



AGENDA
CITY OF GLENWOOD SPRINGS
REGULAR CITY COUNCIL MEETING
DECEMBER 6, 2018
101 W. 8TH STREET
6:00 PM

The agenda is subject to change, including the addition of items 24 hours in advance or the deletion of items at any time.

The order and times of agenda items listed are approximate and intended as a guideline for the City Council.

TIME	ITEM	PRE-MEETING	ACTION
9:00am	1	Review of Regular Session Agenda	Information/Discussion
	2	Future Agendas	Information/Discussion
	3	Council Comments	Information
	4	City Manager Update	Information
	5	Executive Session	
9:30am	A.	Executive Session to Discuss a Personnel Matter Under C.R.S. 24-6-402(4)(f), More Precisely to Conduct the Municipal Judge’s Review	Information/Discussion
CITY HALL THIRD FLOOR TRAINING ROOM			
MORNING WORK SESSION			
10:00am	A.	Elected Officials Training	Information/Discussion
AFTERNOON WORK SESSIONS			
3:00pm	A.	Airport Property Scenario Planning Project Update	Information/Discussion
4:30pm	B.	ERP Implementation Update	Information/Discussion
5:00pm	C.	Meeting with Garfield County Commissioners - 27th Street Bridge - South Midland - South Bridge - Downtown Parking - URA	Information/Discussion
5:45PM	Meeting Set-up		
REGULAR SESSION			
6:00pm	6	Roll Call	Quorum
	7	Pledge of Allegiance	
	8	Agenda Changes	Information
	9	Conflict of Interest Disclosure	Information
	10	Citizens Appearing Before Council (for items not on the Agenda-comments limited to 3 minutes)	Information Only
	11	Proclamation	
	A.	Proclamation Veterans Suicide Awareness Month	Information Only
	12	Council Comments	Information/Discussion
	13	Consent Agenda	Discussion and/or Action

- A. Receipt of Minutes from the November 15, 2018 Regular Meeting
- B. Resolution 2018-59; A Resolution of the City Council of the City of Glenwood Springs, Colorado, Adapting the Colorado Municipal Election Code of 1965 and Delegating the Authority and Responsibility of Appointing Election Judges for the City of Glenwood Springs' Regular Municipal Election on April 2, 2019
- C. Election Results November 6, 2018
- D. Approval of Proposal for Bidding and Construction Phase Services for Two Rivers Park Improvements Project
- E. Approval of Two Rivers Engineering Contract
- F. Ordinance No 26, Series of 2018; An Ordinance of the City of Glenwood Springs, Colorado, Fixing and Certifying the Mill Levy on the 2018 Assessment for Collection in Fiscal Year 2019 for the Glenwood Springs General Improvement District No. 1980 (SECOND READING)
- G. Ordinance No 27, Series of 2018; An Ordinance of the City of Glenwood Springs, Colorado, Fixing and Certifying the Mill Levy on the 2018 Assessment for Collection in Fiscal Year 2019 (SECOND READING)
- H. Ordinance No. 28, Series of 2018; An Ordinance of the City Council of the City of Glenwood Springs, Colorado, An Ordinance Vacating Portions of 1st and Maple Streets, Rights of Way (SECOND READING)
- I. Resolution 2018-62; A Resolution of the City Council of the City of Glenwood Springs, Colorado, Canceling the Second Regular City Council Meeting in December 2018
- J. Resolution 2018-63; A Resolution of the City Council of the City of Glenwood Springs, Colorado, Accepting the Portion of 6th Street from Pine Street to Laurel Street that has been Abandoned by the Department of Transportation

ACTIONS AND/OR PRESENTATIONS

14 Economic Development Plan

- A. Approval of Economic Development Plan

15 Ordinance No 29, Series of 2018

- | | |
|--|--------------------------|
| <ul style="list-style-type: none"> A. Ordinance No 29, Series of 2018; An Ordinance of the City of Glenwood Springs, Colorado, Amending the 2018 Appropriation Ordinance to Reflect Actual Revenues and Expenditures During Fiscal Year 2018, Including Anticipated Revenues and Expenditures (ONE READING) | Discussion and/or Action |
|--|--------------------------|

16 Ordinance No 30, Series of 2018

- | | |
|--|--------------------------|
| <ul style="list-style-type: none"> A. Ordinance No 30, Series of 2018; An Ordinance of the City Council of the City of Glenwood Springs, Colorado, Appropriating Funds for Fiscal Year 2019 (ONE READING) | Discussion and/or Action |
|--|--------------------------|

17 Landfill Equipment Purchase

- A. Landfill Equipment Purchase
- 18 Urban Renewal Resolutions
 - A. Resolution 2018- 60; A Resolution of the City Council of the City of Glenwood Springs, Colorado, Finding That One Or More Blighted Areas Exist In The City of Glenwood Springs, The Need For The Redevelopment And Rehabilitation Of Such Areas In Accordance With The Colorado Urban Renewal Law, Declaring It To Be In The Public Interest That The Glenwood Springs Urban Renewal Authority Exercise The Powers Provided By Law And Designating The City Council And Representatives Of Affected Taxing Bodies As The Urban Renewal Authority
 Discussion and/or Action
 - B. Resolution 2018-61; A Resolution Of The City Council Of The City Of Glenwood Springs, Colorado, Making Certain Legislative Findings And Approving The West Glenwood Springs Urban Renewal Authority Plan
 Discussion and/or Action
- 19 Report from City Administration Information
 - A. City Manager
 - B. City Attorney
 - C. Correspondence Incoming/Outgoing
- 20 Council Reports on Boards, Committees and Commission Meetings Information
- 21 Executive Session to Conduct a Conference with the City Manager and City Attorney for the Purpose of Discussing the City's Purchase, Acquisition, Lease, Transfer or Sale of Real Property; Determining Positions Relative to Matters That May be Subject to Negotiations, Developing Strategy for Negotiations, and Instructing Negotiators; and to Conduct a Conference with the City Attorney to Receive Legal Advice in Accordance with C.R.S. 24-6-402(4)(a), (b) and (e), related to Garfield Industrial Development, Shoshone Permanency Discussions and RICID Information/Discussion
- 22 Direction Regarding RICID Negotiations
 - A. Direction Regarding RICID Negotiations Discussion and/or Action
- 23 Adjournment



City Council
STAFF REPORT
City of Glenwood Springs
December 6, 2018

Agenda Item: Airport Property Scenario Planning Project Update

Action Requested: No action is being requested at this time.

Department: Economic and Community Development

Presented By: Trent Hyatt, Senior Planner

Background Info: The City of Glenwood Springs is the recipient of an \$87,500 Tier I Energy and Mineral Impact Assistance Program grant from the Colorado Department of Local Affairs (DOLA). Since April 30, 2018, the City has been under contract with DOLA to carry out the project.

On July 5th, City Council appointed the members outlined below to serve on the project ad-hoc steering committee/project team to provide oversight and guidance.

City Boards/Commissions Representatives:

- Greg Rippy, Airport Commission
- Jonathan Godes, City Council
- Lee Barger, Transportation Commission
- Kathryn Grosscup, Planning and Zoning Commission

City Staff Representatives:

- Terri Parch, City Engineer
- Tanya Allen, Transportation Manager
- Gretchen Ricehill, Assistant Economic/Community Development Director
- Trent Hyatt, Senior Planner

The City was fortunate to receive four responses to the RFQ. After reviewing the four responses and interviewing two of the associated firms, the project steering committee selected Gruen Gruen + Associates (GGA) as the lead to provide planning services with support from The Land Studio and SGM. The total not-to-exceed cost to complete the scope of work is \$174,500 which is just below but within the amount the City has budgeted for the project.

GGA began work on the project in September. An official project kick-off meeting was held on October 10, 2018 and included a airport tour and meeting with the manager and representative from the Airport Commission. The following day, October 11, GGA met with various steering committee members, City staff, and real estate professionals from the valley to begin the market research phase of the project.

This work session is intended to provide an update on project activities and general direction. Related information is attached.

Issues: N/A

Staff Recommendation: N/A

AIRPORT PROPERTY SCENARIO PLANNING STUDY

Meeting Notes

City Council Workshop

December 6, 2018

Gruen Gruen + Associates | The Land Studio | SGM



GRUEN GRUEN + ASSOCIATES

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PURPOSE

- Evaluate trade-off decisions about future uses of the Airport property
- Identify land use scenario(s) for the Airport property so that it can be enhanced or redeveloped to maximize its value in dollars and community benefits



EVALUATION CRITERIA TO DISCIPLINE SCENARIOS

Accessibility & Safety	▪ Improved access and connectivity ▪ Emergency response and evacuation times ▪ Enhanced role in disaster/fire management
Community / Neighborhood Enhancement	▪ Potential to meet municipal facility needs ▪ Enhanced recreational offerings ▪ Increased housing opportunities
Economic Impacts	▪ Impact to the local economy ○ Additional jobs and income ○ Volume of new economic activity
Financial Return to City	▪ Potential value of the land to the City (if disposition pursued)

EVALUATION CRITERIA TO DISCIPLINE SCENARIOS

Fiscal Impacts	▪ New property, sales, or other tax revenues ▪ Municipal service (cost) considerations
Market Conditions	▪ Depth and strength of the market ▪ Obtainable pricing and absorption ▪ Likely developer/user interest
Sustainability	▪ Carbon footprint ▪ Vehicle miles traveled

SITE CONDITIONS



Site Area

- The City-owned airport property totals $\pm$ 54 acres.
- Steep slopes along the Roaring Fork and the associated floodplain are constraints to development on southern portions of the property.
- “Buildable” acreage approximates $\pm$ 40 gross acres.

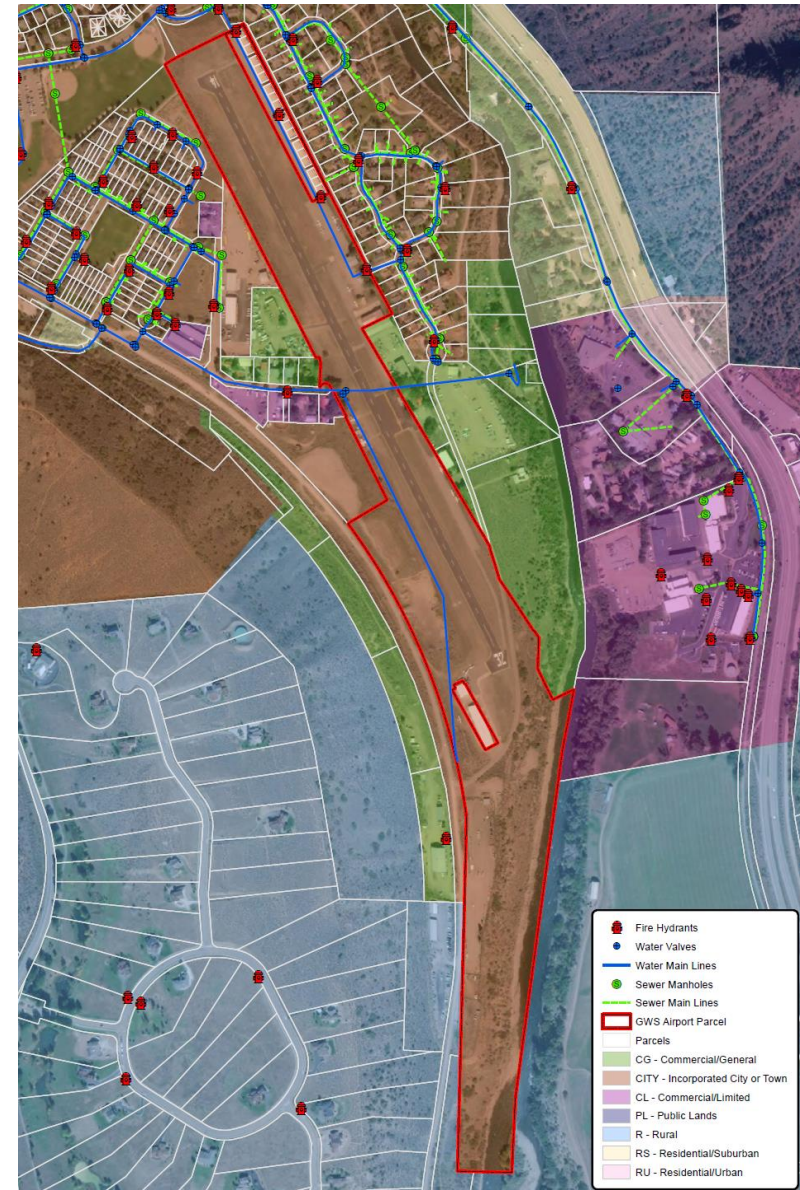
SITE CONDITIONS



SITE CONDITIONS

Utility Infrastructure

Transportation Infrastructure



AIRPORT USER SURVEY

- An electronic questionnaire was distributed to 100 current airport users (via email) on November 13th.
- Rate of response has been very high; about 80% responded within two weeks of distribution.
- Key themes included:
 - Direct economic benefits related to airport users and airport-dependent businesses.
 - Existing levels of aviation activity.
 - Preferred changes or “enhancements” to the airport.

AIRPORT USER SURVEY

Preliminary Findings (as of 11/27/2018)

- Most ($\pm$ 60%) airport users are business owners or self-employed.
- Respondents indicate that about 35 employees are based at the airport.
 - About half of these employees reportedly live in Glenwood Springs.
- 15 respondents (19% of total) indicate they or their employer have off-airport establishments in Glenwood Springs that "would not exist were it not for the presence of the Glenwood Springs Airport."
 - Two-thirds of the airport-dependent establishments are reported to employ 10 or fewer people.
 - The two largest establishments (reported to employ more than 30 people in Glenwood Springs) include an aviation-related government contractor and a real estate/construction firm.

AIRPORT USER SURVEY

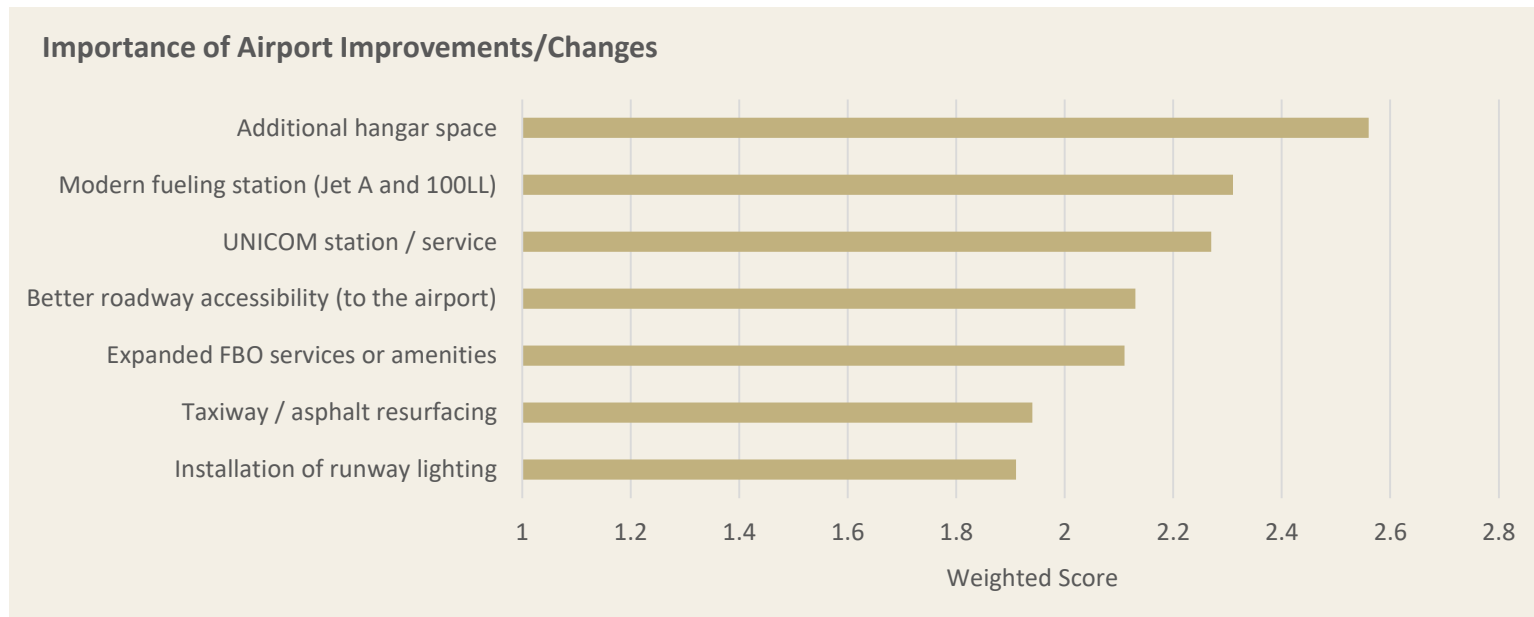
Preliminary Findings (as of 11/27/2018)

- Survey respondents report a total of 65 based aircraft at the airport.
 - Direct spending (on-airport) for fuel, maintenance, hangars and tie down fees totaled about \$800,000 in 2017.
- Seven percent (7%) of respondents indicate their aircraft was used last year in firefighting activities.
- About half of airport users report that they used their aircraft to transport leisure visitors to Glenwood Springs in 2017.

AIRPORT USER SURVEY

Preliminary Findings (as of 11/27/2018)

- Most preferred improvements to the airport include: (1) Additional hangar space; (2) Modern fueling station; and (3) UNICOM (air-ground communications).



Note: Weighted scores reflect a value of 1.0 for “Not Important” and 3.0 for “Very Important”

- More than 85% of respondents indicated they would “fly more frequently” if their preferred improvements were made; approximately 20% indicated they would hire additional employees in Glenwood Springs.



City Council
STAFF REPORT
City of Glenwood Springs
December 6, 2018

Agenda Item: ERP Implementation Update

Action Requested: None

Department: Finance

Presented By: Lauren Clausen, Application Support Specialist - ERP
Yvette Gustad, Finance Director
Eric Arnette, Information Technology Director
Steve Boyd, COO

Background Info: Summary of progress on ERP implementation and next steps.

Issues: None

Staff Recommendation: N/A

PROCLAMATION

Veterans Suicide Awareness Month

December, 2018

WHEREAS, according to the most recent U.S. Department of Veterans Affairs study, approximately 20 veterans die by suicide every day in the United States; and

WHEREAS, veterans face a disproportionate risk of suicide when compared to the general population; and

WHEREAS, the highest risk for suicide is among younger veterans, especially those who served on the battlefields of Iraq and Afghanistan; and

WHEREAS, the risk of suicide can be reduced through awareness, proper education, resources, and treatment; and

WHEREAS, suicide affects each and every one of us in some way and it is up to us to help those we love by being good neighbors, good friends and good family members if we are to protect our veterans from such a tragic fate;

NOW, THEREFORE, I, Michael Gamba, Mayor of the City of Glenwood Springs, Colorado, do hereby proclaim **DECEMBER, 2018** to be

VETERANS SUICIDE AWARENESS MONTH

in the City of Glenwood Springs. I encourage all citizens, municipal government, elected officials and employees to recognize how serious suicide is and the steps each of us can take to protect those around us for such tragedy.

IN WITNESS.

Given under my hand and the official seal of the
City of Glenwood Springs, in the State of Colorado,
this 6th day of December 2018.

Michael Gamba, Mayor



MINUTES
CITY OF GLENWOOD SPRINGS
REGULAR CITY COUNCIL MEETING
NOVEMBER 15, 2018
101 W. 8TH STREET
6:00 P.M.

5 Roll Call

Mayor Mike Gamba called the meeting to order at 6:00 p.m. Present at roll call: Shelley Kaup, Rick Voorhees, Todd Leahy, Mike Gamba, Steve Davis, and Jonathan Godes. Absent Jim Ingraham.

Also present were Debra Figueroa, City Manager; Karl Hanlon, City Attorney; Steve Boyd, Chief Operating Officer; Jenn Ooton, Assistant City Manager, Economic and Community Development Director; Catherine Mythen Fletcher, City Clerk; Roxanna Peskuski, Deputy City Clerk; Trent Hyatt, Senior Planner; Hannah Klausman, Planner II; Teri Partch, City Engineering; Yvette Gustad; Finance Director.

6 Pledge of Allegiance

Mayor Gamba led in the Pledge of Allegiance.

7 Agenda Changes

8 Conflict of Interest Disclosure

9 Citizens Appearing Before Council (for items not on the Agenda-comments limited to 3 minutes)

Karen Cribs-Requested a reduction in rates for renting the community center for a large event

10 Council Comments

Councilor Voorhees-Spoke about the most recent RFTA meeting and the outcomes

Councilor Godes-Recognized Hannah Klausman for passing her American Institute of Planners test

11 Consent Agenda

- A. Receipt of Minutes of the November 1, 2018 Regular Meeting
- B. Resolution 2018-58; A Resolution of the City Council of the City of Glenwood Springs adopting the Fiscal Year 2019 Municipal Airport Fee Schedule
- C. Approval of the Cedar Crest Subdivision Water, Drainage, and Roadway design Proposal
- D. Financing Documents for Bond Issuance
Ordinance No 25, Series of 2018; An Ordinance of the City of Glenwood Springs, Colorado, Approving a Loan Evidenced by Sales and Use Tax Revenue Notes Issued in One of More Series, to Finance Capital Projects Repayment from a Pledge of Sales and Use Tax Revenues Credited to the Acquisition and Improvement Fund; and Providing other Details and approving Documents Related to the Loan (SECOND READING)
- E. Valley Marijuana Council Student Pass

F. Amendment to the Colorado River Cooperative Agreement

Councilor Kaup moved, seconded by Councilor Godes, to approve the consent agenda.

Motion passed unanimously by all present (Ingraham absent)

12 Ordinance No 26, Series 2018

- A. Ordinance No 26, Series of 2018; An Ordinance of the City of Glenwood Springs, Colorado, Fixing and Certifying the Mill Levy on the 2018 Assessment for Collection in Fiscal Year 2019 for the Glenwood Springs General Improvement District No. 1980 (FIRST READING)

Yvette Gustad spoke to council about Ordinance 26, Series 2018. Property Tax collection is set each year by voter approved Mill Levy's. The amounts set were based on net assessed value of properties within the General Improvement District. This must be approved and certified to Garfield County by December 15th of each year. The numbers presented reflect preliminary numbers provided by Garfield County and would be updated with actual when final assessments were received.

Mayor Gamba opened the item for public comment. Mayor Gamba closed public comment.

Mayor Pro-Tem Leahy moved, seconded by Councilor Kaup, to approve Ordinance No. 26, Series of 2018; An Ordinance of the City of Glenwood Springs, Colorado, Fixing and Certifying the Mill Levy on the 2018 Assessment for Collection in Fiscal Year 2019 for the Glenwood Springs General Improvement District No. 1980

Motion passed unanimously by all present (Ingraham absent)

13 Ordinance No 27, Series of 2018

- A. Ordinance No 27, Series of 2018; An Ordinance of the City of Glenwood Springs, Colorado, Fixing and Certifying the Mill Levy on the 2018 Assessment for Collection in Fiscal Year 2019 (FIRST READING)

Yvette Gustad explained property tax collection was set each year for voter approved Mill Levy's. The amounts set were based on net assessed value of properties within the City of Glenwood City Limits. This must be approved and certified to Garfield County by December 15th of each year. The numbers presented reflect preliminary numbers provided by Garfield County and would be updated with actual when final assessments were received.

Mayor Gamba opened the item for public comment. Mayor Gamba closed public comment.

Mayor Pro-Tem Leahy moved, seconded by Councilor Voorhees, to approve Ordinance No. 27, Series 2018; An Ordinance of the City of Glenwood Springs, Colorado, Fixing and Certifying the Mill Levy on the 2018 Assessment for Collection on Fiscal Year 2019

Motion passed unanimously by all present (Ingraham absent)

14 Planning Item #16-18

- A. Consideration of Rezoning two parcels located at 281 Centennial Street from Mixed Use (M1) zone district to Resort (RE) Zone district

Hannah Klausman presented to council the request to rezone two parcels. The applicant had requested the rezoning of parcels 218509201002 (1) and 218509202001 (2) from the M1 Mixed use zone district to the RE Resort zone district. The purpose of such rezoning, as indicated in the applicant's statement, is to unify the entire development, which consists of three parcels, under

one zone. Currently the largest parcel addressed 281 Centennial Street is zoned RE and contains all of the Hot Springs operations.

Mayor Gamba opened the item for public comment. Mayor Gamba closed public comment.

Councilor Kaup moved, seconded by Mayor Pro-Tem Leahy, to uphold the planning and zoning recommendation to approve the rezoning with the suggested finding as provided by staff, 1. The rezoning is consistent with the Comprehensive Plans commercial designation. 2. The rezoning is consistent with the RE Resort district's purpose statement. 3. Substantial changes in the subject area warrant a zoning change; and/or 4. The intensity of the new zoning district is not expected to create significantly adverse impacts to surrounding properties as it is inline with existing uses and building mass

Motion passed unanimously by all present (Ingraham absent)

15 Ordinance No 28, Series 2018

- A. Ordinance No. 28, Series of 2018; Ordinance Vacating Portions of 1st and Maple Streets, Planning Item #27-17

Trent Hyatt explained that on April 5, 2018, City Council voted to approve a request from Carol and David Hauter for the vacation of portions of the 1st Street and Maple Street rights-of-way subject to the following conditions:

1. The applicants grant an access and utility easement to the City with a reasonable width as determined by City staff; and
2. The applicants grant a conservation easement to the City in a form to be approved by City Council.

Following said meeting on April 5th, City staff met with the applicants to determine the appropriate width and location of the aforementioned access and utility easement. Staff and the applicants determined that a 20-foot-wide easement would suffice and agreed to the locations thereof. The applicant has since provided staff a draft access/utility easement, a revised road vacation exhibit, and revised conservation easement. Therefore, the applicant has met the conditions outlined by City Council in the original approval and the associated documents were ready for approval by City Council and execution by all parties.

Mayor Gamba opened the item for public comment. Mayor Gamba closed public comment.

Mayor Pro-Tem Leahy moved, seconded by Councilor Kaup to approve Ordinance No. 28, Series 2018; Ordinance Vacating Portions of 1st and Maple Streets, Planning Item #27-17

Motion passed unanimously by all present (Ingraham absent)

16 IGA and Easement Agreement for the South Bridge Corridor Crossing

- A. IGA and Easement Agreement for the South Bridge Corridor Crossing

The intent of this easement and IGA was to allow the City to move forward with the South Bridge project utilizing the crossing of the corridor and connection to Highway 82 that would ultimately save the City approximately \$25 million. The City has agreed to create a grade separated crossing of the corridor if at some point in the future freight or other rail service is reestablished on the corridor. In addition, the City has agreed to provide defense costs should the rail banking status of the corridor be challenged as a result of the easement.

Mayor Gamba opened the item for public comment. Mayor Gamba closed public comment.

Debra Figueroa-thanked everyone especially Karl Hanlon and Terri Partch

Mayor Gamba moved, seconded by Councilor Godes to approve the IGA between the City of Glenwood Springs and the Roaring Fork Transportation Authority to acquire easements and develop transportation infrastructure

Motion passed unanimously by all present (Ingraham absent)

17 Letter Agreement with RFTA regarding Transfer of Easement Rights in Wye Area

A. Letter Agreement with RFTA regarding Transfer of Easement Rights in Wye Area

A letter agreement with RFTA regarding transfer of the railroad easement and joint use agreement with the UPRR for the west leg at the Wye. Earlier this year the City approved an agreement with the UPRR for acquisition of the railroad easement and joint use agreement on both the west and east legs of the Wye. At its November 8, 2018 meeting the RFTA Board of Directors consented to those assignments and approved the attached letter agreement. With these documents in place the City can close on the transaction with UPRR.

Mayor Gamba opened the item for public comment. Mayor Gamba closed public comment.

Mayor Pro-Tem Leahy moved, seconded by Councilor Godes, to approve the letter of agreement between the Roaring Fork Transportation Authority and the City of Glenwood Springs regarding transfer of easement rights in the Wye, authorizing Mayor Gamba to sign the letter

Motion passed unanimously by all present (Ingraham absent)

18 Housing Commission Appointment

A. Housing Commission Appointment

Hannah Klausman explained that City Council recently directed staff to reinstate the Housing Commission that was temporarily suspended in 2012. Staff had five recommendations for appointment to the Commission based on the existing, yet informal, Housing Committee.

Mayor Gamba opened the item for public comment. Mayor Gamba closed public comment.

Councilor Kaup moved, seconded by Councilor Voorhees, to appoint the five (5) candidates per the staff report to council, Sean Nesbit, Brendan Matthews, Sumner Schacter, Kathryn Grosscup, and Steve Beckley

Motion passed unanimously by all present (Ingraham absent)

19 Parks and Recreation Commission Appointments

A. Parks and Recreation Commission Appointments

The City Clerk's office advertised open positions on the City's Boards and Commissions. The following seats are currently open: Parks and Recreation Commission – vacancy for one (1) regular seat and one (1) alternate seat

Mayor Gamba opened the item for public comment. Mayor Gamba closed public comment.

Mayor Gamba moved, seconded by Councilor Davis to appoint James Fosnaught to the regular seat and Thomas Gorman and Andrea Johnson to the two (2) alternate seats.

Motion passed unanimously by all present (Ingraham absent)

32 Report From City Administration:

- A. City Manager
 - i. 7th Street bids
- B. City Attorney
- C. Correspondence: Incoming/Outgoing

15 Council Reports on Boards, Committee and Commission Meetings

Councilor Davis-Park and Rec board accepted the resignation of the youth member

Councilor Kaup-River Commission status on the riparian ordinance; Arts and Culture Board would love to have a work session with council and interested in raising awareness about the arts community

Councilor Voorhees-Tourism and Promotion board has been looking for cities to target with advertising. Glenwood was also voted the best adventure town in the United States and a press release should be following soon

Mayor Gamba-Spoke about the RFTA meeting

Councilor Godes-Transportation board would like to make trails more user friendly

16 Adjournment

The meeting was adjourned at 7:26pm



City Council
STAFF REPORT
City of Glenwood Springs
December 6, 2018

Agenda Item: Resolution 2018-59; A Resolution of the City Council of the City of Glenwood Springs, Colorado, Adapting the Colorado Municipal Election Code of 1965 and Delegating the Authority and Responsibility of Appointing Election Judges for the City of Glenwood Springs' Regular Municipal Election on April 2, 2019

Action Requested: Approve Resolution 2018-59

Department: City Clerk

Presented By: Catherine Fletcher, City Clerk

Background Info: Pursuant to the requirements of the Glenwood Springs Charter, a regular municipal election is to be conducted on April 2, 2019. Section 31-10-101, et. seq., C.R.s., as amended, permits a municipality to utilize the requirements and procedures of the Colorado Municipal Election Code of 1965 with respect to any municipal election.

Issues: None

Staff Recommendation: Approve Resolution 2018-59

RESOLUTION 2018-59

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF GLENWOOD SPRINGS, COLORADO, ADOPTING THE COLORADO MUNICIPAL ELECTION CODE OF 1965 AND DELEGATING THE AUTHORITY AND RESPONSIBILITY OF APPOINTING ELECTION JUDGES FOR THE CITY OF GLENWOOD SPRINGS' REGULAR MUNICIPAL ELECTION ON APRIL 2, 2019.

WHEREAS, pursuant to the requirements of the Glenwood Springs Charter, a regular municipal election is to be conducted on April 2, 2019; and

WHEREAS, Section 31-10-101, et. seq., C.R.S., as amended, permits a municipality to utilize the requirements and procedures of the Colorado Municipal Election Code of 1965 with respect to any municipal election; and

WHEREAS, the City Council of the City of Glenwood Springs wishes to adopt the Colorado Municipal Election Code of 1965 relating to the mail ballot election for the April 2, 2019 regular municipal election; and

WHEREAS, the governing body of any political subdivision may determine that an election may be held by mail ballot; and

WHEREAS, the election official of the City of Glenwood Springs has recommended that the City Council authorize a mail ballot election for the April 2, 2019 regular municipal election.

NOW, THEREFORE, IT IS RESOLVED BY THE CITY COUNCIL OF THE CITY OF GLENWOOD SPRINGS, COLORADO, THAT:

Section 1. The City of Glenwood Springs hereby adopts the provisions of the Colorado Municipal Election Code of 1965 for the conduct of the April 2, 2019 regular municipal election.

Section 2. Notwithstanding the provisions of the Glenwood Springs Municipal Code to the contrary, the provisions of the Colorado Municipal Election Code of 1965, as amended, shall prevail.

Section 3. Registered voters shall have the opportunity to cast ballots in person as provided by the Mail Ballot Election Act, C.R.S. § 1-7.5-101 et seq., at a polling place located in the City's Clerk's office at City Hall, 101 W. 8th Street, Suite 325, Glenwood Springs, Colorado.

Section 4. The authority and responsibility for appointing the election judges for this regular municipal election is hereby delegated to the City Clerk, pursuant to Section 31-10-401 C.R.S., as amended.

Section 5. The ballots shall be paper ballots and recorded by sworn election judges.

Section 6. If any clause, sentence, paragraph or part of this Resolution or the application thereof to any person or circumstances shall for any reason be adjudged by a court of competent jurisdiction invalid, such judgment shall not affect the remaining provisions of this Resolution.

Section 7. The City Council of the City of Glenwood Springs finds and declares that this Resolution is promulgated and adopted for the public health, safety, and welfare and this Resolution bears a rational relation to the legislative objective sought to be obtained.

INTRODUCED, READ AND PASSED THIS 6TH DAY OF DECEMBER 2018.

CITY OF GLENWOOD SPRINGS, COLORADO

Michael Gamba, Mayor

ATTEST:

Catherine Mythen Fletcher, City Clerk



City Council
STAFF REPORT
City of Glenwood Springs
December 6, 2018

Agenda Item: Election Results November 6, 2018

Action Requested:

Department: City Clerk

Presented By: Catherine Fletcher, City Clerk

Background Info: Results for the 2018 General Election

City of Glenwood Springs Ballot Issue 2A:

Ballot Choice	Votes Cast
Yes/For	2,285
No/Against	1,539

Glenwood Springs Rural Fire Protection District Ballot Issue 6B:

Ballot Choice	Votes Cast
Yes/For	1,200
No/Against	518

Issues: None

Staff Recommendation:



Jean M. Alberico, Garfield County Clerk and Recorder
109 8th Street, Suite 200, Glenwood Springs, Colorado 81601 (970) 384-3700

State of Colorado
County of Garfield

Certification of Results for the 2018 General Election
Held November 6, 2018
Certified November 20, 2018

I, Jean M. Alberico, Garfield County Clerk and Recorder, do hereby certify that the following is a complete and accurate accounting of the abstract of votes cast for:

City of Glenwood Springs Ballot Issue 2A

At the General Election, held in said County on the Sixth Day of November, 2018, as set forth in the Certified Abstract of the November 2018 General Election filed in my office.

Ballot Choice	Votes Cast
Yes/For	2,285
No/Against	1,539

Witness my hand and seal the 26th Day of November, 2018.


Jean M. Alberico
Garfield County Clerk & Recorder
Designated Election Official





Jean M. Alberico, Garfield County Clerk and Recorder
109 8th Street, Suite 200, Glenwood Springs, Colorado 81601 (970) 384-3700

**State of Colorado
County of Garfield**

**Certification of Results for the 2018 General Election
Held November 6, 2018
Certified November 20, 2018 with Property Owner Ballots**

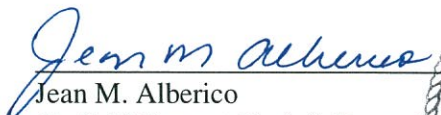
I, Jean M. Alberico, Garfield County Clerk and Recorder, do hereby certify that the following is a complete and accurate accounting of the abstract of votes cast for:

Glenwood Springs Rural Fire Protection District Ballot Issue 6B

At the General Election, held in said County on the Sixth Day of November, 2018, as set forth in the Certified Abstract of the November 2018 General Election filed in my office.

Ballot Choice	Votes Cast
Yes/For	1,200
No/Against	518

Witness my hand and seal the 26th Day of November, 2018.


Jean M. Alberico
Garfield County Clerk & Recorder
Designated Election Official





City Council
STAFF REPORT
City of Glenwood Springs
December 6, 2018

Agenda Item: Approval of Proposal for Bidding and Construction Phase Services for Two Rivers Park Improvements Project

Action Requested: Approve proposal from Recreation Engineering and Planning for Bidding and Construction Phase Services for the Two Rivers Park Improvements Project.

Department: Parks & Recreation

Presented By: Brian Smith, Recreation Director

Background Info: The Two Rivers Park project has been designed over the last two years by Recreation Engineering and Planning (REP) out of Boulder, Colorado. Final Plans were presented to Council who then indicated they wanted to move forward and REP submitted their proposal for bidding and construction phase services. The proposal covers the following elements:

- Bidding Phase Services
- TCP, staging and access plan
- River Detour Plan
- General Project Administration
- Additional design services out of scope
- Coordination with engineers, utility and landscape designers
- Construction phase services and on site direction

Staff discussed with Council the proposal, as well as the preliminary estimates for additional engineering services that will be needed and options for moving into construction. Council indicated they wanted to continue to work with REP through construction. REP revised their proposal with a \$10k reduction for a total of \$152,315.

Issues: Additional engineering services will be required in addition to REP's services for the success of the project and must be done quickly to meet the project bid dates.

Funding will be through A&I and bonding.

Staff Recommendation: Approve proposal from REP for Bidding and Construction Phase Services for \$152,315.



Two Rivers Park Bidding and Construction Phase Services Proposal

***By Recreation Engineering & Planning (REP)
November 8, 2018***

The following proposal is for professional services for Bidding and Construction Phase services of elements of the Two Rivers Park Shoreline Improvements Project in Glenwood Springs Colorado. These elements include: 1) the shoreline improvements from the pedestrian bridge to the boat ramp, 2) the boat ramp reconstruction and related improvements, and 3) the island reconstruction and restoration. Additional upland park improvements and structures are not included. This proposal is being submitted to Brian Smith, as requested.

Work Item	Task	Cost. (based on \$155/hr) (these are estimated not- to exceed. Each item will be billed at the hourly rate)
1	BASEMAPPING.	Complete
2	PRELIMINARY (60%) DESIGN.	Included in preliminary design contract. (complete)
3	QUANTITY AND COST ESTIMATE.	Included in preliminary design contract. (complete)
4	PERMITTING.	Complete
5	MEETINGS. Related to Preliminary Design	Complete

6.	FINAL DESIGN. Completion of final design drawings and technical specifications for the proposed improvements including trails, grading, bridges, boat ramp, amphitheater, riparian vegetation, island improvements, and relocated picnic shelter. Not included is the design of a new bathroom facility, formal park improvements, irrigation, or formal landscaping. Design documents to include appropriate plan view, profile view, section view, and details to construct the project. Bidding assistance Aid the City during the bidding process, including attendance to the pre-bid meeting as well as answering contractor questions and issuing any addendum related to the whitewater park.	Included in Final Design Contract.
7.	BIDDING PHASE SERVICES. Assemble Technical Specifications & Notes Document for Bidding. Assemble Measurement and Payment Document for Bidding. Assemble Bid Tabs, Quantities and Work Item Descriptions. Aid City Purchasing Department in assembling Bidding Documents, including General Conditions and Bid Advertisement. Compile Required Permits to be obtained by contractor. Compilation of permit conditions within bid documents. Answering RFIs from contractors, and issuing addendums. Attendance to pre-bid meeting. Review prequalification's and aid city in prequalifying contractors. Aid city in reviewing bids and contractor selection. Prepare Traffic control, pedestrian safety, staging and access plan. Prepare River user detour plan. General Project Administration General project coordination with City departments and staff Data and File Transmittals Coordinate with CPW regarding construction windows Additional Permit Authorization with USACE for permit extension Out of Scope Design Services Soils Report Structural Engineering Restroom Design and Supplier Coordination (ROMTEC) Project Phasing Changes and Revisions Subtotal.	Included in Final Design Contract. \$5,600.00 \$960.00 \$6,975.00 \$7,750.00 \$21,285.00



8.	MEETINGS. Design Review Meetings. Coordination Meetings with Utility Designers, Landscape/Irrigation Designers Subtotal.	\$3,100.00 \$4,650.00 \$7,750.00
9.	COORDINATION ITEMS. Coordination with City utilities and utility designer for new utilities. Coordination with landscape and irrigation design. Coordination with city staff and designer regarding restroom design, (foundation, structural, architectural, lighting). Coordinate in selection of bridge superstructure. Subtotal.	\$4,800.00 \$7,200.00 \$10,400.00 \$1,280.00 \$23,680.00
10.	CONSTRUCTION PHASE SERVICES. Attend preconstruction meeting. Answering contractor questions (RFIs) Inspecting work quality and conformance with design intent and specifications. (assume 6 months construction period) Be on site for critical elements such as: Toe rock placement for low trail Deflector rock placement Side channel grading Control structures Random boulders Boat Ramp Site grading and adjacent terracing Island trail layout Stone seating at amphitheater Railroad abutment removal observation	\$3,200.00 \$6,400.00 \$76,800.00



	Aid with measurement and payment, review and approve pay requests. Review shop drawings and submittals Coordinate Concrete, Soils and Stone Testing Aid City with Contractor regarding change orders or change of work scope Aid contractor in layout dimensions, elevations, benchmarks Subtotal.	Included in above item. Included in above item. \$86,400.00
	Subtotal	\$139,115.00
	Expenses	\$13,200.00
	Total Estimated Cost (U.S. Dollars)	\$152,315.00
	(Contract End Date: December 31, 2019)	



Payment

Invoices will be sent every 30 days for work completed plus expenses. Payment is due within 30 days.

If the above proposal is acceptable to you, please sign and return to REP.

Submitted by:

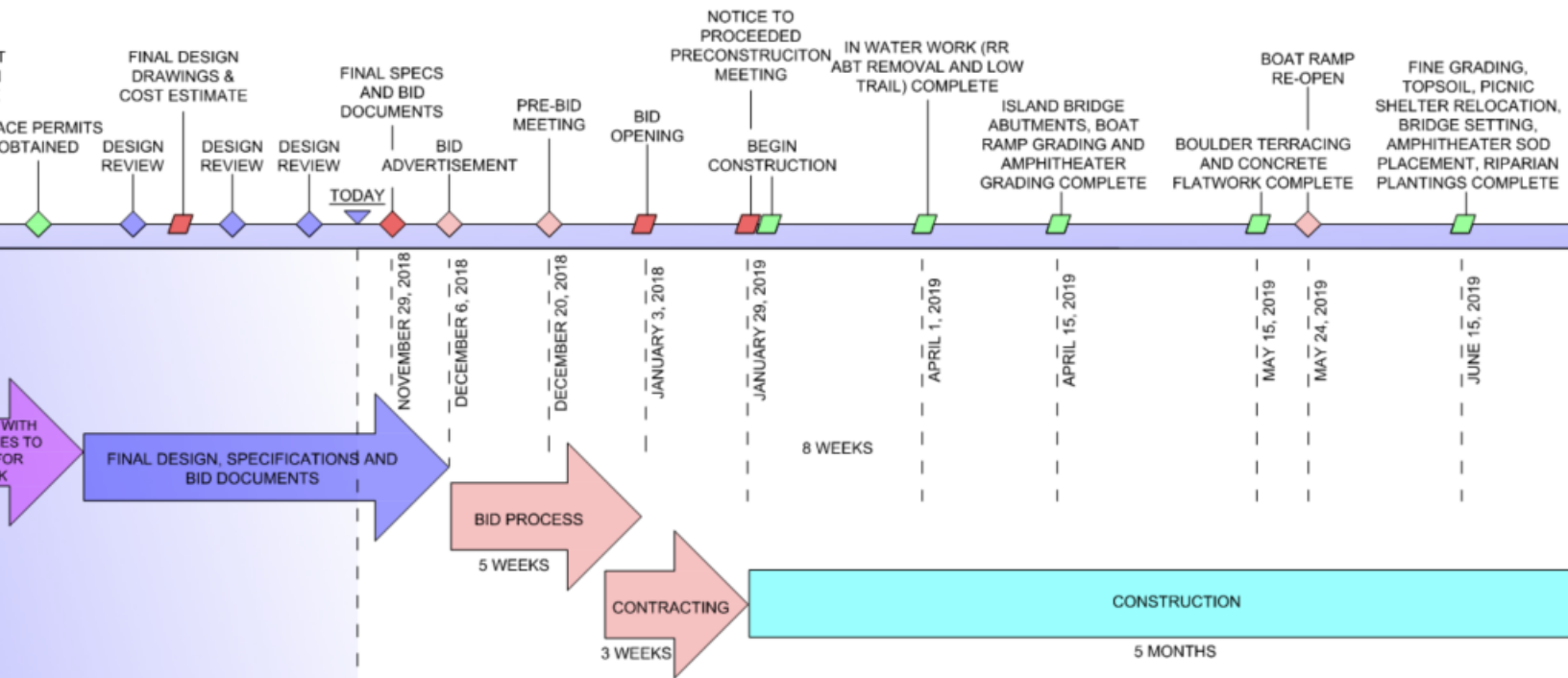
November 8, 2018

Date

Gary M. Lacy, P.E.
485 Arapahoe Ave
Boulder, CO 80302
(303) 545-5883
info@boaterparks.com

Approved by:

[Please Type/Print Name, Title Date
Address, and Telephone Number]



TWO RIVERS SHORELINE TIMELINE



City Council
STAFF REPORT
City of Glenwood Springs
December 6, 2018

Agenda Item: Approval of Two Rivers Engineering Contract

Action Requested: Authorize award of contract for additional engineering for the Two Rivers Park Project

Department: Parks & Recreation

Presented By: Brian Smith, Recreation Director

Background Info:

The Two Rivers Park project has been designed over the last two years by Recreation Engineering and Planning (REP) out of Boulder, Colorado. This company specializes in river park design and has less experience with general engineering design for some of the project elements such as utilities, landscaping and structures.

Council indicated they wanted staff to move forward with REP for bidding and construction phase services and contract with another firm for the additional engineering and planning. The general engineering contract will cover the following elements:

- Electrical design for the new restroom, amphitheater lighting and power
- Irrigation design
- Water and sewer connections for the restroom
- Bank and in water survey for HEC RAS modeling and scour analysis
- Geotechnical work for boat ramp, restroom slab, amphitheater, and pedestrian bridge abutment design
- Boat ramp structural peer review and shade structure relocation peer review

The City requested proposals from five different engineering firms. We received complete proposals to address the entire scope from two of the five.

After evaluation of the two responsive proposals, REP and staff recommend the proposal from SGM. The proposal was more thorough in addressing the specific needs of the project and they can handle the work in-house and better able to meet REP's condensed schedule requirements and integrate the support engineering into REP's plan set.

Issues: This contract will be in addition to the proposal from REP.
Funding will be through A&I and bonding.

Staff Recommendation: Authorize award of contract for additional engineering services for the Two Rivers Park Project to SGM for \$97,172.

November 26, 2018

Brian Smith
Parks and Recreation Director
City of Glenwood Springs, CO
Via email: brian.smith@cogs.us

**Re: Engineering Services Proposal
Two Rivers Park Improvements Project**

Dear Brian,

This letter defines SGM's proposed scope of work and associated fees for the Two Rivers Park Improvements Project. SGM had previously submitted a proposal dated November 1, 2018 and based off of comments from City Council, this proposal is a revision based on City Council comments. This proposal is intended help get Two River's Park Improvements project to construction level as a supplement to Recreation Engineering and Planning's (REP) work to date. REP will be the lead consultant on this project and SGM will provide the services to supplement REP's work

Project Background and Understanding

SGM has prepared this proposal based on the background information we have gleaned from our staff meeting on October 12, 2018, and all the electronic files that were sent to us for the project. SGM's project understanding can be summarized as follows:

- The City has been working with Recreation Engineering and Planning Company to develop construction level drawings. The City has gone through at least four revisions, and there are outstanding comments from the City which are yet to be addressed
- A partial survey was completed, but staff does not have confidence in it for construction level drawings
- No electrical or lighting design has been completed for trail lighting and amphitheater power
- The restroom will require a certain level of engineering regarding water, sewer and electric
- The HEC-RAS model needs to be verified to ensure the improvements are NFIP-compliant and designed properly for the 100-year storm event
- The pedestrian bridge design and foundation need to be reviewed and foundation designed
- A geotechnical investigation needs to be performed for the bridge, boat ramp, restroom and amphitheater because of questionable fill material
- The riverbank has an abandoned sewer line located within it as well as debris that needs to be identified as in conflict or for removal in final construction documents
- Landscaping design needs to be completed but is not included in this proposal
- Irrigation design needs to be completed

Project Goal

The goal is to create engineering design and contract documents suitable for bidding and construction purposes.

Proposed Scope

Task 01 – Meetings and Project Management

Objective:

Administer the project scope, budget and schedule, and communicate/coordinate with SGM and the City.

Sub-tasks:

- Participate in kickoff meeting with City staff to discuss/refine project goals/approach, understand background and identify data gaps
- Conduct preliminary Design (30%) review meeting
- Coordinate meetings with utility departments
- Conduct final Design (90%) review meeting
- Perform monthly budget, schedule, progress, and invoice reviews
- Provide monthly project status updates to City and communicate on project status as needed

Task 02 – Survey

Objective:

Collect relevant existing conditions site for the development of the HEC-RAS model only. The City wishes to use the existing contour mapping for the remainder of the project. SGM will utilize existing survey data where possible and provide additional mapping information as required. All survey data will be collected on the City of Glenwood Springs coordinate system and vertical datum.

Sub-tasks:

- Participate in internal kick-off meeting to finalize required mapping scope
- Field collect required existing conditions data on the surface as needed for HEC-RAS
- Field collect river bottom mapping using sonar equipment
- Reduce and draft survey data
- Create an existing conditions base map to be used for HEC-RAS modeling

Exclusions:

- Easement research
- Creation of new easements
- Survey of park or anything not HEC-RAS related
- Construction staking

Task 03 – Water/Sewer Design for Bathroom and Irrigation System

Objective:

Design a water supply to the restroom and irrigation system. Perform options analysis for lift station versus gravity sewer line for new restroom. Design the lift station or gravity line.

Sub-tasks:

- Develop water line design and construction drawings/specs for restroom and irrigation system as the City's utility staff desires
- Perform an options analysis of lift station versus gravity line with City staff to select best long-term solution for the City
- Develop lift station design and permitting documents (or gravity line design) to construction level with construction approval from CDPHE

Exclusions:

- CDPHE permitting fees

Task 04 – Electrical Design

Objective:

Design and provide electrical drawings for restroom, lighting along trail and power station at new amphitheater.

Sub-tasks:

- Provide an electrical power supply for restroom in coordination with City electric department
- Provide electrical design for lighting along pedestrian path. City to select light fixtures
- Provide electrical design for power station for speakers, hot dog truck, etc. at new amphitheater
- Electrical design for stair lighting in amphitheater. City to select light fixtures.

Task 05 – Civil Site Design

Objective:

Develop bid and construction-level drawings for project.

Sub-tasks:

- Develop construction-level drawings for the following:
 - o Side channel plan and profile
 - o Details as needed for SGM scope of work
- Boat ramp structural peer review
- Shade structural peer review
- Auto-Turn analysis – Van with dual axle trailer

Task 06 – River Hydrology/Hydraulics and Wetlands

Objective:

Conduct hydrologic/hydraulic analysis (HEC-RAS modeling) to support final design of improvements and document NFIP compliance.

Sub-tasks:

- Review the existing prepared Floodplain Report to ensure base information is consistent with ARTICLE 070.090 - FLOOD DAMAGE PREVENTION while acknowledging the proposed peak flow CLOMR for the Colorado River in this reach
- Develop an existing conditions and proposed conditions model for the reach so that direct and detailed comparisons can be made to craft improvements that will comply with the NFIP including a No-Rise Certification.
- Develop necessary parameters for design such as velocity, depth, bottom and side shear to aid in proper revetment design and scour depth determination for bridge and boat ramp designs
- Collaborate with the design team to help determine the extent of encroachment improvements and design parameters to aide in final design of the improvements
- Prepare a final report that can be used for the Flood Plain Development permitting and, if necessary, in subsequent LOMR requests if ever desired by the City

Task 07 – Bridge Design and Geotech

Objectives:

Develop a bridge performance specification to support design-build approach for bridge. Coordinate geotechnical investigation to support bridge design and deep excavations.

Sub-tasks:

- Perform subsurface investigation at proposed abutment locations (HP-Kumar)
- Provide foundation design recommendations (HP-Kumar)
- Perform subsurface investigation at new expanded boat ramp where it is a known fill location (HP-Kumar)
- Perform subsurface investigation at restroom location where it is a known fill location (HP-Kumar)
- Perform subsurface investigation at amphitheater location where it is a known fill location (HP-Kumar)

Task 8 – Bid Documents and Process

Objectives:

Develop bid documents to support REP bid process. SGM will not be lead in Bid Process.

Sub-tasks:

- Develop specifications for SGM related scope of work
- Attend pre-bid meeting with contractors
- Answer contractor questions during bid process

Schedule

SGM understands that the City's goal is to complete construction drawings and then the bid process ASAP so that construction can occur as soon as CPW allows.

The following outlines the proposed schedule for the Two Rivers Park Improvements Project to support this goal assuming a notice to proceed date of December 7, 2018:

Task 02, Survey	complete by Dec 28
Task 03, Water and Sewer Design for Bathroom	complete by Jan 18
Task 04, Electrical Design	complete by Jan 11
Task 05, Site Civil Design	complete by Jan 11
Task 06, River Hydrology/Hydraulics and Wetlands	complete by Jan 25
Task 07, Bridge Design and Geotech	complete by Jan 11
Task 08, Bid Documents	complete by Jan 25

This will allow the proposed Two Rivers Park Improvements Project to complete the bidding process by end of February 2019 which would allow a contractor to begin construction March 2019 pending CPW approval. There are opportunities to break this project up into phases to begin construction earlier.

Fee Proposal

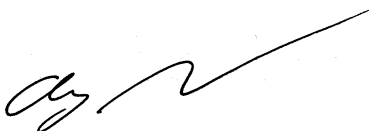
The table below presents SGM's fee proposal for the scope of work described above.

Phase	Phase Name	Fees
01	Project Management	\$9,455.00
02	Survey	\$12,006.00
03	Water and Sewer Design for Bathroom	\$20,592.00
04	Electrical Design	\$8,544.00
05	Site Civil Design	\$13,981.00
06	River Hydrology/Hydraulics and Wetlands	\$18,334.00
07	Bridge (Design & Build) and Geotech	\$9,592.00
08	Bid Documents	\$4,168.00
<i>Sub-total SGM Labor</i>		\$96,672.00
<i>Reimbursable Expenses</i>		\$500.00
Total Proposed Fee		\$97,172.00

Attachment A contains a sub-task level hourly labor and fee breakdown. Should the need for significant deviations from the proposed scope arise, either due to the City's request or unforeseen circumstances outside of SGM's control, we will work with the City to amend the scope and fee as appropriate. SGM will seek authorization from the City prior to proceeding with work outside the proposed scope.

Please contact me at 970-384-9043 with any questions. Thank you for this opportunity and we look forward to hearing from you.

