



AGENDA  
CITY OF GLENWOOD SPRINGS  
REGULAR CITY COUNCIL MEETING  
JANUARY 21, 2021  
101 W. 8<sup>TH</sup> STREET  
6:15 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.*

ZOOM INSTRUCTIONS

1. You are invited to a Zoom webinar.

When: Jan 21, 2021 Work Sessions start at 03:30 PM Mountain Time (US and Canada)

When: Jan 21, 2021 Regular Council Meeting start at 06:15 PM Mountain Time (US and Canada)

Please click the link below to join the webinar:

<https://us02web.zoom.us/j/83120211344>

Or iPhone one-tap :

US: +13462487799,,83120211344# or +16699006833,,83120211344#

Or Telephone:

Dial(for higher quality, dial a number based on your current location):

US: +1 346 248 7799 or +1 669 900 6833 or +1 253 215 8782 or +1 312 626 6799 or +1 929 205 6099 or +1 301 715 8592

Webinar ID: 831 2021 1344

International numbers available: <https://us02web.zoom.us/j/83120211344>

WORK SESSION

- |      |                                     |                        |
|------|-------------------------------------|------------------------|
| 3:30 | 2. Parks and Recreation Commission  | Information/Discussion |
| 4:15 | 3. Water/Wastewater Rate Discussion | Information/Discussion |

**REGULAR SESSION**

- |      |                                                                                                  |
|------|--------------------------------------------------------------------------------------------------|
| 6:15 | 4. Roll Call                                                                                     |
| 6:15 | 5. Pledge of Allegiance                                                                          |
| 6:15 | 6. Agenda Changes & Conflicts                                                                    |
| 6:20 | 7. Citizens Appearing Before Council (for items not on the Agenda-comments limited to 3 minutes) |
| 6:50 | 8. Council Comments                                                                              |

- 7:05 9. Consent Agenda
- All matters under consent are considered to be routine and will be enacted by one motion and vote. The titles will not be read aloud. There will be no separate discussion on these items unless a Councilmember or Audience Member so requests.*
- A. Approval of Minutes from January 7, 2021 Meeting
  - B. Approval of Minutes from December 28, 2020 Special Meeting
  - C. Approval of Minutes from December 17, 2020 Meeting
  - D. Approval of Minutes from December 3, 2020 Meeting
  - E. Approval of Phase 2 of No Name/Water Plant Design
  - F. IGA with Garfield County for Election Services
  - G. Raw Water Transmission Line Design Changes

**ACTIONS AND/OR PRESENTATIONS**

- |      |                                                                                                                                                               |                          |
|------|---------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|
| 7:10 | 10. South Midland Progress Report                                                                                                                             | Presentation             |
| 7:25 | 11. Spring Cleanup Options and Discussion for 2021                                                                                                            | Discussion and/or Action |
| 7:45 | 12. Broadband Budget and Construction Update - Approval of Lightworks Change Order to Extend Construction to Phases 1 through 5 per CO # to Bid 2020-007 FTTH | Discussion and/or Action |
| 8:05 | 13. Middle Colorado Watershed Council Presentation                                                                                                            | Discussion and/or Action |
| 8:20 | 14. Fee Waiver Agreement for Affordable Housing                                                                                                               | Discussion and/or Action |
| 8:35 | 15. Resolution 2021-2 DOLA Grant Application for Comprehensive Plan                                                                                           | Discussion and/or Action |
| 8:50 | 16. Resolution 2021-3 Adopting Recreation Economy for Rural Communities Community Action Plan                                                                 | Discussion and/or Action |
| 9:10 | 17. Report from City Administration                                                                                                                           |                          |
|      | A. City Manager                                                                                                                                               | Information/Discussion   |
|      | B. City Attorney                                                                                                                                              |                          |
|      | C. Correspondence Incoming/Outgoing                                                                                                                           |                          |
| 9:30 | 18. Adjournment                                                                                                                                               |                          |



**City Council**  
**STAFF REPORT**  
**City of Glenwood Springs**  
**January 21, 2021**

**Agenda Item:** Parks and Recreation Commission

**Action Requested:** Check in with Parks and Recreation Committee

**Department:** City Administration

**Presented By:** Brian Smith, Recreation Director

**Background Info:**

**Issues:**

**Staff Recommendation:**



**City Council**  
**STAFF REPORT**  
**City of Glenwood Springs**  
**January 21, 2021**

**Agenda Item:** Water/Wastewater Rate Discussion

**Action Requested:** Discussion of the Updated Rate Study Recommendations

**Department:** Public Works

**Presented By:** Matthew Langhorst, Public Works Director  
Steve Boyd, COO

**Background Info:** The City of Glenwood Springs Water and Wastewater Departments initiated an updated rate study in 2020. There are \$38 million dollars of capital improvements needed over the next 10 years to bring the system back up to an acceptable level, create redundant water sources, upgrade the storage volume in town, upgrade operating capacity and initiate a pipe replacement program. At current rates the Fund does not generate enough revenue to cover these costs or additional debt coverage related to improvements needed from the 2020 Grizzly Creek fire. Staff is completing a rate study to help inform Council of Water/Wastewater financial needs.

GovRates was selected as the rate study consultant through an RFP process in 2019 and work began on the study in 2020. In March 2020 COVID-19 delayed the study's completion. Staff and GovRates have now completed what we are calling an Interim rate increase solution. We call it interim, because staff would like to keep GovRates working in 2021 on a meter size base-rate system to replace the existing flat fee. The report recommends rate increases in 2021.

A presentation will be provided at the work session. The worksession is informational in nature and City Council will not be asked to make a decision.

**Issues:** N/A

**Staff Recommendation:** Staff is Recommending a Robust Discussion



**City Council**  
**STAFF REPORT**  
**City of Glenwood Springs**  
**January 21, 2021**

**Agenda Item:** Approval of Minutes from January 7, 2021 Meeting

**Action Requested:** Approval of minutes from 1/7/21

**Department:** City Clerk

**Presented By:** Steve Boyd, COO

**Background Info:**

**Issues:**

**Staff Recommendation:** Approval



AGENDA  
CITY OF GLENWOOD SPRINGS  
REGULAR CITY COUNCIL MEETING  
JANUARY 7, 2021  
101 W. 8<sup>TH</sup> STREET  
6:15 PM

**REGULAR SESSION**

4. Roll Call

Present: Godes, Kaup, Willman, Wussow, Davis, Stepp, Hershey

Absent: None

Also present were Debra Figueroa, City Manager; Karl Hanlon, City Attorney; Jenn Oton, Assistant City Manager and Steve Boyd, COO/Acting City Clerk.

5. Pledge of Allegiance

5:50 Pro-Tem Mayor Kaup led the Pledge of Allegiance.

6. Agenda Changes & Conflicts

6:09 Councilor Stepp asked that Consent Agenda Item G, Limiting Member Terms on Boards and Commissions, be pulled from the Consent Agenda. Councilor Hershey asked that items 9E and 9F be removed. Councilor Willman said 9H will be removed because there is a change in wording.

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

7:22 - No public comments.

8. Council Comments

7:40 – Mayor Godes joined the meeting.

Councilor Hershey introduced his new dog.

Councilor Willman greeted residents with Happy New Year and commented on his disappointment around the Capitol in Washington DC yesterday.

Mayor Pro-Tem Kaup requested the City Attorney draft a resolution for affordable housing and have the Planning and Zoning Commission review it. Some urgency was expressed and Karl agreed to work with the Mayor and Mayor Pro-Tem to get it on an agenda in approximately February.

Councilor Stepp expressed support for Mayor Pro-Tem Kaup's idea and announced that she is now the Executive Director of Colorado Middle Water Shed which means she'll have some engagement with the City in that role so she'll need to separate that work from her work as a City Councilor.

Councilor Wussow recognized how hard staff works and how adaptable the team is.

Mayor Godes congratulated Councilor Stepp on her new position and expressed appreciation for our Police Department keeping public servants safe, and public servants for their service.

9. Consent Agenda

*All matters under consent are considered to be routine and will be enacted by one motion and vote. The titles will not be read aloud. There will be no separate discussion on these items unless a Councilmember or Audience Member so requests.*

- A. Intergovernmental Agreement between the City of Glenwood Springs and the Glenwood Springs Downtown Development Authority
- B. Resolution 2021-01; A Resolution of the City Council of the City of Glenwood Springs, Colorado Designating a Posting Place for 2021
- C. Seven Party MOU to Provide Senior Meal Services
- D. 2021 IGA for Traveler Services
- E. Award of Fiber to Home Materials Purchase to GrayBar, Inc.
- F. Award of Fiber Optic Drop Subcontractor RFP BD #2020-035
- G. Ordinance 29, Series of 2020; An Ordinance of the City Council of the City of Glenwood Springs Amending section 020.020.040 (c) to Limit Board Member Terms on Boards and Commissions (SECOND READING)

**24:20 Motion to approve Consent Agenda excluding items 9E and 9F, 9H by Willman, second by Wussow.**

**Passed unanimously.**

**24:50 motion to pass items 9E and 9F by Willman, second by Mayor Godes.**

**Aye: Godes, Kaup, Willman, Wussow, Davis, Stepp**

**Naye: Hershey**

**Motion Passes.**

City Attorney Hanlon added language to the Ordinance in Consent Agenda item H, Ordinance 29, Series of 2020 stating an individual may serve multiple non-successive terms on a board or commission.

**27:45 Motion to approve Ordinance 29, Series of 2020 with additional language presented by Attorney Hanlon by Councilor Willman, seconded by Mayor Pro-Tem Kaup.**

**Passed unanimously.**

## **ACTIONS AND/OR PRESENTATIONS**

### **10. Level Red Rescue Grant Ratification**

29:00 Councilor Willman mentioned Sacred Grounds and Bluebird Café were left off of the list inadvertently. Also stated that Hotel Colorado should be added to the list as they have a robust restaurant even though they are classified as a hotel.

Councilor Wussow asked about funding, Debra said we'd be using "recycled CARES Act money" for additional grants.

Jon Zalinski mentioned that he heard Hotel Colorado was not going to ask for a grant. Councilor Willman agreed and stated he thinks they should have been on the list.

**1:01:28 Willman moved Wussow seconded to approve the original 38 grants awarded to businesses as listed in the staff report.**

**Passed unanimously.**

**Willman moved Wussow seconded that grants awards equal to the amount distributed to restaurants in the first round be given to Everest Nepal and Hotel Colorado.**

**Aye: Hershey, Wussow, Willman, Stepp**

**Naye: Davis, Godes, Kaup**

**Motion passed.**

**Godes moved that Pizza Cave be included in the grants. Motion died from lack of second.**

### **11. Professional Services Agreement extension for Municipal Judge for 2021 and 2022.**

1:09:30 Steve Boyd spoke in support of Judge Maurer's contract extension, citing in-part her efforts in maintaining court operations through a City Hall closure, socially distanced court operations and staffing challenges.

Judge Maurer updated Council on the status of Court operations and offered services for a new two-year contract.

**1:16:50 Willman moved and Hershey seconded a motion to approve Judge Maurer's contract extension.**

**Passed unanimously.**

### **12. MOVE Study Recommendations from the Transportation Commission**

1:18:00 Sandy Lowell, Chair of the Transportation Committee presented the memo the Committee wrote to the Council.

1:30:18 Laura Kirk spoke on behalf of the DDA and said it has not adopted a formal

position. The DDA Board has more questions before they can adopt a position. General concern with the BRT running through downtown were mentioned. Also brought up were a few concerns about the BRT running down the Rio Grande trail. Also wanted to be sure any other potential alternatives such as Midland were considered, and suggested stakeholders walk the routes and perform some outreach to the business community. Also advocated for bike sharing.

1:37:00 Rob Gavrell spoke about the need to prioritize improvements and coordinate existing transit options, parking, pedestrian/bike infrastructure. Suggests that we allow the MOVE study to proceed before making recommendations on BRT.

1:41:30 Ralph Trapani commented current and future service levels, and suggested TDM will reduce future traffic flow and congestion.

1:45:30 Lee Barger recommended the BRT station be in-line.

1:48:20 Kathryn Taggart spoke in support of the Transportation Commission's recommendations.

1:52:00 Terri Partch and RFTA staff commented on the Glenwood is being asked to contribute \$90,000 to extend the MOVE Study 6 months for additional study, public outreach and visual renderings.

**2:42:00 Mayor Pro-Tem Kaup moved and Willman seconded approval of \$90,000 from the sale of the MOC to RFTA earmarked for trail improvements.**

**Aye: Kaup, Willman**

**Naye: Wussow, Hershey, Stepp, Davis**

**Abstain: Godes**

**Motion fails.**

**2:56:00 Godes moved, Councilor Hershey seconded a motion to help close the funding gap for the 27<sup>th</sup> Street of \$2,270,108 by deferral of operating costs from the Destination 2040 tax measure and unspent operating costs from 2019.**

**Aye: Willman, Stepp, Godes, Kaup, Wussow**

**Naye: Davis, Hershey**

**Motion passes.**

13. Spring Cleanup Options and Discussion for 2021

Continued to next meeting.

14. Adding Private Improvements into Public Projects

3:05:13 City Engineer Terri Partch spoke in support of not having the City participate in funding improvements that benefit private property owners as well as the benefit of the public.

Mayor Godes spoke in support of funding certain of these improvements, citing a

specific example of the fence on the east side of Midland near the Park West neighborhood.

Lynn Aliya asked for a 300-foot security barrier along the Hagar Lane section of South Midland to prevent vandalism and promote safety by preventing people from hopping the fence and going down to the Roaring Fork River.

A neighbor (Natalie) supported Ms. Aliya's comments and asked the City to include the barrier.

Lynn Aliya described the rockfall fence on Midland above her home that she pays thousands of dollars of insurance premiums on even though it sits on public land. She is asking the City to revisit the requirement that she carries the insurance policy as a condition of approval of their sub-division based on the South Midland project changing the conditions leading to the initial requirement.

Jon Zalinski stated he lives at the are of fence being discussed in Park West and said the fence between their neighborhood and the Midland sidewalk is old. Says it would be nice to have that fence look finished and complete.

Mayor Godes ended public comment.

Councilor Wussow stated we need more information before we can make decisions on these; how much will it cost, how much is related to safety vs. aesthetics.

**3:57:30 Motion by Councilor Wussow, second by Davis to deny these requests and refer Lynn and Natalie to Jenn Ooton and the planning department to get more clarity on their options.**

**Ayes: Hershey, Kaup, Willman, Wussow, Davis**

**Naye: Godes, Stepp**

15. Planning and Zoning Commission Appointments

4:00:00 Jenn Ooton stated three applicants have been interviewed. Mayor Godes proposed we appoint those three applicants tonight and fill additional seats in February from term-limited Commissioners George Shaver and Amber Wissing.

**4:04:20 Mayor Godes moved, second by Wussow to appoint Beatriz Soto to the regular seat, and Pete Waller and Joy White to the alternate positions.**  
**Passed unanimously.**

16. Report from City Administration

A. City Manager

4:06:00 Debra thanked staff and the Mayor for help putting igloos up.

B. City Attorney

4:06:40 Karl thanked Councilors for their service.

Mayor Godes added that as we come back into personal meetings we should consider security measures for Councilors, staff and public and would like to put it on a future agenda.

Incoming/outgoing correspondence

4:08:35 5 Star Program – One Councilor can join committee. Charlie was nominated and Jenn Ooton as the staff member.

Mayor Godes expressed that GS represents a large portion of the County's restaurants and hospitals and we should have more than one seat.

Councilor Davis pointed out the importance of being our own applicant rather than partner with the County.

Debra recommends we support the 5-Star Program and simultaneously work to develop our own program if needed. Committee is generally made up of City Managers and a person from the local Chamber

Angie Anderson, Executive of the Chamber Resort, provided an update that our program is modeled after Summit County's, where each municipality has some flexibility to monitor its own compliance.

**4:17:20 Mayor Godes moved and Davis seconded giving the Mayor permission to sign the letter of support.**

**Aye: Wussow, Kaup, Hershey, Davis, Stepp, Willman**

**Naye: Godes**

**Motion passes.**

**4:20:00 Motion to approve by Willman, second by Kaup to authorize Mayor Godes to sign letter of support for the City's application for DOLA Small Business Relief Funds.**

**Passed unanimously.**

17. 10:35 - Adjournment



**City Council**  
**STAFF REPORT**  
**City of Glenwood Springs**  
**January 21, 2021**

**Agenda Item:** Approval of Minutes from December 28, 2020 Special Meeting

**Action Requested:** Approval of Minutes from December 28, 2020 Special Meeting

**Department:** City Clerk

**Presented By:** Steve Boyd, COO

**Background Info:**

**Issues:**

**Staff Recommendation:** Approval



AGENDA  
CITY OF GLENWOOD SPRINGS  
REGULAR CITY COUNCIL MEETING  
DECEMBER 28, 2020  
101 W. 8<sup>TH</sup> STREET  
6:00 PM

The agenda is subject to *change, including the addition of items 24 hours in advance or the deletion of items at any time.*  
*The order and times of agenda items listed are approximate and intended as a guideline for the City Council.*

**REGULAR SESSION**

1. You are invited to a Zoom webinar.

When: Dec 28, 2020 06:00 PM Mountain Time (US and Canada)

Topic: 2020/12/28 Special Council Meeting

Please click the link below to join the webinar:

<https://us02web.zoom.us/j/86098253029>

Or iPhone one-tap:

US: +16699006833,86098253029# or +12532158782,86098253029#

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or +1 301 715 8592 or +1 312 626 6799

Webinar ID: 860 9825 3029

International numbers available: <https://us02web.zoom.us/j/86098253029>

2. Roll Call

Mayor Jonathan Godes called the meeting to order at 6:15 PM. Present at roll call: Charlie Willman, Ingrid Wussow, Jonathan Godes, Shelley Kaup, Paula Stepp and Steve Davis.

