



AGENDA
CITY OF GLENWOOD SPRINGS
REGULAR CITY COUNCIL MEETING
FEBRUARY 21, 2019
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	
MORNING WORK SESSION(S)				
9:30am	A.	Introduction of Brett Lear Garfield County Libraries MOVED TO MARCH 7TH.	Information/Discussion	
9:30am	B.	MEAN	Information/Discussion	
AFTERNOON WORK SESSION(S)				
2:45pm	A.	Board and Commission Interviews for Tourism, Planning and Zoning, and Financial Advisory Board	Information/Discussion	
5:45pm	Meeting Set-up			
REGULAR SESSION				
6:00pm	5	Roll Call	Quorum	
	6	Pledge of Allegiance		
	7	Agenda Changes	Information	
	8	Conflict of Interest Disclosure	Information	
	9	Citizens Appearing Before Council (for items not on the Agenda-comments limited to 3 minutes)	Information Only	
	10	Council Comments	Information/Discussion	
	11	Consent Agenda	Discussion and/or Action	
		A.	Approval of Bid BD2019-006, Tandem Dump Truck	
		B.	Ordinance No. 1, Series of 2019; An Ordinance of the City of Glenwood Springs, Colorado, Amending the Cardiff Glen Planned Unit Development (PUD) (SECOND READING)	
		C.	Ordinance No 5, Series of 2019; An Ordinance of the City of Glenwood Springs, Colorado, Repealing Section 010.020.071 to the Municipal Code, Revoking the Authority of the City Council and the City Manager to Temporarily Suspend Enforcement of Portions of the Municipal Code (SECOND READING)	
		D.	Approval of Ride Glenwood Re-Branding Proposal	

- E. Resolution 2019-10; A Resolution of the City Council of the City of Glenwood Springs, Colorado, Adopting Downtown Parking Permit Policies
- F. IGA related to Downtown Bathrooms
- G. Planning and Zoning Commission appointment.
- H. Resolution 2019-11; Authorizing and Supporting Application of the Fishing is Fun Grant from Colorado Parks and Wildlife for the Two Rivers Shoreline Project
- I. Resolution 2019-12; Authorizing and Supporting the Application for FMLD Grant for Water, Roadway and Drainage Redesign Within Cedar Crest Subdivision
- J. Receipt Minutes of the February 7, 2019 Regular Meeting

ACTIONS AND/OR PRESENTATIONS

- | | | |
|----|--|--------------------------|
| 12 | Resolution 2019-9, A Resolution of the City Council of the City of Glenwood Springs, Colorado, Moving Forward Together US EPA Area Wide Plan | |
| | A. Resolution 2019-9, A Resolution of the City Council of the City of Glenwood Springs, Colorado, Moving Forward Together US EPA Area Wide Plan | Discussion and/or Action |
| 13 | Thompson Divide | |
| | A. Thompson Divide | Discussion and/or Action |
| 14 | Approval of 7th Street Construction Management for Boundaries Unlimited | |
| | A. Approval of 7th Street Construction Management for Boundaries Unlimited | Discussion and/or Action |
| 15 | Ordinance No. 7, Series of 2019; Vacating a Utility Easement on 3116 South Grand Avenue | |
| | A. Ordinance 7 Series of 2019; An Ordinance of the City Council of the City of Glenwood Springs Vacating a Utility Easement Located on 3116 South Grand Avenue | Discussion and/or Action |
| 16 | Hanging Lake Professional Services Agreement with H2O Ventures | |
| | A. Hanging Lake Professional Services Agreement with H2O Ventures | Discussion and/or Action |
| 17 | Landfill Business Plan | |
| | A. Landfill Operating Plan | Discussion and/or Action |
| 18 | Board and Commission Appointments | |
| | A. Board and Commission Appointments for Tourism, Planning and Zoning, Financial Advisory Board | Discussion and/or Action |
| 19 | Leslie Bethel Memorial Designation | |
| | A. Leslie Bethel Memorial Designation | Discussion and/or Action |
| 20 | Report from City Administration | Information |
| | A. City Manager | |
| | B. City Attorney | |
| | C. Correspondence Incoming/Outgoing | |

- 21 Executive Session to Conduct a Conference with the City Manager and City Attorney Information/Discussion
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 Haul Route
- 22 Adjournment



City Council
STAFF REPORT
City of Glenwood Springs
February 21, 2019

Agenda Item: Introduction of Brett Lear Garfield County Libraries **MOVED TO MARCH 7TH.**

Action Requested: NA

Department: City Administration

Presented By: Debra Figueroa, City Manager

Background Info: Brett Lear is the New Executive Director of the Garfield Library District.

Issues:

Staff Recommendation:



City Council
STAFF REPORT
City of Glenwood Springs
February 21, 2019

Agenda Item: Board and Commission Interviews for Tourism, Planning and Zoning, and Financial Advisory Board

Action Requested: Interview potential board and commission members.

Department: City Clerk

Presented By: Catherine Fletcher, City Clerk

Background Info: Some of the boards and commissions have members with expiring terms. Applications have been submitted by potential members.

Issues: None

Staff Recommendation: N/A

This document has been sent on behalf of City of Glenwood Springs by SeamlessDocs.

Form Submission

Financial Advisory Board Application

A new application has been received.

Financial Advisory Board

Name

Charles Willman

Home Address

1121 Bennett

Mailing Address

same

Home Phone

970-379-7820

Work Phone

970-945-8571

Occupation

attorney

Q1

This valuable Board is important to provided advice to the City Council. I would like to continue to serve on this board and think my background in various capacities volunteering with the City is helpful to the Board.

Q2

To continue to provide my knowledge regarding the City and its finances to assist the Board in providing important financial advice to Council.

Q3

To provide background and advice to Council regarding budget, allocation of financial resources and other community input into how best to allocate the City's financial resources.

Q4

My background on the DDA, the FAB and the Transportation Commission and my knowledge of the local community are valuable resources to the FAB.

Q5

I have also spent the time necessary to serve on the various Boards and Commissions to which I have had the pleasure and privilege to serve.

Q6

I would like to continue to serve the City as a member of the FAB for the reasons noted above and to continue my service to help the City.



City of Glenwood Springs
Office of the City Clerk
101 West 8th Street
Glenwood Springs, CO 81601
Fax: 970-945-5023
Email: Catherine.mythen@cogs.us

PLANNING AND ZONING COMMISSION APPLICATION

(for Powers and Duties, see page 3)

Section 1 – Name and Address

Name Dean Kinkel

Home Address 314 Park Dr Glenwood Springs CO 81601

Mailing Address 314 Park Dr Glenwood Springs CO 81601

Section 2 – Contact Information

Home 719-760-2211 Work 970-384-3218

Fax Mobile 719-760-2211

Email deankinkel@alpinebank.com

Section 3 - Occupation

Occupation Alpine Bank - Vice President, banking officer

Section 4 – Personal and Professional Interests

1. Why are you interested in serving on the Planning and Zoning Commission?

As a member of the Glenwood Springs Community I believe it is my civil duty to be actively involved in the development and planning of Glenwood. It is my intent to live in Glenwood for the rest of my life and I therefore have a huge stake in it's future. The Planning and Zoning Commission is immensely important in directing the progress of Glenwood and I want to help make sure we continue to move in a positive direction.

2. What do you view as your role if selected as a member of the Planning and Zoning Commission?

If selected as a member of the Planning and Zoning Commission my role would be to help determine what would be appropriate/best use of land within the city limits. To determine what might be the best use I will utilize the resources the City provides and get expert opinions on what pros and cons of certain actions might have. My goal would be to help make the decisions that most positively impact the residential and business communities.

3. What experience have you had in the land use approval process?

I have been a loan officer in Glenwood Springs for almost 5 years. In this time I have dealt extensively with real estate acquisitions, both commercial and residential. This experience has given me an opportunity to familiarize myself with the different subdivisions and codes of the City. Furthermore, through my involvement with the Glenwood Springs Chamber Ambassadors I have spoken with many businesses and have an understanding of some of the challenges and successes with commercial property. I believe these experience will assist me in deciding appropriate land uses.



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PLANNING AND ZONING COMMISSION APPLICATION

(for Powers and Duties, see page 3)

Section 4 – Personal and Professional Interests (Continued)

4. Do you have any particular areas of interest or a particular perspective relating to land use development in Glenwood Springs?

As a younger member of the community I know that affordable housing is a top priority for many in my age bracket. Affordable housing can also assist in maintaining a strong and talented work force. Additionally, I believe the development of our confluence is a key project both for the tourism industry and the wellness of our community. Lastly, the existing and expansion of our infrastructure is key as it will shape our future.

5. Can you describe an experience making a decision that made people unhappy?

As a loan officer I on average make at least one person a day unhappy with a decision I've made. While making someone unhappy is never a goal, ultimately making the best decision is the goal regardless if you will win a popularity contest.

6. Can you separate yourself from your personal opinions and represent the City's goals, policies, plans and the Glenwood Springs Municipal Code in an equitable fashion?

Again, being a loan officer has helped train me in this area as well. Frequently I must separate myself from personal opinions and represent the bank and customer to which law and policy designate. I know when making a decision on the P&Z committee I will always represent the City's goals, policies and plans.

7. The Planning and Zoning Commission members generally attend two meetings a month and can have extensive packet materials to review in preparation for the meetings. Do you have any existing time commitments that will hamper your ability to serve?

Yes. My employer is supportive of this endeavor. Also, my whole life I have balanced multiple clubs, organizations and activities. I have strong time management skills and a strong work ethic. I will get the job done to the best of my abilities.

8. Are you aware of and understand the quasi-judicial function of the Planning and Zoning Commission?

Yes, I understand with setting ordinances and codes that there will be judicial application. My career has helped prepare me to operate in a quasi-judicial fashion.

9. What experience do you have working with people on a board, commission or committee?

As a loan officer I have served on loan committees for many years. I have served on several special committees throughout my banking career such as Security Managers, Leadership Development and Latino Services. Additionally I am currently actively involved in; Roaring Fork Young Professionals, Kiwanis, Big Buddy Program, Glenwood Rec Center Pee Wee Basketball and Little League Baseball Referee/Umpire. I enjoy collaborating with passionate individuals to accomplish meaningful tasks.

Thank you for your interest and time commitment in serving your community

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PLANNING AND ZONING COMMISSION APPLICATION

(for Powers and Duties, see page 3)

Section 1 – Name and Address

Name Sumner Schachter

Home Address 1204 Blake

Mailing Address PO Box 61. 81603

Section 2 – Contact Information

Home 970 379 20"2

Work

Fax

Mobile

Email Sumnerschachter@gmail.com

Section 3 - Occupation

Occupation Retired financial planner

Section 4 – Personal and Professional Interests

1. Why are you interested in serving on the Planning and Zoning Commission?

Optimization of work with commissioners and staff and on behalf of council and town. And work with new development code.

2. What do you view as your role if selected as a member of the Planning and Zoning Commission?

Continue as commissioner

3. What experience have you had in the land use approval process?

Served P&Z 6 years?8,



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PLANNING AND ZONING COMMISSION APPLICATION

(for Powers and Duties, see page 3)

Section 4 – Personal and Professional Interests (Continued)

4. Do you have any particular areas of interest or a particular perspective relating to land use development in Glenwood Springs?

No

5. Can you describe an experience making a decision that made people unhappy?

Various p and z decisions, refereeing, coaching, school board...running a business,

6. Can you separate yourself from your personal opinions and represent the City's goals, policies, plans and the Glenwood Springs Municipal Code in an equitable fashion?

Yes

7. The Planning and Zoning Commission members generally attend two meetings a month and can have extensive packet materials to review in preparation for the meetings. Do you have any existing time commitments that will hamper your ability to serve?

No

8. Are you aware of and understand the quasi-judicial function of the Planning and Zoning Commission?

Yes

9. What experience do you have working with people on a board, commission or committee?

P&Z, Re-1 school board. Various foundation boards, accountability and finance committees,

Thank you for your interest and time commitment in serving your community

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PLANNING AND ZONING COMMISSION APPLICATION

(for Powers and Duties, see page 3)

Section 1 – Name and Address

Name Ingrid Wussow
Home Address 600 Greenway Drive, Glenwood Springs
Mailing Address 600 Greenway Drive, Glenwood Springs

Section 2 – Contact Information

Home 970.404.5105 Work 970.928.9000
Fax _____ Mobile 970.404.5105
Email ingridwussow@gmail.com

Section 3 - Occupation

Occupation Realtor and Mediator

Section 4 – Personal and Professional Interests

1. Why are you interested in serving on the Planning and Zoning Commission?

I truly enjoy understanding the land use process and watching how our code is executed. The current Commission is a diverse group of individuals with a myriad of backgrounds who all bring such great energy to the commission, I hope to continue working with this group.

2. What do you view as your role if selected as a member of the Planning and Zoning Commission?

My strongest asset to the commission is as a solid listener who "seeks first to understand, then to be understood". I enjoy hearing all the perspectives, from staff, the applicants, the community and lastly the commission. Once I have a clear understanding of the application/agenda item, I believe I am level-headed, applying common sense and a commitment to upholding the city's code and comprehensive plan.

3. What experience have you had in the land use approval process?

I have now served on the Planning and Zoning Commission for the past 3+ years, I have thoroughly enjoyed learning the land use process and hope to continue learning more in the coming years. In past years, my husband and I navigated the GWS HPOZ process while building our home in 2015/16. I've also been a licensed real estate broker since 2005 and have taken as many continuing education classes on land use as possible, including a Land Use Law class in November of 2018.



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PLANNING AND ZONING COMMISSION

APPLICATION

(for Powers and Duties, see page 3)

Section 4 – Personal and Professional Interests (Continued)

4. Do you have any particular areas of interest or a particular perspective relating to land use development in Glenwood Springs?

I believe in a systemic approach to land use which supports, incorporates and understands the needs of all demographics within a community. I believe this type of approach keeps a community strong, dynamic and sustainable. I strongly believe in an active dialogue about employee housing, affordable housing, housing for aging community members and designating land to keep out community strong both physically, mentally, and environmentally.

5. Can you describe an experience making a decision that made people unhappy?

In my profession there are daily experiences in disappointing people, however I have found that if you make a decision on a subject that disappoints people, but do so with respect and a solid explanation on the "why" you may still have unhappy people but they are less likely to be angry about it. Respect is reciprocal.

6. Can you separate yourself from your personal opinions and represent the City's goals, policies, plans and the Glenwood Springs Municipal Code in an equitable fashion?

In my three years on the commission, I have found this to be very easy to do.

7. The Planning and Zoning Commission members generally attend two meetings a month and can have extensive packet materials to review in preparation for the meetings. Do you have any existing time commitments that will hamper your ability to serve?

I am available to meet the time commitments of the Commission.

8. Are you aware of and understand the quasi-judicial function of the Planning and Zoning Commission?

Yes, from my past experience on the Commission.

9. What experience do you have working with people on a board, commission or committee?

I was the PTA President at our kid's school in Bozeman, MT. I've run the Realtor Scholarship Committee, which solicits monies to give to deserving high school seniors in the Roaring Fork Valley. I'm currently the Secretary/Treasurer of our HOA. I was a volunteer mediator at the court house for four years.

Thank you for your interest and time commitment in serving your community

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PLANNING AND ZONING COMMISSION APPLICATION

(for Powers and Duties, see page 3)

Section 1 – Name and Address

Name Carolyn Cipperly
Home Address 1010 Blake Ave, Glenwood Springs
Mailing Address 1010 Blake Ave, Glenwood Springs

Section 2 – Contact Information

Home _____ Work _____
Fax _____ Mobile 970-948-1937
Email _____

Section 3 - Occupation

Occupation Architectural Designer

Section 4 – Personal and Professional Interests

1. Why are you interested in serving on the Planning and Zoning Commission?

I care how Glenwood's future growth is managed, and am concerned about affordable housing and access to public transportation. Our growing Commercial sector needs to blend in with the existing City fabric

2. What do you view as your role if selected as a member of the Planning and Zoning Commission?

I would help homeowners and developers decipher our codes, listen to claims of hardship and make balanced judgement on the relevant items with the City's best interest at heart

3. What experience have you had in the land use approval process?

Working in Aspen I have attended many Land Use hearings, filed many applications, including Stream Margin Review and implemented the Zoning Officers' requests



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PLANNING AND ZONING COMMISSION APPLICATION

(for Powers and Duties, see page 3)

Section 4 – Personal and Professional Interests (Continued)

4. Do you have any particular areas of interest or a particular perspective relating to land use development in Glenwood Springs?

Historical buildings and Affordable Housing / ADUs

5. Can you describe an experience making a decision that made people unhappy?

Often Contractors would build components not in accordance with my Plans, and I would have to instruct them to remove the work, at their cost, and replace it according to plan and meeting applicable codes

6. Can you separate yourself from your personal opinions and represent the City's goals, policies, plans and the Glenwood Springs Municipal Code in an equitable fashion?

I can keep my personal opinions separate from discussions based on the City's approved documents and their merits

7. The Planning and Zoning Commission members generally attend two meetings a month and can have extensive packet materials to review in preparation for the meetings. Do you have any existing time commitments that will hamper your ability to serve?

Not typically, though I might expect to miss a couple meetings per year if on vacation

8. Are you aware of and understand the quasi-judicial function of the Planning and Zoning Commission?

Yes and yes

9. What experience do you have working with people on a board, commission or committee?

I've served on the boards of two non-profit radio stations. I am usually the one presenting my case to various Community Development Boards and Commissions, such as Historic Preservation Commission, Zoning Board of Appeals and Design Review Boards. My career in Architecture causes me to work with consultants and clients in a substantially committee-like relationship.

Thank you for your interest and time commitment in serving your community

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TOURISM PROMOTION BOARD APPLICATION

(for Powers and Duties, see page 4)

Section 1 - Name and Address

Name Scott Dyer
Home Address 62 Kit Carson Peak Ct, New Castle Co, 81647
Mailing Address PO Box 769, New Castle CO 81647

Section 2 - Contact Information

Home 970-984-3263 Work 970-945-8535
Fax 970-384-5190 Mobile 321-624-2649
Email sdyer@glenwoodspringsantlers.com

Section 3 - Occupation

Occupation Hotel General Manager

Section 4 - Membership Qualifications

MEMBERSHIP QUALIFICATION	Check Here
A. Two (2) representatives from tourism-related businesses located within the City	☐
B. Two (2) representatives from lodging businesses located within the City.	☒
C. One (1) representative from restaurant businesses located within the City.	☐
D. One (1) representative from the Chamber Resort Assoc.	☐
E. Two (2) citizens who are a resident of the City with no direct or indirect financial interest in a business referenced in (A), (B) or (C) above; or	☐
F. One (1) resident having a financial interest in a business referenced in (A), (B) or (C) above.	☐

You must qualify as one of the above to serve on the Tourism Promotion Board. Please check the box next to the one that applies to you, and explain here how you are qualified:

I have been the General Manager at the Best Western Antlers for the past 2 1/2 years and Asst General manager of the Hotel Colorado for 6 years prior to that.



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Email: catherine.mythen@cogs.us

TOURISM PROMOTION BOARD

APPLICATION

(for Powers and Duties, see page 4)

Section 5 - Personal and Professional Interests

1. Why are you interested in serving on the Tourism Advisory Board?

I am an existing member of the board for the last 2 years, My appointment is up in February and I am reapplying to server for a second term. Having worked in the Hospitality/Tourism industry at the Hotel Colorado as Assistant General Manager / Controller for 6 years and as General Manager at the Best Western Antlers for the last 2 1/2 years and I feel that my experience and skill set would be a benefit to the board in advising the city council on matters concerning promoting and marketing tourism for Glenwood Springs

2. What do you view as your role if selected as a member of the Tourism Advisory Board?

I would see my role if selected as a member of the board for a second term to continue to objectively advise the city council on matters relating to the travel and tourism industry in Glenwood Springs

3. Do you have marketing, advertising or public relations experience or skills?

As part of my business life in both the Hotel industry and prior to that owning my own software company I have been involved extensively in the Marketing/Advertising efforts for the companies I have represented.

4. Do you have tourism industry experience or skills?

I have over 17 years of hotel experience ranging from full service properties,(which include both rooms and Food & beverage) to limited service properties (only have rooms, no Food & Beverage).

5. Can you describe an experience making a decision based on public opinion ?

I have been on the board of two different Homeowners Association's and had to make decisions based on the opinions of the homeowners, basing my decision on the best opinion that met the guidelines of the association.



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TOURISM PROMOTION BOARD APPLICATION

(for Powers and Duties, see page 4)

Section 5 - Personal and Professional Interests (continued)

6. Can you separate yourself from your personal opinions and represent the City's goals, policies, plans and the Glenwood Springs Municipal Code in an equitable fashion?

Yes, I feel i have the ability to separate my personal feelings/opinions and advising the Council in making fair and equitable decisions.

7. Do you have any existing time commitments that will hamper your ability to serve?

None at all

8. What experience do you have working with people on a board, commission or committee?

As stated above I have been a member of the Tourism Promotion Board for the last 2 years as well I previously owned a company that provided software to the Hospitality industry and worked with both the Board of my company and with numerous boards and committees in the city/states that we sold our product to to ensure our product complied with their policies and regulations.

Thank you for your interest and time commitment in serving your community

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TOURISM PROMOTION BOARD APPLICATION

(for Powers and Duties, see page 4)

Section 1 - Name and Address

Name Kristina Clary
Home Address 1018 Colorado Ave., Glenwood Springs CO 81601
Mailing Address _____

Section 2 - Contact Information

Home _____ Work 970-945-9059
Fax _____ Mobile 302-344-9062
Email krissy@coranchhouse.com

Section 3 - Occupation

Occupation Owner- CO Ranch House

Section 4 - Membership Qualifications

MEMBERSHIP QUALIFICATION	Check Here
A. Two (2) representatives from tourism-related businesses located within the City	☐
B. Two (2) representatives from lodging businesses located within the City.	☐
C. One (1) representative from restaurant businesses located within the City.	☒
D. One (1) representative from the Chamber Resort Assoc.	☐
E. Two (2) citizens who are a resident of the City with no direct or indirect financial interest in a business referenced in (A), (B) or (C) above; or	☐
F. One (1) resident having a financial interest in a business referenced in (A), (B) or (C) above.	☐

You must qualify as one of the above to serve on the Tourism Promotion Board. Please check the box next to the one that applies to you, and explain here how you are qualified:

Owner-Co Ranch House



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Glenwood Springs, CO 81601
Fax: 970-945-5023
Email: catherine.mythen@cogs.us

TOURISM PROMOTION BOARD APPLICATION

(for Powers and Duties, see page 4)

Section 5 - Personal and Professional Interests

1. Why are you interested in serving on the Tourism Advisory Board?

I have enjoyed myself immensely serving the community for the past 3 years. The Tourism Board has worked well together, and I am proud of what we have been able to accomplish as a Board.

2. What do you view as your role if selected as a member of the Tourism Advisory Board?

I am currently the Vice Chair of the Board and would love to continue in that capacity.

3. Do you have marketing, advertising or public relations experience or skills?

I have previous experience with a PR/Event Planning firm on the East Coast in addition to personally marketing various restaurants that I have owned/managed.

4. Do you have tourism industry experience or skills?

I have worked in resorts on the East Coast as well as multiple mountain ski resorts. In addition to owning the Co Ranch House, my time with ASC and CBMR broadened my skill set, exposing me to national and international markets

5. Can you describe an experience making a decision based on public opinion ?

I make decisions on a daily basis running my restaurant that are based on public opinion. If the public did not agree with decisions being made I would no longer be in business.



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TOURISM PROMOTION BOARD APPLICATION

(for Powers and Duties, see page 4)

Section 5 - Personal and Professional Interests (continued)

6. Can you separate yourself from your personal opinions and represent the City's goals, policies, plans and the Glenwood Springs Municipal Code in an equitable fashion?

I believe my record on the Tourism Board attests to the fact that I can make decisions based on the common good of the community and not self serving.

7. Do you have any existing time commitments that will hamper your ability to serve?

A pesky restaurant gets in the way sometimes, but the Board is always a priority. I did have some absences in 2018 for which I apologize. My mom was ill and passed away. I spent considerable time traveling back and forth.

8. What experience do you have working with people on a board, commission or committee?

I served on multiple committees at ASC and CMBR and of course my time with the Tourism Board.

Thank you for your interest and time commitment in serving your community

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Email: catherine.mythen@cogs.us



City of Glenwood Springs
Office of the City Clerk
101 West 8th Street
Glenwood Springs, CO 81601
Fax: 970-945-5023
Email: catherine.mythen@cogs.us

TOURISM PROMOTION BOARD APPLICATION

(for Powers and Duties, see page 4)

Section 1 - Name and Address

Name Sharon Brady
Home Address 716 Lincoln Avenue, Glenwood Springs, CO 81601
Mailing Address same

Section 2 - Contact Information

Home _____ Work 970.945.1470
Fax _____ Mobile 970.404.7722
Email bradyduo@gmail.com

Section 3 - Occupation

Occupation Co-Owner of Cooper Wine & Spirits

Section 4 - Membership Qualifications

MEMBERSHIP QUALIFICATION	Check Here
A. Two (2) representatives from tourism-related businesses located within the City	☐
B. Two (2) representatives from lodging businesses located within the City.	☐
C. One (1) representative from restaurant businesses located within the City.	☐
D. One (1) representative from the Chamber Resort Assoc.	☐
E. Two (2) citizens who are a resident of the City with no direct or indirect financial interest in a business referenced in (A), (B) or (C) above; or	☐
F. One (1) resident having a financial interest in a business referenced in (A), (B) or (C) above.	☒

You must qualify as one of the above to serve on the Tourism Promotion Board. Please check the box next to the one that applies to you, and explain here how you are qualified:

My husband and I own Cooper Wine & Spirits, located in Downtown Glenwood Springs. We also live in the Downtown Core.



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TOURISM PROMOTION BOARD APPLICATION

(for Powers and Duties, see page 4)

Section 5 - Personal and Professional Interests

1. Why are you interested in serving on the Tourism Advisory Board?

Our town is a remarkable community that provides amazing amenities not only to the fortunate locals who call Glenwood "home," but also shares its bounty with millions of visitors who choose to spend their time and money here. Continuing to promote Glenwood to potential tourists with a branded, exciting, clear, concise message will encourage a steady stream of new and returning visitors...and each visitor has the power to share their experiences verbally and via social media, serving as witnesses spreading the word that Glenwood Springs is a remarkable destination for people of all ages. Coincidentally, a great portion of my work day consists of strategizing and developing new marketing campaigns within our own business, creating current customer loyalty to our store, and enticing new customers to enjoy what we believe is an experience unique to our industry. I love Glenwood Springs. My husband and I choose to live and run our business in the Downtown Core. We see a tremendous number of tourists, many who return year after year. Our store serves all genders, nationalities, age groups 21+, with a huge variety of interests. I would like to use my experiences with tourists and share my marketing skills to help promote all that Glenwood has to offer for years to come.

2. What do you view as your role if selected as a member of the Tourism Advisory Board?

I can provide support to board and staff regarding branding, promoting Tourism message through targeted avenues, and help develop effective marketing strategies. Happy to represent TAB at meetings outside of the required board meetings if needed.

3. Do you have marketing, advertising or public relations experience or skills?

Yes. My major in college was marketing. During the latter part of the Reagan administration and the first part of the Bush administration I worked at the White House and was a staffer in the Public Affairs office of the Office of Management and Budget disseminating information to media and editing speeches for Cabinet officials. In Atlanta, I worked for two PR firms where I had clients that included National Black Arts Festival and Stone Mountain Park (both tourism focused). I started and solely ran a decorative painting company, which included writing copy and collateral marketing pieces, determining target markets, placing advertising, and creating/executing hand-painted atmospheres in homes. At our business (Cooper Wine & Spirits) I create and manage marketing campaigns using advertising and PR in print, social media and emails. I created our logo. I develop loyalty incentives and plan/execute events in and out of the store.

4. Do you have tourism industry experience or skills?

Yes. Please see above.

5. Can you describe an experience making a decision based on public opinion ?

Recently, the City changed the public parking on Cooper Avenue where we conduct our business. We immediately saw this was going to be a problem and decided to start a petition in our store asking our customers to make comment on their experiences as they parked to visit stores on Cooper, 8th and 7th. In addition, we asked our area business partners to share what they were experiencing regarding number of customers and sales volume. The conclusion was our customers were upset and frustrated with even less opportunity for parking. In addition, businesses were losing customers and sales were dropping. My husband and I gathered our business neighbors and spoke to our City Council Members. Council agreed to help us change the parking design. The City Manager and staff then came back to the business owners and we worked together to make the situation better.



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TOURISM PROMOTION BOARD APPLICATION

(for Powers and Duties, see page 4)

Section 5 - Personal and Professional Interests (continued)

6. Can you separate yourself from your personal opinions and represent the City's goals, policies, plans and the Glenwood Springs Municipal Code in an equitable fashion?

Yes,

7. Do you have any existing time commitments that will hamper your ability to serve?

No.

8. What experience do you have working with people on a board, commission or committee?

For five years I ran Junior Achievement of the Roaring Fork Valley and led a board of 8-10 business leaders. The last three years I have served on City of Glenwood Springs' VALE Board and currently serve on Andy Zanka Youth Empowerment Board.

Thank you for your interest and time commitment in serving your community

Please complete and submit this application online or
Mail to: City Clerk, 101 West 8th Street, Glenwood Springs, CO 81601;
Fax to: 970-945-5023;
Email: catherine.mythen@cogs.us



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TOURISM PROMOTION BOARD APPLICATION

(for Powers and Duties, see page 4)

Section 1 - Name and Address

Name Suzanne Stewart
Home Address 343 Sunny Acres Road
Mailing Address 343 Sunny Acres Road

Section 2 - Contact Information

Home 970.945.6493 Work _____
Fax _____ Mobile 970.456.2193
Email stewart.suzanne@comcast.net

Section 3 - Occupation

Occupation Retired

Section 4 - Membership Qualifications

MEMBERSHIP QUALIFICATION	Check Here
A. Two (2) representatives from tourism-related businesses located within the City	☐
B. Two (2) representatives from lodging businesses located within the City.	☒
C. One (1) representative from restaurant businesses located within the City.	☐
D. One (1) representative from the Chamber Resort Assoc.	☐
E. Two (2) citizens who are a resident of the City with no direct or indirect financial interest in a business referenced in (A), (B) or (C) above; or	☐
F. One (1) resident having a financial interest in a business referenced in (A), (B) or (C) above.	☒

You must qualify as one of the above to serve on the Tourism Promotion Board. Please check the box next to the one that applies to you, and explain here how you are qualified:

Year around resident. Retired so I have time to volunteer. I am a shareholder and a board member of the Hot Springs Pool.



City of Glenwood Springs

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Email: catherine.mythen@cogs.us

TOURISM PROMOTION BOARD

APPLICATION

(for Powers and Duties, see page 4)

Section 5 - Personal and Professional Interests

1. Why are you interested in serving on the Tourism Advisory Board?

I would like to continue my involvement with the board - as a resident and native of GS I am committed to ensuring we remain a vital business community.

Frankly, I am proud to be a board member because I feel the TPB is the healthiest and most responsible city board or commission...perhaps a bit braggadocious but certainly one of the healthiest and most responsible.

2. What do you view as your role if selected as a member of the Tourism Advisory Board?

Listen, understand, make informed decisions, express opinions

3. Do you have marketing, advertising or public relations experience or skills?

I am retired now, however, my entire career of 45 years was related to marketing and business development for engineering, environmental and construction firms.

4. Do you have tourism industry experience or skills?

I have sat on the board since 2015 which has given me great insight into GS tourism issues, concerns, strengths and weaknesses. Customer satisfaction is the #1 topic not only for our tourism industry but it was also the #1 topic in dealing with clients in my business experience.

5. Can you describe an experience making a decision based on public opinion ?

I participated in The Disruption Exercises, conducted by the TPB, which engaged members of the community/public and subsequently resulted in the Land of Water/Water theme, logo and brand for the city.

I also served on a number of GAB planning committees involving stakeholders and the public in decision making regarding alignment, aesthetics, etc. these meetings utilized a number of different processes for engaging the public and reaching decisions.



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TOURISM PROMOTION BOARD

APPLICATION

(for Powers and Duties, see page 4)

Section 5 - Personal and Professional Interests (continued)

6. Can you separate yourself from your personal opinions and represent the City's goals, policies, plans and the Glenwood Springs Municipal Code in an equitable fashion?

Yes

7. Do you have any existing time commitments that will hamper your ability to serve?

No

8. What experience do you have working with people on a board, commission or committee?

In addition to the GAB experience...
Served on Transportation Commission for 2-4 years.
Served on Tourism Promotion Board for 4 years.
Served on the VVH Foundation Board for 4 years and served as a chairman for the Business Partners.
Served on the chamber board for 6 or so years.
Serve on the Glenwood Hot Springs board.
Serve on the Community on the Move.

Thank you for your interest and time commitment in serving your community

Please complete and submit this application online or
Mail to: City Clerk, 101 West 8th Street, Glenwood Springs, CO 81601;
Fax to: 970-945-5023;
Email: catherine.mythen@cogs.us



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TOURISM PROMOTION BOARD APPLICATION

(for Powers and Duties, see page 4)

Section 1 - Name and Address

Name Natalie Kellum
Home Address 3229 Hager Lane Glenwood Springs, CO 81601
Mailing Address same

Section 2 - Contact Information

Home 423-202-5842 Work _____
Fax _____ Mobile _____
Email nataliekellum@gmail.com

Section 3 - Occupation

Occupation administrator for Dr. Corey Johnson

Section 4 - Membership Qualifications

MEMBERSHIP QUALIFICATION	Check Here
A. Two (2) representatives from tourism-related businesses located within the City	☐
B. Two (2) representatives from lodging businesses located within the City.	☐
C. One (1) representative from restaurant businesses located within the City.	☐
D. One (1) representative from the Chamber Resort Assoc.	☐
E. Two (2) citizens who are a resident of the City with no direct or indirect financial interest in a business referenced in (A), (B) or (C) above; or	☒
F. One (1) resident having a financial interest in a business referenced in (A), (B) or (C) above.	☐

You must qualify as one of the above to serve on the Tourism Promotion Board. Please check the box next to the one that applies to you, and explain here how you are qualified:

I live and work in the City of Glenwood Springs, and would like to see the town continue to flourish as a tourist destination. I do hold a permit and business license for a short term rental in my primary residence, but I have never used the permit to date, and sincerely do not believe this would effect my ability to serve on this board.



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101 West 8th Street

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Fax: 970-945-5023

Email: catherine.mythen@cogs.us

TOURISM PROMOTION BOARD

APPLICATION

(for Powers and Duties, see page 4)

Section 5 - Personal and Professional Interests

1. Why are you interested in serving on the Tourism Advisory Board?

I would like to participate in my community in a positive way. I see so much potential in our city in the tourism capacity, and I want to see responsible growth. There is a lot to be proud of in the past, and a lot to be excited about in the future of Glenwood Springs.

2. What do you view as your role if selected as a member of the Tourism Advisory Board?

Representing a community that I love and serving to advocate for responsible growth in the tourism area. I feel that these boards serve to hear, represent and organize the voices of the members of our community.

3. Do you have marketing, advertising or public relations experience or skills?

My degree is Communication, with an emphasis in Public Relations. I am a creative thinker and have traveled to many desirable locations. I would like to see Glenwood continue with positive growth in the tourism arena. I believe that the outdoor recreational opportunities here are inspiring and can be capitalized on, without losing our small town charm.

4. Do you have tourism industry experience or skills?

I have worked for several resorts including the Aspen Skiing Company, the Maroon Creek Club, Nantahala Outdoor Company and Camp Ocoee. All of these resorts centered around outdoor recreation. I am a very active outdoor recreationalist and believe that Glenwood Springs is an ideal location for the activities that I love.

5. Can you describe an experience making a decision based on public opinion ?



City of Glenwood Springs

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101 West 8th Street
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TOURISM PROMOTION BOARD

APPLICATION

(for Powers and Duties, see page 4)

Section 5 - Personal and Professional Interests (continued)

6. Can you separate yourself from your personal opinions and represent the City's goals, policies, plans and the Glenwood Springs Municipal Code in an equitable fashion?

Sincerely YES

7. Do you have any existing time commitments that will hamper your ability to serve?

I am a mother, and work 4 days a week, but I have checked the schedule and believe that I can be available for the boards needs.

8. What experience do you have working with people on a board, commission or committee?

I have served on my homeowners association and was captain of the sports team I participated in during college. I take pride in participating on any board or job that I serve. I understand the rules of order and take pride in my ability to communicate and find common ground.

Thank you for your interest and time commitment in serving your community

Please complete and submit this application online or
Mail to: City Clerk, 101 West 8th Street, Glenwood Springs, CO 81601;
Fax to: 970-945-5023;
Email: catherine.mythen@cogs.us



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TOURISM PROMOTION BOARD APPLICATION

(for Powers and Duties, see page 4)

Section 1 - Name and Address

Name Gregg Lemkau
Home Address 580 Mel Rey Road, Glenwood Springs, CO 81601
Mailing Address 580 Mel Rey Road, Glenwood Springs, CO 81601

Section 2 - Contact Information

Home No Land Line Work 6302870275
Fax N/A Mobile 6302870275
Email glemkau@hotmail.com

Section 3 - Occupation

Occupation Attorney/Entrepreneur (Spirits Importing). Not sure what the future holds.

Section 4 - Membership Qualifications

MEMBERSHIP QUALIFICATION	Check Here
A. Two (2) representatives from tourism-related businesses located within the City	☐
B. Two (2) representatives from lodging businesses located within the City.	☐
C. One (1) representative from restaurant businesses located within the City.	☐
D. One (1) representative from the Chamber Resort Assoc.	☐
E. Two (2) citizens who are a resident of the City with no direct or indirect financial interest in a business referenced in (A), (B) or (C) above; or	☒
F. One (1) resident having a financial interest in a business referenced in (A), (B) or (C) above.	☐

You must qualify as one of the above to serve on the Tourism Promotion Board. Please check the box next to the one that applies to you, and explain here how you are qualified:

I reside within Glenwood Springs (West Glenwood) and, although I have an interest in owning a local business someday, currently do not have any such involvement.



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101 West 8th Street
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TOURISM PROMOTION BOARD

APPLICATION

(for Powers and Duties, see page 4)

Section 5 - Personal and Professional Interests

1. Why are you interested in serving on the Tourism Advisory Board?

My wife and I traveled to CO as tourists in college and both attended grad school in CO before returning to IL. We moved to Glenwood Springs 3.5 years ago after realizing such a move after so long was never going to be "easy." We love it here and take great pride in introducing Glenwood Springs to our family and friends as they trickle out to see us. I spent a year in Germany as a senior in high school and since then have made travel as a tourist a regular part of my life. I have always been interested in tourism generally the am specifically interested in the positive changes I've seen in our City. I love personal interaction, and would enjoy and opportunity to be a part of our City as it relates to the tourist population. I think the changes we have seen in the few years we have been here are amazing, and would be excited to be a part of the activity in relation to the growth and changes we are experiencing. I would also find it enriching to be connected with the City and hope to provide balanced thoughts on tourism.

2. What do you view as your role if selected as a member of the Tourism Advisory Board?

As a newmember, I would need to do a lot of learning and listening. Once comfortable with my knowledge of the goals and operation of the Board, I believe it would be my duty to listen to and entertain all ideas presented to the Board regarding tourism. If asked, I would also be happy to provide my own ideas on howgoals might be met, as well as newideas for attracting or maintaining tourism. While serving on the Board of Education for School District 25 (IL), I also learned that, unless issues are seriously contentious, participation on a Board is about collaboration and oftentimes compromise.

3. Do you have marketing, advertising or public relations experience or skills?

I had to market my own legal business for 15+ years, which is admittedly not a huge requirement. It is, however, a constant public relations job. If one is not well-liked, referral and repeat business does not exist. I also formed an importing business with my German host brother and began importing German Half-Bitters (like an amaro or a high end Jaegermeister) with him. I was the only employee in the U.S. and sold and marketed the product to distributors as well as the retail and on-premise establishments in Nashville and Chicago. It was necessary to make frequent personal calls, promote product awareness through donations and events, and introduce a completely unknown product to buyers who sometimes had no need for it. It was a huge job for one person but I enjoyed every minute of it.

4. Do you have tourism industry experience or skills?

Other than what I have written about above, I cannot claim to have "industry" experience. I did volunteer as a Park Ranger in Canyonlands after college and spoke to the German speaking visitors, of which there were many, on a daily basis to introduce them to the park and the delicate nature of its features.

5. Can you describe an experience making a decision based on public opinion ?

While on the Board of Ed in IL, we were asked to make a decision on a levy for funds for the school. It was difficult for the public to understand the fiscal reasoning behind the request, but it was necessary for the facilities and operations budget to be appropriately funded. It was not popular because of misinformation on howit might affect property taxes for those in the district. We listened to our district families, and we attempted to provide the facts. It was not easy to make a decision which was not popular, but there was some consolation knowing that the funds were necessary.



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TOURISM PROMOTION BOARD

APPLICATION

(for Powers and Duties, see page 4)

Section 5 - Personal and Professional Interests (continued)

6. Can you separate yourself from your personal opinions and represent the City's goals, policies, plans and the Glenwood Springs Municipal Code in an equitable fashion?

Yes. Running a City is not a job for one, and although we all have ideas and viewpoints, we need to understand what drives the need for decisions and perform duties in an unbiased and impartial manner.

7. Do you have any existing time commitments that will hamper your ability to serve?

None currently. Given that I was out of the country on a project off and on for three years, I am now in the position of either starting my legal practice again as a sole practitioner, or "reinventing" myself as something else in our community. Even if I were to become an employee for a local company, I cannot imagine they would not want me to serve the City on the tourism board. I do have a vacation scheduled with my family to go to Europe over the summer and would miss the 6.13.2019 meeting. I also need to visit my mom, and have tentatively scheduled the visit during the August meeting date. I might be able to change this.

8. What experience do you have working with people on a board, commission or committee?

I served two terms on the District 25 Board of Education (West Chicago, IL). Prior to that, I served for several years on the Foundation for Educational Excellence for the same district. I was asked to run for the Board of Education due to my level headed input while serving on the Foundation, as well as my ability to comfortably digest information, provide relevant questions, and offer easily understandable explanations.

Thank you for your interest and time commitment in serving your community

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Mail to: City Clerk, 101 West 8th Street, Glenwood Springs, CO 81601;
Fax to: 970-945-5023;
Email: catherine.mythen@cogs.us



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TOURISM PROMOTION BOARD APPLICATION

(for Powers and Duties, see page 4)

Section 1 - Name and Address

Name Jonathan Gorst
Home Address 1108 Minter Ave. Glenwood Springs, CO 81601
Mailing Address Same as above

Section 2 - Contact Information

Home (970)948-6101 Work (970)945-7692
Fax _____ Mobile (917)553-1357
Email mostlyphantom@aol.com

Section 3 - Occupation

Occupation Restaurant Owner

Section 4 - Membership Qualifications

MEMBERSHIP QUALIFICATION	Check Here
A. Two (2) representatives from tourism-related businesses located within the City	☐
B. Two (2) representatives from lodging businesses located within the City.	☐
C. One (1) representative from restaurant businesses located within the City.	☒
D. One (1) representative from the Chamber Resort Assoc.	☐
E. Two (2) citizens who are a resident of the City with no direct or indirect financial interest in a business referenced in (A), (B) or (C) above; or	☐
F. One (1) resident having a financial interest in a business referenced in (A), (B) or (C) above.	☒

You must qualify as one of the above to serve on the Tourism Promotion Board. Please check the box next to the one that applies to you, and explain here how you are qualified:

I am co-owner of the Riviera Supper Club and Piano Bar located at 702 Grand Avenue, Glenwood Springs, CO 81601.



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101 West 8th Street
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Fax: 970-945-5023
Email: catherine.mythen@cogs.us

TOURISM PROMOTION BOARD

APPLICATION

(for Powers and Duties, see page 4)

Section 5 - Personal and Professional Interests

1. Why are you interested in serving on the Tourism Advisory Board?

I ENJOY GIVING SOME OF MY TIME TO BENEFIT THE COMMUNITY AT LARGE.

2. What do you view as your role if selected as a member of the Tourism Advisory Board?

TO CONTRIBUTE TO THE CONVERSATION AND HELP STEER FUTURE POLICY.

3. Do you have marketing, advertising or public relations experience or skills?

YES

4. Do you have tourism industry experience or skills?

YES

5. Can you describe an experience making a decision based on public opinion?

I AM QUITE USED TO HEARING PUBLIC OPINION
AND MAKING INFORMED CHOICES AS THE CHAIR OF ARTS & CULTURE



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TOURISM PROMOTION BOARD

APPLICATION

(for Powers and Duties, see page 4)

Section 5 - Personal and Professional Interests (continued)

6. Can you separate yourself from your personal opinions and represent the City's goals, policies, plans and the Glenwood Springs Municipal Code in an equitable fashion?

YES, I AM CERTAIN THAT I WILL CONTINUE TO DO SO.

7. Do you have any existing time commitments that will hamper your ability to serve?

ONLY IF IT INVOLVES MORE THAN 5 HOURS/WEEK!

8. What experience do you have working with people on a board, commission or committee?

CHAIR - ARTS & CULTURE COMMISSION - 1 YEAR, 2 MONTHS
RIFLE CHAMBER - 1 YEAR
DIRECTOR OF JUNIOR ACHIEVEMENT - 1 YEAR

Thank you for your interest and time commitment in serving your community

Please complete and submit this application online or
Mail to: City Clerk, 101 West 8th Street, Glenwood Springs, CO 81601;
Fax to: 970-945-5023;
Email: catherine.mythen@cogs.us



City Council
STAFF REPORT
City of Glenwood Springs
February 21, 2019

Agenda Item: Approval of Bid BD2019-006, Tandem Dump Truck

Action Requested: Approval of Award of Bid BD2019-006, Tandem Dump Truck

Department: Finance

Presented By: Ricky Smith, Purchasing Agent

Background Info: There were six Invitation to Bids mailed for a 2019 Tandem Dump Truck. The City received a total of six responses: Transwest Freightliner (3), McCandless Truck Center, and Westfall O'Dell (2). The response from McCandless did not specify the required cost of the warranty and is therefore considered non-responsive. Bids were reviewed by Dusty Noffsinger, Fleet Superintendent. The pricing is summarized below:

BIDDER	ADDRESS	DAYS FOR DELIVERY	TOTAL AMOUNT
Transwest Freightliner, Model 114SD	2236 Sanford Drive Grand Junction, CO	320	\$136,339
Transwest Freightliner, (OJ Watson upfit)	2236 Sanford Drive Grand Junction, CO	320	\$141,839
Transwest Freightliner, (Auto Truck Group)	2236 Sanford Drive Grand Junction, CO	320	\$142,824
McCandless Truck Center	2332 I-70 Frontage Road Grand Junction, CO	240	\$137,740 (warranty not specified)
Westfall O'Dell (Kois)	711 Raptor Road Fruita, CO	In stock	\$149,590
Westfall O'Dell (Auto Truck)	711 Raptor Road Fruita, CO	In stock	\$156,075

Issues: This dump truck will be used primarily for hauling bio-solids from the Wastewater Treatment Facility to the South Canyon Landfill. After the bids were received, it was agreed that a stainless steel bed would be required due to the corrosive nature of the bio-solids. The bid from Transwest Freightliner with the OJ Watson upfit and stainless steel bed option was therefore deemed to be the responsive, responsible offer.

Funding for this truck will come from the Sewer Equipment Fund, Account No. 64.110.9560.

Local preference was not a consideration for this award.

Staff Recommendation: To award the bid to Transwest Freightliner in the amount of \$141,839.



City Council
STAFF REPORT
City of Glenwood Springs
February 21, 2019

Agenda Item: Ordinance No. 1, Series of 2019; An Ordinance of the City of Glenwood Springs, Colorado, Amending the Cardiff Glen Planned Unit Development (PUD) (SECOND READING)

Action Requested: Approve revised document titled "Ordinance 1 Series of 2019 February 7 2019".

Department: Economic and Community Development

Presented By: Trent Hyatt, Senior Planner

Background Info: See Planning Item 15-18 attached hereto.

Issues: None

Staff Recommendation: Approve Ordinance No 1, Series of 2019 as outlined in Action 1 of the the document "City Council Suggested Motions February 7 2019" including in Planning Item 15-18 attached hereto.

ORDINANCE NO. 1

Series of 2019

AN ORDINANCE OF THE CITY OF GLENWOOD SPRINGS, COLORADO, AMENDING THE CARDIFF GLEN PLANNED UNIT DEVELOPMENT (PUD).

WHEREAS, on January 21, 1999, the City Council of the City of Glenwood Springs (“Glenwood Springs” or the “City”) approved Ordinance No. 3, Series of 1999, rezoning a 21.75 acre parcel on County Road 116 in the City of Glenwood Springs from R/4 Residential Transitional to a Planned Unit Development known as Cardiff Glen PUD (the “PUD”); and

WHEREAS, on September 3, 2015, the City Council approved Ordinance No. 20, Series of 2015, amending the PUD to eliminate the requirement to construct a community center referred to as the “Roadhouse,” modifying open space requirements and requiring improvements on Lots 95, 96 and in Grand River Park as set forth in the Sixth Amendment to Cardiff Glen Subdivision Improvements Agreement; and

WHEREAS, Cardiff 96, LLC (the “Applicant”) is the owner of Lots 95 and 96 within Cardiff Glen and desires to proceed with residential development of the lots and has requested that the PUD be amended with respect to front/side yard setbacks, road/sidewalk/landscaping width, dwelling unit size and irrigation source; and

WHEREAS, Lots 95 and 96 are zoned R/3 PUD Multi-family Residential and are subject to the applicable zone district standards set forth in Exhibit B to Ordinance No. 3, Series of 1999; and

WHEREAS, Applicant requests reduction of the front and side yard setback from 20 feet to 10 feet along the front and from 15 feet to 10 feet along the side street, which reduction is consistent with other existing residential structures within Cardiff Glen; and

WHEREAS, Applicant requests the 22 feet curb to curb street width requirement be amended with respect to Ripple Lane to allow Applicant to construct a 4 foot wide concrete sidewalk immediately adjacent to a 20 foot wide road with no landscaping strip; and

WHEREAS, Applicant requests an increase in the maximum dwelling size for three-bedroom units from 1250 square feet to 1800 square feet; and

WHEREAS, the Applicant requests that the requirement for using raw water for irrigation instead of domestic potable water be amended in light of past issues with the source of raw water for the PUD; and

WHEREAS, the Planning and Zoning Commission considered the requested amendments to the PUD at a public hearing on November 27, 2018 and recommended approval of the PUD

amendments based on its consideration of the approval criteria set forth in Section 070.060.040(b)(3)f.3. of the Municipal Code and its findings that the amendments are consistent with the City's comprehensive plan and the purpose of the Municipal Code; the amendments are consistent with the City's approval criteria for a rezoning as set forth in Section 070.060.040(a)(3)f.3 of the Municipal Code; the intensity of development is not expected to create significantly adverse impacts to surrounding properties or the neighborhood; the amendments addresses a unique situation, provide substantial benefits to the City, or incorporate innovative design, layout, or configuration resulting in quality over what could have been accomplished through strict application of a base zoning district or other standards of the Municipal Code; upon addressing staff comments made at the public hearing the application will meet all applicable standards of the Code not expressly modified by the PUD application; and the amendment provides residential uses and includes varied types of housing and densities; and

WHEREAS, City Council, following notice required by law, held a public hearing at a regular meeting on January 3, 2019 to consider the PUD amendment, received and considered comments and documents from City staff and the public, including the Cardiff Glen Master Association, and reviewed the documents submitted by the Applicant; and

WHEREAS, City Council continued the public meeting to January 17, 2019 and then to February 7, 2019; and

WHEREAS, City Council hereby finds and determines that the Applicant has satisfied Section 070.060.040(b)(3)g.5.(i) and satisfied the approval criteria set forth in Section 070.060.040(b)(3)f.3.; and

WHEREAS, City Council finds that the proposed amendments to the PUD are consistent with the City's goals, policies and plans and that an ordinance be enacted to effectuate the amendment.

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

Section 1. The recitals above are hereby adopted as findings.

Section 2. The PUD is hereby amended as follows with respect to Lots 95 and 96 subject to the conditions set forth in Section 3:

1. The front yard setback requirement is 10 feet, and the side yard setback requirement is 10 feet.
2. The 22 feet curb to curb street width requirement is amended with respect to Ripple Lane to allow Applicant to construct a 4 foot wide concrete sidewalk immediately adjacent to a 20 foot wide road with no landscaping strip.
3. The maximum dwelling size for three-bedroom units is 1800 square feet.

4. The requirement for using raw water for irrigation instead of domestic potable is eliminated.

Section 3. The PUD amendments are approved subject to the following conditions:

1. All representations of the Applicant in written and verbal presentations to the City or made at public hearings before the Planning and Zoning Commission or City Council and reflected in the minutes of such hearings shall be considered part of the Application and binding on the Applicant; and
2. Applicant shall complete all improvements, including landscaping, streetscaping, color and materials, as proposed and presented to Council; and
3. Street side frontages facing Culver Circle Crawford Way (the “Streets”) for at least all units in Buildings 1, 5 and 6 of the Application will look substantially similar to as proposed on the 4 page document titled “Culver Cir. Side Plan” provided by the Applicant to the attorney for the Cardiff Glen Master Association and Cardiff Glen Residences Homeowners Association (“HOA”) on January 11, 2019 and reviewed at a meeting of the Applicant and the HOA on January 16, 2019 (the “Drawings”). The doors shown on the Drawings facing the Streets will be hinged (not sliding) doors. The primitive paths depicted will be either mulch or pavers.
4. The Plat for Solstice does not include any fences along the Streets at the edges of Street facing landscaping for Buildings 1, 5 and 6. The primitive paths shown on the Drawings will lead to open sidewalks as depicted on the Drawings, unimpeded by fencing. Applicant will add language in the Covenants memorializing the intent and sentiment that fences along the Streets are not allowed.

Section 3. Any ordinances or resolutions or parts thereof, which are in conflict with this ordinance, are hereby repealed to the extent of such conflict only.

INTRODUCED, READ ON FIRST READING, PASSED, AND ORDERED
PUBLISHED BY TITLE ONLY THIS 7th DAY OF FEBRUARY 2019.

CITY OF GLENWOOD SPRINGS, COLORADO

ATTEST:

Michael Gamba, Mayor

Catherine Mythen, City Clerk

INTRODUCED, READ ON SECOND READING, PASSED AND ORDERED
PUBLISHED BY TITLE ONLY TO BE EFFECTIVE TEN DAYS FOLLOWING THE DATE
OF SECOND PUBLICATION THIS __ DAY OF _____, 2019.

CITY OF GLENWOOD SPRINGS, COLORADO

ATTEST:

Michael Gamba, Mayor

Catherine Mythen, City Clerk

ORDINANCE NO. 1

Series of 2019

AN ORDINANCE OF THE CITY OF GLENWOOD SPRINGS, COLORADO, AMENDING THE CARDIFF GLEN PLANNED UNIT DEVELOPMENT (PUD).

WHEREAS, on January 21, 1999, the City Council of the City of Glenwood Springs (“Glenwood Springs” or the “City”) approved Ordinance No. 3, Series of 1999, rezoning a 21.75 acre parcel on County Road 116 in the City of Glenwood Springs from R/4 Residential Transitional to a Planned Unit Development known as Cardiff Glen PUD (“Cardiff Glen”);

WHEREAS, Cardiff 96, LLC (the “Applicant”), the owner of Lots 95 and 96 within Cardiff Glen, desires to proceed with residential development of the lots and has requested that the PUD be amended with respect to front/side yard setbacks, road/sidewalk/landscaping width, dwelling unit size and irrigation source; and

WHEREAS, Lots 95 and 96 are zoned R/3 PUD Multi-family Residential and are subject to the applicable zone district standards set forth in Exhibit B to Ordinance No. 3, Series of 1999; and

WHEREAS, Applicant requests reduction of the front and side yard setback from 20 feet to 10 feet along the front and 15 feet along the side, which reduction is consistent with other existing residential structures within Cardiff Glen; and

WHEREAS, Applicant requests the 22 feet curb to curb street width requirement be amended with respect to Ripple Lane to allow Applicant to construct a 4 foot wide concrete sidewalk immediately adjacent to a 20 foot wide road with no landscaping strip; and

WHEREAS, Applicant requests an increase in the maximum dwelling size for three-bedroom units from 1250 square feet to 1800 square feet; and

WHEREAS, the Applicant requests that the requirement for using raw water for irrigation instead of domestic potable water be amended in light of past issues with the source of raw water for the PUD; and

WHEREAS, the Planning and Zoning Commission considered the requested amendment to the PUD at a public hearing on November 27, 2018 and recommended approval of the PUD amendment based on its consideration of the approval criteria set forth in Section 070.060.040(b)(3)f.3. of the Municipal Code and its findings that the amendment is consistent with the City’s comprehensive plan and the purpose of the Municipal Code; the amendment is consistent with the City’s approval criteria for a rezoning as set forth in Section 070.060.040(a)(3)f.3 of the Municipal Code; the intensity of development is not expected to create

significantly adverse impacts to surrounding properties or the neighborhood; the amendment addresses a unique situation, provides substantial benefits to the City, or incorporates innovative design, layout, or configuration resulting in quality over what could have been accomplished through strict application of a base zoning district or other standards of the Municipal Code; upon addressing staff comments made at the public hearing the application will meet all applicable standards of the Code not expressly modified by the PUD application; and the amendment provides residential uses and includes varied types of housing and densities; and

WHEREAS, City Council, following notice required by law, held a public hearing at a regular meeting on January 3, 2019, to consider the PUD amendment, received and considered comments from City staff and the public, and reviewed the documents submitted by the Applicant; and

WHEREAS, City Council hereby finds and determines that the Applicant has satisfied Section 070.060.040(b)(3)g.5.(i) and satisfied the approval criteria set forth in Section 070.060.040(b)(3)f.3.; and

WHEREAS, City Council finds that the proposed amendment to the PUD is consistent with the City's goals, policies and plans and that an ordinance be enacted to effectuate the amendment.

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

Section 1. The recitals above are hereby adopted as findings.

Section 2. The Cardiff Glen PUD is amended as set forth herein.

Section 3. Any ordinances or resolutions or parts thereof, which are in conflict with this ordinance, are hereby repealed to the extent of such conflict only.

INTRODUCED, READ ON FIRST READING, PASSED, AND ORDERED
PUBLISHED BY TITLE ONLY THIS 3rd DAY OF JANUARY 2019.

CITY OF GLENWOOD SPRINGS, COLORADO

ATTEST:

Michael Gamba, Mayor

Catherine Mythen, City Clerk

INTRODUCED, READ ON SECOND READING, PASSED AND ORDERED
PUBLISHED BY TITLE ONLY TO BE EFFECTIVE TEN DAYS FOLLOWING THE DATE
OF SECOND PUBLICATION THIS 17th DAY JANUARY, 2019.

CITY OF GLENWOOD SPRINGS, COLORADO

ATTEST:

Michael Gamba, Mayor

Catherine Mythen, City Clerk



City Council
STAFF REPORT
City of Glenwood Springs
February 21, 2019

Agenda Item: Ordinance No 5, Series of 2019; An Ordinance of the City of Glenwood Springs, Colorado, Repealing Section 010.020.071 to the Municipal Code, Revoking the Authority of the City Council and the City Manager to Temporarily Suspend Enforcement of Portions of the Municipal Code (SECOND READING)

Action Requested: Approve Ordinance No 5 repealing section 010.020.071 to the Municipal Code to revoke the authority of the City Council and the City Manager to temporarily suspend enforcement of portions of the Municipal Code.

Department: Attorney

Presented By: Glenwood Springs Legal, Legal

Background Info: During the Grand Avenue Bridge Detour it was necessary to quickly make changes to the municipal code such as garbage collection and construction times. To deal with the on-going traffic emergency, the City Manager was granted the authority to temporarily suspend enforcement of of the code.

Now that the Grand Avenue Bridge project is completed, there remains no reason to continue this authority.

Issues:

Staff Recommendation:

ORDINANCE NO. 5

Series of 2019

AN ORDINANCE OF THE CITY OF GLENWOOD SPRINGS, COLORADO, REPEALING SECTION 010.020.071 TO THE MUNICIPAL CODE, REVOKING THE AUTHORITY OF THE CITY COUNCIL AND THE CITY MANAGER TO TEMPORARILY SUSPEND ENFORCEMENT OF PORTIONS OF THE MUNICIPAL CODE.

WHEREAS, the City of Glenwood Springs (“Glenwood Springs” or the “City”) is a Colorado home-rule municipality organized pursuant to Article XX of the Colorado Constitution and with the authority of the Glenwood Springs Home Rule Charter; and

WHEREAS, the Glenwood Springs Municipal Code sets forth municipal ordinances, rules and regulations to provide for the public health, safety, and welfare of the City’s residents and visitors; and

WHEREAS, Article 010.020 of the Municipal Code sets forth general provisions regarding the applicability and construction of the Municipal Code; and

WHEREAS, Section 010.020.071 was enacted by Ordinance No. 12, Series of 2017 in anticipation of the Grand Avenue Bridge replacement in 2017, the closure of which was anticipated to create significant hardships in transportation, parking, and the local commercial and retail environments; and

WHEREAS, Section 010.020.071 was amended by Ordinance 19, Series of 2018 which repealed and replaced Title 070 of the Glenwood Springs Municipal Code; and

WHEREAS, with the replacement of the Grand Avenue Bridge the Glenwood Springs City Council finds and declares that it is no longer necessary to provide a mechanism through which enforcement of certain portions of the Municipal Code may be temporarily suspended.

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

Section 1. The foregoing recitals are incorporated herein as if set forth in full.

Section 2. Section 010.020.071 is hereby repealed as follows with ~~strike through language~~ deleted.

~~010.020.071 – Temporary suspension of Municipal Code.~~

- (a) ~~The City Council, by resolution, and the City Manager, by published administrative order and written notice to Council, shall have the power and authority to temporarily suspend the enforcement of municipal ordinances, including, but not limited to, those provisions of Section 070.030.020, Section 070.040.060, Section 070.040.110, Article 090.040, Article 100.010, Article 100.060, Article 100.070, and Article 120.040.~~

- (b) ~~Any resolution of Council or written administrative order of the City Manager temporarily suspending enforcement of any section(s) of this Code shall state with particularity the extent of the suspension and at a minimum include:~~
- ~~(1) The purpose of such suspension;~~
 - ~~(2) The article(s), section(s), or subsection(s) for which regulation is suspended, with as much particularity as reasonably possible; and~~
 - ~~(3) The length of such suspension, not to exceed one hundred twenty (120) days.~~
- (c) ~~If the City Manager suspends enforcement of any portion of this Code, the City Manager shall, at the next regularly or special meeting of the City Council after the publication of such administrative order, present and defend the suspension of enforcement to the City Council for the ratification or rejection of all or any portion(s) thereof.~~
- (d) ~~No suspension of enforcement under this section shall be effective for a period exceeding one hundred twenty (120) days without resolution of the City Council extending such suspension.~~

INTRODUCED, READ ON FIRST READING, PASSED AND ORDERED PUBLISHED
IN FULL THIS ____ DAY OF FEBRUARY 2019.

CITY OF GLENWOOD SPRINGS, COLORADO

ATTEST:

Michael Gamba, Mayor

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 _____ 2019.

CITY OF GLENWOOD SPRINGS, COLORADO

ATTEST:

Michael Gamba, Mayor

Catherine Mythen-Fletcher, City Clerk



City Council
STAFF REPORT
City of Glenwood Springs
February 21, 2019

Agenda Item:	Approval of Ride Glenwood Re-Branding Proposal
Action Requested:	Approval to proceed with Studio Six to redevelop branding and graphics for Ride Glenwood
Department:	Transportation
Presented By:	Tanya Allen, Transportation Manager
Background Info:	We are currently engaged in the process of re-imagining Ride Glenwood service to better meet our community's needs, as outlined in the 2018 Transit Operations Plan. As a component of this process, we plan to update the Ride Glenwood Springs brand and graphic identity in a way that reflects our community's character and vision for its transit service. We have identified Studio Six from Longmont as our preferred partner for this effort. Studio Six has a track record of creating unique, recognizable designs and successfully involving the community in their design and branding efforts. At our request, Studio Six has prepared estimates for two separate phases of the project: 1) initial brand development (\$24,416) and 2) preparation of vehicle specific artwork layouts (\$6,500/vehicle model). Samples of previous transit work done by Studio Six are included.
Issues:	This level of funding for bus wrap design was not included in the 2019 Bus Budget. Several line items in the existing budget can be adjusted downward to accommodate this expense.
Staff Recommendation:	Approve the contract with Studio Six.



STUDIO SIX

From

Studio Six

1114 Neon Forest Cir, Unit 6
Longmont, CO 80504

303.652.6230
StudioSixBranding.com

Estimate Id

117

Issue Date

02/04/2019

Subject

Ride Glenwood Springs Transit Brand

Estimate For

City of Glenwood Springs

101 W 8th Street
Glenwood Springs, CO 81601

Description	Amount
Community Design Sessions -- Preparation The first phase in brand development for Ride Glenwood Springs will be a Community Design Process. This process will include (1) meeting via conference call with the internal team and (2) onsite meetings to develop and refine the final artwork. The Community Design Process will define the overall look and feel of the new brand. Preparation for the in-person sessions to include: - Researching and preparing a PowerPoint presentation that will take the community through the step-by-step branding process that will assist Studio Six in capturing the essence of Glenwood Springs and Ride Glenwood - Custom activities will be designed to gain specific art direction for the visual design/brand Total: \$2,400	\$2,500.00
Facilitate Community Design Sessions Community Design Session 1 - Facilitate (2) stakeholder sessions to provide input on the design process (morning and evening) Community Design Session 2: Presentation of Designs - Present (2-3) concepts during (2) sessions (morning and evening) (2) hours each session, 4 sessions total • Preparation of boards for the presentation • Vendor coordination preparing for the presentation • Preparation of strategy notes Total: \$2,700	\$2,500.00

Branding Design Design bus branding and work with an illustrator/s and internal designers to develop the new brand. - The process includes identifying potential design styles for the new branding. These "inspiration" styles will be reviewed at Community Design Session #1. - Based on this feedback, S6 will create (2) options to be presented at Community Design Session #2. - The client will be a collaborative partner during the design phase to ensure that all of the details are considered. - (2-3) unique concepts for the long side of the vehicle will be presented at Community Design Session #2. Total: \$15,000	\$15,000.00
Develop Final Graphic Assets of the New Brand - Develop all graphic assets - New logo prepared in .jpg, .png, .eps files - Upload of all files via DropBox Total: \$1,050	\$1,050.00
Project Management - Project manage and develop schedules for all projects - Obtain estimates - Vendor coordination Total: \$1,400	\$1,400.00
Travel Expenses: Hotel--La Quinta - 2 night stay - 2 rooms - 2x (once in February and once in March) Rate is \$119/night/room/person (excludes taxes and fees) $\\$119 \times 2 \text{ (nights)} \times 2 \text{ (people)} = \\476 Total for (2) trips = \$952 Mileage - 2 Round Trips at 400 miles/RT - IRS 2019 rate .58/mile $400 \times .58 = \\$232/\text{RT}$ Total for (2) trips = \$464 GSA Per Diem Rate (Meals & Incidentals) - 1 full day + 2 travel days = \$137.50/person - 2 people - 2x (once in February and once in March) $\\$137.50 \times 2 \text{ people} = \\275 Total for (2) trips = \$550 Estimate Total \$1,966.00	\$1,966.00
Estimate Total \$24,416.00	

Notes

Presentation boards are not included in the above design fee. Large 4' x 6' boards: \$400/board



STUDIO SIX

From

Studio Six

1114 Neon Forest Cir, Unit 6
Longmont, CO 80504

303.652.6230
StudioSixBranding.com

Estimate Id

121

Issue Date

02/04/2019

Subject

Final Transit Brand Implementation-Schematic
Design

Estimate For

City of Glenwood Springs

101 W 8th Street
Glenwood Springs, CO 81601

Description	Amount
• Applying the brand to (4) sides of the vehicle • Artwork designed for (1) vehicle model • Bus architecture will dictate the design on all (4) sides • Fabricator to provide final template on all (4) sides • Studio Six to provide high resolution or vectored files for the vehicle • Overseeing all digital proofing \$6,500/vehicle model	\$6,500.00
Estimate Total	\$6,500.00

Winter Park Transit

Transit Challenge

Rebrand Winter Park's transit system to attract new riders and reflect an exciting, four season destination.

Studio Six Solution

- + We designed a brand that reflects all four seasons of Winter Park with a modern, dynamic pattern reflective of colorful ski gear.
- + We designed a brand that is cohesive from the signage to the maps to the vehicle wraps so it is immediately identifiable.
- + We developed a design that is highly visible from a distance.

The results at-a-glance



Total Transit Routes

8



Daily Transit Trips
Annual Ridership

2,984
13,488



The first summer after the Lift was launched, ridership increased from 2,329 to 4,718 riders

103%
INCREASE



Two years into service, November ridership increased 43% over the previous year

43%
INCREASE

Before



After



+ + +
+ + +

CITY OF BOULDER'S HOP BUS

We get people on the bus.

Transit Refreshed. Ridership Increased.

GO Boulder was preparing for significant route modifications and improved frequency for the HOP route. Because little change had been made since the original service was launched in 1995, it was time to refresh the brand to bring new awareness to the service.

Studio Six was hired to work with community stakeholders to determine the new look and feel of the bus, develop new maps, advertising and event collateral. The new brand features a brightly colored scene representing the natural environment of the Boulder foothills and key destinations along the route.

Weekend ridership has increased by 50% since the HOP was rebranded in September 2018.

Hop



SIX

GO BOULDER BRANDING BY STUDIO SIX

SMART

Telluride Area

Transit Challenge

To rebrand the Galloping Goose system which had been operated by the Town of Telluride. The rebrand signals new ownership and operation of the system, now run by SMART, the San Miguel Authority for Regional Transportation. The challenge was to design a brand that would resonate with San Miguel County commuters.

Studio Six Solution

- + We rebranded the system to reflect the unique geography of the area and a dedication to sustainability. The backdrop of the vehicle features the iconic Mount Wilson flanked by Colorado gold, the quaking aspen.
- + We are developing a comprehensive branding package for SMART inclusive of new website, brochures, maps and tagline: SMART Commute. Brilliant Views.



Schematic bus design

Before



After



City Council
STAFF REPORT
City of Glenwood Springs
February 21, 2019

Agenda Item: Resolution 2019-10; A Resolution of the City Council of the City of Glenwood Springs, Colorado, Adopting Downtown Parking Permit Policies

Action Requested: Approve Resolution 2019-10 adopting new Downtown Parking Permit Policies.

Department: Police Department

Presented By: Terry Wilson, Police Chief

Background Info: Potential updates to downtown parking policy was discussed with City Council at a work session on November 15, 2018 and at the January 3rd Council meeting.

Based upon these discussions, staff updated downtown parking policies with the intent of City Council approving the policies by resolution. The main changes to the policy are:

1. Amend the existing agreement with the County to create 4 hour parking in the Colorado and 7th Lot. This parking lot is not to allow residential parking permits and jurors will be allowed to park for additional hours with parking permits.
2. Eliminate visitor parking passes in the GID.
3. Allow up to two parking passes per unit, but require license holders to apply in person with proof of address.
4. Charge administration fee of \$50 per permit.
5. Allow 72 hour parking in parking lot at Cooper and 8th.

Issues: Changes to downtown parking are difficult on residents and businesses. Further changes should be studied and should include a robust public process.

Staff Recommendation: Approve the proposed changes to the parking policies.

RESOLUTION 2019-10

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF GLENWOOD SPRINGS, COLORADO, ADOPTING DOWNTOWN PARKING PERMIT POLICIES.

WHEREAS, Section 120.040.020(9) of the Municipal Code of the City of Glenwood Springs (the “City”) and Section 1212 of the City’s Model Traffic Code allows City Council to provide by resolution for parking permits granting exemption from time parking regulations on such terms and conditions and for such fees as Council may determine appropriate from time to time; and

WHEREAS, City Council finds it is appropriate and in the best interest of the City to provide limited exemptions to the two-hour parking limit areas from Pitkin Avenue to Cooper Avenue and from 7th Street to 9th Street for contractors providing certain types of maintenance and construction services as set forth in the Downtown Contractor Parking Permit Program attached as **Exhibit A**; and

WHEREAS, City Council further finds it is appropriate and in the best interest of the City to allow citizens residing in certain downtown areas to apply for and receive a residential parking permit pursuant to the Residential Parking Permit policy attached as **Exhibit B**; and

WHEREAS, City Council finds the policies attached as **Exhibits A and B** promote the public health, safety and general welfare and desires to approve adoption of the same.

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 Downtown Contractor Parking Permit Program as set forth in **Exhibit A**, attached hereto, is hereby adopted and approved.

Section 3. The Residential Parking Permit Policy as set forth in **Exhibit B**, attached hereto is hereby adopted and approved.

INTRODUCED, READ AND PASSED THIS 21ST DAY OF FEBRUARY 2019.

CITY OF GLENWOOD SPRINGS, COLORADO

Michael Gamba, Mayor

ATTEST:

Catherine Mythen Fletcher, City Clerk

Draft

Downtown Contractor Parking Permit Program

City of Glenwood Springs

The City recognizes the difficulty and the need for contractor and maintenance related parking in the Downtown Zone to maintain our business and residential properties. For this purpose, the City shall allow limited exemptions to the 2 Hour limit parking areas from Pitkin Avenue to Cooper Avenue, from 7th Street to 9th Street, under the following guidelines:

1. Permits will be issued by the Glenwood Springs Police Department, and will only be issued to a partner or manager of the contractor/company requesting the permit.
2. A maximum of 2 permits per job site will be issued.
3. Permits will be issued for a maximum of 30 days, with one renewal of 30 days considered should the project be ongoing. Projects of such length may require permit applicants to provide a copy of a City issued building permit for parking permit application.
4. Permits will only allow for a maximum of 24 hour parking in Two Hour limit spots.
5. Permits will NOT allow for extended parking in short-term loading zones or handicap spaces.
6. Vehicles that need to exceed 24 hours parking, or equipment other than normal motor vehicles, will require a Temporary Street Obstruction Permit issued through the City Engineering Office.
7. The purpose of the permit is to allow access for maintenance/construction functions to needed and repeatedly used equipment and materials. Vehicles that are noted by City personnel as not meeting that need/criteria may have their permits revoked.
8. Intermittent, periodic needs such as plumbing, HVAC maintenance, glass replacement, etc. may need short-term access to their vehicles for short jobs. Contractors performing such work shall request assistance with their parking request at the Police Department.
9. Permits must be clearly visible and displayed in such a manner and location at the front of the driver's position as to make all information on the permit visible for inspection by Parking Enforcement.

To apply for Contractor Parking Permits or to request information, contact the Glenwood Springs Police Department at (970) 384-6500, or in person at 101 W. 8th Street, Glenwood Springs, Monday – Friday, 8:00 AM to 5:00 PM.

DRAFT

City of Glenwood Springs Residential Parking Permits

1. Residents residing in the following areas may apply for a residential permit:
 - a. Pitkin Avenue – 800 and 900 blocks
 - b. Colorado Avenue – 700, 800 and 900 blocks
 - c. Grand Avenue – 700, 800 and 900 blocks
 - d. Cooper Avenue – 700, 800 and North half of 900 block (900 – 916)
 - e. Blake Avenue – 700 block
 - f. 7th Street – 200, 300 and 400 blocks
 - g. 8th Street – 100, 200, 300 and 400 blocks
 - h. 9th Street – 100, 200, 300 and 400 blocks
 - i. 10th Street – 200 block
2. A maximum of 2 permits will be issued per residential unit.
3. Residents will be required to apply for permits in person at the Police Department, show proof of residency, registration of vehicle, and pay \$50 administrative fee per permit issued.
4. Permits will be issued for a maximum of 1 year, with renewals processed by the original application standards within 30 days of expiration. Expiring permits must be returned to the Police Department upon renewal.
5. Permits will only be valid upon the vehicle matching the registration listed upon issuance.
6. Permits will only apply to exemption from the 2 Hour limits for parking in the downtown zone, and will NOT exempt parking in short-term loading zones, no parking zones or handicap spaces.
7. Parking on public streets is limited to 72 hours under State Law and City Ordinances, and permit holders must still comply with this requirement.
8. Parking permits must be hung from the rearview mirror or otherwise prominently displayed for inspection of all permit information by Parking Enforcement personnel.
9. Residential Parking Permits are not transferrable. Abuse or “loaning” of permits will result in revocation of all permits issued to a resident.
10. Residential Parking Permits shall not be valid in the 700 block of Cooper Avenue or the City/ County parking lot in the 700 block of Colorado Avenue on the East side of Colorado Avenue. Vehicles with permits that park in those locations shall be treated as vehicles without permits for purposes of enforcement.
11. Other City parking lots or structures that are signed for 24 hour parking will be allotted for 72 hour parking by permitted vehicles.

Tracking of permits will be the responsibility of the Police Department and a database of issued permits with permit numbers, permit holders address and contact information, and permitted vehicle information will be contained. Changes in information, such as a new vehicle, license plate or applicant phone number, must be reported to the Police Department to maintain accurate information.

To apply for a residential permit, update permit information, or ask questions about the program, contact the Police Department at (970) 384-6500, or at 101 W. 8th Street, Glenwood Springs.



City Council
STAFF REPORT
City of Glenwood Springs
February 21, 2019

Agenda Item: IGA related to Downtown Bathrooms

Action Requested: Approve the proposed IGA with Garfield County to allow public restrooms at the corner of 7th Street and Colorado Avenue.

Department: City Administration

Presented By: Glenwood Springs Legal, Legal

Background Info: The DDA has designed and ordered public restrooms. City Council approved the design and placement of these restrooms at the February 7, 2019 meeting. Since the restrooms will be located on County property, an IGA is necessary to move forward.

Issues: NA

Staff Recommendation: Approve the IGA with Garfield County.

**INTERGOVERNMENTAL AGREEMENT
FOR PUBLIC RESTROOM INSTALLATION AND MAINTENANCE**

This INTERGOVERNMENTAL AGREEMENT is entered into by and between the BOARD OF COUNTY COMMISSIONERS OF GARFIELD COUNTY, COLORADO (“County” or “BOCC”) and the CITY OF GLENWOOD SPRINGS, COLORADO (“City” or “Council”) (collectively, the “Parties”) for the purpose of defining maintenance responsibilities with respect to the installation of restrooms (the “IGA” or “Agreement”).

RECITALS

A. The County is a body politic and corporate of the State of Colorado whose powers are exercised by the Board of County Commissioners. C.R.S. §§ 30-5-125 and 30-11-103.

B. The City is a Colorado Home Rule Municipality. Colo. Const. art. XX, § 6.

C. The Parties jointly and individually own property in Glenwood Springs, Colorado currently used for common purposes that will benefit from the cooperative maintenance agreements set forth in this IGA.

D. The Parties are authorized and encouraged to enter into such cooperative agreements in the development of public purpose projects by the Colorado Constitution and state statutes. Colo. Const. art. XIV, § 18(2) (a)-(c) and art. XI, § 2; C.R.S. § 29-1-201.

NOW, THEREFORE, in consideration of the mutual covenants and agreements identified, the Parties agree as follows:

AGREEMENT

1. Incorporation of Recitals. The foregoing Recitals are incorporated as if set forth in full.

2. Purpose. The purpose of this IGA is to provide for the installation of restrooms in downtown Glenwood Springs on property owned by the City and County.

3. Term. This Agreement shall have an Effective Date of _____, 2019 regardless of the date signed and shall remain in effect as long the City maintains the restrooms, unless sooner terminated by the Parties in accordance with paragraph 8 or by operation of law.

4. Definitions. When used in this Agreement, the following terms shall be defined as stated:

(a) Long-term Maintenance. Long-term Maintenance refers to the level and type of care necessary and appropriate, to ensure the continued safe use of property for its intended purpose.

(b) Short-term Maintenance. Short-term Maintenance refers to the day-to-day and/or seasonal efforts necessary to support the continued use, safety, and enjoyment of a property for its intended purpose based on the resources available to pay for them.

5. Restroom Location. The restrooms shall be located as depicted on the attached Exhibit A.

6. City Responsibilities. In order to maintain the restrooms in the manner desired by the City and County, the City agrees to provide both long term and short term maintenance, provided the City may contract with third parties to provide such maintenance.

7. Annual Appropriations. All maintenance responsibilities set forth in this Agreement shall be contingent upon the annual appropriation of funds sufficient to perform these duties. This IGA is not intended to, nor does it create a multi-year fiscal obligation as defined by Section 20, Article X of the Constitution of the State of Colorado. The Parties are not under any obligation to make any future apportionment or allocation to this Agreement; however, by their signatures below, both Parties confirm that each has appropriated sufficient funds for the current fiscal year to meet its obligations under this Agreement. If either Party fails to appropriate funds necessary to fulfill the obligations stated in this Agreement in any future year, that Party shall immediately notify the other and this Agreement shall terminate in accordance with paragraph 10(c).

8. Termination. This Agreement may terminate prior to expiration under the conditions stated in subparagraphs (a) through (c). Termination shall not relieve a Party from its obligations incurred prior to the termination date.

(a) Without Cause. Either Party may terminate this Agreement, without cause, upon not less than sixty (60) days' written notice, given in accordance with the Notice provisions of this Agreement set forth in paragraph 20. The terminating Party shall be responsible for removing the restrooms and restoring the location to its original condition.

(b) With Cause. A Party will be considered in default of its obligations under this Agreement if it fails to observe, to comply with, or to perform any term, condition, or covenant contained in this Agreement and such failure continues for thirty (30) days after the non-defaulting Party gives written notice thereof in accordance with paragraph 20. In the event of default, upon written notice to the defaulting Party, the non-defaulting Party may terminate this Agreement as of the date specified in the notice and may seek such other and further relief as may be provided by law.

(c) By Operation of Law. The Parties' financial participation is subject to annual appropriation and budgeting by each. This IGA is not intended to, nor does it create a multi-year fiscal obligation as defined by Section 20, Article X of the Constitution of the State of Colorado. Should either party fail to appropriate funds for any fiscal year, this IGA shall terminate by operation of law at the end of the fiscal year.

9. Breach and Notice. If either party fails to perform its respective obligations, the non-breaching party shall provide thirty (30) days' notification of such failure to the breaching party's representative. If the breaching party fails to correct or remedy the breach, the non-

breaching party may terminate this IGA by written notification to the other party's representative and shall have no other further obligations under this IGA.

10. Indemnity/No Waiver of Governmental Immunity Act. The BOCC and the Council acknowledge that each is subject to the constitutional prohibitions against indemnification set forth in Colo. Const. art XI, § 1. Neither can agree to indemnify the other. Nothing herein shall be interpreted as a waiver of governmental immunity to which the BOCC and City may otherwise be entitled under the provisions of C.R.S. § 24-10-101, *et seq.*, as amended.

11. No Third-Party Beneficiary. No third party may enforce or rely upon this IGA.

12. Amendment and Assignment. This IGA may be amended by the Parties solely through a written agreement signed by both Parties. This IGA may not be assigned by either Party.

13. Counterparts. This IGA may be executed in counterparts, each of which shall be deemed an original, and all of which, when taken together, shall be deemed the same instrument. Facsimile or photographic signatures shall be effective for all purposes.

14. Governing Law, Venue and Survival. The laws of the State of Colorado shall govern the validity, performance, and enforcement of this IGA. Should either party institute legal action for enforcement of this IGA, venue of such action shall be in Garfield County, Colorado.

15. Whole Agreement. This IGA sets forth the whole agreement of the Parties. No representations, either verbal or written, shall be considered binding on either party if not set forth herein.

16. Captions. The captions in this IGA are included for reference and convenience only and are not intended to define, limit or prescribe the scope or intent of this Agreement or any part thereof.

17. Authority. Each person signing this IGA represents and warrants that the individual is fully authorized to enter into and execute this IGA and to bind the Party it represents to the terms and conditions thereof.

18. Notice and Representatives. All notices required under this IGA shall be transmitted in writing and shall be deemed duly given when hand-delivered or sent by certified mail, return receipt requested and postage prepaid, or by electronic communication, addressed to the designated representative(s) as follows:

City of Glenwood Springs:

City Manager
City of Glenwood Springs
101 West 8th Street
Glenwood Springs, CO 81601
(970) 384-6400
Debra.figueroa@cogs.us

Garfield County:

County Manager
Garfield County, Colorado
108 8th Street, Suite 213
Glenwood Springs, CO 81601
(970) 945-5004

With a copy to:

City Attorney
City of Glenwood Springs
201 14th Street
Suite 200
Glenwood Springs, CO 81601
(970) 945-2261
kjh@mountainlawfirm.com

With a copy to:

County Attorney's Office
Garfield County, Colorado
108 8th Street, Suite 219
Glenwood Springs, CO 81601
(970) 945-9150

Either Party may change the identity of its designated representative and the address to which future notices shall be sent by providing written notice in accordance with this paragraph. Formal amendment of this IGA to affect such a change is not required.

19. Severability. Should any provision of this IGA be found to be in conflict with any law of the United States or the State of Colorado or to otherwise be unenforceable, the remaining provisions shall be deemed severable and the validity of such shall not be affected provided that the remaining provisions can be construed in substance to constitute the agreement which the parties intended to enter into under this IGA.

IN WITNESS WHEREOF, the Parties execute this IGA as follows:

ATTEST:

**BOARD OF COUNTY COMMISSIONERS OF
GARFIELD COUNTY, COLORADO**

Clerk to the Board

By: _____
John Martin, Chairman

Date: _____

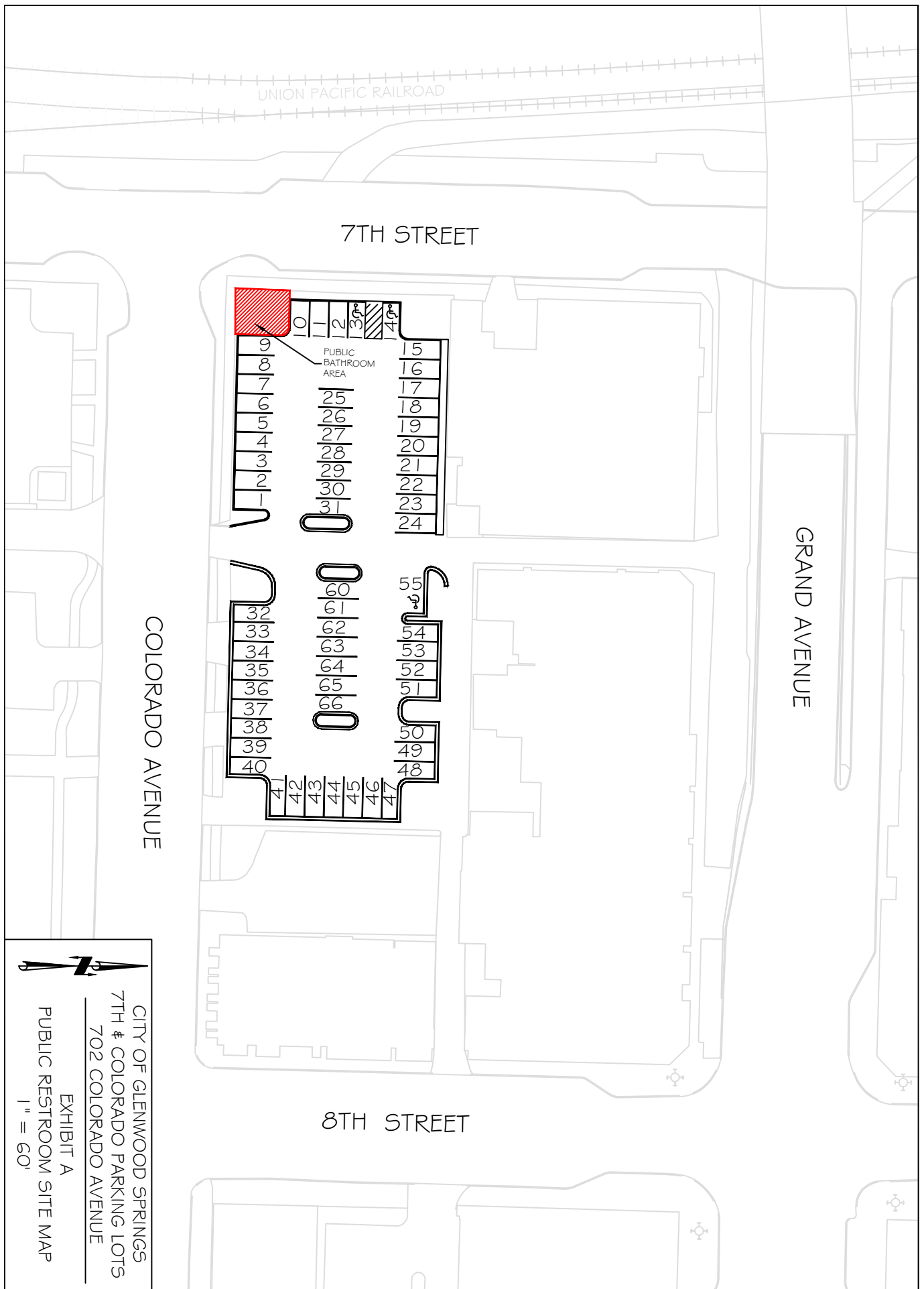
ATTEST:

**CITY OF GLENWOOD SPRINGS,
COLORADO**

City Clerk

By: _____
Michael Gamba, Mayor

Date: _____





City Council
STAFF REPORT
City of Glenwood Springs
February 21, 2019

Agenda Item: Planning and Zoning Commission appointment.