Sincerely,
SGM



Chris Lehrman, PE
SGM Principal / Senior Engineer

Attachments: A – Fee Proposal Breakdown

Attachment A

Fee Proposal Breakdown



PROJECT: Two Rivers Park Improvements
CLIENT: City of Glenwood Springs

ESTIMATED BY: Chris Lehrman
DATE: 11/12/2018
REVISION: 1
REVIEWED BY: WS, DK

SGM Hours and Labor Charges

No.	Code	Personnel Description	Name	Rate	Hours	Labor Cost
1	CL	Project Manager	Chris Lehrman	\$146.00	107	\$ 15,622.00
2	MF	Asst. Project Manager	Mike Fowler	\$161.00	39	\$ 6,279.00
3	AE	HEC-RAS	Alex Ewers	\$117.00	165	\$ 19,305.00
4	JS	HEC-RAS QA/QC	Jeff Simonson	\$188.00	43	\$ 8,084.00
5	EL	Water/Sewer	Erin Loughlin	\$104.00	119	\$ 12,376.00
6					0	\$ -
7	MS	Electrical Design	Mike Suhrbier	\$124.00	67	\$ 8,308.00
8	TS	CAD Drafting	Tyson Sillery	\$107.00	74	\$ 7,918.00
9	BB	Land Surveyor / ROW	Bob Brandeberry	\$150.00	11	\$ 1,650.00
10	HS	Survey Technician	Helen Srubjan	\$90.00	20	\$ 1,800.00
11	FS1	Field Survey Crew	1 Man Crew	\$150.00	0	\$ -
12	FS2	Field Survey Crew	2 Man Crew	\$200.00	32	\$ 6,400.00
13	MF	QA/Principal-In-Charge	Mike Fowler	\$161.00	0	\$ -
14	JP	Administrative Assistant	Joan Priesner	\$70.00	0	\$ -

Subtotals 677 \$ 87,742.00

TOTAL LABOR \$ 87,742.00

OTHER DIRECT COSTS \$ 500.00

SGM TOTAL COSTS \$ 88,242.00

Subconsultants

No.	Code	Description	Name	Labor Cost	ODCs
1	HPK	Geotechnical	HP-Kumar	\$6,930.00	\$ -
2	MWE	Wetlands	Mountain West Environmental	\$0.00	\$ -
3	GJP	Irrigation Design	Grand Junction Pipe	\$2,000.00	\$ -

Subtotals \$8,930.00 \$ -

TOTAL LABOR \$ 8,930.00

OTHER DIRECT COSTS

OUTSIDE TOTAL COSTS \$ 8,930.00

TOTAL PROJECT COSTS \$ 97,172.00

Two Rivers Park Improvements

SCHEDULE OF FEES



PHASES AND TASKS	SGM PERSONNEL HOURS														SGM		SUBCONSULTANT COSTS		
	CL	MF	AE	JS	EL	N/A	MS	TS	BB	HS	FS1	FS2	MF	JP	Subtotal of Hours	Labor Cost	HPK	MWE	GJP
1.0 Meetings and Project Management																			
1.0.1 Project Management (2 hrs/mo. x 4 mo.)	8														8	\$1,168			
1.0.2 Meetings															0	\$0			
Project Kickoff Meeting	4	2	2	2	2		1	2	2						17	\$2,362			
Design Team/Stakeholder Meetings (assume 2)	8	6	4												18	\$2,602			
Preliminary Design (30%) Review Meeting	3		3												6	\$789			
Attend City Council meetings (2)															0	\$0			
Attend River Commission/Parks & Rec Meeting															0	\$0			
Design meeting with general contractor															0	\$0			
Final Design (90%) Review Meeting	4		2												6	\$818			
Coordination Meeting(s) w/Utilities (assume 2)	4		4		4		2								14	\$1,716			
Subtotal: Phase 1.0	31	8	15	2	6		3	2	2						69	\$9,455			
2.0 Survey																			
2.0.1 Existing Conditions Field Survey to support HEC-RAS	4								2	16		16			38	\$5,524			
2.0.2 River Bed survey			16						1	4		16			37	\$5,582			
2.0.3 QC Review and PLS Supervision									6						6	\$900			
															0	\$0			
Subtotal: Phase 2.0	4		16						9	20		32			81	\$12,006			
3.0 Water/Sewer Design for Bathroom																			
3.1.1 Site visits/Client meetings	8				8			4							20	\$2,428			
3.1.2 Waterline design	4														4	\$584			
3.1.3 Irrigation Connections and design	4		8												12	\$1,520			\$2,000
3.1.4 Wastewater Options Analysis															0	\$0			
3.2 Restroom Wastewater Lift Station Design															0	\$0			
3.2.1 Review background information and usage	1				8										9	\$978			
3.2.2 CDPHE Permitting: Site app and BDR	4				40										44	\$4,744			
3.2.3 Lift Station Design	6				40										46	\$5,036			
3.2.4 QA/QC & Revisions	4				3			4							11	\$1,324			
3.3.1 Construction Cost Estimate (90% and 100%)	4				4										8	\$1,000			
3.3.2 Technical Specifications	1				4										5	\$562			
3.3.3 Design Support During Bidding					4										4	\$416			
															0	\$0			
Subtotal: Phase 3.0	36		8		111			8							163	\$18,592			\$2,000
4.0 Electrical Design																			
4.1.1 Power routed to restroom power panel (power distribution downstream of power panel by others)	1						20								21	\$2,626			
4.1.2 Electrical design to accommodate amphitheater power requirements and step lighting	1						35								36	\$4,486			
4.1.3 QC Review & Revisions				3			2								5	\$812			
4.1.4 Construction Cost Estimate (90% and 100%)							2								2	\$248			
4.2.1 Technical Specifications							1								1	\$124			
4.2.2 Design Support during Bidding							2								2	\$248			
															0	\$0			
Subtotal: Phase 4.0	2			3			62								67	\$8,544			

PHASES AND TASKS		SGM PERSONNEL HOURS														SGM		SUBCONSULTANT COSTS		
		CL	MF	AE	JS	EL	N/A	MS	TS	BB	HS	FS1	FS2	MF	JP	Subtotal of Hours	Labor Cost	HPK	MWE	GJP
5.0	Civil Site Design																			
5.1.1	Cover Page															0	\$0			
5.1.2	Staging area and Demo plan															0				
5.1.3	Island Plan															0	\$0			
5.1.4	Side channel plan and profile															0	\$0			
5.1.5	Boat ramp Structural Review	2	8													10	\$1,580			
5.1.6	Restroom structural cord.	2	5													7	\$1,097			
5.1.7	Shade structure structural		4													4	\$644			
5.1.8	Utilities Layout	2							32							34	\$3,716			
5.1.9	River Bank Grading Plan															0	\$0			
5.1.10	Pedestrian Trail Plan and Profile															0	\$0			
5.1.11	Amphitheater Grading Plan															0	\$0			
5.1.14	Storm water Plan															0	\$0			
5.1.15	Erosion Control Plan															0	\$0			
5.1.16	Auto-turn analysis	1		6												7	\$848			
5.1.17	Details - To support SGM Scope								16							16	\$1,712			
5.1.18	QC Review and Revisions	8			8				16							32	\$4,384			
5.2.1	Quantity Takeoff & Cost Estimate (90% and 100%)														0	0	\$0			
																0	\$0			
Subtotal: Phase 5.0		15	17	6	8				64							110	\$13,981			
6.0	Hydrology, Hydraulics and Wetlands																			
6.1.1	Hydrology Analysis	2			2											4	\$668			
6.1.2	HEC-RAS modeling of existing conditions			40	8											48	\$6,184			
6.1.3	HEC-RAS modeling of proposed conditions/design collaboration			40	8											48	\$6,184			
6.1.4	Final Report and Floodplain Development Permit			24	8											32	\$4,312			
6.1.5	Reclamation Planning (MTN West Enviro)															0	\$0			
6.1.6	CPW Coordination (SGM and MTN West Enviro)															0	\$0			
6.1.7	QA/QC & Revisions			2	4											6	\$986			
																0	\$0			
Subtotal: Phase 6.0		2		106	30											138	\$18,334			
7.0	Bridge (Design & Build) and Geotech																			
7.0.1	Bridge Layout and Geotech (HP Kumar) for entire project	5	12													17	\$2,662	\$6,930		
7.0.2	Foundation Design															0	\$0			
7.0.3	Coordination with Big R															0	\$0			
7.0.4	Construction cost estimate															0	\$0			
7.0.5	QA/QC & Revisions															0	\$0			
																0	\$0			
Subtotal: Phase 7.0		5	12													17	\$2,662	\$6,930		
8.0	Bid Documents and Process																			
8.0.1	SGM Specifications	4		6												10	\$1,286			
8.0.2	Pre-bid meeting	4		4												8	\$1,052			
8.0.3	Contractor Q/A & Addendums	4	2	4		2		2								14	\$1,830			
8.0.4	Bid opening and review of bids															0	\$0			
8.0.5	Contractor Recommendation including interviews															0	\$0			
8.0.6	Attended City Council meeting															0	\$0			
																0	\$0			
Subtotal: Phase 8.0		12	2	14		2		2								32	\$4,168			
TOTAL: Phases 1 - 8		107	39	165	43	119	0	67	74	11	20	0	32	0	0	677	\$87,742	\$6,930	\$0	\$2,000



City Council
STAFF REPORT
City of Glenwood Springs
December 6, 2018

Agenda Item:	Ordinance No 26, Series of 2018; An Ordinance of the City of Glenwood Springs, Colorado, Fixing and Certifying the Mill Levy on the 2018 Assessment for Collection in Fiscal Year 2019 for the Glenwood Springs General Improvement District No. 1980 (SECOND READING)
Action Requested:	Approve Mill Levy Certifications for collection year 2019 for the General Improvement District No. 1980.
Department:	Finance
Presented By:	Yvette Gustad, Finance Director
Background Info:	Property Tax collection is set each year for by voter approved Mill Levy's. The amounts set are based on net assessed value of properties within the General Improvement District. This must be approved and certified to Garfield County by December 15th of each year. The numbers presented in Exhibit A reflect preliminary numbers provided by Garfield County and will be updated with actual when final assessments are received.
Issues:	No issues.
Staff Recommendation:	Recommend approval of Ordinance to certify Mill Levy for 2019.

ORDINANCE NO. 26

Series of 2018

AN ORDINANCE OF THE CITY OF GLENWOOD SPRINGS, COLORADO, FIXING AND CERTIFYING THE MILL LEVY ON THE 2018 ASSESSMENT FOR COLLECTION IN FISCAL YEAR 2019 FOR THE GLENWOOD SPRINGS GENERAL IMPROVEMENT DISTRICT NO. 1980.

WHEREAS, the City Council of the City of Glenwood Springs has established the Glenwood Springs General Improvement District No. 1980; and

WHEREAS, the City Council of the City of Glenwood Springs has adopted, by Resolution 2018-57, the budget for fiscal year 2019 commencing January 1, 2019 and ending December 31, 2019; and

WHEREAS, the City Council, as the ex-officio Board of Directors of the Glenwood Springs General Improvement District No. 1980, desires to fix a mill levy on the 2018 assessment for collection in fiscal year 2019 commencing January 1, 2019 and ending December 31, 2019, in order to fund improvements within the Glenwood Springs General Improvement District No. 1980.

NOW, THEREFORE, IT IS ORDAINED BY THE CITY COUNCIL OF THE CITY OF GLENWOOD SPRINGS, COLORADO, THAT:

Section 1. The mill levy which shall be assessed upon each dollar of the assessed valuation of all taxable property within the Glenwood Springs General Improvement District No. 1980 shall be fixed at the rate set forth on **Exhibit A** attached hereto and incorporated herein.

Section 2. The City Manager is hereby directed to certify said mill levy to Garfield County as required by law, no later than the 15th day of December 2018.

INTRODUCED, READ ON FIRST READING, PASSED, AND ORDERED
PUBLISHED BY TITLE ONLY THIS 15TH DAY OF NOVEMBER 2018.

CITY OF GLENWOOD SPRINGS, COLORADO

Michael Gamba, Mayor

ATTEST:

Catherine Mythen Fletcher, City Clerk

INTRODUCED, READ ON SECOND READING, AND ORDERED PUBLISHED BY
TITLE ONLY TO BE EFFECTIVE TEN DAYS FOLLOWING THE DATE OF SECOND
PUBLICATION THIS ____ DAY OF _____ 2018.

CITY OF GLENWOOD SPRINGS, COLORADO

Michael Gamba, Mayor

ATTEST:

Catherine Mythen Fletcher, City Clerk

CERTIFICATION OF TAX LEVIES for NON-SCHOOL Governments**TO:** County Commissioners¹ of Garfield County, Colorado.

On behalf of the G.I.D. #1980,
 (taxing entity)^A
the City Council
 (governing body)^B
of the City of Glenwood Springs
 (local government)^C

Hereby officially certifies the following mills to be levied against the taxing entity's GROSS \$ 18,689,300
 assessed valuation of: (GROSS^D assessed valuation, Line 2 of the Certification of Valuation Form DLG 57^E)

Note: If the assessor certified a NET assessed valuation (AV) different than the GROSS AV due to a Tax Increment Financing (TIF) Area^F the tax levies must be calculated using the NET AV. The taxing entity's total property tax revenue will be derived from the mill levy multiplied against the NET assessed valuation of: \$ 18,356,690
 (NET^G assessed valuation, Line 4 of the Certification of Valuation Form DLG 57)
USE VALUE FROM FINAL CERTIFICATION OF VALUATION PROVIDED BY ASSESSOR NO LATER THAN DECEMBER 10

Submitted: _____ for budget/fiscal year 2019.
 (no later than Dec. 15) (mm/dd/yyyy) (yyyy)

PURPOSE (see end notes for definitions and examples)	LEVY²	REVENUE²
1. General Operating Expenses ^H	<u>2.287</u> mills	\$ <u>41,982</u>
2. <Minus> Temporary General Property Tax Credit/ Temporary Mill Levy Rate Reduction ^I	< > mills	\$ < >
SUBTOTAL FOR GENERAL OPERATING:	<u>2.287</u> mills	\$ <u>41,982</u>
3. General Obligation Bonds and Interest ^J	_____ mills	\$ _____
4. Contractual Obligations ^K	_____ mills	\$ _____
5. Capital Expenditures ^L	_____ mills	\$ _____
6. Refunds/Abatements ^M	<u>.015</u> mills	\$ <u>275</u>
7. Other ^N (specify): _____	_____ mills	\$ _____
	_____ mills	\$ _____
TOTAL: [Sum of General Operating Subtotal and Lines 3 to 7]	<u>2.302</u> mills	\$ <u>42,257</u>

Contact person: (print) Yvette Gustad Daytime phone: (970) 384-6421

Signed: _____ Title: Finance Director

Include one copy of this tax entity's completed form when filing the local government's budget by January 31st, per 29-1-113 C.R.S., with the Division of Local Government (DLG), Room 521, 1313 Sherman Street, Denver, CO 80203. Questions? Call DLG at (303) 864-7720.

¹ If the *taxing entity's* boundaries include more than one county, you must certify the levies to each county. Use a separate form for each county and certify the same levies uniformly to each county per Article X, Section 3 of the Colorado Constitution.

² Levies must be rounded to three decimal places and revenue must be calculated from the total NET assessed valuation (Line 4 of Form DLG57 on the County Assessor's **FINAL** certification of valuation).



City Council
STAFF REPORT
City of Glenwood Springs
December 6, 2018

Agenda Item: Ordinance No 27, Series of 2018; An Ordinance of the City of Glenwood Springs, Colorado, Fixing and Certifying the Mill Levy on the 2018 Assessment for Collection in Fiscal Year 2019 (SECOND READING)

Action Requested: Approve Mill Levy Certifications for collection year 2019 for the City of Glenwood Springs for General Operating, Fire Capital Equipment, and General Obligation Bond repayment.

Department: Finance

Presented By: Yvette Gustad, Finance Director

Background Info: Property Tax collection is set each year for voter approved Mill Levy's. The amounts set are based on net assessed value of properties within the City of Glenwood City Limits. This must be approved and certified to Garfield County by December 15th of each year. The numbers presented in Exhibit A reflect preliminary numbers provided by Garfield County and will be updated with actual when final assessments are received.

Issues: No issues.

Staff Recommendation: Approve Mill Levy Certifications for collection year 2019 for the City of Glenwood Springs.

ORDINANCE NO. 27

Series of 2018

**AN ORDINANCE OF THE CITY OF GLENWOOD SPRINGS,
COLORADO, FIXING AND CERTIFYING THE MILL LEVY ON THE
2018 ASSESSMENT FOR COLLECTION IN FISCAL YEAR 2019.**

WHEREAS, the City Council of the City of Glenwood Springs has adopted by Resolution 2018-57 the budget for fiscal year 2019 commencing January 1, 2019 and ending December 31, 2019; and

WHEREAS, the City Council of the Glenwood Springs desires to fix a mill levy pursuant to Section 9.7 of the Municipal Charter of the City of Glenwood Springs to enable the City to have sufficient revenues to pay the proposed expenditures for fiscal year 2019; and

WHEREAS, pursuant to Section 4.1 of the Municipal Charter of the City of Glenwood Springs, the City Council is required to levy taxes by ordinance.

NOW, THEREFORE, IT IS ORDAINED BY THE CITY COUNCIL OF THE CITY OF GLENWOOD SPRINGS, COLORADO, THAT:

Section 1. The mill levy for general purposes that shall be assessed upon each dollar of the assessed valuation of all taxable property within the corporate limits of the City of Glenwood Springs, shall be fixed at the rate set forth on **Exhibit A** attached hereto and incorporated herein.

Section 2. The City Manager is hereby directed to certify said mill levy to Garfield County as required by law, no later than the 15th day of December 2018.

INTRODUCED, READ ON FIRST READING, PASSED, AND ORDERED
PUBLISHED BY TITLE ONLY THIS 17TH DAY OF NOVEMBER 2018.

CITY OF GLENWOOD SPRINGS, COLORADO

Michael Gamba, Mayor

ATTEST:

Catherine Mythen Fletcher, City Clerk

INTRODUCED, READ ON SECOND READING, AND ORDERED PUBLISHED BY
TITLE ONLY TO BE EFFECTIVE TEN DAYS FOLLOWING THE DATE OF SECOND
PUBLICATION THIS ____ DAY OF _____ 2018.

CITY OF GLENWOOD SPRINGS, COLORADO

Michael Gamba, Mayor

ATTEST:

Catherine Mythen Fletcher, City Clerk

CERTIFICATION OF TAX LEVIES for NON-SCHOOL GovernmentsTO: County Commissioners¹ of Garfield County, Colorado.

On behalf of the City of Glenwood Springs,
 (taxing entity)^A
 the City Council
 (governing body)^B
 of the City of Glenwood Springs
 (local government)^C

Hereby officially certifies the following mills
 to be levied against the taxing entity's GROSS \$ 230,338,420
 assessed valuation of: (GROSS^D assessed valuation, Line 2 of the Certification of Valuation Form DLG 57^E)

Note: If the assessor certified a NET assessed valuation
 (AV) different than the GROSS AV due to a Tax
 Increment Financing (TIF) Area^F the tax levies must be \$ 228,977,230
 calculated using the NET AV. The taxing entity's total
 property tax revenue will be derived from the mill levy
 multiplied against the NET assessed valuation of: (NET^G assessed valuation, Line 4 of the Certification of Valuation Form DLG 57)
**USE VALUE FROM FINAL CERTIFICATION OF VALUATION PROVIDED
 BY ASSESSOR NO LATER THAN DECEMBER 10**

Submitted: _____ for budget/fiscal year 2019.
 (no later than Dec. 15) (mm/dd/yyyy) (yyyy)

PURPOSE (see end notes for definitions and examples)	LEVY ²	REVENUE ²
1. General Operating Expenses ^H	<u>8.603</u> mills	\$ <u>1,969,891</u>
2. <Minus> Temporary General Property Tax Credit/ Temporary Mill Levy Rate Reduction ^I	< > mills	\$ < >
SUBTOTAL FOR GENERAL OPERATING:	<u>8.603</u> mills	\$ <u>1,969,891</u>
3. General Obligation Bonds and Interest ^J	_____ mills	\$ _____
4. Contractual Obligations ^K	_____ mills	\$ _____
5. Capital Expenditures ^L	_____ mills	\$ _____
6. Refunds/Abatements ^M	<u>.012</u> mills	\$ <u>2,748</u>
7. Other ^N (specify): _____	_____ mills	\$ _____
	_____ mills	\$ _____
TOTAL: [Sum of General Operating Subtotal and Lines 3 to 7]	<u>8.615</u> mills	\$ <u>1,972,639</u>

Contact person: _____ Daytime phone: (970) 384-6421
 (print) Yvette Gustad
 Signed: _____ Title: Finance Director

Include one copy of this tax entity's completed form when filing the local government's budget by January 31st, per 29-1-113 C.R.S., with the Division of Local Government (DLG), Room 521, 1313 Sherman Street, Denver, CO 80203. Questions? Call DLG at (303) 864-7720.

¹ If the *taxing entity's* boundaries include more than one county, you must certify the levies to each county. Use a separate form for each county and certify the same levies uniformly to each county per Article X, Section 3 of the Colorado Constitution.

² Levies must be rounded to three decimal places and revenue must be calculated from the total NET assessed valuation (Line 4 of Form DLG57 on the County Assessor's **FINAL** certification of valuation).



City Council
STAFF REPORT
City of Glenwood Springs
December 6, 2018

Agenda Item:	Ordinance No. 28, Series of 2018; An Ordinance of the City Council of the City of Glenwood Springs, Colorado, An Ordinance Vacating Portions of 1st and Maple Streets, Rights of Way (SECOND READING)
Action Requested:	<u>Action 1 – Street Vacation</u> – Adoption of an ordinance vacating portions of the 1st and Maple Streets rights-of-way.
Department:	Economic and Community Development
Presented By:	Trent Hyatt, Senior Planner
Background Info:	On April 5, 2018, City Council voted to approve a request from Carol and David Hauter for the vacation of portions of the 1st Street and Maple Street rights-of-way subject to the following conditions: 1. The applicants grant an access and utility easement to the City with a reasonable width as determined by City staff; and 2. The applicants grant a conservation easement to the City in a form to be approved by City Council. Following said meeting on April 5th, City staff met with the applicants to determine the appropriate width and location of the aforementioned access and utility easement. Staff and the applicants determined that a 20 foot wide easement would suffice and agreed to the locations thereof. The applicant has since provided staff a draft access/utility easement, a revised road vacation exhibit, and revised conservation easement. Therefore, the applicant has met the conditions outlined by City Council in the original approval and the associated documents are ready for approval by City Council and execution by all parties.
Issues:	All issues/conditions have been addressed by the applicants.
Staff Recommendation:	Staff recommends City Council adopt the ordinance vacating the 1st and Maple Streets rights-of-way. A draft motion is attached.

City Council Suggested Motion

Planning Item #27-17: Consideration of a request to vacate portions of the 1st and Maple Streets rights-of-way

Action 1 – Street Vacation – Adoption of an ordinance vacating portions of the 1st and Maple Streets rights-of-way.

Motion to Approve:

I move to adopt Ordinance No. 20, Series of 2018 in accordance with City Council's April 4th, 2018 approval of the associated road vacation request.

ORDINANCE NO. 28

Series of 2018

AN ORDINANCE OF THE CITY OF GLENWOOD SPRINGS, COLORADO, VACATING PORTIONS OF THE 1ST AND MAPLE STREETS RIGHTS OF WAY

WHEREAS, pursuant to C.R.S. § 43-2-303, the City of Glenwood Springs (the “City”) has the authority to vacate any roadway within its jurisdiction by ordinance; and

WHEREAS, the City has received an application to vacate those portions of the 1st and Maple Streets rights of way as more particularly described and depicted on the Street Vacation map attached as Exhibit A and incorporated herein by reference (the “Rights of Way”); and

WHEREAS, the application has been found to be legally sufficient for consideration and action by the Glenwood Springs City Council pursuant to the Municipal Code and Colorado statute; and

WHEREAS, Glenwood Springs City Council considered the application at a duly noticed public hearing and found that the application complies with C.R.S. § 43-2-301 through 303 and City policies and standards; and

WHEREAS, the Rights of Way lie entirely within the corporate limits of the City; and

WHEREAS, no portion of the Rights of Way comprises a boundary line between two counties or between the City and another municipality; and

WHEREAS, no portion of the Rights of Way is being used by the City as a public street or for any other public purpose; and

WHEREAS, no parcel of land lying adjacent to the Rights of Way will be rendered without established, public means of ingress and egress as a result of such vacation; and

WHEREAS, following its consideration of the application, City Council approved the application subject to the following conditions: (1) applicant will grant the City an access and utility easement over the vacated rights of way with a reasonable width as determined by City staff, and (2) applicant will grant the City a conservation easement of Block 67 of the Original Townsite in a form approved by City Council; and

WHEREAS, applicant has submitted a Deed of Conservation Easement in Gross in the form attached hereto as Exhibit B to satisfy the conditions of approval described above.

NOW, THEREFORE, IT IS ORDAINED BY THE CITY COUNCIL OF THE CITY OF GLENWOOD SPRINGS, COLORADO, THAT:

Section 1. The foregoing recitals are hereby fully incorporated herein.

Section 2. City Council hereby approves the form of the Deed of Conservation Easement in Gross attached as Exhibit A and finds that the form satisfies the conditions of approval of the application.

Section 3. City Council hereby vacates the Rights of Way.

Section 4. Upon the effective date of this Ordinance, title to the vacated Rights of Way shall vest in the adjacent property owners pursuant to C.R.S. § 43-2-302(1)(c).

Section 5. This Ordinance shall only become effective upon the execution of the Deed of Conservation Easement in Gross attached as Exhibit A by the City and applicants David and Carol Hauter. City Council hereby authorizes the Mayor to sign and accept the Deed of Conservation Easement in Gross on behalf of the City.

Section 6. If any section, subsection, clause, phrase, or portion of this ordinance is for any reason held invalid or unconstitutional in a court of competent jurisdiction, such portion shall be deemed a separate, distinct and independent provision and shall not affect the validity of the remaining portions thereof.

INTRODUCED, READ ON FIRST READING, PASSED, AND ORDERED
PUBLISHED BY TITLE ONLY THIS 15TH DAY OF NOVEMBER 2018.

CITY OF GLENWOOD SPRINGS, COLORADO

Michael Gamba, Mayor

ATTEST:

Catherine Mythen Fletcher, City Clerk

INTRODUCED, READ ON SECOND READING, AND ORDERED PUBLISHED BY
TITLE ONLY TO BE EFFECTIVE TEN DAYS FOLLOWING THE DATE OF SECOND
PUBLICATION THIS ____ DAY OF _____ 2018.

CITY OF GLENWOOD SPRINGS, COLORADO

Michael Gamba, Mayor

ATTEST:

Catherine Mythen Fletcher, City Clerk

STREET VACATION MAP EXHIBIT

A parcel of land situated in the Northwest 1/4 of the Northeast 1/4 of Section 9, Township 6 South, Range 89 West of the 6th Principal Meridian, portions of First Street and Maple Street, and Utility and Private Access Easement in the City of Glenwood Springs, County of Garfield, State of Colorado
Page 1 of 3

Legal Description of Street Vacation:

A parcel of land located in the Northwest 1/4 of the Northeast 1/4 of Section 9, Township 6 South, Range 89 West of the 6th Principal Meridian being more particularly described as follows:

A portion of Maple Street having a 75.00 foot wide right of way, being vacated North of the Northerly right of way line of First Street and First Street having 35.00 foot wide right of way being vacated from the Easterly right of way of Laurel street to the Westerly right of way of Maple street.

together with a parcel of land being the Westerly 1/2 of Maple Street and the Northerly 1/2 of First Street, in the City of Glenwood Springs, Garfield County, State of Colorado, containing 17,531.00 Sq Ft,

Legal Description Parcel A – A 20.00 foot wide Private Access and Utility Easement for the Benefit of City of Glenwood Springs and Block 66 Owners:

A 20.00 wide strip of land within vacated First Street and Block 67 lying 20.00 feet Northerly of the centerline of said vacated First Street in the City of Glenwood Springs, in the Northwest 1/4 of the Northeast 1/4 of Section 9, Township 6 South, Range 89 West of the 6th Principal Meridian being more particularly described as follows:

Beginning at a point on the Easterly Right of way of Laurel Street and the centerline of said vacated First Street; thence S 88°28'00" E, a distance of 175.00 feet to the point of terminus. containing 3,550.76 Sq Ft..

Legal Description Parcel B – A 20.00 feet wide Utility and Access Easement for the Benefit of the City of Glenwood Springs:

A 20.00 wide strip of land being within vacated First Street and Block 67 lying 20.00 feet North of the centerline of said vacated First Street and a portion within the Westerly 20.00 feet of vacated Maple Street in the City of Glenwood Springs, in the Northwest 1/4 of the Northeast 1/4 of Section 9, Township 6 South, Range 89 West being more particularly described as follows:

Beginning at a point whence the Easterly Right of way of Laurel Street and the centerline of said vacated First Street; bears N 88°28'00" W, a distance of 175.00 feet; thence S 88°28'00" E continuing along said centerline, a distance of 67.50 feet to the point of terminus. containing 1,350.76 Sq Ft.

Legal Description Parcel C – 20.00 feet wide Private Access and Utility Easement for the Benefit of Adjacent property owners and the City of Glenwood Springs:

A 20.00 wide strip of land within the vacated Maple Street lying 20.00 feet Westerly of the centerline of said vacated Maple Street in the City of Glenwood Springs, in the Northwest 1/4 of the Northeast 1/4 of Section 9, Township 6 South, Range 89 West of the 6th Principal Meridian being more particularly described as follows:

Beginning at a point whence the Easterly Right of way of Laurel Street and the centerline of said vacated First Street bears N 88°28'00" W, a distance of 262.50 feet; thence N 01°32'0" E departing said centerline along the centerline of vacated Maple Street a distance of 137.50 feet to the point of terminus. containing 2,785.97 Sq Ft..

SURVEYOR'S CERTIFICATE:

I, JEFFREY ALLEN TUTTLE, BEING A REGISTERED LAND SURVEYOR IN THE STATE OF COLORADO, DO HEREBY CERTIFY THAT THIS STREET VACATION MAP AND LEGAL DESCRIPTION WERE PREPARED BY ME AND UNDER MY SUPERVISION AND IS TRUE AND ACCURATE TO THE BEST OF MY KNOWLEDGE AND BELIEF.

JEFFREY ALLEN TUTTLE, L.S.33638 DATE

OUTLOT
Floyd & Lavonne
Diemoz
8.27 Acres.

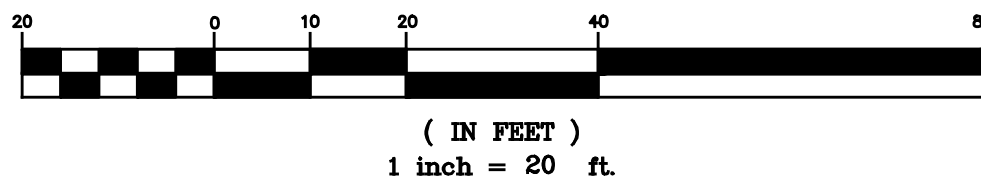
Floyd &
Lavonne
Diemoz
8.27 Acres.

First Street
(35' R.O.W.)

Vacated Portions of First Street
and Maple Street R.O.W.s
Total Area 17,531 Sq Ft, 0.40 Ac.

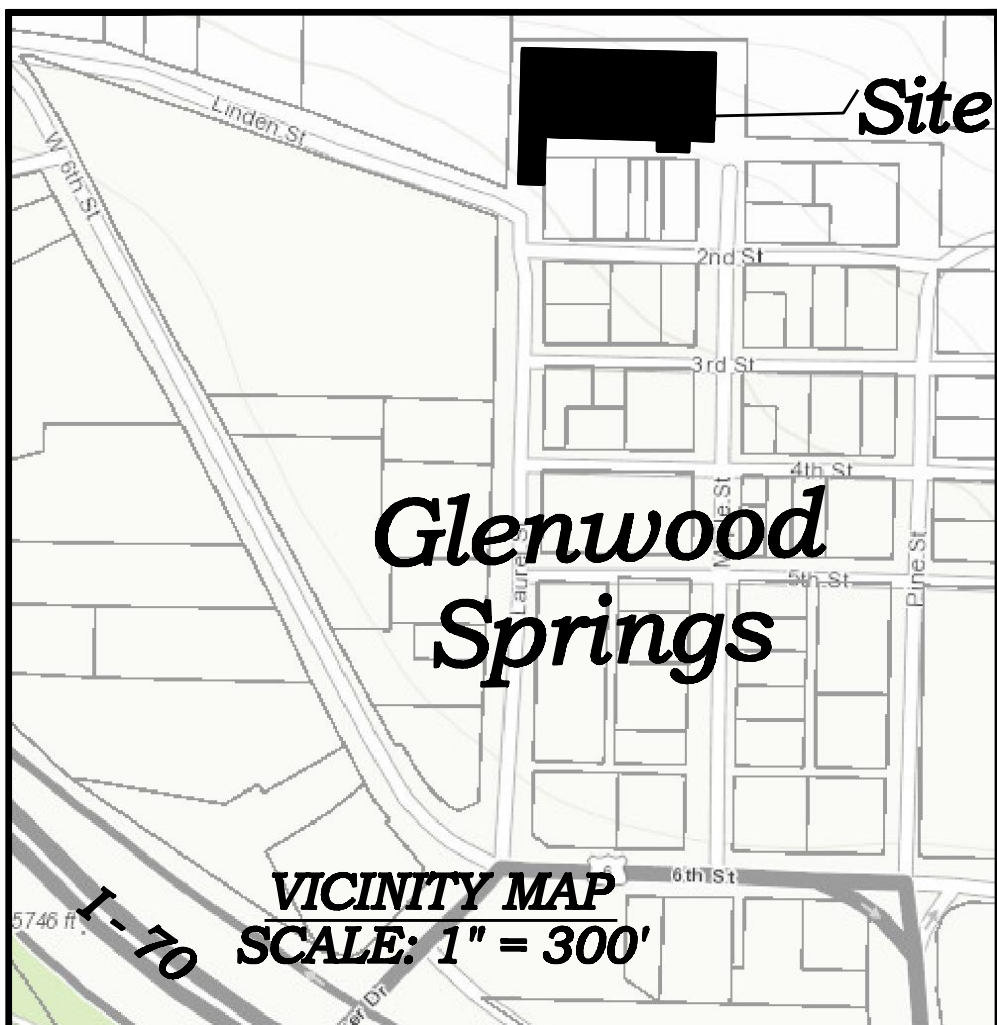
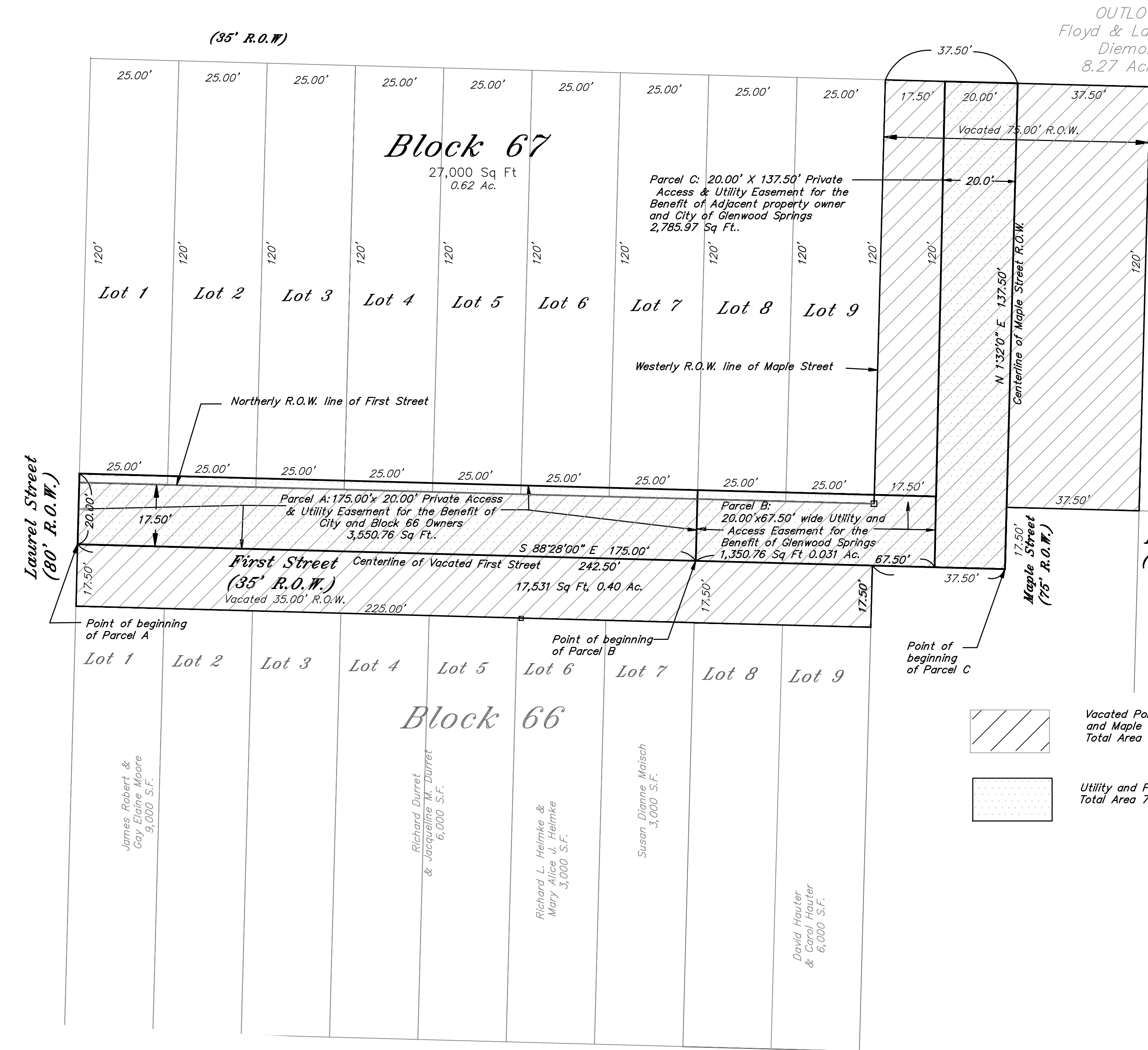
Utility and Private Access Easement
Total Area 7,636.71 Sq Ft 0.175 Ac.

GRAPHIC SCALE



LEGEND AND NOTES:

- DATE OF SURVEY: MAY 2017.
- UNIT OF MEASUREMENT: US SURVEY FOOT
- BEARINGS ARE BASED UPON FOUND #5 REBAR WITH (STAMPED RIVER CITY SURVEYS) AT THE CENTER OF BLAKE AVENUE AND 8TH STREET R.O.W. AND FOUND #5 REBAR WITH (STAMPED RIVER CITY SURVEYS) AT THE CENTER OF PALMER AVENUE AND 8TH STREET R.O.W. USING A BEARING OF S 88°28'00" E BETWEEN THE TWO DESCRIBED MONUMENTS.
- THIS SURVEY DOES NOT REPRESENT A TITLE SEARCH BY THIS SURVEYOR TO DETERMINE OWNERSHIP OR TO DISCOVER EASEMENTS OR OTHER ENCUMBRANCES OF RECORD. NO TITLE COMMITMENT WAS PROVIDED.



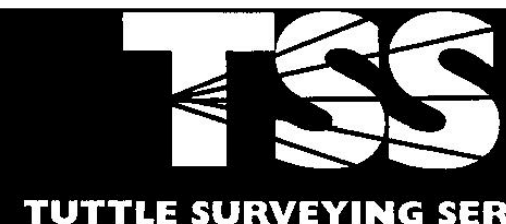
Notice:

According to Colorado law, you must commence any legal action based upon any defect in this survey within three years after you first discover such defect. In no event may any legal action based upon any defect in this survey be commenced more than ten years from the date of the certification shown hereon.

TUTTLE SURVEYING SERVICES

923 Cooper Avenue
Glenwood Springs, Colorado 81601
(970) 928-9708 (FAX 947-9007)

Email- jeff@tss-us.com



Street Vacation Map Exhibit

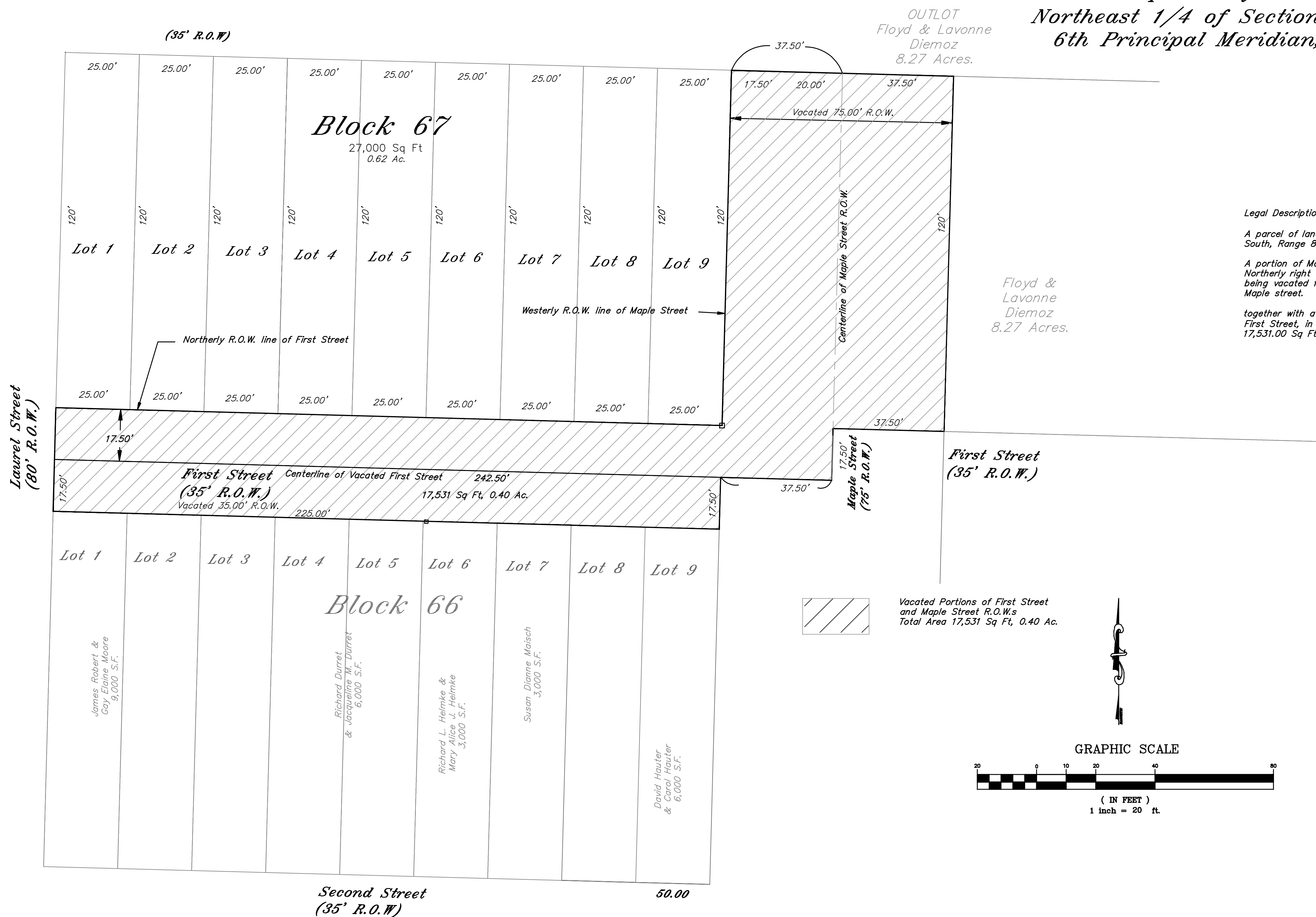
Street Vacation Map Exhibit
portions of
Vacated First Street and Maple Street

Drawn by: DMC
Date: 10/16/2018
Z: \\2018\\GLENWOOD
SPRINGS\\MAPLE
ANDFIRST\\MAPLE
STREETMAPVACAEASE.DWG

1
OF 3

STREET VACATION MAP EXHIBIT

A parcel of land situated in the Northwest 1/4 of the Northeast 1/4 of Section 6, Township 6 South, Range 89 West of the 6th Principal Meridian, Portions of First Street and Maple Street,
Page 2 of 3



Legal Description of Street Vacation:

A parcel of land located in the Northwest 1/4 of the Northeast 1/4 of Section 9, Township 6 South, Range 89 West of the 6th Principal Meridian being more particularly described as follows:

A portion of Maple Street having a 75.00 foot wide right of way, being vacated North of the Northerly right of way line of First Street and First Street having 35.00 foot wide right of way being vacated from the Easterly right of way of Laurel street to the Westerly right of way of Maple street.

together with a parcel of land being the Westerly 1/2 of Maple Street and the Northerly 1/2 of First Street, in the City of Glenwood Springs, Garfield County, State of Colorado, containing 17,531.00 Sq Ft,

Notice:

According to Colorado law, you must commence any legal action based upon any defect in this survey within three years after you first discover such defect. In no event may any legal action based upon any defect in this survey be commenced more than ten years from the date of the certification shown hereon.

TUTTLE SURVEYING SERVICES

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Street Vacation Map Exhibit

Street Vacation Map Exhibit
portions of
Vacated First Street and Maple Street

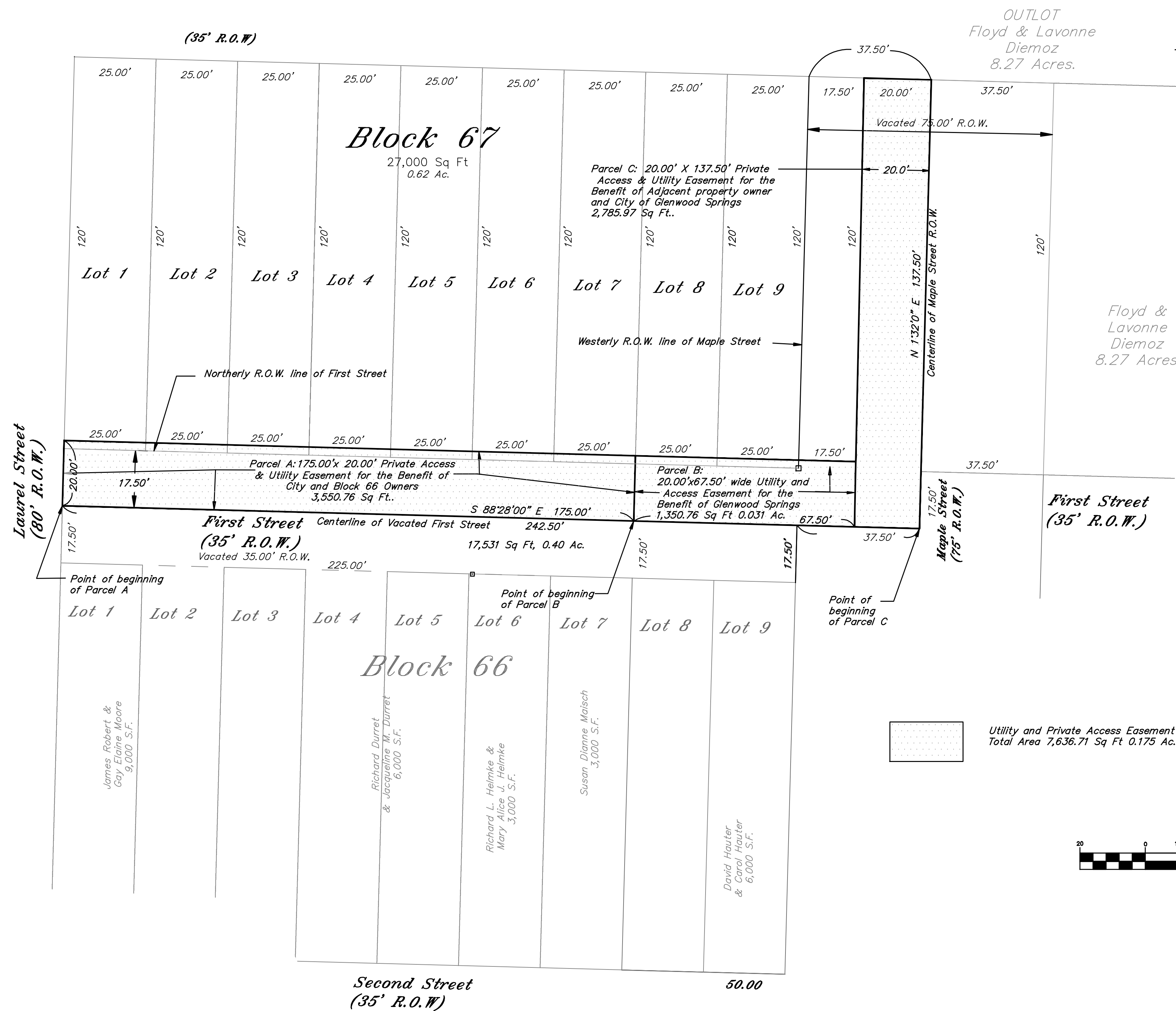
Drawn by: DMC
Date: 10/16/2018
Z: \\2018\\GLENWOOD
SPRINGS\\MAPLE
ANDFIRST\\MAPLE
STREETMAPVACAEASE.DWG

2

OF 3

STREET VACATION MAP EXHIBIT

A parcel of land situated in the Northwest 1/4 of the
Northeast 1/4 of Section 6, Township 6 South, Range 89 West of the
6th Principal Meridian, Utility and Private Access Easement
Page 3 of 3



Legal Description Parcel A - A 20.00 foot wide Private Access and Utility Easement for the Benefit of City of Glenwood Springs and Block 66 Owners:

A 20.00 wide strip of land within vacated First Street and Block 67 lying 20.00 feet Northerly of the centerline of said vacated First Street in the City of Glenwood Springs, in the Northwest 1/4 of the Northeast 1/4 of Section 9, Township 6 South, Range 89 West of the 6th Principal Meridian being more particularly described as follows:

Beginning at a point on the Easterly Right of way of Laurel Street and the centerline of said vacated First Street; thence S 88°28'00" E, a distance of 175.00 feet to the point of terminus, containing 3,550.76 Sq Ft..

Legal Description Parcel B - A 20.00 feet wide Utility and Access Easement for the Benefit of the City of Glenwood Springs:

A 20.00 wide strip of land being within vacated First Street and Block 67 lying 20.00 feet North of the centerline of said vacated First Street and a portion within the Westerly 20.00 feet of vacated Maple Street in the City of Glenwood Springs, in the Northwest 1/4 of the Northeast 1/4 of Section 9, Township 6 South, Range 89 West being more particularly described as follows:

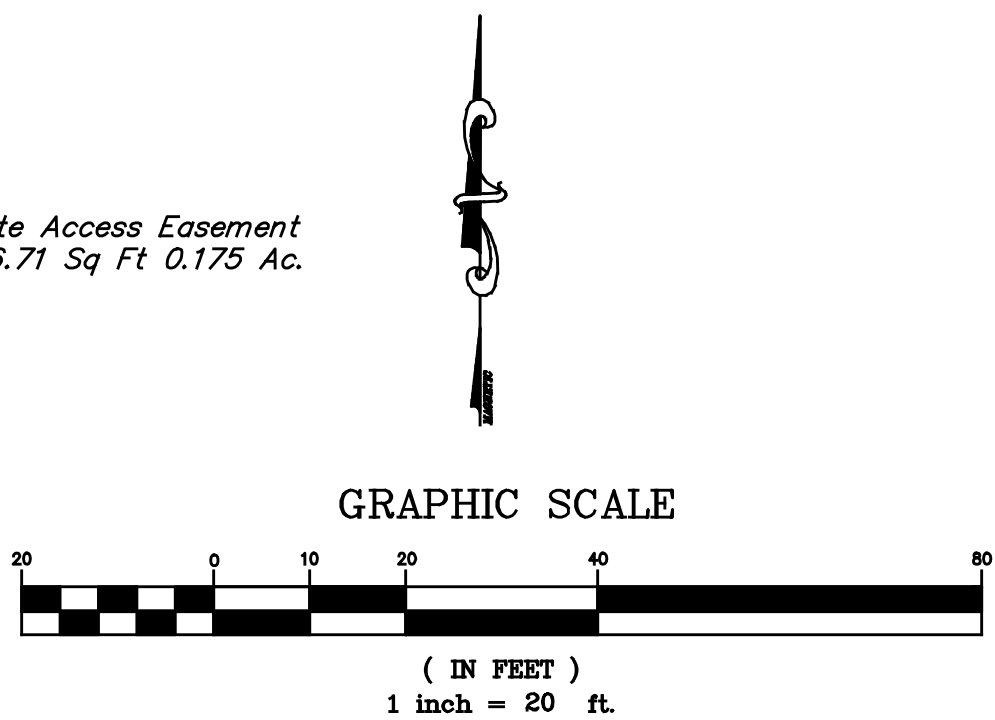
Beginning at a point whence the Easterly Right of way of Laurel Street and the centerline of said vacated First Street, bears N 88°28'00" W, a distance of 175.00 feet; thence S 88°28'00" E, continuing along said centerline, a distance of 67.50 feet to the point of terminus, containing 1,350.76 Sq Ft.

Legal Description Parcel C - 20.00 feet wide Private Access and Utility Easement for the Benefit of Adjacent property owners and the City of Glenwood Springs:

A 20.00 wide strip of land within the vacated Maple Street lying 20.00 feet Westerly of the centerline of said vacated Maple Street in the City of Glenwood Springs, in the Northwest 1/4 of the Northeast 1/4 of Section 9, Township 6 South, Range 89 West of the 6th Principal Meridian being more particularly described as follows:

Beginning at a point whence the Easterly Right of way of Laurel Street and the centerline of said vacated First Street bears N 88°28'00" W, a distance of 262.50 feet; thence N 01°32'0" E departing said centerline along the centerline of vacated Maple Street a distance of 137.50 feet to the point of terminus, containing 2,785.97 Sq Ft..

Utility and Private Access Easement
Total Area 7,636.71 Sq Ft 0.175 Ac.



Notice:

According to Colorado law, you must commence any legal action based upon any defect in this survey within three years after you first discover such defect. In no event may any legal action based upon any defect in this survey be commenced more than ten years from the date of the certification shown hereon.

TUTTLE SURVEYING SERVICES
923 Cooper Avenue
Glenwood Springs, Colorado 81601
(970) 928-9708 (FAX 947-9007)
Email- jeff@tss-us.com



Street Vacation Map Exhibit

Street Vacation Map Exhibit
portions of
Vacated First Street and Maple Street

Drawn by: DMC
Date: 10/16/2018
Z: \\2018\\GLENWOOD
SPRINGS\\MAPLE
ANDFIRST\\MAPLE
STREET\\MAPVACAEASE.DWG

3
OF 3

DEED OF CONSERVATION EASEMENT IN GROSS

This Conservation Easement (hereafter referred to as the "Conservation Easement" or "Easement") is made and entered into as of the 29th Day of August 2018, between:

David Hauter and Carol Hauter

(hereafter referred to as "Grantors"), whose legal address is 101 Maple Street, Glenwood Springs, CO 81601, and

The City of Glenwood Springs, Colorado

(hereafter referred to as "Grantee"), a Colorado home rule municipality, whose legal address is: 101 West 8th Street, Glenwood Springs, CO 81601.

I. RECITALS

A. Grantors are residents of the State of Colorado and are the sole owners in fee simple of that certain real property consisting of Lots 1, 2, 3, 4, 5, 6, 7, 8, and 9, Block 67, and Lots 8 and 9, Block 66, City of Glenwood Springs together with all interest in vacated adjacent rights of way, located in Garfield County, Colorado ("Property"). The Property and existing structures are depicted on **Exhibit A**;

B. The Property possesses certain conservation values, including important wildlife habitat for ecologically important species such as mule deer, bighorn sheep, black bear, turkey, native migratory birds, as well as scenic and view corridor values; together, these attributes are referred to as the "Conservation Values;"

C. The Colorado Wildlife and Parks and Outdoor Recreation statutes, Colorado Revised Statutes § 33-1-101, *et seq.*, provide that "it is the policy of the State of Colorado that the wildlife and their environment and the natural, scenic, scientific, and outdoor recreation areas of this state are to be protected, enhanced and managed for the use, benefit and enjoyment of the people of this state and visitors to this state;"

D. The City of Glenwood Springs Comprehensive Plan, Chapter 9, adopts a policy that the "City should protect and enhance the visual quality of scenic vistas, rivers, steep hillsides, and ridges;"

E. The City's Municipal Code, Section 070.040.030, adopts the goals and policies of, "protecting view sheds and ridge lines critical to the Glenwood Springs town character and protecting and conserving the significant natural resources of the town;"

F. The State of Colorado has recognized the importance of private efforts to preserve land in natural, scenic or open condition, for wildlife habitat and for the protection of open land having wholesome environmental quality, by the enactment of Colorado Revised Statutes § 38-30.5-101, *et seq.*, thereby providing for the implementation of conservation easements in gross;

G. Grantee has determined that its acceptance of a Conservation Easement on the Property will enhance the long-term scenic, wildlife, open space and view corridor values of the Property, all to the benefit of its residents;

H. Grantors and Grantee desire to ensure that as outlined in the purposes of this Easement as stated below, the scenic, wildlife, open space and view corridor characteristics of the Property will be protected for the benefit of future generations, and desire to do this by entering into this Conservation Easement pursuant to the provisions of Colorado Revised Statutes Section 38-30.5-101, *et seq.*;

I. Grantors intend to encumber a portion of the Property with this Conservation Easement, which portion is depicted on **Exhibit A** as the "Conservation Easement Area," for the exclusive purpose of protecting the Conservation Values above stated pursuant to the terms and conditions herein contained;

J. Grantors also intend to preserve existing access for ingress, egress, and underground utility purposes to adjacent landowners, as well as the City of Glenwood Springs, but not for public use.

II. AGREEMENT

NOW, THEREFORE, in consideration of the foregoing and the mutual covenants contained herein the parties hereto agree as follows:

1. GRANTEE'S REPRESENTATION.

Grantee represents that it is a Colorado home rule municipality operating and existing under duly adopted city charter.

2. GRANT OF CONSERVATION EASEMENT.

Grantors hereby voluntarily grant and convey to Grantee, and Grantee voluntarily accepts, an irrevocable, nonexclusive, and perpetual easement over that portion of the Property depicted on **Exhibit A** as the Conservation Easement Area, for the specific conservation purposes defined herein ("Conservation Easement"). The Conservation Easement shall burden the Property in perpetuity as defined by Colorado Revised Statutes Section 38-30.5-101, *et seq.*, and shall be an easement in gross benefitting Grantee and its permitted assignees as defined herein.

It is the purpose of this Conservation Easement to: a) preserve wildlife habitat areas located on the Property and allow for their enhancement; b) prevent any use of the Property that would significantly impair or interfere with its current or potential wildlife habitat; and c) conserve and protect the Property's scenic, wildlife and open space resources, and rural character, insofar as they do not conflict with the preservation of the wildlife areas, as referenced in the recitals above.

Grantors and Grantee share the common desire to conserve these resources by the conveyance of this Conservation Easement, in order to prevent the use or development of the portion of the Property encumbered by this Conservation Easement for any purpose or in any manner which would conflict with the conservation of the Conservation Values.

3. GRANT OF ACCESS AND UTILITY EASEMENT TO ADJACENT LANDOWNERS AND CITY.

Grantors also hereby grant and convey to the City of Glenwood Springs, Colorado, an irrevocable, nonexclusive, and perpetual easement over those portions of the Property depicted on Exhibit A as ~~the~~ "Parcel A: 175.00' x 20'.00'" Private Access & Utility Easement for the Benefit of City and Block 66 Owners" (the "First Street Easement"), ~~the~~ "Parcel B: 20.00' x 67.50'" wide Utility and Access Easement for the Benefit of Glenwood Springs" ("City Utility Easement"), and also the portion described as ~~the~~ "Parcel C: 20.00' x 137.50' x 20'.0'" Private Access & Utility Easement for the Benefit of Adjacent Property Owner and City of Glenwood Springs" (the "Maple Street Easement") (together the "Access Easements") for purposes of installation, operation, maintenance and repair of utilities, as well as vehicular and pedestrian residential ingress and egress between the adjacent public street and Lots 1–9, Block 66, City of Glenwood Springs and the real property described in that certain Deed recorded December 14, 1971 as Reception No. 251982 ("Diemoz Property"). Only owners of Lots 1–9, Block 66 shall be entitled to utilize the First Street Easement and such access shall be from Laurel Street and not traverse Lots 8 and 9, Block 66. Further, such access shall be via an unimproved access road within the Maple Street Easement which shall be maintained by such lot owners pro rata in a condition which allows such lot owners to access the rear portion of said lots with vehicles, but shall not be upgraded or paved. Only the owner of the

Diemoz Property shall be entitled to utilize the Maple Street Easement. The City of Glenwood Springs, and its employees and agents may utilize the Access Easements for pedestrian and vehicular access, as well as underground utility installation, operation, maintenance and repair. There shall be no public access across the Access Easements, nor shall public access ever be permitted.

4. DEFINITIONS.

As used in this Conservation Easement, the terms "Grantors" or "owner" include the original Grantors, their heirs, successors and assigns, all future owners of any legal or equitable interest in all or any portion of the Property, and any party entitled to the possession or use of all or any part thereof; and the term "Grantee" includes the original Grantee and its successors and assigns. The term "sound agricultural practices" is defined as those practices necessary for agricultural production, and the preparation and marketing of agricultural commodities, provided such practices are legal, necessary, do not cause bodily harm or property damage off the Property, represent good resource management and stewardship of the land for the present and future generations, and achieve the intended results in a reasonable and supportable way.

5. RESERVED RIGHTS.

Subject to the restrictions and covenants set forth in this Conservation Easement, Grantors reserve for themselves and their successors in interest with respect to the Property, all rights with respect to the Property except as provided herein, including, without limitation, the right of exclusive use, possession and enjoyment of the Property, and the right to sell, transfer, lease, mortgage or otherwise encumber the Property, as well as the right to exclude any member of the public from trespassing on the Property. Nothing contained herein shall be construed as a grant to the general public of any right to enter upon any part of the Property.

6. CONSISTENT USES.

The Conservation Easement Area may only be used for uses which are consistent with the purposes of this Conservation Easement as permitted herein ("Consistent Uses"). Uses that are inconsistent with the purposes of this Conservation Easement are prohibited within the Conservation Easement Area, and are set forth in Section 7 below. The following, although not an exhaustive recital of Consistent Uses, are uses specifically determined to be consistent with the terms of this Conservation Easement.

6.1 Consistent Uses: The following activities and uses are consistent uses of the Property, to the extent indicated, provided that they will not adversely affect the viability of the wildlife habitat of the Conservation Easement Area. The types of activities that would

adversely affect the viability of the wildlife habitat of the Conservation Easement Area include, but are not limited to, removing or covering prime or unique soils, or soils of statewide or local interest with buildings or other improvements, severance of water rights, failing to control noxious weeds, construction of residential or industrial structures (except as hereinbelow allowed) and the severance of water rights.

6.1.1. Single Family Residence/Accessory Dwelling Unit. The prohibitions of this Conservation Easement do not apply to the portion of the Property outside the Conservation Easement Area, being generally Lots 8 and 9, Block 66, City of Glenwood Springs, together with adjacent vacated rights of way ("Unencumbered Area"). Grantors may utilize the Unencumbered Area for any lawful use consistent with the City's zoning regulations, including its current use as a single-family residence in its current location or as modified, or an accessory dwelling unit as permitted by the City's Land Use Code. Notwithstanding the foregoing, no residential or other structures shall be permitted within the Conservation Easement Area.

6.1.2. Fences. Grantors may maintain, repair, remove, and replace existing fences, and new anywhere on the Property for any purpose, provided that no fence shall be of a type of construction that would exclude wildlife from all or part of the Property.