Also present were Debra Figueroa, City Manager; Karl Hanlon, City Attorney; Catherine Fletcher, City Clerk; Jenn Ooton, Assistant City Manager; Steve Boyd, COO; Yvette Gustad, Finance Director; Terri Partch, City Engineer; Matt Langhorst, Public Works Director; and Gretchen Ricehill, Assistant Director for Economic and Community Development.

### ACTIONS AND/OR PRESENTATIONS

#### 3. Red Level Rescue Grant Discussion

4:30 (Into YouTube video) - Debra Figueroa presented that there is \$165,000 from the CARES act and the DDA and \$115,000 needs to be distributed by December 30<sup>th</sup>.

Mayor Godes opened the item for public comment.

Mayor Godes closed the item to public comment.

Councilor Wussow, Mayor Pro-Tem Kaup, Councilor Stepp, and Councilor Davis voiced that businesses who are not initially given the grant will have the opportunity to come to the Council meeting on January 7<sup>th</sup> and request a grant if they qualify.

***6:20 Councilor Davis, seconded by Councilor Willman, moved to award grants to restaurants that have been most adversely affected by the State of Colorado's direction of moving dine-in restrictions from Level Orange to Level Red status in Garfield County, which eliminated all indoor dining. These grants would go to locally owned restaurants who historically have relied very little on carry-out business, those businesses whose model includes table service and indoor dining. Those who have little or no way to adapt in a meaningful way for their survival and well-being. We believe that their survival is critical to the survival of the fabric of our community and to the other local retail in our town. We would like to help everyone but cannot. These grants should not be considered for national chains, fast food restaurants, coffee shops, ice cream shops, restaurants that have no indoor dining, or restaurants that have received any warming grants previously. The restaurants must agree to compliance and the future compliance of any state of Colorado requirement. Councilor Willman and Councilor Davis will compose a list of restaurants to receive the stimulus. Included in the motion is the amendment: if a restaurant is not initially given a grant, they can request one at the next Council meeting, January 7, 2021, if they qualify. Motion passed unanimously.***

#### 4. Adjournment

6:50pm



MINUTES  
CITY OF GLENWOOD SPRINGS  
REGULAR CITY COUNCIL MEETING  
DECEMBER 17, 2020  
101 W. 8<sup>TH</sup> STREET  
6:15 PM

**REGULAR SESSION**

4. Roll Call

Mayor Jonathan Godes called the meeting to order at 6:15 PM. Present at roll call: Charlie Willman, Ingrid Wussow, Tony Hershey, Jonathan Godes, Shelley Kaup, Paula Stepp and Steve Davis.

Also present were Debra Figueroa; City Manager, Karl Hanlon; City Attorney, Catherine Fletcher; City Clerk, Jenn Ooton; Assistant City Manager, Steve Boyd, COO; Yvette Gustad; Finance Director, Terri Partch; City Engineer, Matt Langhorst; Public Works Director, Gretchen Ricehill; Assistant Director for Economic and Community Development, and Ryan Johnson; Assistant City Engineer.

5. Pledge of Allegiance

Mayor Godes led in the pledge of allegiance.

6. Agenda Changes & Conflicts

Councilor Hershey - Recused himself from item 10 due to his role as a prosecutor for the county.

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

No comments were made.

8. Council Comments

Councilor Hershey - Wished everyone a happy last day of Hanukah.

Councilor Willman - Thanked the staff for their work with the City this year. He wished Catherine Fletcher goodbye and good luck in future endeavors.

Councilor Stepp, Councilor Kaup, and Mayor Godes - Echoed the previous comments.

Councilor Stepp -Wanted Council to look for additional options for COVID relief and camping options.

Mayor Godes - Encourage everyone to shop and eat local.

9. Consent Agenda

*All matters under consent are considered to be routine and will be enacted by one motion and vote. The titles will not be read aloud.*

- A. Certified Coordinated Election Results from the November 3, 2020 Election
- B. Red Mountain Water Treatment Plant Polymer Blending Unit and Chemical Feed System Equipment Purchase

- C. Receipt of September 3, 2020 Special and Regular Meeting Minutes, September 17, October 1, November 19, December 3, Regular Minutes October 27 and November 10 Special Meeting Minutes
- D. Glenwood Springs Rural Fire Protection District IGA

***13:00 Councilor Willman, seconded by Councilor Hershey moved to approve the consent agenda.***

***Motion passed unanimously.***

#### **ACTIONS AND/OR PRESENTATIONS**

10. COVID-19 Update

Mara Brosy-Wiwchar, Chief of Staff of CDPHE - Presented on this item. She discussed qualifications and parameters of the 5-Star program. She made note that for Senate Bill 1, the city must be in compliance with a public health policy, such as the 5-Star program.

*Mayor Godes opened the item for public comment.*

Joseph Ortiz - Asked if there has been an attempt to close the big box stores and questioned how the transmission rate in restaurants was known. Mara responded that at restaurants you spend more than 15 minutes.

Troy Casey, owner of Casey Brewery - Asked how we are going to delineate the difference between case location when Valley View Hospital takes patients from outside Glenwood Springs. Karl Hanlon, City Attorney noted the hospital takes individuals information when they are admitted for the data.

Gregg Lemkau, owner of Rocky Mountain Pizza - Requested guidance from the city and would like to follow the States guidelines. Karl Hanlon, City Attorney noted the discrepancies between the State and county guidelines.

*Mayor Godes closed the item for public comment.*

11. South Midland Update

2:05 Kathleen Wanatowicz, Project Public Information Manager for the South Midland Project – Presented on this item. She stated that now they are using off peak hours for lane closures to minimize traffic impacts but in the future, there will be peak hour lane closures. She noted the stages of the projects that started in January. She also discussed an unforeseen challenge with the work of Black Hills Energy being completed at the same time.

12. CONTINUED FROM DECEMBER 3, 2020 MEETING, 51-20 Consideration of a Special Use Permit for a retail marijuana establishment in the M2-Mixed Use Central Core zoning district in Glenwood Meadows, pursuant to Municipal Code section 070.030.030(e)(11).

***2:21:10 Councilor Willman, seconded by Councilor Stepp moved to approve Planning Item 51-20 Consideration of a Special Use Permit for a retail marijuana establishment in the M2-Mixed Use Central Core zoning district in Glenwood Meadows, pursuant to Municipal Code section 070.030.030(e)(11) with the staff recommendation, findings, and conditions as found in the agenda***

**packet.**

**Ayes: Davis, Stepp, Hershey, Kaup**

**Nays: Wussow, Willman, Godes**

**Motion passed.**

13. CONTINUED FROM DECEMBER 3, 2020 REGULAR MEETING, Planning File 27-20 Consideration of a Major Architectural Plan Review for the Expansion of the Iron Mountain Hot Springs including a new Entry Building, Mineral Pools, and an Enclosed Pool. The Application Consideration of an Alternative Equivalence Compliance for an Architectural Design that Meets the intent of 070.040.090-Non-residential Design Standards.

Gretchen Ricehill, Assistant

**2:23 Councilor Hershey, seconded by Councilor Davis moved to approve Planning File 27-20 Consideration of a Major Architectural Plan Review for the Expansion of the Iron Mountain Hot Springs including a new Entry Building, Mineral Pools, and an Enclosed Pool. The Application Consideration of an Alternative Equivalence Compliance for an Architectural Design that Meets the intent of 070.040.090-Non-residential Design Standards with the findings and conditions as approved by the Planning and Zoning Commission on page 11.**

**Motion passed unanimously.**

**Motion by Willman second by Kaup to approve the alternate equivalent compliance request subject to terms and conditions of page 12 of November P&Z staff report.**

**Passed unanimously.**

14. Spring Cleanup Options and Discussion for 2021

**This item was moved to next regular meeting.**

15. Review of a 60% Airport "No Tunnel" Plan and Cost Estimate

Terri Patch, City Engineer – Presented on this item. She discussed the current plans and costs estimates.

*Mayor Godes opened the item for public comment.*

Chuck Knuth – Made note this is not an all or nothing decision for the airport and said a displaced threshold on the north end may enable more planes to come in and out.

*Mayor Godes closed the item for public comment.*

Councilor

16. Ordinance 29, Series of 2020; An Ordinance of the City Council of the City of Glenwood Springs Amending section 020.020.040 (c) to Limit Board Member Terms on Boards and Commissions (FIRST READING)

*Mayor Godes opened the item for public comment.*

Gary Vick - Questioned the meaning of the code and asked what the plan was when there would be a vacancy without applicants.

Dave Merritt - Noted council currently has the option not to appoint a candidate.

*Mayor Godes closed the item for public comment.*

**3:22 Mayor Godes, seconded by Councilor Hershey moves to approve Ordinance 29, Series of 2020; An Ordinance of the City Council of the City of Glenwood Springs Amending section 020.020.040 (c) to Limit Board Member Terms on Boards and Commissions (FIRST READING) with the change term limits are limited to two terms.**

**Ayes: Willman, Wussow, Godes, Hershey**

**Nays: Kaup, Davis, Stepp**

**Motion passed.**

17. Ordinance 30, Series of 2020; An Ordinance of the City Council of the City of Glenwood Springs to Amend the 2020 Budget Appropriation (ONE READING)

Debra Figueroa, City Manager - Presented on this item. She gave background on the amendment. Staff requested approval of the Sales Tax Incentive Agreement.

*Mayor Godes opened the item for public comment.*

No comments were made.

*Mayor Godes closed the item for public comment.*

**Councilor Willman, seconded by Mayor Pro Tem Kaup moved to approve Ordinance 30, Series of 2020; An Ordinance of the City Council of the City of Glenwood Springs to Amend the 2020 Budget Appropriation (ONE READING).**

**Motion passed 6-0 with Councilor Davis losing internet connection during the vote.**

18. Enhanced Sales Tax Incentive Agreement Between the City of Glenwood Springs, Colorado and Pegwood LLC for the Roaring Fork Market Place Shopping Center

Jennifer Ooton, Assistant City Manager and Karl Hanlon, City Attorney - Presented on this item. They noted the details on a Enhanced Sales Tax Incentive regarding improvements to the old American Furniture Warehouse space.

*Mayor Godes opened the item for public comment.*

No comments were made.

*Mayor Godes closed the item for public comment.*

***Councilor Stepp, seconded by Councilor Hershey moved to approve Enhanced Sales Tax Incentive Agreement Between the City of Glenwood Springs, Colorado and Pegwood LLC for the Roaring Fork Market Place Shopping Center***

***Motion passed unanimously***

19. Report from City Administration

A. Debra Figueroa, City Manager – Noted she will be out of town during the week of Christmas.

Steve Boyd, COO - Thanked City Clerk Catherine Fletcher for her service.

B. Karl Hanlon, City Attorney - Thanked the council and staff.

C. Correspondence Incoming/Outgoing

-CAST Letter to Governor Polis

***3:50 Councilor Hershey, seconded by Councilor Wussow moved to approve endorsing the CAST Letter to Governor Polis.***

***Motion passed unanimously.***

-Request to Garfield County BOCC

***Council directed Mayor Pro Tem Kaup to send this letter with the edits as discussed.***

20. Adjournment at 10:23 PM



AGENDA  
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REGULAR CITY COUNCIL MEETING  
DECEMBER 3, 2020  
101 W. 8<sup>TH</sup> STREET  
6:15 PM

**REGULAR SESSION**

5. Roll Call

Mayor Jonathan Godes called the meeting to order at 6:15 PM. Present at roll call: Charlie Willman, Ingrid Wussow, Tony Hershey, Jonathan Godes, Shelley Kaup, Paula Stepp and Steve Davis.

Also present were Debra Figueroa; City Manager, Karl Hanlon; City Attorney, Catherine Fletcher; City Clerk, Jenn Ooton; Assistant City Manager, Steve Boyd, COO; Yvette Gustad; Finance Director, and Gretchen Ricehill; Assistant Director for Economic and Community Development.

6. Pledge of Allegiance

Mayor Godes led in the pledge of allegiance.

7. Agenda Changes & Conflicts

Councilor Willman asked to move Item 10E from the consent agenda and put it as the first item to be discussed and voted on.

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

None

9. Council Comments

Councilor Wussow commented that service organizations are aging out and she is requesting that the community volunteers with these organizations.

Councilor Stepp brought up the importance of working with the school district to help kids obtain internet access.

Councilor Willman and Mayor Pro Tem Kaup requested that the Transportation Committee actions should be brought to council.

Mayor Godes wanted it to be known that the council appreciates the City's' Boards and Commissions and encourages the community, especially diverse members of the community, to join.

10. Consent Agenda

*All matters under consent are considered to be routine and will be enacted by one motion and vote. The titles will not be read aloud.*

- A. Resolution 2020-39; A Resolution of the City Council of the City of Glenwood Springs, Colorado, Adopting the Colorado Municipal Election Code of 1965 and Delegating the Authority and Responsibility of Appointing Election Judges for the City of Glenwood Springs Regular Municipal Election on April 6, 2021
- B. Valley View and City of Glenwood Springs Agreement Renewal

- C. Ordinance No. 25, Series of 2020; An Ordinance of the City Council of the City of Glenwood Springs, Colorado, Fixing and Certifying the Mill Levy on the 2020 Assessment for Collection in Fiscal Year 2021 and Providing for a Temporary Tax Credit (SECOND READING)
- D. Ordinance No. 26, Series of 2020; An Ordinance of the City Council of the City of Glenwood Springs, Colorado, Fixing and Certifying the Mill Levy on the 2020 Assessment for Collection in Fiscal Year 2021 for the Glenwood Springs General Improvement District No. 1980 and Providing for a Temporary Tax Credit (SECOND READING)
- E. Ordinance No. 27, Series of 2020; An Ordinance of the City Council of the City of Glenwood Springs, Colorado, Amending Sections of Titles 050 and 070 of the Glenwood Springs Municipal Code Related to Regulation of Marijuana Businesses Within the City of Glenwood Springs, Colorado (SECOND READING)  
**Moved out of consent agenda**
- F. Receipt of August 20, 2020 Minutes

***Councilor Willman, seconded by Councilor Hershey moved to approve the consent agenda with the exception of item E.***

***Motion passed unanimously.***

- 10 (E) Ordinance No. 27, Series of 2020; An Ordinance of the City Council of the City of Glenwood Springs, Colorado, Amending Sections of Titles 050 and 070 of the Glenwood Springs Municipal Code Related to Regulation of Marijuana Businesses Within the City of Glenwood Springs, Colorado (SECOND READING).

***Mayor Pro Tem Kaup, Seconded by Councilor Hershey moved to approve Ordinance No. 27, Series of 2020; An Ordinance of the City Council of the City of Glenwood Springs, Colorado, Amending Sections of Titles 050 and 070 of the Glenwood Springs Municipal Code Related to Regulation of Marijuana Businesses Within the City of Glenwood Springs, Colorado (SECOND READING)***

***Ayes: Davis, Stepp, Hershey, Kaup***

***Nays: Wussow, Willman, Godes***

***Motion passed.***

- 11. Mind Springs School Programming Update

Hans Lutgring, Program Director, Erin Quinn, and Gabrielle Touchette presented on how they have used the marijuana tax to work on the mental health and substance abuse in local schools.

- 12. 51-20 Consideration of a Special Use Permit for a retail marijuana establishment in the M2-Mixed Use Central Core zoning district in Glenwood Meadows, pursuant to Municipal Code section 070.030.030(e)(11).

Trent Hyatt, Community Development, presented. Trent stated that the retail facility has complied and plans to

comply with all regulation of the Municipal Code. The Planning and Zoning Commission recommend approving as do Community Development. He stated that this facility will be subject to the 1.5% product public improvement fee charge.

Chris Hawkins, applicant, presented. Chris said they plan to create a significant landscape development including a six-foot-high landscape buffer between themselves and the Community Garden. He presented that they have adequate parking. He said there will be packing on site, but the air quality control is quite extensive as they are providing two times as much odor prevention as required. He finished by presenting that they also meet the requirements of the development code.

