



AGENDA
CITY OF GLENWOOD SPRINGS
SPECIAL CITY COUNCIL WORK SESSION
OCTOBER 2, 2019
101 W. 8TH STREET
3:00 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	SPECIAL CITY COUNCIL WORK SESSION	ACTION
3:00pm	Area Wide Process Recap		Information/Discussion
	Confluence Riverfront Park Technical Assistance		Information/Discussion
	Confluence Area Master Developer Process		Information/Discussion
5:00pm	Adjournment		



City Council
STAFF REPORT
City of Glenwood Springs
October 2, 2019

Agenda Item: Area Wide Process Recap

Action Requested: Review of the Glenwood Springs: Moving Together U.S. EPA Brownfields Area-Wide Plan

Consultants Stromberg Garrigan and Associates will provide an overview of the Area-Wide Plan that was adopted through Resolution 2019-9.

The key objectives of the 2019 plan include: Connecting to the River; Prioritizing the Pedestrian; and Creating Community Spaces. Redevelopment of the overall Confluence Area is envisioned as infill development that will extend the City's Downtown to the Roaring Fork River, celebrate the area's natural surroundings, and create a mixed-use neighborhood that is compatible with the surrounding residential and commercial architecture.

Department: Economic and Community Development

Presented By: Jennifer Ooton, Assistant City Manager

Background Info: Using funding from an EPA grant, the City developed the Area Wide Plan to create a strategy to tie together the Confluence Redevelopment, 6th Street Corridor Master Plan, 7th Street Beautification project and Two Rivers Park.

The Moving Forward Together Plan was funded primarily by a \$200,000 EPA Brownfield Area-Wide Planning grant. Stromberg Garrigan and Associates between 2017-2019 developed the 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.

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.

Subsequent to the Area Wide adoption, the City received additional technical assistance with help from the EPA. The ICF Team provided assistance to the City to support the redevelopment of the Confluence Area, specifically advancing the riverfront park along the Roaring Fork River as described

in the Area-Wide Plan. The work provided under this technical assistance includes an illustrative site-specific reuse plan for the area designated in the Area Wide Plan as public riverfront park, a conceptual grading plan, and a conceptual cost estimates for the site reuse park plan alternative.

Issues: None.

Staff Recommendation: None.



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.

This project was made possible by a grant provided by The United States Environmental Protection Agency through its Brownfields Program.

PROJECT CONSULTANT TEAM

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- 1.4 Community Engagement & Guiding Principles for Reuse

02 Site Reuse Planning

- 2.1 Placemaking and Brownfields Redevelopment
- 2.2 The Confluence Area
- 2.3 The West 6th Street Corridor Area
- 2.4 The Former Holly Quarry

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
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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.

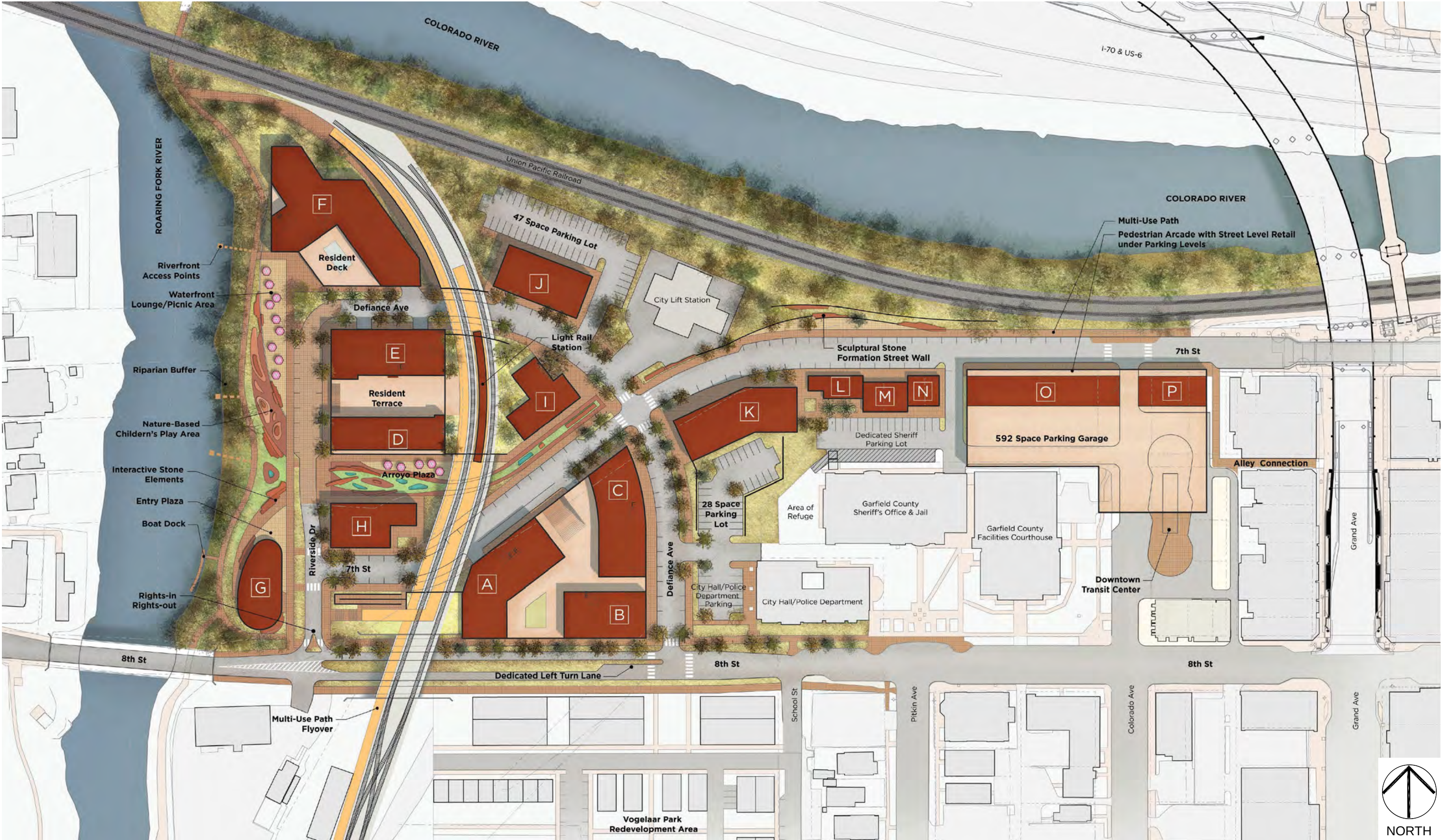
COMMUNICATION AND COORDINATION

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.







01

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03 Public Facilities and Implementation Strategies

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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:

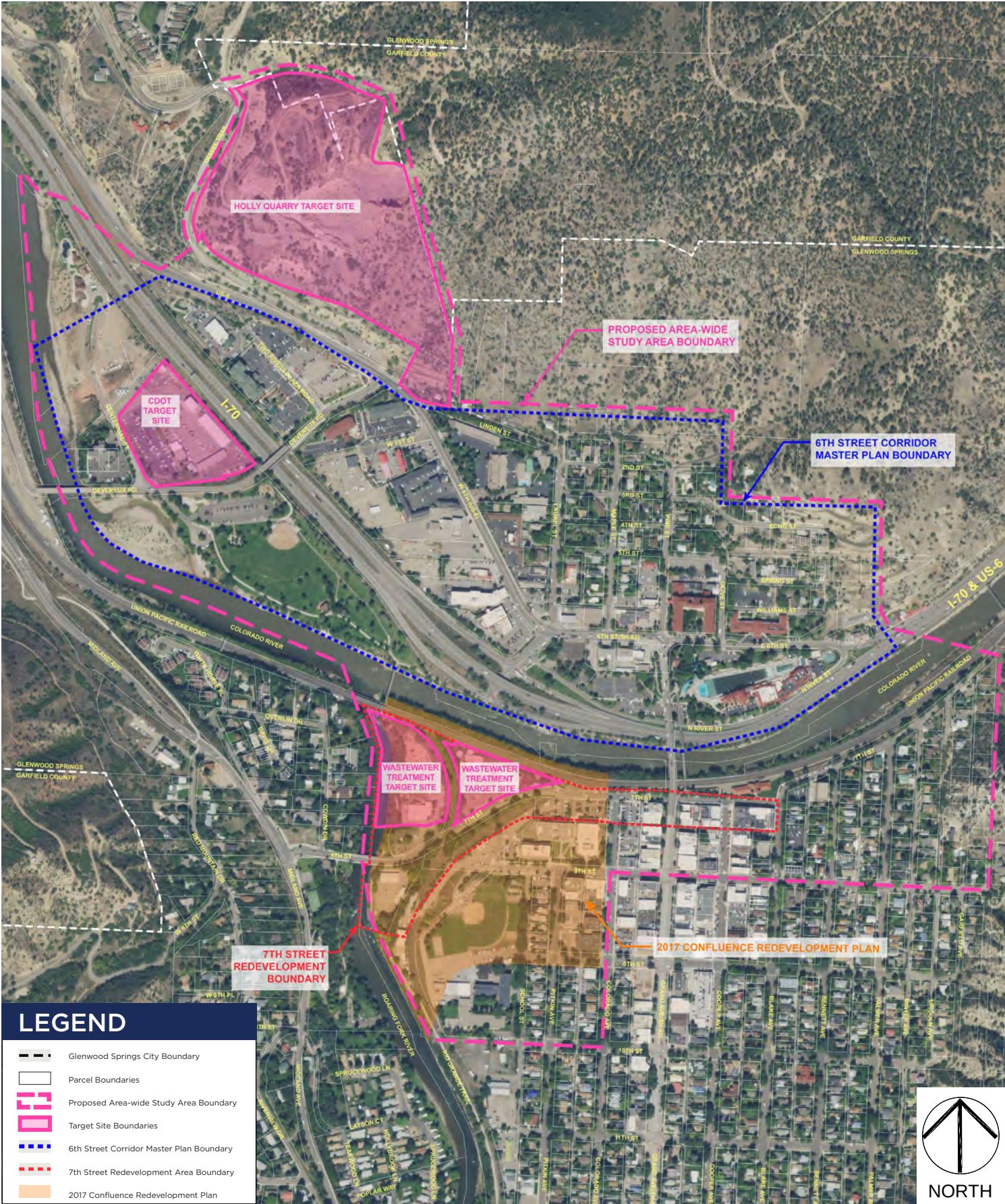
- The current baseline market conditions.
- Market assets, challenges, and opportunities.
- Market drivers.
- Market demand and supply including current unmet demand.
- Market trends and opportunities for retail, commercial, and residential development opportunities.

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 desireable and attactive 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.

Building Type, Scale, Form, and Massing

- 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

02 Site Reuse Planning

2.1 Placemaking and Brownfields Redevelopment

2.2 The Confluence Area

2.3 The West 6th Street Corridor Area

2.4 The Former Holly Quarry

03 Public Facilities and Implementation Strategies

Appendix A Background Report

Appendix B Business Development Opportunities Report

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 persued and would actually compromise the quality of the place.

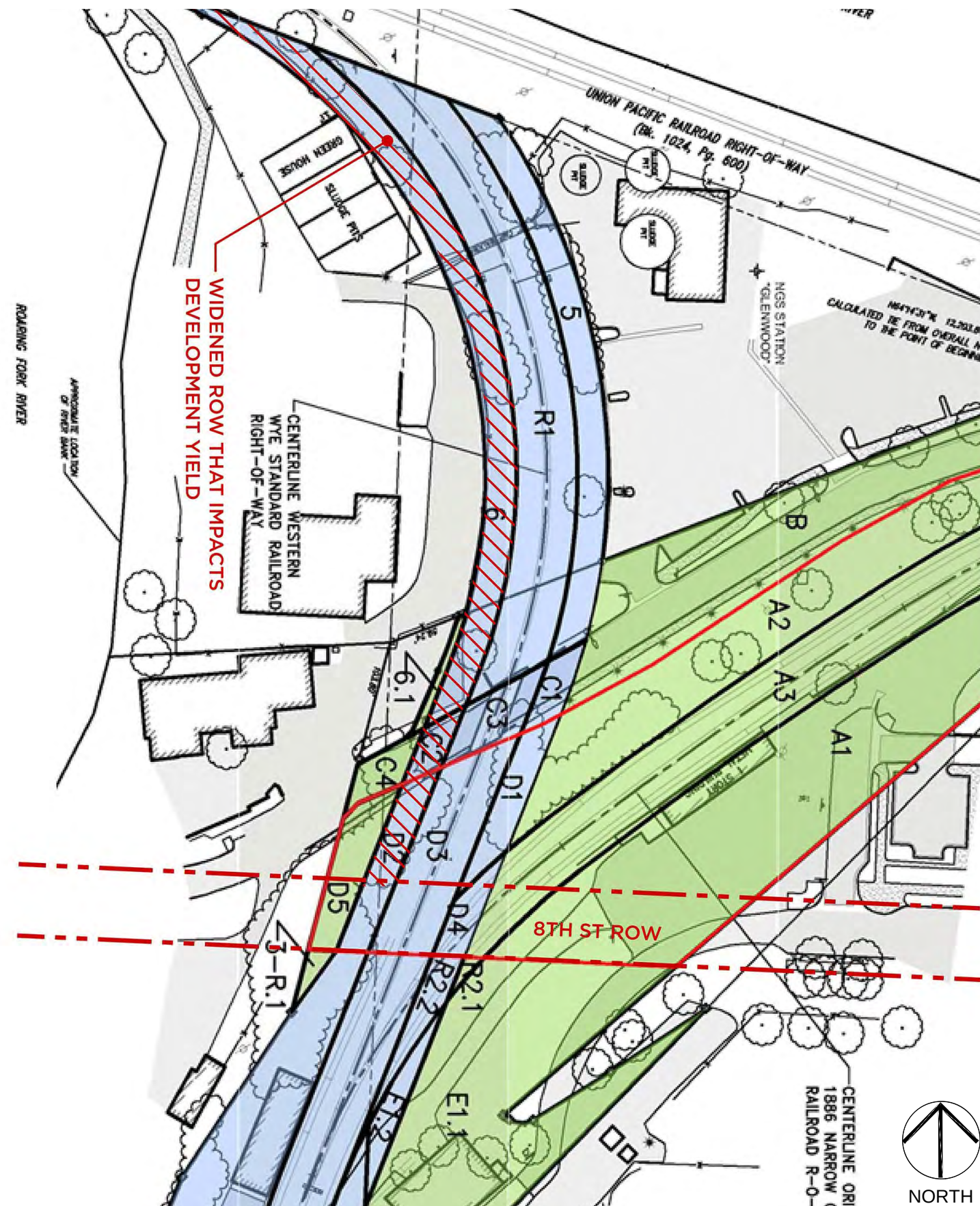
5. The design of the street wall of buildings should be given primary attention, however, in the case of the Confluence Area, for many of the buildings each face of the building has some aspect of important frontage. They either face internal public spaces, courtyards, or are at least very visible from 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.

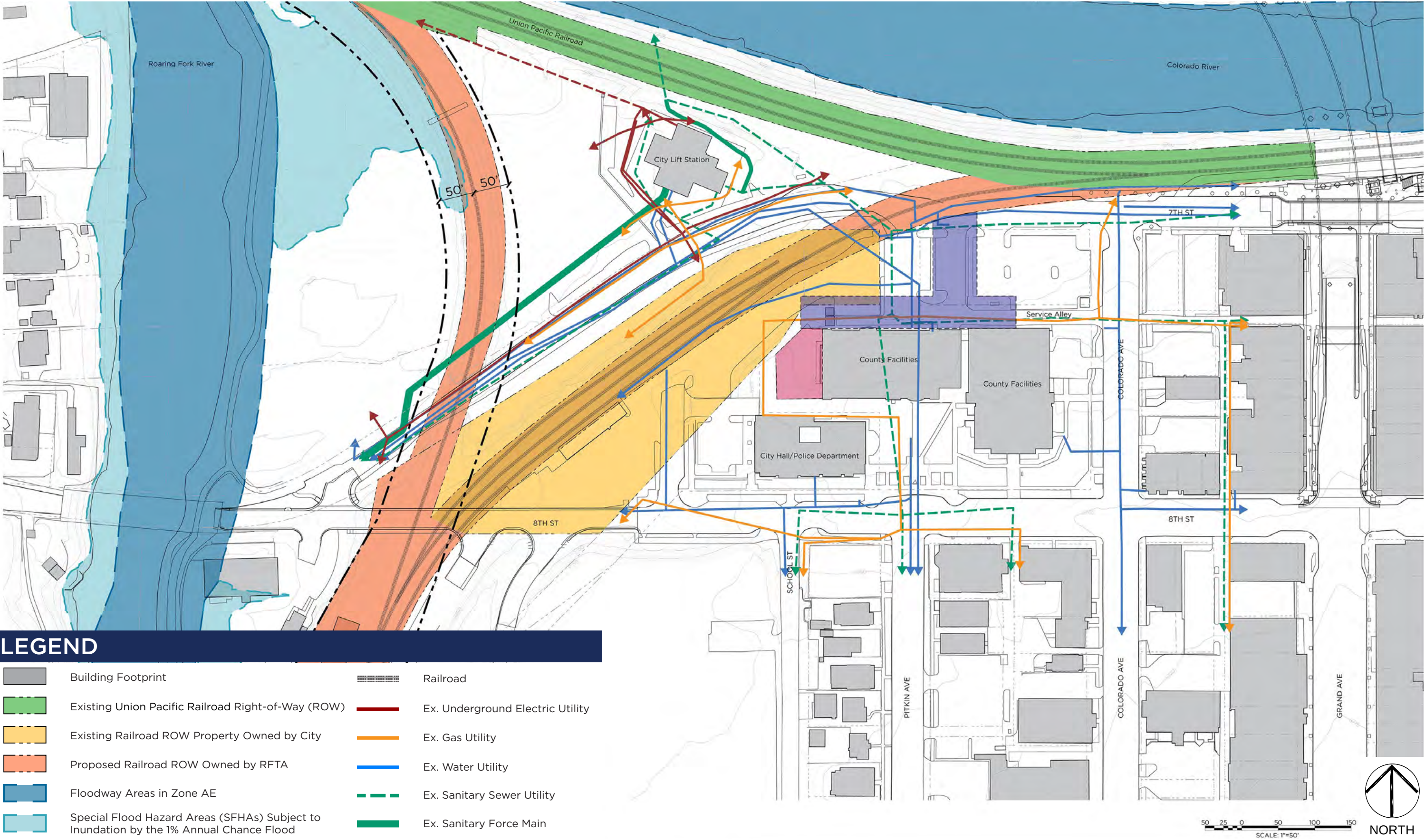
2.2 THE CONFLUENCE AREA

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



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.

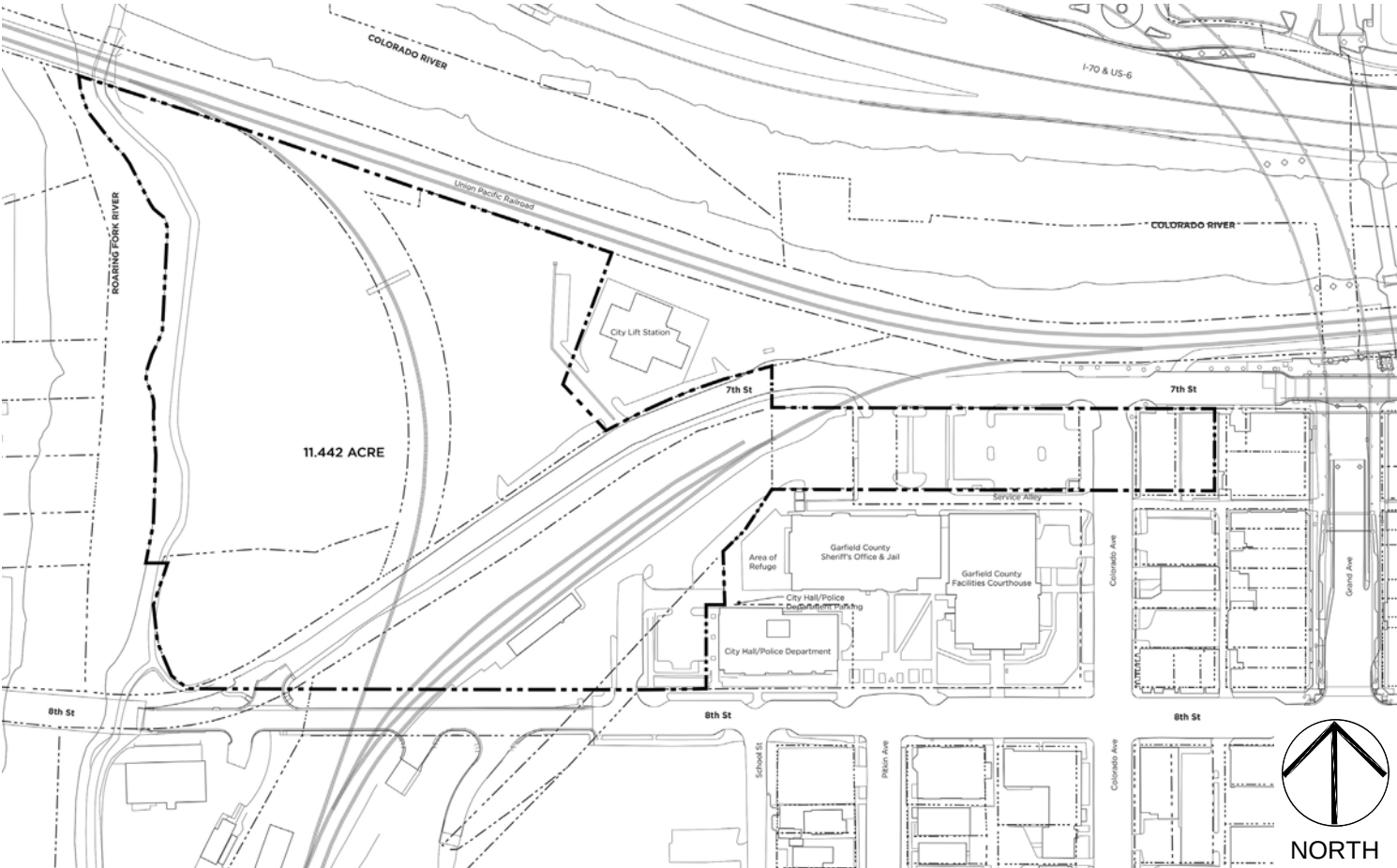
The conclusion of this effort illustrates that all three alternatives provide a significant amount of new development square footage as an extension of the downtown, although the ultimate range of the total square footage for each alternative varies widely; ranging from approximately 260,000 SF to 500,000 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.

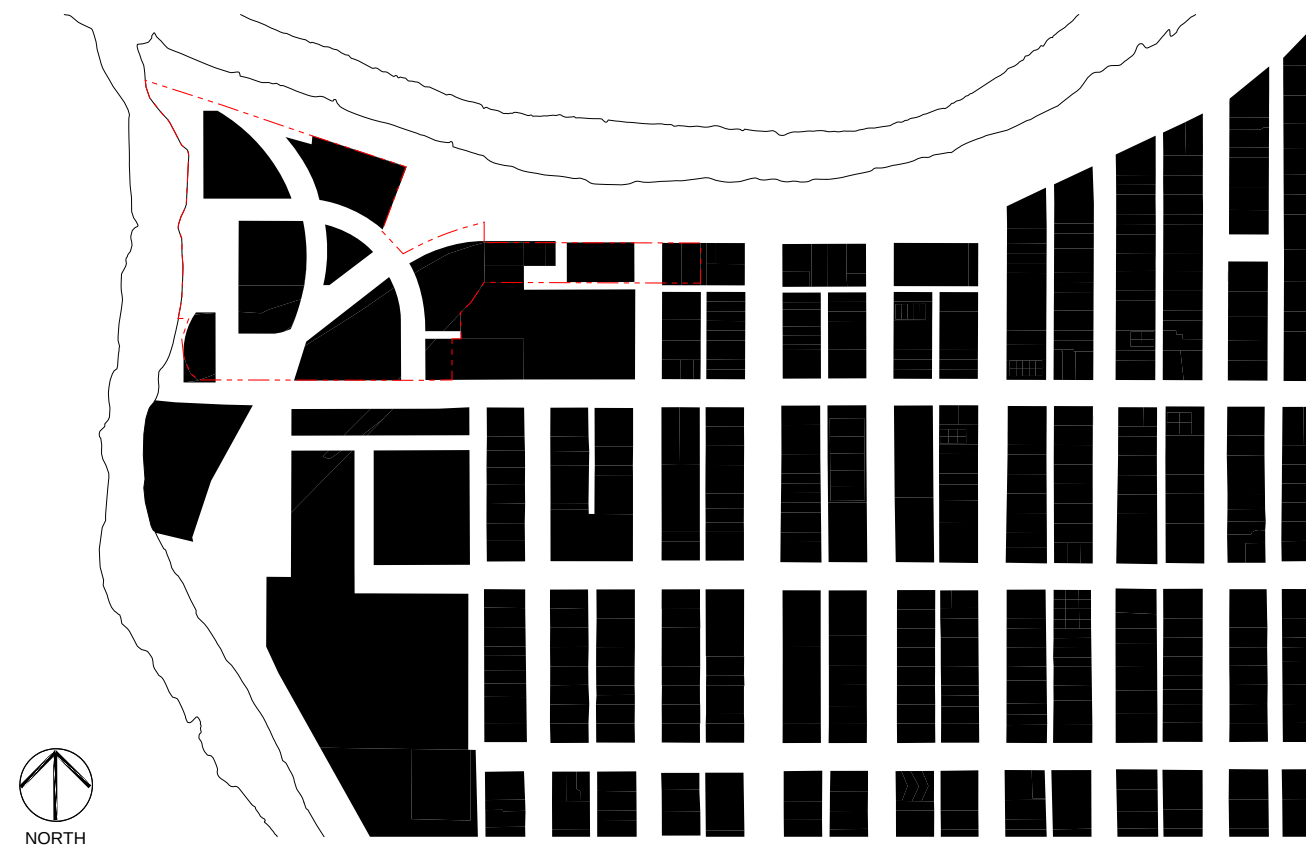
3. Existing Utilities – Keeping the underground utilities in the current configuration reduces the overall development potential of this layout. If some utilities can be relocated, the footprints of buildings H and I may be increased. In addition, the recently identified sewer line paralleling the UPRR 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.



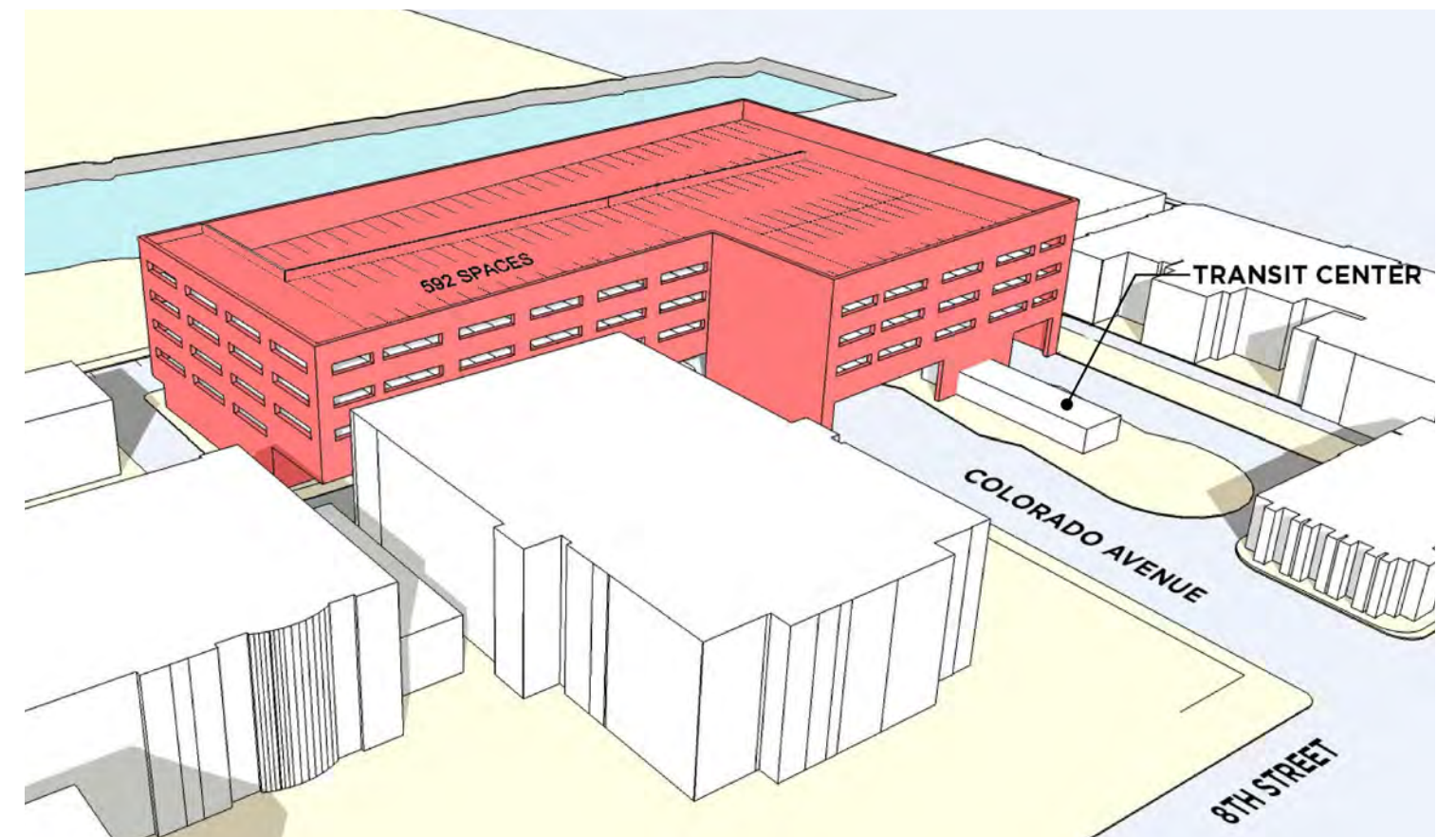
Alternative A - Building Footprint Figure/Ground Diagram



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

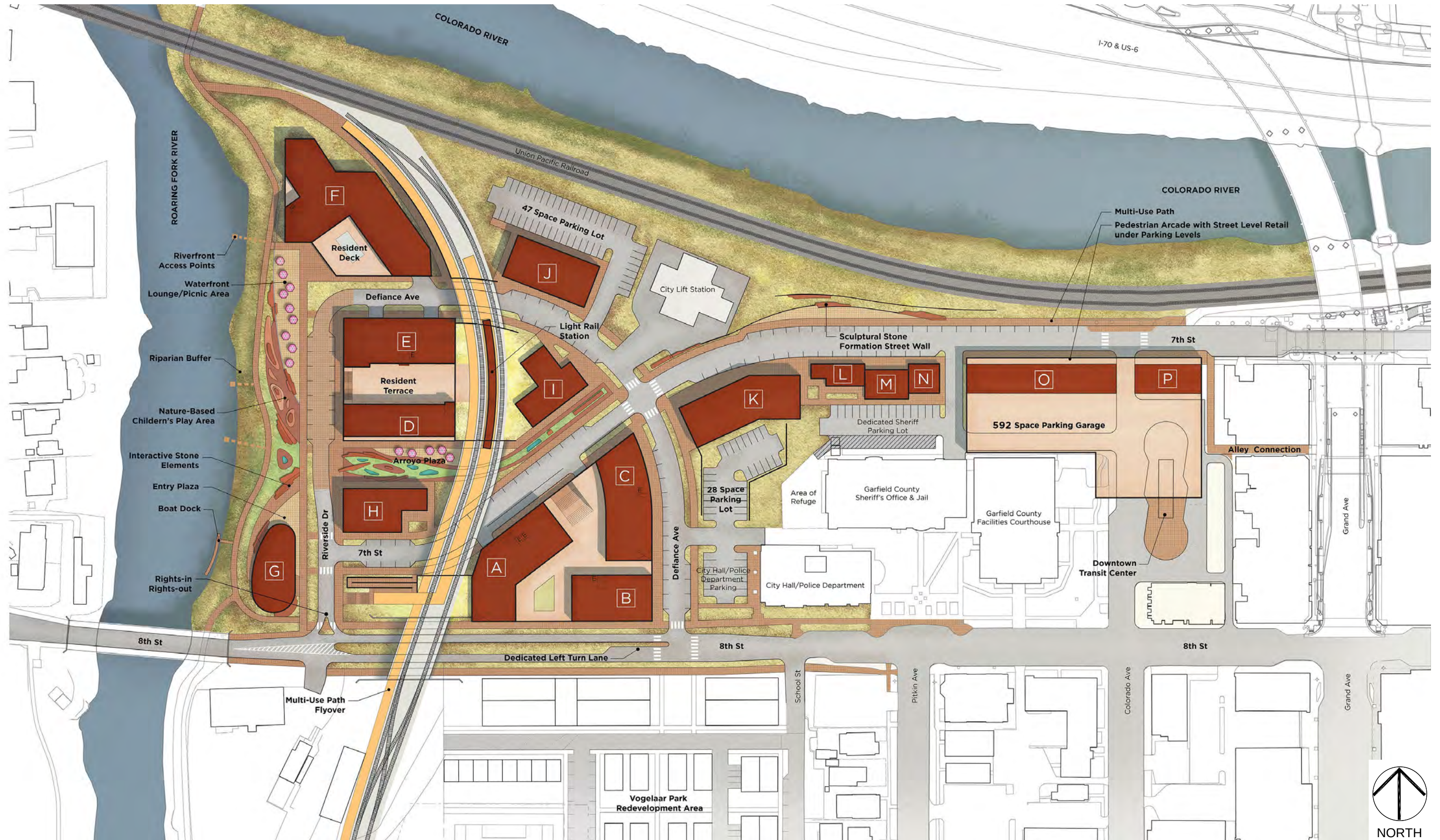


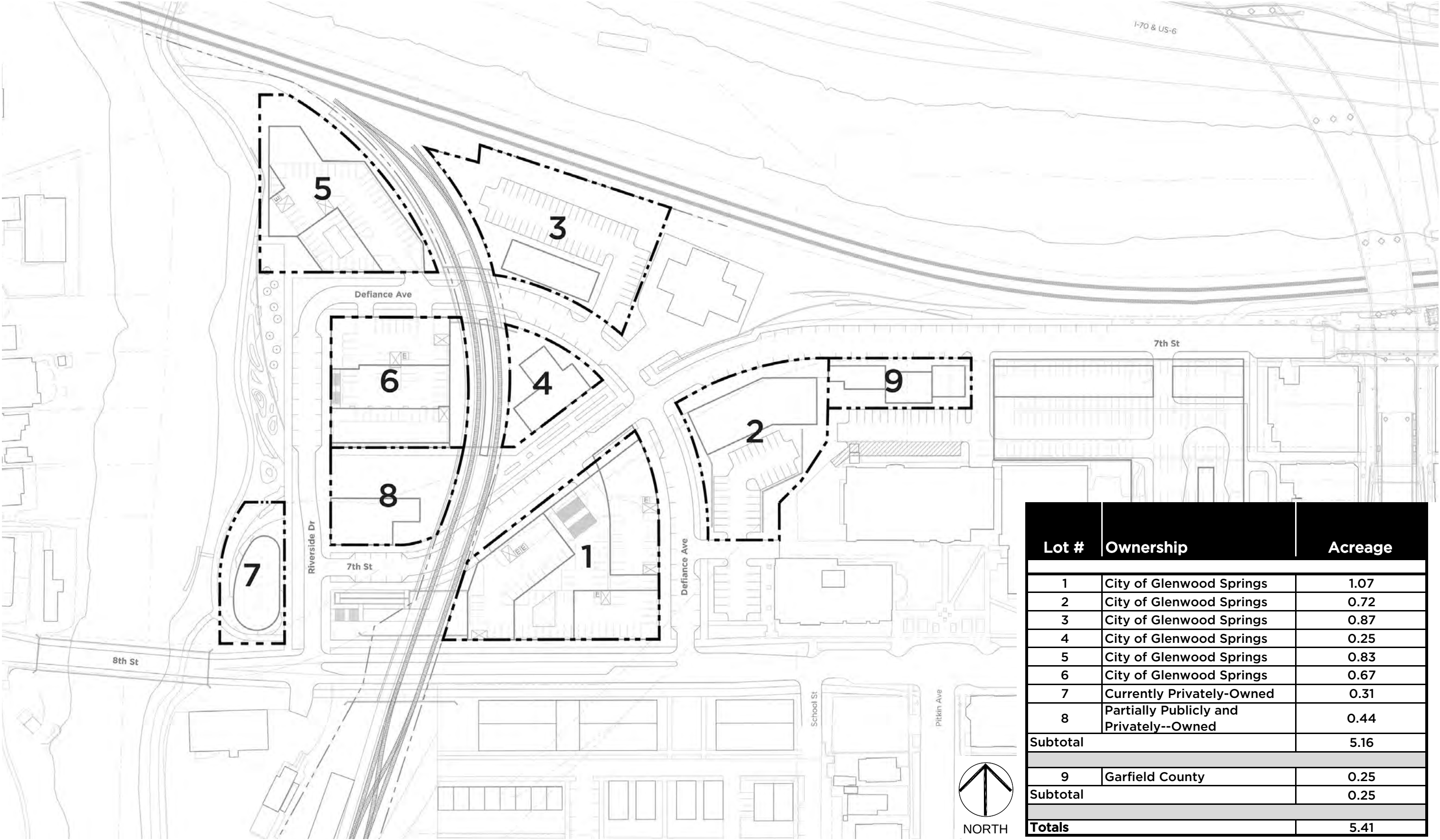
Alternative A - Block Structure Figure/Ground Diagram



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.

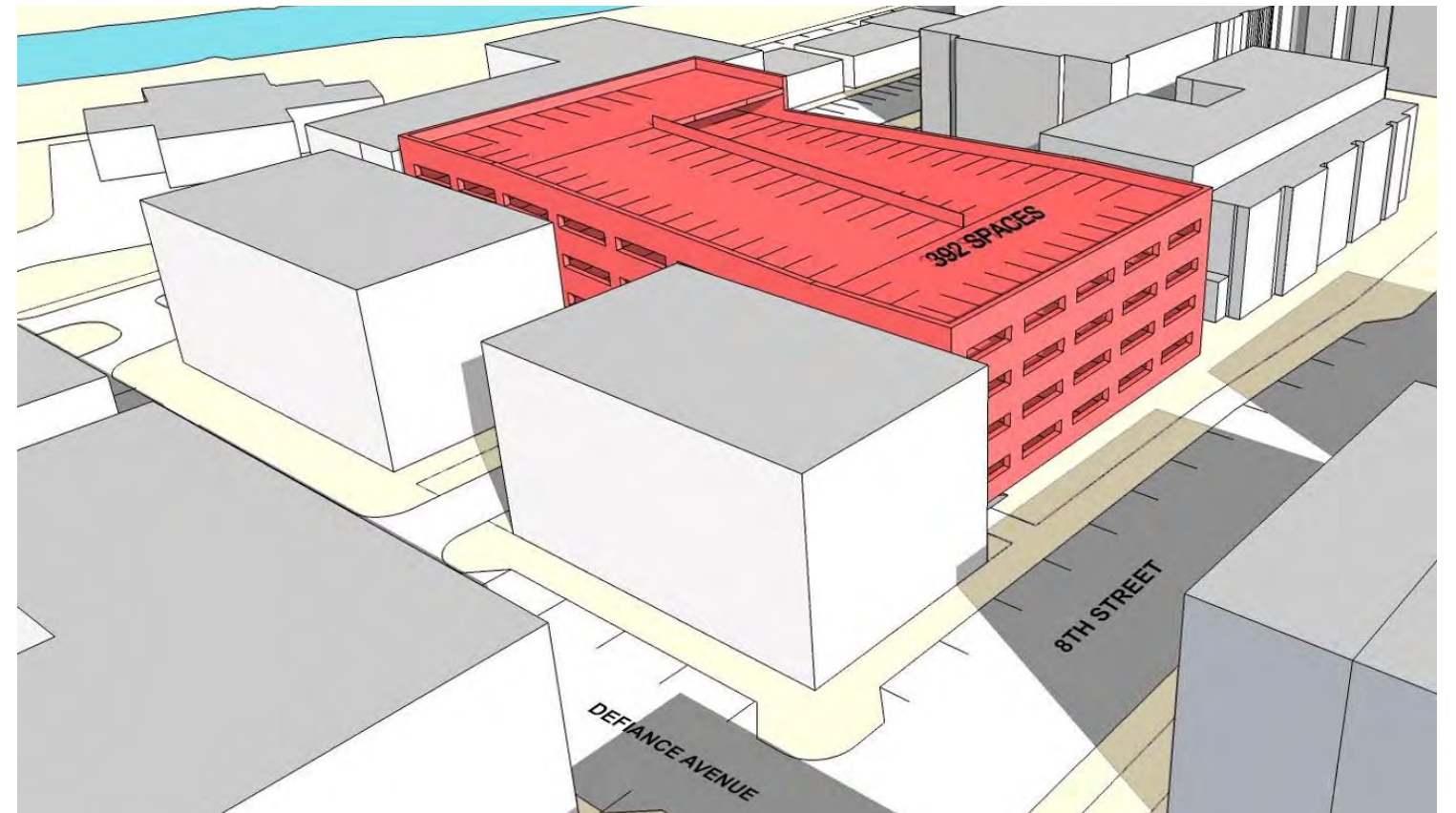
3. **RFTA ROW** – With the elimination of the RFTA ROW and the berm within it, the most ideal location and configuration of streets and circulation through the area can be achieved. Not only does this plan create a highly functional street pattern for traffic flow, it provides for highly efficient block 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 amenities 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 amenities 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 amenities 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 amenities 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 amenities 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 amenities 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 amenities 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 amenities 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.

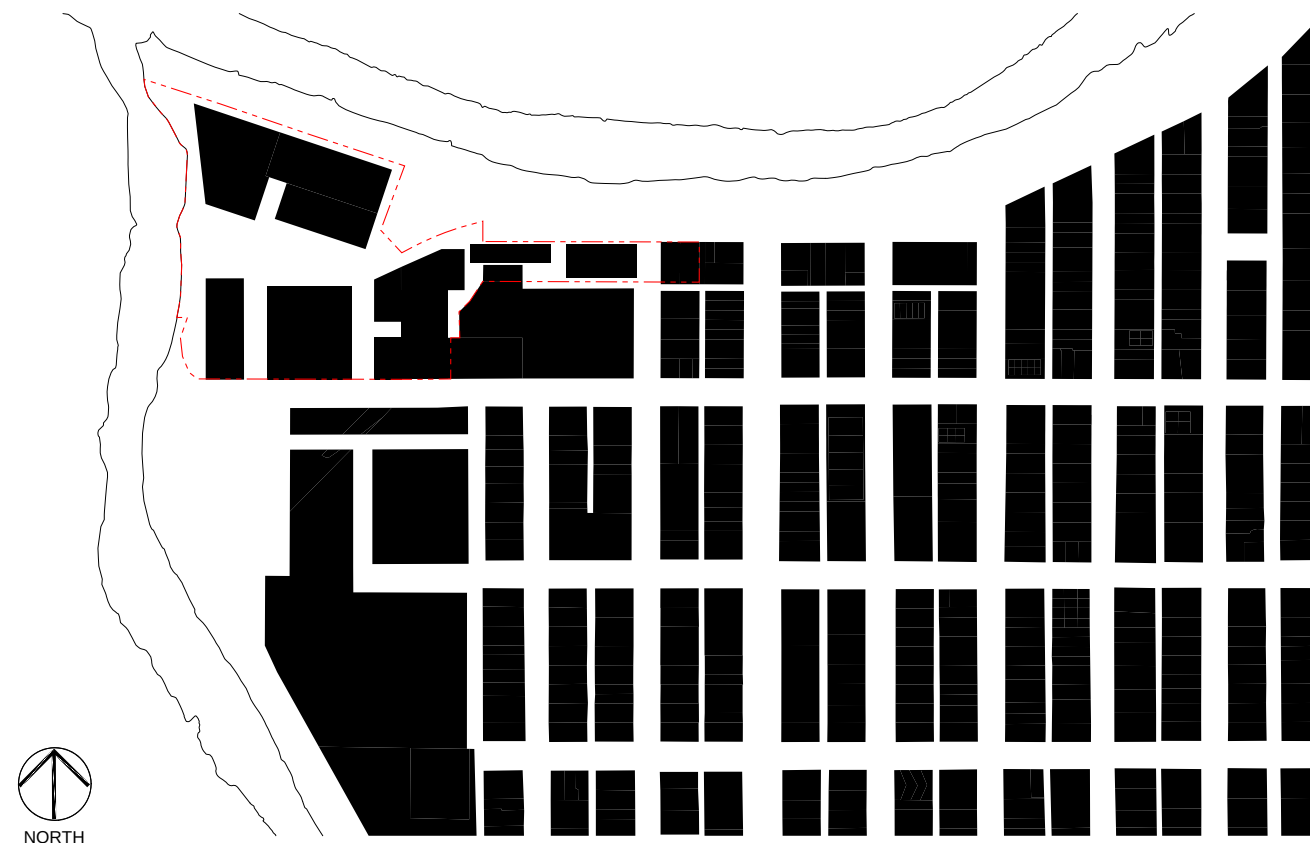
6. **Parking Supply and Service** – Two parking structures are provided in this plan alternative. They are located in areas that are least desirable for higher valued land uses. The first is located on lot 4 adjacent to the police department entrance to City Hall, creating a physical buffer between that 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 31



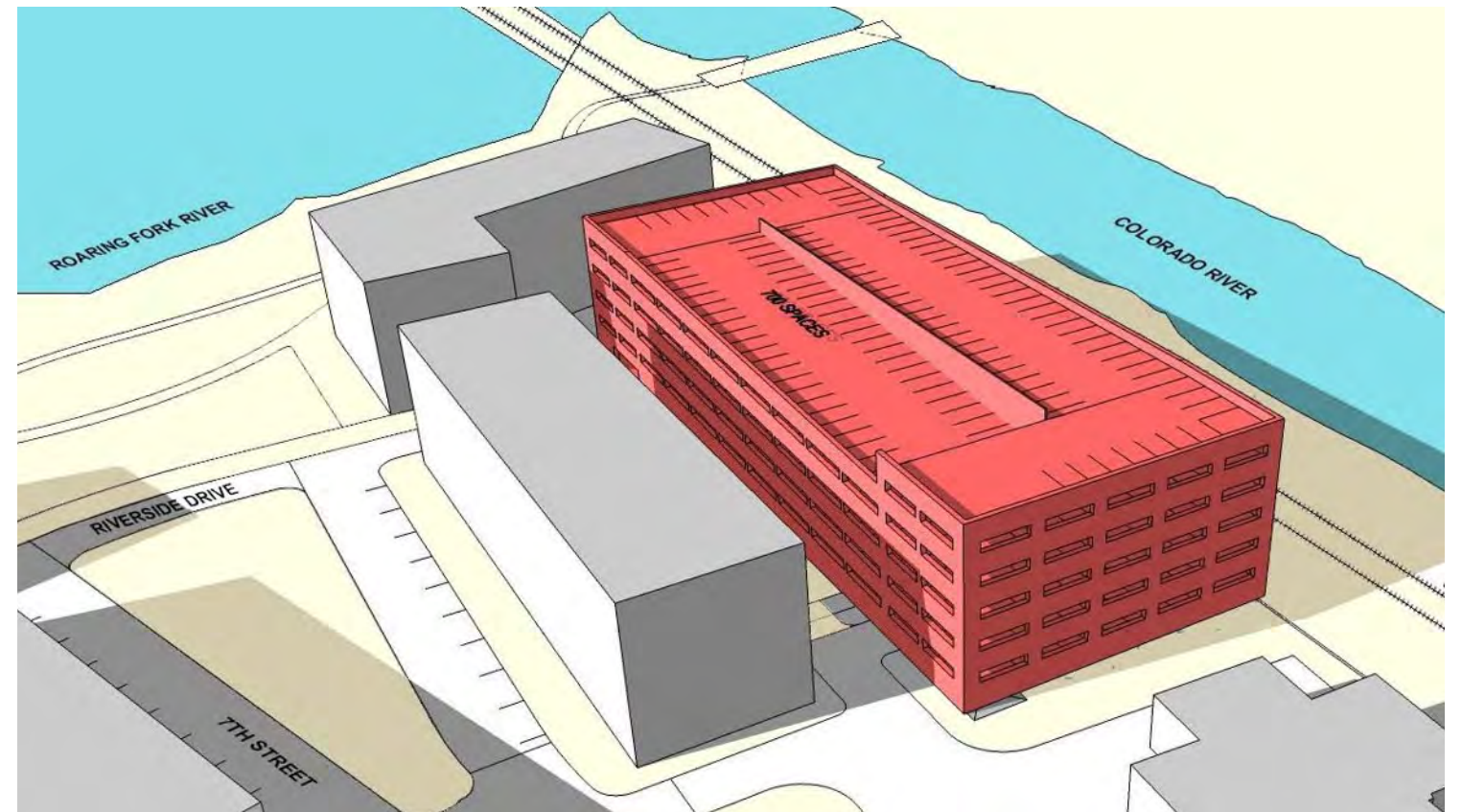
Alternative B - Building Footprint Figure/Ground Diagram



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

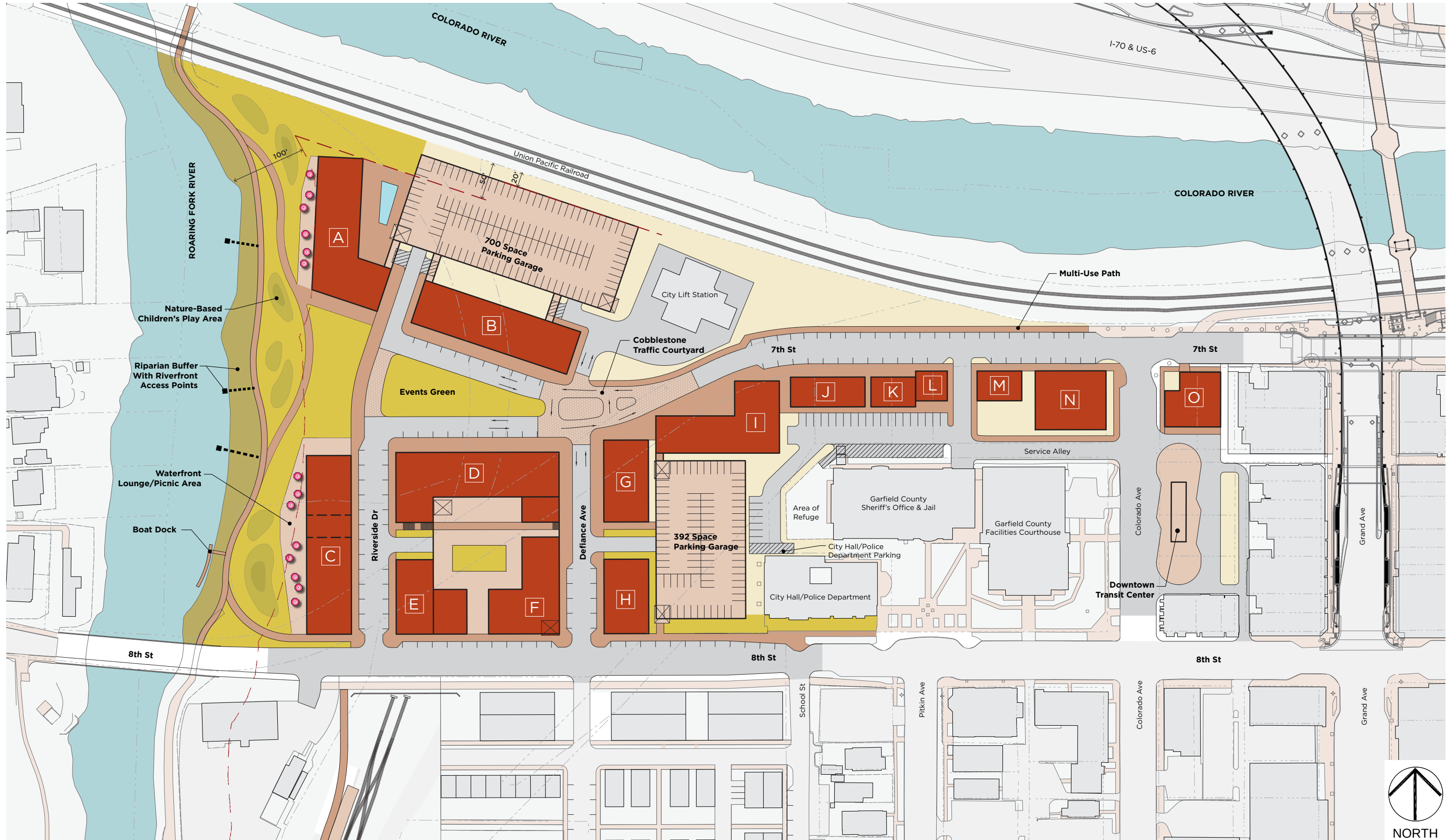


Alternative B - Block Structure Figure/Ground Diagram



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

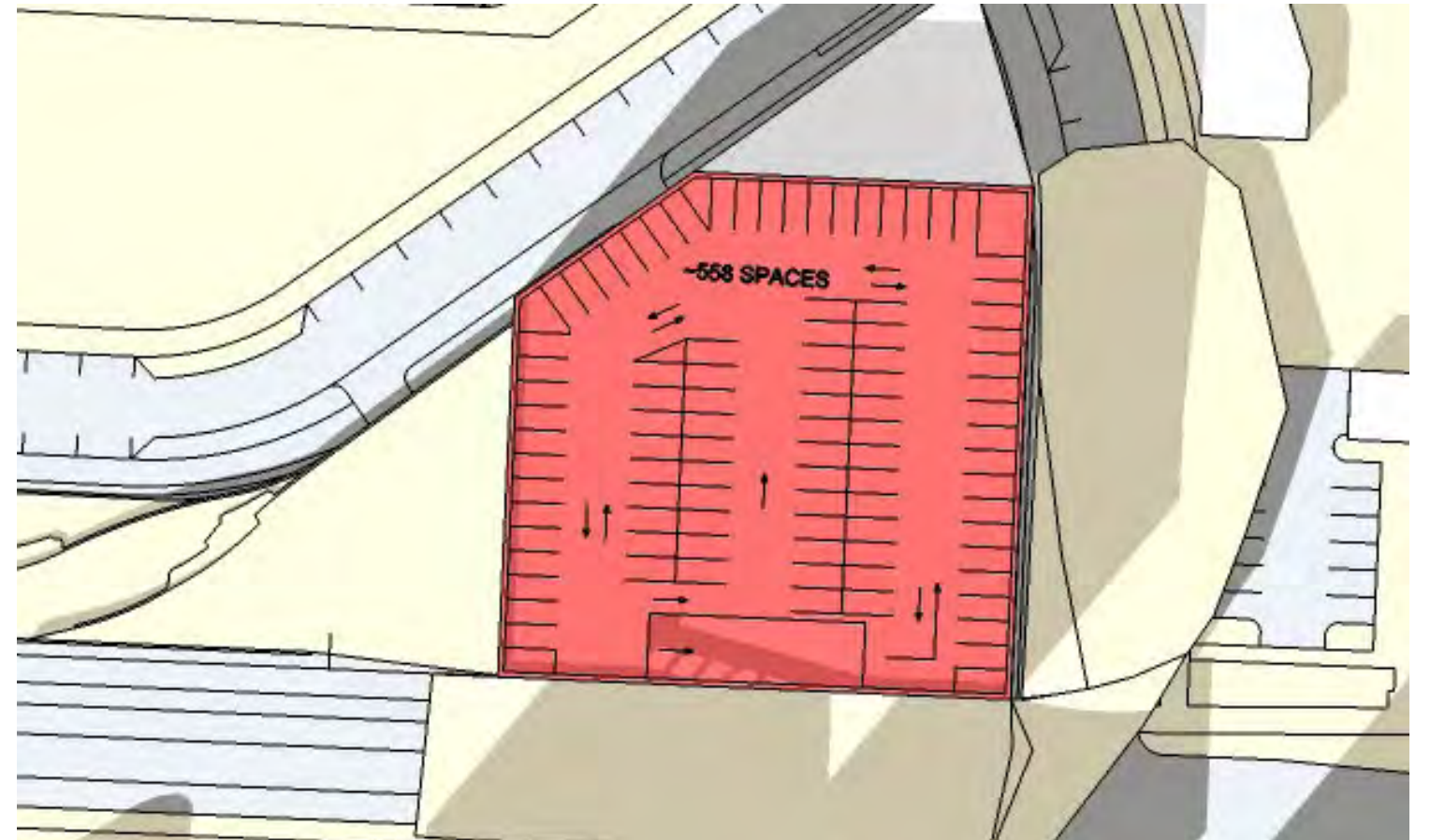
- 1. Overall Urban Form & Street Pattern** – This alternative creates a very strong emphasis directly onto the riverfront. Three of the largest buildings line the river’s edge. This alternative relies heavily on creating a seamless transition between the character and design of the riverfront public 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.
- 2. 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.
- 3. 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.
- 4. 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.