6.1.3. Recreational Uses. Grantors may utilize the Conservation Easement Area for recreational uses, such as hiking and biking, so long as such trails do not materially impact the viability of the wildlife habitat within the Conservation Easement Area.

7. RESTRICTED USES.

The restrictions imposed upon the Conservation Easement Area are as follows:

7.1. Use and Building Prohibitions. No residential, commercial, industrial or mining activities shall be permitted, and no building, improvement, associated or accessory facility or improvement shall be constructed, created, installed, erected or moved onto the Conservation Easement Area, except as expressly permitted by this Conservation Easement.

7.2. Improvement Restrictions (Impervious Surfaces, Utilities, Roads). No portion of the Conservation Easement Area shall be paved or otherwise covered with concrete, asphalt, or any other impervious paving material.

7.3. Waste Management. The dumping, burial, application, injection, or accumulation of waste on the Property is prohibited.

7.4. Chemicals. All pesticides, herbicides, fertilizers, or other chemical treatment of the Property shall be used in accordance with applicable laws and with sound agricultural practices.

7.5. Mining Prohibitions. There shall be no excavation, removal of topsoil, sand, gravel, rocks or minerals, in any manner, except as may be reasonably necessary and incidental to carrying out the improvements and uses permitted on the Property by this Conservation Easement. No sale of surface or subsurface minerals or mineral rights, including gravel, sand, rock or topsoil from the Property, is permitted. No quarrying, mining or drilling activities are permitted on or under the Property. This shall not prevent the installation of utilities as reasonably necessary to serve the buildings permitted herein, or leasing of mineral rights so long as there is no surface occupancy associated with the same.

7.6. Commercial or Recreational Activities. All commercial and/or public recreational activities are prohibited except those with a *de minimus* impact on the Conservation Values. The term “de minimus” shall have the meaning as set forth in § 2031(c) of the United States Internal Revenue Code and any Treasury Regulations adopted pursuant thereto.

7.7. Merger; Subdivision. It is the Grantor’s intent that the entire Property be merged legally into a single parcel of real estate, and that no part of the Property may be divided, partitioned, or otherwise converted or conveyed into separate parcels. This restriction shall not preclude lot line adjustments that do not create residential building lots.

8. **ADDITIONAL COVENANTS AND PROVISIONS.**

8.1. Extinguishment of Development Rights. Except as specifically reserved to Grantors in this Conservation Easement (including, without limitation, the right to subdivide and to construct certain additional improvements heretofore set forth in Section 6 and 7), Grantors grant to Grantee all development rights which are now or hereafter allocated to, implied, reserved or inherent in the Property, and the parties agree that subject to such reservations, such development rights are terminated and extinguished by this Conservation Easement, and may not be used or transferred to any portion of the Property as it is now or hereafter may be described, or to any other property, whether adjacent or otherwise.

8.2. Enforcement. Grantee may enforce this Conservation Easement at law or in equity, against any or all of the owners of the Property or any part thereof. If there is a violation, or threatened violation, of this Conservation Easement, Grantee shall provide written notification to Grantors, who shall, in the case of an existing violation, promptly cure the violation by (a) ceasing the same, and (b) restoring the Property to the condition before such violation; or, in the case of a threatened violation, refrain from the activity that would result in the violation. If a violation continues for more than fifteen (15) days after written

notice is given without Grantors taking steps to cure the same, or at any time if the violation or a threatened violation threatens immediate and irreparable harm to the Conservation Values of the Property that this Conservation Easement is intended to protect, Grantee may seek immediate injunctive relief and may also pursue all available legal remedies. If a violation has occurred, the Grantors shall reimburse Grantee for all expenses, including, but not limited to, reasonable attorneys' fees, incurred in enforcing this Conservation Easement and curing the violation. Failure to enforce any restriction or covenant herein contained shall in no event be deemed a waiver of a right to do so thereafter as to the same violation or breach or as to one occurring prior or subsequent thereto.

8.3. Amendment. This Conservation Easement may be amended only in very limited circumstances, and only upon the following conditions:

(a) No amendment will be granted unless the Grantee determines that such amendment will enhance, or at a minimum, it will not adversely affect in any way the wildlife habitat, scenic, and other protective goals of this Conservation Easement and is otherwise consistent with the overall purposes and intent of this Easement; and

(b) Any amendment of this Easement shall be at the discretion of the Grantee and shall comply with Section 170(h) of the Internal Revenue Code. If the amendment is requested by Grantors, Grantors shall reimburse the Grantee for all expenses, including for example, staff time, reasonable attorneys' fees, and recording costs incurred in preparing and executing the amendment.

8.4. Notice and Approval Requests/Responses, in Writing. Any written notice or approval request required or desired to be given under this Conservation Easement by Grantors, and any subsequent response from Grantee, shall be in writing and shall be deemed given when received, or three (3) days after mailing by certified mail, or by FedEx or a similar public or private courier service which provides receipt of delivery, properly addressed as follows: (a) if to Grantee, at address set forth above; (b) if to Grantors, at the address set forth above; (c) if to any subsequent owner, at the address of the Property. Any party can change the address to which notices are to be sent to him, her or it by giving notice pursuant to this paragraph.

8.5. Encumbrance by Conservation Easement. Any subsequent conveyance, including, without limitation, transfer, lease or mortgage of the Property, shall be subject to this Conservation Easement, and any deed or other instrument evidencing or effecting such conveyance shall contain language substantially as follows: "This {conveyance, lease, mortgage, easement, etc.} is subject to a Conservation Easement which runs with the land and which was granted to the City of Glenwood Springs, Colorado by instrument dated _____, and recorded in the office of the Clerk and Recorder of Garfield County at Reception No. _____." The failure to include such

language in any deed or instrument shall not, however, affect the validity or applicability of this Conservation Easement to the Property.

8.6. Taxes and Assessments. Grantors shall pay all taxes, levies, and assessments and other governmental or municipal charges, which may become a lien on the Property, including any taxes or levies imposed to make those payments. If Grantors fail to make such payments, Grantee is authorized to make such payments (but shall have no obligation to do so) upon prior notice to Grantors, according to any bill, statement or estimate procured from the appropriate public office without inquiry into the accuracy thereof. The payment, if made by Grantee, shall become a lien on the Property of the same priority as the item if not paid would have become, and shall bear interest until paid by Grantors at two percentage points over the prime rate interest from time to time.

8.7. Severability. Invalidation of any provision of this Conservation Easement by court judgment, order, statute or otherwise shall not affect any other provisions, which shall be and remain in full force and effect.

8.8. Binding Effect. The provisions of this Conservation Easement shall run with the Property in perpetuity and shall bind and be enforceable against the Grantors and all future owners and any party entitled to possess or use the Property or any portion thereof while such party is the owner or entitled to possession or use thereof. Notwithstanding the foregoing, upon any transfer of title, the transferor shall, with respect to the Property transferred, cease being Grantors or owners with respect to such Property for purposes of *this* Conservation Easement and shall, with respect to the Property transferred, have no further responsibility or liability hereunder for acts done or conditions arising thereafter on or with respect to such Property; but the transferor shall remain liable for earlier acts and conditions done or occurring during the period of his or her ownership of the Property.

8.9. Liability; Indemnification; Insurance.

8.11.A. Grantee has no obligations whatsoever, express or implied, relating to the use, maintenance or operation of the Property.

8.11.B. Grantors agree to indemnify and hold Grantee, its employees, board, volunteers, and agents harmless from any and all costs, claims or liability, including, but not limited to, reasonable attorney's fees arising from any personal injury, accidents, negligence or damage relating to the Property, or any claim thereof, unless due solely to the negligence of Grantee or its agents, in which case liability shall be apportioned accordingly.

8.11.C. Grantors further agree to indemnify and hold Grantee harmless from and against any and all claims, costs, expenses (including all reasonable attorney's

fees), fines, penalties, assessments, citations, personal injury or death, arising from or out of the existence (actual or alleged) of any and all environmentally hazardous or toxic substances or materials whatsoever on or under the Property.

8.11.D. Grantee shall have no liability to Grantors for Grantee's acts, taken in good faith, in connection with the administration of this Conservation Easement, except to the extent that Grantee's or Grantee's agents' negligent, reckless or intentional conduct causes personal injury or property damage.

8.10. Acts Beyond Grantors' Control. This Conservation Easement shall not be construed to entitle Grantee to bring any legal action against Grantors for any injury to or change in the Property resulting from natural events beyond the control of the Grantors. Such natural events include fire, flood, storm, earthquake, tornado, landslide or Acts of God, or from any prudent action taken by Grantors under emergency conditions to prevent, abate, or mitigate significant injury to the Property resulting from such causes. This paragraph shall not be construed to relieve the Grantors of the obligation to clean up garbage or materials dumped on the Property by third parties or to otherwise maintain the Property in a condition consistent with the purposes of this Easement.

8.11. Further Acts. Each party shall perform any further acts and execute and deliver any documents, including amendments to this Conservation Easement, which may be reasonably necessary to effectuate the provisions and purposes of this Conservation Easement or which are necessary to qualify this instrument as a Conservation Easement under Section 38-30.5-101, *et seq.*, Colorado Revised Statutes 1973, as amended.

8.12. No forfeiture. Nothing herein contained will result in a forfeiture of Grantors' title in any respect.

8.13. Controlling Law. The laws of the State of Colorado shall govern the interpretation and performance of this Conservation Easement.

8.14. Attorneys' Fees. All references to attorneys' fees, as noted throughout this Conservation Easement, shall include disbursements, costs, witness fees, and all other expenses incurred in connection with legal representations.

8.15. Local, State and Federal Laws in Effect. The Property remains subject to all applicable local, state and federal laws and regulations.

8.16. Grantors' Title Covenant and Warranty; Environmental Warranty.

8.18.1. Grantors warrant that Grantors have good and sufficient title to the Property and hereby promises to defend the same against all claims from persons claiming by, through or under Grantors.

8.18.2. Grantors warrant that Grantors have no actual knowledge of a release or threatened release of hazardous or toxic substances, materials or waste on the Property. Without limiting the foregoing or the indemnity contained in Section 8 above, nothing in this Conservation Easement shall be construed as giving rise to any right or ability in Grantee, nor shall Grantee have any right or ability to exercise physical or managerial control over the day-to-day operations of the Property; or to otherwise become an operator with respect to the Property within the meaning of The Comprehensive Environmental Response, Compensation and Liability Act of 1980, as amended.

8.18.3. Grantors represent and warrant that Grantors have not: (i) entered into a lease or granted an easement on any portion of the Property, except for the Access Easements described herein; (ii) leased or granted any rights to use of the Property to any party; or (iii) made any agreement with respect to the Property; any of which would be contrary to the purposes of this Conservation Easement.

8.17. No Merger. Unless the parties expressly state that they intend a merger of estates or interest to occur, then no merger shall be deemed to have occurred hereunder or under any document executed in the future affecting this Conservation Easement.

8.18. Waiver of Certain Defenses. Grantors waive any defense of laches, waiver, estoppel or prescription.

8.19. Joint Obligation. The obligations imposed by this Easement upon Grantors shall be joint and several.

8.20. Counterparts. A copy of this document may be executed by each party, separately, and when each party has executed a copy thereof, such copies taken together shall be deemed to be a full and complete contract between the parties.

9. **QUALIFIED CONSERVATION COVENANTS.**

9.1. Assignment and Continuity. Grantee may only assign or transfer this Conservation Easement to an assignee that (a) is a Qualified Organization as defined in Section 170(h) of the Internal Revenue Code and which (b) agrees to continue to carry out the conservation purposes of this Conservation Easement as defined under Section 170(h) and the regulations thereunder. No assignment shall be made without specific notice of assignment intent provided to Grantors. No assignment shall be made which adversely

affects the status of the transactions herein contemplated under Section 170(h) of the Internal Revenue Code. Any assignee must be an entity able to enforce this Conservation Easement, having purposes similar to those of Grantee that encompass those of this Conservation Easement.

9.2. Notice. Grantors agree to give Grantee written notice before exercising any reserved right, the exercise of which may have an adverse impact on the conservation interests of this Conservation Easement. Grantors may lease the Property without providing advance notice to Grantee. If Grantors lease or transfer the Property, Grantors shall provide Grantee a signed acknowledgment from any lessee/transferee indicating the lessee/transferee will abide by and be bound to this Conservation Easement. Notwithstanding the foregoing, the failure to give notice of any conveyance, lease, or transfer shall not invalidate the transaction involved. Any notice required or desired to be given under this Conservation Easement shall be in writing and shall be deemed given when received or three (3) days after mailing by certified mail, by public or private delivery service which provides receipt of delivery, properly addressed as follows: (a) if to Grantee, at the address set forth above; (b) if to Grantors, at the address set forth above; or (c) if to any subsequent owner, at the address of the Property. Any party can change the address to which notices are to be sent to him, her, or it by duly giving notice pursuant to this paragraph.

9.3. Inspection. Grantee or its designees may enter the Conservation Easement Area with a designated representative of Grantor for the purpose of determining whether the provisions of this Conservation Easement are being observed. Notice of such inspections shall be delivered to the Grantors, their designee(s) or agent(s) at least forty-eight (48) hours prior to such inspection.

9.4. Extinguishment. If a subsequent or unexpected change in the conditions surrounding the Property make impossible the continued use of the Property or any portion thereof for the conservation purposes established by this Conservation Easement, and if the Conservation Easement is extinguished by judicial proceeding, then, upon any subsequent sale, exchange or involuntary conversion by the Grantors of such Property the Grantee shall be entitled to that portion of the proceeds equal to the proportionate value of the Conservation Easement as set forth in Form 8283 filed by Grantors and executed by Grantee. Grantors agree that the donation/conveyance of this Conservation Easement to Grantee gives rise to a property right, immediately vested in Grantee, with a fair market value that is equal to the proportionate value that the conservation restrictions hereby created at the date hereof bears to the value of the Property as a whole at the date hereof (subject to reasonable adjustment to the extent permissible under Section 170(h) of the Internal Revenue Code for any improvements which may hereafter be made on the Property), based on the appraisal to be obtained on the Property in connection with this grant of this Conservation Easement.

9.5. Interpretation. This instrument is intended to create a "qualified real property interest" for "conservation purposes," as defined in Section 170(h) of the Internal Revenue Code, and shall be interpreted consistently with such intention. In the event any provision has been omitted from this instrument necessary to qualify the interest hereby granted as such a "qualified real property interest" for "conservation purposes," such provision shall be deemed incorporated herein to the extent necessary to cause the interest hereby granted to be so qualified.

9.6. Perpetuation of Easement. This Easement shall be of perpetual duration, and no merger of title, estate or interest shall be deemed affected by any previous, contemporaneous, or subsequent deed, grant, or assignment of an interest or estate in the Property, or any portion thereof, to Grantee, it being the express intent of the parties that this Easement not be extinguished by, or merged into, any other interest or estate in the Property now or hereafter held by Grantee.

Furthermore, the fact that any use of the Property that is expressly prohibited by the terms of this Conservation Easement may become greatly more economically valuable than uses permitted by the terms of the Conservation Easement, or that neighboring properties may, in the future, be put entirely to uses that are not permitted by this Conservation Easement, has been considered by Grantors in granting this Conservation Easement and by Grantee in accepting it. Grantors believe that any such changes in the use of neighboring properties will increase the benefit to the public of the continuation of this Conservation Easement, and Grantors and Grantee intend that any such changes shall not be deemed to be circumstances justifying the termination or extinguishment of this Conservation Easement. In addition, the inability of Grantors, their successors and assigns, to conduct or implement any or all of the uses permitted under the terms of this Conservation Easement, or the unprofitability of doing so, shall not impair the validity of this Conservation Easement or be considered grounds for its termination or extinguishment.

IN WITNESS WHEREOF, the parties have executed this instrument this 29th day of August, 2018.

GRANTORS:

David Hauter

Carol Hauter

STATE OF COLORADO)

) ss.

COUNTY OF GARFIELD)

Subscribed and sworn to before me this ____ day of _____, 2018,
by David Hauter and Carol Hauter.

Witness my hand and seal.

My commission expires:_____

Notary Public

GRANTEE:

CITY OF GLENWOOD SPRINGS, COLORADO

By:_____

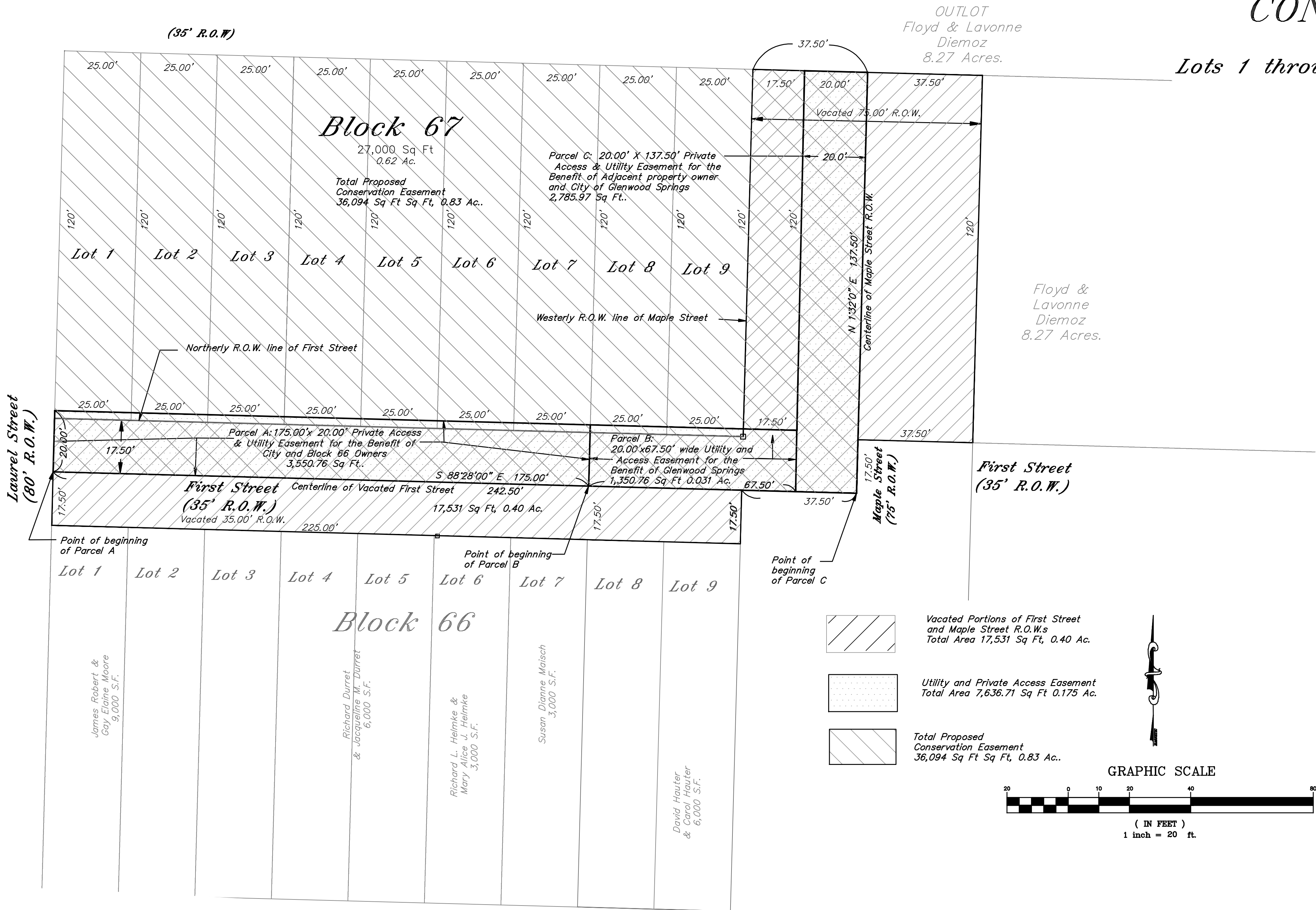
Michael Gamba, Mayor

ATTEST:

City Clerk

CONSERVATION EASEMENT MAP

Lots 1 through 9, in Block 67, the West half of Maple Street and the North half of First Street.
for a Conservation Easement in
City of Glenwood Springs,
County of Garfield, State of Colorado



Legal Description of Street Vacation:

A parcel of land located in the Northwest 1/4 of the Northeast 1/4 of Section 9, Township 6 South, Range 89 West of the 6th Principal Meridian being more particularly described as follows:

A portion of Maple Street having a 75.00 foot wide right of way, being vacated North of the Northerly right of way line of First Street and First Street having 35.00 foot wide right of way being vacated from the Easterly right of way of Laurel street to the Westerly right of way of Maple street.

together with a parcel of land being the Westerly 1/2 of Maple Street and the Northerly 1/2 of First Street, in the City of Glenwood Springs, Garfield County, State of Colorado, containing 17,531.00 Sq Ft,

Legal Description Parcel A – A 20.00 foot wide Private Access and Utility Easement for the Benefit of City of Glenwood Springs and Block 66 Owners:

A 20.00 wide strip of land within vacated First Street and Block 67 lying 20.00 feet Northerly of the centerline of said vacated First Street in the City of Glenwood Springs, in the Northwest 1/4 of the Northeast 1/4 of Section 9, Township 6 South, Range 89 West of the 6th Principal Meridian being more particularly described as follows:

Beginning at a point on the Easterly Right of way of Laurel Street and the centerline of said vacated First Street; thence S 88°28'00" E, a distance of 175.00 feet to the point of terminus. containing 3,550.76 Sq Ft..

Legal Description Parcel B – A 20.00 feet wide Utility and Access Easement for the Benefit of the City of Glenwood Springs:

A 20.00 wide strip of land being within vacated First Street and Block 67 lying 20.00 feet North of the centerline of said vacated First Street and a portion within the Westerly 20.00 feet of vacated Maple Street in the City of Glenwood Springs, in the Northwest 1/4 of the Northeast 1/4 of Section 9, Township 6 South, Range 89 West being more particularly described as follows:

Beginning at a point whence the Easterly Right of way of Laurel Street and the centerline of said vacated First Street; bears N 88°28'00" W, a distance of 175.00 feet; thence S 88°28'00" E continuing along said centerline, a distance of 67.50 feet to the point of terminus. containing 1,350.76 Sq Ft.

Legal Description Parcel C – 20.00 feet wide Private Access and Utility Easement for the Benefit of Adjacent property owners and the City of Glenwood Springs:

A 20.00 wide strip of land within the vacated Maple Street lying 20.00 feet Westerly of the centerline of said vacated Maple Street in the City of Glenwood Springs, in the Northwest 1/4 of the Northeast 1/4 of Section 9, Township 6 South, Range 89 West of the 6th Principal Meridian being more particularly described as follows:

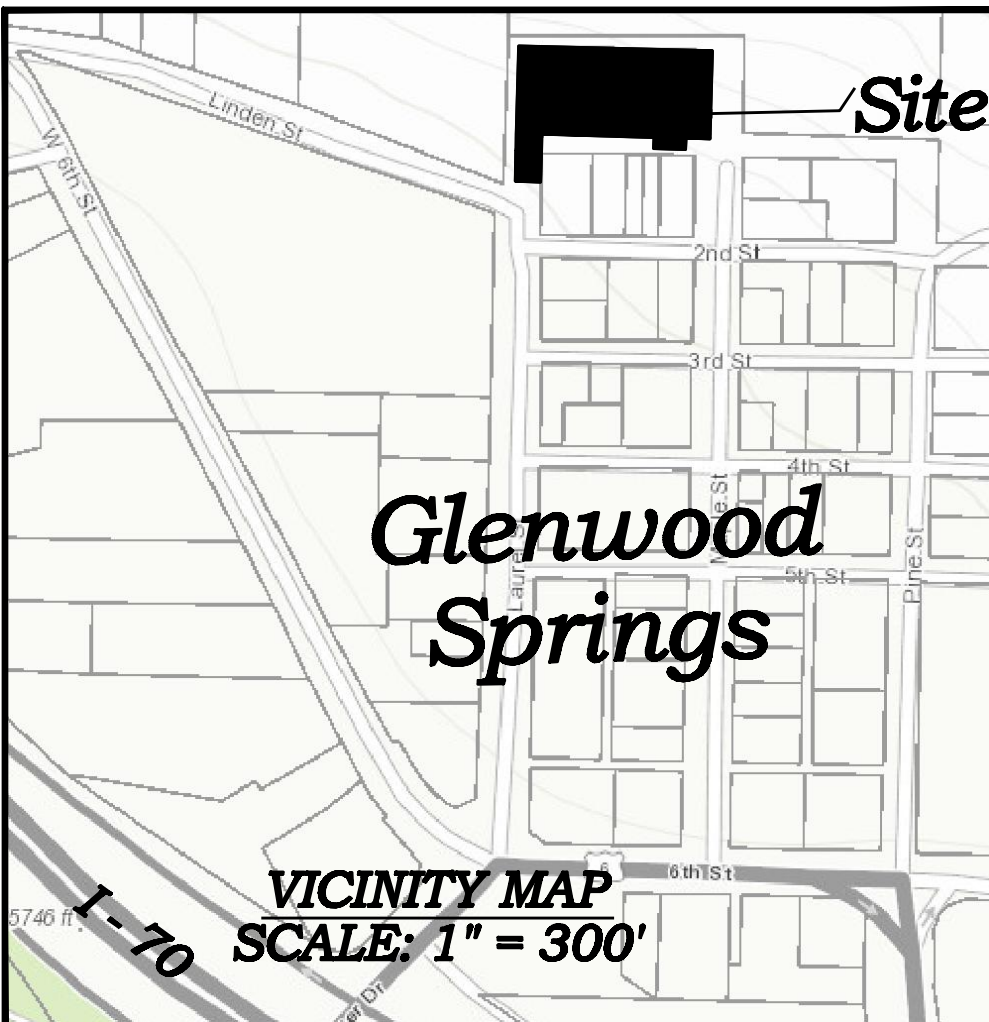
Beginning at a point whence the Easterly Right of way of Laurel Street and the centerline of said vacated First Street bears N 88°28'00" W, a distance of 262.50 feet; thence N 01°32'0" E departing said centerline along the centerline of vacated Maple Street a distance of 137.50 feet to the point of terminus. containing 2,785.97 Sq Ft..

- LEGEND AND NOTES:
- DATE OF SURVEY: MAY 2017.
 - UNIT OF MEASUREMENT: US SURVEY FOOT
 - BEARINGS ARE BASED UPON FOUND #5 REBAR WITH (STAMPED RIVER CITY SURVEYS) AT THE CENTER OF BLAKE AVENUE AND 8TH STREET R.O.W. AND FOUND #5 REBAR WITH (STAMPED RIVER CITY SURVEYS) AT THE CENTER OF PALMER AVENUE AND 8TH STREET R.O.W. USING A BEARING OF S 88°28'00" E BETWEEN THE TWO DESCRIBED MONUMENTS.
 - THIS SURVEY DOES NOT REPRESENT A TITLE SEARCH BY THIS SURVEYOR TO DETERMINE OWNERSHIP OR TO DISCOVER EASEMENTS OR OTHER ENCUMBRANCES OF RECORD. NO TITLE COMMITMENT WAS PROVIDED.

SURVEYOR'S CERTIFICATE:

I, JEFFREY ALLEN TUTTLE, BEING A REGISTERED LAND SURVEYOR IN THE STATE OF COLORADO, DO HEREBY CERTIFY THAT THIS STREET VACATION MAP AND LEGAL DESCRIPTION WERE PREPARED BY ME AND UNDER MY SUPERVISION AND IS TRUE AND ACCURATE TO THE BEST OF MY KNOWLEDGE AND BELIEF.

JEFFREY ALLEN TUTTLE, L.S.33638 DATE



Notice:
According to Colorado law, you must commence any legal action based upon any defect in this survey within three years after you first discover such defect. In no event may any legal action based upon any defect in this survey be commenced more than ten years from the date of the certification shown herein.

TUTTLE SURVEYING SERVICES
923 Cooper Avenue
Glenwood Springs, Colorado 81601
(970) 928-9708 (FAX 947-9007)
Email- jeff@tss-us.com



Conservation Easement Map

Lots 1 & 9, Block 67, West Half of Maple Street and the North Half of First Street

Drawn by: DMC
Date: 10/31/2018
Z: \\2018\\GLENWOOD SPRINGS\\MAPLE ANDFIRST\\MAPLE CONSERVATIONEASE.DWG

1
OF 1

RESOLUTION 2018-62

**AN RESOLUTION OF THE CITY COUNCIL OF GLENWOOD SPRINGS
COLORADO, CANCELLING THE SECOND REGULAR CITY COUNCIL
MEETING IN DECEMBER 2018.**

WHEREAS, the Municipal Charter provides for two (2) regular meetings each month to occur on the first and third Thursdays of the month; and

WHEREAS, Section 3.8 (b) of the Municipal Charter does not provide a method of cancelling a meeting; and

WHEREAS, the second meeting in December 2018 would occur on December 20, 2018; and

WHEREAS, City Council desires to cancel the meeting for December 20, 2018, and to reschedule the business for that meeting to the regular meeting on January 3, 2019.

NOW, THEREFORE, IT IS RESOLVED BY THE CITY COUNCIL OF THE CITY OF GLENWOOD SPRINGS, COLORADO, THAT:

Section 1. The above recitals are hereby incorporated as findings by the City Council of the City of Glenwood Springs.

Section 2. The regular meeting on December 20, 2018 is hereby canceled, and all business to be conducted at that meeting shall be rescheduled to the meeting on January 3, 2019.

INTRODUCED, READ, AND PASSED THIS 6TH DAY OF DECEMBER 2018.

CITY OF GLENWOOD SPRINGS, COLORADO

Michael Gamba, Mayor

ATTEST:

Catherine Mythen Fletcher, City Clerk



City Council
STAFF REPORT
City of Glenwood Springs
December 6, 2018

Agenda Item: Resolution 2018-63; A Resolution of the City Council of the City of Glenwood Springs, Colorado, Accepting the Portion of 6th Street from Pine Street to Laurel Street that has been Abandoned by the Department of Transportation

Action Requested:

Department: Engineering

Presented By:

Background Info:

Issues:

Staff Recommendation:

RESOLUTION 2018-63

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY
OF GLENWOOD SPRINGS, COLORADO ACCEPTING
THE PORTION OF 6TH STREET FROM PINE STREET TO
LAUREL STREET THAT HAS BEEN ABANDONED BY THE
COLORADO DEPARTMENT OF TRANSPORTATION.**

WHEREAS, 6th Street from Pine Street to Laurel Street, as more particularly described on Exhibit A attached hereto and incorporated herein by reference (the “Right of Way”), was previously designated and included in the State Highway system; and

WHEREAS, pursuant to C.R.S. § 43-2-106(1)(a), the Transportation Commission may determine that a State Highway, or a portion thereof, no longer functions as a state highway and can be abandoned to the affected municipality; and

WHEREAS, the Colorado Department of Transportation, by resolution, has abandoned the Right of Way and desires to convey the Right of Way to the City of Glenwood Springs via a Quit Claim Deed in the form attached hereto as Exhibit B hereto; and

WHEREAS, the Right of Way primarily serves local traffic in the City of Glenwood Springs, Colorado; and

WHEREAS, the City of Glenwood Springs desires to accept the Right of Way as part of the street system of the City of Glenwood Springs.

**NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY
OF GLENWOOD SPRINGS THAT:**

Section 1. The foregoing recitals are hereby incorporated as is set forth in full.

Section 2. The City of Glenwood Springs hereby accepts the Right of Way as part of the street system of the City of Glenwood Springs.

INTRODUCED, READ AND PASSED THIS 6TH DAY OF DECEMBER 2018.

CITY OF GLENWOOD SPRINGS, COLORADO

Michael Gamba, Mayor

ATTEST:

Catherine Mythen Fletcher, City Clerk

EXHIBIT A

Description

A tract or parcel of land No. X of the Department of Transportation, State of Colorado, Project No. S 0130 (2), situated in Section 9, Township 6 South, Range 89 West, of the 6th Principal Meridian, in Garfield County, Colorado, said tract or parcel being more particularly described as follows:

Beginning at a point on the North right-of-way of 6th Street that being the Southeast corner of Lot 5, Block 62 of the Amended Map of Town of Glenwood Springs, whence NGS Control Monument Glenwood bears N 68°35'02" W, a distance of 12,000.02 feet;

Thence S 02°43'16" W a distance of 75.00 feet;

Thence S 87°16'44" E along the South right-of-way of 6th Street, a distance of 335.32 feet, to the Northwest corner of Parcel 4 as described in that document recorded as Reception 182840;

Thence S 60°43'14" E along the Southeast line of said Parcel 4, a distance of 44.72 feet;

Thence N 02°43'16" E along the East line of said Parcel 4, a distance of 19.99 feet, to the Northwest corner of that parcel described in Bargain & Sale Deed recorded as Reception No. 889025;

Thence S 87°16'44" E along the North line of that parcel described in Bargain and Sale Deed recorded as Reception No. 889025, a distance of 95.24 feet, to a point on the West line of Parcel X, as described in the Quit Claim Deed recorded as Reception No. 381724;

Thence N 05°15'51" W along the West line of said Parcel X, a distance of 75.73 feet to the North right-of-way line of 6th Street;

Thence N 87°16'44" W along the North right-of-way line of 6th Street, a distance of 11.69 feet to a point on the Northeast line of Parcel 2 Rev. 2, as described in that document recorded as Reception No. 193750;

Thence N 70°13'44" W along the Northeast line of said Parcel 2 Rev. 2, a distance of 5.30 feet;

Thence S 02°43'16" W along the West line of said Parcel 2 Rev. 2, a distance of 1.55 feet, to the North right-of-way line of 6th Street;

Thence N 87°16'44" W along the North right-of-way line of 6th Street, a distance of 443.28 feet, to the Point of Beginning, said parcel containing 0.8104 acres (35,301 square feet), more or less.

Basis of Bearings: All bearings as based on a line between NGS Control Monument Grizzly (a standard NGS disk set in large granite boulder) and NGS Control Monument Glenwood (a standard NGS disk set in concrete) being N 88°39'07" W.

EXHIBIT B
QUITCLAIM DEED

THIS DEED, made this _____ day of _____, 20____,
between

**DEPARTMENT OF TRANSPORTATION,
STATE OF COLORADO**

of the City and County of Denver and State of Colorado, grantor,
and

**THE CITY OF GLENWOOD SPRINGS
a Colorado rule municipal corporation**

whose legal address is 101 West Eighth Street
Glenwood Springs, Colorado 81601
of the County of Garfield and State of Colorado, grantee,

WITNESS, that the grantor, for and in consideration of the sum of TEN (\$10.00) DOLLARS AND OTHER GOOD AND VALUABLE CONSIDERATION, the receipt and sufficiency of which is hereby acknowledged, has remised, released, sold and QUITCLAIMED, and by these presents does remise, release, sell and QUITCLAIM unto the grantee, its successors and assigns forever, all the right, title, interest, claim and demand which the grantor has in and to the real property, together with improvements, if any, situate, lying and being in the County of Garfield and State of Colorado, described as follows:

SEE ATTACHED LEGAL DESCRIPTION FOR THE PORTION OF COLORADO STATE HIGHWAY 082A THAT IS THE SUBJECT OF THIS DEED, ATTACHED HERETO AS EXHIBIT A AND INCORPORATED HEREIN BY REFERENCE.

SUBJECT TO any and all easements of record, and to any and all existing utilities as constructed, and for their maintenance as necessary.

IN THE EVENT THE PROPERTY HEREIN CONVEYED FAILS TO BE USED FOR PUBLIC TRANSPORTATION PURPOSES, THEN THIS DEED SHALL BECOME NULL AND VOID AND THE PROPERTY SHALL REVERT TO THE DEPARTMENT OF TRANSPORTATION, STATE OF COLORADO.

TO HAVE AND TO HOLD the same, together with all and singular the appurtenances and privileges thereunto belonging, or in anywise thereunto appertaining, and all the estate, right, title, interest and claim whatsoever of the grantor, either in law or equity, except as conditioned above, to the only proper use, benefit and behoof of the grantee, its successors and assigns forever.

IN WITNESS WHEREOF, the grantor has executed this deed on the date set forth above.

ATTEST:

**DEPARTMENT OF TRANSPORTATION,
STATE OF COLORADO**

**ALICIA CLEMONS
CHIEF CLERK – PROPERTY MANAGEMENT**

**JOSHUA LAIPPLY, P.E.
CHIEF ENGINEER**

STATE OF COLORADO)
) ss.
City and County of Denver)

The foregoing instrument was acknowledged before me this _____ day of _____, 20____, by Joshua Laipply, P.E. as Chief Engineer and Alicia Clemons as Chief Clerk – Property Management for the State of Colorado, Department of Transportation.

Witness my hand and official seal.
My commission expires:

Notary Public

Name and Address of Person Creating Newly Created Legal Description (§ 38-35-106.5, C.R.S.)



City Council
STAFF REPORT
City of Glenwood Springs
December 6, 2018

Agenda Item: Approval of Economic Development Plan

Action Requested: Approval of the Economic Development Plan

Department: Economic and Community Development

Presented By: Jennifer Ooton, Assistant City Manager

Background Info: Over the past 7 months, Jesse Silverstein with Development Research Partners developed the attached Economic Development Strategy for the City of Glenwood Springs through an economic assessment for the community, including reviewing employment and real estate data, and conducting a SWOT analysis of the City. Many of the recommendations fall within the focus areas identified in the 2011 Comprehensive Plan and by the direction of City Council at a work session in late 2017:

- Regional Trade Center - Maintain Glenwood Springs as the major retail trade center for the central Colorado Mountain region, including the Roaring Fork and lower Colorado River valleys.
- Regional Service Center - Support the continued growth of Glenwood Springs as a regional service center.
- Tourism Development - Maintain, strengthen, and diversify Glenwood Springs as a year-round Colorado tourism destination.
- Downtown Development - Support the development of Downtown Glenwood Springs as a multifunctional business district containing a diverse mix of specialty retail, civic, business, cultural and residential uses.
- Community Development and Enhancement Policy - Complement and balance economic development activities with a commensurate level of attention to improving and expanding community facilities and infrastructure.
- Job Growth/Creation - Attract new companies and industries to Glenwood Springs and support actions that will result in job diversification within Glenwood Springs.

Specifically, the Economic Development Strategy notes that “79 percent of Glenwood Springs total employment is concentrated in four sectors consisting of leisure and hospitality, government, education and health services, and retail trade.” The document makes recommendations about measures that the City, along with collaborative partners, can make to diversify the economy and also retain and grow existing industries. The specific recommendations range from developing training and apprenticeship programs to expanding the city’s light industrial base.

Issues: None.

Staff Recommendation: Approval of the Economic Development Plan.

City of Glenwood Springs Economic Development Strategy

November 2018

Prepared for:



City of Glenwood Springs, Colorado

Prepared By:



Development Research Partners specializes in economic research and analysis for local and state government and private sector businesses. Founded in 1994, Development Research Partners combines extensive experience in real estate economics and economic development to provide clients with insightful and strategic consulting services in four areas of expertise:

- **Economic and Demographic Research**

Research in support of business and community activities, ranging from community profiles to evaluating and forecasting economic and market conditions.

- **Industry Studies**

Specialized research projects including industry cluster research, industry trends analysis, and strategic competitive analysis.

- **Fiscal and Economic Impact Analysis**

Comprehensive custom analysis and analytical tools to evaluate and forecast site-specific real estate and business activities and government cost and benefit impacts.

- **Real Estate and Public Finance Economics**

Analysis and strategy for infill redevelopment, adaptive reuses, and property development including market and feasibility studies, public investment analysis, and public-private partnering opportunities.



Development Research Partners

Jesse Silverstein, Director, Real Estate Economics

Lisa Strunk, Senior Economist

10184 West Belleview Avenue, Suite 100

Littleton, Colorado 80127

www.DevelopmentResearch.net

303.991.0070

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INTRODUCTION

The City of Glenwood Springs is updating its economic development strategy and has commissioned this study to identify current economic trends impacting Glenwood Springs and provide strategic recommendations for its economic development programming.

Glenwood Springs was named the "Most Vibrant Small-Town Arts Environment in the United States" in 2015 by Southern Methodist University and the 5th "Best Place to Live in America" by *Outside* magazine. It was named the "Most Fun Town in America" by Rand McNally and USA Today in 2011. How does the City build on its successes to create a resilient and sustainable local economy? This study evaluates and makes recommendations to that end.

The Glenwood Springs City Council has identified six economic development focus areas. DRP will focus on informing strategies and developing economic development approaches for each of the City's economic development focus areas:

1. Regional Trade
2. Regional Services
3. Tourism
4. Downtown Development
5. Community Development and Enhancement
6. Job Growth and Creation

ECONOMIC ASSESSMENT

A high-level assessment was conducted to better understand Glenwood Springs' economic assets and to inform its economic development strategies. This economic assessment used available quantitative, qualitative, and observed data regarding industry, workforce, physical setting, and other factors important to growing the local economy. Specifically, the following factors were evaluated:

- Labor Market
- Financial Capital
- Access to Markets
- Transportation
- Sites and Facilities
- Knowledge Resources
- Education and Training
- Place and Lifestyle

Summary Observations

As a first step in the economic development assessment process, objective observations are taken and reported.

FACTOR	OBSERVATIONS
Labor Market	• Currently, about 79 percent of Glenwood Springs total employment is concentrated in four sectors consisting of leisure and hospitality, government, education and health services, and retail trade. • The local workforce is diverse with occupations across all industrial sectors, with a relatively high concentration in service and natural resources and a relatively low concentration in management, professional, and production occupations. This balance reflects a tourist and retail-based economy. • 29% of residents have some college or an associate's degree; 20% have a bachelor's degree; and 12% have a graduate or professional degree. • The local workforce has a high participant concentration in the primary working ages from 20 to 64-years. • Garfield County is anticipated to experience high net in-migration in 25 to 64-year old cohorts. • Unemployment is very low in the City and the County (below the State average); this is indicative of a tight labor market which is pervasive in the current nationwide economy. • Place and lifestyle factors make Glenwood Springs a desirable destination for work force attraction. • Average labor costs are relatively affordable compared to the State and the nation: the 2017 average annual salary for Glenwood Springs was 97 percent of Garfield County's; 81 percent of Colorado's; and 82.8 percent of the U.S. average.
Financial Capital	• The City is well served by national, state, and community banks, as well as an established SBA lender. • The City of Glenwood Springs has indicated a willingness to provide investment in gap financing, infrastructure, business development, and real estate development on select projects. • The Downtown Development Authority (DDA) may provide additional support to specific requests in their district. • The City is evaluating economic development financing tools for targeted business prospects.

Access to Markets	• The City is centrally located between Vail, Grand Junction, and Aspen and is in close proximity to Rifle, New Castle, Carbondale, Basalt, and Eagle: road transportation easily serves these local and regional markets. • Access to Metro Denver and Salt Lake City markets (and beyond) is by vehicle (via I-70) and/or by rail. • Glenwood Springs is home to about 20 independent trucking companies. • The City is served by package delivery services including the US Postal Service, FedEx, and UPS. • Community Broadband Network is provided by the City's electric utility, and easily supports ecommerce and data service businesses in the City. • Access to the regional labor markets is good with Glenwood Springs being serviced by roadways, the Roaring Fork Transportation Authority (RFTA) Bus Rapid Transit, and Ride Glenwood.
Transportation	• The City is located on Interstate-70, a major transportation route across Colorado and states east and west. • I-70 intersects State Highway 82 at its northern terminus, a well-used route with all-season access to Aspen. • The Denver & Rio Grande Western railroad provides cross-country freight rail service through the City with a freight loading station just west of downtown. • The California Zephyr scenic train provides cross-country passenger service with a stop in downtown at the historic depot across from the Hotel Denver. • Grand Junction's Regional Airport supports commercial and military air traffic located 85 miles to the west; Denver International Airport is 180 miles to the east. • The City-owns and operates a limited use general aviation airport southwest of downtown which is open by appointment. • Eagle County Airport is 27 miles to the east and Aspen-Pitkin County Airport is 37 miles southeast. • Nearby Rifle houses the Garfield County general aviation 24/7 airport that accommodates business jet traffic, is the inclement weather alternate for Eagle and Aspen airports, and houses the single-engine air tanker (SEAT) base for forest fire fighting.
Sites and Facilities	• The City has an architecturally and historically rich building stock. • There are available existing commercial retail and office spaces in downtown and various city neighborhoods. • Many available spaces need remodeling and renovation that, in turn, may require significant building code updates and abatement of legacy lead-based paint and asbestos containing building materials. • Industrial zoned land is constrained due to zoning and land availability; there are renovation and redevelopment opportunities. • The airport site has acreage and dimensions for possible commercial or industrial reuse and development; access is currently via a two-lane road. • Available Industrial Zoned land is limited and tends to have dimensions best suited to small or shallow building footprints. • Land for new commercial storefront and office development is limited due to land availability; however, reuse and redevelopment opportunities exist in many parts of the City. • The City's road infrastructure is in average to good condition and well maintained. • Electric, water, and sewer utilities and internet service are provided to various service areas by the City Utility Department as well as recycling and landfill operations and service.

	• Xcel Energy also provides electricity to Glenwood Springs commercial customers in their service area. • Holy Cross energy also provides electricity in their service area. • Black Hills Energy provides natural gas service to City residents and commercial customers in their service area. • National Renewable Energy Laboratory (NREL) maps indicate Glenwood Springs has relatively good resources for photovoltaic solar generation. • The City's electric utility provides Community Broadband Network, which offers fiber optic and wireless infrastructure, supplying high quality service to the community. Services include: leased point-to-point optical; VoIP telephone service; and co-location (cloud storage) services. • Scenic and historic backdrops are suited for visual media, filmmaking, and other commercial media uses.
Legacy Knowledge and Networking Resources	• Glenwood Springs is the county seat for Garfield County and as such provides judicial and other administrative functions that utilize vendors and private sector support businesses. • Glenwood Springs is home to at least eight industry or trade associations, connecting skilled professionals across various professions. • There is a notable number of building trade associations as well as the legal-minded regional Bar Association and the National Internal Affairs Investigators Association. • The City is fortunate to have an engaged community who participates in public matters and community visioning.
Education and Training	• Glenwood Springs is headquarters for the Roaring Fork RE-1 school district that operates two elementary schools, one P-8 school, one middle school, and one high school in Glenwood Springs. The City also has St. Stephen's Catholic School and Yampah Mountain High School (an alternative school not part of RE-1). • The Colorado Mountain College Glenwood Springs campus offers bachelor's degrees, associate degrees, and vocational certificate programs. • University of Denver Graduate School of Social Work has a Master's degree program with a location in Glenwood Springs. • There is a Colorado Workforce Development office located in Glenwood Springs.
Place and Lifestyle	• The cost of living is relatively high in Glenwood Springs, as are most mountain destination communities. • Attainable workforce housing is in limited supply which contributes to the high cost of living. • What makes the City a destination community is its abundance of deep local history, recreation, natural amenities, attractions, and unique identity. • Generally mild climate, temperature, and weather. • A very walkable and inviting downtown. • An architecturally and historically rich building stock. • Good access to seasonal outdoor recreational opportunities including greenways and trail connections, fishing, hunting, day hiking/backpacking trails, mountain biking trails, skiing, rafting & kayaking, snowmobiling, and golf. • Seasonal activities and attractions including hot springs pools, family activities, and scenic and historic backdrops.

Detailed Observations

The following section dives deeper into relevant observations to better inform an economic development strategy.

Labor Market

One of the most critical needs in today's business climate is the availability of workers. As with many locations at this point in the business cycle, unemployment is relatively low and labor quantity and quality is scarce. Unemployment in Garfield County (2.7%) is lower than the State of Colorado rate of 3.1% as of July 2018 according to the Colorado Department of Labor and Employment. While having a low unemployment rate typically reflects a labor shortage, Glenwood Springs is neutral compared with other comparable locations. However, the City has an advantage of being a labor destination. In this situation, workforce quality can best be described through by education levels, skills, availability, and labor costs.

The general education levels in Glenwood Springs track closely with nationwide trends, although the area is not quite as well-educated as the State of Colorado. Workforce education and skill trends appear to be relatively less focused in post-secondary graduates compared with the State, but this is attributable to the number of colleges and universities located along Colorado's Front Range and a larger absolute number of high-skill job employers.

Education Levels			
Education Level	United States	Colorado	Glenwood Springs
Less than high school graduate	13.0%	9.0%	12.6%
High school graduate (includes equivalency)	27.5%	21.7%	26.8%
Some college or associate's degree	29.1%	30.6%	28.5%
Bachelor's degree	18.8%	24.4%	19.6%
Graduate or professional degree	11.5%	14.3%	12.4%
Source: U.S. Census Bureau, 2012-2016 American Community Survey 5-Year Estimates; Development Research Partners			

The Denver metropolitan area and northern Front Range is ranked as one of the most highly educated workforces in the country. Glenwood Springs offers a uniquely different set of comparative advantages for business development. Comparisons to Colorado's Front Range should not be construed as a weakness or negative element in Glenwood Springs. Rather, the City's workforce education levels are competitive with national markets and there is opportunity to develop and attract a higher educated workforce.

Workforce skillsets provide the foundation for starting, growing, and attracting businesses. Glenwood Springs' workforce skills range, as indicated by its mix of professions, are depicted in the table on the next page.

OCCUPATION FOR THE CIVILIAN EMPLOYED POPULATION, 16 YEARS AND OVER

Occupation	United States	Colorado	Glenwood Springs
Management, business, science, and arts occupations:	37.0%	40.8%	29.0%
Computer, engineering, and science occupations	5.5%	7.4%	3.1%
Education, legal, community service, arts, and media occupations	10.8%	10.8%	9.0%
Healthcare practitioner and technical occupations	5.8%	5.2%	3.2%
Management, business, and financial occupations	14.9%	17.4%	13.7%
Service occupations:	18.1%	17.4%	23.2%
Building and grounds cleaning and maintenance occupations	3.9%	3.6%	7.5%
Food preparation and serving related occupations	5.8%	6.1%	5.7%
Healthcare support occupations	2.4%	2.1%	2.9%
Personal care and service occupations	3.7%	3.5%	6.0%
Protective service occupations	2.2%	2.1%	1.1%
Sales and office occupations:	23.8%	23.5%	23.9%
Office and administrative support occupations	13.2%	12.5%	12.6%
Sales and related occupations	10.7%	11.0%	11.3%
Natural resources, construction, and maintenance occupations:	8.9%	9.4%	14.6%
Construction and extraction occupations	5.0%	5.9%	11.8%
Farming, fishing, and forestry occupations	0.7%	0.5%	0.4%
Installation, maintenance, and repair occupations	3.2%	2.9%	2.4%
Production, transportation, and material moving occupations	12.2%	8.9%	9.2%
Material moving occupations	2.6%	1.9%	2.0%
Production occupations	5.9%	3.7%	3.0%
Transportation occupations	3.6%	3.3%	4.2%

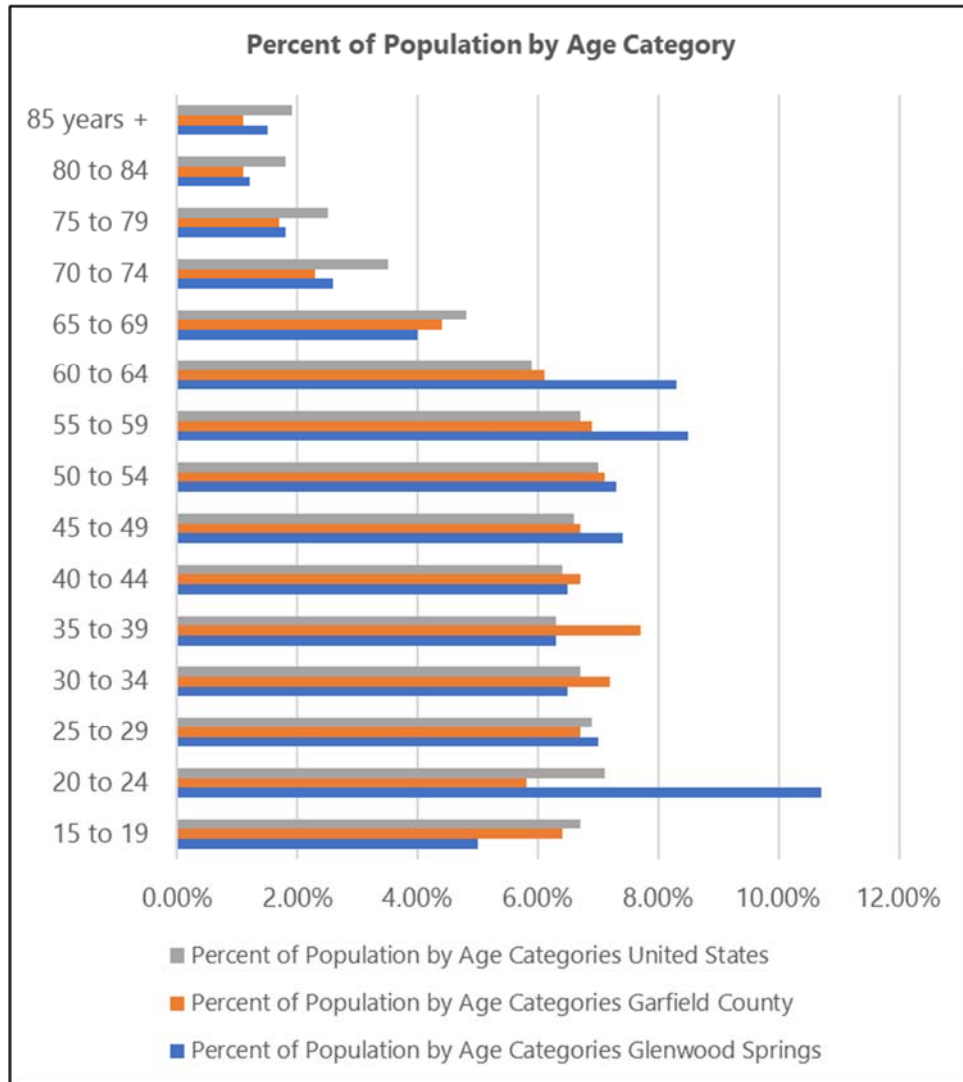
Source: U.S. Census Bureau, 2012-2016 American Community Survey 5-Year Estimates.

Not surprising, there is a relatively high proportion of workers in service and natural resource occupations, and a relatively low proportion of workers in management, business, science, arts, production, transportation, and material moving occupations in Glenwood Springs. This occupational mix reflects a tourist and retail-based economy, as well as minimal large manufacturing operations due to the lack of large industrial sites.

Diversifying workforce skills are useful in business attraction and expansion efforts, as well as encouraging business startups. Glenwood Springs has the foundation to strengthen workforce skills and education levels as an economic driver.

Workforce Retention

Available workforce skills are dependent on the character and experience of the labor force, proxied in the following chart by age distribution. As can be seen, age distribution in Glenwood Springs is more diversified than the State and the nation, implying a more experienced and diverse work force available to new, expanding, and relocating businesses.

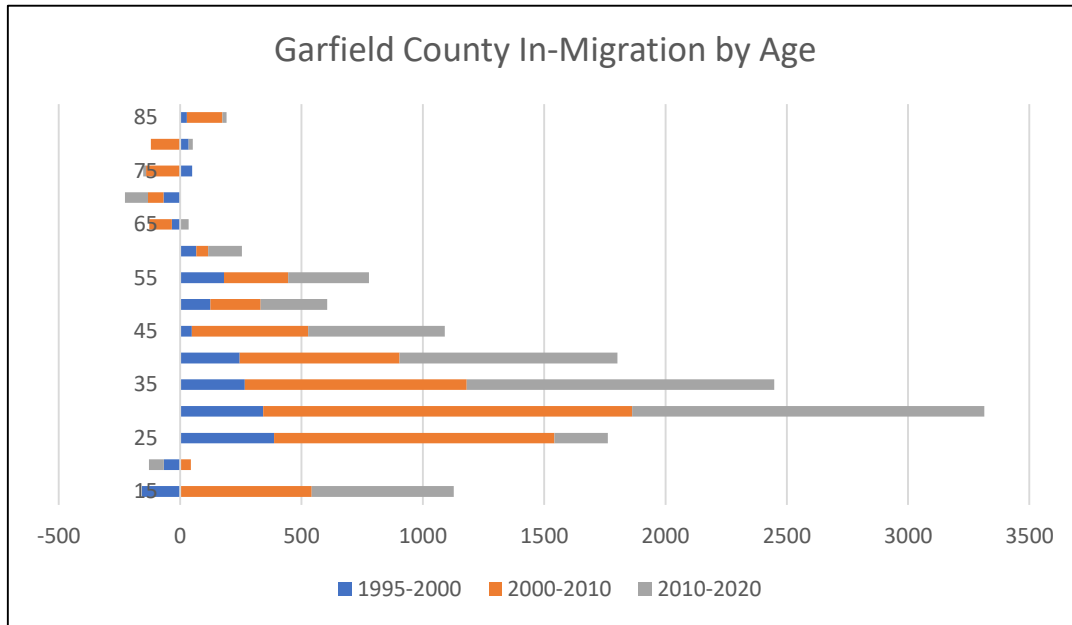


*Source: U.S. Census Bureau, 2012 -2016 American Community Survey 5-Year Estimates;
Development Research Partners*

Garfield County is considered to be the primary labor shed for Glenwood Springs. In addition to natural increase, workforce diversity can also be achieved through in-migration. Glenwood Springs is known as a desirable place to live and Garfield County has been experiencing an inflow of population in all working age categories. A diversity of labor force age cohorts and the associated mix of work experience would be an attractive marketing point.

Workforce Attraction

The following chart illustrates projected in-migration of working age adults to the City and County labor shed. The County labor pool supplies Glenwood Springs businesses. More workforce housing in both Glenwood Springs and the County would support a diverse labor supply to feed City business growth.



Source: Colorado State Demography Office, July 2018

With full employment, which is the current economic norm, finding a skilled and available labor force is important to business success. In looking deeper at workforce resources in this tight employment environment, it is the community's ability to develop, attract, and keep skilled workers that becomes imperative to maintaining a highly qualified labor market. Glenwood Springs demographics illustrate a place where workers want to stay; another valuable marketing point.

Labor Costs

Labor costs can be interpreted in two somewhat opposing ways. First, Glenwood Springs' relatively low existing wages are advantageous for businesses compared with other locations in the state and the nation. The current relatively low wage rate reflects the current employment mix weighted to retail, service, and hospitality. The goal would be to encourage a more diverse and higher overall wage mix.

Second, while labor cost indicators are important to businesses, the most important factor is not how cheap labor is, but whether employers can find the right workforce skill sets at an appropriate pay level. Demographics show that Glenwood Springs is a desirable workforce destination, offering a place and lifestyle that retains people. In this context, overall average wages are an indicator, not a driver. Low wages make a great marketing point, but it is the workforce quality that will provide the long-term economic win for the City and the prospect.

Comparative Wages - 2018

Geography	Mean Hourly Wage*	Average Annual Pay
Glenwood Springs	\$21.10	\$43,878
Garfield County	\$22.97	\$47,770
Colorado	\$27.36	\$56,914

*Calculated as Average Annual Pay/2,080 hours.
Source: U.S. Bureau of Labor Statistics, Quarterly Census of Employment & Wages, 2017 Annual Average

A challenge to attracting a qualified workforce is the lack of attainable workforce housing. New construction is currently underway in the City that will help; however, additional housing development in the City and the County

will be necessary to grow the available labor pool and enhance the regional consumer market for Glenwood Springs businesses.

Workforce Training

Workforce skills are refined internally through the local school system and externally through workforce attraction. The Glenwood Springs public school system has five public K-12 schools: Glenwood Springs High School, Glenwood Springs Middle School, Riverview School (pre K-8), Glenwood Springs Elementary School, and Sopris Elementary School. Alternative schools include St. Stephen's Catholic School and Yampah Mountain High School.