***Mayor Godes opened the item for public comment.***

Robert Macgregor stated that Glenwood Meadows is responsible for a quarter of Glenwood Springs sales tax and that this part of the community's needs is not being met. He urged the Council to approve.

***Mayor Godes closed the item for public comment.***

***Councilor Hershey, seconded by Councilor Stepp moved to continue the item until December 17<sup>th</sup>, 2020.***

***Motion passed unanimously.***

13. Planning File 27-20 Consideration of a Major Architectural Plan Review for the Expansion of the Iron Mountain Hot Springs including a new Entry Building, Mineral Pools, and an Enclosed Pool. The Application Consideration of an Alternative Equivalence Compliance for an Architectural Design that Meets the intent of 070.040.090-Non-residential Design Standards.

Gretchen Ricehill presented. This consideration is an amendment to an existing development. This plan complied with all aspects with the code except an enclosed pool. The proposed alternative is an earthen roof which meets the code criteria for an alternative. Ms. Ricehill also said their plan to restore the natural shoreline is very substantial. This current proposal will not have an impact on traffic. Iron Mountain Hot Springs is contributing \$300,000 toward improvements for pedestrian traffic.

Doug Pratte, Mike Foster, and Steve Beckley presented. They stated that the new building would use the same material and be identical to the original building. They stated they could have complied with the language of the code, but they chose to do something more unique to go beyond the code which is why they chose the earthen roof. The general public is not going to be allowed on the roof of the earthen roof. They are also adding additional landscaping along the riverbank. Furthermore, they are adding draining to catch mineral water before it reaches the river to control water quality. They stated they are beginning construction to the lift station in the next 2 or 3 months.

***Mayor Godes opened the item for public comment.***

***Mayor Godes closed the item for public comment.***

***Councilor Hershey, seconded by Mayor Pro Tem Kaup moved to continue the item until December 17<sup>th</sup>, 2020.***

***Motion passed unanimously.***

14. Ordinance No 28, Series of 2020; An Ordinance of the City Council of the City of Glenwood Springs, Colorado, Appropriating Funds for Fiscal Year 2021 (ONE READING)

Debra Figueroa, City Manager, presented.

***Mayor Godes opened the item for public comment.***

***Mayor Godes closed the item for public comment.***

***2:27 Councilor Willman, seconded by Mayor Pro Tem Kaup moved to approve Ordinance No 28, Series of 2020; An Ordinance of the City Council of the City of Glenwood Springs, Colorado, Appropriating Funds for Fiscal Year 2021.***

***Motion passed unanimously***

15. COVID 19 Update  
Information Campaign  
Current State Regulations regarding Garfield County

Debra Figueroa, City Manager, presented that the goal of the COVID 19 Information Campaign is to have residents communicate with each other. The campaign is in coordination with multiple chambers and agencies and is by video, newspaper, and radio. The campaign is centered around the notion that to stop the spread of the virus is to stop economic disruption.

Karl Hanlon, Attorney for the City of Glenwood, relayed concerns about misinformation from different government agencies. He also said he has received multiple calls about non COVID 19 business compliance. He believes that we now have clarity on COVID 19 rules from the state that the business community needs to be aware of. A big way to help local businesses through this time economically is to utilize the 5 star program. The first step we can do to help businesses in the possibility that we have a 5 star program is to educate them. Mesa County's 5 star program is a pilot program that promote and reward businesses that are being COVID 19 responsible at a high accountability. In order to be a part of the 5 star program, a government needs a public health department and Glenwood does not have one. Garfield County showed no interest. Ms. Figueroa has reached out to the Governor and Eagle County to see about the possibility of using their public health department and public nurse. Mr. Hanlan wanted to reiterate that the State is the one to make the COVID 19 regulations, the City follows them.

***Mayor Godes opened the item for public comment.***

Brittaney Rippy wanted to know why the large businesses don't have to follow the same rules as the small ones.

Sharon Wright, owner of a hair salon, wants clarity on the 25% capacity and what happens to businesses if they go to red. She asked that Council not let them shut her down.

Christian Henny wants to show his support for the 5 star program.

Ricky Rodriguez says he hasn't received any help other than a PPP loan and going to a 25% capacity is a shutdown to him. He would like to know if the city would consider not taking sales tax.

***Mayor Godes closed the item for public comment.***

16. Report from City Administration

- A. City Manager

South Canyon RFP

Debra Figueroa felt like there was not enough direction for a Request for Proposal. Council directs Ms. Figueroa to compile something similar to a master plan and come back with an RFP that is similar to the original proposal for South Canyon.

B. City Attorney

C. Correspondence Incoming/Outgoing

-Metro Mayor's Caucus Letter

Councilor Willman and Wussow felt this was better suited for metropolitan municipalities and we should not sign.

-City of Glenwood Springs Acceptance of Oath and Bond Notice

City Attorney Karl Hanlon relays to Council that Council is under no obligation to respond.

17. Adjournment

Meeting adjourned at 9:01 PM.



**City Council**  
**STAFF REPORT**  
**City of Glenwood Springs**  
**January 21, 2021**

|                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Agenda Item:</b>          | Approval of Phase 2 of No Name/Water Plant Design                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>Action Requested:</b>     | Approval of the Phase 2 No Name/Water Treatment Plant - Engineering of Record Construction Management Scope for Carollo Engineers for \$99,074.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>Department:</b>           | Public Works                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>Presented By:</b>         | Matthew Langhorst, Public Works Director                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>Background Info:</b>      | <p>The City of Glenwood Springs has completed the Invitation to Bid process for the No Name Tunnel and Red Mountain Water Treatment Plant Construction bidding. Moltz Construction was selected to complete this work from January 21st through May 31st, 2021. As the Engineer of Record for these designs Carollo Engineering will be involved in the construction management to including; weekly construction meeting attendance, submittal reviews and management, general conformity of the construction to their drawings and keeping track of changes for as built, review of RFIs and responses, review of change orders, field inspection only as needed, start up and testing of equipment, punch list, final as built plans and final inspection work.</p> <p>The city has already reduced this scope by 60% from the original proposal by hiring Sopris Engineering for the full time construction management. Both the Carollo and Sopris construction management costs are included in the overall budget that has been presented to Council previously.</p> |
| <b>Issues:</b>               | None                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <b>Staff Recommendation:</b> | Staff is recommending approval of the Phase 2 No Name/Water Treatment Plant - Engineering of Record Construction Management Scope for Carollo Engineers for \$99,074.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |

|                                                                                                            | CAROLLO LABOR       |                   |                             |                                               |                      |              |                    |          |                   |            |                              |                          |                          | EXPENSES                                       |                |                |                 |
|------------------------------------------------------------------------------------------------------------|---------------------|-------------------|-----------------------------|-----------------------------------------------|----------------------|--------------|--------------------|----------|-------------------|------------|------------------------------|--------------------------|--------------------------|------------------------------------------------|----------------|----------------|-----------------|
| CITY OF GLENWOOD SPRINGS<br>WATER TREATMENT IMPROVEMENTS PROJECT - ESDC<br>LABOR HOURS AND ENGINEERING FEE | Senior Professional | Senior Specialist | Lead Technical Professional | Lead Project Professional/<br>Project Manager | Project Professional | Professional | Staff Professional | Designer | Senior Technician | Technician | Document Processing/Clerical | Total Direct Labor Hours | Total Carollo Labor Cost | Project Communication and<br>Equipment Expense | Travel         | Total Expenses | TOTAL BASE COST |
| Hourly Rate Schedule:                                                                                      | \$255               | \$232             | \$200                       | \$180                                         | \$170                | \$155        | \$145              | \$200    | \$170             | \$130      | \$99                         |                          |                          | \$13.00                                        |                |                |                 |
| <b>Task 1 - Project Management and Coordination</b>                                                        | <b>7</b>            | <b>0</b>          | <b>0</b>                    | <b>32</b>                                     | <b>0</b>             | <b>0</b>     | <b>0</b>           | <b>0</b> | <b>0</b>          | <b>0</b>   | <b>0</b>                     | <b>39</b>                | <b>\$7,545</b>           | <b>\$507</b>                                   | <b>\$0</b>     | <b>\$507</b>   | <b>\$8,052</b>  |
| Project Coordination and Progress Reporting (5 Months, January though May)                                 |                     |                   |                             | 10                                            |                      |              |                    |          |                   |            |                              | 10                       | \$1,800                  | \$130                                          |                | \$130          | \$1,930         |
| Weekly Progress Meetings                                                                                   | 6                   |                   |                             | 20                                            |                      |              |                    |          |                   |            |                              | 26                       | \$5,130                  | \$338                                          |                | \$338          | \$5,468         |
| Document Management for Submittals                                                                         | 1                   |                   |                             | 2                                             |                      |              |                    |          |                   |            |                              | 3                        | \$615                    | \$39                                           |                | \$39           | \$654           |
| <b>Task 2 - Conformed Drawings and Record Drawings</b>                                                     | <b>2</b>            | <b>0</b>          | <b>0</b>                    | <b>10</b>                                     | <b>14</b>            | <b>0</b>     | <b>4</b>           | <b>0</b> | <b>112</b>        | <b>0</b>   | <b>0</b>                     | <b>142</b>               | <b>\$24,310</b>          | <b>\$1,846</b>                                 | <b>\$0</b>     | <b>\$1,846</b> | <b>\$26,156</b> |
| Conformed for Construction Drawings                                                                        |                     |                   |                             | 4                                             | 6                    |              |                    |          | 12                |            |                              | 22                       | \$3,780                  | \$286                                          |                | \$286          | \$4,066         |
| Record Drawings                                                                                            | 2                   |                   |                             | 6                                             | 8                    |              | 4                  |          | 100               |            |                              | 120                      | \$20,530                 | \$1,560                                        |                | \$1,560        | \$22,090        |
| <b>Task 3 - ESDC</b>                                                                                       | <b>28</b>           | <b>38</b>         | <b>16</b>                   | <b>60</b>                                     | <b>52</b>            | <b>24</b>    | <b>82</b>          | <b>0</b> | <b>0</b>          | <b>0</b>   | <b>0</b>                     | <b>300</b>               | <b>\$54,406</b>          | <b>\$3,900</b>                                 | <b>\$400</b>   | <b>\$4,300</b> | <b>\$58,706</b> |
| Review of Submittals (40 Submittals)                                                                       | 6                   | 12                | 8                           | 20                                            | 30                   | 24           | 60                 |          |                   |            |                              | 160                      | \$27,034                 | \$2,080                                        |                | \$2,080        | \$29,114        |
| Review of RFIs (10 RFIs)                                                                                   | 4                   | 4                 | 4                           | 8                                             | 10                   |              | 10                 |          |                   |            |                              | 40                       | \$7,338                  | \$520                                          |                | \$520          | \$7,858         |
| Review of Change Orders (5 CO)                                                                             | 6                   | 4                 | 4                           | 8                                             | 12                   |              | 12                 |          |                   |            |                              | 46                       | \$8,478                  | \$598                                          |                | \$598          | \$9,076         |
| Field Inspection                                                                                           |                     | 6                 |                             | 10                                            |                      |              |                    |          |                   |            |                              | 16                       | \$3,192                  | \$208                                          |                | \$208          | \$3,400         |
| Equipment installation and start-up testing                                                                |                     |                   |                             | 8                                             |                      |              |                    |          |                   |            |                              | 8                        | \$1,440                  | \$104                                          |                | \$104          | \$1,544         |
| Punch List Walk and Final Inspection                                                                       | 12                  | 12                |                             | 6                                             |                      |              |                    |          |                   |            |                              | 30                       | \$6,924                  | \$390                                          | \$400          | \$790          | \$7,714         |
| <b>Task 4 - Project Contingency</b>                                                                        | <b>20</b>           | <b>0</b>          | <b>0</b>                    | <b>0</b>                                      | <b>0</b>             | <b>0</b>     | <b>0</b>           | <b>0</b> | <b>0</b>          | <b>0</b>   | <b>0</b>                     | <b>20</b>                | <b>\$5,100</b>           | <b>\$260</b>                                   | <b>\$800</b>   | <b>\$1,060</b> | <b>\$6,160</b>  |
| 20 Hours of Onsite Emergency Support                                                                       | 20                  |                   |                             |                                               |                      |              |                    |          |                   |            |                              | 20                       | \$5,100                  | \$260                                          | \$800          | \$1,060        | \$6,160         |
| <b>PROJECT TOTAL</b>                                                                                       | <b>57</b>           | <b>38</b>         | <b>16</b>                   | <b>102</b>                                    | <b>66</b>            | <b>24</b>    | <b>86</b>          | <b>0</b> | <b>112</b>        | <b>0</b>   | <b>0</b>                     | <b>501</b>               | <b>\$91,361</b>          | <b>\$6,513</b>                                 | <b>\$1,200</b> | <b>\$7,713</b> | <b>\$99,074</b> |

## SCOPE OF WORK

January 5, 2021

# WATER TREATMENT IMPROVEMENTS PROJECT – ENGINEERING SERVICES DURING CONSTRUCTION

City of Glenwood Springs

Carollo Engineers, Inc., (Carollo or Contractor) will provide engineering services during construction (ESDC) for the City of Glenwood Springs Water Treatment System Improvements Project. The purpose of this scope of work is to establish Carollo's services, time of performance, and payment provisions in connection with the Water Treatment Improvements Project ESDC at the No Name Cave System (NNC) and the Red Mountain Water Treatment Plant (RMWTP) which is owned and operated by the City of Glenwood Springs (City or OWNER).

The Scope of Services include the following tasks:

- Task 1 – Project Management and Meetings
- Task 2 – Conformed Drawings and Record Drawings
- Task 3 – ESDC
- Task 4 – Project Contingency – Onsite Emergency Services

### Task 1 – Project Management and Coordination

The Project Management and Meetings Task will include the following elements:

- Provide project management and attend one (1) weekly construction meeting during the assumed five (5) month construction period. The budget is based on attendance at a pre-construction conference and twenty (20) progress meetings during construction.
- Carollo will provide document management for submittal documents related to the Water Treatment Improvements Project. All contractor correspondence and document management such as progress meeting agendas, minutes, change orders, request for information (RFIs), pay applications, start-up and testing verification, and other construction documents will be managed by the City, Contractor, or the City's Construction Manager (as identified by the City) for the duration of the Project.
- Carollo will provide monthly invoices to the City. Concise progress reports will identify progress and any projected or actual deviations in cost or schedule, with recommended measures to address each, should they arise throughout the course of the project.

