



ARTS & CULTURE



MASTER PLAN





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1.0



INTRODUCTION AND BACKGROUND





A City Steeped in Arts, Culture and History

The City of Greeley is widely recognized across Colorado as a shining beacon of arts, culture, heritage, and creativity. Home to one of the state's oldest continuously operating arts organizations—the Greeley Philharmonic Orchestra, which has been delighting audiences for more than a century—Greeley is also the proud host of many other treasured cultural hallmarks, such as the Downtown Greeley Friday Fest, the Union Colony Civic Center, the Greeley History Museum and significant Greeley historic sites, a celebrated public art collection, and a historic downtown that was named one of Colorado's earliest Creative Districts. Combined, these assets are key to helping Greeley's Department of Culture, Parks, and Recreation achieve its vision: to be "a thriving and vibrant community connected through nature, heritage, entertainment, recreation, and the arts."



Despite Greeley's artistic eminence, the City recognizes that past triumphs do not guarantee future success. At no time was this more apparent than during the recent COVID pandemic. Like virtually every other arts organization in Colorado and beyond, Greeley endured the brutal impacts of shuttered facilities, loss of staff and volunteer resources, diminished tax revenues, and a precipitous drop in the quality of life for residents who suddenly found themselves homebound. While the worst effects of the COVID pandemic thankfully continue to recede, new challenges have surfaced in Greeley—such as unprecedented growth and development and shifting demographics.



To help ensure the long-term success of the Culture, Parks, and Recreation Department (CPRD) in preserving and enhancing Greeley's exceptional quality of life, the City of Greeley initiated this Arts and Culture Master Plan as a dedicated component of the department's broader comprehensive master planning effort. By working collaboratively with City staff, local arts organizations, and key stakeholders, this plan aims to foster a vibrant, sustainable cultural ecosystem that reflects the diversity and creativity of the community, enriches the lives of residents, and contributes to the overall vitality of the City.



Simply put, the arts, cultural, and heritage programming enrich the fabric of a city, making it a more vibrant, inclusive, and dynamic place to live, work, and visit.

Why Are ARTS AND CULTURE

Important to Cities Like Greeley

From an economic standpoint alone, a thriving cultural sector contributes to the creative economy by supporting artists, artisans, performers, and other creative professionals. Cultural programming can stimulate innovation, entrepreneurship, and job creation in creative industries. Cultural events and attractions also draw tourists, generating revenue for local businesses and boosting the economy. Additionally, a vibrant cultural scene can attract visitors from other cities and countries, stimulating growth in the hospitality, retail, and entertainment sectors.

Economic Impact by the Numbers

NATIONAL ECONOMIC IMPACT

According to the National Endowment for the Arts (NEA), the arts and cultural sectors contribute \$1.1 trillion to the U.S. economy, accounting for 4.3% of the nation's Gross Domestic Product (GDP). This economic activity supports nearly 5.2 million jobs across the country.¹

Americans for the Arts reports that nonprofit arts and culture organizations and their audiences generate \$151.7 billion in economic activity annually—\$73.3 billion in spending by the organizations and an additional \$78.4 billion in event-related expenditures by audiences. This spending supports 2.6 million jobs and generates \$29.1 billion in local, state, and federal tax revenue.²

ARTS & CULTURAL SECTORS CONTRIBUTE



\$1.1 TRILLION
to the U.S. economy



4.3% of the nations
GDP



5.2 MILLION
jobs

COLORADO ECONOMIC IMPACT

The arts and culture sector significantly contributes to Colorado's economy, enhancing both financial prosperity and community well-being. In 2021, this sector was a \$16.9 billion industry, representing 3.9% of the state's GDP and supporting 102,383 jobs, which equates to 3.6% of total employment in Colorado.

Despite these substantial contributions, Colorado ranks 46th out of 50 states in per capita spending on arts and culture, with the State's arts agency funding being the lowest among western states.³

ARTS & CULTURAL SECTORS CONTRIBUTE



3.9%
state's GDP

102,383
jobs



Arts & Culture **\$16.9 B**



\$2.8 B Agriculture & Forestry

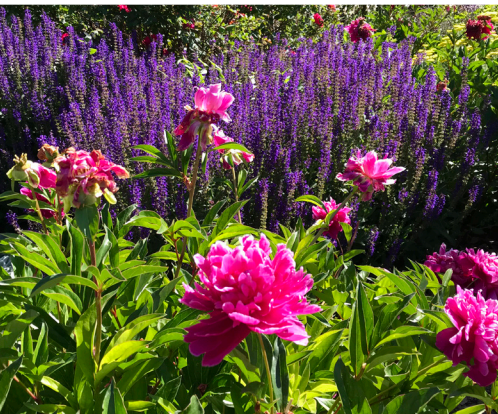


\$13.5 B Mining

¹ The U.S. Arts Economy in 2022: A National Summary Brief. National Endowment for the Arts. 2022. www.arts.gov.

² <https://aep6.americansforthearts.org/>

³ <https://coloradonewslines.com/2024/01/29/denver-arts-culture-new-investment/>



BEYOND economic BENEFITS

While arts and culture are powerful catalysts for economic development, they offer a variety of other community benefits:

COMMUNITY IDENTITY

- ▶ Arts and culture define the identity of a city, fostering a sense of belonging and pride among residents. Through cultural programming, residents connect with and celebrate their unique, local heritage and traditions.

QUALITY OF LIFE

- ▶ Access to cultural activities enhances the quality of life for residents. Cultural programming provides opportunities for leisure, entertainment, and intellectual stimulation, contributing to overall well-being and happiness.

EDUCATION AND LEARNING

- ▶ Cultural events and museums serve as educational resources, offering opportunities for learning about art, history, science, and other subjects. They provide platforms for artists, scholars, and experts to share their knowledge and expertise with the public. Educationally, exposure to the arts has been linked to improved academic performance and cognitive development. Research indicates that students engaged in arts education often achieve higher SAT scores and exhibit enhanced skills in critical thinking and problem-solving.⁴

SOCIAL COHESION

- ▶ Cultural programming brings people together, fostering social connections and community cohesion. Events and activities provide opportunities for socializing, networking, and building relationships across diverse groups.

There is no question that community art centers and performance spaces contribute greatly to a community's quality of life; in fact, according to the 2019 Profile of Local Arts Agencies (LAAs) by Americans for the Arts, "95% [of LAAs, which include local governments]] use the arts to address community development issues such as social, education, or economic challenges."⁵

⁴ Deasy, Richard, et al, Critical Links: Learning in the Arts and Student Academic and Social Development. Washington, DC: Arts Education Partnership, 2002.

