbedded Open & Civic Spaces

Environmental Performance

- Water Wise Landscapes
- Renewable Energy + Energy Efficiency
- Protect Sensitive Areas

Usability

- Clarity: Organization & Format
- Efficient Procedures

Some of these themes are more directly impacted by development regulations than others. A section-by-section analysis of the impact of the development regulations on these themes and topics was conducted to support the general commentary of this report. A comment log documenting this analysis will be used by the consultant and staff throughout the project to track standards that are currently working well and that support the values goals and objectives of *Imagine Greeley*; those that aren’t working well or conflict with the values, goals and objectives; and new strategies that need to be added.

BEST PRACTICES & EMERGING TRENDS

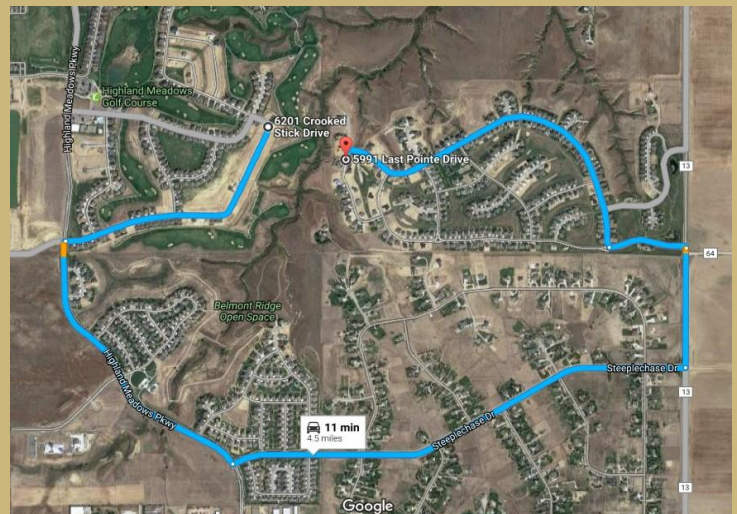
Cities rarely have the opportunity to take a step back, evaluate their long-term vision and explore the development code in a comprehensive manner. This is why so many codes have become complex, confusing, or even conflicting – a series of necessary and expedient amendments over time eventually end up compounding problems or creating codes that are very difficult to use. The last time the City of Greeley did a comprehensive update to the development code (1998), the planning profession had a different approach to regulations – one that emphasized land uses as the organizing element of codes. Codes typically were focused heavily on land uses, and mitigating perceived impacts between different uses and districts, and they lacked attention to urban design details, particularly relating to the “public realm” (streets and civic spaces). Updates to Greeley’s code since this time reflect efforts to correct this and incorporate emerging practices of the profession into the code. Yet these amendments were placed within a code structure largely organized around practices and approaches with different philosophy.

*This project provides that rare opportunity for a comprehensive and strategic look at the development code. It is a chance to restructure the code into a decision-making tool that reflects the City’s values and priorities. It is important to strengthen the best elements of the current code, change things that are not working well, and incorporate new approaches to address Greeley’s vision and goals. A number of best practices or emerging trends that were not prevalent in our community-building toolbox when Greeley’s code was originally drafted or most recently updated should be considered. The topics in this section reflect new approaches that address many of the values, goals and objectives stated in *Imagine Greeley*.*

COMPLETE STREETS

“Complete Streets” recognizes the essential role that street design plays in shaping the public spaces of our communities. Street design is not simply a transportation function and streetscapes are not merely aesthetic trappings on our streets – it sets the stage for how we engage and experience our entire community. Complete Street policies balance the critical planning, transportation, and urban design interests associated with street design, and *Imagine Greeley* recommends that complete street policies to be incorporated into the development code.

When incorporating complete street concepts into development codes, the following principles are helpful:



Connectivity: Windsor, CO Lack of street connectivity can lead to inefficient patterns and make proximate things very distant.

- **Start with systems, not streets.** Connectivity of the street network is essential to improve access and mobility, and it opens up the possibility for a far greater range of different street designs.
- **Prioritize different modes.** Multi-modal transportation means balancing different priorities in different areas. It does NOT mean simply put bike lanes or wider pedestrian facilities on every street. These token gestures to complete streets often result in streets that do not function well for any particular mode.
- **Design slow and shady streets.** Slow speed streets with abundant street tree canopies create the most value for the community. The majority of streets should be designed on this principle, particularly if you have a connected network.
- **Proximity is the first step in transportation planning.** The proximity of common trip origins and destinations, and connections provided by a network can result in fewer trips, shorter trips, and more alternative routes. These attributes of the transportation system result in slower traffic being accepted, and lead to safer streets with better options integrating different modes into street design. In a complete street system, very few street designs should prioritize traffic volumes and speeds above all other interests.
- **Speed and speed differential is the biggest factor in safety.** When considering pedestrian and bicycle transportation (rather than recreation), design speeds should guide what type of facility goes on what street. The greater the speed differential the greater the need for dedicated space and physical separation, and the lower the speed differential the more modes can be merged.
- **Different types for different contexts.** Street design should support the urban design principles and the uses of a particular place. Therefore, the street designs should transition along with changes in these characteristics - often on a block-by-block basis. So while “arterial,” “collector,” and “local” may describe the function of an entire street *within the system*, it should not answer all of the questions on the design of a street on a particular *block or segment*.
- **Resources and Guides.** The National Association of City Transportation Officials



Neighborhood Street: Longmont, CO - Street trees and on-street parking are key features of slow, safe and comfortable neighborhood streets.



Pedestrian Street: Westminster, CO – Generous sidewalks, parking, tree-wells and storefronts shape inviting and walkable streets for commercial areas

(NACTO) has the best guidance on all of these issues, and provides engineering, planning and urban design insights into “Complete Street” design. It is a more appropriate and more specific guide for city streets than the American Association of State Highway Transportation Officials (AASHTO) guide, which is often used by cities and cited in development codes.

The Greeley Development code includes “options” for street design within different zoning districts that begin to address many of these principles. However, a more explicit and systematic approach to street design needs to be integrated into the subdivision regulations.

MISSING MIDDLE HOUSING

“Missing Middle Housing” is a concept that focuses neighborhood planning and design on a wide range of housing types, including small-scale, multi-unit building, small lot detached houses (1,500 s.f. to 4,000 s.f.), and other small format housing. These types were once common and still are present in most communities, but have been forced out by conventional zoning. It exposes the fact that “density” is an abstract number that tells us very little about the scale, form or even intensity of a project, and therefore nothing to help us evaluate the compatibility of housing within its context. As a result, codes based on uses (single-family, two-family, and multi-family) and density (units per acre) have zoned out or made “missing” many of these valuable housing options. Regulating by building types – such as detached house, duplex, row house, multi-unit house, stacked flats, walk-up apartment, or cottage courts – replaces density as a measure of compatibility. The scale and format of these buildings – and perhaps variations within a type – are the focus of the standards as opposed the use or density. Although these housing types are very small scale, they can achieve densities above what may typically be allowed yet produce more predictable and compatible outcomes.

Imagine Greeley – like most cities with recent comprehensive plans – identifies the communities need for more housing options. The Greeley development code is not heavily based on density (though there are some references to :”gross density” in intent statements and the plan), but it does rely on uses and broad lot, height, and open space standards to regulate single-family, two-family and multi-family uses. Many of these standards will preclude certain formats of small-scale and multi-unit housing and correspondingly push any multi-family buildings to larger-scale projects that are difficult to integrate into neighborhood settings.

The following benefits result from including a wide range of “missing middle” building types in the various residential zoning districts of the development code:

- **More Housing Options.** Fill the gap between suburban subdivision lots and duplexes, and between duplexes and large multi-family complexes.
- **Targeted and Strategic Density.** Put people in proximity to businesses, services



Row House Courtyard: Fort Collins, CO



Small Apartment: Longmont, CO

and amenities (walkable or short drive) and support the businesses, services and amenities with a critical mass of resources (customers, tax dollars and user fees).

- **Human Scale Patterns.** Small-scale buildings, smaller lots, and less car-oriented patterns can allow many different projects to improve neighborhood character and improve access to daily needs and activities.
- **Diversity Can Equal Affordability ... Eventually.** While new housing is never the best option for market-rate affordability, new housing can and should diversify the overall housing stock – in terms of type, format, location/context, size, and age/condition. A wide range of options under all of these categories will produce a more robust, and therefore more affordable housing stock.

A core value of *Imagine Greeley* is thriving, connected, and inclusive neighborhoods. The five neighborhood types in *Imagine Greeley* set the foundation for considering a broader range of housing / building types in all of these contexts.

WALKABILITY + ACTIVE LIVING

Plans and codes typically strive for improved walkability, and in general promote lifestyles that are not as tied to the automobile for living, working, leisure, and recreation – “active living.” These general goals have received increasing attention and priority as communities realize there are both quality of life and economic benefits to improved walkability and active living. Compact, diverse, and walkable places are more resilient amidst shifts in our economy, more attractive to residents and investors, and are more productive considering our limited land and infrastructure capacity. They make good business sense, and they help diversify and make your community unique, as no two places need to be the same. In fact, the diversity, and the ability to transition and adapt to evolving needs only strengthen these types of places as economic generators for the community.

Despite this, our policies and codes – and even generally market trends amidst our framework of more recent development patterns – can make it more difficult to build walkable places. However, all walkable places share a few common and essential traits, and best practices integrate all



Walkability + Active Living: Denver, CO - Slow, connected and comfortable streets promote biking and walking, particularly in development patterns with a variety of uses.

of these into our development policies and codes:

- **Compact** – a clear destination, supported by many supporting uses within walking distance (typically ½ mile or less).
- **Connected** – short blocks and many ways to get there (typically 200 to 600 feet).
- **Diverse** – a wide range of smaller-scale uses creates many reasons to be there (typically 10 to 20 different things per block).
- **Active** – public and private gathering places designed to invite people to linger (at least 1 per each block face).
- **Human-scale** – streets, civic space, frontages, and buildings with details that are interesting at 2 mph – the walkable pace.

The Greeley Development code will need to emphasize and strengthen these traits in some targeted future development areas – the “centers” in the future growth framework – in order to meet the core values of proactive, progressive and balanced economic development; connected and inclusive neighborhoods; and sustainable growth and development patterns.

FRONTAGE DESIGN

Frontages are the interface of public and private spaces. The design of this space is one of the



Detached House – Terrace Frontage: Longmont, CO



Detached House – Neighborhood Frontage: Windsor, CO



Detached House – Suburban Frontage: Windsor, CO

most important factors for how people experience and perceive the community. Frontage design involves many nuances.

- It starts with the public streetscape, and whether that is an inviting or hostile space for people;
- It considers access at a variety of scales (district, block, shared or lot), and a variety of modes (in a car, on a bicycle or by foot);
- It addresses building placement, and how the mass shapes the public and/or private spaces between the building and street; and
- It includes the facade design and whether it activates these spaces or whether it creates dead space or blank walls.

Essentially careful design of all of these elements will determine how well projects transition from public space to private areas on a project basis, and how well the design of this space is calibrated to a particular context. Cumulatively across many lots, frontage design defines the character of each street, block or district of your community.

The appropriate frontage could be dependent on a particular building type, or it can be used to make a range of building types more compatible on a block; it can be based on the specific lot width, and whether a close building relationship or distant relationship is appropriate; or it can be based on a particular street, and whether it has pedestrian amenities or is a traffic-mover.

Under conventional codes this is generically defined as a minimum setback, it is typically set uniformly across an entire zoning district, and some basic landscape or buffer standards may be used to mitigate any negative consequences from this simple or undefined approach. However, a more careful study of the context of most communities can begin to reveal some common patterns or “typologies” of how buildings and sites relate to streets. Documenting these as “frontage types” can be an important tool for identifying more context-appropriate development standards.

The Greeley Development code already begins to do this through the options to available to the various base setback standards of the zoning district. This concept should be explored further, refined and simplified, and some specific frontage types should be developed for general

applicability throughout the city based on some context criteria. Improving the design of frontages, appropriate to the context will help Greeley achieve the core values of distinctive character, exceptional community benefits, and a safe and healthy community.

FORM v. USE

The *Imagine Greeley* Growth Framework reaffirms the community's on-going desire to see a greater mix of uses - within the community, within centers and corridors, and on specific blocks, sites, or even buildings. Greeley's development code and zoning districts are arranged primarily around land use as the distinguishing element between districts and projects. The use table includes a long list of sometimes very specific uses. This approach can lead to distinguishing between uses where there is no real difference and it also allow great differences in potential outcomes even when the use is the same

Development codes that become overly prescriptive towards allowed uses limit a city's ability to respond to markets, trends and consumer demand. It can also limit the ability to create dynamic, vital and social places. However, it is not as simple as saying we allow "mixed use" – there are too many variables that will get distorted and not meet the community's true goals.