Secondary education is invaluable for building market-ready skill sets such as certificate programs, and associate and bachelor's degree programs. Glenwood Springs is home to a Colorado Mountain College (CMC) campus. According to U.S. Department of Labor data compiled by DataUSA:

- The most common associate degrees earned at CMC are, in order of degrees earned in 2015:
 1. Liberal Arts & Sciences
 2. General Studies
 3. Other Liberal Arts & Sciences, General Studies, & Humanities
 4. Registered Nursing
 5. Photography
 6. Veterinary Technician & Veterinary Assistant
 7. Tourism & Travel Services Management
 8. Accounting Technology & Bookkeeping
 9. General Hospitality Management
 10. Culinary Arts & Chef Training
 11. Resort Management
 12. Natural Resource Management & Policy
 13. Information Technology
 14. Early Childhood Education & Teaching
 15. Paralegal
- The most common bachelor's degrees earned are:
 - o Sustainability Studies
 - o General Business Administration and Management

In addition to the most utilized educational programs, Colorado Mountain College also offers certificate and degree programs in:

- Mechanic and Repair Technologies/ Technicians, Other.
- Real Estate
- Welding Technology
- Criminal Justice/ Police Science
- Digital Communication and Media/ Multimedia
- Energy Management and Systems Technology/ Technician
- Entrepreneurship/ Entrepreneurial Studies
- Fire Science/ Fire-fighting
- Industrial Production Technologies/ Technicians, Other

This bears repeating: the most important factor is not how cheap labor will be, but whether businesses can find the right skill sets. Depending on the economic development target audience, specialized training and

professional development programs should be developed and touted. To grow the workforce as an economic development tool, CMC should be brought into discussions surrounding the workforce needs of targeted businesses and industries, so that educational programs may be better developed and/or marketed. Businesses may find mentoring, internship, and apprenticeship programs desirable in Glenwood Springs. Tailoring local post-secondary educational programming to targeted industries can cultivate a more diverse workforce and be appealing to economic development prospects.

From Training to Jobs

Apprenticeship is a rigorous education and on-the-job training program that is underutilized in Colorado and could be an attraction for skilled workers and businesses alike. An apprenticeship is an arrangement whereby an individual can get on-the-job training along with an educational certification or degree component. Registered apprenticeships are high-quality work-based learning and postsecondary earn-and-learn models that meet national standards for registration with the U.S. Department of Labor. There are very few certified apprenticeship openings currently in Colorado; Glenwood Springs can establish itself as an “Apprenticeship Center” to develop the skillsets and experience to support a more diverse and economically resilient economy.

Workforce training programs can include collaborating with businesses and local trade associations to create mentoring and internship opportunities and partnering with educational institutions to create apprenticeship programs. Anecdotally, there is demand for informal shared and drop-in work space; thoughtfully adding business and entrepreneurship education will create demand for co-working and maker space facilities that support sole proprietors, start-ups, and even second-stage businesses. Further adding business capital for tenants to the mix, by local banks, businesses, and targeted growth industries, will provide the backbone for a business incubator. In general, shared space typically has a mix of permanent long-term tenants and part time tenants (hourly, daily, monthly).

Shared working space can take several forms and hybrid versions combining themes, lifestyles, and function are not unusual. The following are some common forms and functions are exemplified:

Format	Typical User	Shared Equipment/Services
Simple	Desk work, entrepreneurs, small businesses, drop-in users	• High speed internet + Wi-Fi • Printing • Board/conference room • Kitchen/break room • Private spaces • Professional interior finish • Member directory for collaboration
Makerspace	Entrepreneurs and small businesses; often with scheduled community access to classes and equipment	Simple plus: • Computer Aided Design (CAD) capabilities • Often associated with school or library providing Training in craft technologies • Metalworking and woodworking machines • 3D printing • Other specialized trade technologies • Business and finance counseling usually available

Food Lab/Kitchen Space	Small-scale food production companies Catering businesses Food manufacturing	Simple plus: • Shared commercial kitchen equipment • Inventory storage, cold storage, possibly freezer storage • May have retail storefront space and/or seating • Business and finance counseling usually available
Hackerspace/STEM Labs	Technologists, researchers, makers and innovators	Simple plus: • Laser cutters for 2D and 3D structures • Sign cutter that plots in copper to make flex circuits • High-resolution milling machines to make circuit boards and precision parts • Wood router for building housings • Electronic components and programming tools for low-cost, high-speed on-site rapid circuit prototyping

Shared worker spaces are run by operators who act as both facility and program managers. The largest operating expense for shared working space is the master lease for the space or constructions costs. Typically, shared work space uses existing space to keep costs low and profit margins high for the operator. Simple space can entail as little as furniture, broadband connections, office equipment and supplies, and janitorial services. More specialized spaces will obviously cost more for equipment, maintenance and repairs, and support staff including equipment instructors. The more specialized a work space the more the need and opportunity to have financial support from the public sector as well as industry and trade groups.

Currently, there are no identifiable research and development facilities located in Glenwood Springs. While often these facilities are generated by nearby universities, they do not have to be. With an appropriate mix of target industries, workforce education, and carefully developed incubator programs there may be an opportunity to develop specialty programs graduating, and attracting, business development targets. In fact, organizing existing trade associations may identify a need for local research and business development pilots.

Financial Capital

Businesses desire to locate where they know there is access to local lenders for business's needs, as well as for their employee's needs. With regard to private capital Glenwood Springs has a variety banks representing national and local banking interests in town including:

- Colorado Lending Source
- Alpine Bank/Alpine Bank of Colorado
- Wells Fargo
- FirstBank
- ANB
- Bank of Colorado
- Community Banks of Colorado
- US Bank

- Vectra Bank
- First Colorado National Bank

Because local businesses contribute to, and are part of, the local community fabric, the willingness of the public sector to also invest in the community is important to many business growth decisions.

A “friendly” business environment often entails the willingness of local jurisdictions to support their businesses by providing and maintaining infrastructure, public spaces, creating a welcoming town, maintaining a sense of place, and being willing to sometimes financially contribute to business success. The City of Glenwood Springs has a history of conducting planning studies, making appropriate infrastructure investments and being willing to consider partnering with businesses. This history and attitude are important to make known to businesses targeted for growth.

Public investment in businesses often take the form of cash contributions, fee waivers, and tax share-back programs. The types and levels of public investment is for policy discussion. Often these types of incentives are viewed by businesses as an indicator of business-friendliness even though a particular business may or may not ask for or receive such public contributions. Various ways to co-invest with the private sector to incentivize economic development is discussed in the strategies section of this study.

Access to Markets

Distance to customers, suppliers, and business cohorts is a challenge in rural settings and this is certainly so for Glenwood Springs. While this is a limitation to some industries, it can be used to prioritize which industries to target for growth and attraction. Meanwhile, such access is not a top priority for many businesses that will be a good fit for Glenwood Springs.

Highway access to many larger markets is limited by distance. This may limit the type of firms that will find a Glenwood Springs location attractive, it does not eliminate the majority of business that sell their goods, or purchase supplies, via internet or package services. In other instances where businesses rely on bringing customers or professionals to their locations, there is reliable commuter air flights to Eagle County Airport and a destination that is rather unique.

In some industries, close proximity to an international airport or major trucking facilities is a priority. This goes hand-in-hand with locales that have opportunities for large scale manufacturing operations or national logistics companies. These business types will likely not find Glenwood Springs a desirable location. There is lack of large sites to establish a regional logistics center in the City (although Garfield County may have appropriate sites).

Access to markets clearly speaks to the needs of individual businesses. Glenwood Springs has great access to I-70 and regional markets east, west, north, and south. Manufacturing and other value-added operations are happening on smaller footprints and high-value products are getting smaller and easier to ship. Tourism and destination businesses are already in close proximity to their markets. In other instances, appropriate target industries for growth should favor those that can take advantage of existing market access.

In terms of County labor pool access, the Roaring Fork Transportation Authority (RFTA) provides bus transit between Glenwood Springs, Rifle, and Aspen. VelociRFTA BRT service, the first rural BRT in the United States, began in September 2013, offering connections between south Glenwood Springs and Aspen roughly every 15 minutes with a 60-minute total travel time. The city also operates an intracity bus service, Ride Glenwood. Ride Glenwood offers a main route from the west side of town along the 6&24 corridor, through downtown, to the south part of Glenwood along Hwy 82.

Employees commuting into Glenwood Springs for jobs has steadily increased between 2012 and 2015 (the latest Census data available). In 2015 (5-year average estimates) there were an estimated 6,406 employed in the City, but living outside of the city. Increasing local and regional housing availability may be an important step in growing the workforce and regional demand for Glenwood Springs provided goods and services.

Sites and Facilities

Together, Glenwood Springs land availability limitations and zoning create a limited number of sites for traditional industrial development. Highway access is good, but distance to market creates a challenge. There is rail access and rail loading facilities, but this does not create new land for large scale industrial operations. Overlay this with the natural setting and existing character, and heavy industrial development does not make sense.

In today's global economy, there are many smaller footprint and advanced manufacturing light industrial uses that could certainly add jobs and increased wealth to the community that still respect architectural rules and clean industry. Some of these are well suited to smaller footprint light-industrial uses or even adaptively reused commercial buildings in town.

While there are many active realtors and title companies serving the market, a central repository for available land and buildings is lacking. Efforts to assemble and maintain such a repository has begun at the City level, however such an effort takes significant resource hours. It is recommended that the City Economic Development staff assembles a focus group with the local real estate community that can support these efforts. Perhaps this focus group could coalesce into a coalition partner where the City can provide web hosting and site services to support this effort and become a neutral site selection provider, a service that will be appreciated by the real estate community.

Legacy Knowledge and Networking Resources

Glenwood Springs is home to an extensive number of trade associations for its size including:

- Glenwood Springs Chamber Resort Association
- Glenwood Springs Community Concert Association
- Colorado Association of Realtors
- Western Colorado Independent Electrical Contractors
- Western Colorado Contractors Association
- Mountain to Mesa Home Builders Association
- Ninth Judicial District Bar Association
- National Internal Affairs Investigators Association

Additionally, as the County seat, Glenwood Springs is a node of governmental activity with a government campus. This provides opportunity for government vendors and also allows for permits, licenses, and other businesses related actions. Easing administrative burden on businesses is always useful, and seen as collaborative by business owners.

Place and Lifestyle

Glenwood Springs is known by its residents and visitors as a great place to live. This is illustrated not only by the strong in-migration at all age levels but the demographic mix that shows nobody wants to leave. Glenwood Springs hits a high point regarding typical business site selection criteria including culture and recreation, crime, attractiveness, and natural recreation resources. While not every prospective employee is interested in the same lifestyle and small-town setting, migration projections indicate the City would be a desirable destination for many.

Having additional housing units in the City and the region would enable lifestyle characteristics to effectively grow the regional labor pool and regional demand for City businesses.

Cost of Living

It is well recognized that Glenwood Springs is becoming a more expensive place to live, ask any local. In particular, housing prices are the most prominent cost followed closely by food costs. This should not be a reason to not grow and attract businesses with appropriate wage structures. However, cost of living is not a deal killer. In fact, creating better paid jobs and bringing more wealth into the region through business activity can help address cost of living concerns by putting more money in employees' pockets. Well integrated educational and training programs should enable current employees an opportunity to upgrade and transfer their skill to better paying jobs that will come to the City.

Housing is an important issue and should be a continuing effort by local housing interests. Housing prices will likely respond to additional local and regional supply.

JOB GROWTH & CREATION

Job growth and creation is identified as an economic development focus area. Rather than being a separate category, appropriately targeted job growth, creation, and business development is an objective for all five of the other focus areas.

A major component in developing an economic development strategy focuses on what types of industries and businesses to target for growth, retention, and attraction. The following sections describes the City's existing economic base and subsequently evaluates existing industries to strengthen and other to attract or grow.

Economic Base

Glenwood Springs employment base increased 3.4 percent per year between 2012 and 2017. This annual growth rate was faster than the Garfield County (+1.3 percent), Colorado (+2.9 percent), and U.S. (+1.8 percent) rates. As of second quarter 2017, Glenwood Springs had nearly 10,000 employees representing 38.1 percent of Garfield County's total employment and 0.4 percent of Colorado's total employment. Glenwood Springs employment growth rate was strong in part because of the city's growing leisure and hospitality, education and health services, and professional and business services industries.

Employment by Sector, Second Quarter Reference

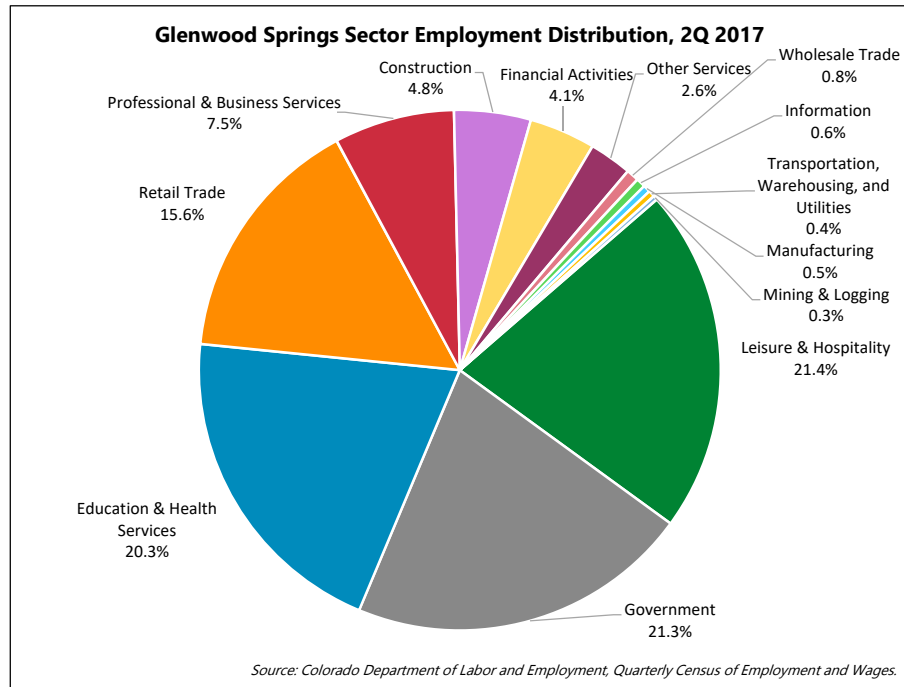
	Glenwood Springs							Garfield County	Colorado	U.S.
	2012	2013	2014	2015	2016	2017	Avg Ann % Change	Avg Ann % Change	Avg Ann % Change	Avg Ann % Change
All Industries Total	8,407	8,249	9,060	9,631	9,982	9,960	3.4%	1.3%	2.9%	1.8%
Mining & Logging	7	10	32	32	37	26	31.6%	-13.1%	-1.1%	-0.9%
Construction	223	236	345	353	448	474	16.2%	3.2%	7.2%	4.4%
Manufacturing	52	52	59	67	45	45	-2.6%	3.3%	1.8%	0.8%
Wholesale Trade	137	81	80	94	81	77	-10.9%	-3.2%	2.5%	0.8%
Retail Trade	1,328	1,289	1,573	1,683	1,654	1,550	3.1%	2.3%	2.2%	1.3%
Transp., Warehouse, & Utilities	157	140	147	160	173	40	-24.0%	-1.4%	3.3%	2.9%
Information	96	78	66	61	63	57	-9.9%	-1.8%	0.4%	0.9%
Financial Activities	375	337	364	389	402	408	1.7%	0.1%	2.8%	1.5%
Professional & Business Services	543	525	605	667	683	744	6.5%	3.0%	3.1%	2.6%
Education & Health Services*	1,748	1,738	1,778	1,932	2,080	2,022	3.0%	3.5%	3.2%	2.7%
Leisure & Hospitality	1,559	1,535	1,741	1,861	1,956	2,133	6.5%	4.8%	3.6%	3.0%
Other Services	224	232	242	264	259	263	3.3%	4.6%	4.4%	-0.5%
Government	1,958	1,996	2,028	2,069	2,099	2,119	1.6%	1.9%	1.8%	0.3%

Note: Totals may not sum due to rounding.

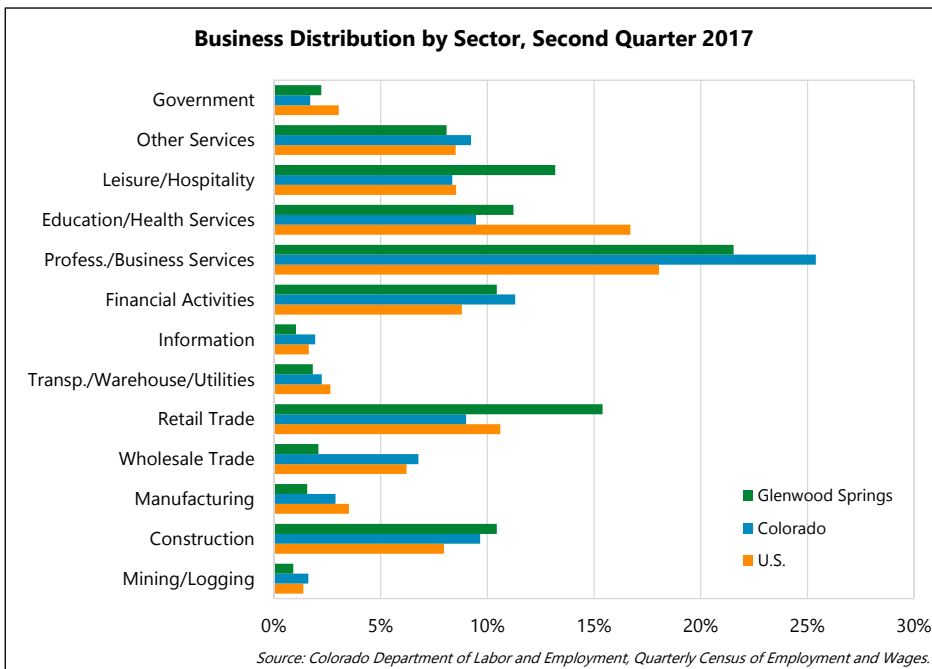
Source: Colorado Department of Labor and Employment, Quarterly Census of Employment and Wages.

Currently, about 79 percent of Glenwood Springs total employment is concentrated in four sectors: leisure and hospitality; government; education and health services; and retail trade.

JOB GROWTH & CREATION



Businesses in Glenwood Springs are largely concentrated in four of the 13 sectors, consisting of professional and business services, retail trade, leisure and hospitality, and education and health services, which represent over 61 percent of all businesses.



Glenwood Springs has a strong base of small businesses. Approximately 85 percent of the businesses in Glenwood Springs employ fewer than 10 workers and nearly 98 percent employ fewer than 100 workers. This

JOB GROWTH & CREATION

highlights a natural economic propensity towards small businesses, and will be considered a guiding force in economic development recommendations made herein.

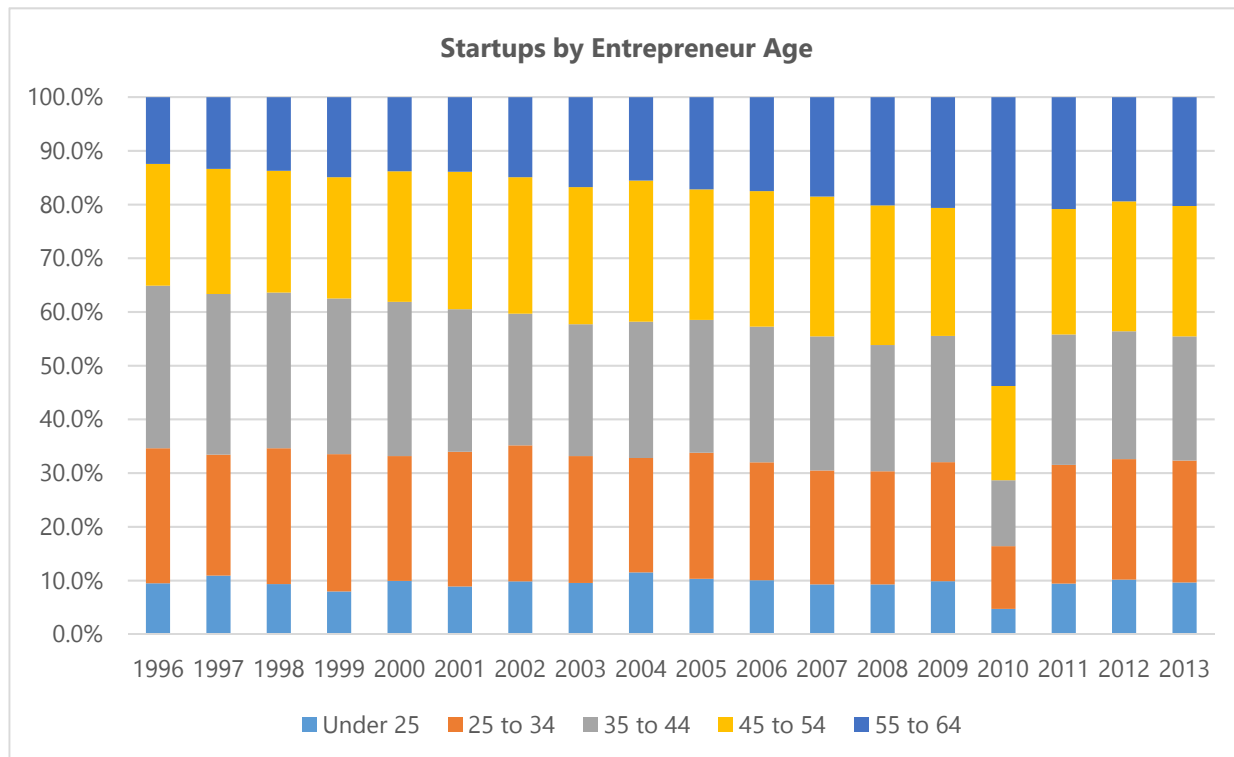
Entrepreneurship

A U.S. Bureau of Labor Statistics longitudinal study asks a sample of citizens born between 1957 and 1964 about their economic and demographic situation every two years, for life. A rebuttal to this might be that these days entrepreneurs are millennials, not baby boomers. In actuality, and as can be seen in the chart below, around 50% of startup firms have been formed primarily by people between 35 to 54 years of age; using earned skills and experience to break out on their own. The growing percentage of new business owners 34 years and younger is a welcome and more recent phenomenon as technology has lowered the barriers to entry and created new business models. [2010 is an anomaly and a result of the Great Recession which led to layoffs particularly amongst older, higher-paid workers who subsequently could not find jobs].

Glenwood Springs Business Size

Employees	Percentage
1	22.1%
2 to 9	63.2%
10 to 49	10.0%
50 to 99	2.5%
100 to 249	0.9%
250 to 499	0.2%
500 to 999	0.1%
1,000 to 2,499	0.1%
2,500 to 9,999	0.0%
10,000>	0.0%
Unknown	1.0%

Source: Dun & Bradstreet, Inc., Hoover's Marketplace Database.



Source: Kaufman Foundation; Development Research Partners

It is important to refer back to Glenwood Springs' projected migration which is very high in the 30- to 60-year old age range. It is also worth noting the City's natural ability to retain residents as lifetime residents. From the BLS longitudinal study, we can infer the size of startup businesses and how many businesses a single entrepreneur can be expected to start.

Respondents to the survey that had started their own business were asked how large it was at its highest employment; they collectively reported:

Of entrepreneur respondents, over 36% had started a second business, and about 4% went on to open at least a third business, some more. With a supportive economic climate, anticipated immigration of potential entrepreneurs across all ages, and a lifestyle that encourages long-term residence, Glenwood Springs should have a high comparative advantage in growing startup businesses. With the right educational and training mix, mentorships and apprenticeships, an ability to attract and train labor force participants and entrepreneurs, business startups. Enabling co-working and makerspaces to establish is an important resource for budding entrepreneurs of all ages.

As we anecdotally know and evidenced by the relocation of Meier Skis to Denver, Glenwood Springs does not have the land and buildings for major expansion, nor direct access to international markets and it may be difficult to retain expanding large-scale manufacturing operations. However, as manufacturing business startups outgrow facilities and in perhaps leave Glenwood, a strong entrepreneurial sector means there will always businesses to take their place.

Which industries and businesses should the City target for growth and entrepreneurship programs is evaluated in the following section.

Location Quotients and Target Industries

An understanding of the industries that have either higher or lower employment concentration in Glenwood Springs helps guide economic development strategy related to business growth and recruitment efforts. In order to understand the local competitive advantages in Glenwood Springs, employment data by four-digit Standard Industrial Classification (SIC) codes were evaluated at the City level using D&B/Hoover's business data.

Using location quotient analysis, industry employment totals by the total employment used to identify Glenwood Springs industries that have higher and lower employment concentrations relative to Colorado and the nation as a whole. A low concentration in a particular industry may signal a potential target industry for growth; a high concentration can identify industries finding success in Glenwood Springs economic environment. High concentrations may also signal an over-representation in the area and an industry that should be targeted for retention.

Glenwood Springs has a number of different industry areas with concentrations higher than the state and the nation. Industries such as outdoor recreation and hospitality, healthcare, and construction and building services all have employment concentrations higher than Colorado and the U.S. Industries such as business support services, technology and information, and regional transportation and logistics have concentrations that are lower than the state and the nation and represent potential growth opportunities in the City.

Over 1,000 separate four-digit SIC codes for Glenwood Springs were analyzed and aggregated into six potential industry opportunities. Industries were evaluated based on assets, challenges and opportunities already discussed. These six industry "clusters" represent roughly 56 percent of the city's total employment and nearly 60 percent of the city's total business base.:

1. Outdoor Recreation and Hospitality
2. Healthcare
3. Construction and Building Services
4. Business Support Services
5. Technology and Information
6. Regional Transportation and Logistics

Startup Businesses	Size by Employees
506	1 TO 4
85	5 TO 9
28	10 TO 14
13	15 TO 19
10	20 TO 24
6	25 TO 29
4	30 TO 34
6	35 TO 39
3	40 TO 44
30	50+
<i>Source: U.S. Bureau of Labor Statistics longitudinal study, 2014</i>	

The city's three Existing Industries with high concentrations than both Colorado and the U.S. include: construction and building services; healthcare; and outdoor recreation and hospitality. Together they represent nearly 43 percent of the city's total employment and 32 percent of the city's total business base.

The city's three Opportunity Industries with lower or equal concentrations than both Colorado and the U.S. include: business support services, regional transportation and logistics, and technology and information. Together they represent more than 13 percent of the city's total employment and over 27 percent of the total number of businesses in the city.

INDUSTRY CLUSTER IDENTIFICATION						
	Glenwood Springs		Colorado		U.S.	
Existing Industry Clusters	Employment Concentration	Business Concentration	Employment Concentration	Business Concentration	Employment Concentration	Business Concentration
Construction & Building Services	10.4%	14.3%	7.9%	11.1%	6.5%	10.9%
Healthcare	15.5%	7.7%	9.3%	6.9%	11.6%	7.4%
Outdoor Recreation & Hospitality	16.5%	10.4%	12.1%	7.6%	10.4%	8.0%
Existing Clusters Total	42.5%	32.4%	29.3%	25.7%	28.5%	26.3%
Opportunity Industry Clusters						
Business Support Services	7.8%	21.7%	13.4%	26.4%	11.4%	22.2%
Regional Transportation & Logistics	2.5%	2.7%	2.6%	3.1%	3.2%	3.6%
Technology & Information	2.9%	2.9%	6.2%	3.4%	4.4%	2.9%
Opportunity Clusters Total	13.2%	27.3%	22.1%	32.8%	19.0%	28.7%
TOTAL	55.6%	59.7%	51.4%	58.5%	47.5%	55.0%

Sources: Dun & Bradstreet, Inc. Marketplace database; Market Analysis Profile, 2017; Development Research Partners.

Existing Industry Targets to Retain and Grow

Outdoor Recreation and Hospitality

The outdoor recreation and hospitality cluster includes a variety of businesses ranging from attractions and fitness to outdoor apparel manufacturing and wholesalers. Companies in this industry operate facilities and provide services that enable patrons to participate in recreational activities or pursue amusement, hobby, and leisure-time interests such as amusement parks, golf courses, skiing facilities, fitness and recreation centers, and other amusement and recreation-related services. Companies that provide customers with accommodations and food services are also included. Companies that manufacture apparel and outerwear are also included. Outdoor recreation and hospitality companies provide travel arrangement, reservations, car and recreational equipment rental, transit, and scenic and sightseeing services.

Even though the employment concentration is higher in Glenwood Springs compared with Colorado and the U.S., there is opportunity to grow this industry. There is existing opportunity to diversify the cluster's market segments. Existing under-served segments include outdoor apparel manufacturing, outdoor recreation and hospitality transportation-related services, and outdoor recreation and hospitality wholesalers.

Glenwood Springs is a known destination resort town which can be enhanced through diversity of new and competing offerings. There is an opportunity to develop an experiential-oriented business sector focused on:

- Food and beverage including: specialty foods; butcher shops; bakeries; fish and seafood; spice shops; craft breweries.
- Destinations including: books; music and music stores; culinary arts; and attractions.
- Entertainment: sports & crafts; performing arts; and evening's out.

A hybrid between agriculture and manufacturing is vertical farming, which could furnish local restaurants with locally grown and freshly harvested lettuce, basil, strawberries, tomatoes and other produce. Vertical agriculture grows indoors year-round by controlling light, temperature, water, and oftentimes carbon dioxide. Generally, fresh produce grown in vertical farms travels only a few miles to reach grocery store shelves and restaurants compared to conventional produce, which can travel thousands of miles by truck or plane. Vertical agriculture could help meet growing global food demands in an environmentally responsible and sustainable way by reducing vehicular distribution needs, providing higher-nutrient produce, and drastically reducing water usage and runoff.



The Outdoor Recreation and Hospitality cluster also has strong connections to the other Glenwood Springs clusters including technology and information and business support services.

Healthcare

Glenwood Springs is home to a vibrant and growing healthcare industry cluster. The healthcare cluster includes a large and diverse group of companies that encompass healthcare services and medical equipment and supplies. More specifically, the cluster includes companies that provide preventive, curative, and rehabilitative services offered by healthcare providers, medical and specialty hospitals, kidney dialysis centers, other healthcare organizations, and centers focused on outpatient mental health and substance abuse, diagnostic imaging, and emergency care. Companies that provide nursing care, assisted living, and long-term care services for individuals, families, and the elderly are also included.

Opportunity exist to diversify the cluster's market segments which includes mobile health care services such as in-home therapy, for example respiratory care, aging-in-place services, and counseling. One of the key characteristics of the healthcare industry is its resiliency to economic cycles, which continues to drive job growth as a result of several key trends.

- Demand for healthcare and wellness services and workers will continue to increase from the area's growing and aging population. By 2050, Garfield County's population ages 65 and older is projected to more than double to 20,930 and will be the fastest growing age bracket in Garfield County between 2017 and 2050. Concurrently, life expectancy continues to increase. This demographic shift toward an older population will generate economic activity based on increased demand for health services.
- The expansion of the insured population in the state will continue to increase the need for healthcare providers and infrastructure support.
- Technological advancements that enable medical technicians, specialists, and therapists to provide mobile services.

The Health Care cluster also has strong connections to the other Glenwood Springs clusters including Technology and Information, Construction and Building Services, business support services, and Transportation and Logistics.

Construction and Building Services

The Construction and Building Services cluster provides the full range of construction services, including landscaping, residential and nonresidential construction, infrastructure development, architecture and design, and construction material wholesalers.

Construction and building services support a variety of businesses in Glenwood Springs. Further, construction and building services is particularly important as the City, county, and region continues to experience residential and commercial construction activity which is expected to continue to grow. Construction and building services build and provides infrastructure for the other industries in the city, such as tourism, light manufacturing, healthcare, and others.

Glenwood Springs' construction and building services industry is thriving and opportunity exists to diversify the cluster's market segments. Existing under-served segments include landscape and horticultural services, other heavy construction, and carpentry and floor work. An emerging opportunity is modular construction for commercial, residential, and specialty types of construction. Modular construction is more cost effective and quicker to build than traditional construction, without necessarily foregoing aesthetics, functionality, and custom design.

Modular construction refers to prefabricated components being assembled offsite and being delivered to a building site for assembly. Modular construction also refers to temporary buildings, or specialty rooms for inside an existing building for special purpose office, laboratory, or manufacturing niches. The following chart highlights various types of modular building firms and their facility size. Companies in this industry cluster generally have higher multiplier impacts and intersect with most other industries in the city.

Firm	Product	Location	Facility Size (sf)
Prescient	Large-scale structure design, manufacturing, and installation	Arvada	123,896
PortaFab	Spaces within spaces: clean rooms, offices, specialty rooms	Chesterfield, MO	72,000
ICS EcoSIPs	Structural Insulated Panels	Fort Collins, CO	21,000
ENCORE Electric	Pre-fab Electrical components	Lakewood, CO (Basalt, Avon, other CO locations)	41,000 in two stories
US Engineering	Mechanical Systems: pump skids, modular chiller plants, and whole manufacturing rooms	Westminster, CO	112,000
Satellite	Temporary, relocatable space solutions	Commerce City, CO	2,300+ Yard Space
Pac-Van	Modular building components and cargo container construction	Henderson, CO	11,220
Joaquin Manufacturing	Modular Buildings	Commerce City, CO	46,182
Shelving Rack & Lockers	material handling equipment	Denver, CO	50,000
ATCO	Multi-use modular buildings and cargo container construction; manufacture's rep offices	Littleton, CO	1,500
CPM Lab Fab	Custom manufacturer of modular laboratories and buildings	Tucson, AZ	1,600
Modular Engineering Co	Modular enclosures	Erie, PA	16,000

Source: Development Research Partners

JOB GROWTH & CREATION

The following images are examples of finished buildings constructed using modular building components, which may be natural and engineered wood products, cargo container construction, glass, wood, and other materials. These products can be manufactured quicker, cheaper, and assembled on site more expeditiously than traditional construction.



Opportunity Industry Targets to Attract and Cultivate

Business Support Services

The Business Support Services cluster includes a diverse mix of businesses involved in services related to the general operation of all businesses including professional services such as legal and accounting services, human resources and employment services, advertising and design services, management and business consulting, architectural and engineering services, investigation and security services, janitorial, and repair services.

Business support services typically provide higher wages, stronger employment growth, and critical knowledge and advanced skill sets. Business support services will continue to grow due to ongoing demand for core business services.

This cluster is an opportunity to diversify businesses and employment. Some of the under-served segments of the business support services cluster include architectural and related services, management and business consulting, and building maintenance services.

Business support services is a foundation for all other companies targeted for recruitment and retention in Glenwood Springs. These companies are important for growing the city's entrepreneurial base, start-up businesses, and home-based businesses.

Technology and Information

The Technology and Information cluster includes businesses that research, develop, manufacture, or provide hardware, telecommunications, electronics, data management, internet-based services, and other technology and information services.

Specifically, companies included in this industry help deliver voice, data, and video to end users, and include landline and wireless telephone communications companies, and cable and Internet service providers. Companies in this industry are involved in activities ranging from the development of off-the-shelf software products to custom computer programming, computer facilities management, computer systems design, and data processing services. The Technology and Information industry also includes businesses engaged in design, manufacture, wholesale, and repair of electronic equipment and related components.

The employment and business concentrations in the business support services cluster in Glenwood Springs are lower than the state of Colorado and the U.S. As a result, this industry cluster is a prime opportunity industry cluster for the city to pursue.

For high-tech manufacturing industries the ongoing trend is toward micro-manufacturing – the manufacture of products using small-scale manufacturing facilities. An important component for today's manufacturing industry is the production of niche, specialized products that require compact, personal manufacturing facilities tailored to small, flexible production runs. Supply chain models are emerging for micro-manufacturers enabling just in time production, previously an inventory and production delay challenge. Micro-manufacturing using small-footprint advanced manufacturing equipment includes products such as: injection molded parts and tools; 3-D printed metal, plastic, and mixed material parts and products; and surface mounted technology (SMT) that are machines that assemble circuit boards. This equipment is human scale and creates small products of high value. The limited buildings and lots sizes available in most of Glenwood Springs could accommodate such micro-manufacturing companies.



Technology and information interfaces with every other business in numerous ways and is essential to the competitiveness of every industry. Further, technology and information are high-knowledge, human capital-based businesses that are expanding globally and are expected to continue growing. These companies tend to be smaller in size and require less of a real estate footprint. Some of the under-served segments of the cluster include software publishing, data processing solutions, and computer storage device manufacturing.



Regional Transportation and Logistics

The Regional Transportation and Logistics cluster includes businesses involved in the general distribution of goods and services including companies that provide logistics, transportation, warehousing and storage, and other transportation and logistics services. In particular, the industry is responsible for managing the flow of goods, services, and information between a point of origin and destination to meet customer demand.

This cluster provides an opportunity to capture a greater share of regional transportation and logistics companies and employment. Some of the City's under-served business segments include trucking and courier services, warehousing and storage, and air transportation. Glenwood Springs shows itself to have the two basic needs for these business types: a propensity to support and retain small businesses and the ability to attract an entry level and skilled workforce.

ASSETS, OPPORTUNITIES AND CHALLENGES

This section summarizes the City's pertinent assets, opportunities, and challenges regarding the six different identified economic development focus areas.

Focus Area 1: Regional Trade Center

Assets

- Centrally located in the region between the Vail, Roaring Fork, and lower Colorado River valleys.
- Already a recognized regional retail destination.
- The City has historically been, and currently, the largest node of national retailers in the Valley.
- Glenwood Springs is the closest full-service (local retailers and national brands) shopping destination from the Aspen community and resorts.
- Walkable downtown retailers provide browsing opportunities and experiential shopping.
- Auto-oriented shopping destinations near I-70 provide destinations for targeted retailers and speedy shopping
- Available spaces both in south, west, and downtown existing storefronts downtown
- There are potential development or redevelopment sites.
- Workforce growth will provide available labor.
- Local capital available for business growth.
- Readily available delivery options to local and regional customers.
- Colorado Mountain College offers classes, certificates and degrees in general business administration and management.
- A pleasant setting enables an enjoyable shopping experience throughout the City.
- Mild weather helps maintain relatively predictable access to shopping.
- Costco is located between Gypsum and Eagle with adjacent vacant sites and could accommodate additional retail construction. The fact that Costco opened in 2006 and has not generated surrounding development may be an indicator of Glenwood Springs' strength as a known destination for national retailers.

Opportunities

- Offering a greater diversity and choice of goods will strengthen the City's identity as a shopping destination and add additional context to the downtown Glenwood shopping experience.
- The City's broadband services are robust and can provide access to e-commerce markets. This is a benefit to local businesses that can manufacture and ship items using an e-commerce platform.
- Opportunities to develop industries including Outdoor Recreation and Hospitality, Construction and Building Services, Technology and Information, and Regional Transportation and Logistics.

Challenges

- The towns of Eagle and Gypsum each have a growing retail presence. Rather than being a threat to Glenwood Springs retailers, they are supporting a more economically vibrant valley. Most of these retailers are primarily serving local residents and some tourist traffic; Glenwood Springs already serves the regional market. Maintaining the presence of national retailers, both big and small footprints, is important to maintaining the City's regional service model.
- Costco is located between Gypsum and Eagle with adjacent vacant sites and could accommodate additional retail construction as regional growth continues, potentially creating competition.

ASSETS, OPPORTUNITIES AND CHALLENGES

- EL Jebel has seen retail growth primarily as a convenience stop island. Whole Foods anchors the location as a grocery destination. The retail mix is primarily convenient access rather than experiential in nature.
- Glenwood Springs needs to maintain its recognition as the premier regional consumer destination for product choice, variety, and experiential shopping.
- Don't confuse changing retail trends and formats for a loss of bricks and mortar stores.
 - o Internet sales and e-commerce continue to grow and seemingly threaten local retailers. The most recent data reported by the U.S. Census Bureau indicates that e-commerce accounts for about 8.0% of all retail sales. E-commerce is growing at a faster rate than total retail sales, however retail spending overall is growing.
 - o While e-commerce is changing how consumers shop, which also impacts the need and design of physical spaces, bricks and mortar stores are not disappearing. There is still a need for immediate purchases, to examine items, to quickly return or replace purchases, and most importantly for a social shopping experience that defines a destination resort town.

Recommendations

- Glenwood Springs provides national brands along with walkable downtown shopping. Maintaining these shopping experiences is important to retaining a regional consumer preference.
- The City's more auto-oriented shopping in West Glenwood complements the overall retail experience. This sector has been undergoing drastic changes and tenant mix should be managed to ensure stability.
- The City's in-town visitor experience and local character includes a diverse retail mix and should be expanded by inviting diverse retailers, as well inviting friendly competition between similar goods. Providing choice through variety, rather than meeting a need, attracts larger numbers – a reason why different fast food restaurants tend to congregate around the same corner or competing restaurants locate in a food court. Additionally, browsing choices keeps consumers in town longer.
- Attend International Council of Shopping Centers conference to explore opportunities to broaden the City's retail mix.
- Market the City's broadband to support local businesses that can manufacture and ship items using an e-commerce platform.
- Work with Colorado Mountain College, the CO Small Business Development Center, and CO Workforce Development to appropriately train local retail entrepreneurs.
- Create an easy to find online index and directory of local businesses – one-stop web browsing to help regional consumers plan a shopping trip. The Chamber Resort Association appears to have a mobile app version, but an online version is hard to find online.
- Develop a marketing campaign with local retailers either in collaboration with the Chamber Resort Association or as a stand-alone campaign to proactively market local retailers to drive visits to the directory and other campaign benefits, i.e.- co-branding, coupons, media marketing, etc.
- Promote overnight stays by branding Glenwood Springs as the central stopping place on longer trips across the state.
- Host a retailers committee at the Chamber Resort Association, or a stand-alone retailers association, to garner real time input from the industry on how to market itself

Focus Area 2: Regional Service Center

Assets

- Centrally located in the region between the Vail, Roaring Fork, and lower Colorado River valleys.

ASSETS, OPPORTUNITIES AND CHALLENGES

- A strategic location with interstate and highways access
- The City's has a strong construction trade presence
- There is a burgeoning professional and business sector
- Glenwood Springs is already known as a destination for goods and services

Opportunities

- Services can be stationary where customers come to the business; or mobile where the business comes to the customer.
- Projected residential and commercial growth throughout Garfield County will further enhance the need for new construction
- In turn, this enhances the need for transportation and trucking regional services.
- Projected residential and commercial growth throughout Garfield County will further enhance the need for mobile services ranging from health care to trades.
- Utilize all or a portion of the Glenwood Springs Airport site for an economically more productive use as a business and light industrial business park.
- Opportunities to develop industries including Outdoor Recreation and Hospitality, Healthcare, Construction and Building Services, Business Support Services, Technology and Information, and Regional Transportation and Logistics.

Challenges

- Many services are local small businesses that serve their own communities.
- Most of these small businesses are very willing to travel the region, however it is typically by word-of-mouth marketing; It is a financial challenge for small or sole-proprietor businesses to start and grow.
- Stationary businesses, where customers must exert additional effort to get to the business, must be well known and trusted in the markets where customers live.

Recommendations

- Identify unique destination services that will draw consumers to the City and participate in marketing that brands Glenwood Springs as the place to find the best service in the Region.
- Support growth in regional distribution of goods, service, and information.
- Grow business sectors to support regional growth including healthcare, construction and building services, business support services, and technology and information services.
- Work with Colorado Mountain College, the CO Small Business Development Center, and CO Workforce Development to appropriately train local the local workforce and entrepreneurs.
- Create an easy to find online index and directory of local businesses – one-stop web browsing to help regional consumers find City service providers.
- Host a local service business committee to garner real time input from the industry on how to diversify and market itself.

Focus Area 3: Tourism Development

Assets

- Already a recognized tourist destination.
- Well defined downtown and visitor districts.

ASSETS, OPPORTUNITIES AND CHALLENGES

- Walkable downtown retailers provide browsing opportunities and experiential shopping.
- Available spaces both in south, west, and downtown existing storefronts downtown
- There is a well-established summer high season for tourists and many regional winter destinations to build up winter tourism.
- An abundance of budget-oriented hotels and motels.
- Existing hotels to serve the business community but not well integrated into the downtown and 6th Street tourist districts
- There are potential development or redevelopment sites in both the 6th Street Corridor and downtown.
- Workforce growth will provide available labor.
- Local capital available for business growth.

Opportunities

- There is an opportunity to develop an experiential-oriented business sector focused on:
 - o Food and beverage including: specialty foods; butcher shops; bakeries; fish and seafood; spice shops; craft breweries.
 - o Destinations including: books; music and music stores; culinary arts; and attractions.
 - o Entertainment: sports & crafts; performing arts; and evening's out.
 - o Specialty foods could include locally grown indoor greenhouse vegetables that supply local "farm to table" products.
- As Glenwood Springs population grows, so will demand for friends and family hotel nights.
- An opportunity to grow businesses through diversity of goods and services
- An opportunity to add services of interest to both residents and visitors such as in-town recreation, arts, and evening adult and family friendly places
- Add diversity to Outdoor Recreation and Hospitality businesses.
- Ensure there are sufficient multi-lingual tour companies, guides, and travel agencies to accommodate and grow the international visitor market.

Challenges

- Existing business' reactions to introducing new and competing attractions, retailers, restaurants, and other tourist-oriented businesses.
- Hotel reviews (Trip Advisor) indicate an aging hotel inventory
- There is a lack of lodging diversity that integrates with downtown and 6th Street attractions
- International tourists are increasingly coming to visit Colorado's adventure ad attractions; however, there is a lack of local multi-lingual tourist companies, guides, and travel agencies that can professionally mange this market.

Recommendations

- Glenwood Springs is a resident and tourist destination for experience seekers. Businesses that provide shopping, recreational, and entertainment experiences will complement Glenwood Springs character.
- Funding for hotel and motel upgrades, for grounds and facilities, may enable independent operators and others the ability to improve the traveler experience budget and destination.
- Development of mid-priced hotels integrated into the fabric of the downtown and 6th Street districts.
- Collaboration with arts and entertainment industries may yield a new "Glenwood Springs Experience"

ASSETS, OPPORTUNITIES AND CHALLENGES

- Glenwood Springs has established itself as rest stop and destination serving travelers and recreators. These established markets should continue to be served and improving options for mid-priced travelers can attract more demand.
- This is especially true with the expansion of local attractions. The expansion of arts and entertainment opportunities will further bolster the attraction of destination travelers.

Focus Area 4: Downtown Development

Assets

- Coming over the Grand Avenue Bridge there is a feeling of arrival at Downtown as the heart of the City.
- At the same time, the Grand Avenue Bridge and pedestrian bridge connect “downtown” with the Hotel Colorado and surrounding 6th Street corridor. This unique proximity creates almost distinct downtown districts yet connected and very walkable.
- Downtown is very inviting and walkable.
- Downtown is well connected to attractions and activity hubs around town

Opportunities

- The vibrant downtown feel quickly fades just a few blocks south of 8th Street and Grand. Streetscaping, architectural components, and other urban design elements can help draw the downtown “feel” to softer edges with surrounding land uses.
- The 6th Street corridor has potential for new development and redevelopment that could house businesses that complement downtown uses and create a seamless connection between the two “districts”.
- From an economic development perspective, broadening the variety of retailers, food and beverage establishments, leisure, and recreation establishments will enhance the lifestyle for residents and visitors.
- Opportunities to develop industries including Outdoor Recreation and Hospitality, Healthcare, Business Support Services, and Technology and Information.

Challenges

- The traffic light on 8th Street at Grand creates a significant pause and a pedestrian bottleneck. This is exacerbated by the imposing number of traffic lanes, the street configuration at the bridge landing, and the seemingly high traffic speed
- 8th Street is a CDOT corridor where local jurisdictions don’t typically have much influence; the traffic lights are timed by CDOT with an emphasis on moving vehicles. However, persistence may move CDOT to consider community impacts in their timing.

Recommendations

- Perhaps a combination of traffic timing, traffic calming, and signage could calm pedestrians and contribute to a greater walkability feel.
- Downtown is merging with the 6th Street Corridor, the Hotel Colorado, and the landing area; this merging should be encouraged.
- Further enhancing 7th Street as pedestrian friendly and promoting business development along it can provide a pedestrian friendly alternative to 8th Street and further promote walkability. This would also create another neighborhood district; another niche neighborhood for residents and visitors to explore.

ASSETS, OPPORTUNITIES AND CHALLENGES

- Consider job growth and creation recommendations to enhance year-round daytime recommendations and enhance downtown economics.
- There is an existing Downtown Development Authority that should be used to leverage opportunities through TIF investment and facade programs.
- Downtown and the 6th Street Corridor are in Qualified Opportunity Zones and this investment tax credit should be used to leverage private investment.

Focus Area 5: Community Development & Enhancement

Assets

- Glenwood Springs has evolved with fairly distinct residential, commercial, and retail submarkets that flow together with a cohesive feel including the: Downtown, 6th Street Corridor; Meadows Area; West 6th Street Frontage; South Glenwood; and the Confluence. Open space and trails systems surrounding the City can be considered as a distinct “natural” neighborhood district.
- The City together with the Downtown Development Authority has supported an esthetically interesting downtown urban design and maintained clean streets and an inviting environment.
- An engaged community provides input on public projects and community vision.

Opportunities

- Growing the businesses community will serve to further activate the streets by increasing daytime populations and importing dollars to that to circulate through the economy and enhance community wealth.
- Opportunities to develop industries including Outdoor Recreation and Hospitality, Healthcare, Business Support Services, and Technology and Information.

Challenges

- Successfully implementing an economic development program to complement each neighborhood’s district character and particular opportunities.

Recommendations

- Conduct a Glenwood Springs Neighborhood focused branding campaign, articulating the various neighborhoods to visit. The City can be positioned as one single attraction and marketed on a neighborhood walking tour basis. This could particularly effective given the City’s tourism peaking during the summer warm months and perfect evenings for City walking.
- Ensure zoning is flexible enough to accommodate cross-over uses such as enabling small, clean-technology manufacturing operations to occupy traditional retail storefronts.

Focus Area 6: Job Growth & Creation

The following table cross referencing identified target industries with the five stated economic development Focus Areas. The table identifies direct contributions to on Focus Areas and does not include the cross-cluster convergence between economic development target industries or indirect impacts on geographical segmentation.

ASSETS, OPPORTUNITIES AND CHALLENGES

	Outdoor Recreation and Hospitality	Healthcare	Construction and Building Services	Business Support Services	Technology and Information	Regional Transportation and Logistics
Regional Trade	X		X		X	X
Regional Services	X	X	X	X	X	X
Tourism	X					
Downtown Development	X	X		X	X	
Community Development and Enhancement	X	X		X	X	

Recommendations

Small manufacturing businesses could locate to the River Industrial zoning districts. There is opportunity to annex additional I-2 zoned land at the south end of Old Highway 82. Limited lot depths could accommodate production in injection molding technologies and other linear assembly process. Some lots, or assembled lots, may be used for medium-scale operations such as pre-fabricated or modular building structures. In turn, modular housing construction could support affordably built housing in the City and the County to support the burgeoning regional residential base and provide employee housing to support City businesses. This industrial zone could also support indoor greenhouse operations which typically can be flexible with building footprints.

Many small-footprint, quiet, clean manufacturing or fabrication businesses could locate to Downtown or the 6th Street Corridor. Imagine a store front where visitors and residents would be intrigued seeing a production scale 3D printer producing commodities. Determined on a case-by-case basis, these uses could be integrated into mixed-use development. Perhaps such small operation spaces are part of a Maker-Space, not only doing production, but training and spawning other startup businesses.

A larger scale maker-space, or dedicated space for growing second-stage businesses, could be located near or on the Airport property. This may be also be a good location for larger scale modular building manufacturers and other mid-scale light industrial businesses.

The trucking companies already in Glenwood Springs can provide regional transportation for small, high-value products, modular building components, and other produced goods. As demand and production grows, so likely will the need for small-scale regional transportation and logistics. Limited land resources may limit large scale warehousing and logistics operations, but here are multiple opportunities to diversify small transportation related businesses.

Glenwood has shown a natural advantage in attracting and retaining people and workforce. This is notable in the 25 to 54 age range and the largest cohort likely to become entrepreneurs. The secondary school system and Colorado Mountain College's certificate and degree programs could work together to focus on targeted workforce skill to further enhance small businesses. Colorado Workforce Centers (CWC) has an office in Glenwood Springs and recently has been supporting emerging entrepreneurship and training opportunities with both funding and administrative support. CWC has recently began piloting coworking centers to provide such opportunities. Indeed, shared-work spaces are becoming an important element for business startups and second-stage companies.

RECOMMENDATIONS

Given the particular economic development opportunities available to Glenwood Springs, the following recommendations are made for a comprehensive economic development effort.

1. New Housing and Construction Growth Opportunities

The limited availability of workforce housing has constrained the ability to house both local and regional workers. New housing construction is underway within the City that will help to address this issue. Particularly as units are reserved for local teachers and possibly other local basic professional and service needs.

However, land for new construction is limited in the City. With Glenwood Springs' identity as the premier shopping and leisure destination in the County, supporting new regional housing will ease housing prices, create more available housing units for employees working in the City, and grow regional demand for local City businesses.

This notion regarding the City's future position as a central city serving growing peripheral bedroom communities may seem out of character, however many mountain communities along major transportation routes are seeing exactly this pattern of growth. Economic development efforts should:

- Continue to work closely with the Garfield County Housing Authority to encourage regional housing solutions for all housing price points, especially affordable housing.
- Glenwood Springs has a natural comparative advantage supporting strong construction industry. Facilitating the industry to refocus opportunities and pursue new technologies for new housing types and building technologies would support retention and expansion of existing buildings.
- Facilitating a focus group amongst construction and related businesses could help identify needed local vendors and bring about new collaborations and opportunities to support new residential and commercial construction.
- Attracting emerging construction businesses, such as modular construction that provides cost-effective and faster construction, can diversify the industry, create new spinoff and support businesses, and help ease the regional housing shortage.

2. Recreation Industry Growth Opportunities

There is existing opportunity to diversify the cluster's market segments. Existing under-served segments include outdoor apparel manufacturing, outdoor recreation and hospitality transportation-related services, and outdoor recreation and hospitality wholesalers. Economic development efforts should:

- Actively pursue outdoor equipment manufacturers. Outdoor good manufacturing engages production technologies and plastic manufacturing businesses, both identified as business that could utilize the City's constrained inventory industrial lands. These specialized manufacturers could also supply recreation firms and outfitting services.
- Recreational goods manufacturing also links to medical device technologies and may support specialized applications to sports medicine, treatment, and orthotics.
- Support a more robust guided tour industry. There are several outdoor recreation rental and guide services available including rafting, and at least one full service outfitter offering mountain adventures and overnight trips. With the abundance of national forests and mountains the City can likely support other specialized adventure businesses.

- Distribution of locally manufactured products would support the local trucking and transportation industry and enhance trade with the regional market.
- The Recreation industry cluster as described herein would lend itself to a themed shared-work environment for both knowledge workers and small-manufacturing maker space.

3. Workforce Development: Training, Small Business and Startups

Glenwood Springs' has a natural propensity to attract workforce age residents. These people will be both entrepreneurial and employment seeking in nature. Economic development efforts should:

- Collaborate with local educational institutions and businesses to build opportunities to support professional development; to build workforce capacity, encourage entrepreneurship, provide life-long learning opportunities, and present a strong image for primary business attraction. This could include a shared "Learning Space" that can provide space for classes, distance learning, and coordinate mentoring, apprenticeship, and incubation.
- Proactively work with the Colorado Workforce Center, Colorado Mountain College, and other State universities to establish a coordinated and expanded professional education center, including remote learning.
- Establish a registered Apprenticeship program and list the program with the Colorado Department of Labor and Employment (DOLE)
- Investigate the possibility to physically and financially partner with the Colorado Small Business Development Center (SBDC) and/or the Colorado Rural Workforce Consortium which has interest in supporting rural co-working- and maker-space.
- Inquire about establishing a SBDC or CO Workforce Counsel funded incubator that can coordinate with co-working space and maker-space.

4. Co-Working and Maker-Space

From a small business, freelancer, or startup perspective shared workspace is an economical solution for office space and shared equipment that may otherwise be out of financial reach. These types of workspaces can be long-term solutions or more likely a stepping stone to becoming an established local business. An office-style co-working space has recently opened in Glenwood Springs and there is likely room for additional operators. Economic development efforts should:

- Coordinate with existing businesses and the Colorado Mountain College to identify market opportunities for new businesses.
- Shared-spaces tend to have relatively high profit margins and therefore proactively seeking an operator to locate in town.
- The City should support the development of appropriate types of shared-work spaces which could include identifying existing spaces to market for such use.
- If necessary, offering available public buildings or land and possibly economic incentives to attract shared-space operators.

5. Retention & Expansion

Businesses to grow and attract are those that “feel” comfortable in the City’s setting, place, and lifestyle, and share the same set of values (i.e.- work and play). Economic Development efforts should include:

- Organize focus groups among existing businesses to explore expansion and collaboration strategies that could be used. This could start simply as simple “meet ups” in a reserved room at local restaurant.
 - Focus groups may result in collaborative marketing concepts between different types of businesses.
- Proactively pursue workforce attraction and directly market to post-secondary schools known for business and entrepreneurship.
- Since Glenwood Springs is already home to a strong leisure and hospitality base, this industry provides key training, workforce, and apprenticeship opportunities for the city.
- To grow the workforce as an economic development tool, local colleges should be brought into discussing the needs of targeted businesses and industries, and educational programs better developed and/or marketed. Depending on the economic development target audience, specialized training and professional development programs should be developed and be touted.

6. Expanding the Light Industrial Base

Perhaps the biggest hurdle for diversifying Greatest physical constraints are on parcel dimensions and soil stability. Except for the airport property, other industrial zoned opportunities face various limitations.

- Along east side of river, the land is very narrow. The area currently houses small free-standing shops and garages with little need for yard storage.
 - This would make a good location for other uses that do not require yard storage space. Perhaps small commercial flex or low-cost small footprint office.
 - Small manufacturers, such as outdoor recreation-oriented companies, may find this a good location; perhaps to support flex or rowhouse style concentrations of related businesses.
 - There is opportunity to annex adjacent land to the south, which also presents the same shallow lot issues which limits occupancy to small-footprint business.
- If the Glenwood Springs Airport was decommissioned, a portion of the site (or the entire site) could be put into use as a business and/or light industrial business park. This may be a location for maker-space and other small businesses.
 - There are infrastructure challenges relating to truck access; however, this may be less of an issue for small scale manufacturers. There are a number of different construction trade associations in Glenwood Springs. Would match with pursuing small footprint modular construction companies.
- West of the Meadows, soil conditions may make it tough for any long-term permanent structure.
 - This location may be ideal for open field testing for artificial intelligence devices, robotics, and drones. Scheduled times and special facilities.
 - This could be an amenity to attract high-tech industries

7. Positioning

Branding and marketing are important to attract targeted businesses to the City. Glenwood Springs is well marketed and a recognized destination for attractions and outdoor activity. A marketing campaign that

specifically addresses Glenwood Springs as a business location would greatly compliment the mountain lifestyle already being marketed for tourism. Positioning the City could entail the following:

- Low unemployment and high cost of living puts Glenwood Springs in the same competitive environment as many other cities and towns today. What must be touted is the ability to attract workers of all ages and the ability to keep transplants as engaged citizens. This very much comes through when looking at the age distribution of both the Glenwood Springs population and immigration patterns.
- Organize the local realtors to populate a central source for marketing commercial listings and to make referrals for sellers looking to sell. This could be a web site sponsored by the City, or perhaps self-funded by a collaboration of various local brokerages. A focus group for the local real estate community can help plan for this and also brainstorm on ways to better position available properties to new and expanding businesses.
 - o Have business-ready real estate; institute a Certified Business Ready Site Certification program.
- Additional housing in both Glenwood Springs and the County can support a diverse labor supply to feed City business growth.
 - o There should be various geographic settings and diversity in housing configurations available. The City should work cooperatively with the County to support county-wide housing to support the labor pool that Glenwood Springs will tap into.