⁵ <https://www.americansforthearts.org/by-program/networks-and-councils/local-arts-network/facts-and-figures/2019-profile-of-local-arts-agencies>

2.0 THE MASTER PLANNING PROCESS



From April 2024 through August 2024, BerryDunn—along with its partners—executed an extensive public engagement strategy throughout the City of Greeley in support of a master planning initiative for CPRD. Greeley’s 2025 Arts, Culture and Heritage Master Plan was compiled as a subset of findings from the larger Master Plan.

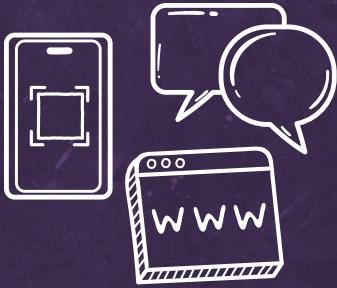
The engagement strategy supporting this strategic initiative was carefully planned through the lens of equity and inclusion in order to reach as many diverse audiences as possible. Engagement activities were broad and multifaceted to connect with residents, staff, local arts organizations, art patrons, and more.

This report provides a high-level summary of key findings as well as a strategy for advancing the goals of the Cultural Arts Division. For additional detailed findings of direct interest to arts and culture, please see the Appendix. For comprehensive findings related to the entirety of the Department of Culture, Parks, and Recreation, visit the department’s 2025 master plan.

Methodology

Key findings in this report were gathered from a wide variety of internal and external sources. Findings from internal sources resulted from meetings with City staff, City leadership, and stakeholder meetings with 50 community stakeholders representing arts and cultural organizations throughout Greeley. Findings from the general public were collected through a variety of engagement tools, including a statistically valid survey, comment cards, and dot-voting exercises collected at community events and City facilities, and interactive exercises within the project website.

Engagement Summary Points of Contact (POC)*



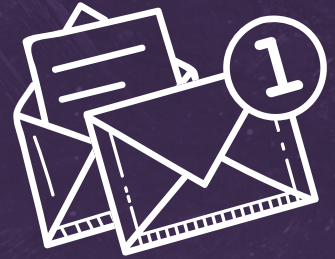
OVER 4,100

Project Website



84,623

Social Media



69,571

Emails/Newsletters



50

Stakeholders



500

Business Cards



526

Comment Cards



There was a total of nearly **160,000 documented POC's** recorded throughout the public engagement campaign.

159,370
TOTAL

*A "point of contact" refers to every instance in which an individual provided documentable evidence of receiving and/or responding to a specific engagement tool (e.g., a recorded comment, an opened email, a piece of direct mail delivered to a residence). In BerryDunn's experience, points of contact are a more accurate representation of engagement efforts than comment tallies; while some residents might be unwilling to participate in a discussion, data can demonstrate an invitation to the conversation.

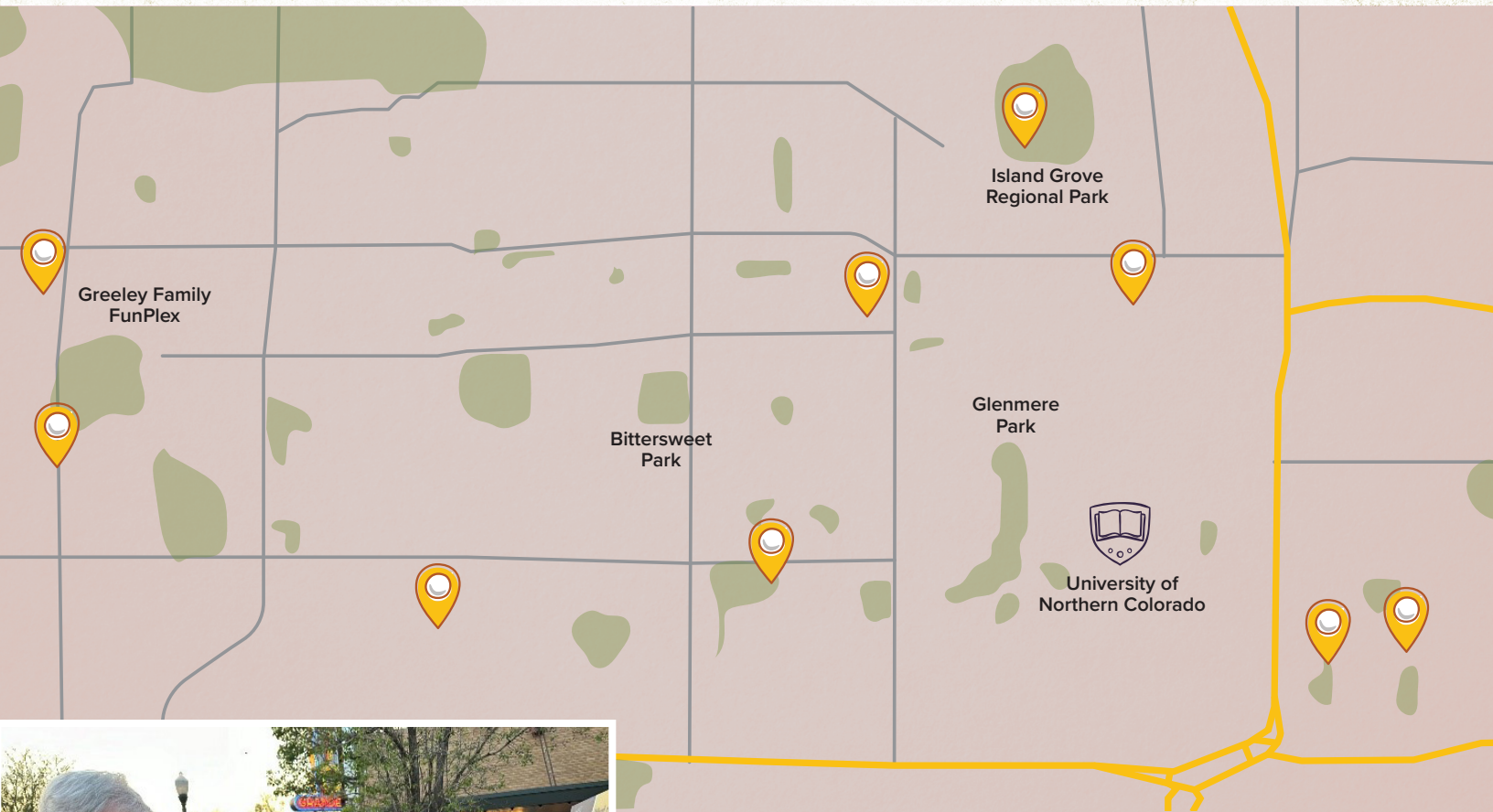


Figure 1: Pop-up Locations



Feria de Mujer
Island Grove Regional Park

Monfort Park
2122 50th Ave

Farmer's Market at Lincoln Park
800 10th Ave

Centennial Village
Island Grove Regional Park

Fishing Derby at Sanborn Park
2031 28th Ave

Friday Fest/Blues Jam
9th Street Plaza

Tointon Academy
717 71st Ave

Campo Esperanza at Hope Field
715 E. 24th Street

Family Field Day at Lincoln Park
800 10th Ave

Bike to Work
• Lincoln Park
800 10th Ave
• Sheep Draw Trail
Sheep Draw Trail and 71st Ave

Delta Park
240 E. 24th Street

Friday Fest
9th Street Plaza

A large, stylized illustration of a key and a magnifying glass. The key is positioned diagonally across the upper left, and the magnifying glass is positioned diagonally across the upper right. The text "3.0" is in the top right, and "KEY FINDINGS" is in the center. A yellow arrow points from the left towards the word "KEY".

