BOARD OF DIRECTORS MEETING AGENDA
Tuesday, July 28, 2026, 5:30pm
Grand Park Community Recreation Center

I. CALL TO ORDER

II. ROLL CALL/DECLARATION OF QUORUM/CONFLICT DISCLOSURE

III. REVIEW AND APPROVAL OF MINUTES
   a. June 23, 2026 Meeting Minutes
   b. June 30, 2026 Special Meeting Minutes

IV. OPEN FORUM
The Board provides an opportunity for the public to comment on items not on the agenda.

V. ACTION ITEM
   a. Resolution 07.28.26.01 approve professional services for community needs assessment: BerryDunn.

VI. DEPARTMENT REPORTS
   a. Financial Report – June 2026
   b. Pole Creek Golf Club
   c. Grand Park Community Recreation Center
   d. Recreation Programming
   e. Fraser Valley Sports Complex
   f. Facilities Maintenance
   g. Foundry Cinema and Bowl
   h. District Administration

VII. ADJOURNMENT

Join Meeting Via Zoom:
https://us02web.zoom.us/j/7271087488
Dial in: +1 346 248 7799
Meeting ID: 727 108 7488

FVMRD Mission:

Our mission is to provide fun and memorable experiences for our community and guests through innovative, quality programs and facilities that promote health and wellbeing.

BOARD OF DIRECTORS MEETING MINUTES
Tuesday, June 23, 2026, 5:30 pm
Meeting held at Grand Park Community Recreation Center and via Zoom

I. CALL TO ORDER

President Tim Gagnon called the meeting to order at 5:35pm.

II. ROLL CALL/DECLARATION OF QUORUM/CONFLICT DISCLOSURE

Tim Gagnon, Tom Overton, Piper Ehlen, and Elle Soles (zoom) were in attendance. Rick Holden had an excused absence. The Board members had no conflicts to disclose.

Staff present: *Scott Ledin, Meaghan Brugge, Laura Fischer, Kristen Webb, Avalon Mays, Samantha Pritchard, Ana Morales, Hollen Parsons, Jeremy Shaver, Brian Brigance, Austin DeGarmo, Craig Cahalane*

Public present (signed-in): *Michael Miller (zoom), Helena Ryan*

III. REVIEW AND APPROVAL OF MINUTES

May 26, 2026 Meeting Minutes: *Tom Overton motioned to approve the minutes as presented; Piper Ehlen seconded; all in favor 4-0.*

IV. OPEN FORUM

The Board provides the opportunity for the public to comment on items that are not on the agenda. *Helena Ryan joined the meeting after Open Forum and was given the opportunity to speak before the meeting adjourned. She is advocating for the tennis community and supports the growth of tennis within the District.*

V. ACTION ITEM

Resolution 06.23.26.01: Changing credit card providers for the District, from Wells Fargo to UMB. *Tim Gagnon motioned to approve the resolution; Tom Overton seconded; all in favor 4-0.*

VI. DEPARTMENT REPORTS

a. Financial Report – May 2026: *Meaghan Brugge gave a verbal summary of the written report. District wide revenues in May were $69,495 better than budget. District wide costs of goods sold were $6,647 over budget. District wide expenses were $22,611 over budget mainly due to salaries, wages, and credit card fees. The District ended the month $40,237 better than budget and is $197,066 better year to date.*

Parks and Rec Combined May revenue was $21,010 better than budget. Costs were in line with budget; expenses were $12,479 over budget. Parks and Rec Combined ended the month $8,195 better than budget and is $57,766 better year to date.

Pole Creek Combined May revenue was $39,259 better than budget. Costs of goods sold were $8,392 over budget; expenses were $6,653 over budget. Pole Creek ended the month $24,214 better than budget and is $88,288 better year to date.

The Foundry May revenue was $9,278 less than budget. Costs of goods sold were $2,081 over budget; expenses were $2,542 over budget. The Foundry ended the month $9,740 less than budget but is $42,407 better than budget year to date.

District wide capital expenditures for May were $398,526 and include vehicle and equipment lease payments, the Foundry carpet down payment, and parking lot paving projects at Pole Creek and the Sports Complex.

b. Pole Creek Golf Club: *Craig Cahalane gave a verbal update to the written report. As of today, the golf course is allowing golf carts on cart paths only due to drought conditions. Allowances will be made for golfers with verified mobility issues.*

c. Grand Park Community Recreation Center: *Avalon Mays gave a verbal update to the written report. The GPCRC hosted the Alpine Gymnastics annual home meet on June 13th with seven teams and 220 athletes participating. Big thanks to Kristin Erickson for all the work that went into preparing for and running the meet. The Grand Classic Golf Tournament was held June 19-20, thanks to all the Board members and staff that helped and participated in this important fundraising event.*

d. Recreation Programming: *Samantha, Ana, and Hollen gave verbal updates to the written report. Astronaut Academy Science Camp was a big hit, and Women's Mountain Bike clinics kicked off with great attendance. Pottery Open Studio has reached its attendance limit. Junior Lifeguard Camp went great with 5 participants. Three new lifeguards were certified at the most recent Lifeguard class. Ana and Hollen both earned their WSI certification earlier this month. Aquatics is fully staffed for the summer. Swim lessons continue to be well attended, and the swim team now has four team members.*

e. Fraser Valley Sports Complex: *Austin DeGarmo gave a verbal update to the written report. FVSC hosted the CABA baseball event last weekend as well as the Grand Classic Golf Tournament Dinner. Youth Mountain Bike Camp starts next week. Flag football camp, soccer camp, and youth basketball camp are also starting soon.*

f. Facilities Maintenance: *Jeremy Shaver gave a verbal update to the written report. Pool HVAC repairs will be scheduled once the replacement parts are delivered. The spa motor failed but repairs are now complete.*

g. Foundry Cinema & Bowl: *Brian Brigance gave a verbal update to the written report. Bowling couch seats have been reupholstered; the same vendor will be providing a quote for reupholstering theatre seats. New carpet installation will take place in July.*

h. District Administration: *Scott Ledin gave a verbal update to the written report. Three proposals were received for the Community Needs Assessment. The selection committee will meet later this week to review the proposals and make a recommendation. Thanks to everyone for another successful Grand Classic Golf Tournament. The District has been notified of a July 8th Grand County Planning Commission meeting to review a Special Use Permit application for property that is adjacent to the golf course. Scott plans on attending the meeting and will update the Board on this matter.*

Tim Gagnon is unable to attend the July 28, 2026 Board meeting.

VII. ADJOURMENT

Tom Overton motioned to adjourn the meeting; Tim Gagnon seconded; all in favor 4-0. The meeting was adjourned at 6:20pm.

BOARD OF DIRECTORS SPECIAL MEETING MINUTES
Tuesday, June 30, 2026, 3:15pm
Meeting held at Grand Park Community Recreation Center and via Zoom

I. CALL TO ORDER
President Tim Gagnon called the meeting to order at 3:24pm.

II. ROLL CALL/DECLARATION OF QUORUM/CONFLICT DISCLOSURE
Tim Gagnon, Tom Overton, and Piper Ehlen were in attendance via Zoom. The Board members had no conflicts to disclose.

Staff present: *Scott Ledin, Meaghan Brugge, Avalon Mays, Kristen Webb*

Public present (signed-in): none

III. OPEN FORUM
The Board provides the opportunity for the public to comment on items that are not on the agenda. *There were no comments for Open Forum.*

IV. ACTION ITEM

a. Review and approve selection committee's recommendation for Community Needs Assessment professional services: *Piper Ehlen motioned to approve the recommendation to select Berry Dunn for Community Needs Assessment professional services; Tim Gagnon seconded; 3-0 all in favor.*

V. ADJOURMENT
Tom Overton motioned to adjourn the meeting; Piper Ehlen seconded; all in favor 3-0. The meeting was adjourned at 3:28pm.

FRASER VALLEY METROPOLITAN RECREATION DISTRICT
RESOLUTION 07.28.26.01

A RESOLUTION APPROVING A PROFESSIONAL SERVICES AGREEMENT BETWEEN BERRY, DUNN, MCNEIL & PARKER LLC AND FRASER VALLEY METROPOLITAN RECREATION DISTRICT

WHEREAS, the Fraser Valley Metropolitan Recreation District ("District") is a quasi-municipal corporation and political subdivision of the State of Colorado and a duly organized and existing special district pursuant to Title 32, Article 1, Colorado Revised Statutes; and

WHEREAS, Berry, Dunn, McNeil & Parker LLC ("BerryDunn") is a Maine limited liability company; and

WHEREAS, the District has determined that a community needs assessment ("CNA") is in the best interest of the District; and

WHEREAS, the District budgeted funds in 2026 to begin the project.

WHEREAS, the District will budget additional funding in 2027 necessary to complete the CNA; and

WHEREAS, a competitive RFP process was conducted to identify a qualified professional services firm to advance the District's interest in the CNA and BerryDunn was selected as the successful firm under the procurement process;

WHEREAS, entering into the Professional Services Agreement with BerryDunn will advance the CNA.

NOW, THEREFORE, BE IT RESOLVED that the Board of Directors of the Fraser Valley Metropolitan Recreation District hereby approves the Professional Services Agreement with BerryDunn as presented and authorizes the Executive Director to execute the contract upon final review and approval of the District's Attorney.

ADOPTED AND APPROVED, this 28th day of July 2026.

____

President, Tim Gagnon

Attest: __________________________________

Secretary, Tom Overton

PROFESSIONAL SERVICES AGREEMENT

BETWEEN FRASER VALLEY METROPOLITAN RECREATION DISTRICT

AND

BERRY, DUNN, MCNEIL & PARKER, LLC

This PROFESSIONAL SERVICES AGREEMENT ("Agreement") is entered into between Berry, Dunn, McNeil & Parker, LLC, a Maine limited liability company with an office located at 2211 Congress Street, Portland, Maine 04102 (hereinafter the "CONSULTANT"), and Fraser Valley Metropolitan Recreation District, with an office located at 1 Main St., Fraser, Colorado 80442 (hereinafter the "CLIENT"). The CONSULTANT and the CLIENT are sometimes referred to in this Agreement as the "parties" and each, individually, as a "party."

The CONSULTANT hereby agrees with the CLIENT, for the consideration named herein, to perform the services stipulated in this Agreement.

1. CONSULTANT'S SERVICES

A. The terms of this Agreement are contained in the terms recited in this document and the attached Exhibits, each of which forms an integral part of this Agreement and are incorporated herein. The parties acknowledge and agree that this Agreement, including the attached Exhibits, define the scope of work and performance obligations of CONSULTANT and CONSULTANT'S willingness and ability to meet those requirements (the "Scope of Work"). If a conflict occurs between this Agreement and any Exhibit or other attached document, the terms of the Agreement will control, and the remaining order of precedence will be based upon order of attachment.

Exhibit A consists of CONSULTANT's Proposal dated June 18, 2026.

B. The CLIENT will pay CONSULTANT for its services pursuant to the Proposed Costs section of CONSULTANT'S Proposal.

2. THE CLIENT WILL PROVIDE

A. Access to pertinent information and available data requested by the CONSULTANT.

B. Any assumptions that are necessary to the work to be performed by CONSULTANT.

C. Attendance and participation at all scheduled meetings and work sessions.

D. Timely review of draft and preliminary materials submitted by the CONSULTANT.

3. DOCUMENTS

All documents and services provided by the CONSULTANT pursuant to this Agreement are instruments of service with respect to this project. Upon receipt of payment for these services, the

CONSULTANT'S documents and material developed by the CONSULTANT under this Agreement are the property of the CLIENT. The CLIENT has the right to re-use these documents and computer software on extensions of the project or for other projects; provided that such re-use will be at the CLIENT'S sole risk and without liability or legal exposure to the CONSULTANT.

4. NONDISCLOSURE OF PROPRIETARY INFORMATION

The CONSULTANT will consider all information provided by the CLIENT and all reports, studies, and other documents resulting from the CONSULTANT'S performance of these services to be proprietary unless such information is available from public sources. The CONSULTANT will not publish or disclose proprietary information for any purpose other than the performance of the services under this Agreement without the prior written authorization of the CLIENT or in response to legal process. The CONSULTANT will maintain all originals in the CONSULTANT'S files for a period of not less than three (3) years from the date CONSULTANT completes these services and will provide the CLIENT access to and the right to examine and copy information contained in the files pertaining to the services. In the event of legal process, the rights of access, examination, and copying hereunder will continue until the conclusion of any litigation, appeals, claims, arbitration, or other legal process.

5. CHANGES AND ADDITIONS

CONSULTANT will notify the CLIENT in writing of any recommended or necessary changes or additions to the Scope of Work contemplated under this Agreement. If CLIENT agrees to any recommended changes or additions, the parties will approve the scope, number of hours, and fees (if any) for such services in writing before CONSULTANT begins work on any such changes or additions.

6. ADDITIONAL SERVICES

The CLIENT may request additional services associated with this project that are outside of the Scope of Work contemplated under this Agreement. If CONSULTANT agrees to any such request, compensation for these additional services will be based on CONSULTANT'S current billing rates plus reasonable travel expenses. The parties will approve the scope, number of hours, and fees for any additional services in writing before CONSULTANT begins any additional work.

7. NOTICE

A. Any notice, demand, or request required by or made pursuant to this Agreement must be in writing and will be deemed properly made if personally delivered or deposited in the United States mail, postage prepaid, to the representative specified below, and/or sent to the email address(es) that the parties have routinely used to communicate with each other during the term of this Agreement. Provided, however, that any notice of suspension or termination pursuant to Section10 of this Agreement must be sent by United States certified mail, postage prepaid, return receipt requested and will not become effective until the date of receipt. Nothing in this paragraph is intended to restrict the transmission of routine communications between the parties' representatives.

B. The name and mailing address of CLIENT'S Representative for purposes of this notice provision, unless and until another person is designated in writing, is Scott Ledin Executive Director, Fraser Valley Metropolitan Recreation District, 1 Main St., Fraser, Colorado 80442.

C. The name and mailing address of CONSULTANT'S Representative for purposes of this notice provision, unless and until another person is designated in writing, is Lisa Paradis, Principal, Berry, Dunn, McNeil & Parker, LLC, 2211 Congress Street, Portland, Maine 04102.

8. PAYMENT FOR SERVICES

A. The CONSULTANT will send the CLIENT timely progress invoices each month for services rendered to date. The terms of payment are net thirty (30) days. The CONSULTANT may assess late payment charges on any past due payments at the rate of one and one-half percent (1.5%) or the maximum rate permitted by applicable law, whichever is less. If an invoice or any part of an invoice is subject to a legitimate dispute between the parties, the CLIENT will pay all undisputed amounts, and no late charges will apply to any amounts withheld due to a legitimate dispute until such dispute is resolved.

B. If any undisputed invoice remains unpaid for more than forty-five (45) days, the CONSULTANT reserves the right to suspend the performance of its services. Prior to such suspension, the CONSULTANT will provide the CLIENT with five (5) days' written notice. Services will remain suspended until all past due amounts, including any applicable late payment charges, have been paid in full. If a suspension of services occurs, the CONSULTANT will not be held liable for any delays resulting from a suspension of work due to the CLIENT's failure to pay the CONSULTANT's invoices in a timely manner.

9. FORCE MAJEURE

CONSULTANT will use commercially reasonable efforts to complete all services contemplated under this Agreement. However, neither party will be liable to the other party for any failure to perform, or delay in performance of, any obligation under this Agreement to the extent such failure or delay has been wholly or principally caused by acts or events beyond the parties' reasonable control rendering performance illegal or impossible. As used in this section, "force majeure" means any cause beyond the reasonable control of a party including, but not limited to, an act of God, nature, act of aggression, fire, strike, flood, riot, war, delay of transportation, terrorism, pandemics or other widespread outbreaks of infectious diseases, or the inability, due to the aforesaid causes, to obtain necessary labor, material, or facilities.

10. TERMINATION OF CONTRACT

A. Either party may terminate this Agreement upon written notice to the other party in the event of substantial failure by the other party to perform in accordance with the terms of this Agreement through no fault of the terminating party; provided, however, that the terminating party has first given the other party written notice of the reason for such termination and the other party has failed to cure or rectify the issue or matter within fifteen (15) days of receipt of such notice.

B. In the event the CLIENT terminates the CONSULTANT'S services as permitted under Section 10.A of this Agreement, the CLIENT will pay the CONSULTANT for all services performed to the effective date of termination. The CONSULTANT will be entitled to receive only the fair value of services rendered and direct out of pocket expenses incurred hereunder prior to the effective date of such termination. Upon restart of a project previously terminated, the CONSULTANT has the right to request an equitable adjustment to its compensation for remobilization of the project.

11. ASSIGNMENT

Neither party will assign or transfer their rights or obligations in this Agreement without the written consent of the other party, and such consent will not be unreasonably withheld.

12. INSURANCE

The CONSULTANT will purchase and maintain insurance that will cover all CONSULTANT'S employees while performing the services contemplated under this Agreement and any work incidental to the performance of this Agreement.

13. ETHICS IN PUBLIC CONTRACTING

The CONSULTANT certifies that its proposal was made without collusion or fraud and that CONSULTANT has not offered or received any kickbacks or inducements from any other contractor, supplier, manufacturer, or subcontractor in connection with CONSULTANT'S proposal; that CONSULTANT has not conferred with any public employee having official responsibility for this procurement transaction; and that CONSULTANT has not received any payment, loan, subscription, advance, deposit of money, services, or anything of more than nominal value, present or promised, in connection with this proposal or procurement transaction, unless consideration of substantially equal or greater value was exchanged.

14. ALTERNATIVE PRACTICE STRUCTURE DISCLOSURE

Berry, Dunn, McNeil & Parker, LLC (CONSULTANT) and BDMP Assurance, LLP (BDMP Assurance) practice in an alternative practice structure in accordance with the AICPA Code of Professional Conduct and applicable laws, regulations, and professional standards. CONSULTANT provides tax, advisory, and consulting services to its clients. BDMP Assurance is a licensed CPA firm that provides attest services to its clients. The CLIENT understands that it has retained Berry, Dunn, McNeil & Parker, LLC for purposes of this Agreement. Services provided by BDMP Assurance, if any, are governed by a separate agreement.

CONSULTANT retains all client files for BDMP Assurance and CONSULTANT and will share them with BDMP Assurance as needed. To the extent the CLIENT has separately contracted with BDMP Assurance to provide services, the CLIENT hereby consents and authorizes CONSULTANT to share with BDMP Assurance information that that it may obtain from the CLIENT in the course of this Agreement. BDMP Assurance and CONSULTANT will maintain the confidentiality of all client information and comply with professional standards regarding CLIENT's information.

15. CONSULTANT'S USE OF ARTIFICIAL INTELLIGENCE

The parties agree that, while providing the services set forth in this Agreement, the CONSULTANT may use tools and technologies based on artificial intelligence, including, but not limited to algorithms, machine learning and automated processes ("AI"). CLIENT acknowledges and agrees that the use of AI may improve the efficiency and quality of the services provided and consents to use. CONSULTANT certifies that it has internal guidelines, policies, AI use procedures, and training programs that govern its use of AI tools. CONSULTANT is responsible for validating outputs before delivering them to CLIENT.

16. RUSSIA SANCTIONS

By executing this engagement letter, the CLIENT represents that it is not owned or controlled, directly or indirectly, by one or more Russian citizens, Russian nationals, persons physically located in Russia or entities organized under the laws of Russia. The CLIENT agrees that if at any time while CONSULTANT is providing services to the CLIENT the foregoing representation is no longer true, the CLIENT will immediately notify the CONSULTANT.

17. SEVERABILITY

If any part, term, or provision of this Agreement is found by a Court to be legally invalid or unenforceable, then such provision or portion thereof will be performed in accordance with applicable laws to the extent possible. The invalidity or unenforceability of any provision or portion of this Agreement or any contract document related to this Agreement will not affect the validity of any other provision or portion of this Agreement or any related contract document.

18. AGREEMENT CONSTRUED UNDER COLORADO LAWS

The Agreement is deemed to be executed and performed in the State of Colorado and will be construed in accordance with the laws of the State of Colorado.