Action Requested: Appoint Amber Wissing as a regular member of the Planning and Zoning Commission.

Department: Economic and Community Development

Presented By: Gretchen Ricehill, Assistant Director of Economic and Community Development

Background Info: Colin Wilhelm resigned from the Planning and Zoning Commission in December 2018.

Amber Wissing has been serving as an Alternate on the Planning and Zoning Commission since June 2017. Ms. Wissing has agreed to fill Mr. Wilhelm's term, expiring February 2021.

Issues: None

Staff Recommendation: Staff recommends that Council appoint Alternate Amber Wissing to fill Commissioner Wilhelm's term expiring February 2021.



City Council
STAFF REPORT
City of Glenwood Springs
February 21, 2019

Agenda Item:	Resolution 2019-11; Authorizing and Supporting Application of the Fishing is Fun Grant from Colorado Parks and Wildlife for the Two Rivers Shoreline Project
Action Requested:	Approve Resolution 2019-11 Authorizing and Supporting Application of the Fishing is Fun Grant from Colorado Parks and Wildlife for the Two Rivers Shoreline Project.
Department:	Parks & Recreation
Presented By:	Brian Smith, Recreation Director
Background Info:	Colorado Parks and Wildlife's Fishing is Fun Grant Program awards matching funds to local park and recreational departments for projects that improve angling opportunities in Colorado, including but not limited to river access improvements. Resolution 2019-11 authorizes and supports the City's application for the Fishing is Fun grant to obtain funds for river access improvements at Two Rivers Park in connection with the Shoreline Restoration Project. Projects supported through Fishing Is Fun include stream and river habitat improvements, public access easements to angling waters, new fishing area development, parking areas and trails, and needed amenities such as benches, shade shelters and restrooms. The City's application will request \$173,000 in support of the boat ramp construction and accessible river bank access. Application will be submitted March 1, 2019 with Review Panel presentations May 7 and award of Grant in June.
Issues:	Deadline for project completion if awarded is December 31, 2021. Project sponsors must provide non-federal matching funds or in-kind contributions equal to at least 25 percent of the total project cost. Additional match will help make a proposal more competitive in the review and ranking process; historically project partners have provided roughly 40 percent of project costs. Grants have ranged in size from \$2,500 to \$400,000, with an overall average of \$85,000.
Staff Recommendation:	Approve Resolution 2019-11 Authorizing and Supporting the Application for \$173,000 in grant funding.

RESOLUTION 2019 - 11

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF GLENWOOD SPRINGS, COLORADO, AUTHORIZING AND SUPPORTING THE APPLICATION FOR A FISHING IS FUN GRANT FROM COLORADO PARKS AND WILDLIFE.

WHEREAS, the City of Glenwood Springs (“City”) is a political subdivision of the State of Colorado and therefore an eligible applicant for Colorado Parks & Wildlife’s Fishing is Fun Grant Program (the “Grant”); and

WHEREAS, the Grant provides up to \$400,000 annually in matching grants to local governments, park and recreation departments, and other organizations for projects to improve angling opportunities in Colorado, including but not limited to stream and river habitat improvements, access improvements and perpetual easements for public access; and

WHEREAS, the City is submitting a Grant application seeking funding for river access improvements at Two Rivers Park in connection with the Shoreline Restoration Project; and

WHEREAS, the City Council supports an application for the Grant and the river access improvements at Two Rivers Park if the Grant is awarded.

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.

Section 2. The City strongly supports the application for the Grant and has appropriated matching funds for the Grant.

Section 3. The City Council of the City of Glenwood Springs will authorize the expenditure of funds necessary to meet the terms and obligations of the Grant.

Section 4. If a grant is awarded, the City of Glenwood Springs hereby authorizes the Mayor or Mayor Pro Tem to sign a Grant Agreement with Colorado Parks and Wildlife.

INTRODUCED, READ, AND PASSED THIS 21ST DAY OF FEBRUARY 2019.

CITY OF GLENWOOD SPRINGS, COLORADO

Michael Gamba, Mayor

ATTEST:

Catherine Mythen Fletcher, City Clerk



City Council
STAFF REPORT
City of Glenwood Springs
February 21, 2019

Agenda Item: Resolution 2019-12; Authorizing and Supporting the Application for FMLD Grant for Water, Roadway and Drainage Redesign Within Cedar Crest Subdivision

Action Requested: Approve Resolution 2019-12 Authorizing and Supporting the Application for GCFMLD Grant for Water, Roadway and Drainage Redesign Within Cedar Crest Subdivision.

Department: Public Works

Presented By: Matthew Langhorst, Director Public Works

Background Info: City staff has targeted the Cedar Crest Subdivision as a problematic area with significant water, sewer, drainage and roadway issues. Currently staff is working with Boundaries Unlimited to complete a full Civil Construction plan set for the replacement of the water, drainage and roadway system in the Cedar Crest Subdivision with an anticipated construction schedule of Spring 2020 through the fall of 2020. The estimated cost for the water, roadway and drainage construction is \$1,930,898 as set forth in Exhibit A, attached. Water and Public works have budgeted for the Civil Construction plan costs, but secondary funding and grants would help fund the construction. Resolution 2019-12 authorizes and supports an application for a Garfield County Federal Mineral Lease District (GCFMLD) grant to obtain funding for the project.

Issues:

Staff Recommendation: Staff is recommending the approval and signing of Resolution 2019-12 for the GCFMLD grant application.

RESOLUTION 2019 - 12

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF GLENWOOD SPRINGS, COLORADO, AUTHORIZING AND SUPPORTING THE APPLICATION FOR A GRANT FROM THE GARFIELD COUNTY FEDERAL MINERAL LEASE DISTRICT FOR WATER, ROADWAY AND DRAINAGE REDESIGN WITHIN THE CEDAR CREST SUBDIVISION.

WHEREAS, the City of Glenwood Springs (“City”) is a political subdivision of the State of Colorado, and therefore an eligible applicant for a grant awarded by the Garfield County Federal Mineral Lease District (“FMLD”); and

WHEREAS, City staff, in evaluating the City’s infrastructure, has identified the Cedar Crest Subdivision in Glenwood Springs as an area in need of significant water, roadway and drainage redesign; and

WHEREAS, the City will submit a Grant Application to complete the necessary water, roadway and drainage redesign and associated construction, requesting a total award of \$1,930,898, the estimated cost of the project as set forth in Exhibit A, attached hereto; and

WHEREAS, the City supports the completion of the project if a grant is awarded by the GCFMLD.

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.

Section 2. The City strongly supports the Grant Application and has appropriated matching funds for a grant with Garfield County Federal Mineral Lease District.

Section 3. The City Council of the City of Glenwood Springs will authorize the expenditure of funds necessary to meet the terms and obligations of any grant awarded pursuant to a Grant Agreement with the FMLD.

Section 4. If a grant is awarded, the City of Glenwood Springs hereby authorizes the Mayor or Mayor Pro Tem to sign a Grant Agreement with the FMLD.

INTRODUCED, READ, AND PASSED THIS 16TH DAY OF AUGUST 2018.

CITY OF GLENWOOD SPRINGS, COLORADO

Michael Gamba, Mayor

ATTEST:

Catherine Mythen Fletcher, City Clerk

Street Name	Utility Repairs	Street Repair	Drainage Repair	Total Repair Per Street
Cedar Crest Drive	\$ 273,516.00	\$ 176,983.00	\$ 92,000.00	\$ 542,499.00
Cardinal Drive	\$ 188,232.00	\$ 129,233.00		\$ 317,465.00
Tanager Drive	\$ 270,480.00	\$ 249,468.00		\$ 519,948.00
Ptarmigan Lane	\$ 291,180.00	\$ 259,806.00		\$ 550,986.00
Total Project Cost:				\$ 1,930,898.00

Note: Costs have been estimated from recent City project pricing/bid tabs. These are estimates.



MINUTES
CITY OF GLENWOOD SPRINGS
REGULAR CITY COUNCIL MEETING
FEBRUARY 7, 2019
101 W. 8TH STREET
6:00 P.M.

6 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, Jonathan Godes and Jim Ingraham.

Also present were Debra Figueroa, City Manager; Karl Hanlon, City Attorney; Steve Boyd, COO; Jenn Ooton, Assistant City Manager, Economic and Community Development Director; Catherine Mythen Fletcher, City Clerk; Terri Partch, City Engineer; Brian Smith, Parks and Recreation Director; Trent Hyatt, Senior Planner;

7 Pledge of Allegiance

Mayor Gamba led in the Pledge of Allegiance.

8 Agenda Changes

9 Conflict of Interest Disclosure

Councilor Godes-would be recusing himself from items 14a and 14b due to a conflict of interest

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

11 Council Comments

Councilor Voorhees-thanked the Streets Department for keeping the roads drivable this winter

12 Consent Agenda

- A. Receipt of Minutes of the January 17, 2019 Regular Meeting
- B. Renewal of FY2019 Ride Glenwood Springs/Traveler Complementary Paratransit Contract with RFTA
- C. Ordinance No. 4, Series of 2019; An Ordinance of the City of Glenwood Springs, Calling an Election on April 2, 2019, for Voter Approval to Increase the Street Maintenance and Construction Sales and Use Tax, Providing the Effective Date of this Ordinance and Setting Forth Details in Relation Thereto. (SECOND READING)
- D. First Amendment Intergovernmental Agreement for Parking Lot and Common Area Maintenance
- E. Ordinance No. 3, Series of 2019; An Ordinance of the City of Glenwood Springs, Colorado, Amending Title 070 (SECOND READING)
- F. Revocable License to Encroach between the City of Glenwood Springs and SC Glenwood I LLC
- G. 2019 Glenwood Springs Hanging Lake Creative Proposal

Councilor Ingraham moved, seconded by Councilor Voorhees to approve the consent agenda

Motion passed unanimously

ACTIONS AND/OR PRESENTATIONS

13 South Midland Update

A. South Midland Reconstruction Update

Terri Partch explained that the Engineering Department and consultant SGM developed the project plans and estimates for the South Midland Reconstruction to a 90% level. The right of way process, which must conform to the requirements of the Federal Uniform Act was a significant hurdle. It was anticipated it could take up to eight months to complete the ROW acquisition process and receive final clearances from FHWA before advertising the project. The BUILD grant requirements would extend the project timeline for bid until October, causing the project construction to be extended into the spring of 2021.

Mayor Gamba opened the item for public comment and no comments were noted. Mayor Gamba closed public comment.

Councilor Godes moved, seconded by councilor Voorhees, to approve an increase to the SGM contract in the amount of \$8,000 to evaluate construction schedule options for accelerating the construction schedule which do not include one-way traffic during business hours

Motion passed unanimously

Councilor Godes recused himself from the next agenda item.

14 Continued from January 17, 2019 meeting Planning Item 15-18 Solstice Townhomes, Cardiff Glen and Ordinance No. 1, Series of 2019

A. Planning Item 15-18 – Solstice Townhomes, Cardiff Glen Lot 95 and 96, Consideration of a Rezoning to PUD (amendment of an existing PUD), a Major Site/Architectural Plan Review, and Preliminary Plat

Trent Hyatt spoke to council about planning item 15-18 and the associated ordinance which were presented to City Council at the January 3, 2019 regular meeting, where a public hearing was opened and closed. Following public comment, City Council moved to continue consideration of the applications to the January 17, 2019 regular meeting to give the City Attorney time to respond to the various issues brought forth by the Cardiff Glen Master Association's legal representation. Leading up to the January 17, 2019 meeting, negotiations were still ongoing, and the City Attorney recommended City Council further continue consideration of the item to the February 7, 2019 meeting. The two parties came to an agreement on various terms which eliminated Cardiff Glen Homeowners Association's objection to the application.

Councilor Kaup moved, seconded by Councilor Ingraham, to affirm the recommendation of the Planning and Zoning Commission and approve the Rezoning (amendment) to PUD request, as outlined in Ordinance No. 1, Series of 2019, with the recommended findings listed on pages 59 and 60 of the February 7, 2019 staff report packet

Motion passed unanimously (Godes recused)

Councilor Kaup moved, seconded by Councilor Ingraham, to affirm the recommendation of the Planning and Zoning Commission and approve the Major Site/Architectural Plan Review with the recommendation findings and conditions listed on pages 59 and 60 of the February 7, 2019 staff report packet

Motion passed unanimously (Godes recused)

Councilor Kaup moved, seconded by Councilor Ingraham, to affirm the recommendation of the Planning and Zoning Commission and approve the Preliminary Plat request with the recommended findings listed page 60 of the February 7 2019 staff report packet

Motion passed unanimously (Godes recused)

- B. Ordinance No. 1, Series of 2019; An Ordinance of the City of Glenwood Springs, Colorado, Amending the Cardiff Glen Planned Unit Development (PUD) (FIRST READING)

Councilor Kaup moved, seconded by Councilor Voorhees to approve Ordinance No. 1, Series of 2019 as outlined in action one of the document City Council suggested motions for February 7, 2019 including planning item 15-18

Motion passed unanimously (Godes recused)

Councilor Godes rejoined the meeting.

15 Ordinance No. 5, Series of 2019

- A. Ordinance No. 5, Series of 2019; An Ordinance of the City of Glenwood Springs, Colorado, Repealing Section 010.020.071 to the Municipal Code, Revoking the Authority of the City Council and the City Manager to Temporarily Suspend Enforcement of Portions of the Municipal Code (FIRST READING)

Karl Hanlon explained that during the Grand Avenue Bridge Detour it was necessary to quickly make changes to the municipal code such as garbage collection and construction times. To deal with the on-going traffic emergency, the City Manager was granted the authority to temporarily suspend enforcement of the code.

Mayor Gamba Opened the item for public comment and no comments were noted. Mayor Gamba closed public comment.

Councilor Kaup moved, seconded by Councilor Voorhees, to approve Ordinance No. 5, Series of 2019; Repealing Section 010.020.071 to the Municipal Code, Revoking the Authority of the City Council and the City Manager to Temporarily Suspend Enforcement of Portions of the Municipal Code

Ayes: Kaup, Voorhees, Leahy, Gamba, Godes, Davis

Nays: Davis

Motion passed

16 Ordinance No. 6, Series of 2019

- A. Ordinance No. 6, Series of 2019; An Ordinance of the City Council of the City of Glenwood Springs, Colorado Extending the Temporary Moratorium on the Acceptance and Processing of New Vacation Rental Permit and Business License Applications in Glenwood Springs (FIRST READING)

Jenn Ooton spoke to council about the approved temporary Moratorium on new vacation rental permits in November of 2018 for a period not to exceed four months from the effective date of Ordinance No. 23, Series of 2018. That moratorium would effectively end on March 14, 2019. In order to allow for first and second readings, as well as the required ten days following the date of second publication for the ordinance to take effect, an extension of the temporary moratorium was necessary to avoid a gap in regulation. To avoid public confusion, and a possible rush of applications attempting to be granted under previous regulations, a short extension to the temporary moratorium was proposed.

Mayor Gamba Opened the item for public comment and no comments were noted. Mayor Gamba closed public comment.

Mayor Pro-Tem Leahy moved, seconded by Mayor Gamba, to allow the Moratorium to expire in accordance with its original deadline

Ayes: Leahy, Gamba, Davis, Ingraham

Nays: Kaup, Voorhees, Godes

Motion passed

17 Two Rivers

A. Two Rivers Park Bank Stabilization Project – Evaluation of Council and Commission Ideas

Brian Smith and Terri Partch presented the reevaluated engineering and bid quantities recently requested by Council for the park project, to prepare to rebid the project in August of 2019. Staff wanted to discuss concerns and possible solutions for the bandshell and amphitheater. Parking for expanded events would need to be considered, also.

Mayor Gamba Opened the item for public comment.

Jennifer Vanian-Asked a question about how parking would be extended.

Mayor Gamba closed public comment.

Councilor Ingraham moved, seconded by Councilor Godes, direct staff to proceed with a plan that includes the dredging of the channel that includes an access pathway down to the beach as well as a pathway along the channel does not include an island path and does not include a pedestrian bridge

Motion passed unanimously

Councilor Ingraham moved, seconded by Councilor Davis, to maintain the baring of the ramp to slightly shift the ramp as far to the east as possible while attempting to maintain the trees to extent necessary shave off the island to accommodate access to look at options for staging areas and to include a cost effective

Ayes: Ingraham, Davis, Gamba, Leahy

Nays: Godes, Voorhees, Kaup

Motion passed

Councilor Ingraham moved, seconded by Councilor Davis, to explore lighting options that balance safety with light pollution and cost the explore rock terracing options that look at reducing the overall quantity and cost of the rock and on the existing pathway restoration to short term pave with millings and long term replace it with concrete, and that the work involve the installation of event electrical connections

Motion passed unanimously

Councilor Ingraham moved, seconded by to drop the consideration of the original amphitheater and move forward with the expanded amphitheater option specifically the first step determining the cost of the engineering would be to design that and explore an option of modernizing the bandshell and including the related area with a buildup rise

Motion passed unanimously

18 Confluence RFQ

A. Confluence RFQ

Jenn Ooton explained that City Council, at the end of 2018, asked staff to draft an RFQ for a master developer for the Confluence Area. City Council reviewed the first draft at the January 3, 2019 meeting and asked to review the language prior to sending out the RFQ. The City has worked with

consultants on finalizing the “Glenwood: Moving Forward Together” Project Area-Wide Plan that was presented at the January 17, 2019 meeting. The final draft for adoption was anticipated to be presented at the February 21, 2019 City Council Meeting. The Area Wide document would provide recommendations and alternatives related to the Confluence Area site, including information and potential parking garage sites and development yield. The City may want to wait until this document was approved to finalize and send out the RFQ.

Mayor Gamba opened the item for public comment and no comments were noted. Mayor Gamba closed public comment.

Councilor Godes moved, seconded by Mayor Pro-Tem Leahy, to issue the RFQ immediately following the Council's adoption of the area wide plan at the February 21, 2019 meeting, and that the responses of the RFQs will be due within 90 days

Motion passed unanimously

19 Leslie Bethel Memorial Designation

A. Leslie Bethel Memorial Designation

Moved to February 21, 2019 regular meeting

20 Report from City Administration

A. City Manager

- a. Fire Department asked for the Mayor to sign a grant application to rehab the ambulances for \$165,000
- b. Recommended the Cedar Crest reconstruction for FMLD Grant funding
- c. School District requested a letter of support for an FMLD Grant
- d. Requested to put out the Grant Administrator job posting
- e. Downtown Restrooms - the 2019 Budget approved by City Council has \$250,000 in DDA funding for downtown restrooms. The DDA and City Council both agreed that the best location for a restroom was at the corner of 7th and Colorado. Planning staff have reviewed the restrooms and staff intended to bring an agreement with the BOCC for the bathroom at the February 21st City Council meeting.

B. City Attorney

C. Correspondence Incoming/Outgoing

- a. Mayor Gamba was invited to attend a “Build a Better Colorado Meeting” however it conflicts with RFTA board meetings and would like to have the COO and possible council member attend instead

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 Hanging Lake

22 Adjournment

The meeting was adjourned at 10:33pm



City Council
STAFF REPORT
City of Glenwood Springs
February 21, 2019

Agenda Item:	Resolution 2019-9, A Resolution of the City Council of the City of Glenwood Springs, Colorado, Moving Forward Together US EPA Area Wide Plan
Action Requested:	Approval of Resolution 2019-9 approving the Glenwood Springs: Moving Forward Together U.S. EPA Brownfields Area-Wide Plan
Department:	Economic and Community Development
Presented By:	Jennifer Ooton, Assistant City Manager
Background Info:	The Moving Forward Together Plan is funded primarily by a \$200,000 EPA Brownfield Area-Wide Planning grant. Stromberg Garrigan and Associates since 2017 has been developing an implementation plan to revitalize the brownfields located along the Colorado and Roaring Fork Rivers in the City's core, including a 5-acre site where the City's decommissioned wastewater treatment plant is located. The planning area covered by the grant also includes the 5-acre CDOT Engineering and Maintenance site across Devereux Road from Two Rivers Park and the 27.4-acre Holly Quarry site near the Iron Mountain Hot Springs/Glenwood Caverns Adventure Park. The process to develop the Plan began in the fall of 2017 with a project kickoff and stakeholder meetings. In November 2017, January 2018 and March 2018, the consultants held community workshops to gather input for the project. The Plan is largely focused on the Confluence Area, but does provide information about the Holly Quarry site and also the West 6th Street Area. Recommendations regarding next steps for the City include pursuing environmental assessments for properties previously owned by the railroad, developing traffic and parking studies that take into account the potential new development in the Confluence Area, and performing a comprehensive physical ALTA survey of all the Confluence Area land. Some of the recommendations will require the City to select one of the three possible alternatives for the Confluence Area that have been identified. The three alternatives consider different development yields driven by site constraints, railroad Right-of-Way, utilities and parking. The final Plan also provides information/recommendations about pedestrian facilities, public open space locations, and stormwater/resiliency facilities. The consultants provided a level-of-magnitude analysis of key public projects to be undertaken in service to the plan, for design and capital improvements.
Issues:	None.
Staff Recommendation:	Approve Resolution 2019-9.

RESOLUTION 2019-9

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY
OF GLENWOOD SPRINGS, COLORADO, APPROVING
THE GLENWOOD SPRINGS: MOVING FORWARD
TOGETHER U.S. EPA BROWNFIELDS AREA-WIDE PLAN.**

WHEREAS, the City of Glenwood Springs (“Glenwood Springs” or the “City”) is a home-rule municipality organized under Article XX of the Colorado Constitution and with the authority of the Glenwood Springs Home Rule Charter; and

WHEREAS, in 2017, the City received a Brownfields Area-Wide Planning Grant from the EPA for the purpose of developing an area-wide plan and implementation strategy for revitalizing brownfield sites located along the Colorado and Roaring Fork Rivers in the City’s core (the “Grant”); and

WHEREAS, the goals of the planning effort were to redevelop a prime riverfront area within the heart of the City, including a 5-acre decommissioned wastewater treatment plan; and

WHEREAS, to satisfy the goals of the Grant, the City contracted with Stromberg/Garrigan & Associates, Inc. to develop the Glenwood Springs: Moving Forward Together U.S. EPA Brownfields Area-Wide Plan, attached as **Exhibit A** (the “Area-Wide Plan”); and

WHEREAS, the Glenwood Springs City Council find and believes it is in the interest of the City to adopt the Area-Wide Plan attached as **Exhibit A**.

**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 City Council of the City of Glenwood Springs hereby adopts the Area-Wide Plan attached as **Exhibit A**.

INTRODUCED, READ AND PASSED THIS ____ DAY OF FEBRUARY 2019.

CITY OF GLENWOOD SPRINGS, COLORADO

Michael Gamba, Mayor

ATTEST:

Catherine Mythen Fletcher, City Clerk



Glenwood Springs, Colorado

Moving Forward Together | U.S. EPA Brownfields Area-Wide Plan

ACKNOWLEDGEMENTS

A project of this scope and magnitude could not be realized without the support and commitment of many individuals. It is important to acknowledge the vision and leadership of those that assisted in the preparation of this plan, especially the elected officials of Glenwood Springs, as well as the City staff that supported technical work required.

All of the participants that played a valuable role in the project, including government, institutional, and community leaders, are too numerous to list.

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EXECUTIVE SUMMARY

THE HISTORY - WHY PREPARE THIS PLAN?

This plan addresses what is likely one of the most significant changes to Glenwood Springs’ development pattern and economy in recent years. The key aspect of this effort is the fact that the City is not only responding to new opportunities but also looking at how rethinking large swaths of land can set the stage for making its downtown ever more vibrant. Community planning is more than preparing a preferred development proposal. Instead, it represents the proactive role government can take in working with property owners and developers to ensure that the redevelopment of former or under-utilized industrial/brownfield sites is undertaken in a manner that fully maximizes their potential with regards to meeting community needs and providing a greater quality-of-life. Complimenting the existing neighborhood development patterns and melding the new with the existing are two primary outcomes that will provide an overall benefit to everyone.

WHAT IS A BROWNFIELDS AREA-WIDE PLAN?

This Brownfields Area-Wide Plan (AWP) is focused on a defined area that includes brownfields properties. The planning aspects of the project are not limited solely to those properties but evaluates a larger area that may have been influenced by the presence of environmental contaminants or other environmental and physical constraints impairing the ability for redevelopment to occur.

In order to promote redevelopment activities that are context-sensitive and mesh well with their surroundings, the City took the lead in undertaking the preparation of the AWP. It advances initiatives that integrate land use, transportation, and economic development elements to create a comprehensive urban redevelopment strategy. It considers site specific redevelopment and neighborhood improvements, including broader infrastructure needs required to attract and support private investment.

THE CATALYST BROWNFIELD SITES

- The Former Wastewater Treatment Plant** – This 5-acre property was utilized as a wastewater treatment plant from 1968 until 2012. The City is in the process of demolition and abatement of this site to make it development-ready. This site and its surrounding context, including other brownfields parcels associated with former railroad related parcels, is the primary focus of the AWP reuse planning effort.
- The Active Colorado Department of Transportation (CDOT) Engineering & Maintenance Center** – In use by CDOT since the 1970s, this active facility was identified as a potential opportunity for redevelopment as a higher and better use. After meeting with CDOT officials, it appears that due to multiple service requirements needed for such as facility, the ability to relocate the complex to another location is not feasible at this time.

- The Former Holly Quarry** – Formerly owned by the Pitkin Iron Corporation, this 27-acre former limestone quarry closed in 1991 and is currently vacant and unused. The current owners have expressed an interest in determining what development potential exists on the site. Based on available information it appears that there are no known environmental issues associated with the mining operation that would impact the site’s ability to be developed for other commercial or residential uses.



Former Wastewater Treatment Plan prior to demolition.



View of the CDOT site with Two Rivers Park, the Colorado River, and Midland Avenue in the distance.

WHAT ARE THE PLAN’S LIMITATIONS?

The recommendations in this document are purely for guidance in decision-making; the plan is not the letter of the law. The decision-makers include multiple parties including but not limited to City leaders, Garfield County, and RFTA, and therefore the plan should serve as a common reference for all parties, as step-by-step decisions are made.

The reuse plans developed for the targeted reuse areas within the overall AWP study area illustrate one or more potential build-out scenarios for the properties that are the focus of redevelopment efforts. The proposed physical layouts depicted on the plans were developed in conjunction with the input from a diverse group of stakeholders, including city residents. Ultimately though, the final configurations of the development plans will change as the level of design progresses. So why is this effort important? Developing a likely build-out scenario for each targeted reuse area allows the City and other public agencies to fully understand the real physical and economic constraints and opportunities for each of the targeted reuse areas and their key sites. Most importantly it provides a tool for working with the private sector as development proposals are prepared and submitted to the City for review and approval.

This effort is not one that can lead directly to bricks and mortar building. Although it does focus on key next steps, it is a plan that organizes an overall strategy with priorities to establish a focused list of actions, especially for public infrastructure. It provides context within which decision-making can occur over time, including for opportunities or issues that might arise that could not be anticipated at the time this plan was developed. The plan also outlines the strategic next steps for the key priority projects, which may include performing the detailed design and engineering required to permit and construct physical improvements.

The plan illustrates market-supported redevelopment which is not consistent with the current zoning of some of the targeted reuse areas. The City will need to evaluate its recent comprehensive city-wide zoning update in relation to the proposed site reuse plans and determine which district designations are most appropriate, as it updates its city-wide zoning map.

Although there is a desire by many to see immediately implementable projects, an effort of such magnitude inevitably results in a series of recommendations that require further effort to advance toward true realization. In the vast majority of cases, the next steps require determining

specific details through a design and engineering process, together with a focused effort to secure financing and other resources needed for implementation. These steps will determine how a project should be realized, its functional refinements, and the exact specifications needed to advance towards construction. This AWP does not, however, go “back to the drawing board” with regard to recommending to conduct further analysis as to whether or not a specific recommendation should be pursued at all. In most cases this planning effort is the culmination of other early efforts, so the time is here to move towards implementation and realization – not to pursue more high-level planning.

THE PRIORITY ACTIONS

Due to the complex nature of all of the inter-related factors and considerations needed to develop an economically viable and physically construct-able list of improvements, it is important to have a focused set of actions needed to support moving the plan from vision to reality. The following is a list of suggested high-priority actions that can serve as a roadmap for what needs to happen first, who is needed to lead each effort, and a potential strategy for how to undertake each effort. Emphasis is placed on those aspects that will be needed by the private sector to be able to prepare an accurate and informed development plan and pro forma, and also considering public infrastructure that will be needed to attract and support private investment. All of the priority actions focus on the Confluence Area of the AWP study area.

The Priority Actions

- 1. **Brownfields Environmental Assessments & Remedial Plans** – The former railroad properties now owned by the City require environmental assessment activities. Based on the known previous railroad activities that occurred, it is suspected that there are environmental issues with the existing soils on these parcels. The City should perform a Phase I Environmental Site Assessment (ESA) and likely a Phase II ESA to support soil excavation. The site reuse plans for the Confluence Area recommend development on these parcels that would necessitate significant soil excavation and removal to accommodate underground parking which is facilitated by the topography of the site.
- 2. **Traffic Study** – Based on the scale, density, and mix of uses proposed, there is a need to perform a traffic study to determine how to best manage new traffic generation

and mitigate its impact to the downtown. This study should look at an area larger than the Confluence Area itself and include the key intersections along Grand Avenue as well as 8th Street and Midland Avenue. A major challenge for traffic flow is the bottle-neck that is created by the 8th Street bridge over the Roaring Fork River. Due to the bridge’s width, turning movements for traffic travelling east on 8th Street and desiring to turn left onto the proposed Riverside Drive (current location of the 7th Street intersection) cannot be accommodated. Therefore, left turn movements will need to be accommodated at the intersections of 8th Street and Defiance and Colorado Avenues. A traffic study will determine how to facilitate traffic flow, where turning lanes are optimal and their lengths, as well as if other traffic control devices, such as traffic signals, are warranted. In addition, a traffic model will make recommendations to ensure the safe and ample pedestrian flow is accommodated at all intersections, ensuring that automobile flow is not given sole preference in decision-making.

- 3. **Riverfront Schematic Programming & Master Plan Design** – Refining the parameters of riverfront park to ensure that private development works seamlessly with the desired park design and conditions will be critical. The development for the entire Confluence Area should be planned from the riverfront inland. The relationship of buildings especially, will be dependent upon the water line, the flood elevation, and the final elevation of the roadways, all of which will be informed by the park design. This effort should include finalizing a recreational facilities program for the park to determine what uses and facilities are most desirable in this location from the perspective of the City’s overall park system.
- 4. **Perform a Comprehensive Physical ALTA - Level Survey for the Confluence Area** – The only way all of the various design engineering elements can be advanced is with real survey information based on current conditions. This can be performed in several steps, i.e. topographic and boundary first and then underground utility work later, as necessary. So many aspects of how everything can be located is dependent upon fixed site elements, the only way to ensure that all elements work together is to start with one current and cohesive survey for the area. This includes a collecting bathymetric data along the shoreline of the river to determine how to interface park elements with the water.



View of former Holly Quarry and mountainside from The Meadows.

5. Preliminary Engineering of the Street Network – A major challenge in advancing development in the Confluence Area is the fact that so many different but interconnected elements need to be determined before any buildings can be built. This is especially true for the street network. All of the proposed streets should be taken through a preliminary engineering phase in order to establish final rights-of-way and to set grades for land development purposes, even if all of the roads are not completely engineered and constructed at the same time. Again, this is challenging because no developer will likely be willing to construct all of the public infrastructure, especially in the early phases of development, so this work will need to be led by the City in order to ensure everything works together in the best possible fashion.

6. Comprehensive Utility Plan – Underground utilities in the Confluence Area are especially challenging. As the Constraints Diagram in Chapter 2 illustrates, there is a complex web of underground utilities in this area partially as a result of the former wastewater treatment plant and the newer pumping station. A comprehensive utility plan will evaluate each utility and determine its best location, including if it can remain in its current state, or if it should be relocated. This can only be performed once street rights-of-way are finalized. The site reuse plans will also provide guidance as to the level of utility service needed to support each individual lot and building, based on the likely use and density.

7. Downtown Parking Study Update – A great deal of time and effort during this planning process was spent discussing parking needs and approaches. The reuse plans illustrate various options for how to address the need to provide off-street parking to incrementally serve new development that occurs within the Confluence Area, as well as to support the parking supply needs of existing businesses in the downtown and to serve transit ridership. A Comprehensive Downtown Park Study which updates the 2012-13 study with all of the new conditions should be undertaken. RFTA is also planning to undertake a Corridor Service Study which could include a transit center in the downtown. Parking is an important part of any consideration of transit service, especially for a transit center, so it is important that these efforts work together to ensure that maximum opportunities to link transit service with a downtown parking strategy, is achieved.

8. Land Assemblage – The reuse plans depicted in this report assume that some of the current privately-owned property in the Confluence Area are brought into the redevelopment. There are several ways this could occur. The first step is for the City to resume discussions with individual property owners about their role in the redevelopment. These discussions are not limited to the private sector, since the County owns critical parcels needed to fully achieve the vision of a continuous development connection between the core of downtown and the riverfront, via 7th Street.

9. Obtain Voter Approval for Land Transfer - The Charter of Glenwood Springs requires that publicly-owned property that has been used for a public purpose receive public approval through an election before being sold. The portions of the Confluence Area used as a public wastewater treatment facility are subject to this approval requirement. The remainder of the property has not been put to a public use by the City and is not subject to this requirement. The City should consider transferring the land that has not been put to a public use to the Downtown Development Authority or a similar organization that does not share the same requirement.

10.Zoning – The City has already completed the hard part of updating its zoning ordinance. As a next step in that process, the City will be evaluating its city-wide zoning map. All of the targeted reuse areas in the AWP study area should be carefully evaluated to determine the best district designation to promote the desired development outcome.

11.RFTA Right-of-Way – The reuse alternative considers various ways to approach the RFTA right-of-way through the Confluence Area, north of 8th Street. As a starting point, it is recommended that the City pursue discussions with RFTA to acquire the sliver portions along the river side of the right-of-way (as depicted in Chapter 2) to greatly increase the development potential of the development parcels.

12.Transit Service Improvements – Transit service is critical to the long-term success and vitality of the downtown and development within the Confluence Area. The City should work closely with RFTA on its upcoming Corridor Service Study, especially to consider the potential to include a transit center facility within the downtown, possibly

within the Confluence Area and how it relates to potential structured parking facilities.

13.Capital Improvement Programming CIP and Funding/ Financing Plan – As is depicted in Chapter 3 of this report, all of the follow-up design and engineering, as well as construction, will require significant capital expenditures. The City should prepare a comprehensive CIP that is reviewed annually, at a minimum. The CIP should program capital costs for public investments and determine what will be public and also how private investitures relate, in order to maximum the ability to leverage all expenditures as match for public funding applications. This work should be done in conjunction with the City’s public funding and advocacy team to ensure the programming of capital projects is timed with the development phasing and the ability to maximize the ability to garner public funds to undertake all of the required investments.

14.Master Developer Request for Proposals (RFP) and Developer Agreement Process – Using the AWP as basis for soliciting developer proposals will aid in determining modifications to the plan that may be required to fully respond to market conditions, understanding that the overall development goals should not be significantly compromised. Ultimately, a preferred developer could be selected as the master developer for the entire area, including the Vogelaar Park redevelopment south of 8th Street, and a formal master agreement between the City and developer could be executed. This agreement would initially define the parameters of what elements the developer will be responsible to design and construct and those that the City would do the same.

15.Project Action Team and Dedicated Project Manager – Finally, a project of this scale and magnitude requires a dedicated team to oversee and coordinate. A dedicated project manager within the City should be identified to coordinate all activities, both public and ultimately private. This person would also serve as the leader of a Project Action Team consisting of key department representatives that meet on a regular basis. In addition, it is likely that outside consultants will be needed for specialty expertise beyond the typical disciplines of design and engineering. This could include experts in public financing, negotiating developer agreements, etc.

COMMUNICATION AND COORDINATION

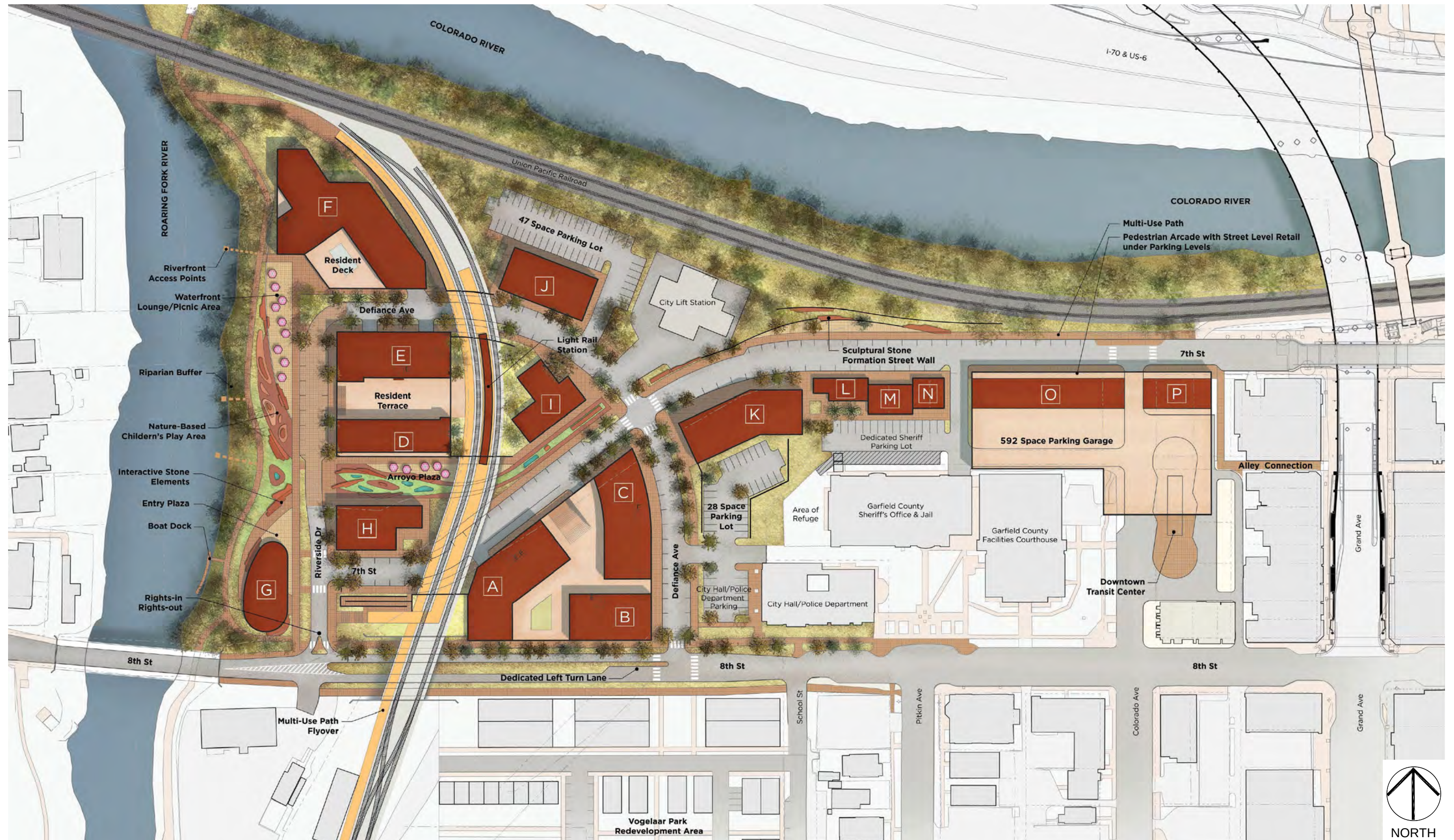
Building on the notion of a creating a dedicated team focused on the implementation of the recommendations in this plan there are three key elements that will be important to that group’s success.

Communication - In order to fully realize this plan, it is recommended that a formal communication strategy be considered that provides regular community updates on all of the steps and projects. This includes requiring that private developers provide public engagement as a part of their development process, including more than just the meetings required for plan and permit approvals.

Coordination - It is also recommended that this project coordinates closely with all of the partners required to make the ultimate realization of the development truly great; this includes the DDA, RFTA, and Garfield County, as well as many others.

A Guiding Document - This AWP plan is purely meant to guide decision-makers in the redevelopment of the study area, it is not the letter of the law. This makes coordination and communication critical. Key stakeholders are wide-ranging, both public and private, and so it is important that this document serves as a common reference and a starting point for decision making. It will need to be regularly review and modified so the recommendations and proposed reuse strategies respond to conditions based on greater technical data and design activities.

Site Reuse Plan Alternative A







01

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THE AREA-WIDE PLAN

1.1 BACKGROUND

The City of Glenwood Springs in partnership with the Downtown Development Authority (DDA), was awarded a Brownfields Area-Wide Planning (AWP) Grant by the U.S. Environmental Protection Agency in 2016. This AWP project advances recent planning efforts to address long-term redevelopment planning needs for a large area of the downtown, with special emphasis on the Confluence Area of the Colorado and Roaring Fork Rivers. This AWP effort focuses on determining the overall public infrastructure and actions needed to advance private investment and vertical construction.

1.2 TARGET REUSE PLANNING AREAS

Based on the location of the three catalyst brownfield sites, targeted reuse use planning areas were identified. The Confluence Area includes the former wastewater treatment plant as well as several other parcels, including the former railroad rights-of-way. The reuse plan alternatives in this AWP report advance the concepts developed in the 2017 Confluence Redevelopment Plan. The West 6th Street Area was identified based on its relationship between the CDOT site and the downtown, specifically the efforts to promote mixed-use infill redevelopment along the entire 6th Street Corridor as identified in the 2017 6th Street Corridor Master Plan. A cursory evaluation of the Holly Quarry was also performed, considered it mostly as an independent site from downtown and the rest of the study area.

1.3 MARKET SUMMARY – WHAT IS DRIVING REUSE OPPORTUNITIES?

The market analysis work performed as a part of the AWP planning process informed the reuse planning alternative developed for each of the targeted reuse areas. It also informed City leaders, City staff, business and property owners, and residents on economic assets, opportunities, and challenges.

This market study evaluated the retail-commercial, housing, and hospitality markets. It assessed:

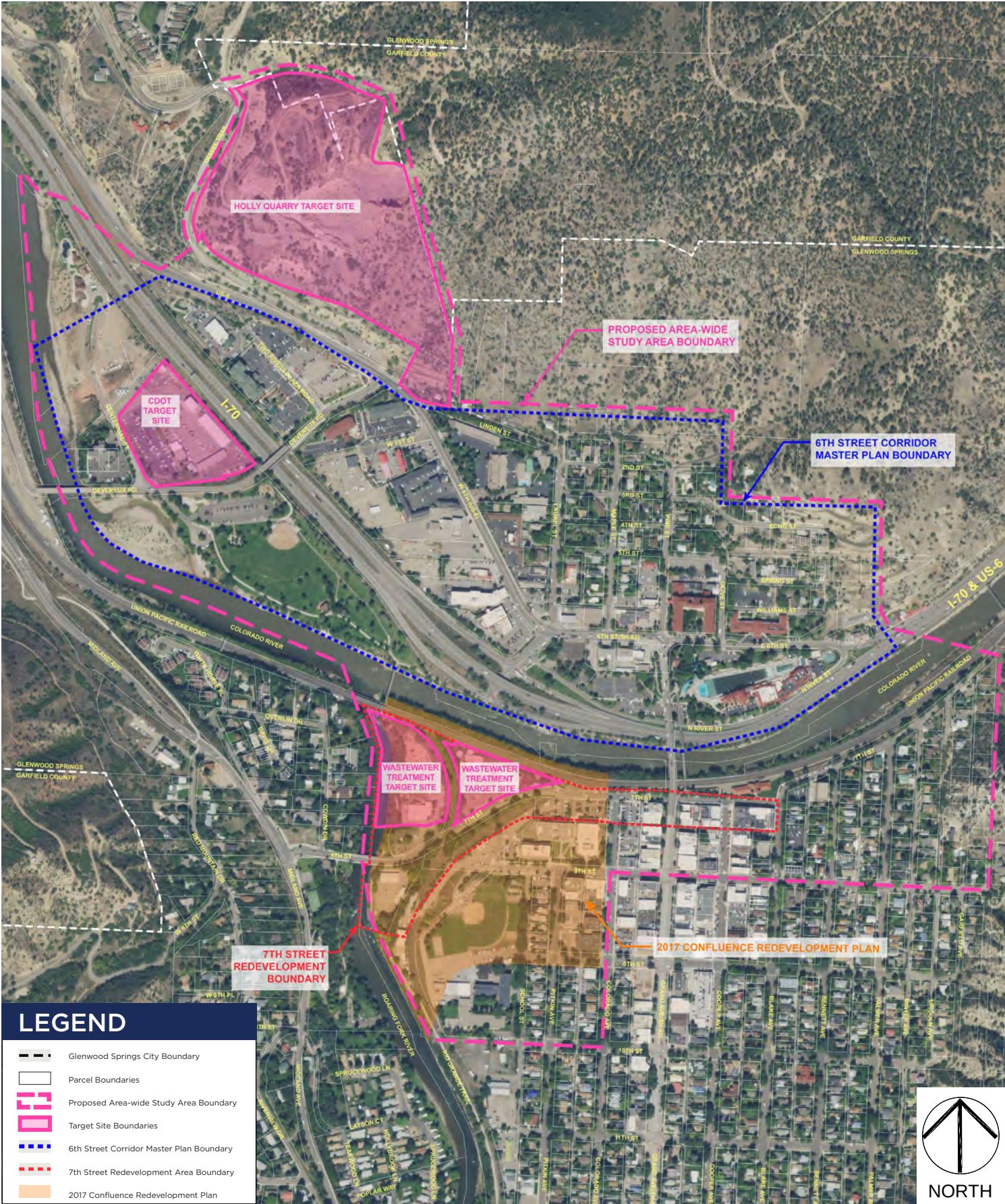
- The current baseline market conditions.
- Market assets, challenges, and opportunities.
- Market drivers.
- Market demand and supply including current unmet demand.
- Market trends and opportunities for retail, commercial, and residential development opportunities.

Note: The Regional Market includes Garfield and Eagle Counties.

KEY MARKET SECTOR CHARACTERISTICS, OPPORTUNITIES, AND CONCLUSIONS:

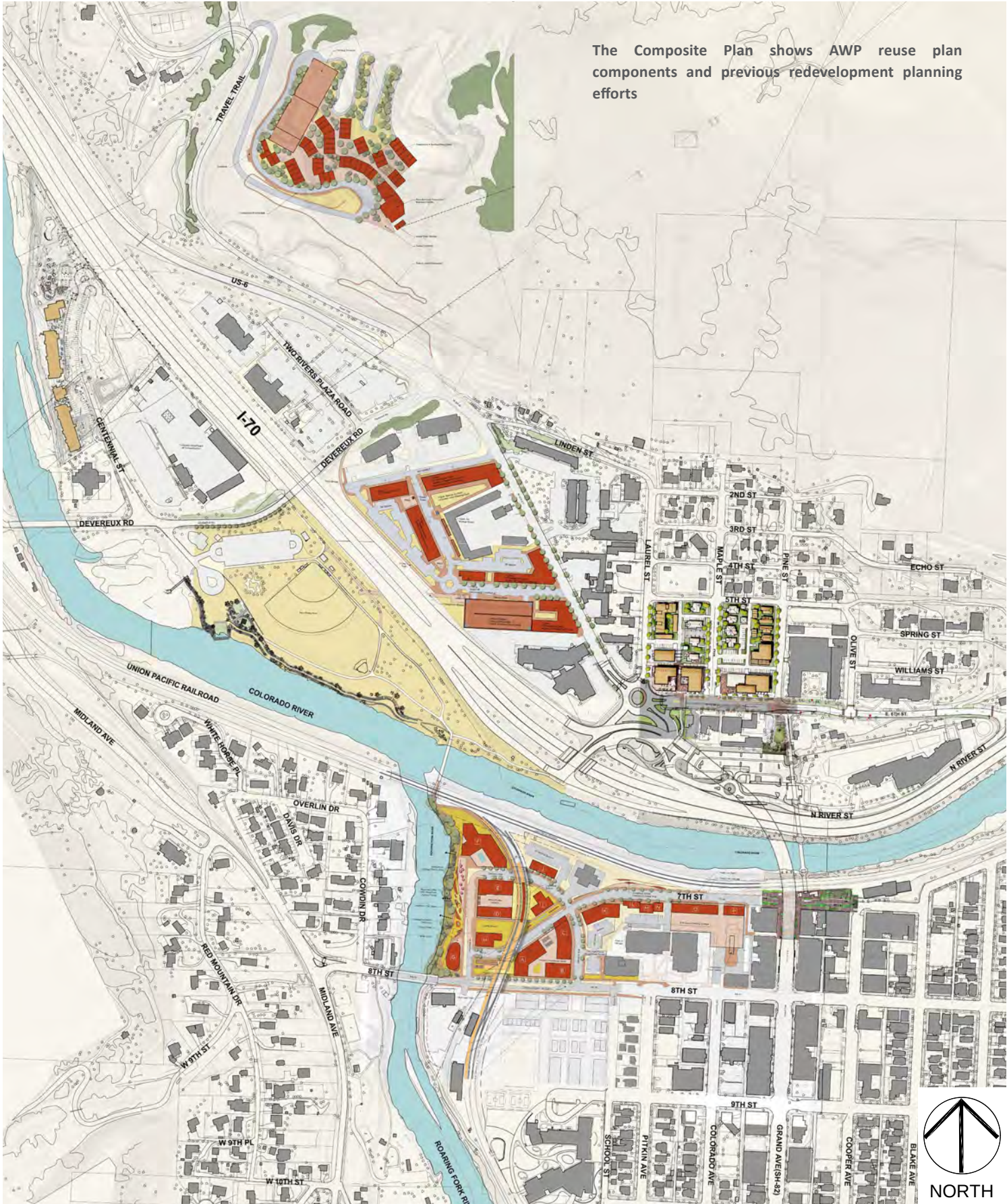
- A. Glenwood Springs is a hub for the Garfield/Eagle County/ Highway 82 Region.** There is an opportunity to grow businesses providing diverse goods and services. Local spending is leaving the City for: books and periodicals; music and instruments; office supplies, stationary and gifts, furniture, shoes, specialty food, vehicle dealerships, sporting goods and hobbies, and beverages. Not all of these items represent an opportunity within the AWP study but inform potential retail opportunities.
- B. Glenwood Springs captures an estimated 16% of regional household consumption spent within the region.** Regional consumers are especially coming to Glenwood Springs for: auto parts; clothing, health, and personal care; florists; groceries; restaurants; jewelry and leather goods, lawn and garden supplies, used merchandise; building materials and supplies; and home furnishings.
- C. Increased economic opportunity in Glenwood Springs is primarily driven by population growth and new destination tourism.** More residents, many of which would locate in the Confluence Area, would support Glenwood Springs businesses especially within the downtown. More residents will also enable more diverse goods and services to be provided including both necessities and lifestyle products. More choices will also improve the local shopping experience which will also bring more regional shoppers.

Study Area



Composite Plan

The Composite Plan shows AWP reuse plan components and previous redevelopment planning efforts



- D. Growing Glenwood Springs’ “economic pie” provides the City increased revenue that enables the City to further improve infrastructure and services.** With the addition of a new and complimenting business, the downtown becomes a stronger regional destination.
- E. The downtown and the 6th Street Corridor can complement each other.** There is an opportunity to serve residents and visitors with recreation, arts, evening entertainment, and family activities. Glenwood Springs can grow as a regional destination for experiential-oriented goods and services such as food, beverage, and entertainment by adding to the supply of existing attractions. This includes thinking about all segments of the market, allowing the City to continue to serve the budget-minded visitors seeking outdoor recreation and experiential-oriented goods and services.
- F. The City’s unique living experience can provide an enhanced local lifestyle that will be attractive to entrepreneurs, diverse employers, workers, and families.** The more Glenwood Springs can promote is brand as a desirable and attractive place to be, the more it will be able to sustain and support long-term economic goals

SUMMARY OF REAL ESTATE MARKET OPPORTUNITIES

The market sector opportunities and conclusions provide the basis to determine real estate market opportunities that can drive a redevelopment program. The following elements were determined to inform the development scale, type, and potential phasing over time and were used as the basis for the AWP site reuse plans.

Housing Market

The City of Glenwood Springs is the largest population center in Garfield County and is located at the crossroads of Interstate 70 and Colorado Highway 82, providing access to Aspen and U.S. Highway 24. Garfield County population is anticipated to grow by about 5% to 6% annually, representing approximately 500 more households and 1,200 additional persons per year. Glenwood Springs is anticipated to capture about 17% of the growth in the County.

Glenwood Springs’ housing vacancy has been below 4% since 2014 and below 3% since 2015. Detached single-family housing has seen a steady price increase and virtually zero vacancy. Attached ownership housing has seen steady demand with rising prices and low vacancy. Similarly, multi-

family rentals have also been experiencing rising rental rates and low vacancy.

This indicates not only a residential undersupply, but pent up demand for new units. Housing demand by residents is augmented by demand from second-home owners and those seeking vacation rent-by-owner investment opportunities.

This translates into demand for 80 to 100 units annually. Pent up demand is expected to bring absorption 25% to 50% higher than the average demand in a normalized market. Glenwood Springs could absorb an estimated 120 residential units annually for the next five years, and then settle into about 80 units annually in the long-term.

Commercial Market

Glenwood Springs serves as a commercial and retail hub for Garfield and Eagle Counties, and is a lifestyle and tourist destination for experience seekers. Businesses that provide shopping, recreational, and entertainment experiences will complement Glenwood Springs’ character.

Data related to retail market opportunities was gathered in several ways, ranging from anecdotal to quantitative. Needed goods and services stated by various residents in the Community Survey match closely with what the Capture-Leakage analysis showed to be under-served in the City, validating both methodologies. Glenwood Springs is well suited for experiential retailers such as:

Food & Beverage	Destinations	Entertainment
Specialty Food	Books	Sports & Crafts
Butcher Shops	Music	Performing Arts
Bakeries	Culinary Arts	Evenings Out
Fish and Seafood	Attractions	
Spice Shops		
Craft		

Local household-serving business categories were also evaluated, such as doctors, dentists, optometrists, lawyers, banks, and computer systems design. Sources for retail goods and household services demand were evaluated and business development opportunities were translated into demand for real estate space.

Projected Commercial Absorption in Glenwood Springs (SF)

Time Period	Years 1 to 5	Years 6+ (annually)
Regional Retail Demand in Glenwood Springs Real Estate Product Type: Retail Storefront		
Estimated Absorption(sf):	Over 5 years	Annually starting year 6
Latent Local Demand:	57,000 sf	8,000 sf
Household Growth:	84,000 sf	11,000 sf
Visitors:	54,000 sf	19,000 sf
Total Retail Absorption:	195,000 sf	
Regional Household Services Demand in Glenwood Springs Real Estate Product Type: Office Space and/or Office-Storefront		
Estimated Absorption(sf):	Over 5 years	Annually starting year 6
Latent Local Demand:	61,000 sf	na
Household Growth:	28,000 sf	6,000 sf
Visitors:	na	na
Total Household Services Absorption:	89,000 sf	6,000 sf
Total Projected Commercial Absorption in Glenwood Springs (SF)		
Absorption (SF):	284,000 sf	25,000 sf

The analysis concluded that Glenwood Springs could absorb 284,000 square feet of commercial space during the next five years, and then an additional 25,000 square feet per year in year 6 and beyond, as indicated in the following table.

Projected Commercial Absorption in Glenwood Springs (SF)

Lodging Market

The lodging market has been slowly gaining strength over the past five years with both rental rates and occupancy trending higher each year. Overall occupancy is around 65%, similar to the national average, but still leaving notable capacity to fill rooms. Average daily rates are now hovering around \$112 per room night, which is also in line with the national average.

Glenwood Springs has accommodations for business, historical-stay, and budget travelers. However, while the occupancy rates indicate surplus capacity, the research

survey shows many aging low-budget motels and expensive historic hotels. There is a lack of lodging diversity that easily integrates with Downtown and 6th Street attractions. Glenwood Springs should retain its independent and historic hotels and budget-minded accommodations. However, adding modern mid-priced lodging options, walkable from downtown and 6th Street, would fill a market niche missing in the market. Perhaps even diversifying this market niche would support multiple properties over time. The City may be more attractive for a wider variety of visitors and would bring visitor dollars right to the core commercial district.

More focused market analysis is required to estimate an exact number of new lodging rooms that are feasible. Based on accessibility to the City’s destinations, it seems likely that a mid-priced boutique hotel could be supported in the 6th Street Corridor, and that new development in the Confluence Area would support a boutique hotel as part of that project.

1.4 COMMUNITY ENGAGEMENT & GUIDING PRINCIPLES FOR REUSE PLANNING

At the commencement of this project, City leaders and stakeholders agreed that this project must be focused on action, especially in light of the fact that momentum has been created by the completion of the 2017 Confluence Redevelopment Plan and all of the recent downtown improvements completed or underway, especially the Grand Avenue bridge project, improvements to 7th Street, and demolition activities at the former wastewater treatment plant site. The AWP strives to achieve both a visionary future, firmly reinforcing the community as a diverse and vibrant, while addressing fundamental issues of available resources to achieve real results and specifically advancing the effort to get new development occurring in the Confluence Area.

Developing a successful brownfields redevelopment plan requires an understanding of physical characteristics, market factors, and buy-in from the community, including residents, business owners, and property owners. From the outset of this effort the City decided that public involvement, at all levels, should form the basis of the recommendations of the plan. Considering the magnitude of reinvestment and transformation that will occur, to ensure that there is a formation of a strategy that has specific “tangible” outcomes based on broad community desires for the future of the downtown and the redevelopment within the target reuse areas.

The planning process employed a strategy of inclusiveness, transparency, education, careful design, and a commitment to identifying real and implementable actions. Over the course of the AWP planning process started in October 2017, the project brought together public, private, and civic interests to give form to a vision and to prioritize the numerous elements needed to ultimately achieve the vision. The over-arching intent is to create a comprehensive redevelopment strategy that includes the redevelopment of catalyst brownfield sites in a manner that is fully inter-connected with the surrounding context, is complimentary between the existing downtown and the redevelopment (so they are not in essence competing with each other for market share), and compliments the overall economy of the City.

The public engagement process provided community input that informed the planning processes, especially as the plans evolved and were refined from the 2017 Confluence Redevelopment Plan starting point. In the end, the Community

Goals defined in the 2017 plan were confirmed and remain the primary guidance for reuse plan development.

Guiding Principles for Reuse Planning

In addition to the Community Goals, specific reuse planning principles were defined through the community engagement process of the AWP.

Overall Design

- A. The new development should form a logical extension of the City’s downtown street network to establish a block-like structure as the basis of a connected yet distinct neighborhood within downtown.
- B. Buildings should be grouped so they form varying types of public spaces and re-enforce the street wall and pedestrian experience along sidewalks.
- C. Landscape/urban design elements should expand the reach of the river’s edge qualities through the Confluence Area and into downtown and also beckon people along 7th Street, from the downtown to the riverfront.
- D. Locations along 7th Street that provide a clear transition threshold between the downtown core and the riverfront should occur. Based on topography, the most likely location for this to occur is the area around the Defiance Avenue intersection, where the first glimpses of the riverfront can occur.
- E. Although a mix of uses should be promoted, the predominate use should be residential to give the area a neighborhood feeling. Residential unit types should vary as much as possible in terms of type, size, and income level to provide diversity and broad economic opportunity.
- F. Commercial and retail uses should be sensitively inter-mixed within the neighborhood, with the emphasis on the south side of 7th Street from Colorado Street to the river.
- G. Buildings should vary in height, scale, and character to avoid an overt uniformity as the resultant effect once the neighborhood has been built-out. Variation, however, should not rely on over-burdening each building’s architectural design with cliché elements such as multiple

dormers, excessive use of varying materials, etc.

- H. Buildings can be multi-story but great care should be placed on nestling buildings into the site and the landscape to visually minimize their scale. Buildings should respond to the elevations of the topography with the larger buildings in the lower areas. This will also be necessary within the flood zones which may have slightly elevated ground floor elevations to achieve flood resiliency.

Public and Open Spaces

- I. A clearly defined and purely publicly-accessible and publicly-owned band of naturalized landscape should occur along the riverfront and function as part of the City’s park system.
- J. A signature events space(s) should be provided within the core of the Confluence neighborhood that may or may not be publicly-owned but must be publicly accessible every day, all day, and year-round.
- K. Varying types of smaller scale public spaces should also occur, most likely privately-owned and with a mix of private spaces to serve the needs of local residents. Semi-private areas may or may not be accessible by the public, dependent upon defined parameters and adjacent uses and conditions.

2017
CONFLUENCE
REDEVELOPMENT PLAN

Glenwood Springs, Colorado



Community Goals from the 2017 Confluence Redevelopment Plan



Connect to the River
Embrace and enhance the rivers, and improve access and recreation.



Create Connections
Improve circulation and connectivity within the area and to nearby commercial centers, parks, and neighborhoods.



Prioritize the Pedestrian
Design for complete streets to create safe, walkable and bikeable connections within and to the area.



Promote Catalytic Development
Provide a mix of uses and development types to activate the area and create economic vitality.



Authentic Design
Incorporate authentic, visually appealing design that complements the historic character of the downtown.



Create Community Spaces
Design public spaces and facilities where people can gather, relax and recreate.



Complement the Downtown
Encourage uses and amenities that support the downtown.



Expand Housing Choices
Expand and diversify local housing options.





02

I Executive Summary

01 The Area-Wide Plan

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SITE REUSE PLANNING

2.1 PLACEMAKING AND BROWNFIELDS REDEVELOPMENT

The Confluence Area Design Considerations

The proposed reuse strategy for the Confluence Area follows specific placemaking principals and speculates a potential build-out based on a physical assessment of all of the study areas, the context, and the overall intention to create a high quality-of-life mixed-use neighborhood as a seamless extension of downtown. This action, in turn, will support the broader goal of continuing to increase vibrancy in the downtown as a residential, commercial, cultural, and social hub of Glenwood Springs and the region.

The reuse plan for the entire AWP study area and especially the Confluence Area is based on a fundamental approach emphasizing the notion of the creation of new “places” versus parcel-by-parcel “developments.” The foundation of this idea is the desired outcome that both public and private activities should result in the creation of highly desirable places for people, and as they are expanded, ones that mesh seamlessly with the surrounding context. This will be especially challenging in the Confluence Area because there is a potential disconnection between the desire to achieve

significant economic impact, especially through residential density, as well as promoting commercial development. Of all of the factors, the most critical is to ensure that how development occurs is balanced with how much. Specifically, the balance between the scale, mass, height, and form of buildings and their relationship to each other, public spaces, streets, and the existing downtown, will determine how successful the future development will be viewed once completed.

The creation of successful places is a function of a thoughtfully considered mix of uses, and the location, design, and supporting infrastructure systems; working together these two elements form economically vibrant and sustainable building blocks of an overall town. As Glenwood Springs grows from within, new development should feel like an expansion of the historic, well-established and highly functional pattern of the city versus an older downtown core adjacent to a dramatically larger-scaled development with little physical, functional, or social connection to the core of downtown and the City’s traditional sense of its identity.

Great places are not easily formed. For projects such as those proposed within the AWP, they are certainly not created by policy alone, but rely on strong partnerships between many



The ability to shape development that connects the Roaring Fork Riverfront to the core of downtown, must be a signature aspect of any redevelopment within the Confluence Area.



The RFTA Right-of-Way, referred to as the “berm” is a major element that any redevelopment plan must address.

public-sector partners, at all levels of government, combined with private land owners and the development and business communities. The overall reuse and redevelopment strategies presented, including for the catalyst brownfield sites, considers all aspects of the placemaking equation. They include those aspects that can be most defined and shaped by the public sector and the elements that will mostly be the purview of the private developers. These components must work together, so the follow design considerations are presented to aid the City in evaluating each project, whether lead by the City or by a private sector partner. In some cases, the division between public and private sector activities are well defined, but in other instances they are a function of inter-related aspects which when combined, add up to a result that is greater than the sum of the individual pieces; serving the notion of forming truly great places that further elevates Glenwood Springs' reputation as an attractive and desirable community to live, work, and play.

The public engagement process employed in the preparation of this AWP included many voices and opinions regarding all aspects of the planning, and ultimately the character of what is achieved in the Confluence Area. Overall, the feedback received through the AWP planning process is consistent with the community expressions and conclusions presented in the 2017 Confluence Redevelopment Plan. The following design considerations build upon the eight guiding principles defined in the Community Goals and the key Placemaking Framework Strategies described in the 2017 Plan and in Chapter 1 of this report. They reflect the continued evolution of the reuse plan based on more detailed level of study and design. These design elements reinforce the notion that in order to achieve the full potential of the area, emphasis needs to focus on the big picture and the details. A good plan will only achieve a certain amount of success on its own; the attention to details at each step in the process will ensure the most desirable outcome, especially considering that this development could be the largest development activity to occur in the downtown for the next 100 years. Decisions made now will have long-standing impacts, good and bad.

Building Scale and Orientation

1. Buildings need to be large enough to achieve adequate density yet not be out of proportion with the character of downtown. Because of the descending grade from downtown to the river, the Confluence Area has the ability to accommodate taller buildings in a manner that mitigates their scale in relationship to existing buildings. This is also supported by the fact that the City Hall and County buildings are some of the largest buildings in the downtown and are part of the immediate context.
2. Roof lines may be as important of a design feature as building heights, as result of the lowering of the grade as the buildings get closer to the river. Building roof lines can be within a consistent range, yet an additional floor can be accommodated as grades lower towards the river, reducing the potential that taller buildings will overwhelm the place.
3. In general, the taller buildings should front onto larger public spaces or more significant streets. Tall buildings on narrow streets are out of character for the City and will lead to dark streetscapes, especially in the winter. The City and developers should look at some of the more monumental buildings in the downtown and evaluate them for what works and what doesn't to determine how to respond to building scale in the Confluence Area. For example, there are very few buildings that exceed three stories in or near the downtown and most of them are hotels ranging from the Hotel Colorado, the LaQuinta Inn, and the newer Marriott buildings in the Meadows development.
4. The scale and placement of buildings should be evaluated based on the actual design of structures for each lot. Great care should be given to ensure that taller buildings do not create a "crammed" effect along the riverfront. Alternative A especially orients the narrow ends of buildings along the frontage of the riverfront to reduce the potential of creating a long and continuous wall of buildings along the river's edge. There will be a temptation by developers to turn buildings so their long facades front the river to capitalize on views in order to create greater perceived tenant value. If the overall Confluence Area is as desirable as is expected, with high quality public space throughout and an equitable approach to the riverfront, the desirability will be so high that the orientation of views does not need to be pursued and would actually compromise the quality of the place.

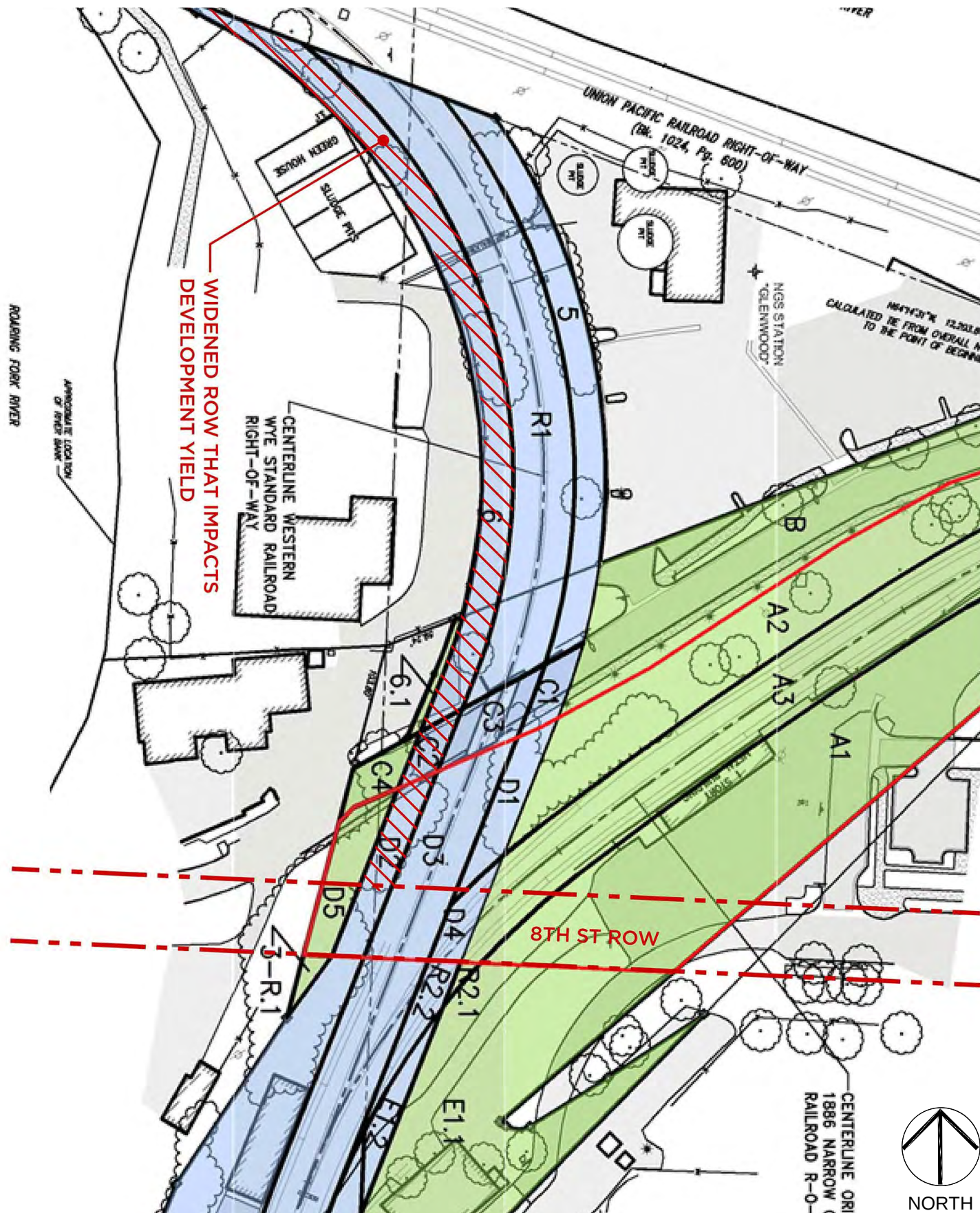
5. The design of the street wall of buildings should be given primary attention, however, in the case of the Confluence Area, for many of the buildings each face of the building has some aspect of important frontage. They either face internal public spaces, courtyards, or are at least very visible from another significant structure. Very few of the buildings will have what could functionally or visually be defined as a "back."

Building Form and Architectural Elements

6. The plan promotes mixed-use buildings as much as possible, with parcel specific constraints being the primary factor limiting the ability to achieve the mixing of uses within a single building. Equally important to the mix of uses is the mixing of building forms and types. This means that buildings should have a fairly eclectic mix of building styles. This will achieve an aggregation of effect that will make the place feel like it evolved over time by multiple parties, the way the existing downtown evolved and appears today.
7. Due to building codes and fire rating requirements, building construction techniques, combined with the desire for efficient unit yields, tends to result in fairly "boxy" forms of architecture. Examples of boxy multi-family buildings have become very prevalent and ubiquitous in places like Denver. A mix of flat and pitch roofs should be considered, although false, non-functional roof effects are general not ideal. The over use of redundant architectural elements such as roof dormers, should be discouraged.
8. A mix of traditional and modern window systems should be considered since that can greatly influence the character and mix of building types.
9. There may be a tendency to promote a uniform palette of building materials. This can be helpful to achieve visual relationships, but it should be considered sparingly. Too much reliance on prescribed materials can result in overt attempt to create character that can actually make a place too visually rigid, forced, and uniform and could promote an unintended "housing complex" effect. One option might be to promote the uniform use of native stone on the bottom story of buildings, where there will be a high-use of glass as the dominant material, and then allow as much open design expression in the architecture and materials for the upper floors.

The Public Realm

10. The riverfront and 7th Street are the priorities with regards to creating an active and inviting public realm. These two elements form the spine of connectivity upon which all of the development is structured. Care should be taken to ensure that the pedestrian-level experience along 7th Street is extremely inviting and promotes walking and movement. The riverfront is the signature public space and attraction within the Confluence Area and the downtown.
11. With regards to treatment, there should be a gradation of formality and design aesthetic within the public space(s), starting from the riverfront and ascending east on 7th Street. The riverfront park should be about the broadest audience, meaning it is about the environmental aspects of the river and ecology and river-oriented recreation of all kinds, including just sitting and experiencing the place. The farther away from the river the public spaces are located, the more formal they can be in terms of design programming and treatment. They may be more accommodating for major gatherings and intense use or service for the immediate residents of the neighborhood.
12. The interface of the development with the riverfront park should be carefully considered. Although this will also likely be the interface of the public with the private in terms of ownership, they should feel seamless and be fully functional as one overall unit.
13. Opportunities to address flood zones and stormwater management should be integrated into the design of the public spaces. This includes integrating resiliency aspects as well as considering grading of the site to mitigate the elevated grades of some of the building floor elevations to make them seem naturally-occurring and not artificially elevated.
14. A diversity of public spaces from large to small should be promoted with the goal of interconnectivity even for smaller, more resident used courtyards, for example. All of the spaces should be interconnected as much as possible, including spaces between buildings and elevated terraces above parking levels.
15. The proposed multi-use path "flyover" has the potential to become a truly unique asset. If designed properly it could be a cool landscaped park/promenade in the air, creating a multi-layered park event space. It would



The area hatched in red depicts widened RFTA right-of-way that has a major impact on the development potential of land on the riverside of the berm (Base exhibit from Intergovernmental Agreement Between the City of Glenwood Springs and the Roaring Fork Transportation Authority to Acquire Easements and Develop Transportation Infrastructure).

also afford great views through the adjacent plazas and terraces to the riverfront and beyond. As people walk down 7th Street, from the core of downtown, they would catch views of bikes and pedestrians strolling along the elevated park. The multi-use path can be constructed so it does not preclude future rail re-activation.

Transportation Connectivity

16. The existing street grid of the downtown provides the basis for a sound transportation network. The challenge is the configuration of the Confluence area and specifically the RFTA ROW severely impact the ability to logically extend the overall grid pattern into the Area. Creating a connected network of streets and thoroughfares that establishes a sense of a block and grid structure through the new development is very desirable. Having more than one street access to the riverfront provides greater connectivity and circulation choices and reduces the effect of the riverfront being an out-of-the-way place at the end of the line. It also provides greater safety for emergency and fire vehicles, especially when considering the number of residential units proposed in the multi-story buildings.

17. Street and thoroughfare typologies should be determined in relation to both multi-modal transportation needs and urban design consideration for ground floor uses in buildings that front onto each street. Employing a “complete streets” approach to the design of all streets and thoroughfares will provide the maximum opportunity of a balanced benefit to all modes. Ensuring that streets are constructed to include the appropriate number and limited widths of travel/parking lanes, bicycle and pedestrian facilities, as well as supporting streetscaping and green infrastructure elements such as street trees, landscaping, street fixtures, flow-through stormwater planters, etc. will support the redevelopment goals of this plan.

18. In the context of the Confluence, a complete streets approach should be broadened to consider ways that streets can also function as quality public spaces. The proposed Riverside Drive, with its proximity to the riverfront park, should be functional on a day-to-day basis and provide valuable connectivity through the area. On weekends and during special events, portions of this street should function more like a public plaza and designed accordingly.

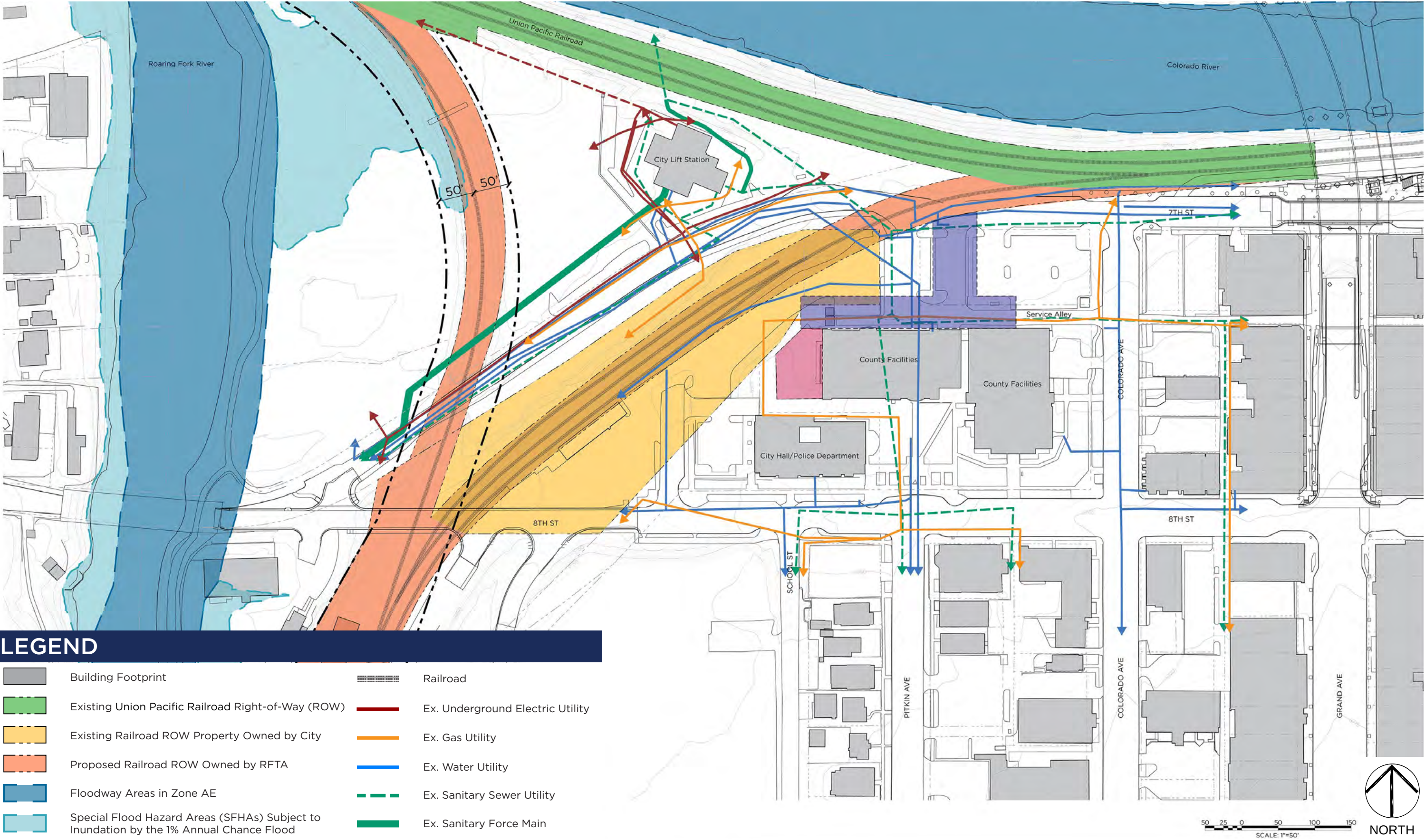
2.2 THE CONFLUENCE AREA

Three different schematic plan alternatives were developed for the Confluence Area through the AWP planning effort. Typically, several alternatives would be developed and reviewed for pros and cons and a “preferred” plan would be selected. In this case there are several variables to consider, all of which cannot be fully decided upon within the timeline of this planning effort. Depending on the outcomes of decisions, many of which include significant and highly varied short and long-term cost implications, very different development configurations can be achieved. In addition, some of the conclusions, for example the location of parking structures, will require input from separate processes such as RFTA’s study of a downtown transit center facilities and feedback from the private development community. Therefore, it was decided to present three alternatives based on several key variables/factors, including but not limited to, the future of the RFTA right-of-way (ROW) north of the 8th Street, the ultimate width of the RFTA ROW, the preferred location of parking structure, the supply of off-street parking needed, and ideal location for a multi-modal transit center within the downtown.

During the vetting of conceptual reuse plans, variables mostly related to the discovery of additional, previously unknown underground utilities, significant factors related to the RFTA right-of-way (ROW) (as result of multiple follow-up meetings including with RFTA’s rail counsel), and special design parameters related to the County’s jail facility and courthouse, were discovered.

The three alternatives illustrate options for the variables and provide to the City with an understanding of the potential benefits and limitations of the various options in terms of several over-arching decision-making considerations, including but not limited to: costs, timeframe, qualitative outcomes, and short and long-term economic costs versus benefits. All of the alternatives are based on achieving the vision and goals determined through the planning process. The ability to achieve these and other benefits as well as potential limitations are described for each plan alternative.

The outcome of this effort illustrates that Alternative A achieves the core goals identified through planning process and represents a realistic middle-ground in terms of development yield and infrastructure hurdles to be overcome so it is generally the best plan to follow for decision-making guidance. The real value of this effort, however, is the series



LEGEND

- | | | | |
|--|--|--|----------------------------------|
| | Building Footprint | | Railroad |
| | Existing Union Pacific Railroad Right-of-Way (ROW) | | Ex. Underground Electric Utility |
| | Existing Railroad ROW Property Owned by City | | Ex. Gas Utility |
| | Proposed Railroad ROW Owned by RFTA | | Ex. Water Utility |
| | Floodway Areas in Zone AE | | Ex. Sanitary Sewer Utility |
| | Special Flood Hazard Areas (SFHAs) Subject to Inundation by the 1% Annual Chance Flood | | Ex. Sanitary Force Main |

of universal recommended design considerations, actions, and projects which in themselves will require significant effort to advance the overall effort.

Site Reuse Planning Variables

A few specific factors are important to note related to the development of these plan alternatives, including:

- Various approaches were taken related to the RFTA ROW. In addition to physical modifications to the ROW boundaries and the berm, various scenarios for freight or passenger rail were considered and depicted.
- Each of the alternatives takes into account issues related to flooding and the need for resiliency.
- Underground utilities represent a major challenge for the redevelopment of the area. Each of the alternatives took a different approach to the complicated network of crisscrossing utility lines, ranging from avoid moving any lines to assume all will be relocated to new public rights-of-way within new street configurations.
- The desire for a multi-use trail “flyover” of 8th Street to enhance the Rio Grande Trail, as well as a bicycle-friendly connection from the riverside into downtown, were included.
- All alternatives assume a 50’ setback from the ROW line is not required for residential uses along the inactive RFTA ROW but is required from the UPRR active ROW.
- The inclusion of affordable housing units is considered in each alternative and is reflected in the unit yield counts.
- The accommodation of various safety, regulatory, functional, and procedural-related requirements provided by Garfield County associated with any future modification to their complex, were made.
- Potential building heights are listed in the yield tables to show how they relate to the requirements of the recently adopted zoning ordinance.

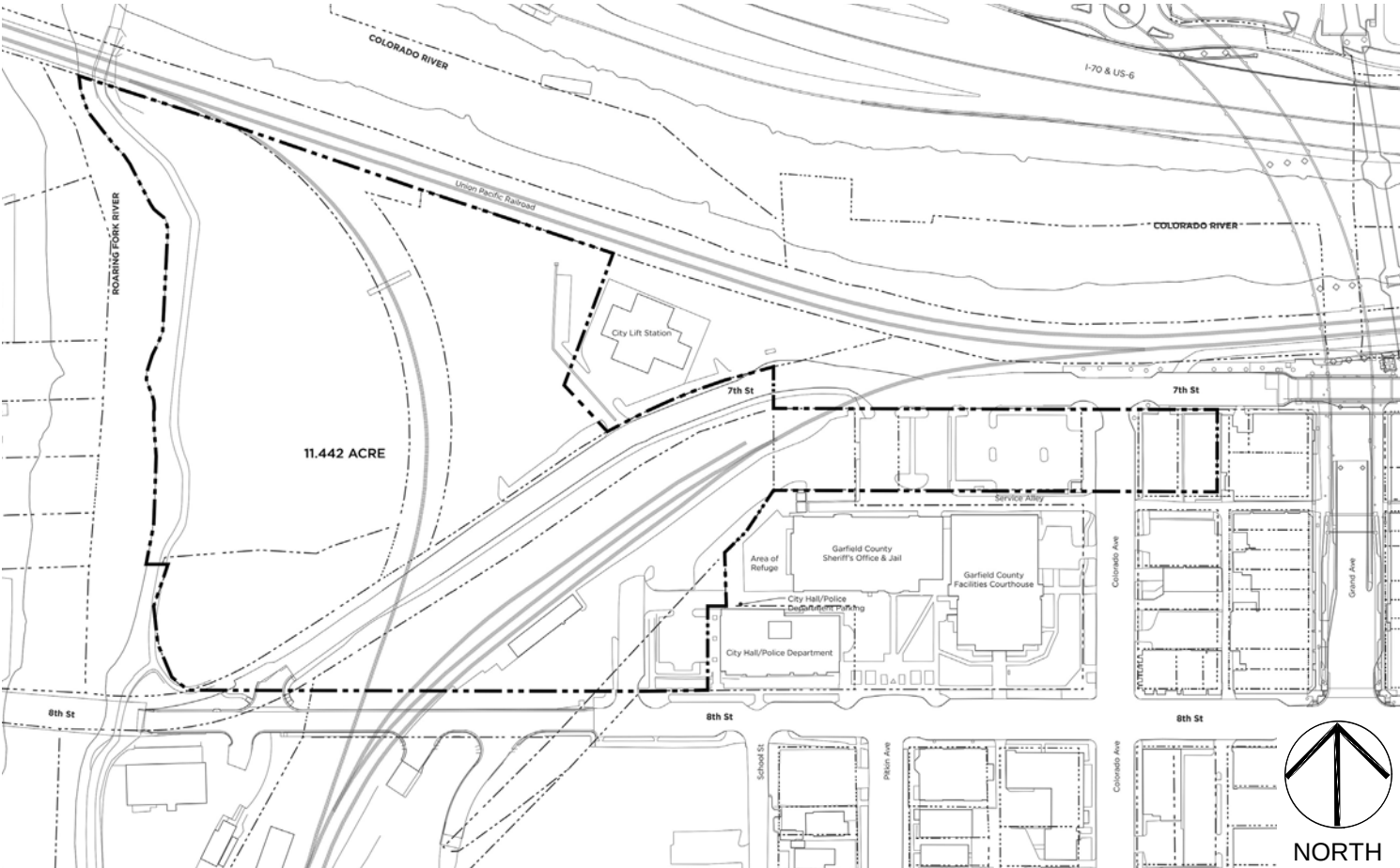
The conclusion of this effort illustrates that all three alternatives provide a significant amount of new development square footage as an extension of the downtown, although the ultimate range of the total square footage for each alternative varies widely; ranging from approximately 260,000 SF to 500,000 SF of total building space. Specific development program yields range from approximately 100 to 300 residential units, 76,000 SF to 113,000 SF of new

commercial/retail space, and a 35 to 50 room boutique hotel. Schematic Reuse Plan alternatives and corresponding Development Parcel Maps with proposed development lots and area calculations are provided for comparison and referenced throughout.