Communities with historic downtowns, like Greeley, often find their development code does not reflect the traditional development patterns of their downtown. When it comes time for reinvestment, infill projects are difficult according to the code, or worse, projects that meet the code erode the existing building patterns and character and detract from what is typically the heart of the community. Additionally building new "nodes" of walkable centers to support neighborhoods is difficult as well.

As communities transition from conventional codes that are arranged primarily on land use, new strategies are needed to address the "compatibility" of development. Form-based codes – or codes that shift the emphasis of our regulations from "use" to "form" (building types, format, and scale) are an innovation that helps with this challenge. Form-based codes come in



Form v. Use: St. Paul, MN - This building type is a small commercial building with a storefront frontage, but the use type is Automotive Services, which is generally difficult to integrate into neighborhood centers. However, in this case the form dictates compatibility more than the use.

a variety of formats – from simple to sophisticated, but they typically are based on the following essential attributes:

- **Street Types.** Key different standards off the design of the "public realm" and primarily streets. (See Complete Streets section of Best Practices)
- **Frontage Types.** Focus on how a site and building relate to the block and street. (See Frontage Design section of Best Practices)).
- **Building Types.** Regulate the scale, footprint, and orientation of buildings rather than strictly land use or minimum setbacks.

These standards go a long way to assuring the compatibility of different projects, and can allow less emphasis on regulating uses. Many of the concerns about the impact or compatibility of different land uses, and the assumptions we must make about a use, can be viewed with a new perspective. Rather than predict impacts from a specific type or category of use, we instead can consider a more general approach to uses based on the following:

- **Scale.** The square footage of the use and/or footprint of a typical formats or buildings.
- **Form / Format.** How is the building situated and how does it relate to the lot and the surroundings?
- **Operations.** How does the use function with its surroundings, how do people access it, what are the hours of operations, how do other services support the use?
- **Performance.** What are the intensity, performance standards, or mitigating design elements on a site, which could be applicable to any use?

Many of these “form” elements are addressed in the Greeley development code in an indirect way, or as options and exceptions. Additionally, some standards are geared to the scale of the building, and the retail uses are particularly refined by scale. However, in general there are large ranges before different standards kick in and it is not clear how the scale of non-retail uses are affected. A coordinated approach to standards for different building types and form can allow the regulations on uses to be relaxed or generalized based on some of the above parameters. This will help with the core values of proactive, progressive and balanced economic development; distinctive character; and sustainable growth and development patterns.

RIGHT-SIZE PARKING

Parking reform is a common topic of development code updates, as communities grow more concerned with large areas of unproductive land dedicated to un-used surface parking. This has negative impacts on economic development, infrastructure efficiency, walkability, community Imagine, and the environment (storm water runoff and heat island impacts).

Part of the growing awareness of parking impacts is understanding that the public interest in regulating for parking is not to ensure that everyone always has enough access to free parking; rather it is to minimize the impacts parking and access may have on the streets and adjacent property. In this light – too much parking is as big or bigger problem than too little.

In “right sizing” parking standards to match our land use, transportation, and urban design policies, the following strategies should be considered:

- **Reduce minimum requirements** or have more exceptions, particularly for small uses, sites or buildings – or in some cases offer complete exemptions.
- **Consider maximum parking limits**, or maximums that require additional design mitigation.
- **Improve landscape and design** requirements to reduce aesthetic and environmental impacts.
- **Tier design and location** requirements to the scale of the parking area, so smaller, more dispersed and subtle parking areas can occur.
- **Give credits** for situations where alternative transportation, on-street parking, or adjacent overflow or contingency parking exists.



Parking: Brighton, CO – Oversized parking result in inefficient land uses, have negative impacts on streetscapes, and can have environmental consequences such as heat island effects, increased runoff and poor water quality.

- **Promote sharing** between multiple sites – both location sharing (cumulative amounts) and peak time sharing (reduced amounts).

Right-sizing parking standards is necessary to implement the different patterns of the “building blocks” identified in the Growth Framework. Many of these strategies are in the existing development code such as additional mitigation for over-sized parking, exemptions in downtown, and some credits. These strategies will need to be clarified and emphasized as the code is reorganized. Ultimately, this will help achieve the core values of proactive, progressive and balanced economic development; distinctive character; and sustainable growth and development patterns.

SUMMARY OF BEST PRACTICE STRATEGIES

The following strategies summarize how these best practices can apply to the Greeley development code.

- Use the design of streets and open spaces to shape and establish the character of different places.
- Consider multi-modal transportation policies, rather than prioritize vehicle movement and access over all other interests.
- Reduce the use of abstract standards such as density, open space percentages, or minimum setbacks, in exchange for more defined typologies of many different components of city- and neighborhood-building.
- Simplify the approach to uses, and reorganize the use table based on scale, format, and intensity, so that more uses can mix within certain districts.
- Allow a wider range of housing types to integrate into neighborhoods, provided they follow similar neighborhood patterns and compatible building formats.
- Use site design, lot and building frontages, and streetscapes to bring projects together, rather than assuming all projects benefit by separation or isolation.
- Establish context-appropriate standards for things like landscape, parking, access, buffers and screening to emphasize distinct places within the City.
- Simplify the code standards, but improve intent statements and decision criteria to allow better application and administration of standards.
- Provide a user-friendly format, where text is converted to tables and graphics wherever possible.
- Promote flexibility, but only through specific process and criteria, and based on clear and defined outcomes and objectives.

IMAGINE GREELEY POLICIES & PRIORITIES

The update to Greeley’s development codes seeks to better implement the recent comprehensive plan – Imagine Greeley (adopted February 6, 2018). A thorough analysis of the plan and some of the goals, objectives and policies related to the plan was conducted. They are summarized into the following key themes discussed in this section – Usability; Productive Places; Unique Neighborhoods; Valuable Public Realm; and Environmental Performance. These themes and some specific topics for each theme, were used for a section-by-section evaluation of how well the current development code is aligned with the plan. This section provides some of the details from that review.

USABILITY

One of the primary objectives of most code updates is to make the development code easier to understand and administer, and it is the first goal listed in the City’s RFP for the code update. There are two key aspects to a user-friendly development code: clarity in the way standards are organized and presented; and improving expectations in the application process.

Clarity: Organization & Format

Development codes are legal documents that must be implemented, enforced, and occasionally defended in court. Therefore, it is important that they are legally and technically correct. It is common for development codes to be filled with legalese and highly technical jargon giving it an air of authority. However, unlike other generally applicable laws, the development codes are the City’s laws that are most likely to be encountered by a wide variety of citizens and stakeholders every day – neighbors, property owners, developers, designers, consultants, various city departments, and commissions all use the development code more often than any other city code. It is important that the code be as clear and user-friendly as possible. Ultimately, this also makes the code easier to implement, enforce, and defend in court if necessary.

Some key organization and format strategies to integrate into the Greeley Development to make it clearer include:

- Use a “**plain language**” drafting style, avoiding legalese, planning jargon, and unnecessary words.
- Use **graphics and tables** to support or replace text.
- Use **purpose and intent statements** providing clear ties to the comprehensive plan and improving the administration and interpretation of regulations.
- Build in **flexibility**, but only through clear, consistent and accurate guidance and **criteria**.
- Develop a **logical framework and structure** for all regulations. This avoids repeating the same or similar standards throughout the code, a practice that adds length, confusion, and ultimately introduces conflicts in the code. It also makes it easier for future amendments and updates to be integrated and ensures the regulations maintain a long shelf life.

Our independent review consistently gave the Greeley Development Code low marks in the Clarity category, which is typical of codes that have not had a comprehensive update for a long time. Greeley Development Code exhibits some disorganization, redundancy, and potential the conflicts or interpretation issues due to cumulative and disjointed amendments over the years.

Efficient Procedures

A “user-friendly” development code establishes expectations for anyone who may be involved in the development process. This is true even if

the standards are high and exacting in some cases, and even if the procedures are thorough and intensive in some cases. Clear expectations can make a complex or comprehensive code “user friendly.” Similarly, minimal standards and quick procedures, but with low expectations is not necessarily “user friendly,” and will end up being equally problematic.

Organizing procedures in the development code around the following essential components for each type of application can raise expectations:

- **Intent.** What is the application used for and what is the objective of a review process?
- **Applicability.** What development activities trigger an application process?
- **Submittals.** What is required and at what point in the process is it required?
- **Public Engagement.** What is the role of the public in this process and how should their involvement affect the decision? (And it is different for different types of applications.)
- **Process and Timeline.** What are key benchmarks, meetings, required notice, and who will review the application and when?
- **Decision Criteria.** How will reviewers who are recommending or deciding on the application evaluate it; what specific objectives should an application emphasize?
- **Effect of Decision.** How does an applicant proceed after a decision – if approved, is there a next step or can the application proceed to permits; if denied, is there an appeal process or chance to amend or correct an application?

All of these questions should be answered in a simple and well-organized procedures section. Organizing the procedures section around the elements that are common to all procedures and then the elements that are specific to a particular application can simplify the code and avoid repeating long and technical sections.

The Greeley Code has procedures located in several sections of the code, often paired with the particular standards they administer. While this may seem convenient, it adds lengthen to the code and disrupts the flow of substantive content. It also presents the opportunity for conflict and interpretation issues. A well-organized procedure section is crucial to raising

expectations for potential applicants and decision makers, and it is informative to others who are invited to engage in the process.

Options to Consider

Specific options to consider to improve the usability of the code include:

- Arrange the table of contents in sequential order – a first step in the development process to the last, and from large scale / community wide patterns to small-scale / site specific standards.
- Establish a common structure to chapters, sections, and subsections, and determine where topics require new chapters, sections, or subsections are needed to maintain this structures. Currently some sub-sections are very long and in-depth, where in other instances chapters or sections may be very brief, showing an inconsistency in structure.
- Group similar topics together – there are many instances of the same or similar standards being addressed in multiple sections of the regulations.
- Consolidate all definitions in a single section. Remove “regulations” from the definitions, and do not define words that have a “plain and ordinary meaning.” Locate the definitions near the back of the code to avoid disruption flow of substantive content.
- Establish a hierarchy of guiding language – “Purposes” are broad goals related to the City’s authority; “Intent Statements” are specific goals or general outcomes for a particular section or district; and “Design Objectives” are intended results or performance of specific standards. Each should be drafted with clarity.
- Many very long sections of text can be converted to simple tables that clearly identify the operative standards, and some existing tables can be simplified.
- Organize all procedures into one section, and consolidate duplicative procedures in a single section applicable to all regulations.
- Remove long sections of highly detailed submittal requirements. Instead, delegate to the Director the authority to create submittal forms, and a process to administratively update and adjust forms.

- Update the procedures table and present in a more legible format with pertinent summary information.
- Clarify which applications require a “public hearing,” where the public has a right to speak which becomes part of the record on which a the decisions is to be made, as opposed to “public meetings” where the public may speak at the chairs option, but it is generally not part of the record or decision-making criteria.
- Emphasize distinct decision-making criteria for each type of application.
- Specify the “effect of decision” for each type of application, and coordinate with the Colorado Vested Property Rights law.
- Improve options for alternative compliance and administrative exceptions to the standards; tie these to specific intent statement, design objectives, or decision criteria.
- In association with improved design standards, determine which applications and decisions are routine and should be administered by staff as opposed to those that may involve more interpretation or discretion and should be elevated to Planning Commission.

PRODUCTIVE PLACES

Two core values of *Imagine Greeley* are “proactive, progressive, and balanced economic development” and “sustainable patterns of growth and development.” Communities achieve this by strengthening the attraction and productivity of existing places, and ensuring that there is a diversity in the types of places so they can accommodate and adapt to new and emerging opportunities. The Greeley development code was reviewed for three key aspects of these core values – Revitalize Downtown, Dynamic Job Centers, and Walkable Destinations.

Revitalize Downtown

Downtown is noted as the historic, civic, and social heart of Greeley. and it reflects traditional development patterns that pre-date conventional zoning. Many of *Imagine Greeley*’s policies and principles promote replicating these patterns and guarding against incompatible projects that

could erode this character. There are two primary threats through new development – car-oriented uses and site design, and large-scale projects that disrupt human scale and fine-grained diversity of uses that people experience at the street level.