8. Focus Area Recommendations

The following recommendations are made regarding the City's specific economic development focus areas:

Regional Trade Center

- Glenwood Springs provides national brands along with walkable downtown shopping. Maintaining these shopping experiences is important to retaining a regional consumer preference.
- The City's more auto-oriented shopping in West Glenwood complements the overall retail experience. This sector has been undergoing drastic changes and tenant mix should be managed to ensure stability.
- The City's in-town visitor experience and local character includes a diverse retail mix and should be expanded by inviting diverse retailers, as well inviting friendly competition between similar goods. Providing choice through variety, rather than meeting a need, attracts larger numbers – a reason why different fast food restaurants tend to congregate around the same corner or competing restaurants locate in a food court. Additionally, browsing choices keeps consumers in town longer.
- Attend International Council of Shopping Centers conference to explore opportunities to broaden the City's retail mix.
- Market the City's broadband to support local businesses that can manufacture and ship items using an e-commerce platform.
- Work with Colorado Mountain College, the CO Small Business Development Center, and CO Workforce Development to appropriately train local retail entrepreneurs.
- Create an easy to find online index and directory of local businesses – one-stop web browsing to help regional consumers plan a shopping trip. The Chamber Resort Association appears to have a mobile app version, but an online version is hard to find online.
- Develop a marketing campaign with local retailers either in collaboration with the Chamber Resort Association or as a stand-alone campaign to proactively market local retailers to drive visits to the directory and other campaign benefits, i.e.- co-branding, coupons, media marketing, etc.

- Promote overnight stays by branding Glenwood Springs as the central stopping place on longer trips across the state.
- Host a retailers committee at the Chamber Resort Association, or a stand-alone retailers association, to garner real time input from the industry on how to market itself

Regional Service Center

- Identify unique destination services that will draw consumers to the City and participate in marketing that brands Glenwood Springs as the place to find the best service in the Region.
- Support growth in regional distribution of goods, service, and information.
- Grow business sectors to support regional growth including healthcare, construction and building services, business support services, and technology and information services.
- Work with Colorado Mountain College, the CO Small Business Development Center, and CO Workforce Development to appropriately train local the local workforce and entrepreneurs.
- Create an easy to find online index and directory of local businesses – one-stop web browsing to help regional consumers find City service providers.
- Host a local service business committee to garner real time input from the industry on how to diversify and market itself.

Tourism Development

- Glenwood Springs is a resident and tourist destination for experience seekers. Businesses that provide shopping, recreational, and entertainment experiences will complement Glenwood Springs character.
- Funding for hotel and motel upgrades, for grounds and facilities, may enable independent operators and others the ability to improve the traveler experience budget and destination.
- Development of mid-priced hotels integrated into the fabric of the downtown and 6th Street districts.
- Collaboration with arts and entertainment industries may yield a new "Glenwood Springs Experience"
- Glenwood Springs has established itself as rest stop and destination serving travelers and recreators. These established markets should continue to be served, and improving options for mid-priced travelers can attract more demand.
- This is especially true with the expansion of local attractions. The expansion of arts and entertainment opportunities will further bolster the attraction of destination travelers.

Downtown Development

- Perhaps a combination of traffic timing, traffic calming, and signage could calm pedestrians and contribute to a greater walkability feel.
- Downtown is merging with the 6th Street Corridor, the Hotel Colorado, and the landing area; this merging should be encouraged.
- Further enhancing 7th Street as pedestrian friendly and promoting business development along it can provide a pedestrian friendly alternative to 8th Street and further promote walkability. This would also create another neighborhood district; another niche neighborhood for residents and visitors to explore.
- Consider job growth and creation recommendations to enhance year-round daytime recommendations and enhance downtown economics.

- There is an existing Downtown Development Authority that should be used to leverage opportunities through TIF investment and façade programs.
- Downtown and the 6th Street Corridor are in Qualified Opportunity Zones and this investment tax credit should be used to leverage private investment.

Community Development & Enhancement

- Conduct a Glenwood Springs Neighborhood focused branding campaign, articulating the various neighborhoods to visit. The City can be positioned as one single attraction and marketed on a neighborhood walking tour basis. This could particularly effective given the City's tourism peaking during the summer warm months and perfect evenings for City walking.
- Ensure zoning is flexible enough to accommodate cross-over uses such as enabling small, clean-technology manufacturing operations to occupy traditional retail storefronts.

Job Growth & Creation

- Larger lots and assemblages could be used for medium-scale operations such as pre-fabricated or modular building structures or support indoor greenhouse operations. Modular housing construction could support affordably built housing in the City and the County to support the burgeoning regional residential base and provide employee housing to support City businesses.
- Many small-footprint, quiet, clean manufacturing or fabrication businesses could locate to Downtown or the 6th Street Corridor. Determined on a case-by-case basis, these uses could be integrated into mixed-use development. Perhaps such small operation spaces are part of a Maker-Space, not only doing production, but training and spawning other startup businesses.
- A larger scale maker-space, or dedicated space for growing second-stage businesses, could be located near or on the Airport property. This may be also be a good location for larger scale modular building manufacturers and other mid-scale light industrial businesses.
- The trucking companies already in Glenwood Springs can provide regional transportation for small, high-value products, modular building components, and other produced goods. As demand and production grows, so likely will the need for small-scale regional transportation and logistics. Limited land resources may limit large scale warehousing and logistics operations, but here are multiple opportunities to diversify small transportation related businesses.
- Encourage the development of co-working and maker-space. Colorado Mountain College's certificate and degree programs could work together to focus on targeted workforce skill to further enhance small businesses. Colorado Workforce Centers (CWC) has an office in Glenwood Springs and recently has been supporting emerging entrepreneurship and training opportunities with both funding and administrative support. CWC has recently began piloting coworking centers to provide such opportunities. Indeed, shared-work spaces are becoming an important element for business startups and second-stage companies.
- As a quintessential Colorado outdoor recreation town, there is an opportunity to create an outdoors recreation cluster not only providing an array of field guides and outfitters, but also recreation equipment manufacturers.
- There are existing businesses and business-people in the City that can be previously untapped resources. By organizing focus groups of retailers, construction and trades, trucking firms, and financial institutions, missing and needed goods and services can be identified. Retailers may want a forum where they can

discuss co-marketing or other synergistic business models. As well as ways for the City to brand itself in other areas in addition to hospitality.

- Perhaps most importantly, organizing various business sectors can identify job openings and opportunities for interns and apprenticeships. Establishing itself as a community known for its strong educational training and Certified Apprenticeship Programs would be a fitting brand.
- Small manufacturing businesses could locate to the River Industrial zoning districts.
- There is opportunity to annex additional I-2 zoned land at the south end of Old Highway 82. Limited lot depths could accommodate production in injection molding technologies and other linear assembly process.

9. Potential Economic Development Incentives

Economic development incentives can be defined as discretionary financial benefits provided to firms to incentivize economic activity. Under this definition, incentives include cash grants (e.g. job training grants), tax abatements and credits, and special forms of financing (e.g. tax increment financing, industrial revenue bonds, etc.). It would not include loans or general technical assistance provided to companies by economic development departments or other local and state government actors.

1. Stability and growth through retention, expansion, or attraction activity by prioritizing firms and industries that drive local comparative advantage, innovation, productivity, and wage gains
2. Boost trade by facilitating export growth and trade with other markets in the United States and abroad in ways that deepen regional industry specializations and bring in new income and investment
3. Invest in people and skills by incorporating skills development of workers as a priority for economic development and employers so that improving human capacities results in meaningful work and income gains
4. Connect place by catalyzing economic place-making and work at multiple geographic levels to connect local communities to regional jobs, housing, and opportunity

The table on the following pages summarizes economic development incentives to be considered in Glenwood Springs.

RECOMMENDATIONS

Purpose	Incentive		Description
	Local	State	
Catalyzing Economic Place	Urban Renewal Authority (URA)		Urban renewal laws allow municipal governments to engage in urban renewal projects as a means to improve blighted areas. Slum and blight conditions include: (1) deteriorating structures and deteriorating site improvements; (2) faulty street or lot layout; (3) unsanitary or unsafe conditions; (4) inadequate public facilities; (5) code violations; and (6) other distresses concerning property pursuant to Section 31-25-103 (2), C.R.S.
	• Tax Increment Financing (TIF) • Issue and repay redevelopment bonds using TIF proceeds • Project specific TIF • District TIF • TIF Grants		Colorado authorizes urban renewal authorities (URAs) to use TIF for projects that improve blighted areas. TIF is the "increment" of increased taxes collected within the TIF district after improvements are made (Section 31-25-101 et seq., C.R.S.). Tax increment revenue may be generated from property or sales taxes. Many URAs retain a portion (30% to 50%) of generated TIF to fund operations and capitalize community project grants. To finance large infrastructure projects. To finance individual projects that result in significant tax increments. To finance a large catalytic project that benefit the entire URA district. Grants to community projects from a TIF funded grant program.

RECOMMENDATIONS

Purpose	Incentive		Description
	Local	State	
	Downtown Development Authority (DDA)		Downtown Development Authorities serve a public use; promote the health, safety, prosperity, security, and general welfare and will halt or prevent deterioration of property values or structures within central business districts, will halt or prevent the growth of blighted areas within such districts, and will assist municipalities in the development and redevelopment of designated districts. Many DDAs retain a portion (30% to 50%) of generated TIF to fund operations and capitalize community project grants. <u>Glenwood Springs has an existing DDA District</u> established in 2001. The DDA has several over-arching goals: It seeks to enhance and broaden the downtown experience for residents and guests through infrastructure, beautification, pedestrian access and connections to open space, views and river corridors. Revenues to the DDA are earmarked and used exclusively for the purposes of downtown vitality.
	• DDA: Tax Increment		Colorado authorizes downtown development authorities (DDAs) to use TIF for projects that improve and revitalize and improve business districts. TIF is the "increment" of increased taxes collected within the TIF district after improvements are made (Section 31-25-101 et seq., C.R.S.). Tax increment revenue may be generated from property or sales taxes.

RECOMMENDATIONS

Purpose	Incentive		Description
	Local	State	
	DDA: Storefront Facade Improvement Program		A grant program (typically matching) intended to support existing businesses and to assist in the attraction of new companies with the improvements to the exterior of commercial storefront buildings and lots. This in turn improves City's visual appeal. This existing program can be expanded.
		Enterprise Zone Vacant Commercial Building Rehabilitation	Encourages redevelopment of vacant commercial property with a 25% credit for the cost of rehabilitation of a building that is at least 20 years old and has been completely vacant for at least 2 years. The credit is limited to \$50,000 per building.
		Enterprise Zone Contribution Projects	Enterprise Zone Contribution Projects encourage public-private partnerships to implement economic development plans that result in job creation/retention and business expansion. Colorado taxpayers may earn a 25% state income tax credit by contributing to targeted efforts. Contribution projects are typically nonprofit organizations with missions including: private economic development corporations and economic alliances; workforce training and education; vocational training; job readiness; property restoration; downtown development; economic development marketing; readiness capital campaign; cultural centers; recreation development; habitat for humanity; and advanced manufacturing centers.

RECOMMENDATIONS

Purpose	Incentive		Description
	Local	State	
Stability and Growth		Job Growth Incentive Tax Credit (JGITC)	The JGITC provides a state income tax credit equal to 50% of FICA paid by the business on the net job growth for each calendar year in the credit period. A business must undertake a job creation project for which Colorado is competing with at least one other state for the project and make application has been submitted to the EDC and approved. Businesses have to create at least 20 net new jobs (full-time equivalents) in Colorado during the credit period with an average yearly wage of at least 100% of the county average wage rate based on where the business is located when compared to the county average wage rate.
	Glenwood Springs Tax Rebate Program		With this existing program qualified businesses may apply for a Tier one or Tier two City sales tax rebate for up to five (5) consecutive years for a number of different construction and renovation purposes.
	Property Investment Reimbursements		A Property Investment Reimbursement (PIR) is a cash rebate provided to a company that commits to expand or relocate into the City and commits to invest in a City location for a future number of years.
	Personal Property Tax Credits		Per the Save Colorado Jobs Act the City and County may elect to exempt up to 100 percent of locally assessed business personal property taxes. Colorado Springs and Jefferson County have recently eliminated 100% of their local business personal property tax.

RECOMMENDATIONS

Purpose	Incentive		Description
	Local	State	
		CO Enterprise Zone programs	The Colorado Enterprise Zone (EZ) Program is designed to promote a business-friendly environment in economically distressed areas by offering state income tax credits that incentivize businesses to locate and develop in, and non- profit organizations to assist with the needs of these communities.
		Enterprise Zone: Investment Tax Credit	Businesses investing in business personal property can earn a 3% tax credit
		Enterprise Zone: New Employee Credit	Businesses increasing their workforce may earn a state income tax credit \$1,100 per net new employee.
		Enterprise Zone: Research and Development Tax Credit	Businesses conducting research and development may earn a 3% tax credit on the increase in such expenditures as compared to that of the prior 2 years.
		Enterprise Zone: Commercial Vehicle Investment Tax Credit	Investment in commercial trucks, truck tractors, tractors, or semitrailers, and associated parts registered in CO and based and used in an EZ may earn the taxpayer a 1.5% credit

RECOMMENDATIONS

Purpose	Incentive		Description
	Local	State	
		Business Loan Funds (BLF)	Supports community and economic development efforts in designated rural areas of the state. The Colorado Office of Economic Development and International Trade (OEDIT) uses its allocation of CDBG funds to capitalize 14 Regional BLFs. These loans may be used to start a business, expand or stabilize an existing business. Finances the acquisition of building purchase, renovation, equipment, working capital and other business needs. Usually, there is a job retention or job creation requirement and at least 51 percent of all of the jobs created and/or retained must generally be filled with persons that qualify as low to moderate income persons. (See nwccog.org)
		Micro Enterprise Loans (MEL)	Available to businesses that have five or fewer employees. If all owners of a business qualify as low to moderate income persons, the loan may not have job creation or retention requirements. These loans are limited to specific criteria, are limited to requests of \$100,000 or less, and are available solely at the discretion of the BLF Directors. (See nwccog.org)
	Waiving Permit Fees		The City may expedite the building permit process and/or choose to waive all or part of various permit fees.

RECOMMENDATIONS

Purpose	Incentive		Description
	Local	State	
	Local Tax Abatement		Cities may consider waiving or rebating local sales/use taxes for construction materials, personal property, and manufacturing equipment. Tax abatements could be limited to eligible components or activities including new and renovated homes and commercial buildings. Eligible renovation and rehabilitation expenditures could include remodeling, repair, construction management and demolition costs, environmental remediation costs, acquisition costs, architectural and engineering fees, or other hard costs.
	Capital Grant/Loan		Local economic development business grants and loans. Cities may offer low interest loans or interest rate reductions on a loan for tenant finish costs, equipment, and working capital. For example, the City may lend money to a business wanting to make a permanent improvement to the space such as upgraded electrical service, a sprinkler system, patios, or other functional and code upgrades. The loan would be secured by a promissory note wherein the loan can be paid over a pre-determined term through its annual sales tax. A balloon payment can be built in at the end of the term should the loan not be paid back through regular sales tax payments at the end of the term. The balloon can also be a single interest payment at the end of the term.

RECOMMENDATIONS

Purpose	Incentive		Description
	Local	State	
Boost Regional Trade	Sponsored Transit		To access a larger labor pool, access new County housing development, and foster regional economic growth the City could possibly sponsor RFTA transit pass discounts and discounted one-way ride passes for employers or employees. This would assist with retention, expansion, and attraction. Could be tied to new business investment or a BMR program. Could also foster regional access to Glenwood Springs amenities including leisure and hospitality businesses.
Invest in People and Skills	Below Market Rate (BMR) Sale/Lease Housing Program		A BMR program is intended to increase the supply of affordable housing. Residential and commercial/industrial developers who build in the City are required to contribute BMR housing units and/or BMR housing in-lieu fees.
	Training Assistance		The City may help with workforce training for qualified projects.
	Community-Based Small Business Development Centers		Provide free one-on-one counseling services in the areas of business research and marketing, new business feasibility analysis, business plan preparation, finance packaging, and other small business topics. This may be free-standing, in collaboration with the Colorado Mountain College, and/or integrated into a co-working space.
	Employee Relocation Assistance		The City and/or the County can offer information and assistance with finding a residence, discounted products, and services to assist relocating employees.

RECOMMENDATIONS

Purpose	Incentive		Description
	Local	State	
		Enterprise Zone Job Training	Companies that implement a qualified job-training program for their enterprise zone employees may earn an income tax credit of 12% of their eligible training costs.
		Enterprise Zone Employer Sponsored Health Insurance	Offers businesses \$1,000 per net new employee insured under a qualified health plan for which the employer pays at least 50% of the cost. This credit is available for the first two years the business is located in an enterprise zone.
Opportunity Zones		The State of Colorado has designated Qualifying Opportunity Zone in Glenwood Springs.	Opportunity Zone Funds are self-certifying private and public-private entities eligible for federal tax credits as an incentive for real estate and business development investing in Qualified Enterprise Zones. Glenwood Springs' Qualified Opportunity Zones generally are east of the Roaring Fork River and north of I-70: they encompass the 6th Street Corridor, downtown, and a majority of South Glenwood.

10. Economic Development Organization and Programming

- City needs to not only create a relationship when nurturing growth or attraction, but also must follow up on any financial, policy, public investment, and other conditions upon which the business relied upon to make a location decision.
- Have an approachable economic development specialist that can create and maintain relationships between existing business and business prospects.
- Explore economic gardening programs that focus on retaining and growing existing businesses and nurturing small business and startups.
- Coordinate and maintain an Available Properties database, informed by local brokers or Real Estate Committee to track market statistics and enable easy searches by businesses seeking to relocate or expand.
- Create a staffed economic development group to coordinate and implement tactics. This does not need to be a large staff, however having staff dedicated to economic development will create continuity and resources to undertake timely economic development activities.
 - o This could be additional City staff, or perhaps a stand-alone economic development agency supported by local investors (a model used in many Colorado communities).

ADDENDUM 1: MARKET ANALYSIS

Economic and Demographic Research
Industry Studies
Fiscal and Economic Impact Analysis
Real Estate Economics



Development
Research Partners

10184 West Belleview Avenue

Suite 100

Littleton, Colorado 80127

www.DevelopmentResearch.net

303.991.0070



City Council
STAFF REPORT
City of Glenwood Springs
November 30, 2018

Agenda Item:	Year-end re-appropriation of funds
Action Requested:	Pass this Ordinance to re-appropriate funds to reflect actual spending during 2018.
Presented By:	Debra Figueroa, City Manager and Yvette Gustad, Finance Director
Background Info:	Each year Council passes a budget and an appropriation ordinance per Section 9.6 of the Glenwood Springs Municipal Charter. Actual spending varies from that budget during the year. An Ordinance is passed at the end of the year formally re-appropriating any outstanding transfers and covering a negative fund balance, if applicable. Re-appropriations are made for the purpose of allocating expenditures to the correct cost center for more accurate financial reporting and more useful budget to actual comparisons. Exhibit A, attached, outlines the spending changes required.
Issues:	No Issues
Action Alternatives:	N/A
Staff Recommendation:	Approval of Supplemental Appropriation Ordinance

EXHIBIT A

Account	Department	Account Description	Budget Adj	Explanation
General Fund				
Revenue				
011395		Other Grants	173,588.63	Pass through Grant revenue for RF School
Fund Balance				
010714		RESERVE FOR AFFORDABLE HOUSING	(20,000.00)	Release reserve for affordable housing contribuion to Garfield County
010701		FUND BALANCE UNRESTRICTED	20,000.00	Release reserve for affordable housing contribuion to Garfield County
Expenditures				
011208400	Non Departmental	GRANT EXPENDITURES	173,588.63	Pass through payment to RF School
011207145	Non Departmental	SALES TAX TIF TO DDA	66,370.00	Increase in TIF Tax collected
011418400	Community Development	AFFORDABLE HOUSING	20,000.00	Garfield County Housing/Affordable housing
011136230	Recreation	PART TIME	(66,370.00)	Reclass to other line items
Total Fund Net Change			-	
Conservation Trust				
481549437		WHITEWATER PARK	(5,000.00)	Reclass to other line items
481549445		ICE RINK MECH. & STRUCTURAL	(25,000.00)	Reclass to other line items
481549466		ROARING FORK MTN BIKE S. CANYON TRL	30,000.00	Contribution to complete S Canyon trail
481549477		VELTUS PARK RESTORATION	150,000.00	Veltus/3-Mile shoreline restoration
Total Fund Net Change			(150,000.00)	
Capital Projects				
Revenue				
313118		INSURANCE REIMBURSEMENT	176,282.60	Community Center Gym Floor Insurance Reimbursement
311390		GRANTS	159,524.00	Grant from RFMB for S. Canyon Trail
Expenditures				
311839535		COMMUNITY CENTER IMPROVEMENTS	100,000.00	Received insurance money for gym floor repair
311839545		PUBLIC WORKS EQUIPMENT	40,000.00	Attachments for street equipment to improve efficiency
311839551		TWO RIVERS PARK RESTORATION	55,100.00	Design work
311839571		CITY HALL ELEVATOR	126,076.00	Money originally in 2017 budget work not done until 2018
311839570		CITY HALL WINDOW RESEAL	41,263.36	Preliminary design work
311839577		SOUTH CANYON TRAILS	171,000.00	Partnership with RFMB to build S Canyon Trail, received grant \$
314007500		TRANSFERS TO OTHER FUNDS	(500,000.00)	No Transfer to A&I
314007510		TRANSFER TO FLEET SERVICE	482,990.00	Transfer to Fleet Service Fund for equipment replacement
311839000		PROJECT CONTINGENCY	(169,146.76)	Reclass to other line items
Total Fund Net Change			-	
A & I				
Transfers In				
335130		TRANSFER FROM CAP PROJ FUND	(500,000.00)	Did not need transfer, needed to use this for Fleet Service replacement
335140		TRANSFER FROM OTHER FUNDS	(300,000.00)	DDA needed to keep to pay existing contracts already in place for 2018
335180		TRANSFER FROM FLEET SERVICE	(500,000.00)	This loan was not needed
Expenditures				
332199410		27TH STREET BRIDGE DESIGN	170,000.00	Carry over from money not spent in 2017 and \$90k transfer from Streets for ROW
332239410		COMPACTORS/TRASH REMOVAL	65,000.00	Trash compactors for downtown
338107160		ECONMIC INCENTIVE REBATE	(23,000.00)	Reclass to other line items
331929410		WHITEWATER PARK RICD	(212,000.00)	Reclass to other line items
Total Fund Net Change			(800,000.00)	
Street Tax				
Expenditures				
133003582		8TH STREET CONNECTION	1,980,000.00	RFTA/UPRR Assignment (Will reduce restricted fund balance - Bond Proceeds)
Total Fund Net Change			(1,980,000.00)	
Fire and EMS				
Revenue				
431420		AMBULANCE FEES	60,000.00	Additional ambulance fees
431390		GRANTS	32,000.00	Wildfire Grants received
431336110		SALARIES FULL-TIME	70,000.00	Additional due to Fire season/personnel coverage
431336120		SALARIES - OVERTIME	26,000.00	Additional due to Fire season/personnel coverage
431336130		SALARIES PART-TIME	6,500.00	Additional due to Fire season/personnel coverage
431336210		RETIREMENT CONTRIBUTION	1,000.00	Additional due to Fire season/personnel coverage
431336220		POLICE/FIRE RETIRMENT	11,000.00	Additional due to Fire season/personnel coverage
431337540		MAINTENANCE & REPAIR - VEHICLES	(20,000.00)	Reclass to other line items
431338040		UNIFORMS	(2,500.00)	Reclass to other line items
Total Fund Net Change			-	
Fleet Service Fund				
641107570		DEPRECIATION EXPENSE	151,835.00	Increase depreciation due to new assets in 2017
641108170		GAS,LUBE,OIL SUPPLIES	(65,000.00)	Reclass to other line items
641109520		PUBLIC SAFETY	(6,835.00)	Reclass to other line items
641109570		ELECTRIC	(80,000.00)	Reclass to other line items
644007500		TRANSFER TO OTHER FUNDS (A&I)	(500,000.00)	Did not loan to A&I
644007500		TRANSFER TO OTHER FUNDS (DDA)	775,355.79	DDA loan forgiveness Resolution 2018-19
Total Fund Net Change			(275,355.79)	

Account	Department	Account Description	Budget Adj	Explanation
<u>DDA Fund</u>				
861109601		STREETSCAPE PROJECT	3,450.00	
861109604		8TH STREET CONNECTION	4,500.00	
861109611		7th STREET PROMENADE	215,000.00	
861109613		GAB WING STREETS	48,600.00	
861109614		GAB 6TH & LAUREL	16,000.00	
861109633		Landscaping 6th & Laurel/116 exit	900.00	
861109639		GRAND AVE PLANTER RESURFACING	51,850.00	
861109645		GRAND AVE LIGHTS	1,000.00	
861109647		6TH ST IMPROVE - INTERIM	25,000.00	
864007033		TRANSFER TO A & I	(300,000.00)	DDA needed to keep to pay existing contracts already in place for 2018
		Total Fund Net Change	<u>(66,300.00)</u>	
<u>Water Sewer Fund</u>				
214007020		TRSF TO FLEET SERV FUND	133,922.94	Transfer for Equipment Replacement
		Total Fund Net Change	<u>(133,922.94)</u>	
<u>Electric Fund</u>				
244007020		TRSF TO FLEET SERV FUND	118,855.50	Transfer for Equipment Replacement
		Total Fund Net Change	<u>(118,855.50)</u>	
<u>Landfill Fund</u>				
296109020		TRSF TO FLEET SERV FUND	6,053.70	Transfer for Equipment Replacement
		Total Fund Net Change	<u>(6,053.70)</u>	

ORDINANCE NO. 29

Series of 2018

AN ORDINANCE OF THE CITY OF GLENWOOD SPRINGS, COLORADO, AMENDING THE 2018 APPROPRIATION ORDINANCE TO REFLECT ACTUAL REVENUES AND EXPENDITURES DURING FISCAL YEAR 2018, INCLUDING ANTICIPATED REVENUES AND EXPENDITURES DURING THE MONTH OF DECEMBER 2018.

WHEREAS, the City of Glenwood Springs appropriated funds for fiscal year 2018 commencing January 1, 2018 and ending December 31, 2018 by Ordinance No. 26, Series of 2017; and

WHEREAS, certain expenditures were made or are anticipated to be made during the fiscal year 2018 and which were not anticipated at the time of the adoption of Ordinance No. 26, Series of 2017; and

WHEREAS, the City Council wishes to appropriate monies in and between certain funds for fiscal year 2018 based upon actual and anticipated revenues and expenditures during 2018; and

WHEREAS, pursuant to Section 4.4(j) of the Municipal Charter of the City of Glenwood Springs, an appropriation ordinance is not required to have introductory and second readings.

NOW, THEREFORE, THE CITY COUNCIL OF THE CITY OF GLENWOOD SPRINGS, COLORADO, ORDAINS THAT:

Section 1. There is hereby appropriated for fiscal year 2018 which commenced on January 1, 2018 and which ends on December 31, 2018 those funds shown on the 2018 appropriations column of **Exhibit A**, attached hereto and incorporated herein for all purposes.

Section 2. Ordinance 26, Series of 2017 is hereby amended to reflect the re-appropriation stated in this Ordinance.

INTRODUCED, READ, PASSED, AND ORDERED PUBLISHED BY TITLE ONLY
THIS 6TH DAY OF DECEMBER 2018

CITY OF GLENWOOD SPRINGS, COLORADO

ATTEST:

Michael Gamba, Mayor

Catherine Mythen Fletcher, City Clerk



City Council
STAFF REPORT
City of Glenwood Springs
December 6, 2018

Agenda Item: Ordinance No 30, Series of 2018; An Ordinance of the City Council of the City of Glenwood Springs, Colorado, Appropriating Funds for Fiscal Year 2019 (ONE READING)

Action Requested: Approve this ordinance to appropriate money to fund the 2019 budget.

Department: City Administration

Presented By: Steve Boyd, COO

Background Info: The 2019 budget was presented to Council on October 4th. A public hearing was held on October 18th. Council voted to approve the budget on November 1st. This ordinance formally appropriates the funds to cover expenditures as outlined in the approved budget document.

Issues: None

Staff Recommendation: Staff supports approval of this ordinance.

ORDINANCE NO. 30

Series of 2018

**AN ORDINANCE OF THE CITY OF GLENWOOD SPRINGS,
COLORADO, APPROPRIATING FUNDS FOR FISCAL YEAR 2019.**

WHEREAS, Section 9.6 of the Glenwood Springs Municipal Charter requires City Council to pass an annual appropriation ordinance describing such sums of money as the City Council deems necessary to defray all expenses and liabilities of the City during the ensuing year; and

WHEREAS, the City Council of the City of Glenwood Springs has adopted, by Resolution 2018-57, the budget for fiscal year 2019 commencing January 1, 2019 and ending December 31, 2019; and

WHEREAS, the City Council desires to adopt the 2019 appropriation ordinance; and

WHEREAS, pursuant to Section 4.4(j) of the Municipal Charter of the City of Glenwood Springs, an appropriation ordinance is not required to have introductory and second readings.

NOW, THEREFORE, THE CITY COUNCIL OF THE CITY OF GLENWOOD SPRINGS, COLORADO, ORDAINS THAT:

The monies, as set forth on **Exhibit A** attached hereto and incorporated herein, are hereby appropriated for fiscal year 2019, which monies are necessary to defray all expenses and liabilities of the City of Glenwood Springs.

INTRODUCED, READ, PASSED, AND ORDERED PUBLISHED BY TITLE ONLY
THIS 6TH DAY OF DECEMBER 2018

CITY OF GLENWOOD SPRINGS, COLORADO

ATTEST:

Michael Gamba, Mayor

Catherine Mythen Fletcher, City Clerk

**City of Glenwood Springs
2019 Budget
December 6, 2018**

Exhibit A

	Current Operating Expenses	Capital Outlay	Debt Service	Transfers to Other Funds	Total Amount Appropriated
GENERAL FUND:					
General Government					
Administration	\$803,256				\$803,256
Human Resources	\$354,389				\$354,389
City Clerk/Elections	\$460,052				\$460,052
Finance/Purchasing	\$980,348		\$240,000		\$1,220,348
Information Technology	\$746,328				\$746,328
Judicial	\$208,066				\$208,066
Legal	\$325,000				\$325,000
Non-departmental Expenses	\$845,320				\$845,320
Total General Government	\$4,722,758	\$0	\$240,000	\$0	\$4,962,758
Public Safety					
Police Department	\$4,271,756				\$4,271,756
Total Public Safety	\$4,271,756	\$0	\$0	\$0	\$4,271,756
Community Development					
Community Development	\$739,465				\$739,465
Building Inspection	\$287,881				\$287,881
Total Community Development	\$1,027,346	\$0	\$0	\$0	\$1,027,346
Public Works					
Engineering/Administration	\$740,772				\$740,772
Administration, Streets and Alleys	\$1,189,567				\$1,189,567
Total Public Works	\$1,930,339	\$0	\$0	\$0	\$1,930,339
Parks and Recreation					
Parks and Cemetery Maintenance	\$1,110,090				\$1,110,090
Recreation	\$2,649,904				\$2,649,904
Facilities	\$176,349				\$176,349
Arts Programs	\$331,992				\$331,992
Total Parks and Recreation	\$4,268,334	\$0	\$0	\$0	\$4,268,334
Transfers to Other Funds	\$0	\$0	\$0	\$2,632,040	\$2,632,040
Total General Fund Expenditures	\$16,220,533	\$0	\$240,000	\$2,632,040	\$19,092,572

**City of Glenwood Springs
2019 Budget
December 6, 2018**

Exhibit A

	Current Operating Expenses	Capital Outlay	Debt Service	Transfers to Other Funds	Total Amount Appropriated
INTERNAL SERVICE FUNDS:					
Fleet Service Fund	\$1,423,184	\$846,000	\$0	\$0	\$2,269,184
SPECIAL REVENUE FUNDS:					
Tourism Promotion Fund	\$1,063,247			\$110,000	\$1,173,247
V.A.L.E. Fund	\$45,500				\$45,500
Conservation Trust Fund	\$100,000				\$100,000
Street Tax Fund	\$2,645,487		\$64,296	\$74,000	\$2,783,783
Bus Tax Fund	\$2,667,041				\$2,667,041
Marijuana Tax Fund	\$300			\$250,000	\$250,300
Fire & EMS Fund	\$4,054,748				\$4,054,748
Total Special Revenue Funds	\$10,576,323	\$0	\$64,296	\$434,000	\$11,074,619
CAPITAL PROJECTS FUNDS:					
Capital Projects Fund	\$580,993	\$2,352,856		\$447,000	\$3,380,849
Acquisition & Improvement Fund	\$739,630	\$23,068,100	\$0	\$1,264,904	\$25,072,634
Fire Emergency Services Equipment Fund		\$212,250			\$212,250
Total Capital Projects Funds	\$1,320,623	\$25,633,206	\$0	\$1,711,904	\$28,665,732
ENTERPRISE FUNDS:					
Water & Sewer System	\$6,800,353	\$5,797,000	\$1,144,675		\$13,742,028
Electric System	\$15,512,552	\$1,630,000		\$158,000	\$17,300,552
Airport Enterprise Fund	\$150,086				\$150,086
Landfill Enterprise Fund	\$3,525,292	\$340,000		\$25,000	\$3,890,292
Total Enterprise Funds	\$25,988,283	\$7,767,000	\$1,144,675	\$183,000	\$35,082,958
FIDUCIARY FUND TYPES:					
Cemetery Reserve Fund	\$0	\$0	\$0	\$0	\$0
COMPONENT UNITS:					
General Improvement District - 1980	\$13,569				\$13,569
Downtown Development Authority	\$199,729	\$500,000		\$83,816	\$783,546
Total Component Units	\$213,298	\$500,000		\$83,816	\$797,115
Total All Funds 2019 Appropriations	\$55,742,244	\$34,746,206	\$1,448,971	\$5,044,760	\$96,982,180



City Council
STAFF REPORT
City of Glenwood Springs
December 6, 2018

Agenda Item: Landfill Equipment Purchase

Action Requested: Direct staff to pursue the acquisition of the landfill equipment described below.

Department: Public Works

Presented By: Matthew Langhorst, Assistant Director Public Works

Background Info: The City is taking over day-to-day operations of our landfill beginning April 1st when our contract with Heartland expires. Staff is currently drafting a business plan and financial pro-forma. A preliminary version is attached and will be complete by the end of December.

In the meantime we need to acquire certain heavy equipment including a compactor, dozer, excavator and loader. Staff has evaluated options to purchase and/or lease either new or used equipment and considered service plans. The best value for the City is to lease a loader and dozer from CAT for a period of 5 years including a service agreement to match that term. The all-in annual lease payment for a D6 Dozer is \$91,000 per year. The lease payment for a 938M Loader is \$49,500 per year. The excavator will be a used purchase item. The excavator will be utilized for compost production and grinding/screening operations. The estimated purchase price is \$125,000.

A CAT 816 Compactor could be leased for approximately \$118,000 per year. However, Heartland has a 2016 Bomag available in Missouri with 5,200 hours currently on it. The warranty is transferable and covers \$10,000 hours and the machine will be serviced locally by PICO maintenance. Our local service provider has discussed the condition of the machine with their counterpart in Missouri and has found it to be in good condition. We can purchase the machine for \$275,000, including transportation to the South Canyon Landfill.

Issues: The City will be taking over the landfill operations in just under 4 months and the required pieces of equipment have a substantial lead time to delivery. Staff believes that if Council approves the acquisition of the described equipment in this meeting it will be available to us in time.

The purchase of the Bomag compactor from Heartland and a used excavator are less time sensitive and we can follow the established process for the purchase of used equipment.

Most other capital and operating decisions do not need to be made yet, giving us adequate time to present a more detailed business plan to Council.

Staff Recommendation: Staff supports acquisition of the equipment as described.

Introduction and Overview

Current State

The existing landfill's operations are outsourced to Heartland Environmental. The City's agreement pays Heartland a base of \$1.985 million per year with additional expenses for crushing concrete, managing liquids and generating compost. This contract expires March 31, 2019. Staff has been directed to take operations in-house at that time.

Responsibilities included in this contract include:

- Permits – Contractor is responsible for not violating the permits that the City holds for the Landfill.
- Providing personal protective equipment, safety, and training to meet all local, state and federal requirements as necessary for this operation.
- Municipal Solid Waste - This activity provides for the disposal/landfilling of locally generated household solid waste.
- Construction and Demolition (C&D) – Divert non-suspect C&D waste, furniture, and mattresses to a designated processing area to be reduced and used for Alternate Daily Cover (ADC), as approved by the CDPH&E. The permit only allows for clean wood, pallets, fresh cut branches, no sheet rock or roofing materials.
- Separate and stockpile items that are reasonably recoverable including rock, concrete, asphalt, soil and metal to their designated areas within the landfill boundary. The diversion of reusable, recyclable or compostable materials is encouraged.
- All ADC material created by contractor must meet current CDPH&E stipulations.
- Septic Sludge/ Grease - Provides for the disposal of locally generated septage and grease from a variety of local sources. Some liquids are evaporated off, and some are part of the compost process. The contractor is paid extra at a per gallon received rate for this item.
- Composting and Blended Soil Operation - This operation diverts organic materials, carboard, shipped brush, shredded non-suspect lumber, mixed paper and other organic materials typical of the landfill to provide ADC as needed or a useful end product for resale as compost or blended soils. Scope includes sampling, testing and screening of the marketable product. These services are covered in a per gallon of liquid received unit price.
- The contractor is responsible for all internal roads at the landfill beginning at the westerly side of the intersection of the landfill access road and County Road 134. Road maintenance will be on-going to ensure drivability and safety of access and haul roads.
- Onsite dust control, road reclamation at completion of working face area, drivability of internal site roads during operating hours.

- Providing proper grading, drainage and pond maintenance for all onsite areas, to include compliance with the January 2013 SWMP utilizing BMPs.
- Random waste screening near the working face of the landfill and provide documentation of the screening to the Enterprise.
- Contractor to follow all proper procedures as outlined in Section 4.2 of the current Engineering Design and Operations Plan (EDOP).
- Hot load procedures will be followed as developed by Contractor.
- Contractor to always have attentive staff present when customers are present at the operating face.
- Typical Staff allowance for site operations of 5.5 people.
- All other maintenance and any materials and supplies as necessary to provide adequate accessibility to all landfill operations, including but not limited to, snowplowing, adding gravel road surface material, grading and drainage control.
- Contractor to provide all equipment, labor, maintenance and other materials necessary to successfully run the aggregate recovery operation; providing site maintenance; unloading incoming material in the proper area, processing stockpiles and materials brought into the landfill, producing a range of aggregate and topsoil products, managing unusable materials and providing loading services. Contractor bills this out at a per ton fee on top of the base operations contract allowance.

City responsibilities within the current contract include:

- All permitting necessary for land fill operations.
- All services associated with the household hazardous waste program.
- Management of used tires.
- Scrap metal hauling.
- Collection of all user fees, and revenues associated with the sale of topsoil, compost and aggregates.
- All engineering and surveying services associated with landfill operation.
- A site for the aggregate operations. A salable product has not been available up to this point with the current operations.
- All revegetation services.
- All monitoring services (groundwater, gas, etc)
- All final cover over finished areas of the landfill.
- Final arbitration concerning all disputes regarding levels of service to be provided by the contractor.
- Contract administration of this agreement.
- Generate and submit annual material reports, quarterly environmental and water discharge reports with each occurrence.

The City's outsourced consultant, Blue Ridge Services, presented its final report to Council on November 15th, 2018 which included a recommendation to self-perform landfill operations. Council voted to direct staff to prepare to handle operations upon the expiration of Heartland's contract on March 31st, 2019.

Strengths

Existing staff has sufficient experience to complete the transition and operate the landfill going forward. Robin Millyard's retirement date coincides with the end of the contract so the City will be able to utilize his expertise throughout the change. King has 20 plus year of land fill permitting and management experience with Nigel adding 5 years of MSW handling experience to the landfill operations team. Matt Langhorst will take over upon Robin's retirement to provide landfill oversight. The City has successfully operated other enterprise funds including water, wastewater, Fleet, an electric utility and the local airport. Each of these feature complicated operations that the City has proven the ability to manage and staff has confidence that we'll be successful in this task as well.

The facility is currently operating at a satisfactory level and has adequate space to continue into the future. The current working face has 1.5 years left of fill air space available and the City just completed work on the expansion into Phase/Cell 4C area that is projected to have a life of 18 years at the current inflow volumes.

The landfill itself is located in a favorable area with good public and hauler access. Roads are in manageable condition, and collection areas for various deposits are well-designed. The landfill does not have many adjacent land owners and is fairly well hidden out of site for most of its customers and City/County residents.

Weaknesses

Heavy equipment operation has been performed by Heartland employees. In the event that one or more of those employees is not hired by the City, we'll need to obtain that expertise prior to the transition. Blue Ridge Services, Inc has already been contacted and consulting services for training of the newer members of the crew and all site staff has been accounted for within the 2019 projected budget. Staff has accounted for a one-week training course from class to equipment operations and then a second round of training after 6 months of operations to make sure we are keeping on pace with their anticipated production abilities.

Existing equipment has accumulated a high number of hours which will require replacement within the next 1-2 years.

The composting/sludge operations have taken a hit in available volume due to the lack of cardboard/paper products coming into the facility and limited capacity of evaporation ponds.

These items are correctable with improvements to the infrastructure/site operations noted in the opportunities section below but would also require a facility updated per CDPHE requirements most likely in 2019, possibly pushing to 2020. These updates to the facility are projected to cost \$280,000.

Opportunities

The primary objective of taking over operations is to eliminate the annual decrease in reserves we've been experiencing. In addition, municipalities that own landfill facilities are responsible for their compliance on an essentially permanent basis. That provides motivation to run a clean operation that a contractor doesn't have as a result of their ability to end the agreement and their related liability. This will also reduce our exposure to operations suddenly shutting down as a result of a contractor leaving the business or otherwise ceasing operations. The onsite staff will be working with new leased equipment mainly, this will allow for smooth operations of the site with not impact to the Fleet department due to the leases including onsite maintenance and repair of the equipment. The one piece of equipment that Staff is proposing to be purchased is a Bomag 772 compactor from Heartland. This piece of equipment is superior to other available equipment and is being offered to the City at a discounted rate. Original purchase price of a 772 compactor is in the realm of \$670,000 and heartland is offering up a 5200-hour machine delivered to site for \$275,000 dollars. This will be a good piece of equipment to get the operations up and running quickly with a life expectancy of 12,000 hours, or an additional 3-4 years prior to replacement.

Other concerns at the landfill right now are the composting operation and the ability to take in the needed capacity of sludge/car wash water/grease to meet the daily demand that the Valley is asking the facility to handle. The move to self-oversite will allow the City to expand upon operations within available space on within the permitted boundaries of the landfill. One operation that is vital to the City and surrounding valley is the continued ability to take in septage, car wash and grease liquids. South Canyon Landfill is the only location in the County that has the capacity and permitting to allow for this type of intake. Staff are proposing 6 additional ponds be built in 2019 for the continued and expand capacity to take in septage and car wash liquids. These ponds will be adequate in size to handle the anticipated volumes of liquids with evaporation being the main removal process for the liquids. The winter months will cut back the evaporation process, but it was determined that capacity needed to be expanded for the winter months, aeration systems could be added to keep the pond surfaces from freezing and add that needed capacity.

The ponds would allow the City to concentrate grease volumes into the compost area and be able to handle more grease since the other liquid imports will be directed to the alternate processing location. Ways that the City can save money with the compost processing is to eliminate the saleable compost product and only produce a product that can be utilized for ADC

trash cover. This would eliminate approximately \$48,000 in screening the compost into a select material. This would help with any dirt imbalances on the site. The staff are still looking for ways to bring in a secondary composting partner and be able to have that partner be able to provide compost to the surrounding communities as the market demands.

Threats

The primary factor that led to the original outsourcing of landfill operations was a deficiency in regulatory compliance. While staff believes it, along with any necessary contracted consultants, can deliver acceptable results in the future knowing that some risk will always exist, and these risks will be managed on a as needed basis.

Forecasted revenues in 2018 are approximately \$2.5 million, with expenditures projected to be \$3.5 million. Landfill reserves have been declining in the past few years to \$3.5 million at the end of 2017. The 2018 calendar year was projected to further reduce reserves by approximately \$1,000,000 to \$2.5 million, but savings within the capital projects should reduce this \$1,000,000 deficit to around \$150,000. Staff believes this level of “normal” loss to be insufficient in the long-run and has limited resources with which to complete the transition to in-house operations if that transition is not made this year.

Staff is working to mitigate known challenges in acquiring equipment, hiring and training staff, meeting all regulatory requirements and improving the landfill’s financial condition. However, any major change like this create some uncertainty and are likely to face unforeseeable problems that will need to be solved. Staff is ready and has the time available to deal with unknown problems and move forward with solutions as needed.

Revenue

Target Increase

At \$2.5 million the facility does not generate enough income to meet current ongoing expense. Staff estimates that beyond the capital output required in 2019, the following self-run years will add an addition \$500,000 per year to the reserve funds. Long-term success will require average annual or bi-annual increases to cover inflation, maintain adequate reserves and cover any added services or other increased costs.

Marketing

Staff will be working on putting together marketing plans for use at the landfill, on the City website and being sent out with periodic mailings and/or email updates to the public and local traffic haulers. Items that could be included in this marketing effort would be free collection of leaves, cardboard and acceptable mixed paper products for composting. These products help the landfill take in grease wastes all year long and the facility is currently short on all of these

products. The City will also start looking at franchising its trash collection within City limits, this will provide a reliable income source for the landfill and take excess garage truck traffic off our already failing roadway system.

Price Increases

The City commissions a rate review report to be completed in 2018. The rate report summary suggests that the landfill could raise the MSW rate from \$40 a ton to \$49 a ton without any negative impact to volume of material being brought to the landfill. This could be implemented over one year or spread across two or three years. It would have little impact on the standard residential customer fee but would potentially generate \$210,000 in additional revenue for the facility.

The City rate review did not specifically review the septic/car wash sludge rate but being that the South Canyon Landfill is the main receiver of these liquids within the valley it appears reasonable to raise the rate from \$0.20 a gallon to \$0.25 cents a gallon. West Garfield's rates are \$0.15 in county and \$0.30 out of county per gallon. West Garfield has limited volume for receiving liquids and is shut down a portion of the year due to the facility capabilities. This would potentially generate \$121,000 in additional revenue for the facility.

Potential Partnerships

The City is looking at potentially partnering up with a local composting company to help eliminate one item from the list of City responsibilities and still be able to keep liquids/brush/paper waste coming into the site. This partnership is currently proposed as sharing space within the landfill boundary for a composting operation to occur, with the City collecting the revenue from the liquid waste collection and the composting operation utilizing those wastes and space allocated at potentially no cost. The composting company would then create a high quality compost they could sell on the open market. The City would be able to remove any compost that is not deemed sellable by the compost producer due to particle size or such and should be able to be used it as ADC. This could be handled through either a low-cost purchase from the supplier or free with City supplied removal of the compost from the provided site.

The City is also starting to look at franchising the trash collection within City limits. This franchising agreement could help the City with collection of cardboard/mixed paper and make it so that the composting issues we are currently seeing could be controlled through the franchise agreement itself. This would also guarantee a waste supply stream at a certain fee coming into the landfill for the duration of the franchise agreement contract.

Partnerships with local companies to provide the below services, this will allow the city to continue each portion of work needed at the site, but not have to keep staffing and equipment on hand at all times to complete these tasks.

Roadway and drainage major maintenance items to be bid out on a yearly basis or yearly basis with contract extensions available for the periodic work required at the site. This scope of services to include 24 days a year of roadway and drainage grading and cleanup work. The scope of services is projected to cost \$149,000.

The current contractor has a subcontract with a concrete crusher that is brought in once or twice a year to crush clean concrete down to a 1.5" +/- material and dirty concrete down to a 3" +/- material for use at the landfill. The scope of services is projected to cost \$112,000 a year.

The current contractor completes the creation of onsite cover material for the landfill ADC. Staff is estimating this cover material need at 12,000 CY of material per year to meet CDPHE regulations. This would be contracted out item that would occur twice a year to create approximately 6,000 CY per mobilization. Staff would then have access to the cover material for their daily work. The scope of services is projected to cost \$100,000 a year. The first year of City operations will have several potential benefits to the creation of this ADC material. The ponds being created will create usable material for ADC, thus reducing this first-year need. Also, the site currently has a large stockpile of unprocessed compost that can be used as ADC if soil materials were running short for any reason.

Operating Expenses

Contractor Payment

The largest single ongoing expenditure at the landfill pays for the outsourced contractor operations. That will be eliminated but many of the expenditures currently born by the contractor will need to be absorbed by the City, including:

- Roadway, drainage and site maintenance.
- Waste collection, compacting and ADC responsibilities.
- Liquid waste management.
- Equipment and FTE needs for staffing.
- Crushing operations.
- Grinding operations.

Septic and Carwash Water

The second largest expenditure of approximately \$410,000 is disposal/management of these liquids. Currently, the existing operator provides that service for the \$410,000 fee in addition

to the regular contract payment of \$1,950,004. Staff plans to reduce the cost of this service going forward through an economy of scale, increased pond capacity allowing for ease of maintenance and elimination of the contractor's profit margin. Last year the City collected \$542,963 in car wash and septic sludge, but \$410,000 of this revenue went back to the contractor through handling fees leaving a profit of only 132,963 for the City. In the future with ponds and revamped composting production, all \$542,963 will be accounted for in City revenue.

Personnel

Currently the City's carrying cost for staff is around \$300,000 including benefits. Post-transition there will be an additional 4.75 employees on our payroll, which will add an estimated \$289,750 to \$327,750 depending on qualifications of the hired full-time employees. The cost of personnel has a tendency to rise more quickly than other operating expenses, and because this will become such a large percentage of expenditures it will need to be forecasted and managed carefully.

Recycling

The existing recycling operations at the landfill are run by the City staff and the City will continue this operation into the future. The financial projections include a detailed list of all anticipated operational expenses.

Existing Equipment

- Rubber tire backhoe
- Single cab work truck
- Bobcat tool cat

Capital Expenditures

Heavy Equipment

We will need to acquire a dozer, front-end loader and compactor prior to going live. These machines are expensive both to acquire and to service. Staff is looking into several options for each of these including leasing and purchasing either new or used equipment. Some important considerations;

- D6 sized Dozer - Lease
- 938M sized Front-end Loader - Lease
- 861k Cat or 772 Bomag sized Compactor – Lease or Purchase
- Excavator for Composting and CD select material handling or other needs – Lease or Purchase

Heartland has offered to sell its Bomag 772 compactor that they have been utilizing in their Kansas City operations at a discounted rate. New this machine was purchase at \$673,000, Heartland is willing to sell and delivery the piece of equipment to the City for \$275,000.

Servicing equipment also carries a significant cost. Operating conditions in a landfill are extremely hard on these machines. The City is considering a service agreement with the manufacturer that includes extended coverage for approximately a five-year period. Our Fleet operation is not equipped to service these on location or transporting these machines to the MOC. A comprehensive service agreement is the most cost-effective option and will allow staff to stay focused on day-to-day operations rather that becoming distracted by solving problems posed by non-working equipment.

Other Equipment Needs

- Service Trucks – Chevy 2500 with flat bed and plow from Streets Department.
- Water truck to be purchased from the Streets Department.
- Tandem axle dump truck with stainless steel bed and spreader, large snow plow blade and potential to add a large roll off bin hook system to eliminate the need to contract the moving of the recycle center roll offs by another entity.
- Used 325 sized excavator.

Small Equipment Needs

- Trailer mounted power washer with 150 gallon holding tank.
- Power grease guns.
- Wind screens purchased from current contractor.
- Update to the current shop building including heat, insulation, repair of doors, review of electrical system and general cleanup/repair.
- Septic and Water pumps purchased from current contractor.

Cash Flow Forecast

TBD

Conclusion and Next Steps

The City of Glenwood Springs staff have operated the landfill in the past, this is not a new experience for the City. The City has staff/consultants that will continue with the operations that currently are functioning well within the landfill and staff/consultants recognize areas of weakness at the landfill and they will be improved upon over time. The immediate goal is to acquire the correct equipment on lease with warranty and service contracts through the equipment providers and capable FTE equipment operators so that on April 1st, 2019 the City is ready to continue the operations seamlessly through the transition from Heartland to City

operations. Staff is requesting permission from Council to move forward with equipment contracts with Caterpillar and Bomag for the three main pieces of equipment noted above (dozer, loader and compactor).

DRAFT

			Projected	Budget	Budget	Budget	Budget	Budget
Revenue	2016	2017	2018	2019	2020	2021	2022	2023
Municipal Solid Waste	\$1,708,380	\$1,803,026	\$1,997,691	\$1,791,300	\$1,849,550	\$1,908,403	\$1,970,175	\$2,035,012
Liquids	\$487,886	\$542,963	\$392,492	\$485,000	\$509,250	\$534,713	\$561,448	\$589,521
Recycleables	\$130,080	\$137,683	\$123,131	\$82,000	\$83,750	\$85,200	\$85,200	\$85,200
Other Income	\$67,838	\$78,745	\$69,707	\$55,850	\$55,850	\$55,850	\$55,850	\$55,850
Total Revenue=>	<u>\$2,394,184</u>	<u>\$2,562,418</u>	<u>\$2,583,021</u>	<u>\$2,414,150</u>	<u>\$2,498,400</u>	<u>\$2,584,165</u>	<u>\$2,672,673</u>	<u>\$2,765,582</u>

Expenditures

	2018 YTD	2016	2017	2018	2019	2020	2021	2022	2023
Personnel	\$306,233	\$279,071	\$299,807	\$345,497	\$708,800	\$721,020	\$739,046	\$757,522	\$776,460
Administrative Operations	\$151,822	\$236,060	\$200,506	\$190,475	\$199,800	\$204,795	\$209,915	\$215,163	\$220,542
Site Operations	\$256,486	\$65,614	\$135,154	\$272,037	\$432,750	\$424,556	\$431,658	\$438,937	\$446,398
Utilities & Insurance	\$52,166	\$56,229	\$48,899	\$54,069	\$154,550	\$158,414	\$162,374	\$166,433	\$170,594
Regulatory and Compliance	\$74,299	\$54,726	\$60,629	\$82,139	\$89,000	\$89,250	\$89,506	\$89,769	\$90,038
Engineering and Contracted Services	\$2,249,817	\$2,601,880	\$2,600,132	\$2,524,761	\$925,901	\$440,391	\$451,401	\$462,686	\$474,253
Capital Projects and Purchases					\$1,488,500				
Total Expenditures=>	<u>\$3,090,823</u>	<u>\$3,293,580</u>	<u>\$3,345,127</u>	<u>\$3,468,978</u>	<u>\$3,999,301</u>	<u>\$2,038,426</u>	<u>\$2,083,899</u>	<u>\$2,130,509</u>	<u>\$2,178,285</u>

<u>Item or Project</u>	<u>Purchase</u> <u>Price</u>	<u>Payment</u> <u>Amount</u>
816K Compactor	\$587,365	\$9,749
D6 Dozer	\$467,300	\$7,549
938M Loader	\$264,125	\$4,399
Extended Warranty on above		Included
Water Truck and Tandem	\$190,000	
Tandem Retrofit	\$25,000	
Insulation Screens	\$15,000	
Shop/Scale House Updates-Repairs	\$75,000	
Pumps	\$3,500	
Compactor Purchase	\$275,000	
Used Excavator	\$125,000	
Project 1 - Ponds (6)	\$500,000	
Project 2 - Compost Pit	\$280,000	
Project 3		
2019 Captial Expenses	\$1,488,500	



City Council
STAFF REPORT
City of Glenwood Springs
December 6, 2018

- Agenda Item:** Resolution 2018- 60; A Resolution of the City Council of the City of Glenwood Springs, Colorado, Finding That One Or More Blighted Areas Exist In The City of Glenwood Springs, The Need For The Redevelopment And Rehabilitation Of Such Areas In Accordance With The Colorado Urban Renewal Law, Declaring It To Be In The Public Interest That The Glenwood Springs Urban Renewal Authority Exercise The Powers Provided By Law And Designating The City Council And Representatives Of Affected Taxing Bodies As The Urban Renewal Authority
- Action Requested:** Approval of Resolution 2018-60 finding that one or more blighted areas exist in the City of Glenwood Springs, the need for the redevelopment and rehabilitation of such areas in accordance with the Colorado Urban Renewal Law, declaring it to be in the public interest that the Glenwood Springs Urban Renewal Authority exercise the powers provided by law and designating the City Council and representatives of affected taxing bodies as the Urban Renewal Authority
- Department:** Economic and Community Development
- Presented By:** Jennifer Ooton, Assistant City Manager
- Background Info:**
- The City of Glenwood Springs is working in conjunction with the owner of the two Glenwood Springs Mall properties located at 51027 Highway 6 and 24 to encourage redevelopment at the site.
- In order to form an Urban Renewal Authority, the City Council must:
- Have received a petition from any twenty-five registered electors of the municipality. The City Clerk on October 15, 2018, certified that a petition had been filed with at least 25 qualified registered voters of the City of Glenwood Springs setting forth the need for an Authority to function in the municipality.
 - Find that one or more slum or blighted areas exist in the municipality; and find that the acquisition, clearance, rehabilitation, conservation, development, or redevelopment, or a combination thereof of such area is necessary in the interest of the public health, safety, morals, or welfare of the residents of the municipality; and declare it to be in the public interest that the urban renewal authority for such municipality exercise the powers provided by law.
 - Designate the governing body of the Authority. State law allows the governing body of a municipality to designate itself as the Authority, with additional members representing the County, School District and collective interests of the taxing bodies that levy within the boundaries of the Urban Renewal Authority Area. If the number of members of the governing body causes the Authority to have an even number of commissioners, the mayor shall appoint an additional commissioner to restore an odd number of commissioners to the Authority.
- The parameters for establishing an urban renewal authority are set forth in Colorado Revised Statutes Title 31, which spells out the need for a study of conditions (referred to as a “blight study” or “conditions survey”) to determine whether at least four of the eleven (11) factors of blight are present.
- Blighted area means an area that in its present condition and use, and by reason of the presence of at least four of the following factors, substantially impairs or arrests the sound growth of the municipality, impairs the provision of housing accommodations or constitutes an economic or social liability; and is a menace to the public health, safety, morals, or welfare.
- (a) Slum, deteriorated, or deteriorating structures;

- (b) Predominance of defective or inadequate street layout;
- (c) Faulty lot layout in relation to size, adequacy, accessibility, or usefulness;
- (d) Unsanitary or unsafe conditions;
- (e) Deterioration of site or other improvements;
- (f) Unusual topography or inadequate public improvements or utilities;
- (g) Defective or unusual conditions of title rendering the title nonmarketable;
- (h) The existence of conditions that endanger life or property by fire or other causes;
- (i) Buildings that are unsafe or unhealthy for persons to live or work in because of building code violations, dilapidation, deterioration, defective design, physical construction, or faulty or inadequate facilities;
- (j) Environmental contamination of buildings or property;
- (k) (Deleted by amendment, L. 2004, p. 1745, § 3, effective June 4, 2004.)
- (k.5) The existence of health, safety, or welfare factors requiring high levels of municipal services or substantial physical underutilization or vacancy of sites, buildings, or other improvements; or
- (l) If there is no objection by the property owner or owners and the tenant or tenants of such owner or owners, if any, to the inclusion of such property in an urban renewal area, "blighted area" also means an area that, in its present condition and use and, by reason of the presence of any one of the factors specified in paragraphs (a) to (k.5) above, substantially impairs or arrests the sound growth of the municipality, retards the provision of housing accommodations, or constitutes an economic or social liability, and is a menace to the public health, safety, morals, or welfare. For purposes of this paragraph (l), the fact that an owner of an interest in such property does not object to the inclusion of such property in the urban renewal area does not mean that the owner has waived any rights of such owner in connection with laws governing condemnation.