### Task 2 – Conformed Drawings and Record Drawings

The Conformed Drawings and Record Drawings Task will include the following elements:

- Produce electronic conformed drawings (PDF) integrating responses to Contractor questions during the bid period.
- Produce electronic record drawings (PDF) based on Contractor redlines when project is complete.
- The following fifty-nine (59) Drawings will be included:
  - Cover Sheet/Location Map
  - Drawing Index
  - General Notes and Symbols
  - Abbreviations

- Design Criteria 1
- Design Criteria 2
- Process Flow Schematic
- Hydraulic Profile – No Name Cave
- Hydraulic Profile – RMWTP
- NNC Overall Site and Facility Key Plan
- RMWTP Overall Site and Facilities Key Plans
- Structural Notes, Symbols, and Abbreviations
- Mechanical Notes, Symbols, and Abbreviations
- Mechanical Equipment Schedule
- Symbols and Abbreviations 1
- Symbols and Abbreviations 2
- No Name Cave Demolition Plan
- No Name Cave Demolition Sections
- Pre-Sedimentation Basin Lower Plan
- Pre-Sedimentation Basin Upper Plan
- Pre-Sedimentation Basin Sections and Details 1
- Pre-Sedimentation Basin Sections and Details 2
- Process Flow Diagram – NNC – Overall 1
- Process Flow Diagram – NNC – Overall 2
- Sedimentation Demolition Plan
- Sedimentation Demolition Section and Details 1
- Sedimentation Demolition Section and Details 2
- Flocculation Basins Demolition Plan
- Polymer System Demolition Plan and Section
- Polymer System Demolition Sections and Details 1
- Sedimentation Basin Lower Level Plan
- Sedimentation Basin Upper Level Plan
- Sedimentation Basin Sections and Details 1
- Sedimentation Basin Sections and Details 2
- Flocculation Basin Upper Level Plan
- Polymer System Sections and Details
- Polymer System Details
- Process Flow Diagram RMWTP Raw Water Inlet and Rapid Mix Basins
- Process Flow Diagram RMWTP Flocculation Basins
- Process Flow Diagram RMWTP Sedimentation Basins
- Process Flow Diagram RMWTP Polymer System 1
- Process Flow Diagram RMWTP Polymer System 2
- Filter Demolition Sections and Details 1
- Filter Intermediate Plan
- Filter Sections and Details
- Process Flow Diagram – RMWTP Filters 1
- Process Flow Diagram – RMWTP Filters 2
- Process Flow Diagram – RMWTP Filters 3
- Process Flow Diagram – RMWTP Filters 4
- Process Flow Diagram – RMWTP PACL System
- Process Flow Diagram – RMWTP NaOH System
- Process Flow Diagram – RMWTP PEC System
- Process Flow Diagram – RMWTP NaOCL System
- Process Flow Diagram – RMWTP Fluoride System
- Process Flow Diagram – RMWTP Finished Water System
- Mechanical Typical Details 1

- Structural Typical Details 1
- Structural Typical Details 2
- The following ninety (90) Specifications will be included:
  - Invitation to Bid
  - Instructions to Bidders (executed version)
  - Bid Form (executed version)
  - Bid Schedule (executed version)
  - Bid Bond (executed version)
  - Proposed Subcontractor Form ((executed version, if applicable)
  - List of Manufacturers
  - Pre-selected proposal – NNC Pre-sedimentation Basin Equipment Proposal
  - Pre-selected proposal – RMWTP Solids Collection System and Inclined Plate Settler Equipment Proposal
  - Pre-selected proposal – RMWTP Filter Underdrain Equipment Proposal
  - Pre-selected proposal –RMWTP Filter Surface Wash Agitator Proposal
  - Qualification Statement (executed version)
  - Notice of Award (executed version)
  - Agreement Between Owner and Contractor (executed version)
  - Notice to Proceed (executed version)
  - Assignment of procurement contracts (executed version)
  - Pre-purchased proposal – RMWTP Filter Media Proposal
  - Pre-purchased proposal – Stainless Steel Slide Gate Proposal
  - Pre-purchased proposal – Polymer and Chemical Feed Equipment Proposal
  - Surety's Agreement to Assign
  - Performance Bond
  - Payment Bond
  - Contractor's Application for Payment
  - Certification of Substantial Completion
  - Request for Information (RFI)
  - General Conditions
  - Supplementary Conditions
  - Work Change Directive
  - Change Order
  - Field Order
  - Summary of Work
  - Contract Document Language
  - Work Restrictions
  - Contract Modification Procedures
  - Schedule of Values
  - Applications for Payment
  - Project Meetings
  - Schedules and Reports
  - Submittal Procedures
  - Submittal Forms
  - Special Procedures for Locating and Verifying and Concealed Existing Utilities
  - Hazardous Material Procedures
  - Regulatory Requirements
  - Quality Control
  - Regulatory Quality Assurance Temporary Facilities and Controls
  - Product Requirement – Plant
  - Project Design Criteria
  - Seismic Design Criteria

- Selective Alterations and Demolition
- Commissioning
- Disinfection
- Closeout Procedures
- Operation and Maintenance Manuals
- Warranties and Bonds
- Adhesive-Bonded Reinforcing Bars and All Thread Rods in Concrete
- Concrete Work
- Grouting
- Structural Steel
- Mechanical Anchoring and Fastening to Concrete and Masonry
- Metal Fabrications Chemical Feed System and Equipment
- Polymer Blending and Feed Equipment: Dry
- Fabricated Stainless Steel Slide Gate
- Inclined Plates – No Name Cave System
- Inclined Plates – Red Mountain Water Treatment Plants
- Traveling Solids Collectors
- Filter Underdrain System
- Filter Media
- Filter Surface Wash Agitator
- Pneumatic Actuator
- Manual Actuator
- Electric Actuator
- Common Work Results for Mechanical Equipment
- Common Work Results for General Piping – Plant
- Pipe Support
- Pipe Identification – Plant
- Common Work Results for Valves
- Ball Valves
- Butterfly Valves
- Check Valves
- Specialty Valves
- Piping Specialties – Plant
- Pipe Couplings – Plant
- Ductile Iron Pipe: AWWA C151 – Plant
- Plastic Piping and Tubing
- Polyvinyl Chloride (PVC) Pipe: Schedule Type
- Stainless Steel Tubing
- Piping Systems Testing – Plant
- Mechanical Equipment Testing

### Task 3 – ESDCs

The ESDCs Task will include the following elements:

- Review of contractor submittals – Forty (40). (4 hours estimated per submittal)
- The list of submittals for this scope includes:
  - Baseline schedule
  - Schedule of values
  - Hazardous Materials Work Plan
  - Demolition Plan
  - Commissioning
  - Special Inspection Reports (Structural)
  - Adhesive Bonded Reinforcing Bars and All Thread Rods in Concrete

- Adhesive Bonded Reinforcing Bars and All Thread Rods in Concrete Inspection Reports
- Grouting: Cement grout, non-shrink epoxy grout, and non-shrink grout
- Structural Steel
- Mechanical Anchoring and Fastening
- Metal Fabrications
- No Name Cave Pre-Sedimentation System O&M Manual
- No Name Cave Fabricated Stainless Steel Slide Gates O&M Manual
- Traveling Solids Removal System O&M Manual
- Inclined Lamella Plate Settlers O&M Manual
- Filter Underdrain System O&M Manual
- Filter Surface Wash Agitator Nozzles and Bearings
- Filter Surface Wash Agitator Nozzles and Bearings (O&M Manual)
- Chemical Feed Systems and Equipment (No Name Cave)
- Chemical Feed Systems and Equipment O&M Manual
- Polymer Blending and Feed Equipment O&M Manual
- Pneumatic Actuators
- Pneumatic Actuators O&M Manual
- Manual Actuators
- Electric Actuators
- Electric Actuators O&M Manual
- Pipe identification
- Metallic pipe supports
- Non-metallic pipe supports
- PVC pipe
- Stainless steel tubing
- Ductile Iron Pipe
- Plastic pipe and tubing
- Pipe couplings
- Ball valves
- Butterfly valves
- Backflow preventer
- Chemical injector
- Disinfection Plan
- This scope assumes no re-submittals.
- Preparation of responses to Contractor requests for information (RFIs) – ten (10) (4 hours estimated per RFI)
- Review of change orders – five (5) (8 hours estimated per change order)
- Field inspection during construction (structural and mechanical) for up to 10 hours for mechanical and 6 hours for structural (16 hours total).
- Eight hours of site visits for installation and startup of critical equipment. (Based on the specification requirements, 224 hours of onsite support is recommended for start-up services and engineering oversight as listed below. This is not included in the current scope and fee
  - NNC pre-sedimentation system (2 days, 8 hours each)
  - NNC slide gate – water level confirmation (1 day, 8 hours)
  - RMWTP solids collection system (4 days, 8 hours each)
  - RMWTP inclined lamella plates (4 days, 8 hours each)
  - RMWTP filter underdrain (installation and testing) (4 days, 8 hours each)
  - RMWTP filter media (installation and testing) (4 days, 8 hours each)
  - RMWTP polymer blending unit and chemical feed system (3 days, 8 hours each))
- Punch list walk and final inspection (structural and mechanical) for up to 30 hours total.
- Consultant shall assist in project closeout and provide a signed Colorado Department of Public Health and Environment (CDPHE) Construction As-Approved Certification Form in conjunction with

a signature from the City's representative certifying conformance to design and construction drawings.

### **Task 3 – Project Contingency – On Site Emergency Support**

Task 4 provides 20 hours of onsite emergency support from a "Senior Professional" team member in the event of a significant water quality event during the spring/summer 2021.

### **Project Schedule**

The Engineer shall have the conformed drawings and specifications complete one (1) week after City provides executed contract documents for inclusion in Specifications (or by January 20, 2021 if signed documents are received by January 15, 2021).

Record drawings will be completed one (1) month after City provides redline drawing set to Carollo.

### **Estimated Project Fee**

Payment to the ENGINEER for services performed as part of this scope of work shall be on a time and materials basis per the attached fee schedule. The total not-to-exceed fee for the services of this scope of work is \$167,954

### **General Project Assumptions**

- The standard of care applicable to Contractor's services will be the same degree of care, skill, and diligence employed by professionals performing the same or similar services in Colorado. In case of any conflict between the interests of the City and any other entity, the Contractor shall fully and immediately disclose the issue to the City and shall take no action contrary to the City's interests.
- The City shall furnish Contractor available studies, reports and other data pertinent to Contractor's services; obtain or authorize Contractor to obtain or provide additional reports and data as required; furnish to Contractor services of others required for the performance of Contractor's services hereunder, and Contractor shall be entitled to use and rely upon all such information and services provided by the City or others in performing Contractor's services under this Agreement.
- Contractor has no control over the cost of labor, materials, equipment or services furnished by others, over incoming water quality and/or quantity, or over the way the City's plants and/or associated processes are operated and/or maintained. Data projections and estimates are based on Carollo's opinion based on experience and judgment. Contractor cannot and does not guarantee that actual costs and/or quantities realized will not vary from the data projections and estimates prepared by Contractor and Contractor will not be liable to and/or indemnify the City and/or any third party related to any inconsistencies between Contractor's data projections and estimates and actual costs and/or quantities realized by the City and/or any third party in the future, except to the extent such inconsistencies are caused by Contractor's negligent performance hereunder.





**City Council**  
**STAFF REPORT**  
**City of Glenwood Springs**  
**January 21, 2021**

**Agenda Item:** IGA with Garfield County for Election Services

**Action Requested:** Approval of IGA

**Department:** City Clerk

**Presented By:** Steve Boyd, COO

**Background Info:** The City has an election scheduled for April 6th 2021, this IGA is for assistance from the County in that election.

**Issues:** None

**Staff Recommendation:** Approval of IGA

## INTERGOVERNMENTAL AGREEMENT FOR ELECTION SERVICES

This Intergovernmental Agreement for election services is entered into this \_\_\_\_ day of \_\_\_\_\_, 2021 by and between the, City of Glenwood Springs, a Colorado Home Rule Municipality (hereinafter the “City”), and the Garfield County Clerk & Recorder, (hereinafter the “Clerk”), collectively referred to as the “Parties”.

WHEREAS, the City has requested the assistance of the Clerk for the Municipal Election to be held on April 6, 2021 and

WHEREAS, the Clerk is willing to assist the City in certain aspects of the April 6, 2021 Special Municipal Election to effectuate a smooth and efficient election process.

NOW THEREFORE, for and in consideration of the mutual covenants and agreements of the parties as set forth herein, the parties agree as follows:

1. Term of Agreement. This Agreement applies to the April 2021 Municipal Election and is effective from the date of execution to the conclusion of any appeal or contest of the April 2020 Special Municipal Election.
2. Clerk’s Duties. The Clerk agrees to:
  - a. Designate members of her staff to be the Election Staff to assist the City in the April 6, 2021 Municipal Election and to provide the names of those individuals to the City.
  - b. Use the ballot content provided by the City to set-up the ballot design for the April 6, 2021 Municipal Election and send proofs to the City by e-mail when completed.
  - c. Provide an extract to the City’s designated printer so ballots compatible with the Clear Ballot Voting equipment will be printed for the City’s mail ballot election.
  - d. Provide training to designated City staff or designated election judges on how to prepare the ballots for processing through the Clear Ballot Municipal scanner.
  - e. Provide use of the 24/7 ballot box located on 8<sup>th</sup> St. While ballots are being dropped off the Clerk will back up the surveillance cameras on a weekly basis and make those files available to the City. This box is opened and emptied three times per day.
  - f. Provide a ballot box just inside the east entrance of the courthouse for voters to drop off ballots. This ballot box is monitored by the Courthouse security guards and is under camera surveillance as well. This box is open three time per day.
  - g. Provide the Clear Count Ballot Scanner located in the first-floor election room at the County Courthouse for use in processing the voted ballots on April 6, 2021. Clerk Election Staff member(s) will accept the voted ballots as delivered by the City’s designated election judges to scan and tabulate on Election Day.

h. Once all the voted ballots are scanned and the City's Designated Election Official is ready to issue election results, the Clerk will tabulate election results and provide reports to the City's DEO.

i. Bill the City within thirty (30) days after the election for staff time spent in setting up the ballot, logic and accuracy testing, ballot counting and tabulation process on election night, and a \$250 fee for use of the Clear Ballot Voting System owned by Garfield County. If any contest is close enough for a recount, the Clerk will additionally charge the City for staff time needed to assist with the recount process. Anticipated cost to assist the City with this election will be approximately \$1000.

3. City's Duties. City agrees to:

a. Provide the Clerk with certified ballot content at soon as possible. Please contact Edna Place at 384-3700 x 1804 or [edplace@garfield-county.com](mailto:edplace@garfield-county.com) for format required for content certification.

b. Proof and return signed verification that the ballot proof is acceptable either by e-mail or fax to the Clerk as soon as possible after receipt.

c. Provide Clerk Election Staff with the name and contact information for their printer.

d. Provide at least two staff members to assist with the logic and accuracy testing (LAT) of the election equipment. This testing will be done at the Clerk's office in Glenwood Springs. Both City and Clerk staffs will hand mark and hand tabulate ballots prior to those ballots being processed through the Clear Ballot Municipal kit. The LAT is done to verify that the electronic equipment is correctly processing the marked ballots.

e. Provide to the Clerk required information for City Election contacts and all election judges so the Clerk can conduct CBI background checks prior to the votes being scanned on the County election equipment. The City will be responsible for all CBI charges.

f. Reimburse the Clerk for staff time spent in setting up the ballot, logic and accuracy testing, assisting with the ballot counting and tabulation process on election night, and a \$250 fee for use of the Clear Ballot Voting System owned by Garfield County. If any race is close enough for a recount, the City agrees to reimburse the Clerk for staff time needed to assist with the recount process.

g. The City Clerk will provide a new, encrypted flash drive so all reports for the election can be downloaded from the Clear Ballot Voting System kit for printing.

h. The City Clerk will contact the County Clerk election staff and set times to pick up ballots dropped off at the courthouse. Ballots must always be picked up by a team of two persons and ballot box chain of custody logs completed with each pick up.

4. **INDEMNIFICATION.** The City agrees to indemnify, defend and hold harmless the Clerk from any and all loss, costs, demands or actions, arising out of or related to any actions, errors or omissions of the City in completing its responsibilities relating to the election.

5. **Integration.** The Parties acknowledge that this Agreement constitutes the complete agreement and understanding between them relating to the subject matter hereof and that no Party is relying upon any oral representations made by another Party or employee, agent or officer of the Party.

6. **Amendments.** This Agreement can be amended only in writing with signature of all Parties.

7. **Notices.** All notices, requests, demands, consents, and other communications pertaining to this Agreement shall be transmitted in writing and shall be deemed duly given when received by the Parties at their addresses below or any subsequent addresses provided to the other party in writing.

|                    |                                                                                                   |
|--------------------|---------------------------------------------------------------------------------------------------|
| Notice to the City | City of Glenwood Springs<br>City Clerk<br>101 W 8 <sup>th</sup> St,<br>Glenwood Springs, CO 81601 |
|--------------------|---------------------------------------------------------------------------------------------------|

|                  |                                                                                                      |
|------------------|------------------------------------------------------------------------------------------------------|
| Notice to Clerk: | Jean Alberico, County Clerk & Recorder<br>109 Eighth Street, Suite 200<br>Glenwood Springs, CO 81601 |
|------------------|------------------------------------------------------------------------------------------------------|

IN WITNESS WHEREOF, the City and the Clerk have caused this Agreement to be full executed in an electronic format or duplicate signed originals with each party receiving a fully executed copy.

ATTEST: City of Glenwood Springs

|            |            |
|------------|------------|
| _____      | By: _____  |
| City Clerk | Mayor Date |

By Garfield County Clerk

\_\_\_\_\_ Date \_\_\_\_\_



**City Council**  
**STAFF REPORT**  
**City of Glenwood Springs**  
**January 21, 2021**

**Agenda Item:** Raw Water Transmission Line Design Changes

**Action Requested:** Approval of Change Order #2 to the SGM Raw Water Pipeline Contract for a total of \$43,250.

**Department:** City Administration

**Presented By:** Matthew Langhorst, Public Works Director

**Background Info:** The City of Glenwood Springs hired SGM in the fall of 2020 to design a new 16" raw water pipe line from the existing Roaring Fork Pump Station to the Red Mountain Treatment Plant. During the process of design it was anticipated that Carollo Engineering would be designing a sedimentation/mixing basin adjacent to the Red Mountain Plant that the 16" line would attach.

Through the engineering process with Carollo it was decided that upgrading the existing plant operations and equipment would be more cost effective, result in a longer life span of the plant and increase capacity of the plant rather than adding a \$4-\$5 million dollar sedimentation/mixing basin in front of an aging plant. The pump line that SGM is designing still needs to allow Roaring Fork Water and No Name/Grizzly Creek water to mix, which is why the City asked SGM to put together a proposal for a simple mixing vault to be located just below the plant to accomplish this. SGM is more suited for this type of design work versus Carollo, thus why it is being added to their design scope.

The original estimated budget for the 16" raw waterline project was projected to be \$2.7 million dollars, with \$185,000 in design, survey and testing. Currently with this change order the project will be at \$185,861 for design, survey and testing fees including the two other consultants that are part of the design process. The City does not anticipate any further change orders to the design scope.