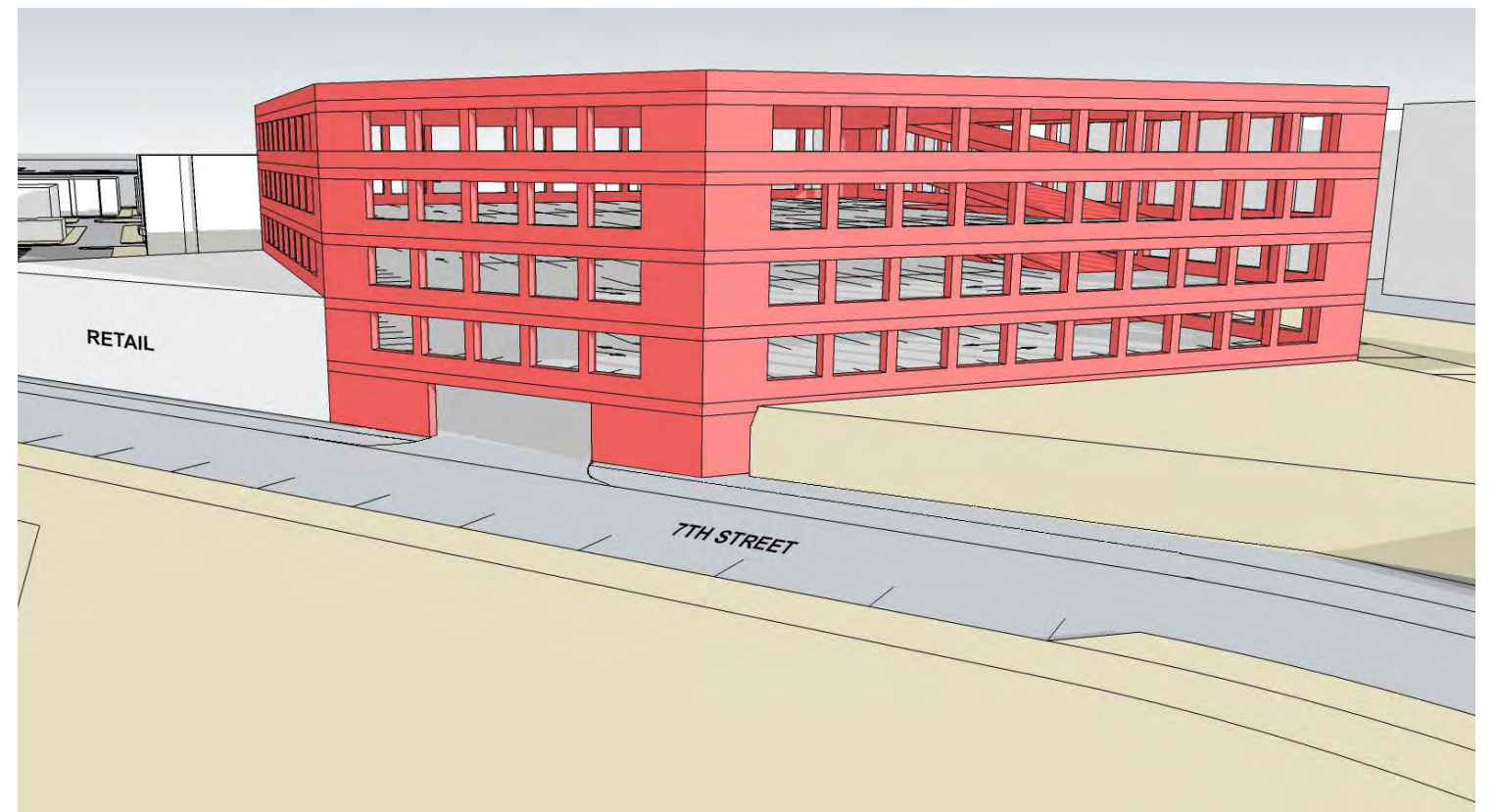
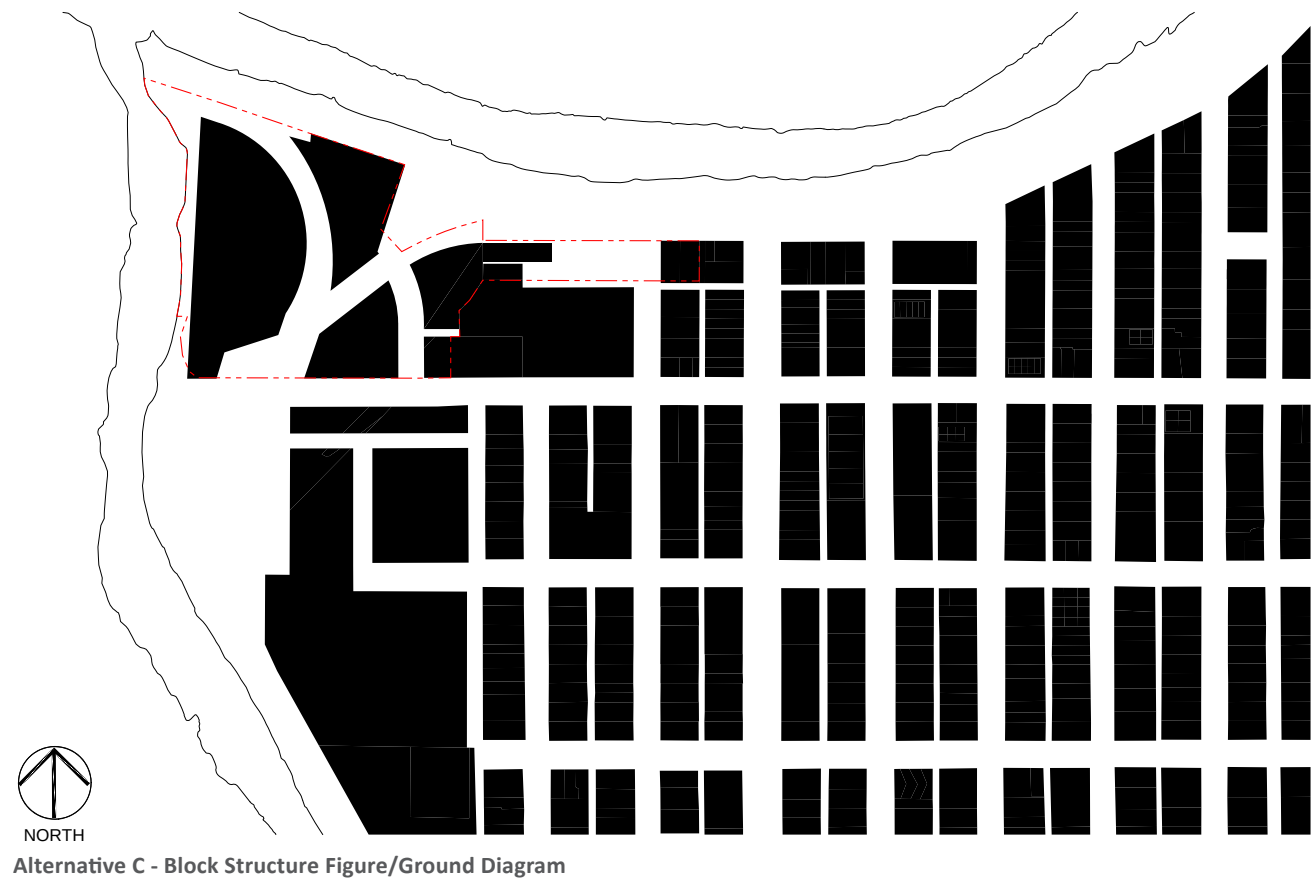
Alternative C Yield Table

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 buildings. 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	

- 5. 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
- 6. Utilities** – This plan alternative doesn’t anticipate the need to make any major modifications to underground utilities.
- 7. 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.

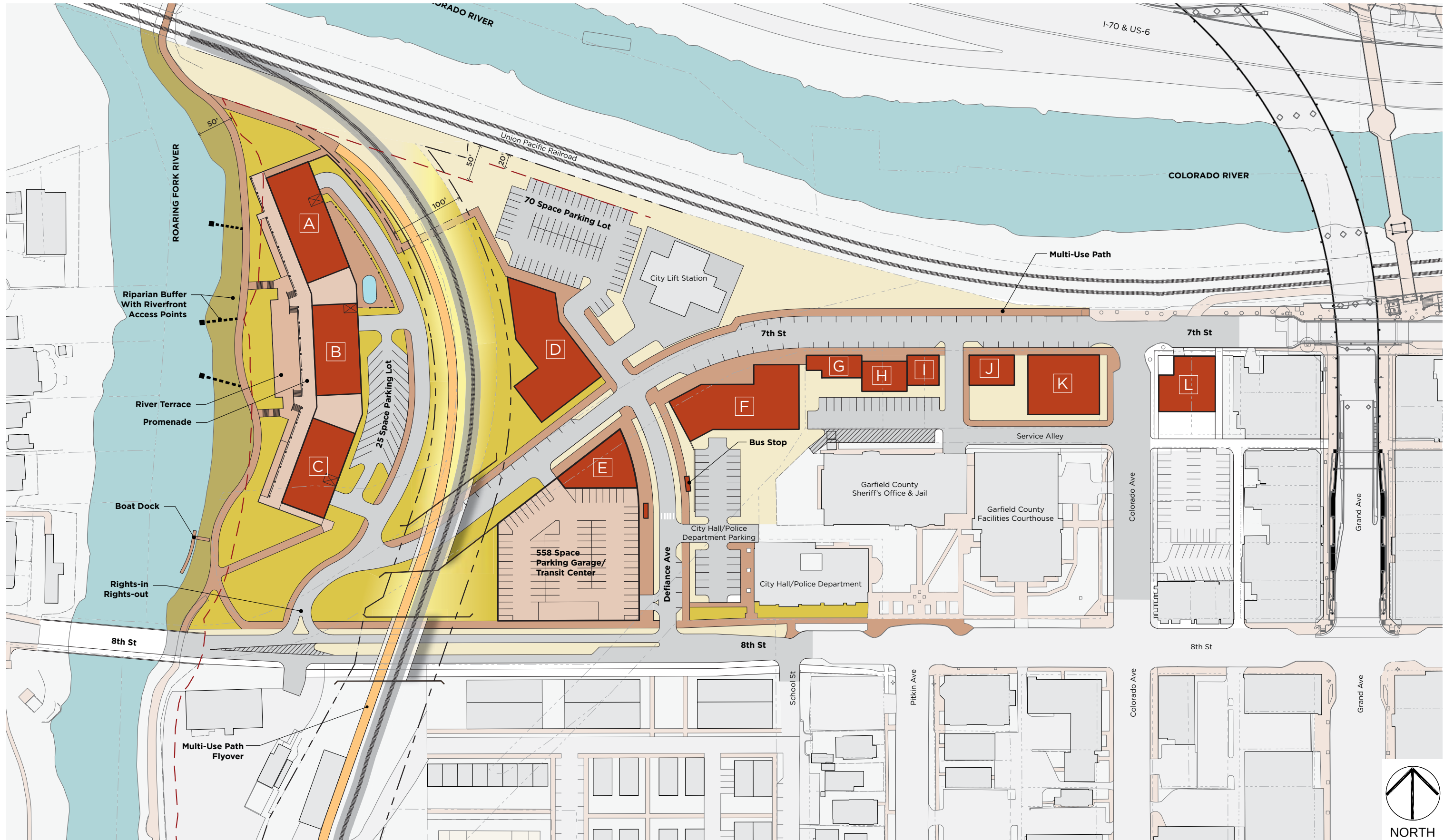


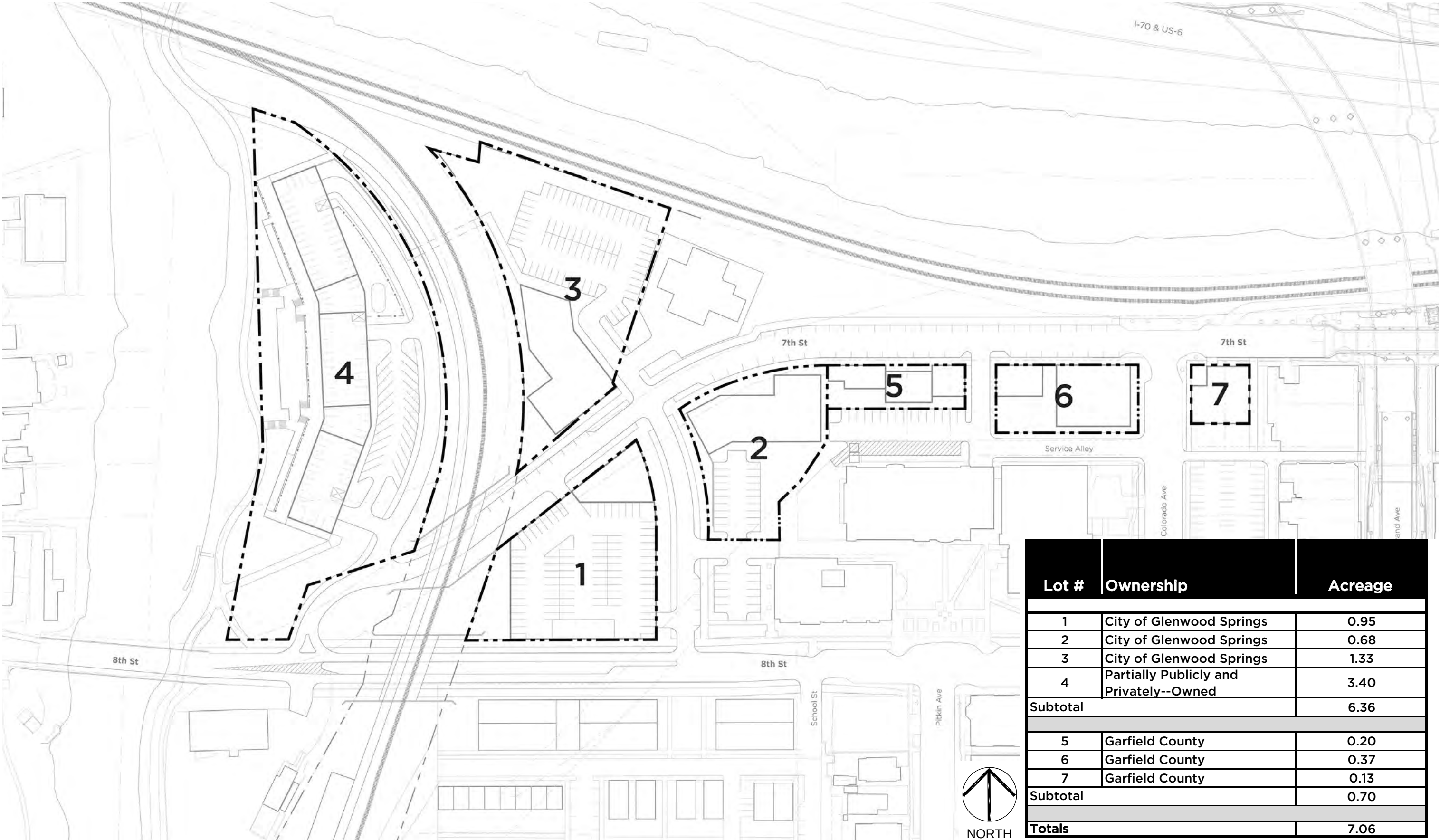
Plan view of the parking structure on lot 1.



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 of 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.

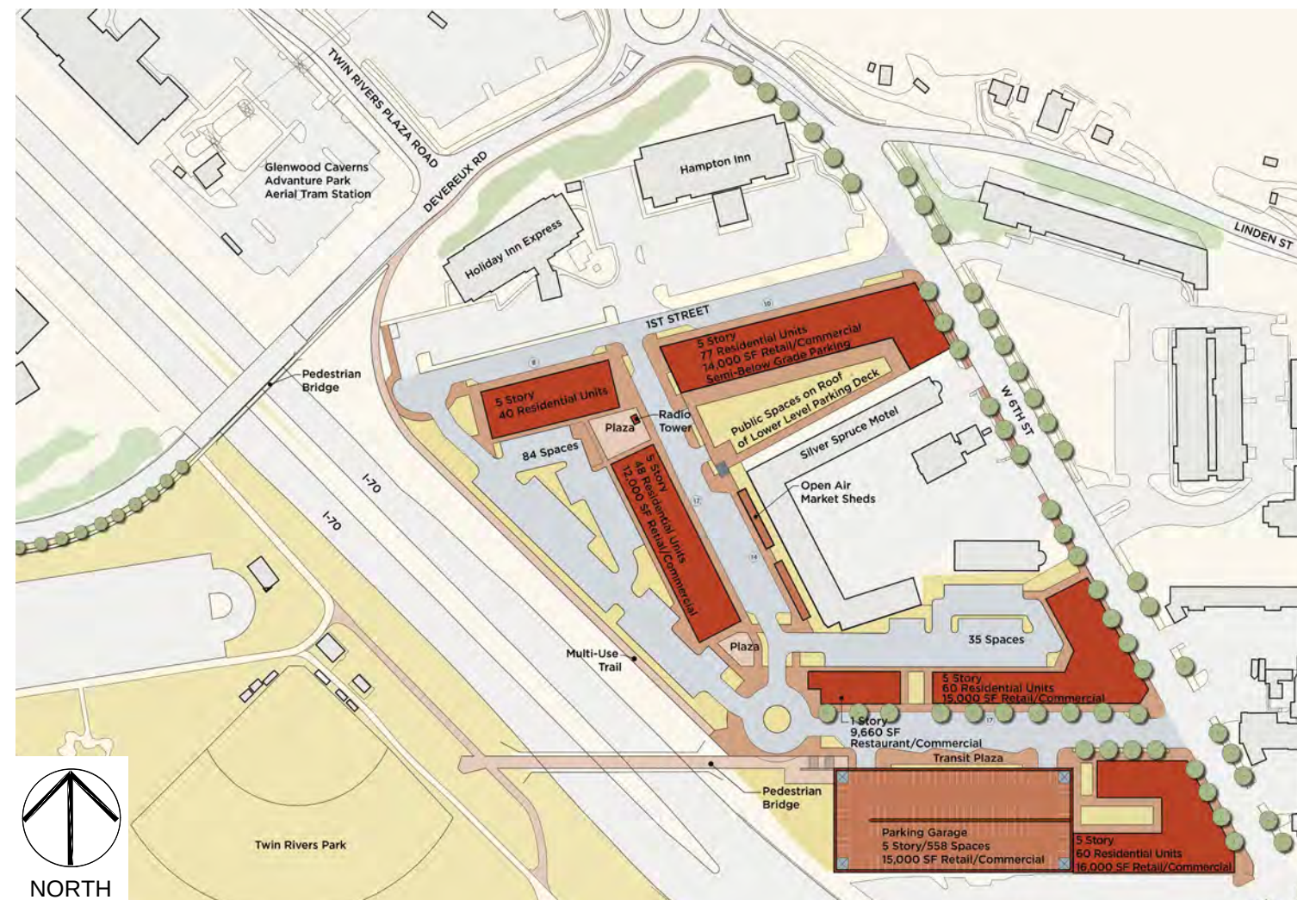
Throughout the AWP planning process there were discussions regarding the possible placement of a larger parking structure to function as a park-and-ride connected to RFTA transit service, somewhere within the AWP study area. In addition to the various alternatives for structured parking explored within 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

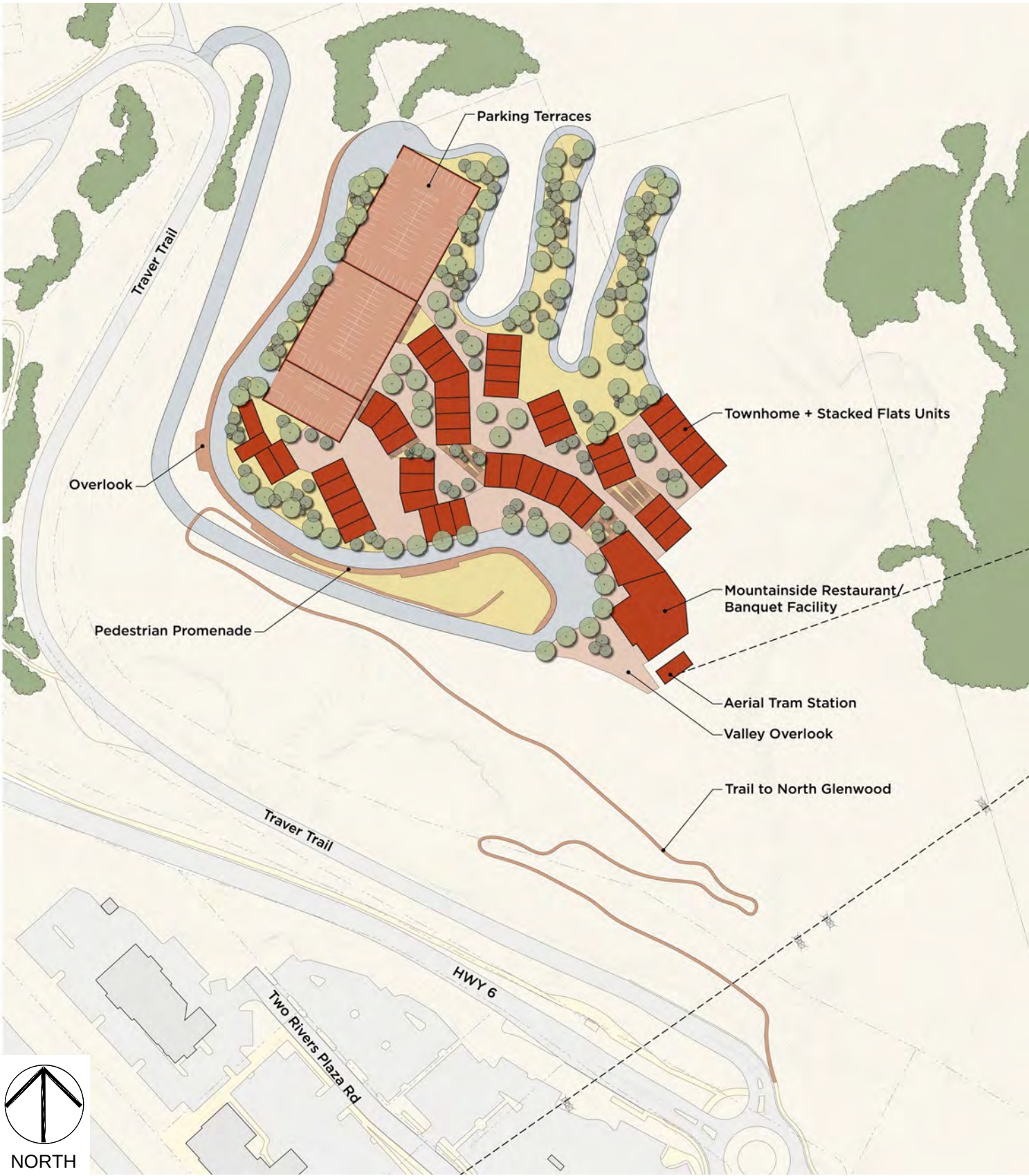
achieved by a new residential development on the quarry site. Large areas of the town are designated as a World Heritage Site by UNESCO, an organization of the United Nations. The intention of the proposed reuse plan for the quarry site is not to create a fake historic town, but instead to look at how 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

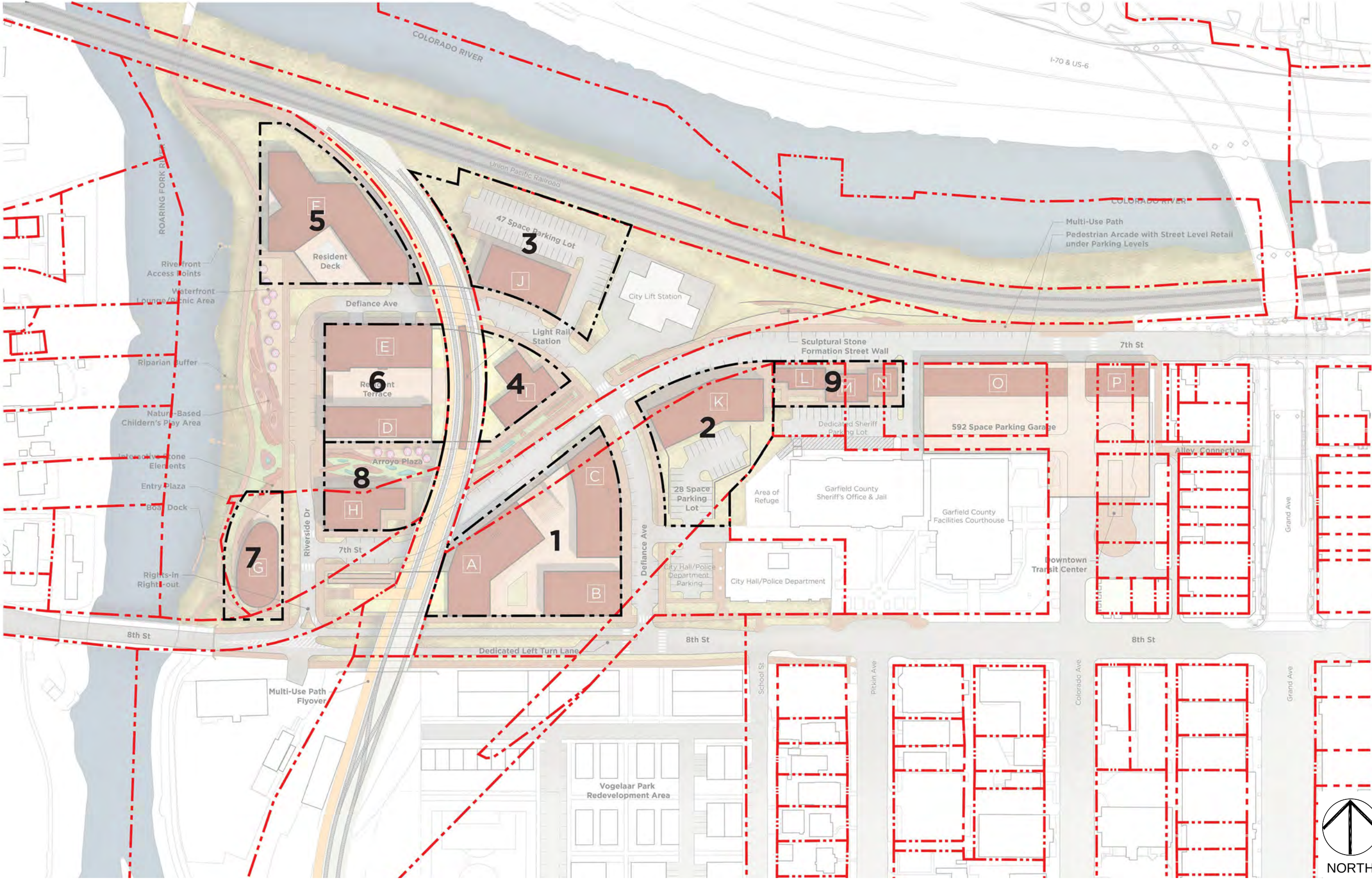
ability to provide efficient and effective service. Of course, the City’s desire to create a parking structure that primarily serves existing and proposed development will inform the decision-making as to the ultimate location of a large parking facility and/or a transit center are co-located. They may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

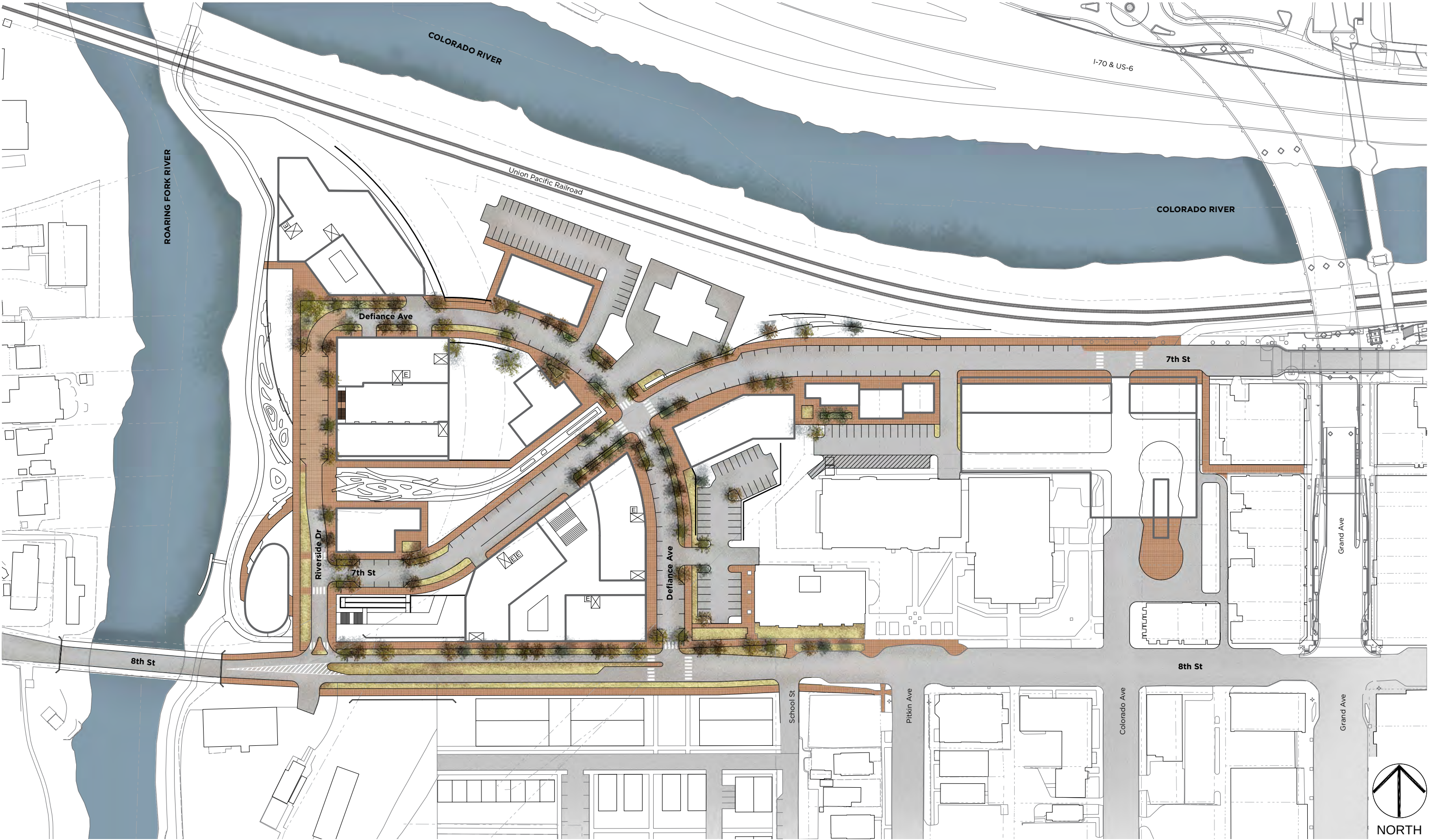
3.3 PUBLIC PARKS AND OPEN SPACES

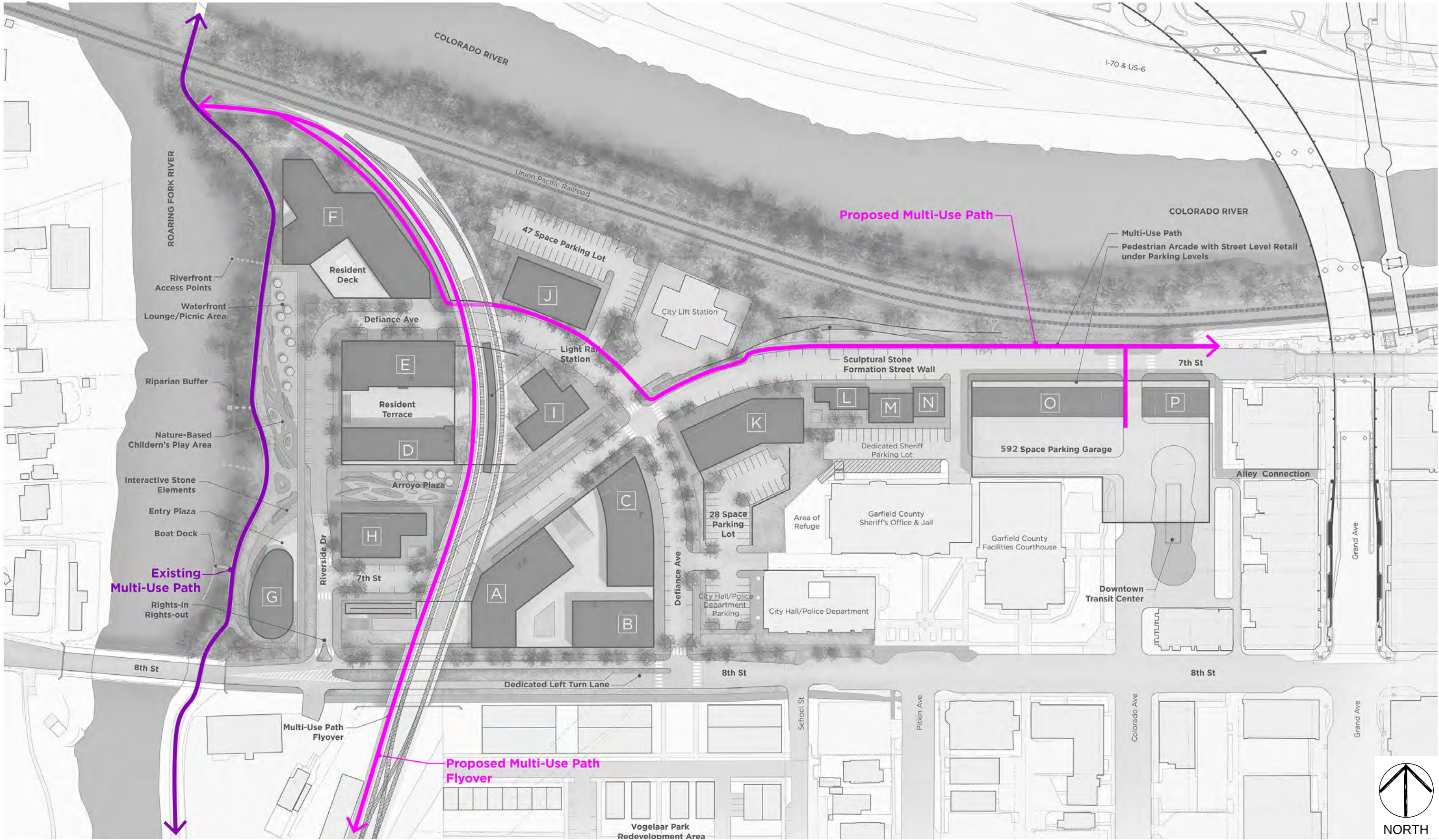
Public open space is an important aspect of the overall urban design organization of all of the proposed reuse scenarios within the AWP study area. This is especially true in the Confluence Area, with each reuse alternative providing a publicly-owned riverfront park and various forms of public or privately-owned 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.”

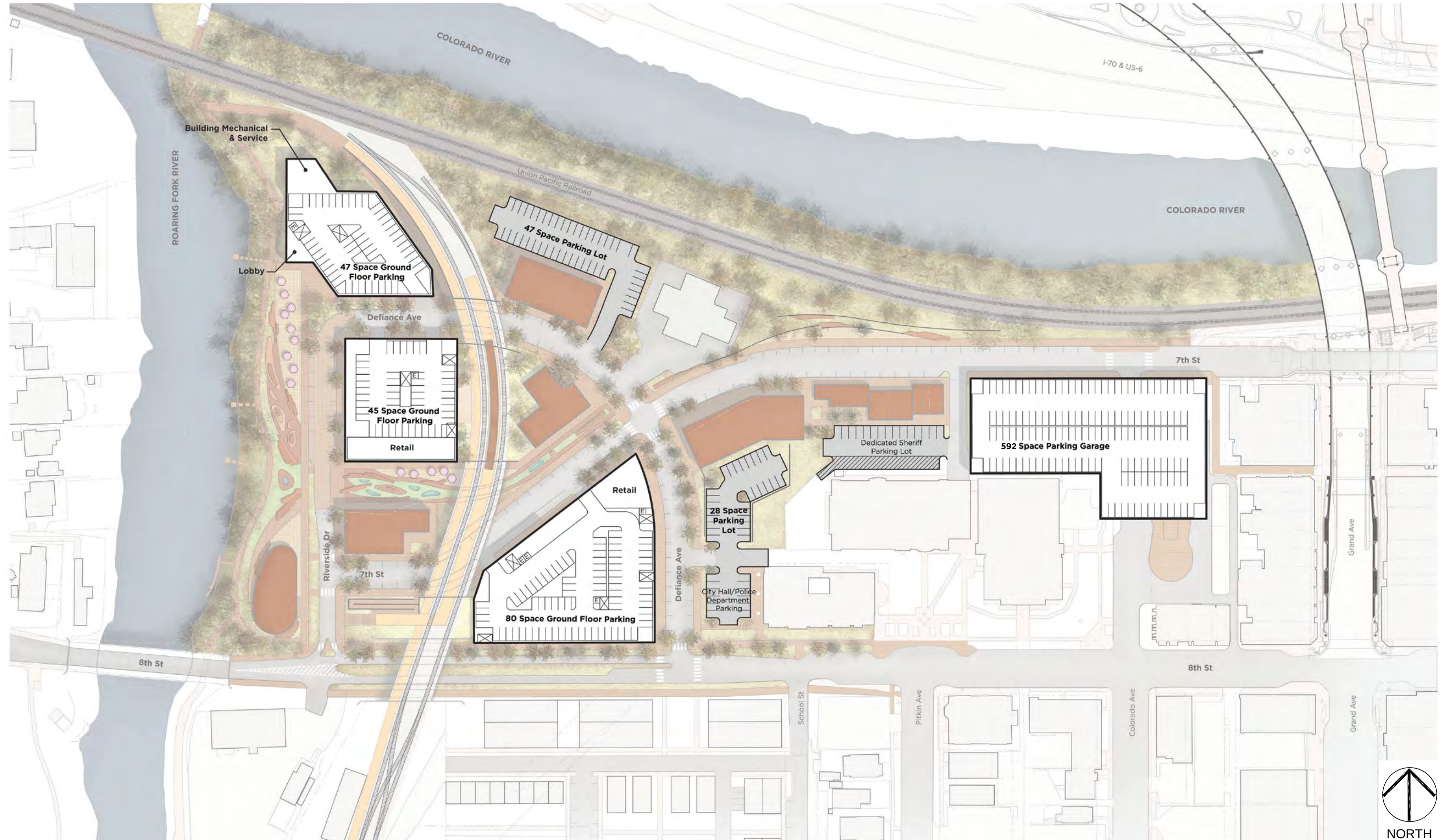
Creating a high-quality and flexible central gathering space within the development will provide the connectivity thread that weaves everything together. This notion is further augmented by the opportunity to create a unique linear park-like streetscape along both sides of 7th Street to Colorado Avenue,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

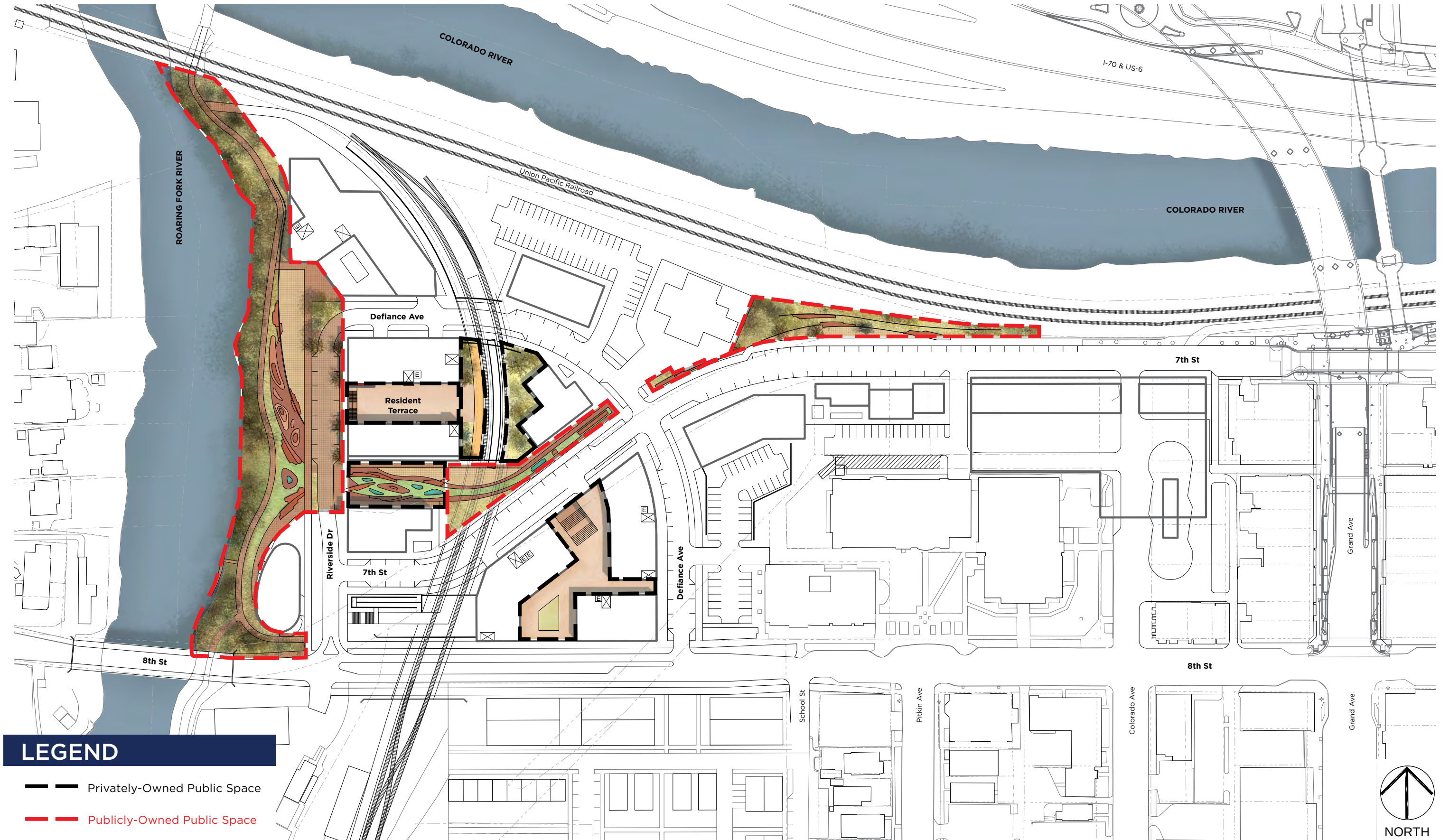






Parking Facilities Diagram





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.

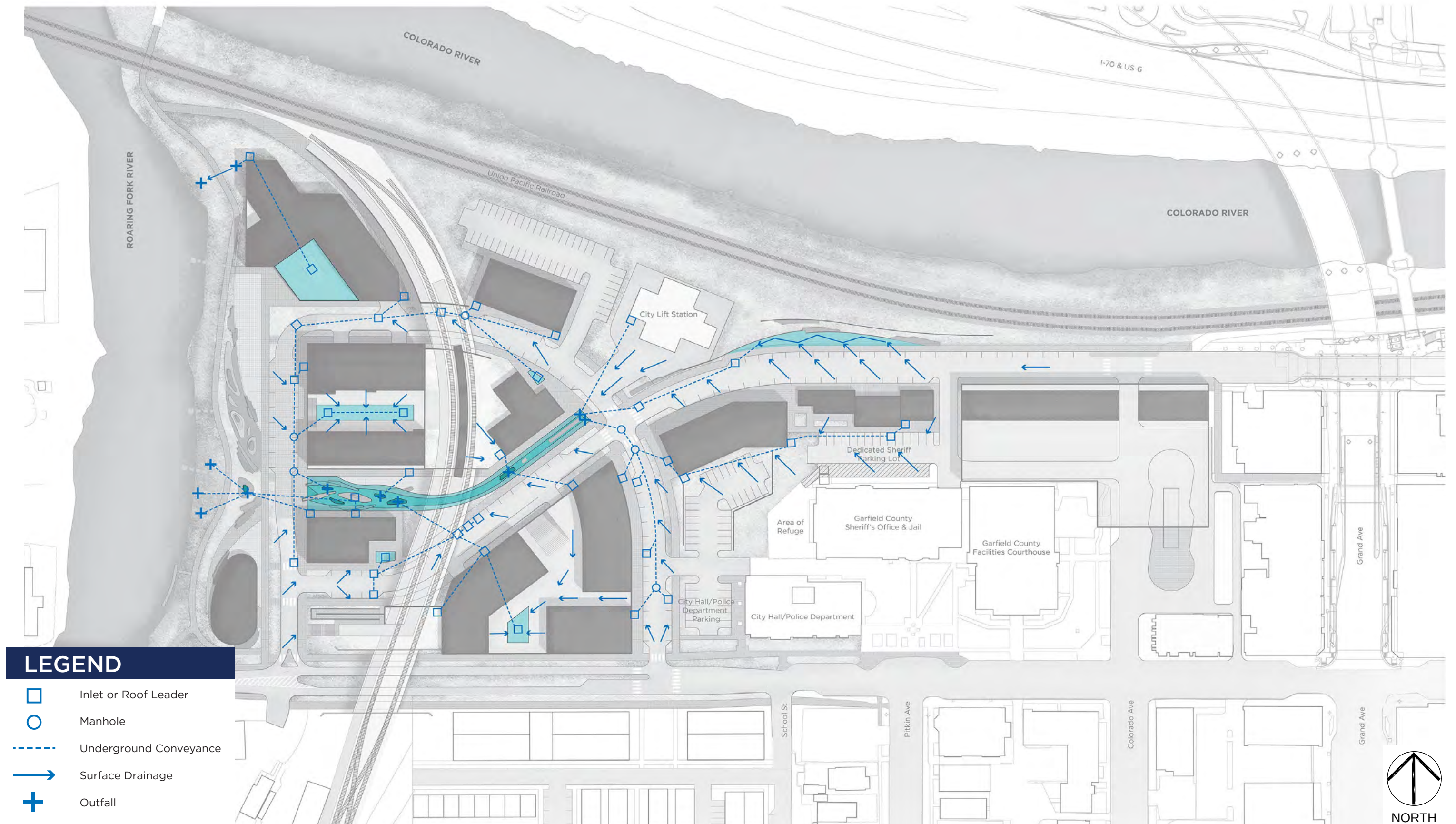
Beyond stormwater, there are other sustainable principles that the City and developers can implement during the redevelopment of areas. Street trees utilized as a beneficial feature for stormwater management are also helpful for improving air quality and reducing heat island effect by providing shade. 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.

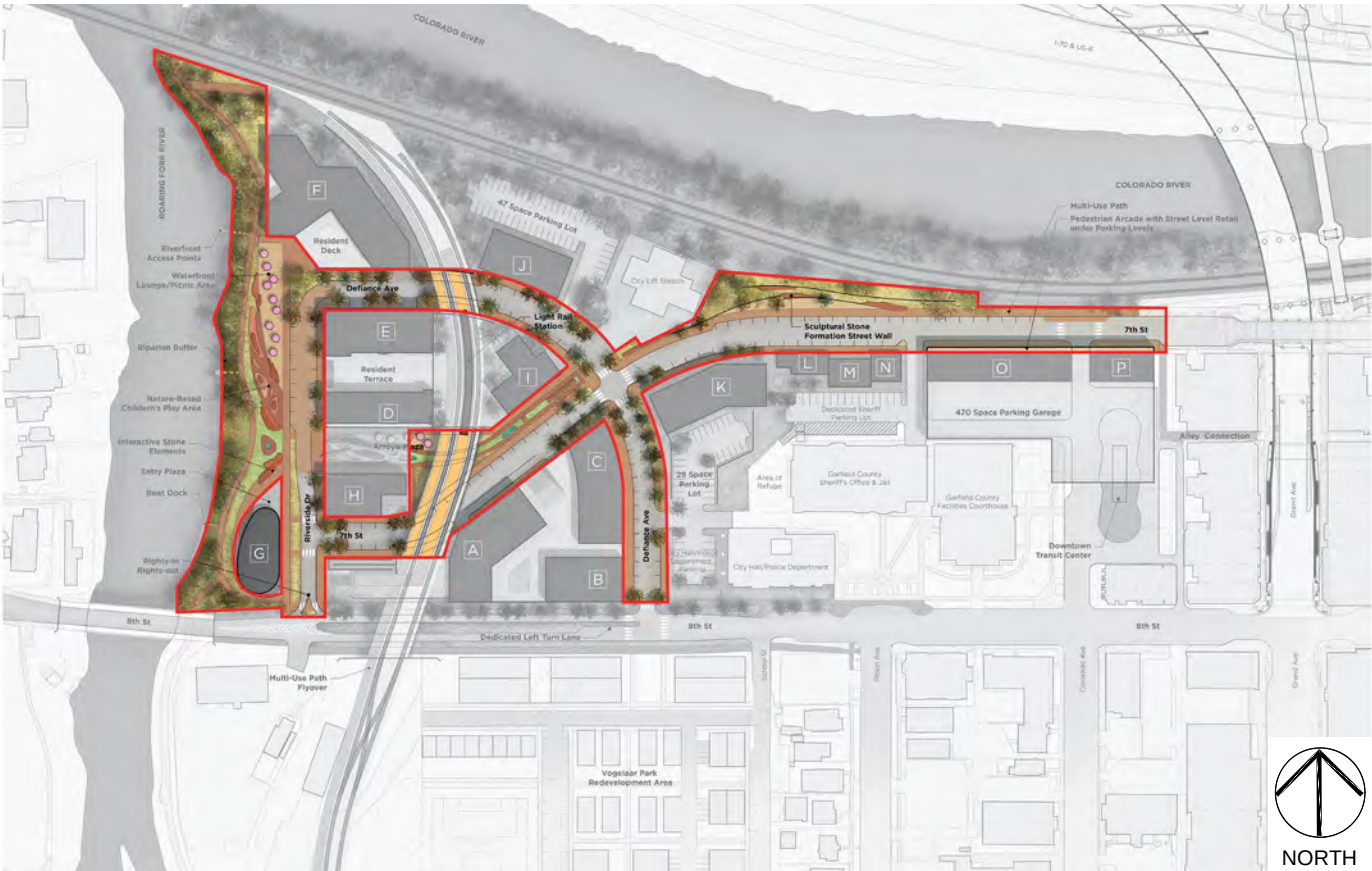
H. Assumes that a NEPA process will be required for federally funded transportation projects.

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.



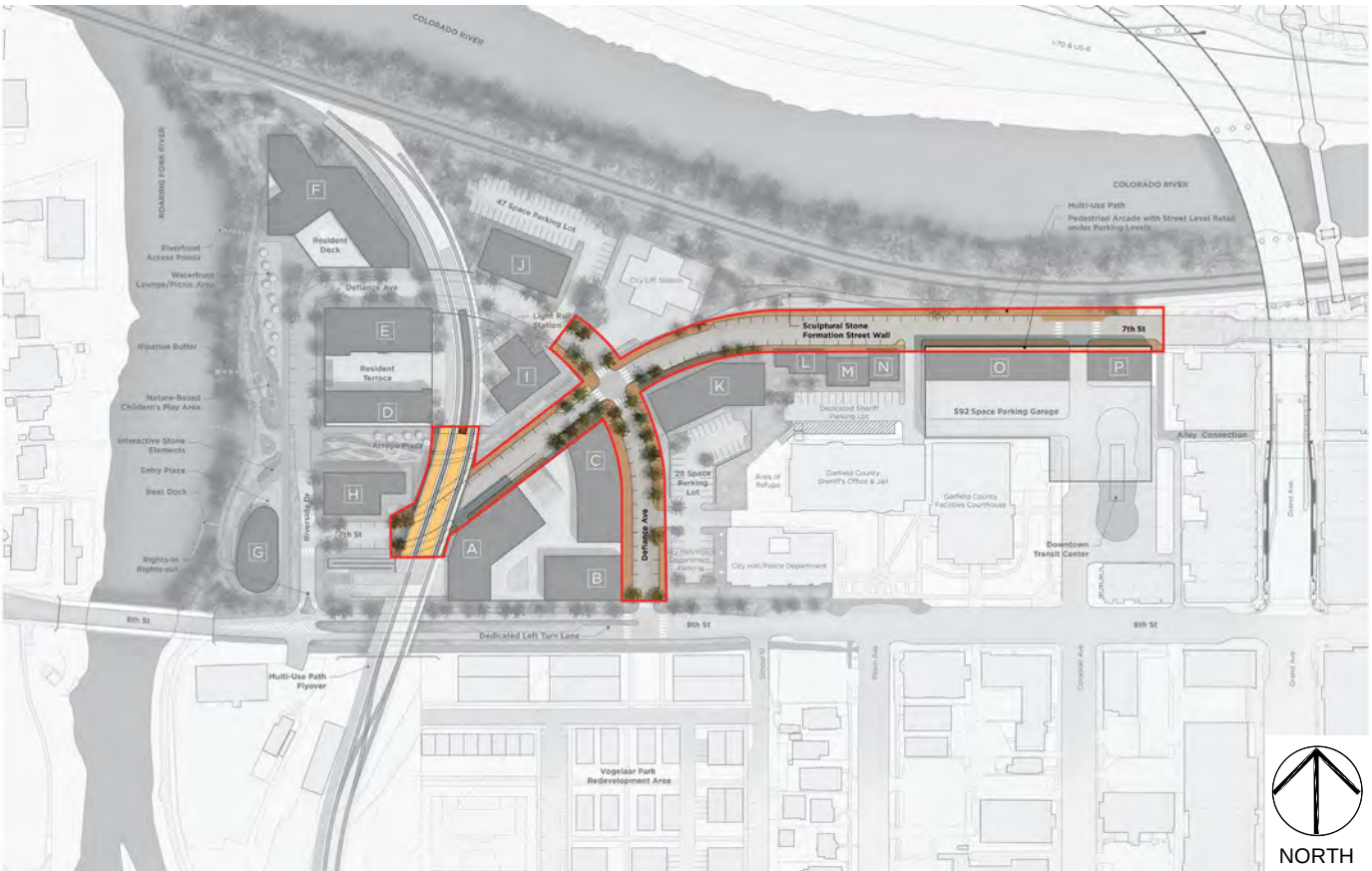
AP-1 - Comprehensive Street Network and Public Space 60% Engineering Design



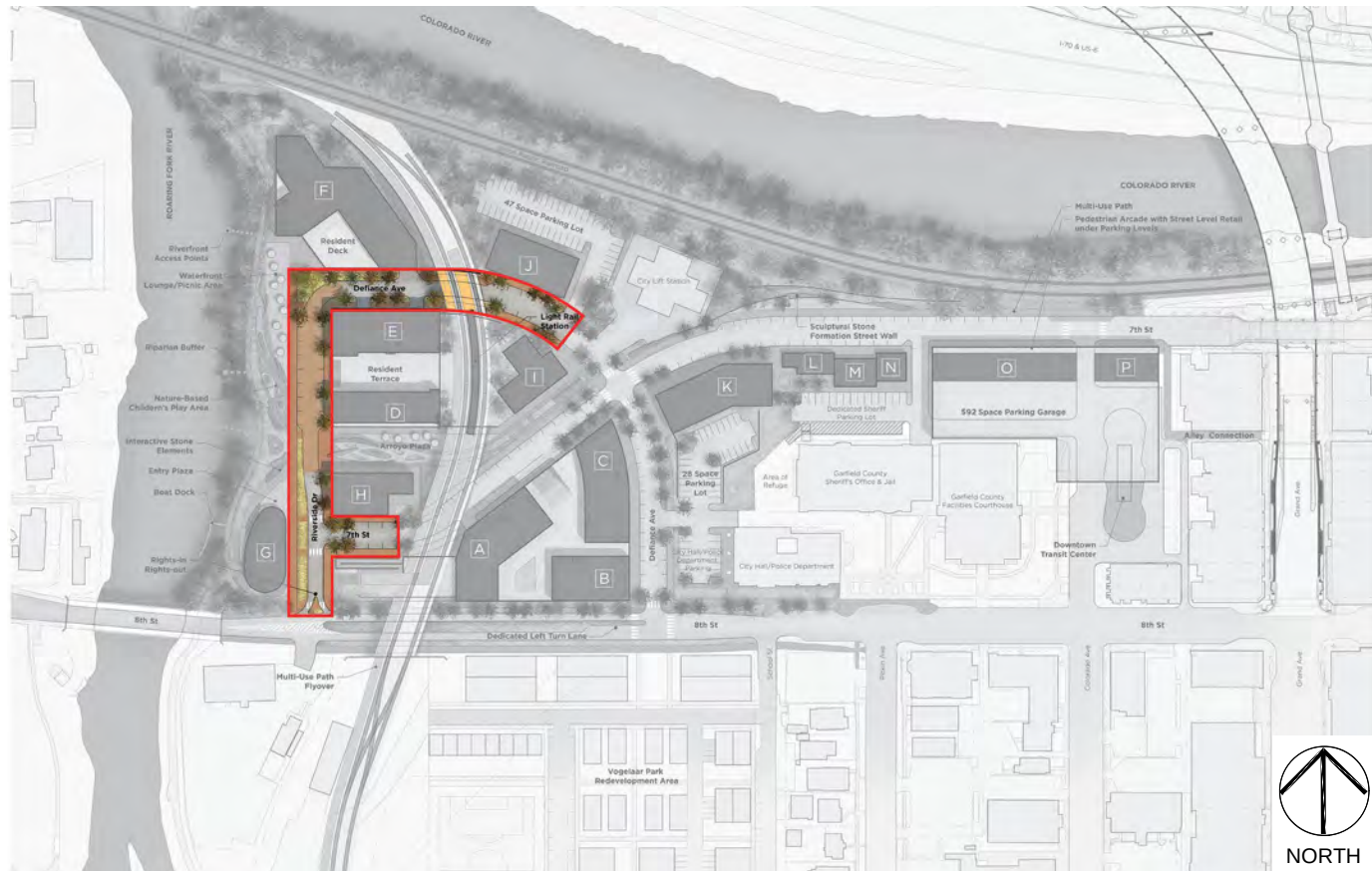
AP-2 - 8th Street Improvement Project Construction



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

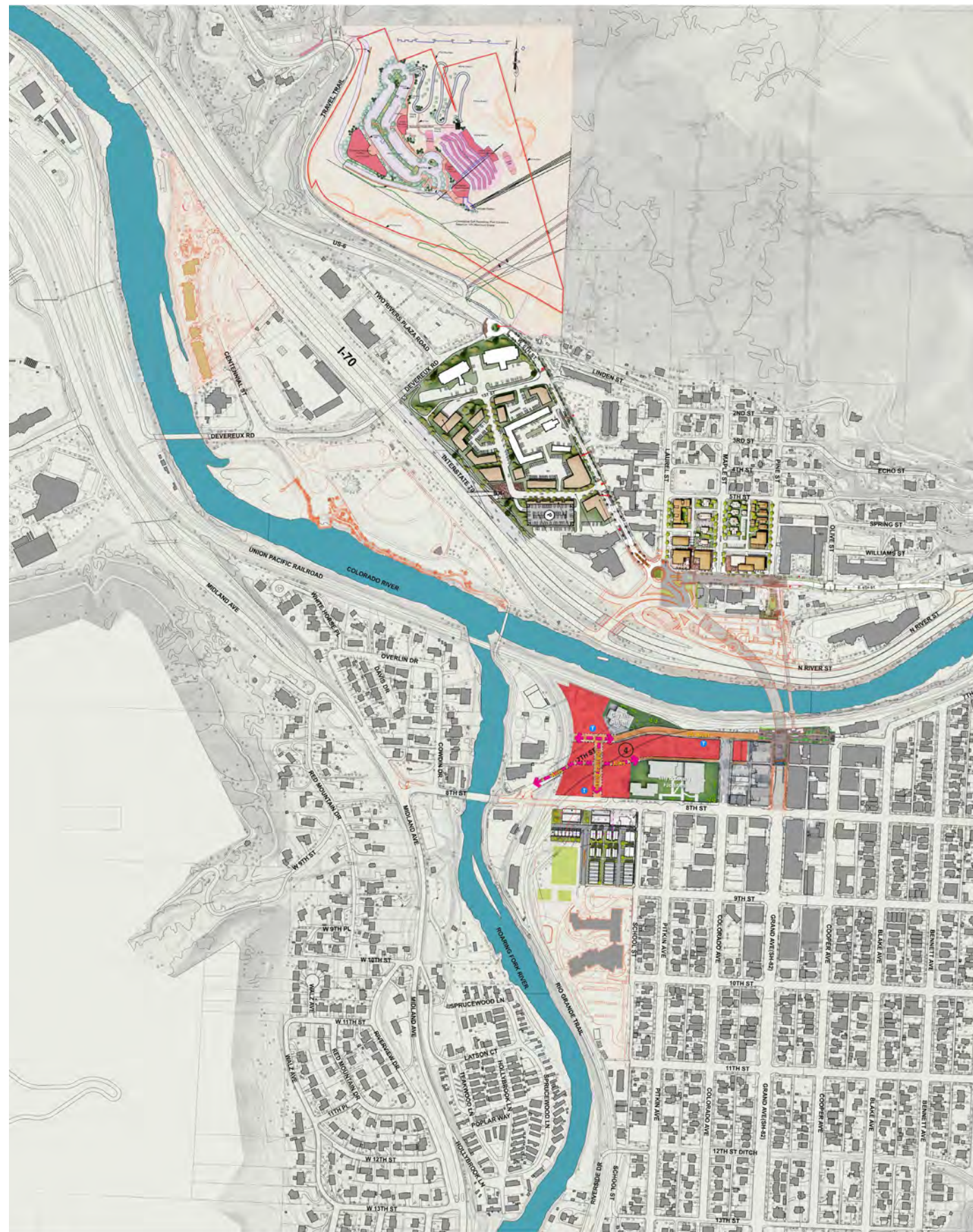
Historical and Current Use: The site was formerly the Pitkin Iron Corporation and more recently the Mid-Continent’s limestone quarry to support the coal mining industry. The site closed in 1991 and has remained vacant since that time.