3.0 KEY FINDINGS

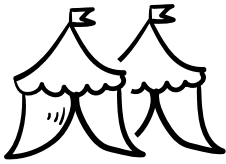
A stylized illustration of a megaphone on the left and a lightbulb on the right. The megaphone is pointing towards the right, and the lightbulb is glowing with lines radiating from it. The text "PUBLIC OUTREACH" is in the center.

PUBLIC OUTREACH

One of the most significant findings from this master planning process is the overwhelming community support for cultural initiatives in Greeley. As documented in the Priority Investment Rating (PIR) of the statistically valid survey associated with this project*, cultural programming and facilities consistently ranked high in terms of public interest and unmet needs. In fact, **more than half (57%) of the community's top priorities were directly related to arts and culture.**

Priorities for Culture, Art and Heritage Program Investments

Priorities for Program Investments: The Priority Investment Rating (PIR)* was developed by ETC Institute to provide organizations with an objective tool for evaluating the priority that should be placed on recreation and parks investments.



Festivals and special events

PIR=191



Concerts, theater productions, etc.

PIR=188



Programs for active adults (50+)

PIR=127



Music, dance, theater, poetry performances

PIR=123



Educational history and heritage programs

PIR=123

*The PIR equally weighs (1) the importance that residents place on facilities and (2) how many residents have unmet needs for the programs. For complete findings, please refer to the Department of Culture, Parks and Recreation 2025 Master Plan.

Other Public Needs and Desires at a Glance



89% of households surveyed expressed a strong desire for entertainment venues



79% of survey respondents voted to preserve historic structures and resources



84% of survey respondents considered festivals and special events their greatest need



63% of survey respondents supported development of a community arts center

Additional Public Preferences

While the statistically valid survey was the primary tool for documenting community needs, other public engagement exercises supported the value Greeley residents place on arts and culture. Comment cards collected at community pop-up events posed two key questions: “How do you like to have fun in Greeley?” and “What’s Missing at Greeley?” There were 526 comments recorded and analyzed, with top responses shown below.

Figure 2: How do you like to have fun in Greeley?

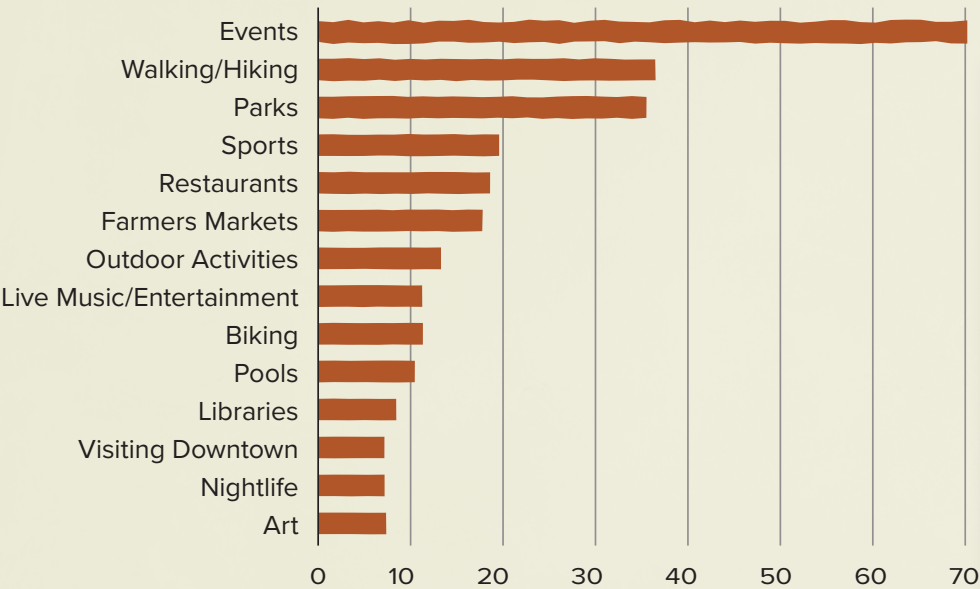
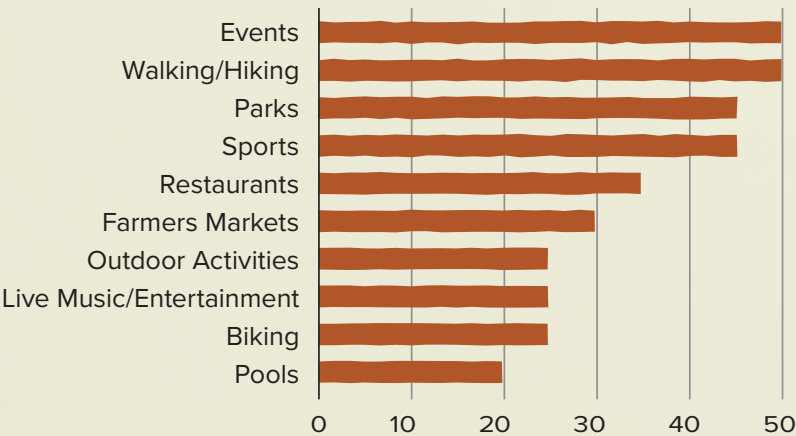


Figure 3: What’s missing in Greeley?