Simple principles for sensitive infill and redevelopment for small downtowns can best be characterized by David Sucher’ book, *City Comforts - How to Build and Urban Village*:

- **Build to the Street.** Buildings shape important public spaces, and particularly create enclosure for streetscapes. When buildings do not frame the streets, alternatives such as social spaces, landscape or “street walls” serve this purpose.
- **Create Permeable Facades.** Buildings are designed to promote activity, and create actual or perceived connections between uses and the public realm. Also, when done with many different uses and buildings along a block this creates fine-grained diversity and human scale.
- **Hide / Minimize the Parking.** Parking is primarily on-street; any site specific parking is behind buildings or located at remote locations. All of this is possible when parking requirements are reduced or eliminated.



Downtown Streetscape, Salida CO - A variety of small-scale uses create many reasons to be there, and are the key to productive and active downtowns and neighborhood centers.

Unusually, there is no specific zoning district in the Greeley development code for Downtown. Instead, it applies the most intense commercial district – C-H, but then applies the “General Improvement District” overlay and “Entertainment District” overlay to account for the unique scale, pattern and design of downtown. The C-H district base standards are generally inappropriate for this area, and will actually damage the character of Downtown. Therefore the GID attempts to reconcile this by eliminating required setbacks, parking, or other anti-urban standards that ordinarily apply to C-H. (The Entertainment District overlay merely relaxes rules for special events in public and civic space). The walkable, small-town character is not well represented in the GID overlay. While it may enable some of the traditional development patterns reflected in downtown, it does so by being less restrictive on the setbacks and buffers common to conventional zoning. Therefore, it allows development consistent with older patterns but it also does not ensure it, and the area is exposed to investment inconsistent with the vision for downtown. The Infill Area Design standards offer some oversight and control, but this introduces a potentially cumbersome process and is based on general and somewhat vague “compatibility” criteria. Essentially the two primary threats – car-oriented uses and site design, and large-scale projects, are allowed as equally as traditional, small-scale urban patterns.

Dynamic Job Centers

Imagine Greeley provides opportunities for job-creating uses in a wide variety of formats and contexts. The Growth Framework include: Corridors, Centers, the Mixed-use High Intensity Area, and Employment & Industrial Areas all offer opportunity for significant job growth, and all of them call for accommodating a wide range of compatible and supporting uses. Several of these are also aiming to achieve a walkable and bikable pattern and context, as most areas concentrated with employment options benefit from these attributes by being accessible and offering amenities that employers capitalize on; however, others are reserved for employment and industry that is difficult to integrate in with other patterns or supporting uses. Employment opportunities can be concentrated the following contexts:

- **Walkable, mixed-use formats** – Downtown and Neighborhood Centers
- **Larger-scale, but walkable or multi-modal formats** – Mixed-use areas and corridors, and Regional Centers.
- **High-intensity employment formats** - Employment and industrial areas

Most of the zoning districts appropriate for the above distinct patterns allow job-generating uses, as well as a mix of potentially supporting uses. The standards are weakest at creating distinctions between the development patterns, scale and format, and urban design attributes of these different contexts. The plan also notes that the nature of employment intensive uses – and particular industrial uses, has changed with the economy and technology. The Greeley code has three different industrial uses, based on scale and intensity, while only having two commercial districts. In addition to the development pattern and urban design qualities being upgraded, some overlap in the uses and development standards between these districts is likely necessary to create dynamic job centers called for in the plan.

Walkable Destinations

An important building block of the *Imagine Greeley* Growth framework is “centers,” described as concentrated nodes of activity. The plan identifies two types of centers in addition to downtown – regional and neighborhoods. The neighborhood centers are far more prominent and dispersed throughout the community to provide good access for all residents to a neighborhood center.

Although the centers are different scale and intensity, all three call for:

- Developing or strengthening **walkable patterns**;
- Promoting a greater **mix of uses and activity**; and
- Incorporate **more housing** into and around the centers.

Therefore, the attributes of walkable places identified in the best practices – Compact, Connected, Diverse, Active, and Human-scale – will be important to implement more walkable places throughout Greeley.

The C-L district is the most likely district to implement the neighborhood center pattern, and the use table begins to refine several uses by the scale of use (particularly retail). In general, it is intended for the type of small scale and mixed use activity envisioned in the plan. As mentioned in other sections, the code needs to be strengthened in terms of street design, connectivity, and housing options that are crucial to creating the context for neighborhood centers. These attributes also need to be carried into the centers, and greater attention should be paid to the scale and format of uses, in addition to the mix of uses permitted. Other commercial districts lack important attributes of walkable places and attempt to implement them with options or overlay and infill exceptions.

Options to Consider

Specific options to consider that can implement more productive places through the code include:

- Consider converting the GID overlay to a form-based code, using street types, building types and civic space types as key standards to future development, and making more distinctions within sub-areas or on a block-by-block basis with default criteria or a regulating plan.
- Investigate a range of form-based strategies for all commercial districts (See Form v. Use best practice) and allow reduce the emphasis on particular uses, particularly for downtown, the centers and mixed-use areas.
- Expand the focus on the scale of uses in the use table and apply this strategy to many categories of uses (beyond just retail).
- Improve streetscapes and open spaces to promote walkability and social activity in the street.
- Review the approach to uses to ensure that a flexible approach can accommodate emerging fields – whether retail, service, office, institutional, or industrial.
- Consider using one of the three industrial districts to re-purpose to include more “placemaking attributes”, while focusing on a broad range of employment and light-industrial uses.
- Promote a healthy concentration of a wide variety of job-generating uses in the centers and mixed-use areas to be more efficient

- with infrastructure investments, and have spin-off economic development effects
- Create more refinement in industrial uses based on scale, intensity and format, so that more job-creating uses can be located in centers and mixed use areas.
- Create more explicit distinctions (possibly based on the building blocks / Growth Framework) between the development standards and patterns of all non-residential districts; the C-L, C-H, I-L, I-M, and I-H essentially have the same standards and the only significant differences are through the uses allowed.

UNIQUE NEIGHBORHOODS

A core value of *Imagine Greeley* is “thriving, connected, and inclusive neighborhoods in all the city.” The Housing goals and objectives emphasize this with a more refined approach to different housing types and price points. The 2019 Strategic Housing Plan also outlines nine major strategies addressing mix of housing, affordability, and more specific plans and strategies to improve choices. In association with other goals in the plan and for the purposes of the code review these were summarized into the topics Active Living + Walkable Patterns; Housing Options; and Prioritize Infill.

Active Living + Walkable Patterns

Walkable neighborhoods that promote active living can occur in variety of contexts, at different intensities and with unique character. However, they all exhibit some essential traits.

- **Focal Point** – A destination within walking distance. This could be a commercial center, an institutional anchor, or civic and community gathering place – or ideally all three.
- **Connected** – Short blocks (typically 300 to 700), or in situations or contexts where less connectivity is appropriate, trails and passages providing human connections at these intervals.
- **Diversity** - A variety of housing types, sizes, and formats supports a compact format, but it also insures that the neighborhood remains active and vital, meeting the needs of many different people.
- **Slow, Shady Streets** – The majority of streets should be designed for slow speeds



Apartment Courtyard: Loveland, CO



Detached House – Courtyard: Fort Collins, CO

– under 20 mph, and provide comfort and interest through street trees.

- **Civic Sites** – A variety of public, common and private spaces throughout the neighborhood provide gathering points that offer people the option for short walks, and help propel people to destinations for longer walks.

As noted in other sections, the “pubic realm” standards need to be improved in terms of connectivity and street design. The options in the code for different street design are perhaps the strongest for neighborhood streets, with some of the options presenting good prototypes for the slow, shady streets. These should be

emphasized and codified as the default standard for most neighborhood streets. Options to promote a greater diversity of housing types and to create walkable destinations are discussed in other sections.

Housing Options

As noted in the Missing Middle best practice, housing options is a key goal of most cities. Not only because it is a quality of great, life-long neighborhoods, but demographic shifts are calling for new options. Diversifying housing will help all communities adapt to shifts in demographics over time. This is both for demographic reasons as people transition through different housing needs, and for affordability reasons as more options allows supply at different price points. Cities with a robust housing stock provide options:

- Different types of neighborhoods in different contexts.
- Different housing types within neighborhoods.
- Differences in size, format, amenity, age, condition and price points.

Some of these factors are not a function of the development code, but influenced most by the housing market, the development industry, and time – it takes consistent effort to build, nurture, and maintain a robust housing market. However the development code needs to present these options in a refined manner in order to help the market and industry respond to specific segments over time.

The Greeley development code has three primary districts for all housing options with basic use, lot, and setback standards. Housing options come either from the wide range of outcomes that could meet the standards, or from design options that are codified for different situations. The multi-family district is particularly non-descript as there are a wide range of housing formats that qualify as “multi-family”, but only a single lot standard and density guide to implement these.

The code also has many provisions that suggest individual neighborhoods take ownership in their own unique design values and goals. This is a great strategy to promote uniqueness and diversity, but it can be difficult to administer over

time if that task is up to city staff. Additionally some neighborhoods may feel like they are starting from scratch when given the opportunity to act on this, and this can limit meaningful action.

Prioritize Infill

Infill development is a challenge. It is typically at a scale that is harder to finance and typically has more constraints than “greenfield” development. Yet promoting infill is crucial to many important city goals – it capitalizes on underutilized infrastructure, it strengthens tax bases, it contributes to housing options – and in particular is a crucial part of the options being older neighborhoods or older homes. Addressing the challenges to infill often requires finding subtle ways to generate new revenue to invest in existing property or buildings.

- Ensure there are as few barriers as possible to rehabilitation of existing homes.
- Identify and codify the patterns of blocks, lots, frontages, and housing types of existing neighborhoods.
- Consider ways to leverage new development with additional units, including multi-unit houses, accessory dwelling units, and courtyard patterns with multiple units on one or more lots.

The Greeley development code identifies infill and suggests some strategies that may promote infill. However all infill sites require design review, and what triggers this, the process and what standards apply is not clear. This can pose a procedural barrier and result in lower expectations for potential infill projects. Additionally, the infill options for the residential districts uses all of the same base district lot and development standards, and present no flexibility or incentives to deal with existing patterns or potential constraints. The infill area design standards are aimed specifically at compatibility criteria, and may to completely address other potential barriers to infill and rehabilitation.

Options to Consider

Specific options to consider that can promote and strengthen unique neighborhoods through the code include:

- Promote “public realm” design – the character of streets, trails, open space, and community/civic gathering places as a way to emphasize distinct neighborhoods.
- Simplify and clarify the options currently available to the three primary residential building types.
- Explore a “building type” approach where the standards focus more specifically on how the building, lot and frontage fit into the context, and less on the use or density.
- Expand options of types through “missing middle” housing – particularly for the multi-family code option and the higher end of missing middle housing.
- Remove the 4-unit limit on townhomes and allow buildings with up to 12 units; further create options for narrower-width row houses.
- Create new small lot options for detached 1 to 3 unit buildings that can use lower-cost strategies of the International Residential Code.
- Consider at least one district (or add a new one) for a greater mix of housing types, including single-family houses and small-scale, multi-unit buildings.
- Improve the infill standards – particularly looking for ways to get additional units on existing lots or buildings, leverage the lower end of “missing middle housing types,” and create courtyard patterns out of 1 to 3 lots.
- Consider what distinctions are needed for the “legacy urban” and “downtown” neighborhoods compared to new walkable neighborhoods.
- Identify a few basic neighborhood design patterns and elements to codify for all neighborhoods to create consistency in approaches and content, but allow neighborhoods to vary details between them.
- Investigate ways to improve the MH (mobile home parks) district, promote more “small-format” housing, and better integrate these types of projects into the community.
- Clarify “alternative compliance” standards and take a more comprehensive approach to the infill area design standards with pre-

approved patterns and building types that address common infill situations.

VALUABLE PUBLIC REALM

The “public realm” is an urban design term often described as the spaces between buildings that people perceive and experience on a regular basis. It includes public, common, and private spaces. The majority of this space consists of streets, rights-of-way, and open spaces, and to a lesser extent extensions of these areas on private lots.

In conventional plans and development codes, this space often considered only from a functional perspective, and not an urban design perspective. The Transportation section *Imagine Greeley* exhibits this to some extent with goals and objectives for streets. However, in context with the core values of the plan, and other goals for housing, open spaces, community character, and mixed use centers, it is clear that designing a valuable public realm a fundamental principle of *Imagine Greeley*.

Connected Networks: Trails + Streets

The network of streets establishes the majority of the public realm. It is estimated in a typical community this reflects between 25% to 35% of the total land area of the city. Designing this space effectively means you effectively design nearly one-third of the city. When leveraged with Greeley’s existing and planned trail system, a very substantial portion of city design will include the street and trail systems.