In the end, the best course of action moving forward will be determined as the City weighs the costs to gain greater development yield against the long-term economic and tax benefit from the additional development created for those costs. The findings of this AWP can serve as a basis to evaluate private development proposals based on parameters defined by the plan alternatives. It will also aid the City analyzing, in detail, the true cost-benefit of the three plan alternatives and therefore the likely real costs, especially for cost-intense items such as the modifications to the existing RFTA ROW north of 8th Street. In addition, there is the ability to mix some of the flexible recommendations of the three alternatives based on other potential driving factors.

Factors Informing Site Reuse Elements

- The ability to work-out agreements with the County to develop mixed-use buildings of their properties along 7th Street and create the needed activity connection between the downtown and the Confluence Area.
- The operational and ridership evaluations by RFTA as to which location is most suitable and the type facilities required for a transit center (including the need for a park-and-ride facility). RFTA is planning on commencing a Corridor Service Study that focuses on service and facilities within the downtown, including improved BRT facilities. This study should be done with close coordination between the RFTA and the City to ensure that goals and opportunities are well defined at the outcome of the effort since the future build-out of the Confluence Area could dramatically impact transit demand and ridership.
- More detailed feasibility and traffic analysis information regarding the preferred location of a parking structure and the location’s impact on levels-of-service.
- The potential build-out of the Vogelaar Park development and its needs as it relates to the Confluence, for items such as parking supply, connectivity, and the future character of 8th Street.



Approximate development area used as the basis of developable land calculations. It includes both City, County, and privately-owned properties. The planned redevelopment of the land south of 8th Street referred to as Vogelaar Park is not included in the area and yield calculations.



The ability to promote retail/commercial development along the south side of 7th Street, on mostly Garfield County-owned land, will be one of the factors that will inform the overall development pattern and the ability to create a land use connection between the downtown and the Confluence Area.

ALTERNATIVE A

This alternative can be considered the “middle ground” alternative in terms of development yield and the ability to achieve the overall community-desired character for the area. The approach of this alternative works with the RFTA ROW to create a logical interconnected city block/street structure. This is important in the creation of an urban design relationship between the development that occurs at the Confluence Area and the existing character of the downtown. The two places will clearly be distinct, however, the ability to formulate a sense of street blocks with intersecting streets and multiple ways to circulate are both critical elements in forging a strong relationship between the two and also for promoting walkability. Street blocks, especially one with short distances between intersections, are effective in creating a sense of walkability because they provide pedestrians with a sense of progress, i.e. getting somewhere they can see in the distance, as they walk.

Key Design Parameters

- **RFTA ROW – The ROW is reduced back to 55’ wide as it was originally and how it is depicted in the City’s GIS data. This would require a transfer back from RFTA to the City of several slivers of property along the western side of the ROW. In this scenario a future restoration of a single-track freight rail line with a parallel multi-use trail as a “flyover” via the berm, is shown. This would create a rail-and-trail scenario and an improved routing of the Rio Grande Trail through the Confluence.**
- **County Complex - The alternative is updated to include requirements provided by Garfield County regarding the Courthouse and Sheriff’s/jail complexes. Specifically, it adjusts the layout of frontage buildings along 7th Street on lot 9 (see Alternative A Development Parcel Diagram) to accommodate the specific safety, access, parking, and utility conditions within the government complex block.**
- **Structured Parking - A parking structure is proposed on County-owned land at the intersection of 7th Street and Colorado Avenue.**
- **Street Pattern/Vehicular Circulation - The concept of a proposed street “grid” is maintained as previously presented, via the Defiance Avenue extension to the riverfront. This plan alternative assumes that the vertical clearance of the Defiance Avenue extension under the rail line can be achieved. The feasibility can only be determined, however, by performing a detailed engineering study of both the future top of rail elevation based on railroad engineering requirements in terms of grade, and in this rail scenario, the ability to meet the existing railbed grade of the UPRR. This determination will also be a function of the site regrading required to accommodate the extension of Defiance Avenue towards the river. The approach looked at the ability to lower the grade of Defiance Avenue as much as possible, at the point it crosses the RFTA ROW to gain overhead clearance, understanding that flooding issues will also need to be considered if the grade is too low.**
- **Utilities – This plan alternative takes the approach that conflicts with existing underground utilities are to be avoided so the location and shape of lots and buildings respond to the location of underground utilities. These determinations, however, as based on a combination of actual site survey information combined with GIS data, so a comprehensive site survey locating all of the underground utilities will be needed to fully validate the plan’s configuration.**

Alternative A Yield Table

Map Key	Uses	Building Footprint S.F.	Stories/ Levels	Commercial S.F.	Total S.F.	Dwelling Units	Notes
A	Boutique Hotel	11,390	4	3,000	45,560		40 - 45 Unit Hotel over lobby, retail, and parking. Total Building Height 42'.
B	Mixed-Use: Multi-Family Housing & Limited Commercial/Retail	6,930	5	3,000	37,650	24	Ground Floor retail with building amenities for the remainder. Total Building Height 52'.
C	Mixed-Use: Multi-Family Housing & Commercial/Retail	11,240	5	8,000	64,200	30	Ground Floor retail with building amenities for the remainder. Stepped building grade will require retail on 1st and 2nd levels. Total Building Height 52'.
D	Mixed-Use: Town Houses & Commercial/Retail	6,800	3	4,000	17,090	10	Park level resturant/retail. Two story loft-style townhouse units above. Total Building Height 32'.
E	Mixed-Use: Multi-Family Housing & Limited Commercial/Retail	9,670	4	1,800	38,680	24	Units overlooking semi-private terrace
F	Mixed-Use: Multi-Family Housing & Limited Commercial/Retail	19,380	5	3,200	96,900	60	Parkside dining/ entertainment/commercial
G	Commercial/Restaurant	6,000	1	6,000	6,000		Signature riverfront dining venue with river access.
H	Mixed-Use: Multi-Family Housing & Commercial/Retail	4,800	4	2,000	19,200	15	Four signature units per floor on the upper three floors.
I	Commercial/Retail	5,400	1	5,400	5,400		This could be a private recreation entertainment venue, like a beer or banquet hall.
J	Mixed-Use: Affordable Housing & Commercial/Retail	4,800	5	4,800	24,000	24	Total Building Height 52'.
K	Mixed-Use: Affordable Housing & Commercial/Retail	9,780	4	39,120	39,120	39	Total Building Height 42'.
L	Commercial/Retail	2,000	1	2,000	2,000		Simple one-story infill. Due to Sheriff/Jail Complex, rear access very limited.
M	Commercial/Retail	2,400	1	2,400	2,400		Simple one-story infill. Due to Sheriff/Jail Complex, rear access very limited.
N	Commercial/Retail	1,700	1	1,700	1,700		Simple one-story infill. Due to Sheriff/Jail Complex, rear access very limited.
O	7th and Colorado Parking Garage w/Retail	8,220	1	8,220	8,220		Ground Floor retail arcade under parking along 7th Street.
P	7th and Colorado Parking Garage w/Retail	3,650	1	3,650	3,650		Ground Floor retail arcade under parking along 7th Street.
Totals		114,160		98,290	411,770	226	

Development Yield

An estimated development yield, by building and end-use, was generated to determine the potential development that can be achieved. This alternative yields a moderate level of development when compared to Alternatives B and C. See yield table above.

Plan Benefits

1. **Overall Urban Form & Street Pattern –** The proposed site reuse plans within the Confluence Area explore opportunities to re-establish a full street grid. This is challenging throughout the AWP study area and especially within the Confluence Area as result of the RFTA right-of-way and its shape. The “Figure/Ground” diagrams shown with the proposed site resuse plans are very basic but valuable comparative tools that illustrate the relationship the proposed block structures create within the redevelopment area, versus the surrounding context. The more the patterns match, the more likely the new development will function and appear to complement the

existing. The patterns can be further evaluated when the building footprints that would occur within each block are compared. Again, the comparative scale, form, and overall pattern illustrates how the new and the existing may relate, once constructed. The “form” of the development is primarily a response to the street pattern upon which the development is structured. In this alternative a logical and complete block structure is achieved by extending Defiance Avenue down, descending towards the river and underneath the RFTA ROW. A new “events” street would be created (referred to as Riverside Drive on the plans) that parallels the Roaring Fork River. This street provides a valuable vehicular and emergency vehicle connection to buildings and creates a clear distinction between the public riverfront and the private development.

Beyond the street pattern, the layout of public spaces provides a secondary organizational structure to the area. The concept focuses on pulling public space into the development from the river, with an Events Green in the lower area of the development (riverside of the berm),

and extending up, underneath a widened structure providing continuity for the rail, and along 7th Street towards the downtown. The linear alignment of the public space is placed on top of the underground utilities along 7th Street.

- 2. Connectivity to Downtown** – As with all of the alternatives, Alternative A focuses on 7th Street as the primary connection corridor between the downtown and the Confluence. The metric of this connection is the ability to load the corridor with ground floor commercial/retail uses and an inviting pedestrian realm, including signature places (or moments) along the way. Travelling from Grand Avenue, a pedestrian arcade would be created along the sidewalk underneath the structured parking garage along the south side of 7th Street, on both sides of Colorado Avenue. Special architectural care will be needed to make this a special and inviting space because of the overhanging aspect of the upper floors of the garage. Further down 7th Street from the intersection of Defiance Avenue and the berm, there would be a variety of ground floor retail spaces, as well as public space amenities, including the lobby entrance to the hotel and an outdoor staircase to the quadrangle of buildings created by buildings A, B, and C on lot 1. The ability to have a generous ground level opening underneath the rail line, opening a wide view towards the river will be important from a functional and visual standpoint. The concept focuses on the idea that as pedestrians travel down 7th Street the public spaces continually widens until they crescendo at the river’s edge.
- 3. Relationship of Development to the Riverfront** – The concept allows buildings fronting along the riverfront to have varied setbacks and scales in order to provide greater visual variability. Building F is depicted as the tallest building, located in a way that it creates a backdrop as one views the area from Riverside Drive and blocks views of the active UPRR railroad and the berm. The treatment of the landscape from the river’s edge could vary from highly naturalized to more manicured, the further away from the river the spaces are located. At the core of the area, Riverside Drive should be thought of not as a street, but as a public plaza that allows for vehicles to traverse when not used for events. The extension of Defiance Avenue to Buildings E and F would allow for Riverside Drive to be closed for events north of 7th Street, and still provide resident and emergency vehicle access to the buildings.

- 4. Public Space** – This plan alternative proposes that all of the land between the river and Riverside Drive remain in public ownership. Building G could either be a leased pad to a private developer/business or be developed by the City with leased tenancy. All of the remaining public open space would be privately developed and maintained with the stipulation of public access.
- 5. Parking Supply and Service** – This plan alternative focuses on creating one large parking structure, integrated into a downtown transit hub, at the intersection of Colorado Avenue and 7th Streets. The plan allows for the creation of 592 space garage with ground floor retail along 7th Street and a transit center along Colorado Avenue. It also provides for the ability to set back the structure from the rear windows of the County Courthouse. A large parking facility in this location would serve the core of downtown, the City and County Complex, and the new development at the Confluence.
- 6. Major Centralized Downtown Transit Center(s)** – There is a desire by the City and RFTA to create a downtown transit center. In the preparation of the reuse alternatives several factors were considered including: the ability to locate a facility that would be functionally efficient in terms of transit operations (i.e. easily accessible by the primary transit routes along Grand Avenue and 8th Street); the ability to have signalized access to allow for signal preemption or privatization to maintain schedules and headways; and especially important, be geographically convenient to serve all of the downtown and the Confluence Area. The proposed location on the existing parking lot along Colorado Avenue between 7th and 8th Streets achieves all of these locational criteria. With the proposed integration of the large parking structure with the transit center, the ability to provide park-and-ride facilities at this location is also possible.

In addition to the bus transit center, this plan depicts a potential future elevated light rail transit station on the top of the berm. This would make the Confluence Area a highly functional transit-oriented development, with excellent rail and bus transit within an 1/8 mile walk of the entire development and downtown.

- 7. Ability to Phase Development** – This plan alternative provides for a highly flexible phasing of development. Buildings A, B, and C located on lot 1 could be advanced

towards development with the only major limiting factor being the environmental status of the site as a former railroad property. Prior to development, Defiance Avenue from 7th to 8th Streets will need to be upgraded. In order for the new development to accommodate the grade changes from the high point at the intersection of 8th Street and Defiance Avenue to the lot’s frontage along 7th Street, the entire roadway system within the Confluence Area should be engineered to a level to determine that all grading related to the underpasses meets design requirements. 7th Street and the portion of Defiance Avenue between 7th and 8th Streets will need to be constructed.

As with all three alternatives, buildings K through N, on lots 2 and 9 should be advanced to create continuous development along 7th Street from the downtown to the Confluence.

Development of lots 5, 6, and 8 will necessitate the acquisition of private property, either by a developer directly or by the City. The proposed Riverside Drive would bisect the private property and require public right-of-way.

- 8. Existing Utilities** – Based on the information provided, this plan configuration would not require significant relocation of underground utilities although re-routing into new street rights-of-way may be desirable.



The naturalized aspects of the river’s edge will need to be maintained through creative design and ecologic enhancement, while providing public access to the water.

Plan Limitations

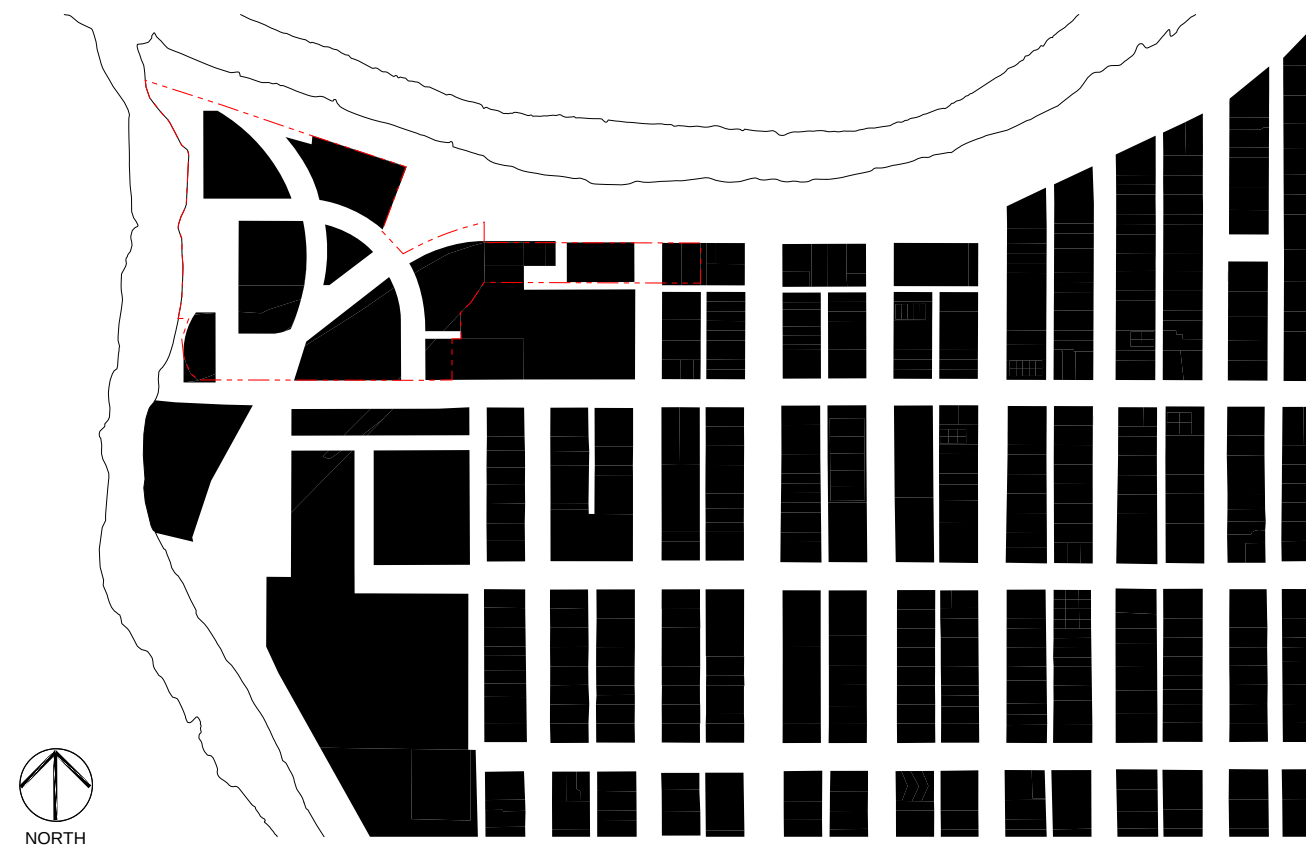
- 1. Reduction in RFTA ROW Width** – The awkward shape of lots 5 and 8 makes them challenging to develop. The ability to obtain the additional parcels amended to the RFTA ROW to create the 100’ ROW width provides great value in achieving additional building yield, especially on lot 5.
- 2. Modification to RFTA Berm** – In order to create a street grid, two underpasses of the railroad are required. The underpass at 7th Street is proposed to be significantly widened, likely achieved by two bridge spans with a central pier. A new underpass would be required at the location where the Defiance Avenue is extended to meet the proposed Riverside Drive.
- 3. Existing Utilities** – Keeping the underground utilities in the current configuration reduces the overall development potential of this layout. If some utilities can be relocated, the footprints of buildings H and I may be increased. In addition, the recently identified sewer line paralleling the UPRR ROW on lot 3 precludes the ability to create a practical parking structure in this location, as previously proposed. This plan alternative depicts a potential light rail transit station in the center of the Confluence Area on top of the berm. Ideally, if a parking structure could be located on lot 3 it would provide park-and-ride facilities with direct access to platform elevation if rail transit were constructed in the future.



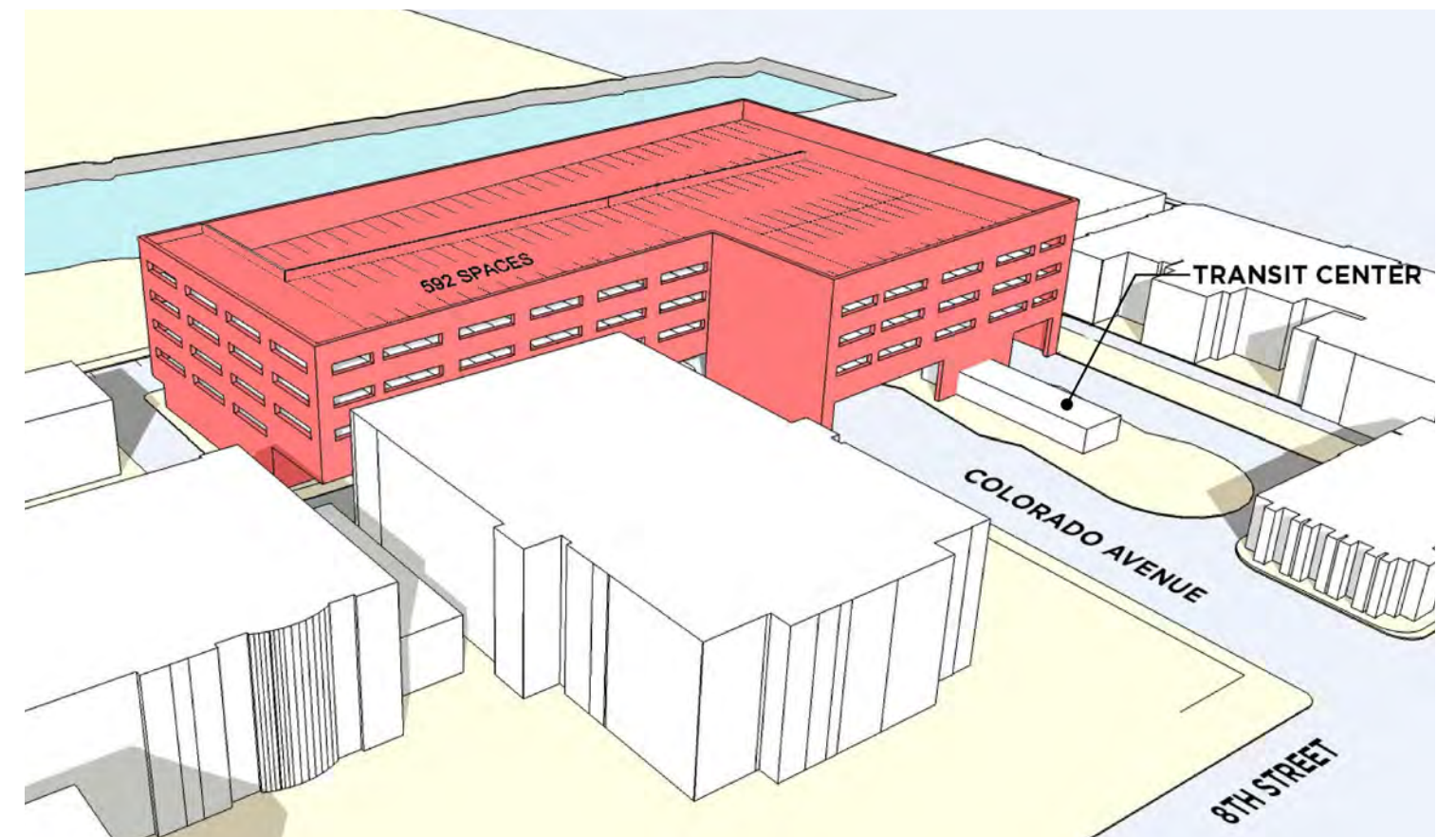
Alternative A - Building Footprint Figure/Ground Diagram



Plan view of parking structure spanning Colorado Avenue and incorporating a potential RFTA Transit Center

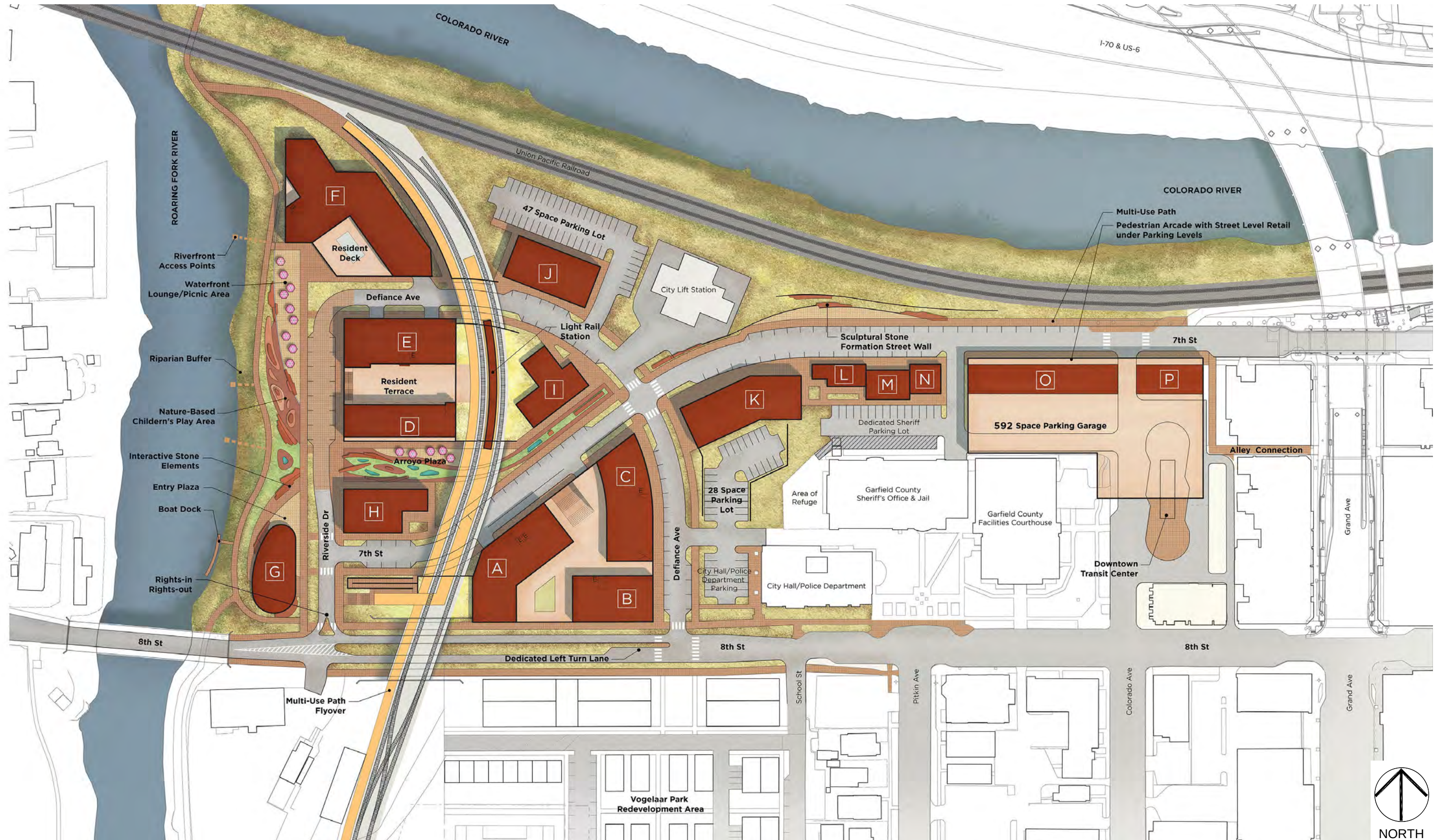


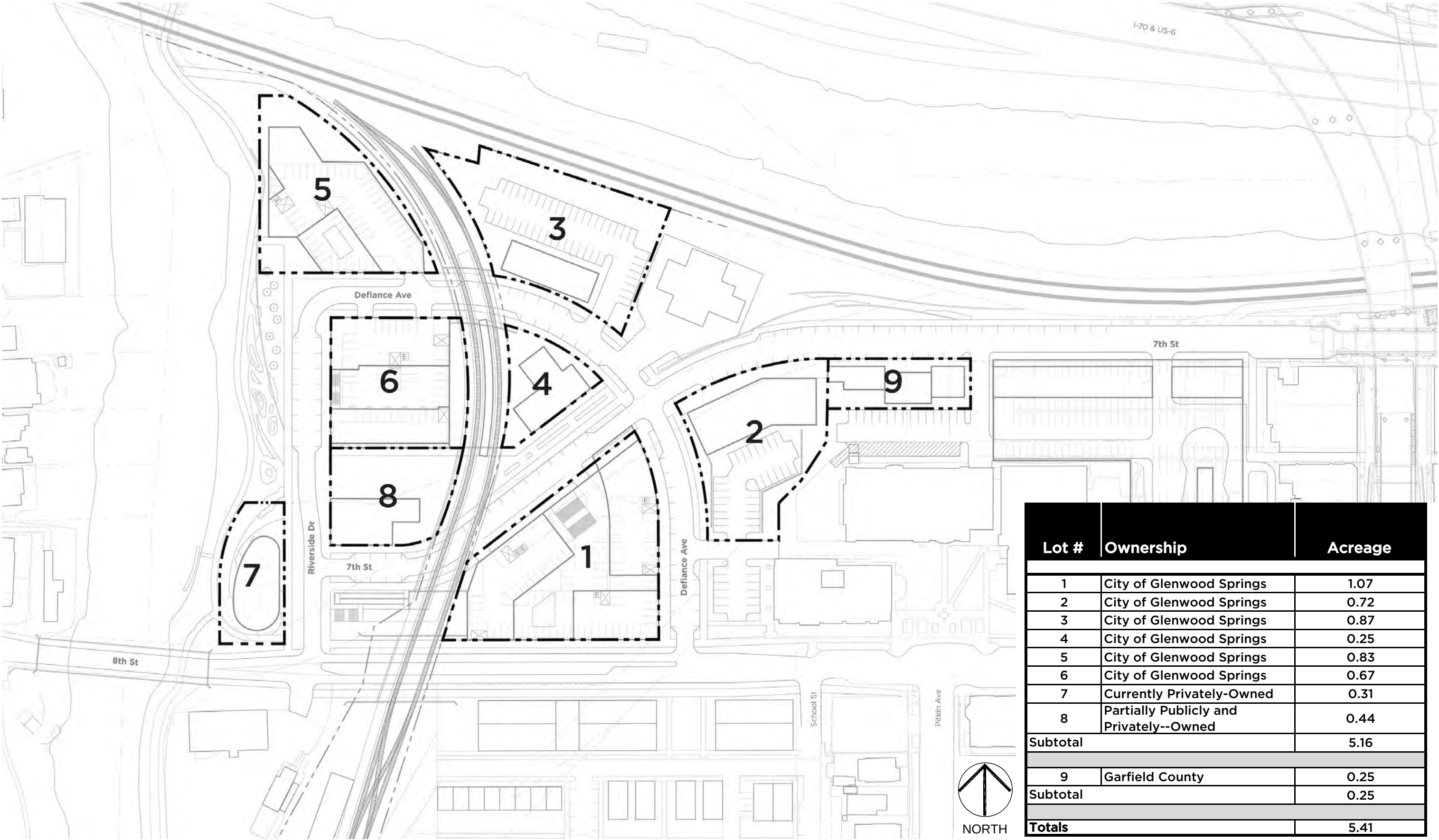
Alternative A - Block Structure Figure/Ground Diagram



Oblique view of parking structure spanning Colorado Avenue and incorporating a proposed RFTA Transit Center.

Alternative A - Site Reuse Plan





Lot #	Ownership	Acreage
1	City of Glenwood Springs	1.07
2	City of Glenwood Springs	0.72
3	City of Glenwood Springs	0.87
4	City of Glenwood Springs	0.25
5	City of Glenwood Springs	0.83
6	City of Glenwood Springs	0.67
7	Currently Privately-Owned	0.31
8	Partially Publicly and Privately--Owned	0.44
Subtotal		5.16
9	Garfield County	0.25
Subtotal		0.25
Totals		5.41

ALTERNATIVE B

This alternative considers the potential future elimination of the RFTA ROW, i.e. removal of the berm entirely from 8th Street to the UPRR ROW. The elimination of this major physical impediment, especially due to its central location and awkward shape, allows for a dramatically different development in terms of character, efficiency, and density, all of which are improved in this plan alternative.

- Key Design Parameters
- RFTA ROW – This alternative explores the potential value of eliminating the RFTA ROW north of 8th Street and the berm within it.

■ Structured Parking - A parking structure is located adjacent to the City Building, at Defiance Avenue and 7th Street. A percentage of the parking within this structure could be dedicated to the Vogelaar Park redevelopment south of 8th Street as well as serving the City and County Complex.

■ Street Pattern/Vehicular Circulation – A street pattern that extends and replicates the typical block dimensions and pattern of the downtown is utilized as the basis of the street grid and the urban block form.

■ Rail Transit - This alternative is based on a future rail transit line and station terminating at 8th Street and the RFTA ROW.

■ Utilities – This alternative assumes that significant utility relocation would be possible and therefore, not a limiting constraint.
- Plan Benefits
1. **Overall Urban Form & Street Pattern** – What the community expressed that they desired is the creation of a neighborhood that evokes a consistent character of Glenwood Springs’ downtown, yet also takes advantage of unique aspects of the Confluence Area. In essence, this means - unique yet complimentary. Once the berm and its related impacts are removed from the equation, a geometry that follows the traditional form and pattern of the downtown can be easily extended into the area. A major opportunity that opens up in this alternative is the ability to relocate Defiance Avenue to the west, aligning it with the proposed north-south street on the Vogelaar Park site and making blocks along 8th Street that are closer to the typical 250’ east-west length.
- At the point that 7th Street intersects with Defiance Avenue; a central cobblestone courtyard can be created as a defining urban design entrance feature. From this point, a triangular public space expands towards the riverfront. This central public space could be lined with mixed-use buildings creating a well-organized development plan focused on a logical progression of public spaces. This approach provides for abundant and flexible opportunities for special events and daily use by local residents. In essence the space would function as a formal central square and then transitions into a naturalized park experience as it progresses to the river’s edge.
- Another benefit of the elimination of the berm is the ability to fully engage 8th Street with active and vibrant ground floor frontage. Due to the grade implications of the berm, it would be very difficult to create an activated retail and pedestrian realm along this frontage in other scenarios. In this case, the 8th Street frontage could be a “complete street” from an urban design perspective with ground floor retail storefronts. In this scenario a central median along 8th Street is less desirable in order to reduce the width of the street to promote the relationship of development on both sides of the street.
- Finally, the resultant street layout creates numerous rectilinear development lots (see Alternative B Development Parcel Diagram) that form efficient development parcels of varying sizes.
2. **Development Yield** – This plan alternative provides the greatest potential development yield compared to alternatives A and C, for both housing units and commercial/retail square footage.

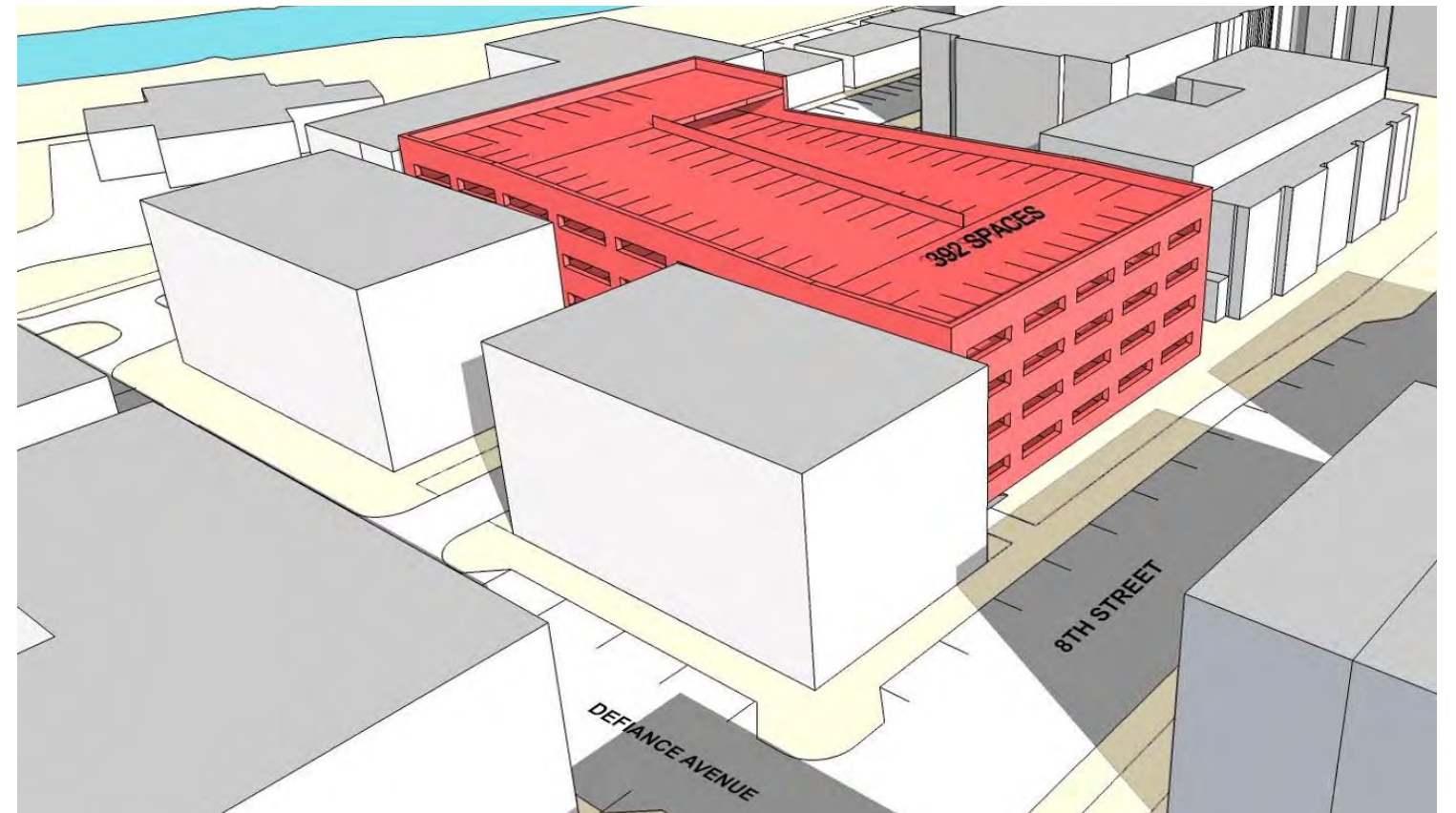
3. **RFTA ROW** – With the elimination of the RFTA ROW and the berm within it, the most ideal location and configuration of streets and circulation through the area can be achieved. Not only does this plan create a highly functional street pattern for traffic flow, it provides for highly efficient block dimensions. This results in a denser development in a manner that does not feel out of proportion or scale with its context. The cost per foot to construct many of the buildings would also likely be lower because larger footplates with simple geometries can be achieved. It also allows for substantial buildings to be located as bookends in a highly valuable location near the riverfront, yet provides the opportunity for an expansive stretch of public open space to extend back from the
- Alternative B Yield Table
- | Map Key | Uses | Building Footprint S.F. | Stories/ Levels | Commercial S.F. | Total S.F. | Dwelling Units | Notes |
|---------|---|-------------------------|-----------------|-----------------|------------|----------------|---|
| A | Mixed-Use: Multi-Family Housing & Commercial/Restaurant | 13,550 | 5 | 6,000 | 67,750 | 40 | Ground Floor retail with building ammenities for the remainder. Total Building Height 52’. |
| B | Mixed-Use: Multi-Family Housing & Limited Commercial/Retail | 13,200 | 5 | 11,200 | 66,000 | 40 | Ground Floor retail with building ammenities for the remainder. Total Building Height 52’ |
| C | Mixed-Use: Multi-Family Housing & Commercial/Restaurant | 14,400 | 5 | 12,600 | 72,000 | 48 | Ground Floor signature riverfront dining with dock and building ammenities for the remainder. Total Building Height 52’. |
| D | Mixed-Use: Multi-Family Housing & Commercial/Retail | 16,545 | 5 | 12,000 | 79,725 | 56 | Ground Floor retail with building ammenities for the remainder. Could have retail on 2nd floor facing courtyard. Total Building Height 52’. |
| E | Boutique Hotel & Commercial/Restaurant | 7,690 | 5 | 1,500 | 38,450 | | 35 - 40 Room Hotel with Ground Floor Lobby and Retail. Total Buidling Height 52’. |
| F | Mixed-Use: Multi-Family Housing & Commercial/Retail | 9,200 | 4 | 7,000 | 36,800 | 24 | Ground Floor retail with building ammenities for the remainder. Could have retail facing courtyard. Total Building Height 42’. |
| G | Mixed-Use: Multi-Family Housing & Commercial/Retail | 6,600 | 4 | 3,000 | 26,400 | 24 | Ground Floor retail with building ammenities for the remainder. Could been affordable units which would increase unit yield. Total Building Height 42’. |
| H | Mixed-Use: Multi-Family Housing & Commercial/Retail | 6,000 | 4 | 2,800 | 24,000 | 21 | Ground Floor retail with building ammenities for the remainder. Could been affordable units which would increase unit yield. Total Building Height 42’. |
| I | Mixed-Use: Affordable Housing & Commercial/Retail | 11,110 | 4 | 9,000 | 44,440 | 27 | Ground Floor retail with building ammenities for the remainder. Total Building Height 42’ |
| J | Commercial/Retail | 4,000 | 1 | 4,000 | 4,000 | | |
| K | Commercial/Retail | 2,400 | 1 | 2,400 | 2,400 | | |
| L | Commercial/Retail | 1,700 | 1 | 1,700 | 1,700 | | |
| M | Commercial/Retail | 2,400 | 1 | 2,400 | 2,400 | | |
| N | Commercial/Retail/Office | 7,500 | 3 | 22,500 | 22,500 | | Ground floor retail with office space on two floors above. Could provide office space for County Complex. Total Building Height 32’. |
| O | Commercial/Retail/Office | 5,000 | 3 | 15,000 | 15,000 | | Ground floor retail with office space on two floors above. Could provide office space for County Complex. Total Building Height 32’. |
| Totals | | 121,295 | | 113,100 | 503,565 | 280 | |
- riverfront into the core of the development, along the 7th Street axis.
4. **County Complex** – All of the criteria provided from the County related to its complex are accommodated. As a result of shifting Defiance Avenue to the west, a highly efficient parking structure is to be provided adjacent to City Hall. The garage can be located to provide surface parking for the police department and also provide additional buffer for the area of exterior emergency refuge for the jail.

5. **Major Centralized Downtown Transit Hubs** – This alternative depicts a regional commuter rail facility terminating at a station on the south side of 8th Street. This station would be within a 1/4-mile walking radius of most of the downtown.

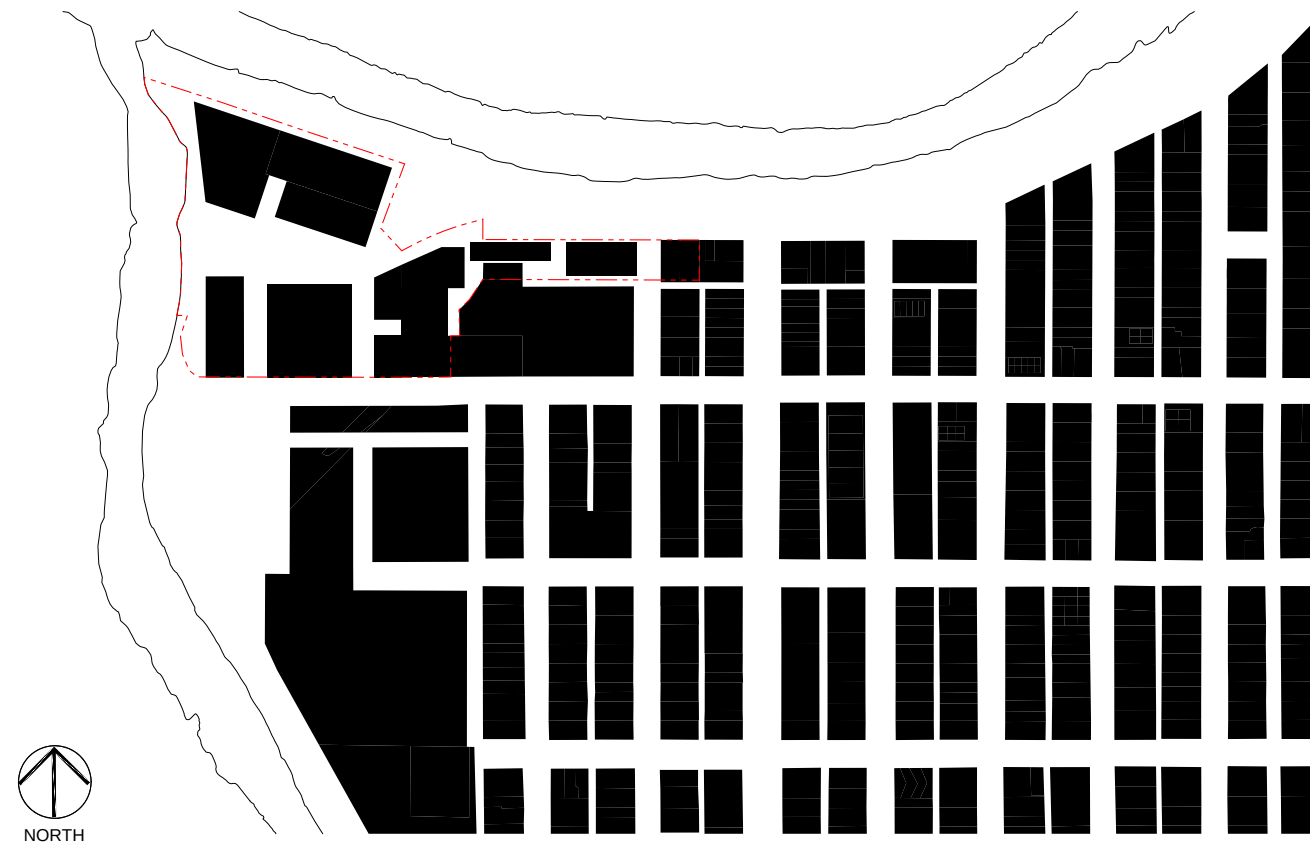
6. **Parking Supply and Service** – Two parking structures are provided in this plan alternative. They are located in areas that are least desirable for higher valued land uses. The first is located on lot 4 adjacent to the police department entrance to City Hall, creating a physical buffer between that use/activity and new mixed-use development. The
- second is located on lot 7, adjacent to the active UPRR ROW. In both cases, the structures can be configured in standard garage modular depths to create cost-effective and efficient layouts for each facility. The structures also provides ample parking for both the new development and the existing downtown. The structure on lot 4 could serve the adjacent housing, the government complex, and provide commercial/retail parking. The structure on lot 7 could be primarily for residential parking and also provide overflow commercial/retail parking. It is also located close enough to the Rio Grande Trail it could provide off-site parking for events in Two Rivers Park. Both structures could be wrapped with development on their primary sides.
7. **Costs and Time** – This alternative potentially yields an additional 100,000 SF of development yield and 50 to 60 additional residential units. However, the likely costs to achieve this additional development yield will be substantial. In addition to the direct acquisition costs of the RFTA ROW in this area, the value of the time it takes to achieve and the value of the lost return from development that could occur sooner, will need to be taken into account.
- Glenwood Springs Moving Forward Together | U.S. EPA Brownfields Area-Wide Plan
- 18
- Packet Page 111



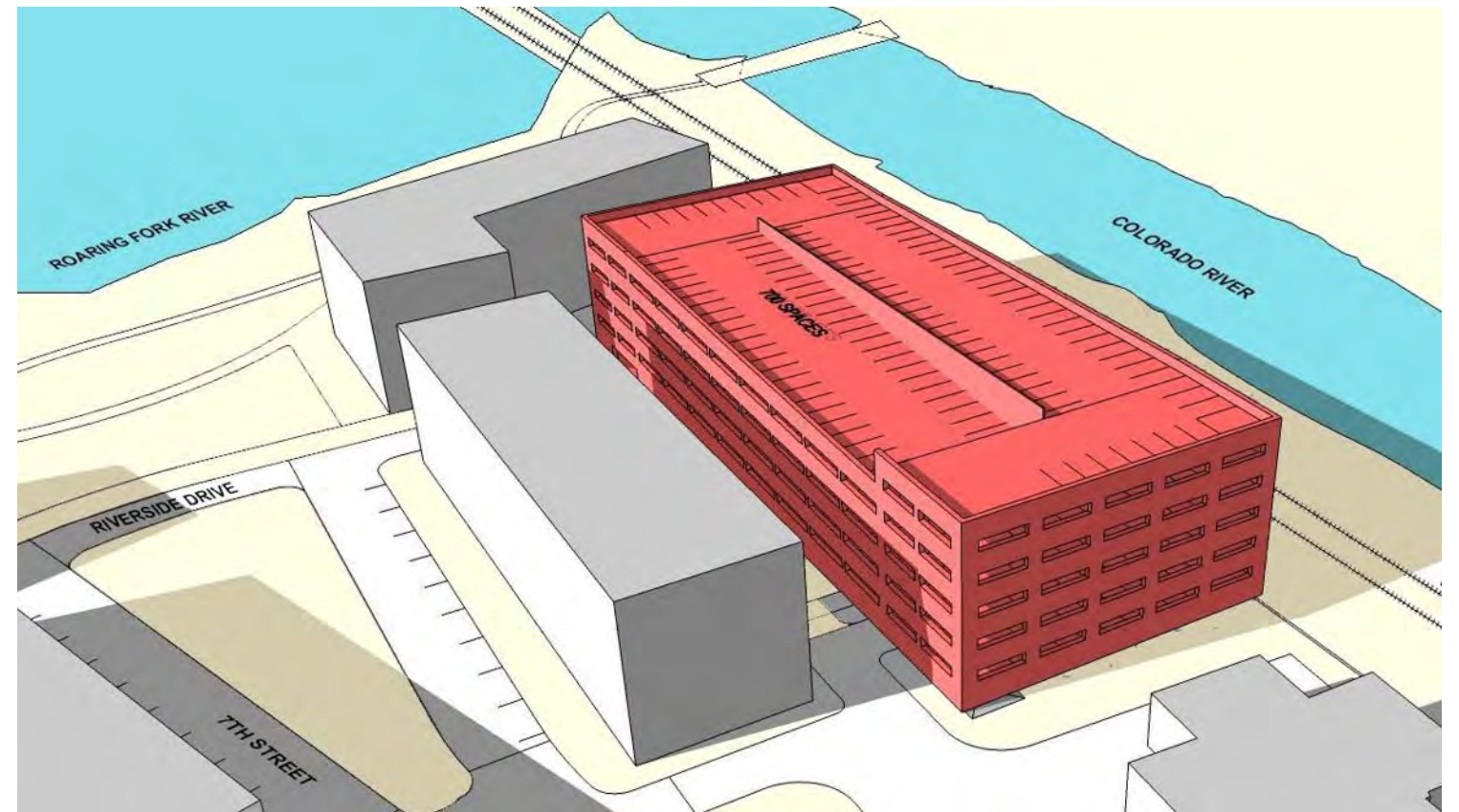
Alternative B - Building Footprint Figure/Ground Diagram



Oblique view of parking structures on lot 1 showing City Hall and new housing fronting a relocated Defiance Avenue.

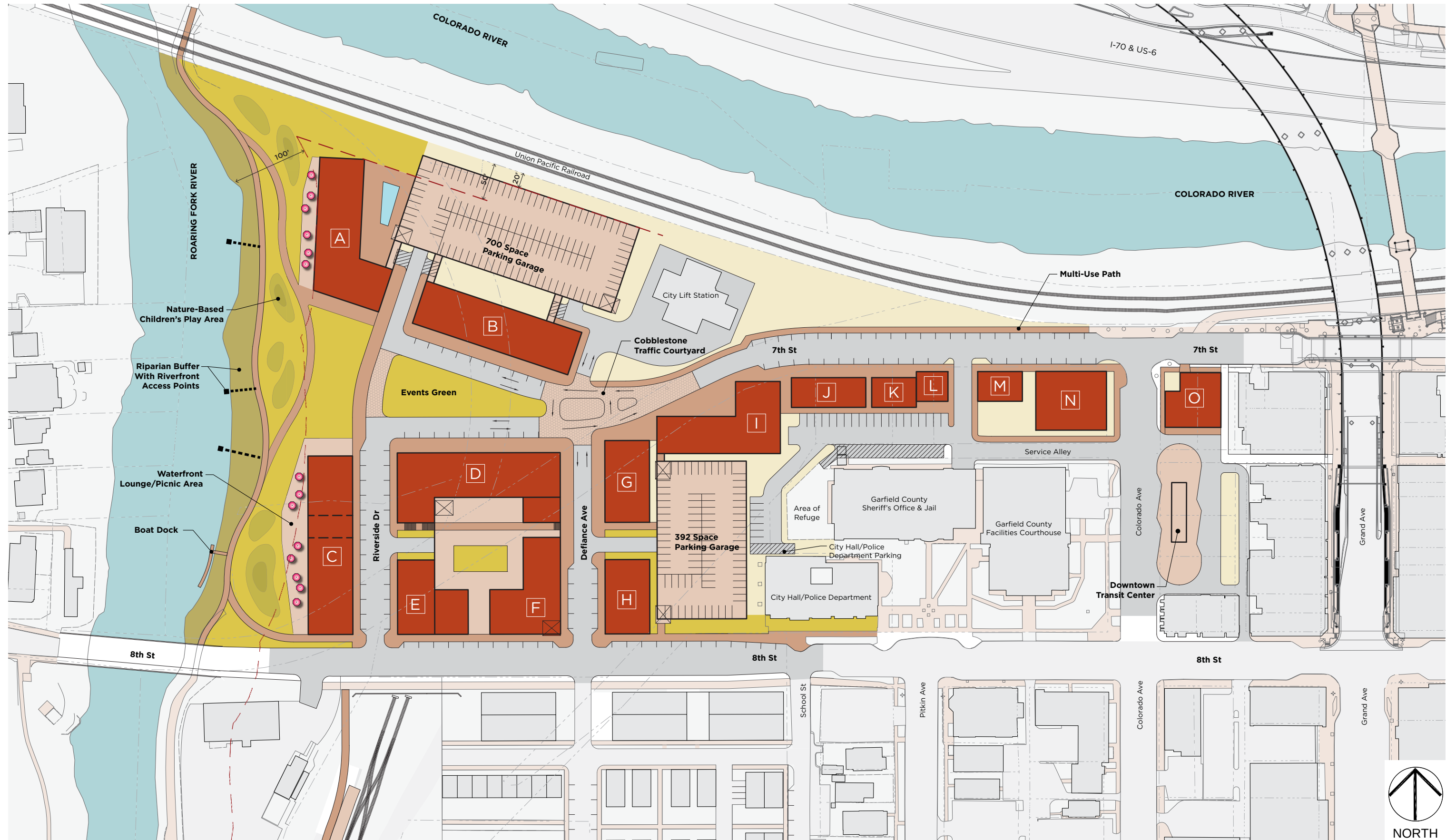


Alternative B - Block Structure Figure/Ground Diagram



Oblique view of parking structure on Lot 7 showing buildings wrapping the facility.

Alternative B - Site Reuse Plan





Lot #	Ownership	Acreage
1	City of Glenwood Springs	1.23
2	City of Glenwood Springs	0.18
3	City of Glenwood Springs	0.20
4	City of Glenwood Springs	0.64
5	City of Glenwood Springs	0.35
6	City of Glenwood Springs	0.56
7	City of Glenwood Springs	0.85
8	City of Glenwood Springs	1.02
9	Partially Publicly and Privately--Owned	0.83
Subtotal		5.86
10	Garfield County	0.23
11	Garfield County	0.37
12	Garfield County	0.13
Subtotal		0.73
Totals		6.59

ALTERNATIVE C

This alternative shows what could be achieved if the current 100’ RFTA ROW is maintained and the existing 7th Street underpass of the rail is upgraded but not widened. It also assumes that the relocation of underground utilities is avoided as much as possible. The suggestion to have a series of buildings fronting on the riverfront that are serviced by access drive on the berm side of the development is incorporated. This alternative represents what might be able to occur with the least amount of upfront actions on the part of the City or a developer.

Key Parameters

- Overall Urban Design Approach – Since the berm is left essentially intact as it exists today, the area is significantly divided by this major landform element. As a result, instead of trying to create one cohesive design approach each area is made to be very distinctive with the hopes that these aspects make them destinations worth “seeking out.” Emphasis is placed on two areas: the river frontage (as an elevated promenade with terraces) and the intersection of 7th Street and Defiance Avenue.
- RFTA ROW – With the exception of minor functional, safety, and aesthetic modifications, and the inclusion of a multi-use path, the RFTA ROW berm is left intact.
- Structured Parking – These alternative focuses on creating a single, large structured parking facility on lot 1 at Defiance Avenue between 7th and 8th Streets. Minimal ground floor retail options for the structure are considered in order to maximize the parking yield within the structure.
- Street Pattern/Vehicular Circulation – The notion of a gridded street layout is abandoned and Defiance Avenue terminates at a surface parking lot on lot 3. 7th Street follows its current alignment terminating at a “rights-in, rights-out” intersection with 8th Street. Development between the RFTA ROW and the river’s edge is accessed via a service drive that parallels the RFTA ROW line.

Plan Benefits

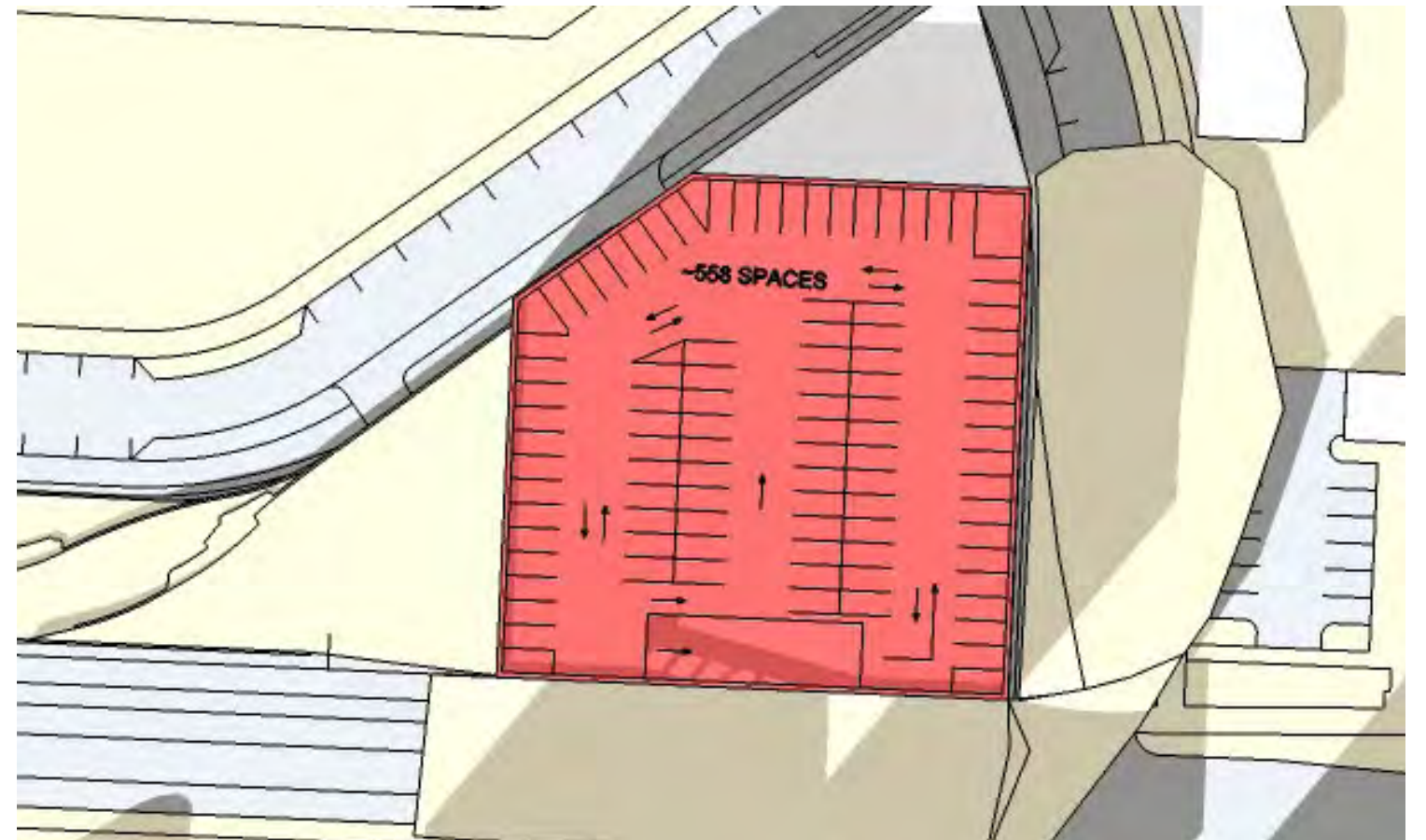
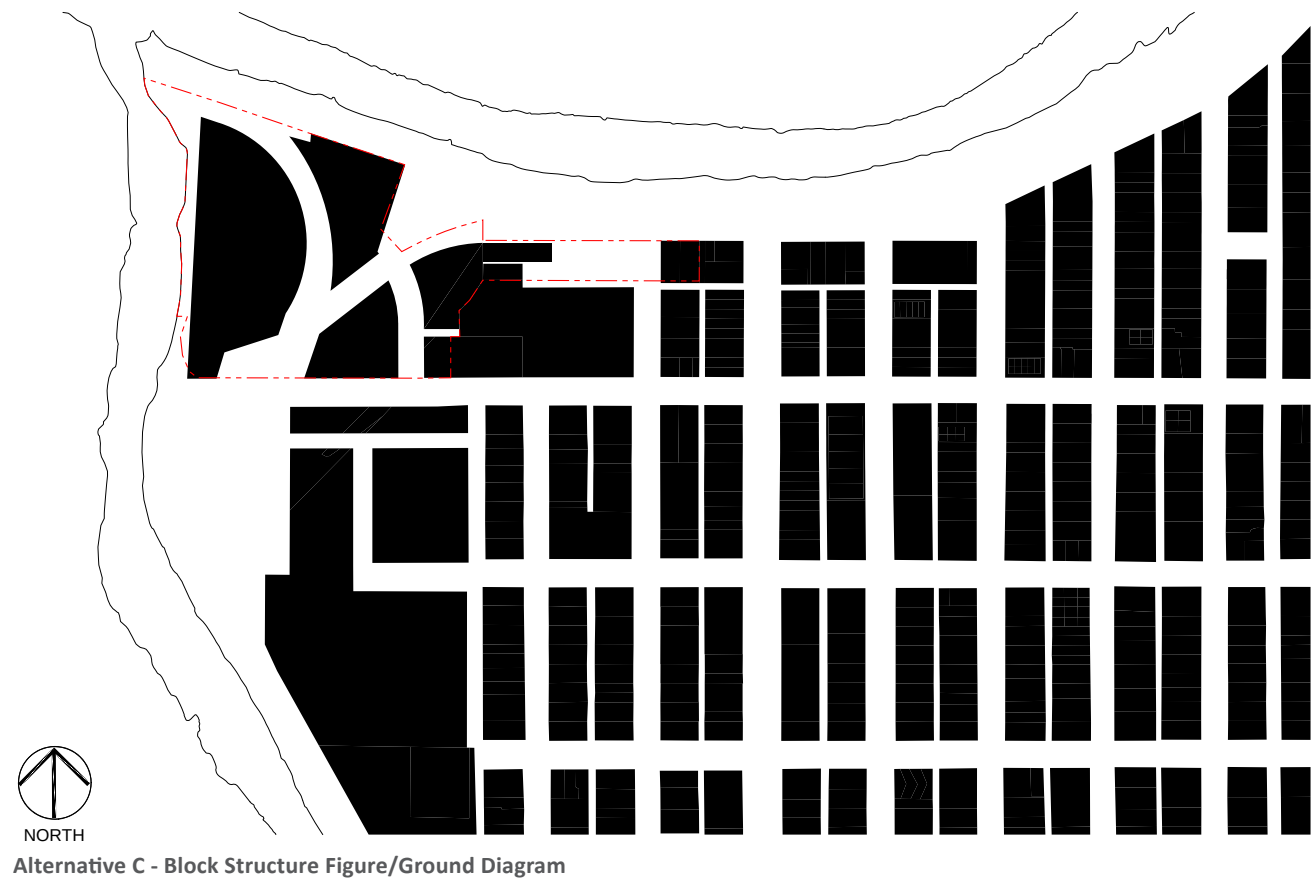
- Overall Urban Form & Street Pattern** – This alternative creates a very strong emphasis directly onto the riverfront. Three of the largest buildings line the river’s edge. This alternative relies heavily on creating a seamless transition between the character and design of the riverfront public park and the elevated promenade and terraces that would be part of the private development. If successful, this area would be very intensely utilized with high concentration events, etc. so great care would be needed to balance the desire of the community to see the river’s edge be naturalized while providing ample hardscaping to support intense use.
- RFTA ROW** – No major actions are required to implement this plan alternative. The alternative depicts the potential restoration of freight rail along with a multi-use path on the top of the berm, creating a rail-and-trail condition.
- Relationship of Development to the Riverfront** – The “front” of the development actually faces the riverfront with an elevated promenade fronted with commercial/retail uses overlooking the river.
- Parking Supply and Service** – The proposed parking structure on lot 1 allows for the creation of a large parking supply that can service the commercial/retail riverfront demand from the development on lot 4, as well as the other mixed-use development along 7th Street. It could also provide supplemental parking for the development south of 8th Street at Vogelaar Park and the City and County Complex. Parking for buildings A, B, and C on lot 4 is provided in one interconnected at-grade parking area below the promenade and is supplemented with a surface lot on the RFTA ROW side of the building complex. An additional surface lot, primarily to serve the housing in building D on lot 3, is provided adjacent to the UPRR active rail line.

It is possible to integrate the structured parking garage scenario from Alternative C with the remainder of the Alternative A reuse plan. This determination could be an outcome of the RFTA Corridor Service Study.

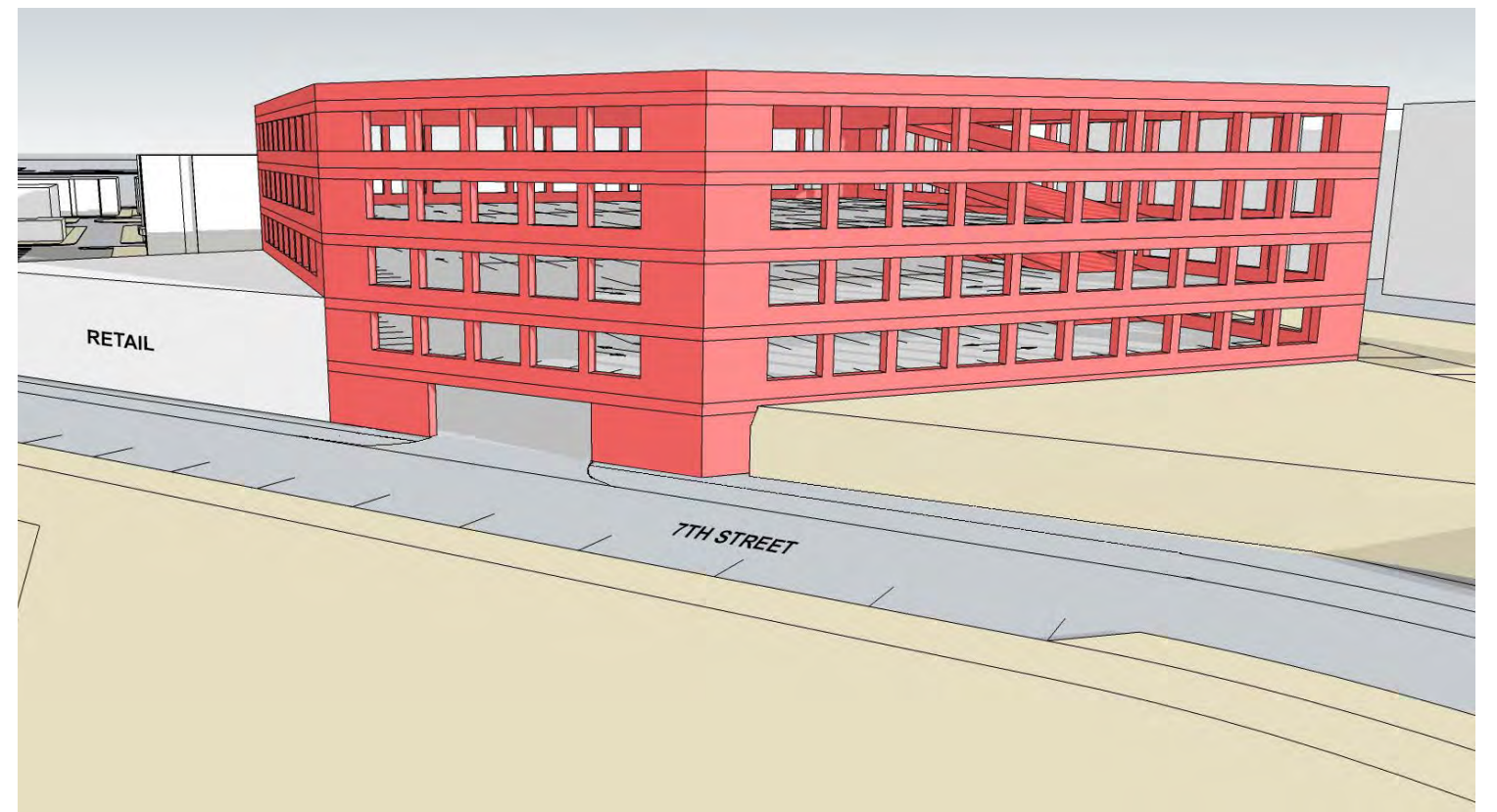
Alternative C Yield Table

Map Key	Uses	Building Footprint S.F.	Stories/ Levels	Commercial S.F.	Total S.F.	Dwelling Units	Notes
A	Mixed-Use: Multi-Family Housing & Commercial/Restaurant	9,000	5	5,000	45,000	28	Buildings A, B, & C would sit on top one interconnected parking level pedestal with a public promenade overlooking the river as the "Ground Floor" for the buidlings. Total building Height 52'.
B	Mixed-Use: Multi-Family Housing & Limited Commercial/Retail	7,200	5	5,000	36,000	24	
C	Mixed-Use: Multi-Family Housing & Commercial/Restaurant	7,200	5	6,500	36,000	24	
D	Boutique Hotel & Commercial/Restaurant	12,060	4	3,000	48,240		40 - 50 Room Hotel with Ground Floor Lobby and Retail. Total Buidling Height 42'.
E	Commercial/Retail	4,900	1	4,900	4,900		One-story Commercial/Retail wrapping parking structure.
F	Mixed-Use: Affordable Housing & Commercial/Retail	11,360	4	8,000	45,440	27	Affordable Housing on upperf floor. Total building Height: 42'
G	Commercial/Retail	2,400	1	2,400	2,400		
H	Commercial/Retail	1,700	1	1,700	1,700		
I	Commercial/Retail	5,400	1	5,400	5,400		
J	Commercial/Retail	2,000	1	2,000	2,000		
K	Commercial/Retail	7,500	3	22,500	22,500		
L	Commercial/Retail	5,000	2	10,000	10,000		
Totals		75,720		76,400	259,580	103	

- Downtown Transit Center** – This plan alternative also shows a RFTA bus transit center in conjunction with the large parking structure on lot 1. Bus pick-up and drop-off would occur along Defiance Avenue. The ability to provide efficient operations and routing back onto 8th Street in each direction will need to be evaluated since the only signalized intersection is at 8th Street and Colorado Avenue. Direct BRT transit stop service could also be provided on both sides of 8th Street in conjunction with the garage, to facilitate express bus routing
- Utilities** – This plan alternative doesn’t anticipate the need to make any major modifications to underground utilities.
- Costs, Time, and Phasing** – A significant amount of this development could advance in the near-term. With the exception of the need to acquire additional private property at the intersection of 7th and 8th Streets and the riverfront, the development on lot 4 could proceed. Phasing of development could occur and correspond to the development of Vogelaar Park and the parking structure on lot 1. Lot 3 could also be developed entirely as a surface parking lot as an interim use until the parking structure is constructed on lot 1.

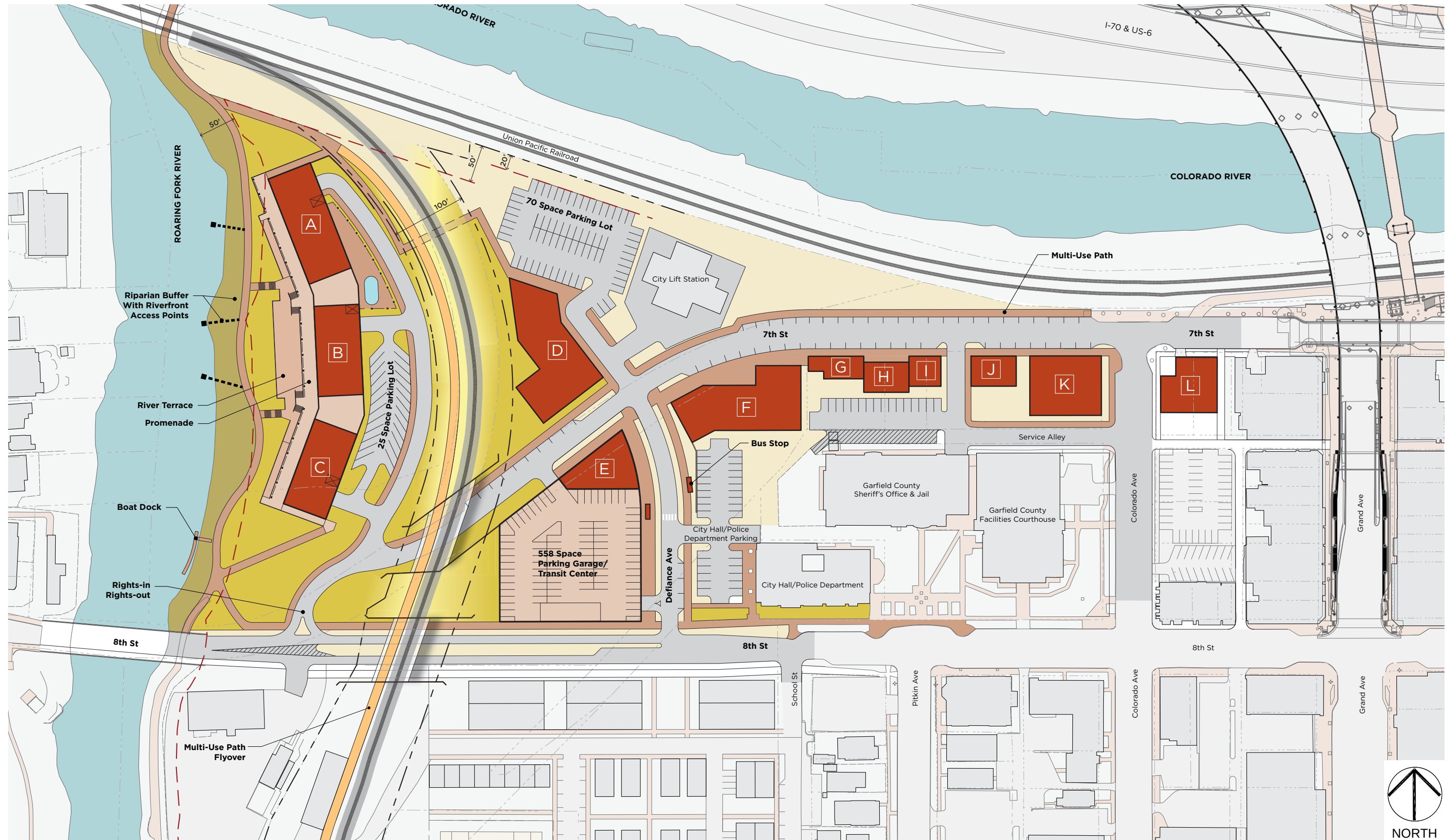


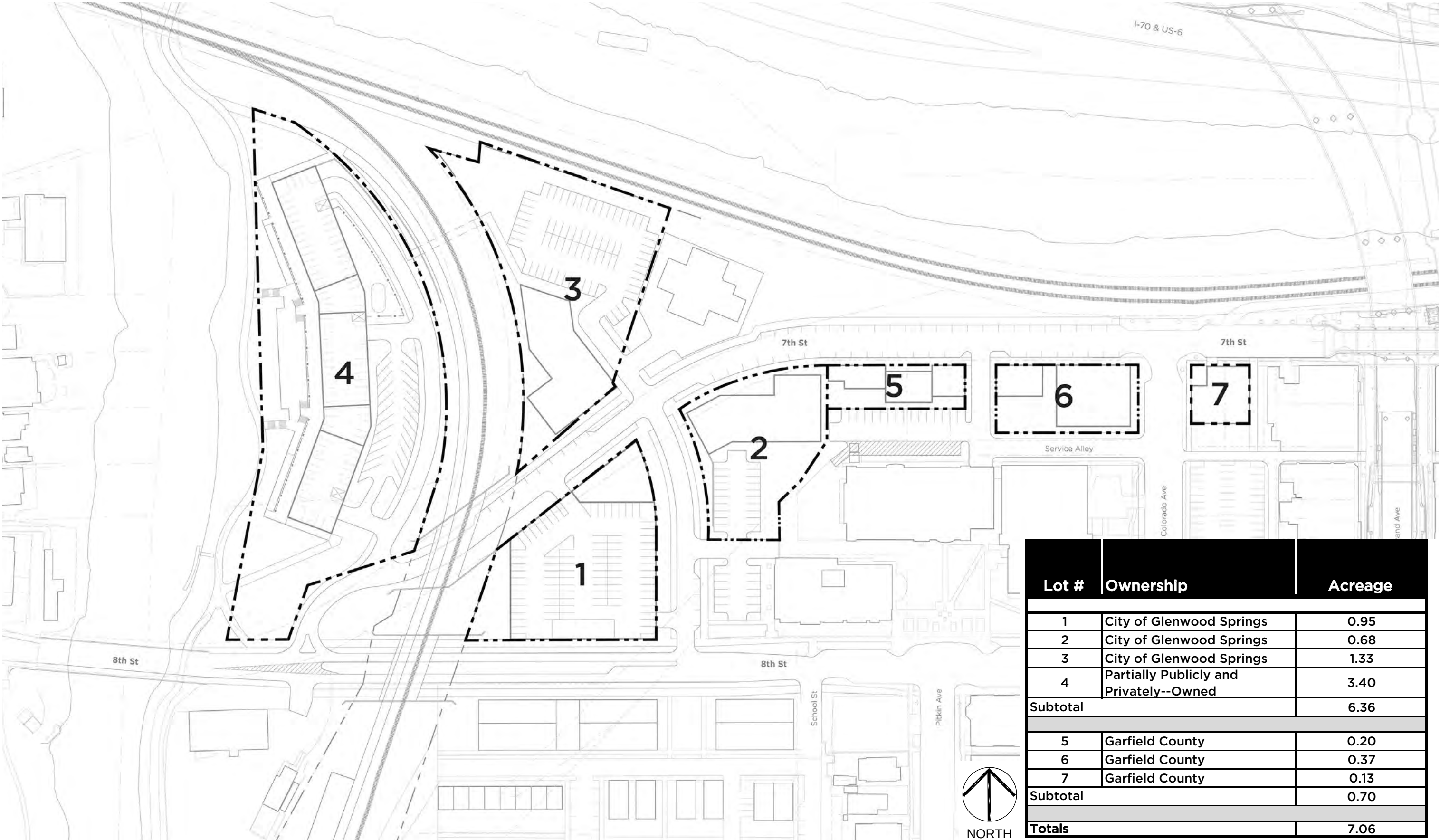
Plan view of the parking structure on lot 1.



Oblique view of parking structure on lot 1 showing 7th Street frontage and lower level access.
Note: RFTA ROW and berm are excluded for visualization purposes

Alternative C - Site Reuse Plan





Lot #	Ownership	Acreage
1	City of Glenwood Springs	0.95
2	City of Glenwood Springs	0.68
3	City of Glenwood Springs	1.33
4	Partially Publicly and Privately--Owned	3.40
Subtotal		6.36
5	Garfield County	0.20
6	Garfield County	0.37
7	Garfield County	0.13
Subtotal		0.70
Totals		7.06

2.3 THE WEST 6TH STREET AREA

This area was originally evaluated because of its value for redevelopment in relationship to the CDOT site as one the three catalyst brownfield sites. It was thought that in order to determine the ultimate reuse value for the CDOT site, it was important to look at how it connects more directly to North Glenwood Springs and the downtown. This meant that the West 6th Area, and what that area's potential could be, became as crucial as what occurs on the CDOT site itself. The West 6th Street Area was evaluated starting with the recommendations from the 2017 6th Street Corridor Master Plan as a basis. In addition, it is believed that based on some of the historical uses in this area, a few of the properties maybe brownfields, although no actual environmental assessment data was available to substantiate this possibility.

The 2017 6th Street Corridor Master Plan report focused heavily on the area of the 6th Street east of Laurel Street. It especially advocates creating a more traditional urban development pattern in the two blocks from Laurel Street to Pine Street, connecting to the pedestrian bridge north "landing" area. For the area west of Laurel Street, the plan mostly focuses on ways to improve the multi-modal transportation aspects of West 6th Street with an emphasis of introducing intersecting streets to form more typical street blocks, in order to reduce the highway-like suburban condition that current exists. This would also create a new traditional downtown block framework to shape new infill development that is oriented towards a pedestrian streetscape.

With the goal of promoting greater infill development in a denser, more walkable pattern, this project looked in more detail at the recommendations of the 2017 6th Street Master Plan to determine if new public streets and facilities could be introduced into the area to begin to foster a transformation of the area, especially for some of the parcels that have a history of auto-related uses and other potential brownfields aspects.

The proposed AWP reuse scheme for this area evaluates how a new local street network could be introduced. The proposed layout of the local streets works around the existing uses that are anticipated to remain and are active businesses. The concept is based on creating traditional complete streets with two-way traffic, on-street parking, few if any curb cuts, and sidewalks and streetscaping. New infill development would front onto these streets with zero setbacks and in some cases mixed-use development with ground floor

commercial uses and upper floor residential. Since this area already has a concentration of lodging uses and the market analysis performed as a part of the AWP showed that there may be demand for additional hotels, a potential hotel could certainly fit within the proposed reuse framework, most likely fronting onto West 6th Street, at a newly created corner.

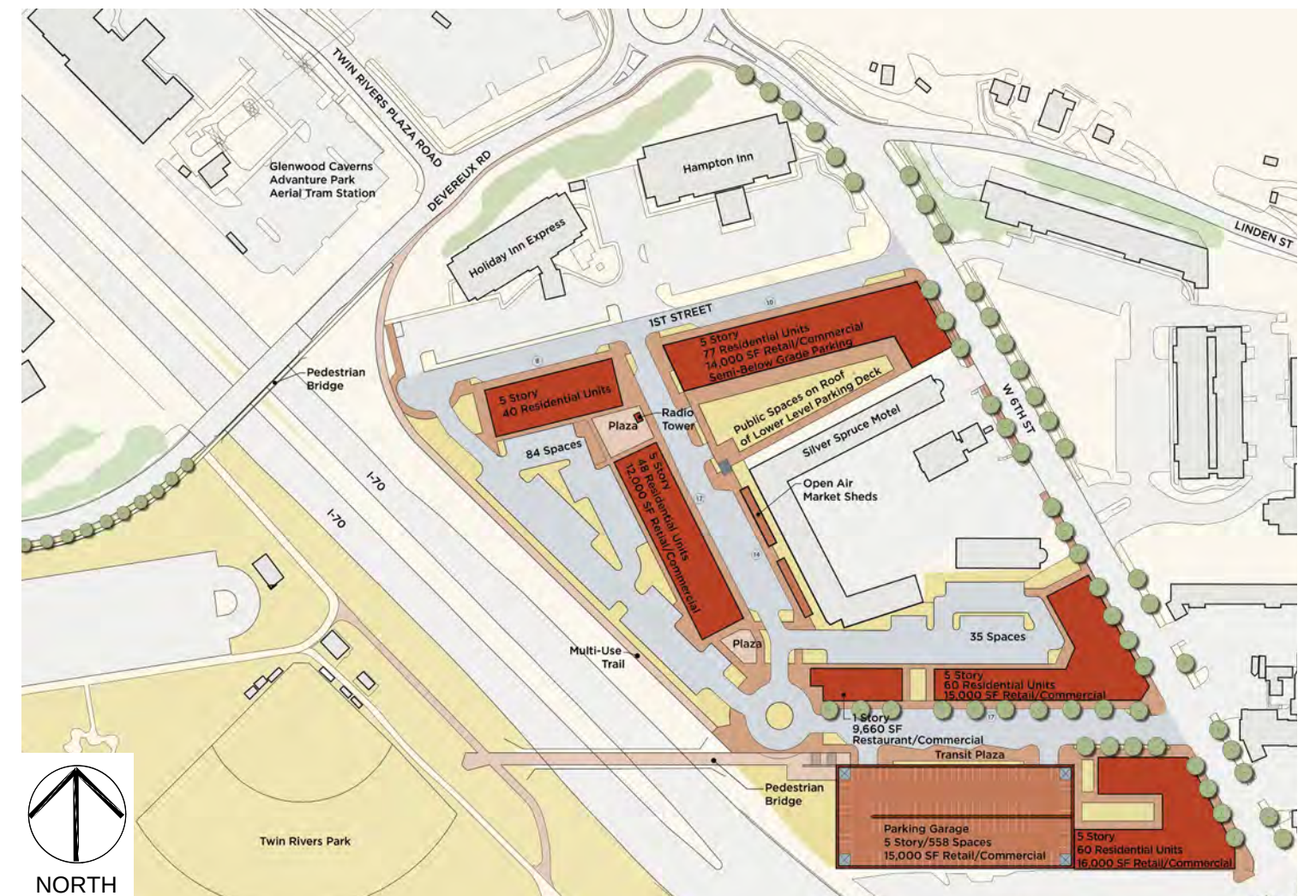
Throughout the AWP planning process there were discussions regarding the possible placement of a larger parking structure to function as a park-and-ride connected to RFTA transit service, somewhere within the AWP study area. In addition to the various alternatives for structured parking explored within the Confluence Area, the possibility of locating a large structured facility in this area was also considered. The reuse plan shows the placement of an approximately 558 space, five-story garage, with ground floor retail and transit facilities. A facility of this type in this location would have the benefit of being directly accessible for vehicular traffic exiting in both directions from I-70, as well as being easily served by existing RFTA transit routes. As a part of the RFTA pending Corridor Service Study, additional service may be considered for the 6th Street Corridor now that the Grand Avenue Bridge Replacement Project is complete. The presence of a parking structure of this scale in this location would also support the ability to build much denser infill in this area. This could transform it from a land use pattern mostly focused upon automobiles using off-street surface parking lots, to one that is more multi-modal and pedestrian, bicycle, and transit friendly.

The AWP reuse scheme also shows how a potential pedestrian/bicycle bridge over I-70 directly from the garage, could serve Two Rivers Park with greatly expanded parking supply. This would alleviate the undersupply of parking in the City's signature destination park, especially during major events.



View of the West 6th Street Area from the Holly Quarry.

West 6th Street Area Reuse Plan



2.4 THE FORMER HOLLY QUARRY

This site was included as part of the AWP study area as a result of its post-industrial mining operation condition. It was not known if environmental conditions currently existed as a result of the historic activities that occurred on the site, and what impacts those might have on its reuse. Based on information provide by the current property owners not responsible for any of the mining activities that occurred previously, it is believe that there are no environmental conditions that exist that would require specific permitting or other related site remediation activities. Due to its location and the large-scale earth disturbance activities that occurred, the site has challenges that impact its ability to be developed for non-mining activities.

After discussions with the property owners and findings from the market analysis, one potential reuse scenario that was considered was residential. Again, due to its location and topographic conditions, any development that might occur on the site would need to work with, and ideally try to take advantage of, the unique mountainside condition and location. The views afforded from the site into downtown, for example, are an excellent attribute that could provide immense value for a residential development.

Historically models for how mountainside or mountain-top residential could be constructed were researched. The town of Sassi di Matera in southern Italy (see www.sassidimatera.net for images) was one location that provided an interesting case study for the type of unique character that could be

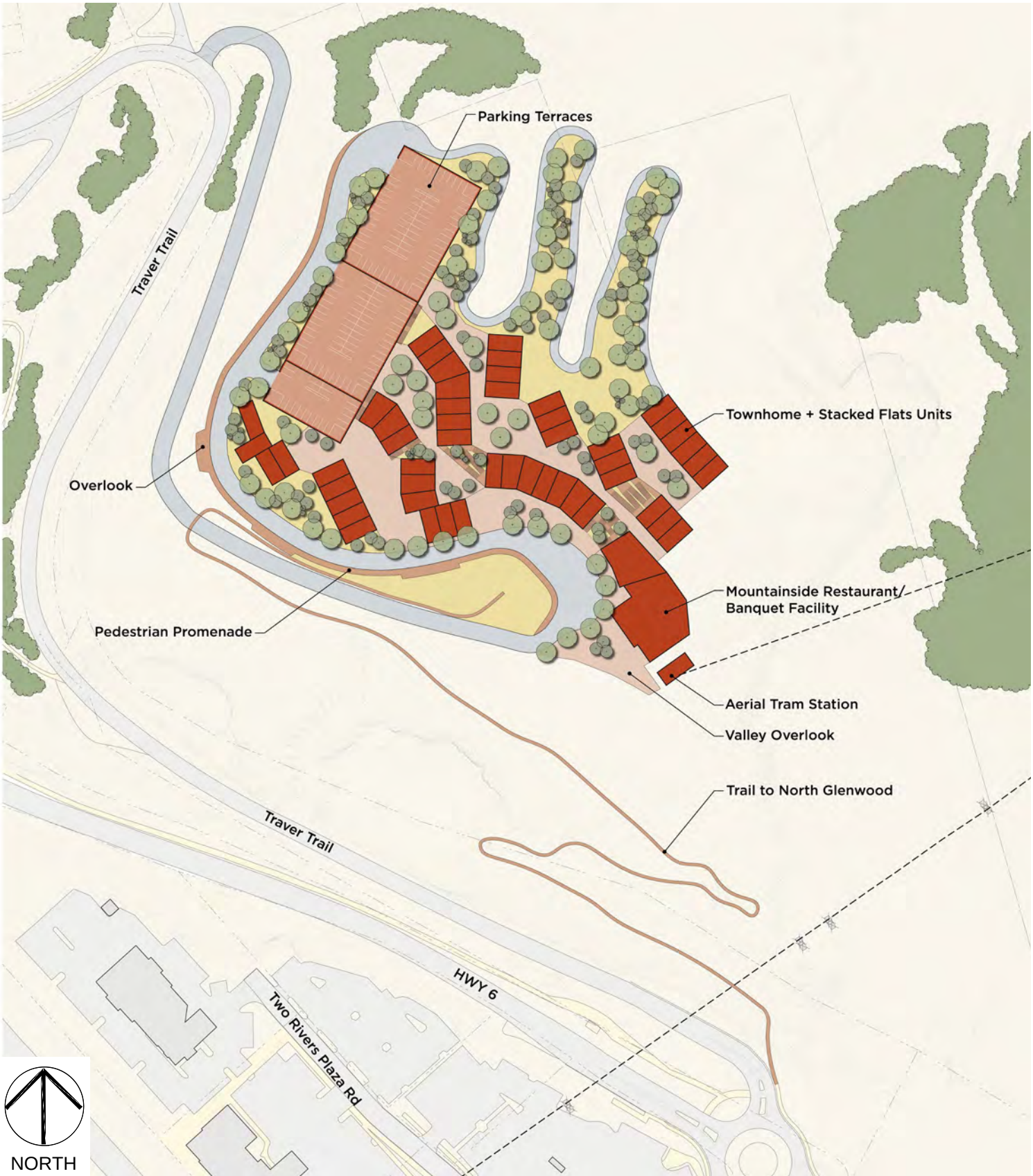
achieved by a new residential development on the quarry site. Large areas of the town are designated as a World Heritage Site by UNESCO, an organization of the United Nations. The intention of the proposed reuse plan for the quarry site is not to create a fake historic town, but instead to look at how new buildings could relate to a site with similar topography and create a very interesting pedestrian-oriented community.