Construction management services will be brought to council along with construction bids in 2021 or as soon as they are available for review.

**Issues:** None

**Staff Recommendation:** Staff would recommend approval of Change Order #2 to the SGM Raw Water Pipeline Contract for a total of \$43,250.

January 6, 2021

Matthew Langhorst  
City of Glenwood Springs – Public Works  
101 West 8th Street  
Glenwood Springs, CO 81601

**RE: Roaring Fork Pump Station Transmission Line – Change Order No. 2  
New Flow Control Vault at WTP Site**

Dear Matthew,

The purpose of this proposal is to provide a scope of work (SOW) and estimated fees for Change Order No. 2 on this project.

In general, this change order consists of professional engineering and land surveying services associated with the design of a flow control vault, retaining wall, meters and valving for a new tie in scenario at the Red Mountain Water Treatment Plant site for the proposed transmission line from the Roaring Fork Pump Station. SGM has prepared this proposal in consideration of input from City staff and information provided by others.

## Scope of Work

The primary tasks associated with Change Order No. 2's SOW include:

|                   |                        |
|-------------------|------------------------|
| Task 2 (revised): | Survey                 |
| Task 4 (revised): | Civil Engineering      |
| Task 6 (revised): | Project Management     |
| Task 10 (new):    | Hydraulic Engineering  |
| Task 11 (new):    | Electrical Engineering |
| Task 12 (new):    | Structural Engineering |

Additional detail for each task is described below.

### Task 2: Survey

SGM will provide topographic and existing conditions mapping for the area located around the new control vault location.

### Task 4: Civil Engineering

SGM will provide civil engineering design associated with the proposed control vault, connection to the existing 24" transmission line, required utility relocates and additions, vault and PRV drain line, revisions to existing plans, and preparation of final plan set. This task will include

coordination with City staff and consultants for system parameters, proposed connection specifications/details and pavement repair as well as tying the various discipline drawings and details into the overall plan set. SGM will also implement internal quality assurance and control (QA/QC) throughout the design process.

## Task 6: Project Management

This task will include project management and coordination with the various design discipline leads, subcontractor and City staff for the addition of the flow control vault. SGM anticipates recurring design team and client coordination meetings and/or conference calls during the development of review and construction documents for this additional work. SGM will also provide detailed invoicing with project coordination summarizing the status of the design process for the additional timeline related to this change order. This task also includes updating the basis of design to include sections related to the additional scope of work.

## Task 10: Hydraulic/Process Mechanical Engineering

SGM will provide additional hydraulic analysis to characterize pump station and gravity supply performance (respectively) in consideration of the new flow control vault and extend the assessment to cover the flow range up to the plant's design capacity. This task will also include a site visit by SGM staff to accompany the Electrical & Controls Engineer for assessment of existing systems, coordination with Electrical & Controls Engineer for process design specifics, detailed design and specifications for vault piping and process control equipment, internal project coordination with subdisciplines and hydraulic and process control sections for basis of design.

## Task 11: Electrical & Controls Engineering

SGM will subcontract with an Electrical & Controls Engineer for detailed design and specification of electrical and control systems related to the new flow control vault. This task also includes one (1) site visit for assessment of existing systems as well as design and specification of the limited lighting, heating, and ventilation systems appropriate for a vault of this kind.

## Task 12: Structural Engineering

SGM will provide structural design of the flow control vault and retaining wall. This task will also include access, vehicle loading and details and specifications for reinforced concrete design and any mounting equipment required within the vault. Evaluation of a geotechnical report provided by others will be utilized for design and soil bearing capacity.

## Fee Proposal

The proposal is an estimate with a not to exceed price based on the scope of work described above. If the scope of work changes, we will provide you with a contract amendment for the additional work. We will bill this project on a time and materials basis. SGM will be as efficient as possible to combine site visits, meetings, etc. to reduce cost to the City of Glenwood Springs.

| <b>SGM, INC. - FEE ESTIMATE</b>                                                   |                 |
|-----------------------------------------------------------------------------------|-----------------|
| <b>Description</b>                                                                | <b>Fee</b>      |
| Task 2: Survey                                                                    | \$2,000         |
| Task 4: Civil Engineering                                                         | \$6,500         |
| Task 6: Project Management                                                        | \$4,500         |
| Task 10: Hydraulic/Process Mechanical Engineering                                 | \$10,000        |
| Task 11: Electrical & Controls Engineering (includes also HVAC & lighting design) | \$13,750        |
| Task 12: Structural Engineering                                                   | \$6,500         |
| <b>TOTAL</b>                                                                      | <b>\$43,250</b> |

We want to close in thanking you for allowing this opportunity to be of service.

Please contact me at (970) 384-9058 with any questions.

Sincerely,

**SGM**



Jevon Poston, PE  
Senior Engineer

**CHANGE ORDER**

OWNER / CONSULTANT AGREEMENT

**PROJECT: GWS Pump Station Pipeline****CHANGE ORDER NUMBER: 2****Client:**

**Matt Langhorst**  
101 W 8th Street  
Glenwood Springs, CO 81601

**Date: January 6, 2021****PROJECT NUMBER: 2020-429.001****FROM:**

**Schmueser Gordon Meyer**  
118 W. 6th Suite 200  
Glenwood Springs, CO 81601

**CONTRACT FOR: Raw Water Transmission Line****CONTRACT DATE: September 2, 2020****Scope of Work**

1. Additional survey required around the treatment plant for new control vault and tie-in location previously approved via email prior to completing the work. This fee is included in this CO. \$2,000.00
2. Additional Engineering and Project Management for various disciplines related to the work for the control vault and new tie-in at water treatment plant. See attached memo for scope of work. \$41,250.00

|                                                           |              |
|-----------------------------------------------------------|--------------|
| The original Contract Sum was                             | \$92,500.00  |
| Net change by pervious authorized Change Orders           | \$7,500.00   |
| The Contract Sum prior to this Change Order was           | \$100,000.00 |
| The Contract Sum will be (increased) by this Change Order | \$43,250.00  |
| The new Contract Sum including this Change Order will be  | \$143,250.00 |
| The Contract Time will be (changed)                       | ( 30 ) Days  |

**CLIENT**  
City of Glenwood Springs

**Address**  
Matt Langhorst  
101 W 8th Street  
Glenwood Springs, CO 81601

**By****Date**

**CONSULTANT**  
SGM

**Address**  
118 W. 6th Street, Suite 200  
Glenwood Springs, CO 81601

**Warren Swanson, PE**  
**President**

**Date 1/06/2021**



**City Council**  
**STAFF REPORT**  
**City of Glenwood Springs**  
**January 21, 2021**

**Agenda Item:** South Midland Progress Report

**Action Requested:** In the second meeting of each month Staff will provide Council with a progress update and address any questions.

**Department:** Engineering

**Presented By:**

**Background Info:** N/A

**Issues:** N/A

**Staff Recommendation:** N/A



**City Council**  
**STAFF REPORT**  
**City of Glenwood Springs**  
**January 21, 2021**

**Agenda Item:** Spring Cleanup Options and Discussion for 2021

**Action Requested:** Discussion of the Two Options Being Presented to Council for Spring Cleanup 2021

**Department:** Public Works

**Presented By:** Matthew Langhorst, Public Works Director  
Jennifer Ooton, Assistant City Manager

**Background Info:** Due to the COVID pandemic the City of Glenwood Springs had to cancel the 2020 Glenwood Springs Spring Cleanup that has historically occurred. With the current COVID circumstances it appears that 2021 may be in the same situation. Public and Employee safety will always take precedent and the City may have to cancel Spring Cleanup until a vaccine is widespread, move its timing or come up with a new plan on how to accomplish the process. Staff is recommending two options on how Spring Cleanup could look in 2021 and some potential dates to discuss for when it could happen. Please see attached report.

**Issues:** None

**Staff Recommendation:** Discussion

# **City of Glenwood Springs Spring Cleanup 2021 Options**

## **Background:**

The City of Glenwood Springs conducts an annual spring clean-up operation for the residents of Glenwood Springs. Spring clean-up allows the City residents to place brush and debris piles within the City streets, crews go neighborhood to neighborhood picking up these piles. Crews use a combination of front end-loaders, backhoes, tandem dump trucks and manual labor to load the brush and debris. All materials are then taken to the South Canyon landfill at the City's expense. These funds are typically funded from the General Fund.

Spring Clean-up requires the entire Streets Department crew (9 members), the SWAT department crew (3 members) and often members of the Parks Department are called in to assist. This means that normal street and storm drain maintenance is put on hold for 4-6 weeks in the spring. The scope of services for spring clean-up include separating the piles of debris into the categories noted below:

### **Shred-able Material**

- Mattress
- Furniture
- Wood
- Brush

### **Trash / Debris**

- Any non-shred able material
- Paper goods
- Lawn Debris
- Spring Cleanup items

### **Metal**

- All solid metal that can be recycled

### **Restricted items:**

- Paint
- Batteries
- TVs
- Refrigerators (without freon free sticker)
- AC Units
- Tires
- Oil
- Gas

- Propane or “air” tanks
- Electronics

### **Options for Updates to 2020 Spring Clean-up Options 1 and 2:**

#### **Option 1:**

Option 1 is a standard operation spring cleanup effort with some outside resources utilized for efficiency and to free up City staff. Streets would hire out 2-4 tandem dump trucks and drivers from a local contractor to help with this option and free up the maintenance crew to start springtime work. The City would once again provide landfill vouchers to multi-family and private subdivision residents for their use at the landfill.

Issues that arose with this option in 2019:

- Enforcement of community piles.
- Trash and Debris are still stored in the gutter line during cleanup.
- Unknown debris within the piles:
  - Crews have found needles, sharp objects and other unknowns in the past.
  - Crews undertake a Haz-Mat training every year prior to Spring Clean-up due to the unknown waste stream.
- Deferred maintenance with crews being utilized for trash collection versus streets projects.

This option has three costs to it: Lost crew time, equipment wear/tear and cash value.

- Crew Lost Time: 630 hours or approximately 79 – 8-hour workdays.
- Equipment Wear: \$44,610 approximate cost.
- Cash Value for Trucking Services: \$38,000.

#### **Option 2:**

Option 2 would change the look of spring clean-up and move it to one or two centralized collection locations in town and would require residents to bring their trash/debris to these locations instead of a curb side pickup. This could be set up as a Friday-Saturday event and could include City Staff collection waste on Friday by appointment for residents that cannot make it to the collection location with their items. The City could then work with Rotary, Lions Club or other volunteers as a team to go out during Saturday to help people transport their items to the collection site via an appointment system. The plan would include setting up a site or two with multiple 40-yard trash collection cans to separate items being brought to the site.

The City would create an RFP to bid out for collection site operations and hauling services. Part of the RFP would be for the hauler to provide staffing for the site and temporary fencing for the site to control the intake of materials in off hours. This system would allow a local trash hauler

to bring separated 40-yard roll off cans to the correct locations at the landfill presorted so that City staff does not have to sort and haul the material. With this option the City would still collect brush at the rodeo grounds and the City would chip this material on its own. A metal recycling company would also be part of the collection process with metal collection provided within their 40-yard containers that would be removed by the hauler as needed. The metal recycler would be responsible for staffing of their containers within the fenced area provided by the main hauler.

This option could be set up as an Earth Day type of event with the opportunity to make it a community event that Parks could help coordinate and make it a new tradition for the City. It could include music and have a festive atmosphere. Hazardous Waste Day that the Landfill provides to City residents each year could occur during this event making in an all-encompassing event for City wide cleanup. We could invite File Finders to come and take part in the event, and request that they turn it into a local charity drive.

This option would save the City staff time for the 10-12 employees that we utilize for the collection of trash/debris during spring cleanup and would let the Streets and SWAT departments begin their spring, summer and fall work 4-6 weeks earlier. This means potholes filled, culverts jetted, streets swept, and overall repair and maintenance of the City infrastructure completed over a longer period.

This option would provide the much-appreciated spring clean-up service to the residents of Glenwood while also allowing the Streets and SWAT Department to fulfill its maintenance and construction obligations to the City, resulting in a win for the City and residents. Pothole complaints are at their worst in the Spring when we have the Streets Department not filling them but collecting trash.

Possible Dates:

- April 24<sup>th</sup> and 25<sup>th</sup> to coincide with Earth Day on the 22<sup>nd</sup>.
- June 5<sup>th</sup> and 6<sup>th</sup> or 12<sup>th</sup> and 13<sup>th</sup>, before Strawberry Days.
- November 12<sup>th</sup> and 13<sup>th</sup> to coincide with Recycling Day.

Staff is recommending waiting until the summer early fall to reduce the risk of COVID -19 interrupting the event.

This option has three costs to it: Lost crew time, equipment wear/tear and cash value.

- Crew Lost Time Estimated: 120 hours or 1 – 10-hour workday.
- Equipment Wear: \$5,000.
- Cash Value of Provided Outside Services: ~\$50,000



**City Council**  
**STAFF REPORT**  
**City of Glenwood Springs**  
**January 21, 2021**

|                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Agenda Item:</b>          | Broadband Budget and Construction Update - Approval of Lightworks Change Order to Extend Construction to Phases 1 through 5 per CO # to Bid 2020-007 FTTH                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>Action Requested:</b>     | Broadband Budget and Construction Update - Approval of Lightworks Change Order to Extend Construction to Phases 1 through 5 per CO # to Bid 2020-007 FTTH                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>Department:</b>           | Public Works                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <b>Presented By:</b>         | Matthew Langhorst, Public Works Director<br>Michael Gardner, Broadband Superintendent                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>Background Info:</b>      | <p>Within the original proposal, BD2020-007, the City of Glenwood Springs and CBN included a clause that would allow the City to extend the current contractors' scope of work from Phase 1 to any of Phase 2-5 if the contractors' work is acceptable and their pricing hasn't changed. Lightworks Fiber and Consulting, LLC has been a great contractor to work with and is holding their pricing, and the City would like to continue with this group for Phases 2-5. This change order will commence immediately and the full build-out is anticipated to be completed in 2021, sooner than the original projection of 2025.</p> <p>This work is within the original pro-forma budget. Staff will present a financial update to Council including costs for materials, staffing, construction, and equipment during the meeting on expenses through 2023.</p> |
| <b>Issues:</b>               | None                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <b>Staff Recommendation:</b> | Staff is Recommending Approval of the Proposed Change Order Extending Lightworks Fiber and Consulting, LLCs Construction Contract from Phase 1 of the Fiber to Home Project to Phases 1 - 5 for a full build-out per CO #1 to Bid 2020-007 FTTH.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |

## CHANGE ORDER

Order No. \_\_\_\_\_

Date 12/23/2020

Agreement Date \_\_\_\_\_

NAME OF PROJECT: BID 2020-007\_FTTTH Construction

OWNER: City of Glenwood Springs/Community Broadband Network (CBN)

CONTRACTOR: Lightworks Fiber & Consulting, LLC

The following changes are hereby made to the CONTRACT DOCUMENTS:

Justification:

The original contract with Lightworks Fiber and Consulting, LLC allowed the City the option to expand the work scope of Phase 1 pending performance of the contractor. The contractor has performed well, and the City of Glenwood Springs CBN is interested in expanding the scope to include the remaining Phases 2-5 for installation of materials.

### Change to CONTRACT PRICE:

Original CONTRACT PRICE: \$ 485,836.68

Current CONTRACT PRICE adjusted by previous CHANGE ORDER \$ 485,836.68

The CONTRACT PRICE due to this CHANGE ORDER will be (increased) (decreased) by  
\$ 2,574,163.32

The New CONTRACT PRICE including this CHANGE ORDER will be \$ 3,060,000

### Change to CONTRACT TIME:

The CONTRACT TIME will be (increased) (decreased) by 365 calendar days.

The date for completion of all work will be 12/31/2021 (Date).

### APPROVALS REQUIRED:

Approved by Project Manager: \_\_\_\_\_

Accepted by Contractor: \_\_\_\_\_

Accepted and Approved by Owner: \_\_\_\_\_

Federal Agency Approval (where applicable): \_\_\_\_\_



**City Council**  
**STAFF REPORT**  
**City of Glenwood Springs**  
**January 21, 2021**

**Agenda Item:** Middle Colorado Watershed Council Presentation

**Action Requested:** Middle Colorado Watershed Council Presentation

**Department:** City Administration

**Presented By:**

**Background Info:** Doug Winter from the Middle Colorado Watershed Council Board of Directors, is providing an update on their fire restoration efforts and the potential coordination with the City. He will request a letter of support for their grant efforts.