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.

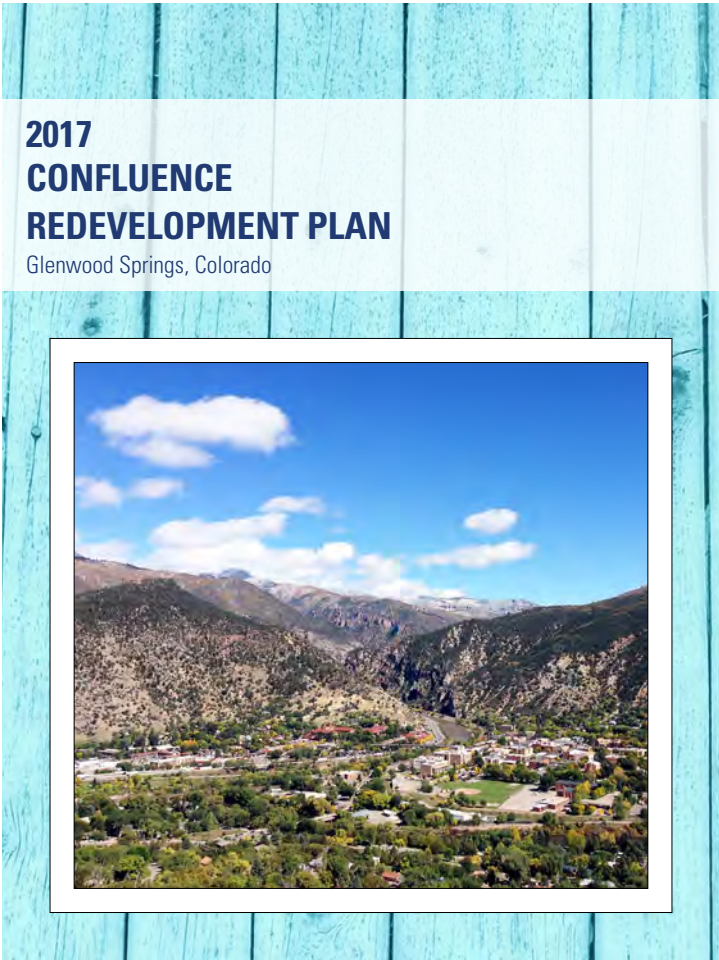
This assessment of the physical/built environment considers how present and planned land use, environmental conditions, zoning policy, transportation and utility infrastructure, and public open spaces are likely to be shaped by this pattern of investment. Additionally, for each topic key findings for “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.



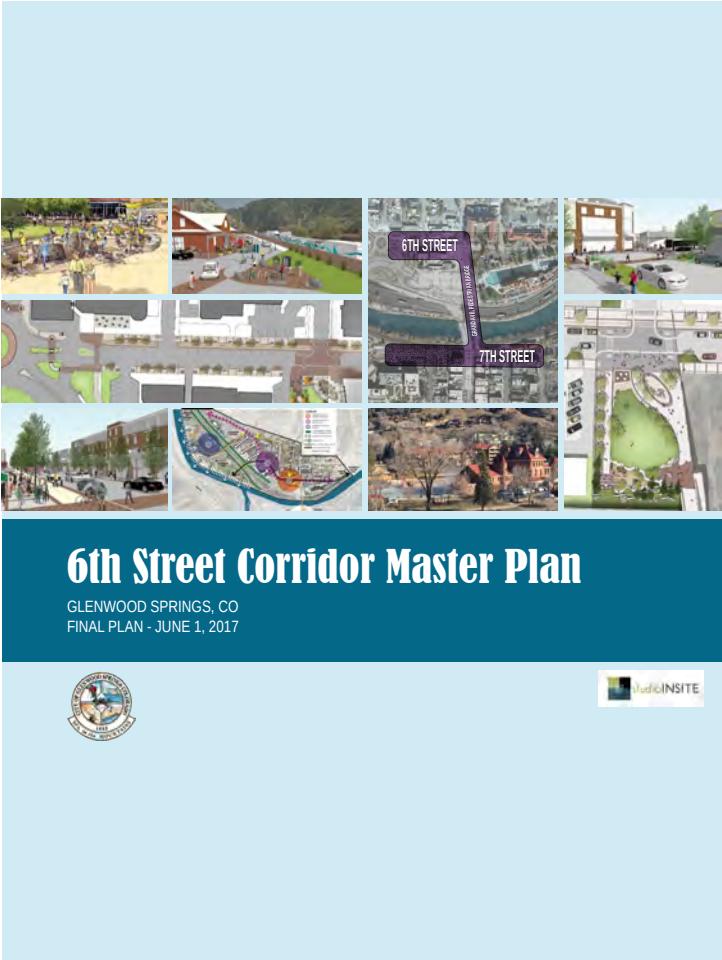
The opening of the new Grand Avenue Bridge is a project on November 7th, 2017, was years in the making and a major catalyst for change in the downtown and Glenwood Springs as a whole.

PLANNING RESOURCES

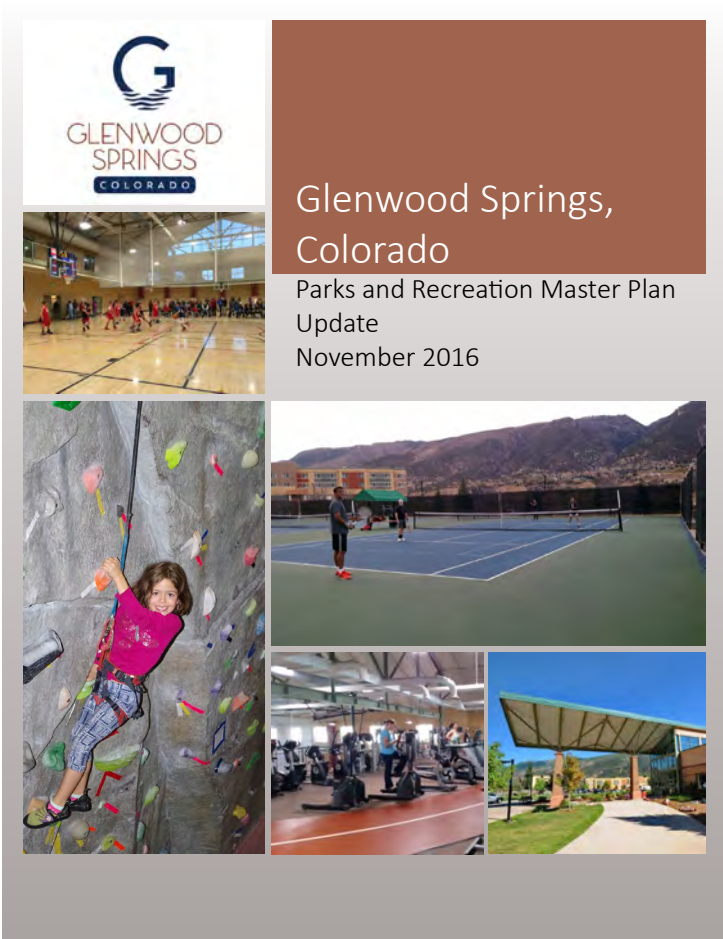
The City of Glenwood Springs is undertaking a process to bring together all of its development planning and includes several of its major undeveloped and under-utilized “brownfields” properties. The Area-Wide Plan is focused on pulling together the proposed redevelopment visions and planned infrastructure 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.



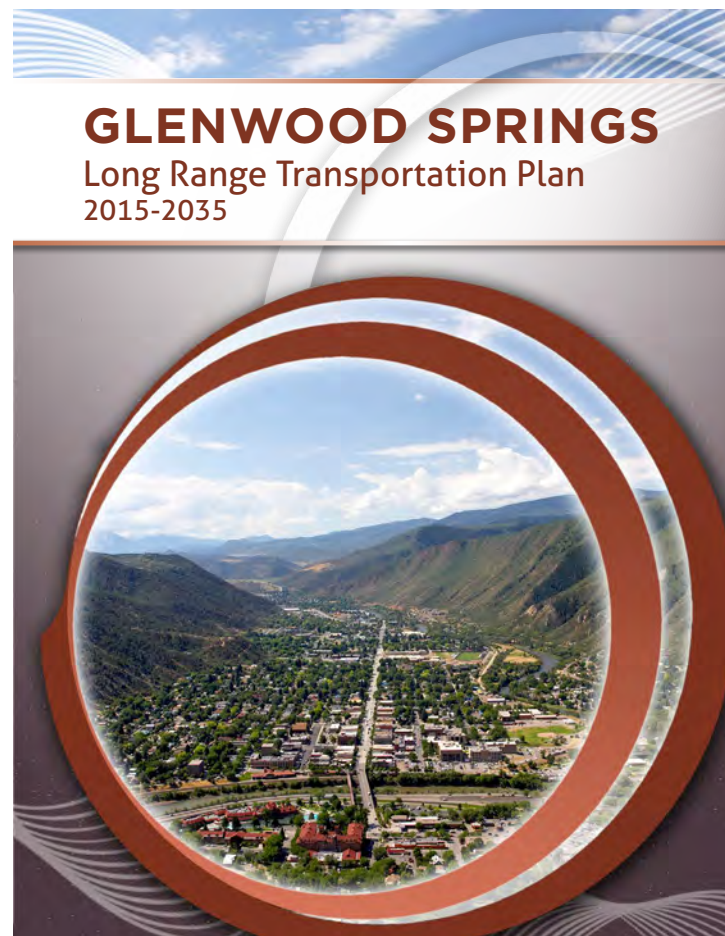
2017 Confluence Development Plan. This plan presents a redevelopment vision for the area at the junction of the Roaring Fork and Colorado rivers. Initiated in part by the decommissioning of the city’s wastewater treatment facility, the City of Glenwood Springs and Downtown Development Authority (DDA) 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.



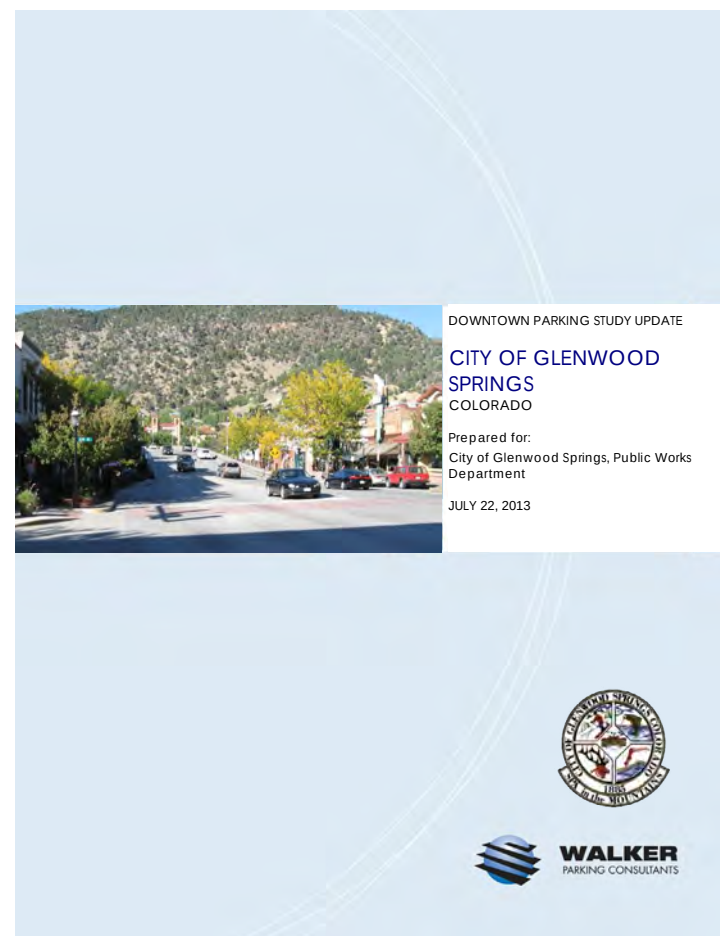
6th Street Corridor Master Plan. Over the next two years, 6th Street is expected to change dramatically as a result of the multi-million dollar Colorado Department of Transportation (CDOT) project to demolish and realign the Grand Avenue-State Highway 82 Bridge over the Colorado River. The goal of the 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.



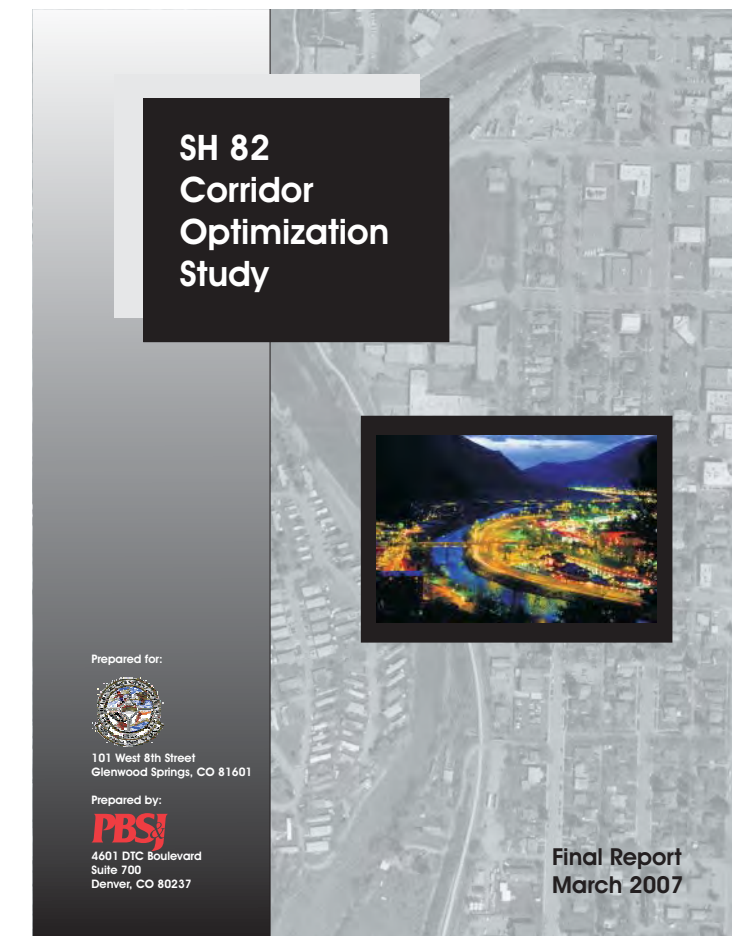
The Long Range Transportation Plan 2015 – 2035 outlines recommendations to establish the city multi-modal transportation network and strengthen connections between different modes, making travel more convenient for users at all levels of service. Based on a detailed efficiency analysis of vehicular, 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.

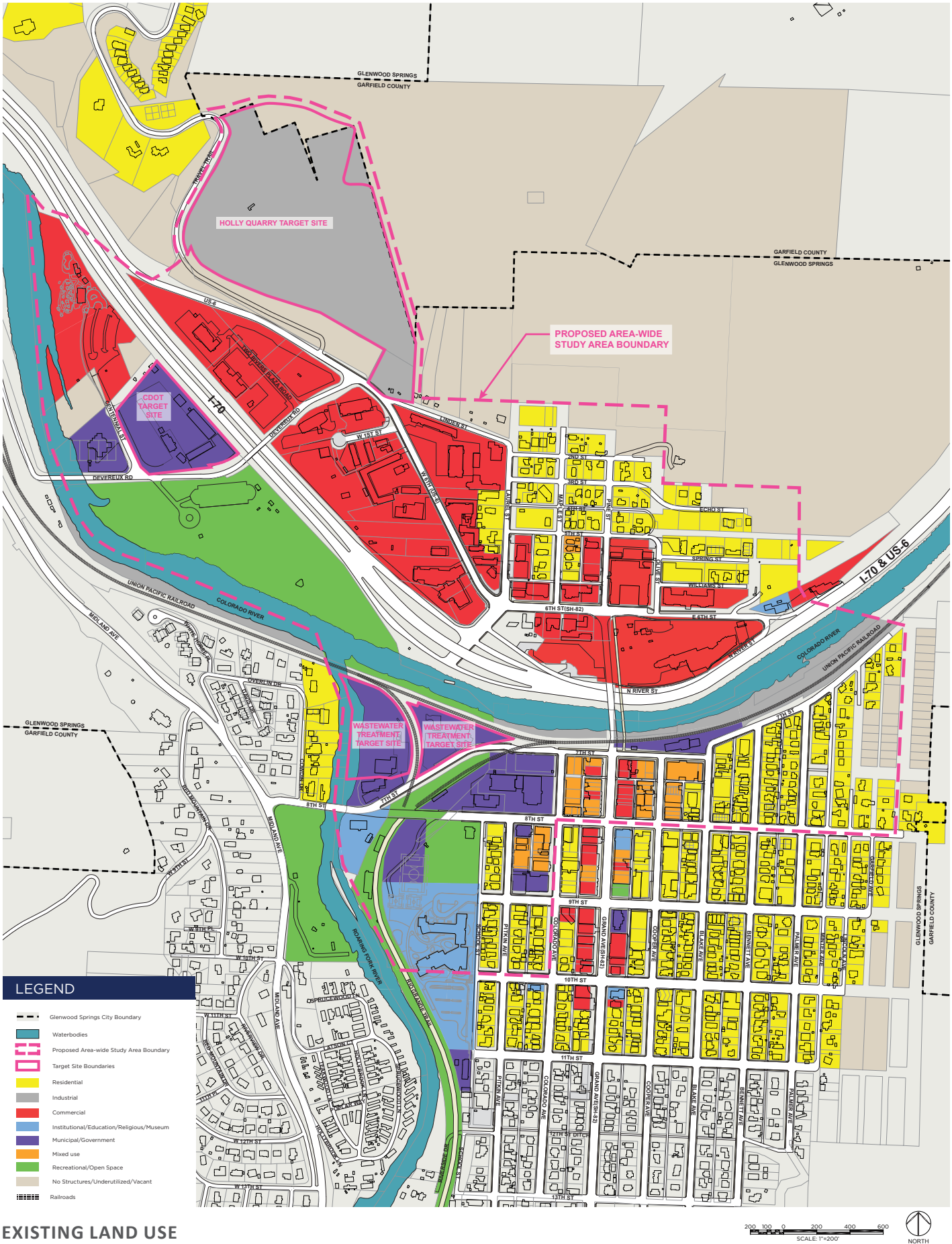
6th Street Corridor

- 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.



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.

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.

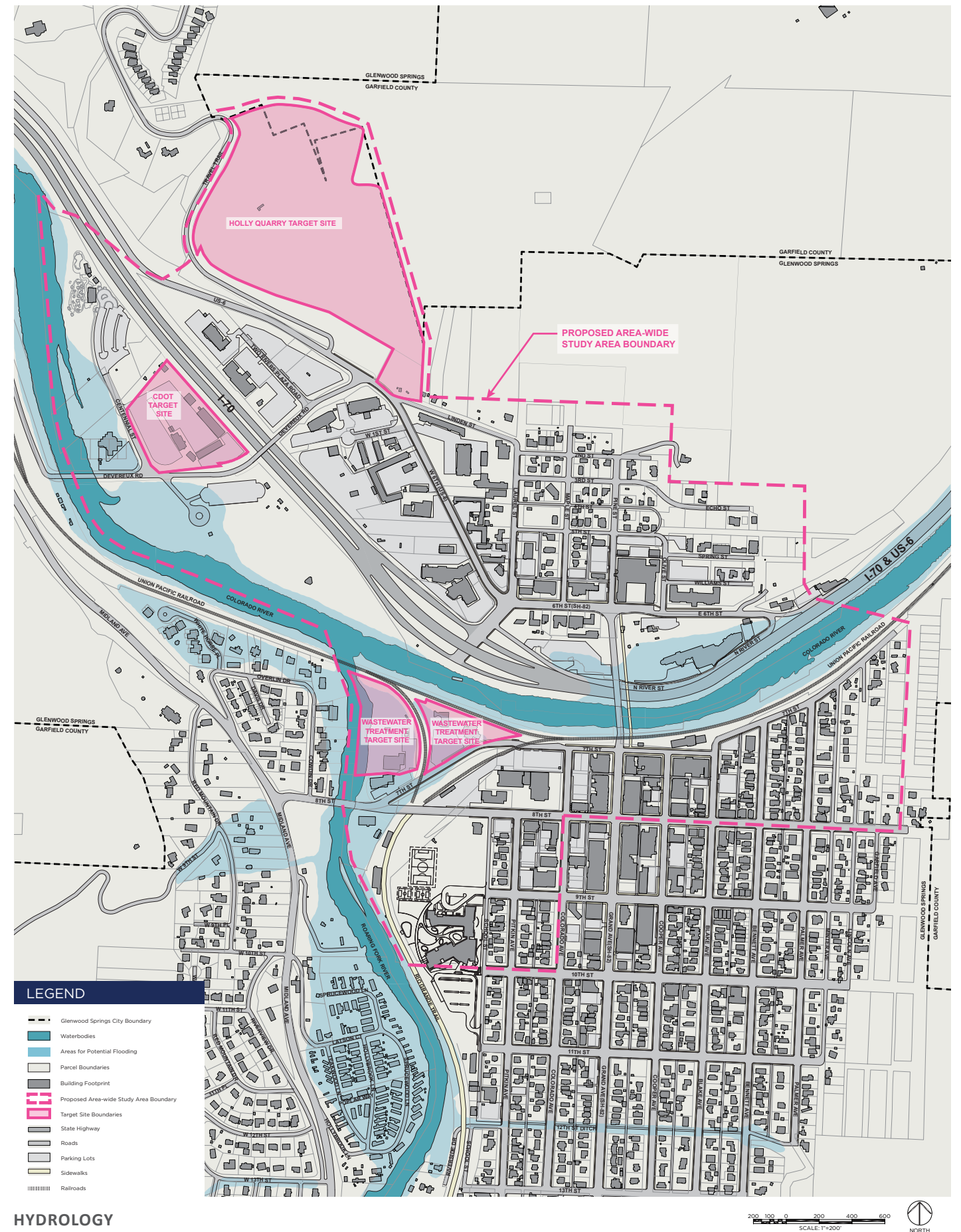
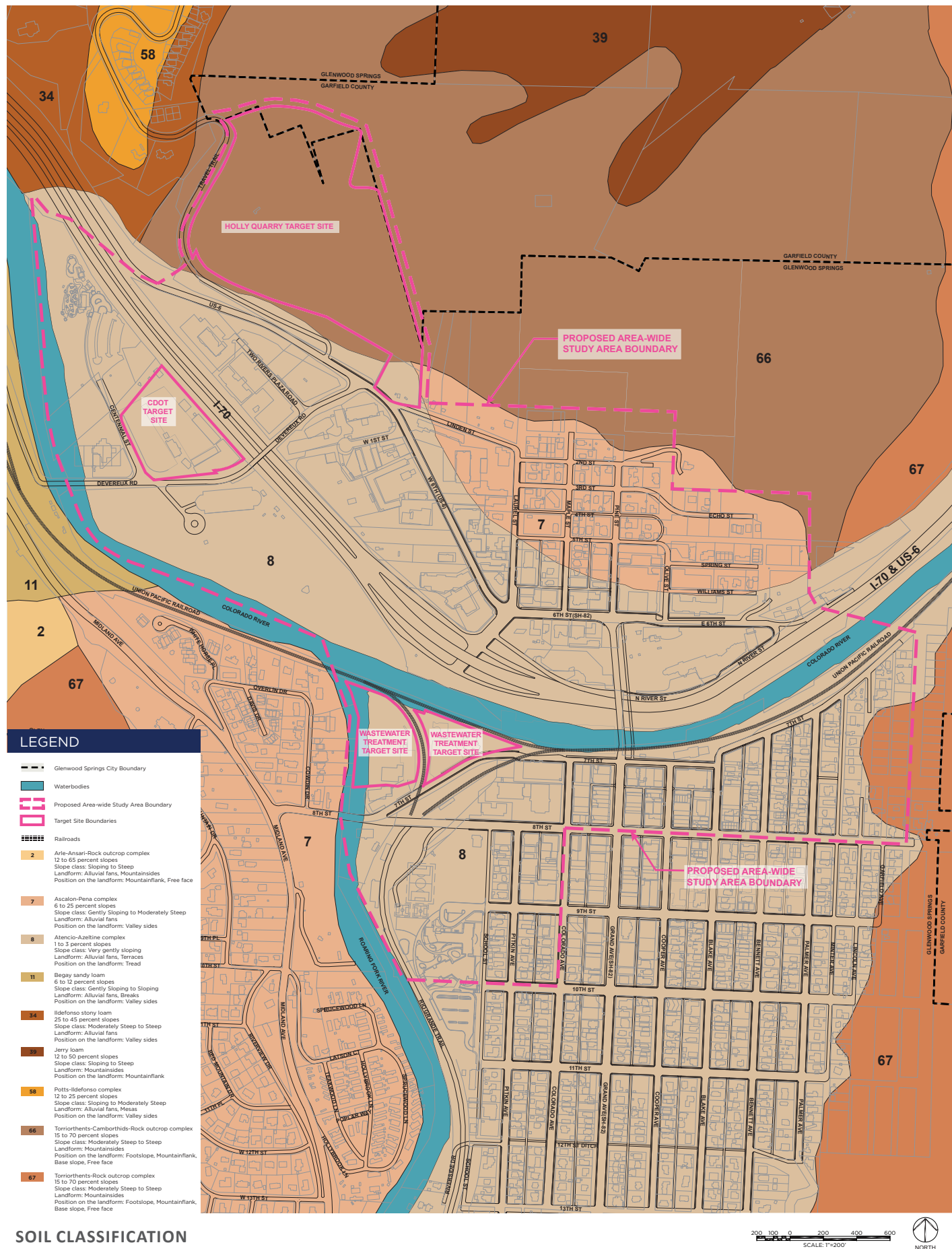
Extraction of natural resource is not currently prevalent in the areas immediately within/surrounding the City of Glenwood Springs like it is in other portions of the western slope, although one of the sites at the northern edge of the City/study area was formerly a limestone quarry.

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:

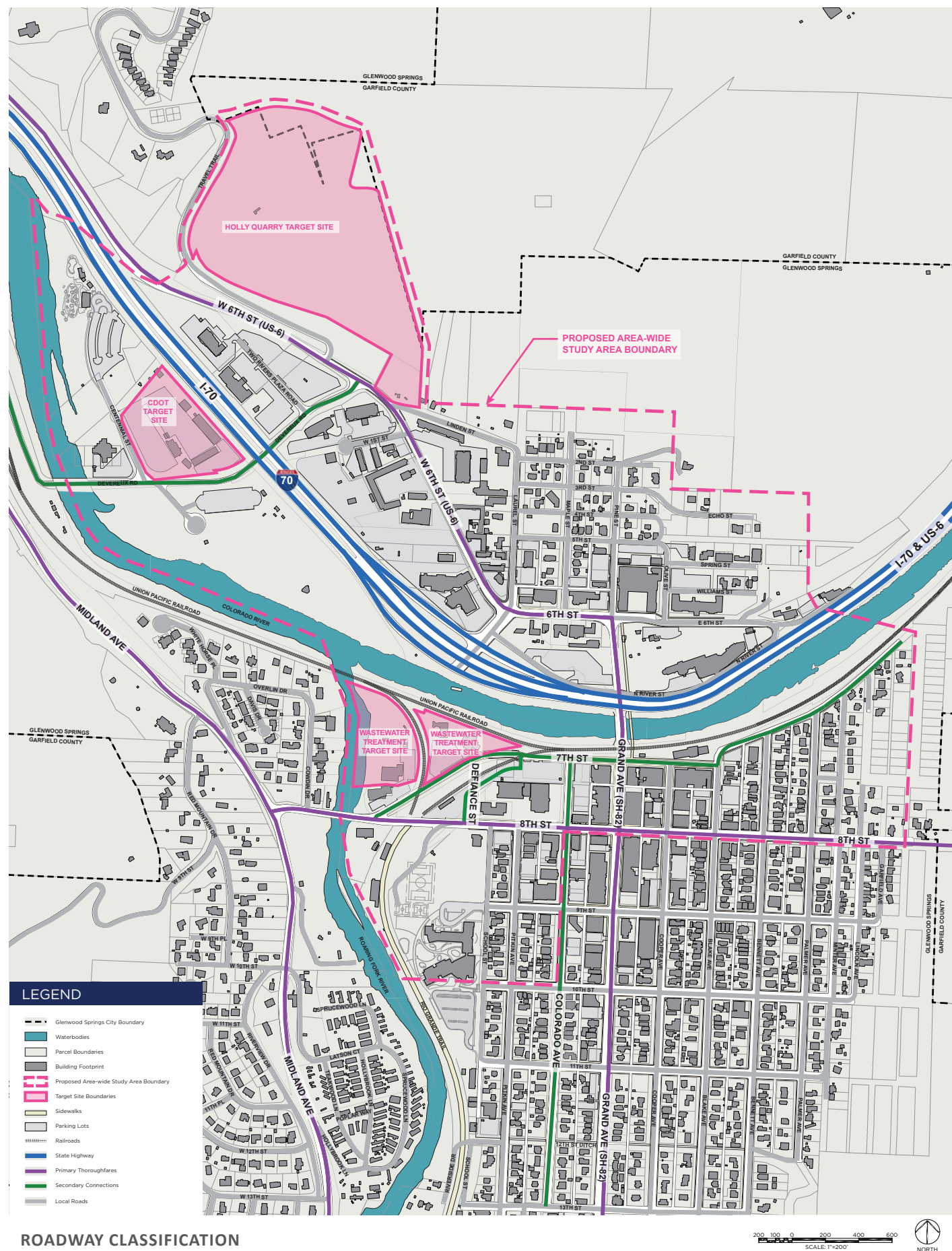
Primary Thoroughfares:

- 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.

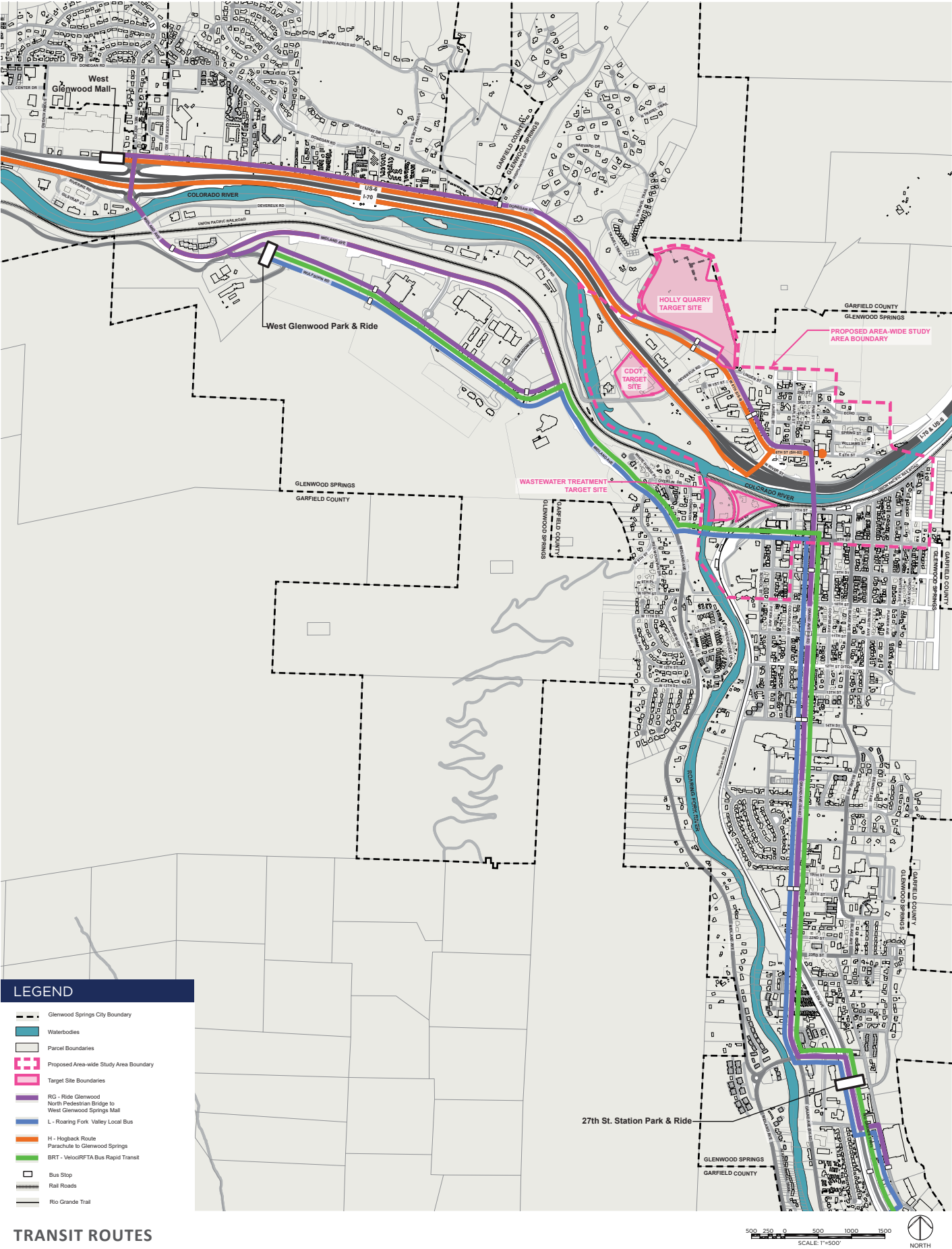


BUS ROUTES

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).

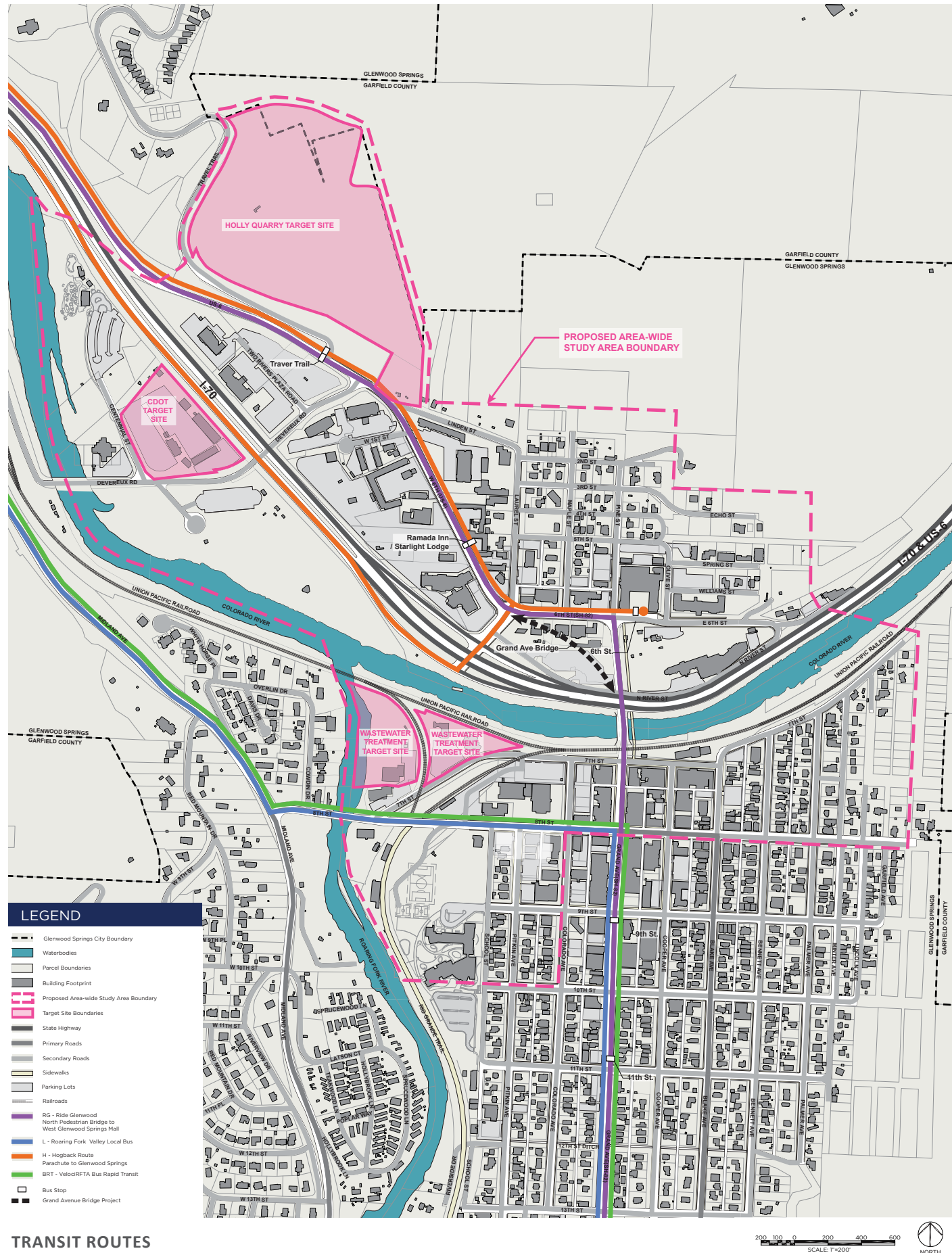
As discussed early, the Rio Grande Rail-Trail Corridor is primarily owned by RFTA and co-managed by regional partners, such as Pitkin County, Basalt, Eagle County, Carbondale, and Glenwood Springs. The Corridor has been preserved for trail use and future rail/transportation services pursuant to the federal 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



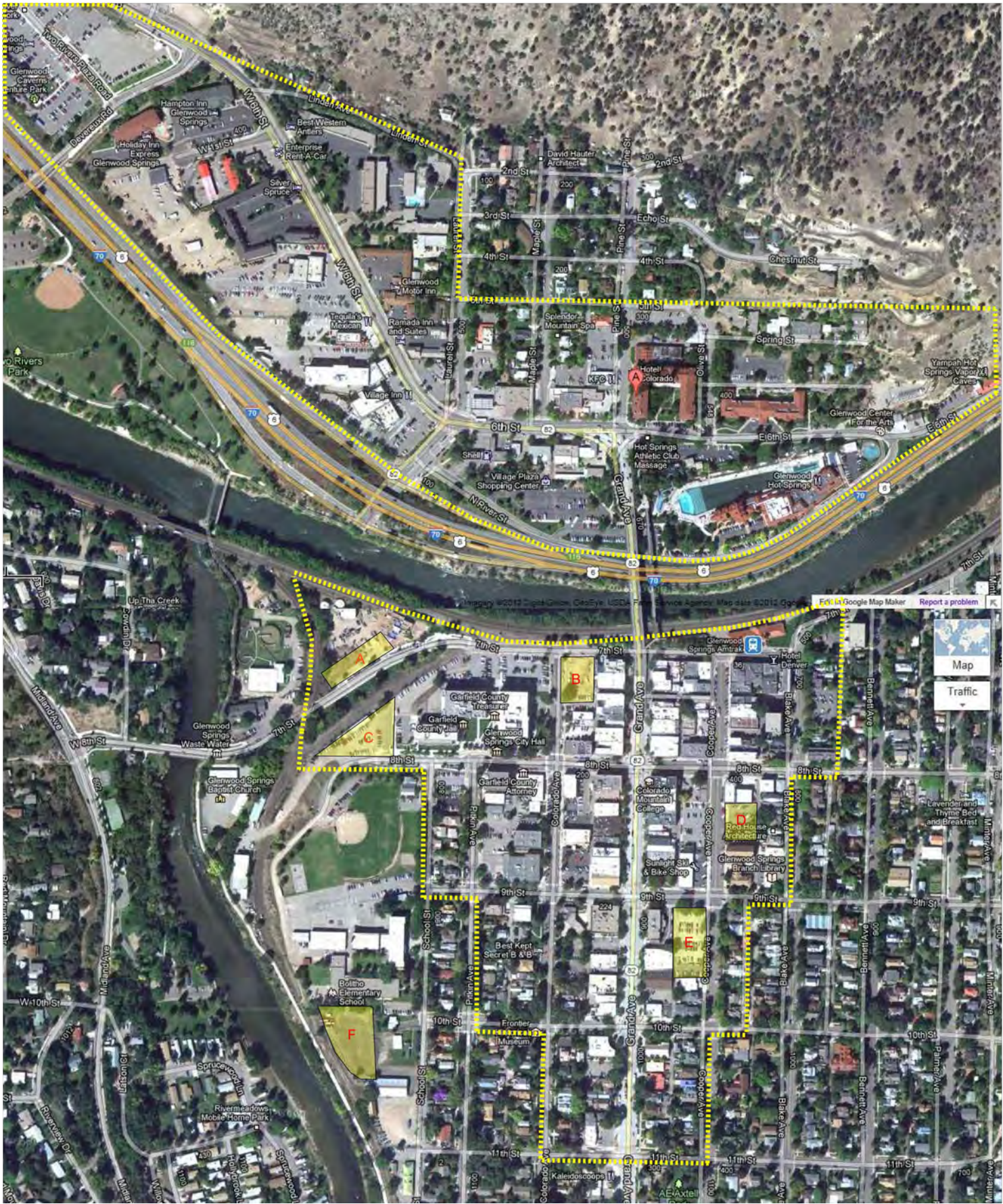
Off-street parking lot at Colorado and 7th Street



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

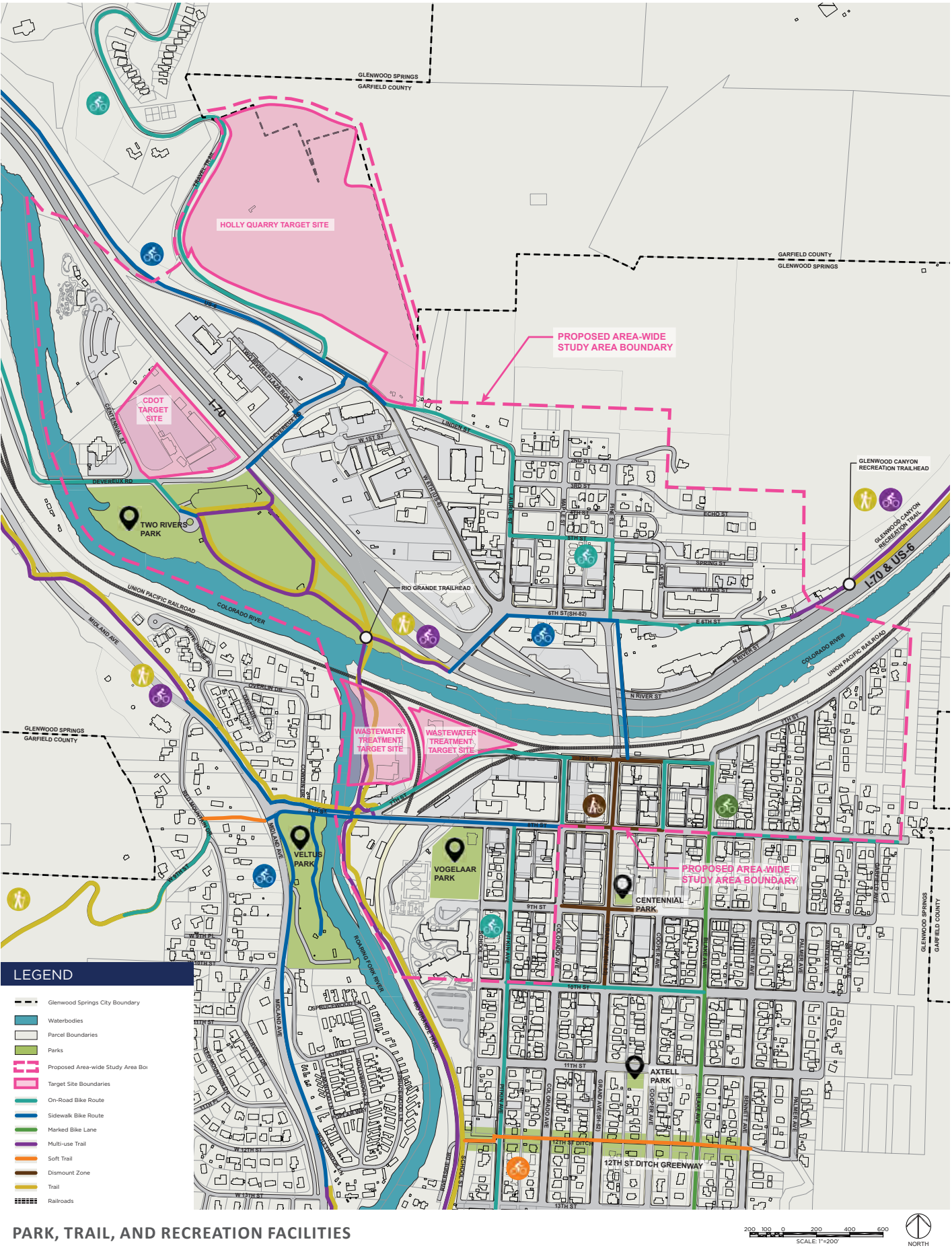
For a city the size of Glenwood Springs, the City’s Parks and Recreation Department provides an incredibly diverse and extremely high-caliber level of recreational opportunities for residents and visitors. A key aspect of the City’s approach to providing parks and recreation services as the notion that 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.

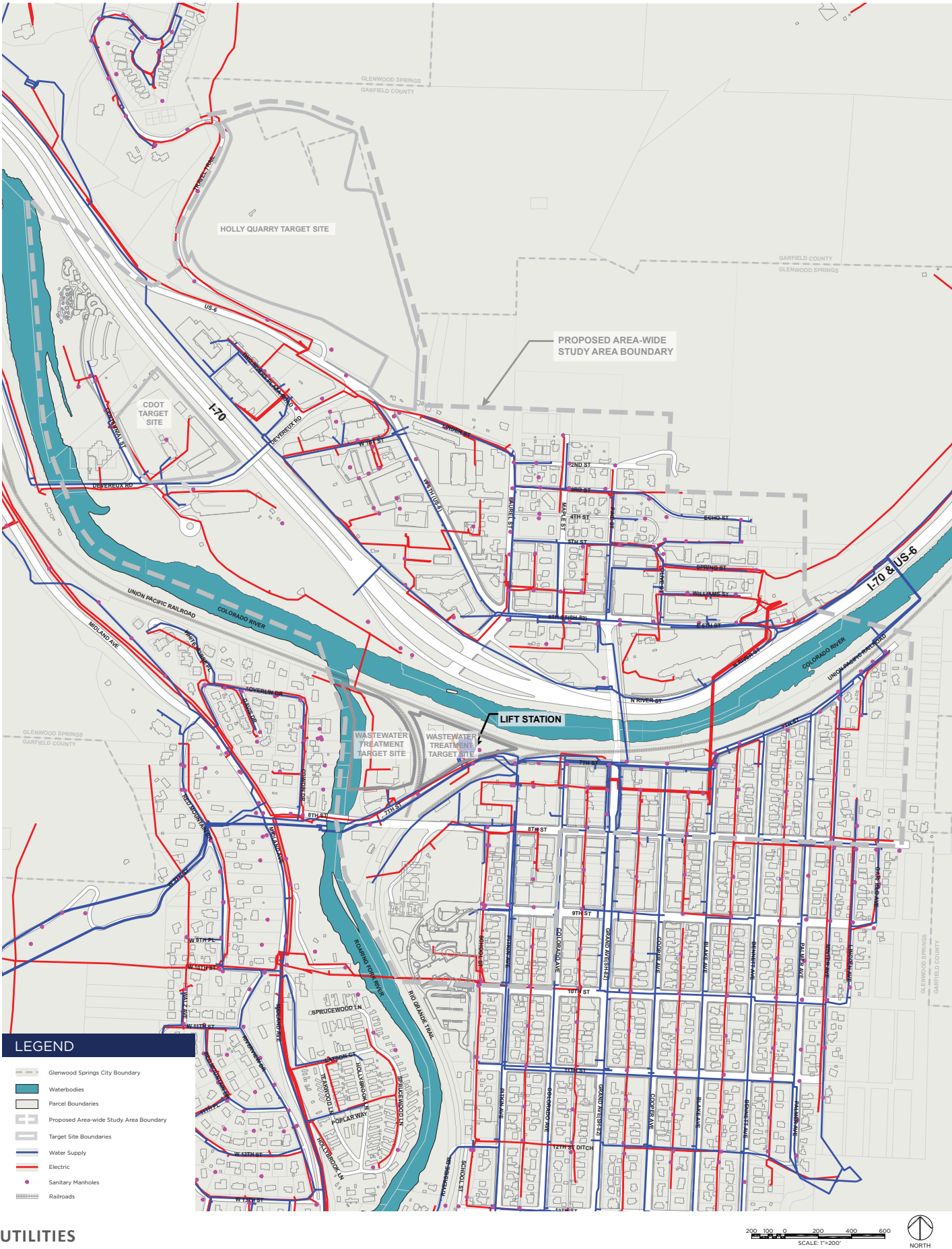
WATER SUPPLY

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.

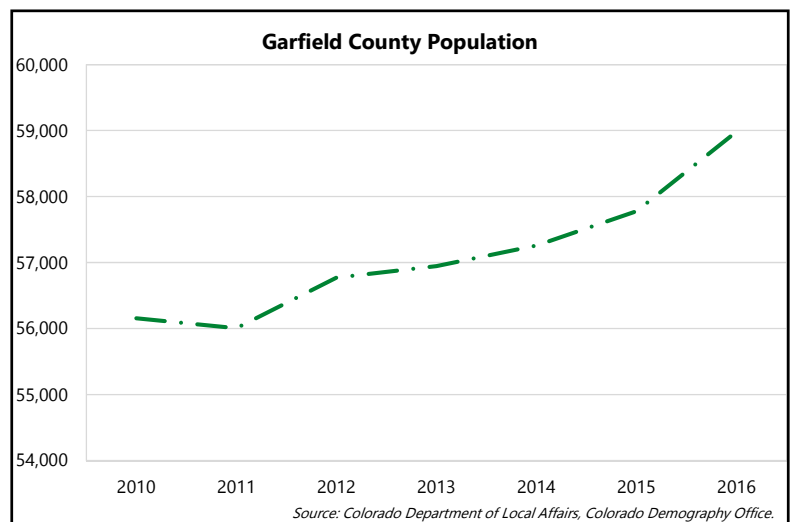
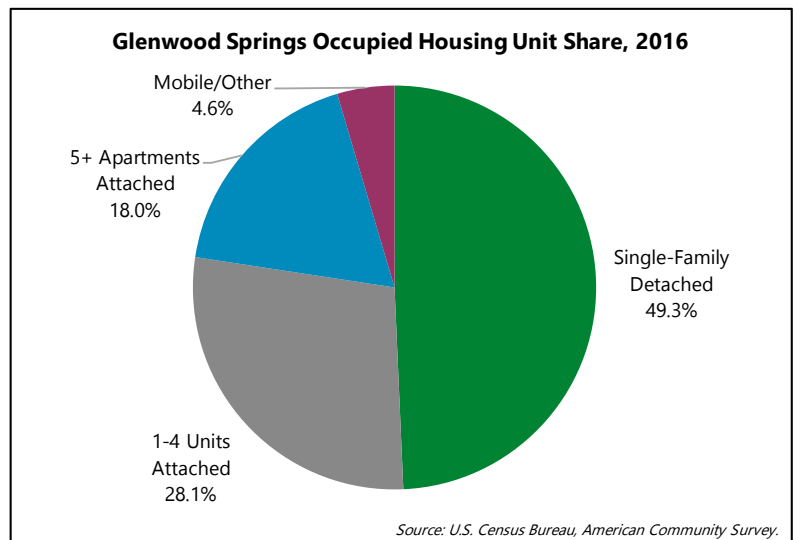
HOUSING MARKET CONTEXT

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.

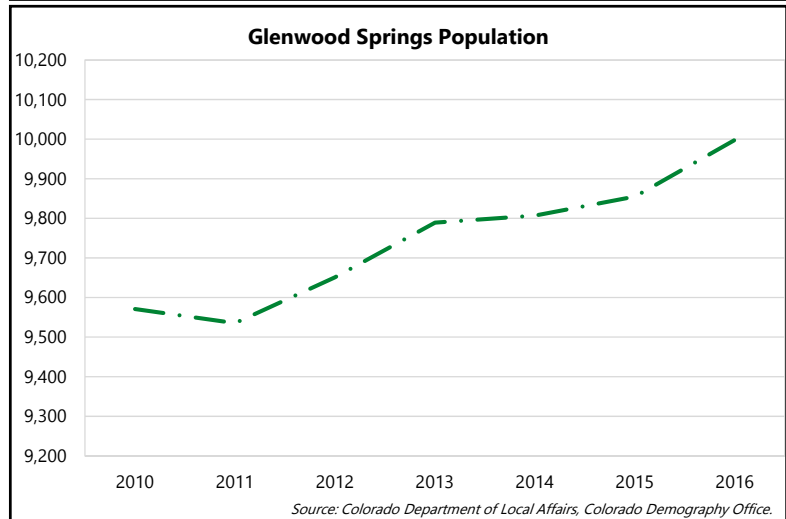
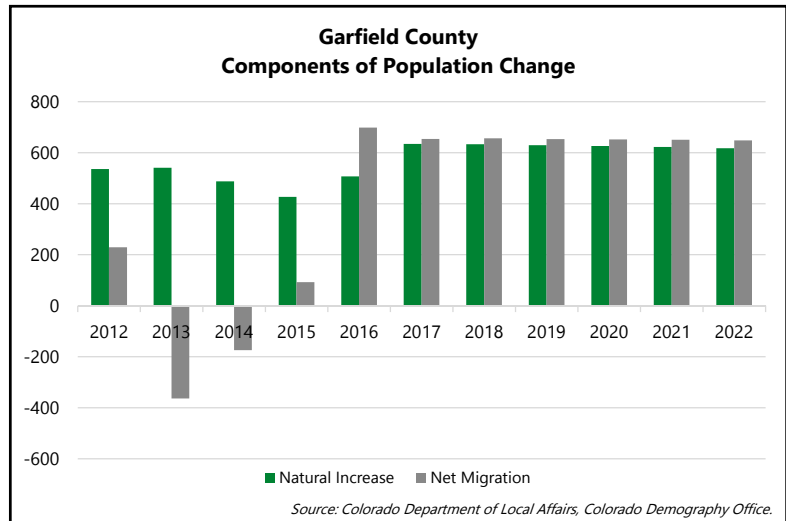
Population change is comprised of natural increase (births minus deaths) plus net migration (people moving in less people moving out). From 2010 (post Great Recession) to 2016, Garfield County has grown by almost 3,000 people. That represents an annual growth rate of about 0.8%, or 470 persons per year.



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

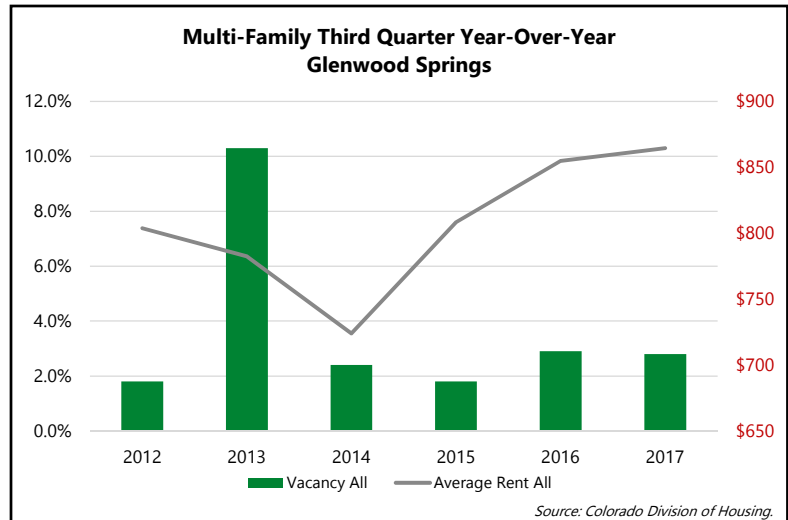
Total Housing Units	4,171
Persons Per Household	2.5
Homeowner Vacancy Rate	0.0%
Rental Vacancy Rate	2.3%

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

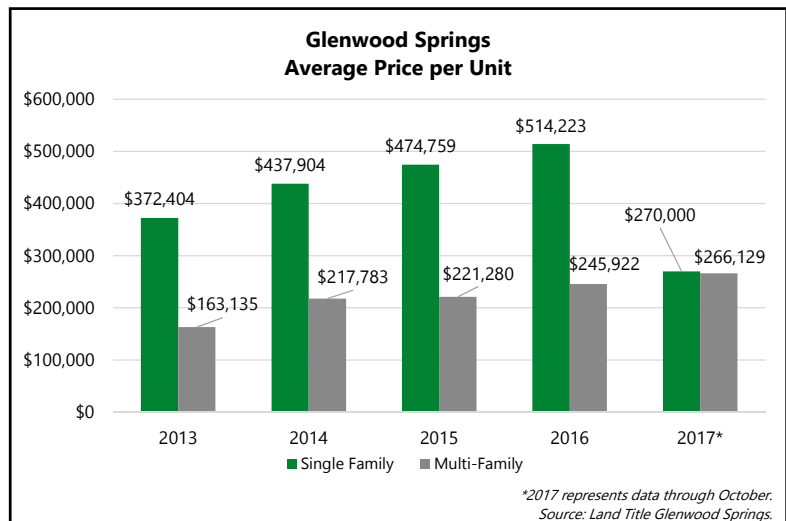
Type	Average Rent	Avg Rent/SF	Vacancy Rate
Efficiency	\$675	\$1.23	0.0%
1-bed	\$783	\$1.26	0.0%
2-bed 1-bath	\$807	\$0.84	0.0%
2-bed 2-bath	\$857	\$0.93	6.1%
3-bed	\$935	\$0.91	2.0%
All	\$864	\$0.95	2.8%

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

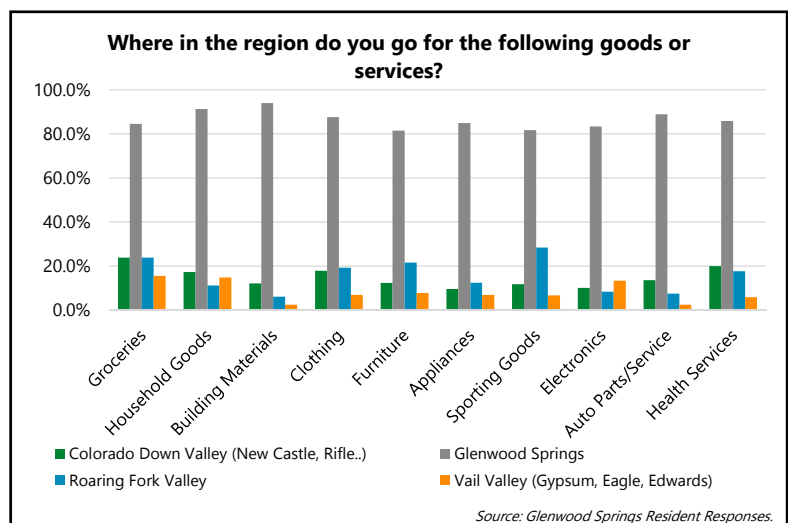
In this section, sources for retail and household services demand are evaluated and business development opportunities are translated into demand for real estate space. Real estate types evaluated include storefront retail and office businesses.