The reuse plan for the site shows how clusters of residential dwellings might be stacked up the sloping site to create interesting spaces and courtyards, while affording scenic views from the units. The bulk of the site would be pedestrian-only, which would make it a unique place to live, and likely not the place for everyone, but the unique aspects would make it so attractive that demand for units would exist. The plan shows what appears to be a large blocky parking structure to accommodate vehicles of residents and visitors. In fact, this facility would be a series of parking terraces stacked one on top of another in a staged manner to use the grade of the site to provide access to each level. Ideally, the facility would have a landscaped roof to minimize its visual impact on the site and from a distance, since the site would be visible from across the valley.

Access to the site is provided by a ring-road with a mountainside pedestrian promenade. This public space, including several projecting overlooks, would become a destination for visitors, so it is possible that some limited commercial, most likely restaurants, could occur along the lowest terrace of units. Again, the views from these European café-like venues would be spectacular.



Vista up and down the Colorado River valley would be unmatched for any development that might occur on the Holly Quarry site.







03

I Executive Summary

01 The Area-Wide Plan

02 Site Reuse Planning

03 Public Facilities and Implementation Strategies

3.1 Brownfield Environment Site Assessment Activities

3.2 Multi-Modal Transportation Connectivity

3.3 Public Parks and Open Spaces

3.4 Stormwater and Resiliency

3.5 Public Projects and Implementation

3.6 Potential Implementation Funding Sources

Appendix A Background Report

Appendix B Business Development Opportunities Report

PUBLIC FACILITIES AND IMPLEMENTATION STRATEGIES

In addition to the site reuse plans described in the prior chapter, a major focus of the overall AWP planning effort will be placed on the broader public site preparation actions and infrastructure work needed to support the site reuse recommendations. The following information summarizes the key strategies for advancing projects by topic area.

3.1 BROWNFIELD ENVIRONMENTAL SITE ASSESSMENT ACTIVITIES

Although extensive environmental site assessment (ESA) work has been performed on the former wastewater treatment plant site, there are other parcels where a Phase I ESA will be required or is recommended. The east leg of the former railroad right-of-way that was acquired by the City from RFTA will need to be evaluated. Based on the site’s historical railroad use and associated activities, a Phases I ESA and likely a Phase II ESA will need to be performed. Since a Phase I ESA was not performed prior to the transfer of ownership to the City, the site is not eligible for U.S. EPA brownfields assessment funding, however other potential funding sources for these activities are described later in this chapter. The reuse of most of this property includes the construction of parking underneath buildings, therefore significant soil excavation will be required. In order for this work to be performed, depending on the results of soil sampling under a Phase II ESA, Soil Management and Remedial Action Plans will likely be required.

Because of the prevalence of railroad activities within this area and the former conditions at the wastewater treatment plant, the City should also consider performing Phase I ESAs prior to acquiring any additional properties. Soil sampling is also advisable along the riverfront prior to any major earth disturbance as a part of any park construction or shoreline restoration activities.

3.2 MULTI-MODAL TRANSPORTATION CONNECTIVITY

The focus of the AWP transportation framework is to improve mobility for people and goods moving throughout the AWP study area, especially in relation to the north and south sides of the downtown. Through the establishment of new

connections, increased consideration for promoting multi-modal transportation, and the upgrading of existing roads and intersections, it is possible to improve upon current transportation conditions. This includes providing increased traffic volumes associated with infill development while making the town increasingly more attractive for walking, bicycling, and transit use.

With regards to the Confluence Area and the West 6th Street Areas the establishment of a sense of true neighborhoods, including those that consist of a vibrant mix of uses, depends upon a consistently good pedestrian experience. Complete neighborhoods require a mix of land uses (residential, retail, office, civic uses, etc.) and a mix of housing types and household income levels arranged to provide a variety of living and working options, all within walking distance of each other. The value of high-quality multi-modal streets in supporting the redevelopment efforts of this plan cannot be understated. The prime determinant of the pedestrian experience is the quality of the streetscape; “complete” walkable streets are visually stimulating, while environments that are hostile or uninteresting immediately turn pedestrians away. Specifically, the most important element of a good streetscape is the quality of street frontage – the manner in which the public realm of the street and sidewalk meet the private line of building facades. Streets and other thoroughfares are public spaces balanced for function and character. Streets shape blocks. Larger voids in the block structure should generally only exist as public spaces such as plazas, playgrounds, and parks, not as pedestrian “dead zones.” Promoting a safe and quality pedestrian experience, however, does not mean that efficient vehicular traffic circulation must suffer. Instead, it advocates the desire of a high-quality pedestrian environment not be immediately sacrificed for the sake of the automobile. Transportation design decision-making must be made using a balanced approach between all modes, considering that a minimum base-line of pedestrian services be achieved that are above the typical norm. This multi-modal approach is the fundamental basis for all transportation recommendations in the AWP and can be used to inform future schematic designs and engineered plans.

Through the AWP planning effort specific transportation improvements were explored for critical connector streets and intersections within the study area. Specifically, in and around West 6th Street, 7th Street, 8th Street, and Defiance Avenue. The key steps needed to advance the priority transportation improvements, specifically within

the Confluence Area are described on the Implementation Action and Public Infrastructure CIP Project Table later in this chapter.

There was a strong desire to enhance connectivity of the existing Rio Grande Trail through the Confluence Area and provide improved multi-use path connections into the core of downtown. The various alternatives show how a “flyover” multi-use path could be achieved via the RFTA ROW while also accommodating future rail operations. In essence this would create a rail-and-trail configuration and provide for a very unique pedestrian and bicycle experience through the area. It would also reduce bicycle and pedestrian conflicts on the existing Rio Grande Trail as it travels underneath the 8th Street bridge, along the riverfront. An expanded sidewalk, formally designated as a multi-use side path, is possible along Defiance Avenue, north of 7th Street, and on the north side of 7th Street between Defiance and Colorado Avenues, to provide a dedicated bicycle supportive facility as close to Grand Avenue, as possible. If the structured parking garage alternative that would have a structure built at Colorado Avenue and 7th Street were constructed, special bicycle parking within the garage should be explored. Less useable space, such as space underneath the ground level ramp to the second level could be a bicycle parking or bicycle corral as a way to promote safe parking for bicycles.

Transit and parking facilities

All of the reuse plan alternatives consider the opportunities to increase transit service, facilities, and ridership. In essence all of the alternatives consider the Confluence Area redevelopment as a model Transit Oriented Development (TOD). All of the urban design scenarios promote density that supports transit ridership and utilization and all of the street infrastructure would provide complete pedestrian facilities facilitating direct connections to transit service.

There are various opportunities to locate a transit center, of varying scales and service levels, including a potential park-and-ride parking structure. Based on the numerous discussions with RFTA representatives, there is an interest in exploring the viability of the various alternatives. RFTA has suggested to incorporate an evaluation of the various options into its pending Corridor Service Study planned for later in 2019. It is important for the City to play an active role in developing the parameters of the various alternatives considered and reviewing findings as they are evaluated. RFTA will need to consider a wide range of factors, especially their

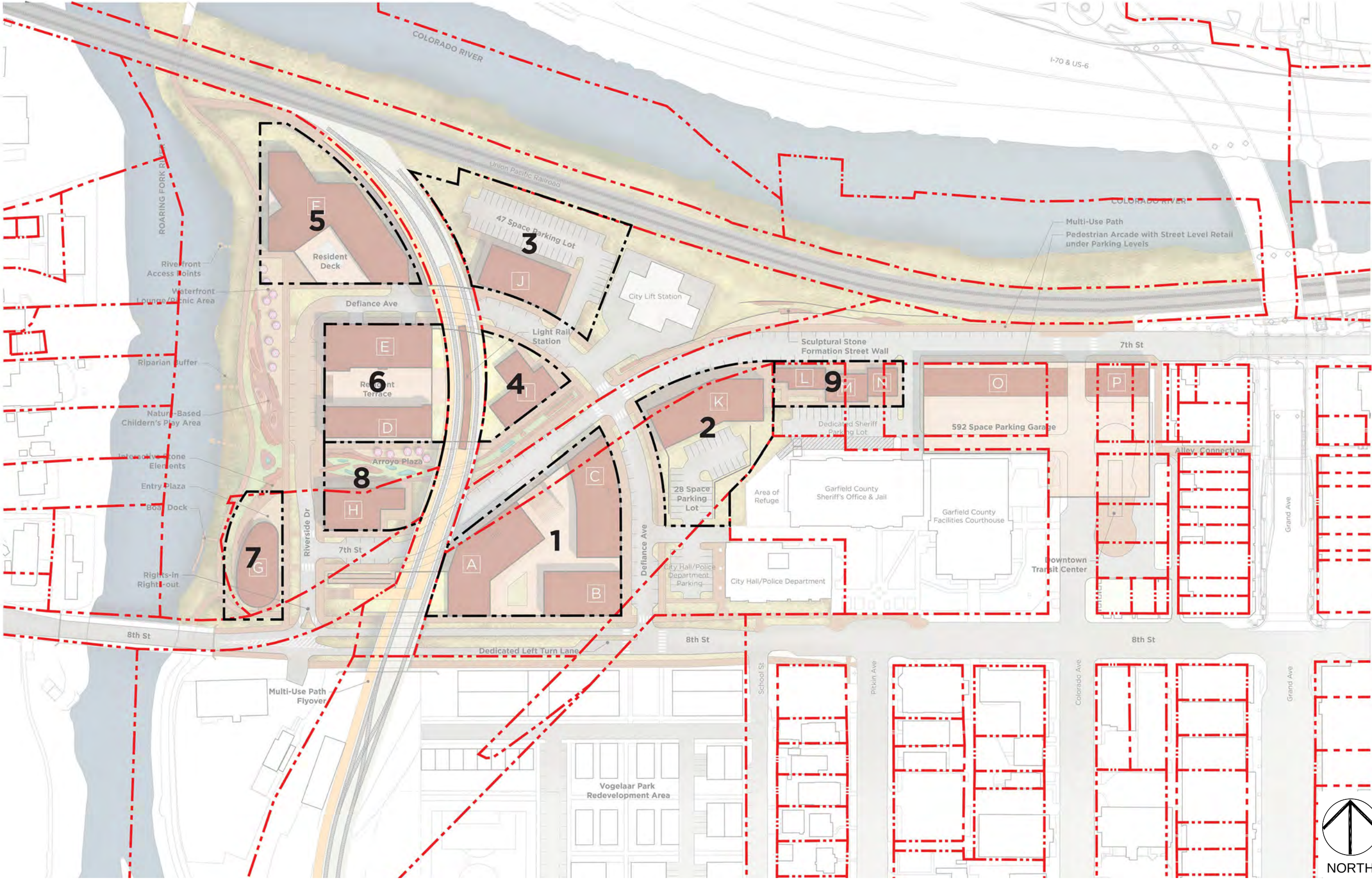
ability to provide efficient and effective service. Of course, the City’s desire to create a parking structure that primarily serves existing and proposed development will inform the decision-making as to the ultimate location of a large parking facility and/or a transit center are co-located. They may be one conjoined facility or two independent elements that locate based on their individual performance criteria, to be determined.

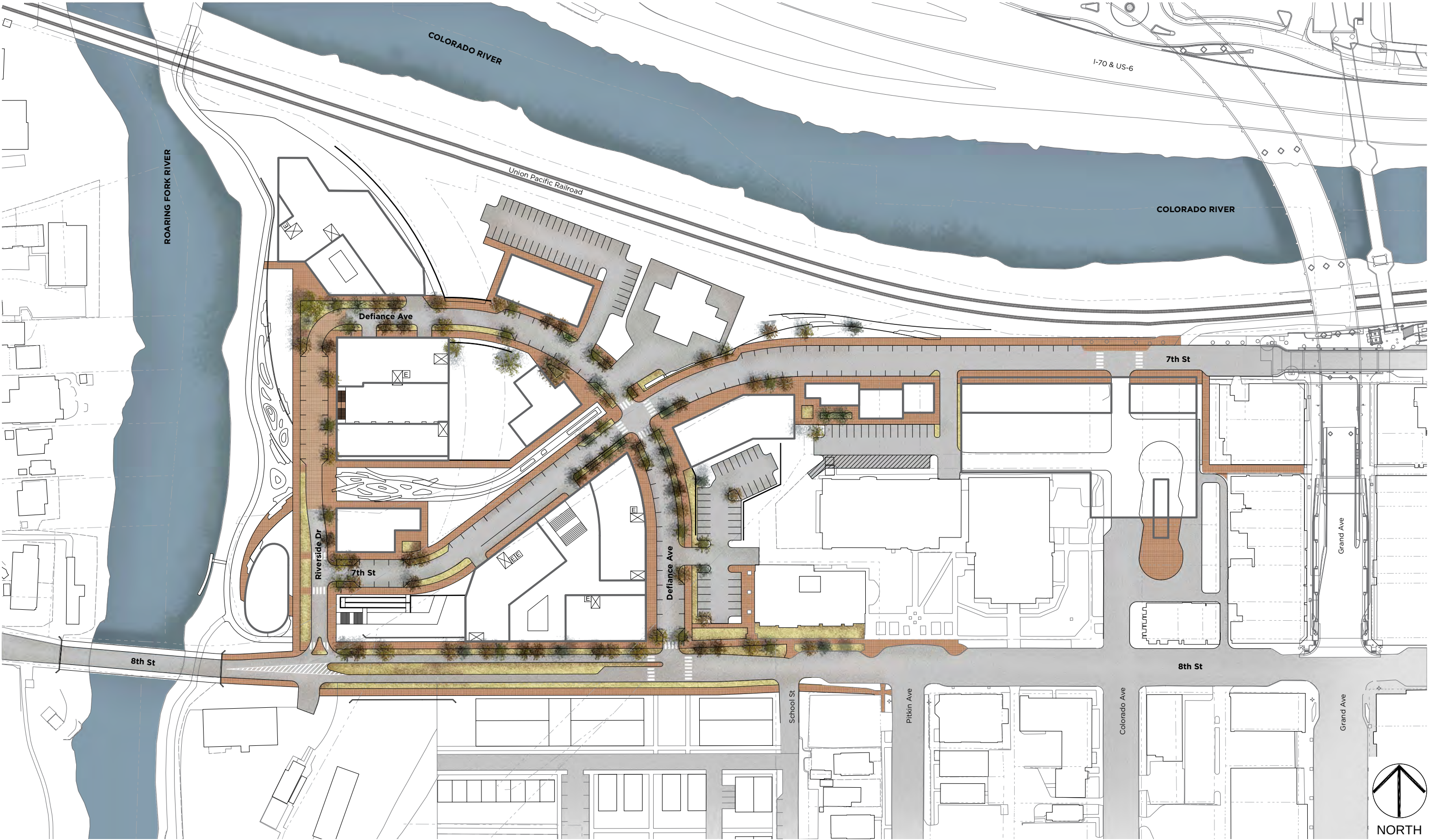
3.3 PUBLIC PARKS AND OPEN SPACES

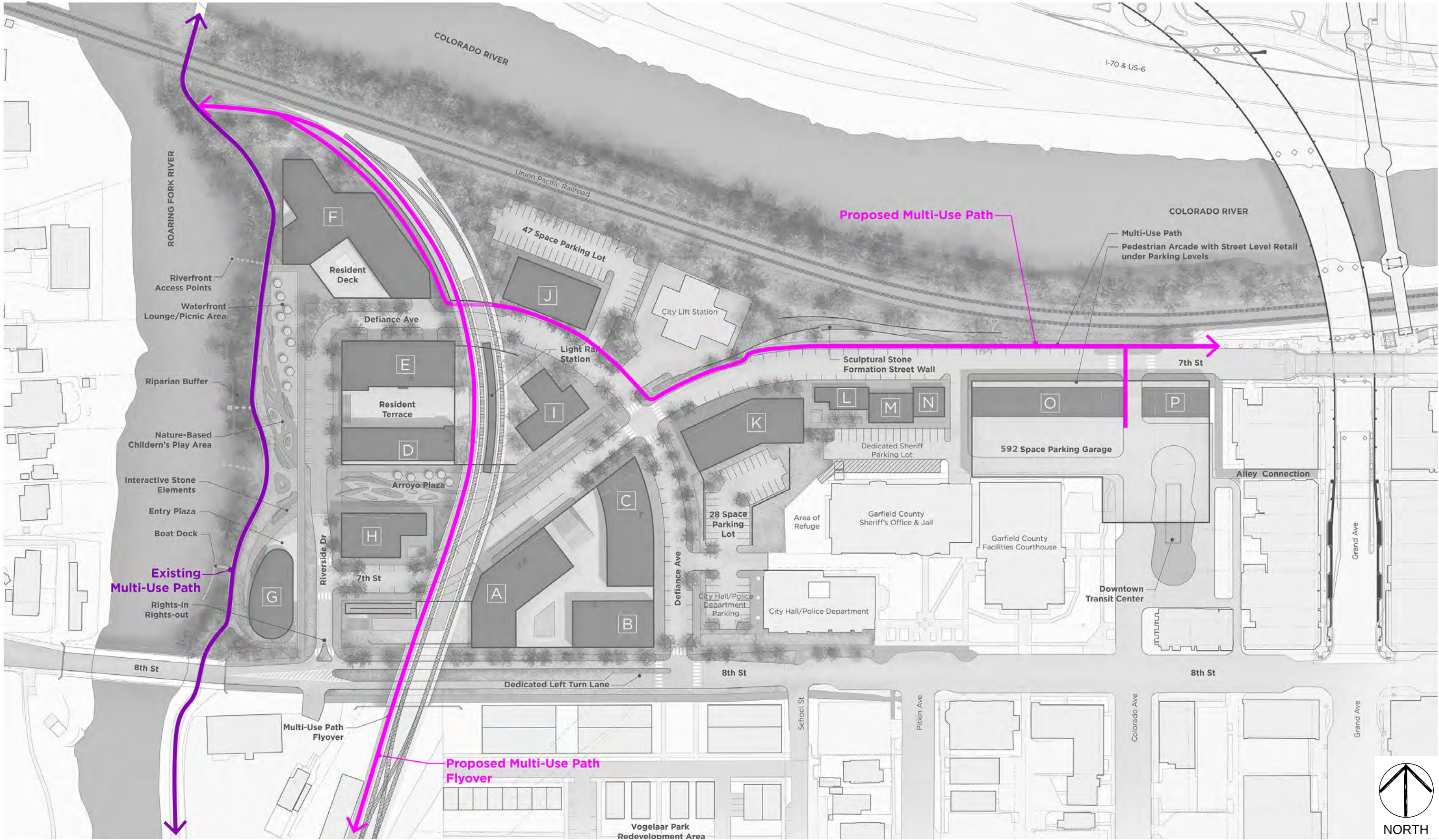
Public open space is an important aspect of the overall urban design organization of all of the proposed reuse scenarios within the AWP study area. This is especially true in the Confluence Area, with each reuse alternative providing a publicly-owned riverfront park and various forms of public or privately-owned public spaces within the development. The key aspect of all of these approaches is the idea that the overall developments are formed as much as possible around a cohesive network of public spaces. The riverfront park should remain as City-owned and form the starting point of an interconnected public space network throughout the Confluence Area, linking the riverfront to downtown and vice-versa.

With the creation of a true park along the downtown side of the Roaring Fork River, Glenwood Springs has the opportunity to create a signature riverfront park within the reach of the core of its downtown. An asset that will further distinguish Glenwood Springs within the region. In addition, thanks to the greenway along the riverfront and the direct pedestrian and bicycle bridge connection to Two Rivers Park, the new park would provide the ability to extend Two Rivers Park to the doorstep of downtown, which should greatly expand the programming potential for all of the parks in and around the Confluence. The form of the proposed riverfront park should be one that responds to the flooding dynamics of the river’s edge and appear very natural and somewhat “wild.”

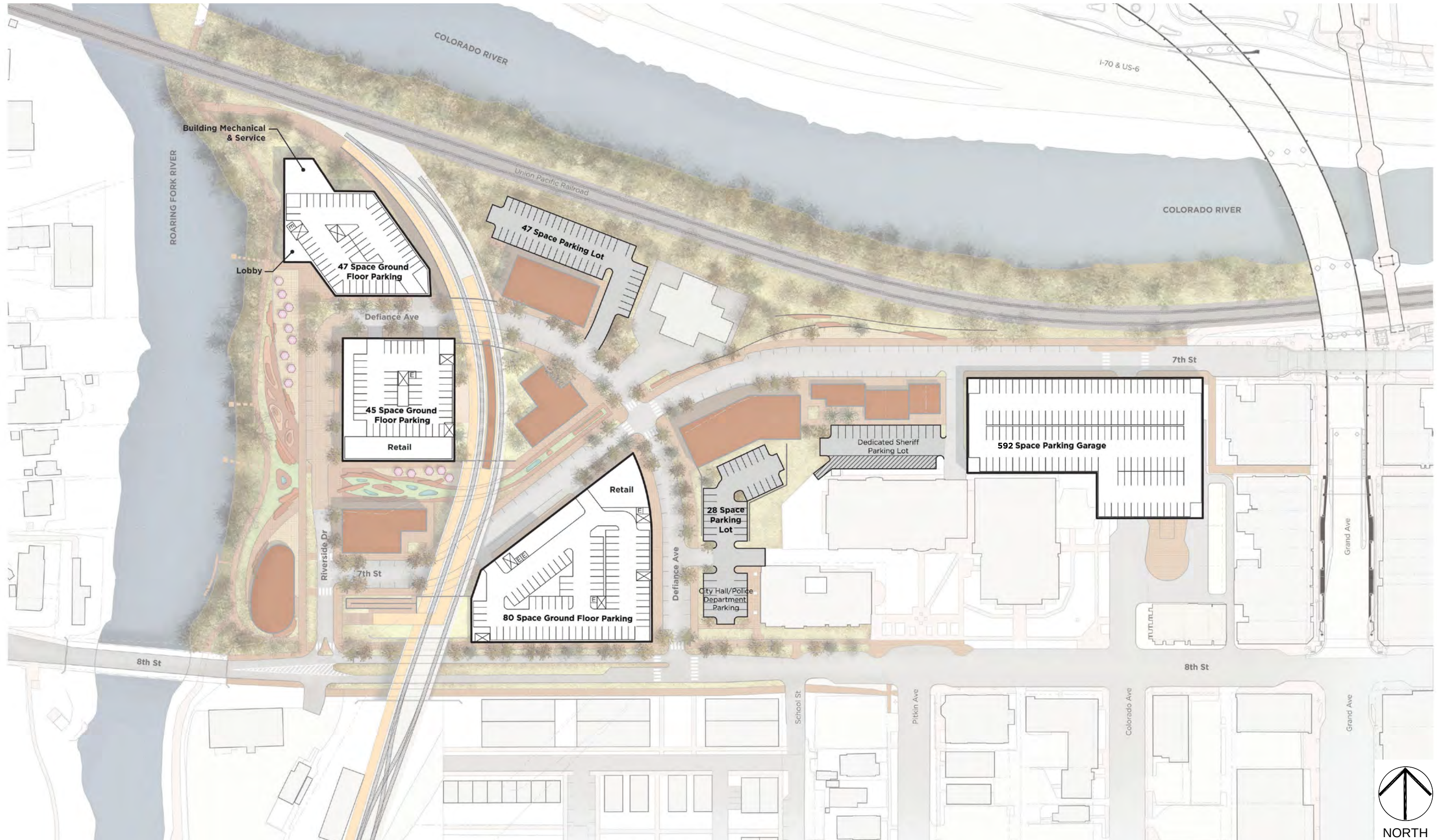
Creating a high-quality and flexible central gathering space within the development will provide the connectivity thread that weaves everything together. This notion is further augmented by the opportunity to create a unique linear park-like streetscape along both sides of 7th Street to Colorado Avenue, especially on the north side, as a way to also buffer the active railroad line from the new development.

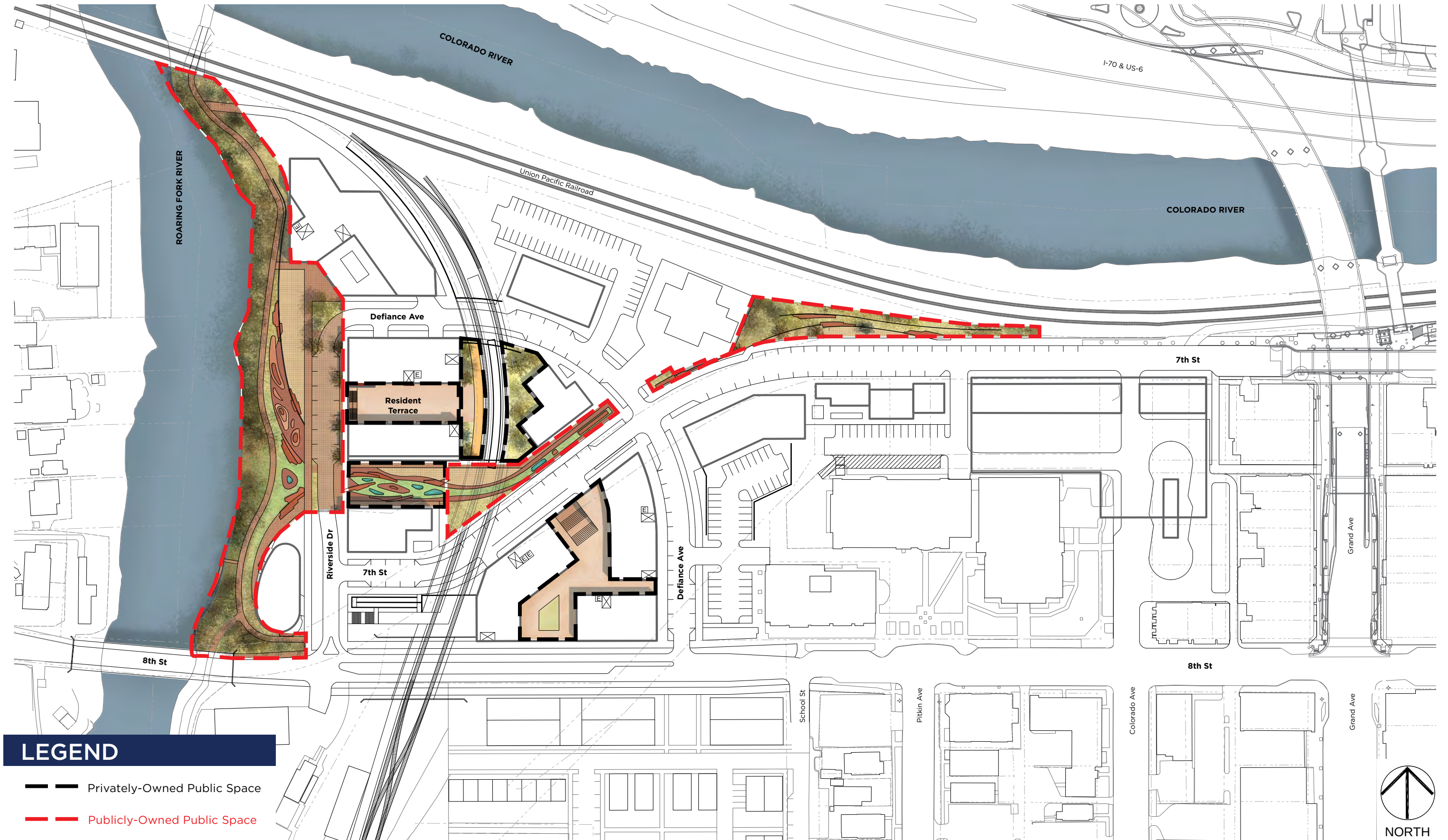






Parking Facilities Diagram





3.4 STORMWATER AND RESILIENCY

The AWP reuse alternatives promote the integration of blue/green infrastructure elements into the ultimate design and execution of projects, especially within public spaces. Based on the local and regional conditions there are several factors that should be considered when designing public infrastructure and private site development projects throughout the City and especially within the AWP study area. These elements are also especially important to support funding strategies, since many state and federal agencies place emphasis on projects which include such green infrastructure measures.

An important consideration when utilizing numerous smaller stormwater elements as a part of a system-wide approach is the fact that stormwater and drainage are inherently part of networks. Water flows downhill into continually larger, more concentrated conveyance systems. If stormwater management systems are treated as an area-wide network of interconnected components, it ensures effectiveness while providing the benefit of overlaying other uses that also want to interconnect. This is especially true for parks, public spaces, trails, and greenways that may connect from a public space function as well as serve as an inter-connected chain of stormwater management facilities if they are designed to function in that manner. In the case of the Confluence Area, the ability to engage stormwater at the most local level, will improve overall environmental quality. This will require special cares, since the seasonal rainfall dynamic make it more challenging to create natural vegetative systems that can tolerate both the urbanized conditions and the significant seasonal moisture gradients.

Stormwater is often considered a liability that must be “mitigated,” but it can also be viewed as a vital asset. The creative storage and reuse of stormwater runoff from buildings and paved surfaces to irrigate civic landscapes, streetscape, and urban beautification plantings, parks, and community gardens can offer cost-savings and should be encouraged.

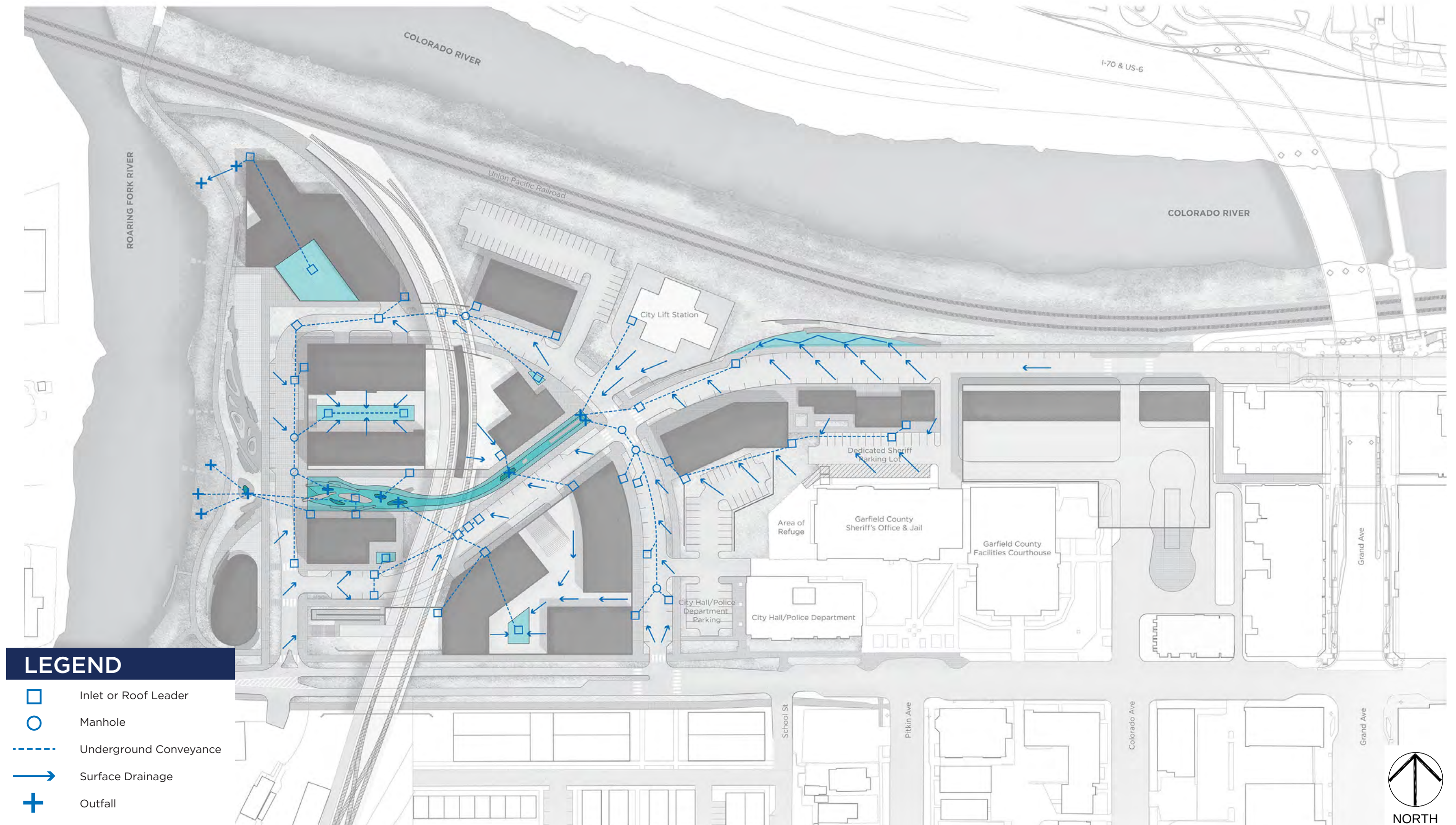
Beyond stormwater, there are other sustainable principles that the City and developers can implement during the redevelopment of areas. Street trees utilized as a beneficial feature for stormwater management are also helpful for improving air quality and reducing heat island effect by providing shade. The City can also consider the use of technologies such as LED lighting to reduce energy consumption. On the private-sector side, developers should

be encouraged to strive for LEED or Sustainable Sites accreditation or at least employ some principles of sustainable design to reduce energy usage and conserve resources.

With regards to resiliency, the AWP reuse alternatives consider ways to locate buildings within flood zone. These buildings will need to be elevated as much as possible in response to the actual flood elevation, which is also ultimately tied to the elevation of the new streets. In addition, all of the buildings proposed that are within this flood zone would either have parking underneath residential floors, or have limited commercial uses that could be designed to accommodate and respond to potential flood conditions. All new buildings should be resilient to known flood conditions.

Key Stormwater Elements to Consider:

- Filtration BMPs which improve water quality of runoff by removing sediment and nutrients should be employed where there are opportunities since this aspect is especially relevant based on the local conditions within the AWP study area. The goal should be to remove sediment and pollutants in runoff before these negative elements end up in surface water bodies.
- Stormwater planters and detention areas do not have to be underlined, but can include underdrains to return portions of the water to the drainage system after treatment.
- Filtration BMPs can also provide storage/detention for the purposes of reducing local flooding in large storm events.
- Runoff from roads and sidewalks is particularly important to capture as de-icing materials and other runoff from roadways can be harmful to water quality, especially considering the close proximity of the Roaring Fork and Colorado Rivers, if direct discharge were to occur. Systems and flow should foster natural drainage patterns as much as possible and prevent runoff from directly entering the river(s) from road to pipes to outfall.
- Water can be captured for reuse but should ultimately be used in a way that returns it to the ground/surface waters of the region; replenishing the source of potable water.
- Vegetated swales with micro-pools, flow-through planters, and other similar facilities should be integrated into transportation facilities where possible. Flow-through planters can be placed along street edges with underdrain connections back to conveyance system or for landscape irrigation storage devices.
- Protection and improvement of the river riparian buffers at the Confluence will improve the health and habitat along the rivers and prevent erosion of riverbanks during flooding events.
- Incorporating other structural technologies such as green roofs or grey water capture within buildings will maximize local utilization and detention capacity during major storm events.



3.5 PUBLIC PROJECTS AND IMPLEMENTATION

The following table outlines the key projects and elements needed to advance development activities within the Confluence Area and to some extent broader projects which will impact the entire study area, such as improved transit services, traffic management, and parking supply and facilities.

Project Key #	Description	Design/Eng. Projection	LOM CIP Projection	Total	Notes
Limits TBD	Environmental Assessment & Remedial Plan -Conduct supplemental hazardous/environmental assessment work to ensure proper due diligence and the development of a preliminary Remedial Action Plan strategy for the relevant Confluence Area parcels.	\$140,000.00	\$-	\$140,000.00	The Environmental Assessments and Remedial Action Plans will establish the remedial approach necessary to achieve redevelopment end-use as well determine what if any remediation needs to occur prior to acquisition or conveyance of properties. Based on the 2 Phase I ESAs, 2 Phase II ESA and additional Sampling & Analysis, and Remedial Action Plans for former RR ROW.
Limits TBD	Perform a Downtown Parking Study Update to ensure parking supply needs are accommodated for existing businesses in the downtown, serve potential transit ridership, and to incrementally accommodate proposed Confluence Area redevelopment.	\$100,000.00	\$-	\$100,000.00	The parking study should be coordinated with RFTA’s Corridor Service Study that could in a transit center in the downtown. Needs to include parking generation based on full occupancy of existing and proposed development projects downtown with the goal of not creating an oversupply of parking. Should include identifying size and location of preferred structured facility and cover fee structure and O&M.
Limits TBD	Undertake a Downtown Traffic Study that models the impacts to existing traffic patterns and increased traffic generation from the proposed Confluence Area redevelopment.	\$180,000.00	\$-	\$180,000.00	The traffic study should include modelling key intersections along Grand Avenue, 8th Street, and Midland Avenue. Final limits should be worked out with CDOT input recommended from Bennett Avenue to Midland Avenue and south to at least 14th Street.
AP-3/AP-6	Undertake Riverfront and 7th St. central public space Schematic Programming & Master Plan Design (30% Design)(See note G below).	\$75,000.00	\$-	\$75,000.00	The Master Plan should include a community workshop to determine waterfront programming. The plan should include preliminary level-of-Magnitude CIP costs to develop a funding and financing campaign for the riverfront master plan
Limits TBD	Perform Comprehensive Survey (topographic, photometric, boundary, and bathymetric) and assemble a composite master survey for Confluence Area redevelopment.	\$150,000.00	\$-	\$150,000.00	The composite master survey should include all projects undergoing engineering and construction as well as recently completed as-builts. Should include incorporating existing 8th Street project survey.
Limits TBD	Perform a Comprehensive Utility Survey to be incorporated into the composite master survey for the Confluence Area redevelopment.	\$50,000.00	\$-	\$50,000.00	Should include Vogelaar Park Area and School District property utility information.
Limits TBD	Undertake the development of Utility Master Plan for the Confluence Area.	\$100,000.00	\$-	\$100,000.00	Determine the most efficient and cost-effective long term strategies for utilities with the overall redevelopment area and it surrounding service area.
AP-1	Undertake Preliminary Engineering (60% Design) of confluence redevelopment area public infrastructure multi-modal transportation, riverfront park, multi-use trail, utility, resiliency/ sustainability design elements, etc.	\$2,135,200.00	\$-	\$2,135,200.00	It is recommended the preliminary engineering of the public infrastructure is a single project undertaking. This will ensure project horizontal and vertical design is properly coordinated; NPDES permitting structure is established; utility realignments, access agreements, and easements are identified, rights-of-way and setbacks are delineated; and boundaries for proper subdivision are delineated.
AP-2	Advance the construction of 8th Street Transportation Improvement Project.	\$40,000.00	\$2,180,447.85	\$2,220,447.85	Ensure traffic study, parking study, utility master plan and Confluence Area roadway preliminary engineering are completed and the public ROW are delineated prior to advancing 8th Street to construction.
Limits TBD	The flyover multi-use path preliminary engineering to finalize costs for capital programming.	\$75,000.00	\$-	\$75,000.00	Define limits of project, length of trail and number of flyover bridges needed after 60% preliminary engineering of Confluence Area transportation network. Construction cost count vary widely dependent on length of dedicated spans and need for retaining walls so a construction number not included.

Project Key #	Description	Design/Eng. Projection	LOM CIP Projection	Total	Notes
N/A	Perform a Geotechnical Study for Confluence Area to inform the design engineering of public infrastructure and amenities.	\$80,000.00	\$-	\$80,000.00	The characterization should include the site specific soil and bedrock conditions as well as rail ROW berm conditions (will requires RFTA access agreement).
AP-3	Perform Geophysical Soil Characterization and Analysis along Roaring Fork River and associated floodplain areas.	\$40,000.00	\$-	\$40,000.00	Geophysical Soil Characterization should follow agency requirements and procedures for floodplain regions and along rivers.
AP-1	Capital Improvement Programming Plan - Refine and determine multi-project capital improvement phasing and implementation strategy that establishes packaged projects with preliminary cost estimates, project ordering, implementation schedule, and funding and financing tracking.	\$-	\$-	\$-	Performed by in-house staff and contract funding specialist. Cost for funding specialist covered under annual services contract.
	Undertake Land assemblage, establish access agreements with RFTA, delineate utility easements, and preform legal subdivision for conveyance/sale of property.	\$-	\$-	\$-	Performed by in-house staff and legal counsel.
AP-1	Advance utility coordination with utility companies and authorities. Complete final design (100%), permitting, and construction.	\$1,026,000.00	\$8,550,000.00	\$9,576,000.00	Responsibilities for engineering and constructions costs for utility infrastructure and service upgrade improvements will need to be determined based on utility ownership, especially dry utilities.
AP-3	Final design (100%), permitting and construction of Riverfront Park.	\$960,000.00	\$8,000,000.00	\$8,960,000.00	
AP-4	Final design (100%), permitting and construction 7th St. from Colorado Ave. to the west side of the RFTA ROW underpass, as well as Defiance Ave. from 8th St. intersection to the entrance of the City pump station.	\$636,000.00	\$5,300,000.00	\$5,936,000.00	
AP-5	Final design (100%), permitting and construction of Riverside Dr. from 8th St. intersection to extension of Defiance Ave.; the realignment and extension of 7th St. from the west side of the RFTA Berm to Riverside Dr.; and the extension Defiance from the entrance of the City sanitary lift station entrance to Riverside Dr.	\$390,000.00	\$3,250,000.00	\$3,640,000.00	
AP-6	Final design (100%), permitting and construction of civic pubic spaces along 7th St.	\$190,800.00	\$1,590,000.00	\$1,780,800.00	
	TOTALS	\$5,948,000.00	\$28,870,447.85	\$34,818,447.85	

Clarifications:

A. This level-of-magnitude cost breakdown is intended to inform the client, design team, and other involved parties of the potential costs associated with this project. Opinions of probable costs provided are based on preliminary design efforts and historical cost data. Quantities, unit prices, and specific line items are all subject to change as the design becomes more refined. This cost evaluation represents the judgement of the design professional, who does not guarantee that proposals, bids, or actual construction costs will not vary from their original opinion of the probably project costs.

B. This cost breakdown does not include costs for property acquisition and land assemblage.

C. Utility relocation allowances are based on relocation activities which would occur within the study area only. Changes necessitated by the work within the study area to utilities and utility support structures/facilities outside of the study area have not been accounted for.

D. Design and engineering costs do not include fees and other costs associated with permitting requirements.

E. Costs are likely to be incurred with environmental mitigation and cleanup but are difficult to predict at this level of design.

Therefore, the design team has listed this item as a cost item for consideration but has not assigned a cost value.

F. Costs are based on 2019 estimates and an escalation rate of 3% to 5% annually should be used to project future costs.

G. Ideally would occur prior to the preparation of actual land development plans by developer but could happen simultaneously.

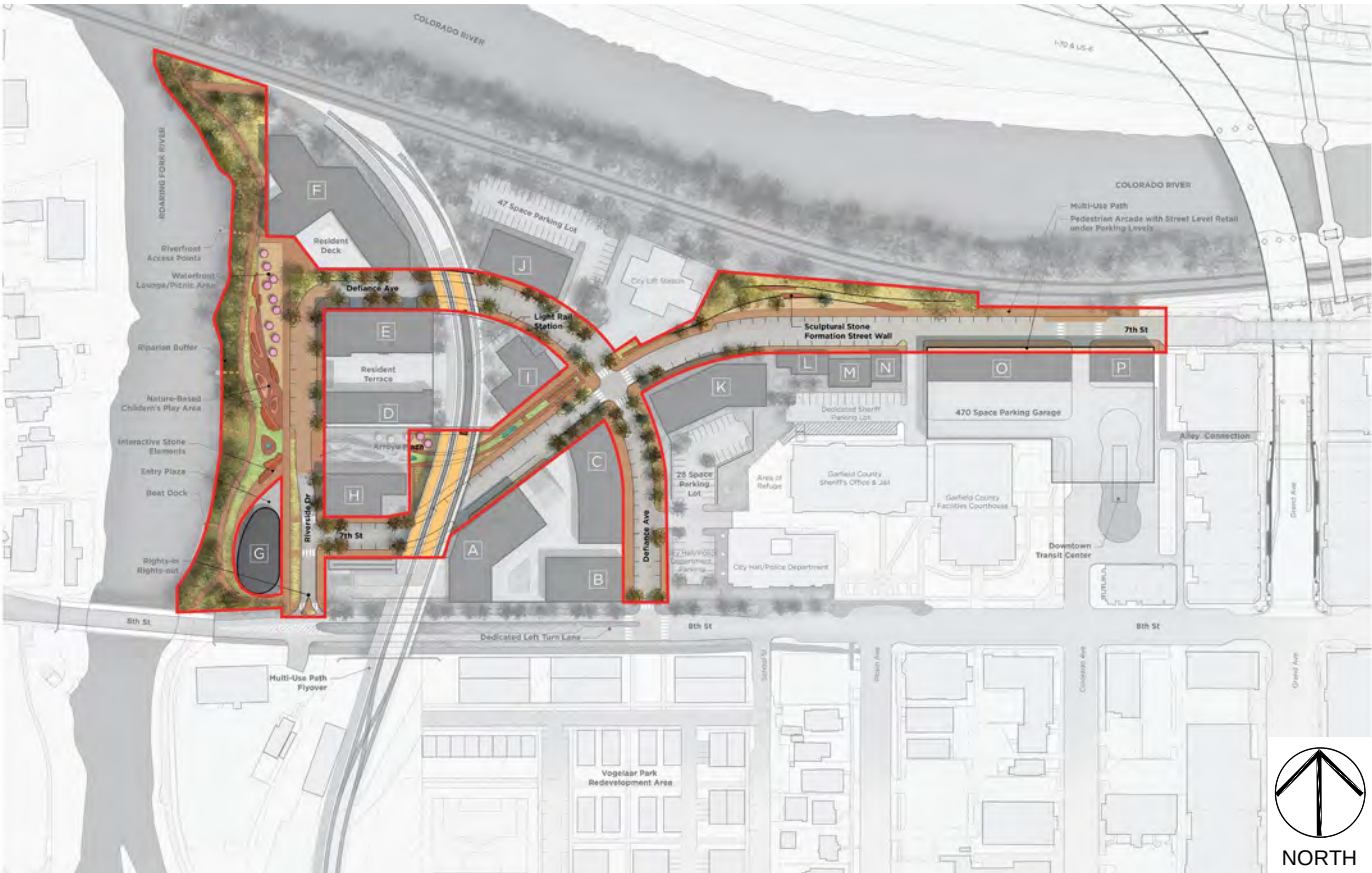
H. Assumes that a NEPA process will be required for federally funded transportation projects.

I. Does not include costs to design and construct a structured parking garage which is highly dependent upon type, size, and location based on various projects included on this list.

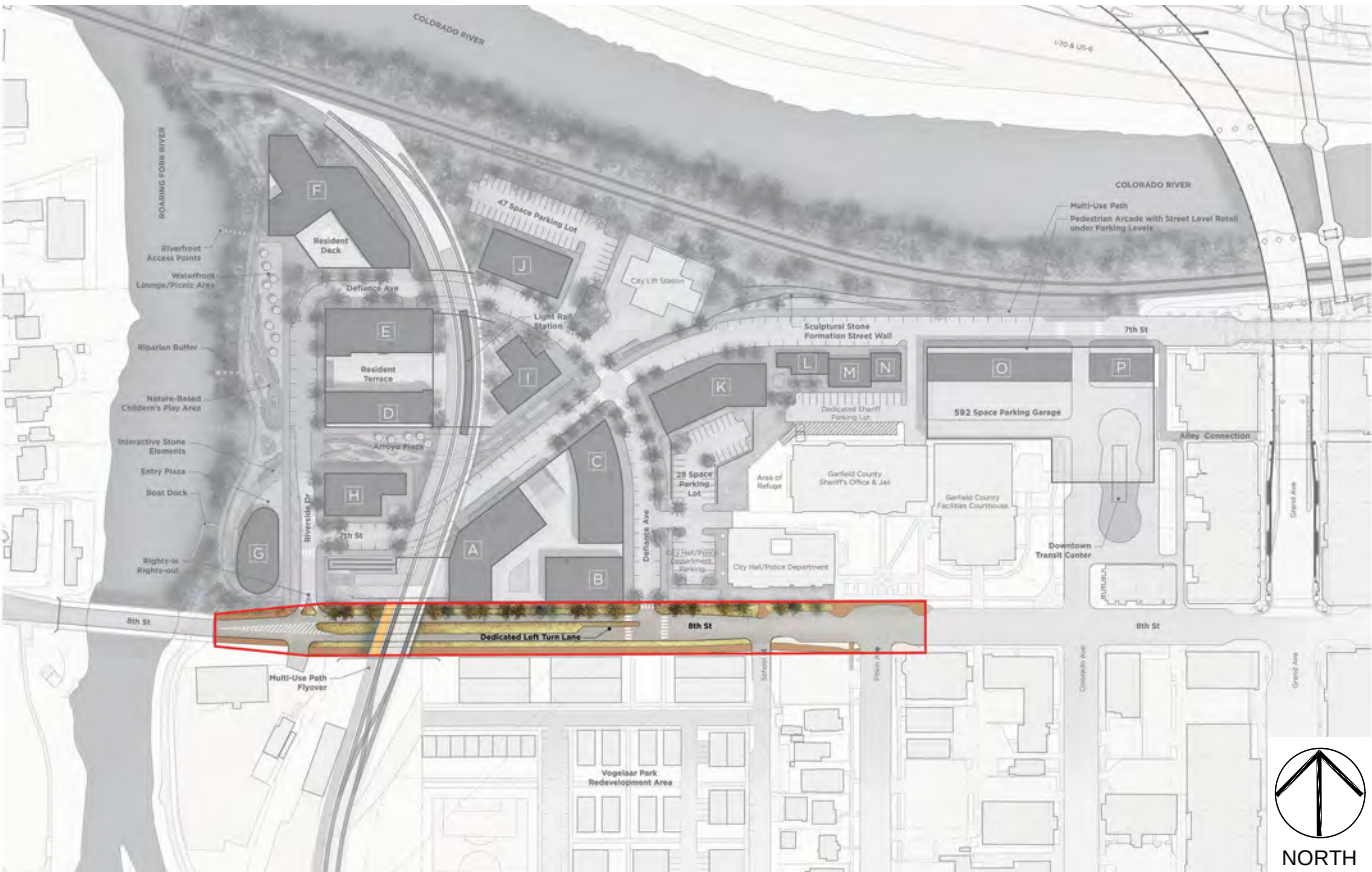
J. Some of the projects identified on this list could be divided into sub projects but depending on the project will likely increase desing and construction costs and potentially complicate permitting.

Action Plan Key Project Elements

The following diagrams represent potential project elements as defined in the Implementation Action Plan and Infrastructure CIP Projects Table. They are not presented following a specific phasing but instead are provided to show approximate boundaries for packages of projects, at key steps. The ultimate phasing and project limits and components can only be determined after preliminary engineering is performed. After that progress milestone is archived, exact project definitions and phasing will still evolve based on budgets, priorities, and developer timelines.



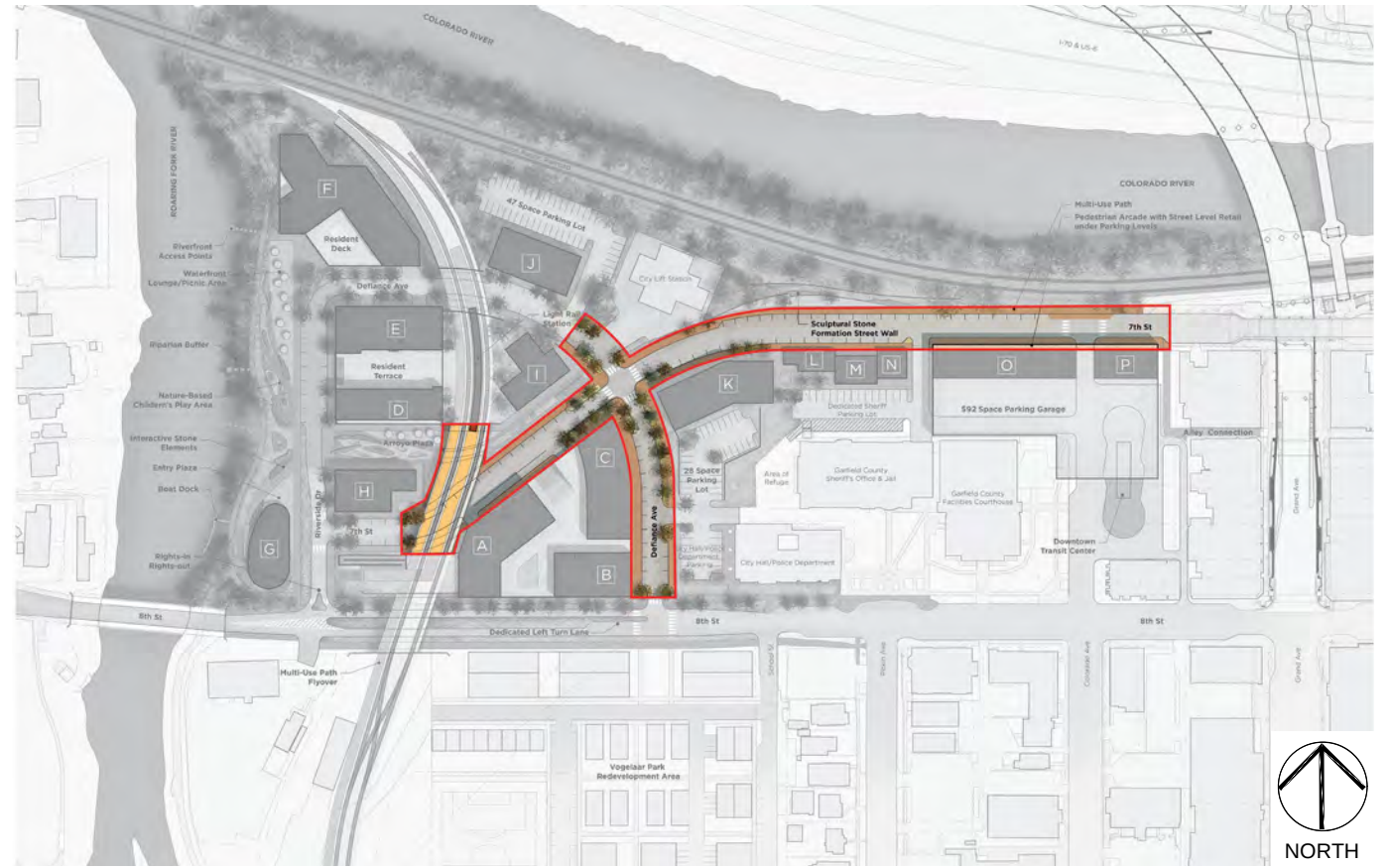
AP-1 - Comprehensive Street Network and Public Space 60% Engineering Design



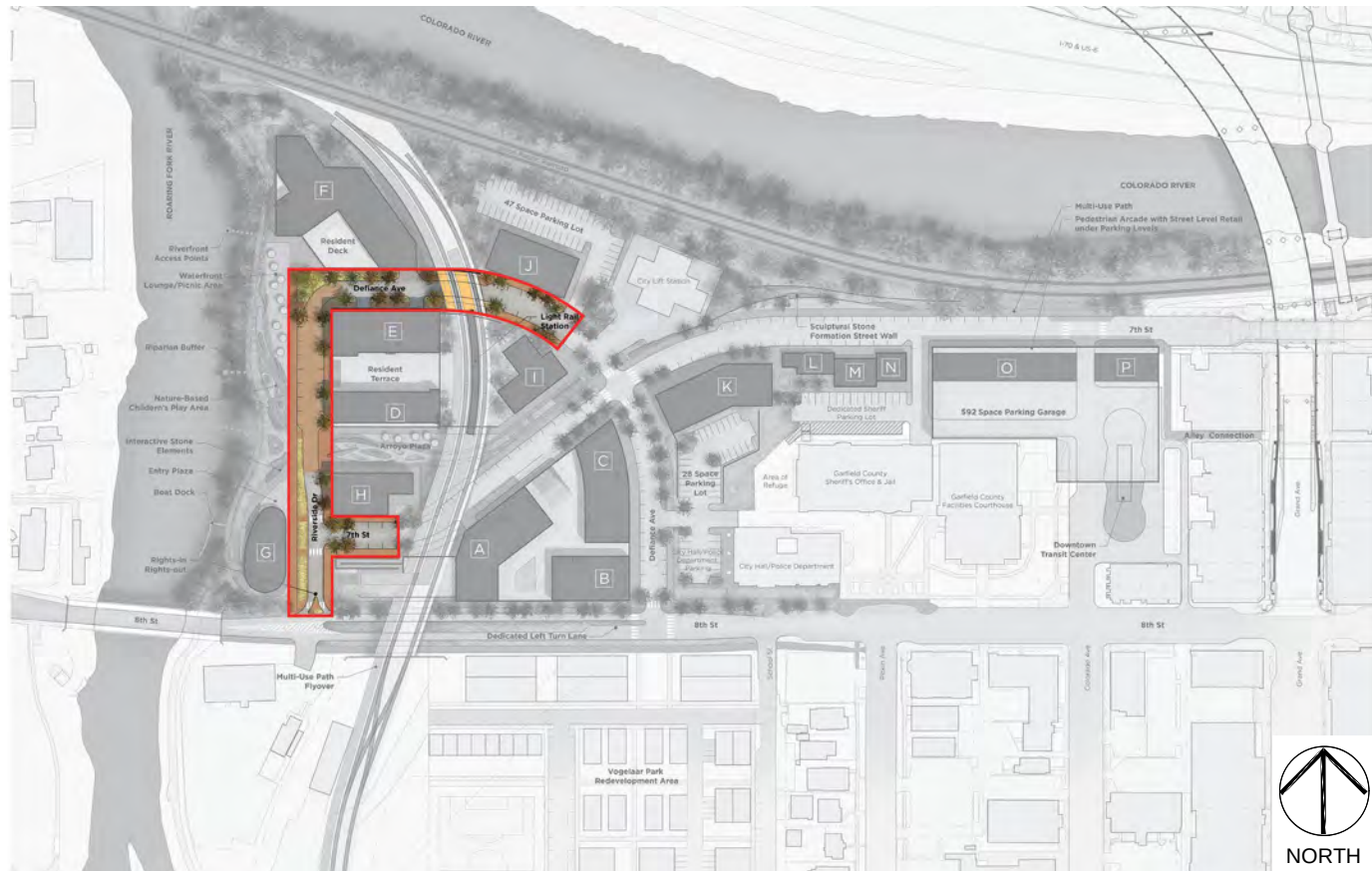
AP-2 - 8th Street Improvement Project Construction



AP-3/AP-6 - Riverfront Park Master Plan Design, Design, and Construction



AP-5 - Riverside Drive and Defiance Avenue Extension Final Engineering and Construction



AP-4 - 7th Street Final Design, Engineering, and Construction



AP-6 - 7th Street Civic Space Public Improvements

3.6 POTENTIAL IMPLEMENTATION FUNDING SOURCES

This funding matrix outlines potential funding sources to support next steps for advancing the activities and project shown in the Implementation Action Plan and Public Infrastructure CIP Projects. The resources below can be layered and leveraged to help fund activities recommended in the AWP and should be used as a starting point for the preparation of a formal Capital Improvement Programming Plan.

Funding Opportunity	Amount, Match, & Deadline	Program Description	Potential Projects
Studies & Plans			
US EDA Local Technical Assistance	Average size – approximately \$75,000 Accepted on rolling basis 50:50 matching requirement	While Glenwood Springs has not traditionally been eligible to receive US Economic Development Agency (EDA) funding because its census tracts fail to meet the distress criteria (<80% of US per capita income or unemployment rate of at least one percentage point higher than US unemployment), federally designated Opportunity Zones are now considered eligible for EDA funding . This means that for portions of the Confluence redevelopment that fall within the designated Opportunity Zone, EDA is now a viable source of funding for pre-development costs, market and feasibility studies, and public works projects associated with job growth. The EDA Local Technical Assistance helps analyze the feasibility of potential economic development projects through projects such as feasibility studies and impact analyses in areas with economic distress. 	▪ Traffic Study (must connect project area/impacts to OZ) ▪ Comprehensive Utility Study (must connect project area/impacts to OZ) ▪ Parking Study

Funding Opportunity	Amount, Match, & Deadline	Program Description	Potential Projects
DOLA REDI Local Government Economic Planning Grants	Up to \$100,000; no match required Deadline is March 15, 2019	Colorado Department of Local Affairs (DOLA) Rural Economic Development Initiative (REDI) Local Government Economic Planning grants support planning efforts to help diversify local economies in communities with fewer than 20,000 residents. Examples include: strategic plans, engineering plans, land use feasibility, and/or marketing studies. Consulting services for specific project implementation are also eligible.	▪ Comprehensive Utility Study ▪ Parking study
DOLA EIAF Administrative Planning grants	Up to \$25,000; 50:50 match; total project cost cannot exceed \$100,000 Accepted year-round	The DOLA Energy & Energy and Mineral Impact Assistance (EIAF) Administrative Planning grant program accepts applications year-round for administrative approval, as long as funds are available. Project types include preliminary design, engineering, or feasibility studies. Projects are reviewed and approved by DOLA staff.	▪ Riverfront Schematic & Programming Design ▪ Traffic Study ▪ Comprehensive Utility Study ▪ Parking Study
CDPHE Brownfields Assistance	Assessment performed by CDPHE at no cost to City	The Colorado Department of Public Health & Environment (CDPHE) provides Targeted Brownfield Assessments at no cost to the applicant. The DDA has formerly served as an applicant for a TBA at the City-owned wastewater treatment plant site. A similar arrangement should be considered for applying for a targeted assessment at for lot 1. Because the City had to accept the site without doing All Appropriate Inquiries, the City is not eligible for federal Environmental Protection Agency (EPA) funds for the site. But ample state resources are available. The City should also consider entering the site into the voluntary cleanup program.	▪ Environmental Assessment & Remedial Plan
GOCO Planning Grants	Up to \$75,000; 25% match requirement	The Great Outdoors Colorado (GOCO) Planning grants program provides grants to help local governments execute a wide range of planning efforts, including site-specific plans, department master plans, and strategic plans. The City of Glenwood Springs would need to determine how the planning of a riverfront park in the Confluence would stack up against other planning needs for a GOCO request.	▪ Riverfront Schematic & Programming Design

Funding Opportunity	Amount, Match, & Deadline	Program Description	Potential Projects
Smart Growth Technical Assistance	No cost assistance with transit planning	The U.S. EPA Smart Growth Technical Assistance program offers no-cost technical assistance to communities on specific topics related to smart growth development. This source of assistance could potentially be tapped to help integrate RFTA's Corridor Service Study with economic development plans for the Confluence, ensuring that transit improvements effectively support the area. The EPA Building Blocks for Sustainable Communities Program has a category of assistance called "Sustainable Strategies for Small Cities and Rural Areas" that could potentially be used to guide the riverfront schematic and programming, as well as transit-related planning.	▪ Transit Improvements ▪ Riverfront Schematic & Programming Design
Implementation			
US EDA Public Works & Economic Adjustment Assistance Grants	Average size – approximately \$1.4 million; 50:50 match Two-phase review process with no submission deadlines. Proposals will be reviewed by EDA within 30 days of receipt; and following the proposal review, full applications will be reviewed within 60 days of receipt.	The US EDA Public Works program provides catalytic investments to help distressed communities build, design, or engineer critical infrastructure and facilities that will advance bottom-up economic development goals to promote regional prosperity. Potential projects include projects supporting water and sewer system improvements, industrial parks, high-tech shipping and logistics facilities, workforce training facilities, business incubators and accelerators, brownfield redevelopment, technology-based facilities, multi-tenant manufacturing facilities, science and research parks, and telecommunications infrastructure and development facilities. The US EDA Economic Adjustment Assistance Program provides investments that support a wide range of construction and non-construction activities (including infrastructure, design/engineering, technical assistance, economic recovery strategies, and capitalization or re-capitalization of Revolving Loan Funds (RLF)) in economically distressed areas. For example, EDA might provide funding to a city to support the construction of a publicly-owned, multi-tenant business and industrial facility to house early-stage businesses.	▪ Studies, design & engineering, or infrastructure and utility upgrades on sites slated for economic development





A

Physical/Built Environment Conditions

**Glenwood Springs Moving Forward Together
U.S. EPA Brownfields Area-Wide Plan**

THE CATALYST SITES

The basis of study for the U.S. EPA Brownfields Area-Wide Plan (AWP) are three brownfield catalyst sites that have former or active uses that qualify them as potential brownfields and likely subjects for redevelopment planning for higher and better uses.

THE FORMER WASTEWATER TREATMENT PLANT

Location: 405 and 101 West 7th Street

Target Reuse Area: The Confluence Area

Site Acreage: 5-acres over three parcels

Historical and Current Use: The site was utilized as a wastewater treatment plant from 1968 until 2012. Many of the previous structures and facilities associated with the former plant are still standing although not operational. The site is split by a large elevated berm that supported a former railroad line.

Environmental Status: The City intends to proceed, in phases, in demolishing the existing structures on the site. No additional environmental assessment is recommended at this time and no remedial activities have been identified as necessary to facilitate redevelopment of the property.

THE ACTIVE COLORADO DEPARTMENT OF TRANSPORTATION (CDOT) ENGINEERING & MAINTENANCE CENTER

Location: CDOT Target Site – 202 Centennial Street

Target Reuse Area: The West 6th Street Area

Site Acreage: 5-acres

Historical and Current Use: The site has been used by CDOT since the 1970s. Prior to that time the site is believed to have had limited use, although activity could have been associated with the former quarry operation and associated rail yards.

Environmental Status: The site has underground storage tanks. No data exists related to the current environmental status of the site.

THE FORMER HOLLY QUARRY

Location: The site is located along Traver Trail Road (exact address unknown)

Target Reuse Area: Quarry Area

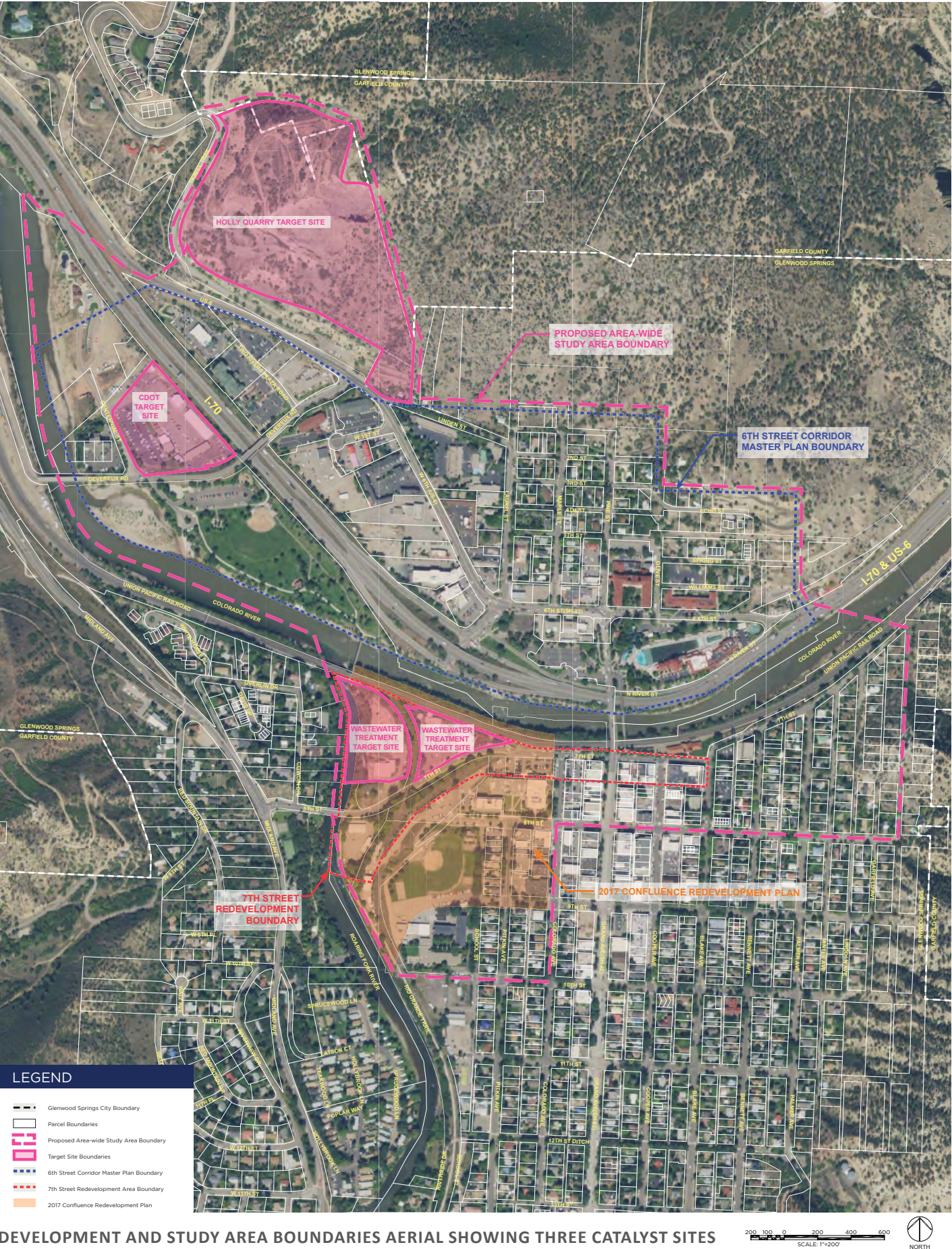
Site Acreage: Two parcels totaling 27-acres

Historical and Current Use: The site was formerly the Pitkin Iron Corporation and more recently the Mid-Continent’s limestone quarry to support the coal mining industry. The site closed in 1991 and has remained vacant since that time.

Environmental Status: The site has no known environmental conditions beyond those associated with the concentrations and exposure of a large area of limestone. These include impacts on groundwater from leaching water through the limestone and runoff, the potential for sink holes, and limestone dust from the site (which due to the years of inactivity at the operation is not likely to still persist).



Portions of the Former Wastewater Treatment Plan are being demolished.





COMPOSITE PLAN

PLANNING CONTEXT

RECENT HISTORY OF PLANNING IN GLENWOOD SPRINGS - PLACEMAKING AND BROWNFIELDS REDEVELOPMENT

An initial step in the Area-Wide Planning process is to document the intentions and probable outcomes of planning and development activities. An important of the process is establishing what work has been performed to-date with the goal of building upon the outcomes as much as possible. This includes reviewing:

- Recent public planning/design initiatives (summarized on the following pages);
- Planned infrastructure improvements and capital projects; and
- Pending and anticipated private development projects.

The Composite Plan is the result of this exercise of merging the relevant plans together into one visual image. Though the Composite Plan is more of a patchwork collage than a plan for the future, it does define the likely boundaries and the relationships to each other for the areas where reinvestment and change is likely to occur over the next several years, if each of these initiatives were realized.

As an inventory of future actions and investment it provides a framework for the Area-Wide Plan and recommendations for the catalyst sites. Seeing the big picture also reveals potential partnerships, synergies, and phasing considerations.

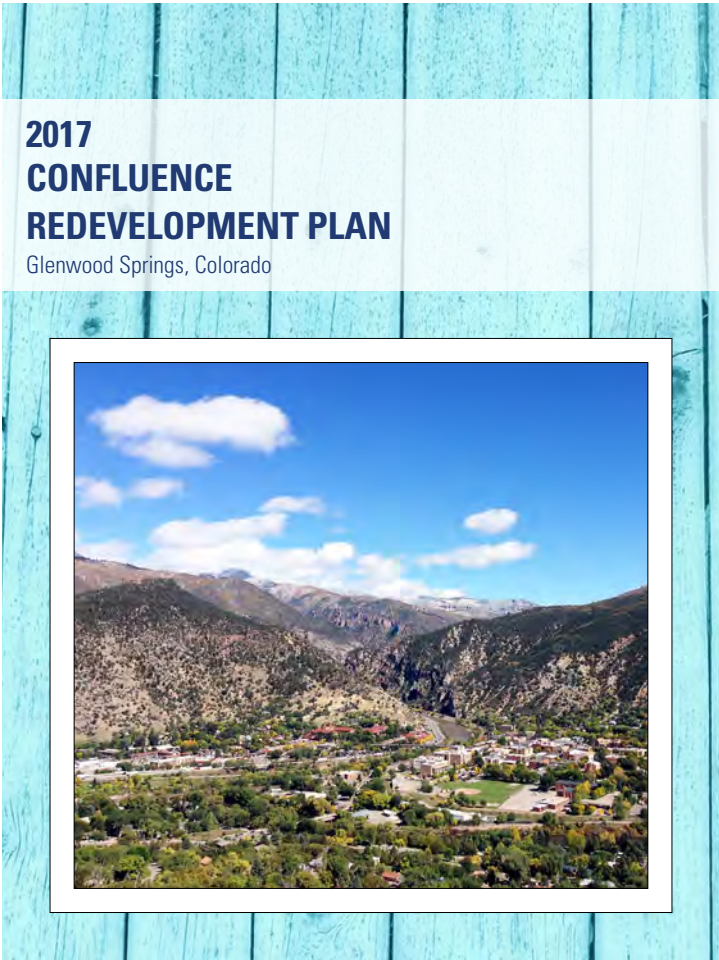
This assessment of the physical/built environment considers how present and planned land use, environmental conditions, zoning policy, transportation and utility infrastructure, and public open spaces are likely to be shaped by this pattern of investment. Additionally, for each topic key findings for “moving ahead” are listed to provide direction for the planning design solutions of the Area-Wide Plan in terms of incrementally improving efficiencies, connectivity, and design.



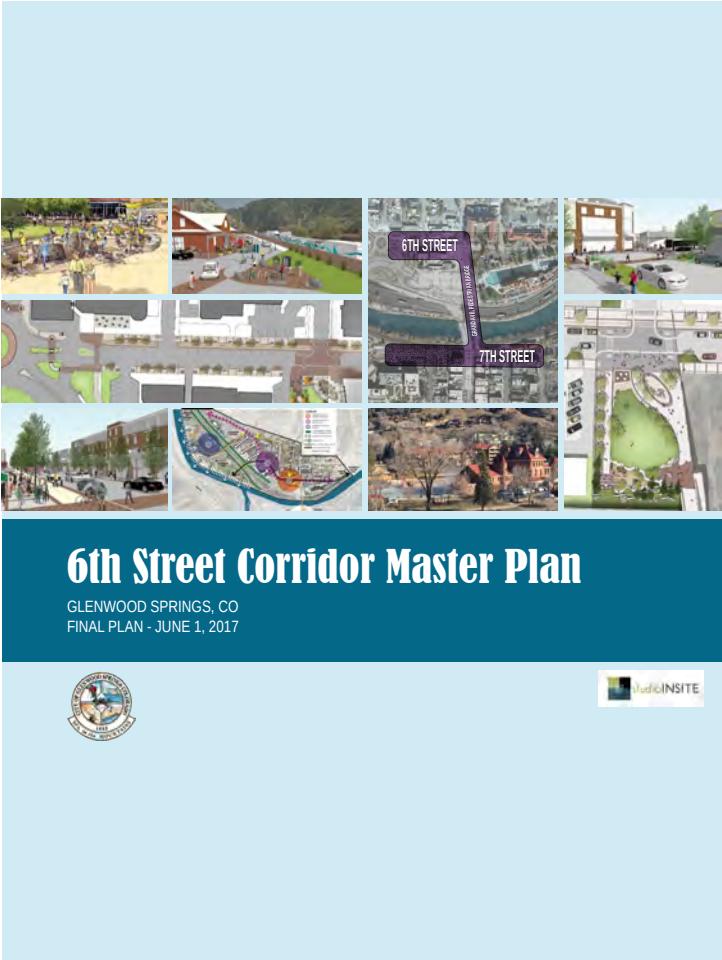
The opening of the new Grand Avenue Bridge is a project on November 7th, 2017, was years in the making and a major catalyst for change in the downtown and Glenwood Springs as a whole.

PLANNING RESOURCES

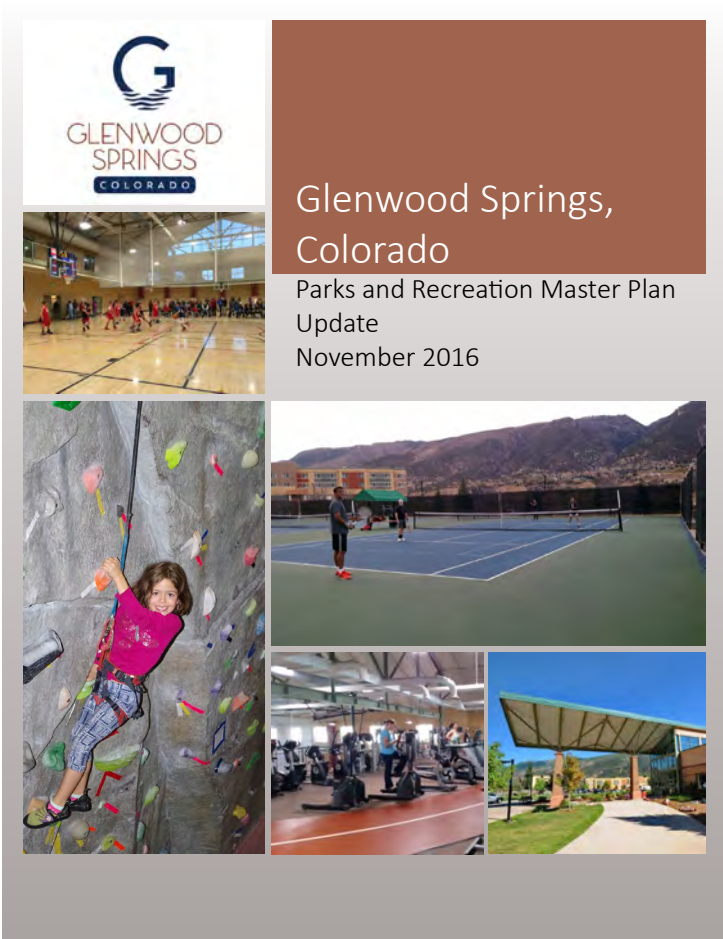
The City of Glenwood Springs is undertaking a process to bring together all of its development planning and includes several of its major undeveloped and under-utilized “brownfields” properties. The Area-Wide Plan is focused on pulling together the proposed redevelopment visions and planned infrastructure improvements developed from numerous planning documents. The focus of the effort is creating a great community where transportation, housing, tourism destinations, and commercial development investments are coordinated so that people have access to adequate, affordable, and environmentally sustainable living. This project is the next phase of ongoing economic development and community-wide planning in Glenwood Springs and focuses on bringing together all of the previous and ongoing planning efforts into one cohesive strategy for implementation. The determination of specific reuse strategies for these sites must consider the larger context, and area that includes the downtown, North Glenwood Springs, and surround context.



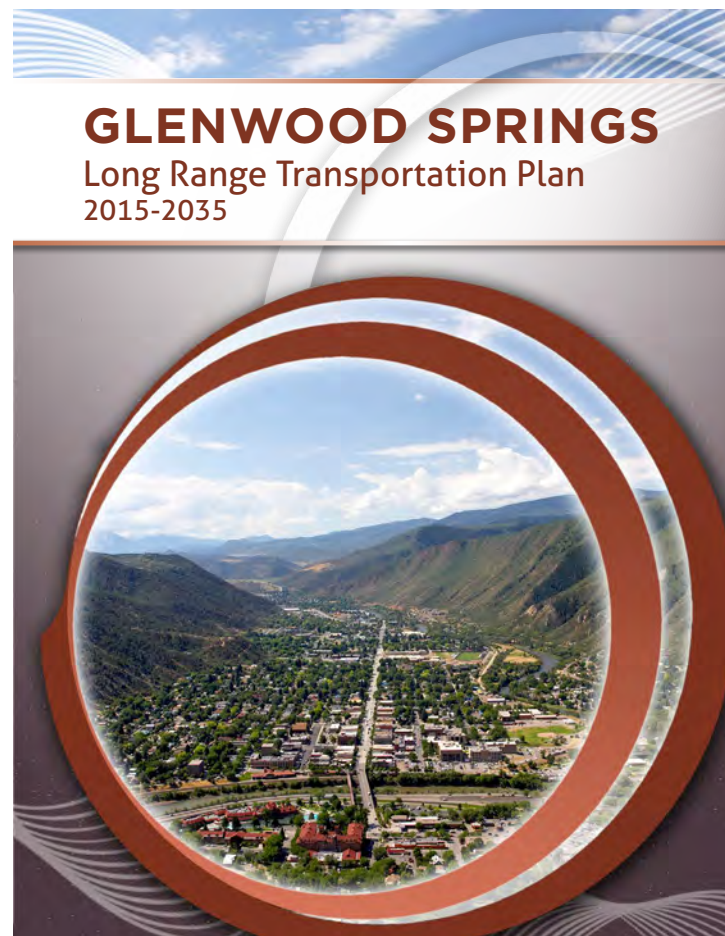
2017 Confluence Development Plan. This plan presents a redevelopment vision for the area at the junction of the Roaring Fork and Colorado rivers. Initiated in part by the decommissioning of the city’s wastewater treatment facility, the City of Glenwood Springs and Downtown Development Authority (DDA) partnered with Community Builders in 2013 to update the concepts for the Confluence. The Confluence is generally defined as the area bordered by the Colorado River to the north, Colorado Avenue to the east, 9th Street to the south, and the Roaring Fork River to the west. This document aims to provide realistic and actionable strategies for achieving higher and better use within the Confluence area that complements and adds vitality. The Confluence Plan includes examples of how Vogelaar Park could be repurposed, recommending a mix of housing while retaining some parkland and open space on the site.



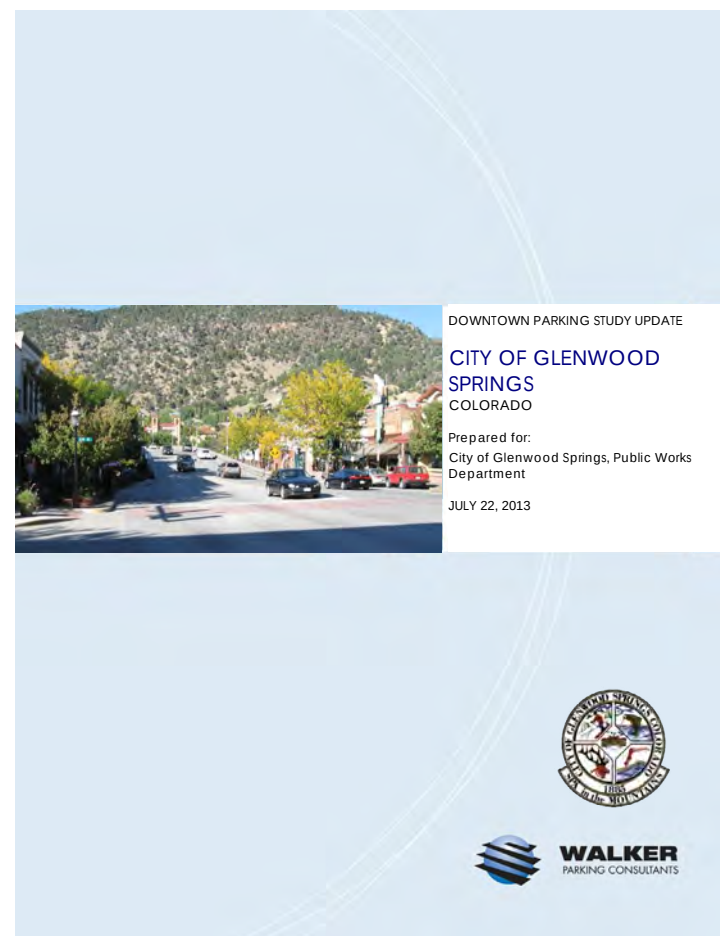
6th Street Corridor Master Plan. Over the next two years, 6th Street is expected to change dramatically as a result of the multi-million dollar Colorado Department of Transportation (CDOT) project to demolish and realign the Grand Avenue-State Highway 82 Bridge over the Colorado River. The goal of the planning effort, which kicked off in January 2016, is to anticipate public improvements that the Grand Avenue Bridge project will set in motion such as streetscape improvements, bike facilities, public parking, and neighborhood gathering areas. Based on input from public & stakeholder meetings, studioINSITE finalized a master plan that creates a blueprint for future North Glenwood development and redevelopment.



The Parks and Recreation Master Plan, and the November 2016 Update is structured around a citizen-driven community process, defining a broad mission and a strategic approach for implementation over time. Projects identified as high priority include new and existing trails, a skatepark, performing arts, an indoor ice arena, and a sports complex as well as a Capital Improvements Plan informed by improved cost recovery and management. A major focus on this effort was maintaining the focus on trail connectivity and the improvement of existing park facilities. Improvements to Two Rivers Park are being planned using the concepts of improving the quality of existing facilities and expanding their revenue potential to support parks overall. Finally, the Strategic Business Plan lays out specific recommendations to manage the program to maximize service to the community. From this plan, a budget outlining necessary revenues to sustain the program is developed.



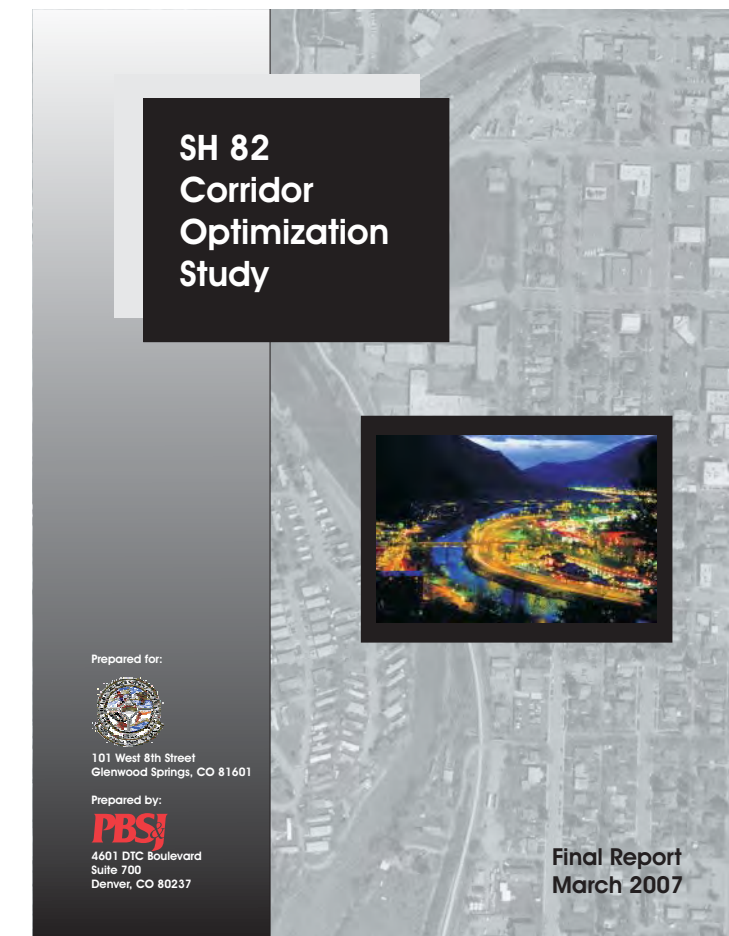
The Long Range Transportation Plan 2015 – 2035 outlines recommendations to establish the city multi-modal transportation network and strengthen connections between different modes, making travel more convenient for users at all levels of service. Based on a detailed efficiency analysis of vehicular, bicycle and pedestrian circulation; the plan recommends twenty on and off-street priority projects at a projected cost of over \$75m. The list includes shared-use paths, bicycle facilities, sidewalk connections, wayfinding signs, intersection improvements and new bridge connections. Potential federal state and local resources are identified. The Appendix is replete with essential data and technical references.