In August, City Council authorized a Conditions Survey of the Glenwood Springs Mall to determine whether the two parcels meet the state's criteria for formation of an Urban Renewal Authority. Ricker Cunningham, Littleton-based Real Estate Economists and Community Strategists, prepared the Conditions Survey and a draft Urban Renewal Plan for the City. The Conditions Survey indicated that the properties meet 10 of 11 blight conditions and is attached.

At the end of August, City Manager Debra Figueroa sent letters to Garfield County, Colorado Mountain College, the Garfield County Library District, Colorado River Water Conservation District, Roaring Fork School District, and West Glenwood Sanitation District explaining that state statute allows a municipality to designate itself as the Urban Renewal Authority, with seats to represent the County, School District and the collective interests of the other taxing bodies levying a mill levy within the Urban Renewal Area boundaries. The resolution designates the City Council as the Authority, and creates seats for the County, School District, and the other taxing bodies collectively. Because that would leave the Authority with an even number of seats, the resolution also creates an additional seat for the City to be appointed by the Mayor.

The City will advertise to fill this seat. Upon formation, the City will also reach out to the County, School District and other taxing bodies about their appointments.

Attachments:

Petition Certification – City Clerk
 Proof of Publication Noticing the Public Hearings
 Conditions Survey
 Letter to property owner and lease holders
 Resolution 2018-60

Issues:

Staff Recommendation: Approve Resolution 2018-60 finding that one or more blighted areas exist in the City of

Glenwood Springs, the need for the redevelopment and rehabilitation of such areas in accordance with the Colorado Urban Renewal Law, declaring it to be in the public interest that the Glenwood Springs Urban Renewal Authority exercise the powers provided by law and designating the City Council and representatives of affected taxing bodies as the Urban Renewal Authority

CERTIFICATION OF URBAN RENEWAL SIGNATURES

I, Catherine Fletcher, City Clerk, for the City of Glenwood Springs, Colorado, certify that there has been a petition filed with at least 25 qualified registered voters of the city of Glenwood Springs setting forth that there is a need for an authority to function in the municipality.

City of Glenwood Springs, Colorado



Catherine Fletcher, City Clerk

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SUDOKU

Conceptis Sudoku

By Dave Green

8	9		4	3	2		5
		4			9		7
1			2			8	
2	5				1		
4			6				2
		1				9	3
	6			8			1
7			1	3			
3	2	9	5		4	6	

Difficulty Level ★

11/05

Answer to previous puzzle

1	9	6	3	2	5	4	8	7
5	8	4	6	9	7	1	2	3
7	3	2	8	1	4	9	5	6
4	2	9	1	5	6	3	7	8
3	5	8	2	7	9	6	1	4
6	7	1	4	8	3	5	9	2
9	4	7	5	3	2	8	6	1
8	6	5	7	4	1	2	3	9
2	1	3	9	6	8	7	4	5

Difficulty Level ★★★★★

11/04

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Legal Notices

MONDAY-FRIDAY 8:00AM TO 5:00PM

970.777.3126

LEGAL@CMNM.ORG

COMMONWEALTH OF PENNSYLVANIA DEPARTMENT OF STATE

On June 21, 2018, the Pennsylvania State Board of Nursing indefinitely suspended retroactive to January 29, 2018, the license of Roy Patrick Marker, PA license no. RN571564, of Carbondale, Colorado, and was ordered to pay the costs of investigation in the amount of \$360, based on his being unable to practice with reasonable skill and safety to patients by reason of physiological or psychological dependence upon alcohol, hallucinogenic, narcotic or other drugs which tend to impair judgment or coordination.

Published in the Glenwood Springs Post Independent November 5, 2018. 0000332006

NOTICE OF PUBLIC HEARING

Notice is hereby given that a public hearing will be held by and before the City Council of the City of Glenwood Springs, Colorado (the "City"), in the City Hall Council Chambers, 101 West 8th Street, Glenwood Springs, Colorado, 81601 at the hour of 6 P.M. Mountain Standard Time on December 6, 2018.

The purpose of the hearing is to consider (1) the need for an urban renewal authority to function within the City, and (2) the appointment of the commissioners of the authority, including commissioners representing Garfield County, Roaring Fork School District (RFS-1 School District), and those taxing entities that may be affected by adoption of a future urban renewal plan.

Any resident, taxpayer, interested person or organization desiring to be heard will be afforded an opportunity to be heard at such hearing.

Published under the authority and by direction of the City Council of the City of Glenwood Springs, Colorado.

Published in the Glenwood Springs Post Independent on November 5, 2018. 0000332229

NOTICE OF PUBLIC HEARING

Notice is hereby given that a public hearing will be held by and before the City Council of the City of Glenwood Springs, Colorado (the "City"), in the City Hall Council Chambers, 101 West 8th Street, Glenwood Springs, Colorado, 81601 at the hour of 6 P.M. Mountain Standard Time on December 6, 2018. The proposed Urban Renewal Area ("Area") in the Plan is described as follows:

A parcel of land situated in Lots 1 and 2 and in the North 1/2 of the Southeast 1/4 of Section 8 Township 8 South, Range 69 West of the Sixth Principal Meridian, City of Glenwood Springs, County of Garfield, State of Colorado, said parcel being more particularly described as follows:

Tracts E and F as shown on the plat of the Resubdivision of Glenwood Springs Mall Subdivision, Except Tracts A, B, C & D, recorded as Reception Number 338102, on January 19, 1993 in the office of the Garfield County, Colorado, Clerk and Recorder; together with that portion of the right-of-way of Storm King Road situated between the northerly and southerly boundary lines said Resubdivision of Glenwood Springs Mall Subdivision, Except Tracts

A, B, C & D, extended westerly to the easterly boundary line of the Glenwood Plaza Subdivision as shown on the plat recorded as Reception Number 396937, on November 18, 1988 in the office of said Garfield County, Colorado, Clerk and Recorder; together with the right-of-way of U.S. Highway 6 & 24 situated between the westerly and easterly boundary lines of said Resubdivision of Glenwood Springs Mall Subdivision, Except Tracts A, B, C & D extended southerly.

The purpose of the hearing is to consider (1) whether the Area included in the proposed Plan is a blighted area as described in § 31-25-102, C.R.S., (2) the approval and adoption of the Plan by the City Council, (3) the acquisition of property by eminent domain in accordance with § 31-25-105.5, C.R.S., and the other requirements of law, and (3) other undertakings and activities in accordance with the Colorado Urban Renewal Law by the City and the Glenwood Springs Urban Renewal Authority (the "Authority").

The general scope of the proposed Plan includes undertakings of the Authority, the City, and private enterprise for the elimination and prevention of blight, including, without limitation, use of eminent domain to acquire property in the Area, tax increment financing and other tools and activities authorized by law and the proposed Plan for the redevelopment of the Area. The proposed Plan is on file with and may be inspected at the office of the City Clerk at the above described address. Any person or organization desiring to be heard will be afforded an opportunity to be heard at such hearing.

Published under the authority and by direction of the City Council of the City of Glenwood Springs, Colorado.

Published in the Glenwood Springs Post Independent on November 5, 2018. 0000332235

ORDINANCE NO. 23 Series of 2018

AN ORDINANCE OF THE CITY OF GLENWOOD SPRINGS, COLORADO TEMPORARY MORATORIUM ON THE ACCEPTANCE AND PROCESSING OF NEW VACATION RENTAL PERMIT AND BUSINESS LICENSE APPLICATIONS (SECOND READING).

INTRODUCED, READ ON SECOND READING, PASSED, AND ORDERED PUBLISHED BY TITLE ONLY THIS 5TH DAY OF NOVEMBER, 2018.

CITY OF GLENWOOD SPRINGS, COLORADO
Michael Gamba, Mayor

ATTEST:
Catherine Mythen Fletcher, City Clerk

Published in the Glenwood Springs Post Independent on November 5, 2018. 0000332225

ORDINANCE NO. 25 Series of 2018

AN ORDINANCE OF THE CITY OF GLENWOOD SPRINGS, COLORADO, APPROVING A LOAN EVIDENCED BY SALES AND USE TAX REVENUE NOTES ISSUED IN ONE OR MORE SERIES, TO FINANCE CAPITAL PROJECTS AUTHORIZED BY CITY ELECTIONS IN 2016; APPROVING THE NOTE FORM AND LOAN REPAYMENT FROM / PLEDGE OF SALES AND USE TAX REVENUE CREDITED TO THE ACQUISITION AND IMPROVE

MENT FUND; AND PROVIDING OTHER DETAILS AND APPROVING DOCUMENTS RELATING TO THE LOAN (FIRST READING).

INTRODUCED, READ ON FIRST READING, PASSED, AND ORDERED PUBLISHED BY TITLE ONLY THIS 5TH DAY OF NOVEMBER, 2018.

CITY OF GLENWOOD SPRINGS, COLORADO
Michael Gamba, Mayor

ATTEST:
Catherine Mythen Fletcher, City Clerk

Published in the Glenwood Springs Post Independent on November 5, 2018. 0000332733

PUBLIC NOTICE GARFIELD COUNTY INVITATION FOR BID IFB-GC-FM-01-18 Coroner's Garage Addition

The Board of County Commissioners of Garfield County, Colorado by and through the Procurement Department will receive sealed bids from qualified individuals or firms to complete the Coroner's Garage Addition at 1806 Medicine Bow Court, Silt, CO 81652.

A copy of the IFB, and its related documents, may be obtained from the: Rocky Mountain E-Purchasing System at www.govbids.com; or, by contacting Sr. Purchasing Agent Ryan Peskuski, by telephone at (970) 945-1377 Ext. 7439; or email at rpeskuski@garfield-county.com. Correspondence, other than Bid Documents, may be submitted by e-mail or facsimile transmission to (970) 384-5068. Please do not contact any other County employee for information about this IFB.

The DEADLINE to submit a complete Bid Packet with all supporting documents is Monday, November 26th, 2018 at 3:00 p.m. A complete proposal must be clearly labeled as "Coroner's Garage Addition, IFB-GC-FM-01-18".

SOLICITATION PRE BID SITE VISIT. Garfield County sites will be available for site visits on Tuesdays, November 6th, 2018 at 10:00 A.M. This will be held at 1806 Medicine Bow Court, Silt, CO 81652.

A completed Bid may be submitted to the Garfield County Procurement Department by: personal delivery, private courier (e.g. Federal Express, UPS), or certified United States mail, return receipt requested. The delivery and mailing address for a complete Bid Packet is: Garfield County Procurement Department, 810 Pilkin Ave., Glenwood Springs, Colorado 81601. A completed bid that is submitted by certified United States mail, return receipt requested, must be postmarked no less than three business days before November 6th, 2018.

Any expenditure of funds made by a party in the preparation and submission of a bid in response to this invitation to bid shall not be reimbursed by Garfield County.

No obligation of any kind is made by Garfield County in issuing this IFB. This IFB is not a commitment by Garfield County to issue any other form of solicitation, purchase order, or contract for this service. It

accordance with Article 5.3 of the Garfield County Procurement Code, this IFB may be cancelled at any time at the sole discretion of Garfield County.

Published in the Citizen Telegram November 1, 2018 and Glenwood Springs Post Independent October 29, 2018 and November 5, 2018. 0000327377

PUBLIC NOTICE GARFIELD COUNTY INVITATION FOR BIDS IFB-GC-RB-01-18 As Needed Sanding Material

The Board of County Commissioners of Garfield County, Colorado by and through the Procurement Department will receive bids from qualified individuals or companies for As Needed Sanding Material for the Road and Bridge Department in 2019.

A copy of the IFB, and its related documents, may be obtained from the: Rocky Mountain E-Purchasing System at www.govbids.com; or, by contacting Sr. Purchasing Agent Ryan Peskuski, by telephone at (970) 945-1377 Ext. 7439; or email at rpeskuski@garfield-county.com. Correspondence, other than Bid Documents, may be submitted by e-mail or facsimile transmission to (970) 384-5068. Please do not contact any other County employee for information about this IFB.

The DEADLINE to submit a complete Bid Packet with all supporting documents is Wednesday, November 14th at 3:00 P.M. MST. A complete Bid Packet must be clearly labeled as "Sanding Material, IFB-GC-RB-01-18".

A physical completed Bid Packet may be submitted to the Garfield County Procurement Department by: personal delivery, private courier (e.g. Federal Express, UPS), or certified United States mail, return receipt requested. The delivery and mailing address for a complete Bid Packet is: Garfield County Procurement Department, 810 Pilkin, Glenwood Springs, CO 81601. A complete Bid Packet that is submitted by certified United States mail, return receipt requested, must be postmarked no less than three business days before Wednesday, November 14th 2018. Electronic completed bid packets may be submitted via the Rocky Mountain E-Purchase Systems (RMEPS) at www.bidsnetdirect.com/colorado anytime prior to the deadline.

Any expenditure of funds made by a party in the preparation and submission of a Bid Packet in response to this invitation for Bids shall not be reimbursed by Garfield County. No obligation of any kind is made by Garfield County in issuing this IFB. This IFB is not a commitment by Garfield County to issue any other form of solicitation, purchase order, or contract for this service. In accordance with Article 5.2 of the Garfield County Procurement Code, this IFB may be cancelled at any time at the sole discretion of Garfield County.

Published in the Glenwood Springs Post Independent November 2 and 5, 2018 and the Citizen Telegram November 8, 2018. 0000331382

PUBLIC NOTICE OF PETITION FOR CHANGE OF NAME

Public Notice is given on October 31, 2018, that a Petition for a Change of Name of a JK 1 Minor Child has been filed with the Garfield County Court.

The Petition requests that the name of Cafra Cano be changed to Cafra Pineda Cano.

James C. Bradford
Clerk of Court

Published in the Glenwood Springs Post Independent on November 5, 12 and 19, 2018. 0000332540

REQUEST FOR QUALIFICATIONS/PROPOSAL Bid Number 2018-057

The purpose of this Request for Qualifications/Proposal (RFQ/PROF) is to prequalify contractors who can provide Hanging Lake Shuttle Services. Sealed proposals will be received at the City of Glenwood Springs, in the office of the Procurement Department, First Floor, in City Hall, 101 West 8th Street, Glenwood Springs, Colorado 81601, until 2:00 p.m., (local time) November 20, 2018, at which time qualifications will be publicly acknowledged, and a list of individuals who submitted qualifications will be made available. Bids may also be submitted electronically to bidresponses@cc.gov no later than the required time and date. Include the Bid title and #BD2018-057 in the subject line of the email.

Request for Qualification/Proposal bid documents may be inspected and are available at the City of Glenwood Springs, Procurement Department, 101 West 8th Street, Glenwood Springs, CO 81601 (970-384-8445). Qualification documents will be available on October 26, 2018.

Pre-bid/proposal conference is Mandatory: A pre bid conference will be held on November 6, 2018, to discuss the bid requirements. Location of this meeting will be at City Hall, 101 West 8th Street, Council Chambers, Glenwood Springs, CO, at 1:00 p.m. A representative of the Vendor must attend this pre-bid conference in order to bid on this project.

This solicitation for qualifications may be canceled by the City of Glenwood Springs, and any request for qualifications may be rejected in whole or in part for good cause when in the best interests of the City of Glenwood Springs. The City of Glenwood Springs reserves the right to reject any or all request for qualifications or accept what is, in its judgment, the best request for qualification. Award shall be made to the responsible offeror whose request for qualification is determined to be the most advantageous to the City, taking into consideration price and the evaluation factors set forth in the request for qualification. No other factors or criteria shall be used in the evaluation. If a contract is awarded, it will be awarded to the vendor whose qualification(s) is deemed by the City of Glenwood Springs to be in the best interests of the City.

Published: October 25, 2018 and November 5, 2018 in the Glenwood Springs Post Independent. 0000326371

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ColoradoMountainNewsMedia

West Glenwood Springs Conditions Survey

Glenwood Springs, Colorado

Draft as of 13 November 2018

Prepared for:

Glenwood Springs City Council
Glenwood Springs, Colorado

Prepared by:



Ricker|Cunningham
10959 Ashurst Way
Littleton, CO 80130-6967
303.458.5800 Ph
www.rickercunningham.com

West Glenwood Springs Conditions Survey

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Appendix A: Photographic Inventory

Appendix B: Documentation of Environmental Investigations

West Glenwood Springs Conditions Survey

City of Glenwood Springs, Colorado

1.0 Introduction

The following report, the West Glenwood Springs Conditions Survey (referred to herein as the “Survey”), was prepared for and submitted to the City of Glenwood Springs (herein referred to as the “City”) in September 2018. As illustrated in Figure 1, the subject of this work included properties located in the western extent of Glenwood Springs within Garfield County, CO. The purpose of this investigation was to determine whether conditions that collectively meet the definition of a “blighted area” defined in the Colorado Urban Renewal Law (the “Law” or “Act” or “Statute”) are present at levels sufficient for an urban renewal designation by the Glenwood Springs City Council (herein referred to as the “City Council”).

Procedures for creating an urban renewal area are, as defined in the Act, involve multiple steps, the first being the verification of blighting factors. This Survey is intended to provide an understanding of the type and nature of conditions in a defined area, so that City council, the municipality’s governing body¹ may determine its eligibility, and move forward with subsequent steps including: preparing a plan of development, identifying resources to finance projects and improvements, and estimating possible impacts; as well as sharing this information with property and business interests, along with other partner taxing entities.

Creation of an urban renewal area is a decision made by municipalities when circumstances in a defined geography exist making it infeasible for private interests to invest in their properties. Whereas many public improvements are eligible for funding assistance by an urban renewal authority, along with those private development expenses intended to mitigate adverse conditions, communities are able to offset these expenditures without raising taxes or issuing bonds.

¹ In accordance with the same, all affected property owners were notified that the study was commencing.

Figure 1: Regional Context Map



Eliminating “blighting” conditions, encouraging reinvestment in properties, and advancing development particularly in designated commercial centers, are all priorities expressed in the city’s comprehensive planning document, the Glenwood Springs Comprehensive Plan, adopted March 2011, and amended in 2014) (herein referred to as the “Comprehensive Plan”).

2.0 Survey Area Description

As illustrated in Figure 2, improvements that were the subject of this investigation comprised properties and supporting infrastructure located north of I-70 along its frontage road (US Highway 24) and west of Mel Rey Road, within the Glenwood Springs Mall property, are referred to herein as the “Survey Area” or “Area”.

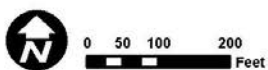
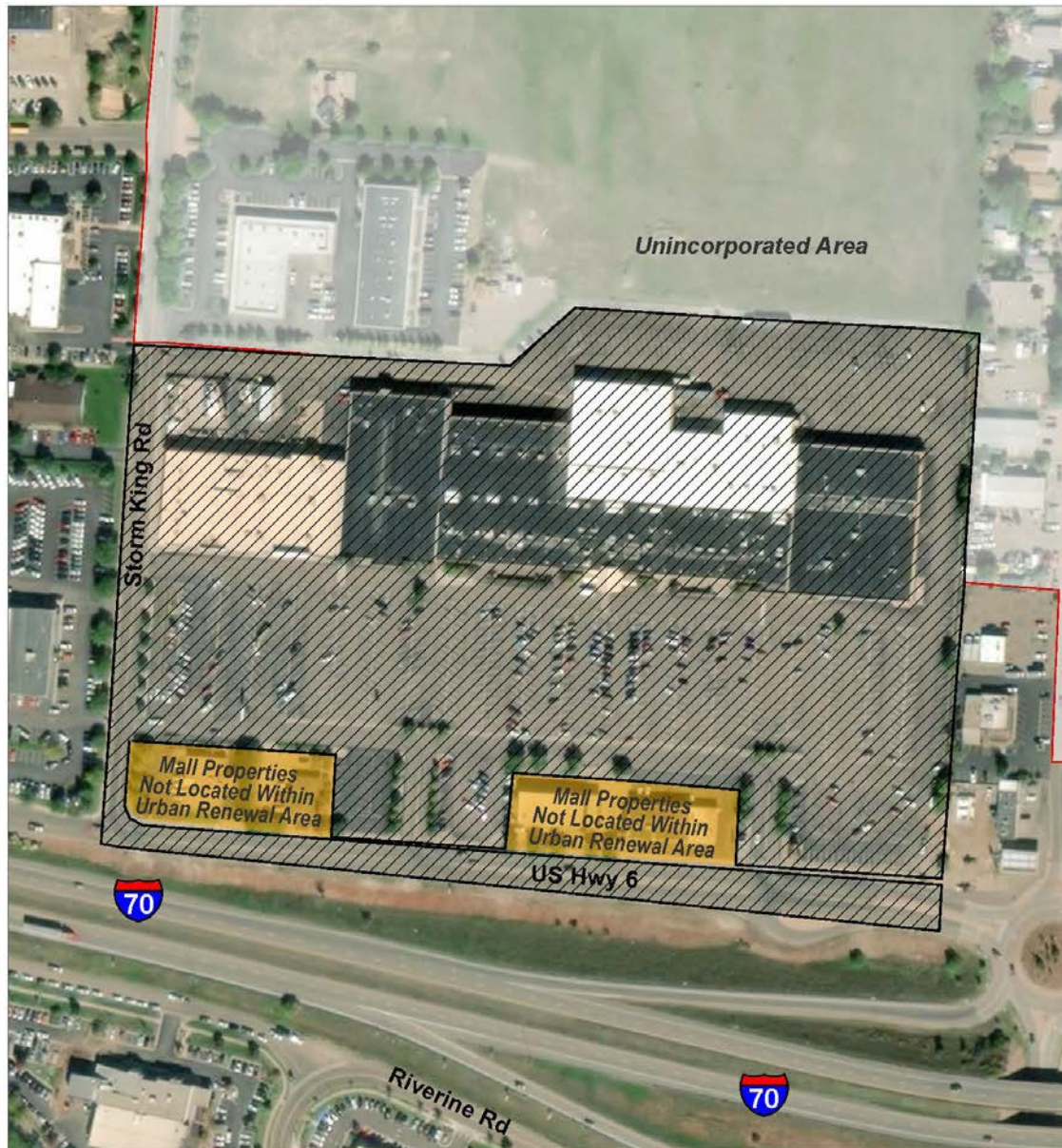
While the Mall in its entirety is comprised of six (6) parcels, only two (2) are being considered for inclusion in an urban renewal area. Table 1 below provides detailed information for all of the Mall properties, including the two (2) subject properties (Lots TR F and E). Together they consist of nearly 20 acres, and both are improved with commercial buildings and parking facilities. According to the Garfield County Assessor, these parcels are classified as merchandising” uses.

Table 1
Glenwood Springs Mall Property Parcels
September 2018

Parcel Number	Owner Name	Building Type	Lot	Zoning	Mill Levy	Total Acres	Total Actual Value
218506106009	Glenwood Springs Mall LLLP	Merchandising	TR F	PUD	70.22	15.76	\$5,647,900
218506106008	Wood King LLLP	Merchandising	E	PUD	70.22	3.39	\$1,983,950
218506106002	Bank Building Partnership	Special Purpose	A	PUD	70.22	--	\$642,460
218506106003	Six Twenty Four LLC	Office	B	PUD	70.22	--	\$521,670
218506106004	Monument Real Estate Group LLC	Whole Sale / Storage	C	PUD	70.22	--	\$595,130
218506106005	Glenwood LLC	Merchandising	D	PUD	70.22	--	\$1,490,960
218506106010	Alpine Bank	Special Purpose	G	PUD	70.22	--	\$80,820
Taxing Districts							
Garfield County		13.655					
City of Glenwood Springs		6.513					
West Glenwood Sanitation		0.762					
Colorado River Water Conservation		0.254					
Garfield School District RE-1		44.038					
Colorado Mountain College		3.997					
Garfield County Library		1.001					
Total Mill Levy		70.22					

Source: Garfield County Assessor and Ricker | Cunningham.

Figure 2: Survey Area Boundary Map



SOURCE: U.S. Census, Glenwood Springs, CO, and ESRI
Date: Thursday, November 01, 2018

-  West Glenwood Springs Urban Renewal Area
-  Glenwood Springs Municipal Boundary



2.1 Existing Zoning

Properties in the Survey Area are zoned PUD Planned Unit Development by the city of Glenwood Springs, and have been since 1984 when the Mall properties were annexed into the city. A description of this zoning classification is provided below as defined in the Glenwood Springs Development Code (effective August 16, 2018), Title 70 of the Municipal Code (herein referred to as the “Development Code”). Figure 3 illustrates the location of zoning classifications by parcel within the city’s municipal boundaries.

070.020.180 Planned Unit Development (PUD) District

(a) Purpose

Planned unit developments (PUDs) are intended to allow for greater flexibility in the application of zoning and development standards than would otherwise be achieved through a base zoning district in exchange for greater benefit to the city of Glenwood Springs.

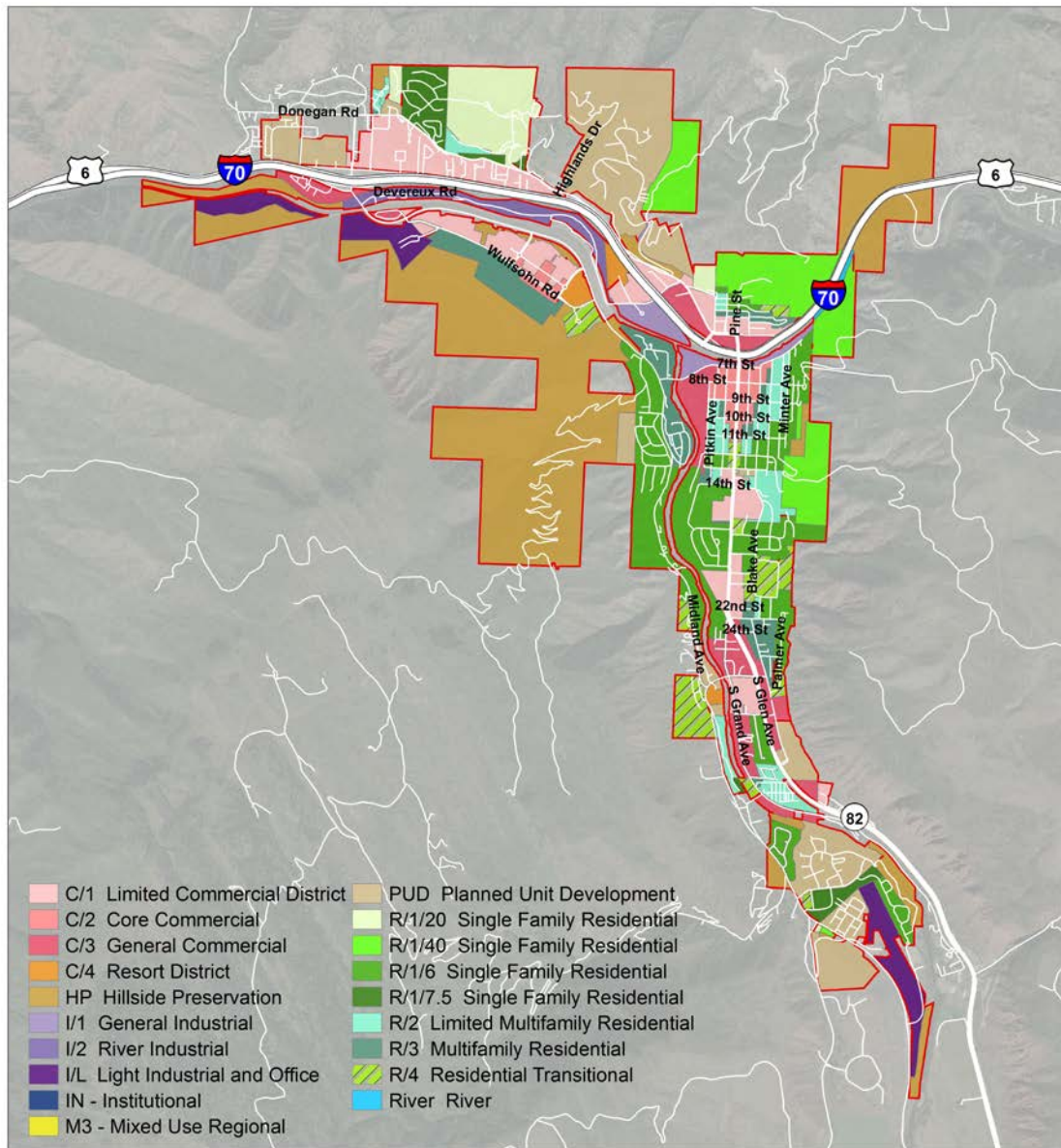
(b) Establishment of a PUD District

PUD districts shall be established pursuant to the rezoning to PUD procedures in Section 070.060.040(b). Development in a PUD district shall be subject to the standards included in and / or referenced in an approved PUD plan.

(c) Applicability of Development Standards

- 1) Unless specifically modified by the PUD plan during the rezoning to PUD procedure, the PUD shall comply with all standards in this Code.
- 2) Where the PUD standards conflict with the standards in this Code, the regulations of the approved PUD plan shall control.
- 3) PUDs shall provide common open space as required by relevant sections of the Code.

Figure 3: City Zone Districts Map



SOURCE: U.S. Census, Glenwood Springs, CO, and ESRI
Date: Monday, September 24, 2018

Glenwood Springs Municipal Boundary



2.2 Comprehensive Plan References

The Glenwood Springs Comprehensive Plan is a visionary document that establishes near- and long-term initiatives regarding how properties in the city could, and will be encouraged to redevelop, in a manner reflecting larger communitywide intentions. References that will inform how investment in the Mall area specifically occurs, are summarized (paraphrased) in the discussion that follows.

Chapter 3 Community Character and Form

1. Direct Development into a Compact Form: Infill and Redevelopment

The city will maintain a compact urban form by growing inward and upward. Due largely to topographic constraints, the city has few opportunities for outward expansion. Primary opportunities where new development and redevelopment could occur include Downtown and Secondary Commercial Centers such as the Glenwood Springs Mall, Roaring Fork Marketplace, and Confluence Areas; in addition to commercial districts on Grand Avenue in the vicinity of 14th and 20th Streets, and along US Highway 6. Encouraging a compact urban form and directing development where infrastructure already exists will allow for: efficient delivery of services, preservation of the community's small-town character, and protections for its cultural and natural resources.

Secondary Commercial Centers - There are a number of secondary commercial centers located throughout the city that provide convenient access to retail goods and services. In several cases, grocery stores anchor older strip commercial buildings in these locations, and most are surrounded by neighborhoods. As property values and retailing trends have changed, the format of these secondary centers has become somewhat obsolete, and several are being repurposed into mixed-use neighborhoods with retail, office and housing uses. Examples of these centers include:

- Safeway Site (20th Street and Grand Avenue) Current Uses: Grocery store and associated retail
- City Market Site (14th Street and Grand Avenue) Current Uses: Grocery store and associated retail
- Roaring Fork Marketplace / Wal-Mart (3200 block of South Glen Avenue) Current Uses: Big box, office space, and retail / service operators
- **West Glenwood Springs Mall (51000 block Hwy 6) Current Uses: Big box anchored former regional mall, local- and region-serving operators**
- Glenwood Meadows (Wulfsohn Road / Midland Drive) Current Uses: Big box, local- and region-serving operators

The Comprehensive Plan envisions properties in the Glenwood Springs Mall area, including those immediately to the north, as an integrated and redeveloped multi-use commercial center with a significant element of medium- to high-density residential uses, and internal system of sidewalks and community spaces. Collectively, new development will offer a gathering place for residents and visitors in the far west end.

2. **Create Sub-Area Plans for Center Redevelopment**

The city will work with willing property owners to develop sub-area plans for Downtown and Secondary Commercial Centers, in an effort to understand: the feasibility of different redevelopment programs, how the vision should be refined, and resources necessary to incent investment.

Chapter 4 Economic Development

1. **Create Opportunity - Allocate Adequate Land**

In addition to maintaining few vacant parcels within the city limits to host new industries and businesses, those that are available will require new zoning classifications. In addition, there are a limited number of available office and commercial spaces, configured to accommodate evolving trends. To this end, the city should consider facilitating redevelopment of existing buildings,

conducting an analysis of existing spaces, and investigating opportunities for new development located immediately adjacent to the city limits and within its Urban Growth Boundary. A sample location for this type of pilot program exists in the area around and including the Glenwood Springs Mall.

2. Retain, Enhance and Expand the Long-Standing Tourist Market

Tourism has long been an important component of the Glenwood Springs economy. The city should continue efforts to support the tourism market, its agencies, amenities, and facilities including Vapor Caves, Doc Holliday Grave Site, Glenwood Caverns, and the Glenwood Hot Springs Pool. To this end, the city should preserve and enhance recreational opportunities (river access, kayak park, parks, and trails) and other city-owned assets in an effort to attract more tourists and encourage them to stay longer. The city should also consider enhancing Downtown with pedestrian-oriented amenities, special shops, restaurants, lodging facilities, and events, so that it can be a place where people want to live and visit. The city should also consciously work to retain existing lodging units in other areas of the city, including West Glenwood, Glenwood Meadows, and within the Hwy 6 corridor.

3. Maintain Glenwood Springs Role as a Regional Center

Glenwood Springs should try to retain regional businesses that are important for regional customers. One step would be to retain automobile dealership, highway-oriented services, and big box retail centers.

2.3 Future Land Uses

The City's Future Land Use Map reflects intentions described in the Comprehensive Plan as they relate to the location of use types and targeted public and private investment over the next 10 to 20 years. Properties within the Survey Area are identified as Mixed-Use, and designated a Secondary Commercial Center, two classifications indicative of a place believed to be "ripe for redevelopment and in

need of its own sub-area plan.” Definitions of both designations are provided below.

Mixed-Use – The Mixed-Use land use designation allows for a variety of uses including commercial, retail, office, restaurant, entertainment, and multi-family housing either horizontally or vertically integrated.

Secondary Commercial Centers - Secondary Commercial Centers are essentially commercial nodes where a mixed-use form of redevelopment is encouraged. The city recommends, through the Comprehensive Plan, that these sub-areas be planned at a higher level of detail, so that possible uses and mixes of uses are understood and planned for in advance.

3.0 Definition of Blight

A determination of blight is a cumulative conclusion based on the presence of several conditions or factors (physical, market, and other), defined by state law, that collectively contribute to the deterioration of an area. Taken together, and when left unattended for extended periods of time, they can adversely impact the economic health of properties not only in their general vicinity, but those of the community at-large. With more than 50 years of history to reflect on, blighting conditions are known to diminish the positive attributes of investment and reinvestment in land and improvements, and stagnate property values. With what is often a pattern of spending at disproportionate levels in deteriorating areas; municipalities find themselves with limited funds to maintain and enhance their communities. For the purpose of this Survey, and as set forth in the Law, the definition of a blighted area is as follows:

A “blighted area” means an area that in its present condition and use, and by reason of the presence of at least four of the following factors, substantially impairs or arrests the sound growth of the municipality, retards the provision of housing accommodations, or constitutes an economic or social liability; and is a menace to the public health, safety, morals, or welfare. Eligible conditions (factors) identified in the Act include:

- (a) *Slum, deteriorated, or deteriorating structures;*
- (b) *Predominance of defective or inadequate street layout;*
- (c) *Faulty lot layout in relation to size, adequacy, accessibility, or usefulness;*
- (d) *Unsanitary or unsafe conditions;*
- (e) *Deterioration of site or other improvements;*
- (f) *Unusual topography or inadequate public improvements or utilities;*
- (g) *Defective or unusual conditions of title rendering the title non-marketable;*
- (h) *Existence of conditions that endanger life or property by fire or other causes;*
- (i) *Buildings that are unsafe or unhealthy for persons to live or work in because of building code violations, dilapidation, deterioration, defective design, physical construction, or faulty or inadequate facilities;*
- (j) *Environmental contamination of buildings or property;*
- (k.5) *Existence of health, safety, or welfare factors requiring high levels of municipal services or substantial physical underutilization or vacancy of sites, buildings, or other improvements;*
- (l) *If there is no objection of such property owner or owners and the tenant or tenants of such owner or owners, if any, to the inclusion of such property in an urban renewal area, "blighted area" also means an area that, in its present condition and use and, by reason of the presence of any one of the factors specified in paragraphs (a) to (k.5) of this subsection (2), substantially impairs or arrests the sound growth of the municipality, retards the provision of housing accommodations, or constitutes an economic or social liability, and is a menace to the public health, safety, morals or welfare. For purposes of this paragraph (1), the fact that an owner of an interest in such property does not object to the inclusion of such property in the urban renewal area does not mean that the owner has waived any rights of such owner in connection with laws governing condemnation.*

Source: Colorado Revised Statute 31-25-103(2).

The determination of whether an area is, or is not a “blighted area” is the sole responsibility of municipal legislative bodies (i.e., City Council or Town Board). This Survey identifies conditions within the Area that the City Council may consider in deciding whether to organize the urban renewal authority and later, to approve an urban renewal plan for redevelopment of properties within an urban renewal planning area.

Since the Law neither requires that all 11 factors be present in an area of study, nor that every parcel in an area be adversely impacted by a qualifying factor, City Council will determine its eligibility based on the presence of *four* or more factors (or *five* or more factors in cases where the use of eminent domain is anticipated). In other words, the presence of one or more well-maintained, non-blighted buildings or parcels will not preclude a designation of blight for the larger area. As explained in (I) above, established thresholds may be reduced to the presence of *one* blighting factor in cases where owners of property or tenants of the owner do not object to inclusion in an urban renewal area.

4.0 Study Methodology

Ricker Cunningham (RC), Urban Renewal Specialists, were authorized by City Council in August 2018 to investigate conditions in the Survey Area, and prepare a report describing their findings from that work. RC personnel inspected the Area in early September, and reviewed information including Geographic Information Systems (GIS) records, past reports and studies, and other data and documents provided by City Staff.

4.1 Description of Statutory Factors

What follows is a description of each factor, along with a list or characterization of specific conditions considered in the context of each one. Actual conditions found within the Survey Area are described in *Section 5 Summary of Findings*.

In making the determination as to whether a particular area is blighted, any particular condition found to be present may satisfy as

many of the factors in § 31-25-103(2), C.R.S. as are applicable to each condition.

(a) **Slum, deteriorated, or deteriorating structures**

This factor is said to be present when an area contains structures that are deteriorating or deteriorated according to municipal codes or the physical condition of structures in an area pose specific life-safety concerns due to the deterioration or absence of its: roof; walls, fascia board or soffit; foundation; gutters or downspouts; exterior finish; windows or doors; stairways or fire escapes; mechanical equipment; loading areas; fences, walls or gates; or non-primary structures.

(b) **Predominance of defective or inadequate street layout**

This factor is said to be present when the layout of existing streets or absence of streets adversely impact: the health, safety and welfare of individuals using vehicular and non-vehicular modes of transportation; or sound development of the area. Specific circumstances include: inadequate vehicular access, internal circulation, street widths or parking lot layout; presence of dead ends; deteriorating condition of existing streets; inadequate accommodations for safe pedestrian and bicycle movement; lack of driveway definition or curb cuts; and / or elevated history of traffic accidents.

(c) **Faulty lot layout in relation to size, adequacy, accessibility, or usefulness**

This factor is said to be present when a parcels size or configuration (long and narrow or irregularly sized) inhibits, or is likely to inhibit the development of improvements consistent with prevailing regulations (i.e., zoning); or vehicular access is either inadequate or unsafe. In this context, shared access, even among properties with the same owner, is considered a deficiency since it could limit the redevelopment potential of

one or more properties were the owner to decide to sell them individually.

(d) **Unsanitary or unsafe conditions**

This factor is said to be present when there are poorly lit or unlit areas, sidewalks are cracked or uneven, drainage infrastructure is deficient, trash or mechanical equipment is unscreened, there is evidence of vandalism or vagrancy; incidents of crime are increasing or disproportionately high; there is a lack of fire protection; or hazardous contaminants, floodways and floodplains, and steep slopes threaten the health, safety and welfare of persons in an area.

(e) **Deterioration of site or other improvements**

This factor is said to be present when property, structures or public improvements have been damaged or neglected as reflected in deteriorating signs, parking surfaces, curbs, gutters, sidewalks, streets or landscaping; or trash, debris and weeds are visible and pervasive.

(f) **Unusual topography or inadequate public improvements or utilities**

This factor is said to be present when the topography of an area, including the presence of severe slopes and gullies, either: makes improvement of properties difficult, impractical, or infeasibly costly; limits a sites usefulness; adversely affects the size or configuration of built structures; or requires expensive infrastructure to support development as required by prevailing regulations. The presence of overhead utilities is another condition considered in the context of this factor.

(g) Defective or unusual conditions of title rendering the title non-marketable

This factor is said to be present when development is hampered or properties are deemed unmarketable due to conditions of title (including unclear ownership) such as covenants or other provisions governing its use that are discriminatory, obsolete or unduly restrictive. Also considered in the context of this factor is the presence of utility, ditch and access easements which can have a similar impact on a property's potential and capacity for development.

(h) Existence of conditions that endanger life or property by fire or other causes

This factor is said to be present when property or structures are subject to threats from fire, hazardous contaminants, flooding, or criminal activity.

(i) Buildings that are unsafe or unhealthy for persons to live or work in because of building code violations, dilapidations, deterioration, defective design, physical construction, or faulty or inadequate facilities

This factor is said to be present when conditions within properties or structures pose a threat to habitation or daily use resulting from contamination or a lack of safety infrastructure (i.e., fire sprinkler systems). Conditions that are present under (a), (d), (i) and (k.5) may also be included under this factor.

(j) Environmental contamination of buildings or property

This factor is said to be present when past or ongoing chemical or biological contamination of a site either poses a health hazard to users, or limits the type or magnitude of development that is either legally permitted or financeable. Conditions listed under factors (d), (i), and (k.5) also qualify under this factor.

(k.5) Existence of health, safety, or welfare factors requiring high levels of municipal services or substantial physical underutilization or vacancy of sites, buildings, or other improvements

This factor is said to be present when properties or structures are vacant or underutilized (as anticipated by zoning); or a disproportionate level of public services are required to address a disproportionately high frequency of crimes, fires, accidents or building code violations. Conditions listed under factors (a), (d), (i), and (j) also qualify under this factor.

5.0 Summary of Findings

It is the conclusion of this West Glenwood Springs Conditions Survey that within the Area boundaries, ten (10) of the possible 11 blight factors are present including those listed here: (a) deteriorated or deteriorating structures; (b) defective or inadequate street layout; (d) unsanitary or unsafe conditions; (e) deterioration of site or other improvements; (f) unusual topography or inadequate public improvements or utilities; (g) defective or unusual conditions of title; (h) conditions that endanger life or property by fire or other causes; (i) buildings that are unsafe or unhealthy for persons to live or work; (j); environmental contamination of buildings or property; and (k.5) substantial physical underutilization or vacancy of sites, buildings, or other improvements. What follows are descriptions and supporting illustrations of conditions either observed or identified associated with each of these factors. Representative photographs of select conditions are presented in Appendix A.

(a) Slum, deteriorated, or deteriorating structures

Conditions associated with degrading structures within the Survey Area were observed both within and outside of the buildings that occupy the two commercial parcels. With approximately 90 percent of the primary Mall building vacant, numerous inline spaces are unoccupied, despite the presence of previously used display cases, light fixtures, and furniture. Security cameras once installed are now gone, leaving either uncovered holes in the walls or severed wire connections.

Common areas within the Mall appeared clean, yet limited lighting, combined with a limited number of customers, made several hallways vulnerable to vandalism, and potential threats to patrons.

Instances of decay on the exterior of buildings in the Area included numerous instances of mechanical and operating equipment that was either unscreened, or partially screened by damaged and deteriorating fencing. In addition, masonry around the loading docks and receiving areas was often cracked and crumbling; paint on non-masonry materials was faded and chipped; and the attached sidewalks are not only non-compliant with established Americans with Disabilities Act (ADA) requirements, but pose health hazards for individuals with even limited mobility challenges.

Fences surrounding the properties are a combination of chain link with barbed wire, wood panels, remnants of concrete barriers, and temporary tarps; and all are in various stages of disrepair. Fencing between the Mall property and adjacent service station to the east, is incomplete and in violation of city codes.

(b) Predominance of defective or inadequate street layout

Defective or inadequate street layouts are often a byproduct of one or more roadways conditions such as: an absence of accommodations for safe vehicular and non-vehicular mobility, limited capacity within streets to support existing or potential traffic activity, and deteriorating infrastructure. All of these conditions were either observed or identified in the Survey Area, with the most inauspicious being those that are inconsistent with established and adopted municipal codes, as well as those that have manifested as disproportionately high levels of traffic-related incidents.

Sidewalk improvements located within the Storm King Road right-of-way appear to be a combination of code-compliant and non-compliant. Those located along its western edge are detached, appropriately sized, level and able to accommodate individuals with both limited and severe physical disabilities. Conversely, those located along its eastern

edge are incomplete, narrow, uneven and cracking, fostering the potential for any variety of accidents. In addition, the roadway lacks accommodations for bicycles. Finally, there are neither internal sidewalks within the Mall property, nor pedestrian access at the vehicle entrances to the Mall, two types of improvements that would be required under the current Development Code.

The lack of pedestrian and non-vehicular facilities serving properties within the Survey Area, particularly given its adjacency to residential neighborhoods to the north, are particularly problematic given the presence of a transit stop adjacent to Highway 6 & 24 near the southeast quadrant of the Survey Area. Without safe designated improvements, transit riders are either forced to traverse the Mall parking lot, or walk along the shoulder of the roadways. Numerous pedestrian – vehicular conflicts were observed during the field investigation conducted as part of this work, and many others have occurred as is evident in data related to traffic accidents and incidents in the area.

According to the Glenwood Springs Police Department, and as reflected in Table 2, traffic-related occurrences citywide increased at an average annual rate of more than 15 percent over the five-year period between 2013 and 2017, and those involving motor vehicle accidents increased at an annual rate of 5.6 percent.

Table 2
Citywide Police Involved Incidents
2013 through 2017

Citywide Police Involved Occurrences	2013	2014	2015	2016	2017
Year-to-Date Number of Offenses	12,344	13,262	15,485	17,141	22,067
Traffic-Related	2,668	2,330	2,616	1,122	5,495
Motor Vehical Accident	515	592	632	686	678
Criminal Arrests	1,131	956	1,204	1,199	1,146
Misdemeanor Cases	92.6%	92.9%	92.1%	94.7%	91.2% *
Felony Cases	7.4%	7.1%	7.9%	5.3%	5.2% *

* Figures may not total 100%.

Source: City of Glenwood Springs Police Department and Ricker | Cunningham.

As reflected in Table 3, while the number of traffic-related incidents associated with the eleven (11) addresses considered by the Glenwood Springs Police Department to impact properties within the Survey Area represent a modest overall percent of the citywide total; those directly associated with the Mall property (address), have consistently represented between 60 and 70 percent of all traffic incidents in the area.

(d) **Unsanitary or unsafe conditions**

Conditions which diminish protections for individuals living, working and passing through an area can range from a lack of infrastructure and criminal activity to the presence of environmental contaminants, and sometimes include the potential for flooding events. While “unsafe” conditions may also be considered “unsanitary,” the latter are more typically associated with circumstances that are visible such as graffiti, vandalism, and unkempt landscaping, and which are more indicative of neglect rather threats to persons or property.

Unsafe roadway conditions were discussed in detail above in the context of Factor (b). Infrastructure deficiencies within the Survey Area which pose a potential danger, and that have not yet been identified include those associated with protecting buildings and their occupants from fire-related incidents. The presence of fire resources including water and suppression systems with the capacity (pressure and flow) to provide appropriate protection, as required by municipal codes, are essential and lacking in the Survey Area. According to representatives of the Glenwood Springs Fire Department, fire flow to properties in the Area “should be adequate in the event of a fire incident;” however, fire protection equipment within the Mall properties, are thought to be “inadequate for retail purposes.” This assumption by the Department, which was made with Kmart anchored the center, was later reinforced by a licensed fire protection engineer that concluded “the system vulnerable locations within the primary building subsequently converted to storage and furniture staging areas. The Department was not aware of any further intervention related to replacement of or enhancements

Table 3
Survey Area Police Involved Incidents by Subarea
 2013 through August 2018

Incidents by Location	2013	2014	2015	2016	2017	2018 *	
Storm King Road							Total
Code							0
Traffic			1				1
Criminal							0
US Highway 6 & Storm King Road							1
Code	1	3	1	1	2	1	9
Traffic	1	1		2	1		5
Criminal					1		1
Mel Rey Road							15
Code		1					1
Traffic	2	1					3
Criminal							0
Alpine Bank (50891 US Highway 6)							4
Code		2		2			4
Traffic	1			2		1	4
Criminal	5	15	6	6	6	4	42
Big Daddy's Bar and Grill (55 Mel Rey Road)							50
Code	1		1	1	2		5
Traffic	6	2	3	1	4		16
Criminal	18	14	32	10	27	17	118
Glenwood Springs Ford (55 Storm King Road)							139
Code	4	2	1		1	1	9
Traffic	2		3	4	5	1	15
Criminal	8	9	16	11	15	7	66
Geno's Liquors and Shell (23 Mel Rey Road)							90
Code	1	2	2		3	8	16
Traffic	12	11	5	5	4	2	39
Criminal	12	18	14	27	29	21	121
Planned Parenthood (50923 US Highway 6)							176
Code	2					0	2
Traffic	1			1		1	3
Criminal	9	7	4	3	3	4	30
Glenwood Springs Subaru (175 Storm King Road)							35
Code	1			2			3
Traffic	1	3					4
Criminal	4	4	2	3	5	2	20
Two Rivers Community School (195 Center Drive)							27
Code		1	2		3	5	11
Traffic				1	1		2
Criminal		5	7	5	12	10	39
Glenwood Springs Mall (21027 US Highway 6)							52
Code	10	11	18	18	30	12	99
Traffic	32	28	31	29	38	12	170
Criminal	109	121	153	246	238	96	963
Sub-Total							1232
Total	243	261	302	380	430	205	

Through August.

Source: City of Glenwood Springs Police Department and Ricker | Cunningham.

to the existing system.

In the same manner that the frequency of traffic events can be an indicator of unsafe roadway conditions; heightened levels of criminal activity can be an indication of unsafe properties. Data provided by the Glenwood Springs Police Department, and presented in Tables 2 and 3, the number and nature of criminal incidents in the city have exhibited a fairly erratic pattern of increases and declines over the five years between 2013 and 2017. Within the influence area of the Mall, however, they have steadily increased, with the highest number, or 60 to 80 percent of all incidents, occurring within the Mall property.

In terms of environmental contamination, a review of information provided by city staff revealed the occurrence of contaminating events within three properties located in the vicinity of, and impacting properties in the Survey Area. While available information is somewhat inconclusive regarding the potential for ongoing threats from these or future events, for the purpose of this report, impacts resulting from these incidents are being considered in the context of their potential limit or preclude redevelopment of properties within the Area boundaries. A description of these impacts is presented in the context of Factor (j) below, and detail about the contaminating events and efforts to mitigate them in Appendix B.

(e) Deterioration of site or other improvements

Evidence of deterioration within properties and in public rights-of-way in and adjacent to the Survey Area include those previously discussed in the context of Factors (a), (b) and (d) including: unscreened trash, debris and equipment; crumbling and broken asphalt surfaces; and damaged fencing and signage. While any of these conditions, considered independent of the others, may not suggest a significant threat to people or property within its boundaries; taken together, along with the presence of other “blighting” factors, suggest either a pattern of deterioration and neglect or inability to finance necessary improvements due to limited resources resulting from under-performing assets.

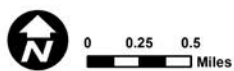
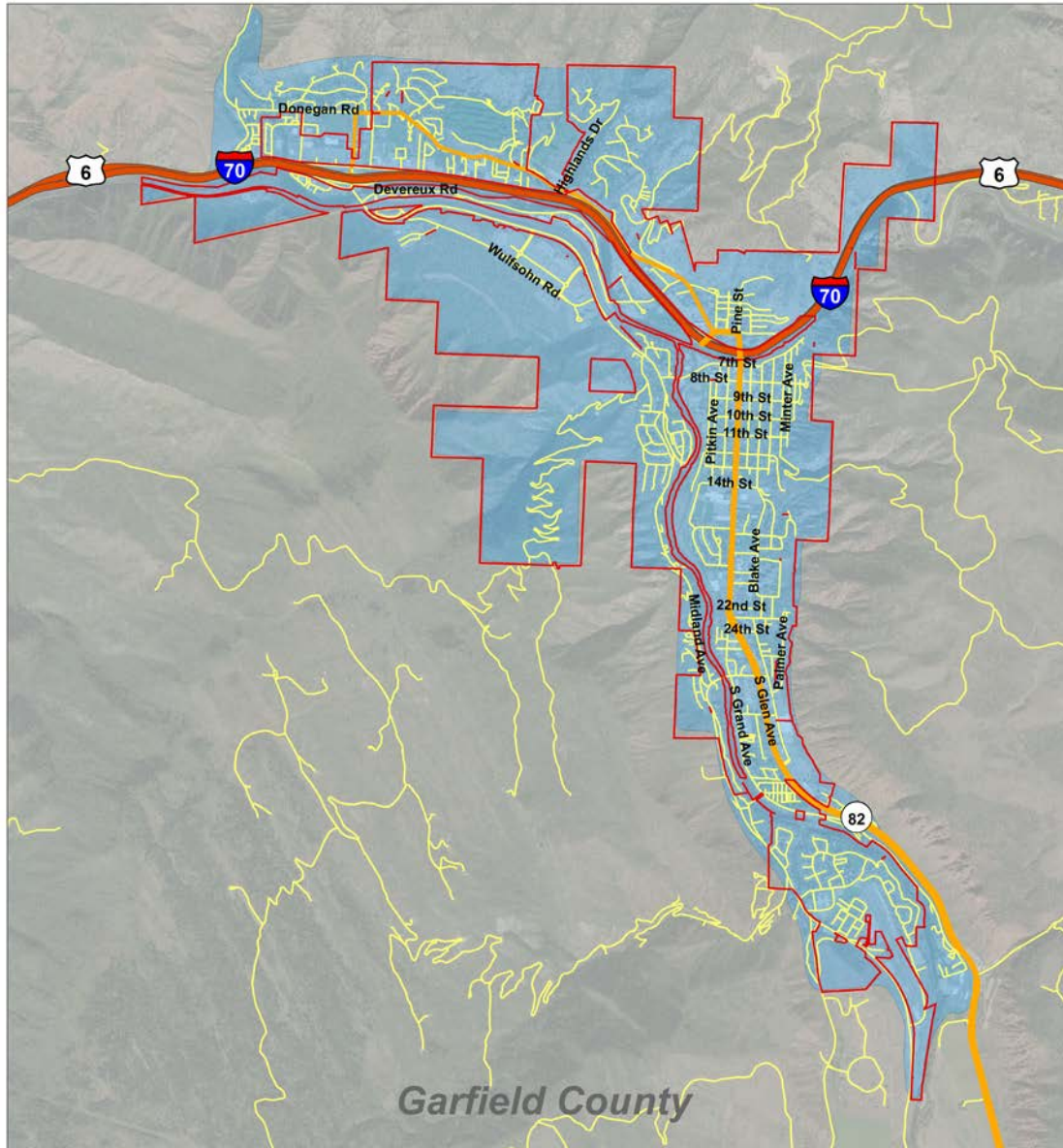
(f) Unusual topography or inadequate public improvements or utilities

Conditions associated with aspects of Factor (f) may seem distinctly different, but are often directly related. In this instance, the topography of properties within the Survey Area is relatively flat, and therefore unlikely to adversely impact their ability to be redeveloped. The condition and capacity of water and sewer infrastructure serving the Area, however, has been deemed suboptimal. Therefore, despite the absence of challenges associated with steep terrain or the presence of waterways, investment in properties within the Survey Area boundaries will inevitably be hampered by inadequate infrastructure, and require participation by multiple entities to finance future improvements.

Based on discussions with representatives of the city's Public Works Department, and as shown in Figure 4, water service to the Survey Area and other properties within its municipal boundaries is provided by the city of Glenwood Springs. Illustration 1 that follows the figure demonstrates the specific location of water lines serving commercial parcels in the Survey Area including those associated with the Glenwood Springs Mall. Due to the age of many of the water mains, they are primarily constructed of asbestos cement, a material considered less than ideal, and being replaced in most communities as monies become available. According to these same representatives, any significant redevelopment of properties within the Survey Area or in the vicinity of the Mall, will catalyze the timing of these replacement efforts.

While water service to the Area is provided by the city of Glenwood Springs, the West Glenwood Sanitation District provides sanitary sewer service. Information provided by their administrator suggests a similar circumstance with regard to the area's sewer infrastructure. Reportedly, lines within the Mall parcel are 8" PVC, while lines running within Highway 6 and Storm King Road are 8" clay. While the PVC lines are considered somewhat more "up to date," the clay lines are old and aging and will need to be replaced in the near future. Although existing sewer facilities are only at 45% of capacity, and depending on the intensity of a Mall

Figure 4: Water Distribution Service Area Map



SOURCE: U.S. Census, Glenwood Springs, CO, and ESRI
Date: Monday, September 24, 2018

- Glenwood Springs Municipal Boundary
- Water Distribution Service Area

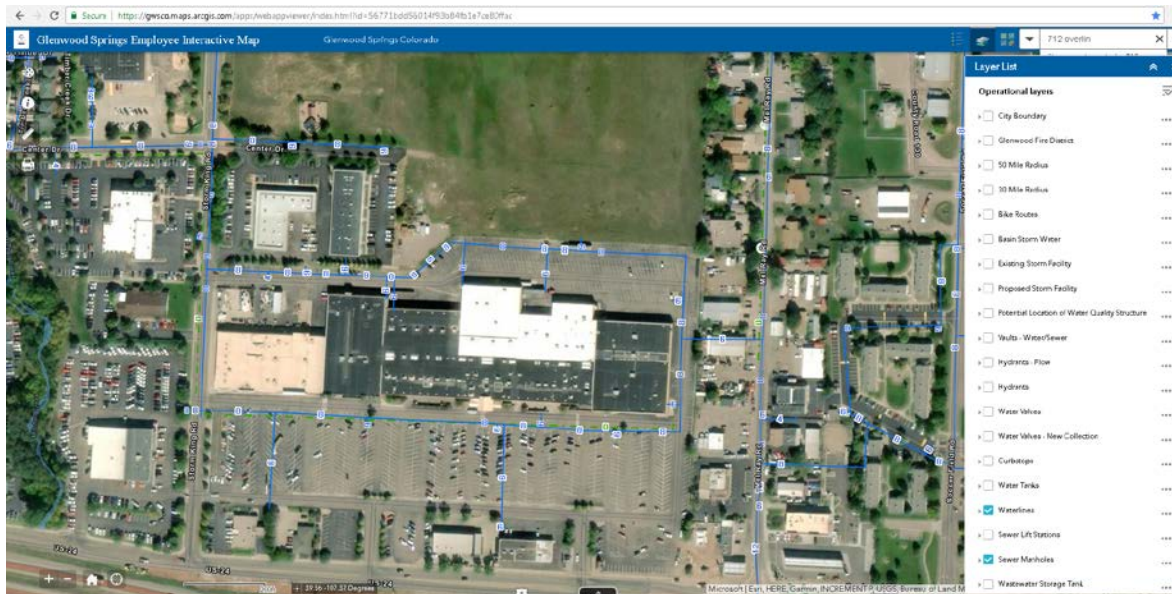


redevelopment program, taken together with other recent development projects such as the Oasis Creek Apartments, certain improvements may be necessary if increases significantly impact service levels and flow.