While not all of this system will be implemented or changed through the development code (and in infill areas very little of it), the development code is still a good place to present a unified and coordinated approach and standards for different components of the system.

Connectivity will determine two crucial things that are important throughout the *Imagine Greeley* – proximity and options. Connected networks mean that more things are proximate to other things; and connected networks mean there are more options – in terms of routes and modes of travel – to get to different places. Therefore, connectivity is not simply about

transportation. It impacts nearly every goal of the comprehensive plan.

Some rules of thumb on connectivity, which can be coordinated with the different contexts and



Rustic Trail: Cherry Hills Village, CO



Neighborhood Passage: Denver, CO

The design and context of open spaces can shape the character of an area.

building blocks in the Growth Framework of *Imagine Greeley* are:

- **Walkable Centers** – 200' to 500' blocks; 2 to 5 acres.
- **Walkable Neighborhoods** – 250' to 700' blocks; 4 to 7 acres
- **Accessible Edges / Exceptions** – 400' to 1000' blocks; 6 to 10 acres.
- **Remote / Disconnected areas** – 1000'+ blocks; 10+ acres.

Greeley's historic grid is based on an approximately 450' by 450' block (4.6 acres), with variations up and down based on the area, other intervening patterns, or different access and lot arrangements. This provides great access and a wide variety of street types throughout most of the community. However, the development code only addresses connectivity at a very broad scale – 1,320' blocks is the threshold, resulting in blocks over 10 acres or as large as 40 acres in the extreme. This reinforces a suburban pattern of the “arterial grid”, and without further refinement, it will compromise most of *Imagine Greeley's* development, transportation, and community design goals. The regulations do a good job of integrating the trail system into this, however more refinement – largely based on the context goals of the growth framework is needed.

Contextual Streetscape Design

One of the more important Transportation goals of *Imagine Greeley* states: “[Streetscapes] should vary depending on the modes accommodated, the surrounding land uses, and character of the area or neighborhood through which it passes.” [Objective TM 1.3: Streetscape Design, page 84] This means that despite the functional classification of the street, the design of the street should transition to defined its context. As noted in the Complete Streets best practice, functional class addresses the overall function of the street in the network; however good streetscape design requires that options of different “street types” need to apply to different segments within the network. The components of street design and cross sections include the following elements to be designed differently for different contexts.

- **Travel Lanes** – 9' to 11', depending on desired speeds, and “yield flow” lanes for

low volume / low speed streets; and 12' only for very high speed streets.

- **Bicycle Facilities** – including combined flow for slow speed / low volume, dedicated or protected lanes for higher speed / higher volume, or off-street / spirited facilitates on priority routes
- **Curb Zones / Edges** – including dedicated on-street parking, occasional on-street parking, no parking, or rural shoulders.



Collector Street – Pedestrian: Arvada, CO



Collector Street – Standard: Arvada, CO

The design of streets can differ along segments to better support the development patterns, urban design character and uses for a specific area.

- **Amenity Areas** – 6' minimum for large street trees; 8' preferred; and 10' to 20'+ where social spaces are desired.
- **Sidewalks** – 5' minimum, 6' to 10' for important pedestrian routes, 12' to 20' where economic activity from pedestrians is desired, and 20' + (including amenity zone) where social spaces are desired); alternative options for very low intensity development patterns.

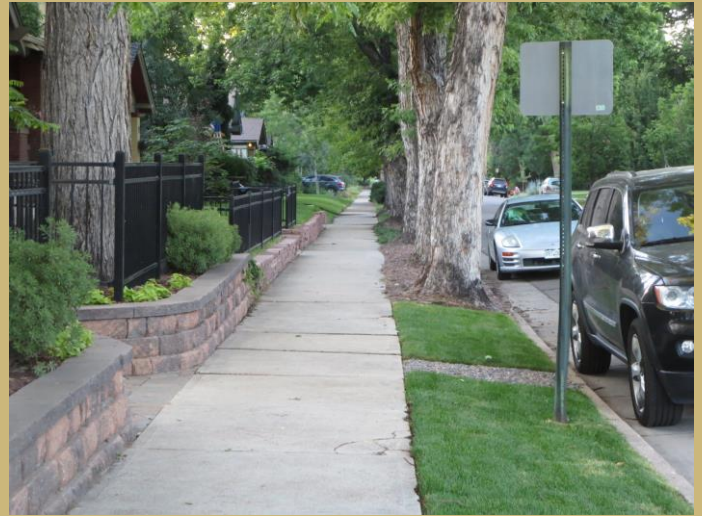
The Greeley development code includes street design standards in several different places, and the most specific standards are based primarily on the functional class of the street, and not the context in which it applies. Several of the zoning districts allow options that begin to address complete street policies, but they are not emphasized in the code and since they apply through zoning districts, it misses the chance to emphasize this as part of a system that spans across different projects and zoning districts.

Tree-Lined Streets

Imagine Greeley calls to reinforce Greeley's image as a Tree City, and recognizes that travel corridors are the primary means to do this. The building blocks in the Growth Framework also identify street trees as a key feature of distinct places. This is because street trees provide so many cumulative and reinforcing benefits:

- **Value** – Studies show the property with street trees sell and appraise higher than comparable property without trees.
- **Environment** – Street trees filter and infiltrate stormwater, clean the air, and reduce heat islands.
- **Comfort** – Street trees make walkable, human scale streets because they slow cars, provide shade, and create interest and enclosure.
- **Character** - Streets with trees are simply more attractive; they improve the community image and are one of the easiest things to add to transform development patterns and character.

Due to these benefits, street trees need to be treated as an essential part of infrastructure, not an amenity that is nice to get if you can. The development code has many street standards that prohibit street trees, or which do not allow them in the proper location to deliver the above



Street Trees, Denver CO

benefits. There are some sections that will allow them through options or alternatives, but these streets need to be codified as types. There are some site and landscape standards that require street trees at good intervals, however these need to be coordinated with street designs and street types to ensure they are located appropriately in the street cross section.

Embedded Open & Civic Spaces

Civic and recreational amenities are another important open space component of the public realm. One of the core values of *Imagine Greeley* is "distinctive character and outstanding recreational and cultural amenities." Unlike natural areas – which do serve a secondary recreational function – these spaces are specifically designed and integrated into development to serve people. In this manner, it is not simply the amount of space that is important, but the design, function and where it is applied that has the biggest impact.

To accomplish this, development codes should include:

- **Variety of Types** – Create standards for a hierarchy of open spaces to best suit different contexts and functions – from spacious and open informal spaces such as a park or a trail to compact and designed formal spaces such as a plaza or courtyard.

- **Systems and Sites.** Integrate these standards into both the subdivision regulations (for the larger spaces associated with platting) and zoning and site design standards (for the smaller spaces incorporated into blocks and lots of specific projects).
- **Value Design.** A robust open space system should give credit for all of these spaces in the right context, regardless of the amount of space.
- **Focal Points.** Link spaces and locate them in prominent places, as part of a complete system and as an extension of the street network. This will , improve the accessibility of all lots and buildings to some component of the civic space system.

The Greeley code addresses open spaces in a number of ways – ecological areas for protection, spaces to serve recreation needs, buffers and landscape for aesthetic purposes. However, many of these topics are merged – which may be appropriate as open spaces can serve all of these multiple needs, even in the same space. However, the standards do not have a clear link to these sometimes disparate objectives, and are often boiled down to simply the percentage of a lot or a project. The site and building design standards present a robust range of “neighborhood identity features” that could be the basis of a more complete range of open space typologies. These should be integrated into the subdivision standards, and more directly influence the required open space percentages for sites, blocks, and projects.

Options to Consider

Specific options to consider to design a valuable public realm through the code include:

- Improve street network connectivity standards. These may differ for different contexts of the community.
- Create exceptions to the connectivity standards, and be clear on when and why they may apply. Require alternative connections in these situations.
- Implement street design types that go beyond simple functional classification standards, and provide design standards for different contexts, development patterns and land uses. Many of the design options

within the zoning districts begin to do this, however these should be codified as specific types to be applied across the entire street network.

- Integrate the planning and urban design standards for streets into the development code, but defer to the Street Design Criteria and Construction Specifications manual for engineering and construction.
- Use street types to provide cues for what level of development standards should be expected from the private sector based on the character and quality of the streetscape. (See Frontage Design best practice discussion.) In this manner, street networks and streetscapes are the coordinating elements that tie places and projects together.
- Consider ways that the historic 450' x 450' block could be re-subdivided to meet housing goals, particularly the idea of alley or “mews” loaded small lot housing.
- Require street trees as an essential part of each street section. Determine appropriate location and intervals for each cross-section, and determine acceptable alternative locations for rare situations or constrained right-of-way.
- Strengthen design standards for open space in the subdivision regulations. Currently these standards are largely procedural (not emphasizing open space design) and highly reliant on the amount of space rather than how these spaces shape the context.

ENVIRONMENTAL PERFORMANCE

Two core values of *Imagine Greeley* are “responsible stewardship of natural resources and the environment” and “world class water resources and management.” Many of the other core values, goals and objectives of the plan support these principles, foremost by calling for a more compact, walkable community – through both infill and growth. This quality alone is one of the most environmentally responsible things a city can do – maximize its return on existing land and infrastructure investments, and do so in a way that promotes a quality of life without excessive driving. In addition, Greeley’s context along the Front Range presents greater opportunities for better environmental

performance through development – one that incorporates water wise landscapes, renewable energy and energy efficiency, and protects sensitive areas.

Water Wise Landscapes

Water wise landscapes incorporate three related goals crucial to the Front Range – protect water resources from runoff and pollutants; reuse runoff for productive secondary uses; and plant low-water landscapes that are attractive and adaptive to the arid high-plains climate. These issues have gained greater prominence and importance as the Front Range experienced rapid growth. Many regional resources and best practices are now available, that were not as well understood the last time there was a comprehensive update to the Greeley development code.

Some key principles of water wise landscapes include:

- **Filter and Infiltrate.** Treat rain as close to where it falls as possible, maximize small-scale site infiltration.
- **Integrate Systems.** Manage stormwater at the largest scale possible, rather than inefficient site-by-site storage. Design streets and open space systems to integrate large-scale solutions, so that other benefits form more compact development patterns are possible.
- **Right Plant / Right Place .** Use regionally appropriate plants, strategic plant locations to serve specific functions, and xeric design and management for maximum water efficiency.

The landscape standards in the Greeley development code reference best management practices for protection and conservation of water resources, administered by the water department. There is also a low water plant list in the appendix of the code, but use of these is only encouraged not required. Overall, the landscape standards rely on a fairly complicated point system so some of the priorities of these other policies tend to get lost in the content. Assuming these outside resources prioritize key principles of water wise landscapes, the standards can be administered to fulfill these goals and policies. Additionally, there are stormwater performance standards that emphasize integration into landscapes so these



Xeric Landscape: Centennial, CO

areas perform multiple design purposes, rather than concentrated facilities strictly for stormwater. However, the xeric principles, use of non-potable water for irrigation, and integrated and context-based stormwater practices could have a stronger emphasis in the code provisions.

Renewable Energy + Energy Efficiency

Imagine Greeley recognizes the climate challenges that are increasingly facing municipalities. The plan notes that the City can lead by example through its own practices of being more efficient with energy use and what types of energy it consumes. Regardless of what the uncertain future presents with regard to energy use and the impacts of energy use, conservation and efficiency are prudent practices – particularly due to this uncertainty. In addition to the City's own practices, cities can impact these issues for the general population through development regulations in the following ways:

- Preparing for a range of **renewable energy options**, including at a site- or household-scale and at a district-scale, and as an accessory use or as a principle use.
- Enabling **low-energy development patterns**, primarily through a more walkable and bikeable community.
- Promoting **energy efficient building and landscape design**, either through



Renewable Energy - Centennial, CO

requirements or ensuring that development standards do not inadvertently limit emerging practices.

The low-energy development patterns are more thoroughly discussed in the Unique Neighborhoods and Productive Places policy section. Beyond this, there is very little in the Greeley development code addressing renewable energy or energy efficiency. Some of the site and landscape standards imply locating plants for the greatest ecological benefit, but things like passive heating and cooling, reducing heat islands and other benefits from property site design are not strongly emphasized. Additionally provisions for renewable energy uses are lacking, unless these facilities are interpreted under other accessory, temporary, or principle uses.