The 2012-13 Downtown Parking Study assessed parking supply and demand, evaluated future parking needs, and recommend possible parking management strategies to maximize the use of available resources. The document reported that existing supply is sufficient to adequately address parking needs, and concluded that the parking system can support additional development without adding weekday parking resources. The study does recommend that the City evaluate options for a second public parking garage and suggests possible locations.



Glenwood Springs Comprehensive Plan, adopted in 2011, is the community's guide for making land use decisions and is based on the community's values and vision for the future. The Comprehensive Plan sets the stage for other City plans including neighborhood or special district plans, capital improvement plans, street and transportation plans, and utility plans. In short, it is the central manuscript that coordinates and sets priorities for the City's current and future planning endeavors.



The SH 82 Corridor Optimization Study, Focuses on the SH 82 corridor as the primary east-west regional transportation facility serving the Roaring Fork Valley. Within the City, SH 82 is known as Grand Avenue. The corridor optimization process identifies a range of operational problems; leading to the selection of priority issues/locations and a corridor strategy in anticipation of the National environmental Policy Act (NEPA) process. This planning identifies needed intersection improvements, interchange enhancements, capacity issues, as well as how parallel arterial roads operate and convey traffic under different conditions.

LAND USE

Due to the size of the study area, land uses varying greatly. The range from traditional downtown retail, suburban format retail and lodging, to historic tourism destinations, government center, civic uses, and parkland. Recent planning studies have begun to revise the land use types for the study area, but more important the mixing of uses and their format, i.e. in terms of promoting a greater sense of a traditional downtown. This is especially important for the areas orbiting the core of what the community typical perceives as the downtown.

The City’s Comprehensive Plan contemplates the topic of “Growth versus No Growth”, and concludes that growth needs to be focused on increasing the utilization of land within and around the downtown, i.e. the study area of this project.

Although this planning effort is contemplating opportunities that exist broadly within the study area, it is primarily focused on three catalyst brownfields sites, and the study area includes three very distinct Targeted Reuse Areas, each organized around one key brownfield sites. The areas are:

- The Confluence Area (the Former Wastewater Treatment Plant);
- The West 6th Street Area (the Active CDOT Engineering & Maintenance Center);
- The Former Holly Quarry.

THE CONFLUENCE AREA

Existing uses in the Confluence Area include the decommissioned wastewater treatment plant, an active City-owned utility pumping plant, two inactive railroad spurs (referred to as the “Wye”), the active Union Pacific Railroad mainline and related facilities, the Rio Grande Trail along the Roaring Fork River, storage buildings, a funeral home, a household equipment rental shop, and surface parking for the adjacent government complex. This includes City Hall, the Garfield County Courthouse, and a county office complex. In the vicinity just south of the Confluence Area are Vogelaar Park and the Glenwood Elementary School.

- **The Wastewater Treatment Plant** — Decommissioned in 2012, the facility includes several structures slated to be demolished and removed in 2018, including a brick building housing the rotating biological contactor facility and several round sedimentation/filtration tanks. The City intends to complete demolition and clean-up of the site over the next few years to open the site for reuse.
- **The Wye Inactive Railroad Spurs** — Though not currently in use, the west spur of the wye is currently required to remain intact to a level to support future potential reactivation, per agreements between the City and RFTA. Due to their location and configuration especially for the west spur, this use creates significant land use challenges for reuse planning in the area.
- **Vogelaar Park and Environs** — This area will be reconfigured as the land exchange agreements and the 2017 redevelopment plan are implemented. Additional park land will be added to the west and south of the current park allowing a portion of the area where the baseball diamond currently is located to be developed as new mixed-use focused on downtown residences with a limited amount of commercial/retail space.

The City’s 2003 Confluence Plan and the 2017 Confluence Redevelopment Plan acknowledge that achieving an ideal balance of civic uses and commercial development activity is complicated by challenges of topography, access, subsurface utilities, and complex property agreements. All of these factors will influence the viability of future land uses as well as their configuration in this area.

THE WEST 6TH STREET AREA

The West 6th Street Area is host to several of the City’s key tourism-related businesses, as well as many of Glenwood Springs’ hotels and motels. West of Laurel Street especially, most of the businesses front onto 6th Street in the familiar pattern of highway commercial operations, each situated behind its parking field.

- **Popular destinations** — These include Glenwood Hot Springs, Yampah Spa & Vapor Caves, Glenwood Caverns Adventure Park, and Iron Mountain Hot Springs. Other commercial land uses within the study area include offices, retail, restaurants, spa and beauty salons, an automobile dealership, and automotive service and repair facilities. Like the hotels and motels, most of these businesses front onto 6th Street and are situated on their sites behind deep setbacks and in many cases off-street parking.

- **North Glenwood** — This a compact residential neighborhood sits on the south-facing hill above 6th Street, primarily east of Laurel Street. The neighborhood consists of mostly single- family homes, some dating from the late 1800s and early 1900s. The streets in North Glenwood are aligned on a traditional compact north-south, east-west grid.
- **Former Bighorn Toyota site** — This 2.8-acre property is worth noting because it is a relatively large vacant site within the overall W. 6th Street Corridor. It is currently functioning as temporary parking for the Glenwood Hot Springs and for river rafting customer pick-up and drop-off.
- **CDOT Site** — The Colorado Department of Transportation’s keep 3 offices and yard are located on a 6-acre parcel between I-70 and the Colorado River along Devereux Road, adjacent to Iron Mountain Hot Springs. The majority of the facility includes maintenance operations and with numerous buildings associated with maintenance and fleet operations, as well as engineering offices for the region, and the State Police.
- **CenturyLink** – This property is located at the terminus of 1st Street, adjacent to I-70 and serves as a regional hub for CenturyLink maintenance operations and the small buildings on the property are used mainly for storage.
- **Two Rivers Park** — Glenwood Springs’ largest regional park is located within the study area across from the confluence of the Colorado and Roaring Fork Rivers and serves as a major destination for events and summer river sport activities. The 22-acre park includes a baseball field, amphitheater, sheltered picnic areas, restrooms, a playground, and a skate park.

THE FORMER HOLLY QUARRY

There is ongoing interest in repurposing the 27-acre of the former limestone quarry to create a remarkable “hillside village” residential community and resort facility. The site is located on the southeast-facing slope of Iron Mountain, adjacent to the intersection of Traver Trail and 6th Street/ Highway 6. A preliminary plan, submitted in 2013 as a PUD, was approved and then extended to June 20, 2019. The program as submitted includes a multi-level Cliff Lodge building, 260 space parking spaces, a funicular to transport guests to the top of Iron Mountain, and a small museum themed around mining and local mining history. The proposal would re-purpose mine-scarred land, while building on previous investments by the same owner, establishing successful tourist destination businesses at the base and at the top of the mountain (Iron Mountain Hot Springs and Glenwood Caverns Adventure Park).



Former Waste Water Treatment Plant



6th Street under construction



Holly Quarry Site

Land Use: Moving Forward

The Confluence area

- The former Wastewater Treatment Plant and dormant associated infrastructure will be removed to allow for new uses.
- The active Wastewater Treatment Pump Station is fixed and cannot be moved. Any new development in the area will need to accommodate the access and service needs of this new facility.
- Negotiations with RFTA regarding the wye have been ongoing. Although subject to change, it appears that east spur of the wye can be removed and the west spur will need to be accommodated to allow for future possible rail utilization.
- There are current private uses, such as the funeral home, which may impede the ability to maximize the redevelopment potential of the area.
- The former rail freight shed will be able to be razed but such an action may require special permitting.
- The government center is fixed and has several requirements that surrounding it include parking and access for the Police Department and service access to the rear of the buildings.
- There are numerous parking areas that are potentially available for infill development.
- The active Union Pacific Railroad will have impact on the placement of new uses due to noise and dust impacts.
- Per the 2017 Confluence Redevelopment Plan, the Vogelaar Park redevelopment area will likely advance first as a primarily residential project with limited commercial development.

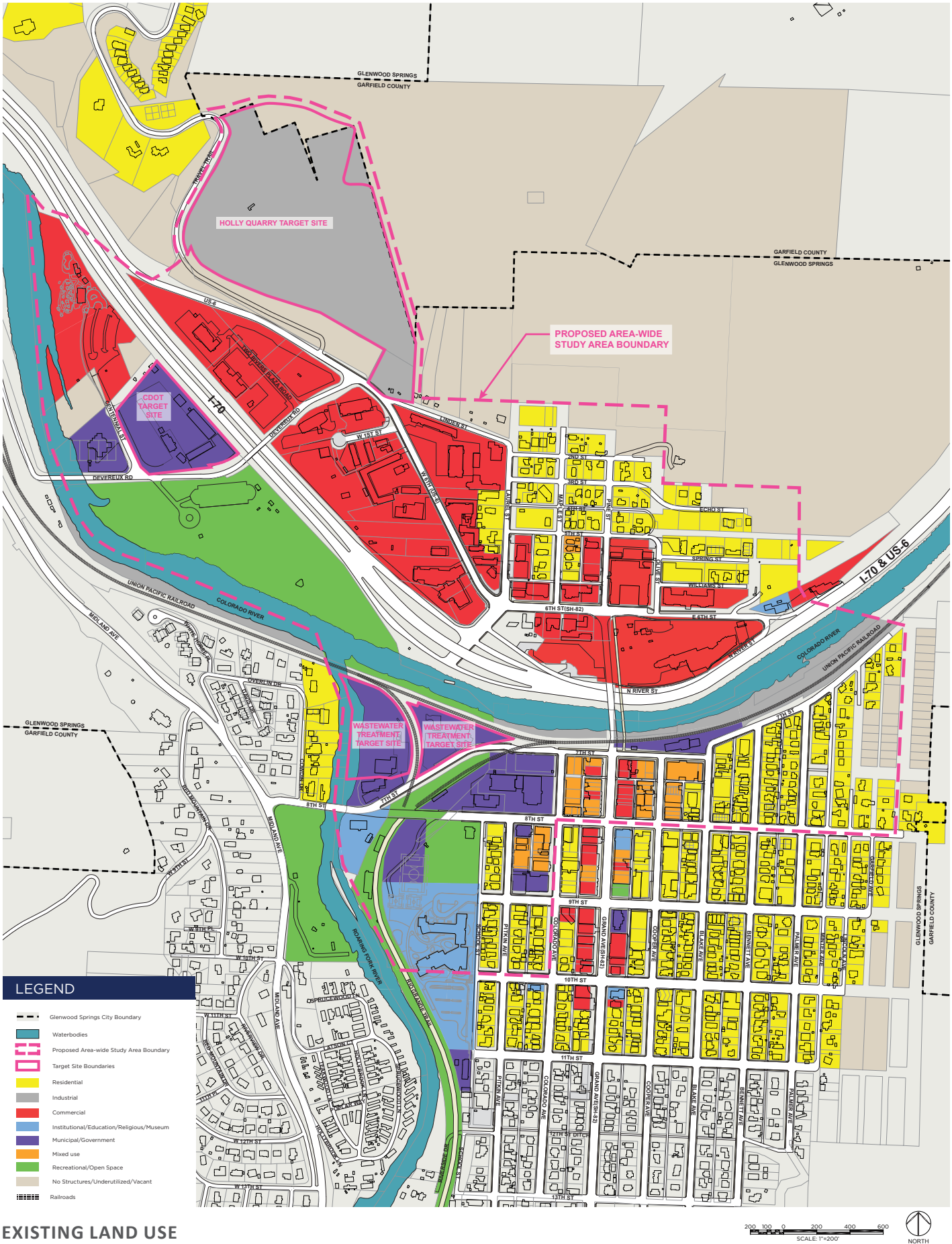
6th Street Corridor

- The 6th Street Corridor Plan Master Plan, completed in April of 2017, anticipates future private redevelopment of existing properties that will incrementally infill following a mixed-use pattern of land uses. This is anticipated to start on underutilized parcels buildout to occupy street frontages. Public improvements such as new streetscapes, bike facilities, public parking, and neighborhood gathering areas are planned as the district evolves. This fundamental approach will result a potential dramatic shift long term in the mix of uses in this area, as it transitions from large parcels with single uses, to a more densely grouping of buildings and a diverse mix of commercial/retail, lodging, tourism, and residential uses.

- This area represents the largest potential area to attract growth within the downtown, as discussed first in the Comprehensive Plan and then refined through the 6th Street Corridor Plan. It also strategically located within close proximity of downtown, to expanse and development pattern and mix of land uses that expands the overall impact of the City’s downtown as a whole. This includes accommodating the increasing regional demand for commercial space in a manner that compliments the character and mix of uses in the downtown and not compete with it.
- The desire for new buildings and expansions to existing buildings will bring new residents living in this part of town. Land uses that have been considered include recruiting convenience and fresh food retailers as well as entertainment and service providers to what should become a new Glenwood Springs neighborhood, as well as a more attractive, and fun, version of the regional destination it is today.
- The CDOT Engineering & Maintenance Center, a commercial office building, and the Iron Mountain Hot Springs occupy 17+ acres between the Colorado River and the southbound lane of I-70, west of Devereux Road. Opportunities to better integrate and buffer the CDOT facility to allow further redevelopment around it will be important. This includes reducing potential conflicts between activities on the site and the new uses focused on tourism and residential that are occurring around it. Moving forward, there may be opportunities for the property owners to work collaboratively within this geographically constrained area to explore mutually agreeable ways to accommodate additional compatible economic activity. This includes improved public river access while improving public access, and without diminishing the capability of the CDOT to perform its public safety operations in a reliable, and efficient way.

The Former Holly Quarry

- It is in the best interest of all parties to return this parcel to an economically productive use. The proposed PUD development program for the site includes a mix of tourism, lodging, and residential uses. The current property owner is still exploring options for the highest and best uses for the site, especially since there are infrastructure challenges to meet the requirements of almost any likely land use combination. Based on current factors, residential uses that take advantage of the excellent valley views may be the most likely best use for the site.



EXISTING LAND USE

ENVIRONMENTAL AND HUMAN HEALTH RISK CONDITIONS

A key goal of the U.S. EPA Brownfields Area-Wide Planning Program is to help communities create strategies for the reuse of brownfields that are protective of public health. The Environmental and Human Health and Risk Assessment section of this analysis focuses on identifying potential site constraints the may impact redevelopment and public health impacts posed by the current site conditions and summarizing those conditions in a manner that can be easily communicated to the residents that may be impacted.

Human health aspects evaluated include:

- Cleanup efforts at the three catalyst sites and impacts to soil and groundwater quality;
- Existing Air Quality issues and efforts to improve air quality;
- Surface Water quality and public access to the waterfronts; and
- Environmental Justice issues per the U.S. EPA’s Plan EJ 2020 parameters.

FORMER WASTEWATER TREATMENT PLANT

The Former (City of Glenwood Springs) Wastewater Treatment Plant is a 5-acre property located at 401 West 7th Street was decommissioned in 2012. The City owns the property and is considering the site for future redevelopment opportunities. The property is one of the catalyst brownfield sites of the Area-Wide Planning effort.

The 5-acre decommissioned wastewater treatment site, ideally situated on a triangular parcel

wedged into the confluence of the rivers, was identified by a public engagement process as a high priority for redevelopment in the 2003 Confluence Plan. First a trickling filter plant completed in 1968 and then a rotating biological contactor plant built in 1979, all wastewater facilities, with the exception of a new lift station, were relocated to the outskirts of town in 2012.

The plant was decommissioned in part due to potent chemicals such as sulfuric acid created during the treatment process corroding its brick structure over time. The plant also had recurrent struggles with removing ammonia from wastewater before it was discharged into the Colorado River. Additional potential contaminants of concern include chlorine leachates from the treatment process; asbestos; potential hazardous waste from drying beds on the north side of the side where sludge was stored; and arsenic, creosote, and other toxins from the former Union Pacific-owned railroad wye that bisects the parcel.

Following assessment, city officials plan to demolish the old plant, including several holding tanks and a major pipeline that brought most of the City’s sewage into the old treatment facility.

As part of the Area-wide Planning effort, Gaito & Associates interviewed the City’s Public Works Director, Mr. Robin Millyard and reviewed readily available environmental information including the following reports:

- Phase 1 Environmental Site Assessment, Waste Engineering, December 1998
- Phase 2 Environmental Site Assessment, Waste Engineering, March 1999
- Phase 1 Environmental Site Assessment, Weston, December 2016
- Phase 2 Environmental Site Assessment, Weston, February 2017.

Findings of 1999 Environmental Site Assessments

The 1999 Phase 2 Environmental Site Assessment (ESA) report identified minor BTEX soil contamination in the areas of former Drywells 2 and 3. The report recommended localized excavation and disposal of this soil. The recommendations indicated that the soil should be excavated, analyzed, and disposed of at the South Canyon Landfill after approval by the Colorado Department of Public Health and Environment. Through review of the City’s records and contact with the contractor who conducted the 1999 Phase 2 ESA, it was determined that this contaminated soil was not remediated.

The 1999 Phase 2 ESA report also identified the presence of solid waste during the excavation of Test Pit No. 2. The solid waste included burned debris, cans, bottles, bones, and lumber. The extent of the solid waste was not determined at that time. While the presence of the solid waste did not result in a recommendation of remediation, there was a concern that the presence of the solid waste could complicate the construction of new building foundations or slabs. The report recommended that future contractors be made aware of the potential to encounter solid waste and that any waste that is encountered during construction be disposed of appropriately. Through review of the City’s records and contact with the contractor who conducted the 1999 Phase 2 ESA, it was determined that this debris was not removed.

As part of the Existing Conditions evaluation, EPA’s START Contractor, Weston Solutions, was contacted about the information presented in the 1999 Phase 2 ESA. The following information was provided by Weston:

General Notes

- The 1999 Phase II ESA Investigation tasks in the vicinity of the four of the buildings (M.O.C. Building, Old Shop Building, Old Truss Building, and Sign Shop) did not occur within the 2016 Technical Brownfields Assistance (TBA) Site Boundary.
- The four buildings (M.O.C. Building, Old Shop Building, Old Truss Building, and Sign Shop) had already been demolished and the land redevelopment with a new building and parking lots during the 2016 TBA.
- Regulatory standards in Colorado have changed since 1999. Soil and groundwater sample results were compared from the 1999 Phase 2 ESA investigation against current Colorado petroleum benchmarks and no Certificate of Completion (COC) exceedances were noted for BTEX or TPH analytes.

Three Drywells

- Drywell #1 – Drywell #1 was installed in 1983. This well had a solid base and no indication of gravel or perforations in the interior walls were observed. Material in the well was routinely pumped using a vacuum truck. Material did not come in contact with surrounding soils or have a completed pathway to groundwater. Once the buildings were torn down, the source of material entering the drywell no longer existed.

- Drywells #2 and 3 – The purpose of these wells were to collect surface runoff. It is likely petroleum constituents from vehicles in the parking lot were mobilized and diluted by rain water which collected in the drywells (these wells have gravel bottoms). A soil sample was collected from each drywell (DW-1 and DW-2). Extractable Petroleum Hydrocarbons (EPH) values in soil samples from Drywell #2 and Drywell #3 were 340 mg/kg and 300 mg/kg, respectively (VPH were non-detected). These concentrations are below the current TPH comparison benchmark of 500 mg/kg. BTEX concentrations reported in the samples are below Tier 1 RBSLs. Based on these two criteria, the localized impacts to soil do not exceed any standards and no further action should be necessary (unless requested by the state).

Six Soil Borings/Monitoring Wells (Soil Borings were converted to Monitoring Wells)

- Soil Samples: No petroleum constituents (VPH, EPH, or BTEX, as applicable) exceeding standards were noted in soil samples collected from the soil borings.
- Groundwater Samples: No exceedances were noted in ground water samples collected from the monitoring wells.

Two Test Pits (Test Pit #1 and Test Pit #2)

- Soil Samples: A soil sample was collected from each test pit (TP-1 and TP-2). EPH values in soil samples from Test Pit #1 and Test Pit #2 were 64 mg/kg and 160 mg/kg, respectively (VPH were non-detect). These concentrations are below the current TPH comparison benchmark of 500 mg/kg. BTEX concentrations reported in the samples are below Tier 1 RBSLs. Based on these two criteria, the localized impacts to soil do not exceed any standards and no further action should be necessary (unless requested by the state).

Solid Waste

- It was reported that buried trash and debris was observed during installation of the three (3) drywells at the site. Materials primarily consistent of bottles and debris from burned trash. During the 1999 Phase II ESA, the side-wall of Test Pit #2 consisted predominantly of trash fill such as burned debris, cans, bottles, bones, and lumber. These materials by themselves are not considered to pose a substantial environmental risk.

Findings of 2016/17 Environmental Site Assessments

The more recent Phase 1 and Phase 2 ESAs were prepared by Weston after the decommissioning of the Wastewater Treatment Plant in order to assist the City in their preparations for redevelopment of the property. The Phase 1 ESA report identified two Potential Recognized Environmental Conditions:

- The operations associated with the wastewater treatment system, including the sandfilter drying beds, indicate the potential for organics and heavy metals contamination at the subject property.
- Due to the operations associated with the active railroad adjacent to the subject property and the inactive railroad spurs (“the wye”) bisecting the subject property, there is the potential for petroleum hydrocarbons, semi-volatile compounds, and heavy metals contamination in soils.

Two additional concerns were also identified:

- The operations at the former Wastewater Treatment Plant may have resulted in contamination from the activities performed at the subject property. The processes at the treatment plant were not designed for the treatment of ammonia in the influent.
- Due to the age of the buildings, there is the potential for asbestos-containing materials (ACM), lead-based paint (LBP), mercury-containing thermostat switches, and/or light ballasts containing polychlorinated biphenyls (PCBs), and mold to be present at the subject property.

A Phase 2 ESA was recommended and consequently conducted by Weston to investigate the identified Recognized Environmental Conditions (RECs) and concerns. The Phase 2 ESA had the following recommendations:

- Preparation and use of a Materials Management Plan during redevelopment is recommended to address localized areas of surface soil impacts identified and in case impacts are encountered during building removal.

- Based on the ACM identified at the Site and demolition plans, START recommends contracting an accredited asbestos remediation company to determine appropriate remedial actions to address the ACM at the Site during the cleanup phase of redevelopment. The non-friable ACM identified is classified as Category I or II non-friable.
- Due to planned demolition of the buildings, remediation of LBP may not be necessary and no additional sampling may be needed unless required by the disposal facility. It is recommended that the disposal facility be contacted to determine if Toxicity Characteristic Leaching Procedure sample(s) are required.
- PCB-containing equipment (e.g., light ballasts) should be properly removed and disposed.
- Mercury-containing thermostat switches should be properly removed and disposed.

Former Wastewater Plant: Moving Forward

- Based on available information no additional environmental site assessments are likely to be necessary at this time to support reuse.
- Additional health and safety precautions and soil management protocols during demolition and future construction should be implemented. A materials management plan is recommended during redevelopment for construction worker awareness, including excavation contractors, in case adverse environmental conditions are encountered (e.g., potentially impacted soils and/or unexpected buried solid wastes).
- If unexpected contamination is discovered during redevelopment, it would be an opportune time to excavate then when the presence and extent can be seen.
- Management of Asbestos Containing Materials (ACM), Lead-Based Paint, PCB-Containing equipment and Mercury-containing thermostats must be addressed during building demolition.
- Management of these issues could impact the costs of demolition.
- Resources should be identified to assist the City in the management of concerns with building demolition including abatement of the ACMs.



View of the Former Wastewater Treatment Plant. Note building to the right is the new active pump station.

**THE ACTIVE COLORADO DEPARTMENT OF
TRANSPORTATION (CDOT) ENGINEERING &
MAINTENANCE CENTER**

The active Colorado Department of Transportation (CDOT) Engineering and Maintenance Center was identified as one of the catalyst brownfield sites due to the City’s interest in establishing connectivity between downtown Glenwood Springs, Two Rivers Park, the Iron Mountain Hot Springs attraction and the redevelopment of the 6th and 7th Street Corridors. The 5-acre CDOT site is located at the extreme end of the W. 6th Street Area at the intersection of Devereux Road and Centennial Street. The property has been used for CDOT for Engineering and Maintenance Departments since the 1970’s. The CDOT facility also houses Colorado State Police operations.

As a part of the Area-Wide Planning effort, Gaito & Associates reviewed historic aerial photographs and other information that documented the historical uses of the property to identify any potential environmental impacts to redevelopment. In short, according to historical photographs, the property was vacant until the CDOT facility was built in the 1970s. At that time, CDOT entered into an agreement that resulted in the construction of their facility in return for a 99-year lease for parking for an entity known as Redstone Corporation. Water testing conducted in support of the building construction recommended that if Underground Storage Tanks were to be installed, the metal tanks should not be used to the alkaline condition of the soils on site. No other environmental information was readily available for review.

In January 2018, the SGA team and the City met with CDOT representatives with the intent of identifying the availability of environmental information and to engage CDOT as a stakeholder of the Area-Wide Planning effort. During this stakeholder meeting, CDOT explained the critical nature of their location to both their operations as well as to the operations of the Colorado State Police. Due to the proximity and access to the Interstate, the current location of the CDOT facility is paramount to public service and safety. No other location has been identified that can provide the same levels of service and safety. As a result, CDOT representatives indicated that the feasibility of relocating these operations is not currently viable. CDOT representatives strongly expressed their desire to work with the City to explore other projects that could achieve the desired connectivity goals, especially around the perimeter and general environs of their facility. Other projects that were suggested included streetscaping, bike paths improvements, and additional and/or improved multi-modal sidewalks and pedestrian safety improvements.

**CDOT Engineering and Maintenance Center Site:
Moving Forward**

- Based on the current status of the site no environmental site assessment activities are warranted at this time.
- Opportunities to engage CDOT on ways to improve the interface of this site with the overall redevelopment visions for the West 6th Street Area should be pursued.



West 6th Street Area



The CDOT Engineering & Maintenance Center

THE FORMER HOLLY QUARRY

The former Holly Quarry site was identified as one of the catalyst brownfield sites due to the City’s desire to support a private sector partner’s interest in redevelopment of this site. The Holly Quarry site is a 27-acre property that was formerly the Pitkin Iron Corporation limestone quarry.

The Holly Quarry site contains two abandoned limestone quarries located at the base of Iron Mountain, north of Interstate 70 and adjacent to Iron Mountain Hot Springs and the Glenwood Caverns Adventure Park. The Holly Quarry served Mid-Continent’s Redstone coal mine operations, which produced more than 21 million tons of mid-volatile metallurgical coal thirty minutes outside of Glenwood Springs until a deadly underground fire ended operations in 1991.

For decades Mid-Continent’s associated industrial activities were the economic foundation of Carbondale and surrounding areas. Limestone from the Holly Quarry was ground at a rock dust plant then sent to coal mines in the region to help reduce coal dust and prevent explosions. When Mid-Continent formally closed the entire business in 1991, much of this industrial base evaporated. While one of the three former limestone quarries on Iron Mountain reopened in 2009, the Holly Quarry site has remained closed and out of operation for over 30 years.

As part of the Area-Wide Planning effort, Gaito & Associates reviewed historic aerial photographs that documented the historical uses of the property to identify any potential environmental impacts to redevelopment. The aerial photographs confirmed that the site was undeveloped until the onset of the mining operations. No other environmental information was readily available for review.



Holly Quarry Site

Limestone, composed mostly of calcium carbonate, is used primarily to produce Portland cement for the building industry. Other products that use limestone include breakfast cereal, paint, calcium supplements, antacid tablets, paper, and white roofing materials. Typical environmental impacts from limestone mining include:

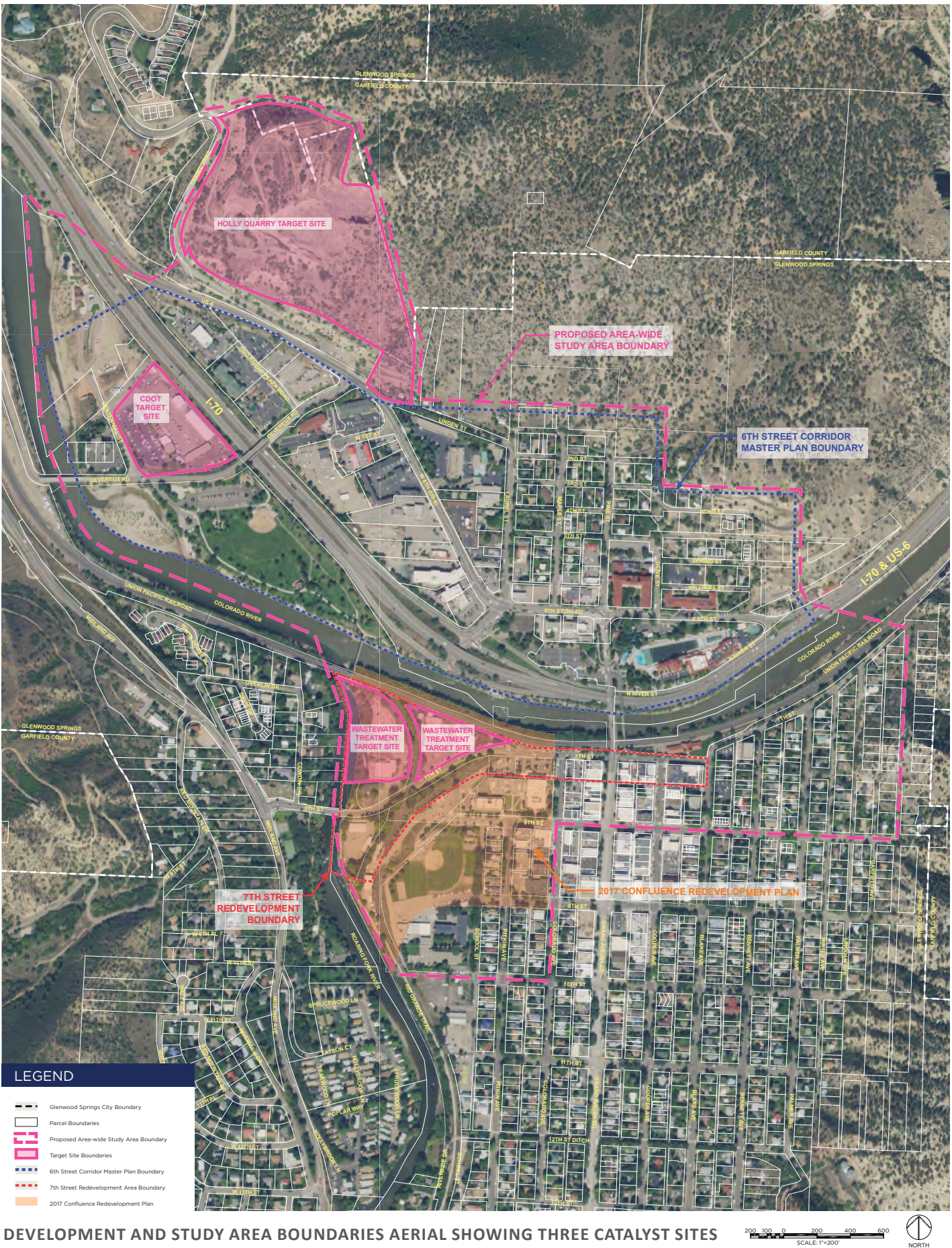
- Reduction in quality and quantity of groundwater;
- Potential for sink holes if the mining occurs in areas of karst geology; and
- Creation of dust during mining activities that could impact air quality.

Given that the mining operations ceased over 30 years ago, potential dust impacts no longer exist. The property owner is addressing any potential stabilization issues as part of the site development plan and construction specifications. Since it is the property owner’s intention to provide a water supply to the redevelopment, groundwater quality would not be a concern.

The SGA Team and the City met with the current owner of the site with the intent of identifying the availability of environmental information and discuss reuse opportunities. The current property owner stated that he is not aware of any traditional brownfield-type environmental issues at this property. He also was not able to identify any other legacy environmental issues that he believed would impact redevelopment of this site. The property owner did identify the need for resources to establish water, wastewater, and stormwater infrastructure to support site redevelopment.

The Former Holly Quarry: Moving Forward

- Based on the current status of the site no environmental site assessment activities are warranted at this time.
- Opportunities to obtain resources to support extension of water, wastewater and storm sewer infrastructure should be explored.
- Opportunities to obtain funding that supports the reuse and reclamation of mine-scarred lands should be considered.



DEVELOPMENT AND STUDY AREA BOUNDARIES AERIAL SHOWING THREE CATALYST SITES

ZONING

ZONING: GLENWOOD SPRINGS’ DEVELOPMENT REGULATIONS

The City’s 2011 Comprehensive Plan establishes the policy framework for the City’s development regulations. The plan describes the preferred outcomes of future private property investment. These outcomes are succinctly summarized in the list of planning goals and policies and in the Future Land Use Map. The Future Land Use Map delineates the Confluence Area as a new, emerging mixed-use center. The plan also sets out actions that will support construction of new housing; emphasizing variety and affordability, and making special mention about the character of the future of the Confluence site...“Incorporate a prominent residential component in a mixed-use redevelopment plan”.

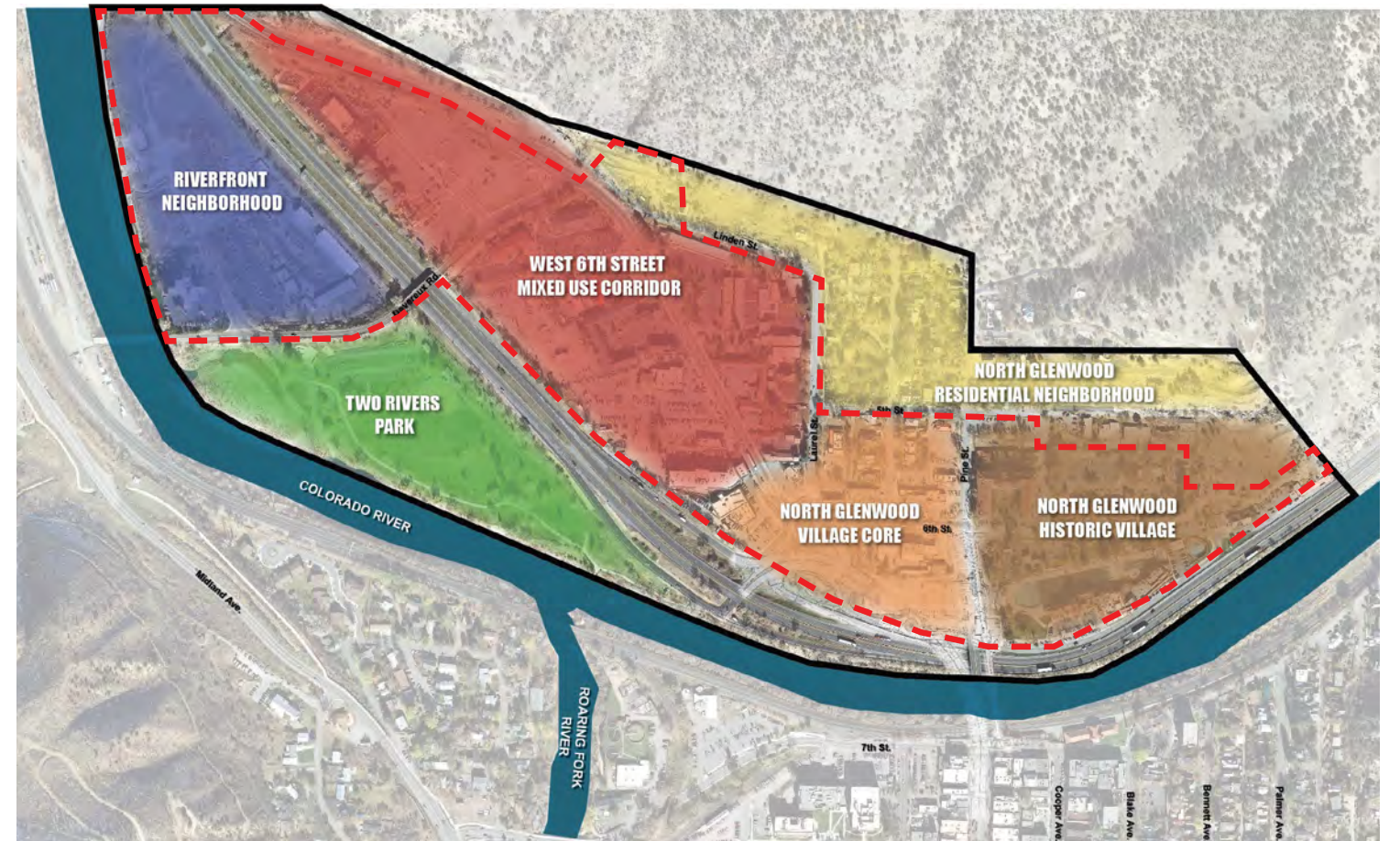
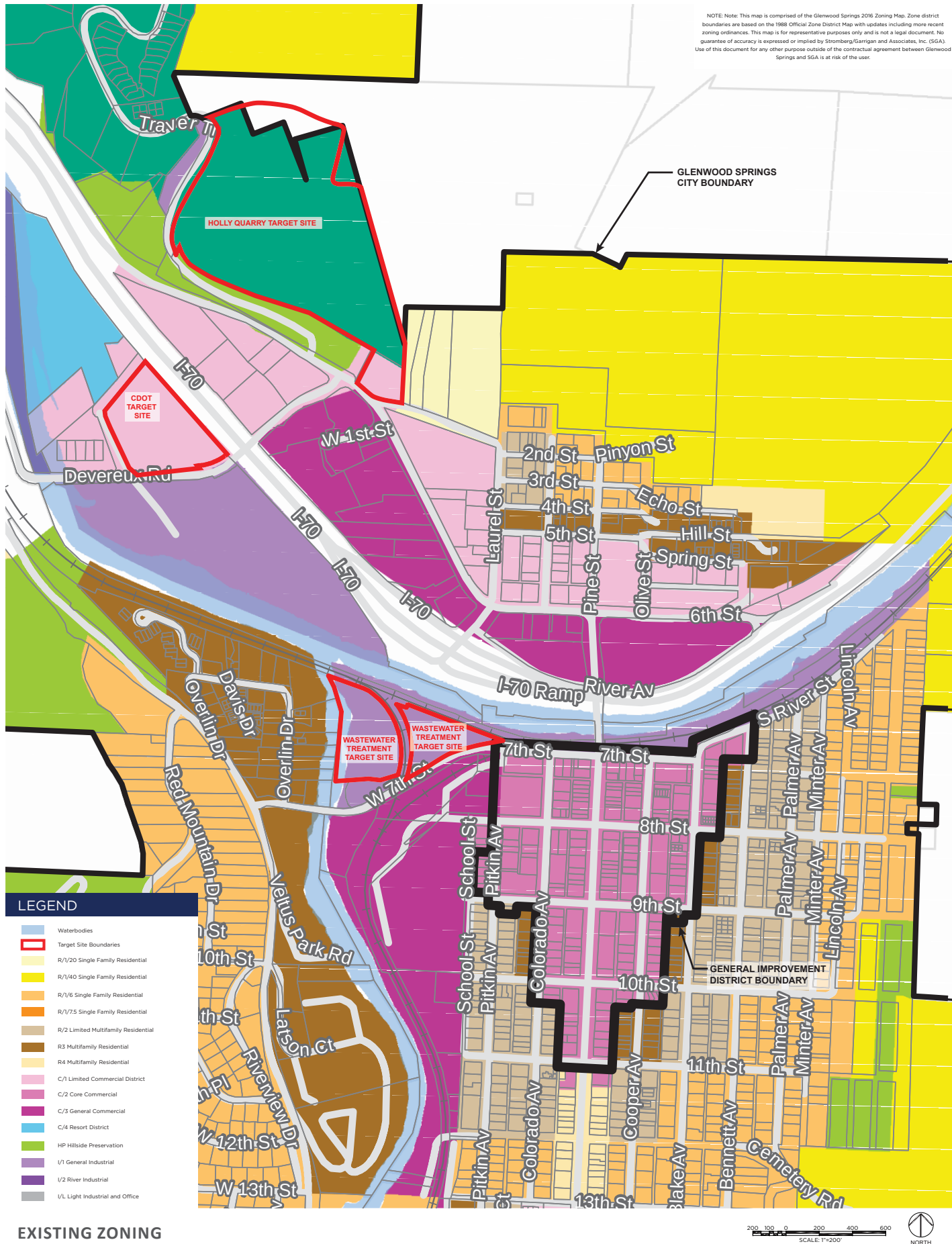
Since 2015, the City has been engaged in an effort to substantially re-write Title 070, the Glenwood Springs Development Regulations. It is likely that this new regulatory framework will guide future development taking place in the study area. Transformative changes include:

- Mixed-use welcomed. The current code lacks adequate provision for mixed use districts and mixed use buildings; a desired outcome of future investment and redevelopment in the study area.
- The PUD ordinance is recalibrated to include public purpose goals. Though the PUD provisions in the present code lay out the exhibits required for submittal and then describe the procedure for review and hearing of qualified applications, no criteria for approval/denial are offered in the ordinance. The new ordinance will describe specific community goals and desired outcomes to be accommodated if zoning requirements are to change as part of an approved PUD project
- The code is restructured to provide clear direction, vivid illustrations, and additional controls. The town is mostly “built out” in the valley floor and “boxed in” by steep canyon slopes near the outer boundaries, therefore, future development will be in the form of infill, expansion or redevelopment. Zoning regulations and review procedures must effectively steer reinvestment toward high-quality outcomes for these key sites.

- The proposed updates aim to simplify the process. The current development regulations require substantial commitment of front-end investment in fees, professional services and time before starting a very long review process guided by subjective criteria and lengthy hearings, often resulting in changes and essentially starting again.
- Recommended amendments specific to the study area will eliminate some zoning district designations, add at least one new one, and substantially restructure many of the other provisions guiding building placement and permitted uses.
- Recommendations also include eliminating I/1 General Industrial, the base zoning for much of the Confluence Area, including the City-owned 2-acre site occupied by the decommissioned wastewater treatment plant. The future zoning is likely to be M1 or M2; anticipating walkable and active neighborhood-scale places with a mix of residential and non-residential uses. Regarding the treatment plant site, since the parcel is City-owned, the governing body may exert considerable influence over the outcome.
- C/3 General Commercial, to be renamed CO Commercial, is the current base zoning for the remainder of the Confluence area as well as most of the parcels fronting West 6th Street below Devereux Road. However, future mapping amendments are likely to re-zone these areas so that they are covered under the provisions of one of the new M (mixed-use) districts.
- C/1 Limited Commercial is the base zoning controlling most of North Glenwood above 6th Street as well as the properties across I-70, including the CDOT Engineering & Maintenance Center and the Iron Mountain Hot Springs resort. The proposed amendment will change the title of the district to M1, permitting and promoting an array of activities, inviting new residents, and setting expectations for less dominant parking lots, attractive shopfronts and great streets for a stroll.

Zoning: Moving Forward

- As mentioned previously, after the text amendments are adopted or largely accepted, public consideration of changes to the zoning map will include focus on the 6th Street, North Glenwood, and the Confluence Areas.
- Future redevelopment in the 6th Street and Confluence Areas will benefit if there is a mechanism to provide a higher level of design guidance and oversight than anticipated by the provisions of the updated M1, M2 PUD or the new M3 zoning district. The December 2016 Module 2 Public Draft suggests that this could require additional base zones, or an overlay district that applies unique design standards and guidelines.
- City policy to expand mobility options and encourage walking and biking should feature prominently in discussions about development ordinances, rezoning applications and subdivision reviews. Provision for public access to rivers, trails, bike parking, setting a maximum front setback (as proposed for the M districts) and the expectation that front entrances are to be convenient to a walkable public way are all components of development regulations that support, rather than stifle, walking and biking. Management of easements, as well as seeking dedication or acquisition to eliminate gaps in the network, should be part of an overall public access masterplan for the West 6th Street Area.
- The new zoning standards constrain/shape the future development potential of the 6th Street and Confluence areas. Development regulations set parking requirements by use. The update eased some requirements, and simplified allowances and procedures for shared parking and off-site parking. Nevertheless, the standards do constrain/shape the future development potential of the 6th Street and Confluence areas. Evaluation of car usage by future residents may indicate that further easing and cooperative management would be logical.
- Evaluate if additional building height is permitted (to incentivize private resources to support public policy goals) in some locations. As proposed, the M2 and M3 districts permit structures up to 60 feet tall by-right. The 6th Street Corridor Plan suggests that a height bonus may be an appropriate strategy to attract developer interest in providing income-qualified community housing as part of future residential buildings in some areas. This thesis should be further evaluated from an appearance perspective – to understand the how that building height would look and also to understand whether an analysis of building costs confirms that the additional return on an additional floor or two is not entirely consumed by the additional cost of building it, as the construction type will be different for the taller structure.



Proposed Land Use Character Areas from the 2017 6th Street Corridor Master Plan

NATURAL RESOURCES

The natural conditions surrounding the City of Glenwood Springs are some of its most defining features. Set within the Roaring Fork and Colorado River Valleys at the confluence of the two rivers, the hydrologic and geologic environments create the unique environment in which Glenwood Springs has been able to thrive.

Based on information from the Colorado Geological Survey, the City of Glenwood Springs proper is largely situated on the relatively flat or gentle-sloping alluvial terraces which surround the Colorado and Roaring Fork Rivers. These alluvial deposits feature a mixture of broken rock and gravel within a matrix of finer sands and silts. The soil profiles on these terraces are variable, but generally designated well-drained by the NRCS’s soil survey, meaning they aren’t prone to local ponding and flooding in an undeveloped condition.

Rising out of the river valleys are steep mountainsides with the bedrock at or near the surface of the slope. These mountainside outcrops essentially frame the developed areas of Glenwood Springs, with the majority of existing buildings ending at the geologic barriers between the alluvium and the outcrops. On the south side of the Colorado River, these mountains consist of bedrock formations that include evaporative rock like gypsum and halite as well as sedimentary units like sandstone and shale. On the north side of the Colorado River in Glenwood Springs, the mountains consist mainly of a formation called the Leadville Limestone, a blue/gray limestone and dolomite rock outcropping. These steep slopes surrounding the City do provide some risk in the form of mudslides and debris flows, particularly where rainwaters are able to collect in gulches and similar topographies. This presents a hazard for some areas of the city but is also a natural geologic occurrence for an area such as Glenwood Springs.

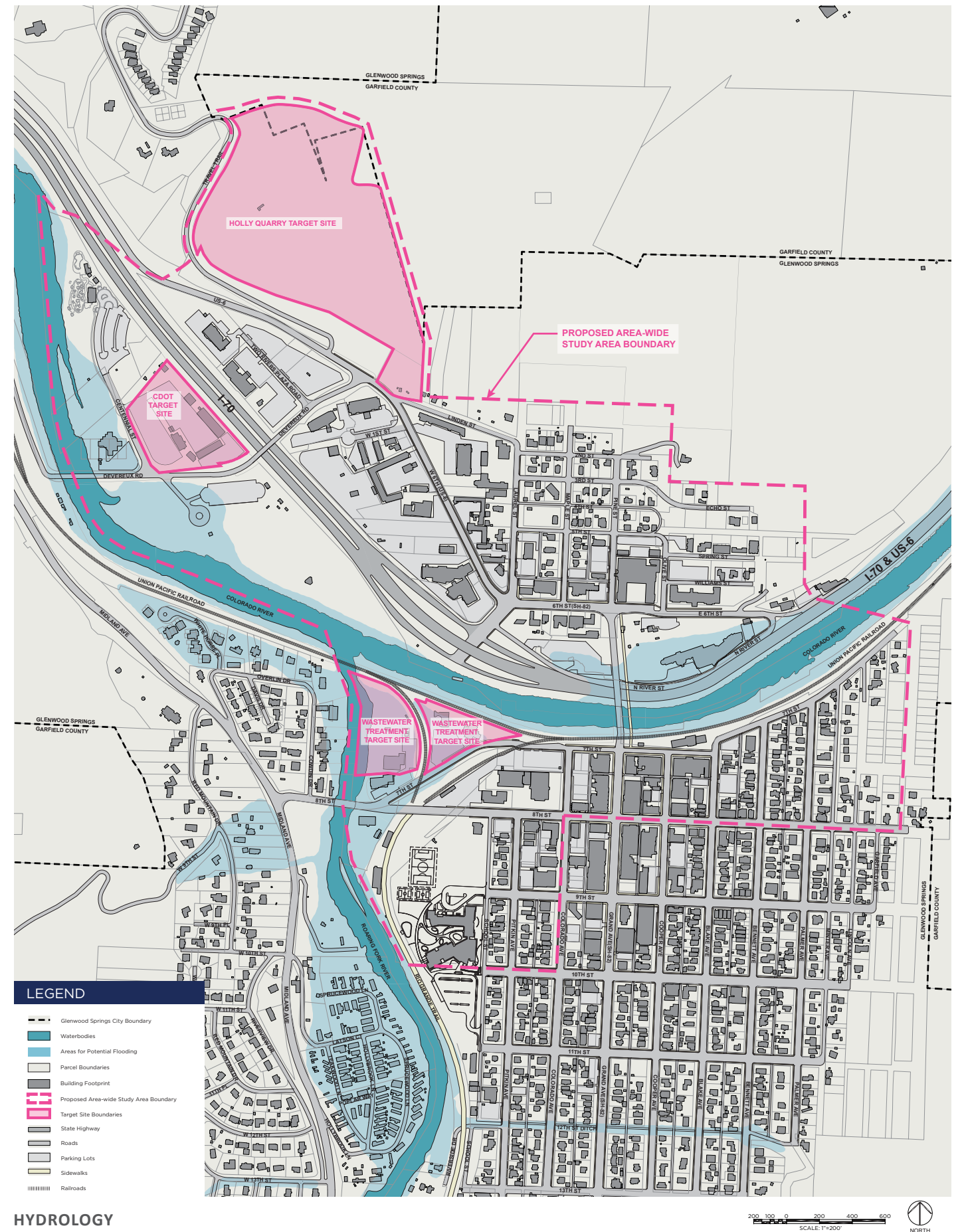
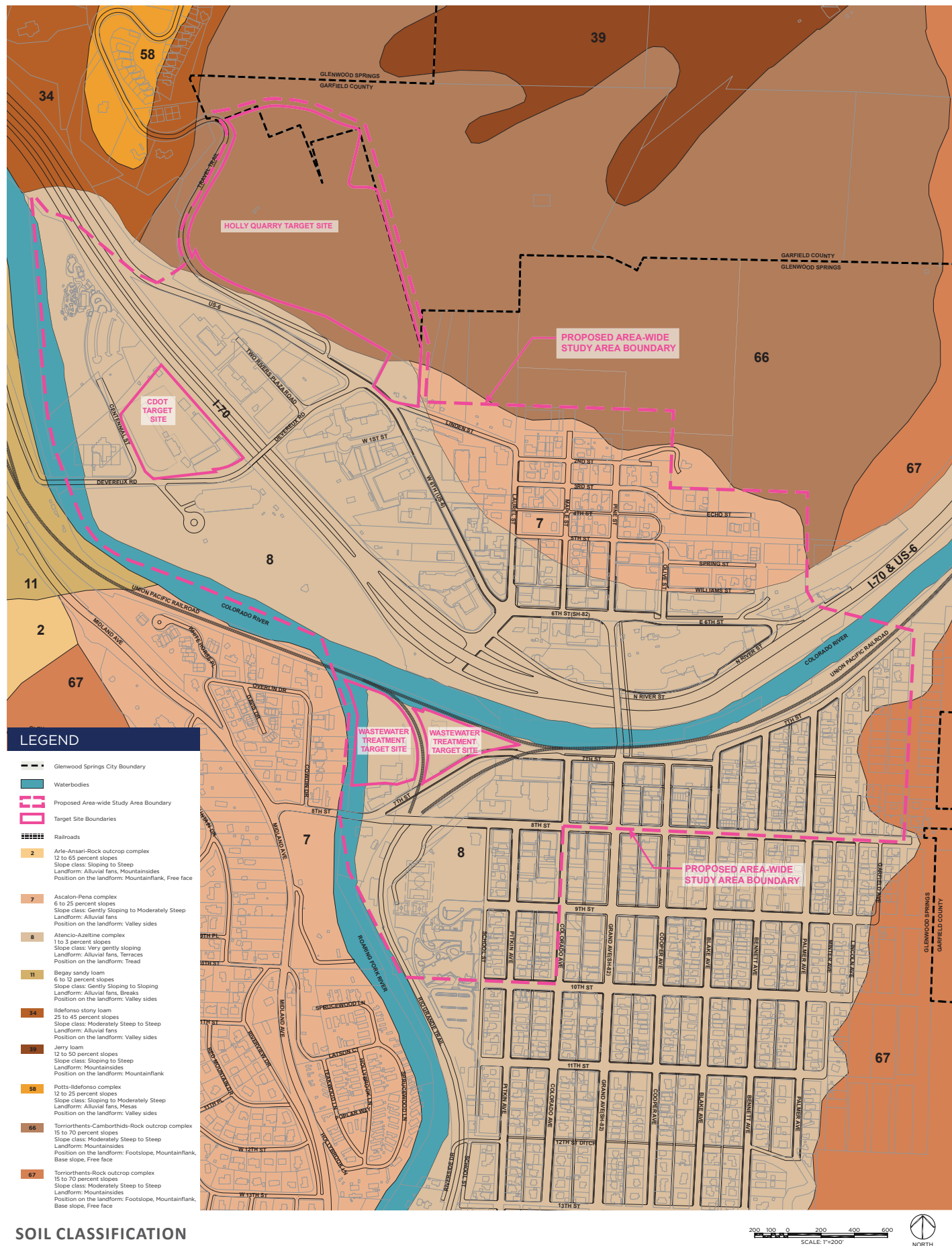
Extraction of natural resource is not currently prevalent in the areas immediately within/surrounding the City of Glenwood Springs like it is in other portions of the western slope, although one of the sites at the northern edge of the City/study area was formerly a limestone quarry.

One resource that is relatively abundant within Glenwood Springs is geothermal energy. Much of this area of Colorado experiences geologic phenomena which result in higher-than-normal levels of heat in its bedrock. This energy has clear manifestations within the City and provides the basis for some of the more well know tourism destinations, such as the vapor caves and hot springs. It has practical applications beyond those features though. Geothermal energy can be (and is) harnessed to heat homes and water, and in this region is abundant enough that it can also be used as a resource to generate electricity. Geothermal power generation is an inherently renewable as it relies on the continuously generated heat from the earth’s mantle to harness energy.

Natural Resource: Moving Forward

- Natural topography defines the area and provides recreation opportunities.
- City situated on alluvial terraces centered on the Roaring Fork and Colorado Rivers.
- City has been developed to its natural boundaries, thus re-use of land and smart urban design are necessary for growth.
- Rivers offer recreation opportunities and city should strive to increase public access to riverfront.
- Geothermal energy is a significant potential resource in the area for electricity and heating/cooling.
- The mountains that bookend the city, contain some relatively desirable materials like limestone and gypsum, but mineral and other resource extractions are largely absent.





STORMWATER MANAGEMENT

Stormwater management is a concern for every city, although the specific issues each city must tackle are unique and require site-specific solutions. In Glenwood Springs, despite its location along two substantial rivers, widespread flooding beyond intense flash-flood-type events is not a major issue for the City at-large, although some lower areas within the study area near the confluence of the Roaring Fork and Colorado Rivers have overbank flood risk. Instead, the focus for a community like Glenwood Springs in a majority of rain events is more on water rights within the river watershed and treatment of pollutants in runoff before it returns to surface waterways.

Mudslides and debris flows, which in severe cases can cause major damage to areas in their path, are also a significant concern in the City and surrounding region, though the issue is related more to the topography and maintenance of upland areas. Given the factors that contribute to these events, only limited measures can be taken to mitigate their impact within the downtown setting of much of the study area.

Within the City, stormwater is handled through an independent drainage system that keeps rainwaters separate from all of its sanitary sewer flows. By having separate systems for stormwater and sewage, the City is protected from issues with combined sewer overflow, but that does not mean pollution within the rivers is not still a concern. The storm sewer system in many cases carries runoff directly from streets, parking lots, and other paved areas directly to the Colorado and Roaring Fork Rivers. This means that without the implementation of water quality best management practices, any pollutants carried within runoff, including sediment, salts, chemicals, petroleum, and nutrients that can negatively impact river water quality, will flow directly into the waters of the Colorado and Roaring Fork Rivers. In the 2014 City of Glenwood Springs Source Water Protection Plan, stormwater runoff from roads and other impervious surfaces in urban areas is identified as one of the primary potential pollution sources for waters contributing to the Lower Roaring Fork River, which serves as a secondary drinking water intake for the city. With this in mind, any new development or significant infrastructure work should include a focus on water quality protection for runoff as a component of its design and utilize proper best management practices (BMPs) as recommended in the Source Water Protection Plan as well as the 2003 Stormwater Assessment and Watershed Report produced for the Roaring Fork Conservancy.

The City sits relatively close to the upper reaches of the Colorado River, where water rights based on existing natural flow patterns are a major concern. Only recently has the State of Colorado legalized rainwater harvesting methods, mainly in the form of rain barrels and similar systems. Particularly as it relates to the arid climate of much of Colorado’s Western Slope, scarcity of water within the various river watersheds is a significant concern.

With those water rights concerns in mind, any measure that potentially captures rainwater must be considered in the context of the greater drainage and water usage patterns. For instance, any capture/reuse BMPs should be considered as a means to replace existing potable water usage, rather than to remove any substantial amount of additional water from the surface waters flowing into the Colorado River. Replacing previously allocated potable water use will have a net-neutral effect on downstream water flows, satisfying water rights concerns, and will also reduce demand on drinking water treatment facilities. Many reuse BMPs can also have the effect of reducing pollutant loads, making them dually useful for a community like Glenwood Springs.

Stormwater Management: Moving Forward

- Glenwood Springs does not have significant overbank flooding concerns, despite being situated at the confluence of the Roaring Fork and Colorado River. The area of the Confluence would require elevating development 1’ above the 100 year AE Flood Zone.
- The City requires a 30’ feet (or 50’ depending on the situation) setback from the normal highwater mark of the rivers. This does not apply to public space projects.
- Management of stormwater is focused on water quality protection for the river waters. The City is currently exploring the development of regulations that would focus on pre-treatment of runoff to reduce pollutant discharge into service waters.
- Glenwood Springs has separate storm and sanitary sewer systems, preventing any combined sewer overflow concerns.
- In Colorado, scarcity of water means downstream water rights should be considered for all stormwater planning, and particularly for capture/reuse BMPs.
- Reuse BMPs should be designed to replace existing potable water use to reduce demand for those sources within the overall system.
- The City is interested in promoting riparian zone expansion for flood control and ecological habitat restoration for environmental quality.
- Mudslides during major storm events present a risk to perimeter areas of the City near steep slopes and gulches.



New streetscapes such as this one on Cooper Street, are well suited for the integration of stormwater pretreatment landscape systems and plantings.

TRANSPORTATION & CIRCULATION

OVERALL CONNECTIVITY CONTEXT

One of the overarching concept and concern expressed throughout all of the community engagement, from the general public to elected officials, is the notion that “connectivity” is critical to the ongoing success of Glenwood Springs. Through previous planning efforts as well as this effort to established an overall unified development strategy within the study area, a few key aspects are re-occurring themes:

The existing street grid of the City provides the basis for a sound transportation network. Creating a connected network of street and thoroughfares that extends the City’s existing street grid and block structure to and through redevelopment areas, including brownfield sites, can serve as a framework to link new development with surrounding neighborhoods and the overall transportation framework of the City.

Street and thoroughfare typologies have generally been established linking multi-modal transportation needs and urban design guidelines for the uses and buildings that front onto them. The City is advocating a “complete street” approach to the design of all streets and thoroughfares to provide the maximum opportunity of a balanced benefit to all modes. Ensuring that streets are constructed to include the appropriate number and limited widths of travel/parking lanes, bicycle and pedestrian facilities as well as supporting streetscaping and green infrastructure elements such as street trees, landscaping, street fixtures, flow-through stormwater planters, etc. will need to be incorporated into the redevelopment goals of this plan. The community clearly understands the relationship between great streets and great and vibrant places and those parameters must be deployed through appropriate redevelopment actions.

The completion of the Grand Avenue Bridge project is a potential game-changer in terms of re-thinking the circulation landscape. This project was years in the making and now that it is open to traffic and with its ultimate completion in June 2018, will its full impact just beginng to be determined.

There are strategic corridors and intersections within the study area that have been identified or need special design consideration. Improving key intersections along major streets and thoroughfare corridors into the study area and especially downtown ensures that maximum transportation connectivity (for all modes) is achieved along with mitigating future impacts to the transportation network as new developments are constructed. Again, the urban design quality of key transportation nodes can also promote the livability of the city as well as effective devices to promotes its brand. Project such as the Grand Avenue and Laurel Street roundabout to the 7th Street events street plans, illustrate how functionality can also achieve other social values.

The City is advocating for greater transit service and utilization. Therefore, transportation infrastructure planning includes strategic decision-making of multi-modal needs, including current and future transit services. Maximizing interconnectivity and providing transit supportive elements from transit center/nodes to transit shelters and stop locations, or at a minimum adequate space for future facilities is high on residents’ priorities. The community wants to see that full transit mobility is not precluded now or in the future. Reinforcing the potential for future transit service with support facilities, especially along Grand Avenue, 6th Street, and 8th Street further emphasize these corridors as key spines of the city and aid in attracting more users of all types and focus on short vehicular trip reduction. Transit can play an important role in placemaking as development occurs large areas of land will not need to be dedicated for surface parking.

Although the emphasis recently has been on the connectivity and capacity aspects of the downtown as a result of the Grand Avenue Bridge project, area-wide traffic safety and traffic calming strategies need to be considered for new and existing streets as they are (re)designed. While transportation efficiency is a goal, it should not be achieved at the cost of safety. Existing streets and thoroughfares should be carefully considered to determine the need to “calm” traffic to an appropriate speed. This is especially important at the intersection along the primary corridors of Grand Avenue, 6th Street, and 8th Street. Traffic calming devices such as curb bump-outs at corners and at mid-block crossings, chicanes, and traffic roundabouts should be considered as part of the palette of options to create a stronger sense of a balance environment between pedestrian, bicyclist, and motorists.

Pedestrian and bicycle trail connections should be constructed to provide dedicated interconnections between riverfronts, parks and commercial /neighborhood centers, tourism attractions, and the downtown. The City has been systematically building segments of trails and supporting pedestrian facilities to create what is now a fairly extensive network. The City’s original trail plan still functions as a valid guidance document, along with the various follow-up focused area plans that identify several critical missing connections. Providing multi-use paths along new streets and through parks, public spaces and interconnected stormwater management greenways provides the opportunity to create an armature for neighborhoods and commercial areas to connect, via adjacent sidewalks, bike lanes, and sharrows.

VEHICULAR CIRCULATION

The main routes through the study area include:

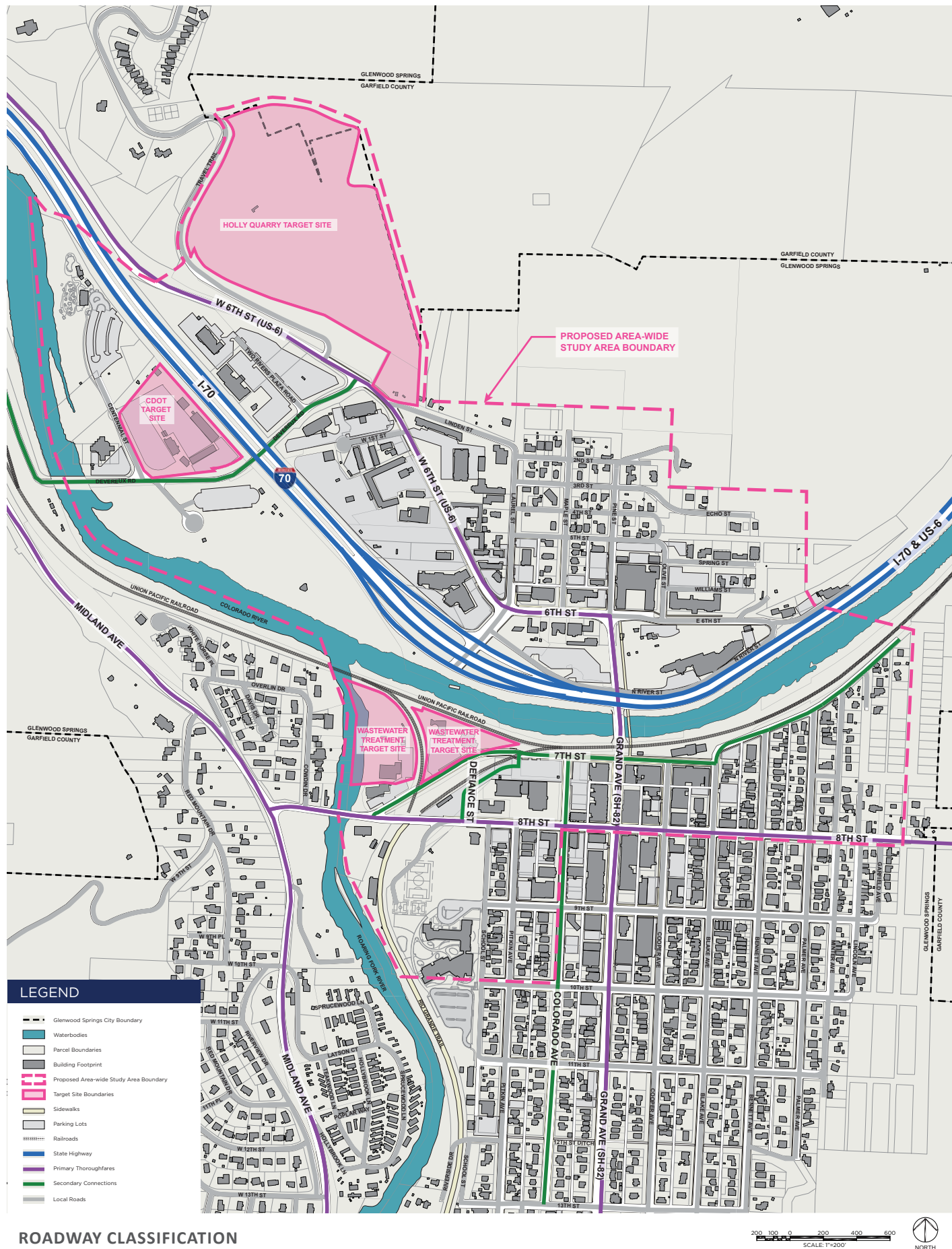
Primary Thoroughfares:

- Grand Avenue (SH 82)
- 6th Street (Laurel Street to Devereaux Road and west) (US Route 6)
- 8th Street
- Midland Avenue

Secondary Connections:

- Devereaux Road
- 6th Street (River Street to Laurel Street)
- 7th Street
- Colorado Avenue
- Defiance Avenue





Vehicular Circulation: Moving Forward

- The impacts of the Grand Avenue Bridge completion on traffic circulation patterns and the overall transportation system is still being determined. Evaluating travel patterns and vehicular behavior will be required to fully understand future needs. Traffic projections in the SH82 Corridor Optimization Study anticipate 47,900 vehicles per day (vpd) across the bridge by 2030 (versus 29,200 vpd prior to construction).
- West 6th Street from Laurel Street to Devereux Road is a critically important corridor as a multi-modal connection to expand the reach of downtown into the 6th Street west redevelopment area including towards the CDOT and Holly Quarry catalyst sites. West 6th Street currently suffers from a suburban approach with limited multi-modal amenities and long block lengths.
- Due to the dramatic reduction in traffic as a result of the Grand Avenue Bridge project, 6th Street east of Laurel Street is now a much lower trafficked street and is slated for “devolution” by CDOT which would allow the City greater flexibility in creating a complete street with a strong urban design and pedestrian presence connected to the pedestrian bridge to downtown.
- 8th Street has become a vital street connection between Grand Avenue and Midland Avenue. Although constructed to provide temporary connectivity during the Grand Avenue Bridge reconstruction period, it is now undergoing further design and engineering to make a permanent complete street connection. This entails addressing the issues associated with the RFTA rail corridor continuity as it crosses 8th Street.
- Previous planning efforts emphasize the desired to extend the street grid pattern into the Confluence Area to “mesh” future redevelopment into the established functional transportation and the visual development pattern of the downtown. Creating a full connection of Defiance Avenue aids in this endeavor by establishing a block structure along 8th Street and creating a direct connection between 7th and 8th Streets.
- 7th Street has been identified as a slow speed “events street” which acts as an east-west spine to convey people from the pedestrian bridge over the river to various destinations in the downtown. This is especially important as a spine that could be extended into the Confluence Area. It is important that a high-quality and continuous pedestrian realm be created along the entire stretch of 7th Street from Grand Avenue to the Roaring Fork River area, at least along the south side of the street.
- Per the legal agreement with RFTA, the 7th Street Connection must be maintained from Roaring Fork River Bridge to Colorado Avenue.
- The ability to create a connection between Devereux Road and Midland Avenue has been determined to be desirable since it would create greater connectivity across the Colorado River and establish a closer-in loop route to downtown. The City is current exploring, at a very conceptual level, the feasibility of bridge connection in this area. Elevation changes, railroad rights-of-way, the location of existing facilities including buildings and park elements, and the river, add complexity to the overall physical and financial feasibility considerations.

TRANSIT

ABOUT THE SYSTEM AND RIDERSHIP

Transit service is provided to Glenwood Springs by the Roaring Fork Transportation Authority (RFTA). RFTA is relatively young, but highly successfully rural transit system, dating back to the 1980s and being formed into its current structure since 2000. Having a reliable funding sources, in this case through a 2004 voter approved sales tax has resulted in the ability to provide high-quality and reliable service. According to the 2004 Local and Regional Travel Patterns Study, bus mode share in the SH82 corridor was about five to ten times what would normally be expected in a rural/small town region in the U.S. It was also two to three times the rate of major rail transit cities like the Portland- Salem Metropolitan Area.

RFTA is currently undergoing the creation of the regional Integrated Transportation Service Plan (ITSP) which when complete will comprehensively address the mobility issues, opportunities, and challenges that face RFTA and its constituents in the near and long term. The ITSP work performed so far affirms that the one of the two most heavy commuting route occurs between Parachute and Glenwood Springs emphasizing Glenwood Springs as a transit commuting hub within the region. RFTA is exploring the ability to provide improved feeder bus systems to and from Glenwood Springs and improve Park-and-Ride conditions along the I-70 and SH82 corridors. In 2017 RFTA estimates that it provided 5.27 million (est.) system-wide passenger trips.

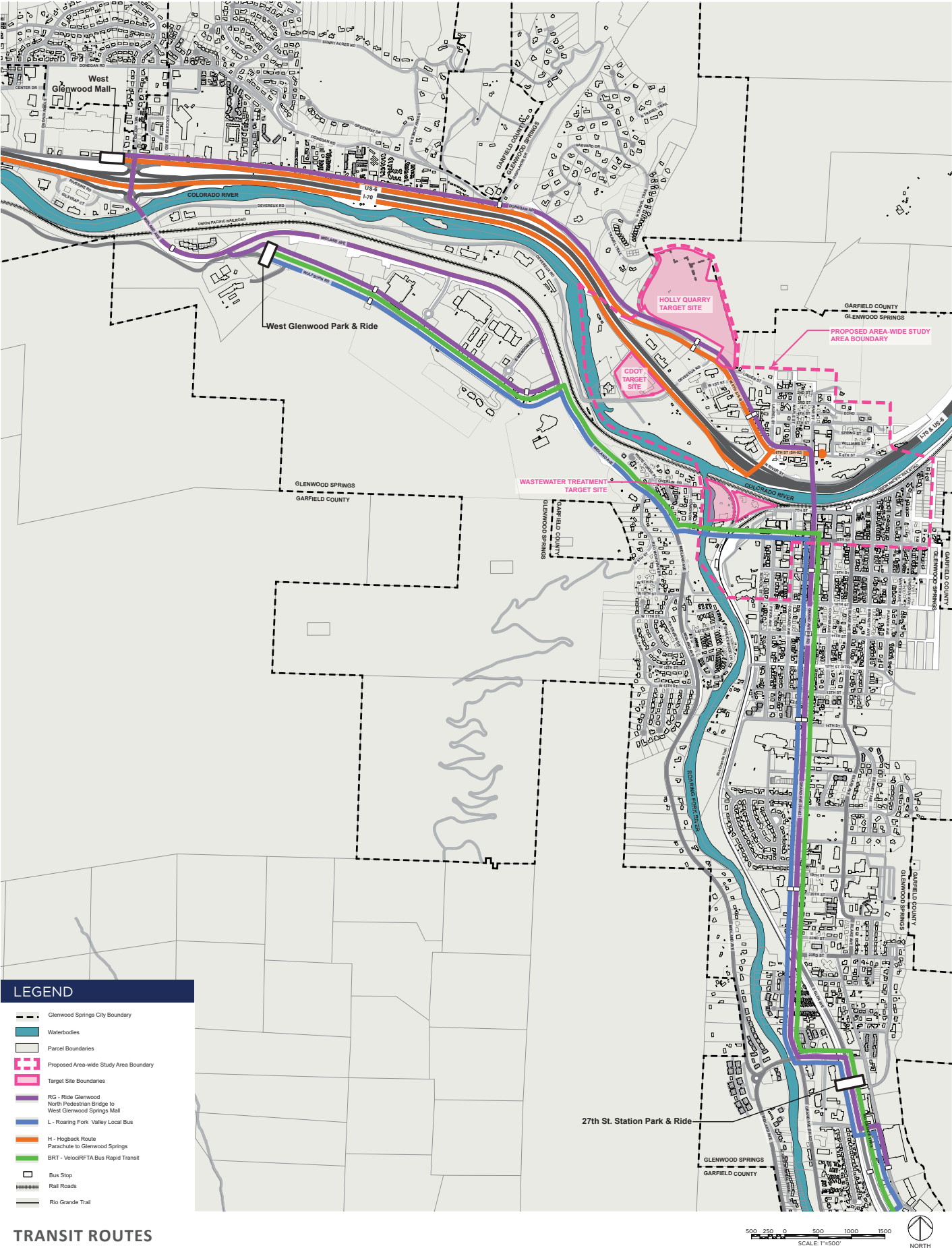


BUS ROUTES

The study area is served by multiple RFTA bus routes, most of which travel north along Grand Avenue and then turn onto 8th Street to reach Midland Avenue and travel to West Glenwood Springs. The Hogback Route originates in front of the Hotel Colorado and travels via 6th Street and I-70 to the west. This route it is supported by Garfield County and may be in jeopardy of losing funding. The City's funds the Ride Glenwood which serves downtown and the cities neighborhoods. The City contracts with RFTA to operate the service.

BUS RAPID TRANSIT (BRT)

On September 3, 2013, on time and on budget, RFTA began operation of the VelociRFTA BRT service, the nation's first rural BRT system. This was four years ahead of the 2017 goal established by the RFTA Board of Directors in 2006. VelociRFTA BRT operates along the 40-mile SH82 corridor from Glenwood Springs to Aspen, serving nine major BRT stations. Supported by transit signal priority in key locations and roughly 18 miles of bus-only or Bus/HOV lanes, BRT provides travel times that are competitive with the private automobile. The current BRT line terminates at the 24th Street station in Glenwood Springs.



RAIL CORRIDORS

Rail operations in the Roaring Fork Valley decreased in phases between the 1960s and the mid-1990s. In 1997, the Roaring Fork Railroad Holding Authority (RFRHA), a public entity created in 1994 by the towns and counties within the Roaring Fork Valley, purchased the Aspen Branch of the Denver & Rio Grande Western Railroad right-of-way (33.3 miles from Woody Creek to Glenwood Springs) from the Southern Pacific Transportation Company for \$8.5 million. The purchase was funded by a consortium of state and local interests, including the Counties of Garfield, the City of Glenwood Springs, other regional communities, the Colorado Department of Transportation, and the Great Outdoors Colorado Trust Fund (GOCO).

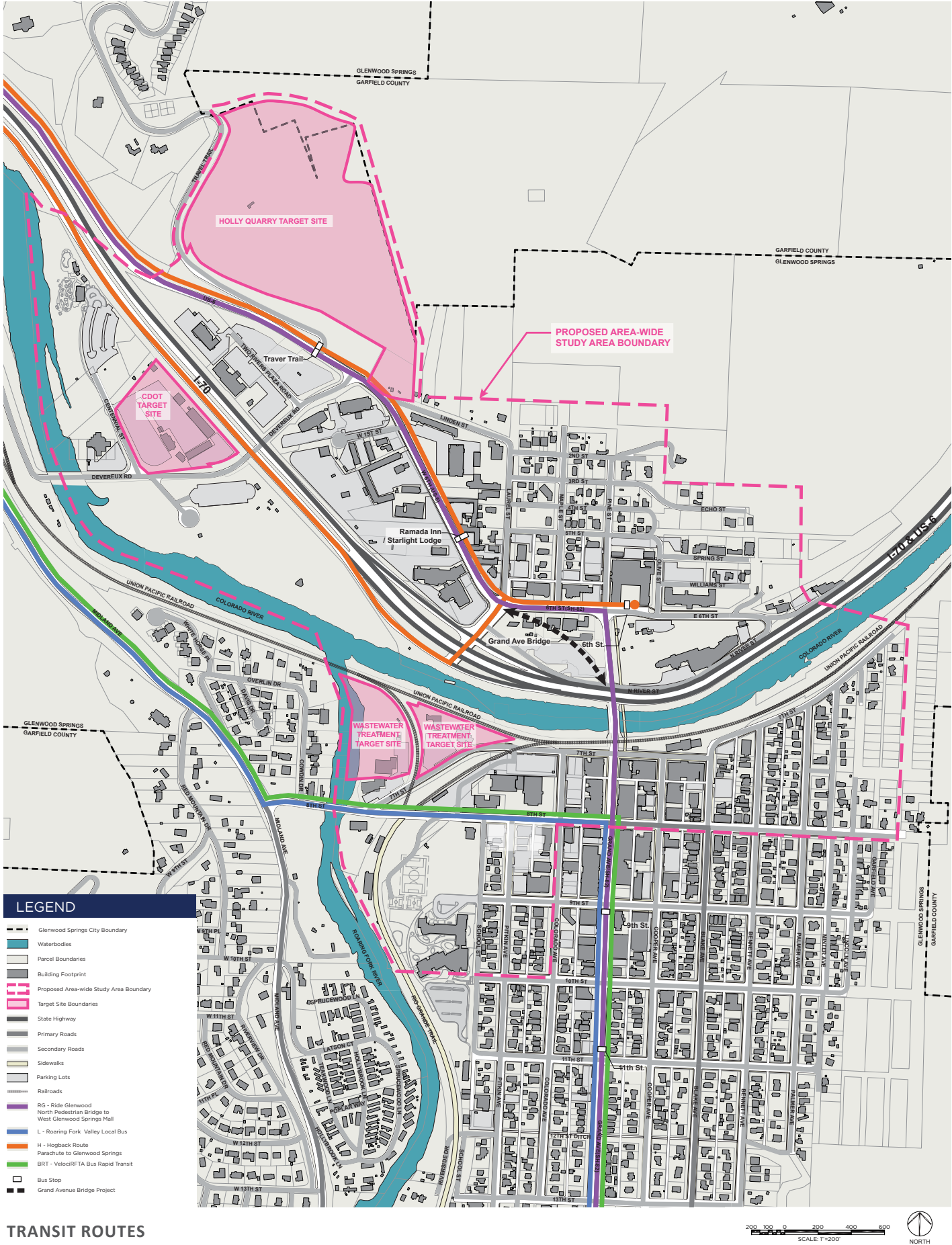
As discussed early, the Rio Grande Rail-Trail Corridor is primarily owned by RFTA and co-managed by regional partners, such as Pitkin County, Basalt, Eagle County, Carbondale, and Glenwood Springs. The Corridor has been preserved for trail use and future rail/transportation services pursuant to the federal rail banking provision of the National Trails System Act. Railbanking status protects the transportation corridor for future transportation/transit uses, thus limiting activities that might preclude re-introduction of rail or other mass transportation systems in the Roaring Fork Valley. Maintaining the continuity in conformance with federal rail banking provisions to the active Union Pacific railroad corridor at the Confluence Area is important for the protection of the overall corridor for future utilization.

Transit: Moving Forward

- RFTA is considering opportunities to extend BRT into the downtown and possibly to their facility in West Glenwood. This extension would necessitate a station stop in the downtown.
- RFTA has identified capitalizing on BRT station/park and ride ownership for public/private partnerships (P3s), including for potential transit-oriented development (TOD) projects which could be an effective approach to TOD redevelopment within the study area.
- The RFTA 5-year plan proposes to design and construct a transit center in the Glenwood Spring downtown area. Discussions with RFTA highlighted the potential of having a major transit center on one side of the river that is primarily an interchange of routes and a secondary transit “hub” that would serve as local TOD hub and a regional park-and-ride.



Amtrak Passenger Station on 7th Street



TRANSIT ROUTES

PARKING - EXISTING PARKING SUPPLY, POLICIES, AND ISSUES

The introduction of new uses and activities with the study area, of almost any kind, will likely generate some level of additional demand for parking. Achieving a perfect balance of parking supply that meets parking demand is goal that communities strive for, but rarely achieve with perfection. Adequately meeting parking needs is also a function of physical supply and effective policies, since needs are not uniform geographically nor over the course of a day, week, or time of year. In the end this study cannot tackle all aspects of parking within the study area or even downtown. It can, however, make recommendations that are consistent with the City’s current parking strategies from its 2013 Downtown Parking Study Update (2013 Parking Study), as the related to the proposes end uses for the redevelopment areas that are the focus of this effort.

The 2013 Parking Study assessed current downtown parking supply and demand conditions, evaluated potential future parking needs, and recommended possible parking management strategies to maximize the use of available resources. In addition, to this study, the 2017 6th Street Corridor Plan and the 2017 Confluence Redevelopment Plan, both provide localized recommendations for parking as they related to the physical redevelopment recommendations. All of these recommendations are being considered in conjunction with additional observations derived during this study along with community comments on the topic as redevelopment opportunities are considered.

Parking data since 2002

		August 2012 Results (Walker)			September 2010 Results (Walker)		
Area	Type	Inventory	Peak Occupancy	Peak %	Inventory	Peak Occupancy	Peak %
South Area	Off-Street Public	207	144	70%	233	182	78%
	Off-Street Private	766	362	47%	699	388	56%
	On-Street	593	427	72%	563	343	61%
		1,566	933	60%	1,495	913	61%
North Area	Off-Street	1,690	803	48%	na	na	na
	On-Street	-	-	-	-	-	-
TOTALS		3,256	1,736	53%	1,495	913	61%
		October 2006 Results (LSC)			August 2002 Results (Task Force)		
Area	Type	Inventory	Peak Occupancy	Peak %	Inventory	Peak Occupancy	Peak %
South Area	All	1,167	617	53%	1,960	1,605	82%
North Area	(east of Maple only)	318	207	65%	na	na	na
TOTALS		1,485	824	55%	1,960	1,605	82%

Source: Walker Parking Consultants, 2013



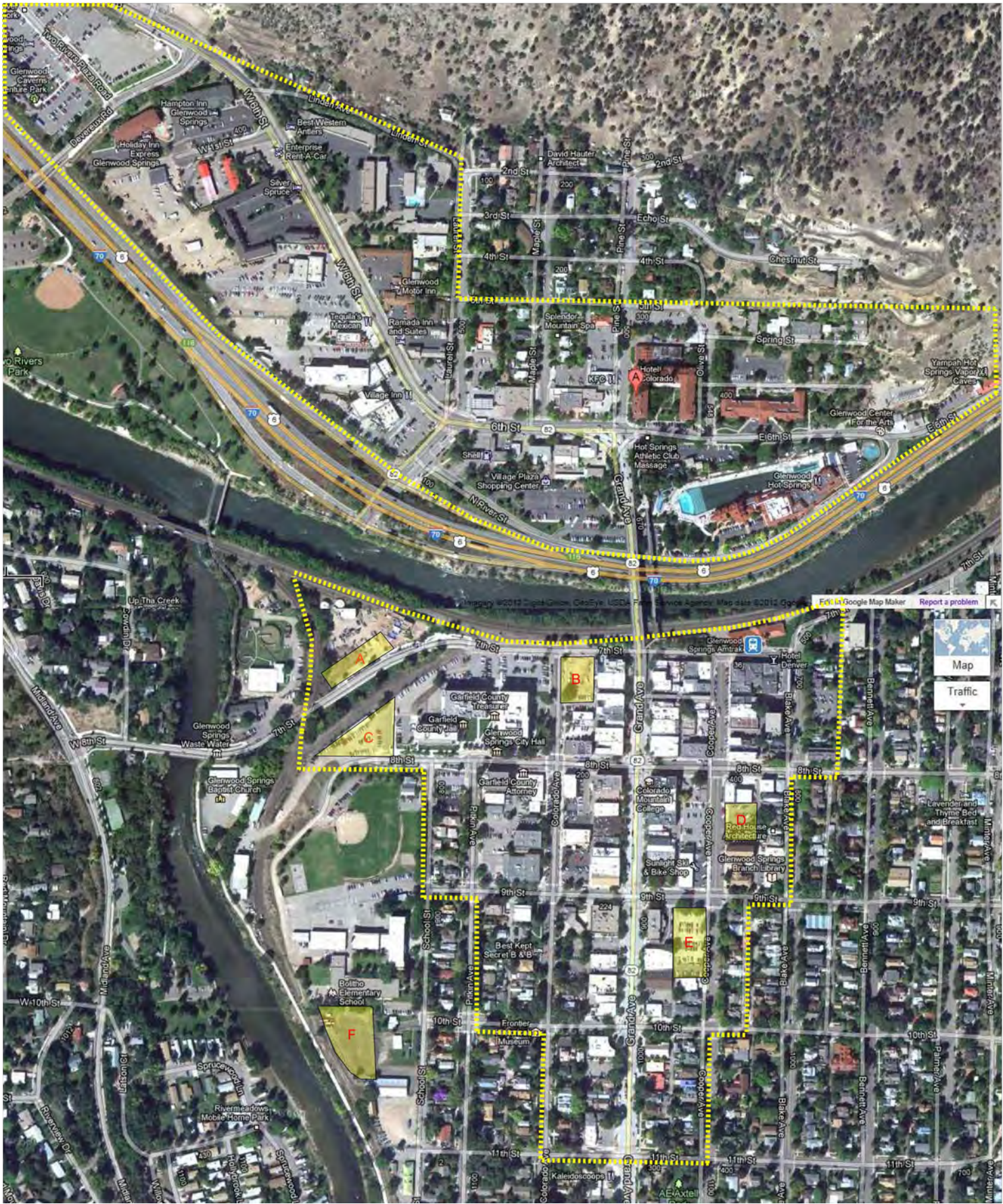
Off-street parking lot at Colorado and 7th Street



Parallel and diagonal on-street parking conditions on Cooper Street

Parking: Moving Forward

- Since the City’s overall philosophy for the downtown and surrounding environs is to create a highly-walkable and multi-modal friendly place, there is a “Park Once” mantra being developed. The goal is to create a context where it is truly realistic to expected that visitors to downtown, if they arrive via automobile, will choose to park once and use other modes of travel to reach all of the desired downtown destinations. This mindset is proposed for any beyond what is currently thought of as the downtown, to include the Confluence Area on the south side and the entire area on the north side of the river, including the West 6th Street Area to at least Devereux Road. Based on the survey responses received as a result of work performed in late 2017 as a part of this study, most people stated that drove to downtown and parked on the street, so a successful parking system that relies more heavily on structured parking, will require a change in community mindset combined with the support facilities needed to make it both convenient and attractive.
- Although there may situations where the parking supply is limited, overall the 2013 Parking Study confirmed that there is currently sufficient supply to adequately address the needs of all user groups (employees, visitors, and residents), although some parkers may need to walk up to two blocks to find an available space in relation to their intended destination, at certain times.
- The CMC/library garage came online since the 2013 Parking Study, further expanded the parking supply in the downtown.
- There is no City-owned public parking facilities located on the north side of the river. The 2013 Parking Study and the 2017 6th Street Corridor Study both recommend exploring the development of a parking structure along W. 6th Street, potentially including a park and ride aspect with an adjoin transit facility. This areas is extremely convenient for access to and from I-70 and if it can be support with greater multi-modal improvements, it could serve as an excellent facility to promote a park once strategy. RFTA’s current planning also support the potential for such a facility in this location.
- The introduction of denser forms of residential housing in the downtown will require a parking strategy to support these additional downtown dwellers. This could be a combination of on-site parking, ideally not on surface lots, and nearby neighborhood serving facilities in the form of structured parking. Depending on the location, the 2013 Parking Study determined that the current parking supply was adequate to support some additional parking demand, which could aid in getting shorter-phased infill development under construction, while longer-term parking facilities, such as structured parking, are constructed.
- The 2013 Parking Study recommended that the City consider the feasibility of a parking structure on the publicly-owned land at 7th and Colorado Streets that could support both the established downtown development along the Grand Avenue and the new development at the Confluence Area.
- The City utilizes some limited free parking for downtown visitors to support downtown business. The 2013 Parking Study makes a series of recommendations of how to gradually institute policies, including the fee structure, that maintains a visitor-friendly aspect to downtown parking, while creating a structure that support the ability to create a financially sustainable, structured parking system that also foster the best utilization of parking for its intended purposes, i.e. longer-term, employees versus visitor, etc. This includes promoting curbside turnover so that 20% of spaces are available and 80% are full most of the time.
- The current arrangement between the DDA, Downtown Partnership, and the City should be further evaluated to determine how policies and revenue streams can be established to achieve greater financial sustainability for long-term maintenance cost of expanding facilities.