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"

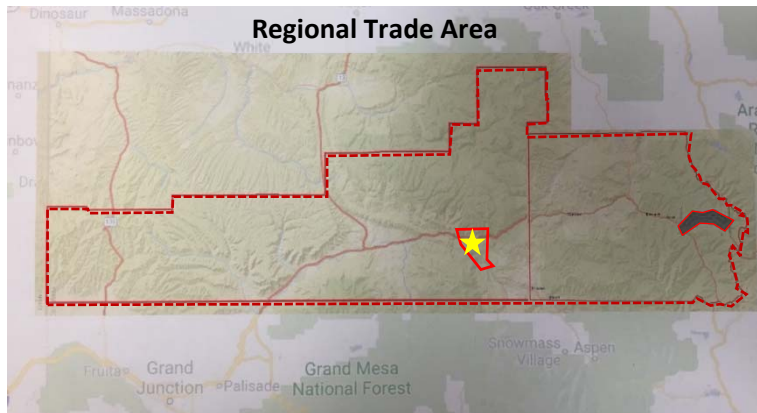
"Movie theatre, co-working space, art/creative classes, upscale bars, dance clubs"

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

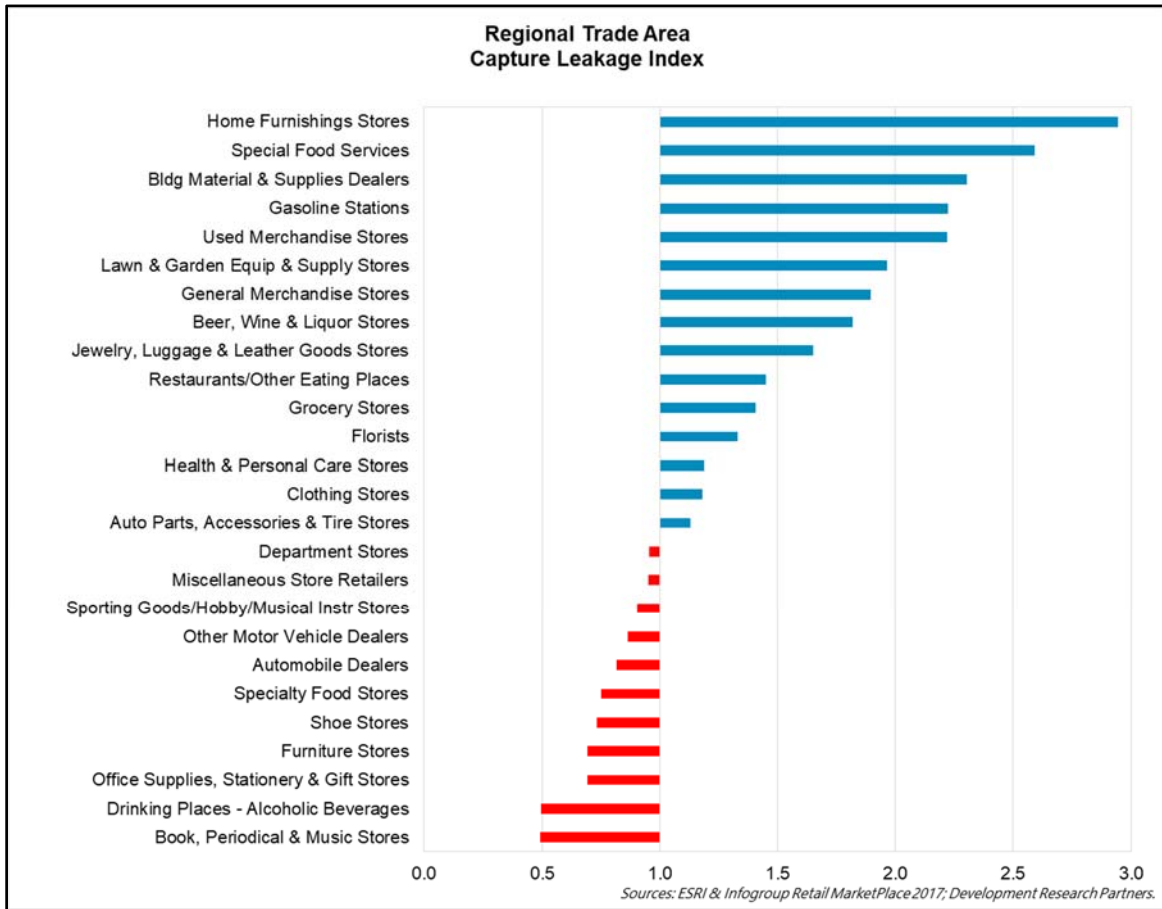
If area sales are less than local demand, it is assumed that resident purchases are made outside of the area and retail "leakage" is occurring wherein dollars are leaving the market. If area sales are more than local demand, it is assumed that outside consumers are making purchases in the local market 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.



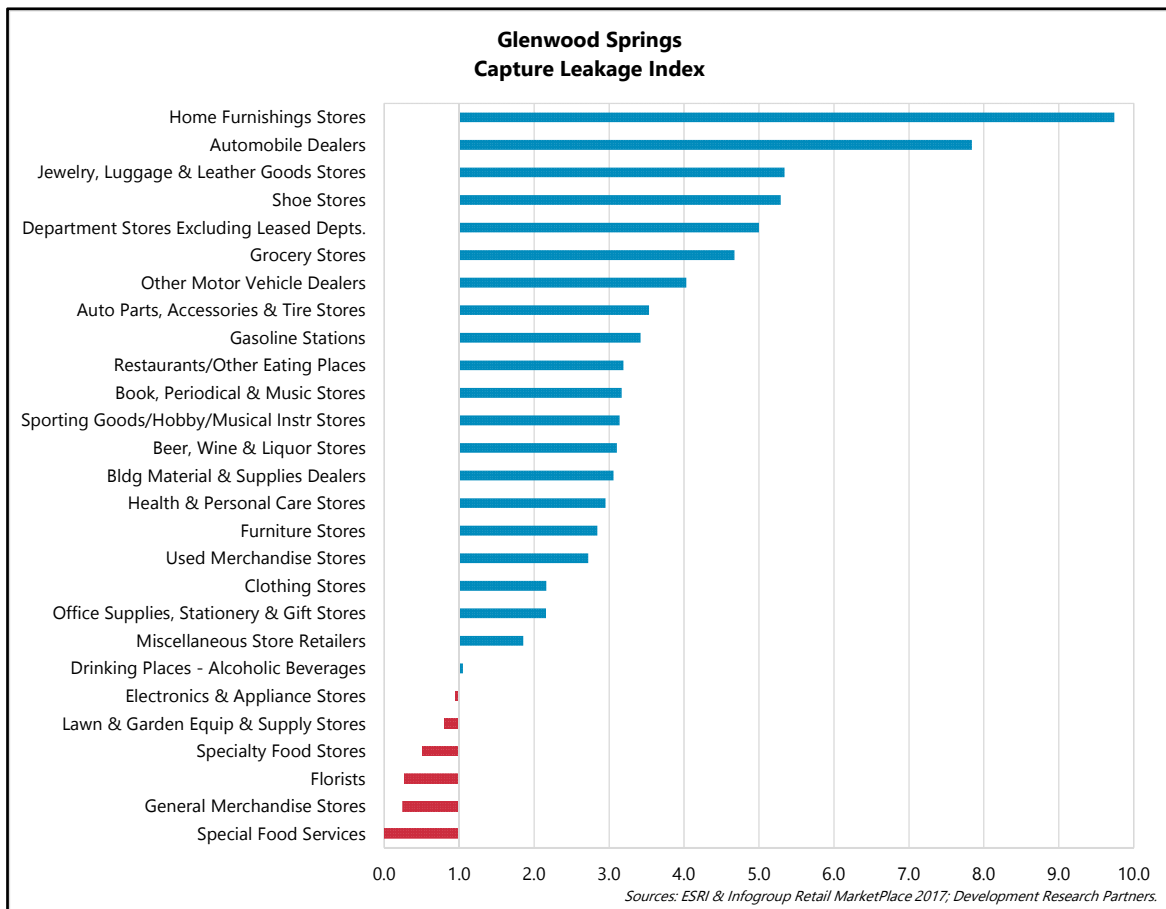
The blue bars represent retail categories where sales exceed the estimated needs of the local community indicating visitors (Aspen, Vail, tourists, travelers, and others) are making these types of purchases, and hence the Regional Trade Area is capturing consumer dollars. While it is easy to make the 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

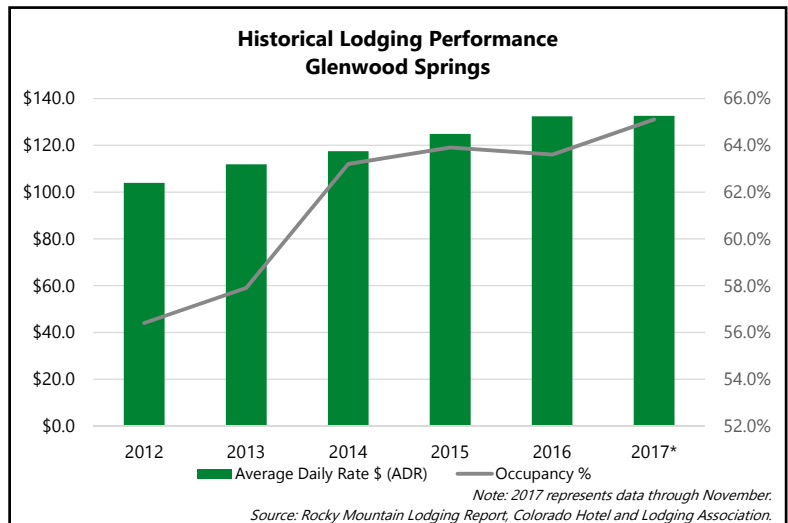
Source: Development Research Partners.

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:

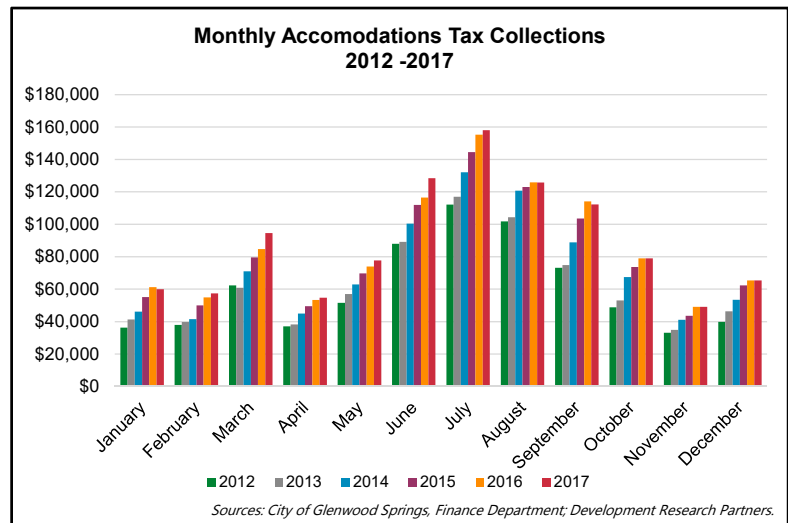
Key Lodging Clients

- 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
Visitors:	54,000 sf	11,000 sf
Total Retail Absorption:	195,000 sf	19,000 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

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
October 2, 2019

Agenda Item: Confluence Riverfront Park Technical Assistance

Action Requested: The City of Glenwood Springs through a technical assistance grant funded by the EPA developed the attached conceptual drawing and report for signature riverfront linear park along the downtown side of the Roaring Fork River, located within the larger Confluence Area. The process helped identify public infrastructure and actions needed to advance private investment and vertical construction related to the park element of the Confluence. Consultants for the project include ICF Vice President for Environmental Planning Kevin Palaia, P.G. and Stromberg Garrigan and Associates Principal Tim Stromberg.

In July, consultants met with City Council and convened a focus group workshop to gather input for a signature riverfront park along the Roaring Fork River. The focus group convened neighbors, representatives from city boards and commissions, and other members of the community to participated in the focus group. This technical assistance was funded by the EPA. The technical assistance effort resulted in a conceptual drawing of a signature riverfront park along the downtown side of the Roaring Fork River, located within the larger Confluence Area.

Department: Economic and Community Development

Presented By: Jennifer Ooton, Assistant City Manager

Background Info: The focus group meeting also served to gather community input on the park design to help move forward with public infrastructure and actions needed to advance private investment and vertical construction.

If there is a desire to form an ad hoc committee for the Confluence, the already-formed focus committee for this technical assistance effort might be a starting place for such as group. The participants for the technical assistance group included: Angie Anderson, Audrey Hazleton, David Hauter, Gary Vick, James Fosnaught, John Stephens, Judy Martin, Stefanie Davis, Steve Smith, Suzanne Stewart, Ralph Tripani, Sheryl Bower, Glenn Hartmann and Richard Todd.

Members of other boards and commissions, specifically the River Commission, and representatives from the community were invited, but we unable to attend.

The City could also advertise for interested members of a steering committee.

Issues: None.

Staff Recommendation: None.



Confluence Riverfront Park Area

Essential Elements and Community Upgrades Plan

**EPA BROWNFIELDS AREA-WIDE PLANNING TECHNICAL ASSISTANCE
GLENWOOD SPRINGS, CO**

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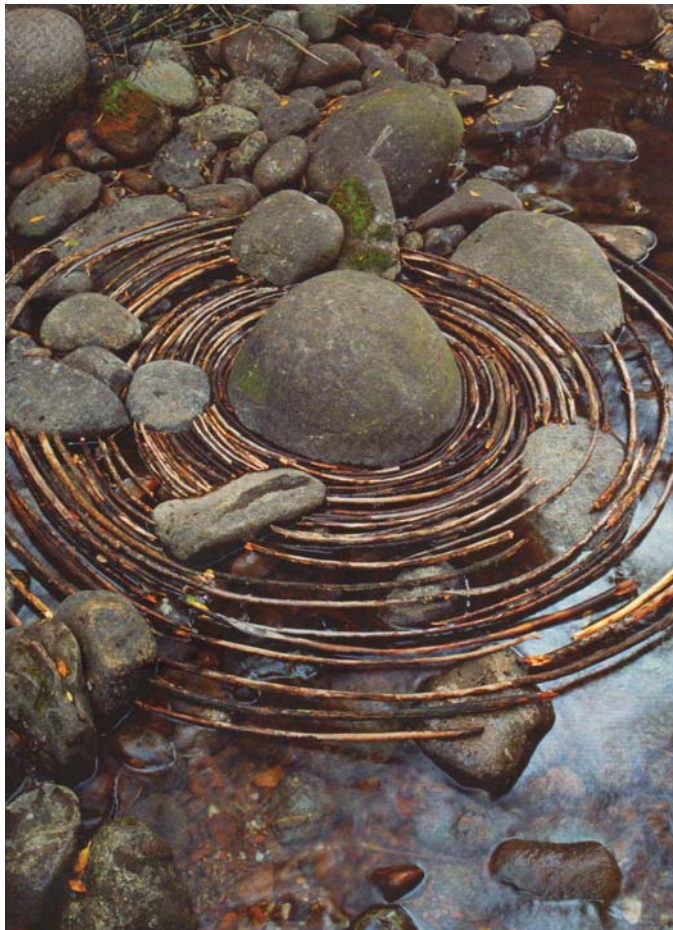


Figure 1: Curved sticks laid around a river boulder in Woody Creek, Colorado by Andy Goldsworthy (Ephemeral Works 2004 - 2014).

Project Introduction

The Confluence Riverfront Park Plan will revitalize Glenwood Springs' former Wastewater Treatment Plant (WWTP), a brownfield site that is centrally located at the confluence of the Roaring Fork and Colorado Rivers. 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 (EPA) in 2016. The AWP project advanced groundwork needed for redevelopment of the Confluence area of downtown along the Colorado and Roaring Fork Rivers. To further pursue this redevelopment, workshops were held with key stakeholders and community members to solicit feedback. These efforts provided valuable input that informed the design process. The Riverfront Park Plan creates both a destination and a centralized connection to the City's parks and downtown commercial core. Realizing the potential of the site, the Riverfront Park Plan was prepared based on the City's vision to enhance connectivity, regenerate native ecologies, and link the historic downtown to the signature rivers of Glenwood Springs.

Riverfront Park Vision & Mission

The Riverfront Park is an interactive ecosystem – a park centered around passive recreation, socialization, reflection, and caring for the City's natural resources.

This report outlines two design proposals: The Essential Elements Plan and the Community Upgrades and Amenities Plan.

- The Essential Elements Plan includes the foundational framework vital for enhancing the riverfront ecosystem: stormwater water quality management, multi-modal connections, and the components necessary for the Confluence Area and Roaring Fork waterfront to be a publicly accessible space.
- The Community Upgrades and Amenities Plan incorporates park amenities and features that significantly enhance the place through park programming, materials (paving and planting), and additional park features expressed by the community to realize the full potential of the waterfront.
- Protect the Roaring Fork and Colorado Rivers and enrich the natural systems unique to the Glenwood Springs Valley.
- Unite the downtown area with the two rivers and build physical and social connections to park assets.
- Support and amplify the intersections of environmental awareness and education, healthy-living, and the strong sense of identity exhibited by the Glenwood Springs community.

Design Philosophy & Approach

The Roaring Fork and Colorado Rivers cut through the core of Glenwood Springs and contribute to the dynamism of the City. Known for its environment and natural phenomena, Glenwood Springs has a strong history of both preserving and celebrating its resources. Derived from the City's aptitude for protecting and interacting with the landscape, the design of the Riverfront Park transforms the notion of "intersection" into a guiding principle for the form of the physical place.

Throughout the AWP planning process and the meetings held for this technical assistance effort, the importance of protecting and improving the quality of the rivers was a common theme. Second to river quality conservation, was the desire to see, interact, and benefit from the rivers. These potentially conflicting priorities greatly influenced the design inspiration and approach for the park. Acknowledging the history of the site, a former wastewater treatment plant turned brownfield, the park does not try to simulate a pristine, untouched landscape. Instead, this design plays with the intersection of natural forms and measured geometries, natural cycles and redirected motions, natural landscapes and sculptural earthworks. Inspired by the art of renowned artist Andy Goldsworthy, the Riverfront Park introduces constructed precision based on ephemeral wonders (Figure 1). The measured circles convey that the site was designed, but as these circles expand and disseminate, new forms transpire – similar to ephemeral moments in nature (Figure 3).

A key aspect of the design responds to the desire to draw people from the downtown to the Roaring Fork River. The path that ties together the two destinations, follows the motion of a skipping stone – a route that pulls people along through concentric patterns (Figure 2). Along the Roaring Fork River, circular terraces overlook the river, shifting materials highlight the diverse geologic range of the area, and curving paths bring people to the water. Outcomes from workshops outlined that the park should portray a strong sense of place. Unique to Glenwood Springs and unlike other prominent parks in Colorado, the Riverfront Park accentuates its character by precise forms that generate natural motions.

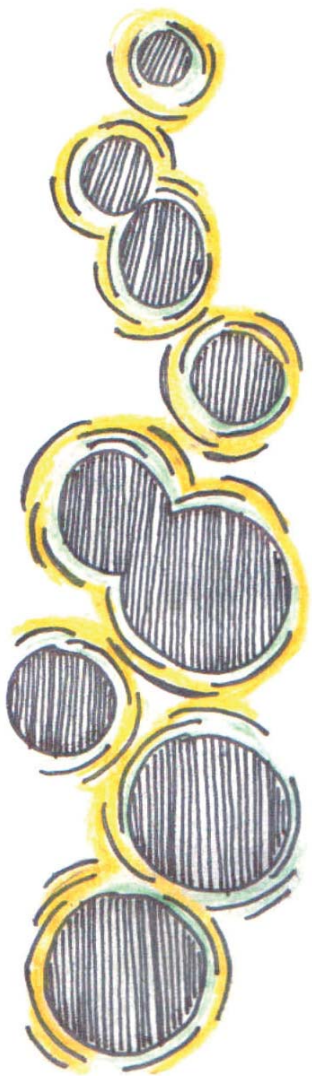


Figure 2: Concept sketch: simulating the path of a skipping stone, making forms out of ephemeral movements.



Figure 3: Concept sketch: generating forms, spaces, and pathways from precise, intersecting circles.

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NORTH

The Essential Elements Plan (Figure 4) is one that achieves core utilitarian improvements that establish a publicly accessible waterfront park along the Roaring Fork River. The plan proposes re-grading at strategic points along the water's edge to open up views and access to the water, but minimizes earth disturbance to limit impacts to the existing riparian plantings. Site re-grading will further provide the opportunity to expand riparian and floodplain plantings, establish improved access and circulation, and provide stormwater treatment. This foundational plan finds a balance between simple paving materials for bikes/pedestrians and vegetative pervious areas.

Permeable or open areas include bioretention stormwater features, native plantings, and tight groves of trees for shade. Panoramic yet intimate plazas have the potential to provide small gathering spaces (outdoor rooms) for small performances, events, and educational programs. The panoramic plazas are interconnected by pedestrian pathways and the Rio Grande Trail, but at their most simplified application provide pathways and gathering spaces. The park connects to the Roaring Fork River by formalizing access to an expanded beach area. This utilitarian framework of the Essential Elements Plan is a cost-conscious approach that responds to the community's baseline needs and the site's ecological conditions.

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Riverfront Park Community Upgrades & Amenities Plan

The Community Upgrades & Amenities Plan (Figure 5) builds upon the foundational framework of the Essential Elements Plan and incorporates a wide range of optional features desired by the community. Materials, programming, and park amenity opportunities are diversified and accentuate the energy and social vibrancy of the park. Adding material variation reflects the expansive geologic range of Glenwood Springs Valley and promotes multi-modal connectivity. Specified hardscape surfaces would be a mix of unitized or dimensional paving materials to support and promote pedestrian movement, while smoother paving would delineate and encourage bike circulation. A distinctive material and pattern across the multi-purpose frontage road would prioritize the pedestrian as the primary user. Other material changes would encourage movement throughout the park and influence programming opportunities. Two plazas double as sculptural/creative play rock gardens; rocks can be stacked into towers (also known as cairns), which are often used as trail markers within the region. Multiple terrace spaces highlight opportunities for art/sculpture installations and opportunities for environmental education that also act as gateways and visual cues to draw people into the park. There are an additional three plazas of varying sizes to accommodate informal events, park dining, and areas for future park facilities such as a park concession/public restroom building. In accordance with the community's desire to access the Roaring Fork River, this plan proposes two additional access points to the river that provide opportunities for fishing and other water related activities. Formalizing access to the river provides safe entry to the river's edge while minimizing the potential for the public to negatively impact the riparian vegetation, improving the overall ecology of the area as a result. Reinforcing the essential features of the park with creative programming, key amenities and material diversity further transforms this into a signature park that speaks to the identity of Glenwood Springs.



Figure 5: Community Upgrades and Amenities plan

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Natural Resources Conservation & Landscape Enhancement

The sections of the Roaring Fork and Colorado Rivers adjacent to the Riverfront Park are designated Gold Medal Waters. This classification, delineated by the Colorado Wildlife Commission, is critical to Glenwood Springs' fishing culture and as a top-notch tourist destination. Due to the cold-water ecosystem standards required to maintain this status, the Colorado Wildlife Commission recommends that designated waters should strive to improve habitat and biological diversity. Through preservation of existing resources and ecology-based re-vegetation and plantings, the Riverfront Park Essential Elements Plan enhances the site's cold-water habitat. Strategic design moves can protect the cold-water ecosystem, while creating specific access points to interact with the water. Sustainability for the park's Gold Medal Waters means a balance of conservation and recreational use for this significant resource.



Figure 6: Roaring Fork River riparian edge and water level - winter 2018. (photo by SGA, Inc., January 2018)

ESSENTIAL ELEMENTS PLAN

- The design will follow the Colorado Wildlife Commission designation standards by improving the cold-water habitat and biological integrity of the area to maintain Gold Medal Water classification. Planting native trees and overhanging vegetation that shade the river will help control water temperature. Increasing instream substrates that insects can attach (such as rocks and overhanging plant materials) will increase food supply for trout and the greater ecosystem. Construction should only occur outside of spawning season for brown trout (March and September – November, approximately 6 weeks) for any design work within areas of flowing water (a standard set for Gold Medal Waters).
- Plant selection for the Riverfront Park will include a range of native species to maximize efficiency for any necessary irrigation, produce shaded areas, expand the riparian zone, and build the area's native biodiversity.
- The design minimizes riparian disturbances and expands riparian plantings by 15' – 30' along the eastern edge of the Roaring Fork River.
- The design implements defined pathways to river access points to limit disturbance and preserve areas of existing healthy riparian growth.
- The site falls within the Glenwood Springs Downtown Design Standards Boundary; planting design will support the riparian edge and blend with the City's downtown aesthetic.

COMMUNITY UPGRADES & AMENITIES PLAN

- The design will construct river access points with stone and nature-inspired materials, along with native plants to maintain the river's aesthetic.
- River access points will provide opportunities for fishing and carefully considered access to the Roaring Fork waters.
- The Riverfront Park will replant any disturbed riparian area, expand the riparian zone in the northeast area of the park, and blend any changes to the channel with the natural river bottom to reduce erosion and improve the cold-water habitat.
- River access points will include opportunities for environmental education through interactive programming and stressing the importance of being good stewards to the natural environment.

Water Protection & Stormwater Management

The primary goal for stormwater management in the Riverfront Park Area is the capture and treatment of runoff to protect and improve the water quality of the Colorado and Roaring Fork Rivers. The incorporation of water quality best management practices (BMPs) in the park design reduces sediments and pollutants from entering the two rivers. Riverfront Park design performance goals focus on meeting and exceeding City water quality regulations by providing considerable additional capacity to support the collection, filtration, and treatment of the Confluence development area contributing runoff. Bioretention water features and design elements bolster water quality and ecosystem service function critical to the City and region.



Figure 7: Roaring Fork River high water level along the Rio Grande Trail (photo by Jennifer Ooton, June 2019).

ESSENTIAL ELEMENTS PLAN

- Confluence development buildings fronting the park will be elevated a minimum of 1' above the FEMA AE Flood Zone.
- Building facilities associated with the Riverfront Park will have a setback of at least 50' from the river's normal high water mark.
- Grading for the Riverfront Park prioritizes the need to improve and expand the river's riparian zone and flood plain capacity while incorporating improved park circulation and accessibility.
- Bioretention water features and design elements within the Riverfront Park should follow the City's BMPs for management (i.e. water collection, treatment, and quality return to the two rivers).
- The larger goal for the Riverfront Park Essential Elements Plan is to design the park to accommodate the 80th percentile runoff required by the City, as well as provide additional capacity to support future Confluence Area development.
- The planting plan should include native species that range from drought-tolerant ground cover and trees to riparian vegetation that reduces or eliminates the need for irrigation.

COMMUNITY UPGRADES & AMENITIES PLAN

- Proposed river access terraces/overlooks should be designed to further assist with improving the cold-water habitat critical to Gold Medal Waters, through water aeration and providing trout places to feed (areas with water moving at different speeds due to additional rocks and riffles). River access points should be constructed of materials consistent with what would be found along the Roaring Fork River (limestone, sandstone, etc.).
- Bioretention water features and design elements should put water runoff "on display" as community assets that promotes interactive environmental education within the park and along the Roaring Fork's edge.
- The Essential Elements planting plan should be upgraded to include a greater range of species and include plantings that mirror aesthetic plantings within the downtown. The upgraded planting design will likely require access to irrigation to ensure establishment and long-term planting viability. The City should consider utilizing a raw water irrigation system rather than potable water supplies.

Circulation & Connectivity to Area Assets

Located near the core of Glenwood Springs, the Riverfront Park unites critical routes that connect the City's many assets. Currently detached, Glenwood Springs' downtown area will have easy, multi-modal access to the Riverfront Park. This will allow for increased bike and pedestrian traffic between shops, restaurants, 7th Street Plaza (Bethel Plaza), and the Riverfront Park. Accounting for the amenities of Two Rivers and Veltus Parks, the Riverfront Park design features different elements that support and build connectivity to the surrounding parks. In addition, movement between these destinations provides greater connectivity to the hot springs hotel area, the North Landing Art plaza, the Glenwood Springs Elementary and High School, and regional connections along the Rio Grande Trail. The Riverfront Park design prioritizes bike and pedestrian connections and access that greatly strengthen the interconnectivity between Glenwood Springs community assets and visitor amenities.

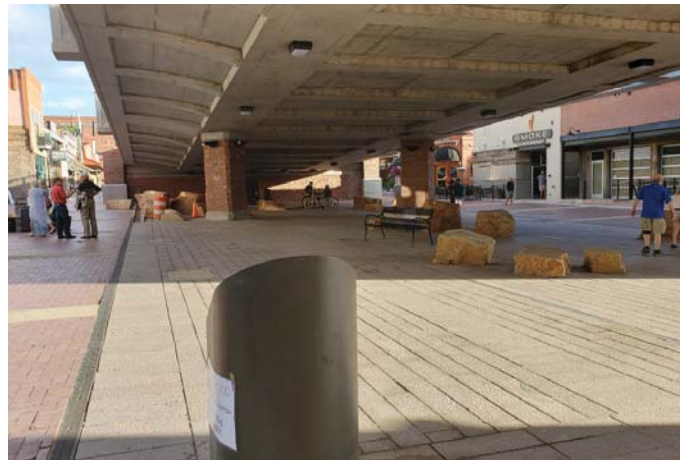


Figure 8: Newly constructed 7th Avenue Plaza (Bethel Plaza) below Grand Avenue Bridge. (photo by SGA, Inc., June 2019)

ESSENTIAL ELEMENTS PLAN

- The design formally establishes a gravel beach area near the 8th Street bridge as a location where destination and recreation boating may come ashore and temporarily moor at boulders with docking hooks for access to park amenities and downtown Glenwood Springs. It is important to note that the boat docking area is different than a boat entry/access point. While temporarily mooring boats at the gravel beach area is permitted, steps should be taken to discourage or prevent boaters' ability to physically put in or take out boats at the 8th Street bridge.
- The gravel beach area should also serve as an interactive play/education space with universal design access from 8th Street.
- The Rio Grande Trail should be upgraded from 8' wide to a 12' wide multi-use trail from 8th Street bridge to Two Rivers Park (Note: The minimum standard for shared-use trails is 10' by the National Association of City Transportation Officials (NACTO); recommended width is 12 – 14').
- Enhance safety along the Rio Grande Trail and park area by including lighting upgrades, improving sight lines and reducing design speed of the trail.
- Improve lighting and visibility at all access points and in the interior of the park. Park lighting design should be downlit ambient surface lighting to minimize light pollution.
- The Essential Elements Plan establishes a central public space spine and dedicated pedestrian promenade along 7th Street, promoting connectivity between the commercial core of the downtown and the riverfront.

COMMUNITY UPGRADES & AMENITIES PLAN

- In addition to the beach area, the central overlook and outdoor classroom space are upgraded to include a second and third connection to the water's edge. This expands opportunities for fishing, water access, and interactive environmental education.
- The plan proposes a considerable upgrade and secondary connection for the Rio Grande Trail commuter bypass route that utilizes the Roaring Fork Transportation Authority (RFTA) inactive rail ROW and bridging structures to create a continuously elevated "fly-over" as a separated route above 7th and 8th Streets.
- Material selection upgrades provide design speed queues based on users (bikes vs. pedestrians) that guide shared and safe circulation. Fast paced bicycles will have the option to bypass the park using the proposed Rio Grande Trail commuter bypass route, while slower mixed-use traffic can use the expanded 12' riverfront route with easily accessible connections to routes from the park to other City destinations clearly defined.

Fundamental Features & Opportunities

Throughout the AWP planning process and the key stakeholder workshops held as part of this effort, a considerable range of amenities for the Riverfront Park were expressed. The park design focuses on combining the overarching natural opportunities of the park area with the values of the community. The Riverfront Park's natural opportunities include enhancing and upgrading the gravel beach area near the 8th Street bridge, preserving and expanding the river's riparian edge, improving the function and access to the Rio Grande Trail, and taking advantage of incredible views along the Roaring Fork and Colorado Rivers. By carefully opening site lines, building public plazas, incorporating civic amenities, and expanding the programming functions of the park, the existing features are enhanced to reinforce the park's mission and overall sense of place, while desirable key amenity upgrades elevate the Riverfront Park as a community destination.



Figure 9: View of Colorado River from Two Rivers Park (photo by SGA, Inc., June 2019)

ESSENTIAL ELEMENTS PLAN

- The design places a plaza space at the terminus of the central public space spine and dedicated pedestrian promenade along 7th Street that connects the Riverfront Park to the downtown area. The circular plaza will provide opportunities to support basic park functions, small informal events, and support overflow from events taking place in Two Rivers Park or in the downtown.
- The two additional support park terrace spaces provide opportunities for family gatherings, informal performances, and outdoor classrooms with views overlooking the Roaring Fork River.
- Closely grouped clusters or groves of canopy trees are incorporated in order to provide shade and act as natural park umbrellas providing opportunities for park seating and picnic areas.
- The plan considerably limits the use of manicured turf or lawn areas and discourages the use of irrigation through a drought tolerant and seasonally arid planting design.
- The design of multi-modal circulation and access incorporates universal design measures, safety upgrades, and expanded visibility and site-lines.
- The central public space along 7th Street and the multi-purpose frontage street, Riverside Drive, prioritizes the pedestrian visitor and sets the urban design "stage" for river-oriented retail and development to "plug into" the park. It provides expanded opportunities for riverfront park shopping and dining for residents and visitors.

COMMUNITY UPGRADES & AMENITIES PLAN

- The plaza space parallel to 7th Street will include a park concession building with public restrooms facilities. The concession building includes an extended canopy and shade structure that establishes the space as an outdoor café and dining area overlooking the gravel beach and Roaring Fork River.
- The park incorporates expanded universal design features that are incorporated into the gravel beach area at the 8th Street bridge as well as improved access to the Rio Grande Trail and to the rock garden natural and artful play areas.
- The multi-purpose frontage street, Riverside Drive, can act as an expanded and interconnected multi-modal plaza that offers large event support space for concerts and events at Two Rivers Park, as well as provide opportunities for park revenue generation through a seasonal food truck court and other small-scale events.
- Six strategically located public art/sculpture stations provide gateway visual cues to draw people into the park (pulling the eye along the pedestrian corridor and 7th Street). These stations could be utilized as a large outdoor gallery or circulating exhibition spaces, promoting environmental art and education.
- The design proposes a series of natural and artful play rock gardens and interactive sculptural boulder landforms that take inspiration from the surrounding mountains, ravines, foothills, valleys, and riverbeds. These features become the signature placemaking and unified branding elements that promote visitor exploration and impressionable visitor experience.
- The park's design includes a bioretention water feature, an "ecosystem service," that could be expanded to include raw water irrigation and filtration to promote small diverse planting of higher elevation and lush mountain valley plant communities.

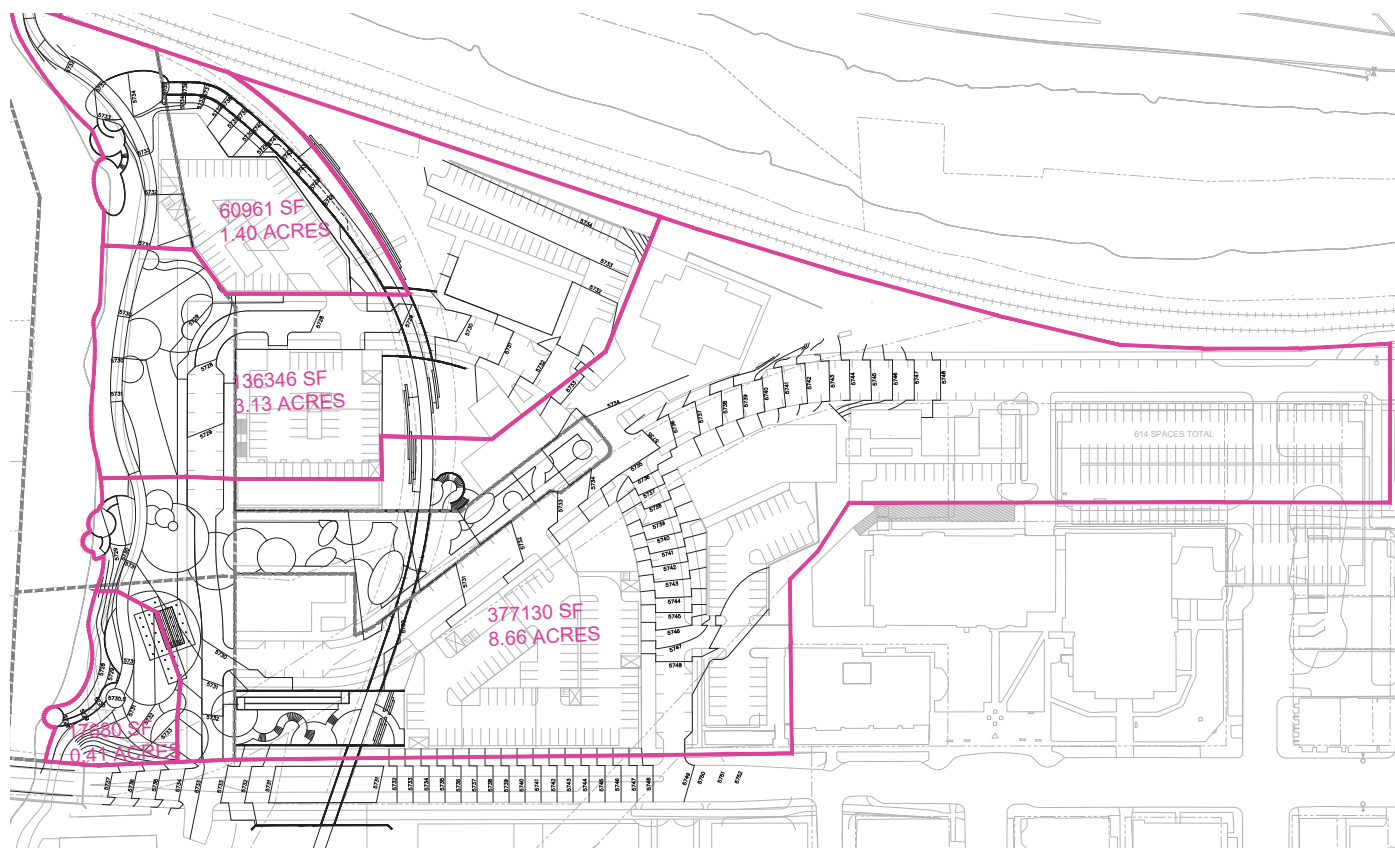


Figure 10: Preliminary drainage shed delineations based on AWP development grading design and refined Confluence Riverfront Park Plan

PRELIMINARY STORMWATER STRATEGY

As a part of this effort to establish a viable plan for parks and/or development within the Confluence Area, the applicable stormwater management requirements for the area must be considered. The minimum requirements for managing stormwater are defined in Chapter 4 of the City of Glenwood Springs' engineering standards. For the purposes of this effort, the Riverfront Park is being considered as an opportunity to provide necessary treatment and storage to support the larger Confluence Redevelopment Plan proposed in the AWP.

There are a series of minimum standards within Chapter 4 which describe a preferred approach to managing stormwater on a site. They include:

- A. Better Site Design
- B. Water Quality Capture Volume (WQCV)
- C. Detention
- D. Stormwater System
- E. Floodplains
- F. Geologic Hazards

For the Riverfront Park, the primary focus is placed on integrating standards B and C since they typically require a portion of a site's area to be devoted to stormwater

management facilities. In Figure 10, the approximate drainage areas for the overall development zone have been established, which will be used to determine the routing of stormwater through the stormwater conveyance system (which will be designed in compliance with minimum standard D) and into the facilities designed to meet the Water Quality Capture Volume and Detention (WQCV) requirements as necessary. A preliminary layout of the conveyance system can be seen in Figure 11.

WATER QUALITY CAPTURE VOLUME AND DETENTION

The WQCV is a requirement put in place to ensure that runoff generated by a site is properly treated to limit the amount of pollution reaching surface waters like the Roaring Fork and Colorado Rivers. The goal of this requirement is to capture a volume of water equal to at least the runoff generated by the 80th percentile storm in a given year.

Through the calculation methodology defined in the Urban Drainage and Flood Control District (UDFCD) Volume 3, the total WQCV for the site was calculated based on the Confluence Plan as proposed. The coverage information used for the development of the WQCV are shown in Table A. It should be noted that the WQCV only needs to be captured based on the change in pre- to post-construction impervious

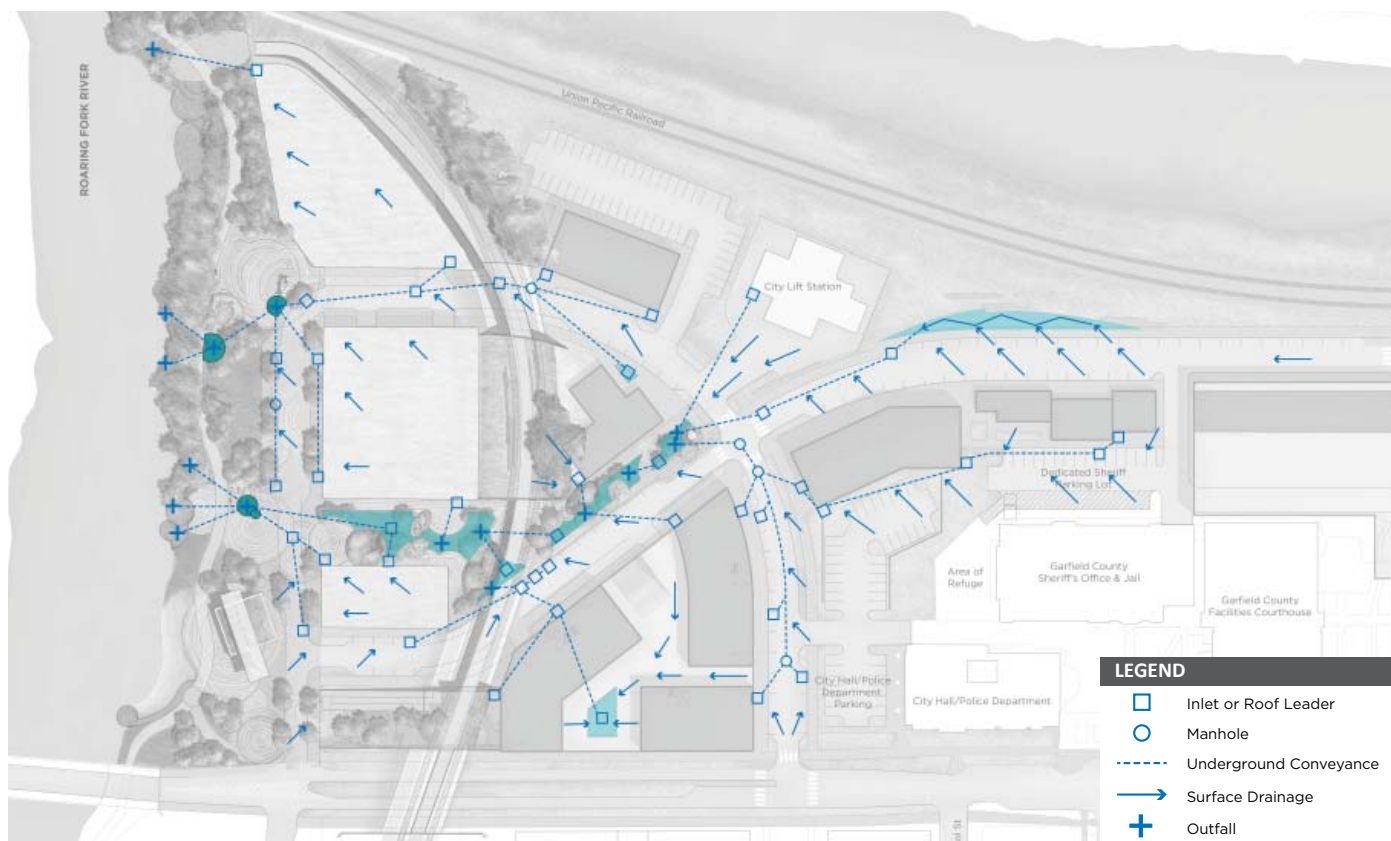


Figure 11: Confluence Waterfront Park refined drainage and conveyance strategy with integrated bioretention water quality features.

coverage, but for now, the WQCV has been calculated for the site without accounting for the credit provided by the pre-existing condition.

impervious pre-development condition, there should be ample room to accommodate the treatment volume required.

Table A: Preliminary Confluence Plan Coverage		
Parameter	Value	Units
Total Site Area	13.6	acres
Building Area	2.62	acres
Pavement Area	8.19	acres
Total Impervious Area	10.81	acres
% Impervious	79.5%	-

The final calculated WQCV numbers for the Confluence area using the UDFCD Volume 3 methodology can be found in Table B. The total treatment volume to meet the WQCV requirement (based on an undeveloped site condition) is approximately 10,800 cubic feet. Based on what has been provided as potential stormwater management area in the Riverfront Park plan, most or all of that volume should be able to be managed within the proposed park. Given that the mandated WQCV will be much smaller based on the offset provided by a largely

Table B: Preliminary Site Stormwater Values		
Parameter	Value	Units
Unadjusted WQCV Depth	0.29	inches
WQCV Adjusted for GWS	0.22	inches
Total Site Area	13.6	acres
Max Req'd WQCV Volume	10,758	cubic feet
25-year Storm Depth	2.12	inches

For the detention requirements in the City of Glenwood Springs engineering standards, the site must limit the post-development runoff rates to the same as the pre-development runoff rates for up to the 25-year design storm. For reference, the design storm depth for a 25-year storm has been included in Table B. Given the amount of impervious area included in the pre-development condition, the storage requirements to manage any rate increases should be relatively small and the areas already provided for the WQCV may also be sufficient to manage the detention volumes necessary to maintain development rates.

Planting Palette

The Riverfront Park planting plan highlights the biodiverse plant communities of Glenwood Springs. The pedestrian promenade programmed spaces are punctuated with tight groves of shade trees and cultural landscape groupings of plant species found in the downtown area, along with a ground cover of drought-tolerant foothill grassland plants. Moving closer to the riverfront, the plant community transitions to a river valley, dry-meadow floodplain planting palette - restoring and expanding the Roaring Fork riparian ecosystem.

■ River Valley, Dry-Meadow (Figure 12)

Glenwood Springs sits at a Montane-Foothill Riparian Woodland and Shrubland zone, which are driven primarily by snowmelt. These systems have greater shrub and herbaceous biodiversity.

■ Foothill Grasslands/Shrublands (Figure 13)

Vegetation is dominated by drought-tolerant shrubs and perennial bunch grasses. While these areas are often too xeric for other plants, scattered trees can be present.

■ Riparian (Figure 14)

Plant communities include riparian forests and shrublands, tallgrass and mixed grass wet meadows, herbaceous wetlands and gravel/sand flats.



Figure 12: Dry meadow, pinyon juniper landscape (Grand Canyon National Park - National Park Service).



Figure 13: Drought-tolerant, grassland plant community (Denver Botanic Gardens).

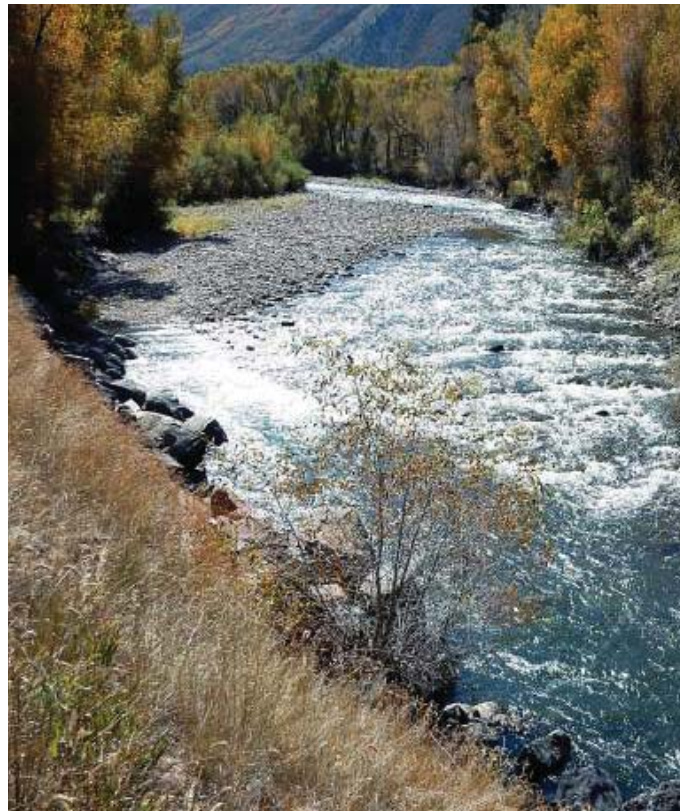


Figure 14: Riparian landscape (Basalt, CO).



Pseudoroegneria spicata - Bluebunch Wheatgrass



Boutelous gracilis - Blue Grama



Aquilegia coerulea - Blue Columbine



Celtis occidentalis - Common Hackberry



Picea pungens - Blue Spruce



Prunus virginiana - Chokecherry



Betula nigra - River Birch



Quercus gambelii - Gambel Oak



Salix nigra - Black Willow



Gleditsia triacanthos f. inermis - Thornless Honeylocust



Alnus incana ssp. tenuifolia - Thinleaf Alder



Castilleja angustifolia - Indian Paintbrush

Next Step Recommendations

The advancement of the Riverfront Park towards reality is a community priority and a critical next step in support of the overall Confluence Area revitalization strategy. Community stakeholders believe it is important that the public park space and community amenities in this unique and special place shape the entire redevelopment framework for the area. Done properly, it will allow new development to plug-in and be responsive to all of the important factors that make downtown Glenwood Springs and its riverfront special. In order to advance the Riverfront Park towards realization, the City should undertake the following next steps:



Figure 15: Olmsted Point Yosemite National Park, Boulders on a solid stone landform. (photo by SGA, Inc. June 2016)

01

Complete Remaining Environmental Assessments & Prepare Remediation Plan(s) – Although extensive environmental assessment work has been performed on the former WWTP parcels, supplemental hazardous/environmental assessment work is needed for the RFTA inactive rail right-of-way, the abandoned rail right-of-way owned by the City of Glenwood Springs, and other adjacent parcels relevant to Confluence Riverfront Park development. These activities will ensure proper due diligence and the development of a preliminary Remedial Action Plan recommendation that will inform the park design engineering process as it advances.

02

Perform a Comprehensive Survey of the Area – This includes collecting topographic, photometric, boundary, utility and bathymetric data for the RFTA inactive rail right-of-way, WWTP property, and the Farnum Holt Funeral Home property. Work should be performed to the level of detail necessary to complete the Confluence Riverfront Park construction documents, including the regrading and restoration of the Roaring Fork River's edge.

03

Advance the Essential Elements and/or the Community Upgrades and Amenities Schematic Design Plans – The plans should be advanced to the next level of design development and refinement to a 40% level preliminary engineering design. This design process should include the following:

- Continue the public involvement and outreach process as the Confluence Riverfront Park design advances.
- Prepare a Park Operation, Management, and Revenue Generation Plan for Confluence Riverfront Park as a part of the 40% preliminary engineering process.
- Manage and coordinate Riverfront Park design efforts with City's master developer.
- Perform preliminary engineering grading design based on a topographic survey for proposed park property(s).
- Determine water quality strategy and define stormwater capacity and conveyance needs from proposed development. Ensure City departments and staffing including engineering, parks, and public works have universal buy-in on water quality strategy.
- Coordinate Riverfront Park design efforts with utility master planning efforts to accommodate utility upgrades, relocations, and service connections.
- Establish community desired and ecologically-restorative planting palette.
- Refine and select community desired park hardscape materials, features, and furnishings palette.
- Update and refine level-of-magnitude costs and determine finalized phasing implementation strategy to pursue funding and financing.
- Develop funding and financing strategy tied to the phasing implementation strategy.

Placemaking and Branding Elements

The design of the Riverfront Park uses the surrounding environment as inspiration in its details and materiality. For example, the Park is influenced by natural phenomena like rounded river stones, rock outcroppings, and stands of trees strewn across meadows. These phenomena emerge throughout the park as larger elements and smaller details, such as circular plazas, boulder landforms, sculptural stone gardens, and groves of trees (figures 15-20).



Figure 16: Artist Madeline Wiener interactive sculpture (Norfolk, VA) - Artist has been commissioned to develop an installation at North Landing Plaza, Glenwood Springs, CO. (photo by Charlotte Higginson/SGA, Inc., August 2019)



Figure 17: Japanese Garden: Stone spheres exude calmness in a Japanese style Zen garden (photo by Getty images/iStockphoto).



Figure 18: Circular paving pattern by MASU Planning and Nord Architects (Denmark, 2016).



Figure 19: Rock outcropping in Lake Tahoe (photography by DevianArt).



Figure 20: Tuolumne Meadows Yosemite National Park, Rock outcropping landform with tight groves of trees (photo by SGA, Inc., June 2016)

**For Further Information,
Contact:**

City Hall
101 W 8th Street
Glenwood Springs, CO 81601
970-384-6400

Acknowledgments:

All of the participants that played a role in the project, including government, institutional and community leaders, are too numerous to list, however, primary project sponsor include:

- The United States Environmental Protection Agency's Office of Brownfields and Land Revitalization (OBLR) for their financial and technical assistance in undertaking this effort.
- The leadership of the City of Glenwood Springs for working with the project team and offering their insight and perspective.

EPA TA Design Consultants:



LANDSCAPE ARCHITECTURE
URBAN DESIGN

STROMBERG GARRIGAN & ASSOCIATES
Stromberg/Garrigan & Associates, Inc.
300 E. Main Street, Suite 1400
Norfolk VA, 23510



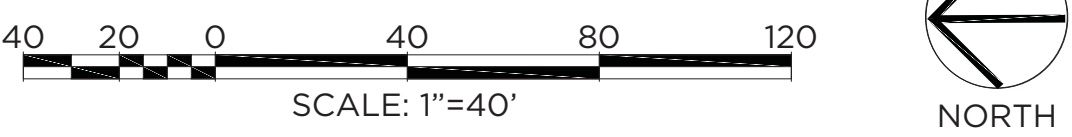
ICF, Inc.
9300 Lee Hwy
Fairfax, VA 22031



CONFLUENCE RIVERFRONT PARK COMMUNITY UPGRADES & AMENITIES PLAN



CONFLUENCE RIVERFRONT PARK ESSENTIAL ELEMENTS PLAN





Confluence Riverfront Park Area

Essential Elements and Community Upgrades Plan

**EPA BROWNFIELDS AREA-WIDE PLANNING TECHNICAL ASSISTANCE
GLENWOOD SPRINGS, CO**

Appendix A - B

Appendix A: LOM Costs

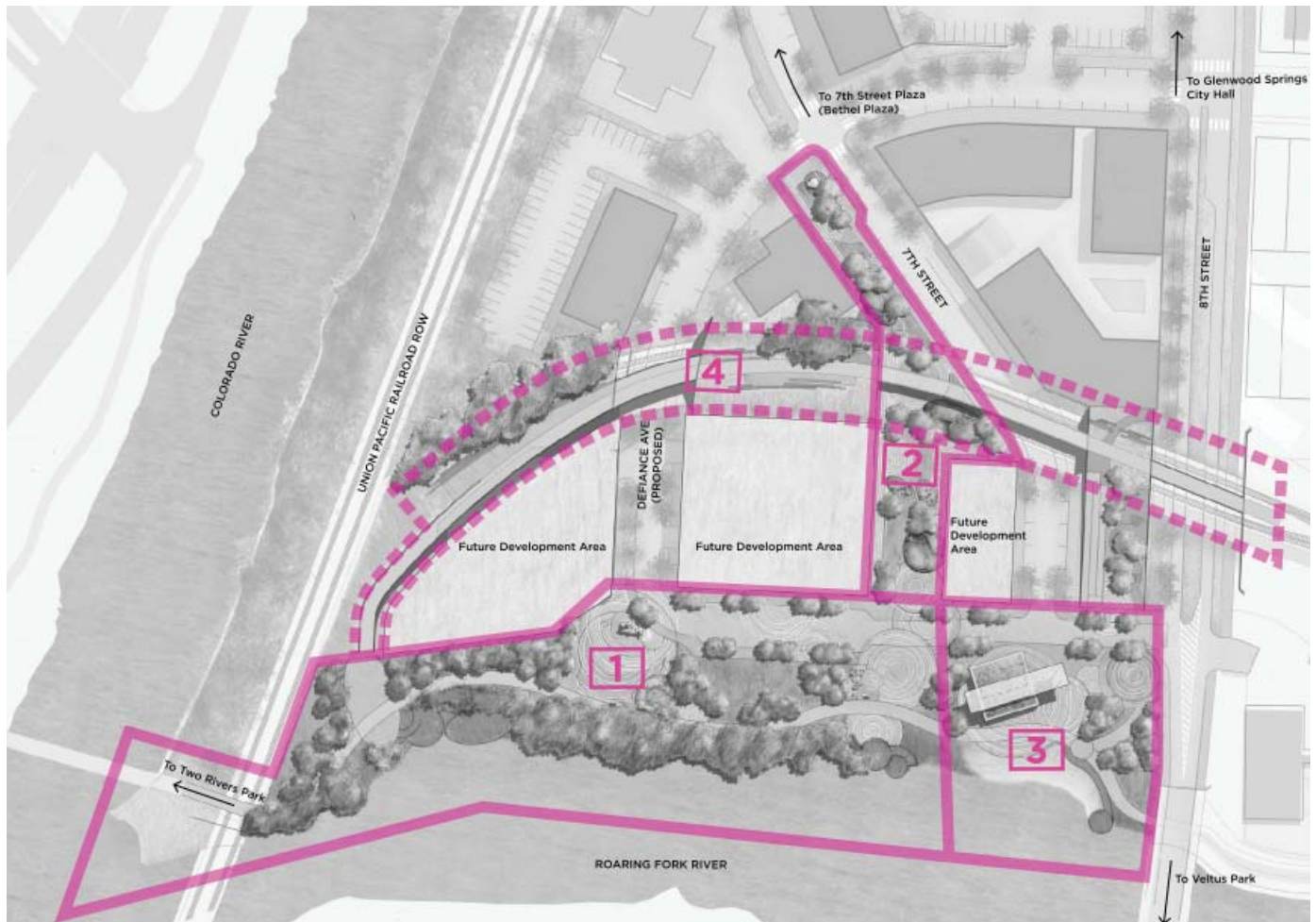


Figure A1: Confluence Riverfront Park Plan -
Level of Magnitude Costs Plan Key

Introduction

Costs for implementing the Confluence Riverfront Park Plan have been divided into project implementation phases to identify the costs of achieving selected levels of service. The Essential Elements plan addresses the minimum amount of facilities and improvements necessary to make the Riverfront Park a safe and public accessible space. This plan takes an economic and utilitarian approach to the park in order to open up the riverfront for public recreation and access to the river.

The Community Upgrades Plan is the culmination of public comments and input that were expressed during the July workshop. The costs generated in the Community Upgrade plan incorporates community desired park amenities, features, programming elements and high-quality materials that create a community destination. The Upgrade plan further includes place-making cultural and environmental features necessary to make a public space unique to Glenwood Springs. This plan seeks to maximize park potential by responding to as many

community desired park elements expressed by the public during the July workshop

Additionally, The Community Upgrades Plan includes a 4th phase: the Rio Grande River Trail Commuter Bypass. This option is a highly desired component by the community in Glenwood Springs that utilizes the RFTA inactive rail right-of-way. However, this high price amenity is not a necessary component for park functionality, circulation, and access. Ultimately, the City of Glenwood Springs with input from the community has the ability to choose which upgrade elements are to be included as part of the Riverfront Park's implementation.