Protect Sensitive Areas

The environmental goals and objectives of *Imagine Greeley* are closely related to the parks and recreation goals and objectives. (See Imbedded Open and Civic Spaces section of this report). Ensuring that these areas maintain their crucial ecological functions, but are also protected in a way that serves development requires a multi-layered strategy.

- **Regional / City-wide Scale.** Preserve and link sensitive areas and habitats and protect, edges by directing development away from

these areas, and allowing greater development in less-sensitive areas.

- **District / Neighborhood Block Scale.** Integrate extensions of these area into development by merging natural areas and open space systems with the pattern of streets, blocks and lots. This needs to first occur at the first stage of development – when large areas are subdivided of platted, but also be included opportunistically as smaller areas are platted or redeveloped..
- **Street / Site Scale.** Leverage each of the above scales with better options for context-appropriate site development, landscape and open space standards for new and infill development.

Each of these scales should emphasize how natural systems and environmental features can provide aesthetic, recreation, and ecological benefits that serve development.

A chapter of the Greeley development code is dedicated to protecting areas of ecological significance, based on a map that is coordinated with the Colorado Division of Wildlife. Provided this map is updated annually and administered efficiently as stated in the code, this section can fulfill the goals and objectives. The substantive standards are somewhat vague, and this section could be better coordinated with subdivision design standards and with standards for open spaces at a variety of scales. Overall this chapter seems like more of a negotiated process, so more clear standards and



Conservation Area Windsor CO

indications on conserving or dedicating these areas can serve development or meet multiple design and development standards could improve implementation.

Options to Consider

Specific options to consider that can improve environmental performance through the code include:

- Coordinate the development code better with the City's Landscape Policy for Water Efficiency.
- Give a higher profile to requirements for xeric standards, limited irrigated turf areas, and use on non-potable sources for irrigation.
- Require street trees on all streets
- Promote environmental benefits from landscape design, including reduction of heat island, reductions of energy use for buildings, and other benefits that can result from the proper allocation of required landscape materials.
- Coordinate large-scale and small-scale stormwater management standards or performance criteria, so that site specific stormwater does not compromise other goals for more sustainable growth and development patterns.
- Coordinate stormwater management strategies and performance criteria with context, and provide a range of urban, suburban, and rural/open land strategies.
- Ensure that oil and gas regulations are adequately protecting water resources and air quality.
- Better coordinate open space standards with the regulations to protect sensitive areas. Integrate these regulations into the patterns and design standards in the subdivision regulations, and create a hierarchy of open space types that build off of these systems.
- Emphasize site- and household-scale renewable energy facilities as an accessory use, or confirm there are not any impediments in the general accessory use standards or design provisions.
- Consider standards for neighborhood- or district-scale renewable energy facilities.

SUMMARY

Key recommendations for further discussion and updates to the development in this report and the comment log include:

Usability

- Restructure the code to group similar topics together and arrange in a sequential order (considering timing and scale of issues).
- Improve hierarchy of articles, chapters, sections and sub-sections
- Coordinate all definitions in a single section
- Organize all procedures into one section, and consolidate duplicative procedures in a single section applicable to all applications.
- Remove submittal requirements from code and delegate to the Director the authority to administer and update submittal forms
- Improve options for alternative compliance and administrative exceptions to the standards; tie these to specific intent statements, design objectives, or decision criteria.

Productive Places

- Incorporate more scale, form, and urban design standards into commercial districts (particularly the GID and areas for regional and neighborhood centers).
- Expand focus of use table on the scale of uses, rather than just the type; consider being more general with permitted uses with increased emphasis on scale and form.
- Improve design standards for streetscapes and opens spaces to promote walkability, social activity in the street, and creating distinctions between different contexts and places.
- Consider using one of the three industrial districts to re-purpose to included more “placemaking attributes,” while focusing on a broad range of employment and light-industrial uses.
- Create more explicit distinctions (possibly based on the building blocks / Growth Framework) between the development standards and pattern of all non-residential districts.

Unique Neighborhoods

- Promote “public realm” design – the character of streets, trails, open space and community / civic gathering places, as a way to emphasize distinct neighborhoods.
- Expand options of housing types through “missing middle” housing – particularly the multi-family code option and the higher-end of missing middle housing.
- Create new small lot options for detached 1 to 3 unit buildings that can use lower-cost strategies of the International Residential Code, including expanding options for the R-HH district for small format housing.

- Consider at least one district (or add a new one) for a greater mix of housing types, including single-family houses and small-scale, multi-unit buildings.
- Identify a few basic neighborhood design patterns and elements to codify for all neighborhoods to create consistency in approaches and content, but allow neighborhoods to vary details between them.

Valuable Public Realm

- Improve street network connectivity standards and vary requirements by context of “building blocks” of the Growth Framework.
- Implement street design types that go beyond simple functional classification, and make some of the design options in the current code a permissible, preferred, or required type.
- Consider ways that the historic 450' x 450' block could be re-subdivided to meet housing goals, particularly the idea of alley or “mews” loaded small lot housing.
- Require street trees as an essential part of each street section.
- Strengthen design standards for open space in the subdivision regulations; consider codifying the specific standards for different types of open space to be used in different contexts.

Environmental Performance

- Coordinate the development code better with the City's Landscape Policy for Water Efficiency, and give a higher profile to or require xeric standards.
- Coordinate large-scale and small-scale stormwater management standards or performance criteria, and strengthen connections to street and open space standards.
- Better coordinate open space standards with the regulations to protect sensitive areas.
- Emphasize site- and household-scale renewable energy facilities as an accessory use, or confirm that there are no other barriers or issues for site specific facilities.

NEXT STEPS

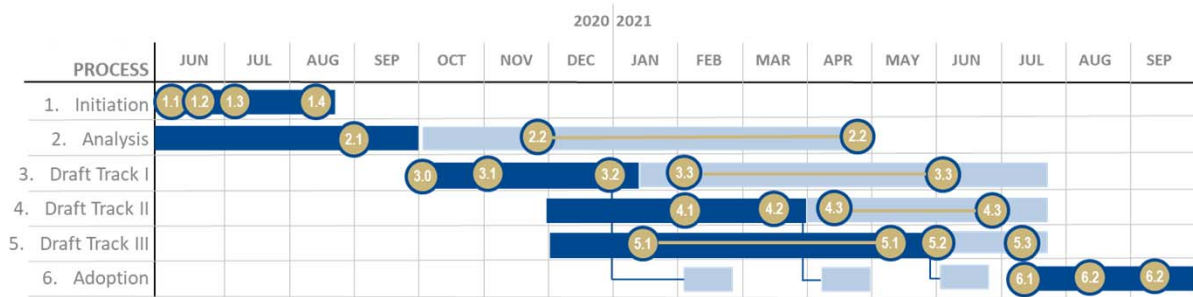
This report is an independent and objective analysis of *Imagine Greeley* compared to the Greeley development code. It is a starting point for more in depth analysis, broad policy discussions, and strategic engagement in the “Discussion” phase of the project. Part of this will be to determine which issues most crucial to this update, and may require more specific focus on options and opportunities. This will include issue papers or case studies that go more in depth on policy, planning and design considerations and a range of regulatory strategies for these key topics. While these topics will not be the entire extent of the updates, it will focus engagement efforts on areas where more discussion may be needed or where potential code changes may be more significant.



- Introduction
- Project Overview
- Plan Conformance Report
- Best Practices & Key Topics
- Next Steps

AGENDA

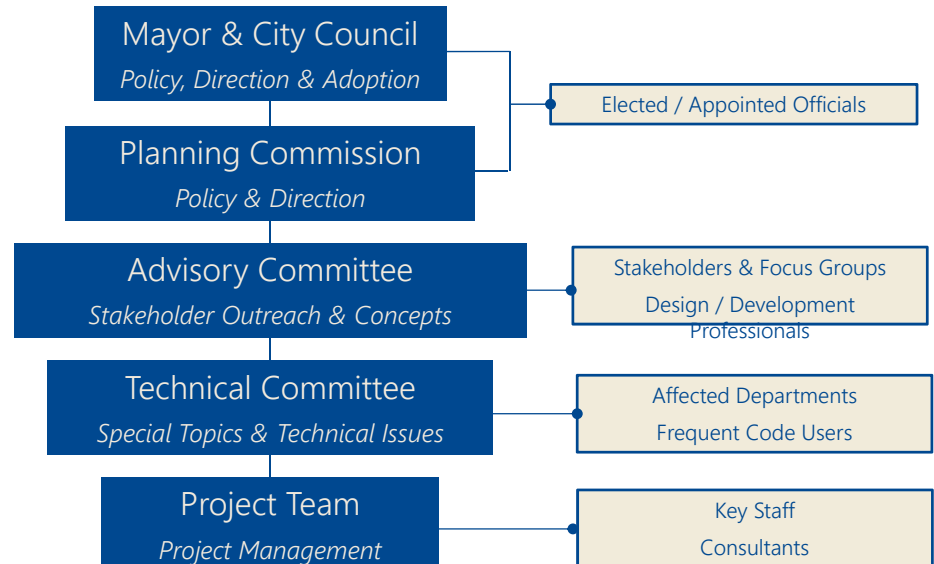
SCHEDULE



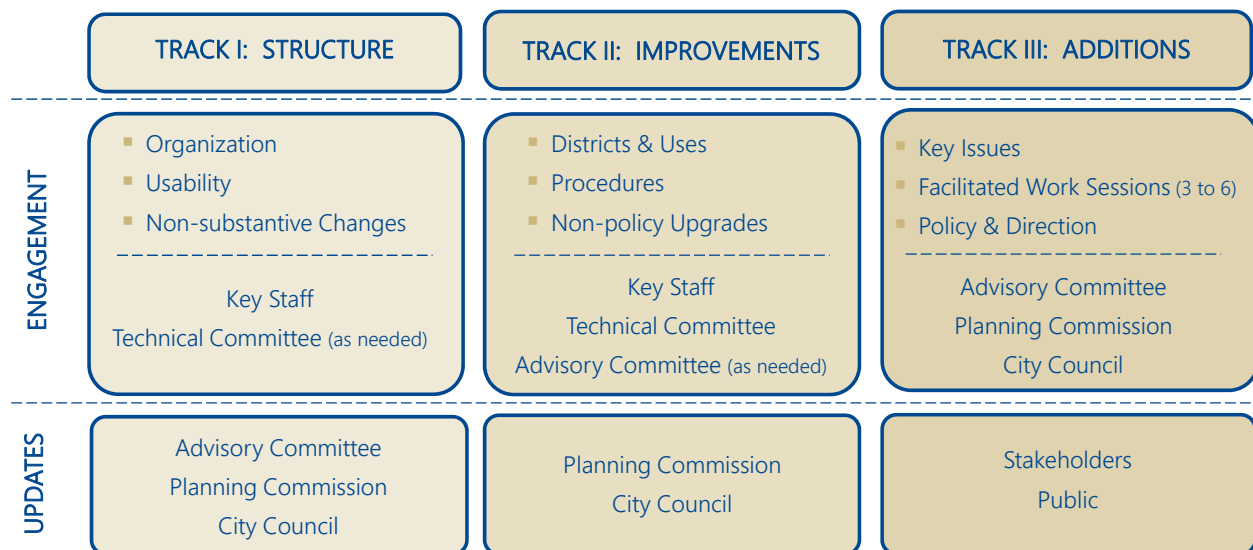
- Phase 1 Initiation** June - August 2020
- Phase 2 Analysis** June - September 2020
- Phase 3 Draft Track I: Structure** October 2020 - January 2021
- Phase 4 Draft Track II: Improvements** December 2020 - March 2021
- Phase 5 Draft Track III: Additions** December 2020 - June 2021
- Phase 6 Adoption** February - September 2021