Inventory of existing parking resources
Source: 2013 Downtown Parking Boundary Update, Walker Parking Consultants

BICYCLE/PEDESTRIAN CIRCULATION

Glenwood Springs has a vast network of multi-use, hiking, and biking trail networks including various trail conditions from narrow single tracks and steep mountain hikes to leisurely riverside walks due to its location, history, and geographic surroundings. Mountain ranges and elevation changes provide abundant options for alternative transportation and recreation opportunities for all users and skill levels.

MULTI-USE TRAILS

The Rio Grande Trail network is comprised of ten segments totaling over 42 consecutive miles between Glenwood Springs to Aspen, Colorado. This intercity trail network starts in Two Rivers Park in Glenwood Springs where the trail crosses over the Colorado River and is built within the rail corridor of the Denver and Rio Grande Wester Railroad Aspen Branch. Trail operations along this line ceased in phases between the 1960s and the mid-1990’s and was acquired with the help of Great Outdoors Colorado, the Colorado Department of Transportation, and Pitkin County Open Space and Trails to create an opportunity to explore transportation alternatives to State Highway 82. The first segment of the trail meanders along the Roaring Fork River utilizing the concrete-paved City of Glenwood Springs River Trail System down to 23rd Street where it changes to asphalt where it diverges and continues up the valley along South Glen Avenue (State Highway 82). This 6.9 mile segment ends at the Colorado Mountain College Park & Ride station passing through protected agricultural and open space lands along its route.

A number of spur trails exist along the Rio Grande Trail corridor and lead to services within the towns including restaurants which are great resources for the trail. These include ways into downtown on Devereux Road, 6th Street, 7th Street, 8th Street, 10th Street, and the greenway on 12th street. All of these spurs access various parts from the downtown to residential parts of Glenwood Springs and offer a wide range of alternative transportation options.

This extensive trail network also connects the major parks within Glenwood Springs and the study area including Veltus Park, Vogelaar Park, and Two Rivers Park which provide users a wide range of other recreational activities.

BICYCLE TRANSPORTATION

There are several opportunities for bicycle transportation within Glenwood Springs. Paved trails are available along the Colorado and Roaring Fork Rivers offering users access to scenery along smooth surfaces with minor elevation changes. The three main trails are the Atkinson Trail, Glenwood Canyon Recreation Trail, and the Rio Grande Trail. These make up roughly 26 miles of paved trails within Glenwood Springs. There are also plenty of off road rides that climb into the mountains above Glenwood Springs.

Many bike shops within Glenwood Springs offer bicycle rentals for all ages abilities providing an excellent way to promote alternative transportation networks.

HIKING/MOUNTAIN BIKING

Prominent hiking and mountain biking areas can be found all over the state but Glenwood Springs prides itself in its trail network on either side of the Colorado and Roaring Fork Rivers. One of the more active hiking and mountain biking areas are within the Wulfsohn Mountain Park Areas west of downtown and located adjacent to the Glenwood Springs Community Center and Glenwood Meadows Shopping Center. Many of the trails are combined offering the same usage on diverse terrain, single-track style of trail not only for mountain bikers but for runners and hikers alike. There are several trail routes in this area alone that make up more than 7 miles of combined single-track trail network ranging from an easy network to intermediate/difficult levels. These individual trails can be combined to create longer loops for extended lengths by the individual user.

Many of the hiking and mountain biking trails within Glenwood Springs are rated in the top 1,000 in Colorado according to the MTB Project, a crowd-sourced trail guide and mapping resource built by outdoor enthusiasts. This alone is a great resource for Glenwood Springs to be able to cater to the diverse activities Colorado has to offer in Glenwood Springs.

There are other opportunities for hikers in the area including trails following several tributary streams that feed into the Colorado and Roaring Fork Rivers, as well as trails to the Glenwood Canyon and other vantage points encompassing over 130 miles of trail network.

PEDESTRIAN CIRCULATION

Glenwood Springs provides a very robust pedestrian network through wide sidewalks and corridors within downtown including access to restaurants, natural hot springs, and vantage points of the Colorado River along Grand Avenue.

Bicycle & Pedestrian Circulation: Moving Forward

- The City has been following an overall schematic trails plan that dates back to the 1980s; however, this plan has served the City well in terms of incrementally building a truly interconnected trail system.
- 7th Street pedestrian connections between Grand Avenue and the Confluence Area will be especially important to achieve greater connectivity and to ensure that redevelopment is truly linked to downtown.
- Trail connections underway between Two Rivers Park that travel under I-70 and link to the North Glenwood will greatly enhance the trail loop network in this area.
- The 6th Street Plan proposes a new trail connection over I-70 from Two Rivers Park and the West 6th Street Area. This connection would provide a very direct and valuable connection to the park, especially if structured parking and mixed-use development occur. Parking is especially needed to support large events in the Glenwood Springs signature public riverfront park.
- Pedestrian and bicycle connections along Devereux Road need to be improved. They are circuitous and have missing gaps making it especially difficult to connect key destinations in this area.
- The ability to create opportunities for trail connections to the upper areas of the Holly Quarry from 6th Street and Devereux Road will provide greater opportunities to link redevelopment on the quarry site with the downtown.
- If a bridge connection can be created between Devereux Road and Midland Avenue, it would provide a larger loop network and greatly increase the accessibility of the Community Center into the overall park and trail system along the two rivers, especially at Two Rivers Park.
- Promoting an overall bicycle friendly environment through small scale improvements such as places for bicycle parking in the downtown and redevelopment areas is important to continue to foster a biking culture in the City.

PARKS, PUBLIC SPACES, AND RECREATION FACILITIES

Existing or previously planned parks and public spaces within the study are functioning in one of two primary capacities. They are either major city and regional destination-oriented places, such as Two Rivers Park, or they are more intimately scaled areas that still function in a similar fashion, even if they also provide a day-to-day function for their surrounding context. In all cases they are different from neighborhood parks that primarily serve a residential audience

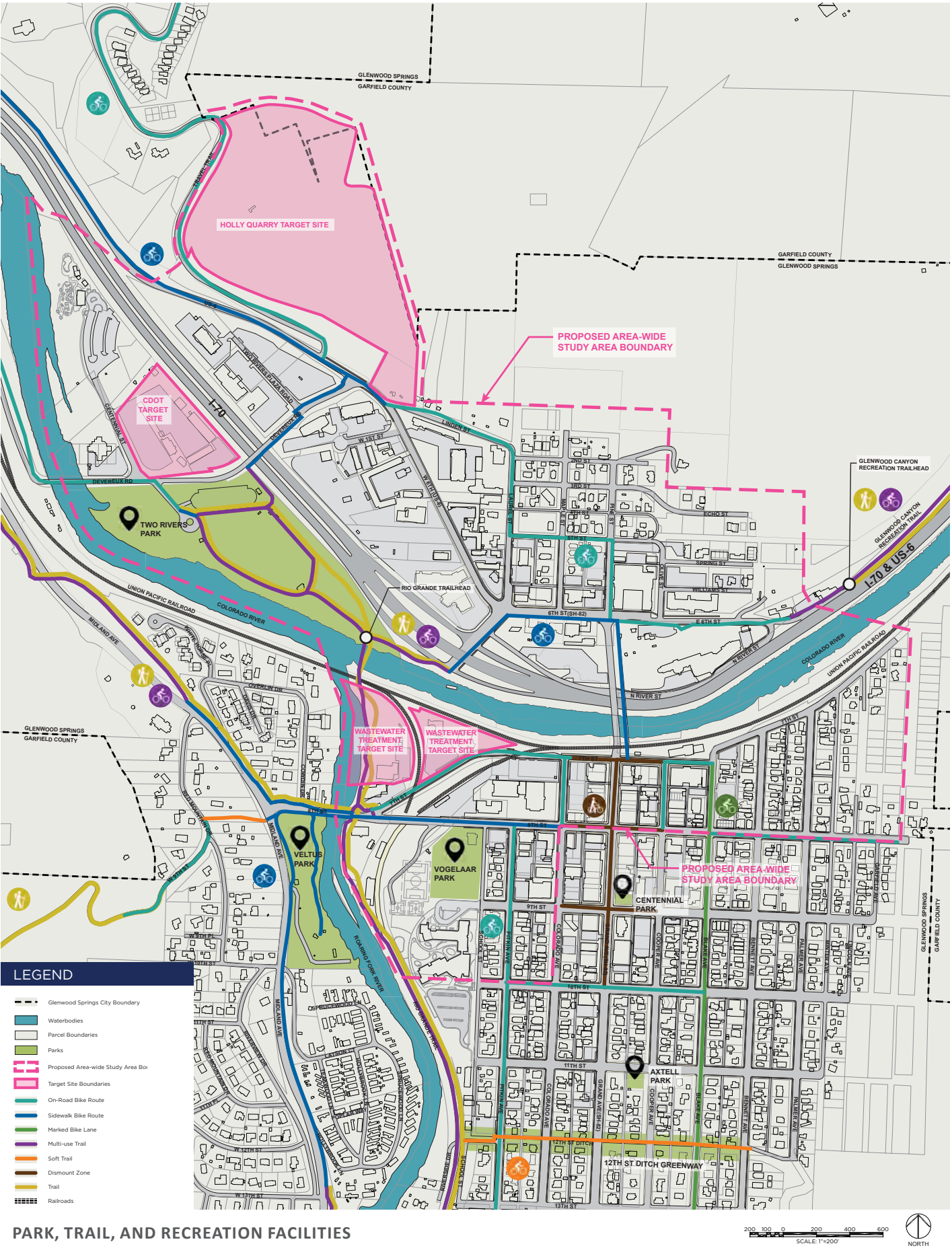
For a city the size of Glenwood Springs, the City’s Parks and Recreation Department provides an incredibly diverse and extremely high-caliber level of recreational opportunities for residents and visitors. A key aspect of the City’s approach to providing parks and recreation services as the notion that the parks can serve multiple purposes and are not only a public service but also economic development resource. As the Department’s Vision Statement states, “...We take Fun.... Seriously!”

Based on the City’s 2016 Parks and Recreation Master Plan Update there are several trends, projections, and findings that have specific relevance to the study area:

- The population growth projections through 2021 is a very modest 1%. This growth of approximately 485 people could primarily occur within the study area.
- The City’s population is relatively young with nearly 64% of the population under the age of 45 years.
- Convenient access to parks and recreation facilities is extremely important to the City’s population.
- Public water access, venues for events, trail connectivity, and high-quality facilities are community priorities.

Park, Public Spaces, and Recreational Facilities: Moving Forward

- Two Rivers Park is located in the center of the study area and serves as the City’s premiere park. It provides significant Colorado River frontage and access. It is the venue for many of the City’s largest events. The Parks and Recreation Department is currently undergoing design of significant improvements to the park, especially focused on enhancing the utilization potential and quality of experience of the parks riverfront edge.
- The City is in need of more and upgraded play areas for children all age groups. As new residents are added in and around the downtown, opportunities for quality inter-generational play are important to serve those population.
- The potential exists to link venues for events such as music festivals that support Two Rivers Park as the primary venue and expands the City’s overall ability to host larger events. In many respects, with good pedestrian and bicycle trail connections between them, all of the parks within the study area could be thought of as one functional park or at least inter-connected extensions of each other. This would provide the greatest leverage benefit and make the overall value of the parks greater than the sum of the parts.
- Indoor Ice hockey and soccer are important generators of visitation in the shoulder seasons. The four seasons aspect of parks and public spaces is an important consideration of their design and full utilization.
- The City’s is currently advocating a policy of “parks and development” as way to leverage to the two, on City-owned land identified for economic development activities. This approach includes an application for the Vogelaar Park/ Confluence Area and the Landing on E. 6th Street, among others.
- The creation of an enlarge park space at the Confluence Area could be a hybrid of public and privately-owned public spaces, with the band of river’s edge remaining in City’s ownership. Potential programmatic opportunities for this area include pavilions, level lawn areas for gatherings, seating elements, a beach, pier to tie up boats, adult swings, site-inspired play area, and season recreational elements. Environmental habitat educational play areas are especially desired.
- 7th Street is envisioned as an “events street” which blends aspects of transportation connectivity and function with the ability to support events and social activities in one overlapping facility. The first and most intense phase of this approach is focused on the area underneath the Grand Avenue Bridge to Cooper Avenue.
- As the West 6th Street Area redevelops in a more compact mixed-use form, there will be a need to provide public space to serve potential residents and businesses, especially tourism and entertainment related uses within this area. This area can also serve a vital role in supporting Two Rivers Park, especially if trail connections can be created and enhanced over I-70.
- There are several missing link trail connections that are desired, especially in the Devereux Road and Centennial Street/ W. 6th Street area.
- The possibility of creating additional river edge access is always desirable. This includes along the City’s narrow strip of land located along the south side of Colorado River, just east of the Confluence of the Roaring Fork River. This would represent a special opportunity to have public presence on both side of the river in the same location.
- Operation and management of public spaces, including more urban spaces than what the City has traditional owned and operated, will be under the purview of the Parks and Recreation Department. Specialized maintenance may require outside contractor maintenance.



UTILITIES

ELECTRICAL AND TELECOMMUNICATIONS

The electrical and telecom utilities within the City of Glenwood Springs are primarily situated on above-ground infrastructure throughout the city. There are challenges related to electrical and other transmission services in a mountainous region such as Glenwood Springs as routes for transmission lines are limited to mountain passes, where things like mudslides and debris flows pose a risk to service.

Within the City, there have been recent indications that upgrades to the broadband internet service are desired. The City would like to expand access to fiberoptic technology but are limited right now by costs and regulatory hurdles with the state.

There is growing interest in expanding access to broadband internet service. The City would like to expand access to fiberoptic technology to homeowners and residential buildings. At the present time that effort is challenged by costs and by regulatory hurdles with the state.

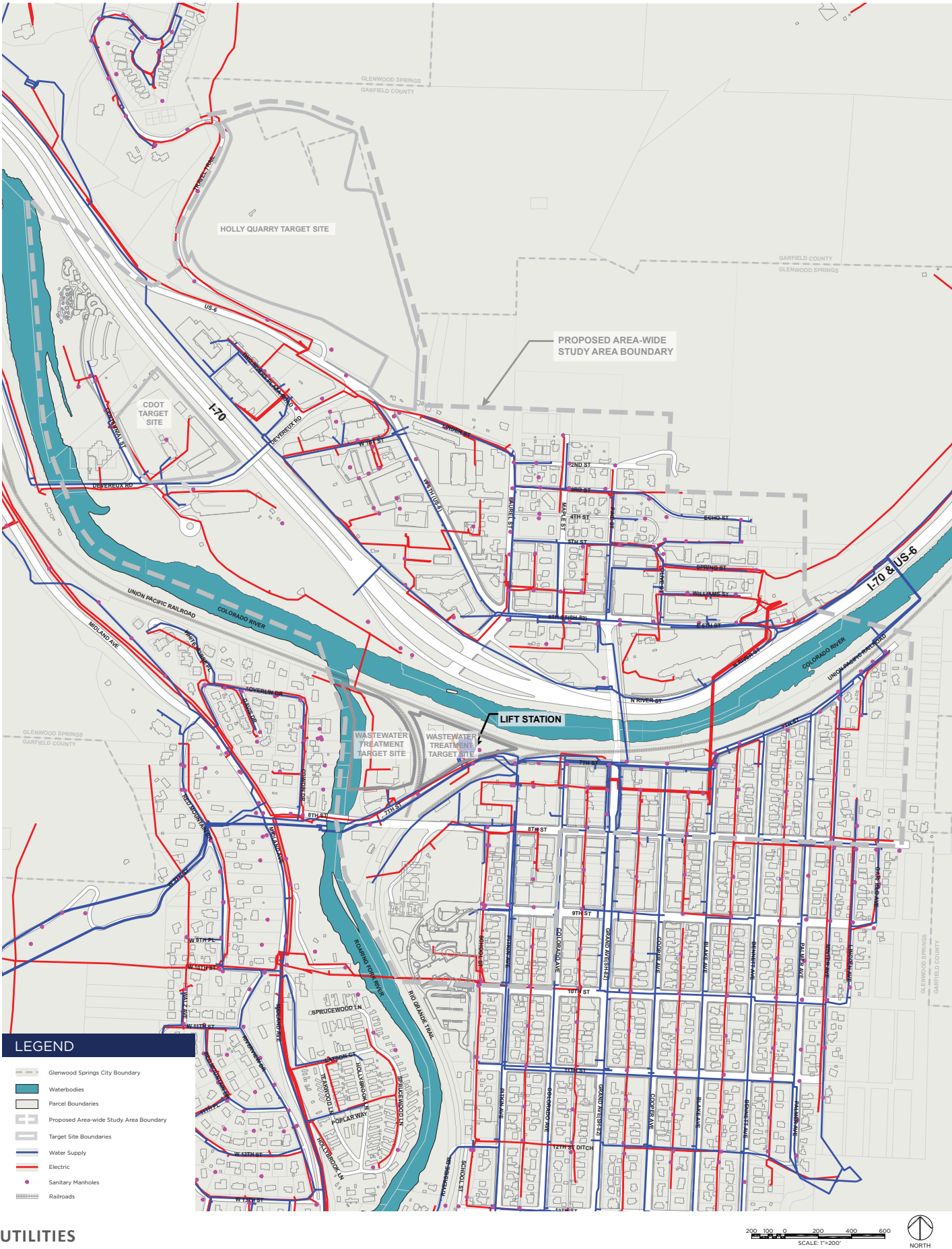
WATER SUPPLY

Potable water supply in the Upper Colorado River watershed has limits due to the climate in the area. Water rights for each city are strictly monitored.

Within the downtown area there are a few concerns centered around water supply lines. At the City pump station, which provides water pressure for much of the city, there are concerns because it is only connected to the network via one pipe. This lack of redundancy puts the City at risk for failures that could leave residents without water.

SANITARY SEWER

The sanitary sewer system for the City has seen a major recent upgrade with the commissioning of the new wastewater treatment plant in 2012. This new plant has allowed for the abandonment of the former treatment plant which was located at the confluence of the Roaring Fork and Colorado Rivers and is now a target for redevelopment.



Business Development Opportunities in Glenwood Springs, CO

Real Estate Opportunities and Market Performance

July 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:

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PURPOSE

This study has been prepared in collaboration with Stromberg/Garrigan & Associates and is part of the overall Brownfields Area-Wide Plan (AWP) being completed by Stromberg/Garrigan & Associates under a USEPA Brownfields Grant to the City of Glenwood Springs. A high-level market analysis in the overall study area is conducted to evaluate three market sectors: (1) housing; (2) commercial (specifically, retail goods and household services); and (3) lodging for business growth and real estate development opportunities. This analysis is intended to assess real estate demand and absorption for each market sector. Findings are then analyzed to assess opportunities in the AWP boundaries with particular focus on the highest priority site, the "Confluence" site where the Roaring Fork River joins the Colorado River.

METHODOLOGY

Developing this high-level market analysis entailed:

- Researching current baseline market conditions;
- Identifying market drivers;
- Measuring market demand and supply, including current unmet demand; and
- Estimating future market trends and identifying opportunities for retail, commercial, lodging, and residential development.

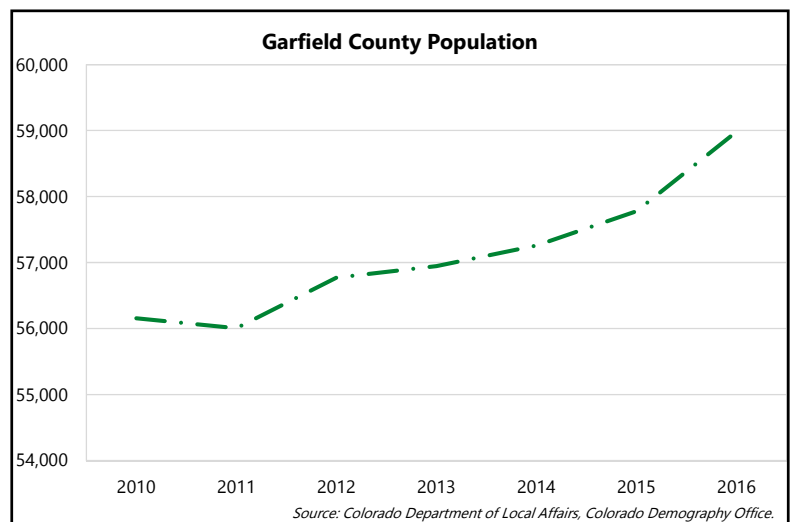
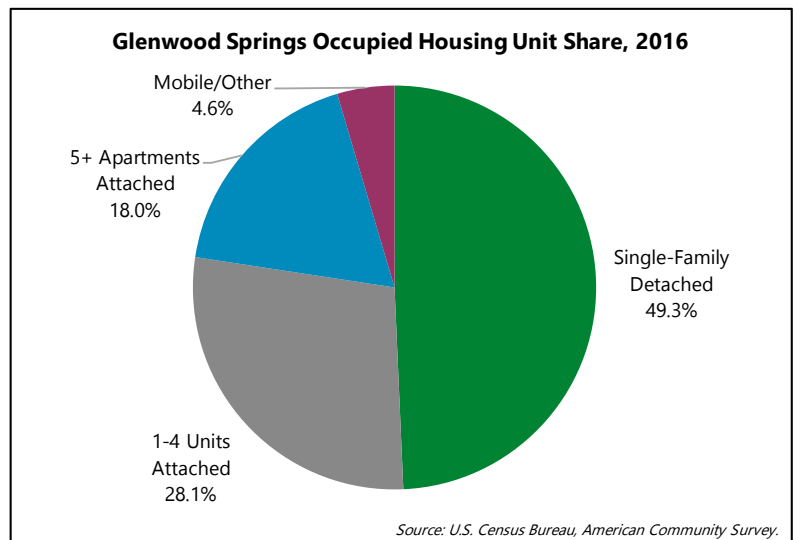
HOUSING MARKET CONTEXT

The City of Glenwood Springs is the largest population center in Garfield County and is located at the crossroads of Interstate 70 and CO Highway 82, providing access to Aspen and U.S. Highway 24. Garfield County population is anticipated to grow by about 5% to 6% annually, representing approximately 500 more households and 1,200 additional persons per year. Glenwood Springs is anticipated to capture around 70 to 100 households per year, although pent up demand may drive much more in-migration in the short term. Total population growth in Glenwood Springs is anticipated to be sourced equally by natural increase and net-migration.

Glenwood Springs' housing vacancy has been below 4% since 2014 and below 3% since 2015. Detached single-family housing has seen a steady price increase and virtually zero vacancy. Attached ownership housing has seen steady demand with rising prices and low vacancy. Similarly, multi-family rentals have also been experiencing rising rental rates and low vacancy.

This indicates not only a residential undersupply, but pent up demand for new units. Housing demand by residents is augmented by demand from second-home owners and those seeking vacation rent-by-owner investment opportunities. The Glenwood Springs housing market is experiencing strong demand in all property types and, with continued population growth, is expected to support new resident housing development into the foreseeable future.

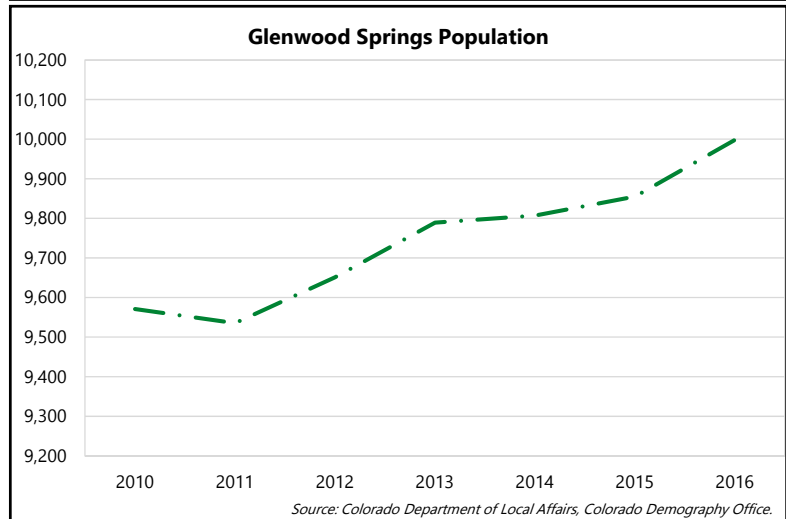
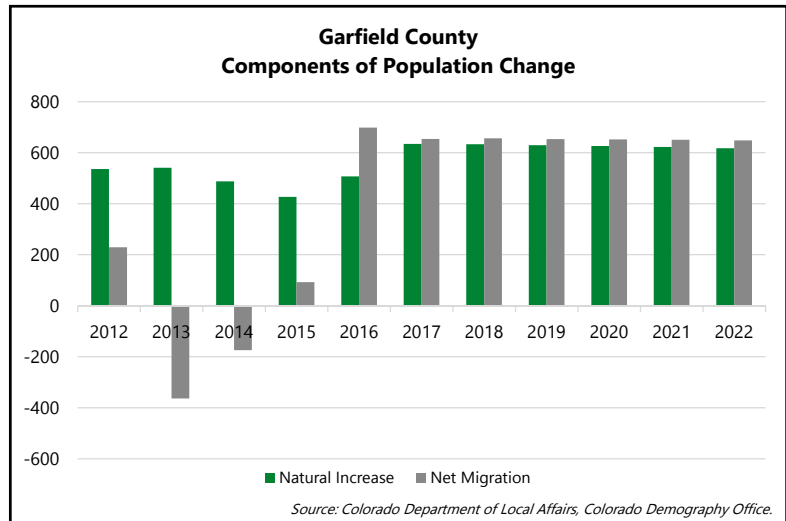
Population change is comprised of natural increase (births minus deaths) plus net migration (people moving in less people moving out). From 2010 (post Great Recession) to 2016, Garfield County has grown by almost 3,000 people. That represents an annual growth rate of about 0.8%, or 470 persons per year.



Population growth is anticipated to increase to about 1,200 persons per year into the foreseeable future. As can be seen in the chart, natural increase has remained positive, floating between about 400 and 600 persons annually. Net migration dipped in the 2012 through 2014 period as oil and gas markets become volatile and people followed jobs leaving the County. The oil and gas industry stabilized since, followed by relatively high levels of in-migration, which exceeded natural growth in 2016. According to State Demography projections, in-migration and natural increase are expected to continue at about the same levels into the future.

Glenwood Springs is the largest municipality in Garfield County with 17% of the County's population. Assuming that Glenwood Springs continues to capture about 17% of the County's population, it can be estimated that Glenwood Springs will grow by about 200 to 250 persons annually.

However, Glenwood Springs' housing inventory is greatly constrained with extremely low vacancy and waiting lists of tenants and buyers. The projected growth rate is at risk due to a lack of housing units to accommodate new households. The tight housing market puts upward pressure on rental rates and leads housing developers to focus on higher profit and more expensive housing units and less on affordable work force housing. Housing market conditions in 2016 persisted throughout 2017.



Glenwood Springs Housing Market, 2016

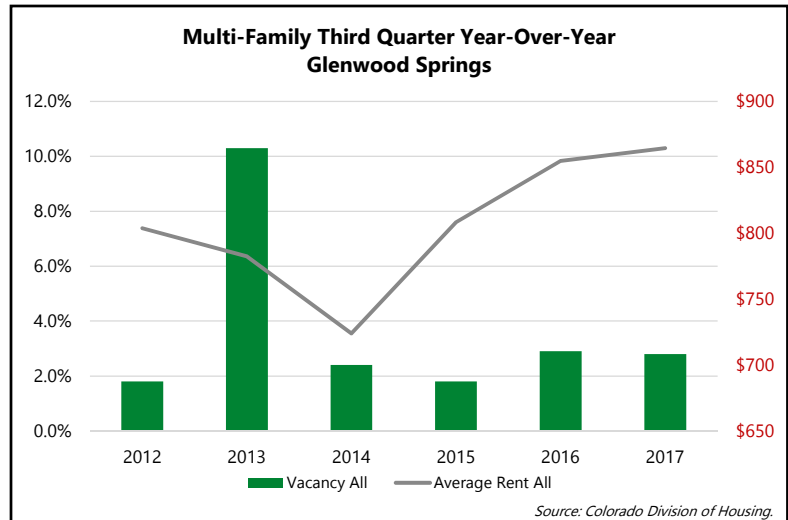
Total Housing Units	4,171
Persons Per Household	2.5
Homeowner Vacancy Rate	0.0%
Rental Vacancy Rate	2.3%

Sources: U.S. Census Bureau, American Community Survey; Colorado Department of Local Affairs, Colorado Demography Office.

MULTI-FAMILY RENTAL MARKET

Glenwood Springs' multi-family rental housing market is experiencing low vacancy and rising rental rates and is considered a landlord's market where renters have little room to negotiate lower rates. There is an undersupply particularly of studio, 1-bedroom, and two-bedroom units that would meet the demands of singles, couples, young families, and roommates. The higher vacancy rate noted for 2-bed/2-bath units is an anomaly and can reflect an important price point change and/or a temporary condition at this particular point in time.

A vacancy of 4%-5% is considered full occupancy and at equilibrium, considering normal tenant churn. The below equilibrium average vacancy indicates a tight rental market with rental rates being bid up without a matching increase in construction.



Multi-Family Rental Rates Glenwood Springs, 3Q17

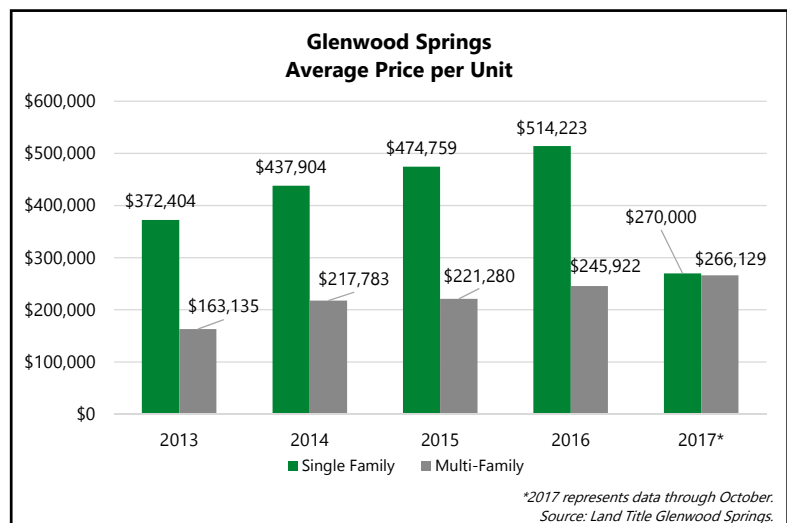
Type	Average Rent	Avg Rent/SF	Vacancy Rate
Efficiency	\$675	\$1.23	0.0%
1-bed	\$783	\$1.26	0.0%
2-bed 1-bath	\$807	\$0.84	0.0%
2-bed 2-bath	\$857	\$0.93	6.1%
3-bed	\$935	\$0.91	2.0%
All	\$864	\$0.95	2.8%

Source: Colorado Division of Housing

HOME OWNERSHIP MARKET

The ownership market is similarly tight and increasingly becoming unaffordable for many would-be Glenwood Springs residents. Condominium and townhome prices (collectively referred to as multi-family) are edging upward at a steady pace. The local economy softened in 2014, began stabilizing in 2015, with recovery in 2016. The most recent trends between 2016 and 2017 illustrate the most likely scenario for attached multi-family housing prices. Prices rose over 20% between 2015 and 2017, and over 8% from 2016 to 2017. A price increase between 5% and 10% annually is anticipated for multi-family units in Glenwood Springs in the near term.

The single-family home market has little available inventory. Relatively low inventory on the market along with few sales causes this market statistic to reflect particular units sold rather than overall market pricing. However, the fact that there is little inventory along with an expected increase in population supports the assumption that single-family home prices will continue to increase without a notable increase in construction.



HOUSING UNIT DEMAND

As previously noted, Garfield County is expected to grow by more than 1,200 persons annually. Assuming that Glenwood Springs continues to capture about 17% of the County's population, it can be assumed that Glenwood Springs will grow by about 200 to 250 persons annually. Assuming a continued 2.5 persons per household, including related and unrelated household members, this translates into demand for 80 to 100 units annually. Pent up demand is expected to bring absorption 25% to 50% higher than the average demand in a normalized market. Glenwood Springs could absorb an estimated 120 residential units annually for the next five years, and then settle into about 80 units annually in the long-term.

It is difficult to project where new households will actually locate, except to note that they can only go wherever there are units available. Currently, housing choices are very limited and it can be assumed that new households equal demand for new units. Generally, the market expects a 12-month lease-up for a 50-unit phase; 12 to 24 months lease up for a 100-unit phase. There are at least 100 units currently under development in the Meadows targeted to higher-income households; however, there is notable demand for mid-price and workforce-affordable units.

Projected Residential Absorption in Glenwood Springs (units)

Time Period	Years 1 to 5	Years 6+ (annually)
Phase	Housing demand from natural increase, in-migration, and pent up demand.	Expected pace for housing demand due to annual population demand growth.
Total Housing Demand	600 Total Units 120 Units Annually	80 Units Annually

COMMERCIAL MARKET CONTEXT

The City of Glenwood Springs serves as a commercial and retail hub for Garfield and Eagle Counties. As such, the City commands market power in identity and regional location and has opportunities to grow:

- businesses and add square feet for business categories where consumer dollars are leaving the region,
- the entire market through population growth and increased destination tourism, and
- businesses through diversifying goods and services available.

Glenwood Springs is a lifestyle and tourist destination for experience seekers. Businesses that provide shopping, recreational, and entertainment experiences will complement Glenwood Springs' character. Identifying opportunities for retail and commercial services desirable to both residents and visitors is evaluated herein.

Glenwood Springs has various commercial and retail submarkets that are generally located as indicated on the image below:

1. 6th Street Corridor
2. Meadows
3. West 6th Street
4. Downtown
5. South Glenwood
6. Confluence



The Confluence site is strategically located between the Downtown and Meadows submarkets, with easy access to/from the 6th Street Corridor. Lease rates and property sales prices vary widely depending on location and quality. A survey was conducted to better ascertain assumptions regarding lease rates in Glenwood Springs.

Commercial Lease Rates

Asking rents can often be higher than signed leases and data was collected on both asking lease rates as well as recently signed leases, where available. Rent quotes varied by condition and space configuration but there appears to be no distinction in rental rates for office versus retail spaces. The exception is in the Meadows, which is home to national retailers and a "power center." Based on this high-level survey, it is estimated that the Confluence can achieve a \$20 to \$25 gross rental rate for commercial space. The rental rate is likely to be at the lower end during the early lease-up as a pioneering location. The summary results are illustrated below:

Commercial Lease Rate Summary*

Submarket	Asking Rental Rates	Actual Rental Rates
Downtown	\$20 to \$26	\$20 to \$25
Meadows	--	\$27
South Glenwood	\$16 to \$20	\$14

* reported on a "gross" rent basis which includes property expenses; total occupancy cost to tenant

Sources: Development Research Partners, Inc.; LoopNet, local brokerage listings.

Commercial Property Values

A survey of commercial property sales was conducted. There were several properties asking less than \$150 per square foot. However, these properties were under seller duress (i.e. bankruptcy) and priced for quick liquidation or were special purpose buildings with limited buyers. Asking prices for commercial property in the South Glenwood submarket ranged from about \$105 to \$400 per square foot; rather ambiguous, and very location and property condition dependent. Generally, Downtown building sales ranged from about \$205 to \$315 per square foot.

Commercial property prices for the Confluence area are estimated at \$225 to \$275 per square feet.

Commercial Land Values

A high-level land price analysis was conducted using a combination of actual sales and Garfield County Assessor's actual value estimates for Downtown parcels. The data shows an expected premium for smaller sites per square foot with prices ranging from about \$4.50 for a 10-acre parcel to \$94 for a 0.09-acre city lot. The predominant value range for land in the vicinity of the Confluence ranged from about \$20 per square foot to \$50 per square foot depending on location.

It is estimated that vacant land at the Confluence would be priced around \$30 per square foot.

BUSINESS GROWTH DEMAND

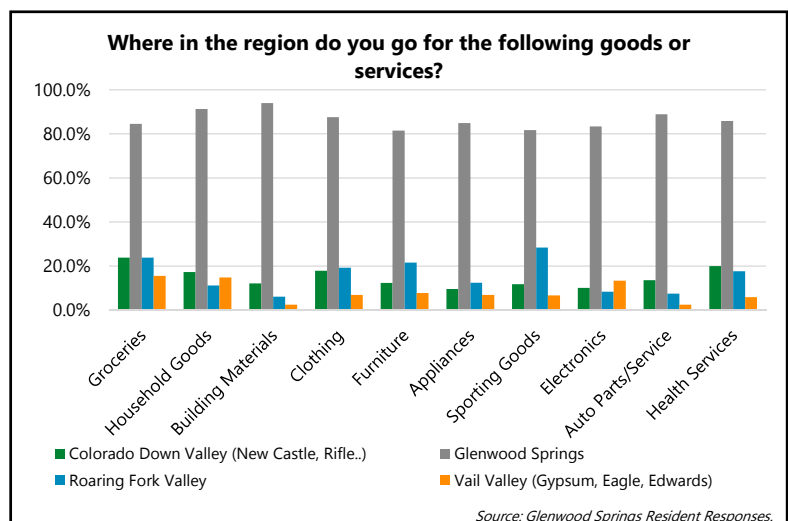
In this section, sources for retail and household services demand are evaluated and business development opportunities are translated into demand for real estate space. Real estate types evaluated include storefront retail and office businesses.

Retail Market Opportunities

Data related to retail market opportunities was gathered in several ways ranging from anecdotal to quantitative, which are reported and integrated in the following sections.

Glenwood Springs Local Market Community Survey

A community survey was conducted by the AWP team. Glenwood Springs' residents were asked where in the region they shop for certain goods. The chart below highlights the results. Categories sum to more than 100% because residents shop in multiple places. The responses indicate Glenwood Springs' residents will tend to shop local as availability allows. However, these responses also reflect that retail dollars leave Glenwood Springs. After Glenwood Springs, local consumers tend to shop in the Roaring Fork Valley and Down Valley, with some spending also occurring in Vail Valley.



Another, contrasting survey question asked residents about how well served Glenwood Springs is in retail categories. This question invited open-ended responses, which intuitively frames the City's retail market.

Community Survey Responses: Needed Goods & Services

From Specific ...

"Sporting Goods, electronics..."

"Fabric, sewing supplies..."

"Movie theater"

"Movies, Bowling"

"Pottery classes for kids..."

"Clothing, household items, health services..."

"Sporting goods (baseball, basketball, golf, etc.)"

" ... there are no clothing, electronics in GWS!"

" ... more craft supplies"

To Universal ...

"We have all of this but not enough variety and price point"

"More restaurants and coffee shops Downtown and on the 6th Street Corridor, more open spaces used for community events like farmers markets"

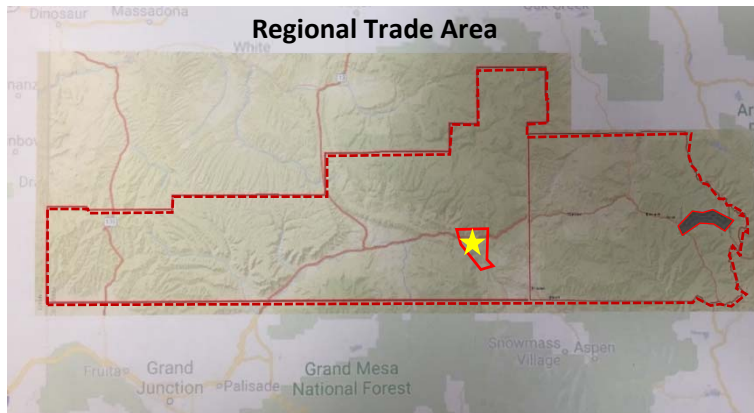
"Movie theatre, co-working space, art/creative classes, upscale bars, dance clubs"

The survey responses point to some very specific goods, services, and experiences that anecdotally are absent. Perhaps the most significant response is *"We have all of this but not enough variety and price point."* With population expected to increase in the coming years, there is an opportunity to grow new businesses offering more diversified and competing products and experiential offerings.

Retail Capture – Leakage Analysis

Consumer demand in Glenwood Springs arises from sources including local residents, regional residents, and visitors. For this analysis, a market Regional Trade Area was identified based primarily on mutually shared retail markets, where resident consumers freely travel back and forth between towns or other shopping destinations. Towns within the market area that primarily generate one directional consumer traffic are considered outside of the Regional Trade Area with their purchases representing part of overall visitor spending. The market is defined:

- Regional Trade Area is Garfield County plus Eagle County, less Aspen and Vail
- Local Market is Glenwood Springs only
- Visitors are consumers from outside the Local Market and Regional Trade Area that spend money in the Local Market and Regional Trade Area



Local residents and regional shoppers seek both necessities and lifestyle-oriented discretionary purchases. Visitors spending can arise from overnight tourists, pass-by convenience stops, emergency stops, or destination shoppers from outside the region or from resort communities. For each demand source this study has conducted a capture-leakage analysis which entailed estimating household demand for goods and services using ESRI data and comparing potential household demand to sales of goods and services by the following four-digit North American Industrial Classification System (NAICS) code business categories:

Special Food Services	Building Material & Supplies Dealers
General Merchandise Stores	Beer, Wine & Liquor Stores
Florists	Sporting Goods/Hobby/Music Instrument Stores
Specialty Food Stores	Book, Periodical & Music Stores
Lawn & Garden Equip & Supply Stores	Restaurants/Other Eating Places
Electronics & Appliance Stores	Gasoline Stations
Drinking Places - Alcoholic Beverages	Auto Parts, Accessories & Tire Stores
Miscellaneous Store Retailers	Grocery Stores
Office Supplies, Stationery & Gift Stores	Department Stores
Clothing Stores	Shoe Stores
Used Merchandise Stores	Jewelry, Luggage & Leather Goods Stores
Furniture Stores	Automobile Dealers
Health & Personal Care Stores	Home Furnishings Stores

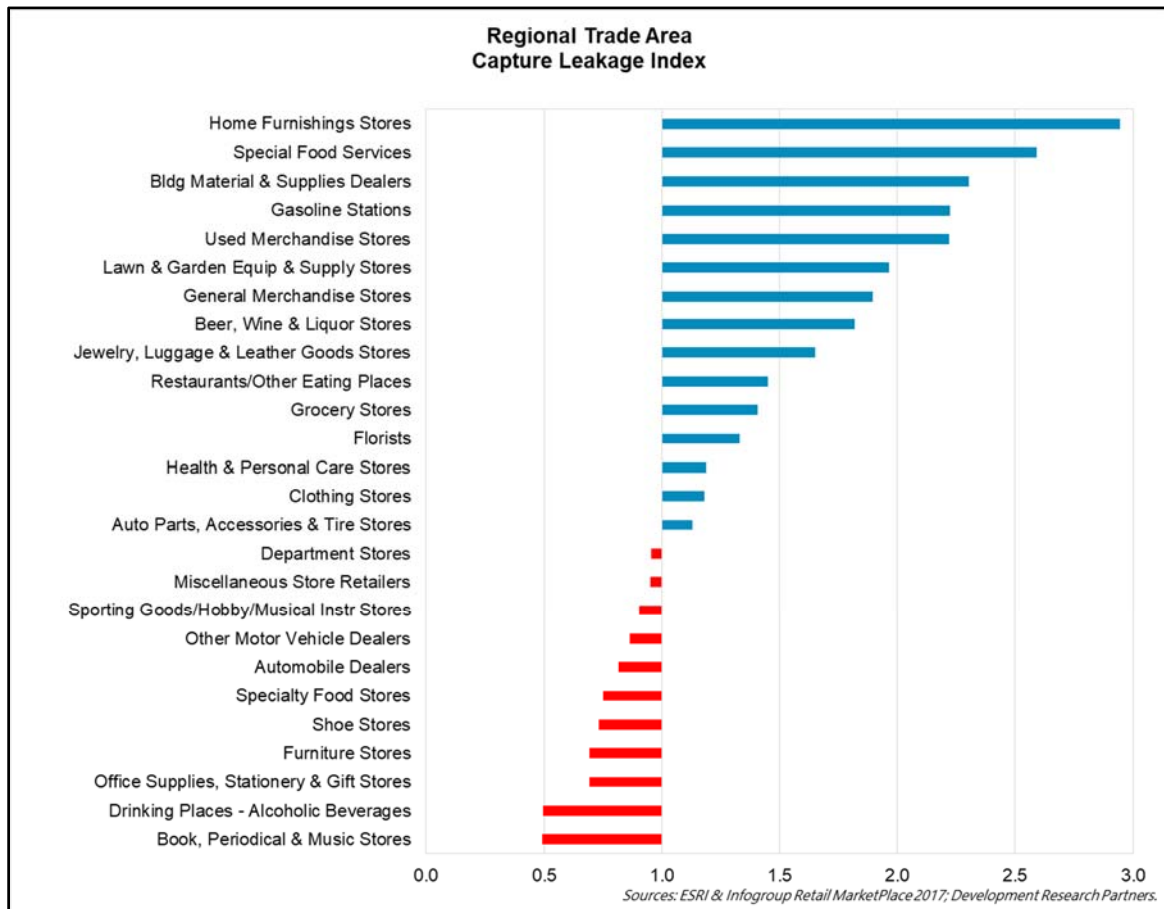
If area sales are less than local demand, it is assumed that resident purchases are made outside of the area and retail "leakage" is occurring wherein dollars are leaving the market. If area sales are more than local demand, it is assumed that outside consumers are making purchases in the local market and retail dollar "capture" is occurring. Leakage further represents market segments that are under-served and are immediate opportunities for business growth.

An index has been developed from local market data wherein local sales are divided by local demand: if the index is less than one the market is in a leakage position for that consumer good and local dollars are being spent outside the local market. If the index is greater than one it indicates the market is capturing a net amount of outside dollars for that consumer good.

Regional Trade Area Capture - Leakage

A Capture-Leakage analysis simply compares estimated local demand for a product compared to local sales of that product. It is a methodology to organize and report data; however, there are several ways the results can be interpreted. The community meetings and anecdotal data captured in the community survey create a perspective with which to interpret the data.

In the diagram below the red bars indicate retail categories where residents are buying more goods from outside the Regional Trade Area. These represent opportunities to grow businesses or add diversity to serve unmet local demand by growing local businesses and jobs. Because these are unmet consumer demands, they represent immediate opportunities.



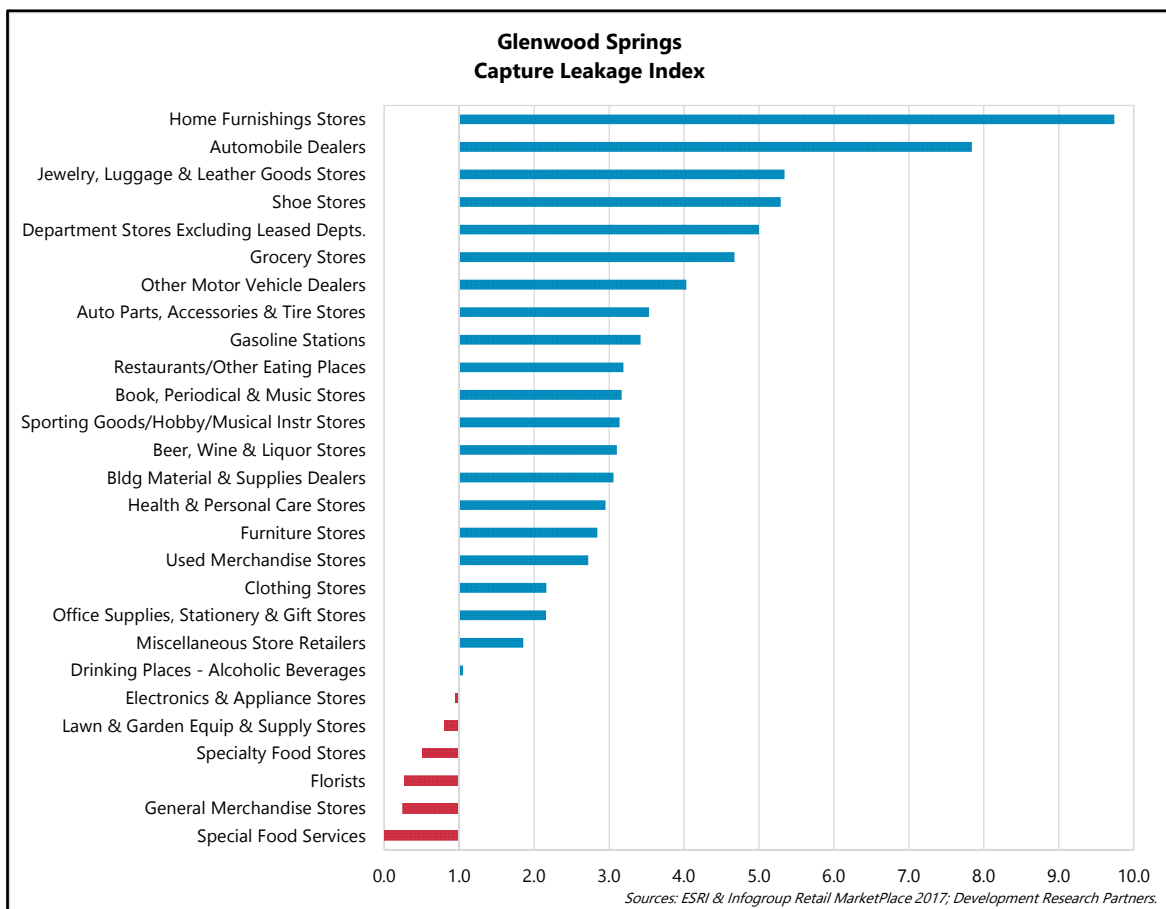
The blue bars represent retail categories where sales exceed the estimated needs of the local community indicating visitors (Aspen, Vail, tourists, travelers, and others) are making these types of purchases, and hence the Regional Trade Area is capturing consumer dollars. While it is easy to make the statement that the Regional Trade Area is over-served in these categories, this data also represents an opportunity to diversify products and price points, thus pulling additional consumer dollars into the local economy. Categories with a Capture-Leakage Index of 1.5 or less represent a next opportunity for business expansion after unmet demand categories.

Overall, Regional Trade Area business opportunities for growth encompass the following retail categories:

Book, Periodical & Music Stores	Sporting Goods/Hobby/Musical Instr Stores
Drinking Places - Alcoholic Beverages	Miscellaneous Store Retailers
Office Supplies, Stationery & Gift Stores	Auto Parts, Accessories & Tire Stores
Furniture Stores	Clothing Stores
Shoe Stores	Health & Personal Care Stores
Specialty Food Stores	Florists
Automobile Dealers	Grocery Stores
Other Motor Vehicle Dealers	Restaurants/Other Eating Places

Local Market Area Capture-Leakage

Capture-Leakage data was also indexed for the Local Market, which consists of just the City of Glenwood Springs, and is illustrated below. Overall, the City appears to serve its residents' needs relatively well. As expected with its tourism-based economy, its retailers also capture a significant level of consumer dollars from the rest of the Regional Trade Area and from visitors, as shown by the blue bars.



Underserved retail categories, the red bars, include:

- Drinking Places – Alcoholic Beverages
- Electronics and appliance stores
- Lawn and garden equipment
- Specialty food stores and services
- General merchandise stores
- Florists

Needed goods and services stated by various residents in the Community Survey match closely with what the Capture-Leakage analysis shows to be under-served in the City, validating both methodologies. It should be noted that diversity and healthy market competition can be also be achieved by bringing in new businesses to offer a selection to local consumers.

Glenwood Springs is well suited for experiential retailers such as:

Food & Beverage	Destinations	Entertainment
Specialty Food	Books	Sports & Crafts
Butcher Shops	Music	Performing Arts
Bakeries	Culinary Arts	Evenings Out
Fish and Seafood	Attractions	
Spice Shops		
Craft		

Estimated Retail Space Needed

Retail demand and market need should open opportunities to expand the retail market in Glenwood Springs. This section summarizes analysis to estimate the additional square feet needed to accommodate these opportunities and the timeframe over which this expansion is expected to happen.

The analysis examines absorption from three different drivers:

- Current unmet (latent) local demand
- Capture from all visitors from outside the City
- Local population growth

Assumptions behind this analysis include:

- Glenwood Springs comprises about 16% of all retail sales in the overall Regional Trade Area;
- Local Glenwood Springs households spend an estimated \$28,000 each in the City annually;
- \$100 in retail spending in Glenwood Springs supports about 4.1 square feet of retail space;
- Visitor spending from all sources supports about 54,000 square feet of retail in the City;
- Visitor spending is estimated to grow by 4% annually.

Potential Retail Concepts

European Style Indoor Market



An Evening Out



Independent Storefronts, open patio seating



Summary of Retail Growth Findings Single Year Potential

	Regional Trade Area	Glenwood Springs Local Market		
	Current Retail Spending	Current Retail Spending	Current Retail Space Needs	Annual Growth Space Needs
Current Local Leakage	\$86.1M	\$13.8M	57,000 sf	--
Retail Capture from Visitors	\$612.3M	\$98.0M	11,000 sf	11,000 sf
Local Population Growth Demand	--	--	17,000 sf	8,000 sf
TOTAL RETAIL POTENTIAL			85,000 sf	19,000 sf

Source: Development Research Partners analysis.

Local Household Services Opportunities

In this section, sources for household services demand are evaluated and business development opportunities are inferred and translated into demand for real estate types. Local household-serving business categories are evaluated based on U.S. Economic Census data. Real estate types used by these service providers include storefront offices and traditional office space. Business types considered are limited to:

- Nursing and Residential Care Facilities
- Computer Systems Design
- Consulting
- Seniors'/Disabled Day Care and Services
- Chiropractors
- Dentists
- Optometrists
- Therapists - physical, occupational, speech, other
- Lawyers
- Doctors
- Personal Household Services
- Credit Intermediation - banks
- Day Care

Assumptions behind this analysis include:

- Glenwood Springs is home to around 23% of household service providers in the Regional Trade Area;
- Based on anticipated population growth, demand for commercial space for household services is expected to grow by 15,000 square feet annually;
- Each household supports approximately 17.5 square feet of household services space.

COMMERCIAL REAL ESTATE ABSORPTION

The amount of property square footage that will be leased up (absorbed) by new and growing businesses is estimated in this section. The absorption analysis considers demand for both retail goods and household services previously identified.

Household counts will grow throughout Garfield County at an estimated rate of 2% annually with Glenwood Springs capturing an estimated 17% of that growth. Glenwood Springs captures an estimated 16% of regional household consumption spent within the region. This capture is used to estimate retail sales share and associated demand for retail square feet.

Visitor spending is estimated to increase 4% annually using lodging tax collection trends as an indicator of overall visitor activity; a conservative estimate of this indicator is used to account for visitors that may be from Aspen, Basalt, Vail, and other destination shoppers, in addition to overnight stays or pass-through travelers.

The table on the following page summarizes estimated retail demand and absorption, estimated household services demand and absorption, and total projected commercial absorption.

Projected Commercial Absorption in Glenwood Springs (SF)

Time Period	Years 1 to 5	Years 6+ (annually)
Phase:	Absorption of existing yet unserved (latent) local demand; and meeting demand of additional households to Glenwood Springs.	Established market equilibrium meeting local demands and keeping pace with annual demand growth.
Description:	Latent (under-served) demand from existing City of Glenwood Springs residents and regional residents that shop in the City. This incorporates destination shopping from Vail, Aspen area, and visitors.	Annual household growth estimated at 2% annually for the region; Glenwood Springs assumed to capture 16% of all regional household spending, and visitor spending estimated to increase 4% annually.
Regional Retail Demand in Glenwood Springs		
Real Estate Product Type: Retail Storefront		
Estimated Absorption (sf):	Over 5 years	Annually starting year 6
Latent Local Demand:	57,000 sf	na
Household Growth:	84,000 sf	8,000 sf
Visitors:	54,000 sf	11,000 sf
Total Retail Absorption:	195,000 sf	19,000 sf
Business Examples:	Motor Vehicle & Parts Dealers, Furniture & Home Furnishings Stores, Electronics & Appliance Stores, Bldg Materials, Garden Equip. & Supply Stores, Food & Beverage Stores, Health & Personal Care Stores, Gasoline Stations, Clothing & Clothing Accessories Stores, Sporting Goods, Hobby, Book & Music Stores, Sporting Goods/Hobby/Musical Instrument Stores, General Merchandise Stores, Food Services & Drinking Places, Restaurants/Other Eating Places	
Regional Household Services Demand in Glenwood Springs		
Real Estate Product Type: Office Space and/or Office-Storefront		
Estimated Absorption (sf):	Over 5 years	Annually starting year 6
Latent Local Demand:	61,000 sf	na
Household Growth:	28,000 sf	6,000 sf
Visitors:	na	na
Total Household Services Absorption:	89,000 sf	6,000 sf
Business Examples:	Nursing and Residential Care Facilities, Computer Systems Design, Household Consultants, Seniors'/Disabled Day Care and Services, Chiropractors, Dentists, Optometrists	
Total Projected Commercial Absorption in Glenwood Springs (SF)		
Absorption (SF):	284,000 sf	25,000 sf

Some of this absorption may occur in existing buildings in Glenwood Springs, such as in Downtown or outlying commercial areas. The current amount of vacant square footage is unknown but is likely to be offset by possibly greater than projected visitor driven demand for household services, stronger than anticipated housing development and population growth, stronger than projected visitor demand as projects strengthen Glenwood Springs' image as a tourist destination.

With regard to the location for retail and growth to occur, the nature of demand is evaluated as to the primary markets served. Based on a subjective analysis, the distribution of new business growth is anticipated to be concentrated as indicated:

5-Year Development Horizon

District	Projected Absorption
6th Street Corridor	41,000 sf
Meadows	91,000 sf
West 6th Street	7,000 sf
Downtown	64,000 sf
South Glenwood	45,000 sf
Confluence	36,000 sf

LODGING MARKET CONTEXT

The following steps were undertaken to evaluate Glenwood Springs' lodging market and opportunities:

- Research existing accommodations for amenities and market segmentation
- Identify recent lodging market performance regarding occupancy, rates, and seasonality
- Identify hotel overnight visitor categories to Glenwood Springs
- Evaluate the role that lodging properties play in Glenwood Springs
- Explore ways that lodging properties may better integrate with the community's vision

A survey of hotel and motel properties in Glenwood Springs was conducted for this analysis. Without consideration for quality or condition, the survey revealed the following:

Glenwood Springs Lodging Market Profile

- 22 Properties
- 1,659 Rooms
- 5 with Bars and/or Restaurants
- 10 with meeting space
- 2 with banquet space
- 7 with a "fitness center"
- Most with pools and/or hot tubs

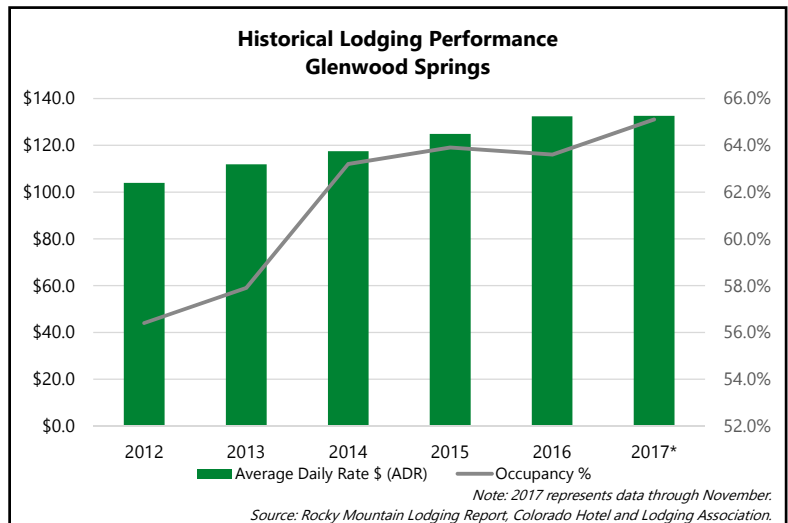
Source: Development Research Partners.

The lodging market has been slowly gaining strength over the past five years with both rental rates and occupancy trending higher each year. Overall occupancy is around 65%, similar to the national average, but still leaving notable capacity to fill rooms. Average daily rates are now hovering around \$112 per room night, which is also in line with the national average.

Glenwood Springs has established itself as a rest stop and destination serving travelers, outdoor recreation enthusiasts, and wilderness explorers. Key lodging clients include:

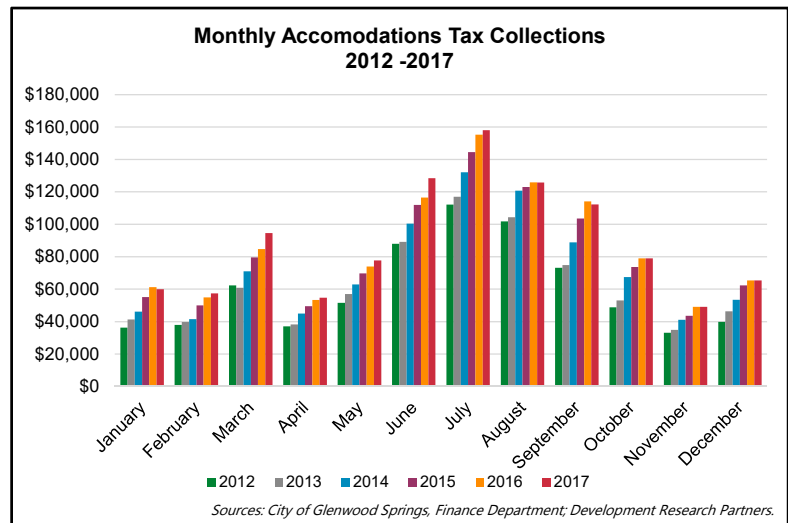
Key Lodging Clients

- Destination business travelers seeking a home-base
- Budget vacation travelers seeking outdoor recreation and area attractions
- Spontaneous pass-through travelers seeking shelter
- Pass-through travelers with pre-determined stops for recreation, dining, and/or entertainment
- Tourists seeking historic towns and accommodations



LODGING MARKET OPPORTUNITIES

Given Aspen Mountain and Snowmass Ski areas' proximity, and short distance to Vail, Glenwood Springs is often associated with winter sports destinations. Reviewing monthly accommodations tax receipts highlights the City's position as more of a summer and fall destination, similar to many other Colorado mountain town destinations lacking a ski resort. The high season months are March, June, July, August, and September. The low season months are January, February, April, November, and December. There is an opportunity to grow winter non-skiing outdoor recreation businesses to fill vacancies during the low and shoulder seasons.



Glenwood Springs has accommodations for business, historical-stay, and budget travelers. As Glenwood Springs' population grows, so will demand for friends and family hotel nights. These established markets should continue to be served. However, while the occupancy rates indicate surplus capacity, the research survey shows many aging low-budget motels and expensive historic hotels. There are limited service business-style hotels in the Meadows area; however, they are not walkable to the commercial core. There are several aging limited-service hotels on the 6th Street Corridor, but these are aging and missing the curb appeal of a modern mid-priced hotel. This notion is supported by hotel review services such as Trip Advisor that describes Glenwood Springs as having an aging hotel inventory. Providing grant or loan funding for existing hotel and motel upgrades and/or upgraded grounds and facilities may enable independent operators and others the ability to improve the traveler experience.

There is a lack of lodging diversity that easily integrates with Downtown and 6th Street attractions. Glenwood Springs should retain its independent and historic hotels and budget-minded accommodations. However, adding modern mid-priced lodging options, walkable from Downtown and 6th Street, would fill a market niche missing in the market. Perhaps even diversifying this market niche would support multiple properties over time. The City may be more attractive for a wider variety of visitors and would bring visitor dollars right to the core commercial district. National reservation systems, which complement existing hotels, will provide additional exposure for Glenwood Springs to more travel market segments.

There is opportunity to develop mixed-use hotel projects that may include an experiential business on a first floor with a mid-level service hotel on upper floors. Priced to a mid-priced market, and perhaps located in Downtown or the 6th Street Corridor, would provide a new type and location to the lodging market and perhaps attract a different visitor type. Adding more conference or banquet space may also attract small business conferences and destination wedding business to the City.

A collaboration with arts and entertainment industries may yield a new "Glenwood Springs Experience." This is especially true with the expansion of local attractions. Lodging is a component of the larger "Leisure and Hospitality" economic sector that includes arts, entertainment, recreation, and food services, all retail categories noted as under-served in the market. The expansion of arts and entertainment businesses will further bolster the attraction of destination travelers and bring additional lifestyle components to the City.

More focused market analysis is required to estimate an exact number of new lodging rooms that are feasible. Based on accessibility to the City's destinations, it seems likely that a mid-priced boutique hotel could be supported in the 6th Street Corridor, and that new development in the Confluence would support a boutique hotel as part of that project.

This study presented a high-level market analysis to evaluate three market sectors: (1) housing; (2) commercial (specifically, retail goods and household services); and (3) lodging for business growth and real estate development opportunities in Glenwood Springs, CO. The analysis assessed real estate demand and absorption for each market sector.

Housing Market

The City of Glenwood Springs is the largest population center in Garfield County and is located at the crossroads of Interstate 70 and CO Highway 82, providing access to Aspen and U.S. Highway 24. Garfield County population is anticipated to grow by about 5% to 6% annually, representing approximately 500 more households and 1,200 additional persons per year. Glenwood Springs is anticipated to capture about 17% of the growth in the County.

Glenwood Springs' housing vacancy has been below 4% since 2014 and below 3% since 2015. Detached single-family housing has seen a steady price increase and virtually zero vacancy. Attached ownership housing has seen steady demand with rising prices and low vacancy. Similarly, multi-family rentals have also been experiencing rising rental rates and low vacancy.

This indicates not only a residential undersupply, but pent up demand for new units. Housing demand by residents is augmented by demand from second-home owners and those seeking vacation rent-by-owner investment opportunities. This translates into demand for 80 to 100 units annually. Pent up demand is expected to bring absorption 25% to 50% higher than the average demand in a normalized market. Glenwood Springs could absorb an estimated 120 residential units annually for the next five years, and then settle into about 80 units annually in the long-term.

Commercial Market

Glenwood Springs serves as a commercial and retail hub for Garfield and Eagle Counties, and is a lifestyle and tourist destination for experience seekers. Businesses that provide shopping, recreational, and entertainment experiences will complement Glenwood Springs' character.

Data related to retail market opportunities was gathered in several ways, ranging from anecdotal to quantitative. Needed goods and services stated by various residents in the Community Survey match closely with what the Capture-Leakage analysis showed to be under-served in the City, validating both methodologies. Glenwood Springs is well suited for experiential retailers such as:

Food & Beverage	Destinations	Entertainment
Specialty Food	Books	Sports & Crafts
Butcher Shops	Music	Performing Arts
Bakeries	Culinary Arts	Evenings Out
Fish and Seafood	Attractions	
Spice Shops		
Craft		

Local household-serving business categories were also evaluated, such as doctors, dentists, optometrists, lawyers, banks, and computer systems design. Sources for retail goods and household services demand were evaluated and business development opportunities were translated into demand for real estate space.

The analysis concluded that Glenwood Springs could absorb 284,000 square feet of commercial space during the next five years, and then an additional 25,000 square feet per year in year 6 and beyond, as indicated in the following table.

Projected Commercial Absorption in Glenwood Springs (SF)

Time Period	Years 1 to 5	Years 6+ (annually)
Regional Retail Demand in Glenwood Springs		
Real Estate Product Type: Retail Storefront		
Estimated Absorption (sf):	Over 5 years	Annually starting year 6
Latent Local Demand:	57,000 sf	na
Household Growth:	84,000 sf	8,000 sf
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Real Estate Product Type: Office Space and/or Office-Storefront		
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Household Growth:	28,000 sf	6,000 sf
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Total Household Services Absorption:	89,000 sf	6,000 sf
Total Projected Commercial Absorption in Glenwood Springs (SF)		
Absorption (SF):	284,000 sf	25,000 sf

Lodging Market

The lodging market has been slowly gaining strength over the past five years with both rental rates and occupancy trending higher each year. Overall occupancy is around 65%, similar to the national average, but still leaving notable capacity to fill rooms. Average daily rates are now hovering around \$112 per room night, which is also in line with the national average.

Glenwood Springs has accommodations for business, historical-stay, and budget travelers. However, while the occupancy rates indicate surplus capacity, the research survey shows many aging low-budget motels and expensive historic hotels. There is a lack of lodging diversity that easily integrates with Downtown and 6th Street attractions. Glenwood Springs should retain its independent and historic hotels and budget-minded accommodations. However, adding modern mid-priced lodging options, walkable from Downtown and 6th Street, would fill a market niche missing in the market. Perhaps even diversifying this market niche would support multiple properties over time. The City may be more attractive for a wider variety of visitors and would bring visitor dollars right to the core commercial district.

More focused market analysis is required to estimate an exact number of new lodging rooms that are feasible. Based on accessibility to the City's destinations, it seems likely that a mid-priced boutique hotel could be supported in the 6th Street Corridor, and that new development in the Confluence would support a boutique hotel as part of that project.

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

10184 West Belleview Avenue
Suite 100
Littleton, Colorado 80127
www.DevelopmentResearch.net
303.991.0070





City Council
STAFF REPORT
City of Glenwood Springs
February 21, 2019

Agenda Item: Thompson Divide

Action Requested: Approve a letter of Support on Thompson Divide.

Department: City Administration

Presented By: Debra Figueroa, City Manager

Background Info: Michael Pritchard from the Thompson Divide Coalition has requested a Letter of Support from City Council. He will be in attendance to further explain his request.

Issues: Previous City Council's have supported the Thompson Divide Coalition. However it has been several years since this issue has been raised with City Council.

Staff Recommendation: Approve the Letter of Support.

Date

The Honorable Michael Bennet
261 Russell Senate Office Building
Washington, D.C. 20510

The Honorable Cory Gardner
354 Russell Senate Office Building
Washington, D.C. 20510

The Honorable Scott Tipton
218 Cannon House Office Building
Washington, D.C. 20515

The Honorable Joe Neguse
1419 Longworth House Office Building
Washington, D.C. 20515

Re: Support for Legislation Withdrawing Thompson Divide from Future Oil and Gas Leasing

Dear Senator Bennet, Senator Gardner, Representative Tipton, and Representative Neguse:

For a decade, the Glenwood Springs City Council and the citizens of Glenwood Springs have consistently supported conservation of public lands in the Thompson Divide. That support continues today.

In 2009, the Council resolved that community, environmental, and economic values in the Divide “deserve preservation and protection,” and supported “efforts of the Thompson Divide Coalition to explore legislative initiatives and other opportunities to protect these special areas from energy development.” See Exhibit 1.

In 2010, the City Council endorsed the Thompson Divide Withdrawal and Protection Act as drafted by the Thompson Divide Coalition and requested that the bill be introduced to Congress “to ensure that the Thompson Divide gets the permanent protection it deserves.” See Exhibit 2.

In 2015, the Mayor of Glenwood Springs joined leaders from other local communities in signing a letter to BLM reiterating “the need to conserve certain public lands in the Thompson Divide” and stating that: “our communities have long supported a legislative solution to address conflicts that exist in the Thompson Divide area.” See Exhibit 3.

Senator Michael Bennet and Representative Joe Neguse recently introduced bills in both houses of Congress that respond to requests to permanently protect public lands in the Thompson Divide. The bills, commonly referred to as the Colorado Outdoor Recreation & Economy (CORE) Act, include provisions that would permanently withdraw the Thompson Divide from availability for future oil and gas leasing.

We support provisions of the CORE Act that will protect public lands in the Thompson Divide with a permanent withdrawal from availability for future leasing, and we thank our legislators for listening to our communities, local citizens, and people from across the country who have consistently requested legislation offering this protection.

We request that Colorado's congressional delegation work together to pass this common-sense legislation that protects public lands critical to our local economy, respects valid existing rights of leaseholders in the Thompson Divide Area, and includes language offering credits to any leaseholder that wants to get rid of leases within the withdrawal boundary.

Thank you for your continued efforts on this issue.

Very Truly Yours,

Exhibit - 1

RESOLUTION 2009-15

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF GLENWOOD SPRINGS, COLORADO, IN SUPPORT OF THE THOMPSON DIVIDE COALITION.

WHEREAS, the Thompson Divide Coalition is a broad-based coalition of local ranchers, farmers, hunters, anglers, recreationalists, water users, land owners, conservationists, and local governments formed to address mutual concerns regarding the existing oil and gas leases on federal lands in the Thompson, Fourmile, Muddy, and Clear Fork Creek watersheds, the headwaters of East Divide Creek, and the potential negative impacts on this rural area associated with their development; and

WHEREAS, ranching and farming in the Roaring Fork Valley not only makes important contributions to the economy of the area, but defines the rural character of the valley. These watersheds provide clean water to farms and ranches, as well as water for domestic use. In addition, these federal lands host grazing allotments for summer range for the majority of the areas' ranchers; and

WHEREAS, the Thompson Divide area is part of a 122,000 acre roadless landscape, which is the largest contiguous roadless area in the state. These federal lands provide important habitat for wildlife, and excellent hunting and angling opportunities. The area has been recognized by the Colorado Division of Wildlife (CDOW) as high priority habitat for a variety of species. It is part of a critical big game migration corridor and provides key wildlife security for species such as deer, elk, bear, and lynx. The entire area is important elk calving habitat and summer range for big game. In addition, the Colorado River cutthroat trout (recognized as a Species of Special Concern by the CDOW) is found in two forks of Thompson Creek; and

WHEREAS, the area offers exceptional recreational opportunities for locals and visitors. It is regularly used by bikers, climbers, hikers, snowmobilers, and cross country and back country skiers. The recreational opportunities these special areas provide are an essential part of the high quality of life offered by the valley; and

WHEREAS, energy development in this area would have a deleterious effect on Glenwood Springs through increased heavy truck traffic, creating air quality, safety, and road and bridge impacts; all damaging our small town character. The areas' ranching/agricultural heritage and the exceptional wildlife habitat would be forever damaged. Furthermore, energy development in this rural and largely roadless area would create serious public environmental health and emergency management concerns; and

WHEREAS, although the Thompson Divide Coalition recognizes the need for energy development, it believes it is imperative that energy development occur only in appropriate places and that it proceed in a responsible manner. The Bureau of Land Management has approved 80 leases on this special landscape, half of which were let in roadless areas without surface stipulations after the 2001 Roadless Area Conservation Rule was in effect.

Exhibit - 1

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

Section 1. The Thompson, Fourmile, Muddy, and Clear Fork Creek watersheds, the headwaters of East Divide Creek, as well as the local community, environmental, and economic values they support, deserve preservation and protection.

Section 2. Energy development on federal lands in these areas is inconsistent with such preservation and protection, and is indicative of a flawed and irresponsible approach to energy development.

Section 3. The City of Glenwood Springs supports the efforts of the Thompson Divide Coalition to explore legislative initiatives and other opportunities to protect these special areas from energy development.

INTRODUCED, READ AND PASSED THIS 16th DAY OF July,
2009.

CITY OF GLENWOOD SPRINGS, COLORADO



Bruce Christensen, Mayor

ATTEST:



Robln S. Unsworth, City Clerk

Exhibit - 2



City of Glenwood Springs
Office of the Mayor

August 6, 2010

The Honorable John Salazar
1531 Longworth HOB
Washington, D.C. 20515

Congressman Salazar:

We support the efforts of the Thompson Divide Coalition. The Coalition has now drafted a bill called the Thompson Divide Withdrawal and Protection Act. We support the aims of that bill and request that you introduce the bill during this session in order to move this effort forward.

Thank you for your ongoing commitment to the residents of Colorado and for the protection of public lands. We look forward to working with you and your staff to ensure that the Thompson Divide gets the permanent protection it deserves.

Respectfully,
Glenwood Springs City Council

Bruce Christensen, Mayor

xc: TDC
Edward Stern, Staff Assistant
John Whitney, Regional Director
Richard Baca, Regional Director
Ronnie Carleton, Chief of Staff

Exhibit - 3

December 17, 2015

Ms. Ruth Welch
Colorado State Director
U.S. Bureau of Land Management
2850 Youngfield Street
Lakewood, Colorado 80215

Re: Support for Proposed Action Within Draft EIS for Previously Issued Oil and Gas Leases in the White River National Forest

Dear Director Welch,

On behalf of our constituents, and in advance of more detailed comments from our respective jurisdictions, we write to provide input regarding the Bureau of Land Management's (BLM) ongoing environmental impact statement (EIS) process to examine 65 federal oil and gas leases in the White River National Forest.

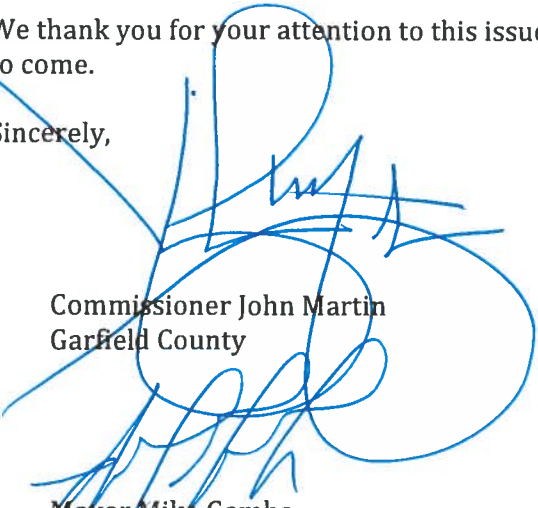
As you know, the outcome of this process will affect the long-term interests of a diverse group of communities, industries, and other stakeholders on the Western Slope. With this in mind we were pleased to see that BLM's Draft EIS contained a "proposed action" to specifically address the many differences that exist between 25 undeveloped leases in the Thompson Divide area and 40 other leases – some of which have already been developed – on the western end of the National Forest.

We appreciate that BLM's proposed action aims to balance the need for future development of public minerals in the Piceance Basin with the need to conserve certain public lands in the Thompson Divide area. We support this balanced approach and urge BLM to move forward without delay.

Finally, you should know that our communities have long supported a legislative solution to address the conflicts that exist in the Thompson Divide area. We remain hopeful that Congress will work together to address our communities' concerns. In lieu of congressional action, however, please know that we see BLM's ongoing EIS process as an important path toward resolving the longstanding issues presented by improperly issued leases in the Thompson Divide.

We thank you for your attention to this issue and look forward to working with you in the months to come.

Sincerely,



Commissioner John Martin
Garfield County

Mayor Mike Gamba
City of Glenwood Springs



Commissioner Steve Child

Commissioner Steve Child
Pitkin County



Mayor Stacey Bernot

Mayor Stacey Bernot
Town of Carbondale



City Council
STAFF REPORT
City of Glenwood Springs
February 21, 2019

Agenda Item: Approval of 7th Street Construction Management for Boundaries Unlimited

Action Requested: Approval of Construction Management Contract with Boundaries Unlimited

Department: Engineering

Presented By: Terri Partch, City Engineer

Background Info: On January 3rd, the City Council awarded the 7th Street construction to Gould Construction. This contract would provide for the following items:

Change order #1 plan revisions

Some construction observation visits and site reports.

Bi-weekly public meetings and community memos

Record drawings

The contract estimate for this scope is Not to Exceed \$125,000.

The City Engineering Department will manage and supplement the on-site inspection.

This amount is within the \$4,000,000 budgeted within the City's A&I fund. Phases that have been approved so far for the project are:

Sanitary Sewer (Phase 1): \$655,116.00

Beautification (Phase 2): \$ 862,499.40

Beautification (Phase 3): \$590,097.20

Project acceleration \$134,400

Total funds remaining in A&I (not including this contract): \$2,413,003.60

Issues: None at this time.

Staff Recommendation: Approve the construction management services contract with Boundaries Unlimited in the Not to Exceed amount of \$125,000.

EXHIBIT A

to the PROFESSIONAL SERVICES AGREEMENT 7TH STREET PROJECTS, CITY OF GLENWOOD SPRINGS

Scope of Work

The Boundaries Unlimited Inc.'s (BUI) Scope of Work services associated with the 7th Street Sanitary Sewer, 7th Street Beautification-Phase 1 and 7th Street Beautification-Phase 2 construction observation and Change Order #1 plan revisions is defined as follows:

- 1. Change Order #1 Plan Revisions:** Significant plan revisions and quantity measurements are necessary to revise the 7th Street Sanitary Sewer Plans to replace the curb, ramps and sidewalk from the intersection Colorado Avenue and 7th Street to Grand Avenue. Given the urgency of the construction, BUI has already begun design adjustments. These retroactive and continued services include: revised the design; measured new quantities; continued coordination with the Contractor and City Staff; and meetings.
- 2. Construction Observation:** The material approval and construction process is anticipated to run heavily from February 1 through mid-July. Construction Observation services will include an above average number of site visits and meetings during construction activities to verify that the work observed during each site visit is being completed in accordance with the understood intent of the Construction Documents. Visits are anticipated for pre-construction, demolition, sanitary sewer installation, storm sewer installation, utility installation, subgrade preparation, road base, tree grate placement, hardscape placement and project closeout. A field report of each site visit will be prepared describing construction activities, site conditions, directives issued, and issues at hand. Reports will be supplemented as necessary with reference photos.
- 3. Public Outreach:** BUI will represent the project at bi-weekly public meetings and pen bi-weekly community memos intended to inform the public of the upcoming construction and suggest how that construction might impact them. The newsletters will be submitted to the City in PDF format for printing/delivery and/or posting on the City website.
- 4. Record Drawings** will be prepared based on the observed construction and information provided by the selected general contractor. Final product will be an electronic Adobe PDF file and an Autodesk DWG file.

The Not to Exceed Fee for Scope of Service of this Amendment is: \$125,000.00.

Applicable Rate Schedule:

The applicable rate schedule shall be as attached in Exhibit B, Rate Schedule.

Exclusions

Engineering and other support services not included in our estimate include: additional redesign; City, State or Federal applications or permitting; adjacent or mineral owner researches; title research; architectural design or landscape planning; visual renderings; structural engineering; underground utility locates; debris flow studies; traffic studies; offsite improvements; irrigation systems; environmental studies; historical studies; legal notification or publication; application fees; construction contract documents; extended representation at meetings or hearings; topographic surveying, construction staking; engineering of individual private properties adjacent to the Project limits; or other special or unusual requirements. Any changes to the Project which extend the construction schedule beyond September 30, 2019 shall be considered additionally requested services. Additionally requested services or services required by an approval agency will be performed on a time and materials basis or cost plus fifteen percent (15%) for subcontracted services.

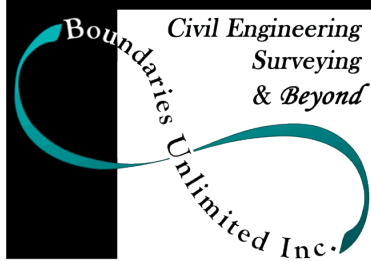


Exhibit-B Rate Schedule 2018

Professional Design Services

Project Manager (PM).....	\$160/hr
Project Engineer (PE)	\$140/hr
Design Engineer (DE).....	\$120/hr
Technician (Tech)	\$ 96/hr
Construction Observation (CO, non-PM/PE/SM)	\$ 96/hr
Survey Manager (SM).....	\$140/hr
1-Man Survey Crew	\$140/hr
2-Man Survey Crew	\$160/hr
3-Man Survey Crew	\$180/hr

Legal

Expert Testimony/Deposition	\$280/hr
Court and Deposition Preparation.....	\$200/hr

Special Software & Equipment

AutoTurn Vehicle Path Modeling	\$ 50/hr
WaterCAD Water Modeling.....	\$ 50/hr
GPS Survey Equipment.....	\$ 30/hr

Reimbursable Expenses

B&W Photocopies	\$ 0.25/ea
Color Photocopies	\$ 0.50/ea
Engineer B&W Prints (24"x36").....	\$ 4.00/ea
Engineer Color Prints (24"x36")	\$35.00/ea
Mylar Prints (24"x36")	\$50.00/ea
Vehicle Mileage	\$ 0.70/mi

*Sub consultant and other expenses will be charged at invoice cost plus 15%.

**Requests for service to meet Client deadlines which require overtime will be billed at 1.40 times the rates stated above.



City Council
STAFF REPORT
City of Glenwood Springs
February 21, 2019

Agenda Item: Ordinance 7 Series of 2019; An Ordinance of the City Council of the City of Glenwood Springs Vacating a Utility Easement Located on 3116 South Grand Avenue

Action Requested: Approve Ordinance 7, Series of 2019; An Ordinance of the City Council of the City of Glenwood Springs Vacating a Utility Easement Located on 3116 South Grand Avenue

Department: Public Works

Presented By: Robin Millyard, Public Works Director

Background Info: The City previously acquired via plat a utility easement across Lot 17, Block 3, of the Valley View Farm Subdivision, that it has never used ("Platted Easement"). In 1988 the City tried to vacate this platted easement and replace it with a utility easement that was already in place over Lot 17 for a future underground connection ("Proposed Easement"). In 1988 the City passed an ordinance vacating the Platted Easement upon dedication to the City of the Proposed Easement. However, the Proposed Easement was not timely dedicated to the City, and the ordinance was invalidated by its own terms.

The City ultimately made a connection to an existing line along South Grand Avenue and installed facilities and needs an easement to accommodate the new installation. Ordinance 2019-7 vacates both the Platted Easement and the Proposed Easement upon the dedication to the City of the easements necessary to accommodate the installed facilities as more fully described in the Public Utility Easement Deed attached to Ordinance 2019-7 as Exhibit A.

Issues: None.

Staff Recommendation: Staff supports this ordinance.