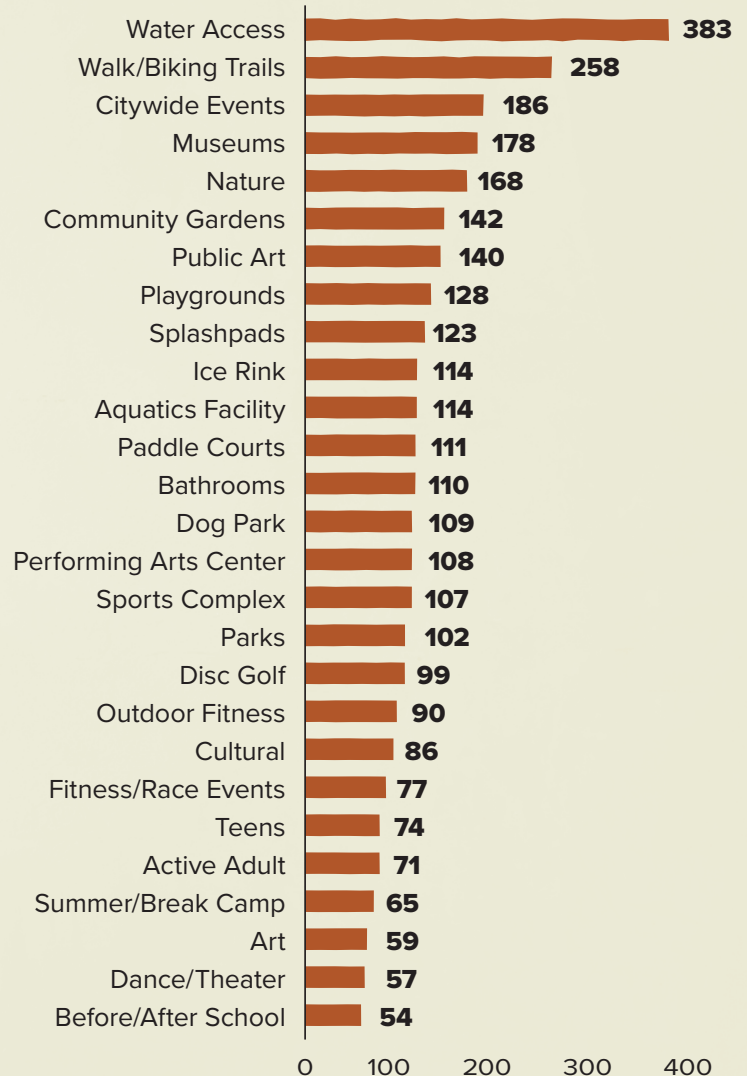


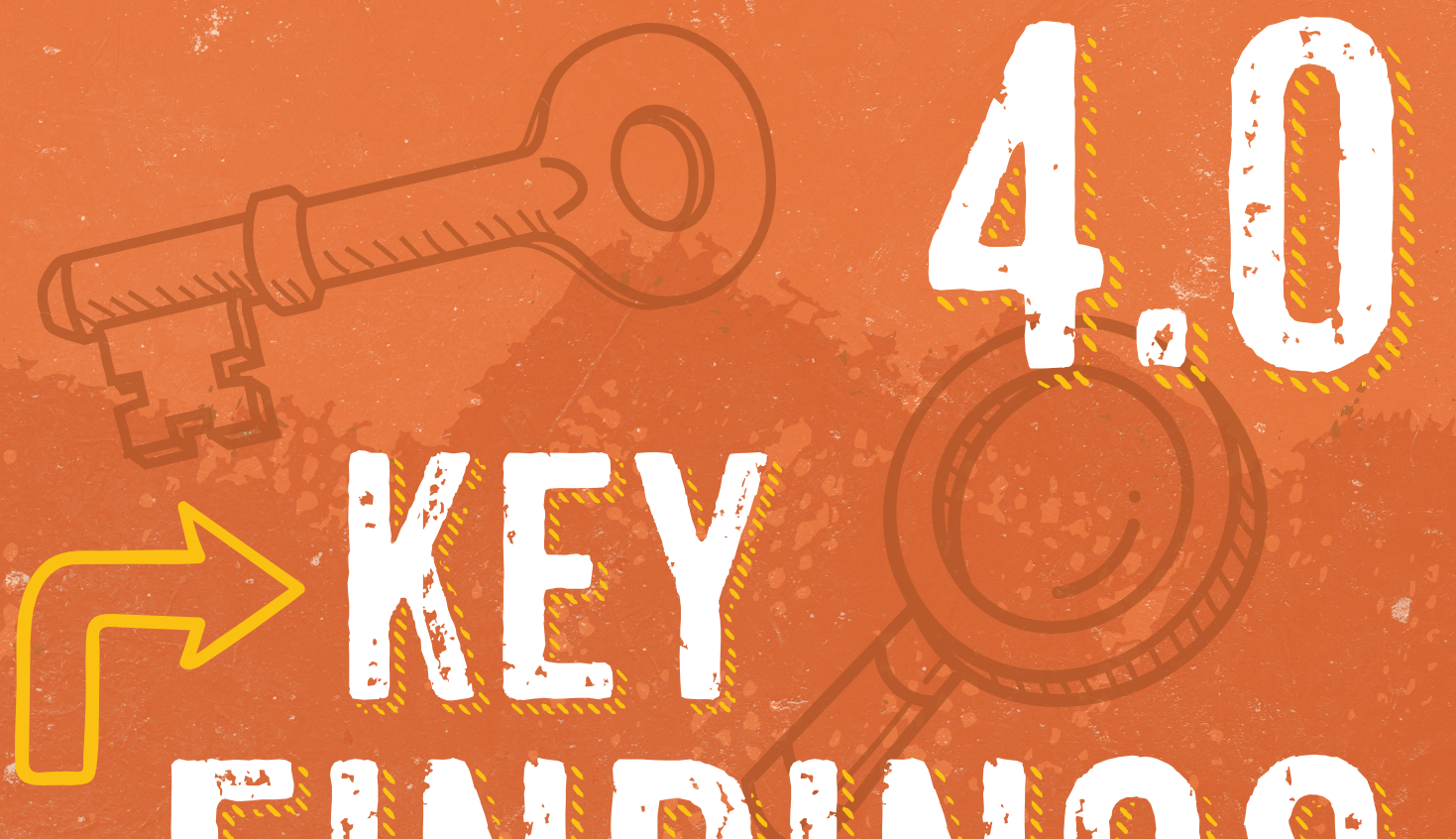


The project team also conducted a series of 12 highly interactive pop-up engagements at a variety of locations and special events during the engagement phase of this project (see Figure 1: Pop-up Locations). These activations featured use of simple dot-voting (i.e., dotmocracy) to record preferences and interests. The 3,502 recorded comments are summarized in the following chart.



Figure 4: Dot-Voting Responses





4.0



KEY FINDINGS



COMMUNITY STAKEHOLDERS





While the general public clearly values and supports arts and culture in Greeley, the City recognizes that meeting the entertainment needs of residents does not fall solely on the shoulders of government. Fortunately, Greeley is home to a wide range of arts and culture organizations and advocacy groups that are just as committed to the City's cultural advancement. For that reason, CPRD invited 50 dedicated arts and cultural professionals to participate in stakeholder meetings and focus groups; key findings from these discussions are below.