19. ENTIRE UNDERSTANDING

This Agreement comprises the entire understanding between the parties and cannot be modified, altered, or amended, except in writing and signed by the parties.

20. TERM

The term of this Agreement will be from the date of execution through April 30, 2027, unless it is terminated earlier by either party pursuant to Section 10 of this Agreement. The term of this Agreement may be extended upon the mutual consent of both parties in writing.

By signing below, each party executes this Agreement as of the date written below and agrees to all the terms and conditions contained herein.

Fraser Valley Metropolitan Recreation District	**Berry, Dunn, McNeil & Parker, LLC**
By:	By: DocuSigned by: Lisa Paradis 2193D42BC23E487...

Print Name: Scott Ledin	Name: Lisa Paradis
Title:	Title: Principal
Date:	Date: 7/24/2026

BerryDunn

PROPOSAL FOR THE

Fraser Valley Metropolitan Recreation District, Colorado

COMMUNITY NEEDS ASSESSMENT

Chad Snow, Principal
Berry, Dunn, McNeil & Parker, LLC
csnow@berrydunn.com

Ryan Hegreness, Project Manager
Berry, Dunn, McNeil & Parker, LLC
ryan.hegreness@berrydunn.com

Proposal Submitted On:
June 18, 2026 before 5:00 p.m.

SUBMITTED BY:

Berry, Dunn, McNeil & Parker, LLC
4722 N. 24th St., Suite 480
Phoenix, AZ 85016

TABLE OF CONTENTS

BerryDunn

June 18, 2026

Fraser Valley Metropolitan Recreation District
Attention: Scott Ledin, Executive Director
1 Main St.
Fraser, CO 80442

Dear Scott Ledin and Members of the Selection Committee:

On behalf of Berry, Dunn, McNeil & Parker, LLC (BerryDunn, we, our), I would like to thank you for the opportunity to submit this proposal in response to the Fraser Valley Metropolitan Recreation District's (the District's, FVMRD's) Request for Proposals (RFP) for a Community Needs Assessment. This study will provide the District with an updated assessment of community needs for parks, recreation, family entertainment, and golf.

We understand that successful project outcomes will depend on a clear understanding of your goals, community needs, and operational context. Our team is committed to delivering a collaborative, transparent, and inclusive process that engages interested parties and reflects the unique character of the community. We understand the importance of balancing innovation with proven best practices to develop practical and implementable strategies that are both visionary and achievable. By leveraging our extensive experience and tailored approach, we will help you navigate challenges, seize opportunities, and realize long-term success aligned with your priorities and values. Below and throughout this proposal, we highlight our key strengths. These elements will guide our work to support you in meeting your objectives and creating lasting value for the community.

We have previous experience in Colorado's mountain communities

We are former parks and recreation administrators

We understand how to balance the needs of full-time residents with those of tourists

We understand that this study serves as a foundation for future planning efforts

We are confident that, if selected to partner with you on this important initiative, we will deliver a Community Needs Assessment that offers a thorough assessment of current conditions and offers actionable strategies for the future. We sincerely appreciate the opportunity to submit this proposal and thank you for your time and consideration.

As a principal in BerryDunn's Local Government Practice Group and Chief Strategy and Growth Officer of our Consulting Services Team, I am authorized to bind BerryDunn to this proposal. Please consider me the District's primary point of contact for any questions or updates during the evaluation process. We have reviewed the request and submit this firm, irrevocable offer, valid for 120 calendar days from the proposal due date of June 18, 2026.

Sincerely,

Chad Snow, PMP®, Principal, Chief Strategy and Growth Officer
Consulting Services Team, Local Government Practice Group
Berry, Dunn, McNeil & Parker, LLC
207.541.2294 I csnow@berrydunn.com

SECTION 01

Proposed Project Team and Relevant Experience

Introducing BerryDunn

At BerryDunn, we understand that the District seeks to make informed decisions, improve operations, make an impact, and achieve strategic goals that best serve the community. Our Local Government Practice Group has a proven track record of partnering with cities, counties, and special districts to support initiatives such as strategic and master planning, financial and operational analysis, and organizational assessments—all designed to help you advance your priorities effectively and efficiently.

Within this group, BerryDunn's Parks, Recreation, Libraries Practice offers specialized expertise grounded in firsthand experience operating systems like yours. Our team of more than 20 specialists has worked on over 750 projects, partnering with local, state, and national agencies, as well as private organizations, to develop master plans, needs assessments, financial strategies, quality evaluations, and more. We recognize the unique challenges and opportunities you face and tailor our approach to align your goals with the evolving needs of your community. Supported by BerryDunn's broader network of over 350 consultants across local and state government disciplines, we provide a comprehensive, coordinated approach that helps to ensure your vision is translated into actionable, impactful results.

Company Name:
Berry, Dunn, McNeil & Parker, LLC (BerryDunn)

Founded and Incorporated: 1974 in Maine

Headquartered: 2211 Congress Street, Portland, ME 04102

Locations:

Arizona
Connecticut
Hawai'i
Maine
Massachusetts
New Hampshire
Puerto Rico
West Virginia

Business Type: Limited Liability Company

Employees: 990+ nationwide

Website: www.berrydunn.com

BRINGING DEEP EXPERTISE TO FVMRD

BerryDunn's Parks, Recreation, Libraries Practice brings the District the guidance of nationally respected experts with decades of hands-on experience leading parks, recreation, and library systems. Jason Genck, Lisa Paradis, and Chad Snow have served in executive roles where they drove innovation, operational excellence, and meaningful community impact. As co-practice leaders, they provide strategic direction and mentorship to our project team, helping to ensure that the solutions we develop are grounded in practical insight and tailored to meet the specific needs and goals of FVMRD.

Jason Genck, MPA, CPRP
Senior Manager

Lisa Paradis, MBA, CPRP
Principal

Chad Snow, PMP®
Chief Strategy and Growth Officer
Consulting Services Team

Together, Jason, Lisa, and Chad shape the vision and approach of our Parks, Recreation, Libraries Practice, helping ensure every project delivers best practices informed by real-world experience and community-centered solutions. Their leadership means that FVMRD will benefit from a collaborative process focused on strategic, responsive planning that supports your long-term success and reflects the aspirations of your community.

INTRODUCING OUR SUBCONTRACTING PARTNER

Crafting the ideal team for your project required thoughtful selection of a partner whose expertise, experience, and vision seamlessly complement the strengths of BerryDunn. We believe you will not only see but truly appreciate the depth of value our subcontracting partner will bring to your project. It is with great enthusiasm that we introduce them in the following section.

ETC INSTITUTE

ETC Institute is recognized as the national leader in the design and administration of market research studies for local government organizations. Since 1982, ETC Institute has completed research projects for organizations in 49 states. ETC Institute has designed and administered more than 2,500 statistically valid surveys, and our team of professional researchers has moderated more than 1,500 focus groups and panels and over 2,000 stakeholder interviews. ETC Institute also uses the most up-to-date and innovative analytical tools that will help FVMRD understand and use their survey data. ETC Institute has conducted research for more major U.S. cities and counties than any other firm. ETC Institute conducts approximately 150 surveys per year for clients throughout the country, and they are ready to begin whenever it is most convenient. Because their CEO is also the owner of ETC Institute, they have tremendous flexibility to go above and beyond the scope of work to help ensure each client is satisfied and that all tasks are successful.

Bringing Specialized Expertise Through Trusted Partners

Including subconsultants on our team allows us to strategically enhance our capabilities by bringing in specialized expertise, local knowledge, and additional capacity to meet the unique needs of your project. Subconsultants often offer deep subject matter expertise or niche services that complement our core strengths, helping ensure a more tailored approach. By collaborating closely with our partners, we create a unified team that leverages the best available resources to deliver high-quality, efficient, and impactful results.

PROPOSED PROJECT TEAM

Project Team Structure

Our project team brings diverse, hands-on experience—from leading parks and recreation organizations to guiding agencies through strategic planning, master plans, cost recovery efforts, and more. The following chart (Figure 1) outlines our team structure, showcasing the leadership, key support roles, and strategic partnerships that will contribute to the success of your project.

Figure 1: Project Team Organizational Structure

PRIME PROJECT PARTNER

Responsible for project management, community engagement, needs analysis, visioning, and development of the final plan.

Ryan Hegreness, MS, CPRE
Project Manager

Rich Neumann
Engagement Manager

Teresa Jackson, AFO ,CPO
Subject Matter Expert

Patrick Hammer
Subject Matter Expert

Dante Cavaz
Subject Matter Expert

Statistically valid survey

Ryan Murray
Director of Community Research

ROLES, RESPONSIBILITIES, AND QUALIFICATIONS

Below and on the following page, we introduce our proposed project team members, describe their roles and responsibilities, and detail their qualifications as they relate to delivering projects of this nature. ***Full resumes can be reviewed in Appendix A.***

Ryan Hegreness, MS, CPRE | Project Manager

As **project manager,** Ryan Hegreness will serve as the District's primary point of contact. He will oversee day-to-day project progress, track key tasks and milestones, and manage the Community Needs Assessment to help ensure timely and successful delivery.

Ryan Hegreness is a manager in our Local Government Practice Group. Ryan brings over 15 years of experience in parks and recreation leadership roles, with expertise garnered across multiple states and diverse communities. He has honed skills in strategic planning, community-wide communication, and business practice improvement at award-winning departments in Colorado, Texas, and Vermont. Known for his progressive approaches to community engagement, marketing, and event management, Ryan is a sought-after speaker and consultant. He frequently shares insights on marketing, branding, leadership, and innovation through keynote addresses and workshops across North America. Prior to joining BerryDunn, Ryan was the marketing and enterprise development manager for the City of Arlington, Texas' Parks and Recreation Department. As home to the Dallas Cowboys and Texas Rangers, Arlington attracts a high tourist population. He has also done extensive research, planning, and negotiations for music festivals and other special events. Ryan is currently working on projects for the Town of Eagle and the City of Montrose, Colorado related to outdoor tourism.

Rich Neumann | Engagement Manager

As **engagement manager,** Rich Neumann will work closely with Ryan to provide strategic oversight throughout the engagement. He will guide project initiation, shape the engagement strategy, support the development of key deliverables, and help ensure the highest standards of service quality.

Rich Neumann is a manager in our Parks, Recreation, Libraries Practice. He has more than 23 years of public-sector experience related to cultural affairs, public engagement, marketing, communication, and branding. A nationally recognized and award-winning expert in public engagement, Rich specializes in helping clients overcome barriers to innovation within the public-sector landscape. He is currently working on a similar planning effort for the Mountain Recreation District.

Teresa Jackson, AFO, CPO | Programming Subject Matter Expert

As **subject matter expert**, Teresa Jackson will bring her experience developing master planning projects for and operating agencies with tourism-based economies.

Teresa Jackson is a manager in our Parks, Recreation, Libraries Practice. She has more than 25 years of experience supporting municipal parks and recreation and special events departments, including as recreation manager for the City of Sacramento, California; special events manager for the City of Boulder, Colorado; and community center operations manager for Estes Valley Recreation and Park District, Colorado, an agency that serves a high population of tourists. She has also managed a similar planning effort for Lake Havasu City, Arizona, which serves as a popular tourist destination. Teresa is highly skilled in community outreach, facilities management, programming, public policy, and project management.

Patrick Hammer | Programming and Partnership Subject Matter Expert

As **programming and partnership subject matter expert,** Patrick Hammer will assist with various project tasks and help develop recommendations about programming and funding.

Patrick Hammer is a senior consultant with BerryDunn's Local Government Practice Group. He brings proven leadership guiding a diverse portfolio of complex capital initiatives, including the acquisition of land for long-term community preservation, future municipal facilities, and critical water infrastructure. With over 16 years of leadership experience in parks and recreation, Patrick is an expert at fostering alignment across multiple departments and jurisdictions to deliver high-impact projects and quality community service.

Dante Cavaz | GIS Subject Matter Expert

As **GIS subject matter expert**, Dante Cavaz will assist with resource mapping and level of service analysis.

Dante Cavaz is a consultant in our Parks, Recreation, Libraries Practice. He excels in using geographic information system (GIS) analysis and data-driven methodologies to support parks and recreation agencies in their planning and strategic initiatives. With both technical expertise and a commitment to community engagement, Dante's work informs outcomes that cater to clients' diverse needs. His strong communication skills, ability to synthesize information sources, and fluency in Portuguese allow him to engage effectively with a variety of interested parties and contribute to projects promoting equity and community well-being.

Subcontracting Partner

Ryan Murray, Director of Community Research | ETC

Mr. Murray has over 12 years of experience in survey administration, development, supervision, and research analysis. Throughout his tenure at ETC Institute, Mr. Murray has had the pleasure of working on survey projects that cover a wide variety of topics, including parks and recreation, community planning, customer satisfaction, transportation, employee, library, comprehensive planning, parks and recreation master plans, water and utility, and business development. His current role as director of community research includes survey design, developing sampling plans, quantitative and qualitative data analysis, interpretation of results, and presentation of findings.

SECTION 02

Understanding of the Project and Proposed Methodology

The Fraser Valley Metropolitan Recreation District has provided parks and recreational opportunities to about 6,000 local residents, along with second homeowners and tourists. The District operates multiple facilities, including:

- Pole Creek Golf Course and Bistro 28
- Grand Park Community Recreation Center
- Fraser Valley Sports Complex and the Icebox Ice Rink
- The Foundry Cinema and Bowl

Fraser Valley is home to Winter Park and offers easy access to other popular ski areas, as well as Rocky Mountain National Park, Arapaho National Forest, and the headwaters of the Colorado River. As such, the area attracts hundreds of thousands of visitors every year.

The District's most recent Master Plan was adopted in 2017, and many of its recommendations are complete. In the past decade, resident and visitor needs have likely shifted. According to the 2024 Grand County Tourism Revitalization Plan, the COVID-19 pandemic and recent large-scale wildfires have impacted tourism, although visitor levels are rebounding.

As such, the District would like to conduct a Community Needs Assessment for an updated understanding of community needs. This study will identify potential gaps and opportunities, and provide actionable recommendations to best meet full-time resident and tourist population needs with high-quality facilities and programming.

How BerryDunn Can Help

At BerryDunn, our approach to parks and recreation master planning is built around one core goal: helping our clients make informed, strategic decisions that reflect the unique character, needs, and aspirations of their communities. We don't deliver off-the-shelf solutions. We work collaboratively with you to understand your goals, engage your constituents meaningfully, and deliver a plan that is actionable, realistic, and aligned with your long-term vision. Our team combines deep technical expertise with decades of experience leading and supporting parks and recreation agencies, helping to ensure that you receive insights that are both data-driven and grounded in practical, real-world understanding.

What sets BerryDunn apart is our focus on outcomes that matter to you. We structure every planning process to generate results that are immediately useful, from identifying funding strategies and priority investments to strengthening community partnerships and guiding capital decisions. Our master plans are intentionally designed to be living documents—tools that help you advocate for resources, build consensus, and track progress over time. By integrating equity, financial sustainability, and community voice into every step of the process, we help ensure that the District not only meets today's needs but is positioned to thrive for years to come.

Ultimately, our planning approach empowers your team with more than a report. It provides clarity, confidence, and a shared roadmap for the future. Whether you are facing rapid growth, aging infrastructure, or evolving community expectations, BerryDunn is committed to helping you navigate change strategically and with purpose.

We offer the following experience to the District.

- We excel at community engagement. Community engagement is not just about collecting data. It is forming relationships and building excitement and support for the department.
- We don't treat a community needs assessment as a stand-alone study. We deliver decision-ready outputs that are prioritized and implementable.
- We understand the unique position of Fraser Valley as a tourism destination with future economic development and tourism growth plans. We will approach the community needs assessment as a tool to provide immediate insights for the needs of the community today, while keeping it flexible to adapt to changing demands and demographics.
- Our community needs assessment will provide the needed insights for today, while laying the groundwork for the development of a master plan and/or strategic plan in the coming years.

We have a Colorado-based team, with four consultants living 90 minutes from Fraser Valley. We are local, and we are familiar with your community (Ryan, PM, toured facilities in January of this year with CPRA).

Work Plan

In the next section, we present our detailed project approach intended to achieve the District's goals and objectives for this important initiative. We look forward to discussing our approach with the District and further customizing our work plan. Below, we offer an overview of our proposed approach.

Figure 2: Proposed Work Plan

> ***By working with BerryDunn, we were able to create a great roadmap for the future of Evergreen Park and Recreation District and the community.***
>
> Evergreen Park and Recreation District

SECTION 03

Scope of Work with Detailed Tasks

1 PHASE 1: PROJECT INITIATION AND MANAGEMENT

1.1 Initial Project Planning. We will begin with an initial project planning and discovery session to identify key interest groups, project team members, milestones, and expectations. During this session, we will review the proposed project schedule, work plan, and define roles and responsibilities. The insights gained will inform the development of the Project Work Plan and Schedule outlined in Task 1.2.

1.2 Project Work Plan and Schedule. Together, we will develop a Project Work Plan and Schedule that clearly outlines the project scope, communication approach, meeting timelines, and key groups involved. This foundational plan will serve as our roadmap—building alignment from day one and helping ensure that all project activities stay on track. By defining roles, responsibilities, and quality control processes up front, the District will benefit from a smooth, transparent process that supports timely progress, high-quality deliverables, and confidence in every step of the engagement.

Deliverable 1: Project Work Plan and Schedule

1.3 Kickoff Presentation. We will facilitate an on-site kickoff meeting with the District's project team to establish shared understanding, build early momentum, and lay the foundation for a strong partnership. This session will introduce our team, clarify project goals, walk through our approach and methodology, and confirm key milestones and expectations.

1.4 Status Update Meetings. We will hold biweekly status update meetings with the District's project manager to maintain clear, proactive communication throughout the project. These check-ins will keep your team informed on progress, help anticipate upcoming needs, and provide a forum to address risks or challenges early—supporting a smooth workflow, minimizing delays, and helping ensure the project stays aligned with your goals and timeline.

BerryDunn is committed to developing recommendations strategically and with purpose.

2 PHASE 2: INVENTORY AND DATA REVIEW

2.1 Data Request and Data Review. A successful project starts with a clear, well-rounded understanding of the District's current environment. To lay that foundation, we will submit an initial information request to gather key documents and data related to your plans, organizational structure, operations, and systems. This may include recent and ongoing planning work such as:

- 2017 Parks and Recreation Master Plan
- Strategic Plan
- Relevant plans from municipalities within the District
- Other reports as necessary

By reviewing this information early in the process, our team can build a shared understanding, identify strategic opportunities, and help ensure that our work builds on—not duplicates—your previous efforts. This approach minimizes the burden on your staff while allowing us to deliver recommendations that are informed, relevant, and aligned with your organization's goals and community needs.

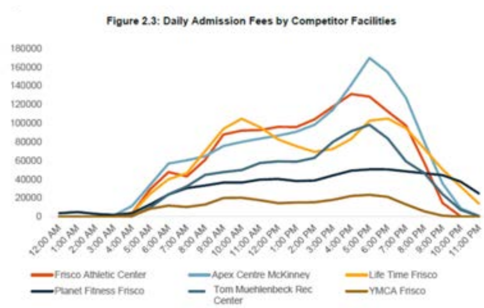
2.2 Review Demographics. We will conduct a comprehensive demographic analysis to better understand the unique characteristics and needs of the District's community. This evaluation will explore factors such as population density, age distribution, income levels, race and ethnicity, and health disparities across Grand County and the District's service area. By mapping and analyzing this data, we will uncover patterns that inform targeted outreach and support equitable access to parks and recreation resources.

To support data-informed decision-making around parks, facilities, open spaces, and trails, we will develop a detailed market profile using data from Grand County, the U.S. Census Bureau, Esri, regional sources, prior planning efforts, and other relevant datasets.

2.3 Assess Park Inventory. As part of the park inventory process, use existing GIS data and previous plans to update the District's park inventory. We will also review local planning documents, park and facility usage data, and other relevant information to provide context for the current state of parks and recreation services. This research will inform our understanding of the District's priorities, past planning efforts, and community expectations.