EPA TECHNICAL ASSISTANCE, GLENWOOD SPRINGS, CO
CITY OF GLENWOOD SPRINGS
CONFLUENCE PARK PLAN
SCHEMATIC DESIGN LEVEL-OF-MAGNITUDE COSTS

SGA #: 14014.005.60
Date: 8/23/2019

Prepared By: TJS/MPS

CONFLUENCE AREA ESSENTIAL ELEMENTS PLAN: DETAILED SUMMARY						
	DESCRIPTION	Units	Quantity	Unit Price	Cost	Remarks
CONFLUENCE IMPROVEMENTS - PHASE 1 ESSENTIAL ELEMENTS PLAN						
Demolition and Earthwork						
	Removal of concrete paving	SY	1500	20.00	\$ 30,000.00	Demolition and removal of existing concrete pavement
	River Erosion Protection Measures	LS	1	30,000.00	\$ 30,000.00	
	Clearing and Grubbing	LS	1	25,000.00	\$ 25,000.00	Site clearing cost allowance
	Site Earthwork and Grading Allowance	LS	1	150,000.00	\$ 150,000.00	
Hardscape and Paving						
	Asphalt Multi-Use Trail, 4" Depth with Base	SF	8815	5.00	\$ 44,075.00	Asphalt trail pavement assembly including base
	Cement Concrete Paving, with Base (with Integral Color)	SF	12975	11.25	\$ 145,968.75	5" concrete pedestrian paving with base
	Terrace Retaining Walls	LF	140	275.00	\$ 38,500.00	Assume average 6' wall
	Park Architectural Lighting	Each	24	8,000.00	\$ 192,000.00	
Site Stormwater and Landscape						
	Bioretention Water Features	SF	2500	40.00	\$ 100,000.00	Includes soil, underdrain, and plantings
	Meadow Seeding, Including Placement of 4" Topsoil	SY	2160	13.50	\$ 29,160.00	Meadow seeding application for pervious areas
	Landscaped Area Tree Plantings	Each	51	500.00	\$ 25,500.00	Trees planted in soft landscaped medium
Public Right-of-Way and Frontage (TBD if part of Developer Costs)						
	Asphalt Pavement, 8" Total Depth with Base	SF	8450	7.25	\$ 61,262.50	New full 8" pavement assembly including base
	Pavement Markings allowance	LS	1	1,500.00	\$ 1,500.00	Striping for roadway/parking
	Safety/Regulatory Signage Allowance	LS	1	2,500.00	\$ 2,500.00	Parking and safety signs as necessary
	Cement Concrete Curb and Gutter	LF	710	25.00	\$ 17,750.00	Assumes concrete curb and gutter
	Cement Concrete Sidewalks	SF	7420	10.25	\$ 76,055.00	5" concrete pedestrian paving with base
	Street Trees	Each	21	900.00	\$ 18,900.00	
	Precast Concrete Catch Basin, Installed	Each	4	7,000.00	\$ 28,000.00	Only representative of portion within park limits
	Stormwater Conveyance Piping (24" avg)	LF	300	120.00	\$ 36,000.00	Only representative of portion within park limits
SUBTOTAL						
					\$ 1,052,171.25	
	Site Topographic and Boundary Survey Allowance				\$ 25,000.00	Based on 7-acre survey area
	Contractor Mobilization/General Requirements/Overhead	10%			\$ 105,217.13	
	Construction Contingency	20%			\$ 210,434.25	
	Design & Engineering Services	15%			\$ 157,825.69	
	Project Administrative Costs	6%			\$ 63,130.28	
	Bid Assistance	1%			\$ 10,521.71	
	Construction Observation	4%			\$ 42,086.85	
	10% DESIGN - BASE COSTS ESTIMATED TOTAL				\$ 1,666,387.15	

DISCLAIMERS:

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 judgment of the design professional, who does not guarantee that proposals, bids, or actual construction costs will not vary from the design professional's original opinion of the probable project costs.

Stormwater management footprint used to determine costs is based on preliminary calculations to satisfy minimum water quality storage requirements. The takeoffs used for cost purposes do not constitute a guarantee that the final required footprint of the stormwater facilities will not vary from what is shown in the plans and cost breakdown.

A contingency has been allocated for project administrative costs (agency plan review, clerical duties, project/program management, grant funding reporting/management/compliance, public involvement/outreach, and project design team and client coordination, and etc.)

Design & Engineering service fee percentage does not include costs associated with performing boundary/topographic/photometric property survey and environmental assessment & cleanup activities.

No costs associated with the design, relocation, or upgrade of above or below ground service utilities have been calculated. (Gas, potable water, sanitary, power)

No costs associated with property acquisition and right-of-way acquisitions is included.

No costs associated with permitting have been calculated.

Appendix A: LOM Costs

EPA TECHNICAL ASSISTANCE, GLENWOOD SPRINGS, CO
CITY OF GLENWOOD SPRINGS
CONFLUENCE PARK PLAN
SCHEMATIC DESIGN LEVEL-OF-MAGNITUDE COSTS

SGA #: 14014.005.60
Date: 8/23/2019

Prepared By: TJS/MPS

CONFLUENCE AREA ESSENTIAL ELEMENTS PLAN: DETAILED SUMMARY						
	DESCRIPTION	Units	Quantity	Unit Price	Cost	Remarks
CONFLUENCE IMPROVEMENTS - PHASE 2 ESSENTIAL ELEMENTS PLAN						
Demolition and Earthwork						
	Removal of concrete paving	SY	300	20.00	\$ 6,000.00	Demolition and removal of existing concrete pavement
	River Erosion Protection Measures	LS	1	15,000.00	\$ 15,000.00	
	Clearing and Grubbing	LS	1	15,000.00	\$ 15,000.00	Site clearing cost allowance
	Site Earthwork and Grading Allowance	LS	1	90,000.00	\$ 90,000.00	Allowance for grading and cut/fill activities
Hardscape and Paving						
	Asphalt Multi-Use Trail, 4" Depth with Base	SF	2300	5.00	\$ 11,500.00	Asphalt trail pavement assembly including base
	Cement Concrete Paving, with Base (with Integral Color)	SF	7900	11.25	\$ 88,875.00	5" concrete pedestrian paving with base
	Terrace Retaining Walls	LF	150	275.00	\$ 41,250.00	Assume average 6' wall
	Park Architectural Lighting	Each	16	8,000.00	\$ 128,000.00	
Site Stormwater and Landscape						
	Meadow Seeding, Including Placement of 4" Topsoil	SY	610	13.50	\$ 8,235.00	Meadow seeding application for pervious areas
	Landscaped Area Tree Plantings	Each	13	500.00	\$ 6,500.00	Trees planted in soft landscaped medium
	River Gravel Beach Installation	SY	550	35.00	\$ 19,250.00	
Public Right-of-Way and Frontage (TBD if part of Developer Costs)						
	Asphalt Pavement, 8" Total Depth with Base	SF	4500	7.25	\$ 32,625.00	New full 8" pavement assembly including base
	Pavement Markings allowance	LS	1	1,000.00	\$ 1,000.00	Striping for roadway/parking
	Safety/Regulatory Signage Allowance	LS	1	1,500.00	\$ 1,500.00	Parking and safety signs as necessary
	Cement Concrete Curb and Gutter	LF	380	25.00	\$ 9,500.00	Assumes concrete curb and gutter
	Cement Concrete Sidewalks (with Integral Color)	SF	6860	11.25	\$ 77,175.00	5" concrete pedestrian paving with base
	Street Trees	Each	13	900.00	\$ 11,700.00	
	Precast Concrete Catch Basin, Installed	Each	3	7,000.00	\$ 21,000.00	Only representative of portion within park limits
	Stormwater Conveyance Piping (24" avg)	LF	200	120.00	\$ 24,000.00	Only representative of portion within park limits
SUBTOTAL						
					\$ 608,110.00	
	Contractor Mobilization/General Requirements/Overhead	10%			\$ 60,811.00	
	Construction Contingency	20%			\$ 121,622.00	
	Design & Engineering services	15%			\$ 91,216.50	
	Project Administrative Costs	6%			\$ 36,486.60	
	Bid Assistance	1%			\$ 6,081.10	
	Construction Observation	4%			\$ 24,324.40	
	10% DESIGN - BASE COSTS ESTIMATED TOTAL				\$ 948,651.60	

DISCLAIMERS:

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No costs associated with property acquisition and right-of-way acquisitions is included.

No costs associated with permitting have been calculated.

EPA TECHNICAL ASSISTANCE, GLENWOOD SPRINGS, CO
CITY OF GLENWOOD SPRINGS
CONFLUENCE PARK PLAN
SCHEMATIC DESIGN LEVEL-OF-MAGNITUDE COSTS

SGA #: 14014.005.60
Date: 8/23/2019

Prepared By: TJS/MPS

CONFLUENCE AREA ESSENTIAL ELEMENTS PLAN: DETAILED SUMMARY						
	DESCRIPTION	Units	Quantity	Unit Price	Cost	Remarks
CONFLUENCE IMPROVEMENTS - PHASE 3 ESSENTIAL ELEMENTS PLAN (TBD if part of Developer Costs)						
Demolition and Earthwork						
	Railroad Bridge Demo	LS	1	250,000.00	\$ 250,000.00	Removal of existing rail bridge over 7th st
	Clearing and Grubbing	LS	1	15,000.00	\$ 15,000.00	Site clearing cost allowance
	Site Earthwork and Grading Allowance	LS	1	150,000.00	\$ 150,000.00	Allowance for grading and cut/fill activities
Hardscape and Paving						
	Cement Concrete Paving, with Base (with Integral Color)	SF	19330	11.25	\$ 217,462.50	5" concrete pedestrian paving with base
	Hardscape Tree Pits	Each	4	900.00	\$ 3,600.00	
	Park Architectural Lighting	Each	12	8,000.00	\$ 96,000.00	Based on standard range for arch. lighting, installed
Site Stormwater and Landscape						
	Bioretention Feature with Meadow Plantings	SF	6840	25.00	\$ 171,000.00	Bioretention storage and open channel feature
	Landscaped Area Tree Plantings	Each	22	500.00	\$ 11,000.00	Trees planted in soft landscaped medium
	Stormwater Conveyance Piping (24" avg)	LF	400	120.00	\$ 48,000.00	
SUBTOTAL						
	Contractor Mobilization/General Requirements/Overhead	10%			\$ 96,206.25	
	Construction Contingency	20%			\$ 192,412.50	
	Design & Engineering services	15%			\$ 144,309.38	
	Project Administrative Costs	6%			\$ 57,723.75	
	Bid Assistance	1%			\$ 9,620.63	
	Construction Observation	4%			\$ 38,482.50	
	10% DESIGN - BASE COSTS ESTIMATED TOTAL				\$ 1,500,817.50	

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No costs associated with property acquisition and right-of-way acquisitions is included.

No costs associated with permitting have been calculated.

Appendix A: LOM Costs

EPA TECHNICAL ASSISTANCE, GLENWOOD SPRINGS, CO
CITY OF GLENWOOD SPRINGS
CONFLUENCE PARK PLAN
SCHEMATIC DESIGN LEVEL-OF-MAGNITUDE COSTS

SGA #: 14014.005.60
Date: 8/23/2019

Prepared By: TJS/MPS

CONFLUENCE AREA COMMUNITY DESIRED PLAN: DETAILED SUMMARY						
	DESCRIPTION	Units	Quantity	Unit Price	Cost	Remarks
CONFLUENCE IMPROVEMENTS - PHASE 1 COMMUNITY DESIRED PLAN						
Demolition and Earthwork						
	Removal of concrete paving	SY	1500	20.00	\$ 30,000.00	Demolition and removal of existing concrete pavement
	River Erosion Protection Measures	LS	1	30,000.00	\$ 30,000.00	
	Clearing and Grubbing	LS	1	25,000.00	\$ 25,000.00	Site clearing cost allowance
	Site Earthwork and Grading Allowance	LS	1	150,000.00	\$ 150,000.00	
Upgraded Hardscape and Amenities						
	Upgraded Public Terraces - Concrete Unit Paving	SF	3990	24.00	\$ 95,760.00	Unit paving using concrete/brick pavers
	Public Terrace Steps	LF Riser	60	115.00	\$ 6,900.00	
	Terrace Retaining Walls	LF	600	325.00	\$ 195,000.00	Assume average 6' veneered wall
	Pedestrian Stone Paving Areas	SF	12970	45.00	\$ 583,650.00	Assume sawn natural dimensional stone pavers
	Upgraded Multi-use Trail - Concrete Paving	SF	8815	11.25	\$ 99,168.75	
	Upgraded Park Architectural Lighting	Each	36	12,000.00	\$ 432,000.00	Based on standard range for arch. lighting, installed
	Landform Recreation/Natural Play Features	LS	1	250,000.00	\$ 250,000.00	
	Commissioned Public Art Features	LS Ea.	2	250,000.00	\$ 500,000.00	
	Site Furnishing Allowance	LS	1	100,000.00	\$ 100,000.00	
	Wayfinding Signage Allowance	LS	1	50,000.00	\$ 50,000.00	
Site Stormwater and Landscape						
	Bioretention Water Features w/ Irrigation	SF	2500	60.00	\$ 150,000.00	Includes soil, underdrain, and plantings
	Meadow Seeding and Plugs, Including Placement of 4" Topsoil	SY	2160	18.50	\$ 39,960.00	Meadow seeding application for pervious areas
	Landscaped Area Tree and Shrub Plantings	Each	102	500.00	\$ 51,000.00	Trees planted in soft landscaped medium
Public Right-of-Way and Frontage (TBD if part of Developer Costs)						
	Concrete Unit Pavers for Cartway including Base Slab	SF	8450	30.00	\$ 253,500.00	New full 8" pavement assembly including base
	Pavement Markings allowance	LS	1	1,500.00	\$ 1,500.00	Striping for roadway/parking
	Safety/Regulatory Signage Allowance	LS	1	2,500.00	\$ 2,500.00	Parking and safety signs as necessary
	Cement Concrete Curb and Gutter	LF	710	25.00	\$ 17,750.00	Assumes concrete curb and gutter
	Pedestrian Stone Paving Sidewalks	SF	7420	45.00	\$ 333,900.00	Assume sawn natural dimensional stone pavers
	Street Trees	Each	21	900.00	\$ 18,900.00	
	Precast Concrete Catch Basin, Installed	Each	4	7,000.00	\$ 28,000.00	Only representative of portion within park limits
	Stormwater Conveyance Piping (24" avg)	LF	300	120.00	\$ 36,000.00	Only representative of portion within park limits
SUBTOTAL					\$ 3,245,488.75	
	Site Topographic and Boundary Survey Allowance				\$ 25,000.00	Based on 7-acre survey area
	Contractor Mobilization/General Requirements	10%			\$ 324,548.88	
	Construction Contingency	20%			\$ 649,097.75	
	Design & Engineering services	15%			\$ 486,823.31	
	Project Administrative Costs	6%			\$ 194,729.33	
	Bid Assistance	1%			\$ 32,454.89	
	Construction Observation	4%			\$ 129,819.55	
10% DESIGN - BASE COSTS ESTIMATED TOTAL					\$ 5,087,962.45	

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Design & Engineering service fee percentage does not include costs associated with performing boundary/topographic/photometric property survey and environmental assessment & cleanup activities.

No costs associated with the design, relocation, or upgrade of above or below ground service utilities have been calculated. (Gas, potable water, sanitary, power)

No costs associated with property acquisition and right-of-way acquisitions is included.

No costs associated with permitting have been calculated.

**EPA TECHNICAL ASSISTANCE, GLENWOOD SPRINGS, CO
CITY OF GLENWOOD SPRINGS
CONFLUENCE PARK PLAN
SCHEMATIC DESIGN LEVEL-OF-MAGNITUDE COSTS**

SGA #: 14014.005.60
Date: 8/23/2019

Prepared By: TJS/MPs

CONFLUENCE AREA COMMUNITY DESIRED PLAN: DETAILED SUMMARY						
	DESCRIPTION	Units	Quantity	Unit Price	Cost	Remarks
CONFLUENCE IMPROVEMENTS - PHASE 2 COMMUNITY DESIRED PLAN						
Demolition and Earthwork						
	Removal of concrete paving	SY	300	20.00	\$ 6,000.00	Demolition and removal of existing concrete pavement
	River Erosion Protection Measures	LS	1	15,000.00	\$ 15,000.00	
	Clearing and Grubbing	LS	1	15,000.00	\$ 15,000.00	Site clearing cost allowance
	Site Earthwork and Grading Allowance	LS	1	90,000.00	\$ 90,000.00	Allowance for grading and cut/fill activities
Upgraded Hardscape and Amenities						
	Upgraded Public Terraces - Concrete Unit Paving	SF	810	24.00	\$ 19,440.00	Unit paving using concrete/brick pavers
	Terrace Retaining Walls	LF	260	275.00	\$ 71,500.00	Assume average 6' wall
	Pedestrian Stone Paving Areas	SF	7890	45.00	\$ 355,050.00	Assume sawn natural dimensional stone pavers
	Upgraded Multi-use Trail - Concrete Paving	SF	2300	10.25	\$ 23,575.00	
	Upgraded Park Architectural Lighting	Each	20	12,000.00	\$ 240,000.00	Based on standard range for arch. lighting, installed
	Commissioned Public Art Features	LS Ea.	1	250,000.00	\$ 250,000.00	
	Site Furnishing Allowance	LS	1	25,000.00	\$ 25,000.00	
	Café Seating for Park Building	LS	1	30,000.00	\$ 30,000.00	
	Wayfinding Signage Allowance	LS	1	15,000.00	\$ 15,000.00	
Site Stormwater and Landscape						
	Meadow Seeding and Plug Planting, Including Placement of 4" Topsoil	SY	610	18.50	\$ 11,285.00	Meadow seeding application for pervious areas
	Landscaped Area Tree and Shrub Plantings	Each	26	500.00	\$ 13,000.00	Trees planted in soft landscaped medium
	River Gravel Beach Installation	SY	550	35.00	\$ 19,250.00	
Park Restroom/Concessions Building						
	Concessions Building with Pavilion Structure	LS	1	1,300,000.00	\$ 1,300,000.00	Assume 1500 sf bldg. with café/kitchen/family changing room/restrooms and pavilion
Public Right-of-Way and Frontage (TBD if part of Developer Costs)						
	Asphalt Pavement, 8" Total Depth with Base	SF	4500	7.25	\$ 32,625.00	New full 8" pavement assembly including base
	Pavement Markings allowance	LS	1	1,000.00	\$ 1,000.00	Striping for roadway/parking
	Safety/Regulatory Signage Allowance	LS	1	1,500.00	\$ 1,500.00	Parking and safety signs as necessary
	Cement Concrete Curb and Gutter	LF	380	25.00	\$ 9,500.00	Assumes concrete curb and gutter
	Pedestrian Stone Sidewalks	SF	6860	45.00	\$ 308,700.00	Assume sawn natural dimensional stone pavers
	Street Trees	Each	13	900.00	\$ 11,700.00	
	Precast Concrete Catch Basin, Installed	Each	3	7,000.00	\$ 21,000.00	
	Stormwater Conveyance Piping (24" avg)	LF	200	120.00	\$ 24,000.00	
	SUBTOTAL				\$ 2,909,125.00	
	Contractor Mobilization/General Requirements/Overhead	10%			\$ 290,912.50	
	Construction Contingency	20%			\$ 581,825.00	
	Design & Engineering services	15%			\$ 436,368.75	
	Project Administrative Costs	6%			\$ 174,547.50	
	Bid Assistance	1%			\$ 29,091.25	
	Construction Observation	4%			\$ 116,365.00	
	10% DESIGN - BASE COSTS ESTIMATED TOTAL				\$ 4,538,235.00	

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A contingency has been allocated for project administrative costs (agency plan review, clerical duties, project/program management, grant funding reporting/management/compliance, public involvement/outreach, and project design team and client coordination, and etc.)

Design & Engineering service fee percentage does not include costs associated with performing boundary/topographic/photometric property survey and environmental assessment & cleanup activities.

No costs associated with the design, relocation, or upgrade of above or below ground service utilities have been calculated. (Gas, potable water, sanitary, power)

No costs associated with property acquisition and right-of-way acquisitions is included.

No costs associated with permitting have been calculated.

Appendix A: LOM Costs

EPA TECHNICAL ASSISTANCE, GLENWOOD SPRINGS, CO
CITY OF GLENWOOD SPRINGS
CONFLUENCE PARK PLAN
SCHEMATIC DESIGN LEVEL-OF-MAGNITUDE COSTS

SGA #: 14014.005.60
Date: 8/23/2019

Prepared By: TJS/MPS

CONFLUENCE AREA COMMUNITY DESIRED PLAN: DETAILED SUMMARY						
	DESCRIPTION	Units	Quantity	Unit Price	Cost	Remarks
CONFLUENCE IMPROVEMENTS - PHASE 3 COMMUNITY DESIRED PLAN (TBD if part of Developer Costs)						
Demolition and Earthwork						
	Railroad Bridge Demo	LS	1	250,000.00	\$ 250,000.00	Removal of existing rail bridge over 7th Street
	Clearing and Grubbing	LS	1	15,000.00	\$ 15,000.00	Site clearing cost allowance
	Site Earthwork and Grading Allowance	LS	1	150,000.00	\$ 150,000.00	Allowance for grading and cut/fill activities
	Rail Trail Bridge Abutments	LS	1	95,000.00	\$ 95,000.00	
Upgraded Hardscape and Amenities						
	Pedestrian Stone Paving Areas	SF	19330	45.00	\$ 869,850.00	Assume sawn natural dimensional stone pavers
	Upgraded Park Architectural Lighting	Each	16	12,000.00	\$ 192,000.00	Based on standard range for arch. lighting, installed
	Landform Recreation/Natural Play Features	LS	1	250,000.00	\$ 250,000.00	
	Commissioned Public Art Features	LS Ea.	3	250,000.00	\$ 750,000.00	
	Rock Landform Features	LS Ea.	3	250,000.00	\$ 750,000.00	
	Hardscape Tree Pits	Each	4	900.00	\$ 3,600.00	
	Site Furnishing Allowance	LS	1	30,000.00	\$ 30,000.00	
	Café Seating for Park Building	LS	1	20,000.00	\$ 20,000.00	
	Wayfinding Signage Allowance	LS	1	10,000.00	\$ 10,000.00	
Site Stormwater and Landscape						
	Bioretention Feature with Meadow Plantings (with Irrigation)	SF	6840	40.00	\$ 273,600.00	Bioretention storage and open channel feature
	Landscaped Area Tree and Shrub Plantings	Each	44	500.00	\$ 22,000.00	Trees planted in soft landscaped medium
	Stormwater Conveyance Piping (24" avg)	LF	400	120.00	\$ 48,000.00	
SUBTOTAL					\$ 3,729,050.00	
	Contractor Mobilization/General Requirements/Overhead	10%			\$ 372,905.00	
	Construction Contingency	20%			\$ 745,810.00	
	Design & Engineering services	15%			\$ 559,357.50	
	Project Administrative Costs	6%			\$ 223,743.00	
	Bid Assistance	1%			\$ 37,290.50	
	Construction Observation	4%			\$ 149,162.00	
10% DESIGN - BASE COSTS ESTIMATED TOTAL					\$ 5,817,318.00	

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EPA TECHNICAL ASSISTANCE, GLENWOOD SPRINGS, CO
CITY OF GLENWOOD SPRINGS
CONFLUENCE PARK PLAN
SCHEMATIC DESIGN LEVEL-OF-MAGNITUDE COSTS

SGA #: 14014.005.60
Date: 8/23/2019

Prepared By: TJS/MPS

CONFLUENCE AREA COMMUNITY DESIRED PLAN: DETAILED SUMMARY						
	DESCRIPTION	Units	Quantity	Unit Price	Cost	Remarks
CONFLUENCE IMPROVEMENTS - PHASE 4 COMMUNITY DESIRED PLAN						
Demolition and Earthwork						
	Railroad Track Demo	LS	1	50,000.00	\$ 50,000.00	
	Clearing and Grubbing	LS	1	20,000.00	\$ 20,000.00	Site clearing cost allowance
	Site Earthwork and Grading Allowance	LS	1	150,000.00	\$ 150,000.00	
Upgraded Hardscape and Amenities						
	Upgraded Public Terraces - Concrete Unit Paving	SF	6580	24.00	\$ 157,920.00	Unit paving using concrete/brick pavers
	Public Terrace Steps	LF Riser	552	115.00	\$ 63,480.00	
	Terrace Retaining Walls	LF	490	275.00	\$ 134,750.00	Assume average 6' wall
	Asphalt Multi-Use Trail, 4" Depth with Base	SF	11930	5.00	\$ 59,650.00	
	Trail Architectural Lighting	Each	25	12,000.00	\$ 300,000.00	Based on standard range for arch. lighting, installed
	Rail Trail Block Terrace Walls	LF	1070	200.00	\$ 214,000.00	Upgrade turf areas to civic plantings
	Rail Trail Terrace Stone Paving	SF	3670	45.00	\$ 165,150.00	Assume sawn natural stone pavers
	Rail Trail Bridge Abutments (TBD if part of Developer costs)	LS	2	95,000.00	\$ 190,000.00	
	Rail Trail Bridge Abutments	LS	1	95,000.00	\$ 95,000.00	
	Rail Trail Bridge Prefabricated Structure Spans	LS Ea.	4	195,000.00	\$ 780,000.00	Assume 100' spans
	Rail Trail Retaining Walls	LF	910	860.00	\$ 782,600.00	Assume average 16' wall
Site Stormwater and Landscape						
	Meadow Seeding and Plug Planting, Including Placement of 4" Topsoil	SY	2740	18.50	\$ 50,690.00	Meadow seeding application for pervious areas
	Landscaped Area Tree Plantings	Each	10	500.00	\$ 5,000.00	Trees planted in soft landscaped medium
SUBTOTAL					\$ 3,218,240.00	
Contractor Mobilization/General Requirements/Overhead				10%	\$ 321,824.00	
Construction Contingency				20%	\$ 643,648.00	
Design & Engineering services				15%	\$ 482,736.00	
Project Administrative Costs				6%	\$ 193,094.40	
Bid Assistance				1%	\$ 32,182.40	
Construction Observation				4%	\$ 128,729.60	
10% DESIGN - BASE COSTS ESTIMATED TOTAL					\$ 5,020,454.40	

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Appendix B: Existing Uses & Conditions

WASTEWATER TREATMENT PLANT (WWTP)

Located at the center of the Riverfront Park is the land of the City's former Wastewater Treatment Plant (WWTP), decommissioned in 2012. The WWTP was decommissioned in part due to potent chemicals created during the treatment process corroding its brick structure over time. Additionally, the WWTP had long-term issues removing ammonia from wastewater before it was discharged in the Colorado River. Other contaminants of concern (COCs) include hazardous waste, arsenic, Diesel Range Organics (DROs), Semi Volatile Organic Compounds (SVOCs), and toxins from the adjacent, former Union Pacific-owned railroad. As part of the AWP planning effort, the City initiated Environmental Protection Agency (EPA) Environmental Assessments (ESAs) for the area. The final U.S. EPA Environmental Assessment (February 2017 Phase II) concluded:

1. No remedial activities have been identified as necessary to facilitate redevelopment of the property.
2. The preparation and use of a Materials Management Plan is required during construction periods to address localized areas of surface soil impacts identified and in case impacts are encountered during building removal.
3. The Materials Management Plan should be used for construction worker awareness, including excavation contractors, in case adverse environmental concerns are encountered.
4. Appropriate health and safety precautions and soil management protocols during demolition and future construction should be implemented.

- The decommissioned WWTP demolition is anticipated to be completed late summer 2019 (Figure B1-B2). The Riverfront Park Plan will practice health and safety precautions and soil management protocols during redevelopment.



Figure B1: WWTP demolition progress (March 2018).



Figure B2: WWTP demolition progress (July 2019).

Appendix B: Existing Uses & Conditions

THE INACTIVE RAILROAD RIGHT-OF-WAY

Cutting through the site, the inactive railroad right-of-way is controlled by the Roaring Fork Transportation Authority (RFTA) (Figure B3). 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.

- The Riverfront Park Plan cuts through the west spur south to the Union Pacific Railroad and expands the underpass that bridges 7th Street to improve circulation while maintaining elevation within the bench of the inactive spur so it can be reactivated.



Figure B3: View on top of inactive railroad (March 2018).

THE FARNUM HOLT FUNERAL HOME

The Farnum Holt Funeral Home is located on the south corner of the site near the intersection of 7th and 8th Street (Figure B4). A privately-owned property, the City would be required to acquire this property in order to transform the Confluence area into a continuous public park.

- The Riverfront Park Plan preserves a mausoleum located near the Funeral Home. The Park can be constructed in phases depending on property acquisition.



Figure B4: Farnum Holt Funeral Home (July 2019).

**For Further Information,
Contact:**

City Hall
101 W 8th Street
Glenwood Springs, CO 81601
970-384-6400

Acknowledgments:

All of the participants that played a role in the project, including government, institutional and community leaders, are too numerous to list, however, primary project sponsor include:

- The United States Environmental Protection Agency's Office of Brownfields and Land Revitalization (OBLR) for their financial and technical assistance in undertaking this effort.
- The leadership of the City of Glenwood Springs for working with the project team and offering their insight and perspective.

EPA TA Design Consultants:



LANDSCAPE ARCHITECTURE
URBAN DESIGN

STROMBERG GARRIGAN & ASSOCIATES
Stromberg/Garrigan & Associates, Inc.
300 E. Main Street, Suite 1400
Norfolk VA, 23510



ICF, Inc.
9300 Lee Hwy
Fairfax, VA 22031



City Council
STAFF REPORT
City of Glenwood Springs
October 2, 2019

Agenda Item: Confluence Area Master Developer Process

Action Requested: The purpose of the Request for Qualifications, which was released on February 22, 2019, was to find a qualified, visionary development partner to participate in the City of Glenwood Springs' efforts to develop approximately 12.2 acres of land located at the Confluence of the Colorado and Roaring Fork rivers. In all, the City received seven responses to the RFQ on or before the May 22, 2019, deadline, which were reviewed by a panel comprising representatives from the City's Community Development, Engineering, and Parks and Recreation Departments, and the Downtown Development Authority. Three teams were selected for an interview with City Council on July 8, 2019. Following the interviews, Council directed the City Attorney and staff to have a discussion with the developer teams to provide additional information regarding the proposed approaches to financing the project and to working with the city. Attached with this agenda items are the original proposals and written responses from the development team:

Development Partners, Andrew and Jim Light and Tim Belinski

Trail Break Partners, Douglas A Elenowitz

The Confluence Development Group, Brian Marshack

Please also find a link to the [July 8 Packet](#) hyperlinked with this staff report.

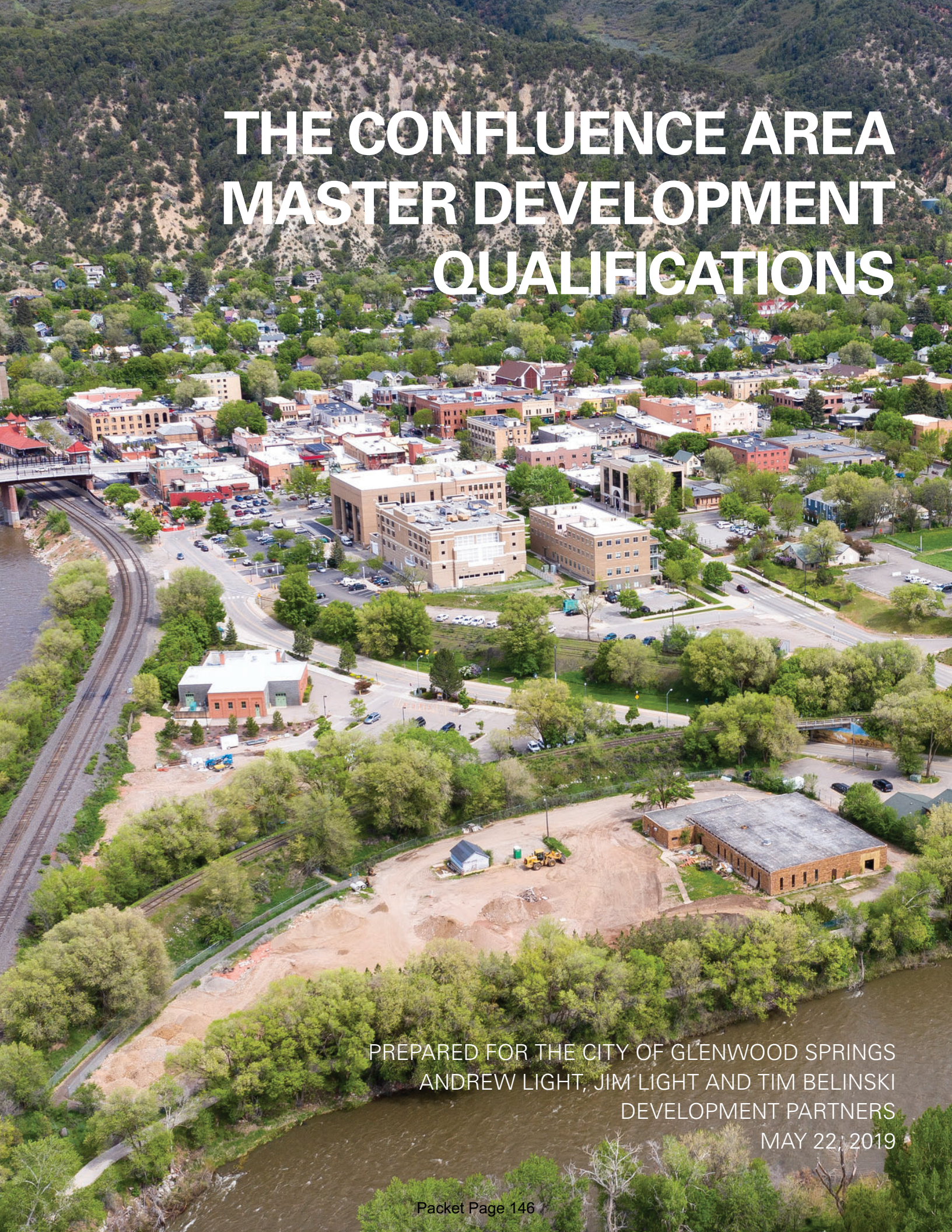
Department: Economic and Community Development

Presented By: Jennifer Ooton, Assistant City Manager

Background Info: Interest regarding the Confluence Area project from neighbors and members of the community resulted in at least one request to Council to form an ad hoc steering committee to help guide this project as it moves forward.

Issues: The process to identify a master developer candidate to negotiate has been ongoing since May 2019.

Staff Recommendation: Staff defers to Council.

An aerial photograph of Glenwood Springs, Colorado. The town is nestled at the base of a steep, forested hillside. A river flows through the foreground, bordered by lush green trees. In the middle ground, there are several large, multi-story buildings, including what appears to be a hotel or conference center. To the left, a railway line runs parallel to the river. The overall scene is a mix of urban development and natural beauty.

THE CONFLUENCE AREA MASTER DEVELOPMENT QUALIFICATIONS

PREPARED FOR THE CITY OF GLENWOOD SPRINGS
ANDREW LIGHT, JIM LIGHT AND TIM BELINSKI
DEVELOPMENT PARTNERS
MAY 22, 2019

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Team Profile	5
Project Experience	11
Work Plan	25

Andrew Light
andrew@twocreeksinvestments.com
970.948.2737

Jim Light
jlight@chaffinlight.com
970.948.7729

Tim Belinski
tbelinski@indventures.com
970.274.4711

May 22, 2019

Mayor & City Council
City of Glenwood Springs
Glenwood Springs, CO 80162

Re: RFQ - Master Developer for Confluence Area | BD# 2019-013

Greetings:

This RFQ response is submitted by our team of four local firms with extensive experience creating and developing residential and mixed-use communities in the Roaring Fork Valley and throughout the country. We have included illustrative land-use and other ideas but fully recognize the importance of working closely with the City as well as residents and businesses. We have also suggested ideas related to the design and approval process which reflect our experience with similar public/private projects, and have emphasized the importance of taking advantage of the current incentives under the Opportunity Zone legislation.

The quality of our projects can be seen first-hand. We have demonstrated over some decades our commitment to working with elected officials, municipal staff, and volunteers in RFV communities. Equity and debt financing of more than \$ 500 million has been secured from multiple financial institutions and private equity sources based on the requirements of each project.

- Chaffin Light Management has been involved with community and residential development in the RFV since 1978; starting with Snowmass Village and later Basalt, Aspen, and Garfield County. Principals James W. Light and Andrew Light will be the partners responsible for this venture with the City of Glenwood Springs. Our CV's are attached and our websites provide additional information. Chaffin Light has developed in excess of \$500 million in property. Our references include several current and former elected officials and financial sources.
- Independence Ventures is led by Tim Belinski and has been the lead project manager for the mixed-use Willits Town Center in Basalt, CO for the past eleven years and prior to that, Obermeyer Place in Aspen. Total development capital under management has exceeded \$150 million.
- Design Workshop is an international design studio integrating the fields of urban design, landscape architecture, urban design, planning, economics and community engagement. This international perspective has been applied to local projects in the RFV for 50 years. We recognize the importance of the Confluence Areas within the greater fabric of the City of Glenwood Springs and the opportunity to redevelop the land as an exceptional community asset. The 2017 Confluence Redevelopment and the Moving Forward Together Plans are sensible and clearly articulate the community goals for success. We will design the Confluence Area through this lens.
- Roaring Fork Engineering measures it's success by contributing to the achievements of our clients and making a positive difference in the communities we live. Many RFE employees call Glenwood Springs home, making implementation and success of this development significant both professionally and personally. RFE staff's design expertise and history of engineering projects in Glenwood Springs intensifies our unique ability to use local knowledge and engineering judgment while our familiarity with the project area, on-site utility infrastructure, development within the floodplain, and frequent work with the Union Pacific Railroad, RFTA and Public Utilities Commission eliminates delays and inefficient data collection.

We are committed to work with the City of Glenwood Springs officials and residents to create a vital community gathering place and desirable, authentic neighborhood that successfully engages the rivers and downtown. The design will respect the City's architectural and western history while anticipating the market demands and culture of its future residents. We are excited to be involved with such an important legacy opportunity for the City.

Cover Letter

This RFQ response is based on months of due diligence including:

- Review of the demand for rental apartments including: current inventory of apartments and townhouses in the Glenwood Springs market area, current and projected competition from the two projects underway and the approved Bell Rippy site; and market research through the Valley including our recently completed projects in Willits.
- Meetings with large employers as prospective tenants.
- Review of data on the for-sale market in Garfield County and the market area including Glenwood Springs and Carbondale.
- Recent activity in the commercial sector.
- Site tours with several equity capital sources for Opportunity Zones.
- Meetings with prospective construction and long-term lenders.
- Meetings with the Colorado Housing Finance Authority.
- Preliminary cost estimates from prospective general contractors.

KEY REDEVELOPMENT GOALS/ISSUES

We have outlined a process to work with the City and residents to define a multi-year development program that will address each of the City's Goals in the 2017 Confluence Redevelopment Plan including: "Connect to the River", "Create Connections", "Prioritize the Pedestrian", "Promote Catalytic Development", "Create Community Spaces", "Complement the Downtown" and "Expand Housing Choices". While not explicitly addressed in the City's document, a development program must be financially feasible for both the City and the developer/investors.

Placemaking and Community Spaces | Place-making is an essential ingredient to achieve the overall goals. The Confluence must be appealing to the current Glenwood Spring residents, new residents, visitors who live in the Valley, and those who visit the City and area as tourists. A new park, for example, will be a gathering place for all users. The pedestrian area could include art as well as a walking history tour similar to one we built in our Idarado Legacy pedestrian park in Telluride and one in Basalt. Place-making must take advantage of the spectacular river front natural environment, be authentic by being true to the City's traditions, create opportunities for shared experiences and education, offer innovative food and beverage opportunities, inspire visitors from the Valley to come often and enjoy a break from their day-to-day lives, and encourage participation. Excellent planning will balance the needs of each property type and creative design will create enduring appeal.

Activate the Neighborhood | The Vogelaar property is suited for innovative residential development which, along with some civic uses, will begin to activate the neighborhood and drive demand for current local services and those planned on the Confluence. Rental apartments (and possibly some for-sale) will be designed to attract mixed incomes and different age groups. We will review the feasibility of a hotel.

Attract Businesses of the Future | Parcels along 7th Street and toward the intersection with 8th Street will complement the existing commercial and the City and Garfield County offices. We envision shared office spaces and incubator space for the emerging tech-minded workforce and other non-traditional flex work spaces. Our team will also seek employers to become part of the new office opportunities in the Confluence.

Create a Community Gathering Place | The Confluence Property along the Roaring Fork River provides an opportunity for a unique Park which will be both a gathering spot for residents and an educational/ special events attraction for visitors. Destination food and beverage may include a brew pub and an entertainment district with event space and occasional pop-up venues for special events in a farmers market style setting.

Mix of Housing Products | Affordable and multi-generational housing may include a mix of product within some projects e.g. the Vogelaar property or purpose-built projects to secure tax-benefits including the designation by the Colorado Housing Finance Agency for tax credits. We will also evaluate for-sale units.

Create Connections to River | Pedestrian and bike trails will connect the existing retail along 7th and 8th street to the River and others will be added to connect the new residential properties.

Transit-Oriented Development and Parking Program | We recognize that current parking patterns that depend on the automobile are changing and may change dramatically in the future. While additional parking will be needed, we will work with the City, the County and RFTA to formulate a program to address both the current needs and those anticipated in future. Our experience in Willits will be critical to helping find the right balance.

Take Advantage of the Opportunity Zone | The planning and approval process must be defined and followed on a timely basis to take advantage of the current tax benefits of the Opportunity Zone legislation which will decline quickly after 2020.

Longer-term Opportunities | Working with RFTA may allow new opportunities to integrate the existing rail lines into the redevelopment and improve pedestrian access to the river.

CONCEPTUAL SITE PLAN

We have included a list of Successful Land Attributes of a Conceptual Master Development Plan. The site reuse plans from the "Moving Forward Together Plan" are great starting points for conversation. A more detailed plan would require input from the City and other stakeholders through a design review and market evaluation process.

RELEVANT DEVELOPMENT PROJECTS

The attached RFP response includes a summary of project experience but a few notable projects include:

Willits Town Center

- The Willits plan is appealing to pedestrians and hosts community events that activate the neighboring areas beyond the project itself.
- The mix of civic, commercial and residential use is illustrative for the Confluence.
- Tim Belinski and Andrew Light are currently partnering on a block in Willits and this involvement provides us with accurate financial information including costs, and rental rates for both commercial and residential.
- Capital investment was \$80 million.

Snowmass Village

- Chaffin Light worked with the Town of Snowmass to create a livable community which we felt was essential for the successful expansion of the resort.
- We developed several affordable housing projects including for-sale and rental.
- We developed the Snowmass Club and a variety of innovative resort and residential projects which have withstood their values over decades.
- We donated several parcels of land for public amenities and civic uses including the Anderson Ranch Art Center.
- We were active in many community non-profits.
- The development was profitable over a multiple-year program.
- Capital investment exceeded \$200 million.

Roaring Fork Club

- We pioneered in the mid-1990's the development of high quality amenities and unique residential products in a market that had not yet been seen as an attractive residential address.
- Through development leadership, we proposed the Roaring Fork Conservancy -- and co-founded it with the Town of Basalt -- which has become a very important non-profit for the protection of the entire Roaring Fork Watershed. Funding has included a real estate transfer assessment and continuing efforts to raise private donations.
- Capital investment included more than \$50 million for Club assets and more than \$200 million of residential development.

OUTLINE OF A DEVELOPMENT APPROACH

Our team is prepared to enter into agreements with the City of Glenwood Springs to purchase the Vogelaar Park property and some or all of the Phase II Confluence parcels. If desired, we will act as a development manager for the confluence properties which are more civic in nature. The quality, design, and economic feasibility of the development on the Parcel A will be critical since it will be the first phase of the overall Confluence Redevelopment and will establish vitality and demand for uses on the remaining parcels. In addition, community engagement will be an essential component of the master plan process. We recommend a professional public relations firm of the City's choice be included. We see project phasing as follows:

Phase I | Vogelaar Property. We propose to purchase and develop the Vogelaar property with multi-income and multi-generational residential and, if appropriate, some civic uses. This approach will provide funds to City, activate the neighborhood, benefit existing businesses, and provide momentum and credibility for the balance of the development.

Phase II | Plan for Confluence. This phase will begin concurrently with the start of Phase I and will continue until the City approves the overall development program. We will either purchase additional sites or serve, if requested, as the agent for the City e.g., for joint use and ownership of structured parking or the City Park.

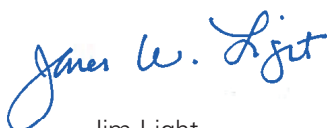
Schedule | Timing will be critical, particularly for the Vogelaar property, to take advantage of the Opportunity Zone legislation as well as the current access to reasonably cost financing.

Thank you very much for your consideration, and please contact us with any questions.

Sincerely,



Andrew Light
Development Partners



Jim Light
Packet Page 150



Tim Belinski



Who We Are

The master development team will be led by Jim Light, Tim Belinski and Andrew Light in partnership with Design Workshop and Roaring Fork Engineering. Collectively the team brings decades of experience in residential, retail and mixed use projects, with an emphasis on creative placemaking, environmental stewardship, and collaborative, long term relationships. Based in the Roaring Fork Valley, the team offers a local presence with national expertise and a network of leading capital sources, including Opportunity Zone focused capital.

Sources of Funding

Our team has investment relationships with institutional capital partners and high net worth individuals, and maintains lending relationships with First Bank, Vectra Bank, ANB Bank, Bank of Colorado and MidFirst Bank, among others.

In addition, we have toured the property with several Opportunity Zone funds that specialize in areas that are Opportunity Zones. We capitalize each project separately, matching the capital with the risk profile, project type and expected duration of the venture.



Tim Belinski

DEVELOPMENT PARTNER

Tim Belinski brings extensive solutions-minded local real estate development expertise, interacting with local communities, municipalities, agencies, and lenders, especially in complex, politically sensitive realms. In particular, two projects have remarkably changed their towns and neighborhoods, Willits Town Center in Basalt and Aspen's Obermeyer Place.

Education

Bachelor of Accounting,
University of Denver

Licensure

CPA (not practicing)

Professional Affiliations

International Council of
Shopping Centers



Andrew Light

DEVELOPMENT PARTNER

Andrew Light focuses on residential and commercial real estate and debt investments in the Aspen/Snowmass regional market. His development experience includes office, for sale residential, multifamily and retail. He is also a co-owner of Aspen Snowmass Sotheby's International Realty, the leading brokerage firm in the Aspen/Snowmass market with annual sales of over \$1.2 billion. From 2006 to 2011 Light was focused on resort projects in Colorado and Mexico.

Education

Master of Business
Administration, Stanford
University

Bachelor of Economics
Magna Cum Laude, Duke
University

Professional Affiliations

Snowmass Village Rotary
Urban Land Institute



Jim Light

DEVELOPMENT PARTNER

Jim Light is nationally recognized for his skill in general management, community planning and development, careful design and structuring of project financing. As a young man, he was put in charge of the planning and execution for Harbour Town at Sea Pines Plantation on Hilton Head Island, the most ambitious private harbor development ever built on the East Coast.

Education

Master of Business
Administration, Harvard
Business School

Bachelor of Economics
& English, University of
North Carolina

Professional Affiliations

Urban Land Institute

Roaring Fork
Conservancy Founding
Board Member

Since 1978 Light and his 50/50 partner Jim Chaffin have led Chaffin/Light Associates from Snowmass Village, Colorado, a single venture in a 3,000-acre ski resort community, into recreation community development ventures in Colorado, Washington State, Florida, South Carolina, and North Carolina. As part of a cooperative process with the newly incorporated Town of Snowmass Village, they provided significant community benefits including: development of more than 150 units of affordable housing; dedication of land for Anderson Ranch Art Center, the Snowmass Chapel, the Conference Center; and miles of trails and other recreation facilities. They have co-founded with their partners four environmental non-profit organizations. The CLA Mission Statement is "to create authentic, natural and livable communities, clubs and neighborhoods that provide rewarding life experiences for the clients who become part of them and the teams that helped to develop them."



Education

Master of Business Administration; University of Colorado, Denver

Bachelors of Communications/Journalism and Business Administration; Trinity University, San Antonio

Licensure and Certifications

American Institute of Certified Planners

Professional Affiliations

Urban Land Institute, YPO- Gold, American Planning Association

Becky Zimmermann

DESIGN WORKSHOP: URBAN DESIGN

Becky has devoted her career to solving complex issues in the areas of community planning, market and economics, and resorts and tourism. She is recognized for her work in leading communities, companies and organizations in strategic and business planning, market definition and strategy, development entitlements, real estate economics, facilitation and advisory services. She has also been integrally involved in leading community participation processes and facilitation for projects.

Selected Project Experience

City of Steamboat Springs Downtown Plan - Steamboat Springs, Colorado

Comprehensive, long-range planning services for Old Town, improving community core areas, mobility and parking, mixed-use and event space, in addition to developing affordable housing and preserving historic resources.

Town of Avon Properties + Development Strategies - Avon, Colorado

Plan that transformed the Town Center into a vibrant enhancement of the overall character, circulation, community services, and economic viability of Avon.

Crested Butte Mountain Village Market Study - Crested Butte, Colorado

Land planning and building programming services that developed a preliminary proforma and instituted development strategies for the Prospect Homestead Affordable Housing development.

Pikes Peak Multi-Use Plan - Colorado Springs, Colorado

Analysis of 200-square-mile area allowed the master plan to synchronize land use needs with appropriate landscape types.



Darla Callaway

DESIGN WORKSHOP: URBAN DESIGN

A manager of Design Workshop's real estate-related projects, Darla leads complex urban redevelopment projects, mountain resort master plans, site design, community visioning plans and facilitates public engagement. Her clients trust her with the responsibility of moving a project successfully through complex land use approvals because she always represents their best interests, anticipates road blocks well in advance and adapts to unexpected challenges. The aspect she enjoys most is leading her teams and clients through project implementation within the physical constraints of mountain site development; including political and public processes. She addresses these with patience, determination and a constant awareness of the need to adapt to new ideas.

Selected Project Experience

City of Steamboat Springs Downtown Plan - Steamboat Springs, Colorado

Comprehensive, long-range planning services for Old Town, improving community core areas, mobility and parking, mixed-use and event space, in addition to developing affordable housing and preserving historic resources.

Redevelopment of Downtown Historic Pedestrian Malls - Aspen, Colorado

A complex renovation design of the malls is currently underway to ensure historic integrity is maintained while planning for sustainable future infrastructure.

Parks, Urban Spaces and Streetscape Master Plan for CB - Alberta, Canada

A master plan of parks, urban spaces and streetscapes link together the redevelopment of an old air force base into a new mixed use community.

Education

Harvard Graduate School of Design, Advanced Management Development Program in Real Estate (expected July 2019)

Bachelor of Landscape Architecture, Oklahoma State University

Licensure and Certifications

Licensed Landscape Architect

LEED AP, BD+C

American Institute of Certified Planners



Richard Goulding

ROARING FORK ENGINEERING: STRATEGIC INFRASTRUCTURE AND ENGINEERING

Richard's 20 years of experience in the Valley includes working for the City of Aspen Engineering Department, SGM in Glenwood, and establishing RFE in 2012. He has considerable experience in municipal work. While at the City of Aspen, his focus was capital improvement projects and right-of-way management. During his time at SGM, he was the Deputy Town Engineer for Palisade, Snowmass and Starwood. He also undertook and completed several important design projects for the Mid Valley Metro District, the City of Glenwood Springs, and Redstone's Water and Station District.

Education

Civil and Environmental Engineering, University College Cork

Master of Business Administration, University of Wyoming

Licensure and Certifications

Professional Engineer:
CO

In his role as the founder and President of RFE Richard leads the design of, oversees construction of, and provides inspection oversight on multiple infrastructure projects for the City of Aspen Assets, Engineering & Water Departments, Pitkin County, Town of Carbondale, Aspen Consolidated Sanitation District and Aspen Skiing Company. He is currently the on-call engineer for the Town of Carbondale providing engineering for the Town's infrastructure. His areas of expertise include water, utility, storm water management design, street improvements and construction administration.

Selected Project Experience

City Offices and Rio Grande Place Infrastructure - Aspen, Colorado

Town of Carbondale, On-call Engineer - Carbondale, Colorado

Aspen Valley Polo Club Facilities - Carbondale, Colorado

Rubey Subdivision - Aspen, Colorado



Adam Racette

ROARING FORK ENGINEERING: STRATEGIC INFRASTRUCTURE AND ENGINEERING

Adam has 17 years of experience. He has considerable design experience in municipal work on projects for the City of Rifle, Town of Silt, Town of New Castle, City of Glenwood Springs, Roaring Fork Water and Sanitation District, Mid Valley Metropolitan District, Town of Carbondale, Basalt Sanitation District, City of Aspen, and many more. Adam's main focus is water and wastewater distribution, conveyance and treatment. He also has extensive background in construction administration and observation.

Education

Bachelor of Science in Civil Engineering, Michigan State University

Licensure

Professional Engineer:
CO

Adam's time at the City of Aspen and City of East Lansing gave him a greater understanding of the competing municipal challenges that face client's today. Not only are there shrinking budgets and constantly changing political climates, but also the need to balance the responsibility of maintaining existing infrastructure and effectively planning for the future. Adam's focus is meeting the current and future needs of a community within their budget.

Selected Project Experience

Basalt Sanitation District, District Engineer - Basalt, Colorado

Town of Carbondale Wastewater Treatment Facility - Carbondale, Colorado

City of Glenwood Springs Force Main and Conveyance - Glenwood, Colorado

Glenwood Springs Wastewater Treatment Facility - Glenwood, Colorado



Cherry Creek North and Fillmore Plaza: Denver, Colorado



RELEVANT EXPERIENCE

ECONOMIC GROWTH

**NEIGHBORHOOD
DEVELOPMENT**

INNOVATION

**ENVIRONMENTAL
PROTECTION**

PLACEMAKING

PARTNERSHIPS

Riverfront Park

Denver, Colorado

Design Workshop

Design Workshop led the master planning/entitlement effort and form-based code for Riverfront Park. To achieve this, we led a multi-disciplinary team of real estate economists, financing experts, business leaders, transportation planners, engineers and lawyers to create the master plan, urban design guidelines and streetscape plan that transformed the 65-acre railyard site into a 21-block mixed-use urban village. The planning of the project was intended to create measurable goals as a model for successful infill.

Why it matters

Since development began, there have been significant increases in land values and the tax base, and each year these continue to grow. Our team has experience in creating master plans driving economic growth.

Additionally, this project required extensive cooperation and collaboration with the City of Denver, whose investment in this redevelopment was critical to its success.

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EXCELLENCE*

RICHARD J. DRIEHAUS
*FORM-BASED
CODE AWARD*

2017 ASLA COLORADO
LANDMARK AWARD

CONGRESS FOR NEW URBANISM
CHARTER AWARD



ECONOMIC GROWTH





NEIGHBORHOOD DEVELOPMENT

Willits Town Center

Basalt, Colorado

Development Partners

Willits is a mixed-use neighborhood that includes residential and commercial properties. Built around a central town square with plenty of green space, parks and walking paths, Willits is the only sustainable community of its kind in the Roaring Fork Valley. The neighborhood is anchored by Whole Foods Market, Element Hotel by Westin and Starbucks, and is home to many locally owned shops, restaurants, health and spa services.

Why it matters

Willits Town Center is evidence of successful implementation of a mixed-use project in the Roaring Fork Valley. Through development leadership, the neighborhood vision was



maintained through various stakeholder input (CDOT, Town of Basalt, RFTA and merchants).

Public amenities include a RFTA Park N Ride with highway underpass and numerous neighborhood pocket parks.

Project Cost

The project cost was \$80 million and was financed by private equity funds.

discoverwillits.com



One Willits Place

Basalt, Colorado

Development Partners

One Willits Place is a collection of exceptional rental apartments, business spaces, and for-sale residences in the heart of the thriving Willits community. Through thoughtful design, contemporary design with a warm, mountain character was balanced with its urban context. Articulated roof-lines, a natural mix of materials and generous windows reflect the adjacent neighborhood character.

Why it matters

One Willits Place includes design and construction of infrastructure for the Art Center in Willits.

The project includes relevant cost and market information.



Project Cost

One Willits Place is being developed by Andrew Light and Tim Belinski. The project cost is \$20 million; financing is being provided by First Bank and individual capital partners.

onewillitsplace.com

Hurley Place

Denver, Colorado

Design Workshop

Hurley Place is a 6-acre mixed-use development in one of the most vibrant and exciting neighborhoods in Denver, River North Arts District (RiNo). Adjacent to the South Platte River, this project capitalizes on the strong connection to the City of Denver's greatest natural asset. Hurley Place is currently anchored by a historic brick building that is the new home of Blue Moon Brewery.

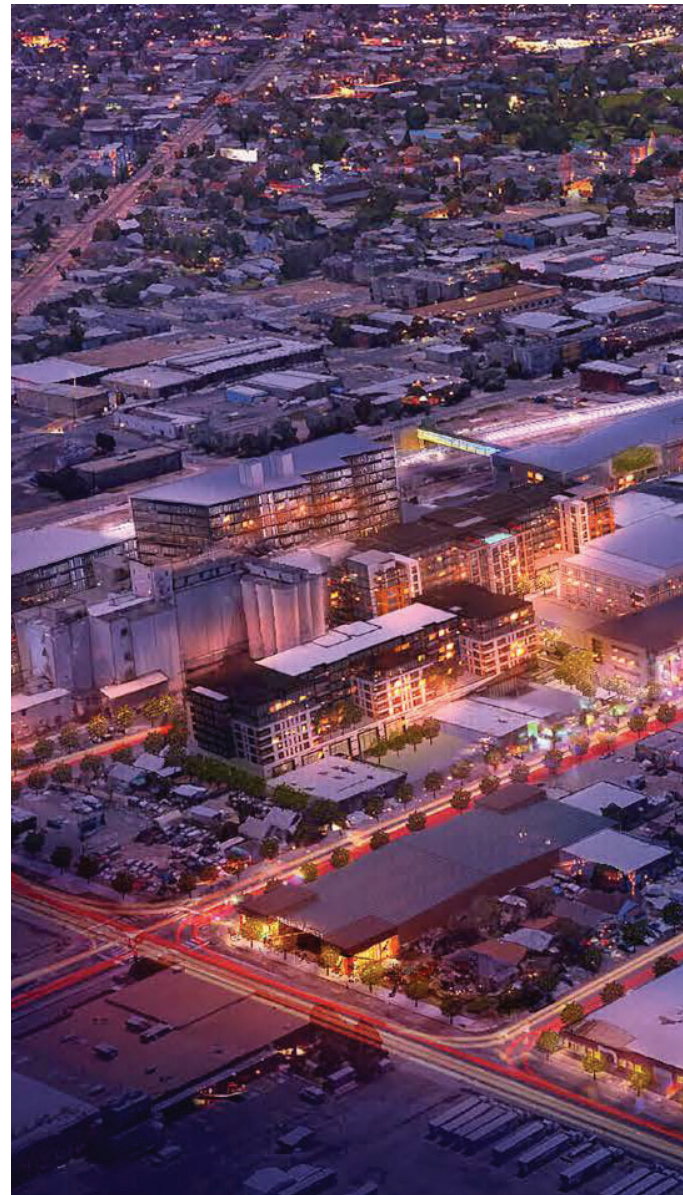
A main public plaza lies at the heart of this project and connects the development to the River and to the new brewery. The plan includes two plazas, residential, hotel, office, and multiple music venues, including a main stage adjacent to the South Platte River.