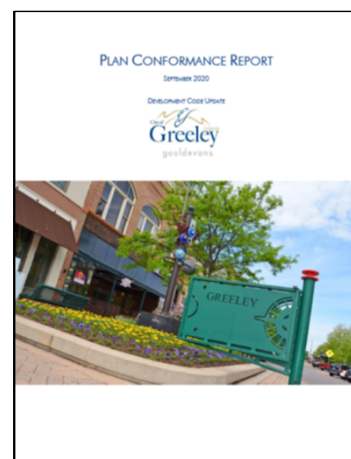
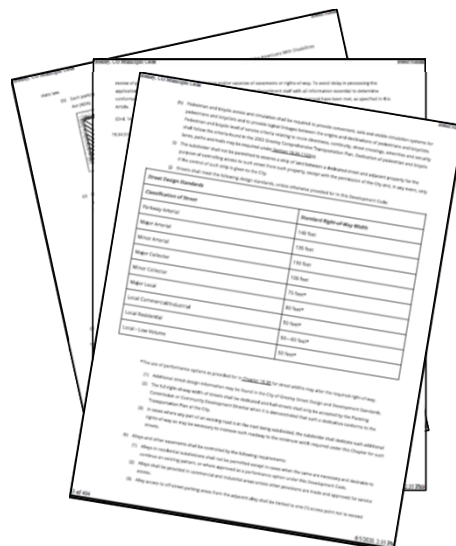
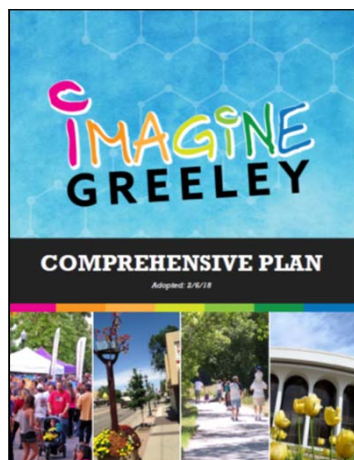
PROJECT OVERVIEW

ENGAGEMENT



PROJECT OVERVIEW

DRAFTING APPROACH**PROJECT OVERVIEW****DRAFTING APPROACH****Conventional Approach: A Collection of Regulations***Plan / Policy**Regulation**Application**Variance***Design Based Approach: A System of How We Build, and Why****PROJECT OVERVIEW**



PLAN CONFORMANCE REPORT

IMAGINE GREELEY

Excellence in actions, attitude and leadership

Proactive, progressive and balanced economic development

Safe, healthy and inclusive community

Sustainable patterns of growth & development

Responsible stewardship of natural resources and the environment

Distinctive character and outstanding recreational and cultural amenities

High quality infrastructure and services

World class water resources and management

Rich history and diversity of people, customs, culture and ideas

Thriving, connected and inclusive neighborhoods in all the city

Premier educational system and commitment to live-long learning

Public / private cooperation to achieve & maintain exceptional community benefits

CORE VALUES

Excellence in actions, attitude, and leadership	Proactive, progressive, and balanced economic development	Safe, healthy, and inclusive community
Sustainable patterns of growth and development	Responsible stewardship of natural resources and the environment	Distinctive character and outstanding recreational and cultural amenities
High-quality infrastructure and services	World-class water resources & management	Rich history and diversity of people, customs, culture, and ideas
Thriving, connected, and inclusive neighborhoods in all the city	Premier educational system and commitment to life-long learning	Public/private cooperation to achieve & maintain exceptional community benefits

PLAN CONFORMANCE REPORT

IMAGINE GREELEY

Plan Elements



Community Building Blocks



PLAN CONFORMANCE REPORT

VISION 2040: 3-YEAR PRIORITIES

A Dynamic and Resilient Economy

- Strengthening diverse, distinct, and adaptable places
- Adaptable approaches to zoning districts and uses

Greeley on the Move

- Multi-modal & "complete streets" / coordination with TMP update
- Transit accessibility & linking places
- Bike and Trail system integration
- Improving streetscapes & prioritizing investments

Your Home is Here

- Strengthening distinct & unique neighborhoods
- Evaluate and implement Strategic Housing Plan
- Implement "village concept" in all development

Greeley Water: History, Heritage & Innovation

- Landscape & open space design
- Non-potable irrigation

PLAN CONFORMANCE REPORT

COMMENT LOG

Greeley, CO Development Code: COMMENT LOG															8/19/20	
Rating Key:		Usability		Productive Places		Unique Neighborhoods		Valuable Public Realm		Environmental Performance						
Rating Key:		Clarity, Organization & Format	Efficient Procedures	Residential Overlays	Dynamic Job Centers	Walkable Destinations	Active Living + Walkable Places	Mix of Housing Types	Public Realm	Connected Networks (Streets + Transit)	Conservation of Open Space	Transit and Shared Mobility	Integrating Green + Blue Systems	Project Specific Area		
5: Greedy supports best practices and prohibits other practices that could undermine theme and topic.																
4: Somewhat supports best practices and/or links other practices that could indirectly undermine theme and topic.																
3: Neither directly supports nor directly conflicts with theme and topic, but may miss an opportunity where these topics typically would be regulated.																
2: Creates indirect conflicts, somewhat undermines theme and topic.																
1: Creates direct conflicts that likely preclude best practices that meet theme and topic.																
[Blank means no significant relationship to the theme/topic. Sections with no rating in any category may contain general comments pertaining to the update of the regulations, but not any specific policy issues, or theme/topic in particular.]																
Sec. #	Section Name: Notes & Comments															
	permitted to allow for greater mixing needed for dynamic places. If more attention is put on: (a) Design; (b) scale of uses; (c) form and format of buildings and sites; and (d) performance standards in specific contexts. Uses that may warrant special attention with regard to use table and comp plan goals:															
	• Multi-family (mixed) broader distribution among scale and building type															
	• Group home - elderly (mixed) broader distribution on level of care (institutional v. residential), scale and building type; see intermediate and long-term care															
	• Secondary dwelling units (secondary residential)															
	• Churches - describe generally as "houses of worship" (non-denominational) - non-religious member; refer to scale															
	• All retail and services - same below															
	• Lodging - more to scale (building form)															
	• "mixed use" - not really a land use type, but a building type (if at all building scale) or a pre-defined description of block scale or larger															
	• Drive-in (drive through) - not a use, but an accessory use at a site condition, needs context-based or even destination-specific treatment															
	• Small cell facilities in ROW - make sure City has not given up too much in terms of ROW management and design (i.e. need avenue to fight the state details or when the permit is being back from the right-of-way and unincorporated) (subject to many state details)															
18.30.070	Table of Principles (see - Final) (Note: The table uses are particularly refined by scale; this should be reviewed and further calibrated to the details; the same approach should be coordinated similarly to non-retail uses and coordinated with a building type approach based on scale. (See overall comment)			4	3.5	5	3.5									
Chapter 18.30	Planned Unit Developments															
	Generally, look to better ways to restructure this district. Some general broader issues that need attention from basic district form, form and design standards based on overall concepts and context, less of a "how to" and more of a "what you get and what you might expect." Overall, the intent statements are good; there are just not much substantive content and it is a procedurally intensive process without clear expectations or design guidelines on specific outcomes. Fixed districts, facilities and form standards, and general design standards are integrated into other districts to description by right of way of what this district intends, then the planned development process can be more direct, and I can use those standards as a base line. (i.e. the overall open space provisions begin to introduce a "building based" approach that can add more narrative and context-specific requirements to an overall open and civic space system among all districts - however the 20% requirement is very arbitrary and abstract. Procedures should be coordinated with all other provisions, per previous comments.)	1	1	3	2	2	3	3	2	3	2	3	2			
Chapter 18.34	Overlay Districts															
18.34.020	Article 18.34.020 Floodplain Overlay. This is a typical "broad" ordinance approach, written in a way that does not integrate with the overall development code. Re-organize with existing code structure and simplify where possible. Monitor through Technical Committee for any cases.	2														
18.34.200	Article 18.34.200 General Improvement District Overlay. Exemption from parking, development standards and buffer-in-district; need to require if better form / design standards are needed beyond the exemptions, and if human to the scale / form / form are needed within the district zoning or the GID #1. While the district permits traditional urban patterns, it does not require it and it is open to large-scale and can conflict forms which would be detrimental to downtown.			4												
18.34.300	Article 18.34.300 Airport Overlay District. Typical technical airport overlay.															
18.34.400	Article 18.34.400 Character Overlay District. Enabling provision for multiple other districts to promote distinct character of different places; need to monitor if a more nuanced approach to urban design, building design and site design could reduce this system which can become cumbersome to administer. This system and the reference sections is also procedurally intensive. Note this section and comments are generic to the conceptual and potential; specific character exceptions have not yet been reviewed for their need and substance.	2	1		4	4		3								
18.34.500	Article 18.34.500 Northside District. A unique and brief section to enable a very large review / additions based; reasons to be similar to end of 2010, perhaps for certain neighborhood - but with very little substance and complete deference to a dated (2010) plan.	1	1													

PLAN CONFORMANCE REPORT

KEY FINDINGS

- improve code **structure & organization**
- consolidate & simplify** procedures
- consider **public realm design & urban form standards** for GID and city-wide (streets, open spaces, frontages)
- explore **building type approach** and integrate more "missing middle" housing into neighborhoods
- improve **streetscape standards** with more street design types for different contexts
- investigate ways to **re-subdivide / infill** the traditional 450' x 450' block
- reform the PUD** approach - process & substance

PLAN CONFORMANCE REPORT

Greeley
Development Code Update

PLAN CONFORMANCE REPORT
IMAGINE GREELY POLICIES & PRIORITIES

SUMMARY

Key recommendations for further discussion and updates to the development in this report and the current tag include:

Usability

- Restructure the code to group similar topics together and arrange in a sequential order (considering timing and scale of issues).
- Improve hierarchy of articles, chapters, sections and sub-sections.
- Coordinate all definitions in a single section.
- Organize all provisions into one section, and consolidate duplicative provisions in a single section applicable to all applications.
- Remove substantial requirements from code and delegate to the Director the authority to administer and update substantial forms.
- Improve options for alternative compliance and administrative exceptions to the standards, for these to specific intent statements, design objectives, or decision criteria.

Productive Places

- Incorporate more scale, form, and urban design standards into commercial districts (particularly the GID and areas for regional and neighborhood centers).
- Expand focus of use table on the scale of uses, rather than just the type; consider being more general with permitted uses with increased emphasis on scale and form.
- Improve design standards for streetscapes and open spaces to promote walkability, social activity in the street, and creating distinctions between different contexts and places.
- Consider using one of the three industrial districts to re-purpose to include more "planning attributes," while focusing on a limited range of employment and light-industrial uses.
- Create more explicit distinctions (possibly based on the building blocks / Growth Framework) between the development standards and pattern of all non-residential districts.

Unique Neighborhoods

- Promote "public realm" design - the character of streets, trails, open space and community / civic gathering places, as a way to emphasize distinct neighborhoods.
- Expand options of housing types through "missing middle" housing - particularly the multi-family code option and the higher end of missing middle housing.
- Create new small lot options for detached 1 to 3 unit buildings that can use lower-cost strategies of the International Residential Code, including expanding options for the R1-H1 district for small formal housing.

goulddevans

27

Best Practices

- Complete Streets
- Missing Middle Housing
- Walkability + Active Living
- Frontage Design
- Form v. Use
- Right-Sized Parking

Key Topics

- Usability
- Productive Places
- Unique Neighborhoods
- Valuable Public Realm
- Environmental Performance

BEST PRACTICES & KEY TOPICS*USABILITY***Plain Language**

- Eliminate legalese and jargon
- Write simply, but succinctly
- Avoid duplication
- Convert text to tables / graphics

Navigation Tools

- Informative table of contents
- Clear and consistent titles, headings and sub-headings
- Headers and footers
- Simple and strategic cross references

Clear Procedures and Criteria

- Applicability – Why?
- Submittals – What?
- Identify stakeholders, meeting types, and decision makers – Who?
- Timelines – When?
- Specific criteria – How?
- Effects of decisions – What's next?

Flexibility + Certainty

- Purposes
- Intent statements
- Design objectives
- Simple standards + decision criteria
- Alternative compliance
- Administrative exceptions
- Variances

BEST PRACTICES & KEY TOPICS

VALUEABLE PUBLIC REALM

Connected Networks: Trails + Streets

- improve connectivity
- link open space in systems

Contextual Streetscape Design

- variety of street design types
- functional class vs. urban design features

Tree-lined Streets

- Improve street design standards

Imbedded Open & Civic Spaces

- hierarchy of open spaces
- open space types + context



BEST PRACTICES & KEY TOPICS



Preserve



Green / Small Park



Park (Community / Neighborhood)



Plaza / Square



Trail Corridor



Courtyard / Patios



STREET TYPES

Arterial



Commercial Street



Collector



Mixed-use Street



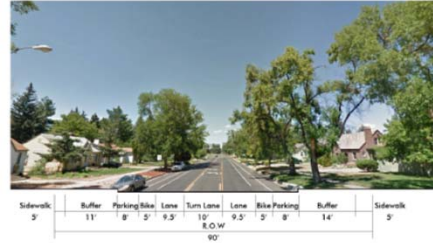
BEST PRACTICES & KEY TOPICS

STREET TYPES

Activity Slow Street



Neighborhood Street



Neighborhood Street



BEST PRACTICES & KEY TOPICS

OPEN SPACE TYPES



800 10th Ave, Greeley, CO 80631

Name: N/A
Types: Pocket Park
Size: 2,180 sq. ft. (0.1 acre)
Features: Urban context; tree canopy and benches.