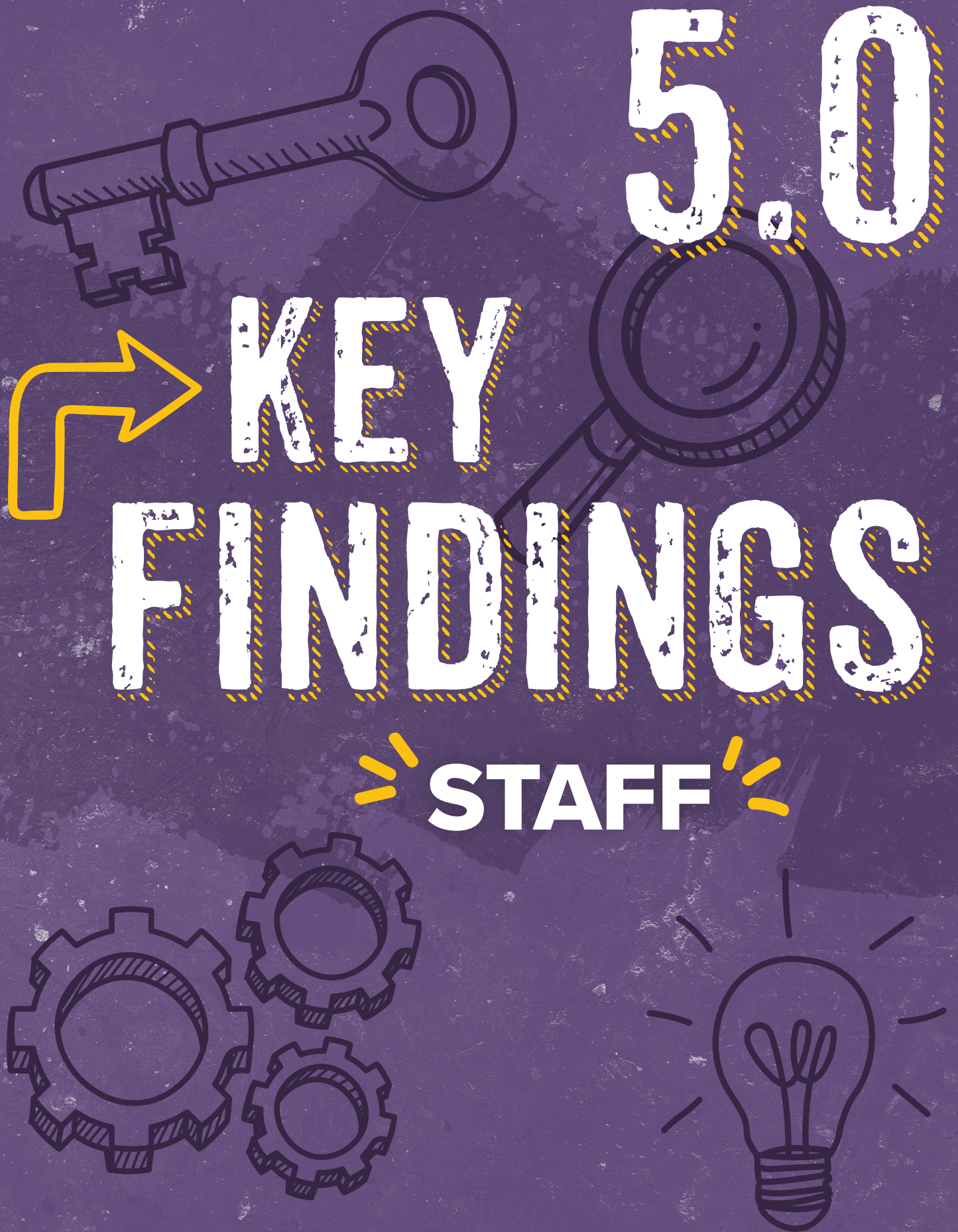
Greeley's excellence is worth celebrating.

Key stakeholders participating in the master planning process unanimously agreed that the City of Greeley's Culture Division has many assets that are the envy of other Local Arts Agencies (LAAs) in Colorado. Standouts include a dedicated Percent for Art Program (1% of capital projects), a world-class performing arts center, an esteemed public art collection, a wildly successful special events calendar, a State-certified Creative Arts District, and multiple historical sites and museums. These remarkable assets and achievements should be celebrated not only across Greeley, but across the Northern Colorado region and beyond.

Stakeholders unanimously support the strengthening of Greeley's arts and culture ecosystem through improved relations and collaboration.

Despite Greeley's historically strong reputation for excellence, many arts and culture stakeholders expressed fear that Greeley has lost forward momentum and is "resting on its laurels." Focus group participants attribute a lack of vibrancy and innovation to the following:

- Paucity of collaboration and cooperation among the various arts and cultural organizations in Greeley; territorialism has resulted in silos of inefficiency and lowered efficacy.
- Absence of a unified vision and brand for Greeley's cultural community.
- Perceived inequity between downtown and the rest of the community.
- General lack of awareness of opportunities among the creative community and residents (i.e., better marketing needed).
- Aversion to change, creativity and risk-taking among City leadership and elected officials.



Many of the concerns expressed by external stakeholders overlap with those of City staff. A series of meetings with employees across City government revealed numerous opportunities for improvement. The themes that emerged are grouped below:

City Government Challenges

Internal advocacy for arts and culture lacking.

There is a perceived gap between internal appreciation for arts and culture and the broader community's expectations. Some staff have expressed concern that City leadership's current prioritization of arts and culture may not fully align with public interest and demand. Additionally, existing funding and resource levels are viewed as insufficient to support the scope and scale of desired cultural programming and services.

Lack of collaboration between Departments.

According to the National Endowment for the Arts (NEA) Participation Study, Colorado ranks number 1 in the U.S. for percentage of residents who personally perform or create artworks. With Greeley ripe for

nurturing a burgeoning creative class, there is a clear need for closer collaboration (i.e., shared vision and goals) between the Culture Division and Economic Development to capitalize on this opportunity.

Clarification of roles and responsibilities.

Staff and external stakeholder organizations had a hard time articulating each other's mission and roles; for example, there remains a lot of confusion between the roles of the Convention and Visitor's Bureau, the Downtown Development Authority, Economic Development and Urban Revitalization, Public Works, and the Greeley Creative District. Before effective collaboration can begin, all players must first understand their roles and responsibilities.

Culture Division Challenges

Lack of effective storytelling

A key to obtaining more support from leadership, elected officials, and the community lies in the ability to tell the division's story. This includes stronger advocacy and continuous sharing of evidence of success initiatives. At the same time, it can be exhausting for staff to measure success without clear direction from leadership. This does not absolve leadership from providing input on strategic initiatives; many employees feel that direction feels bottom-up in Greeley.

Lack of Key Performance Indicators (KPIs).

Establishing KPIs is important because they provide clear, measurable goals that align efforts across teams, helping ensure accountability and driving progress toward key organizational objectives.

Lack of unified brand and vision.

Without a unified brand and vision, an organization struggles to present a cohesive identity, leading to confusion and weakened public perception.

Need to better understand community preferences (programming).

Understanding community preferences helps ensure that programs and services are relevant, engaging, and better meet the needs of the population served.