Hurley Place consisted of temporary pop-up programming during summer of 2016 at the designated "Hurley Field." Across from Blue Moon Brewery, this empty 1.8 acre lot hosted the RiNo Live Music Festival, food trucks, public art, and outdoor games. The intent of this phase was to create an energy and interest in Hurley Place before any project even breaks ground. Phases 1 through 3 will integrate office space, retail, residences, and a hotel.

Design Workshop developed site design criteria and is now leading the developer through the City of Denver review process.

Why it matters

Innovation is found in connecting to the historic and natural assets of adjacent neighborhood context.





Roaring Fork Conservancy Co-Founded by Roaring Fork Club

Basalt, Colorado

Development Partners

As an integral part of the plan for the Roaring Fork Club, the partners co-founded the Roaring Fork Conservancy.

One primary focus of the river front project was to create a sustainable neighborhood which reflected the natural context of the surrounding area.

The development program was sensitively integrated into the environment in a way that restores and enhances existing riparian areas. Important components of the restoration process are the bio-islands, or landscape zones that provide a transition between the highly manicured golf course and the ranchstead landscape that dominates the area. These unique and diverse natural environments and the sensitive development encourage a symbiosis among people, nature and wildlife.

Why it matters

As a result of managing partners' values, the development program was balanced with environmental protection and advocacy.

The development team has proven commitment to protect the natural features that allow our communities to thrive.



ENVIRONMENTAL PROTECTION





PLACEMAKING

Parks, Urban Spaces and Streetscape Master Plan for CB

Calgary, Alberta, Canada

Design Workshop

Currie Barracks (CB) is a new urbanism master plan for the second phase of development for the 176 acre Currie Barracks site, a decommissioned Air Force base southwest of downtown Calgary. As development patterns have evolved since the original Outline Plan was submitted in 2007, the proposed land uses, scale and character of the plan have been revised to reflect the ongoing urbanization occurring in and around the site.

Design Workshop's primary responsibility was the development of a robust network of public spaces within the mixed-use, master planned community, including streetscapes, urban parks and trails in addition to guiding best practices for stormwater management. Design Workshop worked with the City of Calgary and neighboring communities to develop a park and public space program that is responsive to the needs of both the existing and anticipated community members.

Why it matters

The development team has proved experience in design of public spaces to create a sense of plan and integrate infill development within the broader community fabric.

**ALBERTA
PROFESSIONAL
PLANNERS
INSTITUTE
AWARD OF
EXCELLENCE**

**CONGRESS FOR
THE NEW
URBANISM
MERIT
AWARD**

PARTNERSHIPS



Basalt Vista

Basalt, Colorado

Roaring Fork Engineering, Inc.

In 2016 RFE was engaged by Habitat for Humanity (HFH) to determine the feasibility of building teacher housing on the Roaring Fork School District's 6-acre site behind Basalt High School. The project was a partnership between the School District, Pitkin County, the Town of Basalt and HFH. RFE collaborated with the Owner and design team from conceptual to land use, permitting and final closeout of the infrastructure phase of the construction. RFE, with HFH staff, facilitated site visits to explain the project to Basalt Planning and Zoning and Town Council in the land use process.

The civil infrastructure phase of the project is complete and HFH is currently constructing



homes for the future residents. The project is the first Net Zero community in rural Colorado and is serving as a model for future energy projects across the state: they are solar powered to make long-term expenses practical for the qualifying homeowners. Basalt Vista enables affordable and sustainable homeownership.

Why it matters

Strategic partnerships are critical to success.

The development team understands strategic and complex infrastructure planning.

Other Notable Experience

Mixed Use/ Transit Oriented

Obermeyer Place, Aspen CO

Denargo Market, Denver CO

The Domain, Austin TX

Kendall Railyards Redevelopment, Spokane WA

Affordable Housing

Willits Affordable and School District Housing, Basalt CO

Ironbridge School District Housing, Glenwood Springs CO

Creekside Affordable Housing with Snowmass Village Housing Authority

505 Housing at the Aspen Police Station, Aspen CO

Brownfield and Strategic Infrastructure Planning

City of Ogden Rail Redevelopment, Ogden UT

Basalt Sanitation District On-call Services

Town of Carbondale Infrastructure On-call Services

Hardy Yards Redevelopment, Houston TX

Redevelopment of Aspen's Historic Downtown Pedestrian Malls, Aspen CO

Idarado Legacy Trail and Neighborhood, Telluride CO

Lodging, Hospitality & Entertainment

The Element Hotel, Basalt CO

A-Lift Neighborhood Boutique Hotel, Copper Mountain CO

Snowmass Club, Snowmass Village CO

Lift 1A: Public Private Partnership with City of Aspen

Park, Trail and Public Space Design

Heritage Park Master Plan, Idaho Falls ID

Daybreak Parks, Open Space and Trails Master Plan, South Jordan UT

Story Mill Community Park, Bozeman MT

References

Development Team	Design Workshop	Roaring Fork Engineers
Brendan Matthias FirstBank of Glenwood Spring 970.928.5982	Tyler Gibbs Former Commercial Development Director City of Steamboat Springs 303.912.0272	Scott Gilbert President for Habitat for Humanity 970.948.8264
Rob Stein Superintendent of RFSD 970.384.6000	Kathleen Wanatowicz PR Studio 970.618.5114	Dan Richardson Mayor for the Town of Carbondale 970.510.1345
Dan Blankenship RFTA Chief Executive Officer 970.384.4886	Brandon Cooper Deputy Director of Community & Economic Development, Ogden, Utah 801.629.8910	Tom Newland Newland Project Resources, Inc. 970.927.4645
Julie-Ann Woods Community Development Director Town of Snowmass Village 970.922.2235		
Ryan Mahoney Basalt Town Manager 970.927.4701		
Jody Edwards Klein Cote Edwards Citron 970.925.8700		







WORK PLAN

PHASE 1:
VOGELAAR PARK
SITE DEVELOPMENT

PHASE 2:
CONFLUENCE AREA
MASTER PLAN

Phase 1 Vogelaar Park Site Development

The Vogelaar Park Site presents an immediate opportunity to reactivate the neighborhood. Redevelopment of the site for mixed-income residential housing has been previously considered by members of this development team with the conclusion it is a viable catalyst to the overall Confluence Area.

Benefits of this Approach

- Timing is critical to take advantage of the Opportunity Zone legislation as well as the current access to reasonable priced financing.
- Vogelaar Park has been envisioned as a future housing site by the community. The ability to deliver a mixed-income neighborhood early in the process will demonstrate the effectiveness of the public/ private partnership to the community of Glenwood Springs, building trust for future redevelopment.
- It will contribute to the goal of expanding and diversifying local housing options.
- Redevelopment of the Vogelaar Park Site is an innovative strategy to fund the overall master planning process of the Confluence Area.
- Developing housing adds to downtown vibrancy and economic viability of future redevelopment.





Phase 2 Confluence Area Master Plan

Task One: Vetting Project Opportunities for the Confluence Area

Understanding Markets

Understanding current market conditions is a critical component to planning for economically supported land-uses. Successful development must be based on the residential and commercial markets as well as the City's goals. The team will assess the new market conditions to inform the master development plan.

Capitalizing on the Place

The physical opportunities and constraints for the site will inform a context sensitive approach to urban design. Proximity to the river, topography, site restoration, views, proximity to transit and parking, existing utility infrastructure, floodplain and zoning will shape physical design plan.

Measures for Success

How will we know we have created a successful master development plan? To achieve success, we believe the 2017 Confluence Plan Community Goals are the baselines for developing comprehensive metrics (measures of success). The team will develop specific, measurable and implementable metrics to the following goals.

- Connect to the River
- Create Connections
- Prioritize the Pedestrian
- Promote Catalytic Development
- Authentic Design
- Create Community Spaces
- Complement the Downtown
- Expand Housing Choices





Task Two:

Successful Attributes of a Development Plan

Development Strategy

1. Diverse inventory of housing types to support locals living in Downtown.
2. Neighborhood commercial to support the new residents.
3. Green connections and a new river park to connect the Confluence with Downtown.

Land Use Attributes

Vogelaar Park Site: Residential is a compatible land use adjacent to the school and can be implemented right away.

Multi-Family Residential: The shortfall of housing in Glenwood Springs is spread across every income level. The development plan will seek a variety of housing types to support a mixed-income and multi-generational approach.

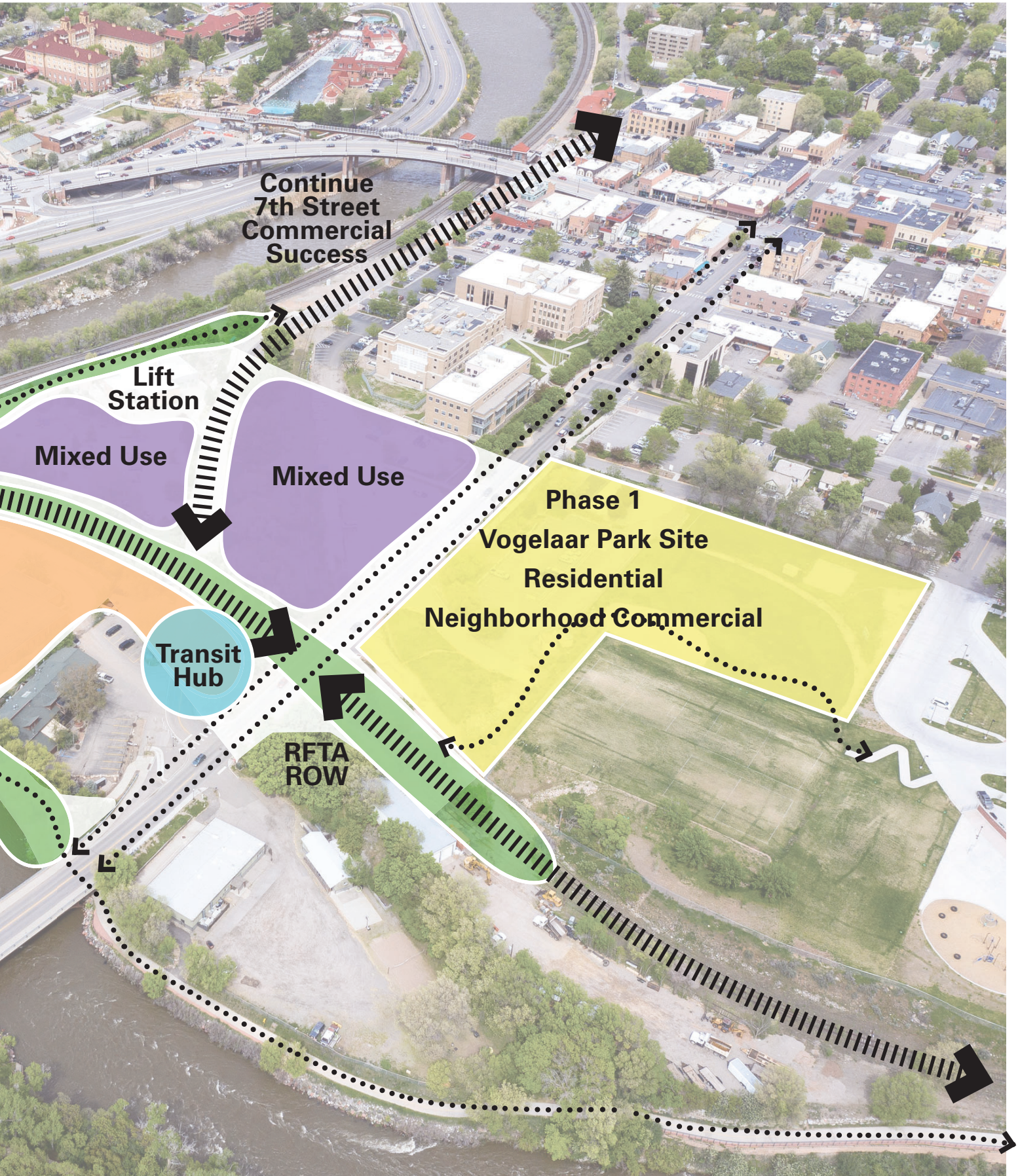
River Park: The river park is an opportunity to connect to the regional parks, open space and trails network.

Park Connection to Downtown: By extending a green buffer and trail towards Downtown, pedestrian connections are strengthened and the residential uses are buffered from the active rail line.

RFTA ROW: Our team sees this as an opportunity to weave the site's history into the development plan, contribute to a defined neighborhood character and offer an additional "green" mode of connectivity.

Transit Hub: Our team agrees transit service is critical infrastructure for the success of the neighborhood. An appropriate solution will be vetted through the partnership with the City and RFTA.





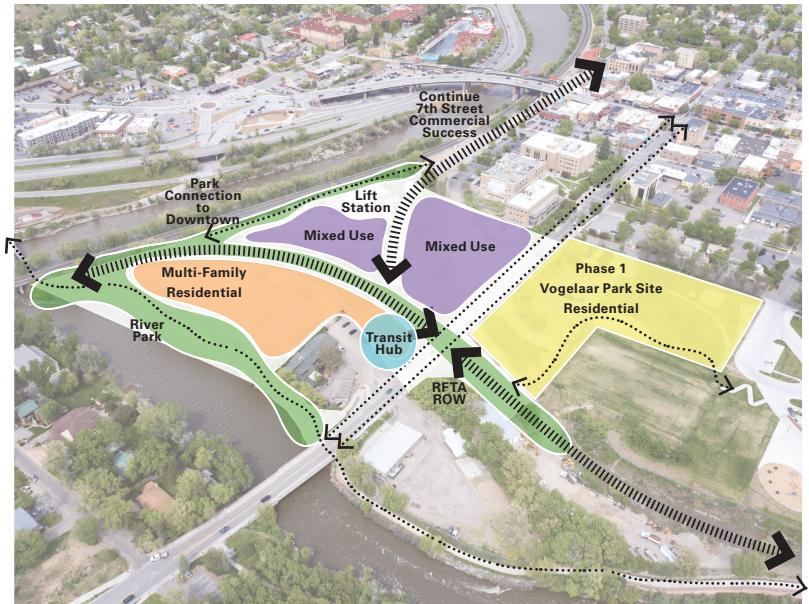
Task Three: Development Evaluation

Implementation and Prioritization Analysis

In addition to the physical planning of the Confluence Area, the development plan's costs and potential for sequencing will be evaluated. This information will be used to prioritize elements of the development plan and determine phasing.

Refined Master Development Plan and Land Use Approvals

From the implementation + prioritization analysis and community input, a refined master development plan will be prepared. It is anticipated this plan would be entitled through the City's land use approval process.



Development
Evaluation

- Infrastructure Costs
- Public Improvements
- Public Amenities
- Project Revenues
- Financing Options
- Ability of Plan to Meet Community Goals
- Phasing and Sequencing

Past community input has informed the goals for the Confluence Area. Our team is prepared to continue the process of community involvement. We believe community engagement is important to each phase of the project; beginning with defining the measurable metrics for successful achievement of the Confluence goals.

Design Workshop's understanding of community involvement techniques stems from years of design and land use planning charrettes, workshops, meetings, digital media, social outreach and program surveys.

When effectively and creatively implemented, a combination of outreach tools can encourage stakeholders to get involved and help clients and project teams reach out to groups that may traditionally not be involved in planning conversations.

We take community involvement very seriously on all projects by offering the following four important benefits to our clients:

- We ensure all stakeholders have a voice in the public conversation by identifying the geographic, demographic, and interest groups that make up the fabric of the community.
- We provide clear and timely communication to all interested citizens by understanding outreach issues and design approaches that meet the community's needs.
- We ensure that public involvement is truly meaningful to the community by understanding and focusing on the key issues it faces.
- We create implementable actions by carefully navigating the community to a consensus position.





The development team is committed to a collaborative public/ private partnership. We will deliver a creative and innovative infill development to connect the City's Downtown to the Roaring Fork River, celebrate the area's natural surroundings and create a mixed-use neighborhood that is compatible with the surrounding neighborhoods.

ADDENDUM NUMBER ONE FOR
MASTER DEVELOPER FOR CONFLUENCE AREA
BID NUMBER 2019-013

THIS ADDENDUM MUST BE ACKNOWLEDGED.

THIS ADDENDUM SHALL BECOME A PART OF THIS SOLICITATION.

The following information is being added or amended as indicated as a part of the Invitation to Bid:

Relevant documents for the Confluence Area can be found at:

<https://www.gwsco.gov/DocumentCenter/Index/345>

The master folder in the Document Center has separate subfolders with documents.

This addendum must be acknowledged.

This Addendum may be faxed to 970-945-2597, emailed to bidresponse@cogs.us or included with your bid submittal.

PRINT OR TYPE YOUR INFORMATION

Name of Company:	Design Workshop, Inc.	Fax:	
Address:	120 East Main Street	City/State:	Aspen, CO
		Zip:	81611
Contact Person:	Darla Callaway	Title:	Principal
		Phone:	970.399.1417
Authorized Representative's Signature:	<i>Darla Callaway</i>	Phone:	970.399.1417
Printed Name:	Darla Callaway	Title:	Principal
		Date:	5/22/19

3/20/19

**ADDENDUM NUMBER TWO FOR
MASTER DEVELOPER FOR CONFLUENCE AREA
BID NUMBER 2019-013**

THIS ADDENDUM MUST BE ACKNOWLEDGED.

THIS ADDENDUM SHALL BECOME A PART OF THIS SOLICITATION.

The following information is being added or amended as indicated as a part of the Invitation to Bid:

The land exchange between the City and the Roaring Fork School District to convert Vogelaar Park 6F's designation to another equivalent property has been delayed with an unknown completion date. This does not affect other developable land.

This addendum must be acknowledged.

This Addendum may be faxed to 970-945-2597, emailed to bidresponse@cogs.us or included with your bid submittal.

PRINT OR TYPE YOUR INFORMATION

Name of Company:	<u>Design Workshop, Inc.</u>	Fax:	<u></u>
Address:	<u>120 East Main Street</u>	City/State:	<u>Aspen, CO</u>
		Zip:	<u>81611</u>
Contact Person:	<u>Darla Callaway</u>	Title:	<u>Principal</u>
		Phone:	<u>970.399.1417</u>
Authorized Representative's Signature:	<u><i>Darla Callaway</i></u>	Phone:	<u>970.399.1417</u>
Printed Name:	<u>Darla Callaway</u>	Title:	<u>Principal</u>
		Date:	<u>5/22/19</u>

3/22/19

ADDENDUM NUMBER THREE FOR
MASTER DEVELOPER FOR CONFLUENCE AREA
BID NUMBER 2019-013

THIS ADDENDUM MUST BE ACKNOWLEDGED.

THIS ADDENDUM SHALL BECOME A PART OF THIS SOLICITATION.

The following information is being added or amended as indicated as a part of the Invitation to Bid:

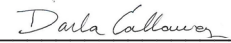
Phase I and Phase II Environmental Site Assessments for the City's decommissioned
Wastewater Treatment Plant and the as-built documents for the Lift Station can be found at:

<https://www.gwsco.gov/DocumentCenter/Index/345>

This addendum must be acknowledged.

This Addendum may be emailed to bidresponse@cogs.us or included with your bid submittal.

PRINT OR TYPE YOUR INFORMATION

Name of Company:	Design Workshop, Inc.	Fax:	
Address:	120 East Main Street	City/State:	Aspen
		Zip:	81611
Contact Person:	Darla Callaway	Title:	Principal
		Phone:	970.399.1417
Authorized Representative's Signature:		Phone:	970.399.1417
Printed Name:	Darla Callaway	Title:	Principal
		Date:	5/22/19

DEVELOPMENT PARTNERS

July 29, 2019

Mayor & City Council
City of Glenwood Springs
Glenwood Springs, CO 80162

RE: Confluence RFQ – Additional Information

Greetings:

Thank you for the opportunity to provide additional information to our response to the City's Request for Qualifications (RFQ). During our call last week with City staff they suggested that we summarize our discussion in writing and share additional detail on master plan concepts. Questions that we discussed are as follows.

How can we get to a win-win business agreement with the City?

As we presented to City Council earlier this month, based on our team's qualifications, local successes, and track record for delivering on promises, we would hope to be selected by Council and enter into a Development Agreement where we would activate the community planning for the site and return to Council with a development plan that encompasses a balanced, vibrancy-creating, mixed use and multi-phased plan that embraces a park on the river. During this work the outside consultants would be paid a fee and the land owner - the City - would support the work at a budgeted cost that is shared with the developer. We like the idea of pursuing the Vogelaar site as the initial phase while allowing the river frontage and mixed-use areas to get additional community and development attention.

Ultimately the development plan would include a sale by the City of the land for development along with the forthcoming land use entitlements in place. The property would be appraised with its entitlements in order to assure a fair value for the City. We believe that the City needs to have a development team whose members understand the local scale of Glenwood Springs and its economic realities. We believe there will be added value for the City with a team who is truly "on the ground." We bring a reality-based perspective with the understanding of the local and regional markets. Every one of our development team members lives in the valley and has a personal stake in success here. If the community engagement is not successful and the community is unwilling to rally around a plan, it could lead to controversies and set back *any* action plan for some time.

How do we expect to finance the project?

The eventual mix of capital sources will depend on the land uses which are ultimately approved at the Confluence. We have experience with a broad range of financing mechanisms for neighborhood scale and mixed-use projects. Depending on the final cost of infrastructure we and the City may consider a Metro District in which revenue (not general obligation) bonds would fund much of the qualified infrastructure and would be repaid from assessments similar to

415 East Hyman Avenue Aspen, CO 81611
970 948 7729

projected additional property taxes. Tax Increment Financing (TIF) may be appropriate if the development includes enough sales-generating uses and property taxes. Three of our past projects (Willits, Basalt River Park, and the Roaring Fork Club) have real estate transfer assessments (RETAs) that fund specific programs - the Willits Art Center, The Art Base, and the Roaring Fork Conservancy, respectively. A RETA could be used at the Confluence to provide ongoing support for vitality-enhancing programs.

As we mentioned in our initial submittal we have relationships with many private and institutional capital sources and have toured the Confluence area with several of them, including Tim's partner on the hotel in Willits and two Opportunity Zone-focused investment groups.

In addition, there are tax credit incentive programs for affordable housing and we have discussed such programs with the Colorado Housing Finance Agency (CHFA). Additionally, the new Opportunity Zone incentives for the area provide incentives for the development as well.

Can you provide additional detail on your master plan concepts?

We have attached two illustrations of our land use ideas with at least one important alternative — the size of the Confluence Park — which we anticipate to be a key decision. Based on our understanding of the City's RFQ, we had previously focused primarily on our professional backgrounds in the Roaring Fork Valley, the public and private experiences of Roaring Fork Engineering, as well as the Colorado and national experiences of Design Workshop, which we invite you to review again. We did not try to show a detailed block-by-block plan for two reasons. First, we strongly believe that the correct Vision and ultimate land use plan will be the result of an open and effective process with the City officials and staff and with the citizens of Glenwood Springs including the immediate neighbors. Second, we feel that virtually any land use plan which is too specific too soon could become an unnecessary lightning rod and stress point for community members who may have objections to one or more of the specific lands uses (that weren't vetted adequately with the public). By starting with a somewhat more general plan, we would attempt to gain the community's confidence in the plan and their continuing support as the preliminary master plans evolve.

Our attached illustrations include the following alternatives.

Scenario 1, a large **Destination River Park** which could consume most or virtually all of the land west of the "Y". We consider this scenario less likely but it illustrates our view that the size and location of the park might become the driver of other land uses. A park of this size would reduce the size of the remaining development.

Scenario 2, a smaller **Community Riverfront Park**, illustrates a more linear park which would connect to the entire new system of parks including the rail beds and would be bike friendly and pet friendly. Ideas include a chain of fountains and water features, a safe train viewing area, places for non-profits to promote themselves, displays of the history of Glenwood Springs, and waterfront connections with the Roaring Fork River. An iconic restaurant and bar would offer an attractive place for residents and families to gather. The adjacent mixed uses could complement and extend the vibrancy of the current downtown and connect it to the Roaring Fork River.

Similar to the recent riverfront park development by the Town of Basalt, there would be opportunities for environmental education. A smaller but well-designed park may well be adequate for the City's goals and serve as a successful complement to other parks in the City.

It is important to note that most of the area west of the "Y" is within the floodplain which will be a critical factor in setting the building floor elevations. We note that the City should be aware of this constraint when evaluating any proposal which includes an extension of the 7th street with vehicular connection under the RFTA "Y" and right of way.

Hotel and Conference Facilities. Scenario 1 includes a Hotel with conference facilities near the existing pump station on 7th Street. Scenario 2 shows some options referred to as "Mixed Use" adjacent to the "Community Riverfront Park". While not illustrated, there would be adequate land for a larger Conference Hotel or more Residential.

Vitality Zone/ Retail, Office and special gathering places. In order to connect the Confluence to the existing 7th Street both Scenarios 1 and 2 include a Vitality Zone, which would include space for events. Since demand for retail is currently changing across the nation, the users are likely to include service businesses and offices, including space specifically for non-profit groups and shared co-work environments, which can survive the seasonality of retail demand. Pop ups and food trucks may be added for special events.

Residential. As mentioned in our first presentation, we think that residential can be started on the Vogelaar parcel and mixed throughout the entire plan. If a hotel is not feasible, residential can be included with the Downtown Park. We propose to include Senior housing and to mix different income levels.

Affordable Housing. We would include locations for affordable housing throughout the new neighborhood. We anticipate that at least one parcel could be developed with low income housing tax credits.

Water Features. We would promote the idea of having water amenities, such as fountains and streams, within the project and have included some photos to illustrate the ideas.

Thank you very much for your consideration, and please contact us with any questions.

Sincerely,

Andrew, Tim and Jim

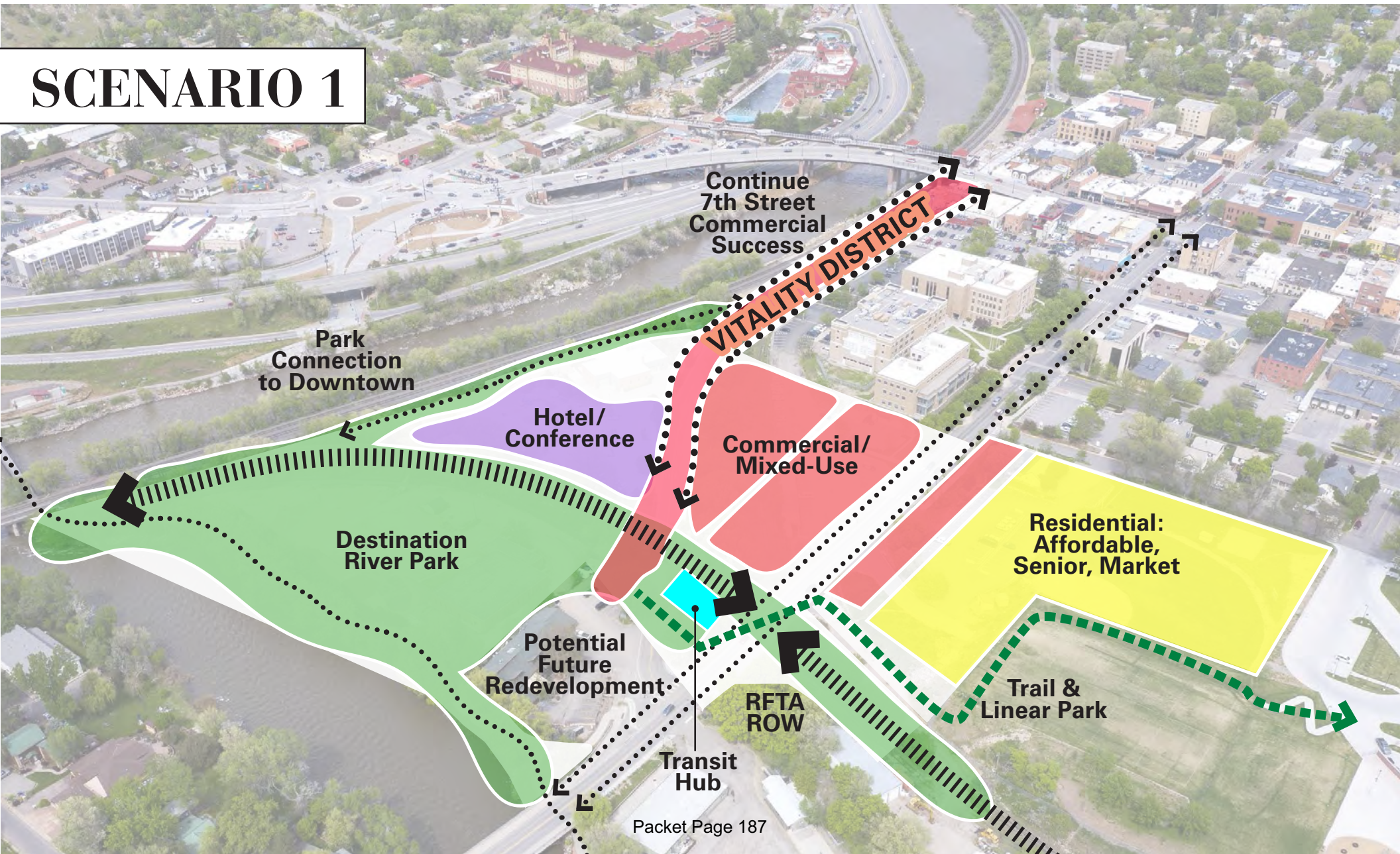
COMMUNITY-VETTED MASTER PLAN CONCEPTS

SCENARIO 1



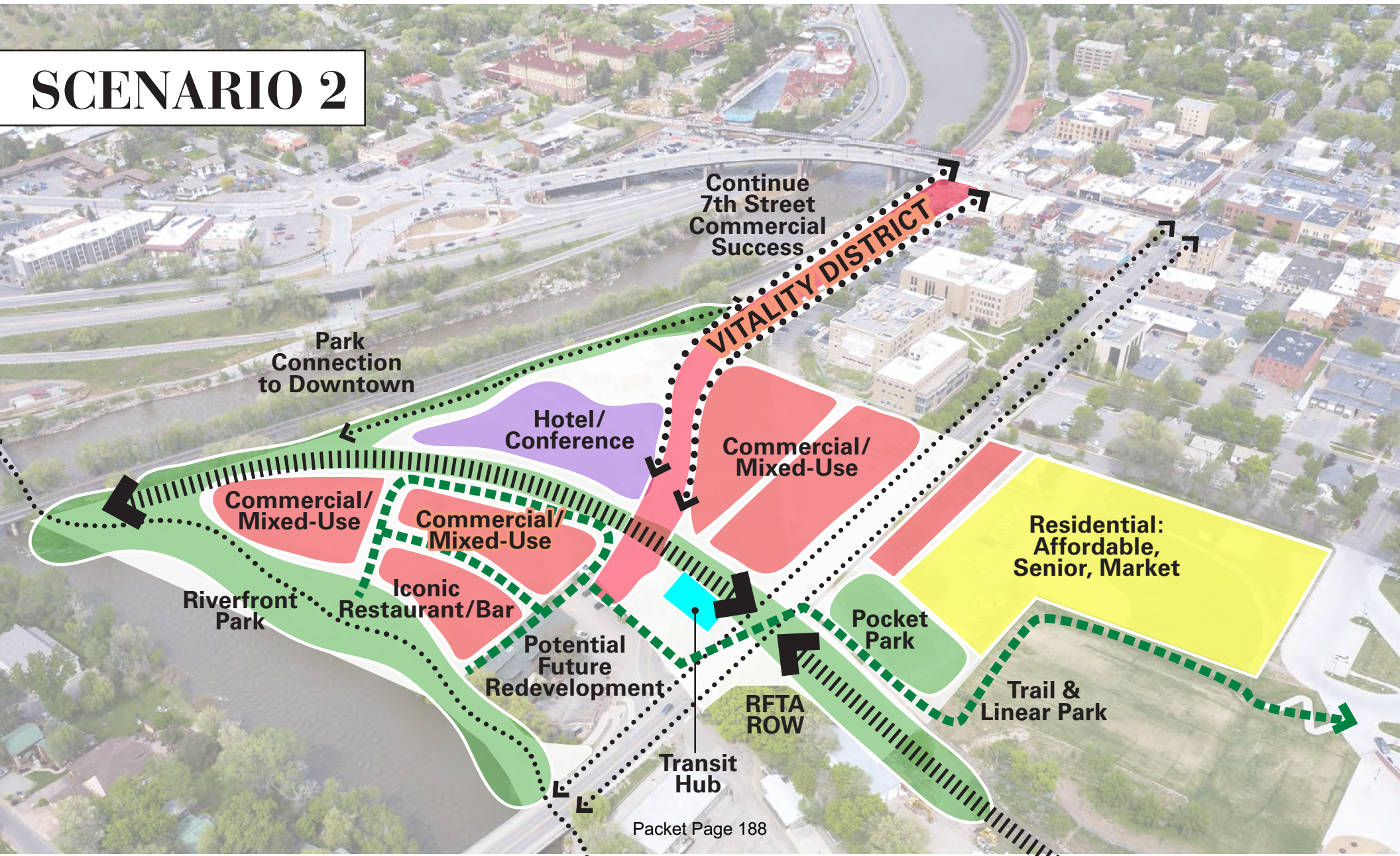
COMMUNITY-VETTED MASTER PLAN CONCEPTS

SCENARIO 1



COMMUNITY-VETTED MASTER PLAN CONCEPTS

SCENARIO 2



May 22, 2019



City of Glenwood Springs
Procurement Department, First Floor
101 W. 8th Street
Glenwood Springs, CO 81601

**RE: Request for Master Developer Qualifications for the Confluence Area
#BD2019-013**

To Whom It May Concern,

What an exciting opportunity! The redevelopment of the Confluence Area offers the City of Glenwood Springs and its residents an amazing opportunity to imagine a great place and catalyze its downtown with a new inspired identity that creates a sustainable community and economic development base for the City while respecting and preserving the town's distinct historic character.

With an irreplaceable location adjacent to the confluence of the mighty Roaring Fork and Colorado Rivers, the City's vibrant and historic downtown, and the Rio Grande Trail, the Confluence Area is truly unique in its ability to connect downtown to the riverfront. Trailbreak Partners commits to providing a signature project with inspiring design, based on detailed market analysis and careful study of the priorities of Glenwood Springs residents and businesses while being environmentally conscious and providing long lasting economic vitality.

This project was made for US! We have assembled a highly experienced team of real estate development professionals with national experience and local presence that share in the vision of Glenwood Springs for the Confluence Area redevelopment project. Our team includes Trailbreak Partners (Master Developer), Van Meter Williams Pollack (Urban Planning and Design) and NV5 (Program Management and Engineering Resources). The Trailbreak Partners team offers to the City of Glenwood Springs a thoughtful and reliable "partner" with demonstrable experience as master developers navigating the complexities of infill master planning and infrastructure, (TOD) transit-oriented development, (PPP) public private partnerships, community engagement, federal, state and local public finance, and brownfield redevelopment; all critical factors

in the success of the Confluence Area. Entrepreneurs at heart, Trailbreak Partners is not a “widget maker.” Rather, our approach is to identify the unique needs of each project we undertake and build best in class teams to deliver the right product while managing risk. Our current development portfolio is a reflection of this approach and includes master development of sites including for-sale attainable housing, (LIHTC) low income housing tax credit apartments, market rate townhomes and apartments, retail/commercial spaces, and industrial.

Our project team’s composition is intentionally constructed to meet the long term demands that this project will require. Specific attributes that provide value to the City include Trailbreak Partners and Van Meter Williams Pollack historical working relationship recently completing a mixed-use, mixed-income master planned and public financed development in Denver, Van Meter William Pollack’s experience as the design firm of the 2017 Confluence Redevelopment Plan, and NV5’s local presence and expertise and the ability to call upon its global network of company resources. The Trailbreak Partners team has also made arrangements to add supplemental local resources available, including Haselden Construction as a resource for live cost estimating to ensure accuracy of pricing and feasibility early in the planning process, and Community Builders to assist as appropriate in community outreach and engagement.

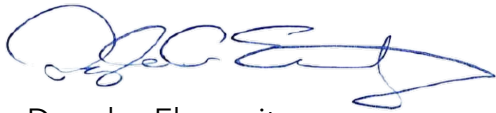
Our projects represent a track record of excellence in designing, financing, and creating vibrant and engaging buildings and sustainable communities. As a team, we are dedicated to the ideals of collaboration working with the City of Glenwood Springs and its constituents as a means to shepherd this project from vision to reality. This approach is grounded in the practice of working together to endow real estate assets with tangible physical characteristics that elevate the resulting project above the typical and expected. We strive not simply to achieve a series of built products, but to create places of lasting value.

We plan to create a place of vibrancy driven from a mix of uses including residential, neighborhood retail, hospitality and creative office – a sustainable, quality mixed use development that meets the needs of the residents of the City of Glenwood Springs. We believe that if planned well, the Confluence Area should catalyze and complement, rather than compete with, current downtown businesses. Every aspect of our plan will be thoroughly justified, based on a market and income analysis, and a master plan that balances highest and best use with an optimized density for the site. We plan to build homes and commercial buildings with architecturally significant design, community amenities, engage with the river assets, and provide environmental design creating a

place of refuge in the community for all ages. The true value created by this project will ultimately be measured by both asset appreciation and the enhancement in quality of life of Glenwood Springs residents.

To realize this outcome, Glenwood Springs needs a team that can create and execute such a vision. Our team would like to be the master developer of the Confluence Area. We offer the best combination of vision, experience and resources to reduce project execution risk and create an inspired new place that will set Glenwood Springs apart both now and into the future; a place where people truly want to be. On behalf of the entire development team, thank you for the opportunity to submit our qualifications.

Sincerely,

A handwritten signature in blue ink, appearing to read "D. Elenowitz", with a stylized flourish at the end.

Douglas Elenowitz
Principal
Trailbreak Partners, LLC



RELEVANT QUALIFICATIONS OF TEAM'S COMPOSITION

Development Team

Trailbreak Partners, Master Developer

Trailbreak Partners is a Denver-based private equity firm focused on real estate and middle market operating companies in Colorado. At Trailbreak, we leave no stone unturned. We are meticulous in our approach to investing, constantly monitoring the market for projects that fit our diverse array of expertise and personal interests. From project inception through completion we execute with strategic oversight and methodical control in order to capture value for all stakeholders, every step of the way.

Development is one of our core capabilities. Our experience as master developers allows us to skillfully oversee and execute compelling urban development projects. We bring resources in planning, development, finance and public-private partnerships to create a tailored, comprehensive development program for each project we pursue. Through the process of site selection, design and entitlement we utilize a wide array of sophisticated tools that naturally align our projects for future performance. We seek to develop projects that create a sense of place in the infill environment, benefiting our communities, partners, and investors alike.

Brownfield redevelopment is an important subset within our real estate development capabilities. Trailbreak has unrivaled experience in managing the regulatory clean-up process and coordinating remediation, demolition and development in order to isolate liability and manage financial risk of environmentally distressed properties. Our expertise provides unique visibility in determining the optimal path to extract value that can otherwise be difficult to identify.

Trailbreak Partners has completed and is currently working on nearly \$300 million worth of real estate development volume. Our investment and syndication platform harbor a wide array of capital sources that span hundreds of high net worth individual investors to family office and institutional capital sources. *(Representative projects noted in more detail Trailbreak Partners Development Capacity & Experience).*



Trailbreak Partners Contact Information

Address: 802 E. 19th Avenue, Denver, CO 80218
 Phone: (720) 263-6255

Van Meter Williams Pollack, Planning and Architecture

Van Meter Williams Pollack is an award-winning Architecture and Urban Design firm based in San Francisco and Denver. Since 1989 VMWP has provided a full range of comprehensive design and planning services for a variety of project types, scales and clients. The partners and staff bring their knowledge and expertise to all aspects and phases of our projects. VMWP's comprehensive and innovative design approach considers environmental, social, economic, and client needs to create buildings and communities that resonate with people. From small towns grappling with pressures of sprawl, to major urban centers requiring infill and redevelopment, one of our strengths is the ability to work in the variety of communities that make up diverse, growing regions. *(Representative projects noted in more detail in Exhibit B).*



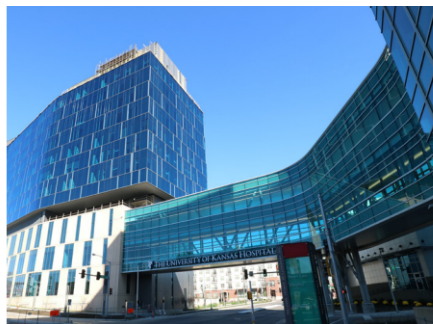
Van Meter Williams Pollack Contact Information

Address: 1738 Wynkoop St, Ste. 203 Denver, CO 80202
Phone: (303) 298-1480
Email: tim@vmwp.com



NV5, Program Management and Engineering Resource

NV5 is a leading provider of professional and technical engineering and consulting solutions for public and private sector clients in the infrastructure, construction, real estate, and environmental markets. The company primarily focuses on five business verticals: Construction Quality Assurance (Materials Testing and Inspection), Energy, Environmental, Infrastructure and Program Management. With a staff of more than 2,000 and more than 100 offices nationwide and abroad, NV5 is able to provide services supporting all aspects of a project’s life cycle from conceptual or preliminary design through facility operations. Our clients trust us to provide integrated engineering, consulting, and management solutions that enable success regardless of project size and complexity. NV5 has full-time staff that resides in Glenwood Springs that will be utilized for the Confluence Area redevelopment project. *(Representative projects noted in more detail in Exhibit B).*



NV5 Contact Information

Address: 2650 18th Street, Suite 202 | Denver, CO 80211
Phone: (720) 936-8787
Email: nate.torres@nv5.com

Team Resources:

Haselden Construction, Preconstruction and Cost Estimating



For more than four decades, Haselden Construction has provided exceptional client-centric construction services to customers in Colorado. These services include general contracting, construction management, design/build, turnkey development and a comprehensive range of preconstruction services. Municipal and institutional, commercial, and private clients have entrusted Haselden to deliver enduring value, outstanding customer service and our legacy of achievement and quality in their building projects. Since our first project in the Valley in 1989, Haselden has maintained a strong presence building where we live and raise our families. We opened our Glenwood Springs office in 2015 to better service the clients who call the Roaring Fork Valley or Greater Western Slope their home.

Brian Hunt, Regional Director
6950 South Potomac Street, Centennial, CO 80112
Office: (303) 728-3764
BrianHunt@haselden.com

Community Builders, Community Outreach and Engagement



Many communities throughout the American West are working to become more prosperous, sustainable places to live—and they're finding creative ways to do it. Simply put, they are working to become more livable. Livable communities are those that respond strategically to the needs of their people, their environment and their economy. Livable places are equitable places. Our work focuses on four key pillars of community livability: Housing, Transportation, Economy, and Land Use. Working in partnership with local leaders, business, and community members, Community Builders is there to assist a community or region, and creatively engage the public and build the strategic partnerships and leadership necessary for creating lasting change.

Clark Anderson, Executive Director
817 Colorado Ave. #200, Glenwood Springs, CO 81601
Office: (970) 928-3410
Email: clark@communitybuilders.org

TRAILBREAK PARTNERS DEVELOPMENT CAPACITY & EXPERIENCE

General

Trailbreak Partners has an exceptional track record of performance in leading in a collaborative manner challenging infill and master development projects throughout Colorado. Our team brings together a diverse array of expertise that has allowed us to capture value and execute projects with precision using a well-balanced skill set. Our team's core capabilities include the acquisition and development of all major asset classes, with specialty experience in the niche subset of brownfield real estate. Our vertical development expertise is complemented with integration into master planning and site design that seamlessly blends the horizontal and vertical development worlds together.

Our Process

Vision, Strategy & Initial Verification

When we first engage in a master development project, verification of a strategic vision and guiding principles are paramount to the overall success of the program. It is valuable at this early stage to gather critical path information and hone the direction of the project through an exercise that we call "collaborative verification."

With support of the City leadership and technical staff, we will complete a high level investigation of key aspects of the project including: policy objectives, site design and circulation, connectivity to the existing environment, architectural aesthetic, density and allocation of use, zoning constraints, and a meticulous understanding of financial feasibility in program elements as they relate to all market factors at play. This baseline "nuts and bolts" information gathering, much of which the City has prepared in prior studies, will enable the team to quickly get up to speed and be in a position to facilitate the master development process and provide informed insights and recommendations to the City and community.

During this stage, in a unified effort open to all stakeholders, together we establish and verify a set of guiding principles for the project to serve as a reference tool against which future project decision can be measured. We have found that taking the time to do this at the beginning of the project pays dividends because it creates the framework for efficient project team decision making at later stages and starts early the process of building stakeholder trust through transparency.

Given the significant planning and outreach work the City of Glenwood Springs has completed, we do not see this phase as a “restart”; rather the opportunity to present back elements of the City’s work and synthesize them into a more specific road map. We view ourselves as stewards of the work that has been completed before our involvement, and want to ensure that we have fully captured the visions before taking it forward into an executable plan.

We align our projects for success at this early stage which allows future performance to fall into place.

Pre-Development

The transition into Pre-Development is a continuation down the funnel toward project execution. At this stage, we will identify and prioritize data collection needs, secure proposals to establish an investigation budget and schedule, and complete those investigations necessary to develop the property consistent with the goals set forth through initial confirmation.

Completion of this work will require the engagement of additional resources likely to include landscape architecture as well as civil, transportation, geotechnical, environmental, and natural resource engineering professionals. Having worked in PPP and public finance environments, we are sensitive to policy goals and procurement requirements of our public agency partners. While we have specific additional technical team members we can bring to the table, we have intentionally limited the members of our initial Master Development Team, leaving open the ability to collaborate with the City on the method to secure additional project team members and vendors.

This period of discovery is a naturally iterative process of site planning and data evaluation to determine overall feasibility. All of the physical factors of site design are integrated with our deep understanding of financial feasibility. Detailed assessments of the development program will be rigorously tested in both the physical realm of design and construction and the financial realm of project cost, capital structuring, and cash flow analysis that brings the real estate to life. Proprietary financial models are used to understand development outcomes so that micro adjustments can be made as we move through the process. A financing plan is modeled and established that satisfies investor requirements unique to each project contemplated within the master development. During this time physical phasing of the master project is also quantified and adjusted to meet existing and future conditions of the market.

The ultimate goal will be to refine the development to establish a financially viable preferred plan for execution. With a preferred plan defined, project entitlement will commence during which we will work in partnership with the City to obtain the required zoning, site plan, and engineering approvals supportive of the preferred plan. In parallel we will execute upon the plan of finance to secure required debt, equity and, if applicable, the sources of public finance necessary to execute the project.

Development & Project Execution

When the time comes for execution, we are ready. We are experienced in executing public procurements to engage the local business community and overseeing compliance and reporting programs that accompany PPP's. With a team in place, our meticulous attention to detail from project inception acts as a catalyst for streamlined development. Our development team and consultants work together, guiding the project to a successful delivery that meets or exceeds underwriting projections and expectations. Once delivered, our hands-on asset management capabilities guide existing portfolio projects through their operational lifecycle and investment horizon.

REPRESENTATIVE MASTER DEVELOPMENT PROJECTS & REFERENCES

West Line Village, Lakewood Colorado

West Line Village is an assemblage of eight acres of land adjacent to the Sheridan Station light rail station in Lakewood, Colorado. Leveraging the region's investment in light rail, Trailbreak Partners has carried forward to reality the concepts of enhanced and diversified housing and thoughtfully increased density identified in a multi-year Station Area planning effort led by the City of Lakewood. Nearly 50% complete, West Line Village is a transit-oriented development (TOD) that consists of 184 units of for-sale rowhomes within the urban ring of Denver. This master planned micro-neighborhood provides high quality and high design attainable homeownership to metro Denver residents in a convenient bus and rail served location, 10 minutes from downtown Denver.

As a continuation of the master development project, Trailbreak Partners has acquired an additional two acres of land adjacent to the east. Currently under development, the \$65 million West Line Village Apartments will be a 281-unit class "A" apartment community that continues to provide a diverse array of attainable housing options just west of downtown Denver, next to the Sheridan Station light rail station. Our ultimate goal as the rowhome project commenced was to profitably deliver market rate yet attainable housing that targeted a segment of the market we refer to as "the missing middle": those who cannot afford higher priced luxury homes and also do not qualify

for truly deed restricted affordable housing. This was accomplished through careful attention to cost control with product design, innovative density, and the use of a metropolitan district that allowed us to pass through cost saving from our infrastructure project to residents by selling homes at lower prices than would otherwise be possible.

West Line Village Apartments had similar goals in mind. The creative capital structure and physical design of the building will allow us to deliver market rate apartments at a discount to the high prices being demanded in Denver's urban core while retaining a highly competitive amenity package and in-unit finishes. Amenities include resort style plunge pools, a modern clubhouse, a state-of-the-art fitness center, coworking offices and a roof deck with unimpeded views of downtown Denver and the Front Range.

Additionally, West Line Village Apartments is located in a US Department of the Treasury designated Opportunity Zone census tract and will afford investors several federal tax benefits including the deferral and reduction of capital gains tax on gains associated with invested capital as well as the avoidance of capital gains tax generated upon the sale of the Project. The organizational structure and equitization of the West Line Village Apartments was executed in compliance with Opportunity Zone legislation. Trailbreak Partners intends to capitalize on the full benefit of the Opportunity Zone program for our investors.



Total Capitalization: \$115 million

Sources of Capital: Private Equity, Bank Debt, Metropolitan District Bond Financing

Date Completed: Currently Under Construction

References:

Mayor Adam Paul, City of Lakewood Colorado, (303) 987-7040

Michael Martines, CEO, Martines Palmeiro Construction, (303) 926-4949

Paul Malone, President, DIRC Homes, (720) 642-7307

Saint Anthony Central Hospital Redevelopment, Denver, Colorado

When Saint Anthony's Hospital vacated the 19 acre 1.5 million square foot Denver site from which it provided health care services since 1892, it left a void in the fabric of the City and an opportunity to create an urban neighborhood of lasting value fronting Sloan's Lake, Denver's second largest urban park and 10 minutes from the central business district. As the Principal-in-Charge, Trailbreak Partners principal Doug Elenowitz had lead responsibility for all aspects of the purchase and redevelopment of the former St. Anthony's Hospital Campus. Mr. Elenowitz led purchase negotiations, completion of due diligence, selection of the project team, oversight of master planning, entitlement, community engagement, demolition, marketing and sale of the project. Upon completing the site development, Mr. Elenowitz structured transactions with multiple different builders to support the vision of an authentic neighborhood diversity of development styles. Today, SLOANS, the former hospital campus is a sustainable and vibrant urban mixed-use neighborhood and contains nearly 1,100 new residences both market rate and affordable as well as 150,000 square feet of commercial and retail space.

Total Capitalization: \$30 million

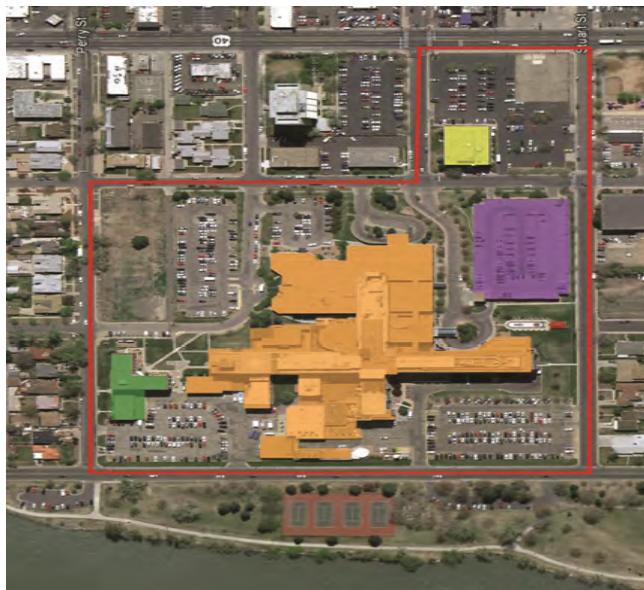
Sources of Capital: Private Equity and Metropolitan District Bond Financing

Date Completed: Purchased in January 2012. Completion expected in 2020.

References:

Tracy Huggins, Denver Urban Renewal Authority, (303) 606-4825

Cameron Bertron, Enviro Finance Group, (303) 996-0840



Sloan's Block 3, Denver, Colorado

After the acquisition of Saint Anthony's Hospital and subsequent to land improvement, Trailbreak Partners purchased Sloan's Block 3 as a standalone vertical project. Sloan's Block 3 consists of the redevelopment of a full city block born from the previous master planning and redevelopment of Saint Anthony's Hospital into a catalytic mixed use, mixed income development on the shores of Sloan's Lake. Trailbreak Partners originated the project and completed it in a joint venture structure with Koelbel & Company. The project includes the design, construction and adaptive reuse of the 6 story 1938 vintage Kuhlman Building into 49 multifamily affordable housing units (4% LIHTC) and a 5,200 square foot restaurant combined with a newly constructed 2,500 square foot roof deck. Additionally, the site contains a ground up 2,200 square foot single story restaurant, 27 luxury townhomes, and a 4,300 square foot public plaza for the enjoyment of the community.

Total Capitalization: \$41 million

Sources of Capital: Developer Equity, \$7 million Tax Increment Financing, \$4.6 million LIHTC, City Performance Loan, Bank Debt.

Date Completed: March 2019

References:

Carl Koelbel, Koelbel and Company, (303) 300-8785

Tracy Huggins, Denver Urban Renewal Authority, (303) 606-4825



TEAM'S KEY PERSONNEL

(Select full resumes attached in Exhibit A)

Trailbreak Partners LLC

Doug Elenowitz, Principal, Trailbreak Partners LLC. Doug is a co-founder and Principal of Trailbreak Partners where his focus is development of Colorado real estate. He is an expert in urban redevelopment, having managed the origination, structuring, and execution of urban infill and environmentally complex real estate developments across the United States for nearly two decades. Previously, Doug was Executive Vice President and Director of Development of EnviroFinance Group, a national brownfield development company he joined following its 2011 acquisition of Brownfield Partners, the company Doug co-founded in 2003. In Denver, Doug oversaw redevelopment of the former Saint Anthony Central Hospital, a 19-acre TOD urban mixed-use development. Doug also oversaw redevelopment of the ASARCO Globe Smelter/Crossroads Commerce Center, a challenging public private partnership and one of the nation's most significant remediation and urban redevelopment projects. He is an expert in public finance, having originated more than \$35 million in financings including establishing urban renewal areas, tax increment financing agreements, metropolitan districts, HUD loans, and federal and local grants. Doug holds a Bachelor of Science from the University of Georgia and an M.B.A. from the University of Colorado, Leeds School of Business.

Jordan Scharg, Principal, Trailbreak Partners LLC. Jordan is a co-founder and Principal of Trailbreak Partners where he brings finance, advisory, and private equity investing expertise to the organization. Previously, Jordan was a principal at Raindrop Partners where he focused on private equity investments. Prior to Raindrop, Jordan was a managing director at Braddock Capital Management where he was responsible for sourcing and executing deals and managing the firm's private equity investment portfolio. For the seven years before that, Jordan was a director at the Anschutz Investment Company, where he focused on private equity, distressed debt, and turnaround investments. Prior to joining the Anschutz Investment Company in 2002, Jordan was an investment banker in the Leveraged Finance Group at Credit Suisse First Boston in New York, where he focused on high yield financings and leveraged buyouts. Jordan received a B.B.A. degree with high distinction from the University of Michigan Business School.

Ethan Argov, Vice President, Trailbreak Partners LLC. Ethan is Vice President at Trailbreak Partners, where he brings an extensive background in real estate private equity investment and development. Ethan's expertise includes project sourcing, financial analysis, capital structuring, land use, project design and operational oversight. Previously, Ethan was Vice President of Acquisitions for Panther Residential, a Boston based real estate private equity firm that specializes in multifamily real estate investment and development. At Panther, he assisted in the oversight and execution of \$400 million worth of acquisition, development and disposition volume. Prior to joining Panther Residential, Ethan worked for Jamestown Properties, an international real estate investment firm headquartered in New York and Atlanta. During his tenure with Jamestown, Ethan assisted in asset management and acquisitions for the company's Boston portfolio consisting of over 1.5 million square feet and 175 commercial tenants. Ethan holds a B.A. from Eckerd College and an M.B.A. with a concentration in real estate finance and development from the University of Colorado at Boulder, Leeds School of Business.

Van Meter Williams Pollack

Tim Van Meter, Firm Partner and Founder. Tim is a leading architect and urban designer whose work has focused on green architecture and sustainable urban design. Tim heads the firm's Denver office, which he established in 1999. He has led the design team on many of the firm's complex and award-winning architecture and urban design projects in Colorado, Hawaii, Texas, New Mexico, and California. He is experienced in a wide range of architecture and urban design projects at various scales, focusing on transit-oriented development, neighborhood design, mixed-use urban infill, and affordable housing.

On the national level, Tim is the Urban Design Adviser for the U.S. Environmental Protection Agency's Smart Growth Program. He also was co-chair of CNU XVII, the 2009 national conference of the Congress for the New Urbanism. A graduate of the University of Colorado School of Environmental Design, Tim has traveled extensively worldwide, studying design, planning, and environmental issues and their effects on communities. He is a community design consultant for numerous communities and organizations, and has extensive experience achieving consensus through the public process. He lectures on issues of urban and sustainable design and development across Colorado's Front Range and throughout the West and Hawaii.

NV5

Nate Torres, PE , Senior Project Manager. A resident of Glenwood Springs, Nate has 13 years of experience as a Structural Engineer and Owner's Representative/Project Manager. Given his design experience as a licensed engineer, Nate excels at preconstruction and design team management and verification of design document coordination. Additionally, his strengths include managing multiple stakeholders, project team management, quality control, general contractor and sub-contractor management, and implementation of sustainable/environmental initiatives. With public and private development experience, Nate understands that every project has unique requirements and constraints and he can effectively manage the owner's risk while maximizing the project's value.

Haselden Construction

Brian Hunt, Regional Director. Brian boasts more than two decades of experience and is continuously exploring new ways to improve and enhance the services Haselden offers to its clients. The experience he brings to his leadership role provides a unique perspective and depth of experience that enables him to relate to clients and employees alike. Notable projects include: Colorado Mountain College Student Success Center, Valley View Hospital (multiple projects), Riverview School, One Snowmass Village, Aspen Valley Hospital, W Hotel, Hotel Jerome.

Community Builders

Clark Anderson, Executive Director. Clark Anderson is co-founder and Executive Director of Community Builders. For the past decade, Clark has helped communities throughout the Western US better align their local planning, transportation, economic development and natural resource management goals. Previously, Clark was the Rocky Mountain Regional Director for the Sonoran Institute and the Water and Land Use program manager for the Local Government Commission. A native of western Colorado, Clark currently lives in Glenwood Springs, Colorado with his wife Kayce, daughter Blu, and dog Truman. He holds a bachelor's degree in biology from the University of Colorado and a master's in geography from the University of California, Davis.

CONCEPTUAL SITE PLAN

Preliminary Thoughts Regarding the Confluence Area

Our approach will build off of the existing vision frameworks identified in the 2017 Confluence Area Plan and U.S. EPA Area-Wide Planning (AWP) project which we feel were well constructed. The overarching goal will be a project that thoughtfully addresses both public and private activities, creating highly desirable places for people. While presenting its own identity given the uniqueness of its location along the Roaring Fork, the Confluence Area should maintain a character that seamlessly ties to the established pattern of the City enhancing physical, functional, and social connections to the core of downtown.