Aerial of Context

Birdseye



338 23rd Ave, Greeley, CO 80631

Name: Jimmy's Park
Types: Neighborhood Park
Size: 12,674 sq. ft. (0.3 acre)
Features: Neighborhood block; pathway and pavilion.



Aerial of Context

Birdseye

BEST PRACTICES & KEY TOPICS

OPEN SPACE TYPES



2200 10th St, Greeley, CO 80631

Name: Luther Park
Types: Park
Size: 4.7 acres
Features: Residential context; large green space for picnic; playground and trails.



Aerial of Context



Birdseye



320 12th St, Greeley, CO 80631

Name: Sunrise Park
Types: Neighborhood Park
Size: 4.6 acres
Features: Neighborhood area; whole block; swimming pool, splash pads, playground, and athletic field.



Aerial of Context



Birdseye

BEST PRACTICES & KEY TOPICS

UNIQUE NEIGHBORHOODS

Active Living + Walkable Patterns

- structure - open space & street networks
- patterns - civic amenities & lot + building standards
- proximity - near other walkable destinations

Mix of Housing Types

- "building type" approach
- mix within and between districts

Prioritize Infill

- legacy urban and downtown neighborhoods
- ADUs
- small-lot and "small format" housing



BEST PRACTICES & KEY TOPICS

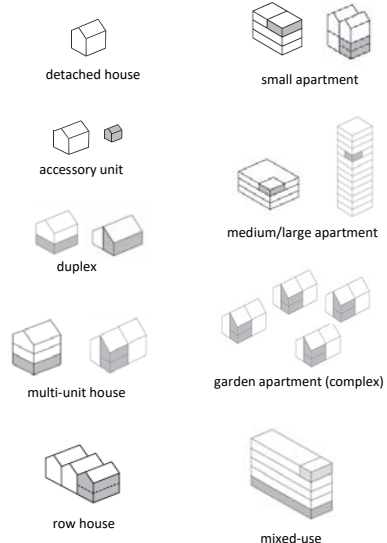
BUILDING TYPE APPROACH



BEST PRACTICES & KEY TOPICS

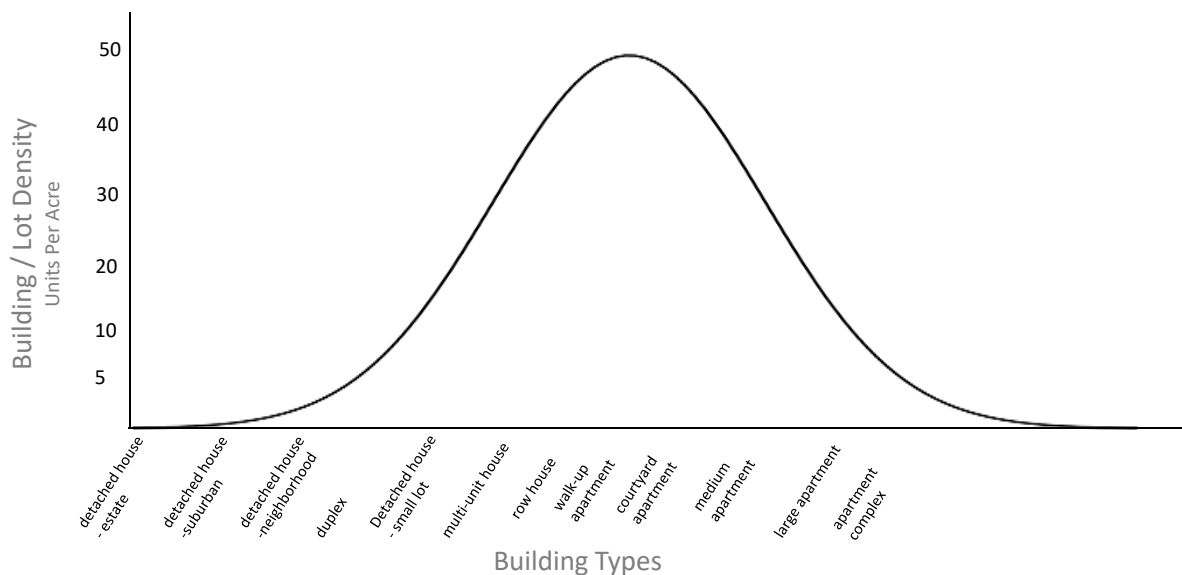
BUILDING TYPE APPROACH

- Detached House (1 unit)
- Detached House w/ ADU (2 units)
- Duplex / Multi-unit House (2 - 6 units)
- Row House (3 - 12 units)
- Small Apartment (3 - 12 units)
- Medium Apartment (13 - 40 units)
- Large Apartment (40+ - based on project / lot size)
- Garden Apartment / Complex (multi-units based on project / lot size)
- Mixed-use



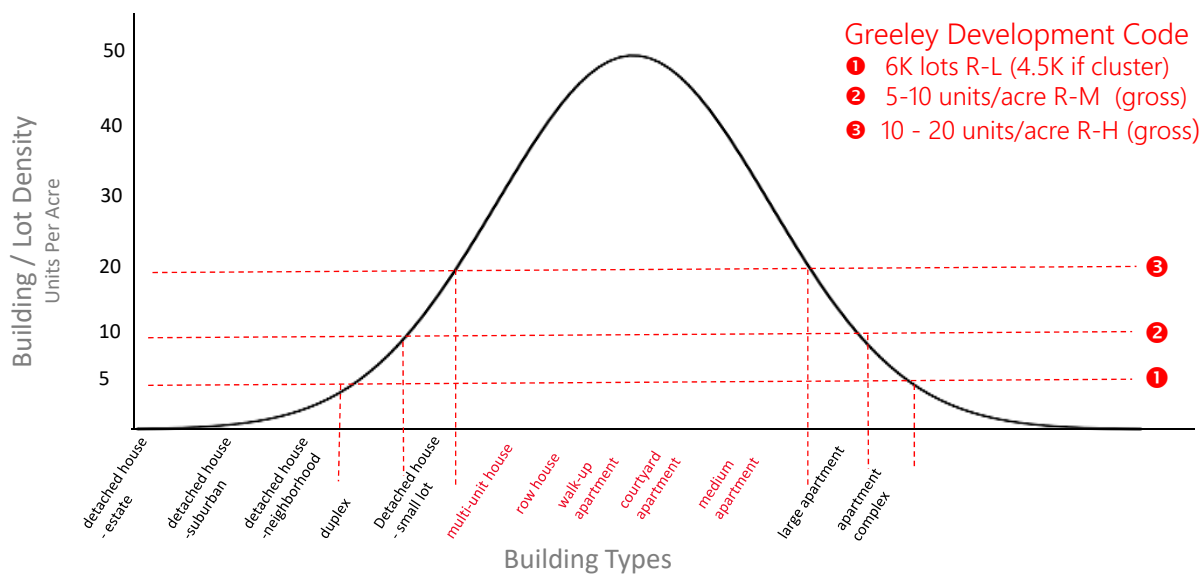
BEST PRACTICES & KEY TOPICS

MISSING MIDDLE & DENSITY



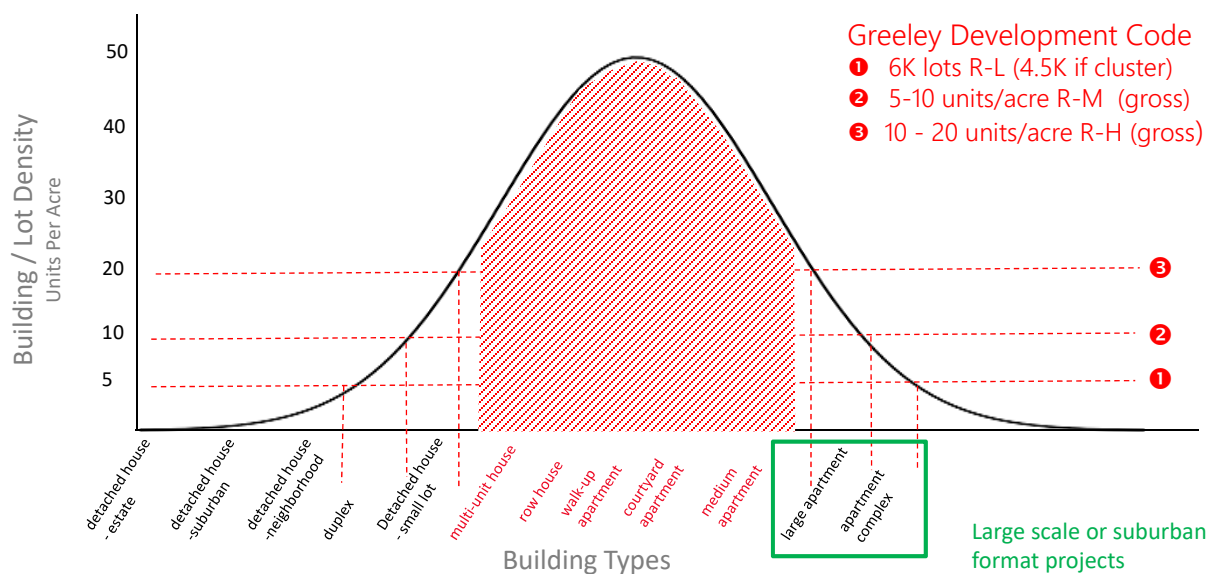
BEST PRACTICES & KEY TOPICS

MISSING MIDDLE & DENSITY



BEST PRACTICES & KEY TOPICS

MISSING MIDDLE & DENSITY



BEST PRACTICES & KEY TOPICS

DENSITY = COMPATIBILITY?



DENSITY = COMPATIBILITY?

2

du / acre



8

du / acre



35

du / acre

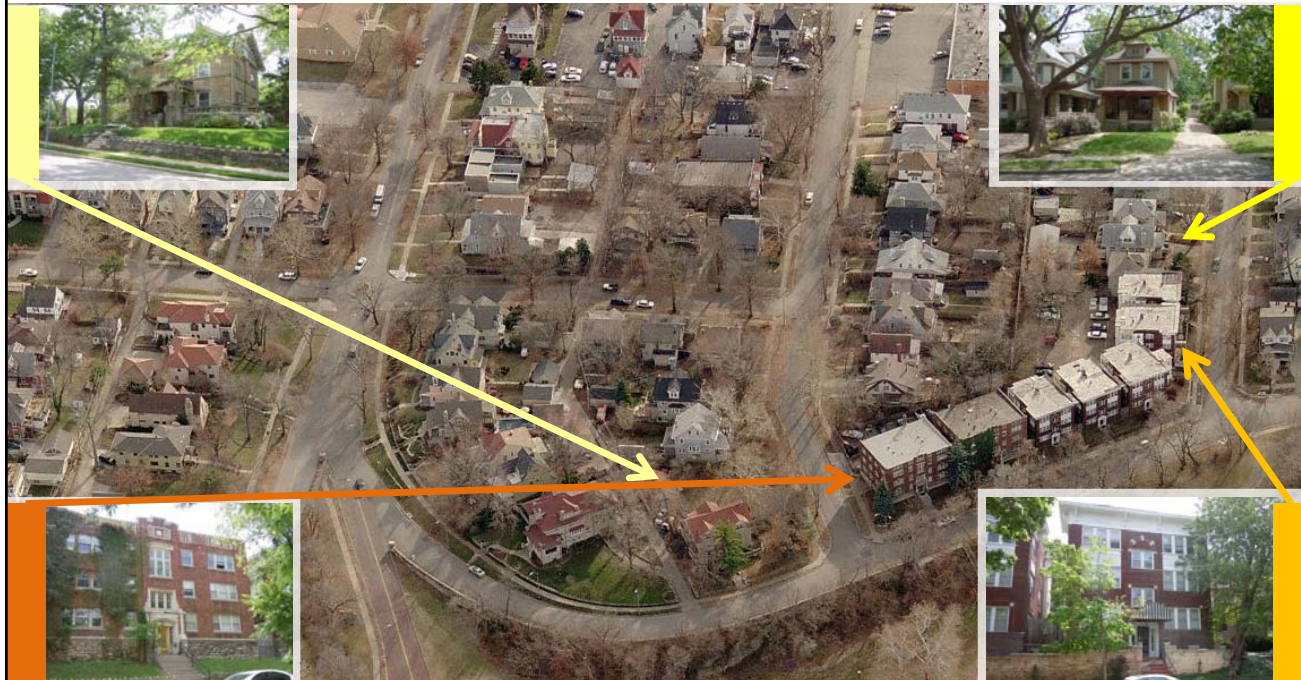


60

du / acre



DENSITY = COMPATIBILITY?