Lack of diversity "at the table" where decisions are made.

A lack of diversity in decision-making reduces the breadth of perspectives and limits innovation, leading to less inclusive and effective outcomes.

Division inclusion/consideration (e.g., random urgent deadlines, such as new point of sale system).

Failing to include divisions in decision-making leads to misalignment, inefficiencies, and staff frustrations, especially when sudden, urgent tasks arise.

Opaque budget process.

A perceived lack of transparency around the budget process frustrates staff by hindering accountability, causing mistrust, and making it difficult to align resources with strategic priorities.



Centralized Communication Structure/Lack of Embedded Marketing Function

One of the most significant barriers to success for the Cultural Affairs Division appears to be the limitations created by the City’s centralized communications model. Based on our assessment, when a municipal communication structure centralizes marketing functions and places them outside the direct oversight of revenue-generating departments, several potential challenges can emerge:

	✗ Misalignment between marketing efforts and departmental revenue goals
	✗ Reduced responsiveness to programmatic timelines and promotional needs
	✗ Limited ability for staff to proactively manage and adapt campaigns in real time

Embedding a dedicated marketing function within the Cultural Affairs Division—or ensuring stronger alignment and shared accountability—may help improve visibility, drive participation, and enhance revenue performance across cultural programs.



RECOMMENDATIONS

Greeley's Culture and Arts Division (CAD) is entering a pivotal phase of rebuilding and realignment following the impacts of the COVID-19 pandemic, budget constraints, and recent staffing transitions. Rather than viewing these conditions as setbacks, they present an opportunity to reaffirm our core purpose and lay the groundwork for long-term sustainability.

As part of this department-wide effort to align resources with impact, the CAD team will focus on a set of foundational goals designed to stabilize operations, strengthen internal capacity, and enhance community service delivery. These short-term priorities are not a retreat from aspiration but a strategic investment in future growth—positioning CAD to pursue expanded programming, deeper engagement, and new funding opportunities as capacity allows.



Improve Internal and External Awareness of CAD

- ✓ Identify storytelling opportunities for internal and external audiences
- ✓ Meet with City leadership to emphasize the priorities identified in the community survey
- ✓ Advocate for embedded marketing staff within CAD
- ✓ Partner with Communication & Engagement (C&E) to rebrand the CAD to reflect new energy and leadership
- ✓ Develop KPIs to help guide future budget discussions
- ✓ Consider new regional events celebrating the Greeley Arts and Heritage Scene



Strengthen Collaboration Among Citywide Arts Groups

- ✓ Facilitate regular charettes/meetings with all groups
- ✓ Develop a single brand to unite efforts of City arts, culture, and heritage organizations
- ✓ Consider MOUs to clarify roles and formalize relationships with partner organizations



Expand Capacity by Capitalizing Upon Partnerships, Collaborations, and Sponsorships

- ✓ Audit current offerings and establish alignment with available budget/resources
- ✓ Reinvigorate the City's volunteer program
- ✓ Audit sponsorship assets and secure new public/private partnerships
- ✓ Identify partnership opportunities with Economic Development



Increase Diversity of CAD Offerings

- ✓ Continue to diversify offerings to more accurately reflect the community's demographics
- ✓ Identify opportunities for community leaders to regularly engage with cultural planning
- ✓ Perform a needs assessment dedicated exclusively to CAD audience preferences



APPENDIX A

City of Greeley Community Profile



As part of the master planning process, BerryDunn completed a review of the City’s demographic profile, offering a detailed analysis of household and economic data. This demographic analysis aims to enhance comprehension of both historical trends and projected changes, providing valuable insights into factors that could impact the City and arts and culture planning efforts. It also offers insight into the potential market for services by highlighting where and how the community will change.

BerryDunn sourced population, age distribution, income, race/ethnicity, and other household characteristic data from ArcGIS Business Analyst using April 2024 U.S. Census estimates. The team also resourced criminal data from LexusNexus. BerryDunn also compared Colorado (CO) to U.S. data, where applicable, for additional context

Population Characteristics

In 2023, the City population was estimated at 113,400 residents—a 44% increase from 2000 (78,749 residents). Future projections suggest slight growth, with an anticipated population of 116,899 by 2028. Greeley has a slightly higher female population (50.28%) compared to males (49.62%).

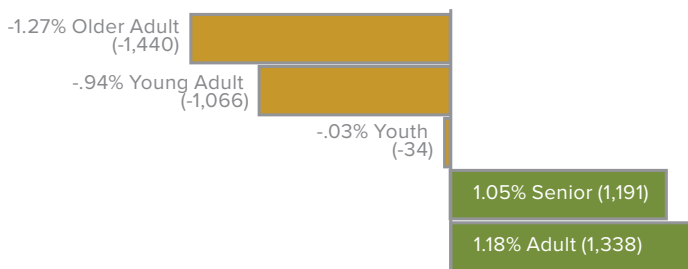
Age Distribution

The median age of residents in the City was 33 years old in 2023, younger than both the median age in CO (38.1) and the median age in the United States (39.1). The age groups making up the largest percentage of the City’s population were older adult, adult, and youth. Individuals ages 0–54 years make up almost two thirds of the population in Greeley.

Age Change Over Time

Over the next four years, the older adult, young adult, and youth age groups in the City are expected to decline slightly (-1.27%, -0.94%, and -0.03%, respectively).

Figure 5: Age Change Over Time (2023 – 2028)



Conversely, the senior and adult age groups are expected to see a growth rate of up to 1.05% and 1.18%, respectively, during the same period. This highlights a potential need for increased senior and adult programming and amenities.

Household Characteristics

The City’s household characteristics indicate that the community earns a smaller median household income than the state of CO (Figure 8). More than 13% of the population lives below the federal poverty line, and the median household income is lower than the United States’. This may indicate the need for reduced fees or to ensure a visible financial sponsorship program for those in need.