For purposes of this RFQ, we present two (2) concept alternatives based on achieving the vision and goals determined through the planning process varying one key assumption – modification of the RFTA ROW berm. Top of mind in both plans is ensuring meaningful public realm, attention to building size, and overall density within the Confluence Area. While use of subsidies can inform this, generally, in today's market a series of smaller buildings are financially inefficient to construct and manage. Counterbalancing this, it is important to be sensitive to the physical context and market demand to ensure that buildings do not overwhelm the environment and that not more product than is called for is introduced. Therefore, both of these plans look to define larger building footprints that would be more cost effective to build and manage yet not be entirely out of proportion with the character of the surrounding area.

Concept #1- New Infrastructure is a variant of the AWP that explores reservation of the RFTA ROW but elimination of the berm. This approach may offer a “win-win” to stakeholders as berm material is used to raise the Confluence Area and mitigate flood plain constraint, visual and functional connectivity is enhanced between the downtown and river, and the potential for future transit along the RFTA ROW is maintained. The approach creates an efficient and organized pedestrian and transportation network, larger efficient building pads, a greatly enhanced and connected public realm, and enables a central transit station at 7th Avenue and Defiance Avenue serving regional transit needs and creating sustained activity in the area. The program includes up to 25,000 square feet of retail/restaurant space, 25,000 square feet of commercial office space in mixed-use buildings, and 410 residential units in the form of townhome, apartment, and condominiums. The project is parked with 614 parking spaces (498 covered) contained within both a district parking facility adjacent to the lift station and private parking within buildings. With the berm removed, tremendous value is created by opening connectivity at 7th Avenue and Defiance Avenue enhancing the area's

circulation. This program offers tremendous “place making” opportunities with a range of areas to congregate from quiet courtyards adjacent to buildings, large public plazas for events throughout the year, a restored landscape enhancing the natural features of the river’s edge, and a direct connection to the river to provide new recreation opportunities and complement activities at Two Rivers Park.



GLENWOOD SPRINGS CONFLUENCE | CONCEPT: NEW INFRASTRUCTURE

GLENWOOD SPRINGS, CO | MAY 2019 |



**VAN METER
 WILLIAMS
 POLLACK**

Concept #2 – Keep Infrastructure more closely aligns with Alternative C from the AWP maintaining the RFTA ROW and berm and upgrading the 7th Street underpass. As a result, the physical site constraints result in discrete but connected activity nodes generally aligned along 7th Avenue and west of the RFTA berm.



GLENWOOD SPRINGS CONFLUENCE | CONCEPT: KEEP INFRASTRUCTURE

GLENWOOD SPRINGS, CO | MAY 2019 |



**VAN METER
 WILLIAMS
 POLLACK**

As in Concept #1, we look to define larger building footprints that would be more cost effective to build and manage yet not be entirely out of proportion with the character of the surrounding area. This efficiency is created in a linear building fronting on the riverfront that is serviced by an access drive on the berm side of the development. Concept #2 includes up to 23,000 square feet of retail/restaurant space, 13,000 square feet of commercial office space in mixed-use buildings, and 340 residential units in the form of townhome, apartment, and condominiums. The project is parked with 461 parking spaces (244 covered) contained within both a district parking facility and private parking within buildings. While circulation is less organic and overall density is lower in Concept #2, reduced site development cost may ultimately outweigh the efficiency and placemaking benefits ascribed to Concept #1. While less connected, this plan does preserve the opportunity to create a large public plaza and event space adjacent to the river, a restored natural landscape along the river edge, and connections to the river to provide new recreation opportunities.

Addenda Acknowledgement

ADDENDUM NUMBERS ONE THROUGH FOUR FOR MASTER DEVELOPER FOR CONFLUENCE AREA BID NUMBER 2019-013

PRINT OR TYPE YOUR INFORMATION

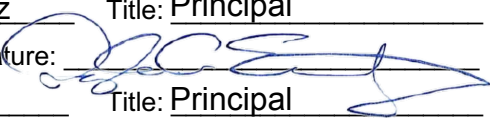
Name of Company:	<u>Doug Elenowitz</u>	Fax:	_____
Address:	<u>802 E 19th Ave, Suite 2B</u>	City/State:	<u>Denver, CO</u>
Contact Person:	<u>Doug Elenowitz</u>	Title:	<u>Principal</u>
Authorized Representative's Signature:		Phone:	<u>(720) 263-6255</u>
Printed Name:	<u>Doug Elenowitz</u>	Title:	<u>Principal</u>
		Date:	<u>5/20/19</u>

EXHIBIT A: SELECT TEAM RESUMES

DOUGLAS A. ELENOWITZ

CAREER SUMMARY

Real estate development executive and successful entrepreneur with 17 years' experience managing interdisciplinary teams of real estate, engineering, construction, financial, and legal professionals to acquire real estate and execute complex redevelopment projects in primary and secondary markets across the U.S. Specific expertise in:

PROFESSIONAL EXPERIENCE

TRAILBREAK PARTNERS, LLC, 2014 - Present
Co-Founder and Principal

DENVER, COLORADO

- Direct responsibility for establishing a real estate platform at private investment and advisory firm. Focus is on value-add income acquisitions and redevelopment projects in urban areas or mountain communities with high barriers to entry in Colorado.
- Current Projects include –Development of a \$65 million 280 unit Class-A TOD apartment building in Lakewood, Colorado, capitalized to maximize Opportunity Zone benefits; development of a \$50 million, 178 unit for-sale TOD townhome community in Lakewood, Colorado; \$30 million apartment, restaurant, and townhome mixed-use redevelopment of Block 3 at the former St. Anthony's Hospital, Denver, Colorado; 247 unit mixed use townhome community in Longmont, Colorado, Fee Developer/Owners Representative of Clear Creek Transit Village, a 21-acre mixed-use TOD site in Adams County, Colorado.

ENVIROFINANCE GROUP, LLC, 2011 - 2013
Executive Vice President and Director of Development

DENVER, COLORADO

- Primary responsibility to originate, negotiate, close and execute redevelopment projects undertaken by EFG. Duties included deal sourcing and negotiation, pre-acquisition due diligence, financial modeling, risk management, community and political outreach, entitlement, design, permitting, remediation, demolition, construction, and disposition of assets.
- Principal-in-Charge of the redevelopment of the former St. Anthony Central Hospital Campus, a \$30 million seven (7) block residential mixed-use TOD project in Denver, Colorado with direct responsibility project sourcing, underwriting, purchase negotiation, retention of consultants and contractors, entitlement, public finance, construction oversight, and land sales to master plan asset class builders.
- Principal-in-Charge of the former Asarco Globe Smelter, a \$25 million public/private partnership to remediate and master develop an 80 acre industrial park in Denver and Adams County, Colorado.

BROWNFIELD PARTNERS, LLC, 2004 - 2011
Co-Founder and Partner

DENVER, COLORADO

- Successfully started and managed growth of the company to complete \$50 million in redevelopment work, \$2.5 million in advisory services, and the successful sale of the company to EnviroFinance Group, LLC in January of 2011.
- Co-managed the evaluation of more than 100 General Motor's facilities to establish the Debtor-in-Possession (DIP) financing requirements related to legacy real estate holdings and environmental liabilities as court approved advisor to the General Motors bankruptcy proceedings.
- Partner-in-Charge of the Dahlia Square Shopping Center redevelopment, a \$9 million a public/private partnership with the Denver Urban Renewal Authority.

THE LANDBANK GROUP, INC., *Real Estate Project Manager* 2002 - 2004
ZEBRA PROPERTY FUND LP., *Associate* 2001
ZURICH US, *Environmental Underwriter* 1997-2000

DENVER, COLORADO
NEW YORK, NEW YORK
ATLANTA, GEORGIA

EDUCATION

- Master of Business Administration, Leeds School of Business, University of Colorado, Boulder, Colorado, 2002
- Bachelor of Science, Environmental Health Science, University of Georgia, Athens, Georgia, 1996

REPRESENTATIVE PRESENTATIONS

- Bisnow – Opportunity Zone Conference, March 2019
- Chair, ULI Building Healthy Places Workshop Quigg Newton Homes, September 2018.
- Public Private Partnerships and Public Finance, 2017 AICPA Construction & Real Estate Conference.
- Mineral Avenue Light Rail Station: ULI Technical Advisory Panel (TAP), Panel Member, Development and Public Finance, April 2014.
- West Market and St. Anthony Redevelopment – Presentation, ULI Colorado TOD Marketplace II: West Line Edition, Spring 2013.
- ASARCO Redevelopment: Straddling Communities, Politics and Vision, Colorado Brownfields Conference, Fall 2011.

PROFESSIONAL AFFILIATIONS, ACCOMPLISHMENTS, & AWARDS

- Board Member, Executive Committee, Foundation for Sustainable Urban Communities.
- Mentor, Real Estate Diversity Initiative, Urban Land Institute Colorado and the Denver Office of Economic Development, 2013- 2015.
- Member, 2013 Leadership Exchange (LEX), Denver Metro Chamber Leadership Foundation.
- Appointee, Denver Public Schools 2008 and 2012 Citizen's Bond and Mill Levy Oversight Committee.
- Leadership Denver Class of 2011, Denver Metro Chamber Leadership Foundation.
- Industry's Next Innovator Award, 2009 – University of Colorado Real Estate Center.

PARTNER RESUMÉ

Tim Van Meter

Architect, AIA / Urban Designer



PROFESSION

Architect, Licensed in the States of Colorado, California, Utah, Texas & Hawaii

TEACHING

Adjunct Professor of Sustainable Real Estate Development
University of Colorado Boulder - Leeds School of Business MBA Program

EDUCATION

- University of Colorado, Boulder; Bachelor of Environmental Design
- University of Colorado, Denver; Graduate Studies in Architecture & Planning
- Miami University, Europe; Graduate Studies in Urban Design

PERSONAL PROFILE

Tim Van Meter, a firm partner and founder, is a leading architect and urban designer whose work has focused on green architecture and sustainable urban design. Tim heads the firm's Denver office, which he established in 1999. He has led the design team on many of the firm's complex and award-winning architecture and urban design projects in Colorado, Hawaii, Texas, New Mexico, and California. He is experienced in a wide range of architecture and urban design projects at various scales, focusing on transit-oriented development, neighborhood design, mixed-use urban infill, and affordable housing.

On the national level, Tim is the Urban Design Adviser for the U.S. Environmental Protection Agency's Smart Growth Program. He also was co-chair of CNU XVII, the 2009 national conference of the Congress for the New Urbanism.

A graduate of the University of Colorado School of Environmental Design, Tim has traveled extensively worldwide, studying design, planning, and environmental issues and their effects on communities. He is a community design consultant for numerous communities and organizations, and has extensive experience achieving consensus through the public process. He lectures on issues of urban and sustainable design and development across Colorado's Front Range and throughout the West and Hawaii.

AWARDS

- ULI - Winner - Colorado Impact Award, Fire Clay Lofts, 2013
- ULI - Winner - Jack Kemp Award, Fire Clay Lofts, 2010
- APA Hawaii Chapter - Sustainability Award, Waipahu Neighborhood TOD
- AIA - Colorado Young Architect's Award, Railyard Lofts 2008
- National AIA/HUD Housing Secretary's Award, Valencia Gardens 2008
- AIASF - Special Commendation Award, Valencia Gardens 2007
- SF Business Times - Winner Affordable Housing, Valencia Gardens 2007
- Gold Nugget - Merit Award Best Affordable Housing, Valencia Gardens, 2007
- ULI - Award for Excellence, Belmar, 2006
- AIA - Colorado Architect's Choice Award, Railyard Lofts, 2006
- BSA - Boston Society of Architects First Prize, Westwood Square, 2005
- EPA - National Smart Growth Award, Belmar, 2005



NATE TORRES, PE

Senior Project Manager

Nate has 13 years of experience as a Structural Engineer and Owner's Representative/Project Manager. Given his design experience as a licensed engineer, Nate excels at preconstruction and design team management and verification of design document coordination. Additionally, his strengths include managing multiple stakeholders, project team management, quality control, general contractor and sub-contractor management, and implementation of sustainable/environmental initiatives. With public and private development experience, Nate understands every project has unique requirements and constraints and he can effectively manage the Owner's risk while maximizing the project's value.

BTS | PROGRAM MANAGEMENT

Rifle, CO
Nate.Torres@NV5.com
720.936.8787

EDUCATION

B.S., Chemical Engineering & Petroleum Refining, Colorado School of Mines, Golden, CO

EXPERIENCE

13 years

REGISTRATIONS

Licensed Professional Engineer, CO #43380, NM #25475

Wilderness First Responder (WFR)

Outdoor Emergency Care (OEC)

Advanced CPR & First Aid

AFFILIATIONS

Member, International Code Council — Colorado Chapter

Member, American Society of Civil Engineers (ASCE)

Project Experience

MUNICIPAL PEDESTRIAN MALL IMPROVEMENTS
CITY OF ASPEN
Aspen, CO

NEW CASTLE WASTE WATERPLANT
CITY OF NEW CASTLE
New Castle, CO

GLENWOOD SPRINGS WASTE WATER FACILITY
CITY OF GLENWOOD
Glenwood, CO

DONEGAN AVENUE
CITY OF GLENWOOD SPRINGS
Glenwood Springs, CO

BLACK DIAMOND MINE ROAD
GARFIELD COUNTY
Glenwood Springs, CO

RIFLE WASTE WATER PLANT
CITY OF RIFLE
Rifle, CO

200 EAST REDS ROAD
PRIVATE OWNER
Aspen, CO

RFTA RIO GRANDE TRAIL BRIDGES QA/QC
RFTA
Roaring Form, CO

K-12 EDUCATION BASALT HIGH SCHOOL RENOVATION & EXPANSION
ROARING FORK SCHOOL DISTRICT
Basalt, CO

BRIDGES HIGH SCHOOL RENOVATION & EXPANSION
ROARING FORK SCHOOL DISTRICT
Carbondale, CO

SOPRIS ELEMENTARY PLAYGROUND ENHANCEMENTS & SITE GRADING UPGRADES
ROARING FORK SCHOOL DISTRICT
Glenwood Springs, CO

HOSPITALITY WESTIN RESORTS BASE LODGE EXPANSION
WESTIN
Snowmass, CO

MONARCH RESORT BASE LODGE EXPANSION
MONARCH SKI RESORT
Salida, CO

HOTEL JEROME RENOVATION & EXPANSION
AUBERGE RESORTS & FRIEDKIN GROUP
Aspen, CO

* Project under previous employment

EXHIBIT B:
ADDITIONAL RELEVANT EXPERIENCE & QUALIFICATIONS

Current Advisory: Clear Creek Transit Village



Located at the Gold Line Clear Creek/Federal commuter rail station, the Clear Creek Transit Village TOD site will incorporate a mix of residential and commercial uses and is designed to maximize accessibility to public transport and natural amenities. Only a 7 minute ride to Denver's Union Station, the sustainable transit village will offer a unique amenity rich lifestyle option and remarkable access to more than 400,000 jobs, entertainment, and services.

As a local representative on behalf of the New Orleans based ownership group, Trailbreak Partners Principal Doug Elenowitz is working with Adams County, and other stakeholders to finalize land use, plan and finance infrastructure, and with the brokerage community to identify builders, and to position the project's first phase to break ground shortly after the Gold Line opens for service in late 2018. Trailbreak Partners is facilitating an initial project with acclaimed Denver based developer Dana Crawford and in addition has the ability to develop portions of the property in conjunction with current ownership.

<http://clearcreektransitvillage.com/>



Prior Advisory: National Western Center/Denver Coliseum

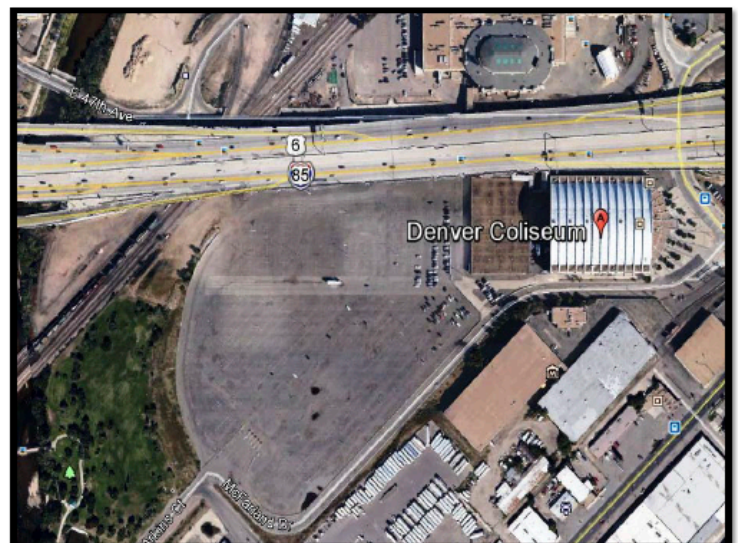


In 2015, the foundation was laid for the National Western Center Master Plan by the City & County of Denver, Colorado State University, Western Stock Show Association, Denver Museum of Nature & Science and History Colorado. The Plan established a long-range vision, guiding principles, and goals for the redevelopment of the National Western Complex and Denver Coliseum, and the revitalization of this historical region of Denver.

An Advisor on the team leading spearheading the Master Plan, Doug Elenowitz of Trailbreak Partners completed an analysis of the Denver Coliseum, a 30.4 acre property improved with a 170,000 square foot indoor arena with a focus on developing recommendations its future.

The study included an evaluation of current real estate market factors, the creation of several alternative land use concepts for a redeveloped Denver Coliseum property, an approximation of the market value for each alternative, and recommendations on the highest and best use.

Acknowledging the environmental impacts known to exist in the area, the study introduced strategies to support the efficient and timely remediation and development of the Coliseum property.



Environmentally intelligent building design and urban planning are crucial to the world's future.



Trailbreak Partners

Van Meter Williams Pollack is an award-winning Architecture and Urban Design firm based in San Francisco and Denver. Since 1989 we have provided a full range of comprehensive design and planning services for a variety of project types, scales and clients. The partners and staff bring their knowledge and expertise to all aspects and phases of our projects.

VMWP's comprehensive and innovative design approach considers environmental, social, economic, and client needs to create buildings and communities that resonate with people. From small towns grappling with pressures of sprawl, to major urban centers requiring infill and redevelopment, one of our strengths is the ability to work in the variety of communities that make up diverse, growing regions.

OUR PRINCIPLES

- **meet** the unique requirements of every client
- **engage** the communities in which we live and work
- **work** within the realities of economic constraints
- **create** the highest quality design and planning
- **commit** to sustainable design principles in all planning & design

Van Meter Williams Pollack's Architecture and Urban Design projects emphasize pedestrian and transit-oriented development patterns that serve a community's economic, social and cultural needs. Our success in master planning, community design, mixed-use developments, and revitalizing urban infill sites demonstrates that there are alternatives to the outward expansion of cities, towns and suburbs. High-density urban infill, transit-oriented development, and pedestrian-focused streetscapes support sustainable development.

We have advanced economically viable plans that address transportation and infrastructure, community development, population growth and diversity, historic preservation, and sustainable growth patterns to a wide range of clients throughout the United States. Our greatest assets are an understanding of land use patterns, development types, and appropriate pedestrian environments for each community; our commitment to an open, clear, and direct process; and our ability to implement a community vision.

MIXED-USE DEVELOPMENT

Mixed-use projects connect communities and create pedestrian-friendly neighborhoods where people can drive less and use resources more efficiently. The right mix, concentration and placement of uses can spark a neighborhood's identity. VMWP specializes in designing projects that combine living, working, shopping and leisure, within one shared environment. Access to local necessities invites people to walk more, drive less, brings life to the street, and supports both business and the environment.

INFILL DEVELOPMENT

Infill development presents an opportunity to transform underused urban areas into inviting public realms. Responsive infill gives a place new life, making it more functional, exciting, beautiful and sustainable, while at the same time preserving its character and history.

Confluence Redevelopment



Our aim is to create straightforward, comfortable spaces, using good design and intimate scale to evoke a unique sense of renewal. Projects as diverse as the Rail Yard Lofts in Denver and 55 Laguna in San Francisco highlight our approach to infill development.

AFFORDABLE HOUSING

We plan, design and build a wide variety of affordable housing from high-density urban communities to small-lot single-family housing. Our work has received numerous design awards in national and local design competitions. Most recently, our Valencia Gardens Hope VI project was awarded the 2008 National AIA/HUD Secretary's Housing and Community Design Award for Excellence in Affordable Housing. As cost and quality of life are primary concerns in our housing, we use simple elements of construction, building materials and scale to create beautiful spaces.

DEVELOPMENT FEASIBILITY

We specialize in quick, comprehensive studies to assess the layout and feasibility of development opportunities. Our practical understanding of the economic and implementation issues involved lays a firm foundation for all of our projects.

VMWP's architects and urban designers bring in-depth experience and knowledge of development prototypes, project phasing and implementation techniques to this process.

COMMUNITY PROCESS

Community involvement is essential to any project's success. As part of our commitment to community design, we promote the active participation of a variety of stakeholders in the planning process. We work with both market rate and non-profit, community-based developers and jurisdictions to ensure that this participation is an inclusive, efficient, effective and (most of all) fun process. VMWP has developed an engaging community participation model that effectively uncovers the needs and concerns of future residents and the surrounding neighborhood. This approach also elicits community-driven alternatives, which facilitate consensus on design and other community issues. Often, the most important discussions are not about technical issues, but instead revolve around "concern with change," or concern for creating a "sense of place."

TRANSIT-ORIENTED DEVELOPMENT

Our transit-oriented projects combine mixed-use and infill development with pedestrian-friendly streets close to public transportation. These comprehensive plans create lively villages that inspire people to buy locally, use more public transit and drive less. Our TOD projects have included land use plans and urban design guidelines, master plans for new mass transit station areas, and infill visions for park-and-ride lots. VMWP works with municipalities to develop implementation strategies as well as guidelines with which to evaluate development proposals.

MASTER PLANNING & SPECIFIC DESIGN

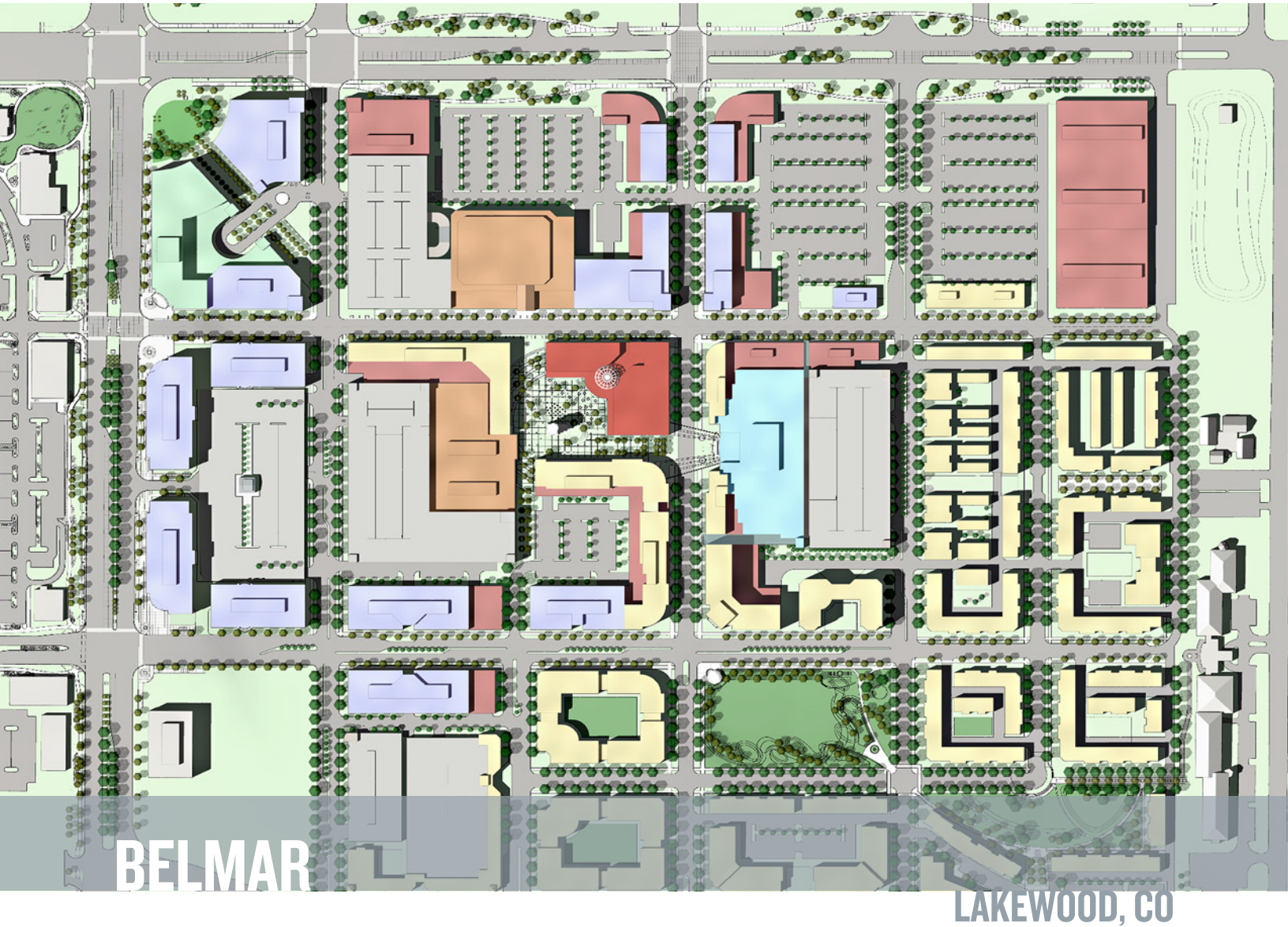
VMWP's master planning experience includes plans for new town centers, neighborhoods, mixed-use urban infill and redevelopment projects. Our pedestrian-oriented approach to master planning and urban design creates a dynamic urban environment. Corridor planning and streetscape projects range in scale from land use and design analysis along regional thoroughfares and local networks, to local commercial streetscape designs focused on improving the pedestrian experience and the commercial viability of districts and neighborhoods.

DESIGN GUIDELINES

We build on the best qualities of a place to strengthen and enhance the existing character of a neighborhood, a street corridor, or an entire city. The process of setting such standards is a crucial way for a community to transform its vision into a reality, while creating an invaluable tool to both shape and accommodate a city's future. VMWP has written guidelines and created development prototypes for single and multi-family residential development, neighborhood commercial centers, large-scale new development, and transit villages.

STREETSCAPE DESIGN

Great streets happen when pedestrians, cars and bicycles all get along. Our streetscape projects focus on making streets more comfortable to walk and gather, and better connected to a variety of retail districts and neighborhoods. When there are inviting places to sit, linger and enjoy private or social time, people feel more connected to their communities.



Multi-Purpose, Thoughtful Planning Creates Community

DESCRIPTION Belmar is the redevelopment of a failed 1960's 100 acre enclosed shopping mall into a vibrant urban village. The site is bordered by two high volume state highways adjacent to Lakewood's civic center, community park and single family neighborhoods. The urban design is organized as a traditional street grid that emphasizes pedestrian movement with shops oriented closely to the street. The program calls for: 777,000 sf. of retail; 868,000 sf of office space; a 75,000 sf cinema; a 190,000 sf hotel; 1,048 residential units in 8 prototypes; community parks and plazas. VMWP was the lead for the urban residential and assisted in urban design, mixed use and commercial design. VMWP was the Prime Architect on Belmar Urban Apartments and 7133 West Virginia at Belmar.

VISION Belmar was envisioned as a vibrant, mixed-use downtown with shopping, dining, cultural amenities, offices and a wide variety of rental and for sale housing options.

PROJECT REQUIREMENTS Build a downtown with a real sense of community, reconnect the site to the surrounding area, celebrate the public rather than the private realm, and create a diverse environment that is more pedestrian and transit rather than automobile oriented.



Client: Continuum Partners, LLC

Building size/acres:

104 acres

Number of units—density:

1300+ Residential units, 1.9 M

Sq. Ft. Commercial

Completion: Phase I completed

2004, Total build out 2012

Construction est.: Phase I

\$230M, Total build out \$750M

Contact:

Continuum Partners, LLC

1430 Wynkoop Street Suite 100

Denver, CO 80202



DESIGN FEATURES

- Great urban streets designed for maximum walkability
- 9 acres of plazas, parks, and public spaces
- Extensive public art program and a major cultural facility

AWARDS

- CNU Charter Award 2006
- ULI Award for Excellence 2006
- EPA Award for Smart Growth Achievement 2005



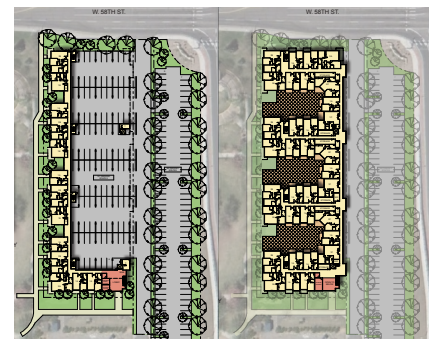


PARK PLACE OLDE TOWN

ARVADA, CO

Light Rail is Catalyst for High Density Housing in Olde Town

DESCRIPTION Development of the new light rail station in Olde Town is the catalyst for growth in the Town of Arvada. Park Place Olde Town is envisioned as the model of higher residential density to attract new residents to discover the dynamic Town. The five-story multifamily residential building will be the first, five-story building in town and will provide 152 dwelling units. The units will have views of the adjacent McIlvoy Park and most units will enjoy views of the Rockies to the west and downtown Denver to the southeast. The units are organized around three raised courtyards (each unique in character) which act as extensions of the park and open views from the courtyard units. The five-story building's mass takes it's cues from the idea of "Familiarity" with the nearby "Olde Town" feel of 2 story masonry buildings. The units at grade level with the park are scaled to feel like two story buildings that include walk-up entries and patios fronting the park. The building exceeds energy code requirements with high efficiency building envelope, appliances, and HVAC system. Certified green materials are incorporated into the framing as well as finish materials.



VAN METER WILLIAMS POLLACK ^{LLP}

PROGRAM MANAGEMENT OVERVIEW



La Peer Hotel
West Hollywood, CA

WHY NV5?

NV5 is a leading provider of professional and technical engineering and consulting solutions for public and private sector clients in the infrastructure, construction, real estate, and environmental markets. The company primarily focuses on five business verticals: Construction Quality Assurance (Materials Testing and Inspection), Energy, Environmental, Infrastructure and **Program Management**.

With a staff of more than 2,000 and more than 100 offices nationwide and abroad, NV5 is able to provide services supporting all aspects of a project's life cycle from conceptual or preliminary design through facility operations.

Our clients trust us to provide integrated engineering, consulting, and management solutions that enable success regardless of project size and complexity.

PROGRAM MANAGEMENT

Our services are based on the core principles of efficiency, transparency and client-centered services, in which innovation, creativity and entrepreneurial initiative are encouraged. We pride ourselves on maintaining the personal feel of working with a small company while having the stability and backbone of a national firm.

"The quality of work, the level of commitment to the project and our community, and the experience of working with our on-site team are all reasons that I would gladly work with NV5 again."

*Dr. Wendy Wyman, Superintendent
Lake County School District R-1*



Cleveland Clinic Cancer Center
Cleveland, OH



Aspen Police Department
Aspen, CO

ENR
Engineering News-Record
#45
Top 500
DESIGN FIRMS
2018

2017 CSE
CX GIANTS
Top 25
#7

2017 CSE
MEP GIANTS
Top 100
#44

100 LOCATIONS
WORLDWIDE
2,000 EMPLOYEES
1,300 TECHNICALLY
LICENSED

Top Ranked
#1
2018 **HOT FIRM**
ZWEIG GROUP

FORTUNE
#13 Fastest Growing
Companies 2017

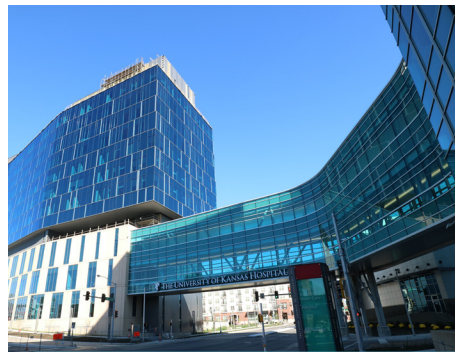
BD+C 2017
#1 Top 30 Hotel
Engineering Firms

#25
Top 100
Pure Designers
2018
ENR
Engineering News-Record

PROGRAM MANAGEMENT OVERVIEW



Brickell City Centre
Miami, FL



Cambridge Inpatient Tower & Vertical
Expansion | Kansas City, KS



Thurgood Marshall Middle School
Lynn, MA

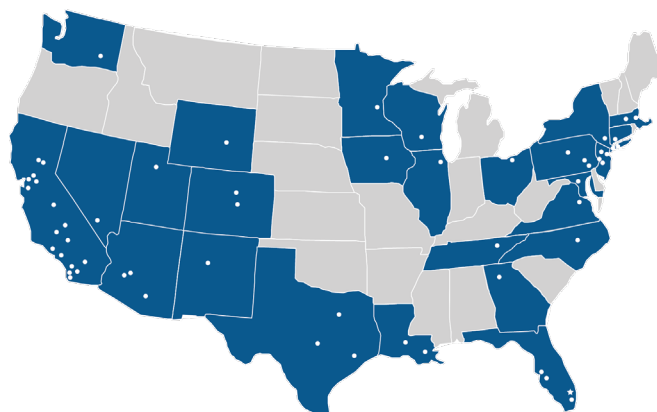
PROGRAM MANAGEMENT SERVICES

Project Initiation/ Pre-Design	Pre-Construction/ Design Management	Construction	Project Close-Out
• Property Condition Assessments • Facility Analysis • Project Scoping • Public Outreach • Pro-forma Support • Program/Need Assessments • Master Schedule & Budget Development	• Team Selection • Consultant Team Coordination • Constructability Reviews • On-site/Off-site Scope Coordination • Permitting • Sustainability • Project Cost Accounting • BIM Management • Cost Estimating	• Project Controls • Contract Administration • Procurement • Change Order Validation • Project Cost Accounting • Schedule Management • QA/QC Oversight • Submittal & RFI Coordination • FF&E Management • Status Reports • Media Relations	• Training • Transition Planning • End User Move-in • Accounting Close-Out • Punch List Oversight • Warranty Management • Expert Testimony • Litigation Support

MARKET SECTORS

- Education
- Healthcare
- Hospitality
- Industrial
- Mixed Use
- Municipal
- Office
- Residential
- Retail
- Senior Housing

NV5 OFFICES NATIONWIDE



CONTACT US

John Bills, LEED® AP
2650 18th Street, Suite 202
Denver, CO 80211

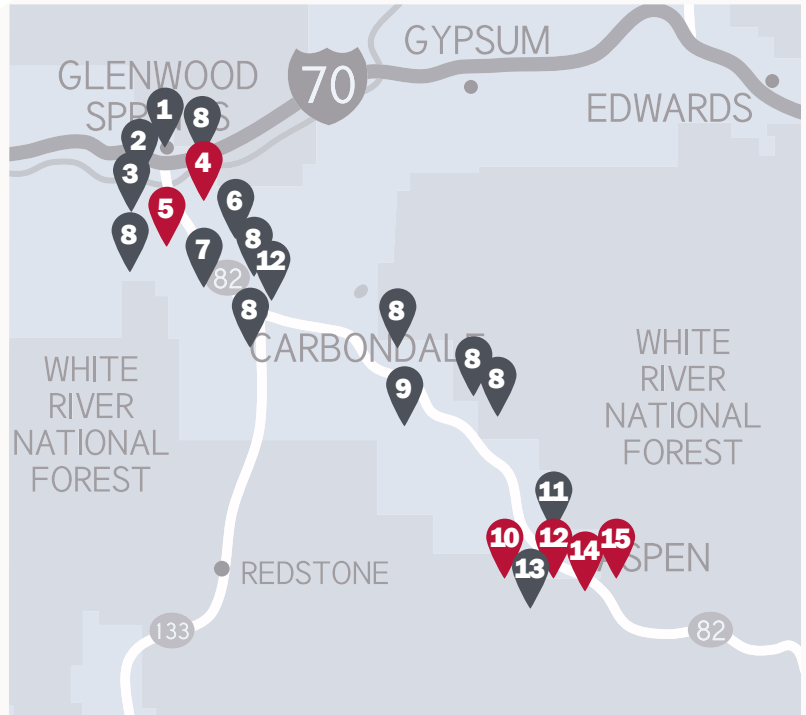
Office: 303.220.6400
Email: John.Bills@NV5.com



WE ARE PROUD OF OUR LEGACY OF SUCCESS BUILDING IN THE ROARING FORK VALLEY. SINCE OUR FIRST PROJECT IN THE VALLEY IN 1989, HASELDEN HAS MAINTAINED A STRONG PRESENCE BUILDING WHERE WE LIVE AND RAISE OUR FAMILIES. WE OPENED OUR OFFICE IN GLENWOOD SPRINGS IN 2015 TO BETTER SERVE THE CLIENTS WHO CALL THE ROARING FORK VALLEY OR GREATER WESTERN SLOPE THEIR HOME.

HASELDEN'S ROARING FORK VALLEY SUCCESSES

- 1: Haselden Western Regional Office
- 2: Garfield County Detention Center
- 3: Colorado Mountain College Student Success Center
- 4: Valley View Hospital (multiple projects)**
- 5: Riverview School**
- 6: St. Stephan's Catholic Church
- 7: Holy Cross Energy Administration Building
- 8: Roaring Fork School District Six Schools
- 9: Willits Medical Center
- 10: One Snowmass Village**
- 11: Burlingame Ranch Affordable Housing
- 12: Aspen Valley Hospital**
- 13: Aspen Elementary and Middle School
- 14: W Hotel**
- 15: Hotel Jerome**



4 VALLEY VIEW HOSPITAL

A client for life since 1994, Haselden has constructed multiple additions and renovations at Valley View Hospital, including but not limited to their Pharmacy, Catheterization Lab, 2nd Floor Kitchen, 3rd Floor Brain & Spine, 4th Floor Build Out, MRI, and Medical Office Building.

5 RIVERVIEW PK-8 SCHOOL

Another longtime partnership, since 1993, Haselden has built 7 different schools for the Roaring Fork School District. The most recent project, Riverview School, was completed in 2017, and is designed and built to accommodate 450 students, allowing for future community growth.

10 ONE SNOWMASS VILLAGE

One Snowmass includes 41 condominiums totaling approximately 80,000 SF of residential square footage, as well as four employee housing units. The project also includes significant amenity space, as well as a clinic to address minor to moderate ski and snowboard injuries.

12 ASPEN VALLEY HOSPITAL

Haselden has completed more than \$125M in construction for Aspen Valley Hospital since we initiated the relationship in 2009. In addition to two major expansions, renovations, and infrastructure, Haselden built affordable housing units on site for hospital employees.

14 W HOTEL

This 128,000 SF, 4-story building is located at the base of Aspen Mountain in the heart of downtown. The hotel will have 93 rooms, 11 of which will be fractional ownership units.

15 HOTEL JEROME

Haselden has completed two separate renovations to the historic Hotel Jerome, noted on the National Register of Historic Buildings. Renovations and additions address both rooms and amenity areas.



July 29, 2019

Jennifer Ooton
Assistant City Manager, Economic and Community Development
City of Glenwood Springs
101 W. 8th Street
Glenwood Springs, CO 81601

Karl J. Hanlon
City Attorney
City of Glenwood Springs
101 W. 8th Street
Glenwood Springs, CO 81601

RE: Comments to Supplement the July 16, 2019 Confluence Area Call

Dear Ms. Ooton and Mr. Hanlon,

We appreciate the opportunity earlier this week to further discuss with you our proposal to serve as Master Developer of the Confluence Area pursuant to a public private partnership (PPP) with the City of Glenwood Springs. This letter is offered as a supplement to add additional commentary to the three questions the City presented for discussion during the July 16, 2019 call.

A restatement of the three (3) questions asked as we understand them and our associated commentary are as follows:

1. How do we envision the financing of the project? What tools are we considering that might be brought to bear on the project?

A central assumption to the Confluence Area financing is that if natural market forces were sufficient to support the redevelopment of the property in the manner desired by the City and its residents, then a PPP would not be necessary. Consequently, we anticipate that the overall plan of finance will include not only traditional developer sponsored debt and equity financing but will also require the use of public finance tools that may including tax increment financing (TIF) in coordination with the Downtown Development Authority or through creation of an Urban Renewal Area and/or Title 32 Metropolitan District bond proceeds. Furthermore, if affordable housing is desired we would foresee including low-income housing tax credits (LIHTC), state housing funds, and deferred developer fees into the plan of finance for that specific asset. Not having yet confirmed a definitive Master Plan or identified City priority projects within the Confluence Area, we speak to project financing at a conceptual level. Finally, both Trailbreak Partners and Community Builders have experience in working with Federal and State low interest loan and grant programs and we will explore the availability and applicability of such sources of funds during project underwriting.

When underwriting a master development of this nature we typically evaluate a site development financial model as discrete from the vertical model for each anticipated building. We have found that this approach simplifies the identification of economic gaps in the project and is sensitive to the reality that

land is financed differently than individual vertical projects. In simplistic terms, one estimates the retail value of finished pads and subtracts the cost required to complete those finished pads. As presented during our interview, at high level and in absence of complete data, we are encouraged that our initial rough order of magnitude (ROM) estimates suggest that the hard and soft costs to develop the site may be proximately equivalent to the value associated with the finished pads identified within the conceptual site plan. If true, the potential exists that pre-arranged contracts to vertical projects (i.e. contracting for revenues derived from the sale of finished pads) could be used as a source of repayment to facilitate financing of the site development. Alternatively, we have worked in structures in which escrowed funds associated with the forward sale of finish pads are released similar to a construction loan to fund site improvements. If and to the extent after financing there is a remaining gap in the capital necessary to complete the site development, the project might look to other sources of funding such as tax increment or metro district bond revenue as a source of project financing. An important assumption to the plan of finance is that the City will contribute the land to the project. Common in PPP's, municipal partners as property owners may reasonably consider the new property and sales taxes as well as civic and social outcomes of a project as a return on investment. Furthermore, on select verticals, we will explore the possibility a subordinated position associated with land that may afford the City future economic participation in the outcome of such project. Should the City have a different position on land contribution, it may be possible to solve. However, it will increase the overall financing challenges of the project.

Our approach to underwriting also includes developing a financial model for each individual building project contemplated in the Master Plan. This allows us to complete a land residual analysis to determine what price a builder can pay for a finished pad while maintaining an economically viable vertical project. The land residual analysis, in addition to comparable sales of similar land, is used to inform the revenue side of the site development model discussed above. It is worth noting that it is possible for an economic gap to exist in a vertical project as well. The cause of gaps in vertical projects can result from many factors including excess construction costs or fees, insufficient rents or sales revenues, or policy driven projects wherein a certain outcome is desired despite the absences of market conditions to support the use.

In our experience, the sources of funding to resolve economic gaps in real estate are somewhat fungible; meaning sources of public finance may be more effective in one project versus another. For example, land is not eligible for generating tax credits in LIHTC projects and grant income can be punitive, therefore a land lease or other structure may be more financially efficient. In that land revenue associated with the LIHTC site would then be reduced, it might increase the gap in another part of the project where the assignment of TIF could be more effective. Ultimately it is our intention that after establishing the Master Plan in collaboration with the City and identifying the scope of economic gaps, if any, we would work to match the most efficient financing tools to each respective project.

A few final thoughts that impact financing. First, as discussed during our City Council Interview, while it is Trailbreak Partners' intention to serve as Master Developer and Vertical Developer for many buildings within the Confluence Area, it is not our intent to vertically develop 100% of the Master Plan projects. We believe this enhances diversity in the vertical realm, leading to a more authentic project and provides flexibility in project financing and the timing of delivery.

2. What do we think the partnership with the City looks like? It was intended that this question lean more heavily towards the “financial” partnership vs. regulatory.

As Master Developer in a PPP with Glenwood Springs, we anticipate the relationship with the City to be collaborative and engaged. Our goal is to align interests and incentives and not unfairly transfer risk to one party or the other. While we will lead a process and drive decision making to support the

ultimate objectives, we are not so presumptuous to believe we hold the monopoly on good ideas. Rather, we seek to be partners with the City in determining and executing the Master Plan. We are sensitive to the dynamics of PPP's and the often divergent interests of stakeholders and are prepared to lead through the challenges common in the PPP process. We see our role through the project as an objective partner in helping to present alternatives, the associated opportunities and constraints, and support thoughtful and timely decision making. We will seek the assistance of the City in key areas including engagement with key agencies (e.g. RFTA, School District, Garfield County), project financing, and to navigate the regulatory processes necessary to complete the project. Our objective is to structure the PPP to align interests such that there is a shared sense of urgency and equitable sharing of risk.

Regarding the financial partnership, the objective is to limit cash requirements and complete the project in large part with land contribution and, to the extent necessary, participating with the use of public finance tools. Being fully transparent, at this pre-project stage it is uncertain if there would be a need for the City to bring other capital to the table to complete the horizontal development, but as discussed in the question about the plan of finance, early indications are favorable and it will remain our collective objective to avoid such a requirement.

Notwithstanding this overarching goal, it is our observation that project uncertainties exist at this time, many of which the outcome are beyond the control of our project team, and should the project not advance would inequitably convey financial risk to our project team. Therefore, it would be our proposal to negotiate a Development Agreement structure wherein the project team is compensated for its time and expenses of completing that work which benefits the City and the Confluence Area until such time the project has advanced to a risk profile associated with more traditional development. To be clear, such a structure is not intended to be a profit center, rather a risk mitigant as it is acknowledged that at this stage the Confluence Area lacks market viability without support, requires significant site engineering data, and while supported generally by the City, lacks community and political consensus as to use and entitlement. Additionally, alignment of interests and a shared sense of urgency is vital to the success of a PPP, and our experience has taught us that in absence of such an investment early on, the potential for the lack of timely participation and project advancement on the part of the City may exist. To be equitable and transparent, the structure would not be that of a "blank check"; rather, tied to a mutually agreed upon scope, schedule and budget to receive approval of a PUD, Site Plan, Plat and any necessary components of public finance. The scope and schedule will be progressive and designed with cost management in mind such that information critical to major design decisions and/or cost assumptions is prioritized. Under this concept, substantially all of these costs, which will be included in the overall project budget, would therefore be eligible to be recaptured by the City as the project moves forward. Once the predevelopment regulatory and political risk under the control of the City has been ameliorated, project execution risk is largely transferred to the development team and borne by the Master Developer and its financial partners. For example, provide project approvals have been received the cost responsibility for preparation of Construction Development (CD's) would be borne by the Master Developer.

After entering into a Development Agreement, we anticipate the work to be completed will be that which is necessary to i) complete a Rezoning to Planned Unit Development (PUD), Site Plan, and Preliminary Architectural Plan (collectively, "Entitlements"), and ii) to arrange for required sources of public financing (e.g. approval of a Metropolitan District Service Plan, TIF Agreement).

Generally, this work would include:

Background Investigations

Meetings with Confluence Area stakeholders including City Staff, Councilmembers, Downtown Development Authority, School District, RFTA, Garfield County, and select community and business leaders.

Stakeholder Engagement

Stakeholder engagement, including community, business, and civic is a critical element of the master planning process. We will design an engagement strategy for the Confluence Area that responds to the needs and is aligned with the project schedule and milestones in an effort to build consensus on the Master Development plan. We will also explore strategic partnerships with regional stakeholders who may have critical needs related to operations or labor that might be address by development within the Confluence Area.

Technical Due Diligence

Background data collection required for design, cost estimating, and development of the property will be necessary. Items such as survey, geotechnical investigations, civil and transpiration studies will be completed. This information is required for design of the property and also specifically needed for the Entitlement application and approval process.

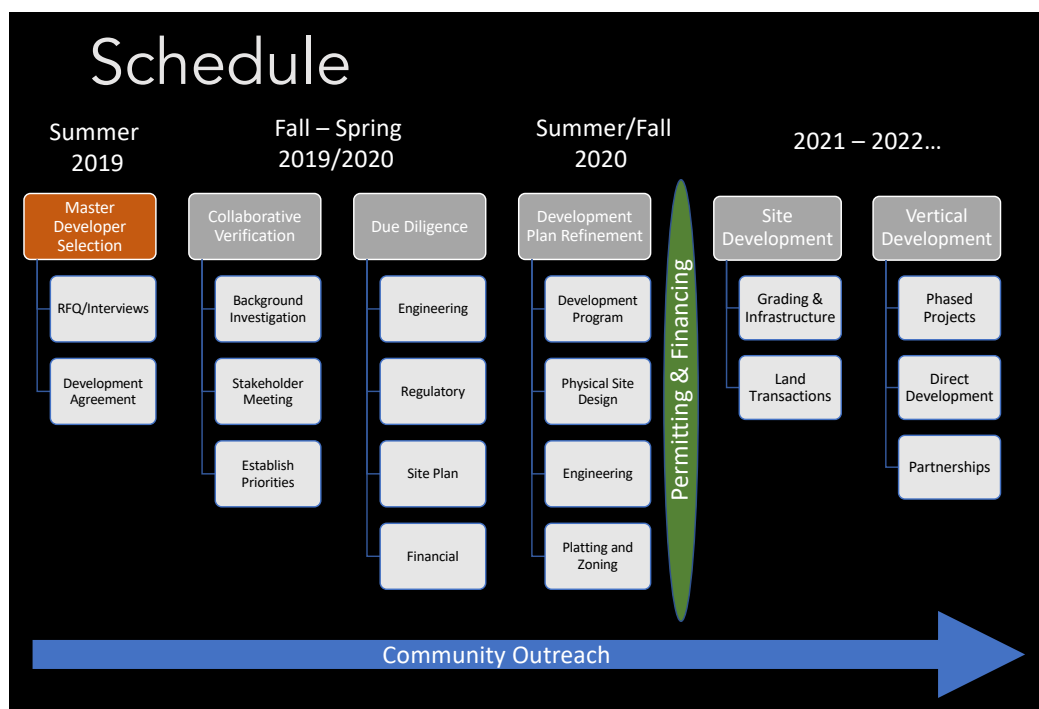
Planning and Entitlement

The work necessary to receive Planning and Zoning Commission and City Council approval of the Entitlements is likely to include a pre-application meetings with the City, multiple neighborhood meetings, City and Public Works meetings, design of site plan alternatives, selection and refinement of a final concept plan, traffic study, ecological resource studies, engineering plans, and development of illustrative exhibits.

Finance and Market

At key milestones throughout the process we will be completing costs estimates to inform design decisions. We will underwrite project revenue assumptions and economic and demand drivers which involves evaluation of historical transactions, market fundamentals, forecasting and engagement with the brokerage and development community. This is an iterative process with a focus validation of key assumptions that impact the project financial strategy and performance. We will also be exploring, sizing, and seeking to organize private and public financing for the project. All of this information will inform the proformas and plans of finance that we will build and update for both site and vertical development.

A schematic of the process and conceptual schedule, which would ultimately require refinement with the City is presented below.



3. How do we anticipate managing public engagement?

We are committed to real and meaningful stakeholder engagement and we have a successful history of engaging the community in our past projects. From presentations and workshops in large auditoriums to informal meetings with small groups of neighborhood leaders on living room couches and in coffee shops, we are comfortable engaging stakeholders and are willing to meet people where they are. While this takes time and can be difficult, it's absolutely critical to creating quality projects that best respond to the community's needs.

Rather than a wholesale outsourcing of this important task to consultants, we believe Trailbreak Partners leadership should maintain directly involvement with engagement and are typically involved in most, if not all outreach. We plan to continue that model in the case of the Confluence Area augmented by the deep roots of Community Builders in Glenwood Springs. Community Builders was hand-picked for our team due to their history working on the Confluence Area as well as their deep connection to the community (it's their home town). That means that they are committed to seeing the best possible outcomes for the Confluence.

In my conversations with Clark and his team, they have been clear that they are committed to a process that builds on the engagement that has been done to date and results in a project that truly reflects the needs and desires of the community. This commitment, along with their mission of building more livable communities, speaks to the integrity with which our team will approach community engagement.

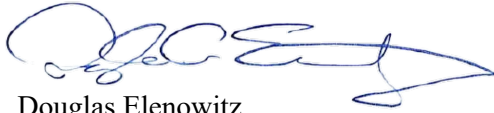
When it comes to the specifics of our approach, we have intentionally not designed an engagement strategy at this point. We believe that an effective public engagement strategy needs to be crafted to fit the specific needs and context of the situation and that it should be created in collaboration with local partners.

If our team is selected, designing an engagement strategy for the Confluence Area that responds to the projects needs and challenges and is aligned with the projects timeline and critical milestones will be among the first tasks we would undertake. Tactically, we will begin by educating stakeholders about the depth of engagement and decision making as a means to set the table for their participation in the path forward within the boundaries of the established concepts and principals. Similar to what we did with the redevelopment of the former St. Anthony Central Hospital for which prior community plans has been established, this approach validates that prior work establishing a transparent basis from which to avoid the often experienced request from opponents to go back and revisit earlier efforts and outcomes. To be effective, we believe the City, as well as other partners, must be proactively engaged in both the design and execution of such a strategy.

Finally, we recognize that redevelopment of the Confluence Area is politically tenuous and that there is not clear consensus within the community regarding what the area should become. There are people who do not want to see the area change. There are others who would like the area to be a public park. And there are many as well who want to see the area become a more activated riverfront with a mix of development and public access and open space. Finding the right path forward will take work, learning, listening and leadership.

The privilege to serve in the role of Master Developer for the Confluence Area remains of great interest to our team and we feel confident in our ability to lead the City and residents of Glenwood Springs through a comprehensive, fair, and transparent process resulting in development of lasting value and pride for Glenwood Springs.

Sincerely,

A handwritten signature in blue ink, appearing to read 'D. Elenowitz', with a stylized flourish at the end.

Douglas Elenowitz
Principal
Trailbreak Partners, LLC

Master Developer Confluence Area Request for Qualifications



Submitted By The Confluence Development Group

#BD 2019-013

Master Developer for the Confluence Area

May 22, 2019

City of Glenwood Springs
Procurement Department, First Floor
101 W. 8th Street
Glenwood Springs, CO 81601

Contact

Brian Marshack
Confluence Development Group
PO Box 6327
Snowmass Village, CO 81615
(970) 274-0303
BMarshack@Gmail.com



May 21, 2019

City of Glenwood Springs
Procurement Department, First Floor
101 W. 8th Street
Glenwood Springs, CO 81601

Re: Master Developer for Confluence Area #BD 2019-013

To Whom it May Concern:

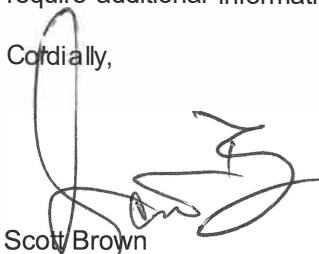
On behalf of the Confluence Development Group, I am excited to submit the following proposal for a Master Developer for the Confluence Area in Glenwood Springs, Colorado. The Confluence Development Group is a partnership between ABA Hospitality located in Snowmass Village, Colorado and Oak City Development out of Raleigh, North Carolina. Our combined group has completed over \$10 billion in real estate development and investments over a 30-year period, specializing in master planned communities, hospitality, residential, and mixed-use properties. We are a strong locally based group with several of our key team members residing in the Roaring Fork Valley for over 30 years. Our teams commitment to the Valley extends to numerous real estate investments, which include the Snowmass Club and recent acquisition of the Tree Farm property near Basalt, Colorado.

As a Master Developer of numerous projects and communities, our experience has led us to believe that the best development plans are the result of legitimate engagement and collaboration with community stakeholders and municipal officials. We have assembled a world class team of Colorado based design professionals, engineers, and consultants that have the unique skill set, relevant project experience, and qualifications to develop the right master plan for the site, with the development and investment team to execute that plan to the highest standards.

We are very optimistic about the opportunities that the Confluence area site presents on a local and regional level. Our proposal demonstrates our teams qualifications and financial capacity, with references and a history of successfully completed projects. The high level concept plan provides a foundational layer to explore and discuss some of our initial thoughts and ideals in regards to the development potential for the site.

Thank you for allowing us to submit this proposal to the City of Glenwood Springs. If you have any questions or require additional information, please feel free to contact me anytime.

Cordially,



Scott Brown
Chief Executive Officer
ABA Hospitality, LLC

ADDENDUM NUMBER FOUR FOR
MASTER DEVELOPER FOR CONFLUENCE AREA
BID NUMBER 2019-013

THIS ADDENDUM MUST BE ACKNOWLEDGED.

THIS ADDENDUM SHALL BECOME A PART OF THIS SOLICITATION.

The following information is being added or amended as indicated as a part of the Invitation to Bid:

- 1) Where are the flood plain/FEMA locations for the Confluence area?
Attached is a tif file of the current flood plain for the downtown area, including the confluence. FEMA is currently reworking the maps based on new hydrology information for the Colorado River (water levels have gone down). They are also in the middle of a process to better define the small channel hydraulics in Glenwood, a Base Level Engineering study. The BLE is unlikely to affect the confluence area.
- 2) Which portions of the train tracks must remain and which are being removed?
What is described as the east leg of the "wye" has been abandoned and is fully owned by the City of Glenwood Springs and may be removed. The hatched railroad right of way that is shown on the map on page 3 of the RFQ, is not an active railroad. It is referred to as the Roaring Fork Transportation Authority (RFTA) right of way within the Area Wide Plan, and is under rail-banked status. Changes to this right of way would have to be negotiated with RFTA.
- 3) Should a river kayak park be a part of this development? Within the river itself, is that the City's responsibility or the Developer's or some type of collaboration?
The City anticipates the proposals to address the land area only.
- 4) Should we include the elementary school property in our conceptual design?
The only portion of the elementary school property that should be included in the conceptual design is within the yellow mapped area in the RFQ.
- 5) Should we include the mortuary and the church property in the design as well?
No. Those properties are not owned by the City.

This addendum must be acknowledged.

This Addendum may be emailed to bidresponse@cogs.us or included with your bid submittal.

PRINT OR TYPE YOUR INFORMATION

Name of Company: ABA Hospitality LLC Fax: _____
Address: PO Box 6327 City/State: Snowmass Village Zip: 81615
Contact Person: Brian Marshall Title: COO Phone: 970-274-0303
Authorized Representative's Signature: [Signature] Phone: _____
Printed Name: Brian Marshall Title: COO Date: 5-22-2019

4/24/19

ADDENDUM NUMBER THREE FOR
MASTER DEVELOPER FOR CONFLUENCE AREA
BID NUMBER 2019-013

THIS ADDENDUM MUST BE ACKNOWLEDGED.

THIS ADDENDUM SHALL BECOME A PART OF THIS SOLICITATION.

The following information is being added or amended as indicated as a part of the Invitation to Bid:

Phase I and Phase II Environmental Site Assessments for the City's decommissioned
Wastewater Treatment Plant and the as-built documents for the Lift Station can be found at:

<https://www.gwsco.gov/DocumentCenter/Index/345>

This addendum must be acknowledged.

This Addendum may be emailed to bidresponse@cogs.us or included with your bid submittal.

PRINT OR TYPE YOUR INFORMATION

Name of Company: ABA Hospitality LLC Fax: _____
Address: PO Box 6327 City/State: Snowmass CO Zip: 81615
Contact Person: Brian Marshall Title: COO Phone: 970-274-0303
Authorized Representative's Signature: [Signature] Phone: _____
Printed Name: Brian Marshall Title: COO Date: 5-22-2019

ADDENDUM NUMBER TWO FOR
MASTER DEVELOPER FOR CONFLUENCE AREA
BID NUMBER 2019-013

THIS ADDENDUM MUST BE ACKNOWLEDGED.

THIS ADDENDUM SHALL BECOME A PART OF THIS SOLICITATION.