2.4 Organizational Profile Report. We will summarize the previous three tasks to compile an Organizational Profile Report that outlines existing conditions.

Deliverable 2: Organizational Profile Report



3 PHASE 3: COMMUNITY AND STAKEHOLDER ENGAGEMENT

3.1 Detailed Engagement Strategy. Together with the District, we will co-create a Detailed Engagement Strategy that aligns with FVMRD's culture, identity, and community dynamics. This strategy will outline how, when, and where input will be gathered, define outreach and promotional efforts, and help ensure each engagement activity is purposeful, inclusive, and results in insights that will directly inform project decisions.

To help ensure broad and meaningful community participation, we propose a hybrid in-person and virtual engagement approach tailored to the District's goals and community context. This approach is designed to increase access, build trust, and generate actionable input that reflects the full spectrum of community needs and priorities. An interactive virtual project site will provide residents with a consistent and convenient "home base" to share feedback and stay informed—enhancing transparency and keeping the community engaged throughout the planning process. In-person events will help us reach groups who may be less connected digitally, supporting equitable access to participation. By offering multiple channels of engagement, we can better capture the voices of both current users and those not yet served by the District's system.

Deliverable 3: Detailed Engagement Strategy

3.2 Project Brand. Creating a recognizable brand for the master planning project builds awareness, fosters community pride, and encourages participation by making the effort feel accessible and relevant. A strong project identity signals that the planning process is inclusive, engaging, and meaningful—ultimately increasing buy-in and long-term support. We will partner with the District to develop a brand and message that reflect the values of the community and resonate across diverse audiences. To spark creativity and help ensure alignment, we'll use tools such as word clouds and visual exercises that invite input and shape a brand identity the community can connect with and rally behind.

3.3 Project Website and Engagement Portal. We will partner with District staff to develop a customized project website that keeps the community engaged and informed throughout the planning process. This interactive platform will provide easy access for community members to share input, resulting in a broader and more diverse range of perspectives that directly inform planning decisions. By selecting tools like surveys, mapping, forums, and idea walls tailored to FVMRD's unique goals and community culture, we will enhance outreach effectiveness and foster stronger connections between the District and its stakeholders. Maintaining the website throughout the project will help ensure ongoing transparency, encourage continued participation, and support timely communication of project milestones and events. We will also develop a communication plan, including draft messaging, scripts, and social media posts to help with their public outreach.

3.4 Internal Leader and Staff Activities. Internal engagement with the District will include targeted interviews and focus groups with leadership, management, and staff to gather critical insights about recreation programs, services, and facility operations. These sessions—anticipated to include up to three meetings with leadership, administrative teams, key full- and part-time staff, and others as needed—will help ensure that internal perspectives shape the future direction of parks and facility improvements. By actively involving staff throughout the process, we strengthen buy-in and help ensure recommendations are practical and implementable, empowering those responsible to successfully lead and sustain the plan's goals.

3.5 Meetings with Interest Groups. We will hold up to three targeted meetings with key interest groups—including community leaders, school district representatives, seniors, youth, user groups, homeowner and neighborhood associations, friends groups, alternative providers, and other identified parties—to gather diverse perspectives on community needs and interests.

3.6 Public Input Sessions. Our team will facilitate up to two public focus groups to gather diverse, actionable input from key community stakeholders, including businesses, nonprofits, public agencies, volunteer partners, and neighborhood representatives. By intentionally engaging representatives from under represented populations throughout the assessment and recommendations process, we will help ensure the outcomes reflect the full community's needs and priorities.

We will collaborate closely with the District to identify and invite the most relevant groups and individuals, tailoring engagement activities to maximize meaningful participation. Anticipating potential barriers such as technology access, childcare, language, and physical accessibility, we will design inclusive events—offering child-friendly environments, accessible venues, flexible scheduling, and multilingual options through tools like Social Point—to help ensure broad and equitable community involvement. This thoughtful approach will strengthen community trust and produce recommendations that are representative, informed, and actionable.

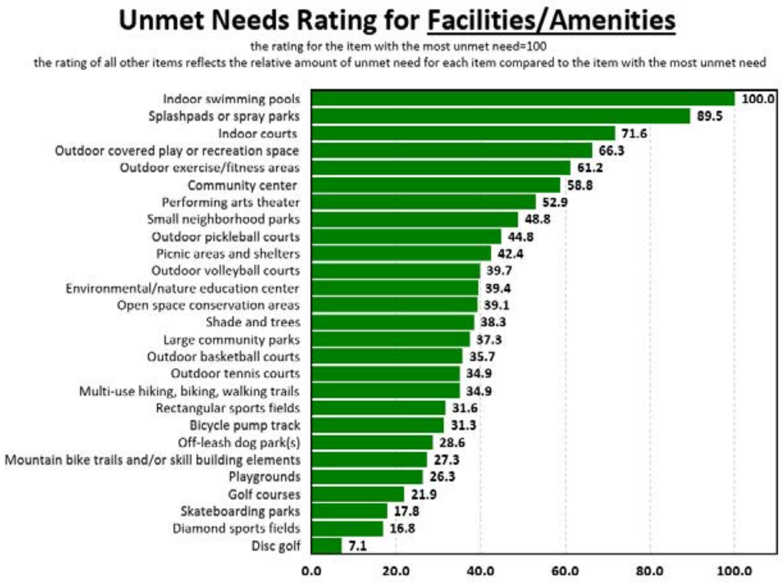



3.7 Pop-Up Events. We will host up to four pop-up events designed to actively engage community members through interactive booths, providing accessible and inviting opportunities for residents to share their input. By selecting creative and high-traffic locations tailored to the unique character of the District, we will maximize community participation and foster meaningful connections. Drawing on successful strategies from similar master planning efforts, these events will capture diverse voices through engaging activities and intercept surveys, resulting in richer community insights that directly inform planning recommendations. We can conduct these intercept surveys along with pop-up booths featuring interactive elements at:

- Fall Open House
- Holiday Craft Fair
- Gingerbread House Competition
- Social events, such as concerts or family movie events
- Regular gatherings, such as public markets
- Widely accessed sites, such as parks, community centers, or public library
- Neighborhood walks

3.8 Statistically Valid Survey. BerryDunn strongly advocates for incorporating statistically valid surveys in all planning projects to capture a comprehensive and accurate picture of community needs. The statistically valid survey provides a defensible, quantitative assessment of community priorities and needs that is not swayed by a vocal minority or special interest groups.

We will partner with ETC Institute, experts in survey design and analysis, who will develop and distribute a geographically diverse survey to a representative sample of households within the District's service area. The insights gained will provide critical data on community values, satisfaction, priorities, awareness, usage patterns, and demographics, enabling informed, equitable, and data-driven decisions that guide sustainable, long-range planning.



Sample Statistically Valid Survey Responses

3.9 Engagement Feedback Summary. Our team will deliver an Engagement Feedback Summary that synthesizes key insights gathered throughout the engagement process. By analyzing demographics, comparable providers, staff input, and community feedback together, we will identify common themes, uncover service gaps, and highlight critical observations. This integrated assessment will provide a clear understanding of community needs and priorities, directly informing actionable recommendations that align with the District's goals and drive meaningful improvements.

Deliverable 4: Engagement Feedback Summary

4 PHASE 4: LEVEL OF SERVICE ANALYSIS

4.1 Trends Analysis. Our team will conduct a trends analysis to help the District proactively plan for the community's evolving needs. By examining demographic changes, recreation participation trends, and emerging service delivery models. This analysis will incorporate relevant local and national best practices, as well as insights from mountain communities and other agencies serving a high tourist population.. The resulting insights will equip the District to make forward-thinking, data-informed decisions that advance service equity, improve operational efficiency, and strengthen long-term community impact.

4.2 Level of Service. Grounded in the District's community demographics, engagement insights, and inventory data, we will evaluate the quality, distribution, and accessibility of parks, programs, and facilities. This analysis will assess how well existing assets meet current community needs and how effectively they are positioned to serve future growth. We will identify opportunities to close service gaps, make better use of existing resources, and explore potential partnerships. The resulting insights will guide data-driven decisions that promote equity, maximize investment, and deliver long-term value to the community.

4.3 Conduct Benchmarking and National Comparisons. To help ensure the District and its community have a clear understanding of the key topics and trends influencing the next several years, we will look at comparative trends and available benchmarks for financial sustainability, asset management, programs and services, and related planning aspects. We will compare service levels and amenities to similar agencies with tourism-based economies as appropriate. Additional topics may be identified to help understand and prioritize other community concerns, including but not limited to sustainability and resilience, social equity and affordability, and other industry trends.

4.4 Conduct a Recreation Assessment. We will to collect information on current program offerings, participation levels, and service usage. Our team will analyze this data to identify trends, gaps, and opportunities for improved service delivery.

Using information provided by FVMRD staff, we will conduct a program menu inventory to assess the variety of recreational activities offered and analyze participation trends across age groups, demographics, and geographic areas.

4.5 Level of Service Report. We will summarize all information collected throughout Phase 4 to prepare a Level of Service Report.

Deliverable 5: Level of Service Report

5 PHASE 5: VISION/GAP ANALYSIS AND RECOMMENDATIONS

5.1 Assess Gaps. We will analyze the information on usage, needs, desires, operations, maintenance, land use trends, and make recommendations. We will identify areas of service shortfalls and projected impact of future trends. We will include programs and amenities offered by alternative providers into this analysis.

5.2 Conduct Visioning Workshops. We will conduct a visioning session with District staff. The result of the visioning process is the development of the goals and objectives to drive a plan that represents the values of the community, as well as a prioritized action plan to successfully chart out the roadmap for implementation. The proposed goals and objectives will then be posted publicly, to allow for public input. We will incorporate the resulting feedback before developing the Action Plan.

5.3 Develop Goals, Objectives, and an Action Plan. Following the workshop, we will develop Goals, Objectives, and an Action Plan. The plan will present prioritized strategic initiatives based on input from the workshops, aligned with a clear timeline for implementation. Our prioritization work will also include the cut sheets outlining facility, open space, capital development, and land acquisition methodology recommendations.

5.4 Analyze Financial and Funding. We realize that recommendations mean nothing without examining the financial resources necessary to move forward. Based on the recommendations that arise out of the needs assessment, we will identify potential funding needs.

Deliverable 6: Visioning Workshop Summary and Recommendations

6 PHASE 6: DRAFT AND FINAL REPORTS AND PRESENTATIONS

6.1 Prepare a Draft Report. We will summarize and synthesize all research and stakeholder input and incorporate recommendations and priorities into a Draft Community Needs Assessment. We will work with the District's project team to prioritize recommendations, based on capacity and budgetary realities. The result will be a set of recommendations phased in to immediate, near-term, and long-term time frames that address goals and action strategies.

Deliverable 7: Draft Community Needs Assessment

6.2 Facilitate a Review Session. After applying first round edits, we will facilitate a review session with the District to discuss feedback and recommendations within the plan. After incorporating edits, we will prepare a clear, professional final report that includes:

- Executive Summary
- Data Summaries
- Engagement Results
- Gap Analysis

- Recommendations
- Maps
- Graphics
- Appendices

6.3 Deliver a Final Presentation. We will present the updated Community Needs Assessment to the FVMRD Board and representative stakeholders to provide an opportunity for them to ask questions and request final edits.

6.4 Finalize the Plan. After implementing edits and submitting to the District for review after our presentation, we will develop the Final Community Needs Assessment.

Deliverable 8: Final Community Needs Assessment

6.5 Implementation Workshop. Following adoption, we will facilitate an implementation workshop that will provide a detailed sequence of steps needed for successful implementation, as well as review techniques to effectively deploy recommendations, including:

- Securing funding sources
- Capital project review
- Identification of a plan champion or team of champions
- Visual management techniques
- Ongoing employee engagement
- Reporting mechanisms and communication
- Internal marketing
- Institutionalizing the process by documenting the steps in the process and continuous improvement of the process
- Ongoing plan adjustments
- Connection to the community, FVMRD management, elected officials within the service area, and employees

OPTIONAL SERVICES

If desired, we can add the following optional tasks to the scope for an additional fee.

Park Inventory and Conditions Assessment. As part of the park inventory process, we would conduct a detailed assessment of existing parks across the District, focusing on their amenities and overall condition. This inventory will help identify the strengths, weaknesses, and opportunities for improvement in how parks meet the needs of the community. We will evaluate existing GIS information to gather detailed geographic data on each park, including its location, size, amenities, and current usage. This will allow us to create an accurate, data-driven overview of the District's park system.

Graphic Design. If this option is selected, we will provide graphic design services for the final deliverable.

ANTICIPATED SCHEDULE

Below is our anticipated schedule for completing the District's requested scope of work. We expect the project to take approximately eight months and look forward to collaborating with the District to finalize the timeline. We remain flexible to adjust the schedule as needed—whether to accelerate or extend the process—while helping to ensure consistent progress and momentum throughout the project.

Table 1: BerryDunn's Proposed Schedule

Phase / Months	A	S	O	N	D	J	F	M
Ongoing Project Management	●	●	●	●	●	●	●	●
Phase 1: Project Initiation and Management	●	●						
Phase 2: Inventory and Data Review	●	●						
Phase 3: Community and Stakeholder Engagement		●	●	●	●	●		
Phase 4: Level of Service Analysis		●	●	●	●	●		
Phase 5: Vision/Gap Analysis and Recommendations						●		
Phase 6: Draft and Final Report and Presentations							●	●

SECTION 04

Proposed Costs

Table 2 outlines our proposed costs for completing the District's requested scope of work. We propose a firm, fixed fee that includes all time, materials, and travel expenses. These costs were carefully developed based on:

- The detailed work plan narrative presented in our proposal
- Our staffing plan and resource allocation, helping to ensure the right number of team members with the appropriate expertise to effectively complete the defined tasks
- Our extensive experience managing projects of similar scope and scale

We welcome open conversation and are happy to discuss and negotiate pricing to best align with the District's needs and budget.

Table 2: Proposed Costs by Phase

Phase	Costs
Phase 1: Project Initiation and Management	$18,653
Phase 2: Inventory and Data Review	$8,022
Phase 3: Community and Stakeholder Engagement	$14,936
Statistically Valid Survey	$20,000
Phase 4: Level of Service Analysis	$9,674
Phase 5: Vision/Gap Analysis and Recommendations	$7,358
Phase 6: Draft and Final Report and Presentations	$11,309
TOTAL	**$89,952**
Optional: Park Inventory And Conditions Assessment	$9,758
Optional: Graphic Design For Final Plan	$8,963

SECTION 05

Relevant Experience and References

LOCALLY INFORMED, NATIONALLY PROVEN

We know that every community is different—and that local context matters. That's why we're proud to bring both national experience and regional insight to our work in the State. Whether it is helping cities plan for the future, improve operations, or build stronger community spaces, we have been honored to partner with agencies across the region. Below are a few examples of recent and ongoing projects that reflect our commitment to supporting communities just like yours.

Adams County
Boulder County
Cherry Creek School District
City of Aspen
City of Aurora
City of Boulder
City of Brighton
City of Colorado Springs
City of Commerce City
City/County of Denver
City of Edgewater
City of Englewood
City of Fort Collins
City of Golden
City of Greeley
City of Louisville
City of Loveland
City of Montrose
City of Northglenn
City of Westminster
City of Wheat Ridge
Douglas County
Eagle County
El Paso County
Evergreen Park and Recreation District
Hyland Hills Park and Recreation District
Jefferson County School District
Lake County
Larimer County
Mesa County
Mountain Recreation District
Pitkin County
South Suburban Parks and Recreation District
Summit County
Tri-County Health Department
Town of Erie
Town of Mountain View
Town of Parker
Town of Timnath
Town of Wellington
Weld County

Together with our active involvement in the Colorado Parks and Recreation Association, this experience gives us a strong foundation of local knowledge and trusted relationships. It also helps to ensure that we bring meaningful insights, practical expertise, and a clear understanding of both regional needs and national best practices to this project.

Master, Strategic, and Comprehensive Planning

When you work with our team, you are getting the benefit of a firm that has led hundreds of master, strategic, and comprehensive planning projects. Along the way, we have learned what works—and we have continued to fine-tune how we engage communities, analyze data, and shape recommendations. Our goal is to make every planning process inclusive, innovative, and grounded in real community needs. We also bring the perspective of having worked in the public sector ourselves, so we understand the challenges you face and how to tailor our approach to fit your specific goals. Below are planning projects that show the kind of work we do—and how we can help.

- Ada County, ID
- **Adams County, CO**
- Athens-Clark County, GA
- Avondale, AZ
- Buncombe County, NC
- Cabarrus County, NC
- Calvert County, MD
- Charles County, MD
- **City/County of Denver, CO**
- **City of Aurora, CO**
- City of Blue Springs, MO
- City of Bonita Springs, FL
- City of Bozeman, MT
- City of Boynton Beach, FL
- **City of Burlington, CO**
- City of Burlington, NC
- City of Cedar Park, TX
- **City of Commerce City, CO**
- City of Cooper City, FL
- City of Crestwood, MO
- City of Douglasville, GA
- **City of Englewood, CO**
- City of Ennis, TX
- City of Fairfax, VA
- **City of Golden, CO**
- City of Grand Prairie, TX
- **City of Greeley, CO**
- City of Hampton, VA
- City of Iowa City, IA
- City of Irving, TX
- City of Jersey City, NJ
- City of Kennewick, WA
- City of Lauderdale Lakes, FL
- City of Lynchburg, VA
- City of Manhattan, KS
- City of Maple Valley, WA
- City of Mebane, NC
- City of Mesa, AZ
- City of Modesto, CA
- **City of Montrose, CO**
- City of Monterey Park, CA
- City of Nampa, ID
- City of New Braunfels, TX
- City of North Las Vegas, NV
- City of Novato, CA
- City of Oakland, CA
- City of Omaha, NE
- City of Owensboro, KY
- City of Palmdale, CA
- City of Parkland, FL
- City of Pflugerville, TX
- City of Plantation, FL
- City of Port St. Lucie, FL
- City of Raleigh, NC
- City of Redlands, CA
- City of Roanoke, VA
- City of Rock Springs, WY
- City of Salt Lake City, UT
- City of Sandpoint, ID
- City of Scottsdale, AZ
- City of Unalaska, AK
- **City of Wheat Ridge, CO**
- City of Wilsonville, OR
- DeKalb County, GA
- **El Paso County, CO**
- Elmhurst Park District, IL
- **Evergreen Park and Recreation District, CO**
- Howard County, MD
- **Hyland Hills Park and Recreation District, CO**
- Iredell County, NC
- Jackson County, MS
- Johnson County Park and Recreation District, KS
- Jurupa Area Recreation and Park District, CA
- Lombard Park District, IL
- Loudoun County, VA
- Maricopa County, AZ
- Martin County, FL
- Maryland National Capital Park Planning Commission, MD
- Mecklenburg County, NC
- North Carolina Department of Natural and Cultural Resources
- Peninsula Metropolitan Park District, WA
- Pima County, AZ
- Pittsylvania County, VA
- Round Lake Area Park District, IL
- San Luis Obispo County, CA
- **South Suburban Parks and Recreation District, CO**
- Suwanee County, FL
- Town of Brewster, MA
- Town of Burlington, MA
- Town of Cary, NC
- Town of Chapel Hill, NC
- Town of Davie, FL
- **Town of Erie, CO**
- Town of Gilbert, AZ
- Town of Groton, CT
- Town of Jupiter, FL
- Town of Manchester, CT
- Town of Sahuarita, AZ
- **Town of Timnath, CO**
- Town of Wilbraham, MA
- Vermont State Parks
- Village of Ardsley, NY
- Village of Downers Grove, IL
- Village of Lincolnwood, IL
- Village of Pinecrest, FL
- Village of Riverside, IL
- Washington County, VA
- Washington Township, OH
- Washoe County, NV
- Waukegan Park District, IL
- Wheaton Park District, IL
- Wheeling Park District, IL
- Willamalane Parks and Recreation District, OR

