

## Catalyst Studies – Key Findings & Talking Points for Council

### 1. RESIDENTIAL MARKET – ZONDA

#### Key Findings

- Cascadia is located within a growing Northern Colorado competitive market area (CMA).
- The property could capture approximately **4%–29% of future CMA home closings**, depending on product mix, timing and pricing.
- Demand is supported by regional access, employment proximity and attainable housing positioning.
- Performance is sensitive to economic cycles and competitive supply.

#### Talking Points

- “Zonda’s analysis confirms that West Greeley sits within an established regional growth corridor. The housing demand they’re identifying is based on Northern Colorado’s broader population and employment trends, not on the arena alone.”
- “The 4% to 29% capture range indicates responsible modeling. It shows how performance varies depending on market conditions and execution. That range is not a guarantee, but a realistic absorption framework.”
- “The study helps us understand pacing. It allows us to align infrastructure and entitlements with demonstrated absorption rather than assuming full buildout immediately.”
- “Zonda clearly identifies risk factors (such as economic cycles, pricing pressures, and competitive supply) which allows us to plan conservatively rather than optimistically.”

### 2. COMMERCIAL & RETAIL DEMAND – EPS

#### Key Findings

- Approximately **1.8 million square feet of commercial demand** projected over 20 years.
  - ~1.3M SF retail/service-commercial
  - ~525K SF office
- Demand is driven by new households, regional growth and visitor spillover.
- Approximately 50,000 SF of retail demand is tied to visitor activity outside the venues.
- EPS scales residential growth to a defined trade area to avoid overstating demand.

#### Talking Points

- “EPS builds directly on the residential growth context and translates rooftops into supportable commercial space. It’s not guessing, it’s converting population growth into retail and office demand using standard methodology.”
- “The 1.8 million square feet is cumulative over a 20-year horizon. It reflects phased growth, not a short-term buildout.”
- “Visitor spillover is modeled carefully. It reflects spending that occurs outside the arena and resort, and EPS attempts to avoid double counting.”
- “This study is important because it guides land-use planning and infrastructure timing. It tells us how much space is supportable, and when.”

### 3. FEASIBILITY – ARENA & RESORT (H&LA)

#### Key Findings

- Arena modeled at 8,300 seats + 3 ice sheets.
- ~240 events annually.
- ~505,000–520,000 annual attendance in early years.
- 40-year Colorado Eagles lease.
- Resort modeled at 411 rooms.
- Occupancy ramping from ~72% to ~79%.



- Scenario testing included (including Mattel concept).
- Ramp-up and stabilization assumptions built in.

**Talking Points**

- “The feasibility study evaluates whether the proposed facilities can operate successfully in this market using benchmarked comparables. It is not assuming perfect year-one performance.”
- “Attendance, occupancy and waterpark visitation are all modeled with ramp-up periods. Stabilization is projected over multiple years, which reflects how projects of this scale usually perform.”
- “The 40-year Eagles lease provides operational stability, but the model also accounts for diversified programming beyond hockey.”
- “Scenario testing (including the Mattel concept) allows us to understand how branding and positioning could influence performance, without relying solely on a single assumption.”

**4. ECONOMIC IMPACT – COMMUNITY BENEFITS**

**Key Findings**

- Construction estimated to generate:
  - ~\$738M total output
  - ~\$253M earnings
  - ~3,759 jobs (construction phase)
- 10-year operations + visitor spending:
  - ~\$2.94B output
  - ~\$705M earnings
  - ~1,391 jobs annually
- ~\$110M estimated City tax revenue over 10 years.
- Long-term projections are sensitive to economic conditions.
- 30-year forecasts are acknowledged as speculative.

**Talking Points**

- “The economic impact study translates operations and visitor spending into measurable economic outcomes using standard federal RIMS II methodology.”
  - \*RIMS II methodology is a U.S. Bureau of Economic Analysis (BEA) methodology used to estimate the economic impact of projects—such as new infrastructure or business investments—on a specific region.
- “It distinguishes between construction impacts and ongoing operations, and separately identifies fiscal impacts by the governmental unit that levies the tax.”
- “The study states that long-term projections are sensitive to economic cycles and policy changes. These are estimates used for evaluation, not guarantees.”
- “For Council, this provides a quantifiable basis to weigh public participation against measurable economic and fiscal outcomes.”

**5. FINANCIAL STRUCTURE & RISK MANAGEMENT**

**Key Findings**

- \$115M in COPs issued for predevelopment.
- Structure includes 501(c)(3) bonds, moral obligation, EDP and GID.
- Financial model integrates assumptions from the third-party studies.
- Phasing and gating mechanisms are incorporated.
- Appropriation-based oversight is part of the structure.

**Talking Points**

- “The Plan of Finance takes the assumptions from the market and feasibility studies and integrates them into a structured cash-flow model. It’s not operating independently of those studies.”
- “The financing approach includes phased commitments tied to milestones. That sequencing is intended to manage exposure over time.”
- “City participation is structured with oversight mechanisms, including appropriation-based elements that allow continued review.”
- “The intent is to be catalytic, helping unlock private investment, while maintaining governance checkpoints.”

## 6. HOW THE STUDIES WORK TOGETHER

### Key Findings

- Zonda establishes residential absorption.
- EPS translates rooftops and visitation into commercial demand.
- H&LA tests operational viability.
- Economic Impact quantifies broader outcomes.
- Financial modeling integrates all assumptions.

### Talking Points (With Context)

- “The studies form a sequence: demand → commercial scale → operational feasibility → economic impact → financial implementation.”
- “Each study answers a different question, and they are intended to layer, not compete.”
- “The financial modeling explicitly references inputs from Zonda and EPS in its buildout assumptions.”
- “Taken together, they create a framework for evaluating feasibility and risk in a structured way.”