Illustration 1

Location of Water Main

September 2018



In terms of roadway infrastructure, amenities and enhancements, based on physical observations and review of the current Development Code, many elements (i.e., pedestrian and bicycle circulation, bicycle parking, landscaping, streetscaping, screening and fencing) associated with thoroughfares do not appear to be in compliance with established and adopted standards. While not necessarily unlawful in their current state, a substantial redevelopment of parcels within and in the vicinity of the Survey Area could necessitate these types of capital investments.

(g) **Defective or unusual conditions of title rendering a property (or title) non-marketable**

Conditions which are adversely affecting not only the use, operation and transfer of properties in the Survey Area; but also limiting, if not

precluding, their development and redevelopment potential, are primarily associated with provisions in the lease of one of the Mall's principal tenants. The focus of the discussion here is specifically related to covenants and restrictions in the lease agreement between the Mall owner and its anchor tenant.

Based on a detailed review of the lease agreement (herein referred to as the "Lease") between the owner of commercial properties within the Survey Area, Glenwood Springs Mall, LLC (herein referred to as the "Lessor") and its anchor tenant, Ross Dress for Less, Inc. (herein referred to as the "Lessee"), dated June 10, 2011, there exist numerous provisions which extend extraordinary control to the Lessee, which effectively make it all-but impossible for the Lessor to freely manage the Mall properties in a manner appropriate for the market and commensurate with operators of comparable facilities.

As noted therein, inline space within the primary Mall building is approximately 90 percent vacant, compared to the citywide commercial vacancy rate of approximately 3 percent. Given the health of commercial developments in other parts of the city, along with the limited number of comparable commercial tracts available for development, particularly in the rapidly growing western portion of the community; and finally, despite the subject properties' superior site attributes including access and visibility from the region-serving I-70 corridor, the Glenwood Springs Mall should be operating at or above market averages. Further, real estate professionals familiar with commercial properties, their management and operations, are certain that the property's poor performance is largely due to certain provisions afforded the Lessor in their agreement that have proven to be injurious to the balance of the Mall and its other tenants.

Terms which are particularly harmful, and which actually impact approximately 86% of the Mall's interior space and exclude the Mall's out-parcels, include those summarized below:

- control period (term during which adverse provisions apply) of 10-years, plus four (4) five (5)-year options (essentially 30-years)

- ability of Lessor to approve or restrict leasing to certain tenant types and merchandise lines offered by tenants
- ability of Lessor to restrict expansion by other anchor tenants
- ability of Lessor to restrict re-leasing efforts by other anchor tenants (JC Penney and Staples)
- ability of Lessor to control rental rates of tenants re-leasing inline space

These types of influences by a single tenant in a regional shopping center, particularly over a term roughly equivalent to the depreciable life of the property, effectively renders it obsolete and makes it all-but financially impossible to repurpose or redevelop, much less advance communitywide goals for this targeted Secondary Commercial Center.

(h) Existence of conditions that endanger life or property by fire or other causes

Conditions posing a threat to people and property identified within the Survey Area are primarily associated with infrastructure unable to accommodate safe vehicular and non-vehicular mobility and insufficient to protect from fires and fire-related incidents.

Reported roadway deficiencies are exemplified by an excessively high number of traffic-related occurrences involving vehicles, pedestrians and bicycles. Historical figures for traffic conflicts within and impacting properties in the Survey Area have steadily increased over the last five years; as have the number of traffic-related incidents specifically associated with activity at the Glenwood Springs Mall. Among the eleven (11) addresses identified by the Glenwood Springs Police Department as influencing, and being influenced by business operations in the Survey Area and their patrons; the Mall property itself has consistently registered the highest number of code, criminal and traffic incidents.

Inadequacies in fire protection equipment were explained by representatives of the Glenwood Springs Fire Department. They reported that the Mall's fire protection system contains "flaws and discrepancies

that make repairs problematic, and replacement of the entire system advisable.” Their concerns regarding inadequacies in the existing fire protective infrastructure were amplified by high volumes of commercial traffic in the area, and elevated frequency of calls for assistance with fire-related incidents. Based on a review of data provided by the Glenwood Springs Police Department, officers have been dispatched to 18 structure-type fires or fire-related occurrences in the Survey Area, including one classified as involving Hazardous Materials (HazMat) over the past five years. With a citywide total of 48 structure fires or fire-related events during this same timeframe, incidents in the Survey Area have represented two-thirds of all municipal fire activity, and thereby commanded a disproportionate share of limited public resources.

- (i) Buildings that are unsafe or unhealthy for persons to live or work in because of building code violations, dilapidations, deterioration, defective design, physical construction, or faulty or inadequate facilities

Conditions specifically threatening habitation or daily use of buildings in the Survey Area are largely associated with the lack of adequate fire protection equipment in the Mall buildings, and use of asbestos cement in infrastructure serving properties within and beyond its boundaries. Both of these conditions have been described previously in discussions related to the presence of Factors (d), (f) and (h) above.

Although this report describes past incidents of environmental contamination on properties impacting those in the Survey Area, they are referenced herein less because of their potential as an ongoing threat, and more because of the extraordinary expense of constructing preventative barriers often required by local codes during redevelopment of properties in the vicinity of past occurrences.

- (j) Environmental contamination of buildings or property

As previously identified and preliminarily discussed, over the past several decades there have been numerous environmental investigations in the vicinity of, and having the potential to impact, properties associated with the Glenwood Springs Mall. Specifically, three separate parcels

have been the subject of ongoing environmental oversight which has effectively limited the type and magnitude of development that is either legally permitted, practically financeable, or feasibly programmable. Why these types of restrictions will not be imposed on future developments in the Survey Area, proper; it is highly likely that building code requirements will be elevated to ensure appropriate protections, possibly including construction of air circulation systems in subterranean parking facilities and foundational enhancements such as additional protective lining. A description of past incidents of environmental contamination in the vicinity of the Survey Area are presented in Appendix B.

(k.5) Existence of health, safety, or welfare factors requiring high levels of municipal services or substantial physical underutilization or vacancy of sites, buildings, or other improvements

As is the case with other factors of blight, conditions associated with Factor (k.5) can be distinctly different, or directly related. Services and resources provided to properties and businesses by the city of Glenwood Springs and its affiliate organizations generally include sanitation (both sewer and refuse), water, streets and transportation, libraries, schools, food inspections, fire, police, ambulance, and other health department issues. Previous discussions associated with conditions contributing to the presence of Factors (b), (d), (h) and (i), particularly related to suboptimal protections for people and property, have all contributed to disproportionate levels of services and resources being expended to properties in and around the Survey Area. In addition to assisting with 18 fire-related incidents between 2013 and August 2018, the Glenwood Springs Police Department also assisted with thirty-seven (37) Emergency Medical Service (EMS) related events. While the total number of fire- and medical-related incidents do not appear to be increasing at a citywide level, they have continued to increase within the service area for properties associated with the Mall; making it reasonable to conclude that this trend could continue without some sort of intervention or enhancement program.

In terms of services related to the provision of utilities, while water and

sewer infrastructure serving the Area was deemed suboptimal, impacts from those inadequacies were believed to pose potential health risks and increase development costs, rather than heighten the need for additional services levels.

The second aspect of this Factor (k.5) speaks to threats and challenges resulting from high rates of vacancy in buildings and under-utilization of properties. Within the Survey Area, although the subject parcels are completely improved, hosting commercial retail buildings and supporting parking facilities; one of the two buildings is reportedly 90 percent vacant. For comparison purposes, according to real estate professionals familiar with the Glenwood Springs retail market, the citywide commercial vacancy rate is close to three (3) percent. In fact, some of the community's most successful commercial developments operate in this sector of the city. However, despite its many attributes including: access and visibility from the Interstate 70 (I-70) corridor; proximity to concentrations of national region-serving retailers; and limited number of available and comparable tracts for new development, particularly in the western portion of the community; the Mall property continues to underperform relative to its competition.

As explained previously in the context of Factor (g) above, the authors of this West Glenwood Springs Conditions Survey attribute the Mall's current condition and extraordinary vacancy rate to certain provisions in the existing lease held by the center's anchor tenant. Those terms, which effectively preclude the owner and operator of commercial properties in the Survey Area to freely market available spaces to retail operators, and which could continue to restrict those efforts through the year 2043; make it all but impossible to achieve a reasonable occupancy rate, much less reinvest in the property or its improvements.

6.0 Conclusion

As explained herein, ten (10) of the 11 total possible factors were either identified or observed at varying degrees of intensity in the Survey Area, but all at levels considered adverse and impactful to a degree that any resolution or mitigation would be time-intensive and costly.

West Glenwood Springs Conditions Survey

City of Glenwood Springs, Colorado

Appendix A:

Photographic Inventory















West Glenwood Springs Conditions Survey

City of Glenwood Springs, Colorado

Appendix B:

Documentation of Environmental Investigations

Following are select references from the following reports related to past environmental investigations of properties in the vicinity of the Glenwood Springs Mall.

- Former Tomahawk Truck Stop, 51171 Highway 6 & 24
- Former Gilco Car Wash, 77 Mel Rey Road
- Former West Mart Shell, 23 Mel Rey Road

[Former Tomahawk Truck Stop, 51171 Highway 6 & 24](#)

Based on information provided by representatives of the City, 51171 Highway 6 & 24 once hosted the Tomahawk Truck Stop constructed in the early 1950s. In August 1999, a petroleum release was suspected when direct push investigations (conducted as part of a property transaction) produced soil and groundwater samples containing constituents of unleaded gasoline and diesel fuel. While no specific release event was documented at that time, the owner reportedly installed groundwater monitoring wells, but stopped short of conducting an excavation of the soil. In 2004, soil and groundwater remediation systems were installed, and in January of 2012, another release (of a regulated substance) was detected.

The property was purchased by Lipson Oil Company in August 2011, but Silco Oil Company, the current tenant, continued to occupy the property and conduct business until its lease of the property and facilities expired in September 2012. At that time, Loco Inc. purchased the property with the intent of constructing a new station, and began removing the fuel dispensing equipment.

Representatives of the OPS collected and analyzed soil samples during removal of the tanks, and ultimately determined that all of the samples exceeded thresholds for diesel and gasoline. During the excavation, they also observed stains in the soils, and smelled hydrocarbons.

In a letter to OPS by Storage Tank Technology Inc. on October 16, 2012, it was suggested that despite nearly 20 years of monitoring and past remediation efforts, it was unlikely that additional efforts would markedly improve the situation. They also acknowledged that groundwater sampling results continued to show “pockets” of contamination in a “saturated zone” and that they would likely continue to maintain certain levels of dissolved benzene resulting from past gasoline and diesel tanks

within the property. At that time, benzene concentrations reportedly exceeded the Tier 1 risk-based screening level (RBSL).

OPS ultimately determined that due to the site's planned redevelopment as an ongoing gasoline distribution center, and the limited effectiveness of further remediation system operations; they would discontinue operation of the system, decommission the equipment, and abandon the system wells. OPS did, however, require that monitoring wells be installed to monitor levels of dissolved benzene. Reports regarding that action were issued on November 14, 2012, January 29, 2013, May 13, 2013, June 25, 2013, July 18, 2013, March 24, 2014, August 6, 2014, July 19, 2015, October 20, 2015, January 4, 2016, April 22, 2016 and July 8, 2016. On July 26, 2016, OPS submitted a letter to the Colorado Department of Transportation regarding historical efforts to mitigate contaminating impacts, along with the status of those efforts to-date. Therein they stated, "Based upon the environmental cleanup activities and sampling performed to-date, the OPS believes that petroleum impacts from the release have been adequately remediated to levels that currently pose a low risk to human health or the environment." They also stated, "Based on this conclusion, we are considering issuing an NFA (No Further Action) Determination." On November 16, 2016, Apex Companies, LLC (APEX), on behalf of Silco Oil Co., notified ODP that they intended to abandon their wells, and described how it would be completed.

The NFA was issued in 2016 with this disclaimer, "OPS cannot release you from any liability that may be associated with any contamination at or from this site. If the function of the property is modified for a different use and the new business does not dispense petroleum products, the OPS must be contacted immediately." Finally, it concluded by acknowledging that offsite property owners were notified of residual petroleum impacts on their property, so that if they planned to perform underground work in the area, they would take appropriate protective actions.

Because the owner / operator was told by OPS that they could not be released from future liability associated with contamination of the site, RC must conclude that past activities continue to adversely impact the transfer and improvement of this property and others in the Area.

Former Gilco Car Wash, 77 Mel Rey Road

The property at 77 Mel Rey Road is the site of the former Gilco Car Wash, a car wash and self-service gasoline station constructed “around” 1974. As explained below, underground tanks installed as part of their operation, became the subject of an ongoing investigation related to incidents of environmental contamination in the Area beginning during the early part of the 1980s.

In 1983, possible gasoline odors in the basement of the Los Desperados Restaurant were reported to the GSFD. After an investigation, leaks from two tanks within the property at 77 Mel Rey Road were confirmed. In 1986, similar odors were again reported by the owner of the same restaurant, and another inspection was conducted. This time, no contamination was found; but a year later in 1987, one of the tanks was found to have been infiltrated with water. It was ultimately drained by the owner, taken out of service, and abandoned in-place by filling it with slurry.

In 1989 and 1990, the State of Colorado Department of Health (CDH) investigated the area around the intersection of Mel Rey Road and Highway 6 & 24 due to reports of petroleum hydrocarbon odors in the area, as well as in the basement of the Los Desperados Restaurant. Their investigation revealed gasoline contaminants in sewer lines, which led to reconnaissance of three separate underground tank facilities including one at Geno’s Market and Texaco Station, the Conoco Truck Stop, and finally the Gilco Car Wash and Service Station. That probe, unlike the 1986 study, found “volatile petroleum hydrocarbon vapors around all three sites, with the most extensive hydrocarbon plume located between Geno’s Texaco Station and the Conoco Truck Stop.”

On June 1, 1992, R.D. Gilstrap, President of Gilco, Inc., and owner of the car wash and service station, notified the Colorado Department of Labor and Employment that they intended to “close and remove the underground storage tanks located within their property.” A report dated June 10, 1997, titled, “Underground Storage Tank Closure Report,” describes the work that was performed during the tank removal process, as well as observations made regarding the condition of the soils and equipment.

As described therein, although soil samples failed to reveal any residual constituents, visual observations of staining in the soil were made, and a hydrocarbon odor was smelled, likely due to a previous breach which caused the tank to maintain its

physical integrity. The owner subsequently took abatement action during the backfilling process, including the installation of drain pipes to allow for vapors to vent and air to circulate.

On December 6, 2005, OPS wrote Mr. Gilstrap informing him that, "MTBE concentrations in the groundwater were below the risk-based screening level (RBSL) of 20 micrograms per liter, but that they could not allow him to suspend his efforts and that 'petroleum contamination remediation should continue at the site.'" On dated May 12, 2006, OPS refused to offer the owner indemnification from actions due to past contamination within the property.

Because of OPS's ongoing involvement, and refusal to release the owner from future liability, RC must conclude that past activities continue to adversely impact the transfer and improvement of this property and others in the Area.

Former West Mart Shell, 23 Mel Rey Road

Based on information provided by representatives of the city, a 278 gallon overflow and spill of unleaded gasoline occurred during a fuel drop to the property at 23 Mel Rey Road, on December 18, 1999. At that time, the site and associated facilities were owned and operated by West Mart Texaco. As per state law, the spill was reported and efforts to mitigate its impact were initiated by the owner.

In a letter dated April 13, 2000, OIS informed the owner that based on review of a Site Characterization Report (SCR) completed the previous month, it appeared to them that the source of contamination had been removed. They also stated, "The potential for endangerment to human health, safety, and the environment as a result of the contamination had been reduced; and that no further investigation or remedial action would be required." Despite this declaration of sorts, OIS refused to release them from any liability that might be associated with any future contamination at or from the site.

Additional testing seemingly continued, whereas a letter dated January 28, 2014, prepared by Anode Systems Company, was found stating, "The subject property was considered protected against corrosion after three years of cathodic protection voltage testing on the underground steel tanks once associated with the West Mart Shell operation." It also explained that, "Readings (of onsite monitoring equipment) supported a conclusion that the site is, 'compliant with the criteria for corrosion

protection established by the National Association of Corrosion Engineers (NACE) Standard RP-028595: Control of External Corrosion on Metallic Buried, Partially Buried or Submerged Liquid Storage Systems and NACE Standard RP0169-92, Control of External Corrosion on Underground or Submerged Metallic Piping Systems.’” Despite these conclusions, however, they suggested, “Any owner or operator of facilities on the site should be required to conduct ongoing monitoring of outputs by the rectifier and bi-monthly checks of the cathodic protections systems by a qualified tester;” and that they do so for the foreseeable future.

A final letter dated March 9, 2015, prepared by OPS, was submitted to Guaranty Bank and Trust (likely the entity holding the property’s mortgage at that time), along with a Certificate of Eligibility confirming the that the site was contaminated by a previous petroleum spill, and that if the property were ever to be foreclosed upon, they would bear no ongoing responsibility, but that they would be required to participate in Colorado’s Petroleum Storage Tank Fund.” It also explained that upon any sale of the property, the Certificate would need to be transferred to the new loan holder.

Because the owner / operator was told in 2000 that they no longer needed to monitor the site for potential contamination, but that they continued to do so; and given the fact that any future lien holder may be required to participate in remediation activities; RC must conclude that past activities continue to adversely impact the transfer and improvement of this property.

November 1, 2018

West Glenwood Springs Public Hearing Notice

Property and Business Owner Notice

- Notice is hereby given that a public hearing will be held by and before the City Council of the City of Glenwood Springs, Colorado (the “City”), in the City Hall Council Chambers, 101 West 8th Street, Glenwood Springs, Colorado, 81601 at the hour of 6 P.M. Mountain Standard Time on December 6, 2018.

The purpose of the hearing is to consider (1) the need for an urban renewal authority to function within the City, and (2) the appointment of the commissioners of the authority, including commissioners representing Garfield County, Roaring Fork School District (RE-1 School District), and those taxing entities that may be affected by adoption of a future urban renewal plan.

Any resident, taxpayer, interested person or organization desiring to be heard will be afforded an opportunity to be heard at such hearing.

- Notice is hereby given that a public hearing will be held by and before the City Council of the City of Glenwood Springs, Colorado (the “City”) on the proposed West Glenwood Springs Urban Renewal Plan, in the City Hall Council Chambers, 101 West 8th Street, Glenwood Springs, Colorado, 81601 at the hour of 6 P.M. Mountain Standard Time on December 6, 2018. The proposed Urban Renewal Area (“Area”) in the Plan is described as follows:

A parcel of land situated in Lots 1 and 2 and in the North 1/2 of the Southeast 1/4 of Section 6 Township 6 South, Range 89 West of the Sixth Principal Meridian, City of Glenwood Springs, County of Garfield, State of Colorado, said parcel being more particularly described as follows:

Tracts E and F as shown on the plat of the Resubdivision of Glenwood Springs Mall Subdivision, Except Tracts A, B, C & D, recorded as Reception Number 336102, on January 18, 1983 in the office of the Garfield County, Colorado, Clerk and Recorded; together with that portion of the right-of-way of Storm King Road situated between the northerly and southerly boundary lines said Resubdivision of Glenwood Springs Mall Subdivision, Except Tracts A, B, C & D, extended westerly to the easterly boundary line of the Glenwood Auto Plaza Subdivision as shown on the plat recorded as Reception Number 396937, on November 18, 1988 in the office of said Garfield County, Colorado, Clerk and Recorded; together with the right-of-way of U.S. Highway 6 & 24 situated between the westerly and easterly boundary lines of said Resubdivision of Glenwood Springs Mall Subdivision, Except Tracts A, B, C & D, extended southerly.

The purpose of the hearing is to consider (1) whether the Area included in the proposed Plan is a blighted area as described in § 31-25-103, C.R.S., (2) the approval and adoption of the Plan by the City Council, (3) the acquisition of property by eminent domain in accordance with § 31-25-105.5, C.R.S., and the other requirements of law, and (3) other undertakings and activities in accordance with the Colorado Urban Renewal Law by the City and the Glenwood Springs Urban Renewal Authority (the “Authority”).

The general scope of the proposed Plan includes undertakings of the Authority, the City, and private enterprise for the elimination and prevention of blight, including, without limitation, use of eminent domain to acquire property in the Area, tax increment financing and other tools and activities authorized by law and the proposed Plan for the redevelopment of the Area. The proposed Plan is on file with and may be inspected at the office of the City Clerk at the above described address. Any person or organization desiring to be heard will be afforded an opportunity to be heard at such hearing.

If you have any questions, please contact Jenn Ooton, Assistant City Manager, Economic and Community Development, at 970-384-6404 or jenn.ooton@cogs.us with any questions.

RESOLUTION NO. 2018-60

A RESOLUTION FINDING THAT ONE OR MORE BLIGHTED AREAS EXIST IN THE CITY OF GLENWOOD SPRINGS, THE NEED FOR THE REDEVELOPMENT AND REHABILITATION OF SUCH AREAS IN ACCORDANCE WITH THE COLORADO URBAN RENEWAL LAW, DECLARING IT TO BE IN THE PUBLIC INTEREST THAT THE GLENWOOD SPRINGS URBAN RENEWAL AUTHORITY EXERCISE THE POWERS PROVIDED BY LAW AND DESIGNATING THE CITY COUNCIL AND REPRESENTATIVES OF AFFECTED TAXING BODIES AS THE URBAN RENEWAL AUTHORITY.

WHEREAS, the Colorado Urban Renewal Law, Sections 31-25-101, *et seq.*, of the Colorado Revised Statutes (the “Act”), provides for the creation, organization and operation of an urban renewal authority for the City of Glenwood Springs, Colorado (the “City”); and

WHEREAS, for the reasons set forth in the body of this resolution, it is necessary and in the public interest that the City Council of the City organize the urban renewal authority for the City and authorize such authority to exercise the powers and carry out the duties of an urban renewal authority as provided in the Act; and

WHEREAS, the Board of County Commissioners of Garfield County (the “County”), Roaring Fork School District RE-1 (the “School District”), and those special districts (the “Special Districts”) the City Council has determined may be affected by future operation of an urban renewal authority have been notified of their rights to appoint additional members of the Board of Commissioners of the Authority,

NOW, THEREFORE, IT IS RESOLVED BY THE CITY COUNCIL OF THE CITY OF GLENWOOD SPRINGS, COLORADO, THAT:

Section 1. One or more petitions bearing the signatures of not less than twenty-five electors of the City have been filed with the City Clerk, setting forth that there is a need for an urban renewal authority to function in the City.

Section 2. The City Clerk has given notice of the time, place and purpose of a public hearing by the City Council to determine the need for an urban renewal authority in the City. Such notice was published on November 5, 2018, (which is at least ten days preceding the day on which the public hearing was held) in the Post Independent, a newspaper having a general circulation in the City.

Section 3. Pursuant to the notice published in accordance with Section 2, a public hearing has been held by the City Council and a full opportunity to be heard has been granted to all residents and taxpayers of the City and all other interested persons.

Section 4. There was presented to the City Council for its review and consideration a document entitled “West Glenwood Springs Conditions Survey” (the “Conditions Survey”), which is incorporated herein and made a part hereof. The Conditions Survey shows that ten of eleven of the conditions set forth in Section 31-25-103(2) of the Act exist within the area described therein.

Section 5. Based upon all of the evidence presented to it at the public hearing, including the Conditions Survey, the City Council hereby finds that one or more blighted areas exist in the City and that the acquisition, clearance, rehabilitation, conservation, development, redevelopment, or a combination thereof, of such area or areas is necessary in the interest of the public health, safety, morals or welfare of the residents of the City.

Section 6. The City Council finds and declares it to be in the public interest that the urban renewal authority created by the Act be and is hereby established and organized to function within the City and exercise the powers provided in the Act. Such authority shall be known as the Glenwood Springs Urban Renewal Authority (the “Authority”) and is hereby vested with all of the rights and powers and is authorized to carry out all of the duties and functions provided in the Act.

Section 7. Pursuant to Section 31-25-115 (1) of the Act, the City Council hereby designates itself as the Authority and that the members of the City Council shall serve as the commissioners of the Authority. In addition, commissioners representing the interests of the County, the School District, and one member representing the collective interests of the Special Districts shall be appointed by the appropriate taxing entities as commissioners of the Authority and the Mayor shall appoint an additional commissioner to provide an odd number of commissioners, all as required by Section 31-25-104 (2.5) of the Act.

Section 8. The City Clerk is authorized and directed to prepare a certificate setting forth that the City Council has made the findings and declarations set forth herein. The members of the City Council and those additional commissioners that have been appointed as of the effective date of this resolution by the County, the School District, and the Special Districts to serve as such shall sign such certificate as the commissioners of the Authority and the City Clerk shall file such certificate with the Division of Local Government in the Department of Local Affairs of the State of Colorado as provided in the Act.

INTRODUCED, READ AND PASSED THIS 6TH DAY OF DECEMBER 2018.

CITY OF GLENWOOD SPRINGS, COLORADO

Michael Gamba, Mayor

ATTEST:

Catherine Mythen Fletcher, City Clerk



City Council
STAFF REPORT
City of Glenwood Springs
December 6, 2018

Agenda Item: Resolution 2018-61; A Resolution Of The City Council Of The City Of Glenwood Springs, Colorado, Making Certain Legislative Findings And Approving The West Glenwood Springs Urban Renewal Authority Plan

Action Requested: Approve Resolution 2018-61 making certain legislative findings and approving the West Glenwood Springs Urban Renewal Authority Plan

Department: Economic and Community Development

Presented By: Jennifer Ooton, Assistant City Manager

Background Info: The City of Glenwood Springs is working in conjunction with the owner of the two Glenwood Springs Mall properties located at 51027 Highway 6 and 24 to encourage redevelopment at the site.

Ricker Cunningham, Littleton-based Real Estate Economists and Community Strategists, prepared the Conditions Survey and the draft West Glenwood Springs Urban Renewal Plan. The general scope of the proposed Plan includes undertakings of the Authority, the City, and private enterprise for the elimination and prevention of blight, including, without limitation, use of eminent domain to acquire property in the Area, tax increment financing and other tools and activities authorized by law and the proposed Plan for the redevelopment of the Area. The Plan does not authorize the use of Property Tax Increment to fund activities within the URA, but does preserve the ability for the City Council to allocate municipal sales tax increment for Urban Renewal Projects.

According to CRS 31-25-107(2), "prior to its approval of an urban renewal plan, the governing body shall submit such plan to the planning commission of the municipality, if any, for review and recommendations as to its conformity with the general plan for the development of the municipality as a whole. The planning commission shall submit its written recommendations with respect to the proposed urban renewal plan to the governing body within thirty days after receipt of the plan for review."

The Planning Commission considered the draft Urban Renewal Plan on October 23, 2018. The attached West Glenwood Springs Urban Renewal Plan includes an analysis relating to the 2011 Comprehensive Plan. The Planning Commission unanimously voted to forward their finding to City Council that the West Glenwood Urban Renewal plan as drafted with some minor clarifications is consistent with the City of Glenwood Springs Comprehensive Plan.

The draft of the Plan included in the packet has been revised to take into account information that was requested by our attorneys, including additional information about blight factor (g), as well as the minor clarifications requested by the Planning Commission. In addition, one Planning Commissioner requested that we consider modification of the Vision Statement in section 5.1 from this:

Vision Statement

The city of Glenwood Springs desires to maintain its small-town character and preserve its cultural and natural resources by implementing a proactive plan to: achieve directed and balanced development, social and economic diversity; and address its transportation needs.

To this Proposed Re-Write of the Vision Statement

Vision Statement

The city of Glenwood Springs desires to maintain its small-town character through preservation of its established neighborhoods, cultural assets, and natural resources; and through proactive

implementation of its visionary and policy documents and a heightened level of commitment to directing and balancing development, encouraging social and economic diversity, and serving its residents and visitors with a safe and comprehensive transportation system.

Attachments:

Proof of Publication Noticing the Public Hearings

Minutes of the October 23, 2019 Planning and Zoning Commission Meeting

Issues:

The establishment of an Urban Renewal Authority, approval of the Urban Renewal Plan and use of the associated Urban Renewal tools are not the only steps in encouraging redevelopment at the Mall. In order to move forward in the future, there will likely need to be other land-use proceedings to attract new, desirable tenants, and to invest in re-envisioning the Mall.

Staff Recommendation:

Approve Resolution 2018-61 making certain legislative findings and approving the West Glenwood Springs Urban Renewal Authority Plan

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Conceptis Sudoku

By Dave Green

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1			2				8	
2	5				1			
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Difficulty Level ★

11/05

Answer to previous puzzle

1	9	6	3	2	5	4	8	7
5	8	4	6	9	7	1	2	3
7	3	2	8	1	4	9	5	6
4	2	9	1	5	6	3	7	8
3	5	8	2	7	9	6	1	4
6	7	1	4	8	3	5	9	2
9	4	7	5	3	2	8	6	1
8	6	5	7	4	1	2	3	9
2	1	3	9	6	8	7	4	5

Difficulty Level ★★★★★

11/04

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Legal Notices

MONDAY-FRIDAY 8:00AM TO 5:00PM

970.777.3126

LEGAL@CMNM.ORG

COMMONWEALTH OF PENNSYLVANIA DEPARTMENT OF STATE

On June 21, 2018, the Pennsylvania State Board of Nursing indefinitely suspended retroactive to January 29, 2018, the license of Roy Patrick Marker, PA license no. RN571564, of Carbondale, Colorado, and was ordered to pay the costs of investigation in the amount of \$360, based on his being unable to practice with reasonable skill and safety to patients by reason of physiological or psychological dependence upon alcohol, hallucinogenic, narcotic or other drugs which tend to impair judgment or coordination.

Published in the Glenwood Springs Post Independent November 5, 2018. 0000332006

NOTICE OF PUBLIC HEARING

Notice is hereby given that a public hearing will be held by and before the City Council of the City of Glenwood Springs, Colorado (the "City"), in the City Hall Council Chambers, 101 West 8th Street, Glenwood Springs, Colorado, 81601 at the hour of 6 P.M. Mountain Standard Time on December 6, 2018.

The purpose of the hearing is to consider (1) the need for an urban renewal authority to function within the City, and (2) the appointment of the commissioners of the authority, including commissioners representing Garfield County, Roaring Fork School District (RE-1 School District), and those taxing entities that may be affected by adoption of a future urban renewal plan.

Any resident, taxpayer, interested person or organization desiring to be heard will be afforded an opportunity to be heard at such hearing.

Published under the authority and by direction of the City Council of the City of Glenwood Springs, Colorado.

Published in the Glenwood Springs Post Independent on November 5, 2018. 0000332229

NOTICE OF PUBLIC HEARING

Notice is hereby given that a public hearing will be held by and before the City Council of the City of Glenwood Springs, Colorado (the "City") on the proposed West Glenwood Springs Urban Renewal Plan, in the City Hall Council Chambers, 101 West 8th Street, Glenwood Springs, Colorado, 81601 at the hour of 6 P.M. Mountain Standard Time on December 6, 2018. The proposed Urban Renewal Area ("Area") in the Plan is described as follows:

A parcel of land situated in Lots 1 and 2 and in the North 1/2 of the Southeast 1/4 of Section 8 Township 36 South, Range 89 West of the Sixth Principal Meridian, City of Glenwood Springs, County of Garfield, State of Colorado, said parcel being more particularly described as follows:

Tracts E and F as shown on the plat of the Resubdivision of Glenwood Springs Mall Subdivision, Except Tracts A, B, C & D, recorded as Reception Number 338102, on January 19, 1993 in the office of the Garfield County, Colorado, Clerk and Recorder; together with that portion of the right-of-way of Storm King Road situated between the northerly and southerly boundary lines said Resubdivision of Glenwood Springs Mall Subdivision, Except Tracts

A, B, C & D, extended westerly to the easterly boundary line of the Glenwood Auto Plaza Subdivision as shown on the plat recorded as Reception Number 396937, on November 18, 1988 in the office of said Garfield County, Colorado, Clerk and Recorder; together with the right-of-way of U.S. Highway 6 & 24 situated between the westerly and easterly boundary lines of said Resubdivision of Glenwood Springs Mall Subdivision, Except Tracts A, B, C & D extended southerly.

The purpose of the hearing is to consider (1) whether the Area included in the proposed Plan is a blighted area as described in § 31-25-102, C.R.S., (2) the approval and adoption of the Plan by the City Council, (3) the acquisition of property by eminent domain in accordance with § 31-25-105.5, C.R.S., and the other requirements of law, and (3) other undertakings and activities in accordance with the Colorado Urban Renewal Law by the City and the Glenwood Springs Urban Renewal Authority (the "Authority").

The general scope of the proposed Plan includes undertakings of the Authority, the City, and private enterprise for the elimination and prevention of blight, including, without limitation, use of eminent domain to acquire property in the Area, tax increment financing and other tools and activities authorized by law and the proposed Plan for the redevelopment of the Area. The proposed Plan is on file with and may be inspected at the office of the City Clerk at the above described address. Any person or organization desiring to be heard will be afforded an opportunity to be heard at such hearing.

Published under the authority and by direction of the City Council of the City of Glenwood Springs, Colorado.

Published in the Glenwood Springs Post Independent on November 5, 2018. 0000332235

ORDINANCE NO. 23 Series of 2018

AN ORDINANCE OF THE CITY OF GLENWOOD SPRINGS, COLORADO TEMPORARY MORATORIUM ON THE ACCEPTANCE AND PROCESSING OF NEW VACATION RENTAL PERMIT AND BUSINESS LICENSE APPLICATIONS (SECOND READING).

INTRODUCED, READ ON SECOND READING, PASSED, AND ORDERED PUBLISHED BY TITLE ONLY THIS 5TH DAY OF NOVEMBER, 2018.

CITY OF GLENWOOD SPRINGS, COLORADO
Michael Gamba, Mayor

ATTEST:
Catherine Mythen Fletcher, City Clerk

Published in the Glenwood Springs Post Independent on November 5, 2018. 0000332225

ORDINANCE NO. 25 Series of 2018

AN ORDINANCE OF THE CITY OF GLENWOOD SPRINGS, COLORADO, APPROVING A LOAN EVIDENCED BY SALES AND USE TAX REVENUE NOTES ISSUED IN ONE OR MORE SERIES, TO FINANCE CAPITAL PROJECTS AUTHORIZED BY CITY ELECTIONS IN 2016; APPROVING THE NOTE FORM AND LOAN REPAYMENT FROM / PLEDGE OF SALES AND USE TAX REVENUE CREDITED TO THE ACQUISITION AND IMPROVE

MENT FUND; AND PROVIDING OTHER DETAILS AND APPROVING DOCUMENTS RELATING TO THE LOAN (FIRST READING).

INTRODUCED, READ ON FIRST READING, PASSED, AND ORDERED PUBLISHED BY TITLE ONLY THIS 5TH DAY OF NOVEMBER, 2018.

CITY OF GLENWOOD SPRINGS, COLORADO
Michael Gamba, Mayor

ATTEST:
Catherine Mythen Fletcher, City Clerk

Published in the Glenwood Springs Post Independent on November 5, 2018. 0000332733

PUBLIC NOTICE GARFIELD COUNTY INVITATION FOR BID IFB-GC-FM-01-18 Coroner's Garage Addition

The Board of County Commissioners of Garfield County, Colorado by and through the Procurement Department will receive sealed bids from qualified individuals or firms to complete the Coroner's Garage Addition at 1806 Medicine Bow Court, Silt, CO 81652.

A copy of the IFB, and its related documents, may be obtained from the: Rocky Mountain E-Purchasing System at www.govbids.com; or, by contacting Sr. Purchasing Agent Ryan Peskuski, by telephone at (970) 945-1377 Ext. 7439; or email at rpeskuski@garfield-county.com. Correspondence, other than Bid Documents, may be submitted by e-mail or facsimile transmission to (970) 384-5068. Please do not contact any other County employee for information about this IFB.

The DEADLINE to submit a complete Bid Packet with all supporting documents is Monday, November 26th, 2018 at 3:00 p.m. A complete proposal must be clearly labeled as "Coroner's Garage Addition, IFB-GC-FM-01-18".

SOLICITATION PRE BID SITE VISIT. Garfield County sites will be available for site visits on Tuesdays, November 6th, 2018 at 10:00 A.M. This will be held at 1806 Medicine Bow Court, Silt, CO 81652.

A completed Bid may be submitted to the Garfield County Procurement Department by: personal delivery, private courier (e.g. Federal Express, UPS), or certified United States mail, return receipt requested. The delivery and mailing address for a complete Bid Packet is: Garfield County Procurement Department, 810 Pilkin Ave., Glenwood Springs, Colorado 81601. A completed bid that is submitted by certified United States mail, return receipt requested, must be postmarked no less than three business days before November 6th, 2018.

Any expenditure of funds made by a party in the preparation and submission of a bid in response to this invitation to bid shall not be reimbursed by Garfield County.

No obligation of any kind is made by Garfield County in issuing this IFB. This IFB is not a commitment by Garfield County to issue any other form of solicitation, purchase order, or contract for this service. It

accordance with Article 5.3 of the Garfield County Procurement Code, this IFB may be cancelled at any time at the sole discretion of Garfield County.

Published in the Citizen Telegram November 1, 2018 and Glenwood Springs Post Independent October 29, 2018 and November 5, 2018. 0000327377

PUBLIC NOTICE GARFIELD COUNTY INVITATION FOR BIDS IFB-GC-RB-01-18 As Needed Sanding Material

The Board of County Commissioners of Garfield County, Colorado by and through the Procurement Department will receive bids from qualified individuals or companies for As Needed Sanding Material for the Road and Bridge Department in 2019.

A copy of the IFB, and its related documents, may be obtained from the: Rocky Mountain E-Purchasing System at www.govbids.com; or, by contacting Sr. Purchasing Agent Ryan Peskuski, by telephone at (970) 945-1377 Ext. 7439; or email at rpeskuski@garfield-county.com. Correspondence, other than Bid Documents, may be submitted by e-mail or facsimile transmission to (970) 384-5068. Please do not contact any other County employee for information about this IFB.

The DEADLINE to submit a complete Bid Packet with all supporting documents is Wednesday, November 14th at 3:00 P.M. MST. A complete Bid Packet must be clearly labeled as "Sanding Material, IFB-GC-RB-01-18".

A physical completed Bid Packet may be submitted to the Garfield County Procurement Department by: personal delivery, private courier (e.g. Federal Express, UPS), or certified United States mail, return receipt requested. The delivery and mailing address for a complete Bid Packet is: Garfield County Procurement Department, 810 Pilkin, Glenwood Springs, CO 81601. A complete Bid Packet that is submitted by certified United States mail, return receipt requested, must be postmarked no less than three business days before Wednesday, November 14th 2018. Electronic completed bid packets may be submitted via the Rocky Mountain E-Purchase Systems (RMEPS) at www.bidsnetdirect.com/colorado anytime prior to the deadline.

Any expenditure of funds made by a party in the preparation and submission of a Bid Packet in response to this invitation for Bids shall not be reimbursed by Garfield County. No obligation of any kind is made by Garfield County in issuing this IFB. This IFB is not a commitment by Garfield County to issue any other form of solicitation, purchase order, or contract for this service. In accordance with Article 5.2 of the Garfield County Procurement Code, this IFB may be cancelled at any time at the sole discretion of Garfield County.

Published in the Glenwood Springs Post Independent November 2 and 5, 2018 and the Citizen Telegram November 8, 2018. 0000331382

PUBLIC NOTICE OF PETITION FOR CHANGE OF NAME

Public Notice is given on October 31, 2018, that a Petition for a Change of Name of a JK 1 Minor Child has been filed with the Garfield County Court.

The Petition requests that the name of Cafra Cano be changed to Cafra Pineda Cano.

James C. Bradford
Clerk of Court

Published in the Glenwood Springs Post Independent on November 5, 12 and 19, 2018. 0000332540

REQUEST FOR QUALIFICATIONS/PROPOSAL Bid Number 2018-057

The purpose of this Request for Qualifications/Proposal (RFQ/RFPP) is to prequalify contractors who can provide Hanging Lake Shuttle Services. Sealed proposals will be received at the City of Glenwood Springs, in the office of the Procurement Department, First Floor, in City Hall, 101 West 8th Street, Glenwood Springs, Colorado 81601, until 2:00 p.m., (local time) November 20, 2018, at which time qualifications will be publicly acknowledged, and a list of individuals who submitted qualifications will be made available. Bids may also be submitted electronically to bidresponses@co.gas.us no later than the required time and date. Include the Bid title and #BD2018-057 in the subject line of the email.

Request for Qualification/Proposal bid documents may be inspected and are available at the City of Glenwood Springs, Procurement Department, 101 West 8th Street, Glenwood Springs, CO 81601 (970-384-8445). Qualification documents will be available on October 26, 2018.

Pre-bid/proposal conference is Mandatory: A pre bid conference will be held on November 6, 2018, to discuss the bid requirements. Location of this meeting will be at City Hall, 101 West 8th Street, Council Chambers, Glenwood Springs, CO, at 1:00 p.m. A representative of the Vendor must attend this pre-bid conference in order to bid on this project.

This solicitation for qualifications may be canceled by the City of Glenwood Springs, and any request for qualifications may be rejected in whole or in part for good cause when in the best interests of the City of Glenwood Springs. The City of Glenwood Springs reserves the right to reject any or all request for qualifications or accept what is, in its judgment, the best request for qualification. Award shall be made to the responsible offeror whose request for qualification is determined to be the most advantageous to the City, taking into consideration price and the evaluation factors set forth in the request for qualification. No other factors or criteria shall be used in the evaluation. If a contract is awarded, it will be awarded to the vendor whose qualification(s) is deemed by the City of Glenwood Springs to be in the best interests of the City.

Published: October 25, 2018 and November 5, 2018 in the Glenwood Springs Post Independent. 0000326371

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MINUTES
City of Glenwood Springs
Planning and Zoning Commission
Regular Meeting
October 23, 2018
Council Chambers, First Floor, City Hall
101 W. 8th Street
6:00PM

Chairman Marco Dehm called the meeting to order at 6:05 p.m.

1. Roll Call

Present at roll call were Commissioners: Marco Dehm, Sumner Schachter, and Tim Malloy

Absent: Collin Wilhelm, Ingrid Wussow, Kathryn Grosscup, George Shaver, Amber Wissing

Also present were: Jenn Ooton, Director/Asst. City Manager;
Gretchen Ricehill, Assistant Director,
Anna S. Itenberg, City Attorney's Office
Hannah Klausman, Planner II
Jimmy Uvodich, Planner I

Commissioner Dehm modified the order of agenda items due to lack of quorum. It was determined that discussion and review of agenda item 5, the West Glenwood Urban Renewal Authority Plan, did not require a Planning and Zoning decision regarding conformance with the Comprehensive Plan until 30 days following this meeting.

2. West Glenwood Urban Renewal Authority Plan

Anne Ricker, principal and owner, redevelopment specialist with Ricker-Cunningham, Littleton Colorado, explained that she was working on behalf of the City of Glenwood Springs. She provided a powerpoint presentation summarizing the process of creating urban renewal districts and plans, and the reason for creating the West Glenwood urban renewal authority plan. The process includes preparing a conditions survey report, writing an urban renewal plan report, creating an impact report for the county and other taxing entities.

The Urban Renewal Plan is presented to the Planning and Zoning Commission for findings that it is consistent with the Comprehensive Plan.

Anne Ricker continued her presentation by reviewing the urban renewal district boundaries and existing zoning as a planned unit development. She discussed the area's designation as a secondary center in the Comprehensive Plan's future land use map. The properties within the proposed urban renewal district are identified as mixed use. She pointed out that the Comprehensive Plan identified the area as ripe for redevelopment and in need of its own sub-area plan.

Commissioner Dehm announced for the record that Commissioner Wussow arrived at 6:21PM thereby establishing a quorum.

Ms. Ricker explained that to create an urban renewal area, City Council must find that the area qualifies as a blighted area based on at least four of eleven criteria. She indicated that the Glenwood Mall met ten of eleven criteria.

Ms. Ricker reviewed potential projects that would eliminate and prevent the spread of the identified blighting conditions including assisting in -

- Financing physical improvements to the mall property;
- Financing roadway enhancements to improve vehicular and non-vehicular mobility;
- Making certain capital improvements necessary to encourage redevelopment;
- Mitigating potential contaminating conditions;
- Eliminating those conditions that adversely impact the economic potential of the commercial properties in the area.

There will be an Urban Renewal Authority established to oversee implementation of the plan. The Authority will be overseen by City Council.

Questions of the Presenter:

Commissioner Malloy: The urban renewal plan included references to a survey area, a plan area, and an urban renewal area – which was confusing. Are they the same or different areas? Also there is reference that the boundary may include surrounding roads but the map did not include the surrounding roads. If city wanted to spend tax increment finance (TIF) money on these roads, do they need to be included on the map?

Ms. Ricker stated that the intent was that the ROW be included. She would review the document to make sure that they are included in the text and map. Regarding TIF, she indicated that currently there is no interest in collecting increment from other taxing entities.

Commissioner Malloy: Can TIF funding be spent on extending or improving a utility if it extends outside of the urban renewal district? Ms. Ricker responded that it could.

Commissioner Malloy clarified with Ms. Ricker that the blighting findings applied only to the area within the boundaries of the proposed urban renewal area.

Commissioner Malloy clarified that the Commission was to determine consistency with the Comprehensive Plan.

Jenn Ooton informed the Commission that the Mall property owner was present in the audience. All of the other lease holders inside the Mall were notified of the meeting.

Commissioner Schachter stated that consistency with the plan is obvious. Why this is occurring now and what is the vision for the future of the Mall?

Ms. Ooton stated that this district is being created in partnership with the Mall owner. The vision is a mixed use commercial center that provides a variety of goods a services for the city.

Commissioner Wussow: What is the involvement of Planning & Zoning Commission and how will this play out?

Ms. Ricker indicated that the role is the same as any project that comes before the Commission. Timing is dependent on the private sector.

Frank Woods, 1900 Oak Spur Rd., Basalt. Mr. Woods indicated that he's owned the property for 25 years.

Commissioner Malloy asked his visions for the property's future.

Mr. Woods discussed his limitations based on previous lease agreements. He indicated that the business of retail is changing rapidly. The Mall may have mixed use in the future.

Commissioner Malloy asked if the mall would continue with smaller retailers rather than big-box stores as it is today. Mr. Woods stated that he has one 40,000 sf space, formerly Kmart, but the intent is to target retailers in the 10,000 to less-than 40,000 sf range.

Commissioner Wussow asked about Mr. Wood's timeframe. Mr. Woods stated if city accepts the urban renewal plan ideally would like to move forward by spring 2019 with store openings before Christmas.

Commissioner Schachter asked how the adoption of the urban renewal plan help with your plans.

Mr. Woods stated that the Urban Renewal Authority will be able to help free up some of the current commitments that are tying up the ability to move forward with the redevelopment plans.

Commissioners Dehm and Wussow agreed that the creation of the urban renewal district complied with the Comprehensive Plan.

Commissioner Dehm called for the question.

Consideration of the West Glenwood Urban Renewal Authority Plan, Commissioner Malloy **moved that the Planning Commission forward their finding to City Council that the West Glenwood Urban Renewal plan as drafted with some minor clarifications is consistent with the City of Glenwood Springs Comprehensive Plan. Commissioner Schachter seconded the motion.**

Motioned carried unanimously.

3. Receipt of the minutes from September 25, 2018 regular meeting.

MOTION: Moved by Commissioner Malloy, seconded by Commissioner Schachter, to accept the minutes of September 25, 2018 regular meeting as written. Motion carried by voice vote.

4. Comments from citizens appearing for items not on the agenda.

No one appeared to comment.

New Items

5. 16-18 – Consideration of a Rezoning from Mixed Use Corridor (M1) to Resort (RE) zone district, three variances, and a continuation request for a Major Development Amendment Permit.

Applicant: Iron Mountain Hot Springs, LLC
Owner: Iron Mountain Hot Springs, LLC
Location: 281 Centennial Street
Zone: RE Resort District and M1 Mixed Use Corridor

Hannah Klausman provided a powerpoint presentation summarizing the application in accordance with her staff report.

Iron Mountain Hot Springs was requesting:

- A continuance to the July, 2019 meeting regarding consideration of the Major Development Permit amendment with the condition that the owner re-notice the public hearing. Note that the staff report indicates a continuance to next month. The applicant was requesting a July, 2019 hearing to present a more detailed plan and this delay will allow the owner time to do so;
- Rezoning two parcels from M1-mixed use to RE-Resort;
- Variances for a side yard setback, parking lot landscaping and a free-standing pole sign.

Ms. Klausman discussed the rezoning criteria, conformity to the Comprehensive Plan and consistency with the purpose statement of the proposed zoning district. She compared the dimensional differences between the current and requested zones, and compared the differences in allowed land uses.

Ms. Klausman reviewed the existing surrounding land uses and zoning designations and discussed the proposed use on the two parcels as a condo-hotel.

She stated that staff supports the rezoning request with the findings found on page 10 of the staff report.

Ms. Klausman summarized each of the variance requests and reviewed the variance criteria.

- The side yard setback variance is to allow for the construction of a shed roof on a mechanical building. The purpose is to cover existing mechanical equipment that currently encroaches into the setback. If approved, the setback will be 1.5 feet. The setback is adjacent to Interstate 70 so the potential impacts from the reduced setback are negligible. Staff supports the variance request with findings on page 10 of the staff report.
- The parking lot landscaping variance is to allow use of a linear landscape strip rather than the landscape islands at a rate of one island per eight parking spaces. The landscape strip is roughly the same square footage of the required islands. Currently

the parking lot is not paved so the square footages noted are just estimates. Ms. Klausman noted that the owner has planted 25 trees in two linear islands. Ms. Klausman notes that approximately 5 islands would be required by code, with one tree in each island and low-lying shrubs. Ms. Klausman notes that the number of trees provided exceeds the code requirement but the owner has not planted any shrubs. Staff supports the variance request with findings on page 11 of the staff report and with the condition that the owner add the number of shrubs that otherwise would be required if the code-required islands were constructed. This condition is modified from that which was stated in the staff report. The modified condition reads:

“Applicant shall add the number of bushes that would be required in landscape islands per section 070/040.050(e) if they were being provided based on the standard dimension requirements of parking spaces, no later than June 1, 2019. Applicant shall submit a parking site plan demonstrating the number of spaces meeting dimensional standards prior to landscape installation”. Ms. Klausman noted that the owner likely will request that the June 1 deadline be changed to the July Planning & Zoning meeting to coincide with the Major Development amendment continuance.

- The freestanding pole sign is located at the Iron Mountain Hot Springs entrance. The proposed sign exceeds the maximum height allowed and does not meet the two-pole design requirement for pole signs. Staff supports the variance with the condition that the owner submit a sign permit application and review the location of the sign with the Public Works Director to avoid potential conflicts with existing utility easements.

Ms. Klausman reviewed reviewing agency comments that she received from. She indicated that some comments address the Major Development Permit and reminded the Commission that these will be addressed in July, 2019. She also noted that staff received additional comments from the Two Rivers Park Condo Association and CDOT.

Questions of Staff:

Commissioner Malloy:

Asked about extending the landscaping deadline in the major development permit rather than asking for a variance.

Ms. Klausman responded that the owner would rather keep the existing landscaping and request a variance.

Commissioner Malloy asked about the rezoning. What is the intent with respect to parcel 2? He did not feel that it would be appropriate to have a 60 foot tall hotel next to the Interstate. Ms. Klausman clarified that the intent is to construct parking on parcel 2 but that with the rezoning, the owner would be allowed to construct a 60 foot tall building.

Commissioner Malloy asked about the location of a screening fence adjacent to the interstate. Ms. Klausman noted that there is a decorative screening fence along Interstate 70 which already partially shields the mechanical building.

Commissioner Malloy asked about the parking lot landscaping and whether the landscape square footage measurement included the area between the existing sidewalk and the entrance drive. Ms. Klausman indicated that the code does not specify how parking lot landscaping is measured. Commissioner Malloy felt that supplementing landscaping along the entrance drive would help the visitor experience and that staff should consider including that in the parking lot landscape calculation.

Commissioner asked for clarification as to the height of the sign and access requirements of the Fire Department. Ms. Klausman noted that the proposed clearance was 15 feet, one inch.

Commissioner Dehm asked for clarification regarding the existing approval to pave parking and to install landscaping. Ms. Klausman responded that the owner had four years from the October 16, 2014 approval to pave the parking lot and to install the code-compliant landscaping, or from the date that the other parcels were developed, whichever came first.

Commissioner Dehm asked about the height of the hotel adjacent to the tram. Others in the audience clarified that the building height was about 60 feet.

Applicant Presentation:

Mogli Cooper, 109 Fox Prowl, Carbondale, owner Iron Mountain Hot Springs, requested that the Commission consider amending condition #1 Action item 4 to reflect a July deadline for planting shrubs. This would be consistent with the date for the major development amendment continuance.

Questions of the Applicant:

Commissioner Malloy asked about the intention of development on parcel 2. Ms. Cooper stated for now, the intention is to develop parking on this site. The main focus is development of the parcel adjacent to the river.

Commissioner Dehm asked whether the owners were planning on adding curb and gutter to the parking lot. From the audience Steve Beckley, owner Iron Mountain Hot Springs confirmed that it would have curb and gutter.

Commissioner Wussow asked for clarification regarding paving the parking lot. Jenn Ooton indicated that paving is included with the items that are set over until the July 2019 meeting.

Commissioner Dehm opened public hearing. Seeing no one from the public, the public hearing was closed.

MOTION:

Action 1: Major Development Permit Amendment, **Commissioner Malloy moved to continue the Major Development Permit Amendment to the regularly scheduled Planning and Zoning Commission meeting in July, 2019. Commissioner Wussow seconded the motion.**

Motion carried unanimously.

MOTION:

Action 2: Consideration of a rezoning of two parcels, **Commissioner Malloy moved to approve the rezoning of the two parcels in the application from M1 Mixed Use to RE resort with the findings 1 through 3 on page 10 of the staff report. Commissioner Wussow seconded the motion.**

Discussion:

Commissioner Wussow stated that this was a very intuitive request to change the designation to resort. This is most appropriate zone for the perceived use.

Motion carried unanimously.

MOTION:

Action 3: Consideration of a zoning variance to encroach into the five foot side yard setback, **Commissioner Malloy moved to approve the zoning variance to encroach three and one half feet into the required five foot side yard setback as shown in the application with findings 1 through 5 listed on page 10 and 11 of the staff report. Commissioner Schachter seconded the motion.**

Discussion:

Commissioner Schachter asked if it is necessary to state a specific 3.5 foot setback.

Ms. Klausman did not believe that it would be an issue as there are no fire code concerns. The Commission could allow for an approximate setback. Jenn Ooton confirmed.

Anna Itenberg clarified another item: when approving the variances she recommend that the Commission not use the three findings in the staff report rather state that the request satisfies the variance criteria in the Code.

Commissioners Dehm and Wussow indicated that they favored an approximate setback if Commissioner Malloy wanted to amend his motion.

Commissioner Malloy was not inclined to change the motion regarding an approximate setback because he felt that a setback 1.5 feet to the property line is close enough. However, he would amend the motion to state that the findings are consistent with the variance criteria that is found in the Municipal Code.

Commissioner Schachter seconded the amended motion.

Motion carried unanimously.

MOTION:

Action 4: Consideration of a variance from the required parking lot landscaping, **Commissioner Malloy moved to approve a variance from the required 20 percent parking lot landscape requirement and from providing the required parking lot landscape islands with findings that are consistent with the variance criteria found in the Municipal Code and with staff's amendment to condition #1 provided in the staff handout and as represented in staff's powerpoint presentation and with a modification that the landscaping would be provided no later than the date of the Planning & Zoning Commission meeting July, 2019; and with a modification to the first condition regarding the location of the shrubs are subject to the approval of the Community Development Department. Commissioner Schachter seconded the motion.**

Discussion:

Commissioner Malloy- long range plans generally feel that the landscaping currently is minimal. Has no problem with the design of the parking lot and location of the trees. However, this is not a public ROW – will leave the quality of the experience to the owners. Believes that it could be enhanced through additional landscaping.

Motion carried unanimously.

MOTION:

Action 5: Consideration of a sign variance, **Commissioner Malloy moved to approve the sign variance to exceed the maximum square feet and height for a freestanding pole sign and for the single pole support with the findings that it is consistent with the criteria found in the Land Use Code and conditions 1 and 2 in the staff report on page 11. Commissioner Schachter seconded the motion.**

Discussion:

Commissioner Malloy asked about required minimum clearance to comply with the fire code. Jenn Ooton indicated that the Commission should consider adding a condition allowing the sign to be higher in the event that the increased height is required by the fire department. The Commission and staff discussed approving a height range.

Commissioner Malloy amended the motion: the height variance for the sign will be one foot pending confirmation from the fire department that it is adequate for emergency service vehicle if not, the variance height would be allowed to increase by an amount necessary to accommodate the fire district standard.

Commissioner Schachter seconded the amended motion.

Motion carried unanimously.

Commissioner Dehm called for a recess. 7:51PM

Meeting reconvened: 7:59PM

6. 19 -18 – Consideration of multiple variances from the Glenwood Meadows Master Sign Plan

Applicant: Tracey Diehl
Owner: Weingarten Miller Glenwood LLC
Location: 125 E Meadows Drive
Zone: M1 – Mixed Use Corridor

Jimmy Uvodich provided a powerpoint presentation in accordance with his staff report. Mr. Uvodich summarized the application as follows:

- Three sign variance are requested for signs on the northeast and southwest building elevations;
 - Two of the signs are wall signs which exceed the maximum letter height and square footage allowed by 90 square feet over that which is allowed; and
 - One sign, a column sign, exceeds by one the number of such signs allowed.

Mr. Uvodich reviewed the criteria by which the Planning and Zoning Commission reviews sign criteria, and how the request addresses each of the criteria. He pointed out that the application was received prior to the new Development Code going into effect therefore, the criteria are based on the prior code.

Mr. Uvodich informed the Commission that the only reviewing agency comments received were from the Police Department. That department expressed concerns regarding sign lighting. The Police Chief requested that the signs be turned off as required by Code. Mr. Uvodich clarified that he also received comments from the Water/Wastewater Department but because they

pertained to the on-going remodeling, those comments were not included in the conditions of approval.

Mr. Uvodich summarized each of the action items. Recommended approval on all three items with findings and one condition.

Questions of Staff:

Commissioner Schachter: requested clarification regarding-

- The size of sign variance required for the wall signs. Mr. Uvodich explained that both of the wall signs are proposed to exceed the allowed maximum each by 96 square feet.
- The lighting is to be turned off at 10 pm or 1 hour following the close of business. Mr. Uvodich confirmed.
- Verified that the column sign meets the dimensional requirements but the issue is the number of signs. Mr. Uvodich stated that was correct.