Town of Timnath, Colorado

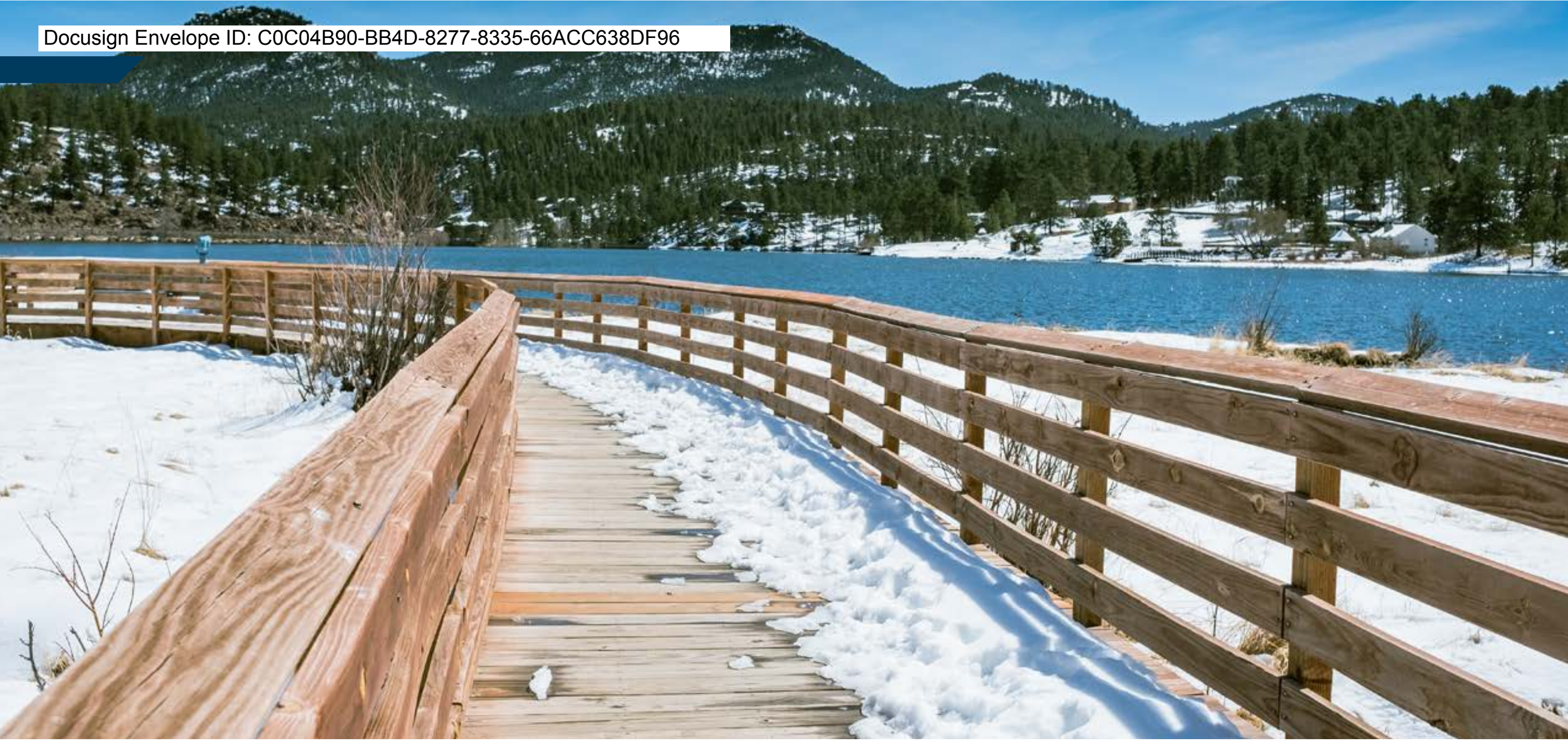
Parks, Recreation, Open Space, and Trails Master Plan

BerryDunn worked with the Town of Timnath to develop a Parks, Recreation, Open Space, and Trails Master Plan. This plan updated to the 2011 Parks, Recreation, Open Space, and Trails Master Plan. It served as the foundation for the Department's future and provided strategies for maintaining and enhancing services and programs as the Town continues to grow. At the time of this plan, the Town was interested in solidifying its identity. The Town was committed to creating a parks and recreation system that would contribute to quality of life and community development.

Our team evaluated the Town's Parks and Recreation Department's staffing levels to determine how team members could maintain a consistent level of service. Following conclusion of this project, our team provided the Town with an action plan and implementation strategies to guide the Department forward.

During the Parks, Recreation, Open Space, and Trails Master Plan project, the Town identified need for a Feasibility Study for a new recreation center. Our team developed a separate study to assess specific needs for programming and services that could be housed in a new recreation center. We also assessed sites and developing staffing and operational recommendations.

REFERENCE:
Tom Casal
Parks and Recreation Director
4750 Signal Tree Dr.
Timnath, CO 80547
970.224.3211
tcasal@timnathgov.com
Project Dates: 03/2024 - 07/2025



Evergreen Park and Recreation District, Colorado

Strategic Plan

The Evergreen Park and Recreation District (EPRD) needed a Strategic Plan to better understand the needs and desires of a changing community. At the time of this plan, EPRD was dealing with aging facilities, changing needs, and conflicting priorities. To set a solid path forward, EPRD retained BerryDunn to engage the community, assess its facilities, and develop a roadmap forward with realistic and implementable recommendations.

Our team facilitated a robust engagement process including five community events, six discovery sessions, and on-site engagement within the community, as well as an online engagement platform. Over 2,700 people participated in the engagement process. To hear from youth in the community, we conducted youth-specific engagement by working with the school district to distribute surveys. Along with the engagement process, we assessed facilities and used the results to develop a vision for the District and to aid EPRD in prioritizing community needs.

REFERENCE

Liz Cohen
Grants and Strategy Manager
1521 Bergen Pkwy.
Evergreen, CO 80439
720.880.1017
lcohen@eprd.co
Project Dates: 10/2022 - 12/2023

Hyland Hills Park and Recreation District, Colorado

Strategic Plan

BerryDunn assisted the Hyland Hills Parks and Recreation District in developing a Strategic Plan. The District serves a population of 130,000 in the northwest Denver, Colorado, metro area and manages world-class facilities, including a water park, two golf courses, an ice arena, adventure ropes course, and go-karts racetrack.

The goal of the project was to lead the District in developing a vision for its next 10 years and to provide a guide with proposed standards that would help the District provide an equitable balance of programs, facilities, and amenities. The resulting Strategic Plan presented a set of recommendations, including those related to open space.

Our approach to conducting this work effort includes touring the District's facilities and conducting thorough research and analysis. We completed a demographic analysis and AI-supported analysis of mobile data, which provided insights into movement patterns and user trends. Our robust engagement strategy involved crafting a project-specific brand, facilitating inclusive stakeholder meetings and input sessions, launching a customized project website, and conducting a statistically valid survey, with support of a subcontracting partner. We used GIS technology and a component-based methodology to conduct a level of service analysis that pinpoints gaps in the system and opportunities for improvement; assess current facility conditions; and analyze recreation programming and workplace culture. We provided the District with capital improvement plan recommendations, a financial and funding analysis, and a summary of findings. We facilitated brainstorming and visioning sessions and combine the organization's aspirations for the future with realistic recommendations for achieving them.

REFERENCE

Skyler Beck
Deputy Director of Administrative Services
8801 North Pecos St.
Federal Heights, CO 80260
303.428.7488
sbeck@hylandhills.org
Project Dates: 04/2023 - 09/2024

APPENDIX A

Resumes

Ryan Hegreness

MS, CPRE

Manager | Berry, Dunn, McNeil & Parker, LLC

PROPOSED PROJECT ROLE

Project Manager

RELEVANT EXPERIENCE

15+ years

EDUCATION, CERTIFICATIONS, AND MEMBERSHIPS

- Certified Park and Recreation Executive (CPRE)
- Strategic Artificial Intelligence Certification, Colorado State University—Colorado Springs
- Project Management Foundations, Project Management Institute® (PMI®)
- Leading for Organizational Impact, Center for Creative Leadership
- Certified Park & Recreation Professional (CPRP) 2007-2017
- Directors School Graduate, National Recreation & Park Association (NRPA)
- NRPA Revenue Development & Management School Board of Regents
- Strategic Artificial Intelligence Advisory Board | Colorado State University—Colorado Springs
- NRPA Fellowship Mentor

Ryan Hegreness is a manager in our Local Government Practice Group. Ryan brings over 15 years of experience in parks and recreation leadership roles, with expertise garnered across multiple states and diverse communities. He has honed skills in strategic planning, community-wide communication, and business practice improvement at award-winning departments in Colorado, Texas, and Vermont. Known for his progressive approaches to community engagement, marketing, and event management, Ryan is a sought-after speaker and consultant. He frequently shares insights on marketing, branding, leadership, and innovation through keynote addresses and workshops across North America.

EXPERIENCE

Park and Recreation Leadership: Ryan is adept at overseeing a wide range of operational aspects and spearheading improvement efforts. Serving as the parks, recreation, libraries, and open space operations manager for Westminster, Colorado, he managed multimillion-dollar budgets and supervised the planning and design of urban parks and open spaces. Ryan's leadership resulted in a three-time Gold Medal Award-winning park system and an increase in event attendance, including the introduction of new cultural festivals. Additionally, Ryan has a strong focus on fostering leadership skills and building high-performing teams within municipal and park district settings. He has demonstrated a commitment to building trust, empowering staff, and encouraging innovation, with a leadership style that emphasizes collaboration.

Community Engagement and Marketing Strategy: Ryan has a track record of developing innovative marketing strategies and fostering community engagement with parks and recreation departments across the country. As marketing and enterprise development manager for Arlington, Texas's Parks and Recreation Department, he reshaped services based on neighborhood demographics and led the creation of an industry-leading park and recreation marketing plan. He significantly increased departmental engagement and exceeded revenue goals while growing engagement. Ryan's approach centers digital initiatives and partnership building to enhance brand awareness and revenue generation.

SELECT CLIENTS

City of Blue Springs, MO

City of Fort Collins, CO

City of Kettering, OH

Town of Essex, VT

Rich Neumann

Manager | Berry, Dunn, McNeil & Parker, LLC

PROPOSED PROJECT ROLE

Engagement Manager

PUBLICATIONS

- Outrageous Events—Incredible Results!
- Relieve Yourself From Creative Constipation
- Marketing Strategy: From Practical to Practically Insane
- Caution: Extreme Marketing Ahead

RELEVANT EXPERIENCE

15+ years

EDUCATION

- B.S. Communications/B.S. English; James Madison University, Harrisonburg, VA

Rich is a manager in our Parks, Recreation, Libraries Practice. He has more than 23 years of public-sector experience related to cultural affairs, public engagement, marketing, communication, and branding. His unrelenting creativity and offbeat sense of humor allow him to look at opportunities and challenges from a unique perspective. A nationally recognized and award-winning expert in public engagement, Rich specializes in helping clients overcome barriers to innovation within the public-sector landscape. He regularly helps clients envision new pathways, and he understands what is required to execute and implement new ideas in the public-sector landscape.

EXPERIENCE

Branding and Communications: Rich is an expert in creative communication, with professional experience at all levels of government. He has developed and led dynamic creative services teams, developed marketing and engagement strategies, and executed city branding initiatives. Prior to joining BerryDunn, Rich grew the City of Westminster's social media audiences by 500%, generating more than 17 million marketing impressions per year. Finally, Rich has supported executive staff and elected officials with media training, policy communication, and media relations.

Community Engagement: Rich excels at developing targeted community engagement around master and strategic planning initiatives. His outgoing, personable, and thoughtful demeanor allow him to connect with community members, staff, leadership, elected officials, and partner agencies alike. His approach is creative, custom-fit, nuanced, and sensitive to the diverse needs of those involved.

Special Events: Rich has a strong track record of special events creation and execution; in fact, in the wake of his extensive speaking engagements at state and national conferences, Rich's wildly creative events have been copied and produced in municipalities across North America. Additionally, while serving as marketing and cultural affairs manager for the City of Westminster, Colorado, Rich increased event attendance by 300% and revenue by more than 850%. He also designed and implemented an event sponsorship program with contracts exceeding $200,000 annually.

SELECT CLIENTS

- City of Oak Harbor, Washington
- Town of Timnath, Colorado
- Mountain Recreation District, Colorado

Teresa Jackson

AFO, CPO

Manager | Berry, Dunn, McNeil & Parker, LLC

PROPOSED PROJECT ROLE

Subject Matter Expert

RELEVANT EXPERIENCE

25+ years

CERTIFICATIONS AND MEMBERSHIPS

- Certified Aquatics Facility Operator (AFO)
- Certified Pool Operator (CPO)

EDUCATION

- Bachelor's Degree, Recreation Administration, California State University

Teresa Jackson is a manager in our Parks, Recreation, Libraries Practice. She has more than 25 years of experience supporting municipal parks and recreation and special events departments, including as recreation manager for the City of Sacramento, California; special events manager for the City of Boulder, Colorado; and community center operations manager for Estes Valley Recreation and Park District, Colorado. She is highly skilled in community outreach, facilities management, programming, public policy, and project management.

EXPERIENCE

Project Management: Teresa is a talented project manager with experience leading parks and recreation master plans, feasibility studies, and cost recovery analyses. She focuses on building strong relationships with staff, elected officials, partner organizations, and community members. She has collaborated with non-profits, community-based organizations, and neighboring municipalities to deliver activities and programs in small, mid-sized, and large communities.

Operations Analysis and Programming: Prior to joining BerryDunn, she led the development and implementation of the Estes Valley Recreation Center, a $27-million, 70,000-square-foot facility intended to house a multi-generational, multipurpose senior, aquatics, fitness, childcare, and library center.

Policy Innovation: Teresa excels at identifying opportunities for progressive programming and management. While serving the City of Sacramento, she led a review of the City's park code to allow for commercial uses in parks and community centers. She also managed a committee which established a city ordinance for special events.

Cost Recovery: Teresa has supported several cost recovery initiatives for parks and recreation departments and districts. She leverages her public-sector background, consulting experience, and knowledge of industry best practices to help clients understand the full costs of providing services, identify cost-saving measures, and develop cost recovery and fee structure strategies.

SELECT CLIENTS

El Paso County, CO

City of Golden, CO

Lake Havasu City, AZ

Town of Sahuarita, AZ

Town of Kingman, AZ

Patrick Hammer

MS

Sr. Consultant | Berry, Dunn, McNeil & Parker, LLC

PROPOSED PROJECT ROLE

Project Manager

RELEVANT EXPERIENCE

20+ years

MEMBERSHIPS

- International City/County Management Association (ICMA)
- Colorado City and County Management Association (CCCMA)
- International Council of Shopping Centers (ICSC)
- National Recreation and Parks Association (NRPA)
- Regional Coalition of Agencies for Emergency Management – Community Wildfire Preparedness

EDUCATION

- MS, Business Management, Colorado State University System
- BS, Recreation Management, University of Northern Colorado

Patrick Hammer is a senior consultant with BerryDunn's Local Government Practice Group. He brings proven leadership guiding a diverse portfolio of complex capital initiatives, including the acquisition of land for long-term community preservation, future municipal facilities, and critical water infrastructure. With over 16 years of leadership experience in parks and recreation, Patrick is an expert at fostering alignment across multiple departments and jurisdictions to deliver high-impact projects and quality community service.

EXPERIENCE

Parks and Recreation Leadership: Before joining BerryDunn, Patrick held multiple leadership roles across both the Town of Superior and the Town of Erie. For the Town of Superior, Patrick served as recreation superintendent where he created recreation and volunteer programs, organized regional entertainment and racing events, managed parks capital projects, and administered maintenance and operations contracts. Patrick also served as the director of parks and recreation, a role that involved leading large public and private partnerships, community engagement, contract administration, and land planning focusing on multimodal transportation and regional connectivity.

For the Town of Erie, Patrick served as director of parks and recreation where he led four operating divisions that provided recreational experiences, developed policy, directed planning initiatives, and managed annual operating, maintenance and capital project budgets. As deputy town manager, Patrick worked alongside the town manager and town council to provide strategic direction and leadership. He oversaw public works, human resources, economic development, information technology, and communication and community engagement departments.

Land Planning and Acquisition: Patrick has helped renew dedicated public funding which supported land acquisition for park development and ongoing maintenance. He has also successfully negotiated a major park-land expansion and collaborated with cross-functional teams on significant transportation, roadway and public safety improvements.

Dante Cavaz

Consultant | Berry, Dunn, McNeil & Parker, LLC

PROPOSED PROJECT ROLE

Subject Matter Expert

RELEVANT EXPERIENCE

2 years

EDUCATION

- BA, History, Brown University
- Outstanding Innovator Award – BerryDunn Innovation Council

Dante Cavaz is a consultant in our Parks, Recreation, Libraries Practice. He excels in using geographic information system (GIS) analysis and data-driven methodologies to support parks and recreation agencies in their planning and strategic initiatives. With both technical expertise and a commitment to community engagement, Dante's work informs outcomes that cater to clients' diverse needs. His strong communication skills, ability to synthesize information sources, and fluency in Portuguese allow him to engage effectively with a variety of interested parties and contribute to projects promoting equity and community well-being.

EXPERIENCE

GIS Analysis: Leveraging his background in geospatial analysis, Dante uses the suite of ArcGIS software to make maps that assist decision-making and project outcomes. He also employs these spatial analysis skills to perform level of service (LOS) analysis for parks and recreation master planning projects, as well as for municipal comprehensive plans. Dante is also experienced in interactive mapping approaches, such as ArcGIS Story Maps, which allow him to create easily shareable digital maps based on geographic data.

Data Analysis and Visualization: Dante is skilled at extracting and analyzing large datasets. He leverages Power Query to efficiently organize quantitative data, which he then visualizes through charts, graphs, and maps. Dante uses data visualizations to help ensure clear communication and informed decision-making in parks and recreation initiatives. By analyzing complex data, Dante uncovers actionable insights that drive strategic planning projects.

Community Engagement and Facilitation: Dante has experience facilitating stakeholder interviews and focus groups, employing strong written and verbal communication skills to connect with others and glean key insights. Additionally, he has staffed many community pop-up events, engaging the public and learning about their priorities.

SELECT CLIENTS

City of Lake Elsinore, CA

City of Golden, CO

City of Fairfax, VA

Pima County, AZ

RYAN MURRAY
Assistant Director of Community Research
ETC Institute
725 W. Frontier Circle, Olathe, KS 66061
ryan.murray@etcinstittue.com
(913) 254-4598

ETC INSTITUTE

EDUCATION
B.S., Public Administration, The University of Kansas

SUMMARY OF EXPERIENCE
Mr. Murray has over 13 years of experience in survey administration, development, supervision, and research analysis. Throughout his tenure at ETC Institute Mr. Murray has had the pleasure of working on survey projects that cover a wide variety of topics, including parks and recreation, community planning, customer satisfaction, transportation, employee, library, comprehensive planning, parks and recreation master plans, water and utility, and business development. His current role as Project Manager includes survey design, developing sampling plans, quantitative and qualitative data analysis, interpretation of results, and presentation of findings. In his previous role he planned, coordinated and supervised the administration of large-scale origin-destination transportation studies on over a dozen projects throughout the country. Mr. Murray has worked as a Project Manager on projects for over 50 state, county, local, and private sector clients. Below are some examples of the clients Mr. Murray has worked for.