**Issues:** NA

**Staff Recommendation:** Staff recommends approving letters of support for their grant efforts.

| COLLABORATIVE POST FIRE WATERSHED MANAGEMENT |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                     | INITIATIVE<br>AQ6           |
|----------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|-----------------------------|
| DESCRIPTION                                  | Improve watershed health and fire protection in the watershed through coordinated fuel treatment planning, wildfire response, and post-wildfire rehabilitation efforts. Organize an <i>ad hoc</i> coalition to serve as a post-fire planning and coordination hub. Immediate focus will be on post-fire recovery and rehabilitation in the Grizzly Creek and Pine Gulch burn areas to reduce the risk of well-known post-fire hazards, such as flooding and erosion/debris flows. Longer-term efforts may focus on planning for and implementing future fire risk mitigation throughout the watershed.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                     |                             |
| OBJECTIVES<br>ADDRESSED                      | AQa, AQc, AQd, AQe, AQg                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                     |                             |
| FOCUS AREA                                   | Mainstem and tributaries within watershed area                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | WATERSHED<br>REGION | Upper, Middle,<br>Lower     |
| ORGANIZING<br>ENTITY                         | MCWC and ERWC                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                     |                             |
| PRINCIPLE<br>PARTNER(S)                      | BLM, USFS, CDOT, USGS, NRCS, CPW, CWCB, Garfield/Mesa/Eagle counties, municipal governments, CRD, local NGOs, HUP and W&S Stakeholder Group participants, Conservation Districts, NWS, DWR, downstream water interests                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                     |                             |
| OPPORTUNITIES<br>CONSTRAINTS<br>CHALLENGES   | Recognizing that no single entity has jurisdiction over the two immediate burned areas of initial focus, a coalition of interests can provide a forum for individual stakeholders, both public and private, to discuss actions, arrive at consensus, and implement solutions to address the most vulnerable areas and natural resource assets. One challenge is that some post-fire work must occur immediately afterwards, but collaborative efforts are often slow to materialize. Colorado Forest and Water Alliance and CBRT are potential fire restoration coordination hubs.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                     |                             |
| DEGREE RIPENESS                              | High                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | TIMEFRAME           | Ongoing, 10-20 year process |
| IMPLEMENTATION<br>STEPS                      | <p>Outreach/Education</p> <ul style="list-style-type: none"> <li>Engage private landowners in fire risk mitigation</li> <li>Broaden the base of political support for collaboration and wildfire risk mitigation through social acceptance of established practices. Work towards adoption of new policies such as local building ordinances.</li> <li>Conduct outreach and education by organizing or attending community events, hosting tours of sites where treatments have been completed, offering educational seminars on fire-related topics, and publishing timely articles in local news outlets.</li> </ul> <p>Coordination</p> <ul style="list-style-type: none"> <li>Designate a lead entity to coordinate the <i>ad hoc</i> coalition. Quickly identify and engage key stakeholders to formulate an operating structure, identify immediate tasks, and deploy resources to prioritized activities.</li> <li>Immediately coordinate with USGS and other entities to establish a program for gathering long-term baseline info to evaluate recovery needs and efforts.</li> <li>Work with implementing agencies to assess risk and develop/disseminate credible information to the public.</li> <li>Share personnel, equipment, and information to increase efficiency and effectiveness of efforts undertaken by implementing agencies. Broaden the base of funding and resources.</li> </ul> <p>Projects</p> <ul style="list-style-type: none"> <li>Enhance monitoring of precipitation in burn areas with real-time reporting for early-warning of post-fire flooding events.</li> <li>Engage local producers to assist in rebuilding agricultural infrastructure that may be impacted by fire and post-fire flooding/debris flow events.</li> <li>Implement projects such as post-fire restoration (e.g., reseedling, debris catchments, erosion control structures) and proactive risk mitigation including fuels treatments (e.g., fuel thinning, creation of defensible space, and prescribed burns).</li> </ul> |                     |                             |

| ESTIMATED COSTS     | CAPITAL                                                                                                                 |                                 | OPERATION/MAINTENANCE       |                |
|---------------------|-------------------------------------------------------------------------------------------------------------------------|---------------------------------|-----------------------------|----------------|
|                     | \$                                                                                                                      |                                 | \$                          |                |
| EVALUATION CRITERIA | Functional <i>ad hoc</i> group.<br>Demonstrated ability of the group to collaborate and leverage actions and resources. |                                 |                             |                |
| CWCB METADATA       | PROJECT TYPE                                                                                                            | Envir/Rec, Ag, Muni, Industrial | WATER DESTINATION           | Colorado       |
|                     | BASIN                                                                                                                   | Colorado                        | WATER DISTRICT              | 39, 45, 53, 70 |
|                     | MULTIPLE NEEDS                                                                                                          | Yes                             | ESTIMATED WATER YIELD/UNITS | N/A            |
|                     | WATER SOURCE                                                                                                            | Various                         | ESTIMATED CAPACITY/UNITS    | N/A            |



MIDDLE COLORADO  
WATERSHED COUNCIL

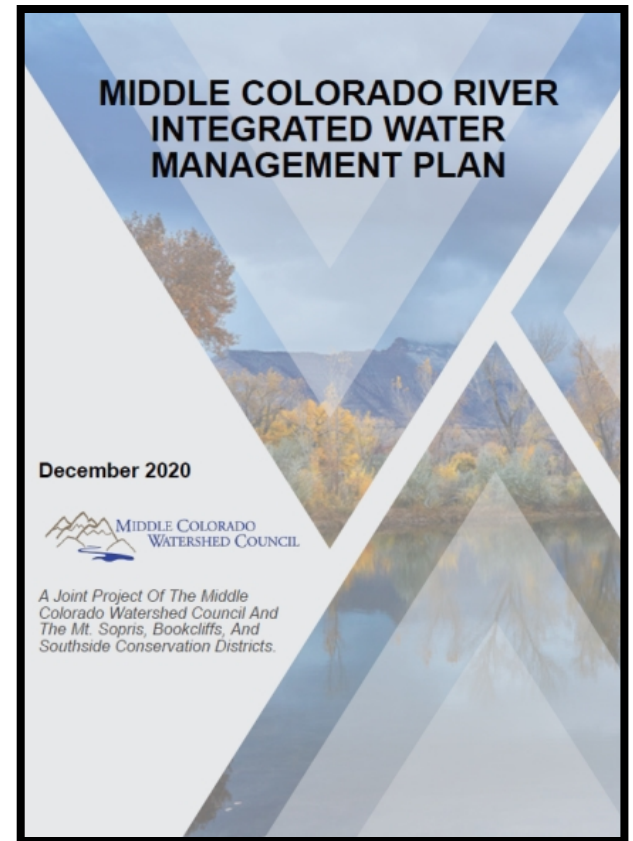
# Glenwood Springs City Council MCWC 2021 Projects (inc. Fire Restoration)

January 21, 2021

MCWC's mission: Evaluate, protect and enhance the health of the Middle Colorado River through the cooperative effort of watershed stakeholders

# IWMP Overview

- ❑ Integrated Water Management Plan (IWMP) progress
  - ❑ Public process: 25+ meetings, 65 stakeholders, 500+ hours donated time
  - ❑ Alternative review completed in 2020; draft-final Plan issued Jan. 2021
- ❑ IWMP potential projects
  - ❑ Local benefit: protecting west slope water, local projects and contractors
  - ❑ State money through CWCB and



# IWMP Projects: Recreation, Aquatic, Water Quality, Consumptive Use



- ❑ River Recreation Map (in process)
- ❑ Glenwood Recreational In-Channel Diversion
- ❑ Flow management partnerships



# IWMP Projects cont.: Fire Response

- ❑ IWMP AQ6: Collaborative Post Fire Watershed Management:  
“Recognizing that no single entity has jurisdiction over the two immediate burned areas of initial focus, a coalition of interests can provide a forum for individual stakeholders, both public and private, to discuss actions, arrive at consensus, and implement solutions to address the most vulnerable areas and natural resource assets.”



# River Stop Update



RIFLE, CO



# Support Request



**MCWC would appreciate Glenwood City Council's support of upcoming projects via Letter(s) of Support for grant applications**



# Thank you!

Middle Colorado Watershed Council

Doug Winter/Board of Directors

douglas.m.winter@gmail.com

Please visit our website:

[www.midcowatershed.org](http://www.midcowatershed.org)

Follow us on social media: @midcowatershed



**City Council**  
**STAFF REPORT**  
**City of Glenwood Springs**  
**January 21, 2021**

**Agenda Item:** Fee Waiver Agreement for Affordable Housing

**Action Requested:** Approval of an affordable housing incentive agreement between the City of Glenwood Springs and RealAmerica Management LLC.

**Department:** Economic and Community Development

**Presented By:** Jennifer Ooton, Assistant City Manager

**Background Info:** RealAmerica has plans to develop the MountainView Flats development at 51537 Highway 6 and will be submitting an application to the Colorado Housing and Finance Authority for Rental Housing Tax Credits on Feb. 1. The project would be for 54 one- and two- bedroom multifamily units of which 43 would be deed restricted for households at 60% or less of the Garfield County area median income. RealAmerica is seeking support from the City of Glenwood Springs for this application in the form of fee waivers for the project, which will help the project be more competitive for the CHFA tax credits.

According to the 2019 Greater Roaring Fork Regional Housing Study, the Glenwood Springs area had a 2,000-unit shortfall - the greatest number of those were for households earning less than 60% of AMI. The city has recently seen a number of market-rate multi-family projects approved through the land-use process. This project, which is anticipated to submit for a Major Site/Architectural Plan Review later this year, will have a majority of units (79.63 percent) deed restricted as affordable. The deed restriction is for 40 years.

The Garfield County Housing Authority will be partnering with RealAmerica by committing 6 project-based vouchers from its U.S. Department of Housing and Urban Development allotment so that 6 of the units would be reserved for households at 30 percent of AMI.

The draft agreement included with this staff report proposes waiving the following fees for the deed restricted units:

Fire & Emergency Services \$41,602.50  
School land dedication \$72,454.14  
Parkland dedication \$177,368.86  
Pro rata portion Building Permit & Plan Review Fee \$57,033.39

**Issues:** N/A

**Staff Recommendation:** Approval of the affordable housing incentive agreement between the City of Glenwood Springs and RealAmerica Management LLC.

## **AFFORDABLE HOUSING INCENTIVE AGREEMENT BETWEEN THE CITY OF GLENWOOD SPRINGS AND REALAMERICA DEVELOPMENT LLC**

This Affordable Housing Incentive Agreement (“Agreement”) is entered into this \_\_\_\_\_ day of JANUARY 2021 by RealAmerica Development, LLC, an Indiana limited liability company, (the “Developer”) and the City of Glenwood Springs, Colorado (“City”).

### **RECITALS**

WHEREAS, the Developer has certain real property located at 51237 Hwy 6 (the “Property”) under contract. The Property is further described on the attached **Exhibit A**, incorporated herein by this reference; and

WHEREAS, the Developer intends to develop residential units for rent at the Property in the City (the “Development”) and 79.63 percent of the units within the MountainView Flats project will be deed restricted as affordable; and

WHEREAS, the Developer intends to submit an application to Colorado Housing and Finance Authority (CHFA) for Rental Housing Tax Credits for the project on Feb. 1, 2021; and

WHEREAS, the Developer is seeking substantial City of Glenwood Springs support and participation in the project; and

WHEREAS, the City of Glenwood Springs’s Strategic Plan identifies developing affordable housing with strategic partners as important to protect and preserve our quality of life; and

WHEREAS, the City of Glenwood Springs City Council finds that entering into this agreement will serve to provide benefit to and advance the public interest and welfare of the City and its residents by creating affordable housing; and

WHEREAS, certain impact and improvement fees shall hereby be waived as further detailed on **Exhibit B**, attached hereto and incorporated herein.

NOW, THEREFORE, in consideration of the mutual covenants and conditions hereinafter set forth, and for other good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, the Parties hereto declare, covenant, and agree as follows:

#### **1. FEE WAIVERS.**

1.1 Fee Waiver. The impact and improvement fees set forth in the Glenwood Springs Municipal Code Section 070.130.110 and identified on Exhibit B shall deferred and, except as otherwise provided in this Agreement, be waived for each deed restricted Unit.

1.2 Number of Units.

There are 54 total residential dwelling units in the Development, of which 43 representing 79.63% of the total, are Units restricted by this Agreement. Among these deed restricted Units, the Developer shall provide:

19 One bedroom Units;

24 Two bedroom Units; and

1.3 Affordability. The rental price of any single Unit shall not, at the time of leasing, exceed that maximum rents established in the Colorado Housing and Finance Authority, Colorado County Income and Rent Table for 60% of the Garfield County Area Median Income.

1.4 Maintenance. Each Development Unit shall be maintained according to the same standards and conditions as those units on the Property not subject to this Agreement.

## **2. TERM AND DEVELOPMENT APPROVALS**

2.1 Development Approvals. The Parties acknowledge that the Development, as presently contemplated herein, will require development approvals including a Major Site Plan approval. The Developer expressly acknowledges that the City Council will act in a quasi-judicial capacity in reviewing such applications, and as such, the City cannot guarantee approval of such applications.

2.2 Term. This Agreement shall automatically terminate if within six (6) months the Developer fails to obtain approval for Rental Housing Tax Credits or fails to close on the Property.

## **3. DEFENSE AND INDEMNITY.**

3.1 Developer's Actions. Developer shall hold harmless and indemnify City and its elected and appointed officers, agents, employees, and representatives from claims, costs, and liabilities for any personal injury, death, or physical damage (including inverse condemnation) which arises directly or indirectly, as a result of the construction of the Development, or of operations performed under this Agreement, by Developer or by Developer's contractors, subcontractors, agents or employees, whether such operations were performed by Developer or any of Developer's contractors, subcontractors, or any one or more persons directly or indirectly employed by, or acting as agent for, Developer or any of Developer's contractors or subcontractors.

3.2 City's Actions. Nothing in this section shall be construed to mean that Developer shall indemnify or hold the City or its elected and appointed representatives, officers, agents and employees harmless from any claims of personal injury, death or property damage arising from, or alleged to arise from any act or omission of the City with regard to improvements that have been offered for dedication and accepted by City for maintenance. Nothing contained herein is intended to nor shall be construed as a waiver of the City's governmental immunity under state or federal law.

3.3 No Agency, Joint Venture or Partnership. It is specifically understood and agreed to by and between the parties that: (1) the subject Development is a private development; (2) the City has no interest or responsibilities for, or due to, third parties concerning any improvements until such time, and only until such time, that the City accepts the same pursuant to the provisions of this Agreement or in connection with the Current Approvals; (3) Developer shall have full power over and exclusive control of construction of the Development on the Property subject to the approvals and Conditions of Approval of the City; and (4) the City and Developer hereby renounce the existence of any form of agency relationship, joint venture or partnership between City and Developer and agree that nothing contained herein or in any document executed in connection herewith shall be construed as creating any such relationship between City and Developer.

#### **4. MISCELLANEOUS PROVISIONS.**

4.1 Assignment. This Agreement may not be assigned by the Developer without the prior written consent of the City, which consent shall not be unreasonably withheld, conditioned or delayed. In the event the Developer desires to assign its rights and obligations herein, it shall so notify the City in writing together with the proposed assignee's written agreement to be bound by the terms and conditions contained herein.

4.2 Waiver of Defects. In executing this Agreement, the Developer waives all objections it may have concerning defects, if any, in the formalities whereby it is executed, or concerning the power of the City to impose conditions on the Developer as set forth herein, and concerning the procedure, substance, and form of the ordinances or resolutions adopting this Agreement.

4.3 Amendments. This Agreement shall not be amended, except by subsequent written agreement of the Parties.

4.4 Release of Liability. It is expressly understood that the City cannot be legally bound by the representations of any of its officers or agents or their designees except in accordance with the City of Glenwood Springs Municipal Code and Ordinances and the laws of the State of Colorado, and that the Developer, when dealing with the City, acts at its own risk as to any representation or undertaking by the City officers or agents or their designees which is subsequently held unlawful by a court of law.

4.5 Captions. The captions in this Agreement are inserted only for the purpose of convenient reference and in no way defines, limits, or prescribes the scope or intent of this Agreement or any part hereof.

4.6 Binding Effect. This Agreement shall be binding upon and inure to the benefit of the Parties and their respective heirs, successors, and assigns.

4.7 Invalid Provision. If any provisions of this Agreement shall be determined to be void by any court of competent jurisdiction, then such determination shall not affect any other provision hereof, all of which other provisions shall remain in full force and effect. It is the intention of the parties hereto that, if any provision of this Agreement is capable

of two constructions, one of which would render the provision void, and the other of which would render the provision valid, then the provision shall have the meaning which renders it valid.

4.8 Governing Law. The laws of the State of Colorado shall govern the validity, performance, and enforcement of this Agreement. Should either party institute legal suit or action for enforcement of any obligation contained herein, it is agreed that the venue of such suit or action shall be in Garfield County, Colorado.