Commissioner Malloy asked for clarification on the size of signs. He asked about the division of the old Sports Authority space into two separate retailers and clarified that the requested variance is for more than double of the allowed maximum square footage. He asked about other variances that have been granted to this magnitude in the Glenwood Meadows. Mr. Uvodich responded that he believed that the Target sign was the only other sign that received a size variance.

Commissioner Malloy read criteria c which in part required an assessment of the size of the sign in relation to the distance from which it is to be viewed. He asked if that analysis was completed. Mr. Uvodich responded that he did not perform the analysis but instead compared it to the Target variance request.

Commissioner Malloy clarified that both signs were to be the same size. Mr. Uvodich affirmed.

Commissioner Dehm clarified that the Target sign was approximately double the maximum which included the logo. He believed that the logo was bigger than it should be.

Commissioner Wussow asked about the Target square footage. It was unknown.

Applicant Presentation:

Tracey Diehl, Winchester, Ohio, addressed Commissioners comments about the wall and column signs. She indicated that Marshalls does not have a logo like Target. She explained that the Glenwood Meadows sign plan measures sign square footages by drawing a rectangle around the sign. It takes in the dead space above and below the risers and descenders of the letters. In this case it is the M, H and L. If this dead space is cut out it would considerably reduce the square footage of the sign.

Marshalls intent is not to clutter the building with signage but to identify the location for people that are not familiar with the site. Regarding the lighting condition, Marshalls is happy to comply.

The column sign is necessary to provide direction to those driving parallel to the building and are designed for people already in the parking area. She approached the Commission showing photos of a completed Marshalls' store.

Questions of Applicant:

Commissioner Malloy asked about an analysis as described in the criteria with regard to letter height, viewing distance and traffic speed. Ms. Diehl stated that the signs are designed per the American Sign Council's recommendations on letter size and speed of traffic. Marshalls makes sure that their signs are designed in proportion to the building and speed limits.

Commissioner Malloy confirmed that the spacing between the columns was 31 feet.

Commissioner Schachter asked Mr. Uvodich about the requirement to extinguish lighting by 10 PM or 1 hour after close of business, whichever is later. He asked if the condition was part of the Code. Mr. Uvodich confirmed that it was. Commissioner Schachter asked if there were any other column signs in the Meadows. The applicant responded that there were not.

Public Comment:

None.

Closed Public hearing.

MOTION

Action 1 – Consideration of a Sign Variance for the Fascia Wall Sign on the southwest side of the building, **Commission Malloy moved to deny the variance as no analysis had been provided to show that the variance met the criteria for granting a sign variance as contained in the Code. Commissioner Schachter seconded the motion.**

Discussion:

Commissioner Schachter agreed that the variance request does not meet the minimum criteria and added that the applicant would not be harmed by the denial.

Commissioner Malloy indicated that the sign on the Midland side of the building may be okay because it is outside of the shopping center and the traffic along Midland is moving faster. But, once inside the shopping area, traffic is moving more slowly and you do not need a large sign. Commissioner Malloy agreed with the need for column signs. He added that the remainder of signs in the shopping area are relatively small.

Commissioner Wussow following up on Commissioner Malloy's comments regarding the size of sign being in proportion to the size of the store: she believed the sign on the southwest side of the building could be smaller to meet the code or a variance to a smaller degree.

Commissioner Dehm asked if Marshalls was going to install a sign on the Meadows entry monuments. The applicant stated affirmatively. He stated that previously, when considering the Target variance, the Commission allowed a certain percentage increase. Commissioner Dehm was considering allowing for a 50 percent increase.

Commissioner Schachter disagreed.

Anna Itenberg requested that the Commission identify which of the criteria that were not met.

Commissioner Malloy **amended his motion by stating that the unmet variance criteria were 070.060.040(b)(4)a, b, and c. Commissioner Schachter seconded the amended motion.**

Motion carried unanimously.

MOTION

Action 2 – Sign Variance to allow a wall sign on the northeast rear façade, **Commissioner Malloy moved to approve the sign variance from Section 4.2 and 1.3 of the Glenwood Meadows Master Sign Plan for sign type A, the Fascia Wall Sign on the northeast rear façade which is the side facing Midland Avenue based on the findings 1 through 5 on page 6 of the staff report and the recommended condition regarding lighting.**

Commissioner Wussow seconded the motion.

Discussion:

Commissioner Schachter indicated that he opposed this sign for the same reasons that he opposed the sign on the other side of the building.

Commissioner Dehm felt that this sign was too large but understands its position facing the thoroughfare.

Commissioner Malloy felt that this sign met the variance criteria.

Commissioner Schachter stated that visibility was not an issue as the sign will be illuminated and Marshalls will have signage on the entry monuments.

Commissioner Wussow felt the sign was proportional to the building elevation.

Commissioner Malloy asked staff if the city expected the same amount of signage for the Vitamin Cottage location. Mr. Uvodich indicated that staff has not yet seen a sign plan for that store.

Ayes: Malloy, Dehm, Wussow

Nos: Schachter

Motion carried 3-1

MOTION

Action 3 – Sign Variance to allow an additional column sign, **Commissioner Schachter motioned to deny the sign variance from Section 4.2 of the Glenwood Meadows Master Sign Plan to allow for one additional column sign as sign is not necessary and does not meet findings for a sign variance based on the criteria listed on page 6 of the staff report. Commissioner Malloy seconded the motion.**

Discussion:

Commissioner Malloy agreed that a column sign was necessary, but felt that the additional column sign added to visual clutter.

Commissioner Schachter felt that the additional sign did not meet the criteria relating to the fewest number necessary to accomplish the purpose for which it was intended.

Commissioner Wussow agreed that the sign was functionally necessary for passing drivers to identify the store location.

Commissioner Schachter indicated his general feeling that fewer signs, less visible signs are better for the community. He pointed out that the 15 mile per hour speed limit and the frequent stop signs do not impair a driver's visibility.

Commissioner Wussow received clarification from the applicant that the column signs are indirectly illuminated.

Commissioner Dehm believed that these signs were helpful and proportion to the building size.

Ayes: Schachter

Nos: Wussow, Malloy, Dehm

Motion failed

MOTION

Commissioner Malloy **moved approval Action 3 sign variance from Section 4.2 of the *Glenwood Meadows Master Sign Plan* to allow for one additional column sign with findings 1 through 6 of the staff report. Commissioner Wussow seconded the motion.**

Discussion:

Considered continuing the entire application because the magnitude of the request- double that allowed in the sign plan. Felt the issue may be the sign plan being out of step. But pointed out that there are only one or two signs that received variances. It may be something that the Meadows owner would have address in the future by amending their sign plan.

Ayes: Wussow, Dehm, Malloy

Nos: Schachter

Motion carries.

7. Director Comments

City starting new packet procedure; technology upgrades in council chambers; commissioners will be trained.

8. Commissioner Comments

9. Adjournment - 9:05PM

RESOLUTION 2018-61

A RESOLUTION MAKING CERTAIN LEGISLATIVE FINDINGS AND APPROVING THE WEST GLENWOOD SPRINGS URBAN RENEWAL PLAN

WHEREAS, there was presented to the City Council of the City of Glenwood Springs (the “City”) for its review and consideration a document entitled “West Glenwood Springs Conditions Survey” (the “Conditions Survey”), which is attached to and made a part hereof as Exhibit A, which shows that the area (the “Urban Renewal Area”) described in the “West Glenwood Springs Urban Renewal Plan” (the “Plan”), attached to and made a part hereof as Exhibit B, is a “blighted area” as such term is defined in the Colorado Urban Renewal Law, Part 1 of Article 25 of Title 31 of the Colorado Revised Statutes (the “Act”); and

WHEREAS, it is desirable and in the public interest that the Glenwood Spring Urban Renewal Authority (the “Authority”) undertake redevelopment activities described in the Plan; and

WHEREAS, approval of the Plan will facilitate the elimination and prevention of blighted areas and promote the redevelopment, conservation, and rehabilitation of the Urban Renewal Area; and

WHEREAS, the Plan is a matter of public record in the custody of the City Clerk and is available for public inspection during business hours of the City; and

WHEREAS, on December 6, 2018, the City Council conducted a public hearing and reviewed the Plan, including the use of eminent domain as a means to acquire property in the Urban Renewal Area, pursuant to the procedural and notice requirements of the Act; and

WHEREAS, notice of the time, date, place, and purpose of the public hearing on the Plan was published as required by Section 31-25-107(3)(a), C.R.S., at least thirty (30) days prior to the public hearing; and

WHEREAS, notice of the time, date, place, and purpose of the public hearing on the use of eminent domain as a means to acquire property in the Urban Renewal Area was mailed to each owner of such property as required by Section 31-25-107(3)(b), C.R.S., at least thirty (30) days prior to the public hearing; and

WHEREAS, written notice of the of the time, date, place, and purpose of the public hearing was mailed to each property owner, business owner, and resident of the area included in the Plan informing them of the public hearing at least thirty (30) days prior to the public hearing; and

WHEREAS, the Glenwood Springs Planning Commission found that the Plan is in conformance with the 2011 Glenwood Springs Comprehensive Plan (the “Comprehensive Plan”),

WHEREAS, the Plan does not authorize the use of property tax increment financing in the Urban Renewal Area and, therefore, no negotiations or agreement are necessary related to the impacts and benefits of the Plan on the services and revenues of taxing entities that levy property taxes in the Urban Renewal Area; and

WHEREAS, none of the land in the Urban Renewal Area has been classified as agricultural land for purposes of the levying and collection of property taxes during the five-year period prior to the effective date of this resolution; and

WHEREAS, the City Council having considered the evidence presented in support of and in opposition to the Plan and the Conditions Survey and staff recommendations and so having considered the legislative record and given appropriate weight to the evidence.

NOW, THEREFORE, IT IS RESOLVED BY THE CITY COUNCIL OF THE CITY OF GLENWOOD SPRINGS, COLORADO, THAT:

Section 1. As shown in the Conditions Survey, attached to and made a part hereof as **Exhibit A** and listed in the Plan, which Plan is attached to and made a part hereof as **Exhibit B**, there are eleven factors constituting a “blighted area” as defined in the Act that exist in the Urban Renewal Area, and such Urban Renewal Area, in its present condition and use, substantially impairs or arrests the sound growth of the municipality, retards the provision of housing accommodations, or constitutes an economic or social liability, and is a menace to public health, safety, morals, or welfare. The Urban Renewal Area described in the Plan is found and declared to be a blighted area as defined in the Act. This is a legislative finding by the City Council based upon the Conditions Survey and other evidence presented to the City Council.

Section 2. Notice of the time, date, place, and purpose of the public hearing on the Plan was published as required by Section 31-25-107(3)(a), C.R.S., at least thirty (30) days prior to the public hearing.

Section 3. Notice of the time, date, place, and purpose of the public hearing on the use of eminent domain as a means to acquire property in the Urban Renewal Area was mailed to each owner of such property at least thirty (30) days prior to the public hearing.

Section 4. Written notice of the of the time, date, place, and purpose of the public hearing was mailed to each property owner, business owner, and resident of the area included in the Plan informing them of the public hearing at least thirty (30) days prior to the public hearing.

Section 5. The boundaries of the Urban Renewal Area have been drawn as narrowly as the City Council determines feasible to accomplish the planning and development objectives of the Plan.

Section 6. The City Council finds that the Plan is in conformity with the Comprehensive Plan, which is the general plan of the City as a whole.

Section 7. The principal purpose of the Plan is to arrest or eliminate the conditions of blight that exist in the Area.

Section 8. The use of eminent domain is authorized based on the finding that the Urban Renewal Area is a blighted area as defined in the Act as evidenced by the conditions listed in the Conditions Survey without regard to (i) the economic performance of any property or property interests to be acquired by the Authority, (ii) economic development purposes, or (iii) the enhancement of tax revenues from the Urban Renewal Area.

Section 9. The use of eminent domain is authorized not for the purpose of subsequently transferring private property to a private party but to remove conditions of blight identified in the Conditions Survey from the Urban Renewal Area.

Section 10. Prior to filing any eminent domain action, the Authority is authorized and directed to comply with the applicable requirements of law, including the Act.

Section 11. It is not intended or expected that acquisition of property by the Authority will cause the relocation of individuals and families, but, if any such relocation becomes necessary, a feasible method exists for the relocation of individuals and families in decent, safe, and sanitary dwelling accommodations within their means and without undue hardship to such individuals and families, and that the Authority, prior to exercising the power of eminent domain, shall adopt relocation assistance and land acquisition policies to benefit displaced persons that are consistent with those set forth in article 56 of title 24, C.R.S.

Section 12. It is not intended or expected that acquisition of property by the Authority will cause the relocation of any business concerns, but if any such relocation becomes necessary, the Authority shall provide for a feasible method for the relocation of business concerns in the Urban Renewal Area or in other areas that are not generally less desirable with respect to public utilities and public and commercial facilities, and that the Authority, prior to exercising the power of eminent domain, shall adopt relocation assistance and land acquisition policies to benefit displaced persons that are consistent with those set forth in article 56 of title 24, C.R.S.

Section 13. The Plan does not authorize the use of property tax increment financing in the Urban Renewal Area and, therefore, no negotiations or agreement are necessary related to the impacts and benefits of the Plan on the services and revenues of taxing entities that levy property taxes in the Urban Renewal Area.

Section 14. Section 31-25-107(4)(d) of the Act does not apply because no more than 120 days have passed since the commencement of the only public hearing on the Plan.

Section 15. Section 31-25-107(4)(e) of the Act does not apply because the City Council did not fail to previously approve this Plan.

Section 16. The Plan will afford maximum opportunity, consistent with the sound needs of the municipality as a whole, for the rehabilitation or redevelopment of the Urban Renewal Area by private enterprise.

Section 17. The Plan has been duly reviewed and considered and is hereby approved. The Authority is hereby authorized to take any and all actions pursuant to the Act to carry out the Plan.

Section 18. The City Clerk, City Manager, or any designee of either the City Clerk or the City Manager, is authorized and directed to notify all owners of property in the Urban Renewal Area that any such owner may challenge the determination the of blight made by the City Council within 30 days of the effective date of this resolution pursuant to Section 31-25-105.5(2)(a), C.R.S.

INTRODUCED, READ AND PASSED THIS 6TH DAY OF DECEMBER 2018.

CITY OF GLENWOOD SPRINGS, COLORADO

Michael Gamba, Mayor

ATTEST:

Catherine Mythen Fletcher, City Clerk

West Glenwood Springs Urban Renewal Plan

Glenwood Springs, Colorado

Draft as of 13 November 2018

Prepared for:

Glenwood Springs City Council
Glenwood Springs, Colorado

Prepared by:



Ricker|Cunningham
10959 Ashurst Way
Littleton, CO 80130-6967
303.458.5800 Ph
www.rickercunningham.com

West Glenwood Springs Urban Renewal Plan

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Figure 1 West Glenwood Springs Urban Renewal Plan Area Map

Appendices

Appendix A: 2011 Glenwood Springs Comprehensive Plan References

Appendix B: West Glenwood Springs Urban Renewal Plan Area Legal Description

West Glenwood Springs Urban Renewal Plan

City of Glenwood Springs, Colorado

1.0 Introduction

1.1 Preface

This West Glenwood Springs Urban Renewal Plan (herein referred to as the “**Plan**” or “**Urban Renewal Plan**”) has been prepared for the City of Glenwood Springs (herein referred to as the “**City**”), pursuant to the provisions of the Urban Renewal Law of the State of Colorado, Part 1 of Article 25 of Title 31, Colorado Revised Statutes, 1973, as amended (herein referred to as the “**Act**” or “**Law**”). Its administration and implementation will be carried out by the Glenwood Springs Urban Renewal Authority (herein referred to as the “**Authority**”).

1.2 Blight Findings

Under the **Act**, an urban renewal area is a blighted area, which has been designated as appropriate for an **Urban Renewal Project**. In order for the **Authority** to exercise its powers within an area, the municipality’s board or council must find that the presence of blight, as defined by the **Act**, “substantially impairs or arrests the sound growth of the municipality or constitutes an economic or social liability, and is a menace to the public health, safety, morals or welfare.”

The West Glenwood Springs Urban Renewal Conditions Survey (herein referred to as the “**Survey**”), prepared by Ricker Cunningham in September 2018, and presented to the **Authority** under separate cover, demonstrates that the West Glenwood Springs Urban Renewal Plan Area (herein referred to as the “**Urban Renewal Plan Area**” or “**Plan Area**”), qualifies as a blighted area under the **Act**. Specifically, the **Survey** concluded that ten (10) of the 11 total possible factors are present at varying degrees of intensity, but all at levels considered significantly adverse. A list of statutory factors either observed or identified, along with a characterization of the same, is presented below in Section 4.0.

1.3 Urban Renewal Area Boundaries

The boundaries of the **Urban Renewal Plan Area**, as illustrated in **Figure 1** and set forth in **Appendix B**, includes two (2) legal parcels comprising approximately 20 acres and adjacent rights-of-way, collectively located in western Glenwood Springs. Its borders may generally be defined as the Interstate 70 (I-70) frontage road or U.S. Highway 6 on the south, Storm King Road on the west, and the Glenwood Springs Mall property lines on the north and east.

1.4 Zoning Classifications

Properties within **Plan Area** boundaries are currently zoned **PUD Planned Unit Development by the city of Glenwood Springs**. A description of this zoning classification is provided below as defined in the Glenwood Springs Development Code (effective August 16, 2018), Title 70 of the Municipal Code.

070.020.180 Planned Unit Development (PUD) District

(a) Purpose

Planned unit developments (PUDs) are intended to allow for greater flexibility in the application of zoning and development standards than would otherwise be achieved through a base zoning district in exchange for greater benefit to the city of Glenwood Springs.

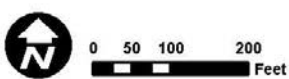
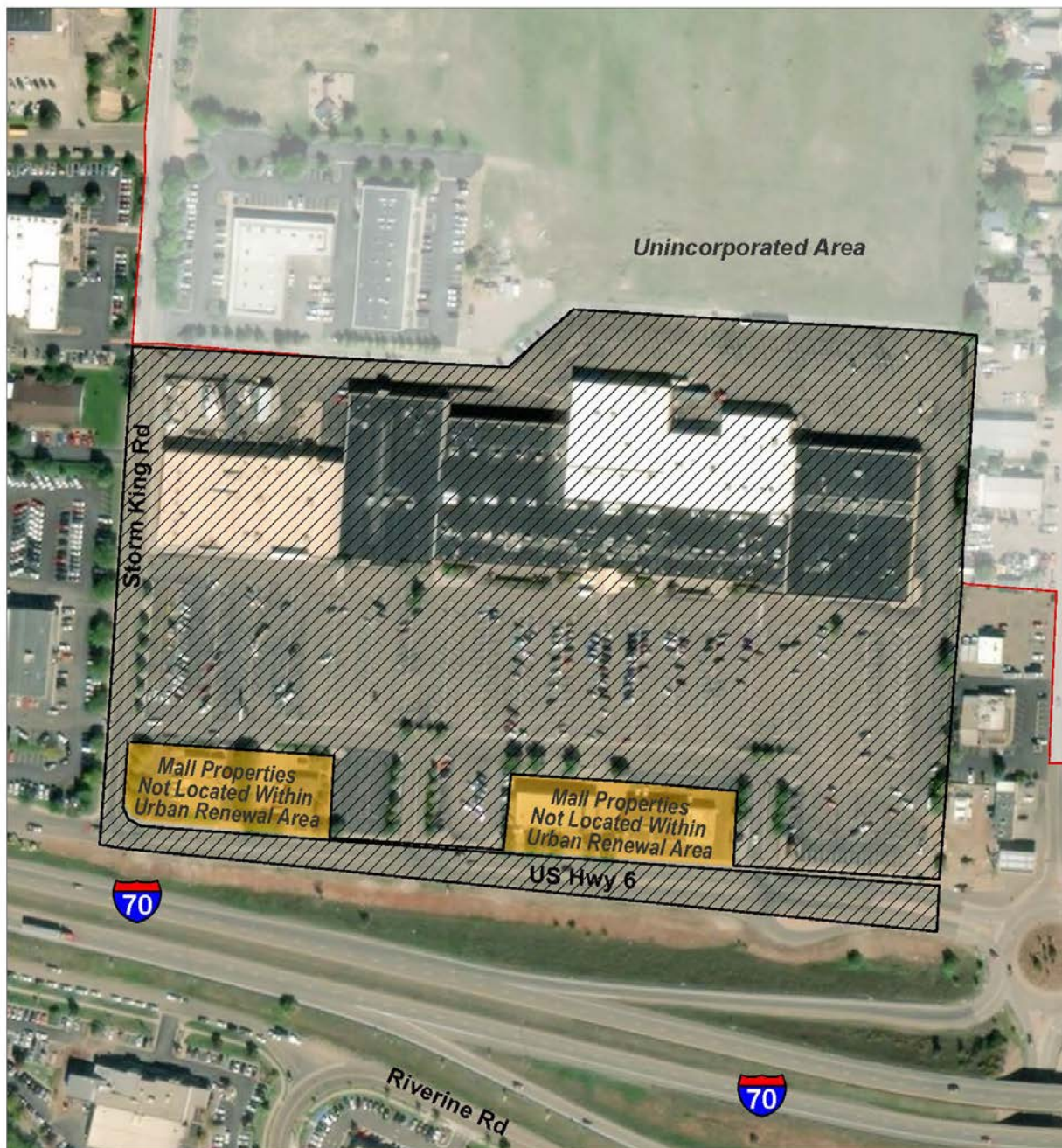
(b) Establishment of a PUD District

PUD districts shall be established pursuant to the rezoning to PUD procedures set out in Section 070.060.040(b). Development in a PUD district shall be subject to the standards included in and / or referenced in an approved PUD plan.

(c) Applicability of Development Standards

- 1) Unless specifically modified by the PUD plan during the rezoning to PUD, the PUD shall comply with all standards in this Code.
- 2) Where the PUD standards conflict with the standards in this Code, the regulations of the approved PUD plan shall control.
- 3) PUDs shall provide common open space as required by relevant sections of the Code.

Figure No. 1: West Glenwood Springs Urban Renewal Plan Area



SOURCE: U.S. Census, Glenwood Springs, CO, and ESRI
Date: Thursday, November 01, 2018

- West Glenwood Springs Urban Renewal Area
- Glenwood Springs Municipal Boundary



1.5 Future Land Use Designations

Future land uses desired by the city inside its municipal boundaries are illustrated in its Future Land Use Map. In addition to preferred use categories, the Future Land Use Map reflects the intentions of the **Comprehensive Plan** as it relates to the location of targeted public and private investment that should occur as properties transition over the next 10 to 20 years. Therein, the **Plan Area** is designated as a Secondary Commercial Center, and properties are identified as Mixed-Use. Both of these classifications suggest a location that is believed to be “ripe for redevelopment and in need of its own sub-area plan.” A general description of each label is provided below as defined in the **Comprehensive Plan**.

Mixed-Use – The mixed-use land use designation allows for a variety of uses including commercial, retail, office, restaurant, entertainment and multi-family housing, co-existing and integrated in either a horizontal or vertical fashion.

Secondary Commercial Centers - Within the city’s future commercial nodes, the **Comprehensive Plan** encourages mixed-use redevelopment projects, informed by detailed market-supportable sub-area plans.

1.6 Statutory Compliance

In compliance with the **Act**, a notice describing the public hearing at which the **Plan** will be considered; including its time, date, location, purpose and area being considered for an urban renewal designation, along with the general scope of the urban renewal project under consideration; appeared in the Glenwood Springs Post Independent, the community’s designated legal newspaper of general circulation at least 30 days prior to the public hearing. Further, a reasonable attempt was made to provide mailing notice of the hearing to all property owners, residents (if any) and owners of business concerns located in the **Area** at their last-known address of record at least 30 days prior to the public hearing.

The **City**, negating the need to quantify and document potential impacts, provided a copy of the **Plan** to the Garfield County Board of Commissioners at least 30 days prior to the public hearing. In addition, official meetings required by the **Act** were scheduled, noticed and conducted, including with the Planning and Zoning Commission on Tuesday, October 23, 2018, which determined it to be consistent with the **Comprehensive Plan**; and the

Glenwood Springs City Council (herein referred to as the “**City Council**”) when they considered accepting findings of blight documented in the **Survey**, and adoption of the **Plan**.

2.0 Definitions and Inclusion of Appendices and Survey

Unless otherwise stated, all capitalized and bolded terms herein shall have the same meaning as set forth in the **Act**. All the **Appendices** and the **Survey** are incorporated in and made a part of this **Plan**.

Act – means the Urban Renewal Law of the State of Colorado, Part 1 of Article 25 of Title 31, Colorado Revised Statutes, as amended.

Authority – means the **City Glenwood Springs Urban Renewal Authority**.

Base Amount – in the context of this **Plan** means that portion of municipal sales tax revenues collected within the boundaries of the **Plan Area** in the twelve-month period ending on the last day of the month prior to the effective date of approval of the **Plan**.

Bonds – shall have the same meaning as defined in the **Act**.

City – means the City of Glenwood Springs.

City Council – means the City of Glenwood Springs City Council.

Comprehensive Plan – means the 2011 Glenwood Springs Comprehensive Plan.

Cooperation Agreement – means any agreement between the **Authority** and **City**, respecting action to be taken pursuant to any of the powers set forth in the **Act** or in any other provision of Colorado law, for the purpose of facilitating public undertakings deemed necessary or appropriate by the **Authority** under this **Plan**.

C.R.S. – means the Colorado Revised Statutes, as in effect on the effective date of the **Plan**.

Lessee – means the Glenwood Springs Mall anchor tenant, Ross Dress for Less, Inc.

Lessor – means the owner of commercial properties within the **Plan Area**, Glenwood Springs Mall, LLC.

Plan or **Urban Renewal Plan** – means this West Glenwood Springs Urban Renewal Plan.

Plan Area– means the West Glenwood Springs Urban Renewal Plan Area as depicted in **Figure 1** and defined in **Appendix B**.

Project – (or **Urban Renewal Project**) means any and all undertakings and activities authorized by an urban renewal plan and the **Act**, for the purpose of eliminating blighting conditions; as well as designing and constructing public and private improvements necessary to serve properties in the proposed Urban Renewal Area, including those located within and outside the plan area.

Redevelopment / Development Agreement – means one or more agreements between the **Authority** and -- developers, property owners, business interests, individuals, or entities; as may be determined to be necessary or desirable to carry out the purpose of the **Plan**.

Special Fund – shall have the same meaning as defined in the **Act**.

Survey – means the West Glenwood Springs Conditions Survey, prepared by RickerCunningham, dated September, 2018 and presented to the **City Council** under separate cover.

Tax Increment – that portion of incremental revenues in excess of a **Base Amount** as set forth in Section 7.3.1 of this **Plan**, allocated to and when collected, paid into the **Special Fund**.

Tax Increment Finance (or Financing) (TIF) – for this **Plan**, means a financing mechanism which uses future sales tax incremental revenues resulting from private investment within an established area, as well as other resources obtained by the **Authority**, to fund improvements authorized by the **Act**.

Urban Renewal Law – means the State of Colorado, Part 1 of Article 25 of Title 31, Colorado Revised Statutes, as amended. See definition of **Act** above.

Urban Renewal Plan or Plan – means this West Glenwood Springs Urban Renewal Plan.

Urban Renewal Project – shall have the same meaning as defined in the **Act**.

3.0 Plan Intentions

With an urban renewal designation, the **Plan Area** will be eligible for one or more activities and undertakings, authorized by the **Act** and advanced by the **Authority**. To this end, it is an objective of the **City Council** in adopting this **Urban Renewal Plan**, that the **Authority** have available to it any and all powers authorized in the **Act**, and considered necessary and appropriate to accomplish the undertakings stated herein. Because powers conferred by the **Act** include facilitating the completion of improvements for which public money may be expended, the intentions of this **Plan** are considered to be necessary in the public interest as a matter of legislative determination by the **City Council**.

3.1 Purpose

As explained in the **Act**, all urban renewal plans, including this West Glenwood Urban Renewal Plan, are consistent with the powers of the administering authority and adopted to, “assist the municipality in the preparation of a workable program for utilizing appropriate private and public resources to eliminate and prevent the development or spread of slum and blighted areas, and to encourage needed urban rehabilitation.” Additionally, they are created to implement community priorities identified in adopted community plans and other policy documents, and complete or assist in completing necessary improvements.

For this reason, the purpose of this West Glenwood Springs Urban Renewal Plan is to reduce and remove blighting conditions adversely impacting properties and businesses in the **Plan Area** described in the **Survey**. Specifically, as it relates to this **Area**, it is the **Authority’s** intent to finance, install, construct, and reconstruct necessary improvements; and cooperate with others to accomplish the same, all in an effort to further economic growth in the community and throughout the region; and in so doing, to advance objectives expressed in the **Comprehensive Plan** (herein referred to as the 2011 Glenwood Springs Comprehensive Plan.)

3.2 Approach

The approach to eliminating and preventing the spread of blighting conditions proposed herein may involve one or more of the following actions: completing and maintaining public and / or private improvements and infrastructure in the **Plan Area**; using financial resources and powers available to the **Authority** for the express purpose of the same; and actively promoting private investment and job creation. The approach to advancing local objectives will likely involve identification of specific priority projects which will effectively leverage private investment therein, and ensure alignment of this West Glenwood Springs Urban Renewal Plan with other accepted and adopted community documents. As required by the **Act**, the **Plan** will afford maximum opportunity, consistent with the sound needs of the City, for the rehabilitation and redevelopment of the **Plan Area** by private enterprise.

3.3 Implementation

While the **Authority** will be the **Plan's** principal administrator, **City Council** will authorize and oversee its efforts. Therefore, the **Authority** will work in cooperation with the **City** to prioritize capital investments in the **Plan Area** (roadway, pedestrian, infrastructure, utility); ensuring they provide a public benefit to property owners and business interests within its boundaries and communitywide.

All new development activity will conform to existing municipal codes and ordinances, along with any site-specific regulations or policies in effect at the time. While the **Act** authorizes the **Authority** to regulate land uses, establish maximum or minimum densities, and institute other building requirements in an urban renewal area; for the purpose of this **Plan**, the **Authority** anticipates these activities will remain the responsibility of the **City** in partnership with the **Authority**.

4.0 Blight Conditions

Before an urban renewal plan can be adopted by a municipality, the proposed urban renewal area must be determined to be "blighted" as defined in Section 31-25-103(2) of the **Act** which provides that *"in its present condition and use and, by reason of the presence of at least four of the factors (see below) in Section 31-25-103 (2) (a) (or five in cases where property will be acquired by eminent domain the use*

of eminent domain is anticipated) substantially impairs or arrests the sound growth of the municipality, retards the provision of housing accommodations, or constitutes an economic or social liability, and is a menace to the public health, safety, morals, or welfare." Statutory factors include:

- (a) Slum, deteriorated, or deteriorating structures;
- (b) Predominance of defective or inadequate street layout;
- (c) Faulty lot layout in relation to size, adequacy, accessibility, or usefulness;
- (d) Unsanitary or unsafe conditions;
- (e) Deterioration of site or other improvements;
- (f) Unusual topography or inadequate public improvements or utilities;
- (g) Defective or unusual conditions of title rendering the title nonmarketable;
- (h) The existence of conditions that endanger life or property by fire or other causes;
- (i) Buildings that are unsafe or unhealthy for persons to live or work in because of building code violations, dilapidation, deterioration, defective design, physical construction, or faulty or inadequate facilities;
- (j) Environmental contamination of buildings or property;
- (k.5) The existence of health, safety, or welfare factors requiring high levels of municipal services or substantial physical underutilization or vacancy of sites, buildings, or other improvements; or
- (l) If there is no objection by the property owner or owners and the tenant or tenants of such owner or owners, if any, to the inclusion of such property in an urban renewal area, "blighted area" also means an area that, in its present condition and use and, by reason of the presence of any one of the factors specified in paragraphs (a) to (k.5) of Section 31-25-103(2), substantially impairs or arrests the sound growth of the municipality, retards the provision of housing accommodations, or constitutes an economic or social liability, and is a menace to the public health, safety, morals, or welfare.

The general methodology used to prepare the **Survey** involved the following steps:

- (i) identification of parcels to be surveyed; (ii) collection of information about properties, infrastructure and other improvements within its boundaries; (iii) investigation of conditions through field reconnaissance; (iv) review of aerial photography; (v) discussions with representatives of various public agencies and municipal departments; and (iv) recordation of identified and observed conditions listed in the **Act**.

Among the 11 qualifying factors listed above, the **Survey** showed the presence of all ten (10) blight factors in the **Area** that is the subject of this **Plan**.

- (a) Slum, deteriorated, or deteriorating structures
- (b) Predominance of defective or inadequate street layout;
- (d) Unsanitary or unsafe conditions;
- (e) Deterioration of site or other improvements;
- (f) Unusual topography or inadequate public improvements or utilities;
- (g) Defective or unusual conditions of title rendering the title nonmarketable;
- (h) Existence of conditions that endanger life or property by fire or other causes;
- (i) Buildings that are unsafe or unhealthy to live or work in
- (j) Environmental contamination of buildings or property; and
- (k5) Existence of health, safety, or welfare factors requiring high levels of municipal services or substantial physical underutilization or vacancy of sites, buildings, or other improvements.

5.0 Plan Relationship to Community Documents

5.1 Consistency with the Comprehensive Plan

Whereas this **Plan's** purpose is to facilitate investment within its boundaries consistent with identified community's objectives, and since those objectives appear in the 2011 Glenwood Springs Comprehensive Plan; development within its boundaries will need to reflect the intentions expressed therein. As presented, future investment within the **Plan Area** will encourage and support the vision and directives presented below.

Key Directions of the Plan

Vision Statement

The city of Glenwood Springs desires to maintain its small-town character and preserve its cultural and natural resources by implementing a proactive plan to: achieve directed and balanced development, social and economic diversity; and address its transportation needs.

Community Goals

Community Goals of the 2011 Glenwood Springs Comprehensive Plan include:

- Promote long-term, sustainable, and diverse economic development;
- Maintain Glenwood Springs as the regional tourism, retail, commercial, and governmental center of Garfield County;
- Preserve Glenwood Springs' small-town character, while maintaining its livability, increasing its vibrancy, and growing the commercial success of its downtown;
- Address transportation needs and provide multiple convenient travel choices;
- Direct development and encourage building forms that are cost-effective to serve;
- Provide housing for the entire community;
- Support social diversity;
- Preserve cultural resources; and
- Protect natural resources.

Specific references regarding how investment in the **Plan Area** will advance these and other communitywide intentions, as presented in the **Comprehensive Plan**, are summarized in **Appendix A**.

6.0 Authorized Authority Undertakings and Activities

While the **Act** allows for a wide range of activities to be used in the furtherance of goals set out in an urban renewal plan, in the context of this **Plan**, the **Authority** intends to use only those necessary to mitigate or eliminate those conditions adversely impacting properties and businesses within its boundaries. Among those undertakings and activities that may be considered are partnerships and similar forms of cooperative arrangements with owners of private property. Other powers conferred by the **Act**, and a likely component of the **Authority's** strategy for implementation of the West Glenwood Springs Urban Renewal Plan, are described as follows.

6.1 Prepare and Modify Plans for the Plan Area

The **Authority** may work with public bodies, and retain consultants and other advisors to assist with the planning of properties in connection with redevelopment of the **Plan Area**. In addition, the **Authority** may propose, and the **City Council** may make modifications to the **Plan**, provided they are consistent with adopted community plans and any subsequent updates. However, any such amendments made and otherwise contemplated, must be compliant with the **Act**. The **Authority** may also, in specific cases, allow

non-substantive variations from the provisions of the **Plan**, if it determines that a literal enforcement would constitute an unreasonable limitation beyond the intent and purpose stated therein.

6.2 Complete Public Improvements and Facilities

The **Authority** may, or may cooperate with others to, finance, install, construct and reconstruct public improvements in accordance with the **Act**, and necessary to promote the objectives stated herein. Whereas public improvements should, whenever possible, stimulate desired private sector investment, it is the intent of this **Plan** that the combination of public and private investment that occurs within its boundaries will benefit properties within its boundaries, as well as throughout the community.

As explained in Section 4.0, ten (10) of the 11 qualifying conditions of blight as defined in Section 31-25-103(2) of the **Act**, were evident in the **Plan Area**. As the **Plan's** administrator, the **Authority** will seek to most effectively leverage available resources in the furtherance of desired private investment, while also eliminating the spread of blighting conditions described in the **Survey** and generally characterized below.

- (a) **Slum, deteriorated, or deteriorating structures** – assist in financing physical improvements to Mall properties that will ensure the health, safety and well-being of its employees and customers;
- (b) **Predominance of defective or inadequate street layout** – assist in financing roadway enhancements including accommodations to ensure safe vehicular and non-vehicular mobility to and through the **Area**;
- (d) **Unsanitary or unsafe conditions** – assist in financing improvements between the Mall and adjacent properties to ensure the safety of visitors to, and users of, properties in the **Plan Area** including adequate fencing;
- (e) **Deterioration of site or other improvements** – see Factor (d).
- (f) **Unusual topography or inadequate public improvements or utilities** – assist in financing capital improvements (infrastructure and utility) necessary to support redevelopment and rehabilitation of private improvements;
- (g) **Defective or unusual conditions of title rendering the title nonmarketable** – assist in correcting conditions of title contributing to conditions of blight;

- (h) **Existence of conditions that endanger life or property by fire or other causes** – see Factor (a);
- (i) **Buildings that are unsafe or unhealthy to live or work in** – see Factor (a).
- (j) **Environmental contamination of buildings or property** – assist with financing improvements and / or infrastructure to protect properties from possible impacts associated with past or future contaminating incidents;
- (k5) **Existence of health, safety, or welfare factors requiring high levels of municipal services or substantial physical underutilization or vacancy of sites, buildings, or other improvements** – assist with eliminating conditions adversely impacting the economic potential of commercial properties operating in the **Plan Area**.

While the **Survey** offers documentation supporting the presence of ten (10) of the 11 total possible factors; all were either observed or identified at varying levels, with the most impactful being those associated with Factors (g) and (k5) specifically related to conditions of title affecting the economic viability of commercial properties within the **Plan Area** boundaries.

Based on a detailed review of the lease agreement (herein referred to as the “**Lease**”) between the owner of commercial properties within the **Plan Area**, Glenwood Springs Mall, LLC (herein referred to as the “**Lessor**”) and its anchor tenant, Ross Dress for Less, Inc. (herein referred to as the “**Lessee**”), dated June 10, 2011, there exist numerous provisions which extend extraordinary control to the **Lessee**, which effectively make it all-but impossible for the **Lessor** to freely manage the Mall properties in a manner appropriate for the market and commensurate with operators of comparable facilities.

As noted therein, inline space within the primary Mall building is approximately 90 percent vacant, compared to the citywide commercial vacancy rate of approximately 3 percent. Given the health of commercial developments in other parts of the city, along with the limited number of comparable commercial tracts available for development, particularly in the rapidly growing western portion of the community; and finally, despite the subject properties’ superior site attributes including access and visibility from the region-serving I-70 corridor, the Glenwood Springs Mall should be operating at or above market averages. Further, real estate professionals familiar with commercial properties, their management and operations, are

certain that the property's poor performance is largely due to certain provisions afforded the **Lessor** in their agreement that have proven to be injurious to the balance of the Mall and its other tenants.

Terms which are particularly harmful, and which actually impact approximately 86% of the Mall's interior space and exclude the Mall's out-parcels, include those summarized below:

- control period (term during which adverse provisions apply) of 10-years, plus four (4) five (5)-year options (essentially 30-years)
- ability of **Lessor** to approve or restrict leasing to certain tenant types and merchandise lines offered by tenants
- ability of **Lessor** to restrict expansion by other anchor tenants
- ability of **Lessor** to restrict re-leasing efforts by other anchor tenants (JC Penney, former tenant Staples, current tenant Tractor Supply Co.)
- ability of **Lessor** to control rental rates of tenants re-leasing inline space

These types of influences by a single tenant in a regional shopping center, particularly over a term roughly equivalent to the depreciable life of the property, effectively renders it obsolete and makes it all-but financially impossible to repurpose or redevelop, much less advance communitywide goals for this targeted Secondary Commercial Center.

6.3 Acquire and Dispose of Property

The **Authority** is authorized to acquire any interest in property by any method authorized in the **Act** including eminent domain, upon compliance with the requirements of the **Act**. The **Authority** may also sell, lease or otherwise transfer real property or any interest therein acquired by it as part of an **Urban Renewal Project** in accordance with the **Plan**.

If properties or property interests are acquired, upon their acquisition, and prior to its disposal; the **Authority** may temporarily operate, manage and maintain property if deemed in the best interest of the **Urban Renewal Project** and the **Plan**. It may also set aside, dedicate and transfer properties to public bodies for public uses in accordance with the objectives stated here, with or without compensation.

6.4 Enter into Agreements

The **Authority** may enter into **Redevelopment and Development Agreements** and contracts with developers, property owners, individuals and other entities determined to be necessary to carry out the purposes of a plan. Such **Agreements**, or other contracts, may contain terms and provisions deemed necessary or appropriate for the purpose of undertaking contemplated activities, and remain in full force and effect, unless all parties to such **Agreements** agree otherwise.

In accordance with the **Act**, the **Authority** may also enter into one or more **Cooperation Agreements** with lawful entities for the purpose of financing, installing, constructing and / or reconstructing improvements considered eligible and necessary for implementation of the **Plan**. In addition, it may, but is not required to, contract with a municipality or other organization for administrative support, including distribution of financial resources.

6.5 Adopt Standards

The **Authority** may work with public bodies, and retain consultants and other advisors to assist with zoning and rezoning properties in the **Plan Area**. As stated previously, while the **Act** allows for the adoption of standards and other requirements applicable to projects undertaken in an urban renewal area, in the context of this **Plan**, it is the **Authority's** intention that these activities will be conducted in cooperation with the **City**. Further, it is the intent of the **Authority** that all development within its boundaries meet or exceed applicable rules, regulations, policies, requirements, and standards of the **City**, and any other governmental entity with jurisdiction.

6.6 Provide Relocation Assistance

The **Authority** will adopt a relocation plan in conformance with the **Act**, if relocation of individuals, families or business concerns is required because of acquisition activities of the **Authority**.

6.7 Incur Debt and Issue Bonds

This **Plan** authorizes the **Authority** to borrow money and apply for and accept advances, loans, grants and contributions from all lending sources, private

and public, for purposes identified herein and authorized by the **Act**. The **Authority** may also loan or make monetary resources available for undertakings and activities deemed meritorious and consistent with the **Act** and **Plan**. These resources may be derived through any and all methods authorized in the **Act**, including the issuance of **Bonds** and participation in reimbursement agreements to finance the activities and operations of the **Authority**.

Such **Bonds** may be special obligations of the **Authority** which, as to principal, interest and premiums (if any), are payable solely from and secured only by a pledge of income, proceeds, revenues or funds of the **Authority** derived in connection with its undertakings and activities, including grants or contributions of funds received by outside sources.

6.8 Sales Tax Increment Financing

As explained in Section 31-25-107 of the **Act**, an urban renewal plan may contain a provision for allocation of certain tax revenues in an urban renewal area; including incremental sales tax revenues of the municipality in excess of a **Base Amount** and when collected and deposited in a **Special Fund** of the **Authority** be used for a period not to exceed twenty-five (25) years after the effective date of the urban renewal plan, once approved, for the furtherance of its activities and undertakings.

The use of sales tax increment is hereby authorized by this **Plan**, but shall be utilized by the **Authority** only following approval of an appropriate **Cooperation Agreement** by the board of the **Authority** and **City Council**.

7.0 Project Financing

7.1 Public Investment Objective

A critical component of any urban renewal initiative is participation by both the public and private sectors because no one entity typically has sufficient resources to overcome the financial hurdles frequently encountered in areas suffering from blight and deterioration. To this end, effectively leveraging multiple sources is often essential in order to advance initiatives necessary to attract private investment and grow jobs. Support for projects can take many

forms including: monetary contributions, policy and regulatory reform, design support, and assistance with grant writing.

7.2 Financial Mechanisms

As explained above, the **Authority** may finance its undertakings pursuant to the **Plan** by any method authorized under the **Act** or any other applicable law. In addition to incremental sales tax revenues, other financing vehicles available for urban renewal activities include, without limitation: issuance of notes, bonds, interim certificates, and certificates of indebtedness; along with other lawful obligations. The **Authority** may also borrow funds, access federal and state loans or grants, and earn interest income; as well as enter into reimbursement or annual appropriation agreements with public or private entities or any other lawful source; the principal, interest, costs and fees of which are paid for with available funds of the **Authority**.

7.3 Sales Tax Increment Revenues

It is the intent of the **City Council** in approving this **Plan** that incremental property tax revenues will neither be collected nor used to further the objectives of the **Plan**, or finance or refinancing, in whole or in part, the undertakings and activities of the **Authority**.

While this West Glenwood Springs Urban Renewal Plan does not contemplate the use of incremental property tax revenues, the **City Council** may allocate incremental municipal sales tax revenues, if requested to do so, but only after receipt of a financing plan outlining the proposed amounts and purpose for which those resources are to be used and the approval of a **Cooperation Agreement** by the **Authority Board** as described above and herein.

The approval of such **Cooperation Agreement** by the **City** and **Authority** will not constitute a substantial modification, or the addition of a new activity or undertaking. Finally, approval of such a **Cooperation Agreement** will not extend this **Plan** or the duration of a specific **Urban Renewal Project** in the **Plan Area** which is presently twenty-five (25) years after the effective date of the **Plan's** adoption.

7.4 Other Financing Mechanisms and Structures

Although the **Authority** is authorized to finance implementation **Urban Renewal Projects** in the **Plan Area** by any method authorized by the **Act**, at the time this **Plan** was prepared, **City Council** remained committed to being judicious in their use of monetary resources, and instead make programs and other mechanisms available that can be used independently or in various combinations. Given the obvious and well-documented obstacles often associated with redevelopment, particularly in challenging environments, the **Authority** recognizes the importance of making their offerings as comprehensive, flexible and creative as possible.

8.0 Severability

If any portion of this **Plan** is held to be invalid or unenforceable, such invalidity will not affect the remaining portions of the **Plan**. Further, if there is any conflict between the **Act** and this **Plan**, the provisions of the **Act** shall prevail, and the language in the **Plan** automatically deemed to conform to the **Law**.

West Glenwood Springs Urban Renewal Plan

City of Glenwood Springs, Colorado

Appendix A:

2011 Glenwood Springs Comprehensive Plan References

2011 Glenwood Springs Comprehensive Plan References

Following are select references from the 2011 Glenwood Springs Comprehensive Plan that support the goals and objectives of this West Glenwood Springs Urban Renewal Plan.

Prologue / Executive Summary (taken largely verbatim)

The Evolution of a Community

Communities evolve over time. Glenwood Springs is different today than it was 20 years ago, and different than it will be 20 years into the future. The past 20 years of growth have brought new stores, bigger better schools, and a large hospital. Growth has also brought traffic congestion, different kinds of building styles, and higher taxes for services. The challenge of “change of course” is to have the positive impacts outweigh the negative ones. Surveys and public input conducted with this Plan update indicate that most people, on the whole, feel that Glenwood has gotten better since they’ve lived here.

The Comprehensive Plan is intended to help the city embrace its evolution by identifying key elements that need to be preserved and recommending or suggesting changes to those elements that need to be modified.

What makes a great, livable community? There are many interrelated factors—a “kit of parts.” Each part of the Comprehensive Plan addresses community issues in numerous ways. Each part, or element, of the Plan interacts with the others to achieve the preferred future. All of the parts have been considered for their individual functions, as well as how they operate as a whole.

Current Challenges

Specific current challenges for Glenwood Springs include:

Competition in the Role as a Regional Commercial Center of the County

Over the last decade Rifle has eclipsed Glenwood Springs in population, and has attracted major retailers, as well as businesses. The potential growth from New Castle to Parachute means that the western portion of Garfield County will continue to attract both retail and residential development.

Vitality

The need to grow to maintain vitality is compounded by a lack of land for the community to expand. This forces an introspective look at all opportunities for infill and redevelopment—growing inward and upward instead of outward.

Significant but Uncertain Impacts from Increased Energy Exploration/Development in Garfield County

A dramatic, decade-long buildup of energy-related workers living in Garfield County (including those working in Rio Blanco County) made it more difficult to attract employees to non-energy industry jobs. Due to the lack of available housing, energy workers were finding temporary housing in area hotels and motels, thereby reducing the available supply of rooms for the tourism industry. However, this was followed in 2008/9 by a sudden drop in energy prices, exploration, and the workforce. Revised projections indicate a period of slow growth before energy exploration expands significantly. Ultimately, energy-related jobs are expected to level off in Garfield County. This has spurred renewed interest in the diversification of the economy in order to lessen the impacts of a single industry decline.

The Lack of Affordable Housing for its Workforce, Both Rental and For-Sale Housing

The affordability and availability of housing is acknowledged to be a regional issue that requires a regional response. However, currently each community within the Roaring Fork and Colorado River Valleys are addressing their individual housing needs.

According to the 2004 Local and Regional Travel Patterns Study, of those working in Glenwood Springs, only 32% live in Glenwood Springs. Of those living in Glenwood Springs, 41% commute to work somewhere else. A 2005 housing study indicated that the city needs 2,885 additional dwelling units between 2005 in order to catch-up and keep up with the demand for housing. Similarly, the more recent Strategic Housing Plan, approved in 2010, recommended a goal of creating between 20 and 25 units per year between now and 2015, but went on to recognize that the current requirement or providing community housing is based on new residential development, and the city likely will not meet that target.

Increased Traffic and Congestion on Grand Avenue

State Highway 82 (SH 82) is the Roaring Fork River Valley's sole, regional commuter corridor. It is also Glenwood Springs' historic Downtown main street where it is four lanes wide and carrying daily traffic loads of 25,000 to 29,000 cars and trucks, on average. The 2004 Local and Regional Travel Pattern Study indicated that 35% of all work trips, and virtually all freight and goods delivery vehicle trips in the Roaring Fork Valley, traveled SH 82 in and through Glenwood Springs. The amount of traffic carried by SH 82, and the highway's resulting

impacts on the livability and survivability of Glenwood Springs' Downtown commercial core and nearby residential neighborhoods has been the topic of studies and discussions for decades. Recent projections show that SH 82 traffic volumes through Glenwood Springs will increase to between 47,900 and 52,000 vehicles per day by 2030.

Recent studies of traffic alternatives have increased the interest in, and concern about, a long-standing proposal for another alignment of SH 82 through Glenwood Springs, along the east side of the Roaring Fork River. This route has several possible alignments each of which has different cost implications, as well as impacts on the character of the community.

Community Character

As commercial development pressures increase, coupled with projections that the city needs to continue to grow and expand its workforce housing stock, how does Glenwood Springs maintain the small-town atmosphere that its residents and visitors prefer?

To Grow or Not to Grow

Consistent with regional growth policies, Glenwood Springs extended sewer services to developments south of the city along Four Mile Road, and entered into pre-annexation agreements that are still in-force. The county followed suit by designating these areas for urban development. Are those commitments, and that vision, still valid? If so, does it commit the city to extend its Urban Growth Boundary southward?

Finding Agreement on Complex Issues

Interrelatedness of Issues

Many of these issues are inter-related. Each part, or element, of the community interacts with the others, usually in multiple ways. For example, the location, density/intensity, mix/variety, and character/design of land uses dictate travel options and patterns. The location of school influences where utilities and roads are extended and where growth will follow. The alignment of an alternative route for SH 82 could impact the expansion of the Downtown to the west. Growing inward and upward allows continued vitality, but may change the character of the community. Land use decisions, how and where people live and businesses locate, profoundly influences behavior.

Regional Issues

Another factor adding to the complexity of issues in Glenwood Springs is the fact that many are regional issues. Glenwood Springs is not an island. Transportation, congestion, commuting patterns, affordable housing, the location of jobs; and even the quality of air,

water, and native habitat, are not isolated to political boundaries. What happens in one area affects another, despite local efforts to positively address any or all of these issues.

Diversity of Opinion

Though consensus is the goal sought for addressing the community's issues, the public input process has demonstrated that there is a wide diversity of opinion on many of the issues confronting the city: the relocation of SH 82, the treatment of Grand Avenue, the mass and scale of the Downtown, potential annexations to the south of town, and the future use of the airport are just a few. As a result, the direction of the Comprehensive Plan represents a combination of public input and professional judgment.

The 2011 Glenwood Springs Comprehensive Plan brings direction to many of the issues that have confronted the community for years, and presents the next steps of action for the city to take shape and do so in a sustainable manner.

Sustainability is a concept that has only reached the public consciousness in the last couple of decades. The term is used to mean many different things. The simplest definition of sustainability is the ability to meet the needs of the present without compromising the ability of future generations to meet their needs. This means utilizing resources in a way that allows future generations to use them, also. The concept of sustainability applies to the environment, fiscal actions, and social responsibility.

Environmental sustainability respects natural systems and resources. This means reducing unnecessary waste, pollutants and energy usage in order to protect the quality of water, air and soils. It also means protecting the river corridors and mountain landscape, preserving important ecosystems and habitat.

Fiscal sustainability is living within one's means—as an individual or a community. This means avoiding growth patterns that cost more to serve than the tax revenues they produce. Outward, “greenfield” growth requires new services and infrastructure, whereas inward growth (infill and redevelopment) takes advantage of existing services and infrastructure, usually in a fiscally efficient manner.

Social sustainability means taking care of the community to ensure opportunities for proper shelter, food, education, and a healthy lifestyle. It also means that community efforts are equitable, ensuring that the benefits of development are distributed fairly across society. Another aspect of social sustainability is preservation and respect of cultures and heritage.

The physical design of the community can make it either easier or more difficult for a community to be socially sustainable. Creating places for people to gather and interact, and creating a variety of transportation modes adds to a community's vibrancy.

Sustainability is a key foundation of the 2011 Glenwood Springs Comprehensive Plan. Many of the concepts presented work concurrently and collaboratively so that Glenwood Springs can evolve toward a sustainable future.

Chapter 3 Community Character and Form

Strategies and Actions to Promote Community Character and Form

1. Direct Development into a Compact Form: Infill and Redevelopment

The city will maintain a compact urban form by growing inward and upward. Due largely to topographic constraints, the city has few opportunities for outward expansion. Primary opportunities for additional growth include the Downtown and *secondary commercial centers* such as the Glenwood Springs Mall, Roaring Fork Marketplace, and Confluence Areas; as well as commercial districts on Grand Avenue in the vicinity of 14th Street and 20th Street, and along US Highway 6. Encouraging a compact urban form and directing development where infrastructure already exists will allow for the efficient delivery of services, preservation of its small-town character, and protection of its cultural and natural resources.

Secondary Commercial Centers - There are a number of secondary commercial centers located throughout the city that provide convenient access to retail goods and services. In several cases, grocery stores serve as the anchor, supported by service operators, small shops, and restaurants. Many are surrounded by neighborhoods, and most were developed years ago in a "strip mall" style of development with large parking lots between buildings and public rights-of-way. As property values and retailing trends have changed, the format of these secondary centers are becoming somewhat obsolete, and several are being repurposed into mixed-use neighborhoods with retail, office and housing uses. Examples of these centers include:

- Safeway Site (20th Street and Grand Avenue) Current use: local groceries and associated retail
- City Market Site (14th Street and Grand Avenue) Current use: local groceries and associated retail

- Roaring Fork Marketplace / Wal-Mart (3200 block of South Glen Avenue) Current use: regional big box and office retail / services
- **West Glenwood Springs Mall (51000 block Hwy 6) Current use: regional big box, local and regional shopping**
- Glenwood Meadows (Wulfsohn Road / Midland Drive) Current use: regional big-box retail, local and regional shopping

The **Comprehensive Plan** envisions properties in the Glenwood Springs Mall area, as well as those located immediately to the north, as an integrated and redeveloped multi-use community with a significant element of medium- to high-density residential uses, internal system of sidewalks and community spaces; collectively offering a gathering place for residents and visitors in the far west end of town.

2. Create Sub-Area Plans for Center Redevelopment

The city will work with willing property owners to develop sub-area plans for Downtown and secondary commercial centers, in an effort to understand the feasibility of different redevelopment programs, refine the vision accordingly, and assign resources necessary to incent redevelopment.

Chapter 4 Economic Development

Strategies and Actions to Promote Economic Development

1. Create Opportunity - Allocate Adequate Land

In addition to limited opportunities within the city limits to host new industries and businesses, the land that is available will require a new zoning classification to allow for easier development of businesses. To this end, the city should consider revising the zoning code to allow for more flexibility related to uses within structures and sites. Similarly, there is also an inadequate supply of attractive and accessible office space, and commercial space configured to accommodate evolving retail trends. To this end, the City should consider facilitating redevelopment of existing buildings, conducting an analysis of existing spaces, and investigating opportunities for new development located immediately adjacent to the city limits and within its Urban Growth Boundary. A sample location for these types of activities includes the area around and including the Glenwood Springs Mall in west Glenwood.

2. Retain, Enhance and Expand the Long-Standing Tourist Market

Tourism has long been an important component of the Glenwood Springs economy. The city should continue efforts to support the tourism market, its agencies, amenities, and facilities including Vapor Caves, Doc Holliday Grave Site, Glenwood Caverns, and Glenwood Hot Springs Pool. To this end, the city should preserve and enhance recreational opportunities (river access, kayak park, parks, and trails) and other city-owned assets in an effort to attract more tourists and encourage them to stay longer. The city should also consider enhancing the Downtown by creating pedestrian-oriented amenities, encouraging special shops and restaurants, lodging and events, so that it is a place where people want to live and visit. The city should consciously retain lodging units in other areas of the city, as well, including West Glenwood, Glenwood Meadows, and the Hwy 6 corridor.

3. Maintain Glenwood Springs Role as a Regional Center

Glenwood Springs should retain regional businesses that are convenient to regional clients. One step in doing this is to retain automobile dealership, highway-oriented services, and big box retail centers that serve the region.

West Glenwood Springs Urban Renewal Plan

City of Glenwood Springs, Colorado

Appendix B:

West Glenwood Springs Urban Renewal Plan Area Legal Description

West Glenwood Springs Urban Renewal Plan Area

Legal Description

A parcel of land situated in Lots 1 and 2 and in the North 1/2 of the Southeast 1/4 of Section 6 Township 6 South, Range 89 West of the Sixth Principal Meridian, City of Glenwood Springs, County of Garfield, State of Colorado, said parcel being more particularly described as follows:

Tracts E and F as shown on the plat of the Resubdivision of Glenwood Springs Mall Subdivision, Except Tracts A, B, C & D, recorded as Reception Number 336102, on January 18, 1983 in the office of the Garfield County, Colorado, Clerk and Recorded; together with that portion of the right-of-way of Storm King Road situated between the northerly and southerly boundary lines said Resubdivision of Glenwood Springs Mall Subdivision, Except Tracts A, B, C & D, extended westerly to the easterly boundary line of the Glenwood Auto Plaza Subdivision as shown on the plat recorded as Reception Number 396937, on November 18, 1988 in the office of said Garfield County, Colorado, Clerk and Recorded; together with the right-of-way of U.S. Highway 6 & 24 situated between the westerly and easterly boundary lines of said Resubdivision of Glenwood Springs Mall Subdivision, Except Tracts A, B, C & D, extended southerly.

Section: 6 Township: 6 Range: 89 Subdivision: GLENWOOD SPRINGS MALL Lot: TR F

Section: 6 Township: 6 Range: 89 Subdivision: GLENWOOD SPRINGS MALL Lot: E