PARKS AND RECREATION PROJECT EXPERIENCE

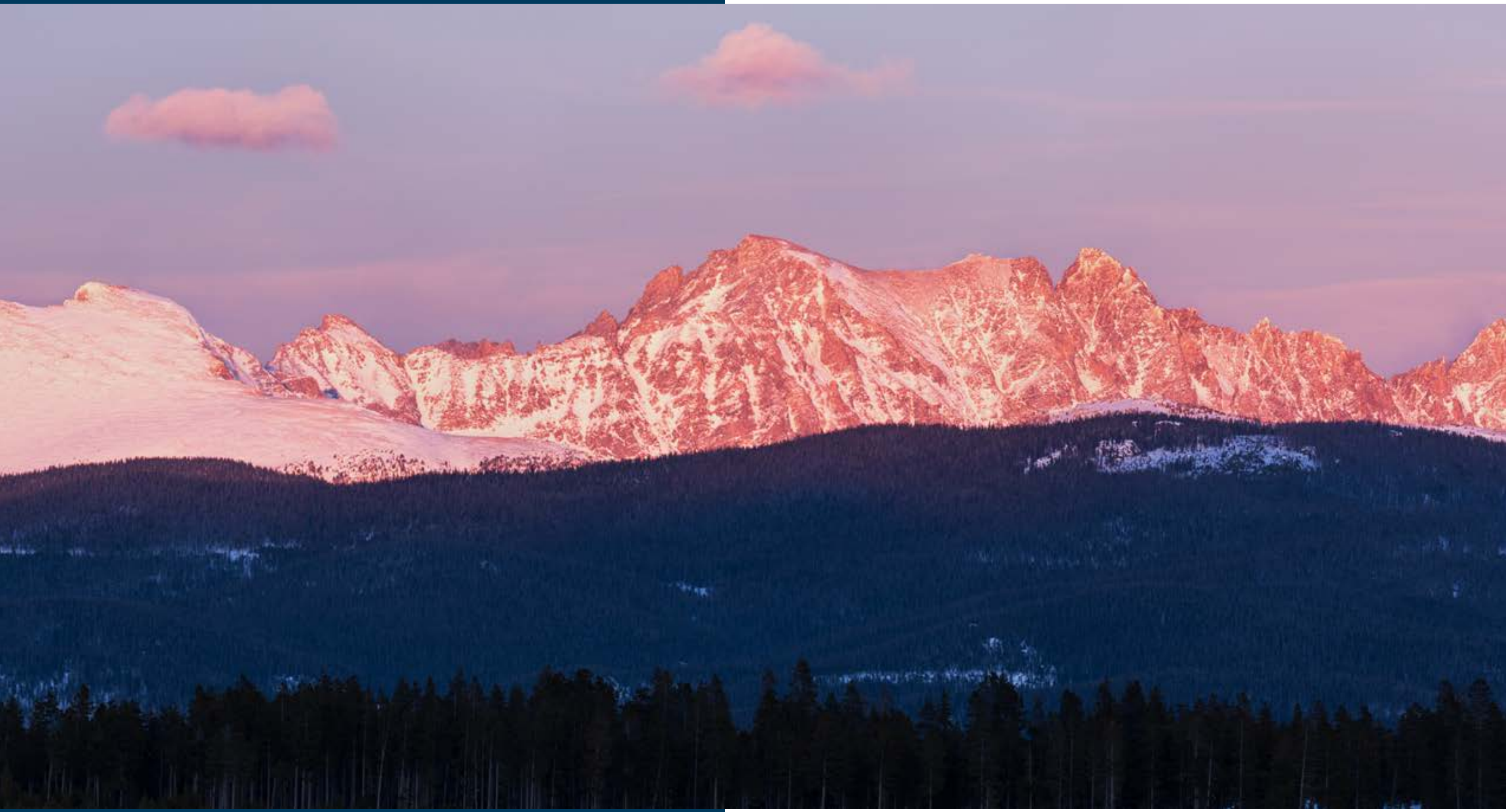
Mr. Murray has served as a project manager for over 100 parks and recreation surveys for local governmental organizations. Some of these organizations include:

- Arlington County, Virginia
- Auburn, Georgia
- Barrington, Illinois
- Bend, Oregon
- Billings, Montana
- Chandler, Arizona
- Denver, Colorado
- Durango, Colorado
- Edgewater, Colorado
- Kenmore, Washington
- LaVista, Nebraska
- Lincoln, Nebraska
- Mecklenburg County, North Carolina
- Merriam, Kansas
- Mill Valley, California
- Pleasant Hill, California
- San Clemente, California
- San Diego, California
- San Louis Obispo, California
- Shawnee, Kansas
- Shoreline, Washington
- St. Louis County, Missouri
- Tacoma, Washington
- Tucson, Arizona
- Virginia Beach, Virginia
- Waxhaw, North Carolina
- Wayne County, Michigan
- West Sacramento, California
- Westerville, Ohio
- Westfield, New Jersey
- Winnetka, Illinois

"The overall experience of working with the BerryDunn Parks | Recreation | Libraries team was…OUTSTANDING! Their entire team consisted of subject matter experts who were responsive, knowledgeable, supportive, and patient every step of the way!"

Former Client

City of Sanibel, Florida



berrydunn.com

“BerryDunn” is the brand name under which Berry, Dunn, McNeil & Parker, LLC and BDMP Assurance, LLP, independently owned entities, provide professional services in an alternative practice structure in accordance with the AICPA Code of Professional Conduct. BDMP Assurance, LLP is a licensed CPA firm that provides attest services, and Berry, Dunn, McNeil & Parker, LLC, and its subsidiary entities provide tax, advisory, and consulting services.

The entities falling under the BerryDunn brand are independently owned and neither entity is liable for the services provided by the other entity. Our use of the terms “our firm” and “we” and “us” and terms of similar import denote the alternative practice structure of Berry, Dunn, McNeil & Parker, LLC and BDMP Assurance, LLP.

We will be utilizing generative AI programs where appropriate and permissible under client contracts and relevant laws. These AI tools are designed to support our team in various aspects of our work, including data analysis and project management. The integration of AI enables us to provide more accurate insights and streamline our processes, ultimately benefiting our clients through enhanced service delivery.

This proposal is the work of Berry, Dunn, McNeil & Parker, LLC and is in all respects subject to negotiation, agreement, and signing of specific contracts.

MONTHLY FINANCIAL / BUDGET SUMMARY

Attached is the financial report for JUNE 2026. The following provides a summary of the month as compared to the budget. A monthly budget has been put together for all departments for 2026. Monthly Revenues were budgeted based on historical averages as well as last year's actual data.

District-wide:

1. District-wide revenues for June were less than budget by $133,352 and are $249,556 better than budget for the year-to-date.
2. Costs of Goods sold were $21,296 better than budget and $3,893 over budget for the year-to-date.
3. District-wide expenses for the month of June were on budget and $128,520 over budget for the year-to-date.
4. The District ended June $111,516 less than budget and is $117,144 better than budget for the year-to-date.

Parks & Recreation Combined:

1. Revenue for Parks and Rec Combined was $20,037 less than budget for the month and $121,178 better than budget for the year.
2. Costs were on budget for the month and are $2,820 over budget for the year.
3. Expenses were on budget for the month and are $76,227 over budget for the year.
4. Parks and Rec Combined ended the month $20,437 less than budget and $42,131 better than budget year-to-date.

District Administration:

1. Revenues were $26,045 less than budget and are $14,615 less than budget for the year-to-date for property tax and interest collection.
2. Expenses were on budget but are $26,273 due to wages and benefits for the overlap of Finance Directors during the transition slightly offset by savings in hourly wages.
3. District Admin ended June $26,764 less than budget and is $40,887 less than budget for the year-to-date.

General Recreation:

1. June revenue was less than budget by $2,989 and is $41,216 better than budget for the year-to-date.
   a. Adult/Teen Program fees were $781 better than budget driven by Tennis, Golf, and Pottery open studio.
   b. Youth Program fees were $1,809 better than budget due to strategic increased capacity in programs.
   c. Youth Specialty Programs were $5,579 less than budget due to cancellation and refund of Chess Wizards, Intermediate Cowgirl Camp, and Boys Backpacking trip programs driven by not being at minimum capacity.
2. Expenses were $3,787 better than budget mainly due to saving in contract labor associated with the cancelled programs and $17,990 over budget for the year-to-date due to unbudgeted but necessary repairs to program vehicles, wages, and youth program supplies and field trips; slightly offset by savings in benefits.
3. General Rec ended the month on budget and is $23,226 better than budget for the year-to-date.

Parks & Athletics / Ice Rink:

1. Revenues for June were on budget and are $27,625 better than budget for the year-to-date.
2. COGS were on budget.
3. Expenses were $3,968 over budget due to wages, irrigation supplies, and utilities and are $25,986 over budget for the year-to-date mainly due to wages.
4. The Parks and Athletics department ended the month $4,185 less than budget and is on budget year-to-date.

Recreation Center:

1. Revenue for June was $9,028 better than budget and is $66,952 better than budget for the year. Major variances as compared to budget are as follows:
    a. Memberships and punch cards were $8,505 better than budget.
    b. Daily admissions were $3,234 less than budget.
    c. Fitness programs and memberships were $1,125 better than budget.
    d. Gymnastics was $2,637better than budget.
    e. Facility rentals was $2,375 better than budget.
    f. Property Tax was $1,453 less than budget.
2. Costs and Expenses were on budget for June and are $6,491 over budget for the year-to-date mainly due to utilities and wages and slightly offset by savings in snow removal and benefits.
3. The Rec Center ended June $9,714 better than budget and $60,461 for the year-to-date.

Pole Creek Golf Club Combined:

1. June Revenues we less than budget by $105,672 but are $54,943 better than budget year-to-date.
2. Cost of Goods Sold were under budget by $18,428 and are $2,031 over budget year-to-date.
3. Expenses were less than budget by $1,769 and are $21,656 over budget year-to-date.
4. The Golf Course ended June $85,474 less than budget but is $31,256 better than budget year-to-date.

Pro Shop:

1. June revenue was $93,197 less than budget due to migration to season pass and resident ID rounds. Revenue is $36,107 better than budget for the year mainly driven by season pass, resident ID, and advanced booking fees.
2. Cost of Goods were $12,776 less than budget due to merch sales being down.
3. Expenses were $1,428 better than budget due to savings in credit card fees from lower sales and utilities; slightly offset by an overage in operating supplies.
4. The Pro Shop ended $78,994 less than budget and is $34,128 better than budget for the year-to-date.

Turf Maintenance:

1. June revenues were $1500 less than budget due to timing of tee sign sales but are $500 better than budget for the year.
2. Expenses were on budget for the month and are $5,017 over budget for the year due to legal fees and utilities driven by watering in April.
3. Turf Maintenance ended June $1,713 over budget and is $4,517 for the year-to-date.

Food & Beverage:

1. June revenues were $10,974 less than budget but are up 14% over prior year-to-date.
2. Cost of Goods were $5,653 better than budget and favorable as a percent of revenue.
3. Expenses were on budget.
4. The restaurant ended June $5,194 less than budget and is $1,645 greater than budget for the year-to-date.

Foundry Cinema and Bowl

1. Revenue in June was better than budget by $3,609 and is $75,857 better than budget for the year-to-date.
    a. Bowling Revenues were $944 less than budget.
    b. Movie and Concessions were $3,237 better than budget.
    c. Food and beverage sales were on budget.
    d. Rentals, leagues, sponsorships, and arcade were all slightly better than budget.
2. Costs of Goods Sold were $3,034 better budget and better than budget as a percent of revenue.
3. Expenses were over budget by $1,472 mainly due to reupholstering the bowling bench seats.
4. The Foundry ended June $5,133 better than budget and is $45,890 better than budget for the year.

Debt Service:

1. June collections were $9,861 less than budget and are $3,210 less than budget for the year.

Capital Expenditures:

1. Lease payments on vehicles and equipment were $8,673.
2. Lease payments of turf maintenance equipment were $79,373.

3. The Foundry carpet project was completed for $6,558.

Fraser Valley Metropolitan Recreation District - District Wide Totals

June 30, 2026	Current Period			2025 YTD	Year to Date			2026
	Actual	Budget	Variance	Actual	Actual	Budget	Variance	Budget
District Administration								
Total Income	405,048	431,093	(26,045)	1,870,643	1,969,675	1,984,290	(14,615)	2,215,316
Total Expense	67,462	66,743	(719)	401,172	456,951	430,678	(26,273)	779,151
Net Income	337,586	364,350	(26,764)	1,469,471	1,512,725	1,553,612	(40,887)	1,436,165
General Recreation								
Total Income	7,236	10,225	(2,989)	189,171	234,516	193,300	41,216	265,600
Total Expense	64,290	68,077	3,787	229,402	273,873	255,883	(17,990)	541,162
Net Income	(57,054)	(57,852)	798	(40,231)	(39,357)	(62,583)	23,226	(275,562)
Parks & Athletics								
Total Income	7,044	7,075	(31)	109,035	135,125	107,500	27,625	266,100
Total Cost of Goods	1,336	1,150	(186)	3,191	5,208	2,900	(2,308)	6,000
Total Expense	50,945	46,977	(3,968)	315,976	363,730	337,744	(25,986)	708,623
Net Income	(45,237)	(41,052)	(4,185)	(210,133)	(233,813)	(233,144)	(669)	(448,523)
Rec Center								
Total Income	173,354	164,326	9,028	1,075,775	1,131,034	1,064,082	66,952	1,808,239
Total Cost of Goods	726	745	19	6,398	7,486	6,974	(512)	13,000
Total Expense	126,082	126,749	667	884,282	910,719	904,740	(5,979)	1,938,189
Net Income	46,546	36,832	9,714	185,095	212,829	152,368	60,461	(142,950)
Pro Shop								
Total Income	471,378	564,575	(93,197)	929,658	1,025,763	989,656	36,107	2,632,300
Total Cost of Goods	38,274	51,050	12,776	75,290	62,005	69,155	7,150	216,473
Total Expense	119,619	121,047	1,428	318,501	309,856	300,728	(9,128)	780,672
Net Income	313,484	392,478	(78,994)	535,866	653,901	619,773	34,128	1,635,155
Food & Beverage								
Total Income	159,531	170,505	(10,974)	242,402	276,497	258,161	18,336	803,400
Total Cost of Goods	50,167	55,820	5,653	76,044	95,415	86,234	(9,181)	263,400
Total Expense	56,192	56,320	128	173,252	207,701	200,190	(7,511)	495,222
Net Income	53,171	58,365	(5,194)	(6,894)	(26,618)	(28,263)	1,645	44,778
Turf Maintenance								
Total Income	500	2,000	(1,500)	15,575	6,500	6,000	500	21,250
Total Expense	118,019	118,232	213	498,787	525,482	520,465	(5,017)	1,073,271
Net Income	(117,519)	(116,232)	(1,713)	(483,212)	(518,982)	(514,465)	(4,517)	(1,052,021)
Total Golf Course								
Total Income	631,408	737,080	(105,672)	1,187,635	1,308,760	1,253,817	54,943	3,456,950
Total Cost of Goods	88,442	106,870	18,428	151,334	157,420	155,389	(2,031)	479,873
Total Expense	293,830	295,599	1,769	990,540	1,043,039	1,021,383	(21,656)	2,349,165
Net Income	249,137	334,611	(85,474)	45,760	108,301	77,045	31,256	627,912
Total Parks & Recreation								
Total Income	592,682	612,719	(20,037)	3,244,623	3,470,350	3,349,172	121,178	4,555,255
Total Cost of Goods	2,061	1,895	(166)	9,589	12,694	9,874	(2,820)	19,000
Total Expense	308,779	308,546	(233)	1,830,832	2,005,272	1,929,045	(76,227)	3,967,125
Net Income	281,841	302,278	(20,437)	1,404,202	1,452,384	1,410,253	42,131	569,130
Total Foundry								
Total Income	102,934	99,363	3,571	771,009	832,771	757,072	75,699	1,546,250
Total Cost of Goods	22,596	25,630	3,034	149,965	156,697	157,655	958	339,280
Total Expense	59,042	57,570	(1,472)	510,296	552,018	521,251	(30,767)	1,120,738
Net Income	21,296	16,163	5,133	110,748	124,056	78,166	45,890	86,232
Debt Service								
Total Income	251,769	261,630	(9,861)	1,198,239	1,199,897	1,203,107	(3,210)	1,261,295
Total Expense	12,589	13,065	476	254,162	246,246	246,376	130	1,260,855
Net Income	239,180	248,565	(9,385)	944,077	953,651	956,731	(3,080)	440
Total Conservation Trust								
Total Income	7,149	8,503	(1,354)	18,070	18,556	17,610	946	35,025
Total Expense	0	0	0	0	0	0	0	0
Net Income	7,149	8,503	(1,354)	18,070	18,556	17,610	946	35,025
Total District Wide								
Total Income	1,585,943	1,719,295	(133,352)	6,419,576	6,830,334	6,580,778	249,556	10,854,775
Total Cost of Goods	113,099	134,395	21,296	310,888	326,811	322,918	(3,893)	838,153
Total Expense	674,240	674,780	540	3,585,831	3,846,575	3,718,055	(128,520)	8,697,883
Net Income	798,604	910,120	(111,516)	2,522,857	2,656,949	2,539,805	117,144	1,318,739
Capital Expenditures								
Total Income	0	0	0	0	4,700	0	4,700	0
Total Expense	94,967	93,942	(1,025)	692,190	639,965	585,397	(54,568)	1,041,703
Net Income	(94,967)	(93,942)	(1,025)	(692,190)	(635,265)	(585,397)	(49,868)	(1,041,703)

Fraser Valley Metropolitan Recreation District
Budget to Actual - District Wide

June 30, 2026	Current Period			2025 YTD	Year to date			2026
	Actual	Budget	Variance	Actual	Actual	Budget	Variance	BUDGET
Ordinary Income/Expense								
Income								
3010 Club Rental Income	8,782	7,300	1,482	8,331	10,889	8,300	2,589	30,500
3011 Bowling Sales	24,456	25,400	(944)	248,379	243,445	243,800	(355)	430,000
3020 Conservation Trust income	7,149	8,500	(1,351)	18,061	18,555	17,600	955	35,000
3031 Memberships	67,510	58,800	8,710	407,283	425,433	393,450	31,983	720,000
3032 Punch Cards	11,270	11,475	(205)	94,630	99,588	87,475	12,113	160,000
3033 Daily Admissions	26,266	29,500	(3,234)	200,926	199,039	192,625	6,414	379,000
3034 Gymnastics Programs	9,887	7,250	2,637	82,645	93,978	79,775	14,203	145,000
3034-1 CARA Meet Host Income	0	500	(500)	5,544	5,076	5,500	(424)	5,500
3035 Aquatic Programs	3,629	3,375	254	22,649	23,327	26,575	(3,248)	45,000
3036-1 Fitness Memberships	840	500	340	0	8,631	7,800	831	15,000
3036 Fitness Programs	4,585	3,800	785	41,785	46,749	34,500	12,249	85,000
3037 Child Care	106	325	(219)	0	723	1,825	(1,102)	4,000
3038 Vending / Arcade	1,180	2,000	(820)	23,748	23,316	23,625	(309)	45,000
3039 Climbing Wall	75	350	(275)	4,113	3,894	5,200	(1,306)	9,500
3040 Retail Sales	1,091	1,375	(284)	13,511	13,197	12,875	322	24,000
3041 Concessions	16,010	14,800	1,210	70,516	83,393	70,300	13,093	151,000
3043 Movie Sales	29,510	27,400	2,110	124,452	158,573	127,400	31,173	285,000
3045 Lesson Revenue	280	500	(220)	1,365	532	900	(368)	2,000
3050 Driving Range Income	23,460	28,000	(4,540)	48,654	55,595	50,000	5,595	133,000
3060 Food	98,353	103,200	(4,847)	241,583	277,418	250,500	26,918	635,000
3070 Food Discounts	(7,225)	(6,273)	(952)	(8,902)	(14,085)	(10,561)	(3,524)	(30,000)
3080 Program Fees-Adult / Teen	3,651	3,025	626	22,818	27,260	22,625	4,635	37,600
3085 Program Fees-Youth	5,609	4,150	1,459	85,929	116,838	92,225	24,613	122,000
3086 Youth Specialty Programs	(1,754)	3,825	(5,579)	94,694	107,607	93,950	13,657	105,000
3090 Golf Cart Rentals	91,145	100,000	(8,855)	174,247	188,889	175,000	13,889	475,000
3100 Greens Fees Income	210,095	260,000	(49,905)	284,054	265,687	290,000	(24,313)	1,225,000
3101 Advance Booking Fee	12,317	8,000	4,317	0	45,494	29,500	15,994	33,000
3110 Interest Income	0	7,802	(7,802)	50,822	37,100	43,592	(6,492)	105,025
3111 Interest Income County	652	829	(177)	1,552	1,102	2,094	(992)	5,700
3123 Special Events Income	201	100	101	3,410	3,826	3,350	476	5,550
3124 Sponsorships	5,000	3,600	1,400	23,265	23,500	22,600	900	56,000
3130 Beverage	99,101	107,100	(7,999)	281,947	297,641	275,080	22,561	745,000
3131 Beverage Discounts	(2,513)	(6,270)	3,757	(8,157)	(5,322)	(8,416)	3,094	(29,000)
3160 Season Pass Income	31,044	35,000	(3,956)	211,682	245,733	217,000	28,733	225,000
3165 Resident ID Cards Income	34,113	40,000	(5,887)	93,351	118,825	109,200	9,625	137,000
3168 Merchandise Sales	45,556	68,600	(23,044)	89,399	72,414	89,658	(17,244)	267,000
3169 Rental Club Sales	0	2,400	(2,400)	2,650	6,800	5,000	1,800	24,000
3171 Tee Sign Revenue	500	2,000	(1,500)	6,000	6,500	6,000	500	6,000
3172 Facility Rental Fees	5,275	1,200	4,075	41,465	61,100	42,900	18,200	123,500
3173 Skate Rentals	0	0	0	6,291	11,766	6,300	5,466	14,500
3180 Property Tax Income-Current	387,905	403,194	(15,289)	1,733,166	1,849,915	1,855,508	(5,593)	1,942,816
3181 Property Tax-Delinquent	(121)	0	(121)	(60)	(416)	0	(416)	0
3182 Property Tax Income Debt	251,576	261,301	(9,725)	1,197,670	1,199,652	1,202,513	(2,861)	1,259,095
3200 Specific Ownership Taxes	14,306	19,600	(5,294)	83,825	79,720	83,700	(3,980)	164,000
3205 Tournaments & Leagues - Adult	17,410	18,750	(1,340)	64,202	65,170	68,150	(2,980)	215,000
3206 Tournaments & Leagues - Youth	(60)	0	(60)	7,746	8,004	7,900	104	17,000
3300 Events	0	0	0	132	0	0	0	1,000