The following information is being added or amended as indicated as a part of the Invitation to Bid:

The land exchange between the City and the Roaring Fork School District to convert Vogelaar Park 6F's designation to another equivalent property has been delayed with an unknown completion date. This does not affect other developable land.

This addendum must be acknowledged.

This Addendum may be faxed to 970-945-2597, emailed to bidresponse@cogs.us or included with your bid submittal.

PRINT OR TYPE YOUR INFORMATION

Name of Company: ABA HOSPITALITY, LLC Fax: _____
Address: PO BOX 6327 City/State: SNOWMASS VILLAGE, CO Zip: 81615
Contact Person: BRIAN MARSHACK Title: COO - CDG Phone: 970-274-0303
Authorized Representative's Signature: [Signature] Phone: _____
Printed Name: BRIAN MARSHACK Title: COO - CDG Date: _____

ADDENDUM NUMBER ONE FOR
MASTER DEVELOPER FOR CONFLUENCE AREA
BID NUMBER 2019-013

THIS ADDENDUM MUST BE ACKNOWLEDGED.

THIS ADDENDUM SHALL BECOME A PART OF THIS SOLICITATION.

The following information is being added or amended as indicated as a part of the Invitation to Bid:

Relevant documents for the Confluence Area can be found at:

<https://www.gwsco.gov/DocumentCenter/Index/345>

The master folder in the Document Center has separate subfolders with documents.

This addendum must be acknowledged.

This Addendum may be faxed to 970-945-2597, emailed to bidresponse@cogs.us or included with your bid submittal.

PRINT OR TYPE YOUR INFORMATION

Name of Company: ABA Hospitality LLC Fax: _____
Address: PO BOX 6327 City/State: SNOW MASS DISTRICT CO Zip: 81615
Contact Person: Brian Marshak Title: COO - CDG Phone: 970-274-0303
Authorized Representative's Signature: [Signature] Phone: _____
Printed Name: Brian Marshak Title: COO - CDG Date: _____

Introduction

Confluence Development Group

Confluence Development Group is a partnership between ABA/Hospitality based in Snowmass Village, Colorado and Oak City Development, located in Raleigh, North Carolina. Combined the two firms have over 30 years of experience in real estate development and investment with over \$10 billion in completed projects throughout the United States. The firms have extensive real estate development experience with expertise in master-planned communities, hospitality, retail, residential, and mixed-use projects.

ABA Hospitality, LLC

[Snowmass Village, Colorado](#)

www.Abahospitalityllc.com

ABA Hospitality, LLC is a real estate investment management and development firm with offices in Snowmass Village, Colorado and Naples, Florida. ABA makes investments where there is a significant value add opportunity to its real estate transactions. History has proven time and time again that there are unique opportunities created in each of the real estate market cycles. The ABA team uses its extensive market knowledge and vast experience to generate high quality risk-adjusted and absolute returns. Our core focus is in mixed use developments, hotels, and luxury high-rise condominium projects. With over \$7 billion of completed projects and \$1 billion of hospitality projects alone, ABA adds value to its core investments through its in-house experience and industry relationships across all major hotel brands and hotel management companies. The ABA team leverages these relationships to identify unique acquisition opportunities and draws on its internal resources and industry expertise to complete the necessary due diligence, acquisitions, entitlements, financial planning and modeling, design, development, construction, construction management and asset management of its core investment properties.

Oak City Development

[Raleigh, North Carolina](#)

www.OakCityDev.com

The leadership team at Oak City Development has over 100 years of combined experience in real estate development. The founding partners have created and developed more than 65 master-planned communities, mixed use projects, resorts and commercial centers during their careers. Led by partners Steve Vining, Hampton Pitts, Pete Sullivan and Rachel Vradenburgh, Oak City Development was born from decades of experience and a strong commitment to achieving best in class communities. The team's vast knowledge encompasses all facets of real estate and land development. Our driving focus on sustainable design and technology, mixed with our passion for preservation, conservation and restoration, enable our developments to look to the future while preserving the past. Community engagement and incorporating philanthropy throughout each project develops roots within the local communities.

Finance

ABA Hospitality and Oak City Development are well capitalized companies with over 30 years of real estate development and investment experience. In addition to having strong financial balance sheets, the companies have equity investment relationships at the highest levels with multiple financial institutions. Primarily the two largest investment partners include Pacific Investment Management Company (PIMCO), which manages over \$1.6 trillion in assets, and the Baupost Group out of Boston, Massachusetts, presently the 10th largest private equity hedge fund in the world with over \$32 Billion in assets.

Local Connection and Commitment to the Community

The development team has strong ties with the Glenwood Springs community, as several key team members have resided full-time in the Roaring Fork Valley for over 30 years. ABA Hospitality owns and operates the Snowmass Club, and together with Oak City Development, have made several significant investments in properties throughout the Valley. Being locally based, the team understands the issues surrounding the Confluence Area and Downtown Glenwood Springs and are committed to working closely with the community to deliver a unique and sustainable legacy project that will endure for generations.

Relationships

Our commitment to Glenwood Springs and the Confluence Area Master Developer RFQ extends beyond the assembly of a highly qualified team and creation of a high-level concept plan. We believe that long term success is based on relationships and going beyond what is expected to deliver results that lead to success. This has led us to reach out to our network to assess the viability of developing the Confluence Area site. Our meetings with community stakeholders, business owners, and community leaders have resulted in a very in-depth understanding of the issues surrounding the planning and development of the site. This has assisted us in our design team and consultant selection, as well as providing preliminary insight on developing the framework for the high level conceptual plan. This process has also led to some unexpected positive results as noted below.

Farnum Holt Funeral Home

Our long-term optimism in the project has led us to having numerous meetings with Trey Holt, which is the family representative of the Farnum Holt Funeral Home. Based on our relationship with Mr. Holt, we are presently negotiating the purchase the Funeral Home property. Our team is confident that we can create a transaction that allows for the acquisition of the Funeral Home, while we assist the Holt family in finding a new location for their business in the community. We are looking forward to working collaboratively with Mr. Holt and his family in structuring a transaction that is in the best interest of all related parties.

Hyatt

In addition to our efforts in securing the Farnum Holt Funeral Home, the Confluence Development Group's relationship with the Hyatt corporation has resulted in receiving preliminary interest for the development of a hotel and conference center on the Confluence Area site. A conference hotel will provide a venue to attract meetings, conferences, events, and weddings to Glenwood Springs. This will not only benefit the immediate Downtown area, but benefits will extend throughout the entire community and existing hotel properties.

The Team

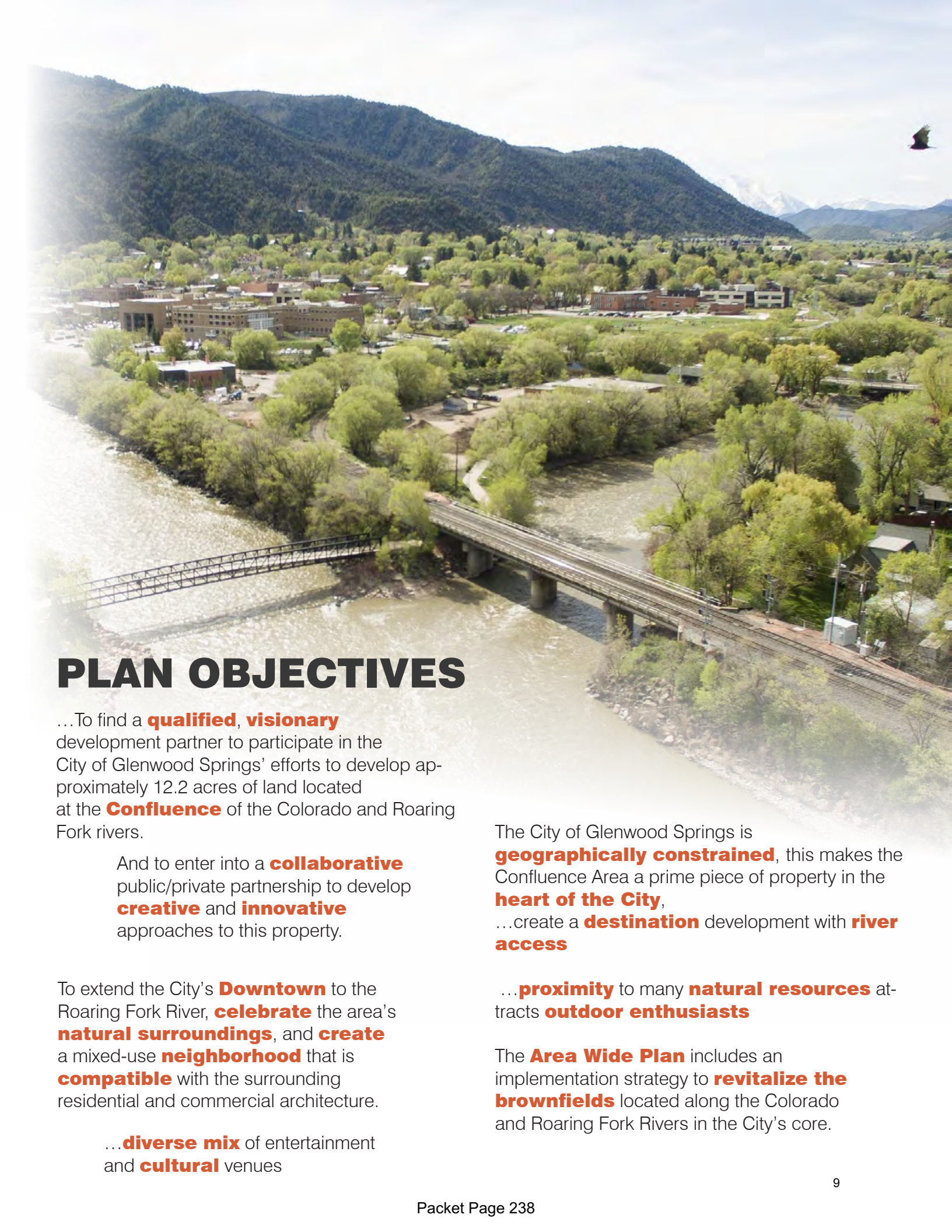
Our group has spent a considerable amount of time studying the Confluence Area site and surrounding Downtown Glenwood Springs properties. Taking direction from the goals in the RFQ and Confluence Area Plan, as well as talking with numerous members of the community, we set out to assemble a development team of design specialists and consultants with the requisite experience, skill set, and proven track record of work on this type of project. It is evident that the Confluence Area site is a very difficult and challenging property with multiple constraints and issues that need to be worked out before a viable and sustainable development plan can be developed. With that in mind, where others see difficulties, the Confluence Development Group and its team see opportunity.

Contact

The Primary Contact for the Confluence Development Group is as follows:

Brian Marshack
Chief Operating Officer
Confluence Development Group
PO Box 6327
Snowmass Village, CO 81615

(970) 274-0303
BMarshack@Gmail.com



PLAN OBJECTIVES

...To find a **qualified, visionary** development partner to participate in the City of Glenwood Springs' efforts to develop approximately 12.2 acres of land located at the **Confluence** of the Colorado and Roaring Fork rivers.

And to enter into a **collaborative** public/private partnership to develop **creative** and **innovative** approaches to this property.

To extend the City's **Downtown** to the Roaring Fork River, **celebrate** the area's **natural surroundings**, and **create** a mixed-use **neighborhood** that is **compatible** with the surrounding residential and commercial architecture.

...**diverse mix** of entertainment and **cultural** venues

The City of Glenwood Springs is **geographically constrained**, this makes the Confluence Area a prime piece of property in the **heart of the City**, ...create a **destination** development with **river access**

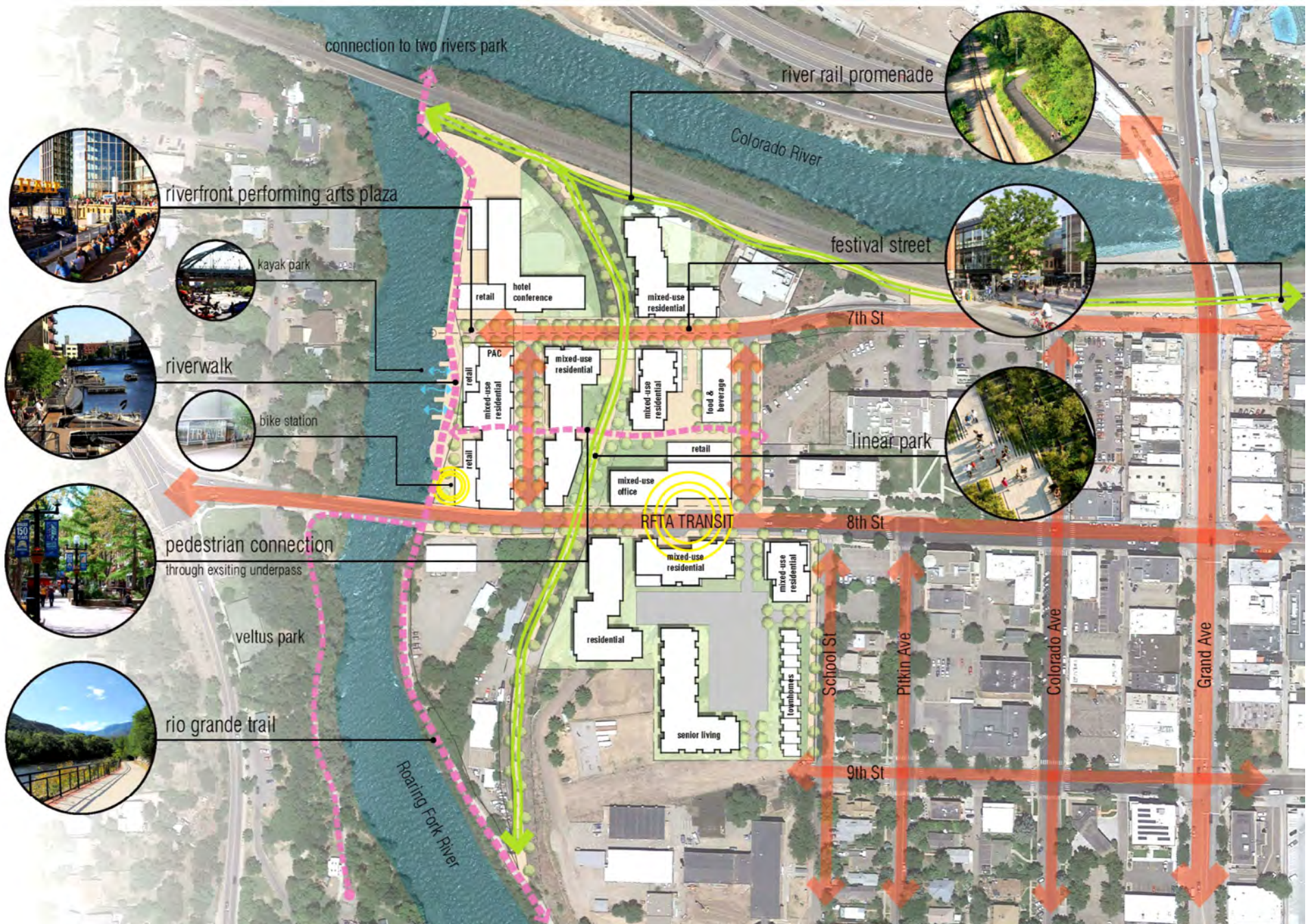
...**proximity** to many **natural resources** attracts **outdoor enthusiasts**

The **Area Wide Plan** includes an implementation strategy to **revitalize the brownfields** located along the Colorado and Roaring Fork Rivers in the City's core.

EXISTING CONDITIONS



Confluence Area Site Diagram



Confluence Area Site Plan





plaza

retail

hotel conference

mixed-use residential

retail

performing arts center

mixed-use residential

mixed-use residential

food and bev

mixed-use office

mixed-use residential

restaurant

mixed-use residential

pedestrian connection

mixed-use office

retail

8th Street

7th Street

RFTA

residential

mixed-use residential

mixed-use residential

senior housing

townhomes

School St

Pitkin Ave



Active Riverfront Promenade Images



7th Street Arts and Entertainment District

Pedestrian Friendly Living Street that connects the existing Grand Avenue Downtown Business District to the Roaring Fork River.

- Black Box Theatre/Performing Art Center
- Riverfront Performing Arts Plaza
- 4-6 Screen state-of-the-art Movie Cinema
- Bowling Alley and Entertainment Venue
- Art Galleries and Studios
- Live Music Venue/Restaurant/and Bar
- Microbreweries and Craft Distillers
- Public Market and Food Hall that features locally based tenants and Merchants
- Ice Cream, Coffee and Tea Houses
- Visitor Center, Railroad Museum, History Museum
- Fitness Studios



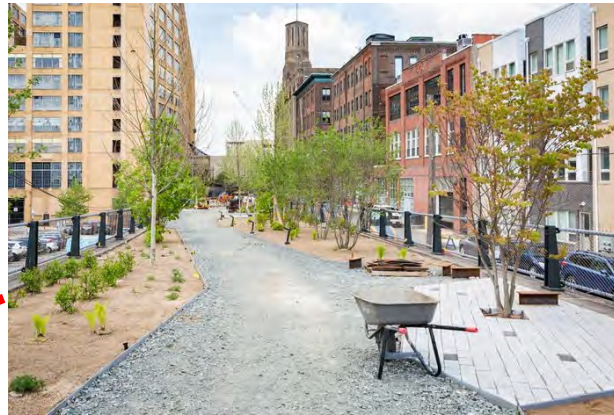
Neighborhood Housing

Provide a mix of housing options in a pedestrian friendly neighborhood..

- Senior Housing
- Affordable and Work Force Housing
- Live Work Lofts
- Townhomes
- For Sale Condominiums
- Market Rate & Affordable Apartments
- Transit Orientated Development with access to RFTA bis stop along 8th Avenue.
- Pedestrian and Bicycle Friendly Neighborhood
- Resident Clubhouse and Senior Center
- Parks, Promenades, and Plazas
- Family and Pet Friendly Design and Amenities



Linear Rail Line Park Precedent Images



Confluence Development Group Key Team Members

Scott Brown

[ABA Hospitality: Chief Executive Officer & Founder](#)
[Snowmass Village, Colorado](#)

Through his years working in the hospitality industry, Mr. Brown has established relationships with many leading U.S. hotel brands, hotel management companies and investment banks. In 2007, Mr. Brown raised over \$100 million of seed capital in a financing deal with a boutique U.S. private equity firm. Mr. Brown's hotel development experience includes partnering with the Hyatt group in his first two-hotel development projects and building a portfolio of hotels in California. Mr. Brown merged ABA with Connor & Gaskins, a general contractor specializing in full-service hotel, select service hotel and multi-family luxury residential developments. Prior to founding ABA, Mr. Brown was a Vice President in the Private Banking and Investment Group (PBIG) at Merrill Lynch, Pierce, Fenner & Smith. During Mr. Brown's nine-year career at Merrill Lynch, he raised over \$1.5 billion of new capital for his team and managed the investment direction of those assets. Prior to Merrill Lynch, Mr. Brown spent four years in Australia and New Zealand as the operations manager for Columbia Sportswear Australia. Mr. Brown is responsible for setting the vision for ABA, overseeing its operations, sourcing new development opportunities and managing investor relationships for the Partnership.

Hampton Pitts

[Oak City Development: Managing Partner](#)
[Raleigh, North Carolina](#)

As the Managing Partner in the firm, Hampton brings 30 years of real estate development, homebuilding, and operational leadership to our team. As an accomplished real estate development and home building executive, he most recently served in the capacity of Regional Executive Vice President – Texas and Carolinas markets, for Ashton Woods Homes, one of the nation's 5 largest private home builders. As both Executive Vice President and the founding Raleigh Division President, Hampton was responsible for managing over 250 employees and daily operations in the company's six North Carolina and Texas offices, as well as developing strategic plans for their future growth. Prior to that, he worked with national public builder Centex Homes for over 16 years as founding Division President in Myrtle Beach, SC and later as the company's Division President in Raleigh, NC. Hampton is a graduate of NC State University and is currently the Chair of the Poole College of Management Dean's Advisory Board. He is past Chair of the Deans Advisory Board for the College of Humanities and Social Sciences. Other current and past community leadership roles include involvement in the Home Builders Association of Raleigh-Wake County and the Home Builders Association of Durham, Orange and Chatham Counties, the Midtown Raleigh Alliance Advisory Board, the City of Raleigh's Environmental Advisory Board and leadership council for the Church of the Apostles in Raleigh.

Steven Vining

[Oak City Development: Managing Partner/General Counsel](#)
[Raleigh, North Carolina](#)

Steven Vining is Managing Partner and General Counsel for Oak City Development. Steve has overseen the acquisition of more than 65 developments, including more than 30,000 residential units and millions of square feet of commercial space over the last ten years. In addition to being responsible for all contract negotiations, environmental compliance, legal underwriting, risk management, and zoning review at Oak City Development, Steve also manages the accounting and risk management groups. Prior to co-founding Oak City Development, Steve spent more than twenty years in private law practice, with a focus on land use and real estate law, first in California then in North Carolina. He has broad expertise in permitting complex zoning and land use applications in onerous regulatory environments across Massachusetts, California and the Carolinas. As part of the senior management team, Steve has responsibility for all aspects of Oak City business, including the oversight of all planning, permitting, acquisition and operations management for Oak City's portfolio.

Confluence Development Group Key Team Members

Pete Sullivan

[Oak City Development: Partner & VP of Construction & Engineering](#)
[Raleigh, North Carolina](#)

Pete has 27 years of engineering, due diligence underwriting and construction management experience, including work on over forty-five projects with over 10,000 lots in the Southeast. As a licensed Professional Engineer (NC and SC), Pete provides valuable experience to the site design and engineering process. Prior to starting Oak City, Pete served as Vice President of Land for KB Home in the Raleigh-Durham Division. He was responsible for land development and site selection in Raleigh for the firm. Pete has overseen the design, permitting and development of over 5,400 units, including the management of engineering and development for the first Martha Stewart Community in the nation. Pete oversees civil engineering, permitting, and infrastructure construction for Oak City. His specific responsibilities include management of due diligence, oversight of the engineering design, construction cost estimating and bidding, and oversight of utility, pavement and lot construction. He is also instrumental in homebuilder underwriting and lot disposition. Pete works very closely with the acquisition team to underwrite each asset and to create disposition strategies. He also plays a key role in market analysis and assists with site selection.

Rachel Vradenburgh, SPHR, SHRM-SCP

[Oak City Development: Partner & VP of Human Resources & Risk Management](#)
[Raleigh, North Carolina](#)

As one of the founding members, Rachel assists with the design of the company's overall strategy and operations resulting in the development of more than 65 financially successful communities across 15 states. She is a senior executive, with over 30 years of experience in various disciplines including human resources, risk management among all assets, talent advancement, and is fondly dubbed the company's "culture keeper". Prior to Oak City, Rachel was Senior Vice President at a logistics company where she managed operations and human resources while guiding its US expansion efforts. As the firm continues to expand, Rachel's passion is to maintain a positive workplace that promotes innovation, acceptance and community involvement.

Brian Marshack

[Chief Operating Officer Confluence Development Group](#)
[Snowmass Village, Colorado](#)

Over the last 30 years Mr. Marshack has enjoyed a diverse career in the real estate development and investment industry, specializing in multifamily residential, urban infill/redevelopment, low-income housing, specialty retail, and mixed-use ventures. As the principal director of Cityview Properties, a commercial real estate brokerage, consulting, and development firm, he worked on complex development and redevelopment projects in San Diego, Los Angeles, and Denver, Colorado. Notable experience includes facilitating public private partnerships for several national retailers in California, working on acquisition, design, entitlements, and financing for over \$500 million of new property development including multifamily residential, specialty retail, and mixed-use commercial residential properties. In addition to working in the private sector, Mr. Marshack was the founding Director of Housing and Community Development for one of Denver's largest non-profit organizations, leading initiatives on low-income housing development, implementing a first-time home ownership program, and implementing several programs for neighborhood economic development and investment. On a more adventurous note, Mr. Marshack has spent time in Kampala, Uganda as a consultant for a proposed \$25 million children's hospital, as well as volunteered on the planning and construction of a children's home and medical clinic in Fort Portal, Uganda. A graduate from the University of California, San Diego with degrees in Urban Studies and Planning, and Economics, Mr. Marshack resides in Snowmass Village, Colorado and is presently a commissioner on the towns Planning Commission.

Confluence Development Group Key Team Members

Erik Cavarra

[Snowmass Village, Colorado](#)

Erik is a Licensed Partner and Managing Broker for Engel Völkers and has closed over 375+ transactions in his career with over \$475 million sold since 2005. Erik's resume includes the successful re-start and sell out of the Mountain Sage Townhomes in Carbondale and, the Shadowrock Townhomes in El Jebel. Erik is also the Preferred Broker for the Residences at Snowmass Club, and has been officially inducted into the luxury real estate company's Private Office network, successfully passing the company's ultra-competitive vetting and nomination process for inclusion. Out of more than 11,000 real estate professionals who represent the Engel & Völkers brand in more than 30 countries worldwide, Erik is among only 108 advisors selected to carry the title Private Office advisor in the Americas. Erik has extensive knowledge of the Roaring Fork Valley and Glenwood Springs market and has been involved with several local philanthropic groups since beginning his career as a golf professional at the Snowmass Club, and resides in Carbondale with his family.

Bill Maron, RA, NCARB, CSI

[Senior Project Manager, Entitlements Specialist](#)

[Basalt, Colorado](#)

Bill is a licensed Architect and has lived in the Roaring Fork Valley for 32 years. He has experience in project entitlements, design, project management and contract administration. Bill is knowledgeable in all phases of resort development having worked on projects in California, Washington, Montana, and New Mexico as well as throughout Colorado. He has an intimate knowledge of many different elements of the local built environment, from affordable housing, multi-family mixed use, hospitality, infrastructure delivery and structure parking facilities. As a member of the Construction Specification Institute (CSI) and the National Council of Architectural Registration Boards, he brings a vast range of experience and knowledge to development projects.

Having grown up in Colorado, Bill has seen the state through many transitions and is poised to help usher this portion of the state through the current challenges in front of our cities and towns. Bill has served as a planning and zoning commissioner in the town of Basalt for the last 22 years and as chairman for the last seven. He is spearheading the current Master Plan update as he has for the previous two plans.

Bill earned a master's degree in architecture from the University of Colorado and a Bachelor of Fine Art from the Minneapolis College of Art and Design.

ABA Hospitality Representative Developments

The Snowmass Club

[Snowmass Village, Colorado](#)

In 2018 ABA Hospitality acquired the Snowmass Club from Toll Brothers in an all cash purchase. Situated in the heart of Snowmass Village, the private member club features an 18-hole golf course, a 19,000 square foot athletic club, 13 tennis courts, 3 pools, 47 fractional hotel units, and two restaurants. Since its acquisition, ABA Hospitality is preparing to invest millions into upgrading the facilities as well as build a sizeable number of new employee housing units on site. ABA's management of the club and plans to upgrade has been positively received by its members as well as the Snowmass Village Community.



The Tree Farm

[Eagle, County Colorado](#)

The Tree Farm is a proposed 43-acre master planned community located between the communities of Basalt and El Jebel, Colorado. ABA Hospitality and Oak City Development have recently entered into a partnership with the existing owner, and will manage the design, financing, and development of the property. Proposed uses include a hotel, 340 residential units, and approximately 134,000 square feet of commercial space. The site is fully entitled and over 50% of the site will be set aside for open space.



The Ritz Carlton

[Napa, California](#)

Adjacent to the Napa Riverwalk and Central Downtown Napa, ABA Hospitality developed the site plan and design for a \$200 million Five Star Ritz Carlton Hotel, conference center, condominium, and fractional ownership property. The property design incorporates trails and parks situated along the Napa River that connect directly to Downtown Napa.



Oak City Development Representative Developments

Savannah Quarters®

Pooler, Georgia

<http://www.SavannahQuarters.com>

Voted as the Best New Home Community 2018, Savannah Quarters® is a premier new home community in the southeast located 10 miles west of the Savannah city center in Pooler, Georgia. The 2,588-acre master-plan community offers charm, relaxation, beauty and recreation. The fun and relaxed Club at Savannah Quarters® features resort-style amenities such as fitness, tennis, swimming, and a stunning clubhouse with year-round dining services. Residents can also enjoy the 18-hole Greg Norman Signature Golf Course woven throughout the community.



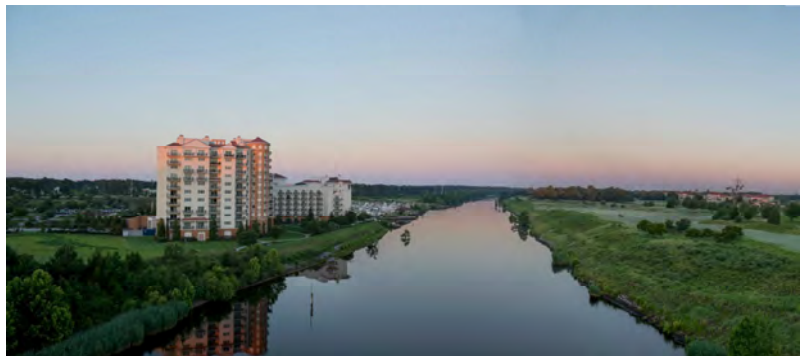
The Village at Savannah Quarters® is a 152-acre commercial destination featuring the best in shopping, dining, recreation and offices – all just minutes from historic Savannah. The Village is designed with pedestrian walkability and easy traffic access in mind. Anchored by leading grocery chain Publix, The Village is a neighborhood shopping area including Savannah Coffee Roasters, Taco Stache, Nail Boutique & Spa and several other tenants offering convenience to the local community. St. Joseph's/Candler's Pooler campus is a 170,000 square-foot, 18-acre facility that recently opened its doors by the entrance to the community. Plans are also underway to develop hotels, offices and additional retail opportunities. Easy access to I-95 and I-16 puts residents and visitors a short drive from the activities and culture in the heart of Georgia and South Carolina's coastal playground.

Grande Dunes

Myrtle Beach, South Carolina

<http://www.GrandeDunes.com>

Grande Dunes is a 2,200-acre master-planned community located in Myrtle Beach, SC. Upon completion, the community will have approximately 5,000 single-family homes, villas, home sites and 2 million square feet of retail and commercial properties. Grande Dunes stretches from the Atlantic Ocean to west of the Intracoastal Waterway, and from Water Tower Road to Grissom Parkway. Homes start from the low \$200,000 to more than a million dollars.



Adding to the value of the community are a range of private and public club amenities, including, the private Members Club and golf courses, including an 18-hole Nick Price/Craig Schreiner designed championship course. This private 25,000 square foot Ocean Club and resort style pool enjoys beach access to the Atlantic Ocean. Grande Dunes Tennis Center offers 10 Har-Tru clay courts that are nestled along the Intracoastal Waterway. Located on the Intracoastal Waterway is the 126-slip Marina at Grande Dunes and the popular Anchor Café. At the southern edge of the community is the Claire Chapin Epps Family YMCA. The development also features Marina Park, a large public amenity that offers events open to the public year round and a brand new trail along the waterway.

Sycamore Hills Claremont, California

<http://www.SycamoreHillsCA.com>

The 80,000 square foot shopping center, Sycamore Hills Plaza, is a new premier shopping center in Upland and Claremont, CA located in the master-planned community of Sycamore Hills. The shopping center serves the more than 1,000 new residents in Sycamore Hills, as well as the patrons in Claremont, Upland and Rancho Cucamonga. The list of retailers includes Whole Foods Market 365, its anchor store, CVS Pharmacy, Starbucks®, MOD Pizza, Orangetheory® Fitness, Supercuts Hair Salon, Jersey Mike's Subs, Spireworks Modern Doner, Organic Nails, Corky's Kitchen, Dog Haus Restaurant and Biergarten, and the UPS Store®.



The 42-acre community in Upland, CA features approximately 325 homes in distinct neighborhoods. Not only do residents have easy, walkable access to the plaza, they also enjoy a lifestyle that includes two pools and playgrounds, outdoor grilling areas, and multiple active open spaces. The location, just off highway 210, connects the cities of Upland and Claremont, and is convenient to Los Angeles and all points east. Convenient freeway access and great visibility contribute to the excellent location for both the community and shopping plaza.

Development Team References

The following references are provided for Oak City Development and ABA Hospitality with additional references available upon request.

Oak City Development

Mr. Jonathan Schube
Managing Director,
Man Group
jonathan.schube@man.com
(917) 853-2344

Mr. Steve Willis
County Administrator
Lancaster County, SC
swillis@lancastercountysc.net
(803) 416-9300

Mr. Jeff Wilson
Managing Partner
Saybrook Fund Advisors
jwilson@saybrookfundadvisors.com
(650) 632-4522

ABA Hospitality

Mr. Jim Chu
Global Head Development and Owner Relations
Hyatt Hotel Corporation
Jim.chu@hyatt.com
(312) 780-5891

Jim Butler
Chairman
Jeffer, Mangles, Butler, and Mitchell, llp
jbutler@jmbm.com
(310) 201-3526

Henry Bose
Managing Director
CBRE
Henry.Bose@cbre.com
(415) 772-0261

Confluence Development Group Design Team Members and Consultants Overview

The Confluence Development Group has assembled a world class team of highly qualified design professionals and consultants for the Confluence Area Site. The unique attributes associated with infill riverfront development sites requires a team of seasoned professionals that understand the relevant environmental constraints and regulatory issues, while delivering real world solutions and innovative designs.

- Our land use planning and architectural team from Shears Adkins and Rockmore have successfully master planned several riverfront sites which include the River Mile and Denargo Market properties in Denver. Their expertise and experience in designing projects in urban environments have led to many innovative and successful projects that have transformed their surrounding communities. Notable projects include the Dairy Block in Denver, 15th and Pearl, and Pearl West in Boulder, Colorado.
- Our landscape architect, Wenk Associates, have a long list of designing exciting projects in both urban and riverfront settings. This includes Confluence Park and River Mile in Denver, the Steamboat Base Area, and Town of Vail Streetscape.
- We have retained Matrix Design as our civil engineering team. Their Water Resources practice in Colorado provides our team with the expertise in river restoration, channel stabilization and floodplain permitting.
- Felsburg Holt & Ullevig expertise in the transportation planning and traffic engineering will be a major component to the overall success of any development on this site.
- Economic and Planning Systems expertise in public private partnerships, economic feasibility, and financial modeling are necessary to move the project forward on a fiscally responsible and transparent level.

Shears Adkins and Rockmore Architects [Land Use Planning and Architecture](#)

1550 Wynkoop Street, Suite 100
Denver, Colorado 80202
(303) 436-5991
www.sararch.com
Contact: Kevin Ernonymous

Felsburg Holt & Ullevig [Transportation Planning and Traffic Engineering](#)

6300 South Syracuse Way, Suite 600
Centennial, Colorado 80111
(303) 721-1440
www.fhueng.com
Contact: Paul Brown

Wenk Associates [Landscape Architecture & Urban Design](#)

1330 31st Street, Suite 101
Denver, CO 80205
(303) 628-0003
www.wenkla.com
Contact: Greg Dorolek

Economic & Planning Systems [Economic, & Public Private Partnership](#)

730 17th Street, Suite 630
Denver, Colorado 80202
(970) 623-3557
www.epsy.org
Contact: Andrew Knudtsen

Matrix Design Group [Civil & River Engineering](#)

1601 Blake Street, Suite 200
Denver, Colorado 80202
(303) 572-0200
www.matrixdesigngroup.com
Contact: Robert Krehbiel

Confluence Development Group Design Team Members and Consultants

Shears Adkins Rockmore Architects: SA+R

Land Use Planning and Architecture
Denver, Colorado

www.sararch.com

SHEARS ADKINS ROCKMORE specializes in the design of urban projects. Our work is based upon proven planning, urban design, and architectural principles. We approach each project as a new challenge with unique opportunities, constraints, client expectations, and contextual issues. We seek sustainable design concepts, with an environmentally logical and responsible approach to each of our projects. We believe that great buildings have integrity. That good design honestly expresses use, satisfies the client's program, contributes contextually and is sensitive to the spirit of place. Buildings should be of their time and distinguish themselves with characteristics that reflect the vision established by the client and the design team. Successful relationships are integral to the success of our work. We have a unity of purpose to imaginatively fulfill the needs of our clients, serve the community's interests, satisfy our professional objectives, and design and execute our work to the highest level of quality.

Key Team Members

Chris Shears

[Principal: FAIA](#)

In his decades of practice here in the Denver region, Chris has engaged with clients and has been an active participant in all phases of the master planning and architectural design processes. He has directed the design efforts for many of Denver's more substantial new projects, including many mixed-use parking structures, representing a construction value of over \$1.5 billion. As a weaver of urban fabric, Chris is recognized for his leadership in forming public policy and has helped to build a firm based on equality whose work is consistently catalytic - transforming cities and peoples' lives. Working with city officials for more than 30 years to expand established entitlements while engaging communities and stakeholders, Shears specializes in creative interpretation of zoning ordinances and design standards to achieve economically sound contextual solutions. His involvement in each project begins with programming and early concept generation and continues through to final material selections.

Kevin Eronymous

[Principal: AIA](#)

Kevin has a background in individual and collaborative design for residential, commercial, and mixed-use projects. A passionate supporter of creating sustainable built environments, his respect for the contributions of all members of a design team complement his pursuit for excellence in design. Today, Kevin serves as a senior advisor across the firm's project collection, applying both his design and construction experience in leading the team through project management improvements, guiding clients through project decision making processes, strengthening the quality control of individual projects, and exploring new sustainable design solutions to enhance firm projects. Kevin has worked on a number of the firm's most notable projects including PearlWest, Dairy Block, and most recently 1480 Wewatta - an aparthotel in Denver's LoDo district.

Ryan Meeks

[Senior Associate: AIA](#)

Ryan joined SA+R in 2014 and has brought to the team a remarkable passion for design. He works with a clear creative process and appreciation for the importance of smart, inspired design decision making. With a breadth of work experience from Seattle to New York, internationally, and 12 years in the Front Range market; he contributes big picture thinking and creative problem solving to all projects with intimate understanding of our clients' budgets and schedules. Ryan has a strong background in zoning, planning, neighborhood issues and construction feasibility from his work on dozens of infill sites in the Denver metro area. He also has a consistent eye for crafting high-quality design renderings, models, and conceptual tools to help investors, board members, stakeholders and donors all understand a project's design well before construction begins. Ryan was named the 2018 Colorado Young Architect of the Year as a result of his design leadership and will be an invaluable player on the team.

SA+R Representative Projects

The Dairy Block

Denver Colorado

www.sararch.com/projects/hospitality/dairyblock

The Dairy Block is located on a prominent city block within Denver's Lower Downtown Historical District. SA+R converted what was previously two historic buildings amid three-quarters of a block of surface parking into a mixed use commercial project that includes a 6 story, 200,000sf multi-tenant office building, a 120,000sf 8 story hotel (JNS), 60,000sf of ground level lobby and mixed use retail space, and 150,000sf of below grade parking on 3 levels. The building may be entered from main lobbies off Wazee or Blake Street while a pedestrian alleyway bisects the site between 18th and 19th Streets to provide access to retail shops and restaurants from the alley.



15th and Pearl

Boulder, Colorado

www.sararch.com/projects/office/15th-and-pearl/

The 15th and Pearl Mixed-Use Structure combines a parking structure with retail and office space. It has sparked renewal of a six-block section of Pearl Street, the primary shopping street in Boulder, not only by supplying much-needed parking, but by creating an active new retail block. Since 15th and Pearl was completed, other designers are following its lead creating a new architectural context with a strong sense of contemporary detail.



PearlWest

Boulder, Colorado

www.sararch.com/projects/office/pearl-west/

PearlWest is a new, mixed-use commercial development located at the Western edge of the Pearl Street Pedestrian Mall at the transition between Boulder's urban core and the trailheads of the Rocky Mountains. The 160,000sf site was created by the vacancy of a former surface parking lot and newspaper building that spanned from Pearl to Walnut Streets, creating one of the largest re-development parcels in the heart of the Downtown Historic District. An exciting mix of uses include retail, restaurants, office, and below grade parking.



River Mile Master Plan

Denver, Colorado

www.sararch.com/projects/in-progress/river-mile-master-plan

The River Mile is a new, urban mixed-use neighborhood to be built along a one mile stretch of the South Platte River between Speer Blvd. and Auraria Parkway in Downtown Denver. Adjacent to two transit stations and the birthplace of the city, the plan calls for a bike and pedestrian-oriented public realm, new waterfront parks and public spaces. Spanning across 60 acres, the site is currently home to the Elitch Gardens Theme Park as well as swaths of parking lots, a total of over 15 million square feet of vibrant mixed uses is planned for the development at completion.



9th & Colorado Master Plan

Boulder, Colorado

www.sararch.com/projects/planning/9th-and-colorado-master-plan

After the University of Colorado decided to close its Health Sciences Center campus at 9th Avenue and Colorado Boulevard in Denver's core, the 28-acre parcel was eyed as the future site of a mixed-use urban project. The master plan, completed in 2015, was designed to reintegrate the site into the surrounding neighborhood fabric and street grid by blending apartments and townhomes with retail, offices and new public green spaces. A creative mix of both residential and commercial structures, the plan also included the adaptive reuse of some of the historic, iconic buildings within the former health care campus.



The entire site is designed to be walkable and bike-friendly and is projected to see a 40% decrease in automobile traffic from its health campus days. The final program includes 1,000 residential units, 150,000 square feet of office space, 40-50 retail tenants, and multiple entertainment venues. Full build-out is expected to be a \$500 million economic investment.

Bellevue Station Master Plan

Denver, Colorado

www.sararch.com/projects/planning/bellevue-station

SA+R develop the overall masterplan for a new TOD Station along Denver's new E & F light rail lines along the I-25 corridor. The Bellevue Station master plan was driven by a critical opportunity – 17.5 acres with excellent access to the Denver Region via both public transportation and freeways. Seizing this opportunity required the implementation of urban design strategies that promote activity and interaction between people and their environment at an urban and pedestrian scale, an approach that was decidedly different from surrounding existing developments.



SA+R Representative Projects



Confluence Development Group Design Team Members and Consultants

Wenk Associates

Landscape Design and Architecture
Denver, Colorado:

www.wenkla.com

Wenk Associates provides full-service site planning, urban design, and landscape architecture. Located at the foot of the Rocky Mountains in Denver, Colorado, we work with a broad range of communities and private, public, and institutional clients in cities across the U.S. The firm is known for creative solutions that incorporate urban infrastructure and water facilities into designs that consider recreation, habitat preservation, sustainability, and aesthetics. Wenk's use elemental resources of earth, water, and air to create enduring places that connect people to natural processes. We listen to our clients and to the land. We observe. We develop suitable possibilities — and only then do we begin to test ideas. We work with a broad range of collaborators including engineers, scientists, ecologists, and artists to develop simple and elegant design solutions that integrate social, technical, and design challenges, and add value to the site.

Key Team Members

Bill Wenk

[FASLA: President](#)

Bill Wenk is the Founder and President of Wenk Associates. For over 36 years, he has been influential in the restoration and redevelopment of urban river and stream corridors, the transformation of derelict urban land, and the design of public parks and open spaces. He is recognized nationally for utilizing stormwater as a resource. Bill is a Fellow of the American Society of Landscape Architects. He holds a Master of Landscape Architecture from the University of Oregon and a Bachelor of Science, Landscape Architecture from Michigan State University.

Greg Dorolek

[PLA, ASLA: Principal](#)

Greg is a principal at Wenk Associates with over 18 years of experience leading the firm's urban design and campus projects. Many of Greg's projects incorporate green infrastructure strategies that treat and manage stormwater runoff to enhance ecological, human, and economic value. As Lead Designer, Greg is invaluable in workshops and charrettes with his ability to communicate quickly and effectively in real time with hand sketches that bring ideas to life. Greg is a professional landscape architect in the state of Colorado. He holds a Master of Landscape Architecture from the Harvard Graduate School of Design and a Bachelor of Landscape Architecture from the University of Georgia.

Nicole Horst

[PLA, ASLA: Principal](#)

Nicole is a principal at Wenk Associates with over 18 years of experience guiding some of the firm's most complex recreation, park, open space, and greenway projects. She is skilled at managing and coordinating large multidisciplinary consultant teams and engaging multiple stakeholder groups to ensure project success from master planning through construction. Nicole is a professional landscape architect in the states of Colorado and Wyoming. She holds a Bachelor of Landscape Architecture from Iowa State University.

Wenk Associates Representative Projects

Confluence Park

Denver Colorado

www.wenkla.com/projects/confluence-park

Confluence Park, named for its location at the confluence of the South Platte River and Cherry Creek, marks the birthplace of Denver and is a place where people have been drawn to congregate for centuries. Wenk Associates was commissioned by the City to develop a master plan which envisioned the park's transformation into a new urban park and gathering place. The plan greatly expanded opportunities to access the river's edge, recommended additional recreational uses and leisure opportunities, and improved pedestrian and bicycle circulation and access.



River Mile

Denver, Colorado

www.wenkla.com/projects/river-mile

Parks and open spaces will be the heart of the future River Mile redevelopment near downtown Denver. Proposed to be located along a one mile stretch of South Platte River frontage, the design will provide a major opportunity for the city to connect with the river in new and meaningful ways. The River Mile plan provides a variety of open spaces for recreation and leisure along the South Platte River that are complemented by pocket parks, plazas, and playgrounds throughout the interior of the development. A Central Plaza, located along the river, is designed to be the primary urban gathering space for day-to-day activity and special events.



Steamboat Base Area Redevelopment

Steamboat Springs, Colorado

www.wenkla.com/projects/river-north-park

After decades of being constrained to a pipe underneath the ski slopes, Burgess Creek was daylighted and restored, and with a new adjacent promenade linking major base area destinations, brought renewed life and economic vitality back to the mountain village in the summer. Inspired by the forms, materials, and geological processes found in the surrounding mountain landscape, the creek now flows through pools, canyons, and riffles, providing safe water access for all in the summer.



Vail Village Streetscapes:

Vail, Colorado

www.wenkla.com/projects/vail-village-streetscape

Wenk Associates worked with the Town to oversee close to \$15 million in major streetscape and public space improvements in the heart of the Village, strengthening the retail environment and providing new opportunities for public gatherings and festivals. A distinctive identity for the Village was established through the development of a consistent vocabulary of furnishings and site treatments. Improvements expanded informal seating areas and extended pedestrian zones to enhance retail activity. The iconic Children's Fountain was renovated and is now one of the most popular gathering places in the community.



Wenk Associates Representative Projects



Confluence Development Group Design Team Members and Consultants

Matrix Design Group

Civil Engineering
Denver, Colorado

www.matrixdesigngroup.com

Founded in 1999, Matrix Design Group, Inc. and Matrix Environmental Services, LLC, a wholly owned subsidiary of Matrix Design Group, Inc. (collectively, Matrix), is an award-winning, interdisciplinary firm that provides professional engineering, environmental, and land planning services for both the public and private sectors. Matrix currently have more than 150 employees in 12 offices nationwide that are fully integrated and work together regularly and seamlessly. Matrix provides a full spectrum of Engineering and Environmental Services ranging from infrastructure master planning and due diligence to the preparation of construction documents.

Water Resources: Matrix has a well-known Water Resources practice in Colorado with expertise in river restoration, channel stabilization and floodplain permitting. Matrix has an extensive portfolio of natural stream restoration projects and has completed 40 river projects for the Urban Drainage & Flood Control District. Matrix completed the *Roaring Fork River Stewardship Master Plan* for the Town of Basalt and designed the *Roaring Fork River Restoration* downstream of Midland Avenue. Matrix also completed the *Stormwater Assessment and Education Report* for the City of Glenwood Springs under the direction of the Roaring Fork Conservancy.

Environmental: Matrix offers expert qualifications and relevant experience completing Phase I and II Environmental Site Assessments (ESAs), as well as additional site investigation related services including materials management, waste handling and oversight needs, implementing risk-based remediation design, and coordinating between and negotiating with regulatory, jurisdictional, and public stakeholders. Matrix's capabilities range from environmental investigations to soil and groundwater remediation, and asbestos surveys. Matrix professionals have experience in conducting Phase I and Phase II ESAs; brownfield redevelopment, facilitating complex environmental issues with regulatory agencies and negotiating appropriate remedial alternatives; complying with regulatory agency requirements; and finding creative solutions to environmental remediation.

Key Team Members

Robert Krehbiel

PE, Vice President

Mr. Krehbiel is the Director of Water Resources and Co-Founder of Matrix Design Group, Inc. He is a licensed Professional Engineer in Colorado and has over 30 years of experience as a Civil Engineer with a Water Resource Engineering specialty. His experience includes watershed hydrology, hydraulic analysis, river mechanics, channel stabilization, floodplain analysis, MS4 Permitting, water rights investigation, water resource planning, utility design, storm drainage design and cost estimating. Mr. Krehbiel has worked with Denver Water on watershed master planning studies for the Urban Drainage & Flood Control District to protect waterlines under the channels. He has also designed waterlines under the creeks to protect them from channel erosion. He has also facilitated numerous community meetings and briefings with state and local officials, as well the general public.

RELEVANT EXPERIENCE

River Restoration: Mr. Krehbiel has developed many river restoration plans for channels in Colorado such as the South Platte River, Westerly Creek, Coal Creek, Sand Creek, Cherry Creek, Sanderson Gulch, and Lakewood Gulch. He was the Project Manager on a major river restoration project for the Town of Basalt on the Roaring Fork River, designated Gold Medal Waters, to reduce flood hazards and allow for new redevelopment opportunities for the Town. The river restoration improved channel stability, restored the natural ecological function of the river, and reduced flood hazards to the community. The Westerly Creek restoration project at the Stapleton Redevelopment area won the Grand Award for Engineering Excellence for comprehensive stormwater management.

Confluence Development Group Design Team Members and Consultants

Felsburg Holt & Ullevig

Transportation Planning and Traffic Engineering
Centennial, Colorado

www.fhueng.com

Felsburg Holt & Ullevig (FHU) is a multidisciplinary consulting firm specializing in multimodal transportation planning, traffic engineering, transportation operations and safety, environmental services, civil engineering (roadway, structures, water), and construction management services. Founded in 1984, FHU is a firm of 160+ technical professionals that collaborates with both public and private sector clients to achieve their goals in how to best service the interests of their communities and constituencies. We have broad geographic experience across Colorado, with a long project history working with mountain corridor communities, including Vail, Eagle County, Edwards, Breckenridge Copper Mountain, Snowmass, Estes Park, and Silverthorne, to name a few.

Our team has completed hundreds of residential and mixed-use traffic and transportation analyses in our 35-year history, and we continue to do so successfully, working with public agencies as well as private sector developers. These projects have ranged in size from several dwelling units on smaller residential parcels to mixed-use efforts on sites spanning several hundred acres. We bring a similarly accomplished team of multimodal planners, allows us to consider the transportation system from a variety of modal perspectives. Our bicycle/pedestrian planners have completed dozens of corridor- to system-level plans and infrastructure designs throughout Colorado. FHU has one of the state's leading transit planning teams, which is currently engaged on RTD's Regional BRT Plan, the SH 119 BRT NEPA and Preliminary Design, and recently concluded Denver's Speer/Leetsdale Corridor Study. FHU's sustained engagement with mountain corridor municipalities is the basis of our deep understanding of the challenges and aspirations for a proposed redevelopment area and its integration within the municipal network.

Key Team Members

Paul Brown

PE, POTE, Associate

Mr. Paul is a senior transportation engineer with 27 years of experience in a wide variety of civil engineering projects. His traffic engineering background includes project management, traffic analyses, parking studies, trip generation microsimulations, and construction traffic control. Paul's transit experience includes planning-level corridor demand analyses, station site evaluations, and design-build oversight for transit projects. He has participated in bus, light rail, and commuter rail efforts, and understands how these various modes relate to each other and the surrounding transportation network.

Paul works closely with project teams, coordinating efforts between clients, contractors, regulatory agencies, and consultants. He regularly presents information to stakeholders, including agency and public meetings, technical conferences, and expert witness testimony. Paul has demonstrated successful outcomes on projects ranging from small traffic studies to multi-billion-dollar capital programs.

Confluence Development Group

Design Team Members and Consultants

Economic and Planning Systems

Financial and Public Private Partnership Consulting
Denver, Colorado

www.epsys.com

Cities are complex systems, subject to cycles of growth, stability, decline, and regeneration. EPS has addressed real estate development and land use issues in all phases of the urban life cycle for public and private sector clients throughout the western United States for more than 30 years. EPS excels in collaborating with our clients to create and maintain places that are economically, socially, and ecologically sustainable. Every day, our assignments require us to creatively solve complex challenges in real estate development, land use policy, and local government finance. We offer a wealth of experience in all facets of real estate economics, a robust tool kit of technical expertise, and the ability to think creatively to address the challenges and opportunities of urban development.

EPS provides research and analysis to support the reuse of major public and private facilities into vibrant centers of business and civic activity. EPS's extensive experience with major reuse projects includes military bases, airports, rail yards, waterfronts, and other industrial areas. Our approach to redevelopment combines the use of market studies, project feasibility analyses, public-private partnership opportunities, and infrastructure financing strategies to deliver advisory services that are comprehensive, strategic, and implementable.

Key Team Members

Andrew Knudtsen

Managing Principal

Andrew is a planner and economist with 20 years of experience in the areas of real estate feasibility analysis, market assessment, public-private partnership formation, fiscal impact assessment, and affordable housing strategic planning and development. Andrew has expertise in evaluating project feasibility and has quantified economic viability using pro forma modeling to test a range of factors and assumptions about market conditions and risk tolerance. He has worked with numerous clients to provide data and findings that can be incorporated into their decision making processes, including projects sponsored by public sector entities that entail community involvement. Andrew has developed implementation strategies that leverage investment and externalize costs by incorporating public finance. His work involves a range of funding tools applied to a variety of projects across different states, including tax increment finance, special improvement districts, downtown development authorities, housing authorities, and urban renewal authorities. Affordable housing work spans from regional needs assessments to policy formation and implementation strategies.

Andrew's work is generally split between public and private sector clients. For public sector clients, he underpins public policy formation with data-driven processes that elevate the discussion and enable elected officials to find consensus around clearly defined implementation plans. He has advised a number of private sector clients on projects that have 'gone vertical'; he provides developers with alternatives grounded in market findings that identify an optimal development program based on projected returns and acceptable risk. Andrew brings a highly collaborative approach to each client and builds a sense of teamwork among client stakeholders and his EPS colleagues. Andrew holds a Bachelors of Environmental Design, Magna Cum Laude from the University of Colorado. When he's not in the office (or on a plane), he enjoys skiing, hiking, and hooking worms on his son's fishing line.

Confluence Development Group

Response to Staff Questions

On behalf of the Confluence Development Group, I am happy to submit the following responses to the questions that were asked from staff from our call on July 23, 2019. If you should need any additional information or have any questions, please feel free to contact me anytime.

Brian Marshack
Confluence Development Group

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Aspen, CO 81612

1. Project Financing

At this point of the Confluence RFQ Master Developer selection process, it is difficult for our team to commit to any one type of funding plan until we are further along in the project planning and financial structuring process. Once there is a deal structure in place, the team anticipates that most of the funding will come from a combination of private equity and personal capital. ABA Hospitality and Oak City Development are well capitalized companies with over 30 years of real estate development and investment experience. The combined team has an extensive track record of delivering successful projects to its investor and partnership groups, which includes over \$10 billion in real estate development and investment transactions. In addition to having strong financial balance sheets, the companies have equity investment relationships at the highest levels with multiple financial institutions. Primarily the two largest investment partners include Pacific Investment Management Company (PIMCO), which manages over \$1.6 trillion in assets, and the Baupost Group out of Boston, Massachusetts, presently the 10th largest private equity hedge fund in the world with over \$32 Billion in assets.

2. What arrangements do you see with the city from a partnership & financial commitment?

The Confluence Development Group sees the City of Glenwood Springs as an integral partner in this effort. We think that the best outcome from this process will be one in which the City and the development team work closely together, with frequent interaction and opportunity for communication and input. It will be important for the community to recognize that both the City and the Developer are jointly pursuing a common goal regarding the Confluence site, specifically one that increases community vitality, activates a long-dormant parcel of city-owned land, and helps create economic development opportunities.

In terms of financial commitments, there are many options. The Confluence Development Group team includes Economic & Planning Systems (EPS), who has worked with a wide range of public entities (cities, counties, urban renewal authorities, etc.) to structure public-private development terms. From this experience, the team understands the range of options available to the public sector to implement real estate development projects. The spectrum is wide, and cities can choose where they would like to be, from reliance on public funding and decisions driven by the public sector, to terms that rely more on the private sector for implementation.

For this project, the team, together with EPS, expects to incorporate several work sessions with the City Council and Staff regarding the available financing options in order to understand the implications in terms of risk and return, and the various ways the City can measure success, such as requirements for civic improvements and investments, fiscal revenue, as well as economic impact. Depending on what rises to the top in terms of priorities, the joint venture terms can be structured to

recognize the City's priorities and role in a partnership. Generally, the development team believes that the best role that the City of Glenwood Springs can play in this process is to be a leader in terms of land use policy and entitlements. The specific partnership terms between the two entities will be negotiated incrementally, through a fiscally responsible and transparent process. We look forward to defining specific elements of the scope of work with you and finding a division of labor and costs that works for all parties involved.

3. Public Outreach and Engagement

Our team believes that any successful development venture is a result of implementing a bottom-up grass roots approach to community outreach and engagement. Several members of our team have resided full-time in the Roaring fork Valley for 25 years and have conducted Master Planning processes and related public outreach for about the same amount of time. Bill Maron ran the Our Town Planning process in Basalt with extensive citizen and stakeholder input and participation culminating in definitive project consensus. Other team members have also engaged in other such processes in Boulder, Denver, Aspen and Snowmass Village. Together with our design and development team, we are all in agreement that the best projects are a result of collaboration through a true public outreach process with the community. By providing a forum where the developer and design team can engage directly with community stakeholders, neighborhood groups, individuals, municipal leaders, and city staff, inspirational ideals are discussed, project related issues are addressed, solutions are formed, and at the end of the day, project support ultimately is achieved throughout a broad coalition of community leaders and individuals.

The high-level concept plan that we presented in our RFQ response is just that, a high-level plan, designed to discuss some land use ideas and concepts that will eventually form the foundation and starting framework in the project design process. A collaborative community engagement process is where the real plan is born.

Following is a preliminary overview of our public outreach strategy for the Confluence redevelopment site.

1. Grassroots meetings, small scale:
 - Meet with neighborhood influencers and leaders.
 - Small scale, 4 to 8 people, in people's homes and business.
 - Flip chart meetings for low impact record.
 - Promote via word of mouth and informal networks.
2. Stakeholder, Business community meetings, medium scale:
 - Meet with business groups, e.g. DDA, Chamber of commerce and similar groups in remote locations around town.
 - Closely targeted marketing to special interest groups and other community segments.
 - Meet with planning departments, referral agencies and area NGO's.
 - Flip chart and video record the meetings for data collection.
3. Design Charrettes / larger informational outreach meetings:
 - Broadly advertise to various community wide groups.
 - Targeted meetings for various design segments: parks and open space, connectivity, transit, urban design/ architecture, environmental issues and infrastructure / engineering.
 - Video record meetings with posted results and summaries online.
4. Summary phase with council and community wide presentations.

The above would be supplemented with traditional and online data gathering, such as: Mail and phone surveys, Survey Monkey and Bang the Table services. Interim results for each phase would be posted on interactive project web pages, Facebook and Instagram accounts. we will also be making regular public service announcements to the local news media outlets. Our ultimate goal is to have the broadest community consensus possible with any of the possible outcomes.