BUILDING TYPE APPROACH

DETACHED HOUSE – COMPACT LOT (under 2,800 – 5,000)
1420 8th St, Greeley, CO 80631

Lot Standards		
	Size	3,733 sq. ft.
A	Lot Frontage	30'
B	Front Setback / Build-to Line	22'
C	Front-building Line	73%
D	Side Setbacks	2'
E	Rear Setbacks	41'
Height		
F	Total	25'
G	Story	1
Mass		
H	Building Coverage	
I	Total Coverage	
J	Lot Open Space	
K	Floor Area Ratio	
General Design		
Misc. Facade / Design Features / Context Elements	<ul style="list-style-type: none">• 1 for unit• Entry feature: Porch, Patio, Stoop, Transom• Alley access to back parking area• ADU buildings• Neighborhood street	
	Other Observations	



Aerial of Context



Birdseye of Lot



Street View



Street View

BEST PRACTICES & KEY TOPICS

BUILDING TYPE APPROACH

ROW HOUSE

705 17th St, Greeley, CO 80631

Lot Standards		
	Size	18,975 sq.ft.
A	Lot Frontage	190'
B	Front Setback / Build-to Line	9'
C	Front-building Line	87%
D	Side Setbacks	5' / 12'
E	Rear Setbacks	0'-50'
Height		
F	Total	40'
G	Story	2.5
Mass		
H	Building Coverage	
I	Total Coverage	
J	Lot Open Space	
K	Floor Area Ratio	
General Design		
Misc. Facade / Design Features / Context Elements	<ul style="list-style-type: none">• 4 units per building• Entry feature: Porch, Stoop, Transom• Side street to back parking area• No ADU buildings• Neighborhood street	
Other Observations		



Aerial of Context



Birdseye of Lot



Street View



Street View

BEST PRACTICES & KEY TOPICS

BUILDING TYPE APPROACH

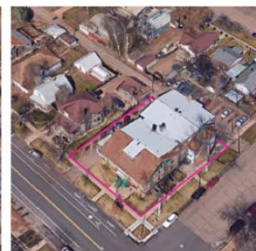
APARTMENT - SMALL (UNDER APPROXIMATE 12K LOT)

1201 8th St, Greeley, CO 80631

Lot Standards		
	Size	11,945 sq.ft.
A	Lot Frontage	99'
B	Front Setback / Build-to Line	11'
C	Front-building Line	68%
D	Side Setbacks	8' / 21'
E	Rear Setbacks	4'
Height		
F	Total	45'
G	Story	2.5
Mass		
H	Building Coverage	
I	Total Coverage	
J	Lot Open Space	
K	Floor Area Ratio	
General Design		
Misc. Facade / Design Features / Context Elements	<ul style="list-style-type: none">• 16 units (estimate)• Entry feature: Transom, Stoop• Driveway access to parking area• Neighborhood street	
	Other Observations	



Aerial of Context



Birdseye of Lot



Street View

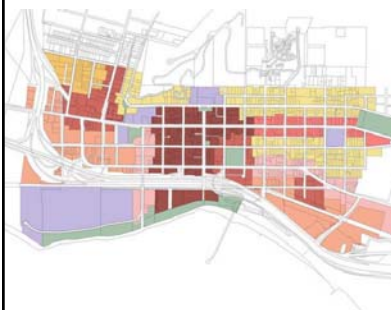


Street View

BEST PRACTICES & KEY TOPICS

URBAN FORM + PUBLIC RELAM: GID, PUD, City-wide

Master Plan



Area-specific land use + urban design and illustrative plans

Conceptual Development Plan



Subdivision Plan+ Street Types + Open & Civic Space Types

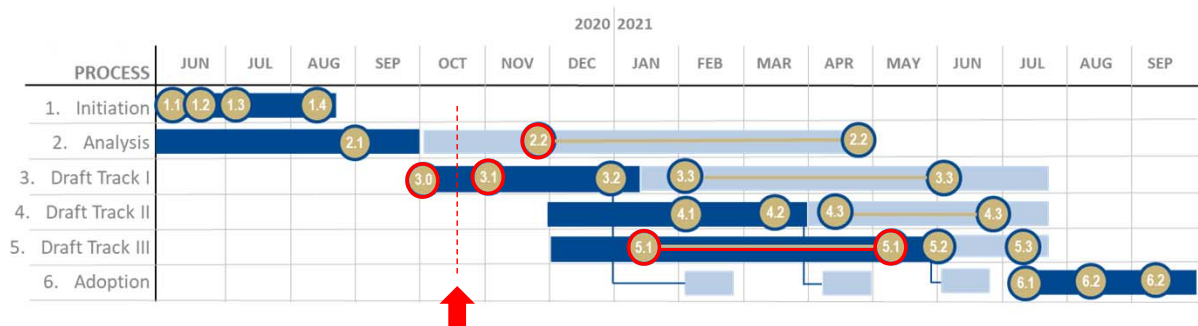
Regulating Plan



Block-scale Zoning Districts + Uses & Building Types + Deviations from Base District

BEST PRACTICES & KEY TOPICS

SCHEDULE



Phase 1 Initiation

Phase 2 Analysis

Task 2.2 Verify Critical Issues

Phase 3 Draft Track I: Structure

Task 3.0 Landscape Updates

Phase 4 Draft Track II: Improvements

Task 3.1 Draft Regulation Framework

Phase 5 Draft Track III: Additions

Task 5.1 Work Sessions: Jan. - June 2021

Phase 6 Adoption

NEXT STEPS

*Key Issues (Initial - to be verified)***Housing & Neighborhood Work Sessions**

- Housing Options / "Missing Middle" Types

January - Work Session

- Small-format Housing

February - Work Session

- Infill Strategies

March - Work Session

Direction By March

Placemaking / Urban Design Sessions

- Downtown & Form-based Code Approach

April - Work Session

- Other Centers & Nodes

May - Work Session

- Special Applications (i.e. Sunrise Neighborhood)

June - Work Session (if needed)

Direction By June

NEXT STEPS*Questions & Discussion*

- Can we clarify any of the information?
- Do you have feedback on any of the topic areas?
- Are there topics that need to be added?
- Do you feel any of the topics need particular attention or emphasis through the process?

NEXT STEPS



Worksession Agenda Summary

October 27, 2020

Agenda Item Number 7

Roy Otto, City Manager, 970-350-9750

Title:

Scheduling of Meetings, Other Events

Background:

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

Attachments:

Council Meetings/Other Events Calendar

Council Meeting/Worksession Schedule

Status Report of Council Initiatives and Related Information

October 26, 2020 - November 1, 2020

October 2020							November 2020						
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa
					1	2	1	2	3	4	5	6	7
4	5	6	7	8	9	10	8	9	10	11	12	13	14
11	12	13	14	15	16	17	15	16	17	18	19	20	21
18	19	20	21	22	23	24	22	23	24	25	26	27	28
25	26	27	28	29	30	31	29	30					

Monday, October 26

11:30am - 12:30pm Greeley Chamber of Commerce (Hall) 


6:00pm - 7:00pm Youth Commission (Butler) 

Tuesday, October 27

5:00pm - 6:00pm Performance Review Committee Meeting
(<https://greeleygov.zoom.us/j/89215834426>) - Jessica Diagana

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

Wednesday, October 28

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

Thursday, October 29

6:00pm - 8:00pm RSVP Required: Town & County Dinner (Weld
County Administration Building, 1150 O Street) - Council Master
Calendar

Friday, October 30

Saturday, October 31

Sunday, November 1

November 2, 2020 - November 8, 2020

November 2020						
Su	Mo	Tu	We	Th	Fr	Sa
	1	2	3	4	5	6
	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

December 2020						
Su	Mo	Tu	We	Th	Fr	Sa
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

Monday, November 2

Tuesday, November 3

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

Wednesday, November 4

Thursday, November 5

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

6:00pm - MPO (Gates/Payton)

Friday, November 6

Saturday, November 7

Sunday, November 8

November 9, 2020 - November 15, 2020

November 2020							December 2020						
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa
1	2	3	4	5	6	7			1	2	3	4	5
8	9	10	11	12	13	14	6	7	8	9	10	11	12
15	16	17	18	19	20	21	13	14	15	16	17	18	19
22	23	24	25	26	27	28	20	21	22	23	24	25	26
29	30						27	28	29	30	31		

Monday, November 9

Tuesday, November 10

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

Wednesday, November 11

Thursday, November 12

7:30am - Poudre River Trail (Hall)

Friday, November 13

Saturday, November 14

Sunday, November 15

November 16, 2020 - November 22, 2020

November 2020						
Su	Mo	Tu	We	Th	Fr	Sa
	1	2	3	4	5	6
	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

December 2020						
Su	Mo	Tu	We	Th	Fr	Sa
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

Monday, November 16

Tuesday, November 17

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

Wednesday, November 18

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

Thursday, November 19

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

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

Friday, November 20

4:00pm - 6:00pm Webinar and Group Discussion with Dr. Allen
(<https://greeleygov.zoom.us/j/97521340282>) - Council Master Calendar

Saturday, November 21

Sunday, November 22

November 23, 2020 - November 29, 2020

November 2020							December 2020						
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa
	1	2	3	4	5	6	7			1	2	3	4
8	9	10	11	12	13	14		6	7	8	9	10	11
15	16	17	18	19	20	21		13	14	15	16	17	18
22	23	24	25	26	27	28		20	21	22	23	24	25
29	30							27	28	29	30	31	

Monday, November 23

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

Tuesday, November 24

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

Wednesday, November 25

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

Thursday, November 26

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

Friday, November 27

Saturday, November 28

Sunday, November 29

City Council Meeting Scheduling

Current as of 10/23/2020

This schedule is subject to change

Date	Description	Sponsor	Placement/Time
November 3, 2020 Council Meeting	Cancelled as of 1/21/2020		
November 10, 2020 Worksession Meeting	COVID-19 Update	Dan Frazen	0.25
	Council Compensation Review	Maria Gonzales-Estevez	0.50
	Discussion of Acquiifer Storage	Sean Chambers	0.50
	Discussion of New Process for Review of Council Direct Reports	Maria Gonzales-Estevez	0.50
	Review of Economic Development Toolbox	Ben Snow	0.25
November 17, 2020 Council Meeting	Ordinance - Intro - Municipal Code Recodification	Cheryl Aragon	Consent
	Ordinance - Intro - Transfer of Customers and Water Resources to Evans	Sean Chambers	Consent
	Resolution - IGA with State of Colorado for grant funding and construction of Canal #3 Trail Sections	Andy McRoberts	Consent
	Discussion of Fire Negotiations	Roy Otto	Regular
	Resolution - IGA with School District 6 regarding Boomerang South Land Swamp	Sean Chambers	Regular
	Ordinance - Final - Short Term Rentals	Brad Mueller	Regular
	Public Hearing - Westgate Preliminary PUD First Amendment	Brad Mueller	Regular
November 24, 2020 Worksession Meeting			
December 1, 2020 Council Meeting	Resolution - DDA Budget	Robert Miller	Consent
	Resolution - DDA Mill Levy	Robert Miller	Consent
	Ordinance - Intro - Final Additional Appropriation	Robert Miller	Consent
	Ordinance - Final - Municipal Code Recodification	Cheryl Aragon	Regular
	Ordinance - Final - Tranfser of Customer and Water Resources to Evans	Sean Chambers	Regular
	Boards & Commissions Appointments	Anissa Hollingshead	Regular
December 8, 2020 Worksession Meeting	COVID-19 Update	Dan Frazen	0.25
	Fire Based EMS	Chief Lyman	0.50
	Landscape Code Update	Brad Mueller	0.50
	Sales Tax Definitions and Standardized Collections	Robert Miller	0.50
December 15, 2020 Council Meeting	Ordinance - Final - Final Additional Appropriation	Robert Miller	Regular
	Boards & Commissions Appointments	Anissa Hollingshead	Regular
December 22, 2020			

Greeley City Council

Status Report of Council Initiatives

Council Request	Council Meeting, Worksession, or Committee Meeting Date Requested	Status or Disposition (After completion, item is shown one time as completed and then removed.)	Assigned to:
Councilmember Clark requested that Council be briefed regarding the on-going negotiations with the Fire Union.	October 20, 2020	This item has been scheduled for the November 17 th City Council meeting.	Roy Otto

Worksession Agenda Summary

October 27, 2020

Agenda Item Number 8

Title:

Adjournment