4.9 Attorneys' Fees; Survival. Should this Agreement become the subject of litigation, the substantially prevailing Party shall be entitled to, and the failing Party shall pay, all reasonable attorneys' fees, expenses, and court costs. All rights concerning remedies and/or attorneys shall survive any termination of this Agreement.

4.10 Authority. Each person signing this Agreement represents and warrants that he is fully authorized to enter into and execute this Agreement, and to bind the Party it represents to the terms and conditions hereof.

4.11 Counterparts. This Agreement may be executed in counterparts, each of which shall be deemed an original, and all of which, when taken together, shall be deemed one and the same instrument.

4.12 Notice. All notices required under this Agreement shall be in writing and shall be hand-delivered or sent by registered or certified mail, return receipt requested, postage prepaid, to the addresses of the parties herein set forth. All notices so given shall be considered effective 72 hours after deposit in the United States mail with the proper address as set forth below. Either Party by notice so given may change the address to which future notices shall be sent.

Notice to City:

City of Glenwood Springs  
101 W. 8th Street  
Glenwood Springs, CO 81601

With copy to:

Karp Neu Hanlon, P.C.  
P. O. Drawer 2030  
Glenwood Springs, CO 81602

Notice to Developer:

RealAmerica Development, LLC  
8250 Dean Road  
Indianapolis, IN 46240

4.13 Construction. Each reference in this Agreement to any of the Current Approvals shall be deemed to refer to the Current Approval as it may be amended from time to time pursuant to the provisions of this Agreement, whether or not the particular reference refers to such possible amendment.



**EXHIBIT A**  
**Property Description**

Section: 5 Township: 6 Range: 89 Subdivision: HALLE TRACT MINOR Block: 1 Lot: 2  
RECEPTION # 870126

DRAFT

## **EXHIBIT B**

### **Improvement and Building Fees Waived**

The following fees have been waived:

|                                                       |              |
|-------------------------------------------------------|--------------|
| 1. Fire & Emergency Services                          | \$41,602.50  |
| 2. School land dedication                             | \$72,454.14  |
| 3. Parkland dedication                                | \$177,368.86 |
| 4. Pro rata portion Building Permit & Plan Review Fee | \$57,033.39  |



# REAL AMERICA

*Developing & Managing Properties for more than 20 years*

# MountainView Flats

## Glenwood Springs, Colorado



# RealAmerica

- Developer, Architect, General Contractor, Property Manager, Owner
- Founded in 1995 by Ronda Weybright
- Located in Indianapolis
- Specializes in affordable apartments
- Also develop market rate apartments, self-storage, medical office, mixed use



# RealAmerica

- Ronda Weybright, President
- Mike Surak, Development Associate
- Jeff Ryan, Vice President of Development



# Roaring Fork Apartments

Basalt, Colorado



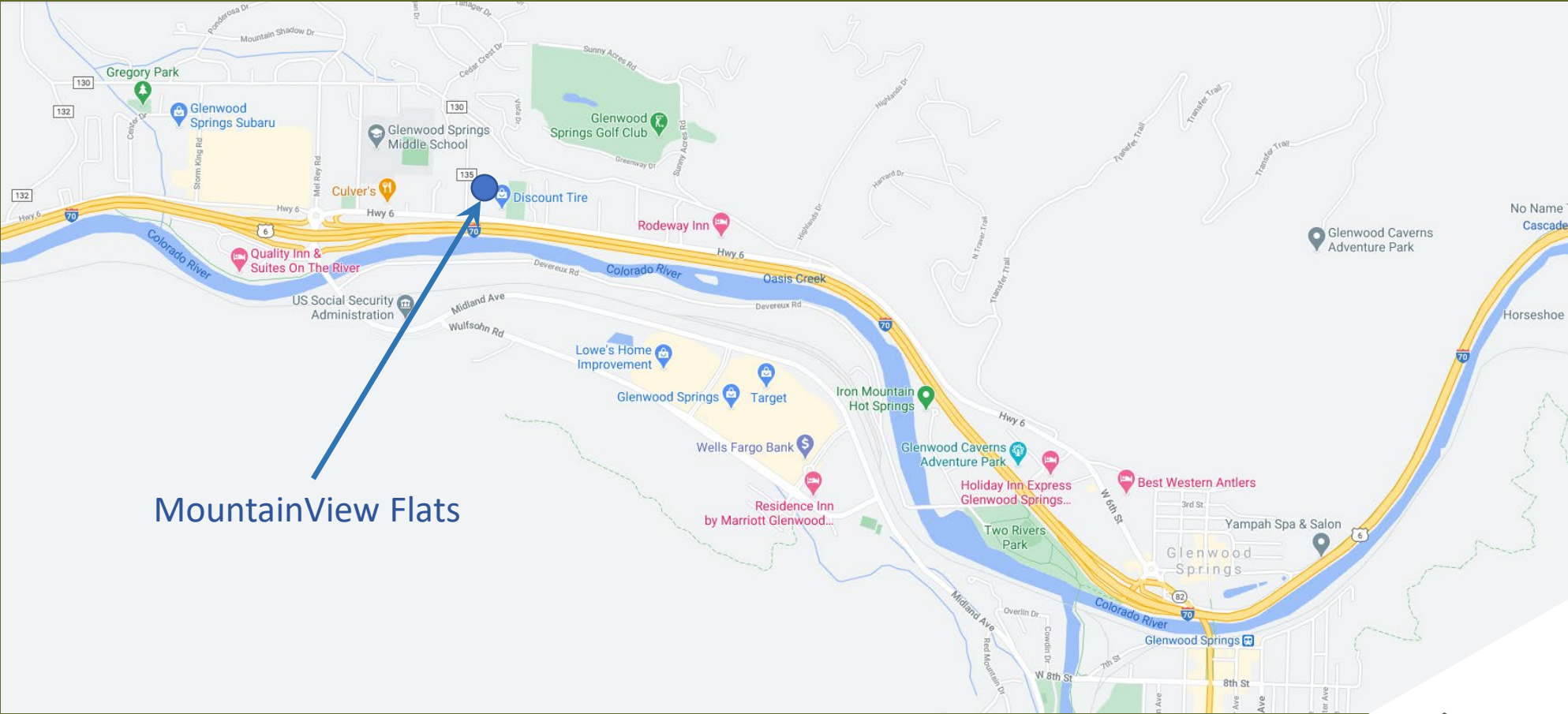
# Roaring Fork Apartments



# Roaring Fork Apartments



# Location



MountainView Flats



# Location



MountainView Flats



# Amenities



# View of Site

MountainView Flats



# View from Site



# Unit Mix

- 54 Apartments
  - 24 One-Bedroom
  - 30 Two-Bedroom
- 6 @ 30%AMI
- 8 @ 50% AMI
- 29 @ 60% AMI
- 11 @ Market Rate



# Market Need

- Greater Roaring Fork Regional Housing Study
  - The region has a 2,100-unit shortfall in housing for households at 60% AMI and less
  - The Glenwood Springs area has an overall 2,000-unit shortfall. That shortfall is spread across nearly every income level.
  - By 2027, the area will need 2,748 units in the 61% to 80% AMI range.
- Roaring Fork Apartments in Basalt, CO
  - Average occupancy in 2020 of 97.81%
  - Currently occupancy is 100%
  - Current waitlist of 214 households



# Request

- Waiver of building permit fees, system improvement fees, and impact fees
  - Fire & Emergency Services - \$41,602.50
  - School land dedication - \$72,454.14
  - Parkland dedication - \$177,368.86
  - Pro rata portion Building Permit & Plan Review Fee - \$57,033.39





# REAL AMERICA

*Developing & Managing Properties for more than 20 years*



**City Council**  
**STAFF REPORT**  
**City of Glenwood Springs**  
**January 21, 2021**

|                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Agenda Item:</b>          | Resolution 2021-2 DOLA Grant Application for Comprehensive Plan                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <b>Action Requested:</b>     | Approval of Resolution 2021-2 authorizing the application for a DOLA grant in the amount of \$100,000 for an updated Comprehensive Plan.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <b>Department:</b>           | Economic and Community Development                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>Presented By:</b>         | Jennifer Ooton, Assistant City Manager                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>Background Info:</b>      | <p>The City of Glenwood Springs last adopted a Comprehensive Plan in 2011 to establish a vision for the community's long-range growth. Since then, it has only been amended four times for technical map updates. Best practices would suggest that a comprehensive plan should be reviewed every three to five years and updated every 10 years. Due to the expense of this sort of plan, the city is seeking a DOLA grant to offset the cost.</p> <p>The process to update the Comp Plan will include outreach meetings and will address focus areas such as:</p> <ul style="list-style-type: none"><li>• Opportunities for redevelopment and opportunity parcels</li><li>• What does small town character mean?</li><li>• What does vibrancy and commercial success of Downtown look like?</li><li>• Consider transportation needs and multi-modal travel options</li><li>• Long-term sustainable, diverse economic development</li><li>• The city's current role as a regional tourism, retail, commercial and governmental center of Garfield County</li><li>• Direct development to locations and building forms that are cost-effective to serve</li><li>• Provide housing for the entire community</li><li>• Support social diversity</li><li>• Preserve cultural resources</li><li>• Preservation and protection of natural resources</li></ul> <p>The update to the Comprehensive Plan also provides the City the opportunity to revise its 3 mile plan, which sets forth where municipalities consider annexing property.</p> |
| <b>Issues:</b>               | Matching funds for this grant request are included in the 2021 budget. If the grant is not awarded, the city will be unable to move forward with updating the comprehensive plan with the funds budgeted in 2021.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <b>Staff Recommendation:</b> | Approval of Resolution 2021-2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |



## **RESOLUTION 2021-2**

### **A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF GLENWOOD SPRINGS, COLORADO, AUTHORIZING AND SUPPORTING THE APPLICATION FOR A GRANT FROM THE COLORADO DEPARTMENT OF LOCAL AFFAIRS FOR AN UPDATED COMPREHENSIVE PLAN.**

**WHEREAS**, the City of Glenwood Springs is a political subdivision of the State of Colorado, and therefore an eligible applicant for a grant awarded by the Colorado Department of Local Affairs (“DOLA”); and

**WHEREAS**, the City of Glenwood Springs intends to submit a Grant Application to DOLA for the development of an updated Comprehensive Plan, requesting an award of \$100,000; and

**WHEREAS**, best practices dictate that comprehensive plans be reviewed every three to five years and updated every 10 years; the City’s Comprehensive Plan was adopted in 2011 and has been amended then only for technical map updates; and

**WHEREAS**, City Council strongly supports the completion of an updated Comprehensive Plan if a grant is awarded by DOLA.

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

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

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

**Section 2.** The City Council of the City of Glenwood Springs strongly supports the development of an updated Comprehensive Plan and has appropriated matching funds for a grant.

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

**Section 4.** If the grant is awarded, the City of Glenwood Springs hereby authorizes the Mayor or Mayor Pro Tem to sign the grant agreement with DOLA.

INTRODUCED, READ AND PASSED THIS 21<sup>st</sup> DAY OF JANUARY 2021.

CITY OF GLENWOOD SPRINGS, COLORADO

---

Jonathan Godes, Mayor

ATTEST:

---

Ryan Muse, Assistant City Clerk



**City Council**  
**STAFF REPORT**  
**City of Glenwood Springs**  
**January 21, 2021**

**Agenda Item:** Resolution 2021-3 Adopting Recreation Economy for Rural Communities Community Action Plan

**Action Requested:** Approval of Resolution 2021-3.

**Department:** Economic and Community Development

**Presented By:** Jennifer Ooton, Assistant City Manager  
Matt Nunez, Economic Development Specialist  
Hannah Klausman, Senior Planner  
Debra Figueroa, City Manager  
Brian Smith, Recreation Director

**Background Info:** The U.S. Environmental Protection Agency, U.S. Department of Agriculture and Northern Border Regional Commission selected 10 communities across the United States to participate in the RERC program.

The RERC process helps communities to develop strategies and an action plan to revitalize their Main Streets through outdoor recreation. The original project scope centered around integrating the Hanging Lake Shuttle System more fully into downtown, addressing our community's need for affordable housing, and improving access to recreation to underserved populations.

Due to the evolving coronavirus situation, the community meetings for the RERC were held on Zoom. The majority of the workshops were a series of interconnected, virtual video conference sessions over three days in August. The first of the workshops was the first day of the Grizzly Creek Fire, which caused the Technical Assistance team and steering committee to call a few follow up meetings to finalize the action plan.

During the project, the participants identified 6 Goals and developed action tables to move these goals forward.

1. Safe and Sustainable Business Operation: How can we ensure that businesses that support the outdoor recreation economy can operate safely and sustainably, meeting visitors' needs and residents' livelihoods, during the COVID-19 pandemic?
2. Economic Diversification: How can we support opportunities for business development in downtown Glenwood Springs, building on and expanding beyond the tourism economy and supporting entrepreneurship opportunities for residents?
3. Affordable Housing: How can we support opportunities for housing in Glenwood Springs that is affordable and accessible for all, including seasonal and permanent residents?
4. Community for All: How can we ensure that under-represented groups are involved in, able to access, and benefitting from the outdoor recreation economy, recognizing that we have a diversity of visitors and residents in our community?
5. Physical Connections: How can we enhance physical infrastructure (like sidewalks, trails, etc.) and transportation connections in our community that connect people to downtown and to nearby outdoor recreation opportunities?
6. Authenticity: Sustainably manage and be responsible stewards of all our unique natural resources, cultural assets, and the community character that makes Glenwood Springs a desirable and authentic place to live, work, and visit.

It was an honor to be part of this new program, which has provided us with an action plan that is already being implemented within the organization. Additionally, our participation in this program may improve our applications for grant funding in the future, including funding opportunities for Hanging Lake.

For the past several months, staff members have been working to integrate recommendations of the plan, even while it was still being finalized. The Housing Commission and P&Z have reviewed the recommendations related to Affordable Housing. The Housing Commission has used it to determine a direction for some of its ongoing work, including recommendations related to code changes in Title 070. Members of the Commission are also interviewing 28 developers or entities that work on affordable housing to learn what's working for others.

The Parks and Recreation Department has shared the RERC recommendations with both the Parks and Recreation Commission and Arts and Culture Board. The Parks and Recreation Commission has been working on improving access to outdoor recreation for underserved populations. Approximately \$50,000 from a GOCO Resilient Communities grant is being allocated toward removing barriers to participation in recreation, including translating materials and information into Spanish for the [glenwoodrec.com](http://glenwoodrec.com) website. Parks and Recreation will also host a listening session in February in English and Spanish.

During the development of the Action Plan, staff, stakeholders, and community members agreed that outdoor recreation should be inclusive, accessible and enjoyed by all and that it is essential for wellbeing, mental and physical health, and sense of community. However, there are barriers to access. In the pre-workshop Latino Listening Session, light was shed on these barriers which included lack of points of entry into typical outdoor recreation activities, high cost of equipment to participate in many activities, and a sense of unwelcomeness and unawareness due to language barriers.

The City of Glenwood Springs wants to open the door to outdoor recreation activities for the Latino community and remove the barriers mentioned above. The Parks & Recreation department applied for funding to create an equipment rental opportunity at the Community Center that will allow members of the community who may not be able to afford or are not ready to financially commit to the high cost of equipment a chance to utilize the equipment and discover new outdoor recreation activities. To start the opportunity, Glenwood plans to procure winter outdoor recreation equipment such as snow shoes and cross country skis and later expand the offering to mountain bikes, kayaks, and fishing equipment.

The City learned on Jan. 14, that Smartwool has committed \$4,000 to fund a gear library, and that the State of Colorado will match with another \$4,000.

Additionally, the Art Plan outreach is in English and Spanish, and new kiosk signage downtown includes information in English in Spanish.

Moving forward, the city will work to ensure that content is created in Spanish, rather than simply having information translated into Spanish.

The Steering Committee members for the project are as follows:

Paula Stepp - Glenwood Springs City Council

Steve Davis - City Councilor and Downtown Business Owner

Steve Beckley - Owner of Iron Mountain Hot Springs and Glenwood Springs Adventure Park

Debra Figueroa - City Manager, City of Glenwood Springs

Marcia Giles - White River National Forest

Lisa Girardot - Garfield County Libraries

Christian Henny - General Manager of the Hotel Colorado and DDA Board Chair

Kay Hopkins - White River National Forest  
Laura Kirk - Executive Director of the DDA  
Hannah Klausman - Assistant to the City Manager, City of Glenwood Springs  
Lisa Langer - Director of Tourism Promotion  
Ken Murphy - Owner of H2O Ventures and Downtown Businesses Owner  
Jim Neu - Downtown Resident and local attorney  
Matt Nuñez - Economic Development Specialist, City of Glenwood Springs  
Jenn Ooton - Assistant City Manager, City of Glenwood Springs  
Brian Smith - Director of Parks and Recreation, City of Glenwood Springs  
Beatriz Soto - Defiende Nuestra

The Planning Team members were as follows:  
Steph Bertaina, US Environmental Protection Agency  
Alexis Rourk, US Environmental Protection Agency  
Genevieve Dabrowski, US Environmental Protection Agency  
Laura Farris, US Environmental Protection Agency  
Nausheen Iqbal, USDA Forest Service  
Marcia Gilles, USDA Forest Service  
Kay Hopkins, USDA Forest Service

Jason Espie, a planner with EPR-PC, facilitated the meetings.