Ordinance No. 7

Series of 2019

**AN ORDINANCE OF THE CITY OF GLENWOOD SPRINGS,
COLORADO VACATING A UTILITY EASEMENT LOCATED ON 3116
SOUTH GRAND AVENUE.**

WHEREAS, the City of Glenwood Springs, Colorado (the “City”) previously acquired through a plat dedication a five-foot wide utility easement across the westerly and northerly boundary of Lot 17, Block 3 of the Valley View Farm Subdivision, as depicted on the plat recorded at Reception Nos. 171661 & 171662, in Garfield County, Colorado (“Platted Easement”);

WHEREAS, the City never used the Platted Easement for any purpose; and

WHEREAS, in 1988 the City attempted to vacate the Platted Easement and replace it with a utility easement that was already in place across said Lot 17 (“Proposed Easement”) for a future underground connection; and

WHEREAS, Ordinance 27, Series of 1988 vacated the Platted Easement on the express condition that the owners of said Lot 17 would dedicate the Proposed Easement to the City within thirty days of the effective date of Ordinance 27 and

WHEREAS, Ordinance 27, Series of 1988 stated that if the new dedication did not occur within the thirty-day period, the ordinance would be null and void and of no effect; and

WHEREAS, the Proposed Easement was not dedicated within thirty days after the effective date of Ordinance 27, Series of 1988, thereby invalidating the ordinance; and

WHEREAS, the City never utilized the Proposed Easement and has no need for the Proposed Easement in the future; and

WHEREAS, the City ultimately made a connection to an existing line along South Grand Avenue; and

WHEREAS, the facilities were installed but the City did not acquire an easement to accommodate the new installation; and

WHEREAS, the City desires to acquire for the current installation the easements described in the Public Utility Easement Deed attached hereto as Exhibit A (“Easements A and B”) and depicted on Exhibit B; and

WHEREAS, the current owners of said Lot 17, desire to grant Easements A and B to the City; and

WHEREAS, the City desires to effectively vacate the Platted Easement and the Proposed Easement upon acquisition of Easements A and B; and

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

Section 1. The recitals hereinabove are hereby adopted as findings and incorporated herein.

Section 2. Upon the City's receipt and recordation of the Public Utility Easement Deed in the form attached as Exhibit A, the City shall effectively vacate the Platted Easement more particularly described as follows and generally depicted on Exhibit C as "Existing 5' Easement in Lot 17 to be Vacated:"

All of the five-foot wide utility easement lying and being southerly of the northerly line and easterly of the westerly line of Lot 17, Block 3 of the Valley View Farm Subdivision, which lot is depicted on the plat recorded at Reception No. 171662 of the Garfield County Clerk and Recorder.

Section 3. Upon the City's receipt and recordation of the Public Utility Easement Deed in the form attached as Exhibit A, the City shall effectively vacate the Proposed Easement more particularly described as follows and generally depicted on Exhibit C as "Proposed Utility Easement:"

A permanent public utility easement thru a portion of lot seventeen (17) in the Valley View Farm Subdivision, City of Glenwood Springs, County of Garfield, State of Colorado. Said easement have a uniform width of 15.00 feet, with two (2) feet lying westerly and thirteen (13) feet lying easterly of the following described line:

Beginning at a point on the northerly line of said Lot 17, as originally platted, said point of beginning bears S 87° 05' 00" E, 80.00 feet from the northwest corner of said originally platted Lot 17; thence S 08° 13' 36" E, 134.85 feet; thence S 00° 43' 23" W, 74.78 feet to a point on the southerly line of said Lot 17, to the point of termination.

INTRODUCED, READ ON FIRST READING, PASSED AND ORDERED
PUBLISHED BY TITLE ONLY THIS ____ DAY OF _____, 2019.

CITY OF GLENWOOD SPRINGS, COLORADO

Michael Gamba, Mayor

ATTEST:

Catherine Mythen Fletcher, City Clerk

INTRODUCED, READ ON SECOND READING, PASSED AND ORDERED
PUBLISHED BY TITLE ONLY TO BE EFFECTIVE TEN DAYS FOLLOWING THE DATE
OF SECOND PUBLICATION THIS ____ DAY OF _____, 2019.

CITY OF GLENWOOD SPRINGS, COLORADO

ATTEST:

Michael Gamba, Mayor

Catherine Mythen Fletcher, City Clerk

PUBLIC UTILITY EASEMENT DEED

KNOW ALL MEN BY THESE PRESENTS, that the undersigned, **DENNIS LEE BROWN AND PAMELA SUE BROWN** whose address is 3113 Sopris Avenue, Glenwood Springs, CO (hereinafter collectively called the 'Grantors'), of the County of Garfield, State of Colorado, for good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, does hereby grant, bargain, and convey to the ***CITY OF GLENWOOD SPRINGS, COLORADO***, a Municipal Corporation, whose address is 101 West 8th Street, Glenwood Springs, Colorado, 81601 (hereinafter called the 'Grantee'), and its successors and assigns the following permanent public utility easements upon the following lands of Grantors, situated in the City of Glenwood Springs, County of Garfield, State of Colorado, said easement being more particularly described as follows:

Easement A: A permanent public utility easement within the parcels of land known as 3114 South Grand Avenue, as described the Special Warranty Deed recorded in the records of the Garfield County Clerk and Recorder as Reception #523318, and 3116 South Grand Avenue, as described in the Warranty Deed recorded in the records of the Garfield County Clerk and Recorder as Reception #512990. The bearings contained in said documents have been rotated 00° 26' 31" or 0.4419° counter clockwise to match City of Glenwood Springs datum. Said easement being more particularly described as follows: Beginning at a point on the southerly boundary of said parcel described in said Reception #585276, said point being the northwesterly corner of said parcel described in said Reception #512990, said point is also the northwesterly corner of Lot 17, Block 3 of the Valley View Farm Subdivision as shown on the plats recorded as Reception #171661 and Reception #171662 in the records of said Clerk and Recorded; thence N 87° 31' 31" W, along the southerly line of the parcel of land described in said Reception #523318, a distance of 250.00 feet to the southwesterly corner of said parcel of land; thence N 10° 36' 01" W, along the westerly line of said parcel of land, a distance of 10.33 feet; thence departing said westerly line; S 88° 53' 41" E, a distance of 193.11 feet; thence N 07° 31' 26" E, a distance of 49.96 feet to a point on the northerly line of said parcel of land, thence S 87° 31' 31" E, along said northerly line, a distance of 10.04 feet; thence departing said northerly line, S 07° 31' 31" W, a distance of 51.80 feet; thence S 75° 47' 00" E, a distance of 23.61 feet; thence S 86° 11' 40" E, a distance of 90.99 feet, thence S 66° 22' 37" E, a distance of 16.43 feet to the southeasterly corner of said parcel of land; thence continuing S 66° 22' 37" E, along the northerly line of said parcel of land described in said Reception #512990, distance of 26.64 feet; thence S 23° 37' 23" W, a distance of 10.00 feet; thence N 66° 22' 37" W, a distance of 14.15 feet; thence West a distance of 17.32 feet; thence North a distance of 10.39 feet; thence N 86° 11' 40" W, a distance of 69.09 feet to a point on the westerly line of said parcel of land; thence N 22° 40' 31" W, along said westerly line, a distance of 2.87 feet to the point of beginning. The above described parcel of land contains 4578.76 square feet, more or less.

Easement B: A permanent public utility easement within the parcel of land known as 3114 South Grand Avenue, as described the Special Warranty Deed recorded in the records of the Garfield County Clerk and Recorder as Reception #523318, being more particular described as follows: Beginning at the southwesterly corner of said parcel; thence N 10° 36' 01" W, along the westerly line of said parcel, a distance of 13.41 feet; thence departing said westerly line, N 79° 23' 59" E, a distance of 13.37 feet; thence N 10° 36' 01" W, a distance of 15.00 feet; thence S 79° 23' 59" W, a distance of 13.37 feet to a point on said westerly line; thence S 10° 36' 01" E, along said westerly line, a distance of 15.00 feet to the point of beginning. The above described parcel of land contains 200.48 square feet, more or less.

Grantee shall have the right to construct, install, reconstruct, replace, repair, and maintain public utilities, as specified, within the above described lands, including the right to access covered underground facilities and the right to remove any and all fences and other structures, trees, bushes, vegetation within said easements when such is reasonably necessary for the exercise of the rights herein granted. After the exercise by Grantee of any of its rights hereunder, Grantee shall promptly restore the surface of the ground to its former condition as nearly as is practicable, at the sole expense of Grantee.

Neither the extent nor use of the easements granted herein shall be expanded or enlarged from its initial use without a specific written grant from Grantor for such expansion or enlargement.

Grantor agrees that all facilities installed by the Grantee within the easements shall remain the property of the Grantee and shall be removable at the option of the Grantee. In the event that the extent and use of the easement is abandoned or no longer used for the purpose described herein at any time hereafter for a period of one (1) year or more, the grant herein shall revert to the Grantor, their heirs, successors and assigns.

Except for the rights and privileges granted to the Grantee by this Agreement, the Grantor reserves the full, complete and uninterrupted right to use, possess and occupy all portions of the property encumbered by the easements granted herein, so long as such use, possession and occupancy does not unreasonably interfere with the purposes for which the easements are hereby granted.

TO HAVE AND TO HOLD, said permanent easements, unto Grantee, its successors and assigns, forever.

WITNESS the due execution hereof on _____, 2019.

Grantors:

By: _____
DENNIS LEE BROWN

By: _____
PAMELA SUE BROWN

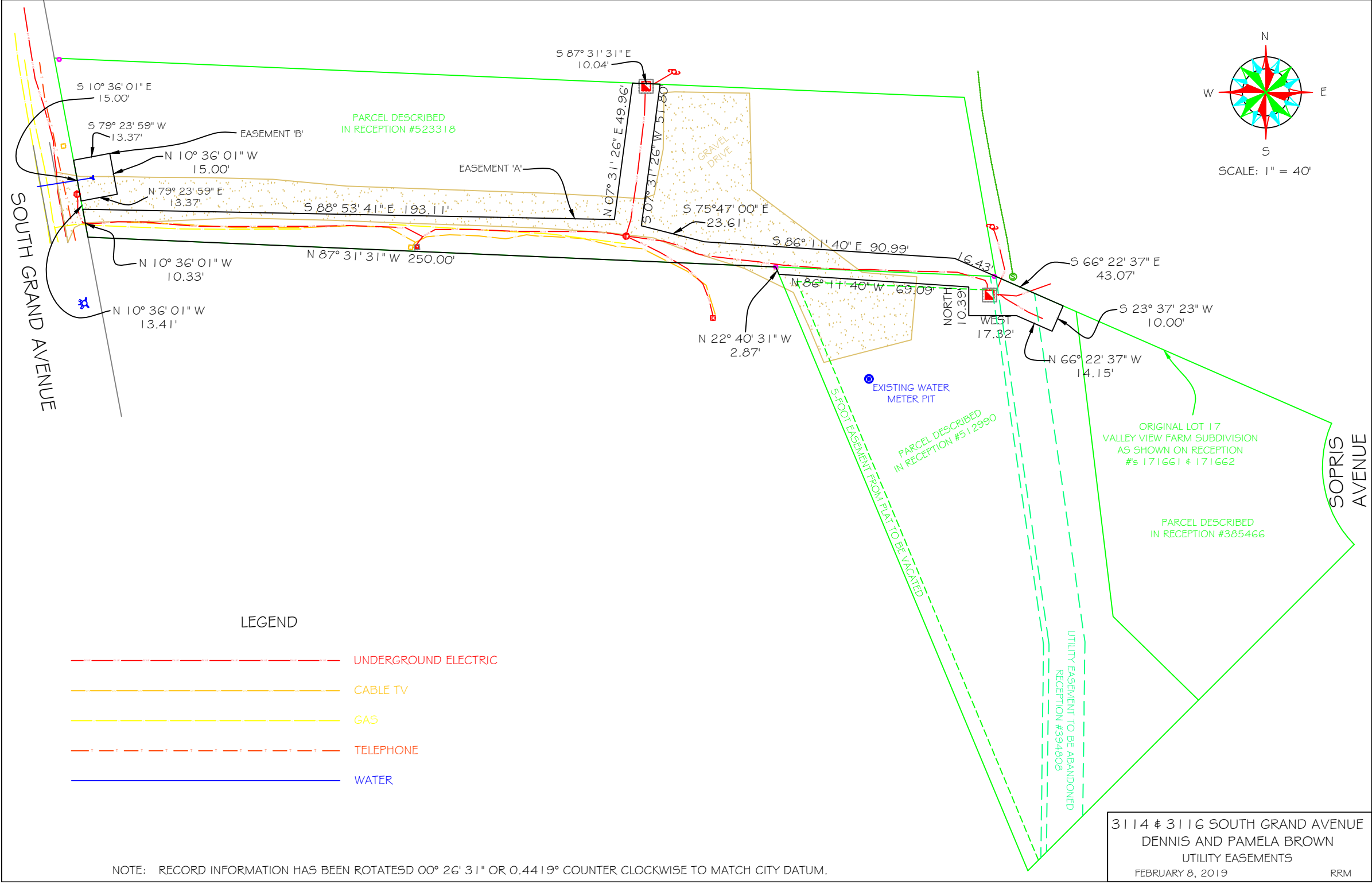
STATE OF COLORADO)
)ss.
COUNTY OF GARFIELD)

The foregoing Public Utility Easement Deed was acknowledged before me this _____ day
of _____, 2019, by **DENNIS LEE BROWN AND PAMELA SUE BROWN**

Witness my hand and official seal.

My commission expires: _____

Notary Public
Address:





City Council
STAFF REPORT
City of Glenwood Springs
FEBRUARY 13, 2018

Agenda Item:	Utility Easement Vacation Request
Action Requested:	Vacate an un-occupied utility easement on the parcel of land located at 3116 South Grand Avenue.
Presented By:	Robin Millyard, Public Works Director
Background Info:	The City gained an easement in 1998 from the then property owners, Robert and Cynthia Scarrow. There was an older overhead line running north and south that crossed Lot 17 of the Valley View Farm Subdivision and tied into an overhead line that ran east and west along the southerly side of the Valley View Farm Subdivision. That overhead connection was removed and this easement was gained for a future underground connection. Over time, the plan for an underground connection was altered to make the connection to an existing line along South Grand Avenue, as accessing power lines located along the rear lot lines is very difficult. The facilities were installed and for whatever reason, we did not gain an easement to accommodate the new installation. The current property owners, Dennis and Pamela Brown are will to grant an easement for the current installation. A copy of the easement and a sketch of this information is included in the packet.
Issues:	This easement has never been occupied and staff does not believe it will ever be occupied. In fairness to the property owners, this encumbrance on their property should be removed as it is not necessary in the future.
Action Alternatives:	Approve or deny the request to vacate this unused easement.
Staff Recommendation:	Approve the request to vacate this easement.

CITY OF GLENWOOD SPRINGS

ENGINEERING DIVISION

806 Cooper Avenue

Glenwood Springs, Colorado 81601

(303) 945-2575

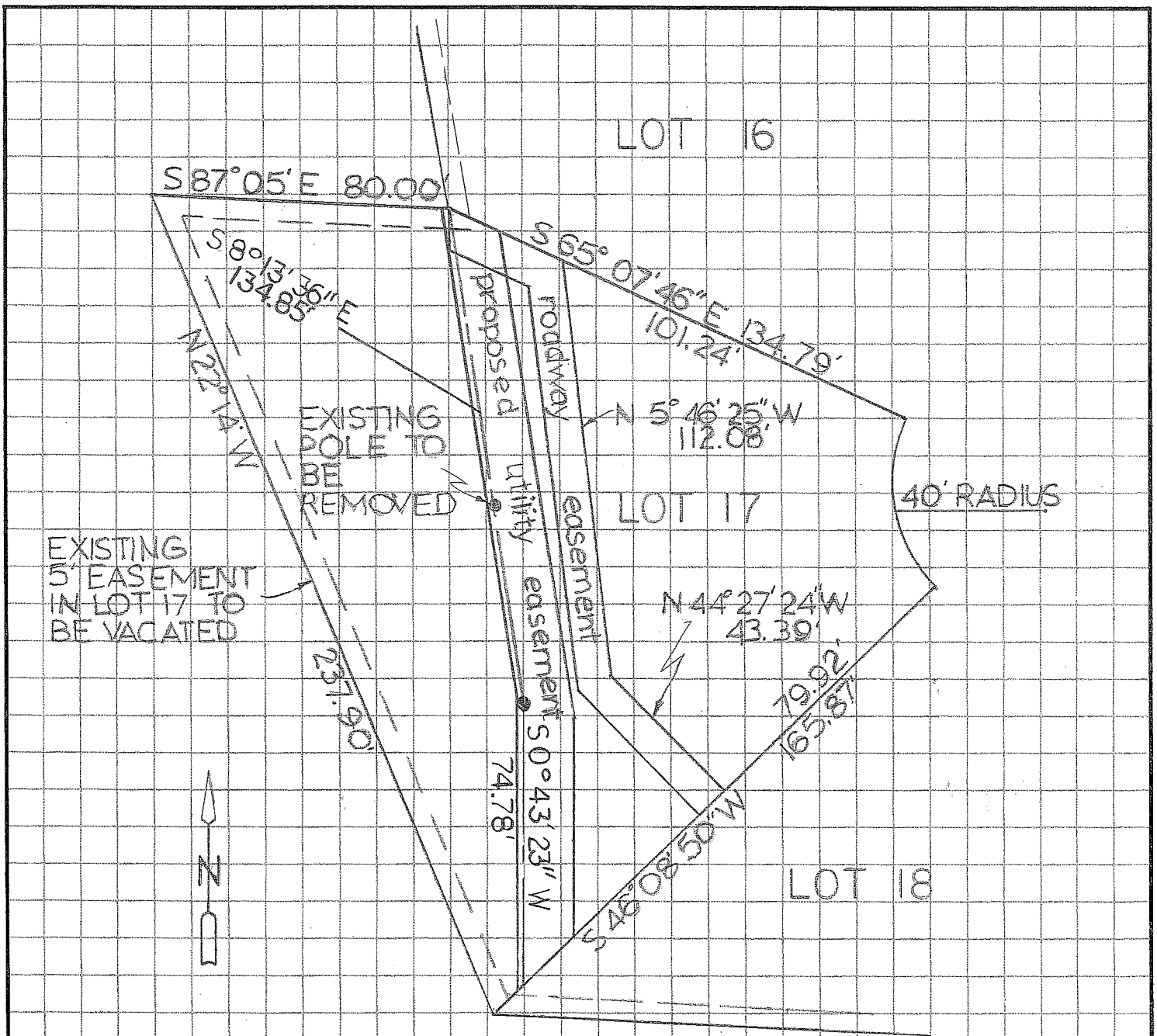
JOB SCARROW UTILITY EASEMENT

SHEET NO. _____ OF _____

CALCULATED BY ROBIN DATE 4-18-88

CHECKED BY _____ DATE _____

SCALE 1" = 40'



UTILITY EASEMENT THRU A PORTION OF LOT 17, AS PLATTED, IN THE VALLEY VIEW FARM SUBDIVISION. DESCRIPTION OF THE EASEMENT TO BE VACATED IS AS FOLLOWS: THE 5 FOOT UTILITY EASEMENT AS SHOWN ON THE PLAT OF VALLEY VIEW FARM SUBDIVISION ALONG THE WESTERLY AND ALONG THE NORTHERLY LOT LINES.

UTILITY EASEMENT--RECORDED 8-26-1988 Book 739, Page 940, Reception Number 394808

EASEMENT VACATION--RECORDED 6-2-1988 Book 735, Page 405, Reception Number 392574

Roadway easement--Gignoux Deed, 9-1-1981, Book 580, Page 308, Reception Number 318659



City Council
STAFF REPORT
City of Glenwood Springs
February 21, 2019

Agenda Item: Hanging Lake Professional Services Agreement with H2O Ventures

Action Requested: Direct staff to move forward with an agreement with H2O ventures to operate a shuttle from the Hanging Lake Welcome Center to the trailhead beginning in May 2019.

Department: City Administration

Presented By: Debra Figueroa, City Manager

Background Info: The Forest Service is attempting to mitigate damage to the trail and overcrowding during peak hiking season at Hanging Lake. Visitors will be required to purchase a ticket to hike the lake and will ride a shuttle to and from the trail head. The maximum number of visitors per day is set at 615 and will be spread throughout the day to manage congestion.

Issues: Staff issued a Request for Qualifications that was awarded to H2O Ventures, a partnership between a local adventure company and transportation service. Staff and the Forest Service have been working toward a mutually acceptable agreement to provide a ticket reservation and shuttle system that will be based at the Hanging Lake Welcome Center near the Community Center. By having the shuttle location in Glenwood Springs hikers will visit the City rather than come from the East and return without reaching town. This agreement establishes the contractor as having the responsibility to operate a reservation system and transportation shuttle. Certain terms of this arrangement are expected to be re-visited prior to next season after a year of operation has taken place.

Staff Recommendation: Staff supports this agreement.

Glenwood Springs – Main Office
201 14th Street, Suite 200
P. O. Drawer 2030
Glenwood Springs, CO 81602

Aspen
323 W. Main Street
Suite 301
Aspen, CO 81611

Montrose
1544 Oxbow Drive
Suite 224
Montrose, CO 81402

asi@mountainlawfirm.com

Direct: 970.928.2123

Office: 970.945.2261

Fax: 970.945.7336

*[*Direct Mail to Glenwood Springs](#)*

DATE: February 14, 2019
TO: Mayor and City Council, City of Glenwood Springs
FROM: Karp Neu Hanlon, P.C.
RE: Hanging Lake Shuttle Service Agreement with H2O Ventures

Last year the City of Glenwood Springs and the U.S. Forest Service entered into a partnership agreement (“Forest Service Agreement”) to implement the 2018 Hanging Lake Area Management Plan (the “Plan”) issued by the Forest Service to guide visitor use and long-term sustainable management at the Hanging Lake Area. The Plan limits the number of visitors to the Hanging Lake Area to 615 per day and provides for allocation and management of this daily capacity through a centralized permit reservation system and a mandatory shuttle service that will run throughout the day from May 1 through October 31. Pursuant to the Forest Service Agreement the City is tasked with, among other things, developing, operating and maintaining this reservation system and shuttle service (collectively “Hanging Lake Shuttle Services”) between Glenwood Springs and Hanging Lake. By having the shuttle location in Glenwood Springs, Hanging Lake visitors will visit the City rather than come from the east and return without reaching Glenwood Springs.

In the fall of 2018 the City published a RFP for contractors to provide the Hanging Lake Shuttle Services. The City selected a bid submitted by H2O Ventures, DBA Hanging Lake Express (“H2O”), a partnership between Glenwood Adventure Company and Peak 1 Express. Our office and City staff have had several meetings with the principals of H2O, members of the Tourism Board and representatives from the Forest Service regarding the terms of the professional services agreement between the City and H2O (the “Agreement”). The final draft of the Agreement is attached for Council’s review and approval. Key terms of the Agreement are outlined below.

I. **Scope of Services.** H2O will provide the following services to the City.

- A. ***Shuttle service:*** H2O will operate a shuttle service from the ice rink inside the Community Center, which shall serve as the Hanging Lake Welcome Center (the “Welcome Center”), to the Hanging Lake area from 6:45 am to 8:00 pm during the Peak Season of May 1 through October 31. The total number of daily visitors to the Hanging Lake area shall not exceed 615. Each shuttle ticket holder will have a specific departure time from the Welcome Center and from the Hanging Lake Base. Before leaving the Welcome Center guests will check-in, receive their tickets, and watch a short informational video about Hanging Lake. H2O can schedule special events relating to the shuttle as long as the daily visitor capacity does not exceed 615.

- B. ***Ticket sales:*** H2O will sell tickets to Hanging Lake in person at the Welcome Center, at Glenwood Adventure Company, via phone, and online through the reservation system. A select number of tickets will be released for daily time slots three months in advance, two months in advance, and within 30 days, including the day of the trip. There are two types of ticket options available during Peak Season: a ticket to access Hanging Lake via shuttle and a ticket to access Hanging Lake by hiking or biking. A shuttle ticket costs \$12. H2O will offer a minimum of 5% of total available tickets for the Peak Season (5,658 tickets) for hiking or biking access at a discounted rate of \$9.50 for a limited time during the month of April (“Pre-Season”). Once the available discounted tickets are sold or at the end of the Pre-Season, whichever occurs first, the \$12 rate shall apply to all tickets. During off-season H2O will offer a \$10 self-drive access ticket that may be purchased in person at Glenwood Adventure Company, via phone and online through the reservation system.
 - C. ***Reservation system:*** Through its vendor Adventure Office, LLC, a business management software for tour operators, H2O will provide a browser-based reservation system with mobile abilities that will monitor and ensure the daily visitor capacity is not exceeded. The system will allow a customer to purchase a ticket for a specific shuttle date and time, will send a confirmation email with a recommended gear list and details regarding the trail and hike, will send automatic reminder and follow up emails, and a short survey to help evaluate the guest visit. Online ticket sales will be limited to 20 per transaction to prevent scalping of tickets. Tickets in excess of 20 can be purchased by phone. The reservation system will be up and running by April 1, 2019.
 - D. ***Customer service:*** H2O will be responsible for responding to any customers questions or complaints regarding the services provided.
 - E. ***Staffing:*** H2O will provide all staff necessary to perform the foregoing services, including a Transportation Logistics Coordinator to manage and oversee the shuttle at the Welcome Center; employees to check in guests, sell tickets and respond to questions from customers; bus drivers; a Hanging Lake Base Area Coordinator to meet and greet guests at the trail and ensure all shuttle guests have returned to the Welcome Center at the end of the day; and office staff to answer calls, questions and take reservations.
 - F. ***Cleaning Hanging Lake Rest Area and Restrooms:*** H2O will be responsible for all aspects of cleaning the Hanging Lake rest area restrooms and restocking supplies, including toilet paper, soap, cleaning supplies, during Peak Season.
- II. **Compensation.** H2O will pay the City annual rent of \$30,000 for use of the ice rink as the Welcome Center along with 10% of any taxable sales of good or services at the Welcome

Center and 10% of advertising sold inside the shuttles. H2O will also pay the City/Forest Service partnership 5% of ticket sales at the end of Peak Season (October 31) which shall subsequently be used for purposes determined in accordance with the Forest Service Agreement. H2O will retain all other proceeds.

- III. **Term.** The agreement will commence on February 22, 2019 and will continue for 5 years. The term may be extended by mutual agreement of the parties. At the end of each Peak Season the parties and the Forest Service will meet to evaluate the Hanging Lake Shuttle Services and discuss potential contract modifications for the following year.
- IV. **Marketing Shuttle Services.** The City, through its Tourism Board and with input from H2O, will be responsible for advertising and promotion of Hanging Lake Shuttle Services, including creating the brand, a Hanging Lake video and a brochure.
- V. **Permitted Promotion and Advertising.** H2O will be permitted to cross-promote products and services at the Welcome Center provided H2O shares sales data with the City. A brochure rack set up and maintained by Brochure Express will be located in the Welcome Center.
- VI. **Ownership.** The following are and shall remain the property of the City at all times during and following termination of the agreement: the phone number used by H2O for providing the services; the name and branding of Hanging Lake Shuttle Services; all data collected in the performance of the agreement; all documents, forms and any other intellectual property created by H2O in the performance of the agreement; and the landing page for purposes of online reservations as more fully described below.
- VII. **Online Reservations.** Guests may access the online reservation system by clicking a “Book Now” button branded with the Hanging Lake Shuttle Services logo. The button will be located on visitglenwood.com, on Glenwood Adventure Company’s website, and on any other website that wishes to display the button. The button will direct the user to the booking widget embedded on the landing page located on www.visitglenwood.com. The landing page will have the Shuttle Services branding; links to the websites of the three partners: the Forest Service, the City, and H2O; and the booking widget which takes the user to H2O’s booking vender.

FS Agreement No. 19-PA-11021500-002
Cooperator Agreement No. _____

PARTICIPATING AGREEMENT
Between The
CITY OF GLENWOOD SPRINGS
And The
USDA, FOREST SERVICE
WHITE RIVER NATIONAL FOREST

This **PARTICIPATING AGREEMENT** is hereby made and entered into by and between the City of Glenwood Springs, hereinafter referred to as “the Cooperator” or “the City”, and the USDA, Forest Service, White River National Forest, hereinafter referred to as the “U.S. Forest Service,” under the following authority: the Cooperative Funds and Deposits Act of December 12, 1975, Pub. L. 94-148, 16 U.S.C. 565a1 – a3, as amended (Expanded Authority, Forest Protection, & Conservation Education) and the Wyden Amendment, 16 U.S.C 1011a and as amended.

Title: City of Glenwood and Forest Service- Recreation Enhancement and Sustainability Partnership

Background: The U.S. Forest Service and the Cooperator share a mutual interest in resource protection, enhancing visitor experience, and providing visitor information and conservation services and programs to the local and visiting public to Glenwood Springs, Colorado. Section 426 of the Consolidated Appropriations Act of 2014 broadened the U.S. Forest Service’s authority for working with Forest Service partners like the City of Glenwood Springs under the Cooperative Funds and Deposits Act (16 U.S.C. 565a-1). This expanded authority improves the Agency’s ability to engage new partners and to work with existing partners.

Under this expanded authority, the U.S. Forest Service can enter into this Agreement with a local government agency to develop, conduct, or sell educational and interpretive programs and services which includes but not limited to providing transportation solutions to Hanging Lake; develop, produce, publish, distribute, or sell educational and interpretive materials and products; co-operate facilities (with or without Forest Service employees) in any public or private building for the sale or distribution of educational and interpretive materials, products, programs, and services, pertaining to NFS lands, private lands, and lands administered by other public entities; and allows for construction, maintenance, and/or improvement of U.S. Forest Service facilities where authorized interpretive and visitor information services are conducted.

This partnership provides a framework for the parties to cost share and to cooperatively develop, plan, and implement projects that are mutually beneficial to the parties by providing local residents as well as the American public with high quality recreation experiences and excellent customer service.



I. PURPOSE:

The purpose of this agreement is to document the cooperation between the parties to cooperatively enhance recreation opportunities, improve access, and sustain infrastructure, recreation facilities, and trails on National Forest System lands. As mutual partners, the U.S. Forest Service and the City of Glenwood Springs will work together to improve condition of trails, facilities, and resources at Hanging Lake by developing and providing educational and interpretive programs and services, which includes but is not limited to providing transportation solutions to Hanging Lake. Parties will also collaborate to develop, produce, publish, distribute, and/or sell educational and interpretive materials and products at facilities (with or without Forest Service employees) in public or private buildings for the sale or distribution of educational and interpretive materials, products, programs, and services, in accordance with the following provisions and the hereby incorporated Operating and Financial Plan, attached as Exhibit A, and Supplements.

II. STATEMENT OF MUTUAL BENEFIT AND INTERESTS:

The U.S. Forest Service, within its mandated responsibilities, strives to provide high quality, sustainable recreation opportunities on the White River National Forest. To accomplish this aim, the U.S. Forest Service desires to partner with City of Glenwood Springs to improve opportunities for high quality recreation experiences, and sustain infrastructure that addresses high use visitation, and promotes a connection to this special place that thereby enhances stewardship and increases partnerships and volunteerism at Hanging Lake.

To properly accomplish this, the U.S. Forest Service desires to partner with the City to execute a management system that is implementable, sustainable, and maintains the area's defined desired conditions (*Hanging Lake Visitor Use Management Plan, 2018*) by meeting the following objectives: protect natural resources; manage congestion; enhance public safety; improve visitor experience; and support local tourism and communities. Through these objectives the U.S. Forest Service and the City will work together to improve recreational opportunities, and sustain infrastructure, address high visitation and parking congestion at Hanging Lake, improve and protect resources and promote shared stewardship through education, funding sources, and adaptive management planning decisions. The City is a home-rule municipality interested in improving recreational opportunities in and around the City. The City benefits from this partnership by: retaining and promoting tourism in the area; socio-economic contributions tied to Hanging Lake and Glenwood Canyon; providing visitors with opportunities for high quality recreation experiences; and enhancing public safety and transportation options.

Mutual benefits to the parties include, but not limited to, increased capacity for both organizations to improve recreation and tourism messaging and marketing opportunities; interpretive programs and services; shared expertise, skills and labor; opportunity to work together to maximize resources and leverage funding opportunities; and opportunities to demonstrate project accomplishments. It is in the public interest, as well as the mutual



interest of both parties of this agreement, to jointly perform projects and activities incorporated under this agreement and in incorporated Operating and Financial Plans.

In Consideration of the above premises, the parties agree as follows:

III. THE COOPERATOR SHALL:

- A. LEGAL AUTHORITY. The Cooperator shall have the legal authority to enter into this agreement, and the institutional, managerial, and financial capability to ensure proper planning, management, and completion of the Project as defined in Exhibit A, which includes funds sufficient to pay the nonfederal share of project costs, when applicable, in the amount set forth in the Financial and Operation Plan attached as Exhibit A.
- B. Perform in accordance with the attached Exhibits, Operating Plans, Financial Plans, Supplements, and/or Attachments.
- C. Coordinate the goals of its activities and programs to be consistent with U.S. Forest Service goals in order to provide consistent management of the Project.

IV. THE U.S. FOREST SERVICE SHALL:

- A. Perform in accordance with the attached Exhibits, Operating Plans, Financial Plans, Supplements, and/or Attachments.
- B. The U.S. Forest Service will coordinate and provide leadership in the development of cooperative environmental education and interpretive materials and publications.
- C. LIMITATION OF FUNDS. U.S. Forest Service funds in the amount of **\$0.00** are currently available for performance of this agreement. The U.S. Forest Service's ability to provide additional funding is contingent upon the availability of appropriated funds from which payment can be made. There is no legal liability on the part of the U.S. Forest Service for any payment above this amount until the Cooperator receives notice of availability confirmed in a written modification by the Forest Service. There is no obligation on Cooperator to accept any funds from the U.S. Forest Service.
- D. PAYMENT/REIMBURSEMENT. The U.S. Forest Service shall reimburse the Cooperator **\$0.00** and the total must not exceed the Forest Service's share of agreed upon expenses as identified on the financial plan. The U.S. Forest Service shall make payment upon receipt of the Cooperator's **annual** invoice. Each invoice from the Cooperator must display the total project costs for the billing period, separated by U.S. Forest Service and Cooperator share. In-kind contributions must be displayed as a separate line item and must not be included in the total project costs available for reimbursement. The final invoice from the Cooperator must be submitted no later than 90 days from the expiration or termination of the agreement.



Each invoice must include, at a minimum:

1. The Cooperator's name, address, and telephone number
2. U.S. Forest Service agreement number
3. Invoice date
4. Performance dates of the work completed (start & end)
5. Total invoice amount for the billing period, separated by the U.S. Forest Service and the Cooperator share with in-kind contributions displayed as a separate line item
6. Display all costs, both cumulative and for the billing period, by separate cost element as shown on the financial plan
7. Cumulative amount of U.S. Forest Service payments to date
8. Statement that the invoice is a request for payment by "reimbursement"
9. If using SF-270, a signature is required
10. Invoice Number, if applicable

The invoice must be sent by one of three methods (email is preferred):

EMAIL: asc_ga@fs.fed.us

FAX: 877-687-4894

POSTAL: USDA Forest Service
Albuquerque Service Center
Payments – Grants & Agreements
101B Sun Ave NE
Albuquerque, NM 87109

Send an email copy to: Max Forgensi at mforgensi@fs.fed.us

V. IT IS MUTUALLY UNDERSTOOD AND AGREED BY AND BETWEEN THE PARTIES THAT:

- A. Parties will meet at the end of each calendar year to evaluate the effectiveness of the Project and discuss operations, scope of services, cost recovery options, and potential financial contributions of the parties for the following year.
- B. Both parties will make themselves available at mutually agreeable times for continuing consultation to discuss the conditions covered by this agreement and agree to actions essential to fulfill its purposes.
- C. The Cooperator's contracts under this Agreement do not require the Cooperator to provide a substantial cash contribution toward the cost of the contract as the collaborative work enhancing recreation opportunities, improving access, and sustaining infrastructure at Hanging Lake and in Glenwood Springs Colorado is considered jointly performed, ref. FSH 1509.11, Chapter. 70, Section 72.31, Number 7b.



- D. Operating Plans and associated Financial Plans incorporated under this agreement and bilaterally signed modifications may have varying completion and milestone end dates. Completion dates are to assist the parties in ensuring that projects and/or activities are on track and completed in time to initiate the next phases of the project.
- E. PRINCIPAL CONTACTS. Individuals listed below are authorized to act in their respective areas for matters related to this agreement.

Principal Cooperator Contacts:

Cooperator Program Contact	Cooperator Administrative Contact
Steve Boyd 101 West 8 th Street Glenwood Springs, CO 81601 Telephone: 970-309-2494 FAX: 970-384-6599 Email: debra.figueroa@cogs.us	Brian Smith 101 West 8 th Street Glenwood Springs, CO 81601 Telephone: 970-384-6315 FAX: 970-384-6599 Email: brian_smith@cogs.us

Principal U.S. Forest Service Contacts:

U.S. Forest Service Program Manager Contact	U.S. Forest Service Administrative Contact
Marcia Gilles 24747 US Why 24 PO Box 190 Minturn, CO 81645 Telephone: 970-827-5152 FAX: 970-827-9343 Email: mgilles@fs.fed.us	Clark M. Woolley Grants & Agreements Specialist 900 Grand Avenue Glenwood Springs, CO 81601 Telephone: 970-945-3227 Email: cmwoolley@fs.fed.us

- F. AVAILABILITY FOR CONSULTATION. Both parties agree to be available at mutually agreeable times, for continuing consultation to discuss the conditions covered by this agreement and agree to actions essential to fulfill its purposes.
- G. NOTICES. Any communications affecting the operations covered by this agreement given by the U.S. Forest Service or the Cooperator are sufficient only if in writing and delivered in person, mailed, or transmitted electronically by e-mail or fax, as follows:

To the U.S. Forest Service Program Manager, at the address specified in the agreement.

To Cooperator, at Cooperator's address shown in the agreement or such other address designated within the agreement.



Notices are effective when delivered in accordance with this provision, or on the effective date of the notice, whichever is later.

- H. PARTICIPATION IN SIMILAR ACTIVITIES. This agreement in no way restricts the U.S. Forest Service or the Cooperator from participating in similar activities with other public or private agencies, organizations, and individuals.
- I. ENDORSEMENT. Any of the Cooperator's contributions made under this agreement do not by direct reference or implication convey U.S. Forest Service endorsement of Cooperator products or activities. Any of the U.S. Forest Service' contributions made under this Agreement do not by direct reference or implication convey the Cooperator endorsement of U.S. Forest Service products or activities.
- J. USE OF U.S. FOREST SERVICE INSIGNIA. In order for the Cooperator to use the U.S. Forest Service insignia on any published media, such as a Web page, printed publication, or audiovisual production, permission must be granted from the U.S. Forest Service's Office of Communications. A written request must be submitted and approval granted in writing by the Office of Communications (Washington Office) prior to use of the insignia.
- K. NON-FEDERAL STATUS FOR COOPERATOR PARTICIPANT LIABILITY. The Cooperator agree(s) that any of their employees, volunteers, and program participants shall not be deemed to be Federal employees for any purposes including Chapter 171 of Title 28, United States Code (Federal Tort Claims Act) and Chapter 81 of Title 5, United States Code (OWCP), as the Cooperator hereby willingly agree(s) to assume these responsibilities.

Further, Cooperator shall provide any necessary training to Cooperator's employees, volunteers, and program participants to ensure that such personnel are capable of performing tasks to be completed. The Cooperator shall also supervise and direct the work of its employees, volunteers, and participants performing under this agreement.
- L. MEMBERS OF U.S. CONGRESS. Pursuant to 41 U.S.C. 22, no United States member of, or United States delegate to, Congress shall be admitted to any share or part of this agreement, or benefits that may arise therefrom, either directly or indirectly.
- M. NONDISCRIMINATION. In accordance with Federal civil rights law and U.S. Department of Agriculture (USDA) civil rights regulations and policies, the USDA, its Agencies, offices, and employees, and institutions participating in or administering USDA programs are prohibited from discriminating based on race, color, national origin, religion, sex, gender identity (including gender expression), sexual orientation, disability, age, marital status, family/parental status, income derived from a public assistance program, political beliefs, or reprisal or retaliation for prior civil rights activity, in any program or activity conducted or funded by USDA (not all bases



apply to all programs). Remedies and complaint filing deadlines vary by program or incident.

Persons with disabilities who require alternative means of communication for program information (e.g., Braille, large print, audiotape, American Sign Language, etc.) should contact the responsible Agency or USDA's TARGET Center at (202) 720-2600 (voice and TTY) or contact USDA through the Federal Relay Service at (800) 877-8339. Additionally, program information may be made available in languages other than English.

To file a program discrimination complaint, complete the USDA Program Discrimination Complaint Form, AD-3027, found online at [How to File a Program Discrimination Complaint](#) and at any USDA office or write a letter addressed to USDA and provide in the letter all of the information requested in the form. To request a copy of the complaint form, call (866) 632-9992. Submit your completed form or letter to USDA by: (1) mail: U.S. Department of Agriculture, Office of the Assistant Secretary for Civil Rights, 1400 Independence Avenue, SW, Washington, D.C. 20250-9410; (2) fax: (202) 690-7442; or (3) email: program.intake@usda.gov. USDA is an equal opportunity provider, employer, and lender.

- N. ELIGIBLE WORKERS. The Cooperator shall ensure that all employees complete the I-9 form to certify that they are eligible for lawful employment under the Immigration and Nationality Act (8 USC 1324a). The Cooperator shall comply with regulations regarding certification and retention of the completed forms. These requirements also apply to any contract awarded under this agreement
- O. SYSTEM FOR AWARD MANAGEMENT REGISTRATION REQUIREMENT (SAM). If the Cooperator accepts funds from the U.S. Forest Service, the Cooperator shall maintain current information in the System for Award Management (SAM) until receipt of final payment. This requires review and update to the information at least annually after the initial registration, and more frequently if required by changes in information or agreement term(s). For purposes of this agreement, System for Award Management (SAM) means the Federal repository into which an entity must provide information required for the conduct of business as a Cooperative. Additional information about registration procedures may be found at the SAM Internet site (currently at <https://www.sam.gov>).
- P. STANDARDS FOR FINANCIAL MANAGEMENT.

1. Financial Reporting

The Cooperator shall provide complete, accurate, and current financial disclosures of the project or program in accordance with any financial reporting requirements, as set forth in the financial provisions.



2. Accounting Records

The Cooperator shall continuously maintain and update records identifying the source and use of funds. The records shall contain information pertaining to the agreement, authorizations, obligations, unobligated balances, assets, outlays, and income.

3. Internal Control

The Cooperator shall maintain effective control over and accountability for all U.S. Forest Service funds, real property, and personal property assets. The Cooperator shall keep effective internal controls to ensure that all United States Federal funds received are separately and properly allocated to the activities described in the agreement. The Cooperator shall adequately safeguard all such property and shall ensure that it is used solely for authorized purposes.

4. Source Documentation

The Cooperator shall support all accounting records with source documentation. These documentations include, but are not limited to, cancelled checks, paid bills, payrolls, contract and sub grant/contract documents, and so forth.

Q. OVERPAYMENT. Any funds paid to the Cooperator in excess of the amount entitled under the terms and conditions of this agreement constitute a debt to the Federal Government. The following must also be considered as a debt or debts owed by the Cooperator to the U.S. Forest Service:

- Any interest or other investment income earned on advances of agreement funds; or
- Any royalties or other special classes of program income which, under the provisions of the agreement, are required to be returned;

If this debt is not paid according to the terms of the bill for collection issued for the overpayment, the U.S. Forest Service may reduce the debt by:

1. Making an administrative offset against other requests for reimbursement.
2. Withholding advance payments otherwise due to the Cooperator.
3. Taking other action permitted by statute (31 U.S.C. 3716 and 7 CFR, Part 3, Subpart B).

Except as otherwise provided by law, the U.S. Forest Service may charge interest on an overdue debt.

R. AGREEMENT CLOSEOUT. The Cooperator shall close out the agreement within 90 days after expiration or notice of termination.



Any unobligated balance of cash advanced to the Cooperator must be immediately refunded to the U.S. Forest Service, including any interest earned in accordance with 7 CFR 3016.21, 7 CFR 3019.22, or other relevant law or regulation.

Within a maximum of 90 days following the date of expiration or termination of this agreement, all financial performance and related reports required by the terms of the agreement must be submitted to the U.S. Forest Service by the Cooperator.

If this agreement is closed out without audit, the U.S. Forest Service reserves the right to disallow and recover an appropriate amount after fully considering any recommended disallowances resulting from an audit which may be conducted later.

- S. PROGRAM PERFORMANCE REPORTS. The Cooperator shall monitor the performance of the agreement activities to ensure that performance goals are being achieved.

Performance reports must contain information on the following:

- A comparison of actual accomplishments to the goals established for the period. Where the output of the project can be readily expressed in numbers, a computation of the cost per unit of output may be required if that information is useful.
- Reason(s) for delay if established goals were not met.
- Additional pertinent information including, when appropriate, analysis and explanation of cost overruns or high unit costs.

The Cooperator shall submit end of year performance reports to the U.S. Forest Service Program Manager. These reports are due 90 days after the reporting period. The final performance report must be submitted with the Cooperator's final payment request. The final performance report is due no later than 90 days from the expiration or termination date of the agreement. *See attached optional format for Project Performance Report, (FS-1500-23).*

- T. RETENTION AND ACCESS REQUIREMENTS FOR RECORDS. The Cooperator shall retain all records pertinent to this agreement for a period of no less than 3 years from the expiration or termination date. As used in this provision, "records" includes books, documents, accounting procedures and practice, and other data, regardless of the type or format. The Cooperator shall provide access and the right to examine all records related to this agreement to the U.S. Forest Service Inspector General, or Comptroller General or their authorized representative.

If any litigation, claim, negotiation, audit, or other action involving the records has been started before the end of the 3-year period, the records must be kept until all issues are resolved, or until the end of the regular 3-year period, whichever is later.



Records for nonexpendable property acquired in whole or in part, with Federal funds must be retained for 3 years after its final disposition.

The Cooperator shall provide access to any project site(s) to the U.S. Forest Service or any of their authorized representatives. The rights of access in this section shall not be limited to the required retention period but shall last as long as the records are kept.

- U. FREEDOM OF INFORMATION ACT (FOIA). Public access to agreement records must not be limited, except when such records must be kept confidential and would have been exempted from disclosure pursuant to Freedom of Information regulations (5 U.S.C. 552). Requests for research data are subject to 2 CFR 215.36.

Public access to culturally sensitive data and information of Federally-recognized Tribes may also be explicitly limited by P.L. 110-234, Title VIII Subtitle B §8106 (2008 Farm Bill).

- V. TEXT MESSAGING WHILE DRIVING. In accordance with Executive Order (EO) 13513, "Federal Leadership on Reducing Text Messaging While Driving," any and all text messaging by Federal employees is banned: a) while driving a Government owned vehicle (GOV) or driving a privately owned vehicle (POV) while on official Government business; or b) using any electronic equipment supplied by the Government when driving any vehicle at any time. All cooperators, their employees, volunteers, and contractors are encouraged to adopt and enforce policies that ban text messaging when driving company owned, leased or rented vehicles, POVs or GOVs when driving while on official Government business or when performing any work for or on behalf of the Government.
- W. PUBLIC NOTICES. It is the U.S. Forest Service's policy to inform the public as fully as possible of its programs and activities. The Cooperator is encouraged to give public notice of the receipt of this agreement and, from time to time, to announce progress and accomplishments. Press releases or other public notices should include a an identification substantially as follows:

"The White River National Forest of the U.S. Forest Service, Department of Agriculture."

The Cooperator may call on the U.S. Forest Service's Office of Communication for advice regarding public notices. The Cooperator is requested to provide copies of notices or announcements to the U.S. Forest Service Program Manager and to U.S. Forest Service's Office of Communications as far in advance of release as possible.

- X. PURCHASE OF EQUIPMENT. U.S. Forest Service funds may be used by the Cooperator to purchase equipment necessary to accomplish activities described in this agreement. The available funding is displayed in the financial plan. Title to the



equipment rests with the U.S. Forest Service, but may be transferred to the Cooperator on completion of the project, if appropriate.

- Y. PROPERTY IMPROVEMENTS. Improvements placed by the Cooperator on National Forest System land at the direction or with the approval of the U.S. Forest Service becomes property of the United States. These improvements are subject to the same regulations and administration of the U.S. Forest Service as would other national forest improvements of a similar nature. No part of this agreement entitles the Cooperator to any interest in the improvements, other than the right to use them under applicable U.S. Forest Service Regulations.
- Z. CONTRACT REQUIREMENTS. Any contract under this agreement must be awarded following the Cooperator's established procurement procedures, to ensure free and open competition, and avoid any conflict of interest (or appearance of conflict). The Cooperator shall maintain cost and price analysis documentation for potential U.S. Forest Service review. The Cooperator is encouraged to utilize small businesses, minority-owned firms, and women's business enterprises.
- AA. GOVERNMENT-FURNISHED PROPERTY. The Cooperator may only use U.S. Forest Service property furnished under this agreement for performing tasks assigned in this agreement. The Cooperator shall not modify, cannibalize, or make alterations to U.S. Forest Service property. A separate document, Form AD-107, must be completed to document the loan of U.S. Forest Service property. The U.S. Forest Service shall retain title to all U.S. Forest Service-furnished property. Title to U.S. Forest Service property must not be affected by its incorporation into or attachment to any property not owned by the U.S. Forest Service, nor must the property become a fixture or lose its identity as personal property by being attached to any real property.
- Liability for Government Property.*
1. Unless otherwise provided for in the agreement, the Cooperator shall not be liable for loss, damage, destruction, or theft to the U.S. Forest Service property furnished or acquired under this contract, except when any one of the following applies:
 - a. The risk is covered by insurance or the Cooperator is otherwise reimbursed (to the extent of such insurance or reimbursement).
 - b. The loss, damage, destruction, or theft is the result of willful misconduct or lack of good faith on the part of the Cooperator's managerial personnel. The Cooperator's managerial personnel, in this provision, means the Cooperator's directors, officers, managers, superintendents, or equivalent representatives who have supervision or direction of all or substantially all of the Cooperator's business; all or substantially all of the Cooperator's operation at any one plant or separate location; or a separate and complete major industrial operation.
 2. The Cooperator shall take all reasonable actions necessary to protect U.S. Forest Service property from further loss, damage, destruction, or theft. The Cooperator



shall separate the damaged and undamaged U.S. Forest Service property, place all the affected U.S. Forest Service property in the best possible order, and take such other action as the Property Administrator directs.

3. The Cooperator shall do nothing to prejudice the rights of the U.S. Forest Service to recover against third parties for any loss, damage, destruction, or theft of property.
4. Upon the request of the Grants Management Specialist, the Cooperator shall, at the expense of the U.S. Forest Service, furnish to the Forest Service all reasonable assistance and cooperation, including the prosecution of suit and the execution of agreements of assignment in favor of the Government in obtaining recovery.

- BB. U.S. FOREST SERVICE ACKNOWLEDGED IN PUBLICATIONS, AUDIOVISUALS AND ELECTRONIC MEDIA. The Cooperator shall acknowledge U.S. Forest Service support in any publications, audiovisuals, and electronic media developed as a result of this agreement by including a statement as follows: "The Glenwood Springs Hanging Lake Shuttle Service is provided in partnership with the U.S. Forest Service."
- CC. NONDISCRIMINATION STATEMENT – PRINTED, ELECTRONIC, OR AUDIOVISUAL MATERIAL. The Cooperator shall include the following statement, in full, in any printed, audiovisual material, or electronic media for public distribution developed or printed with any Federal funding.

In accordance with Federal law and U.S. Department of Agriculture policy, this institution is prohibited from discriminating on the basis of race, color, national origin, sex, age, or disability. (Not all prohibited bases apply to all programs.)

To file a complaint of discrimination, write USDA, Director, Office of Civil Rights, 1400 Independence Avenue, SW, Washington, DC 20250-9410 or call toll free voice (866) 632-9992, TDD (800) 877-8339, or voice relay (866) 377-8642. USDA is an equal opportunity provider and employer.

If the material is too small to permit the full statement to be included, the material must, at minimum, include the following statement, in print size no smaller than the text:

"This institution is an equal opportunity provider."

- DD. REMEDIES FOR COMPLIANCE RELATED ISSUES. If the Cooperator materially fail(s) to comply with any term of the agreement, whether stated in a Federal statute or regulation, an assurance, or the agreement, the U.S. Forest Service may take one or more of the following actions:



1. Temporarily withhold cash payments pending correction of the deficiency by the Cooperator or more severe enforcement action by the U.S. Forest Service;
2. Disallow (that is, deny both use of funds and matching credit for) all or part of the cost of the activity or action not in compliance;
3. Wholly or partly suspend or terminate the current agreement for the Cooperator program;
4. Withhold further awards for the program, or
5. Take other remedies that may be legally available, including debarment procedures under 7 CFR part 3017.

EE. TERMINATION. This agreement may be terminated, in whole or part, as follows:

1. By Mutual Agreement: When the U.S. Forest Service and the Cooperator agree upon the termination conditions, including the effective date and, in the case of partial termination, the portion to be terminated.
2. By Either Party for Convenience: By 30 days written notification by either party setting forth the effective date, and in the case of partial termination, the portion to be terminated. If, in the case of a partial termination, the U.S. Forest Service or the Cooperator determines that the remaining portion of the agreement will not accomplish the purposes for which the agreement was made, the U.S. Forest Service or the Cooperator may terminate the agreement in its entirety.

Upon termination of an agreement, the Cooperator shall not incur any new obligations for the terminated portion of the agreement after the effective date, and shall cancel as many outstanding obligations as possible. The U.S. Forest Service shall allow full credit to the Cooperator for the United States Federal share of the non-cancelable obligations properly incurred by the Cooperator up to the effective date of the termination. Excess funds must be refunded within 60 days after the effective date of termination.

FF. ALTERNATE DISPUTE RESOLUTION – PARTNERSHIP AGREEMENT. In the event of any issue of controversy under this agreement, the parties may pursue Alternate Dispute Resolution procedures to voluntarily resolve those issues. These procedures may include, but are not limited to conciliation, facilitation, mediation, and fact finding.

GG. DEBARMENT AND SUSPENSION. The Cooperator shall immediately inform the U.S. Forest Service if they or any of their principals are presently excluded, debarred, or suspended from entering into covered transactions with the Federal Government according to the terms of 2 CFR Part 180. Additionally, should the Cooperator or any of their principals receive a transmittal letter or other official Federal notice of



debarment or suspension, then they shall notify the U.S. Forest Service without undue delay. This applies whether the exclusion, debarment, or suspension is voluntary or involuntary.

HH. PROHIBITION AGAINST INTERNAL CONFIDENTIAL AGREEMENTS. All

non-Federal government entities working on this agreement will adhere to the below provisions found in the Consolidated Appropriations Act, 2016, Pub. L. 114-113, relating to reporting fraud, waste and abuse to authorities:

- a. The Cooperator may not require its employees, contractors, or sub recipients seeking to report fraud, waste, or abuse to sign or comply with internal confidentiality agreements or statements prohibiting or otherwise restricting them from lawfully reporting that waste, fraud, or abuse to a designated investigative or law enforcement representative of a Federal department or agency authorized to receive such information.
- b. The Cooperator must notify its employees, contractors, or sub recipients that the prohibitions and restrictions of any internal confidentiality agreements inconsistent with paragraph (a) of this agreement provision are no longer in effect.
- c. The prohibition in paragraph (a) of this agreement provision does not contravene requirements applicable to any other form issued by a Federal department or agency governing the nondisclosure of classified information.
- d. If the Government determines that the Cooperator is not in compliance with this agreement provision, it:
 - i. Will prohibit the Cooperator's use of funds under this agreement, in accordance with sections 743, 744 of Division E of the Consolidated Appropriations Act, 2016, (Pub. L. 114-113) or any successor provision of law; and
 - ii. May pursue other remedies available for the Cooperator's material failure to comply with agreement terms and conditions.

II. MODIFICATIONS. Modifications within the scope of this agreement must be made by mutual consent of the parties, by the issuance of a written modification signed and dated by all properly authorized, signatory officials, prior to any changes being performed. Requests for modification should be made, in writing, at least 60 days prior to implementation of the requested change. The U.S. Forest Service is not obligated to fund any changes not properly approved in advance.

JJ. COPYRIGHTING. The Cooperator is granted sole and exclusive right to copyright any publications developed as a result of this agreement. This includes the right to publish and vend throughout the world in any language and in all media and forms, in whole or in part, for the full term of copyright and all renewals thereof in accordance with this agreement.

No original text or graphics produced and submitted by the U.S. Forest Service shall be copyrighted. The U.S. Forest Service reserves a royalty-free, nonexclusive, and irrevocable right to reproduce, publish, or otherwise use, and to authorize others to



use the work for Federal Government purposes. This right must be transferred to any sub-agreements or subcontracts.

This provision includes:

1. The copyright in any work developed by the Cooperator under this agreement.
2. Any right of copyright to which the Cooperator purchase(s) ownership with any federal contributions.

KK. PUBLICATION SALE. The Cooperator may sell any publication developed as a result of this agreement. The publication may be sold at fair market value, which is initially defined in this agreement to cover the costs of development, production, marketing, and distribution. After the costs of development and production have been recovered, fair market value is defined in this agreement to cover the costs of marketing, printing, and distribution only. Fair market value must exclude any in-kind or Federal Government contributions from the total costs of the project.

LL. COMMENCEMENT/EXPIRATION DATE. This agreement shall commence on the date of the last signature and shall expire on **3/1/2022** unless terminated pursuant to Section EE. This agreement may be extended prior to its expiration by an executed modification, signed and dated by all properly authorized, signatory officials.

MM. AUTHORIZED REPRESENTATIVES. By signature below, each party certifies that the individuals listed in this document as representatives of the individual parties are authorized to act in their respective areas for matters related to this agreement. In witness whereof, the parties hereto have executed this agreement as of the last date written below.

MIKE GAMBA, Mayor
City of Glenwood Springs, Colorado

Date

SCOTT G. FITZWILLIAMS, Forest Supervisor
U.S. Forest Service, White River National Forest

Date

The authority and format of this agreement have been reviewed and approved for signature.

CLARK M. WOOLLEY, G&A Specialist
U.S. Forest Service, White River National Forest

Date

**Burden Statement**

According to the Paperwork Reduction Act of 1995, an agency may not conduct or sponsor, and a person is not required to respond to a collection of information unless it displays a valid OMB control number. The valid OMB control number for this information collection is 0596-0217. The time required to complete this information collection is estimated to average 4 hours per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information.

The U.S. Department of Agriculture (USDA) prohibits discrimination in all its programs and activities on the basis of race, color, national origin, age, disability, and where applicable, sex, marital status, familial status, parental status, religion, sexual orientation, genetic information, political beliefs, reprisal, or because all or part of an individual's income is derived from any public assistance. (Not all prohibited bases apply to all programs.) Persons with disabilities who require alternative means for communication of program information (Braille, large print, audiotape, etc.) should contact USDA's TARGET Center at 202-720-2600 (voice and TDD).

To file a complaint of discrimination, write USDA, Director, Office of Civil Rights, 1400 Independence Avenue, SW, Washington, DC 20250-9410 or call toll free (866) 632-9992 (voice). TDD users can contact USDA through local relay or the Federal relay at (800) 877-8339 (TDD) or (866) 377-8642 (relay voice). USDA is an equal opportunity provider and employer.



EXHIBIT A

Operating and Financial Plan (Design and Pre-Implementation)

Operating Plan Title: Hanging Lake Partnership- Project Design and Pre-Implementation Activities and Projects (Summer 2018 to Spring 2019)

OVERVIEW:

As mutual partners the U.S. Forest Service and the City of Glenwood Springs will work together to implement the Hanging Lake Area Management Plan, 2018 and management in Glenwood Canyon, which will support feasible and long-term management actions such as:

- (a) allocate and manage the area to a defined daily capacity through a centralized permit reservation system;
- (b) develop and manage a transportation system (shuttle) to manage to the defined daily capacity as defined in the annual operating plans during the “Peak” season;
- (c) work collaboratively to implement the adaptive management strategy to ensure that the intent of the plan continues to be realized in light of potential future changes; and
- (d) the City may contribute funds to the Forest Service for the Program in an amount to be negotiated at the end of each calendar year based on the Program’s operations and profitability for that year.

LOCATION AND HISTORY OVERVIEW:

Hanging Lake is located off of Interstate 70, approximately 10 miles east of Glenwood Springs, in Garfield County, Colorado. Hanging Lake’s unique travertine qualities, relatively short approach, and its proximity to Interstate 70 and numerous mountain resort communities have made it a destination for many types of visitors. Situated between the resort communities of Vail and Glenwood Springs, Hanging Lake’s designation as a National Natural Landscape (NNL) has contributed to its increase in popularity. Tourism and National Forest System (NFS) lands are an important attraction for visitors to the area.

The Hanging Lake project area consists of 128 acres that includes: Trail #1850, the lake, upper Spouting Rock waterfall, Dead Horse Creek and Colorado Department of Transportation’s (CDOT) infrastructure (parking lot, I-70 on and off ramps, Colorado river recreation path, refuse containers, picnic sites, parking area restroom, and a trailhead vault toilet). The Hanging Lake project area has intermixed land ownership between Xcel Energy, CDOT, and the U.S. Forest Service (USFS).

The mid-1980’s brought about the reconstruction of Interstate 70 through Glenwood Canyon along the Colorado River. This construction project consolidated over thirty access sites down to four major points of access along the highway with the Hanging Lake rest area being one of them.

At that time, CDOT and the USFS designed the parking area with approximately 110 spaces based on projected use and future growth to the site including the use of the trail. Several



decades passed and use slowly grew at the Hanging Lake site. In the late 2000's, the Forest Service replaced Hanging Lake's dilapidated boardwalk and railing system, and installed a composite boardwalk at the lake with benches, interpretive signs, and a safety rockfall screen above the lake. In 2011, the National Park Service designated Hanging Lake as a National Natural Landmark (NPS NNL).

In addition to these events, the popularity of Hanging Lake has exploded in recent years. Annual visitation has grown to 180,000+ visitors with an average of 1,000 hikers per day, between May and September. Increasing unmanaged visitation is resulting in numerous impacts and resource damage to the area that include:

- Degradation to the infrastructure (parking lot, trail tread, bridges, boardwalks and railing systems), which has resulted in safety issues. High visitation is resulting in congestion, parked vehicles on the sidewalks, recreation path, and grassy areas.
- Compacted soils, loss of plant habitat, degradation of water quality, and impacts to historic features.
- Traffic issues on Interstate 70 when the parking lot fills and visitors park vehicles along the highway and the on and off ramps.
- Unmanaged visitation is resulting in congestion and crowding and is negatively effecting visitor's experiences at the Hanging Lake Area.

Preserving Hanging Lake for its natural resource values and its tourism destination status is critically important to the adjacent communities in both Garfield and Eagle counties. In 2012, Eagle-Holy Cross Ranger District convened a working group that included: CDOT, Glenwood Tourism and Promotion Board, Garfield County Board of County Commissioners, Xcel Energy, U.S. Department of Transportation, Federal Highways, and Colorado State Patrol (stakeholder group). The goal of this stakeholder group was to discuss and implement short, medium and long-term management actions for the Hanging Lake Area.

The U.S. Forest Service hired the U.S. Department of Transportation's John A. Volpe Center (Volpe) in 2013 to assist with long-term planning efforts regarding site capacity, transportation and operation strategies. Since 2013, the stakeholder group has been able to fund and manage the site during the interim high use visitation seasons. The temporary management solutions included using seasonal USFS employees to manage parking onsite; CDOT re-designed a traffic turn-around, designated parking, added a temporary traffic gate, and updated interstate signage. These short-term management actions were established as an intervention while preparing a long-term management plan. The Hanging Lake Management Plan Environmental Assessment incorporated public comment during the process in 2017-2018 and a Final decision was signed in August 2018.

A third party transportation shuttle provider and a central online reservation system is needed to implement the Final Management decision. The City of Glenwood Springs approached the USFS with interest in helping to manage Hanging Lake.



Working in partnership with the City, the U.S. Forest Service can best protect and preserve the unique and fragile natural resources at the Hanging Lake area, while sustaining a high quality experiences and related socio-economic contributions to adjacent communities.

PROJECT SUMMARY:

In partnership, this operating plan identifies the collaborative roles and responsibilities to manage the Hanging Lake area. The City will work collaboratively with the U.S. Forest Service to design and implement a delivery system (shuttle) by May 2019 to manage visitation and parking to the defined daily capacity, and provide for one central online reservation system. The financial plan (exhibit A) identifies non-cash and in-kinds contributions both parties will provide to this operating plan.

OBJECTIVES AND SCOPE:

In order to preserve Hanging Lake into the future this agreement will support both organizations and the mutual goals to:

- I. Protect natural resources
- II. Manage congestion
- III. Enhance public safety
- IV. Improve visitor experience
- V. Support local tourism

The Hanging Lake Project Area consists of the parking area, Interstate 70 on- and off-ramps, and a portion of the (CDOT) Recreation Path, Hanging Lake Trail #1850, the lake itself, Spouting Rock, and Dead Horse Creek.

The Hanging Lake Partnership agreement will incorporate two phases to implement the Hanging Lake Management Plan: 1. Operation and financial plan for Pre-Implementation and startup of the management program. 2. Develop a standard operating plan (SOP) and financial plan to fully execute the shuttle and reservation system. **Phase 2 will have a separate operation (SOP) and financial plan that will be incorporated to the agreement following modification procedures outlined in the agreement.**

For Phase 1-Pre-implementation start up, the U.S. Forest Service and the City will work jointly to prepare one year round central reservation system to manage a defined daily visitor capacity; design the shuttle system for both-mandatory (Peak) and non-mandatory seasons (Non-Peak); vehicle requirements and schedules; identify the location for the base of operations; design the public information, communication plan, education and interpretive services required; draft an outline for phase 2 requirements and responsibilities. This startup phase will need to be completed by January 31, 2019 to begin implementation of the reservation system no later than February 1, 2019. A phase 2 final operation plan needs to be signed by April 1, 2019 for the shuttle operating period (peak season typically May-November 2019).



The area authorized for commercial services will be limited to the paved turn-around loop accessed from exit 125 off eastbound Interstate 70, the recreation path from this paved turn-around, and Forest Service System Trail #1850 to Hanging Lake and Spouting Rock. All aspects of the offering will occur on roads, trails, and areas in which the U.S. Government holds access easements.

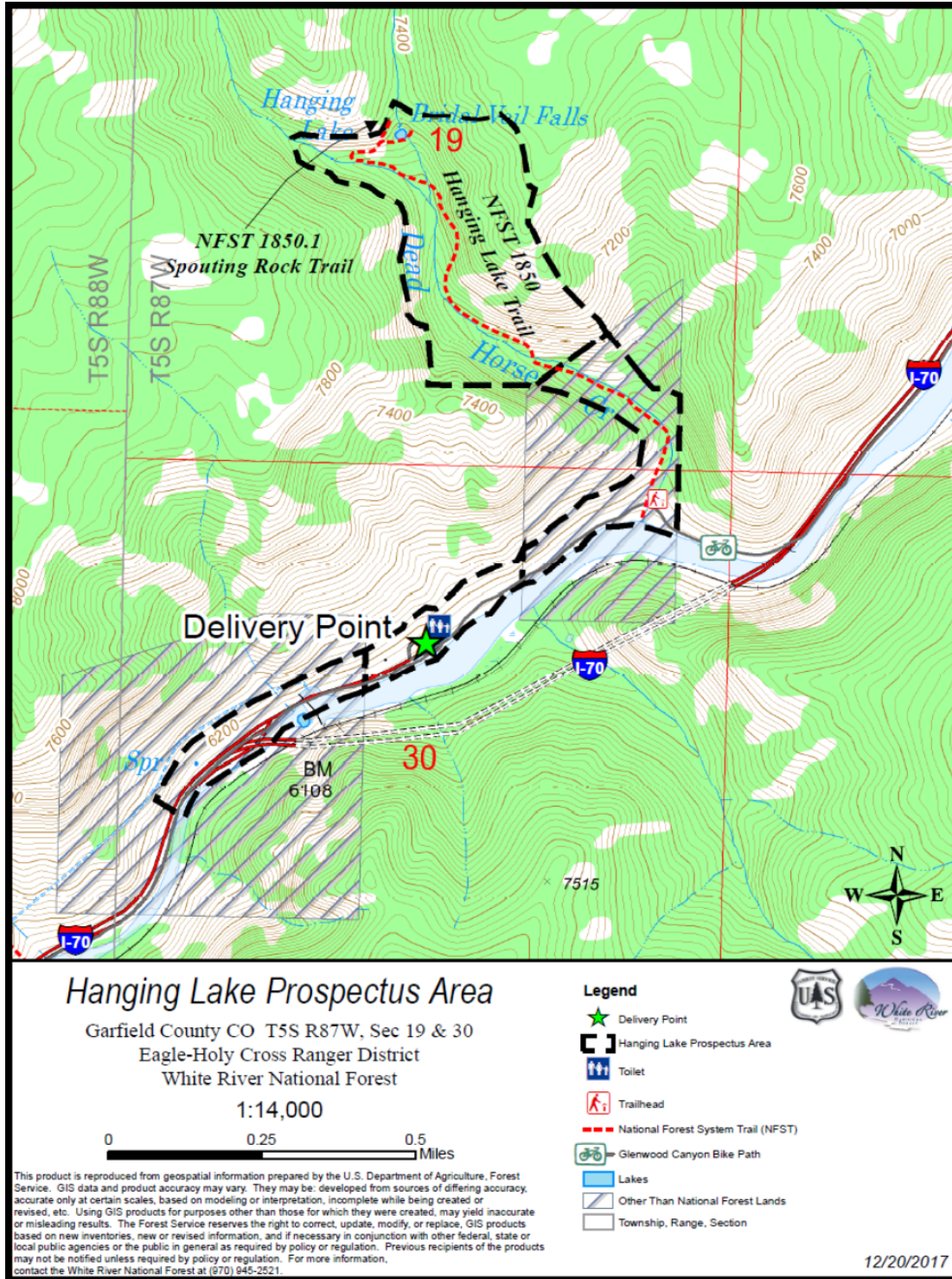


Figure 1. Hanging Lake Prospectus Area Map

**APPROACH:**

The U.S. Forest Service, in partnership with the City of Glenwood Springs desire to work together to implement the Hanging Lake Management Plan. The tasks outlined will be used during the Pre-Implementation and start up planning needed to execute the year round reservation system; manage to a defined daily visitor capacity; provide a mandatory seasonal shuttle service and related infrastructure needs; provide visitor services and on site management.

Task 1: Reservation system: Research, design and implement one central online reservation service by January 31, 2019.

Task 1.1: Provide Recreation.gov research and information to the City

Cost estimate: \$200 (in kind)

Responsibility: Forest Service

Due Date: October 15, 2018

Task 1.2: City of Glenwood Springs (City) will work with the USFS to determine a Reservation System:

Design and manage a year-round reservation system which allocates the determined daily Hanging Lake Area (HLA) capacity people/day via a ticket system at the time of reservation.

- The designed system shall disperse visitors throughout the day without exceeding the daily capacity of visitors. The City needs to define how they plan to disperse people to HLA throughout the day to meet HLA management objectives.
- Visitors accessing via hike or bike (non-shuttle delivery) will obtain a daily ticket. The City may define a set number of tickets that will be available via the reservation system daily to non-shuttle riders that want to walk or bike to access HLA. No onsite HLA parking will be available for these tickets during the defined "Peak" season which is currently between May 1st and October 31st.
- Define a group size limit per reservation.
- Define the visitor pick up location and provide information and directions to visitors.
- A nominal fee may be charged for the administration of this year-round reservation system.
- Manage a reservation system with a gradual release of tickets. (e.g., release X number of tickets 6 months, 3 months, 1 month, and 1 day in advance).
- Define the cancellation and refund policy.
- The system shall be reliable, stay updated with new technology, capable of generating a full array of use reports, online system, and phone assistance availability for specified hours daily.
- Provide information to clients pertaining to regulations, seasonal access, general information about Hanging Lake, and safety recommendations. Some options for dispersing information could include utilizing the reservation system, website, printed on ticket, or brochure.



- Provide each client a non-transferrable and visible proof of purchase/ticket.
- Provide a reservation system that ensures tickets are not fraudulently reproduced. Tickets should be specific for date, time of day, individual client's name, person who booked the reservation, contact information, the trip date, amount paid and group size. Tickets are non-transferrable and the person who books the reservation must be on the trip. Optional reservation information data: number of vehicles, license plate numbers and where parked.
- Manage an online 24 hours in-advance online reservation option wherein a minimum number of tickets are made available the day prior to the desired trip date to allow for visitor spontaneity.
- Manage a system to ensure non-discrimination in reservations.
- Manage a reservation system that will reduce the potential for hoarding tickets, scalping, and unauthorized booking agents.
- The USFS reserves the option to close the HLA for trail maintenance and restoration work. The Forest Service will strive to schedule these dates within the non-mandatory season and as much in advance as possible. The City shall manage the reservation system to reflect these administrative closure dates annually.

Cost estimate: \$5000+? (In kind)

Responsibility: City

Due Date: January 2019

Total Cost Task 1: \$5,200

Task 2: Develop plans for the shuttle service, base of operations and identify infrastructure

Task 2.1 The City will provide the Forest Service information on the base of operations for the shuttle service, identify the number and type of fleet, if using another 3rd party provider or plans for releasing a prospectus process.

Cost estimate: \$3,000 (in kind)

Responsibility: City

Due date: January 2019

Task 2.2 The City will develop a shuttle standard operations plan with the Forest Service to include: visitor pick up locations, schedule frequency, shuttle maintenance, driver qualifications, safety and shuttle costs to operate and ticket cost to visitors.

Cost estimate: \$5,000+ (in kind)

Responsibility: City

Due date: February 2019

Task 2.3 Forest Service will provide the on ramp gates, new visitor information signs, and shuttle gate openers. Openers will be provided to CDOT tunnel, identified EMS, and shuttle drivers.

Identify the number of gate openers to order and inventory.

Cost estimate: \$60,000 (in kind)



Responsibility: Forest Service
Due Date: February 2019

Task 2.4 Ensure CDOT has installed infrastructure-gates, signs, etc.
Responsibility: Forest Service
Due Date: October 2018

Total cost Task 2: \$68,000

Task 3: Develop a communication plan and public information products for “How to visit Hanging Lake”

Task 3.1 Identify rollout announcement date and talking points for the Final Decision of the Hanging Lake Management Plan and joint press release for the USFS and City agreement message.

Cost estimate: \$3,000 (50/50 in kind)

Responsibility: City PIO and USFS PAO and manager approvals

Due date: November 2018

Task 3.2 Communication and Public outreach plan will become part of the operating plan and agreement.

Cost estimate: \$5,000 (50/50 in kind)

Responsibility: City and Forest Service

Due date: December 2018

Total cost Task 2: \$8,000

Task 4: Develop an interpretation and education start up plan

Task 4.1 Identify USFS approved pre-visit messages and how these will be distributed to visitors.

Cost estimate: \$4,000 (50/50 in kind)

Responsibility: Forest Service and City

Due date: December 1, 2018

Task 4.2 Forest Service to install HL trail interpretive panels

Cost estimate: \$0.00 (Cost are separate and incorporated in a FS Partnership Agreement)

Responsibility: Forest Service

Due date: September 2018 and installed by May 2019

Task 4.3 Interpretative programs: Cooperatively determine if interpretative programs will be offered to the public; i.e. guided hikes, talks, programs etc...

Cost estimate: \$2,000 (50/50 in kind)

Responsibility: City and Forest Service

Due Date: February 2019



Task 4.4 Interpretative and Education plan will become part of the operating plan and agreement.

Cost estimate: \$0

Responsibility: City and Forest Service

Due date: April 1, 2019

Total cost Task 4: \$6,000

Task 5: Develop a personnel organization chart for operations: reservation system, HL onsite management, shuttle operations and administration roles.

Task 5.1 Identify FS and City personnel organization with assigned supervisor/leadership roles and wage estimates.

Cost estimate: \$2,000 (50/50 in kind)

Responsibility: Forest Service and City

Due date: November 15, 2018 (at minimum for FS personnel needs)

Total cost Task 5: \$2,000

Task 6: Amend the agreement with an approved annual operating plan and financial plan

Task 6.1 Collaboratively develop the annual operating plan with task/responsibilities outlined for each party.

Cost estimate: \$2,000 (50/50 in kind)

Responsibility: Forest Service and City

Due date: March 15, 2019

Task 6.2 Collaboratively develop the annual financial (budget) plan with in kind and cash contributions outlined for each party. Negotiate cooperatively the contributions the Forest Service will receive in a collection agreement to hire FS personnel onsite at Hanging Lake.

Cost estimate: \$2,000 (50/50 in kind)

Responsibility: Forest Service and City

Due date: December 31, 2019

TERM OF OPERATING PLAN: TIMELINE

The Pre-implementation startup project work will be completed during the period starting the date of the fully signed agreement and ending 5/1/2019. After this date an amendment to the Operating Plan will be included for Hanging Lake Implementation will go into effect 5/1/2019 through the end of agreement. In spring of 2019 parties will write an operating plan for implementation of shuttles and mgmt. plan. This amended plan should be signed by April 1, 2019.

Anticipated approximate start and end dates for tasks are as follows:



Tasks 1-6 and all associated sub tasks will begin as of the last signature of the agreement and completed by specified due dates.

PERSONNEL

U.S. Forest Service personnel will work closely with the Cooperator as well as other partners to accomplish the work outlined in this operating plan.

Below is the phase 1 Financial Plan for this Agreement and Operating Plan. The financial plan estimates the interchange of funds, services, equipment, supplies, and other resources contributed to the cost of the project and outlines the funding responsibilities of each party. Funds may be carried forward to the next fiscal year and will be available to spend through the term of this Agreement. This financial plan shall be updated and negotiated annually. There are no Federal funds allocated on phase 1 of this partnership.

BUDGET SUMMARY AND FINANCIAL PLAN

Below is the Financial Plan for FS Agreement No. 19-PA-11021500-002 and this Operating Plan for the project work shown above. There are no Federal funds or City funds (i.e., FS or City Cash Funds) obligated for this Operating Plan.

Cost Element	Project/Activity	U.S. Forest Service Cost Estimate	City of GWS Cost Estimate	Cost Estimate
Task 1	Reservation System	\$200.00	\$5,000.00	\$5,200.00
Task 2	Plans Development	\$60,000.00	\$8,000.00	\$68,000.00
Task 3	Communication Plan	\$4,000.00	\$4,000.00	\$8,000.00
Task 4	Interpretation Plan	\$3,000.00	\$3,000.00	\$6,000.00
Task 5	Organization Plan	\$1,000.00	\$1,000.00	\$2,000.00
Task 6	Implementation Plan	\$2,000.00	\$2,000.00	\$4,000.00
Total		\$70,200.00	\$23,000.00	\$93,200.00

ROLES AND RESPONSIBILITIES:

The USFS will perform the following:

- Forest Service will take on roles/responsibilities of working with CDOT and VOLPE and serve as the main point of contact to coordinate with other stakeholders and partners.
- Forest Service shall provide Law Enforcement jurisdiction on NFS lands but working in cooperation with local sheriff, Colorado State Patrol, and City enforcement for support.
- Assist the City in responding to situations that require Law Enforcement or management determinations.
- Create a monitoring plan and adjust management actions according to an adaptive management approach as defined in the HL Management Plan. The District Ranger holds the authority to make final decisions with management changes.
- The Forest Service shall hire, train and supervisor Forest Service employees.



The Cooperator will perform the following:

- Issue contracts or complete a prospectus process to provide the deliverables in this agreement.
- The Cooperator shall provide funds for FS staffing in the amount agreed upon in the operating and financial plan annually. The amount the City will provide to the FS for staffing needs at Hanging Lake shall be negotiated at the end of each preceding year and will be included in the operating plan.
- The Cooperator shall hire, train and supervises City employees.
- The Cooperator shall manage and oversee subcontractors, the reservation system and shuttle operations.



SUPPLEMENT A

Co-Operate Facilities

Placeholder: Supplement A is for outlining roles and responsibilities for co-operate facilities (with or without Forest Service employees) in any public or private building for the sale or distribution of educational and interpretive materials, products, programs, and services, pertaining to NFS lands, private lands, and lands administered by other public entities. Section will be incorporated to the Agreement via Modification, as necessary.

*Optional format for Project Performance Report, (FS-1500-23).***Optional Project Performance Report***

- | | |
|--|--|
| 1. Recipient/Cooperator Name: _____ | |
| 2. Agreement Number: _____ | 3. Project Title: _____ |
| 4. Reporting Period End Date: _____ | 5. Report Type: ☐ Interim ☐ Final |

For each program/project in the agreement narrative, please provide brief information on the following:

6. Status Summary:

7. What has been accomplished to date? Please provide a comparison of actual accomplishments to the objectives established in the agreement narrative (quantify where possible):

8. Any problems encountered? Explain delays or changed costs or conditions that significantly impair the ability to meet agreement objectives and timelines. If necessary, please work with the F.S. program manager for an extension of the agreement period.

9. Any changes that you plan to propose? Please work with F.S. program manager to determine if a modification is needed (e.g., a change is needed to the objectives or financial plan).

10. Briefly describe work to be performed during the next reporting period.

11. Any other comments considered of importance but not discussed above?

12. Signatures of Authorized Representative: by signature below, the signing parties certify that they are the official representatives of their respective parties and authorized to act in their respective areas for matters related to the above-referenced grant/agreement.

Submitted: Cooperator Program Mgr	Signature: _____	Date: _____
	Name/Title: _____	Phone: _____



*Note to Cooperator Project Lead: This optional form helps respond to the performance reporting required by the agreement.

Reviewed: FS Program Mgr	Signature: _____	Date: _____
	Name/Title: _____	Phone: _____

*Note to F. S. Program Manager: Please document this and any other monitoring activity in NRM or send to G&A Personnel.

Burden Statement

According to the Paperwork Reduction Act of 1995, an agency may not conduct or sponsor, and a person is not required to respond to a collection of information unless it displays a valid OMB control number. The valid OMB control number for this information collection is 0596-0217. The time required to complete this information collection is estimated to average 2 hours per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information.

The U.S. Department of Agriculture (USDA) prohibits discrimination in all its programs and activities on the basis of race, color, national origin, age, disability, and where applicable, sex, marital status, familial status, parental status, religion, sexual orientation, genetic information, political beliefs, reprisal, or because all or part of an individual's income is derived from any public assistance. (Not all prohibited bases apply to all programs.) Persons with disabilities who require alternative means for communication of program information (Braille, large print, audiotape, etc.) should contact USDA's TARGET Center at 202-720-2600 (voice and TDD).

To file a complaint of discrimination, write USDA, Director, Office of Civil Rights, 1400 Independence Avenue, SW, Washington, DC 20250-9410 or call toll free (866) 632-9992 (voice). TDD users can contact USDA through local relay or the Federal relay at (800) 877-8339 (TDD) or (866) 377-8642 (relay voice). USDA is an equal opportunity provider and employer.

INSTRUCTIONS FOR FORM FS-1500-23

1. Enter the recipient's or cooperator's name.
2. Enter the original U.S. Forest Service agreement number.
3. Enter the project's title.
4. Enter the type of report.
- 6-8. Provide information related to each program/project in the agreement narrative.
11. Self explanatory.

EXHIBIT B – HANGING LAKE SHUTTLE SERVICES

1. **Shuttle Service:** Contractor will operate a shuttle service from the ice rink inside the Glenwood Springs Community Center, which shall serve as the Hanging Lake Welcome Center (the “Welcome Center”), to the Hanging Lake area from 6:45 am to 8:00 pm during Peak Season (May 1 through October 31). The total number of visitors to the Hanging Lake area shall not exceed 615 per day. Each shuttle ticket holder will have a specific departure time from the Welcome Center and from the Hanging Lake Base. Before leaving the Welcome Center guests will check-in, receive their tickets, and watch a short informational video about Hanging Lake. Contractor may schedule special events relating to the shuttle as long as the daily visitor capacity does not exceed 615.
2. **Peak Season Ticket Sales:** During Peak Season Contractor will sell tickets to Hanging Lake in person at the Welcome Center, at Glenwood Adventure Company, via phone, and online through the reservation system. A select number of tickets will be released for daily time slots three months in advance, two months in advance, and within 30 days, including the day of the trip. There are two types of ticket options available during Peak Season: a ticket to access Hanging Lake via shuttle and ticket to access Hanging Lake by hiking or biking. Contractor shall charge \$12 for a shuttle ticket. Contractor shall offer a minimum of 5% of total available tickets for the Peak Season (5,658 tickets) for hiking or biking access at a discounted rate of \$9.50 per ticket for a limited time during the month of April (“Pre-Season”). Once the available discounted tickets are sold or at the end of the Pre-Season, whichever occurs first, Contractor will charge \$12 for a ticket to access Hanging Lake by hiking or biking.
3. **Off-season Ticket Sales:** During off-season Contractor will offer a \$10 self-drive access ticket that will be sold for a specific time similar to the shuttle schedule. Contractor will sell these off-season tickets in person at Glenwood Adventure Company, via phone, and online through the reservation system.
4. **Reservation System:** On or before April 1, 2019, Contractor will provide a browser-based reservation system with mobile abilities that will monitor and ensure the 615 daily visitor capacity is not exceeded. The system will allow a customer to purchase a ticket for a specific shuttle date and time, will send a confirmation email with a recommended gear list and details regarding the trail and hike, and will send automatic reminder and follow up emails and a short survey to help evaluate the guest visit. Online ticket sales will be limited to 20 per transaction to prevent scalping of tickets. Tickets in excess of 20 can be purchased by phone. The phone for Hanging Lake Shuttle Services will go live on March 1, 2019.
5. **Customer Service:** Contractor will be responsible for responding to any customers questions or complaints regarding the services provided.
6. **Staffing:** Contractor will provide all staff necessary to perform the foregoing services described herein, including a Transportation Logistics Coordinator to manage and oversee the shuttle at the Welcome Center; employees to check in guests, sell tickets and respond to questions from customers; bus drivers; a Hanging Lake Base Area Coordinator to meet and greet guests at the trail and ensure all shuttle guests have returned to the Welcome

Center at the end of the day; and office staff to answer calls, questions and take reservations.

7. **Cleaning Hanging Lake Rest Area and Restrooms:** Contractor will be responsible for all aspects of cleaning the Hanging Lake rest area restrooms and restocking supplies, including toilet paper, soap, and cleaning supplies, during the Peak Season. Contractor or CDOT shall provide the foregoing supplies.

**CITY OF GLENWOOD SPRINGS, COLORADO
HANGING LAKE SHUTTLE SERVICES AGREEMENT**

This HANGING LAKE SHUTTLE SERVICES AGREEMENT (the “Agreement”) is made this ____ day of _____, 2019 by and between the CITY OF GLENWOOD SPRINGS, a Colorado home-rule municipality (the “City”), and H2O Ventures, LLC, a Colorado limited liability company, DBA Hanging Lake Express (the “Contractor”).

WHEREAS, the City and U.S. Forest Service entered into the Participating Agreement attached hereto as Exhibit A to implement the 2018 Hanging Lake Area Management Plan (the “Plan”) issued by the Forest Service to guide visitor use and long-term sustainable management at the Hanging Lake Area;

WHEREAS, the Plan limits the number of visitors to the Hanging Lake Area to 615 per day and provides for allocation and management of this daily capacity through a centralized permit reservation system and a mandatory shuttle service that will run throughout the day during the Peak Season of May 1 through October 31 (“Hanging Lake Shuttle Services” or “Services”);

WHEREAS, pursuant to the Participating Agreement the City is tasked with developing, operating and maintaining the Hanging Lake Shuttle Services; and

WHEREAS, the City desires to contract with Contractor to provide the Hanging Lake Shuttle Services more fully described in Exhibits A and B; and

WHEREAS, Contractor desires to provide the Hanging Lake Shuttle Services pursuant to the terms and conditions provided for in this Agreement; and

WHEREAS, the Parties hereto desire to set forth certain understandings regarding the quality and performance of the Hanging Lake Shuttle Services in writing.

NOW THEREFORE, in consideration of the promises and covenants contained herein, the Parties agree as follows:

1. Services. The City agrees to retain Contractor to provide the Services described on Exhibit A and more fully set forth in Exhibit B, attached hereto and incorporated herein by this reference. Contractor warrants and represents that it has the requisite authority, capacity, experience, and expertise to provide the Services in compliance with the provisions of this Agreement and agrees to provide the Services on the terms and conditions set forth herein.

2. Term. The Term of this Agreement shall commence on February 22, 2019 and continue for five years unless terminated pursuant to Paragraph 19 of this Agreement. The term may be extended by mutual agreement of the parties. At the end of each “Peak Season,” defined as May 1 through October 31, the parties and the Forest Service will meet to evaluate the Hanging Lake Shuttle Services and discuss potential contract modifications for the following year.

3. Welcome Center. Contractor shall use the ice rink in the Glenwood Springs Community Center as the “Welcome Center” for the Hanging Lake Shuttle Services. Contractor

shall have access to the ice rink from April 15 through October 31 each year. Contractor shall vacate the ice rink no later than October 31 to allow the City to resume its use of the ice rink for recreational purposes on November 1.