Figure 6: Population Change (2000–2028)

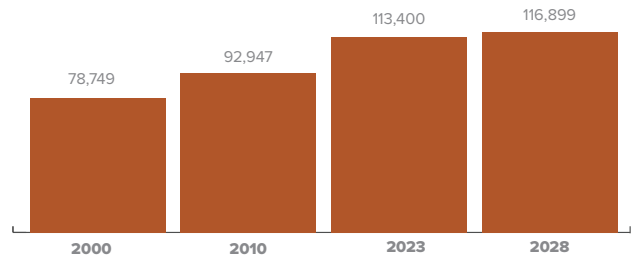


Figure 7: Age Distribution (2023)

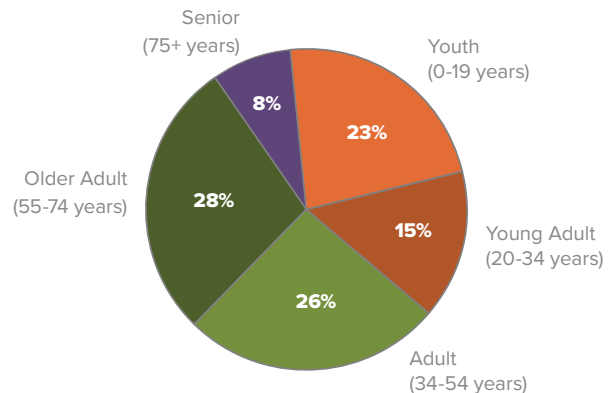
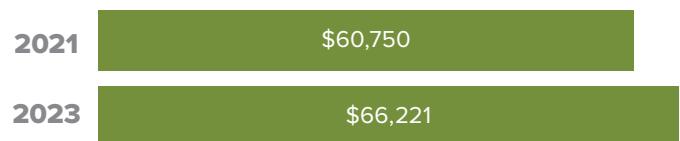


Figure 8: Household Characteristics Over Time (2021-2023)



Racial Diversity

The City became slightly more diverse from 2010 – 2023, with the white population decreasing by 18%. Those who identify as two or more races increased by 14%, while those who identify as being of Hispanic origin (regardless of race) increased from 35% to 42%. Notably, it is expected that there will be only a slight change in diversity over the next four years with the white population decreasing 1% and those who identify as two or more races increasing by 1%.

Understanding the prominence of those that predominately speak Spanish is also an important element when determining programming, staffing, and cultural expectations for the community. Figure 11 identifies where the highest population of Spanish speakers reside in Greeley with 9.58% to 15.39% primarily on the East side of Greeley.

Figure 9: Change in Racial Diversity (2010 – 2028)

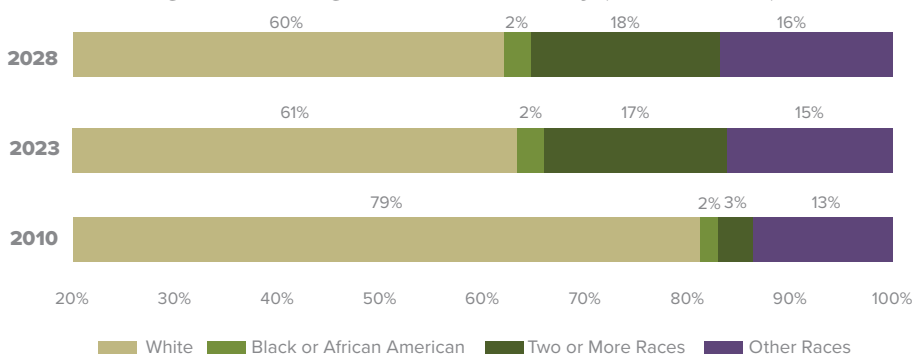


Figure 10: Change in Hispanic Population (2010 – 2028)

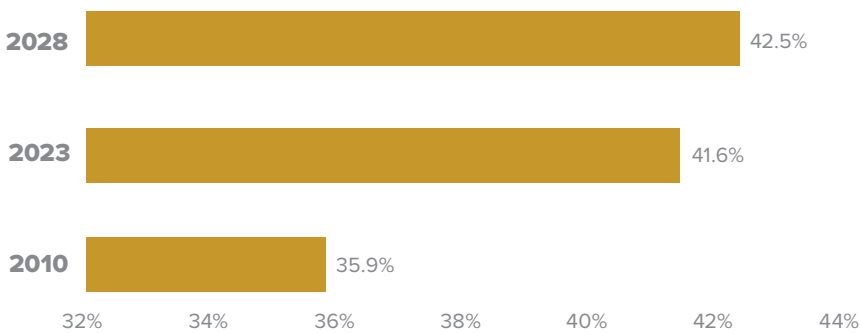
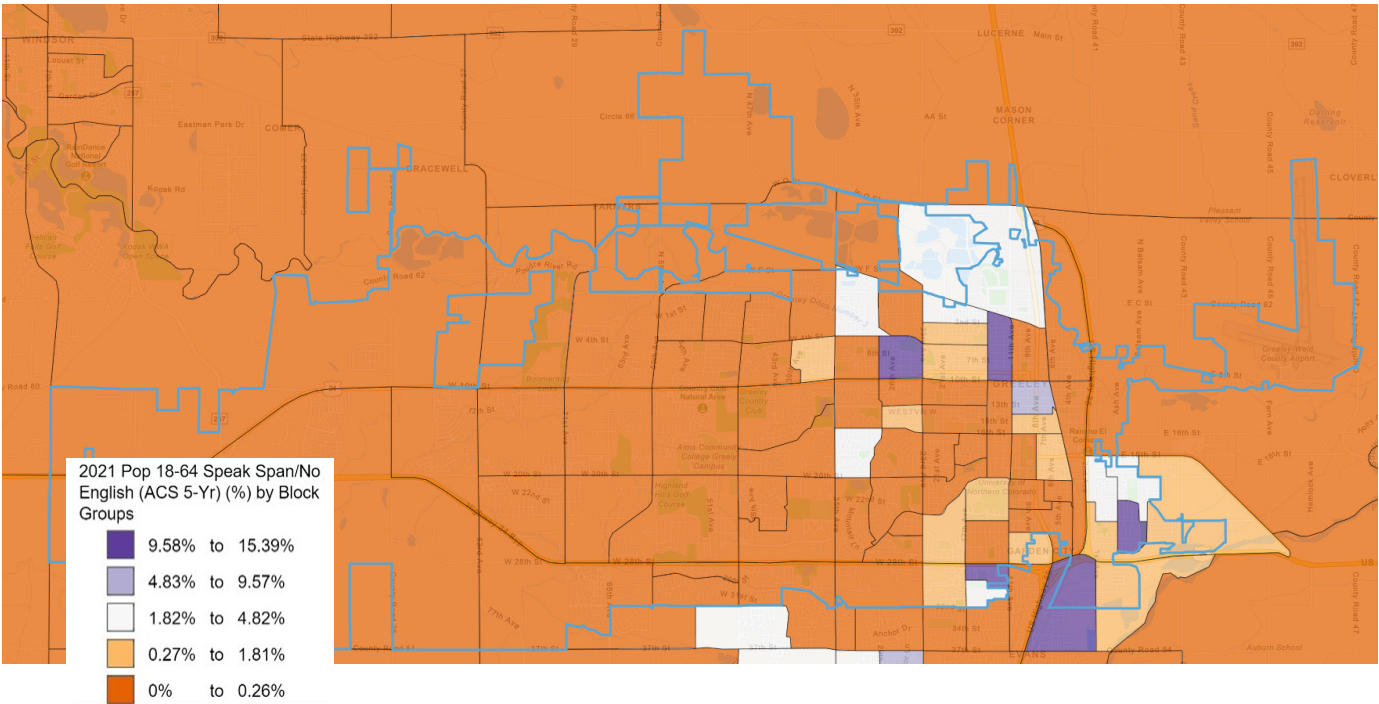