Fraser Valley Metropolitan Recreation District
Budget to Actual - District Wide

June 30, 2026	Current Period			2025 YTD	Year to date			2026
	Actual	Budget	Variance	Actual	Actual	Budget	Variance	BUDGET
3370 Grounds Maintenance Income	0	0	0	75	0	0	0	7,250
Total Income	1,538,223	1,672,283	(134,060)	6,201,447	6,612,069	6,364,893	247,176	10,597,536
Cost of Goods Sold								
4010 Cost of Food	35,167	37,600	2,433	88,210	106,899	94,004	(12,895)	236,400
4030 Cost of Beverages	20,834	26,775	5,941	73,632	65,016	68,770	3,754	186,250
6425 Merchandise	39,000	47,995	8,995	76,562	62,555	68,729	6,174	196,473
6426 Cost of Movies	13,069	13,700	631	48,083	62,766	63,700	934	142,500
6427 Cost of Concessions	5,029	4,525	(504)	19,275	22,639	20,315	(2,324)	43,530
6560 Rental Supplies	0	3,800	3,800	5,126	6,936	7,400	464	33,000
Total COGS	113,099	134,395	21,296	310,888	326,811	322,918	(3,893)	838,153
Gross Profit	1,425,124	1,537,888	(112,764)	5,890,559	6,285,258	6,041,975	243,283	9,759,383
Expense								
5010 Salaries	118,637	118,494	(143)	724,394	800,714	780,223	(20,491)	1,550,000
5020 Wages	228,890	228,217	(673)	819,125	938,557	902,181	(36,376)	2,196,000
5024 Retirement Contributions	17,784	19,693	1,909	86,281	96,299	105,617	9,318	226,070
5025 Contract Labor	18,448	24,083	5,635	61,415	59,804	66,002	6,199	132,100
5030 Health Insurance	33,246	32,370	(876)	167,211	195,916	193,134	(2,782)	387,479
5040 Medicare Tax	5,447	5,307	(140)	23,813	26,933	25,779	(1,154)	58,415
5050 Unemployment Tax	751	732	(19)	3,285	3,715	3,554	(161)	8,059
5060 Worker's Compensation	5,476	5,475	(1)	33,835	32,341	32,860	519	65,710
6000 Accounting Fees	0	0	0	8,500	17,000	17,500	500	17,500
6010 Adult Program Supplies	708	700	(8)	3,707	2,604	2,150	(454)	6,000
6020 Advertising & Promotion	1,863	2,500	637	38,384	32,083	25,692	(6,391)	50,200
6035 Aquatics	536	500	(36)	885	796	810	14	3,500
6040 Automobile Mileage	71	150	79	622	839	1,045	206	2,050
6070 Board/Staff Development	162	0	(162)	9,343	6,989	6,700	(289)	13,000
6080 Cart Paths	0	0	0	1,331	159	100	(59)	3,000
6090 Cash (Over)/Short	198	0	(198)	1,318	(51)	0	51	0
6110 Cleaning Supplies	3,517	3,650	133	12,848	11,559	11,602	43	30,800
6120 Climbing Wall Supplies	372	400	28	495	546	550	4	1,500
6130 Center Landscaping	3,516	3,350	(166)	12,895	7,489	7,250	(239)	27,400
6131 Community Gardens	83	1,000	917	0	3,519	4,000	481	4,500
6140 Computer Expense / Support	2,826	3,712	886	45,748	58,806	56,435	(2,371)	91,825
6150 Consulting Fees	250	250	0	12,526	1,500	1,500	0	34,000
6180 Credit Card Fees	31,001	26,626	(4,375)	81,560	99,392	87,524	(11,868)	195,450
6200 Driving Range Supplies	0	0	0	6,324	6,859	7,000	141	10,000
6210 Dues, Licenses & Certifications	2,885	2,975	90	17,657	19,047	18,544	(503)	26,300
6220 Election Supplies	0	0	0	111	0	0	0	0
6240 Equipment Rental	4,756	4,926	170	34,984	26,157	26,556	399	33,900
6250 Equipment Repairs & Parts	2,419	1,550	(869)	39,774	46,836	36,800	(10,036)	64,300
6265 Equipment Lease	2,366	2,366	0	4,732	4,732	4,732	0	7,100
6273 Field Trips-Youth	715	800	85	4,347	10,960	4,550	(6,410)	8,500
6274 Field Trips-Adult / Teen	0	0	0	0	0	0	0	1,200
6295 Fitness	68	100	32	5,838	1,191	1,200	9	5,000
6310 Fuel & Oil	6,841	7,000	159	13,839	16,724	16,600	(124)	43,500
6315 Golf Car Lease	42,323	42,323	0	84,645	84,645	84,645	(0)	190,568
6333 Gymnastics	2,295	1,000	(1,295)	8,008	9,223	8,700	(523)	14,000
6350 Irrigation Supplies / Pumphouse	1,230	0	(1,230)	17,264	20,902	19,600	(1,302)	28,000

Fraser Valley Metropolitan Recreation District
Budget to Actual - District Wide

June 30, 2026	Current Period			2025 YTD	Year to date			2026
	Actual	Budget	Variance	Actual	Actual	Budget	Variance	BUDGET
6354 Laundry	2,189	1,600	(589)	6,639	9,070	6,470	(2,600)	15,700
6355 League & Tournament Supplies	832	1,000	168	4,587	4,516	4,603	87	13,000
6360 Legal Fees	0	0	0	3,134	6,747	1,770	(4,977)	12,500
6365 Lesson	(60)	250	310	0	(60)	250	310	500
6370 Liability Insurance	11,097	11,098	1	60,282	66,878	66,581	(297)	133,167
6400 Maintenance Agreements	340	210	(130)	32,574	28,456	34,020	5,564	69,750
6405 Maintenance & Repair	1,908	1,400	(508)	61,574	46,709	47,440	731	170,000
6410 Maint. Supplies/Tools	3,030	2,700	(330)	32,041	38,107	35,003	(3,104)	71,300
6420 Meals	613	675	62	1,675	2,529	2,625	96	8,900
6450 Equipment Expense / Furniture	3,120	958	(2,162)	12,036	14,274	9,602	(4,672)	23,500
6480 Operating Supplies	3,756	2,450	(1,306)	25,765	25,013	23,362	(1,651)	38,750
6485 Paper Goods / Supplies	2,925	3,000	75	14,025	10,277	9,980	(297)	34,500
6510 Pest Control	900	900	0	4	909	900	(9)	8,000
6518 Pool Chemicals	4,151	4,000	(151)	15,477	19,994	18,900	(1,094)	35,500
6561 Payroll Expenses	2,719	2,300	(419)	12,761	13,479	11,989	(1,490)	25,000
6580 Sand	1,403	1,000	(403)	8,220	14,394	13,000	(1,394)	20,000
6585 Satellite TV / Music	888	910	22	6,386	5,771	5,945	174	11,575
6590 Schools & Seminars	4,152	4,150	(2)	17,082	17,781	16,903	(878)	37,700
6600 Security Systems	189	192	3	1,526	1,136	1,152	16	2,700
6610 Seed & Chemicals	19,317	20,000	683	113,294	101,534	102,275	741	132,000
6630 Signage	16	0	(16)	781	1,132	1,450	318	2,500
6631 Special Events	170	175	5	1,616	2,360	2,275	(85)	3,500
6632 Smallwares	68	100	32	2,167	1,830	1,528	(302)	4,500
6634 Spoilage	0	0	0	0	0	0	0	0
6635 Rec Camp Supplies	835	1,000	165	3,383	2,942	2,835	(107)	6,000
6650 Telephone	2,465	2,967	502	20,131	18,072	17,769	(303)	37,200
6660 Toilet Rental & Supplies	0	0	0	2,000	347	350	3	4,000
6680 Transportation	0	0	0	450	0	0	0	7,775
6690 Trash Removal	1,404	1,287	(117)	11,096	10,876	11,877	1,001	23,250
6710 Uniforms	1,670	1,050	(620)	8,360	12,927	12,716	(211)	18,450
6715 Utilities	25,116	27,800	2,684	174,138	184,391	171,468	(12,923)	359,000
6720 Vehicle Maintenance	45	0	(45)	6,879	16,214	7,175	(9,039)	14,500
6730 Youth Program Supplies	244	300	56	3,284	9,056	3,970	(5,086)	6,800
6735 Volunteer & Employee Support	0	0	0	1,006	202	150	(52)	7,000
6740 Water System Maintenance	4,794	5,500	707	24,485	20,967	21,772	805	45,000
Total Expense	639,978	639,221	(757)	3,075,901	3,353,612	3,229,240	(124,372)	6,940,443
Net Ordinary Income	785,147	898,667	(113,520)	2,814,658	2,931,646	2,812,735	118,911	2,818,940
Other Income/Expense								
Other Income								
3210-1 Grant Income	0	0	0	700	0	0	0	600
3122 Grand Classic Revenue	0	0	0	0	0	0	0	15,000
3183 Property Tax Income O&M	45,218	46,671	(1,453)	201,804	215,450	214,782	668	224,889
3125 Fund Raising Income	0	0	0	0	0	0	0	8,750
3170-1 Misc. Income	2,501	341	2,160	15,626	2,815	1,103	1,712	8,000
Total Other Income	47,719	47,012	707	218,130	218,265	215,885	2,380	257,239
Other Expense								
6329-1 Grant Expense	0	0	0	0	0	0	0	600
6330 FVMRD Grants & Donations	0	0	0	8,500	1,000	1,000	0	10,500

Fraser Valley Metropolitan Recreation District
Budget to Actual - District Wide

June 30, 2026	Current Period			2025 YTD	Year to date			2026
	Actual	Budget	Variance	Actual	Actual	Budget	Variance	BUDGET
6283 Fund Raising Expenditure	0	0	0	5,923	0	0	0	8,750
9020 Interest - Bonds / COPs	0	0	0	336,300	326,175	321,675	(4,500)	643,350
9030 Agent Fees	0	0	0	2,500	2,500	2,500	0	2,900
9040 Principal - Bonds / COPs	0	0	0	0	0	0	0	920,000
9050 Treasurer's Fees	34,263	35,559	1,296	156,707	163,287	163,640	353	171,340
2502 Internal Funds Transfer	0	0	0	0	0	0	0	0
Total Other Expense	34,263	35,559	1,296	509,930	492,962	488,815	(4,147)	1,757,440
Net Other Income	13,457	11,453	2,004	(291,800)	(274,697)	(272,930)	(1,767)	(1,500,201)
Net Income	**798,604**	**910,120**	**(111,516)**	**2,522,857**	**2,656,949**	**2,539,805**	**117,144**	**1,318,739**

Fraser Valley Metropolitan Recreation District
Pole Creek Golf Course

June 30, 2026	Current Period			2025 YTD	Year to date			2026
	Actual	Budget	Variance	Actual	Actual	Budget	Variance	Budget
Ordinary Income/Expense								
Income								
3010 Club Rental Income	8,782	7,300	1,482	8,331	10,889	8,300	2,589	30,500
3045 Lesson Revenue	280	500	(220)	1,365	532	900	(368)	2,000
3050 Driving Range Income	23,460	28,000	(4,540)	48,654	55,595	50,000	5,595	133,000
3060 Food	85,066	92,000	(6,934)	140,930	164,177	154,900	9,277	440,000
3070 Food Discounts	(7,225)	(6,273)	(952)	(8,894)	(14,085)	(10,561)	(3,524)	(30,000)
3090 Golf Cart Rentals	91,145	100,000	(8,855)	174,247	188,889	175,000	13,889	475,000
3100 Greens Fees Income	210,095	260,000	(49,905)	284,054	265,687	290,000	(24,313)	1,225,000
3101 Advance Booking Fee	12,317	8,000	4,317	0	45,494	29,500	15,994	33,000
3130 Beverage	84,252	90,800	(6,548)	118,031	131,966	121,880	10,086	420,000
3131 Beverage Discounts	(2,513)	(6,270)	3,757	(8,155)	(5,322)	(8,416)	3,094	(29,000)
3160 Season Pass Income	31,044	35,000	(3,956)	211,682	245,733	217,000	28,733	225,000
3165 Resident ID Cards Income	34,113	40,000	(5,887)	93,351	118,825	109,200	9,625	137,000
3168 Merchandise Sales	45,556	68,600	(23,044)	89,399	72,414	89,658	(17,244)	267,000
3169 Rental Club Sales	0	2,400	(2,400)	2,650	6,800	5,000	1,800	24,000
3171 Tee Sign Revenue	500	2,000	(1,500)	6,000	6,500	6,000	500	6,000
3205 Tournaments & Leagues - Adult	14,560	14,750	(190)	14,785	14,560	14,750	(190)	75,000
3300 Events	0	0	0	132	0	0	0	1,000
3370 Grounds Maintenance Income	0	0	0	75	0	0	0	7,250
Total Income	631,433	736,807	(105,374)	1,176,637	1,308,654	1,253,111	55,543	3,441,750
Cost of Goods Sold								
4010 Cost of Food	31,389	33,120	1,731	47,928	63,418	55,764	(7,654)	158,400
4030 Cost of Beverages	18,778	22,700	3,922	28,116	31,997	30,470	(1,527)	105,000
6425 Merchandise	38,274	47,250	8,976	70,164	55,069	61,755	6,686	183,473
6560 Rental Supplies	0	3,800	3,800	5,126	6,936	7,400	464	33,000
Total COGS	88,442	106,870	18,428	151,334	157,420	155,389	(2,031)	479,873
Gross Profit	542,991	629,937	(86,946)	1,025,303	1,151,234	1,097,722	53,512	2,961,877
Expense								
5010 Salaries	31,500	31,557	57	202,625	204,790	205,129	339	410,250
5020 Wages	107,351	110,500	3,149	190,618	221,501	217,665	(3,836)	760,000
5024 Retirement Contributions	6,904	8,074	1,170	21,182	23,449	30,469	7,020	73,436
5030 Health Insurance	7,282	7,277	(5)	38,926	43,666	43,653	(13)	87,315
5040 Medicare Tax	2,323	2,161	(162)	6,147	6,748	6,320	(428)	19,203
5050 Unemployment Tax	320	298	(22)	848	931	872	(59)	2,649
5060 Worker's Compensation	2,391	2,391	(0)	14,459	12,585	14,348	1,763	28,694
6020 Advertising & Promotion	1,762	2,500	738	16,428	17,467	14,650	(2,817)	21,500
6040 Automobile Mileage	0	0	0	122	331	300	(31)	550
6080 Cart Paths	0	0	0	1,331	159	100	(59)	3,000
6090 Cash (Over)/Short	215	0	(215)	(24)	(337)	0	337	0
6110 Cleaning Supplies	997	1,000	3	867	1,789	1,859	70	5,000
6130 Center Landscaping	3,206	3,000	(206)	11,919	6,683	6,400	(283)	25,000
6140 Computer Expense / Support	899	1,642	743	8,415	11,946	11,770	(176)	24,050
6150 Consulting Fees	0	0	0	0	0	0	0	1,000
6180 Credit Card Fees	21,849	19,931	(1,918)	31,061	40,841	33,746	(7,095)	95,000
6200 Driving Range Supplies	0	0	0	6,324	6,859	7,000	141	10,000
6210 Dues, Licenses & Certifications	1,230	1,300	70	2,958	3,841	3,441	(400)	4,900

Fraser Valley Metropolitan Recreation District
Pole Creek Golf Course

June 30, 2026	Current Period			2025 YTD	Year to date			2026
	Actual	Budget	Variance	Actual	Actual	Budget	Variance	Budget
6240 Equipment Rental	4,301	4,301	0	22,675	14,242	13,806	(436)	19,200
6250 Equipment Repairs & Parts	1,407	1,200	(207)	25,197	27,797	23,775	(4,022)	37,000
6265 Equipment Lease	2,366	2,366	0	4,732	4,732	4,732	0	7,100
6310 Fuel & Oil	4,033	4,000	(33)	10,218	10,971	10,500	(471)	30,000
6315 Golf Car Lease	42,323	42,323	0	84,645	84,645	84,645	(0)	190,568
6350 Irrigation Supplies / Pumphouse	0	0	0	17,227	19,672	19,600	(72)	25,000
6354 Laundry	1,635	1,100	(535)	3,785	5,606	3,416	(2,190)	9,500
6360 Legal Fees	0	0	0	1,456	5,537	1,120	(4,417)	2,000
6365 Lesson	(60)	250		0	(60)	250		500
6370 Liability Insurance	3,521	3,521	0	18,601	21,125	21,124	(1)	42,250
6400 Maintenance Agreements	0	0	0	3,498	4,845	5,050	205	11,250
6405 Maintenance & Repair	1,027	100	(927)	14,731	7,533	7,690	157	23,000
6410 Maint. Supplies/Tools	(18)	0	18	6,878	11,589	12,000	411	12,000
6420 Meals	129	150	21	1,003	1,230	1,300	70	2,000
6450 Equipment Expense / Furniture	29	0	(29)	4,413	3,124	3,000	(124)	6,500
6480 Operating Supplies	3,270	1,550	(1,720)	9,632	14,430	13,462	(968)	18,500
6485 Paper Goods / Supplies	2,925	3,000	75	3,368	5,861	5,330	(531)	14,500
6510 Pest Control	900	900	0	4	909	900	(9)	8,000
6561 Payroll Expenses	1,070	900	(170)	1,698	2,233	1,789	(444)	5,500
6580 Sand	1,403	1,000	(403)	8,220	14,394	13,000	(1,394)	20,000
6585 Satellite TV / Music	155	315	160	2,207	1,843	2,040	197	4,100
6590 Schools & Seminars	0	0	0	8,123	5,427	5,168	(259)	12,750
6600 Security Systems	73	75	2	436	436	450	14	900
6610 Seed & Chemicals	19,310	20,000	690	104,120	96,528	97,575	1,047	120,000
6630 Signage	0	0	0	656	258	500	242	500
6632 Smallwares	68	100	32	1,182	1,065	1,028	(37)	3,000
6650 Telephone	497	884	387	7,343	5,542	5,304	(238)	11,000
6660 Toilet Rental & Supplies	0	0	0	325	347	350	3	500
6690 Trash Removal	0	133	133	2,433	2,224	2,551	327	6,000
6710 Uniforms	1,632	1,400	(232)	6,714	9,527	9,316	(211)	11,000
6715 Utilities	10,347	10,400	53	36,298	40,772	36,668	(4,104)	81,500
6720 Vehicle Maintenance	0	0	0	1,913	856	950	94	2,000
6735 Volunteer & Employee Support	0	0	0	47	60	0	(60)	2,000
6740 Water System Maintenance	3,257	4,000	744	16,635	14,488	15,272	784	30,000
Total Expense	293,830	295,599	1,769	984,617	1,043,039	1,021,383	(21,656)	2,341,165
Net Ordinary Income	249,161	334,338	(85,177)	40,686	108,195	76,339	31,856	620,712
Other Income/Expense								
Other Income								
3170-1 Misc. Income	(24)	273	(297)	10,998	106	706	(600)	7,200
3125 Fund Raising Income	0	0	0	0	0	0	0	8,000
Total Other Income	(24)	273	(297)	10,998	106	706	(600)	15,200
Other Expense								
6283 Fund Raising Expenditure	0	0	0	5,923	0	0	0	8,000
Total Oter Expense	0	0	0	5,923	0	0	0	8,000
Net Other Income	(24)	273	(297)	5,074	106	706	(600)	7,200
Net Income	**249,137**	**334,611**	**(85,474)**	**45,760**	**108,301**	**77,045**	**31,256**	**627,912**