4. Compensation. Contractor will pay the City \$30,000 each year for use of the ice rink as the Welcome Center along with 10% of any taxable sales of goods or services at the Welcome Center and 10% of advertising sold inside the shuttles. These payments will be made to the City at the end of each month during Peak Season. Contractor will also pay 5% of total ticket sales for the year to the City/U.S. Forest Service partnership at the end of each Peak Season. Contractor will retain all other proceeds as compensation.

5. Operational Plan. Contractor shall provide the City with an Operational Plan as required by the Forest Service on or before March 15 of each year for review and approval by the City and the Forest Service.

6. Marketing. The City, through its Tourism Board and with input from Contractor, will be responsible for advertising and promotion of the Services, including branding the Hanging Lake Shuttle Services and creating a Hanging Lake video and a brochure

7. Permitted Promotion and Advertising. Contractor shall be permitted to cross-promote and sell other services at the Welcome Center provided Contractor shares all sales data with the City. A brochure rack set up and maintained by Brochure Express will be located in the Welcome Center.

8. Online Reservations. Guests may access the online reservation system by clicking a “Book Now” button branded with the Hanging Lake Shuttle Services logo. The button will be located on visitglenwood.com, on Glenwood Adventure Company’s website, and on any other website that wishes to display the button. The button will direct the user to the booking widget embedded on the landing page located on www.visitglenwood.com. The landing page will have the Shuttle Services branding; links to the websites of the three partners: the Forest Service, the City, and Contractor and the booking widget which takes the user to Contractor’s booking vender.

9. Reports and Data. All reports and data compiled, received, and/or prepared by Contractor in connection with the Services performed under this Agreement shall be the property of the City, shall be shared with the City on a monthly basis, and shall not be used by Contractor in connection with any other activity. However, Contractor is permitted to possess and use the reports and data in connection with the Services during the period of this Agreement.

10. Ownership. The following are and shall remain the property of the City at all times during and following termination or expiration of the Agreement: the phone number used by Contractor for the Services under the Agreement; the name and branding of Hanging Lake Shuttle Services; the landing page for purposes of online reservations as described in Section 7 above; all data collected in the performance of the Agreement; and all documents, forms, methods, materials, ideas, designs, models, concepts, techniques, discoveries, and improvements and any other intellectual property created by Contractor in the performance of the Agreement (the “Work”). Contractor acknowledges that the Work has been ordered and commissioned by the City and agrees that the City will own all copyrights in the Work and that the Work is a “work made for

hire” for copyright purposes. Contractor hereby irrevocably transfers and assigns to City all rights, title and interest in the Work and disclaims any ownership interest in the Work. Contractor represents and warrants to the City that the Work will not violate or infringe a third party’s patent, copyright, trade secret or other intellectual or proprietary right, and that no third party has an ownership interest in the Work. The City agrees that it will not have any rights or ownership related to Contractor’s documents, data, forms, methods, materials, ideas, designs, models, concepts, techniques, discoveries, brands, copyrights, logos, or intellectual property that is unrelated to Contractor’s Services in the performance of this Agreement.

11. Monitoring and Evaluation. The City reserves the right to monitor and evaluate the progress and performance of the Services to ensure that the terms of this Agreement are being satisfactorily met in accordance with the standards and criteria of the City and U.S. Forest Service.

12. Independent Contractor. In making and performing this contract, Contractor acts and at all times shall act as an independent contractor and shall maintain operations that are separate and distinct from the City. Nothing contained in this Agreement shall be construed or applied as to create or imply the relationship of partners, joint adventurers, or of employer or employee between the parties hereto.

13. Standard of Care. The standard of care applicable to the Contractor’s services will be the same degree of care, skill, and diligence normally employed by a highly competent shuttle bus operation performing the same or similar services. In case of any conflict between the interests of the City and any other entity, Contractor shall fully and immediately disclose the issue to the City once the Contractor learns of the conflict and shall take no action contrary to the City’s interests.

14. Employees, Subcontractors and Assignees. The providing of the Services under Section 1 of this Agreement shall be the responsibility of the Contractor. The Contractor may employ or subcontract with additional persons to assist in the performance of this Agreement. Supervision of any such persons shall be the sole and exclusive responsibility of Contractor. Notwithstanding the foregoing, this Agreement shall not be assigned to a third party by Contractor without the prior written consent of the City.

15. Insurance Requirements. Contractor agrees to provide proof of general liability insurance to the City, which names the City and the Forest Service as additional insureds thereunder, with appropriate endorsements and with single limit liability coverage of at least One Million Dollars (\$1,000,000) for each claim and aggregate limit. Contractor shall maintain the insurance for the term of this Agreement.

- a. Insurance coverage requirements specified in this Agreement shall in no way lessen or limit the liability of the Contractor under the terms of Contractor’s indemnification obligation. Contractor shall obtain, at its own expense, any additional insurance that it deems necessary for the City’s protection.
- b. It is understood and agreed, for the benefit of the City, that the following additional considerations shall apply to all coverage specified herein:

- (i) All coverage provided herein shall be primary and any insurance maintained by the City shall be considered excess.
 - (ii) The City shall have the right to verify or confirm, at any time, all coverage, information or representations contained herein, and the insured and its undersigned agent shall promptly and fully cooperate in any such audit the City may elect to undertake.
 - (iii) Advice of renewal is required.
- c. It is understood and agreed that should any policy issued hereunder be cancelled or non-renewed before the expiration date thereof, or sustain a material change in coverage adverse to the City, the issuing company or its authorized agent shall give notice to the City in accordance with policy provisions.

16. Compliance with Laws and Regulations. Contractor and its employees, subcontractors and assignees shall at all times be familiar with and comply with any and all applicable laws, regulations and policies, national and local, in their execution of this contract. Contractor shall be responsible for receiving and maintaining a permit from the Public Utilities Commission or engaging a subcontractor in accordance with section 14 of the Agreement that possesses the appropriate PUC Authority and/or all other permits and licenses necessary to perform the Services."

17. Work By Illegal Aliens Prohibited. This paragraph shall apply to the extent that Contractor's performance of work under this Agreement does not involve the delivery of a specific end product other than reports that are merely incidental to the performance of said work, or information technology services or information technology products and services. Pursuant to Section 8-17.5-101, C.R.S., et. seq., Contractor warrants, represents, acknowledges, and agrees that:

- a. Contractor does not knowingly employ or contract with an illegal alien.
- b. Contractor shall not knowingly employ or contract with an illegal alien to perform works or enter into a contract with a subcontractor that fails to verify to Contractor that the subcontractor shall not knowingly employ or contract with an illegal alien to perform work under this Agreement.
- c. Contractor has participated in or attempted to participate in the basic pilot employment verification program created in Public Law 208, 104th Congress, as amended, and expanded in Public Law 156, 108th Congress, as amended, administered by the Department of Homeland Security (hereinafter, "E-Verify") in order to verify that Contractor does not employ illegal aliens. If Contractor is not accepted into E-Verify prior to entering into this Agreement, Contractor shall forthwith apply to participate in E-Verify and shall submit to the City written verification of such application within five (5) days of the date of this Agreement. Contractor shall continue to apply to participate in E-Verify, and shall certify such application to the

City in writing, every three (3) months until Contractor is accepted or this Agreement is completed, whichever occurs first. This Paragraph 17 shall be null and void if E-Verify is discontinued.

- d. Contractor shall not use E-Verify procedures to undertake pre-employment screening of job applicants while this Agreement is being performed.
- e. If Contractor obtains actual knowledge that a subcontractor performing work under this Agreement knowingly employs or contracts with an illegal alien, Contractor shall be required to:
 - (i) notify the subcontractor and the City within three (3) days that Contractor has actual knowledge that the subcontractor is employing or contracting with an illegal alien; and
 - (ii) terminate the subcontract with the subcontractor if within three (3) days of receiving the notice required pursuant to this subparagraph the subcontractor does not stop employing or contracting with the illegal alien; except that Contractor shall not terminate the contract with the subcontractor if during such three (3) days the subcontractor provides information to establish that the subcontractor has not knowingly employed or contracted with an illegal alien.
- f. Contractor shall comply with any reasonable request by the Colorado Department of Labor and Employment (“Department”) made in the course of an investigation that the Department is undertaking pursuant to the authority established in subsection 8-17.5-102(5), C.R.S.
- g. If Contractor violates this Paragraph, the City may terminate this Agreement for breach of contract. If this Agreement is so terminated, Contractor shall be liable for actual and consequential damages to the City arising out of said violation.

18. Mutual Indemnification. To the extent permitted by law, Contractor and the City each agree to defend, hold harmless and indemnify the other (including one another’s affiliates and their directors, officers, employees, successors and assigns) from and against any and all losses, damages, claims, demands, suits, personal injuries, property loss, liabilities, attorneys' fees and expenses resulting from or caused by the other’s acts, omissions, negligence or breach of this Agreement. This indemnification obligation shall survive the expiration or termination of this Agreement.

19. Termination. In the event of a material breach or default of this Agreement by either party, the non-breaching party shall give the other party written notice of the breach or default and, if the breach or default can be cured, an opportunity to cure the breach or default within 45 days of receipt of the written notice. In the event the material breach or default is not cured within 45 days, the non-breaching party may terminate the Agreement by giving the other party written notice at least

45 days in advance of the termination date. Termination pursuant to this section shall not prevent either party from exercising any other legal remedies which may be available.

20. Non-Discrimination. Contractor will not discriminate against any employee or applicant for employment because of race, color, religion, sex, sexual orientation, national origin, age, disability, and where applicable, marital, family and parental status, and political beliefs. Contractor shall display posters setting forth this policy of nondiscrimination (provided by the Forest Service) at the public entrance to the Welcome Center and at other locations, as directed by the Forest Service. Print and online advertisements must identify Contractor as an equal opportunity provider. Contractor will be required to participate in periodic reviews of their programs and activities to ensure that they comply with Civil Rights laws.

21. Responsibilities. The Contractor shall be responsible for all damages to persons or property caused by the Contractor, its agents, employees or sub-contractors, to the extent caused by the Contractor's negligent acts, errors and omissions hereunder, and shall indemnify and hold harmless the City from any claims or actions brought against the City by reason thereof. Likewise, the City shall be responsible for all damages to persons or property caused by the City, its agents, employees or sub-contractors, to the extent caused by the City's negligent acts, errors and omissions hereunder, and shall indemnify and hold harmless the Contractor from any claims or actions brought against Contractor by reason thereof to the extent permitted by law.

22. Entire Agreement. This Agreement, along with any addendums and attachments hereto, constitutes the entire agreement between the parties. The provisions of this Agreement may be amended at any time by the mutual consent of both parties as long as the modifications are consistent with the terms of the Participating Agreement, as amended. The parties will promptly notify the Forest Service of any contract modifications. The parties shall not be bound by any other agreements, either written or oral, except as set forth in this Agreement.

23. Force Majeure. Neither party shall be liable in damages or have the right to terminate this Agreement for any delay or default in performing hereunder if such delay or default is caused by conditions beyond its control, including, but not limited to Acts of God, Government restrictions, and/or any other cause beyond the reasonable control of the party whose performance is affected. Neither party shall be liable for any failure or delay in performance under this Agreement (other than for delay in the payment of money due and payable hereunder) to the extent said failures or delays are proximately caused by causes beyond that party's reasonable control and occurring without its fault or negligence, provided that, as a condition to the claim of nonliability, the party experiencing the difficulty shall give the other prompt written notice, with full details following the occurrence of the cause relied upon. Dates by which performance obligations are scheduled to be met will be extended for a period of time equal to the time lost due to any delay so caused.

24. Governing Law and Venue. This Agreement shall be governed by the laws of the State of Colorado, and venue shall be in the County of Garfield, State of Colorado.

25. Governmental Immunity Act. No term or condition of this Agreement shall be construed or interpreted as a waiver, express or implied, of any of the immunities, rights, benefits,

protections, or other provisions of the Colorado Governmental Immunity Act, C.R.S. §§ 24-10-101, et seq.

26. Assignability. Contractor shall not assign this Agreement without the City's prior written consent. The City shall not assign this Agreement without the Contractor's prior written consent.

27. Binding Effect. This Agreement shall be binding upon, and shall inure to the benefit of, the parties hereto and their respective heirs, personal representatives, successors, and assigns.

28. Survival Clause. The "Indemnification" provision set forth in this Agreement shall survive the completion of the Services and the satisfaction, expiration, or termination of this Agreement.

29. Severability. In the event a court of competent jurisdiction holds any provision of this Agreement invalid or unenforceable, such holding shall not invalidate or render unenforceable any other provision of this Agreement.

30. Headings. Paragraph headings used in this Agreement are for convenience of reference and shall in no way control or affect the meaning or interpretation of any provision of this Agreement.

31. Notices. Written notices required under this Agreement and all other correspondence between the parties shall be directed to the following and shall be deemed received when hand-delivered or three (3) days after being sent by certified mail, return receipt requested:

If to the City: City Manager
 City of Glenwood Springs
 101 West 8th Street
 Glenwood Springs, CO 81601

With copy to: City Attorney
 City of Glenwood Springs
 101 West 8th Street
 Glenwood Springs, CO 81601

If to Contractor: Ken Murphy
 723 Cooper Avenue
 Glenwood Springs, CO 81601

Duke Bradford
116 Huron Road
Breckenridge, CO 80424

32. Authority. Each person signing this Agreement, and any addendums or attachments hereto, represents and warrants that said person is fully authorized to enter into and execute this Agreement and to bind the party it represents to the terms and conditions hereof.

33. Attorneys' Fees. Should this Agreement become the subject of litigation between the City and Contractor, the prevailing party shall be entitled to recovery of all actual costs in connection therewith, including, but not limited to, attorneys' fees, litigation costs and expert witness fees, provided that if the prevailing party has previously rejected a bona fide written settlement offer from the other party in an amount greater than the amount of the judgment or award received, then the prevailing party shall not be entitled to reimbursement for any of its costs and expenses. All rights concerning remedies and/or attorneys' fees shall survive any termination of this Agreement.

34. Agreement Subject to Appropriation. To the extent this Agreement constitutes a multiple fiscal year debt or financial obligation of the City, it shall be subject to annual appropriation pursuant to Article X, Section 20 of the Colorado Constitution and other relevant statutory authority. The City shall have no obligation to continue this Agreement in any fiscal year in which no such appropriation is made.

35. Administrative Use and Site Closures. The Forest Service reserves the right to close all or a portion of any area subject to this Agreement for repair; construction; floods, snow, extreme fire danger, or other natural events; wildlife protection; or risks to public health and safety. The Forest Service or the City shall not be liable to Contractor for lost revenue, operating costs, or any other losses resulting from these closures. In the event of a government lapse of spending (government shutdown), Contractor may continue to operate services. There is a potential for administrative closures of the Hanging Lake trail to perform necessary infrastructure and trail maintenance. These timeframes will be kept to a minimum to achieve the necessary work. If Forest Service or other closures cause the Contractor's Services to be suspended for a Peak Season, the Agreement will be extended for a corresponding season.

36. Open Records Act. The City is subject to and bound by the Colorado Open Records Act, § 24-72-101 *et seq.* C.R.S. Any and all documents Contractor prepares pursuant to this Agreement may be subject to production and/or reproduction pursuant to those statutes. Contractor hereby waives any claims of any kind whatsoever against the City for the City's compliance or attempted compliance with the provisions of the Open Records Act.

37. Counterparts. This Agreement may be executed in counterparts, including any facsimile copies, each of which shall be deemed an original and all of which together shall constitute on and the same instrument.

IN WITNESS WHEREOF, the parties have executed this Hanging Lake Shuttle Services Agreement as of the date first above written.

CITY OF GLENWOOD SPRINGS

ATTEST:

By: _____
Mike Gamba, Mayor

Catherine Mythen-Fletcher, City Clerk

CONTRACTOR

By: _____

Title: _____

STATE OF COLORADO)
) ss.
COUNTY OF _____)

The foregoing HANGING LAKE SHUTTLE SERVICE AGREEMENT was acknowledged before me this _____ day of _____, 2019 by _____ as _____ of H2O Ventures, dba Hanging Lake Express.

Witness my hand and official seal.

My commission expires: _____.

Notary Public

[***Seal***]



City Council
STAFF REPORT
City of Glenwood Springs
February 21, 2019

Agenda Item: Landfill Operating Plan

Action Requested: Receive an update from staff on operations and financials at the landfill, and provide staff with any additional direction that may be necessary.

Department: Public Works

Presented By: Matthew Langhorst, Director Public Works

Background Info: The City is preparing to take over landfill operations beginning on April 1, 2019.

Issues: Staff has added information to the operating plan and would like to provide Council with an update.

Staff Recommendation: None.



South Canyon Landfill

Business Plan - 2019

South Canyon Landfill

2019 Business Plan

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 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. The screening of the raw compost renders a useful end product for resale as compost or blended soils, the reject material goes to provide ADC as needed. 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.
- Contactor 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.

SWOT Analysis

(Strengths, Weaknesses, Opportunities, Threats)

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 and hiring process, but Robin will not be around for the first day of operations. King Lloyd has 20 plus year of land fill permitting and management experience with Nigel Brett 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 advertised the Landfill Equipment Operator I-III positions on January 23rd, 2019. As of January 31st, we have 6 applications in hand, we are expecting more prior to the closing date. The application submittal deadline is February 8th and the current plan is to interview and have the new operators decided on hired by March 15th, with an official start of work date of March 18th. King, Nigel and Matt will be training the new operators March 18th – 22nd. Blue Ridge Services has been hired for onsite safety and operation training from March 25th – 29th to make sure that all parties, including current staff, understand all of the rules and regulations that pertain to their daily jobs.

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. While the City operated South Canyon Landfill from 1999 until 2009, the landfill fund ended 2009 with a Retained Earnings balance of \$9,238,681.

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 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 12-15 years at the current inflow volumes. The two faces can be operated at the same time, which



will allow the new operators to train for two weeks on an open face prior to final City takeover of the landfill. The City will also be looking to amend the landfill working boundary to update the plan with the new topographic information that has been collected and to plan for new daily cover grading areas need for the future.

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 hidden out of site for most City/County residents.

Weaknesses

Heavy equipment operation has been performed by Heartland employees. In the event that one or more of these current employees are not hired by the City, we'll need to obtain that expertise prior to the transition. Reviewing the current applications in hand, staff does not believe that the new crew will lack landfill experience, but to be safe and to train all of our new employees thoroughly the landfill will be hiring Blue Ridge Services, Inc for training of the newer members of the crew and all site staff. As stated previously staff has accounted for one-week of onsite and class room training courses prior to April 1st, and then a second round of training after 6 months of operations to make sure staff is keeping on pace with their anticipated production abilities and regulation compliance.

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 2020. These updates to the facility are projected to cost \$280,000. This flexibility from CDPHE on the update date will allow us to review more options for composting, liquid collection capacity and grease collection operations in 2019 and plan for the most cost effective and valley valuable approach to each item.

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 additional motivation to run a clean operation that a contractor may not have as a result of their ability to end the agreement and their related liability. This will also reduce our exposure to contract 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, this will allow for smooth operations of the site with no 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. Eagle and Summit Counties are currently using the same type of compactor equipment and is seeing great results in the slightly larger machine in their daily compaction efforts. The higher the compaction rate the longer duration each phase/cell will be able to be operated and the longer the life of the landfill.

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 within the permitted boundaries of the landfill. Each one of these operations is described below in detail,

Grease:

Grease intake is vital to the City and surrounding valley businesses. As the Council heard during the public comments section of the landfill contract discussions, the valley has no other real financially feasible location to bring grease. The closest operation beyond South Canyon is in Austin, Colorado at a company facility named CB Industries. This facility is 96 miles from Glenwood Springs over McClure Pass or 125 miles from Glenwood Springs using the fastest I-70 route available. In the winter, the interstate is the only reasonable and safe route for trucks to go. This distance puts a large capacity and financial burden on the local haulers and businesses disposing of the waste. King and Matt will be visiting this facility in the month of February to review how they handle their grease waste intake and how they create a saleable compost out of the product.

Septage and Car Wash Liquids:

South Canyon revenue is helped with the intake of septage and car wash liquids significantly. The operation currently takes in septage in two ways, disposal into existing ponds and as an additive to the composting process. Car wash liquids are mainly direct to the compost lagoon for disposal. As a comparison, the West Rifle Landfill has the capacity and is expanding its capacity to take in septage currently, but with its location 30 miles west of the South Canyon Landfill most operators hauling from Pitkin County and south/east of Glenwood take their liquids to South Canyon. The City has the ability to construct up to 6 additional ponds in 2019 for the continued and expand capacity to take in septage and car wash liquids if the composting



operations need to stop taking in these types of liquids. The proposed ponds would 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 the average monthly winter intake volumes currently do not show that this will be an issue with the proposed pond capacities. If capacities need to be raised during the winter months the operations could install an aeration system to keep the pond surfaces from freezing and add that needed capacity.

Compost:

The current composting operation at the landfill combines yard waste material, grease, liquids from septage and cardboard into our mixing pit where it is then stirred into a unscreened/ground compost product. The material once at temperature is moved to our upper stockpile area where it continues to compost until it is screened and ground into a saleable product. The City does not sell a lot of compost, but we do have the materials and capacity to create a lot of compost. A couple of reasons for the lack of sales are estimated to be lack of marketing for the product, lack of certification of the product and the stigma about added septage to the product. Ways that we can improve these downfalls are hiring staff to market the product, have the product certified (which the city is currently working on) and removing some of the septage liquids from the product and replace it with locally collect compost materials from a company such as Evergreen Composting or a like company.

Currently staff has two composting/liquid collection companies that are reviewing our yearly data and will be proposing some form of sharing or land lease agreement with the City. One of these companies is verbally proposing taking over all of the City composting materials and production and working with a local compost collection company. They will be submitting a proposal for review soon to the City for Staff and Council consideration. The second company mentioned has a draft plan to utilize new technologies to treat and dispose of liquid waste, but they have not come back in for a more detailed discussion. Staff will contact this company again in February.

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 supplement cover dirt imbalances on the site.

Threats

The primary factor that led to the original outsourcing of landfill operations in 2009 was a deficiency in regulatory compliance. Staff knows it can handle the regulation portion of the work with some contracted consultant help and we believe that we can deliver acceptable results in the future. Staff also understands that there are some inherent risk with solid waste



collection, but these risks will be managed on a as needed basis. The CDPHE has been fair to work with over the last 10 years and we expect that good relationship to continue into the future with cooperation and immediate remedies of any deficiencies found.

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 a reserve balance of \$2.5 million, but savings within the capital projects should reduce this \$1,000,000 deficit to around \$150,000.

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. Council has approved the lease of the needed dozer and front-end loader for the facility and Caterpillar has provided delivery dates for those pieces of equipment already in time for operations handover. Heartland's compactor is expected to arrive around the 1st of March, along with several other pieces of equipment that the City is reallocating internally for landfill operations. However, any major change like this can create some uncertainty and we 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-operation years will add an addition \$500,000 per year back to the reserve funds. Long-term success will require average annual increases to cover inflation, maintain adequate reserves and cover any added services.

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 low cost collection of leaves, cardboard and acceptable mixed paper products for composting. These products help the landfill take in grease and liquid wastes all year long and the facility is currently short on all of these products. If the City partners with a composting company, that company will most likely suggest a small tipping charge to help cover costs for these types of products, but that will be negotiated if it is decided to move in this direction. The City will begin looking at franchising its trash collection within City limits in 2020, this will provide a reliable income source for the landfill and remove excess garage/recycling truck traffic off our already failing roadway system.

Price Increases

The City commissioned a rate review report to be completed in 2018. The rate report summary suggests that the landfill could raise the MSW (municipal solid waste) 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 tipping fee 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, we would likely match this out of County rate at \$0.30 also. West Garfield has limited volume for receiving liquids and is shut down a portion of the year due to facility capabilities. This would potentially generate \$121,000 in additional revenue for the facility, and if additional ponds are created onsite the volume of liquid intake could be increased.



Potential Partnerships

The City is looking at potentially partnering up with a local composting company or processing company to handle liquids as described above.

The City is also starting to look at franchising the trash collection within City limits. 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 major drainage maintenance items are currently being bid out on a yearly basis with a 3-year extension available if the work is being performed as staff is expecting. This scope of services is 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 RFP scope of services is projected to cost \$112,000 a year.
- The current contractor completes the creation of onsite alternative daily cover (ADC) material for the landfill. Staff is estimating this cover material need at 12,000 CY of material per year to meet CDPHE regulations. This would be a subcontracted item and work 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 cover material. The ponds being created will create usable material for cover thus reducing this first-year need. The opening of the new 4C cell has allowed dirt to be moved from within the cell and just above the cell that can be used for cover. This is a short haul and would allow the City to create its own material. As a last resort, if it was ever needed in an emergency case, 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 fee will be eliminated with the City takeover of the site, 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 handling service for a \$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, it is projected that all \$542,963 will be accounted for in City revenue. This will partially depend on any composting agreements with outside companies.

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 and estimated \$289,750 to \$327,750 depended 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 trend this line item may become a large percentage of expenditures and 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. Staff is also looking for places in town to move the main



recycle operations back into town, but with limited land available currently this is a continuing project.

Existing Equipment

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

Capital Expenditures

Heavy Equipment

The landfill has acquired a dozer, wheeled front-end loader and compactor prior to going live. These machines are expensive both to acquire and to service. Staff acquired these pieces of equipment in the manner noted below.:

- D6 sized Dozer - Caterpillar Lease – Complete.
- 938M sized Front-end Loader - Caterpillar Lease – Complete.
- 772 Bomag sized Compactor – Used Equipment Purchase – Complete.
- Excavator for Composting and CD select material handling or other needs – Used Equipment Purchase – Still being processed.

Heartland had 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. The City has taken Heartland up on this purchase and the machine will be delivery around the 1st of March 2019. It will be inspected and approved or rejected within the first few days of delivery. PECO in Denver is ready with a rental unit if the machine is not acceptable upon delivery.

Servicing equipment also carries a significant cost. Operating conditions in a landfill are extremely hard on machinery. The City is under contract with a Caterpillar service agreement which includes a manufacturer extended warranty coverage for a five-year or 10,000-hour period. Our Fleet Enterprise operation is not equipped to service these types of pieces of equipment 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 than becoming distracted by solving problems posed by non-working equipment. If equipment is down for a duration of time, alternative equipment can be brought in on rental or via the warranty contracts.



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 from the Streets Department.
- Used 325 sized excavator, noted above.

Small Equipment Needs

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

Cash Flow Forecast

The Landfill has expected an operating loss in 2018 and anticipates using additional reserves to procure equipment and meet other start-up capital expenditures in 2019. Beginning in 2020 the facility will cover expenditures and begin to re-build a fund balance. The attached pro-forma provides detail about expected financial performance. Staff believes this forecast to be conservative and we are confident we can deliver the results outlined.

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 will be improved upon over time. The immediate goal is to acquire the correct equipment and hire 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.



South Canyon Landfill

Operating Budget 2018 - 2023



	Projected 2018	Budget 2019	Budget 2020	Budget 2021	Budget 2022	Budget 2023
Revenue						
Municipal Solid Waste	\$1,997,691	\$1,791,300	\$1,836,083	\$1,881,985	\$1,929,034	\$1,977,260
Liquids	\$392,492	\$485,000	\$497,125	\$509,553	\$522,292	\$535,349
Recyclables	\$123,131	\$82,000	\$84,050	\$86,151	\$88,305	\$90,513
Other Income	<u>\$69,707</u>	<u>\$55,850</u>	<u>\$57,246</u>	<u>\$58,677</u>	<u>\$60,144</u>	<u>\$61,648</u>
Total Revenue=>	<u>\$2,583,021</u>	<u>\$2,414,150</u>	<u>\$2,474,504</u>	<u>\$2,536,366</u>	<u>\$2,599,776</u>	<u>\$2,664,770</u>

Expenditures

Personnel	\$345,497	\$750,740	\$769,509	\$788,746	\$808,465	\$828,676
Administrative Operations	\$190,475	\$197,300	\$202,233	\$207,288	\$212,471	\$217,782
Site Operations	\$280,925	\$289,815	\$311,015	\$314,995	\$319,072	\$323,251
Utilities & Insurance	\$54,069	\$169,050	\$173,276	\$177,608	\$182,048	\$186,600
Regulatory and Compliance	\$82,139	\$102,978	\$105,552	\$108,191	\$110,896	\$113,668
Engineering & Contracted Svcs	<u>\$2,524,761</u>	<u>\$1,074,534</u>	<u>\$494,204</u>	<u>\$506,559</u>	<u>\$519,223</u>	<u>\$532,203</u>

* Capital Projects and Purchases \$1,488,500

Total Expenditures=> \$3,477,865 \$4,072,917 \$2,055,788 \$2,103,387 \$2,152,174 \$2,202,181

Net Profit/(Loss)=> (\$894,845) (\$1,658,767) \$418,715 \$432,979 \$447,601 \$462,589

* <u>Item or Project</u>	<u>Purchase Price</u>
D6 Dozer	\$467,300
938M Loader	\$264,125
Water Truck and Tandem	\$190,000
Tandem Retrofit	\$25,000
Insulation Screens	\$15,000
Shop Review and Upgrades	\$75,000
Pumps	\$3,500
Compactor Purchase	\$275,000
Used Excavator	\$125,000
Project 1 - Ponds (6)	\$500,000
Project 2 - Compost Pit	<u>\$280,000</u>
2019 Capital Expenditures=>	<u>\$1,488,500</u>



City Council
STAFF REPORT
City of Glenwood Springs
February 21, 2019

Agenda Item: Board and Commission Appointments for Tourism, Planning and Zoning, Financial Advisory Board

Action Requested: Appointments to board and commissions

Department: City Clerk

Presented By: Catherine Fletcher, City Clerk

Background Info: Some of the boards and commissions have members with expiring terms. Applications have been submitted by potential members.

Issues: None

Staff Recommendation: N/A

This document has been sent on behalf of City of Glenwood Springs by SeamlessDocs.

Form Submission

Financial Advisory Board Application

A new application has been received.

Financial Advisory Board

Name

Charles Willman

Home Address

1121 Bennett

Mailing Address

same

Home Phone

970-379-7820

Work Phone

970-945-8571

Occupation

attorney

Q1

This valuable Board is important to provided advice to the City Council. I would like to continue to serve on this board and think my background in various capacities volunteering with the City is helpful to the Board.

Q2

To continue to provide my knowledge regarding the City and its finances to assist the Board in providing important financial advice to Council.

Q3

To provide background and advice to Council regarding budget, allocation of financial resources and other community input into how best to allocate the City's financial resources.

Q4

My background on the DDA, the FAB and the Transportation Commission and my knowledge of the local community are valuable resources to the FAB.

Q5

I have also spent the time necessary to serve on the various Boards and Commissions to which I have had the pleasure and privilege to serve.

Q6

I would like to continue to serve the City as a member of the FAB for the reasons noted above and to continue my service to help the City.



City of Glenwood Springs
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101 West 8th Street
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Fax: 970-945-5023
Email: Catherine.mythen@cogs.us

PLANNING AND ZONING COMMISSION APPLICATION

(for Powers and Duties, see page 3)

Section 1 – Name and Address

Name Dean Kinkel
Home Address 314 Park Dr Glenwood Springs CO 81601
Mailing Address 314 Park Dr Glenwood Springs CO 81601

Section 2 – Contact Information

Home 719-760-2211 Work 970-384-3218
Fax _____ Mobile 719-760-2211
Email deankinkel@alpinebank.com

Section 3 - Occupation

Occupation Alpine Bank - Vice President, banking officer

Section 4 – Personal and Professional Interests

1. Why are you interested in serving on the Planning and Zoning Commission?

As a member of the Glenwood Springs Community I believe it is my civil duty to be actively involved in the development and planning of Glenwood. It is my intent to live in Glenwood for the rest of my life and I therefore have a huge stake in it's future. The Planning and Zoning Commission is immensely important in directing the progress of Glenwood and I want to help

2. What do you view as your role if selected as a member of the Planning and Zoning Commission?

If selected as a member of the Planning and Zoning Commission my role would be to help determine what would be appropriate/best use of land within the city limits. To determine what might be the best use I will utilize the resources the City provides and get expert opinions on what pros and cons of certain actions might have. My goal would be to help make the decisions that most positively impact the residential and business communities.

3. What experience have you had in the land use approval process?

I have been a loan officer in Glenwood Springs for almost 5 years. In this time I have dealt extensively with real estate acquisitions, both commercial and residential. This experience has given me an opportunity to familiarize myself with the different subdivisions and codes of the City. Furthermore, through my involvement with the Glenwood Springs Chamber Ambassadors I have spoken with many businesses and have an understanding of some of the challenges and successes with commercial property. I believe these experiences will assist me in deciding



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PLANNING AND ZONING COMMISSION APPLICATION

(for Powers and Duties, see page 3)

Section 4 – Personal and Professional Interests (Continued)

4. Do you have any particular areas of interest or a particular perspective relating to land use development in Glenwood Springs?

As a younger member of the community I know that affordable housing is a top priority for many in my age bracket. Affordable housing can also assist in maintaining a strong and talented work force. Additionally, I believe the development of our confluence is a key project both for the tourism industry and the wellness of our community. Lastly, the existing and

5. Can you describe an experience making a decision that made people unhappy?

As a loan officer I on average make at least one person a day unhappy with a decision I've made. While making someone unhappy is never a goal, ultimately making the best decision is the goal regardless if you will win a popularity contest.

6. Can you separate yourself from your personal opinions and represent the City's goals, policies, plans and the Glenwood Springs Municipal Code in an equitable fashion?

Again, being a loan officer has helped train me in this area as well. Frequently I must separate myself from personal opinions and represent the bank and customer to which law and policy designate. I know when making a decision on the P&Z committee I will always represent the

7. The Planning and Zoning Commission members generally attend two meetings a month and can have extensive packet materials to review in preparation for the meetings. Do you have any existing time commitments that will hamper your ability to serve?

Yes. My employer is supportive of this endeavor. Also, my whole life I have balanced multiple clubs, organizations and activities. I have strong time management skills and a strong work ethic. I will get the job done to the best of my abilities.

8. Are you aware of and understand the quasi-judicial function of the Planning and Zoning Commission?

Yes, I understand with setting ordinances and codes that there will be judicial application. My career has helped prepare me to operate in a quasi-judicial fashion.

9. What experience do you have working with people on a board, commission or committee?

As a loan officer I have served on loan committees for many years. I have served on several special committees throughout my banking career such as Security Managers, Leadership Development and Latino Services. Additionally I am currently actively involved in; Roaring Fork Young Professionals, Kiwanis, Big Buddy Program, Glenwood Rec Center Pee Wee Basketball and Little League Baseball Referee/Umpire. I enjoy collaborating with passionate individuals to

Thank you for your interest and time commitment in serving your community

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PLANNING AND ZONING COMMISSION APPLICATION

(for Powers and Duties, see page 3)

POWERS AND DUTIES OF THE PLANNING AND ZONING COMMISSION

(as defined in Title 020 of the Glenwood Springs Municipal Code)

Composition of the Planning and Zoning Commission:

- a. Seven (7) citizens who are residents of the City.

Powers and Duties:

(f) Powers and Duties of Planning and Zoning Commission. The powers and duties of the Planning and Zoning Commission shall be:

- (1) To develop and recommend a master plan subject to the approval of the City Council and its environ in accordance with the provisions of this Code and the laws of the State.
- (2) To recommend to the City Council boundaries of zone districts and regulations to be enforced therein, in accordance with the provisions of this Code and the laws of the State.
- (3) To review proposals relating to subdivision, development and use of land and make decisions or recommendations on such proposals, in accordance with the procedures and provisions set forth in this Code.
- (4) To hear and decide appeals wherein there is a question of interpretation of the zone district map, the master plan or related documents and similar questions as they may arise in the administration of this Code.
- (5) The Planning and Zoning Commission shall have the duty and power to act on appeals with regard to matters arising from enforcement of provisions of Title 070 of this Code, including:
 - a. Review of administrative decisions. To hear and decide appeals where it is alleged there is error in any action, including any order, interpretation, requirement, decision or determination made by an administrative official of the city in the enforcement of Title 070 of this Code.
 - b. Variances. To hear and decide requests for variances from the zoning provisions and sign regulation provisions where there are unique, unnecessary and unreasonable hardships in the way of carrying out the strict letter of said provisions; and to hear and decide requests for variances to allow deviations from restrictions upon the construction and placement of buildings and other structures on site. Examples of such variances include, but are not limited to, modifications of minimum area requirements, building coverage and setback restrictions. Variances from permitted and special review uses in zone district text shall not be considered.
- (6) To perform such other functions as required by the provisions of Title 070.



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PLANNING AND ZONING COMMISSION APPLICATION

(for Powers and Duties, see page 3)

Section 1 – Name and Address

Name Sumner Schachter
Home Address 1204 Blake
Mailing Address PO Box 61. 81603

Section 2 – Contact Information

Home 970 379 20"2 Work _____
Fax _____ Mobile _____
Email Sumnerschachter@gmail.com

Section 3 - Occupation

Occupation Retired financial planner

Section 4 – Personal and Professional Interests

1. Why are you interested in serving on the Planning and Zoning Commission?

Optimization of work with commissioners and staff and on behalf of council and town. And work with new development code.

2. What do you view as your role if selected as a member of the Planning and Zoning Commission?

Continue as commissioner

3. What experience have you had in the land use approval process?

Served P&Z 6 years?8,



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PLANNING AND ZONING COMMISSION APPLICATION

(for Powers and Duties, see page 3)

Section 4 – Personal and Professional Interests (Continued)

4. Do you have any particular areas of interest or a particular perspective relating to land use development in Glenwood Springs?

No

5. Can you describe an experience making a decision that made people unhappy?

Various p and z decisions, refereeing, coaching, school board...running a business,

6. Can you separate yourself from your personal opinions and represent the City's goals, policies, plans and the Glenwood Springs Municipal Code in an equitable fashion?

Yes

7. The Planning and Zoning Commission members generally attend two meetings a month and can have extensive packet materials to review in preparation for the meetings. Do you have any existing time commitments that will hamper your ability to serve?

No

8. Are you aware of and understand the quasi-judicial function of the Planning and Zoning Commission?

Yes

9. What experience do you have working with people on a board, commission or committee?

P&Z, Re-1 school board. Various foundation boards, accountability and finance committees,

Thank you for your interest and time commitment in serving your community

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PLANNING AND ZONING COMMISSION APPLICATION

(for Powers and Duties, see page 3)

POWERS AND DUTIES OF THE PLANNING AND ZONING COMMISSION

(as defined in Title 020 of the Glenwood Springs Municipal Code)

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- (6) To perform such other functions as required by the provisions of Title 070.



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PLANNING AND ZONING COMMISSION APPLICATION

(for Powers and Duties, see page 3)

Section 1 – Name and Address

Name Ingrid Wussow
Home Address 600 Greenway Drive, Glenwood Springs
Mailing Address 600 Greenway Drive, Glenwood Springs

Section 2 – Contact Information

Home 970.404.5105 Work 970.928.9000
Fax Mobile 970.404.5105
Email ingridwussow@gmail.com

Section 3 - Occupation

Occupation Realtor and Mediator

Section 4 – Personal and Professional Interests

1. Why are you interested in serving on the Planning and Zoning Commission?

I truly enjoy understanding the land use process and watching how our code is executed. The current Commission is a diverse group of individuals with a myriad of backgrounds who all bring such great energy to the commission, I hope to continue working with this group.

2. What do you view as your role if selected as a member of the Planning and Zoning Commission?

My strongest asset to the commission is as a solid listener who "seeks first to understand, then to be understood". I enjoy hearing all the perspectives, from staff, the applicants, the community and lastly the commission. Once I have a clear understanding of the application/agenda item, I believe I am level-headed, applying common sense and a commitment to upholding the city's code and comprehensive plan.

3. What experience have you had in the land use approval process?

I have now served on the Planning and Zoning Commission for the past 3+ years, I have thoroughly enjoyed learning the land use process and hope to continue learning more in the coming years. In past years, my husband and I navigated the GWS HPOZ process while building our home in 2015/16. I've also been a licensed real estate broker since 2005 and have taken as many continuing education classes on land use as possible, including a Land Use Law class in November of 2019.



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PLANNING AND ZONING COMMISSION APPLICATION

(for Powers and Duties, see page 3)

Section 4 – Personal and Professional Interests (Continued)

4. Do you have any particular areas of interest or a particular perspective relating to land use development in Glenwood Springs?

I believe in a systemic approach to land use which supports, incorporates and understands the needs of all demographics within a community. I believe this type of approach keeps a community strong, dynamic and sustainable. I strongly believe in an active dialogue about employee housing, affordable housing, housing for aging community members and ..

5. Can you describe an experience making a decision that made people unhappy?

In my profession there are daily experiences in disappointing people, however I have found that if you make a decision on a subject that disappoints people, but do so with respect and a solid explanation on the "why" you may still have unhappy people but they are less likely to be angry about it. Respect is reciprocal.

6. Can you separate yourself from your personal opinions and represent the City's goals, policies, plans and the Glenwood Springs Municipal Code in an equitable fashion?

In my three years on the commission, I have found this to be very easy to do.

7. The Planning and Zoning Commission members generally attend two meetings a month and can have extensive packet materials to review in preparation for the meetings. Do you have any existing time commitments that will hamper your ability to serve?

I am available to meet the time commitments of the Commission.

8. Are you aware of and understand the quasi-judicial function of the Planning and Zoning Commission?

Yes, from my past experience on the Commission.

9. What experience do you have working with people on a board, commission or committee?

I was the PTA President at our kid's school in Bozeman, MT. I've run the Realtor Scholarship Committee, which solicits monies to give to deserving high school seniors in the Roaring Fork Valley. I'm currently the Secretary/Treasurer of our HOA. I was a volunteer mediator at the court house for four years.

Thank you for your interest and time commitment in serving your community

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PLANNING AND ZONING COMMISSION APPLICATION

(for Powers and Duties, see page 3)

POWERS AND DUTIES OF THE PLANNING AND ZONING COMMISSION

(as defined in Title 020 of the Glenwood Springs Municipal Code)

Composition of the Planning and Zoning Commission:

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Powers and Duties:

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PLANNING AND ZONING COMMISSION APPLICATION

(for Powers and Duties, see page 3)

Section 1 – Name and Address

Name Carolyn Cipperly
Home Address 1010 Blake Ave, Glenwood Springs
Mailing Address 1010 Blake Ave, Glenwood Springs

Section 2 – Contact Information

Home _____ Work _____
Fax _____ Mobile 970-948-1937
Email _____

Section 3 - Occupation

Occupation Architectural Designer

Section 4 – Personal and Professional Interests

1. Why are you interested in serving on the Planning and Zoning Commission?

I care how Glenwood's future growth is managed, and am concerned about affordable housing and access to public transportation. Our growing Commercial sector needs to blend in with the existing City fabric

2. What do you view as your role if selected as a member of the Planning and Zoning Commission?

I would help homeowners and developers decipher our codes, listen to claims of hardship and make balanced judgement on the relevant items with the City's best interest at heart

3. What experience have you had in the land use approval process?

Working in Aspen I have attended many Land Use hearings, filed many applications, including Stream Margin Review and implemented the Zoning Officers' requests



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PLANNING AND ZONING COMMISSION APPLICATION

(for Powers and Duties, see page 3)

Section 4 – Personal and Professional Interests (Continued)

4. Do you have any particular areas of interest or a particular perspective relating to land use development in Glenwood Springs?

Historical buildings and Affordable Housing / ADUs

5. Can you describe an experience making a decision that made people unhappy?

Often Contractors would build components not in accordance with my Plans, and I would have to instruct them to remove the work, at their cost, and replace it according to plan and meeting applicable codes

6. Can you separate yourself from your personal opinions and represent the City's goals, policies, plans and the Glenwood Springs Municipal Code in an equitable fashion?

I can keep my personal opinions separate from discussions based on the City's approved documents and their merits

7. The Planning and Zoning Commission members generally attend two meetings a month and can have extensive packet materials to review in preparation for the meetings. Do you have any existing time commitments that will hamper your ability to serve?

Not typically, though I might expect to miss a couple meetings per year if on vacation

8. Are you aware of and understand the quasi-judicial function of the Planning and Zoning Commission?

Yes and yes

9. What experience do you have working with people on a board, commission or committee?

I've served on the boards of two non-profit radio stations. I am usually the one presenting my case to various Community Development Boards and Commissions, such as Historic Preservation Commission, Zoning Board of Appeals and Design Review Boards. My career in Architecture causes me to work with consultants and clients in a substantially committee-like relationship.

Thank you for your interest and time commitment in serving your community

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PLANNING AND ZONING COMMISSION APPLICATION

(for Powers and Duties, see page 3)

POWERS AND DUTIES OF THE PLANNING AND ZONING COMMISSION

(as defined in Title 020 of the Glenwood Springs Municipal Code)

Composition of the Planning and Zoning Commission:

- a. Seven (7) citizens who are residents of the City.

Powers and Duties:

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- (5) The Planning and Zoning Commission shall have the duty and power to act on appeals with regard to matters arising from enforcement of provisions of Title 070 of this Code, including:
 - a. Review of administrative decisions. To hear and decide appeals where it is alleged there is error in any action, including any order, interpretation, requirement, decision or determination made by an administrative official of the city in the enforcement of Title 070 of this Code.
 - b. Variances. To hear and decide requests for variances from the zoning provisions and sign regulation provisions where there are unique, unnecessary and unreasonable hardships in the way of carrying out the strict letter of said provisions; and to hear and decide requests for variances to allow deviations from restrictions upon the construction and placement of buildings and other structures on site. Examples of such variances include, but are not limited to, modifications of minimum area requirements, building coverage and setback restrictions. Variances from permitted and special review uses in zone district text shall not be considered.
- (6) To perform such other functions as required by the provisions of Title 070.



City of Glenwood Springs
Office of the City Clerk
101 West 8th Street
Glenwood Springs, CO 81601
Fax: 970-945-5023
Email: catherine.mythen@cogs.us

TOURISM PROMOTION BOARD APPLICATION

(for Powers and Duties, see page 4)

Section 1 - Name and Address

Name Scott Dyer
Home Address 62 Kit Carson Peak Ct, New Castle Co, 81647
Mailing Address PO Box 769, New Castle CO 81647

Section 2 - Contact Information

Home 970-984-3263 Work 970-945-8535
Fax 970-384-5190 Mobile 321-624-2649
Email sdyer@glenwoodspringsantlers.com

Section 3 - Occupation

Occupation Hotel General Manager

Section 4 - Membership Qualifications

MEMBERSHIP QUALIFICATION	Check Here
A. Two (2) representatives from tourism-related businesses located within the City	☐
B. Two (2) representatives from lodging businesses located within the City.	☒
C. One (1) representative from restaurant businesses located within the City.	☐
D. One (1) representative from the Chamber Resort Assoc.	☐
E. Two (2) citizens who are a resident of the City with no direct or indirect financial interest in a business referenced in (A), (B) or (C) above; or	☐
F. One (1) resident having a financial interest in a business referenced in (A), (B) or (C) above.	☐

You must qualify as one of the above to serve on the Tourism Promotion Board. Please check the box next to the one that applies to you, and explain here how you are qualified:

I have been the General Manager at the Best Western Antlers for the past 2 1/2 years and Asst General manager of the Hotel Colorado for 6 years prior to that.



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TOURISM PROMOTION BOARD APPLICATION

(for Powers and Duties, see page 4)

Section 5 - Personal and Professional Interests

1. Why are you interested in serving on the Tourism Advisory Board?

I am an existing member of the board for the last 2 years, My appointment is up in February and I am reapplying to server for a second term. Having worked in the Hospitality/Tourism industry at the Hotel Colorado as Assistant General Manager / Controller for 6 years and as General Manager at the Best Western Antlers for the last 2 1/2 years and I feel that my experience and skill set would be a benefit to the board in advising the city council on matters concerning promoting and marketing tourism for Glenwood Springs

2. What do you view as your role if selected as a member of the Tourism Advisory Board?

I would see my role if selected as a member of the board for a second term to continue to objectively advise the city council on matters relating to the travel and tourism industry in Glenwood Springs

3. Do you have marketing, advertising or public relations experience or skills?

As part of my business life in both the Hotel industry and prior to that owning my own software company I have been involved extensively in the Marketing/Advertising efforts for the companies I have represented.

4. Do you have tourism industry experience or skills?

I have over 17 years of hotel experience ranging from full service properties,(which include both rooms and Food & beverage) to limited service properties (only have rooms, no Food & Beverage).

5. Can you describe an experience making a decision based on public opinion ?

I have been on the board of two different Homeowners Association's and had to make decisions based on the opinions of the homeowners, basing my decision on the best opinion that met the guidelines of the association.



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TOURISM PROMOTION BOARD APPLICATION

(for Powers and Duties, see page 4)

Section 5 - Personal and Professional Interests (continued)

6. Can you separate yourself from your personal opinions and represent the City's goals, policies, plans and the Glenwood Springs Municipal Code in an equitable fashion?

Yes, I feel i have the ability to separate my personal feelings/opinions and advising the Council in making fair and equitable decisions.

7. Do you have any existing time commitments that will hamper your ability to serve?

None at all

8. What experience do you have working with people on a board, commission or committee?

As stated above I have been a member of the Tourism Promotion Board for the last 2 years as well I previously owned a company that provided software to the Hospitality industry and worked with both the Board of my company and with numerous boards and committees in the city/states that we sold our product to to ensure our product complied with their policies and regulations.

Thank you for your interest and time commitment in serving your community

Please complete and submit this application online or
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Fax to: 970-945-5023;
Email: catherine.mythen@cogs.us



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TOURISM PROMOTION BOARD APPLICATION

(for Powers and Duties, see page 4)

Powers and Duties of the Tourism Promotion Board (GSMC 020.020.030[M]):

(m) Tourism Promotion Board. The powers and duties of the Tourism Promotion Board shall be:

(1) To investigate, study and report to the City Council:

- a. All matters concerning tourism marketing and promotion that pertain to the benefit of Glenwood Springs and the area within the 81601 postal zip code, and
- b. Other matters concerning the subject of tourism marketing and promotion which may be pertinent to the benefit of the City and the area within the 81601 postal zip code.

(2) To coordinate with City Staff, Community Organizations, Community Businesses, and other Boards and commissions, when applicable to efficiently market and promote tourism to the benefit of Glenwood Springs and the area within the 81601 postal zip code.

(3) To, at its discretion, and in addition to initiatives that directly market and promote features and attractions within the City and the area within the 81601 postal zip code, market and promote the geographical proximity of Glenwood Springs to other features and attractions outside of the 81601 postal zip code in ways that could reasonably be expected to benefit the City.

(4) To establish rules of procedure and order for the Board to follow.

(5) To review tourism marketing plans; to set tourism marketing goals, to determine the methods to accomplish and measure success in accomplishing those goals; to determine the appropriate staff and marketing contractor(s)/vendor(s) resources needed; to recommend to the City Council an annual tourism marketing budget; to recommend, to the City Council, award of contract(s) for the best candidate for contract staff and marketing contractor(s)/vendor(s), deemed necessary, based upon an approved Request for Proposal, Request for Qualification or other process; and to provide oversight of performance of contract staff and marketing vendor(s)/contractor(s) contract terms to ensure the efficient and effective implementation of the marketing goals and to report problems with performance to City Council.

(6) To meet with the City Council on an annual basis, or as often as requested by the City Council, to identify marketing priorities of the City.

(7) To complete all other duties as may be directed by City Council.



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TOURISM PROMOTION BOARD APPLICATION

(for Powers and Duties, see page 4)

Section 1 - Name and Address

Name Kristina Clary
Home Address 1018 Colorado Ave., Glenwood Springs CO 81601
Mailing Address _____

Section 2 - Contact Information

Home _____ Work 970-945-9059
Fax _____ Mobile 302-344-9062
Email krissy@coranchhouse.com

Section 3 - Occupation

Occupation Owner- CO Ranch House

Section 4 - Membership Qualifications

MEMBERSHIP QUALIFICATION	Check Here
A. Two (2) representatives from tourism-related businesses located within the City	☐
B. Two (2) representatives from lodging businesses located within the City.	☐
C. One (1) representative from restaurant businesses located within the City.	☒
D. One (1) representative from the Chamber Resort Assoc.	☐
E. Two (2) citizens who are a resident of the City with no direct or indirect financial interest in a business referenced in (A), (B) or (C) above; or	☐
F. One (1) resident having a financial interest in a business referenced in (A), (B) or (C) above.	☐

You must qualify as one of the above to serve on the Tourism Promotion Board. Please check the box next to the one that applies to you, and explain here how you are qualified:

Owner-Co Ranch House



City of Glenwood Springs

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Email: catherine.mythen@cogs.us

**TOURISM PROMOTION BOARD
APPLICATION**

(for Powers and Duties, see page 4)

Section 5 - Personal and Professional Interests

1. Why are you interested in serving on the Tourism Advisory Board?

I have enjoyed myself immensely serving the community for the past 3 years. The Tourism Board has worked well together, and I am proud of what we have been able to accomplish as a Board.

2. What do you view as your role if selected as a member of the Tourism Advisory Board?

I am currently the Vice Chair of the Board and would love to continue in that capacity.

3. Do you have marketing, advertising or public relations experience or skills?

I have previous experience with a PR/Event Planning firm on the East Coast in addition to personally marketing various restaurants that I have owned/managed.

4. Do you have tourism industry experience or skills?

I have worked in resorts on the East Coast as well as multiple mountain ski resorts. In addition to owning the Co Ranch House, my time with ASC and CBMR broadened my skill set, exposing me to national and international markets

5. Can you describe an experience making a decision based on public opinion ?

I make decisions on a daily basis running my restaurant that are based on public opinion. If the public did not agree with decisions being made I would no longer be in business.



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TOURISM PROMOTION BOARD APPLICATION

(for Powers and Duties, see page 4)

Section 5 - Personal and Professional Interests (continued)

6. Can you separate yourself from your personal opinions and represent the City's goals, policies, plans and the Glenwood Springs Municipal Code in an equitable fashion?

I believe my record on the Tourism Board attests to the fact that I can make decisions based on the common good of the community and not self serving.

7. Do you have any existing time commitments that will hamper your ability to serve?

A pesky restaurant gets in the way sometimes, but the Board is always a priority. I did have some absences in 2018 for which I apologize. My mom was ill and passed away. I spent considerable time traveling back and forth.

8. What experience do you have working with people on a board, commission or committee?

I served on multiple committees at ASC and CMBR and of course my time with the Tourism Board.

Thank you for your interest and time commitment in serving your community

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TOURISM PROMOTION BOARD APPLICATION

(for Powers and Duties, see page 4)

Powers and Duties of the Tourism Promotion Board (GSMC 020.020.030[M]):

(m) Tourism Promotion Board. The powers and duties of the Tourism Promotion Board shall be:

(1) To investigate, study and report to the City Council:

- a. All matters concerning tourism marketing and promotion that pertain to the benefit of Glenwood Springs and the area within the 81601 postal zip code, and
- b. Other matters concerning the subject of tourism marketing and promotion which may be pertinent to the benefit of the City and the area within the 81601 postal zip code.

(2) To coordinate with City Staff, Community Organizations, Community Businesses, and other Boards and commissions, when applicable to efficiently market and promote tourism to the benefit of Glenwood Springs and the area within the 81601 postal zip code.

(3) To, at its discretion, and in addition to initiatives that directly market and promote features and attractions within the City and the area within the 81601 postal zip code, market and promote the geographical proximity of Glenwood Springs to other features and attractions outside of the 81601 postal zip code in ways that could reasonably be expected to benefit the City.

(4) To establish rules of procedure and order for the Board to follow.

(5) To review tourism marketing plans; to set tourism marketing goals, to determine the methods to accomplish and measure success in accomplishing those goals; to determine the appropriate staff and marketing contractor(s)/vendor(s) resources needed; to recommend to the City Council an annual tourism marketing budget; to recommend, to the City Council, award of contract(s) for the best candidate for contract staff and marketing contractor(s)/vendor(s), deemed necessary, based upon an approved Request for Proposal, Request for Qualification or other process; and to provide oversight of performance of contract staff and marketing vendor(s)/contractor(s) contract terms to ensure the efficient and effective implementation of the marketing goals and to report problems with performance to City Council.

(6) To meet with the City Council on an annual basis, or as often as requested by the City Council, to identify marketing priorities of the City.

(7) To complete all other duties as may be directed by City Council.



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TOURISM PROMOTION BOARD APPLICATION

(for Powers and Duties, see page 4)

Section 1 - Name and Address

Name Sharon Brady
Home Address 716 Lincoln Avenue, Glenwood Springs, CO 81601
Mailing Address same

Section 2 - Contact Information

Home _____ Work 970.945.1470
Fax _____ Mobile 970.404.7722
Email bradyduo@gmail.com

Section 3 - Occupation

Occupation Co-Owner of Cooper Wine & Spirits

Section 4 - Membership Qualifications

MEMBERSHIP QUALIFICATION	Check Here
A. Two (2) representatives from tourism-related businesses located within the City	☐
B. Two (2) representatives from lodging businesses located within the City.	☐
C. One (1) representative from restaurant businesses located within the City.	☐
D. One (1) representative from the Chamber Resort Assoc.	☐
E. Two (2) citizens who are a resident of the City with no direct or indirect financial interest in a business referenced in (A), (B) or (C) above; or	☐
F. One (1) resident having a financial interest in a business referenced in (A), (B) or (C) above.	☒

You must qualify as one of the above to serve on the Tourism Promotion Board. Please check the box next to the one that applies to you, and explain here how you are qualified:

My husband and I own Cooper Wine & Spirits, located in Downtown Glenwood Springs. We also live in the Downtown Core.



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TOURISM PROMOTION BOARD

APPLICATION

(for Powers and Duties, see page 4)

Section 5 - Personal and Professional Interests

1. Why are you interested in serving on the Tourism Advisory Board?

Our town is a remarkable community that provides amazing amenities not only to the fortunate locals who call Glenwood "home," but also shares its bounty with millions of visitors who choose to spend their time and money here. Continuing to promote Glenwood to potential tourists with a branded, exciting, clear, concise message will encourage a steady stream of new and returning visitors...and each visitor has the power to share their experiences verbally and via social media, serving as witnesses spreading the word that Glenwood Springs is a remarkable destination for people of all ages.

2. What do you view as your role if selected as a member of the Tourism Advisory Board?

I can provide support to board and staff regarding branding, promoting Tourism message through targeted avenues, and help develop effective marketing strategies. Happy to represent TAB at meetings outside of the required board meetings if needed.

3. Do you have marketing, advertising or public relations experience or skills?

Yes. My major in college was marketing. During the latter part of the Reagan administration and the first part of the Bush administration I worked at the White House and was a staffer in the Public Affairs office of the Office of Management and Budget disseminating information to media and editing speeches for Cabinet officials.

4. Do you have tourism industry experience or skills?

Yes. Please see above.

5. Can you describe an experience making a decision based on public opinion ?

Recently, the City changed the public parking on Cooper Avenue where we conduct our business. We immediately saw this was going to be a problem and decided to start a petition in our store asking our customers to make comment on their experiences as they parked to visit stores on Cooper, 8th and 7th. In addition, we asked our area business partners to share what they were experiencing regarding number of customers and sales volume. The conclusion was our customers were upset and frustrated with even less opportunity for parking. In addition, businesses were losing customers and sales were dropping. My husband and I gathered our business neighbors and spoke to our City Council Members. Council agreed to hold a public hearing on the parking issue. The City Manager and staff then came back to the



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TOURISM PROMOTION BOARD APPLICATION

(for Powers and Duties, see page 4)

Section 5 - Personal and Professional Interests (continued)

6. Can you separate yourself from your personal opinions and represent the City's goals, policies, plans and the Glenwood Springs Municipal Code in an equitable fashion?

Yes,

7. Do you have any existing time commitments that will hamper your ability to serve?

No.

8. What experience do you have working with people on a board, commission or committee?

For five years I ran Junior Achievement of the Roaring Fork Valley and led a board of 8-10 business leaders. The last three years I have served on City of Glenwood Springs' VALE Board and currently serve on Andy Zanka Youth Empowerment Board.

Thank you for your interest and time commitment in serving your community

Please complete and submit this application online or
Mail to: City Clerk, 101 West 8th Street, Glenwood Springs, CO 81601;
Fax to: 970-945-5023;
Email: catherine.mythen@cogs.us



City of Glenwood Springs

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**TOURISM PROMOTION BOARD
APPLICATION**

(for Powers and Duties, see page 4)

Powers and Duties of the Tourism Promotion Board (GSMC 020.020.030[M]):

(m) Tourism Promotion Board. The powers and duties of the Tourism Promotion Board shall be:

(1) To investigate, study and report to the City Council:

- a. All matters concerning tourism marketing and promotion that pertain to the benefit of Glenwood Springs and the area within the 81601 postal zip code, and
- b. Other matters concerning the subject of tourism marketing and promotion which may be pertinent to the benefit of the City and the area within the 81601 postal zip code.

(2) To coordinate with City Staff, Community Organizations, Community Businesses, and other Boards and commissions, when applicable to efficiently market and promote tourism to the benefit of Glenwood Springs and the area within the 81601 postal zip code.

(3) To, at its discretion, and in addition to initiatives that directly market and promote features and attractions within the City and the area within the 81601 postal zip code, market and promote the geographical proximity of Glenwood Springs to other features and attractions outside of the 81601 postal zip code in ways that could reasonably be expected to benefit the City.

(4) To establish rules of procedure and order for the Board to follow.

(5) To review tourism marketing plans; to set tourism marketing goals, to determine the methods to accomplish and measure success in accomplishing those goals; to determine the appropriate staff and marketing contractor(s)/vendor(s) resources needed; to recommend to the City Council an annual tourism marketing budget; to recommend, to the City Council, award of contract(s) for the best candidate for contract staff and marketing contractor(s)/vendor(s), deemed necessary, based upon an approved Request for Proposal, Request for Qualification or other process; and to provide oversight of performance of contract staff and marketing vendor(s)/contractor(s) contract terms to ensure the efficient and effective implementation of the marketing goals and to report problems with performance to City Council.

(6) To meet with the City Council on an annual basis, or as often as requested by the City Council, to identify marketing priorities of the City.

(7) To complete all other duties as may be directed by City Council.



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TOURISM PROMOTION BOARD APPLICATION

(for Powers and Duties, see page 4)

Section 1 - Name and Address

Name Suzanne Stewart
Home Address 343 Sunny Acres Road
Mailing Address 343 Sunny Acres Road

Section 2 - Contact Information

Home 970.945.6493 Work _____
Fax _____ Mobile 970.456.2193
Email stewart.suzanne@comcast.net

Section 3 - Occupation

Occupation Retired

Section 4 - Membership Qualifications

MEMBERSHIP QUALIFICATION	Check Here
A. Two (2) representatives from tourism-related businesses located within the City	☐
B. Two (2) representatives from lodging businesses located within the City.	☒
C. One (1) representative from restaurant businesses located within the City.	☐
D. One (1) representative from the Chamber Resort Assoc.	☐
E. Two (2) citizens who are a resident of the City with no direct or indirect financial interest in a business referenced in (A), (B) or (C) above; or	☐
F. One (1) resident having a financial interest in a business referenced in (A), (B) or (C) above.	☒

You must qualify as one of the above to serve on the Tourism Promotion Board. Please check the box next to the one that applies to you, and explain here how you are qualified:

Year around resident. Retired so I have time to volunteer. I am a shareholder and a board member of the Hot Springs Pool.



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TOURISM PROMOTION BOARD

APPLICATION

(for Powers and Duties, see page 4)

Section 5 - Personal and Professional Interests

1. Why are you interested in serving on the Tourism Advisory Board?

I would like to continue my involvement with the board - as a resident and native of GS I am committed to ensuring we remain a vital business community.

Frankly, I am proud to be a board member because I feel the TPB is the healthiest and most responsible city board or commission...perhaps a bit braggadocious but certainly one of the healthiest and most responsible.

2. What do you view as your role if selected as a member of the Tourism Advisory Board?

Listen, understand, make informed decisions, express opinions

3. Do you have marketing, advertising or public relations experience or skills?

I am retired now, however, my entire career of 45 years was related to marketing and business development for engineering, environmental and construction firms.

4. Do you have tourism industry experience or skills?

I have sat on the board since 2015 which has given me great insight into GS tourism issues, concerns, strengths and weaknesses. Customer satisfaction is the #1 topic not only for our tourism industry but it was also the #1 topic in dealing with clients in my business experience.

5. Can you describe an experience making a decision based on public opinion ?

I participated in The Disruption Exercises, conducted by the TPB, which engaged members of the community/public and subsequently resulted in the Land of Water/Water theme, logo and brand for the city.

I also served on a number of GAB planning committees involving stakeholders and the public in decision making regarding alignment, aesthetics, etc. these meetings utilized a number of different processes for engaging the public and reaching decisions.



City of Glenwood Springs

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TOURISM PROMOTION BOARD

APPLICATION

(for Powers and Duties, see page 4)

Section 5 - Personal and Professional Interests (continued)

6. Can you separate yourself from your personal opinions and represent the City's goals, policies, plans and the Glenwood Springs Municipal Code in an equitable fashion?

Yes

7. Do you have any existing time commitments that will hamper your ability to serve?

No

8. What experience do you have working with people on a board, commission or committee?

In addition to the GAB experience...
Served on Transportation Commission for 2-4 years.
Served on Tourism Promotion Board for 4 years.
Served on the VVH Foundation Board for 4 years and served as a chairman for the Business Partners.
Served on the chamber board for 6 or so years.
Serve on the Glenwood Hot Springs board.
Serve on the Community on the Move.

Thank you for your interest and time commitment in serving your community

Please complete and submit this application online or
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**TOURISM PROMOTION BOARD
APPLICATION**

(for Powers and Duties, see page 4)

Powers and Duties of the Tourism Promotion Board (GSMC 020.020.030[M]):

(m) Tourism Promotion Board. The powers and duties of the Tourism Promotion Board shall be:

(1) To investigate, study and report to the City Council:

- a. All matters concerning tourism marketing and promotion that pertain to the benefit of Glenwood Springs and the area within the 81601 postal zip code, and
- b. Other matters concerning the subject of tourism marketing and promotion which may be pertinent to the benefit of the City and the area within the 81601 postal zip code.

(2) To coordinate with City Staff, Community Organizations, Community Businesses, and other Boards and commissions, when applicable to efficiently market and promote tourism to the benefit of Glenwood Springs and the area within the 81601 postal zip code.

(3) To, at its discretion, and in addition to initiatives that directly market and promote features and attractions within the City and the area within the 81601 postal zip code, market and promote the geographical proximity of Glenwood Springs to other features and attractions outside of the 81601 postal zip code in ways that could reasonably be expected to benefit the City.

(4) To establish rules of procedure and order for the Board to follow.

(5) To review tourism marketing plans; to set tourism marketing goals, to determine the methods to accomplish and measure success in accomplishing those goals; to determine the appropriate staff and marketing contractor(s)/vendor(s) resources needed; to recommend to the City Council an annual tourism marketing budget; to recommend, to the City Council, award of contract(s) for the best candidate for contract staff and marketing contractor(s)/vendor(s), deemed necessary, based upon an approved Request for Proposal, Request for Qualification or other process; and to provide oversight of performance of contract staff and marketing vendor(s)/contractor(s) contract terms to ensure the efficient and effective implementation of the marketing goals and to report problems with performance to City Council.

(6) To meet with the City Council on an annual basis, or as often as requested by the City Council, to identify marketing priorities of the City.

(7) To complete all other duties as may be directed by City Council.

**City of Glenwood Springs**

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TOURISM PROMOTION BOARD**APPLICATION**

(for Powers and Duties, see page 4)

Section 1 - Name and Address

Name Natalie Kellum
Home Address 3229 Hager Lane Glenwood Springs, CO 81601
Mailing Address same

Section 2 - Contact Information

Home 423-202-5842 Work _____
Fax _____ Mobile _____
Email nataliekellum@gmail.com

Section 3 - Occupation

Occupation administrator for Dr. Corey Johnson

Section 4 - Membership Qualifications

MEMBERSHIP QUALIFICATION	Check Here
A. Two (2) representatives from tourism-related businesses located within the City	☐
B. Two (2) representatives from lodging businesses located within the City.	☐
C. One (1) representative from restaurant businesses located within the City.	☐
D. One (1) representative from the Chamber Resort Assoc.	☐
E. Two (2) citizens who are a resident of the City with no direct or indirect financial interest in a business referenced in (A), (B) or (C) above; or	☒
F. One (1) resident having a financial interest in a business referenced in (A), (B) or (C) above.	☐

You must qualify as one of the above to serve on the Tourism Promotion Board. Please check the box next to the one that applies to you, and explain here how you are qualified:

I live and work in the City of Glenwood Springs, and would like to see the town continue to flourish as a tourist destination. I do hold a permit and business license for a short term rental in my primary residence, but I have never used the permit to date, and sincerely do not believe this would effect my ability to serve on this board.



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101 West 8th Street

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Email: catherine.mythen@cogs.us

TOURISM PROMOTION BOARD

APPLICATION

(for Powers and Duties, see page 4)

Section 5 - Personal and Professional Interests

1. Why are you interested in serving on the Tourism Advisory Board?

I would like to participate in my community in a positive way. I see so much potential in our city in the tourism capacity, and I want to see responsible growth. There is a lot to be proud of in the past, and a lot to be excited about in the future of Glenwood Springs.

2. What do you view as your role if selected as a member of the Tourism Advisory Board?

Representing a community that I love and serving to advocate for responsible growth in the tourism area. I feel that these boards serve to hear, represent and organize the voices of the members of our community.

3. Do you have marketing, advertising or public relations experience or skills?

My degree is Communication, with an emphasis in Public Relations. I am a creative thinker and have traveled to many desirable locations. I would like to see Glenwood continue with positive growth in the tourism arena. I believe that the outdoor recreational opportunities here are inspiring and can be capitalized on, without losing our small town charm.

4. Do you have tourism industry experience or skills?

I have worked for several resorts including the Aspen Skiing Company, the Maroon Creek Club, Nantahala Outdoor Company and Camp Ocoee. All of these resorts centered around outdoor recreation. I am a very active outdoor recreationalist and believe that Glenwood Springs is an ideal location for the activities that I love.

5. Can you describe an experience making a decision based on public opinion?



City of Glenwood Springs

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101 West 8th Street
Glenwood Springs, CO 81601
Fax: 970-945-5023
Email: catherine.mythen@cogs.us

TOURISM PROMOTION BOARD

APPLICATION

(for Powers and Duties, see page 4)

Section 5 - Personal and Professional Interests (continued)

6. Can you separate yourself from your personal opinions and represent the City's goals, policies, plans and the Glenwood Springs Municipal Code in an equitable fashion?

Sincerely YES

7. Do you have any existing time commitments that will hamper your ability to serve?

I am a mother, and work 4 days a week, but I have checked the schedule and believe that I can be available for the boards needs.

8. What experience do you have working with people on a board, commission or committee?

I have served on my homeowners association and was captain of the sports team I participated in during college. I take pride in participating on any board or job that I serve. I understand the rules of order and take pride in my ability to communicate and find common ground.

Thank you for your interest and time commitment in serving your community

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TOURISM PROMOTION BOARD APPLICATION

(for Powers and Duties, see page 4)

Powers and Duties of the Tourism Promotion Board (GSMC 020.020.030[M]):

(m) Tourism Promotion Board. The powers and duties of the Tourism Promotion Board shall be:

(1) To investigate, study and report to the City Council:

- a. All matters concerning tourism marketing and promotion that pertain to the benefit of Glenwood Springs and the area within the 81601 postal zip code, and
- b. Other matters concerning the subject of tourism marketing and promotion which may be pertinent to the benefit of the City and the area within the 81601 postal zip code.

(2) To coordinate with City Staff, Community Organizations, Community Businesses, and other Boards and commissions, when applicable to efficiently market and promote tourism to the benefit of Glenwood Springs and the area within the 81601 postal zip code.

(3) To, at its discretion, and in addition to initiatives that directly market and promote features and attractions within the City and the area within the 81601 postal zip code, market and promote the geographical proximity of Glenwood Springs to other features and attractions outside of the 81601 postal zip code in ways that could reasonably be expected to benefit the City.

(4) To establish rules of procedure and order for the Board to follow.

(5) To review tourism marketing plans; to set tourism marketing goals, to determine the methods to accomplish and measure success in accomplishing those goals; to determine the appropriate staff and marketing contractor(s)/vendor(s) resources needed; to recommend to the City Council an annual tourism marketing budget; to recommend, to the City Council, award of contract(s) for the best candidate for contract staff and marketing contractor(s)/vendor(s), deemed necessary, based upon an approved Request for Proposal, Request for Qualification or other process; and to provide oversight of performance of contract staff and marketing vendor(s)/contractor(s) contract terms to ensure the efficient and effective implementation of the marketing goals and to report problems with performance to City Council.

(6) To meet with the City Council on an annual basis, or as often as requested by the City Council, to identify marketing priorities of the City.

(7) To complete all other duties as may be directed by City Council.



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TOURISM PROMOTION BOARD APPLICATION

(for Powers and Duties, see page 4)

Section 1 - Name and Address

Name Gregg Lemkau
Home Address 580 Mel Rey Road, Glenwood Springs, CO 81601
Mailing Address 580 Mel Rey Road, Glenwood Springs, CO 81601

Section 2 - Contact Information

Home No Land Line Work 6302870275
Fax N/A Mobile 6302870275
Email glemkau@hotmail.com

Section 3 - Occupation

Occupation Attorney/Entrepreneur (Spirits Importing). Not sure what the future holds.

Section 4 - Membership Qualifications

MEMBERSHIP QUALIFICATION	Check Here
A. Two (2) representatives from tourism-related businesses located within the City	☐
B. Two (2) representatives from lodging businesses located within the City.	☐
C. One (1) representative from restaurant businesses located within the City.	☐
D. One (1) representative from the Chamber Resort Assoc.	☐
E. Two (2) citizens who are a resident of the City with no direct or indirect financial interest in a business referenced in (A), (B) or (C) above; or	☒
F. One (1) resident having a financial interest in a business referenced in (A), (B) or (C) above.	☐

You must qualify as one of the above to serve on the Tourism Promotion Board. Please check the box next to the one that applies to you, and explain here how you are qualified:

I reside within Glenwood Springs (West Glenwood) and, although I have an interest in owning a local business someday, currently do not have any such involvement.



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TOURISM PROMOTION BOARD

APPLICATION

(for Powers and Duties, see page 4)

Section 5 - Personal and Professional Interests

1. Why are you interested in serving on the Tourism Advisory Board?

My wife and I traveled to CO as tourists in college and both attended grad school in CO before returning to IL. We moved to Glenwood Springs 3.5 years ago after realizing such a move after so long was never going to be "easy." We love it here and take great pride in introducing Glenwood Springs to our family and friends as they trickle out to see us. I spent a year in Germany as a senior in high school and since then have made travel as a tourist a regular part of my life. I have always been interested in tourism generally the am specifically interested in the positive changes I've seen in our City. I love personal interaction, and would enjoy and opportunity to be a part of our City as it relates to the tourist population. I think the

2. What do you view as your role if selected as a member of the Tourism Advisory Board?

As a new member, I would need to do a lot of learning and listening. Once comfortable with my knowledge of the goals and operation of the Board, I believe it would be my duty to listen to and entertain all ideas presented to the Board regarding tourism. If asked, I would also be happy to provide my own ideas on how goals might be met, as well as new ideas for attracting or maintaining tourism. While serving on the Board of Education for School District 25 (IL), I also learned that, unless issues are seriously contentious, participation on a Board is about collaboration and oftentimes compromise.

3. Do you have marketing, advertising or public relations experience or skills?

I had to market my own legal business for 15+ years, which is admittedly not a huge requirement. It is, however, a constant public relations job. If one is not well-liked, referral and repeat business does not exist. I also formed an importing business with my German host brother and began importing German Half-Bitters (like an amaro or a high end Jaegermeister) with him. I was the only person in the U.S. and sold and marketed the products.

4. Do you have tourism industry experience or skills?

Other than what I have written about above, I cannot claim to have "industry" experience. I did volunteer as a Park Ranger in Canyonlands after college and spoke to the German speaking visitors, of which there were many, on a daily basis to introduce them to the park and the delicate nature of its features.

5. Can you describe an experience making a decision based on public opinion ?

While on the Board of Ed in IL, we were asked to make a decision on a levy for funds for the school. It was difficult for the public to understand the fiscal reasoning behind the request, but it was necessary for the facilities and operations budget to be appropriately funded. It was not popular because of misinformation on how it might affect property taxes for those in the district. We listened to our district families, and we attempted to provide the facts. It was not easy to make a decision which was not popular, but there was some consolation knowing that the funds were necessary.



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TOURISM PROMOTION BOARD APPLICATION

(for Powers and Duties, see page 4)

Section 5 - Personal and Professional Interests (continued)

6. Can you separate yourself from your personal opinions and represent the City's goals, policies, plans and the Glenwood Springs Municipal Code in an equitable fashion?

Yes. Running a City is not a job for one, and although we all have ideas and viewpoints, we need to understand what drives the need for decisions and perform duties in an unbiased and impartial manner.

7. Do you have any existing time commitments that will hamper your ability to serve?

None currently. Given that I was out of the country on a project off and on for three years, I am now in the position of either starting my legal practice again as a sole practitioner, or "reinventing" myself as something else in our community. Even if I were to become an employee for a local company, I cannot imagine they would not want me to serve the City on the tourism board. I do have a vacation scheduled with my family to go to Europe over the summer and would miss the 6/13/2019 meeting. I also need to visit my mom and have

8. What experience do you have working with people on a board, commission or committee?

I served two terms on the District 25 Board of Education (West Chicago, IL). Prior to that, I served for several years on the Foundation for Educational Excellence for the same district. I was asked to run for the Board of Education due to my level headed input while serving on the Foundation, as well as my ability to comfortably digest information, provide relevant questions, and offer easily understandable explanations.

Thank you for your interest and time commitment in serving your community

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TOURISM PROMOTION BOARD APPLICATION

(for Powers and Duties, see page 4)

Powers and Duties of the Tourism Promotion Board (GSMC 020.020.030[M]):

(m) Tourism Promotion Board. The powers and duties of the Tourism Promotion Board shall be:

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- a. All matters concerning tourism marketing and promotion that pertain to the benefit of Glenwood Springs and the area within the 81601 postal zip code, and
- b. Other matters concerning the subject of tourism marketing and promotion which may be pertinent to the benefit of the City and the area within the 81601 postal zip code.

(2) To coordinate with City Staff, Community Organizations, Community Businesses, and other Boards and commissions, when applicable to efficiently market and promote tourism to the benefit of Glenwood Springs and the area within the 81601 postal zip code.

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TOURISM PROMOTION BOARD APPLICATION

(for Powers and Duties, see page 4)

Section 1 - Name and Address

Name Jonathan Gorst
Home Address 1108 Minter Ave. Glenwood Springs, CO 81601
Mailing Address Same as above

Section 2 - Contact Information

Home (970)948-6101 Work (970)945-7692
Fax _____ Mobile (917)553-1357
Email mostlyphantom@aol.com

Section 3 - Occupation

Occupation Restaurant Owner

Section 4 - Membership Qualifications

MEMBERSHIP QUALIFICATION	Check Here
A. Two (2) representatives from tourism-related businesses located within the City	☐
B. Two (2) representatives from lodging businesses located within the City.	☐
C. One (1) representative from restaurant businesses located within the City.	☒
D. One (1) representative from the Chamber Resort Assoc.	☐
E. Two (2) citizens who are a resident of the City with no direct or indirect financial interest in a business referenced in (A), (B) or (C) above; or	☐
F. One (1) resident having a financial interest in a business referenced in (A), (B) or (C) above.	☒

You must qualify as one of the above to serve on the Tourism Promotion Board. Please check the box next to the one that applies to you, and explain here how you are qualified:

I am co-owner of the Riviera Supper Club and Piano Bar located at 702 Grand Avenue, Glenwood Springs, CO 81601.



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**TOURISM PROMOTION BOARD
APPLICATION**

(for Powers and Duties, see page 4)

Section 5 - Personal and Professional Interests

1. Why are you interested in serving on the Tourism Advisory Board?

2. What do you view as your role if selected as a member of the Tourism Advisory Board?

3. Do you have marketing, advertising or public relations experience or skills?

4. Do you have tourism industry experience or skills?

5. Can you describe an experience making a decision based on public opinion ?



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**TOURISM PROMOTION BOARD
APPLICATION**

(for Powers and Duties, see page 4)

Section 5 - Personal and Professional Interests (continued)

6. Can you separate yourself from your personal opinions and represent the City's goals, policies, plans and the Glenwood Springs Municipal Code in an equitable fashion?

7. Do you have any existing time commitments that will hamper your ability to serve?

8. What experience do you have working with people on a board, commission or committee?

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**TOURISM PROMOTION BOARD
APPLICATION**

(for Powers and Duties, see page 4)

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City Council
STAFF REPORT
City of Glenwood Springs
February 21, 2019

Agenda Item: Leslie Bethel Memorial Designation

Action Requested: Approve a Memorial Location for Leslie Bethel.

Department: City Administration

Presented By: Debra Figueroa, City Manager

Background Info: Leslie Bethel worked to improve Downtown Glenwood Springs for a large portion of her career. Her vision for our community has changed and revitalized Downtown Glenwood Springs for many years to come.

City Council has expressed a desire to memorialize Ms. Bethel's dedication to downtown. Staff has a few options for Council's consideration:

1. Naming the Underbridge Area after Ms. Bethel;
2. Naming the Pedestrian Bridge after Ms. Bethel;
3. Dedicating one of the future water features to Ms. Bethel; and
4. Asking the DDA to incorporate a memorial to Ms. Bethel in the DDA Lot formally known as the Cushman King Lot.

These ideas are meant to spur discussion and are not offered up as the only options.

The City's Memorial Guidelines can be located at <https://www.glenwoodrec.com/262/Memorials>

Issues: The Parks and Recreation Commission are continually asked for memorial locations and has written memorial guidelines. This action would be outside of these guidelines.

Staff Recommendation: Staff defers to City Council.



2301 Wulfsohn Road
Glenwood Springs, CO 81601

(970) 834-6315
Glenwoodrec.com

CITY OF GLENWOOD SPRINGS

Parks & Recreation Department Memorial Program

Background

Memorials and gifts augment Glenwood Springs Parks and Recreation Department properties and facilities. Historically, the Department has accepted these donations without a formal written policy. Although the City Council has policies that outline the criteria and conditions for the naming of parks and facilities and the donation of real property these policies do not apply to memorial donations within the City's Parks and Recreation system.

Guidelines are also needed for sustainable management of site-appropriate amenities, so as not to detract from the visual esthetics of the surrounding environment or place an undue burden on the City.

Purpose

Cities play an important role in commemorating people, history, and ideas central to a society's sense of identity and value. The purpose of the Glenwood Springs Memorial Policy is to establish guidelines for the consistent decision-making process related to the acceptance, placement, and long-term maintenance of public requests for memorial donations in City-owned facilities, parks, natural areas and trail systems.

Types of Memorials

The City will maintain a list of available memorial items along with appropriate locations. The most frequent requests are benches and trees; however, the City may add additional items of need to the parks and trail system or that may appeal to differing donors.

Costs of Memorial Items

The cost of participating in the Park Memorial Program will be specific to the item selected. The City will calculate a cost that encompasses the cost of the item, site preparation and installation costs along with a reasonable maintenance cost. The City will price the items to cover costs only, this is not a proposed revenue stream.

How Donors Are Recognized

For each memorial item donors receive a 6" x 9" bronze plaque that allows up to 60 characters and a maximum of three lines). Messages are recommended to say "In Memory of (name), In Honor of (name), or Dedicated to (name)" followed by a date or event. Inscriptions are subject to approval by the City. The plaque are fastened to the bench or placed in the ground near the item, flush with the level of the ground.

Approval Criteria

The Glenwood Springs Parks and Recreation Department may limit memorials to promote resource management and sustainability of natural landscapes. The integrity, natural and architectural features of

parks, natural areas, and facilities will be preserved and not detract from a user's experience. Design specifications will be compatible with existing management and operations plans. Final decision on the placement of memorials will be made by the Parks and Recreation Department. Memorials cannot have a commercial appearance or corporate label.

Memorial Application Process

1. Apply online through the Parks Department webpage on the City website: [Memorials Link](#)
 - a. Applications may also be completed by contacting the Parks Superintendent.
 - b. The City has the authority to deny requests for memorials that commemorate a person, event or place that is already memorialized elsewhere in the City.
2. The Parks Superintendent contacts the applicant to consult on Department needs and applicant's wishes for location and memorial type
 - a. While Small memorials may commemorate an individual or event, the subject of a Large memorial must demonstrate a high level of significance by meeting at least one of the following criteria:
 - i. The person or group has made an outstanding contribution to the cultural, political or social development of the City of Glenwood Springs, the State of Colorado, the United States of America, or the international community.
 - ii. The site or event is historically or culturally significant and/or represents an important and unique City or civic anniversary.
 - b. Applicants wishing to install a large memorial at a City park or recreation facility shall submit an application, including a conceptual plan, to the Parks and Recreation Commission for review. The Commission shall forward all completed applications, along with their corresponding recommendations of approval or denial to the City Manager's Office, which will take all comments into consideration when making a final recommendation regarding whether the application should be approved or denied.
 - c. If the Parks & Recreation Commission and City Manager recommends approval of the application, the Parks Department shall proceed with the development of an installation and management agreement between the City and the applicant, which will require the approval of the City Council.
 - d. Should the Parks & Recreation Commission and City Manager not approve the application, the applicant may appeal this decision to the City Council at a public hearing following customary procedures administered by the Office of the City Clerk.
3. The Park Superintendent picks locations in the parks and trail system for potential sites. Sites can be existing structures such as benches converted to memorial benches or in a new designated location. Check the data base of maps with potential memorial locations: [Maps Link](#).
 - a. The proposed site/location is consistent with and does not interfere with the Parks System Plan, or an approved master plan for the site. The proposed location will not compromise the aesthetic integrity or interfere with the unique or cultural character of the area.
 - b. Any applicant must demonstrate why the selected site is appropriate. There must be justification for the memorial being in that location. Where appropriate, preference will be given to co-location of new memorials within a site of common interest.
 - c. Consideration will be given to existing uses of the proposed location, with a goal of preventing the memorial from disrupting appropriate public use of City park and recreation facilities.

- d. At the City's sole discretion, the memorial once placed may be relocated at the City's expense to another location.
4. The approved applicant signs a 10 year agreement with the City for the City to install and maintain the memorial.
 - a. Applications for memorials not provided for by this memorial policy must be approved by City Administration based on review and recommendation from the Parks & Recreation Commission.
 - b. City Administration may additionally require City Council approval.
 - c. City Council will be the final source of appeal for any disputes regarding this program
 - d. Commemorative plaques installed on memorials must be for an individual or a purpose that is non-controversial with text that is appropriate for display in a public place, and approved by the City. Text that in any way markets a product or service shall not be permitted. The Parks Superintendent will approve the text, order the plaque, and provide for installation.
 - e. Damaged or stolen benches or other memorial will be replaced only once in the ten-year period. Additional replacements of a bench or plaque will be subject to review by the Director of Parks and Recreation.
5. At the ninth year, a notice will be sent to the Donor at the address provided on the agreement. The Donor will be informed of the expiration date and the renewal procedure to find out if they want to pay an additional \$2,500 to re-up the contract for 10 more years. If not, then the plaque is removed and sent to the contact person.
 - a. If the Donor does not respond by the end of the tenth year, or if the letter is returned, the plaque will be removed and stored for one year at the Park Operations office.
 - b. It is the responsibility of the Donor to notify the Park Department office of current contact information (i.e. change of address, phone, or email) during the ten-year Bench Agreement period.
 - c. If the Donor contacts the City after the ten-year period has expired and the plaque has been removed, the City will have no obligation to honor the site or structure as a memorial and the plaque will become property of the City.
6. The Parks Superintendent will inventory, date, and maintain a listing of all existing commemorative benches, plaques, and other memorials that have been installed prior to the adoption of this policy.
7. Unless otherwise agreed to in writing, all memorials that have been installed prior to approval shall be maintained for a ten-year period commencing January 1, 2019.
8. The Parks and Recreation Commission may provide for a memorial to recognize an individual or organization that has made an unusual contribution, service, or gift to the City.