Figure 11: Spanish Speaking Population Map



Summary of Key Findings

Key findings regarding the demographic profile of the City of Greeley and the potential impact on arts and culture services and facilities are:

- ▶ Greeley has experienced steady growth in population since 2010 (see Figure 1.1) and is expected to continue to grow, which will increase demand for cultural programming and facilities.
- ▶ The City issued over 126% more residential permits in 2022 compared to 2021, keeping in line with projected growth in population and COVID-19 recovery.
- ▶ The City has a lower median household income compared to CO and the United States, as well as a higher percentage of households in poverty. This suggests a potential need to implement lower-cost arts and cultural programming fees.
- ▶ Over the next four years, the age groups of older adult, young adult, and youth are expected to decline slightly, while the age groups of senior and adult are expected to increase (see figure 1.6). This suggests a need for a diverse range of entertainment options that cater to adults, especially to the growing senior population.
- ▶ The City is expected to have a minimal change in diversity over the next four years.
- ▶ Approximately 27% of households in the City include at least one individual with a disability, highlighting the importance of providing accessible facilities and inclusive programming for people with disabilities.





APPENDIX B

Arts and Culture Facility Inventory

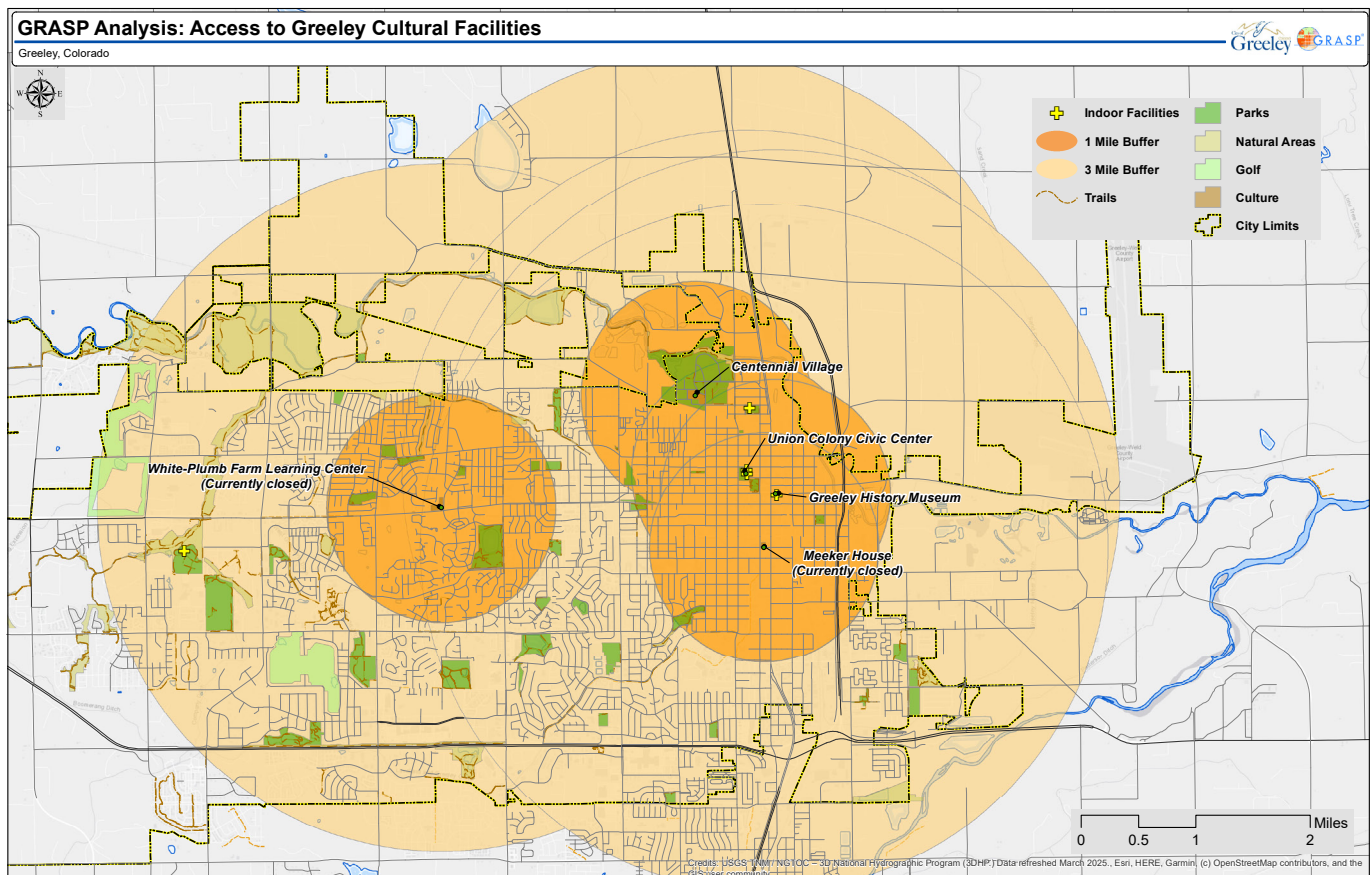


Arts and Culture Facility Inventory (City-owned properties)

CPRD offers a variety of cultural opportunities including four museums, public art, and a performance venue. NRPA Park Metrics reveal that 40% of reporting agencies manage a performance amphitheater. In 2023, populations with 100,000 to 250,000 offered one theater per 115,135 residents. Museum data was not reported in Park Metrics. Figure 4 finds Greeley has a higher volume of cultural centers in east Greeley.

- Greeley History Museum showcases and preserves Greeley and Weld County's history through permanent and temporary exhibitions, educational programs, research, and collections. It contains a variety of artifacts, photographs, and hands-on opportunities to create a meaningful visitor experience.
- Meeker House (currently closed)—listed on the National Register of Historical Places—was established as a museum in 1929 that celebrates Greeley's founding family.
- White-Plumb Farm Learning Center (currently closed)—also listed on the National Register of Historic Places—is a Colorado Centennial Farm. The property was settled in 1881 by Civil War Veteran Charles White as a turn of the century tree claim. The museum offers a community garden, rental space, and learning center.
- Centennial Village opened in 1976 and features over 35 historical buildings, costumed interpreters, heritage farm animals, and eight acres of landscaped grounds. Visitors step back in time and learn about the settling of the western high plains, a time when grand houses, growing businesses, extensive prairies, and agriculture were all a part of daily life.
- Union Colony Civic Center (UCCC) is a premier performing arts venue that boasts two performance venues and offers a wide variety of musicals, concerts, and other performances.

Access to Cultural Facilities





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