Fraser Valley Metropolitan Recreation District
Parks and Recreation Combined

June 30, 2026	Current Period			2025 YTD	Year to date			2026
	Actual	Budget	Variance	Actual	Actual	Budget	Variance	Budget
Ordinary Income/Expense								
Income								
3031 Memberships	67,510	58,800	8,710	407,283	425,433	393,450	31,983	720,000
3032 Punch Cards	11,270	11,475	(205)	94,630	99,588	87,475	12,113	160,000
3033 Daily Admissions	26,266	29,500	(3,234)	200,926	199,039	192,625	6,414	379,000
3034 Gymnastics Programs	9,887	7,250	2,637	82,645	93,978	79,775	14,203	145,000
3034-1 CARA Meet Host Income	0	500	(500)	5,544	5,076	5,500	(424)	5,500
3035 Aquatic Programs	3,629	3,375	254	22,649	23,327	26,575	(3,248)	45,000
3036 Fitness Programs	4,585	3,800	785	41,785	46,749	34,500	12,249	85,000
3036-1 Fitness Memberships	840	500	340	0	8,631	7,800	831	15,000
3037 Child Care	106	325	(219)	0	723	1,825	(1,102)	4,000
3038 Vending / Arcade	0	0	0	1,319	1,057	625	432	2,500
3039 Climbing Wall	75	350	(275)	4,113	3,894	5,200	(1,306)	9,500
3040 Retail Sales	1,091	1,375	(284)	13,511	13,197	12,875	322	24,000
3041 Concessions	2,384	2,300	84	5,859	7,379	5,800	1,579	12,000
3080 Program Fees-Adult / Teen	3,651	3,025	626	22,818	27,260	22,625	4,635	37,600
3085 Program Fees-Youth	5,609	4,150	1,459	85,929	116,838	92,225	24,613	122,000
3086 Youth Specialty Programs	(1,754)	3,825	(5,579)	94,694	107,607	93,950	13,657	105,000
3110 Interest Income	0	7,799	(7,799)	50,814	37,099	43,582	(6,483)	105,000
3111 Interest Income County	412	500	(88)	958	697	1,500	(803)	3,500
3123 Special Events Income	201	100	101	3,410	3,826	3,350	476	5,550
3124 Sponsorships	1,600	0	1,600	1,425	5,500	800	4,700	14,000
3172 Facility Rental Fees	2,675	300	2,375	26,458	42,890	29,300	13,590	78,500
3173 Skate Rentals	0	0	0	6,291	11,766	6,300	5,466	14,500
3180 Property Tax Income-Current	387,905	403,194	(15,289)	1,733,166	1,849,915	1,855,508	(5,593)	1,942,816
3181 Property Tax-Delinquent	(75)	0	(75)	(36)	(256)	0	(256)	0
3200 Specific Ownership Taxes	14,306	19,600	(5,294)	83,825	79,720	83,700	(3,980)	164,000
3205 Tournaments & Leagues - Adult	2,850	4,000	(1,150)	40,417	33,470	39,600	(6,130)	98,000
3206 Tournaments & Leagues - Youth	(60)	0	(60)	7,746	8,004	7,900	104	17,000
Total Income	544,963	566,043	(21,080)	3,038,177	3,252,405	3,134,365	118,040	4,313,966
Cost of Goods Sold								
6425 Merchandise	726	745	19	6,398	7,486	6,974	(512)	13,000
6427 Cost of Concessions	1,336	1,150	(186)	3,191	5,208	2,900	(2,308)	6,000
Total COGS	2,061	1,895	(166)	9,589	12,694	9,874	(2,820)	19,000
Gross Profit	542,902	564,148	(21,246)	3,028,588	3,239,711	3,124,491	115,220	4,294,966
Expense								
5010 Salaries	74,907	74,783	(124)	475,769	521,308	496,095	(25,213)	981,750
5020 Wages	95,574	91,948	(3,626)	452,478	538,262	517,015	(21,247)	1,101,000
5024 Retirement Contributions	9,183	9,807	624	54,128	60,277	63,255	2,978	129,328
5025 Contract Labor	18,448	24,083	5,635	61,415	59,804	66,002	6,199	132,100
5030 Health Insurance	21,882	21,468	(414)	114,541	128,671	127,730	(941)	256,663
5040 Medicare Tax	2,468	2,445	(23)	13,424	15,323	14,859	(464)	30,200
5050 Unemployment Tax	340	337	(3)	1,852	2,114	2,048	(66)	4,167
5060 Worker's Compensation	2,819	2,819	(0)	17,224	18,009	16,918	(1,091)	33,832
6000 Accounting Fees	0	0	0	8,500	17,000	17,500	500	17,500
6010 Adult Program Supplies	708	700	(8)	3,707	2,604	2,150	(454)	6,000
6020 Advertising & Promotion	101	0	(101)	14,998	10,024	8,942	(1,082)	19,700
6035 Aquatics	536	500	(36)	885	796	810	14	3,500
6040 Automobile Mileage	71	150	79	500	507	745	238	1,500
6070 Board/Staff Development	162	0	(162)	9,343	6,989	6,700	(289)	13,000
6090 Cash (Over)/Short	(17)	0	17	(260)	(12)	0	12	0
6110 Cleaning Supplies	2,521	2,650	129	6,900	6,594	7,193	599	16,300
6120 Climbing Wall Supplies	372	400	28	495	546	550	4	1,500
6130 Center Landscaping	310	350	40	977	806	850	44	2,400
6131 Community Gardens	83	1,000	917	0	3,519	4,000	481	4,500
6140 Computer Expense / Support	1,009	1,070	61	31,385	38,993	38,660	(333)	53,775
6150 Consulting Fees	0	0	0	11,026	0	0	0	30,000
6180 Credit Card Fees	5,362	3,344	(2,018)	24,969	27,161	27,204	43	48,450
6210 Dues, Licenses & Certifications	1,655	1,675	21	12,352	12,958	12,578	(380)	18,700
6220 Election Supplies	0	0	0	111	0	0	0	0
6240 Equipment Rental	340	400	60	11,000	11,340	11,400	60	12,000
6250 Equipment Repairs & Parts	1,012	350	(662)	2,958	5,039	2,750	(2,289)	10,300
6265 Equipment Lease	0	0	0	0	0	0	0	0
6273 Field Trips-Youth	715	800	85	4,347	10,960	4,550	(6,410)	8,500

Fraser Valley Metropolitan Recreation District
Parks and Recreation Combined

June 30, 2026	Current Period			2025 YTD	Year to date			2026
	Actual	Budget	Variance	Actual	Actual	Budget	Variance	Budget
6274 Field Trips-Adult / Teen	0	0	0	0	0	0	0	1,200
6295 Fitness	68	100	32	5,838	1,191	1,200	9	5,000
6310 Fuel & Oil	2,808	3,000	192	3,622	5,753	6,100	347	13,500
6333 Gymnastics	2,295	1,000	(1,295)	8,008	9,223	8,700	(523)	14,000
6350 Irrigation Supplies / Pumphouse	1,230	0	(1,230)	37	1,230	0	(1,230)	3,000
6355 League & Tournament Supplies	832	1,000	168	4,587	4,516	4,603	87	13,000
6360 Legal Fees	0	0	0	1,679	1,210	650	(560)	10,000
6370 Liability Insurance	6,553	6,553	1	36,057	39,609	39,314	(295)	78,630
6400 Maintenance Agreements	0	0	0	21,042	15,290	20,710	5,420	41,500
6405 Maintenance & Repair	(402)	0	402	38,104	30,573	33,450	2,877	137,000
6410 Maint. Supplies/Tools	3,076	2,700	(376)	22,658	25,816	22,403	(3,413)	55,800
6420 Meals	484	525	41	672	1,205	1,225	20	6,300
6450 Equipment Expense / Furniture	990	958	(32)	7,623	6,950	6,602	(348)	15,000
6480 Operating Supplies	348	500	152	5,545	5,523	5,400	(123)	12,250
6485 Paper Goods / Supplies	0	0	0	4,584	995	1,400	405	8,500
6518 Pool Chemicals	4,151	4,000	(151)	15,477	19,994	18,900	(1,094)	35,500
6561 Payroll Expenses	1,400	1,200	(200)	11,063	9,599	8,900	(699)	17,000
6585 Satellite TV / Music	453	300	(153)	2,178	2,255	2,000	(255)	3,800
6590 Schools & Seminars	4,152	4,150	(2)	8,959	10,613	10,235	(378)	22,450
6600 Security Systems	117	117	0	700	700	702	2	1,400
6610 Seed & Chemicals	8	0	(8)	9,174	5,007	4,700	(307)	12,000
6630 Signage	16	0	(16)	125	874	950	76	2,000
6631 Special Events	170	175	5	1,616	2,360	2,275	(85)	3,500
6635 Rec Camp Supplies	835	1,000	165	3,383	2,942	2,835	(107)	6,000
6650 Telephone	1,638	1,791	153	11,232	10,550	10,717	167	22,700
6660 Toilet Rental & Supplies	0	0	0	1,675	0	0	0	3,500
6680 Transportation	0	0	0	450	0	0	0	7,775
6690 Trash Removal	689	604	(85)	2,944	3,692	3,626	(66)	7,250
6710 Uniforms	38	(350)	(388)	1,646	2,263	2,200	(63)	5,950
6715 Utilities	12,771	13,850	1,079	114,320	121,936	109,800	(12,136)	232,500
6720 Vehicle Maintenance	45	0	(45)	4,966	15,358	6,225	(9,133)	12,500
6730 Youth Program Supplies	244	300	56	3,284	9,056	3,970	(5,086)	6,800
6735 Volunteer & Employee Support	0	0	0	508	142	150	8	4,250
6740 Water System Maintenance	1,537	1,500	(37)	7,850	6,479	6,500	21	15,000
Total Expense	287,105	286,052	(1,053)	1,696,628	1,872,495	1,796,946	(75,549)	3,773,220
Net Ordinary Income	255,797	278,096	(22,299)	1,331,961	1,367,215	1,327,545	39,670	521,746
Other Income/Expense								
Other Income								
3122 Grand Classic Revenue	0	0	0	0	0	0	0	15,000
3125 Fund Raising Income	#REF!	0	#REF!	0	0	0	0	750
3170-1 Misc. Income	#REF!	5	#REF!	3,942	2,494	25	#REF!	50
3183 Property Tax Income O&M	#REF!	46,671	#REF!	201,804	215,450	214,782	668	224,889
3210-1 Grant Income	#REF!	0	#REF!	700	0	0	0	600
Total Other Income	#REF!	46,676	#REF!	206,446	217,945	214,807	#REF!	241,289
Other Expense								
6329-1 Grant Expense	#REF!	0	#REF!	0	0	0	0	600
6330 FVMRD Grants & Donations	#REF!	0	#REF!	8,500	1,000	1,000	0	10,500
6283 Fund Raising Expenditure	#REF!	0	#REF!	0	0	0	0	750
9020 Interest - Bonds / COPs	#REF!	0	#REF!	28,410	27,985	27,085	(900)	54,170
9030 Agent Fees	#REF!	0	#REF!	500	500	500	0	500
9040 Principal - Bonds / COPs	#REF!	0	#REF!	0	0	0	0	19,000
9050 Treasurer's Fees	#REF!	22,494	#REF!	96,795	103,292	103,514	222	108,385
Total Other Expense	#REF!	22,494	#REF!	134,205	132,777	132,099	(678)	193,905
Net Other Income	#REF!	24,182	#REF!	72,241	85,168	82,708	2,460	47,384
Net Income	**#REF!**	**302,278**	**#REF!**	**1,404,202**	**1,452,384**	**1,410,253**	**42,131**	**569,130**

Fraser Valley Metropolitan Recreation District
Foundry

June 30, 2026	Current Period			2025 YTD	Year to date			2026
	Actual	Budget	Variance	Actual	Actual	Budget	Variance	Budget
Ordinary Income/Expense								
Income								
3011 Bowling Sales	24,456	25,400	(944)	248,379	243,445	243,800	(355)	430,000
3038 Vending / Arcade	1,180	2,000	(820)	22,429	22,259	23,000	(741)	42,500
3041 Concessions	13,627	12,500	1,127	64,657	76,014	64,500	11,514	139,000
3043 Movie Sales	29,510	27,400	2,110	124,452	158,573	127,400	31,173	285,000
3060 Food	13,287	11,200	2,087	100,653	113,241	95,600	17,641	195,000
3070 Food Discounts	0	0	0	(8)	0	0	0	0
3124 Sponsorships	3,400	3,600	(200)	21,840	18,000	21,800	(3,800)	42,000
3130 Beverage	14,849	16,300	(1,451)	163,915	165,675	153,200	12,475	325,000
3131 Beverage Discounts	0	0	0	(3)	0	0	0	0
3172 Facility Rental Fees	2,600	900	1,700	15,007	18,210	13,600	4,610	45,000
3205 Tournaments & Leagues - Adult	0	0	0	9,000	17,140	13,800	3,340	42,000
Total Income	102,909	99,300	3,609	770,323	832,557	756,700	75,857	1,545,500
Cost of Goods Sold								
4010 Cost of Food	3,778	4,480	702	40,282	43,481	38,240	(5,241)	78,000
4030 Cost of Beverages	2,056	4,075	2,019	45,516	33,019	38,300	5,281	81,250
6426 Cost of Movies	13,069	13,700	631	48,083	62,766	63,700	934	142,500
6427 Cost of Concessions	3,693	3,375	(318)	16,084	17,430	17,415	(15)	37,530
Total COGS	22,596	25,630	3,034	149,965	156,697	157,655	958	339,280
Gross Profit	80,313	73,670	6,643	620,358	675,860	599,045	76,815	1,206,220
Expense								
5010 Salaries	12,231	12,154	(77)	46,000	74,615	78,999	4,384	158,000
5020 Wages	25,965	25,769	(196)	176,029	178,794	167,501	(11,293)	335,000
5024 Retirement Contributions	1,697	1,812	115	10,970	12,573	11,893	(680)	23,306
5030 Health Insurance	4,082	3,625	(457)	13,744	23,579	21,751	(1,828)	43,501
5040 Medicare Tax	656	701	45	4,242	4,862	4,600	(262)	9,012
5050 Unemployment Tax	91	97	6	585	671	634	(37)	1,243
5060 Worker's Compensation	265	265	(0)	2,152	1,747	1,594	(153)	3,184
6020 Advertising & Promotion	0	0	0	6,958	4,592	2,100	(2,492)	9,000
6090 Cash (Over)/Short	0	0	0	1,602	298	0	(298)	0
6110 Cleaning Supplies	0	0	0	5,081	3,177	2,550	(627)	9,500
6140 Computer Expense / Support	918	1,000	82	5,948	7,866	6,005	(1,861)	14,000
6150 Consulting Fees	250	250	0	1,500	1,500	1,500	0	3,000
6180 Credit Card Fees	3,790	3,351	(439)	25,530	31,390	26,574	(4,816)	52,000
6210 Dues, Licenses & Certifications	0	0	0	2,348	2,248	2,525	277	2,700
6240 Equipment Rental	115	225	110	1,309	575	1,350	775	2,700
6250 Equipment Repairs & Parts	0	0	0	11,619	13,999	10,275	(3,724)	17,000
6354 Laundry	554	500	(54)	2,854	3,464	3,054	(410)	6,200
6360 Legal Fees	0	0	0	0	0	0	0	500
6370 Liability Insurance	1,024	1,024	0	5,624	6,144	6,143	(1)	12,287
6400 Maintenance Agreements	340	210	(130)	8,034	8,321	8,260	(61)	17,000
6405 Maintenance & Repair	1,283	1,300	17	8,740	8,603	6,300	(2,303)	10,000
6410 Maint. Supplies/Tools	(28)	0	28	2,505	702	600	(102)	3,500
6420 Meals	0	0	0	0	94	100	6	600
6450 Equipment Expense / Furniture	2,100	0	(2,100)	0	4,200	0	(4,200)	2,000
6480 Operating Supplies	138	400	262	10,587	5,060	4,500	(560)	8,000
6485 Paper Goods / Supplies	0	0	0	6,073	3,421	3,250	(171)	11,500
6561 Payroll Expenses	249	200	(49)	0	1,646	1,300	(346)	2,500
6585 Satellite TV / Music	280	295	15	2,002	1,673	1,905	232	3,675
6590 Schools & Seminars	0	0	0	0	1,741	1,500	(241)	2,500
6600 Security Systems	0	0	0	390	0	0	0	400
6632 Smallwares	0	0	0	985	765	500	(265)	1,500
6650 Telephone	330	292	(38)	1,556	1,980	1,748	(232)	3,500
6690 Trash Removal	715	550	(165)	5,719	4,960	5,700	740	10,000
6710 Uniforms	0	0	0	0	1,137	1,200	63	1,500
6715 Utilities	1,997	3,550	1,553	23,519	21,682	25,000	3,318	45,000
6735 Volunteer & Employee Support	0	0	0	451	0	0	0	750
Total Expense	59,042	57,570	(1,472)	394,656	438,078	410,911	(27,167)	826,058
Net Ordinary Income	21,271	16,100	5,171	225,702	237,782	188,134	49,648	380,162

Fraser Valley Metropolitan Recreation District
Foundry

June 30, 2026	Current Period			2025 YTD	Year to date			2026
	Actual	Budget	Variance	Actual	Actual	Budget	Variance	Budget
Other Income/Expense								
Other Income								
3170-1 Misc. Income	25	63	(38)	686	215	372	(157)	750
Total Other Income	25	63	(38)	686	215	372	(157)	750
Other Expense								
9020 Interest - Bonds / COPs	0	0	0	113,640	111,940	108,340	(3,600)	216,680
9030 Agent Fees	0	0	0	2,000	2,000	2,000	0	2,000
9040 Principal - Bonds / COPs	0	0	0	0	0	0	0	76,000
Total Other Expense	0	0	0	115,640	113,940	110,340	(3,600)	294,680
Net Other Income	25	63	(38)	(114,954)	(113,725)	(109,968)	(3,757)	(293,930)
Net Income	**21,296**	**16,163**	**5,133**	**110,748**	**124,056**	**78,166**	**45,890**	**86,232**

Fraser Valley Metropolitan Recreation District
Capital Expenditures

June 30, 2026	Current Period			2025 YTD	Year to date			2026
	Actual	Budget	Variance	Actual	Actual	Budget	Variance	Budget
Income								
3210-1 Grant Income	0	0	0	0	4,700	0	4,700	0
Total Income	0	0	0	0	4,700	0	4,700	0
Gross Profit	0	0	0	0	4,700	0	4,700	0
Net Ordinary Income	0	0	0	0	4,700	0	4,700	0
Other Expense								
9079 Capital Expenditures - Foundry	6,558	6,558	0	21,223	11,422	11,423	0	90,000
9077 Capital Expenditure-Parks & Rec	9,037	8,011	(1,026)	153,424	273,637	270,664	(2,973)	469,520
8001 · Internal Funds Transfer	0	0	0	0	0	0	0	0
9078 Capital Expenditure-Golf Course	79,373	79,373	1	517,543	354,905	303,310	(51,596)	482,183
Total Other Expense	94,967	93,942	(1,025)	692,190	639,965	585,397	(54,568)	1,041,703
Net Other Income	(94,967)	(93,942)	(1,025)	(692,190)	(639,965)	(585,397)	(54,568)	(1,041,703)
Net Income	**(94,967)**	**(93,942)**	**(1,025)**	**(692,190)**	**(635,265)**	**(585,397)**	**(49,868)**	**(1,041,703)**

Parks and Recreation	2026 Budget	Actual To Date	Pole Creek Golf Club	2026 Budget	Actual To Date	Foundry	2026 Budget	Actual To Date
2023 Pacifical Lease (new)	11,106	5,553	2022-Equip Lease (12391)	23,756	15,837			
Gen Rec Mini Bus Lease	6,161	6,161	2024-Equip Lease (12559)	20,725	13,817			
Parks 5-Year Lease - 2021 Bobcat	5,848	5,012	2025-Equip Lease	58,799	44,946			
2024-Equip Lease (12559) - Parks	17,655	11,770	2026-Equip Lease	75,778	39,199			
2026 Vehicle Lease - Maint	15,000	20,755						
Total Leases	55,770	49,251	**Total Leases**	179,058	113,799	**Total Leases**		
Lap Pool Boiler	35,000		Patio Furniture	7,000		Theater Seats	25,000	
BECS System Upgrade	17,000		Turf-Co CR-20 Hauler	50,000	51,596	Carpeting	15,000	11,422
Pottery Kiln	17,450	17,439	Ridge Irrigation Design	15,000		Digital Marquii	35,000	
Land Acquisition @ FVSC	26,100		Cook & Hold Oven	7,000		Contingency	15,000	
Paving @ FVSC Parking Lot *(phase 2)*	211,000	160,240	Clubhouse Painting	30,000	30,800			
Olympia Ice Resurfacer	20,000		Parking Lot Re-Paving	174,125	158,710			
Sprinkler System - Natatorium *(phase 2)*	37,200		Contingency	20,000				
Contingency	50,000							
Aquatics Lift (2025)		9,407						
HVAC	-	37,300						
Capital Expenditures	413,750	224,386	**Capital Expenditures**	303,125	241,106	**Capital Expend**	90,000	11,422
Capital Expenditures & Leases	469,520	273,637	**Capital Expenditures & Lease**	482,183	354,905	**Capital Expend**	90,000	11,422
Source Funds	-		**Source Funds**	-	-	**Source Funds**	-	-
Parks & Rec Total	**469,520**	**273,637**	**PCGC Total**	**482,183**	**354,905**	**Foundry Total**	**90,000**	**11,422**

Fraser Valley Metropolitan Recreation District
Debt Service

June 30, 2026	Current Period			2025 YTD	Year to date			2026
	Actual	Budget	Variance	Actual	Actual	Budget	Variance	Budget
Ordinary Income/Expense								
Income								
3111 Interest Income County	239	329	(90)	593	405	594	(189)	2,200
3181 Property Tax-Delinquent	(46)	0	(46)	(24)	(160)	0	(160)	-
3182 Property Tax Income Debt	251,576	261,301	(9,725)	1,197,670	1,199,652	1,202,513	(2,861)	1,259,095
Total Income	251,769	261,630	(9,861)	1,198,239	1,199,897	1,203,107	(3,210)	1,261,295
Gross Profit	251,769	261,630	(9,861)	1,198,239	1,199,897	1,203,107	(3,210)	1,261,295
Net Ordinary Income	251,769	261,630	(9,861)	1,198,239	1,199,897	1,203,107	(3,210)	1,261,295
Other Income/Expense								
Other Expense	0	0	0	0	0	0	0	
9020 Interest - Bonds / COPs	0	0	0	194,250	186,250	186,250	0	372,500
9030 Agent Fees	0	0	0	0	0	0	0	400
9040 Principal - Bonds / COPs	0	0	0	0	0	0	0	825,000
9050 Treasurer's Fees	12,589	13,065	476	59,912	59,996	60,126	130	62,955
Total Other Expense	12,589	13,065	476	254,162	246,246	246,376	130	1,260,855
Net Income	**239,180**	**248,565**	**(10,337)**	**944,077**	**953,651**	**956,731**	**(3,340)**	**440**

Fraser Valley Metropolitan Recreation District
CTF Funds

June 30, 2026	Current Period			2025 YTD	Year to date			2026
	Actual	Budget	Variance	Actual	Actual	Budget	Variance	Budget
Ordinary Income/Expense								
Income								
3020 Conservation Trust income	7,149	8,500	(1,351)	18,061	18,555	17,600	955	35,000
3110 Interest Income	0	3	(3)	9	1	10	(9)	25
Total Income	7,149	8,503	(1,354)	18,070	18,556	17,610	946	35,025
Gross Profit	7,149	8,503	(1,354)	18,070	18,556	17,610	946	35,025
Net Ordinary Income	7,149	8,503	(1,354)	18,070	18,556	17,610	946	35,025
Other Income/Expense								
Other Income								
3210-1 Grant Income	0	0	0	0	0	0	0	
Total Other Income	0	0	0	0	0	0	0	0
Other Expense								
8001 Internal Funds Transfer	0	0	0	0	0	0	0	
9070 Capital Expenditures	0	0	0	0	0	0	0	
Total Other Expense	0	0	0	0	0	0	0	0
Net Other Income	0	0	0	0	0	0	0	0
Net Income	**7,149**	**8,503**	**(1,354)**	**18,070**	**18,556**	**17,610**	**946**	**35,025**

Capital Expenditures	2026 Budget	Actual To Date
Capital Expenditures	-	-

To: FVMRD Board of Directors
From: Pole Creek Golf Club
Date: July 24, 2026
Subject: Golf Department Report

Golf Shop

Through June 30th, rounds were up by almost 1,000 players over 2025, revenue did not trend that way. This is attributed to us keeping our low season rates for an extra week while the course recovered from the winter, and about 87% of the increase in rounds was due to season pass and resident ID card play, not full price rounds. We were worried this might be the trend with implementing the booking fee; more people buying a season pass to avoid paying the fees. Pass sales and RID sales are still up compared to 2025 so I will not be surprised if the trend continues for the remainder of the season.

We expected to get some push back/complaints about going to cart path only, but it has been well received, and people have been understanding as it's keeping the course playable. Being in Stage 2 fire restrictions means we are no longer selling cigars or lighters and are enforcing the outdoor smoking ban as best we can.

Turf Maintenance

We decided to go to Cart Path Only on June 23rd and this has saved the golf course. With the low amount of runoff from Pole Creek coming into the golf course we are mainly watering every other night. One night we will water greens and fairways, then the next night we will water greens, tees, and greens surrounds. We are watering the rough only once or twice a week. There are a lot of "thin" areas out there that will not recover during the drought, however, keeping carts off these areas has prevented them from getting worse.

We contracted Conroy Excavation to repair a broken valve on one of our water storage ponds, located on hole 4 of the Ranch course, which had been broken for about 20 years. This valve allows us to transfer water to the pond on 6 Ranch and from 6 Ranch to 4 Meadow, where the pump station is located. Last fall we attempted to fix this valve "in house" and realized that it was too dangerous and the scope too big for us to handle. Our Repair and Maintenance budget is going to be $20K over budget but will be offset by a $20K savings in Capital from the paving project.

Bistro 28

The Bistro remained busy throughout July. Each week, we hosted our regular Men's and Ladies' Club events, along with the large groups that continue to enjoy the course. In addition, we welcomed participants for the Polzin Memorial and YMCA of the Rockies tournaments. Overall, sales have increased compared to last year, driven primarily by the success of our 9th Tee Menu, Grab & Go items, and the consistency of our menu offerings.

Looking ahead, several pieces of equipment that have been in the Bistro for more than 10 years will need to be replaced. Rather than continuing to invest in frequent repairs and maintenance, we have identified replacement options for the keg cooler, kitchen line cooler, and dish disposal system. These items have become higher priorities than originally anticipated, so we can prioritize these essential replacements within the capital budget in place of projects that are less immediately necessary.

Fraser Valley Rec
WHERE THE FUN BEGINS

JUNE 2026

Department Report

Highlight...

Summer Is Here... and So Are Camps!

Rec Camp began June 8 and through the end of July, staff will have supervised 1,388 camper visits, averaging 43 campers daily. Camp highlights have included trips to the Denver Zoo, Urban Air Adventure Park, and a Colorado Rockies game. Thank you to the 12 counselors who have helped provide a safe and engaging experience throughout the summer.

Did we say camps? Along with Rec Camp the Gen Rec team is also hosting 28 Specialty Camps during June and July, offering experiences such as Cowgirl Camp, Broom Hut overnight adventures, Epic Week, Junior Lifeguard Camp, cooking, tennis, golf, mountain biking, and so much more.

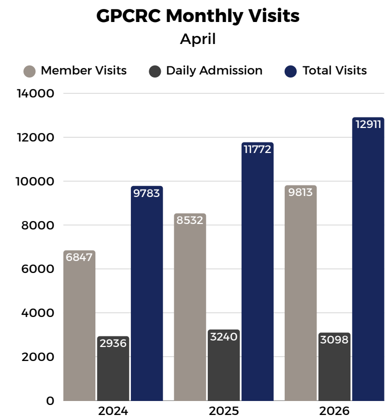
UPCOMING:

8/24 - First Day of School

9/20 - GPCRC Maintenance Week

GPCRC

- The annual Community Garage Sale was held one week earlier than previous years, resulting in record participation with 30 registered sellers, nearly doubling last year's total of 15.
- Planning is underway for the return of the popular Ski Conditioning program this fall. Registration opens August 24, with classes beginning in September.
- Staff have begun developing Grand Park Community Recreation Center brand guidelines to create a consistent look and feel across marketing materials and communications.
- Facility use continues to increase, with 12,911 total visits in June compared to 11,772 in June 2025 and 9,783 in June 2024. Member visits increased to 9,813, while daily admissions remained relatively flat.
- June was another strong month for memberships, generating more than $65,000 in revenue.



AQUATICS

- Summer aquatics programs are off to a strong start. All June Minnows swim lesson sessions ran successfully, Parent & Tot lessons returned this summer, and additional swim instructors have helped meet growing demand for private swim lessons.
- Junior Lifeguard Camp provided participants with hands-on water safety education while introducing youth to future lifeguarding opportunities.
- The pool continues to see strong summer use, with steady participation from organized groups, public swim, lap swimmers, and aquatic fitness participants.

FITNESS & GYMNASTICS

- Personal training is in demand, with four new service requests received during the first two weeks of July. The return of trainer Sam Fawkes has expanded the department's capacity to serve additional clients.
- Group fitness participation remains above 2025 levels, with 504 class visits in June 2026 compared to 417 in June 2025. Six new Fitness Membership Plus memberships were sold, and the program recorded its first renewal in June.
- Circus Camp begins at the end of July with a full roster and waitlist, concluding with a showcase for families highlighting participants' new skills.
- The Gymnastics Team had a successful Regional Championship, with 27 athletes competing and 19 qualifying for the State Championship.

GENERAL RECREATION

- Summer Specialty Camps continue to be well attended, with highlights including Outdoor Discovery Camp, Epic Adventure Week, cooking camp, tennis, golf, and other outdoor recreation opportunities.
- Outdoor Discovery Camp provided boys and girls with overnight adventures at Broome Hut, while Epic Adventure Week included ziplining, rafting through Browns Canyon, Water World, and a waterfall hike.
- Adult tennis continues to grow, with private lessons exceeding participation from previous years.
- A new cooking camp contractor allowed the department to offer the program at a more affordable price, resulting in a sold-out camp and positive participant feedback.
- Staff have shifted their focus toward planning fall programs and preparing the Fall Activity Guide.

JUNE 2026

SPORTS COMPLEX

- The Fraser Valley Sports Complex continues to stay busy with public users, adult leagues, and youth club sports. Events in July included Challenger Soccer Camp, Happy Health Colorado Croquet Tournament, and Winter Park Christian Church Sports Camp.
- FVSC staff have completed 2 mountain bike camps as well as flag football camp. Youth basketball camp will take place in August 27th – 30th and there are 22 participants registered.
- Grand County Youth Soccer registration is open and there are nearly 50 kids registered, K – 6th grade. Registration deadline is August 14th. Practices will begin in late August. The FVSC will host soccer game days on September 12th and 19th.
- Adult softball league continues to go well. The end of season tournament is scheduled for August 15th and 16th. Format will be 2 brackets, double elimination. Schedules are available online at www.quickscores.com/fraservalleyrec.
- Ice Box Sport Court continues to stay busy with pickle ball, youth box lacrosse, and private rentals. A schedule of events at the icebox is online at www.fraservalleyrec.org
- Parks and Athletics staff are scheduling meetings with Grand County Soccer Club and Fraser Valley Hockey Association to prepare for upcoming fee structure and partnership agreements.
- Staff completed parking lot striping on 7/22.

MAINTENANCE

- Delivery of the replacement furnace component for the pool HVAC system has been delayed and is now expected after July 29. Staff continue to coordinate installation once the component arrives.
- Seasonal maintenance continues at the Recreation Center, including parking lot striping, curb painting, and fire lane markings to improve safety and visibility.
- Staff repaired the play feature pump after a failed seal caused a leak, restoring normal operation.
- Maintenance staff assisted with the Foundry carpet replacement by moving furniture before and after installation.
- At Pole Creek Golf Club, staff repaired five leaking kitchen sinks, while Athletics staff completed parking lot striping at the Fraser Valley Sports Complex.

To: FVMRD Board of Directors
From: Brian Brigance
Division: Family Entertainment Division
Date: July 23, 2026
Subject: The Foundry Cinema & Bowl Department Report

Bowling

The bowling alley benefited from new carpet and upholstery upgrades, enhancing the overall guest experience and refreshing the facility's appearance. Sales remained steady throughout the period, supported by an increase in larger corporate functions and wedding events hosted during the week. These group events contributed to consistent visitation and reinforced the venue's position as a destination for both recreational and private event business.

Cinema

The cinema continued to be a strong contributor to overall guest traffic and revenue, with attendance and sales remaining robust throughout the period. Blockbuster releases including *Moana Live Action*, *The Odyssey*, *Minions & Monsters*, and *Toy Story 5* attracted strong audiences and supported consistent performance. Looking ahead, excitement is building for the release of *Spider-Man: Brand New Day*, which is expected to generate significant interest and help sustain strong attendance as the release schedule continues.

Food & Beverage

The Food & Beverage department continues to be a popular destination for both scheduled and walk-in group business, successfully accommodating a wide variety of large parties, from youth baseball teams to cross-country bus tours, often with minimal advance notice. These groups continue to choose our venue not only for its capacity but also for the quality of the food, welcoming atmosphere, and diverse menu options that appeal to a broad range of guests. As group visitation remains strong, the department is well positioned to capitalize on these opportunities while continuing to deliver an exceptional dining experience that supports overall guest satisfaction and revenue growth.

Sincerely,

Foundry Staff

To: FVMRD Board of Directors
From: Scott Ledin, Administration Division
Date: July 23, 2026
Subject: District Administration Department Report

General Administration

Staff has developed a district-wide employee survey to gather feedback from seasonal, part-time, and full-time employees about their overall work experience with FVMRD. The survey will help identify organizational strengths, opportunities for improvement, and factors that influence employee engagement and retention. Feedback will be used to enhance training, communication, workplace culture, and the overall employee experience while establishing baseline data to measure progress over time. In addition, the survey will include a brief section to gather employee input and interest related to the District's Community Needs Assessment, recognizing that staff interact with residents and guests daily and can provide valuable insights into community recreation needs.

2026 Financial Audit

Watson Coon Ryan LLC CPA firm has completed the 2025 audit. Ann has returned to assist in a PT capacity to review the audit and provide the Management's Discussion & Analysis (MD&A) component. Audited financials have been filed with the State of Colorado.

Community Needs Assessment

Staff continues to work with BerryDunn to finalize the professional services agreement and has received a draft contract for review. A discussion item, possible Board action, and a resolution approving the agreement have been included on the agenda for next week's Board meeting.

Meaghan, Avalon, and I recently participated in a project scoping call with the BerryDunn team to discuss project expectations, scope, and next steps. Staff is currently coordinating dates for a pre-kickoff meeting with the project team, as well as identifying a target date to officially launch the Community Needs Assessment with District staff and the community. We look forward to beginning this important planning effort and engaging residents and stakeholders throughout the process.

Headwaters Trails Alliance

Below are some statistics that show the incredible amount of work that has happened on Grand Counties trails system in 2026 since late March.

- Individual Volunteers: 284
- Hours Worked on Trail: 1,015
- Total Volunteer Hours: 2,115
- Distance Covered: 516 Miles
- Trees Removed: 4,260
- Drains Cleared: 1,511
- Tread Restoration: 35,328 Feet
- Social Trail Decommission: 2,109 Feet
- Trash Removed: 55 Pounds
- Public Contacts Made: 715
- HTA Staff Hours: 1,769

Special District Golf Outings
Board members interested in participating in upcoming Special District golf outings are encouraged to notify me prior to the listed RSVP deadlines. Staff will coordinate registration on your behalf. Would love to have some Board member representation when we host at Pole Creek Golf Club on Tuesday, September 1st.

Town of Winter Park Urban Renewal Authority (WPURA)
The WPURA continues to advance Tax Increment Revenue Agreements (TIRA) with participating taxing entities. Discussions with the East Grand Fire Protection District remain ongoing. The table below outline the eight milestones between now and final adoption of the Winter Park Urban Renewal Plan.

Step	Milestone	Target Window	Lead/Responsible Party
1	Finalize Urban Renewal Plan document, boundary map/legal description, and Urban Renewal Impact Report	Now – Aug 31, 2026	WPURA staff & counsel
2	WPURA Board adopts a resolution recommending the Plan to Town Council	By Sep 15, 2026	WPURA Board (decision point)
3	Finalize TIF Agreements with Town of Winter Park and EGFD	Sep 1 – Nov 30, 2026	WPURA staff / Town
4	Refer Plan to Town Planning Commission for conformity review with the Comprehensive Plan (statutory 30-day response window, C.R.S. § 31-25 107(2))	Sept 15 – Oct 16, 2026	Planning Commission (decision point)
5	Submit Plan and Impact Report to the Grand County Board of County Commissioners — required at least 30 days before the Council hearing (§ 31-25 107(3.5))	By Dec 18, 2026 (as early as Nov 1)	WPURA / Town Clerk
6	Publish public hearing notice in a newspaper of general circulation and mail notice to property owners in the area — hearing must follow by at least 30 days (§ 31-25 107(3)(a))	By Dec 18, 2026	Town Clerk (decision point)
7	Town Council holds the public hearing: receives evidence of blight, Board and Planning Commission recommendations, and public testimony	Jan 19, 2027	Town Council (decision point)
8	Town Council considers adoption the resolution/ordinance approving the Plan; Plan recorded with the County Clerk and Assessor to establish the TIF base	Jan 19, 2027 (target)	Town Council (final decision point)

Sincerely,
District Administration