**Issues:** N/A

**Staff Recommendation:** Approval of Resolution 2021-3.

### RESOLUTION 2021-3

#### **A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF GLENWOOD SPRINGS, COLORADO, ADOPTING THE RECREATION ECONOMY FOR RURAL COMMUNITIES COMMUNITY ACTION PLAN.**

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

**WHEREAS**, in 2019, the City applied and was selected to participate in the Economy for Rural Communities program, a planning assistance program sponsored by the EPA, the USDA Forest Service and the Northern Border Regional Commission to help communities develop strategies and an action plan to revitalize their main streets through outdoor recreation; and

**WHEREAS**, a local steering committee comprised of a range of community partners developed the Recreation Economy for Rural Communities Action Plan attached as **Exhibit A** (the “Action Plan”); and

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

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

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

**Section 2.** The City Council of the City of Glenwood Springs hereby adopts the Action Plan attached as **Exhibit A**.

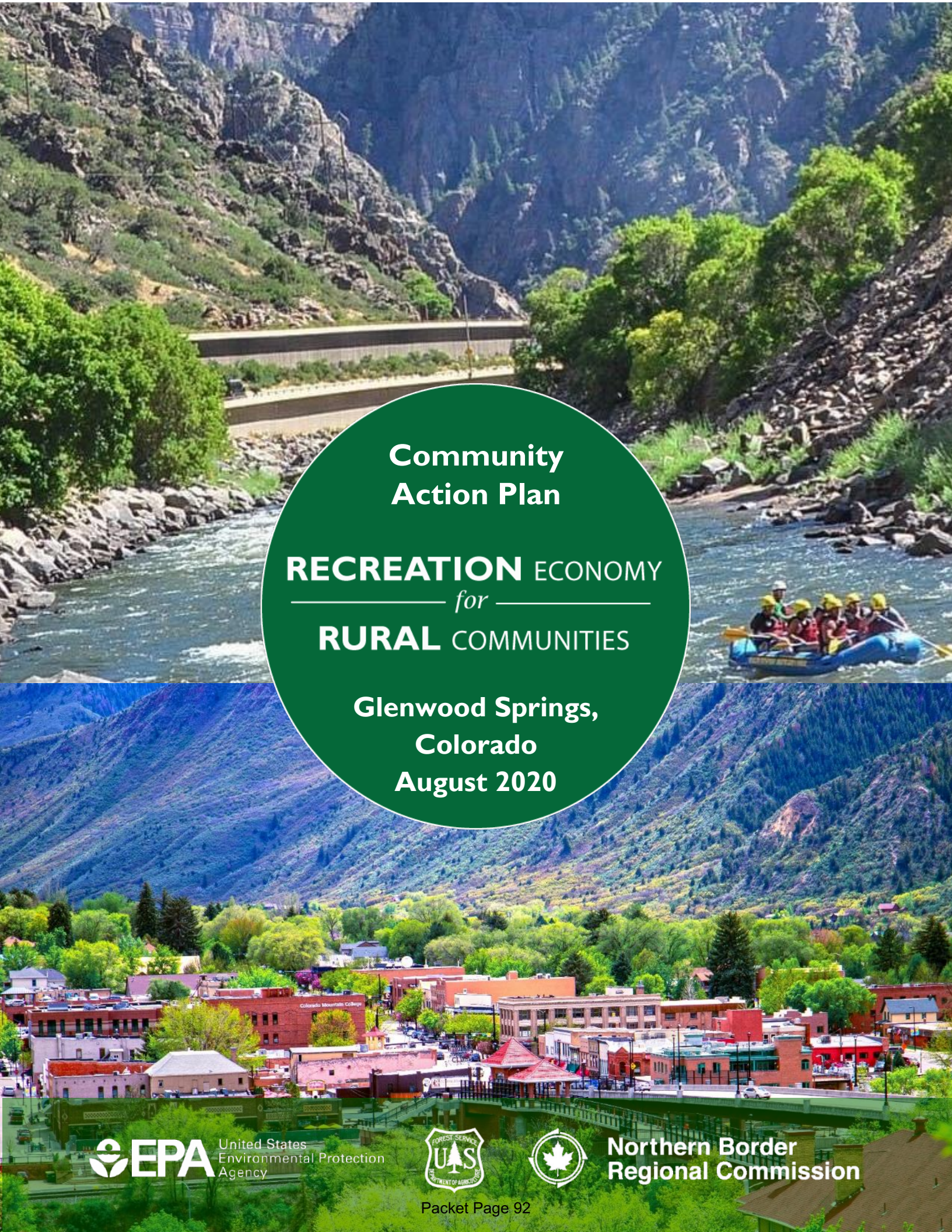
INTRODUCED, READ AND PASSED THIS \_\_\_\_ DAY OF JANUARY 2021.

CITY OF GLENWOOD SPRINGS, COLORADO

\_\_\_\_\_  
Jonathan Godes, Mayor

ATTEST:

\_\_\_\_\_  
Ryan Muse, Assistant City Clerk



**Community  
Action Plan**

**RECREATION** ECONOMY  
*for*  
**RURAL** COMMUNITIES

**Glenwood Springs,  
Colorado  
August 2020**



United States  
Environmental Protection  
Agency



**Northern Border  
Regional Commission**



## CONTACT INFORMATION

### City of Glenwood Springs

**August 10-12, 2020**

For more information about RERC, please visit:

<https://www.epa.gov/smartgrowth/recreation-economy-rural-communities>

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Office of Community Revitalization  
U.S. Environmental Protection Agency  
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Cover Photos: Visit Glenwood Springs,  
<https://visitglenwood.com/>

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# COMMUNITY STORY

Glenwood Springs, Colorado is a beautiful small city nestled between the Roaring Fork and Colorado Rivers on the western slope of the Rocky Mountains. While the population is small, it is quite diverse at just 9,962 residents, with 30% of its population being Latino. Glenwood Springs is situated in an attractive geographic position, as it has potential for future growth, but is physically curtailed by the steep terrain of the surrounding mountains. Glenwood Springs is working to balance its need for growth and maintain affordable home prices. Currently, the average median value of a home is \$356,400, while the median household income is \$61,044. In 2017, Glenwood Springs had a poverty rate of 16.1%.<sup>1</sup> The high housing costs can make employee recruitment difficult and can deter business investment. Promoting Glenwood Spring's outdoor resources, specifically the "Hanging Around Glenwood Springs Project," will encourage investment in the area.

The Ute Indian tribes originally inhabited Glenwood Springs. Settlers were drawn as early as the 1880s to the area, with interest in the confluence of the Roaring Fork and Grand Rivers. The rivers became a highly regarded destination, and eventually the site of a world-class resort with railroads bringing tourists and growth in coal mining, farming and ranching, commerce, and outdoor recreation.<sup>2</sup>

Situated near I-82 and I-70, Glenwood Springs lies along the significant destination routes of Colorado. With its natural hot springs, fly-fishing, whitewater rafting, ski resorts, and trail network, the city is a major outdoor recreation destination drawing 1.5 million tourists per year. Hanging Lake is a natural National Landmark in the White River National Forest that attracts hundreds of visitors each day. The site is so popular the high number of visitors posed a challenge of overuse of this much-loved asset. In response, the USDA Forest Service enacted a shuttle and permit service to Hanging Springs that is centralized in Glenwood Springs, cutting the number of



*Hanging Lake (Credit: Visit Glenwood Springs, <https://visitglenwood.com/>)*



*Aerial view of downtown Glenwood Springs (Credit: Visit Glenwood Springs, <https://visitglenwood.com/>)*



*Hiking near Glenwood Springs (Credit: Visit Glenwood Springs, <https://visitglenwood.com/>)*

<sup>1</sup> <http://www.city-data.com/poverty/poverty-Glenwood-Springs-Colorado.html>

<sup>2</sup> Glenwood Springs Colorado History, <https://visitglenwood.com/history/>

daily visitors in half. The increase in visitors to Glenwood Springs from the shuttle service can improve the local economy and the quality of life for the current residents. Biking is also very popular in the area, which is covered with well-used walking, hiking, and riding trails, and interest in developing more.

Currently, only 30% of visitors to Hanging Lake shop in Glenwood Springs. Recognizing this, Glenwood Springs has been working to draw additional visitors to the city to significantly increase the amount of business done in Glenwood Springs. The city developed a 2018 Economic Development Strategy, which recommends targeted growth around businesses that provide experiences such as shopping, recreation, arts, culture, food, and entertainment. This strategy also recommends hotel and motel upgrades and the development of mid-priced hotels in the downtown district. Packaging a “Hanging Lake” experience that provides discounts to stores and restaurants with the purchase of a Hanging Lake permit is another potential option to attract hikers and tourists to the area. Implementing additional bike and pedestrian infrastructure from the shuttle area to downtown could increase foot traffic and the environmental benefits of the new shuttle and permit system.

As of 2018, about 79% of Glenwood Springs total employment was concentrated in four sectors consisting of leisure and hospitality, government, education and health services, and retail trade.<sup>3</sup> The top industry in Glenwood Springs is retail trade at 16.7%, not unlike many communities. Other industries related to outdoor recreation and related businesses include real estate, rental, and leasing (4.7%); arts, entertainment, and recreation (1.9%); and accommodation and food services (7.1%). The local workforce is concentrated in service and natural resources, with few workers involved in management, professional, and production occupations. This balance reflects a tourist and retail-based economy.

Since the COVID-19 pandemic started, Garfield County has taken a hit, with employment dropping from a high

## STEERING COMMITTEE

**Paula Stepp** - Glenwood Springs City Council

**Debra Figueroa** - City Manager, City of Glenwood Springs

**Jenn Ooton** - Assistant City Manager, City of Glenwood Springs

**Matt Nuñez** - Economic Development Specialist, City of Glenwood Springs

**Hannah Klausman** - Assistant to the City Manager, City of Glenwood Springs

**Brian Smith**, Director of Parks and Recreation, City of Glenwood Springs

**Ken Murphy** - Owner of H2O Ventures and Downtown Businesses Owner

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**Christian Henny** - General Manager of the Hotel Colorado and DDA Board Chair

**Laura Kirk** - Executive Director of the DDA

**Jim Neu** - Downtown resident and local attorney

**Steve Davis** - City Councilor and Downtown Business Owner

**Beatriz Soto** - Defiende Nuestra Tierra Director, Wilderness Workshop

**Angie Anderson** - CEO, Chamber of Commerce

*Figure 1 - Local steering committee.*

<sup>3</sup> City of Glenwood Springs Economic Development Strategy, November 2018.

of 33,012 people in December to a low of 25,450 and a rebound to July figures of 29,752. The unemployment rate was at a low of 720 people in September 2019, then increasing to 4,033 unemployed people in April, and decreasing to July's figures of 1,972 people unemployed.<sup>4</sup> The average household income in Glenwood Springs is \$81,272 with a poverty rate of 9.07% with a 11.64% poverty rate for Latino (presumably pre-pandemic rate).<sup>5</sup> Glenwood Springs has a strong base of small businesses. Approximately 85 percent of the businesses in Glenwood Springs employ fewer than 10 workers and nearly 98 percent employ fewer than 100 workers. This highlights a natural economic propensity towards small businesses, and small-scale economic development.<sup>6</sup> Nevertheless, given the pandemic, the majority of new business seems to be coming from government and corporate giving such as funding from the US Chamber Foundation grant program called Save Small Business Fund with Vistaprint with up to \$5,000 grants to small employers, the City's offer for winter heating units, windscreens and other equipment to accommodate social distancing in outdoor spaces during cold weather, and U.S. Small Business Administration offers for low-interest federal disaster loans for working capital to small businesses economically impacted by the Grizzly Creek Fire.<sup>7</sup>

Glenwood Springs is a short distance from world-class ski resorts such as Aspen-Snowmass, Vail, and Beaver Creek. Glenwood Springs is also a year-round destination, with the peak season for visitors in March (due to Spring Break) and June-September. Nevertheless, community members note the need for building out other recreational resources with interest in a year-round recreation economy. Popular amenities and attractions in the area include Hanging Lake, Glenwood Hot Springs Pool, Iron Mountain Hot Springs, Yampah Hot Springs & Vapor Caves, Glenwood Canyon Adventure Park, Sunlight Mountain Ski Resort, The Hotel Colorado, and "Restaurant Row" dining options on 7th Street and beneath the Grand Ave bridge.

Average labor costs are relatively affordable compared to the State and the nation: the 2017 average annual salary for Glenwood Springs was 97% of Garfield County's; 81% of Colorado's; and 82.8% of the U.S. average.

## PLANNING ASSISTANCE TEAM

**Steph Bertaina**, US Environmental Protection Agency

**Alexis Rourk**, US Environmental Protection Agency

**Genevieve Dabrowski**, US Environmental Protection Agency

**Laura Farris**, US Environmental Protection Agency

**Nausheen Iqbal**, USDA Forest Service

**Marcia Gilles**, USDA Forest Service

**Kay Hopkins**, USDA Forest Service

**Jamie Hackbarth**, Economic Development Administration

**Donald Nunn**, USDA Rural Development

**Patsy McEntee**, National Park Service – Rivers, Trails, and Conservation Assistance

**Nathan Fey**, Colorado Office of Outdoor Recreation Industry

**Jason Espie**, EPR, P.C. (Facilitator)

**Kendra Briechele**, The Conservation Fund (Facilitator)

*Figure 2 - Several Federal and State Agency Partners joined consultants to comprise the planning assistance team.*

<sup>4</sup> Compiled for the Glenwood Springs Chamber Resort Association by Ribbon Demographics, LLC

[https://glenwoodchamber.com/wp-content/uploads/2020/09/TRENDS\\_ONLINE\\_September-2020.pdf](https://glenwoodchamber.com/wp-content/uploads/2020/09/TRENDS_ONLINE_September-2020.pdf)

<sup>5</sup> <https://worldpopulationreview.com/us-cities/glenwood-springs-co-population>

<sup>6</sup> Development Research Partners, City of City of Glenwood Springs | November 2018

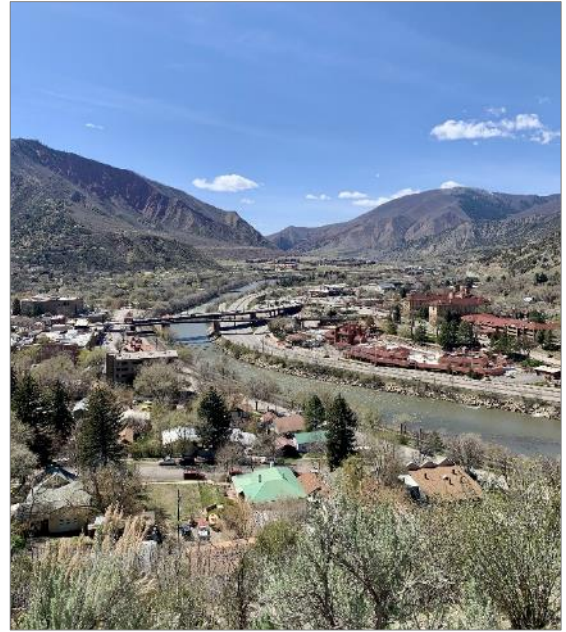
[https://www.cogs.us/DocumentCenter/View/4755/Economic-Development-Strategy\\_Final](https://www.cogs.us/DocumentCenter/View/4755/Economic-Development-Strategy_Final)

<sup>7</sup> Glenwood Springs Chamber, Archived E-Newletters, Latest News, Sept. 9, 17, and 21. [info@glenwoodchamber.com](mailto:info@glenwoodchamber.com)

Prior to the pandemic, Glenwood had a lively food scene with 68.10 restaurants per capita and 57.7% of adults who dined out, along with 44.8% of adults who drank beer in the last 6 months.<sup>8</sup>

In 2019, the city of Glenwood Springs applied for the Recreation Economy for Rural Communities (RERC) program and was one of ten finalists selected out of 170 applications nationwide. Glenwood Springs applied for RERC planning assistance in part to help attract tourists to its businesses while simultaneously improving the quality of life for residents and outdoor recreation for all. The program is sponsored by EPA, the USDA Forest Service, and the Northern Border Regional Commission. Efforts and strategies identified here can be replicated in other area small towns.

The city convened a local steering committee for the RERC planning assistance process, which included local community leaders and stakeholders. The committee is comprised of a range of community partners who worked together to plan for the RERC workshop and develop this action plan (see Figure 1). The steering committee was supported by a planning assistance team comprised of consultants and multiple federal and state agency partners (Figure 2).



*Glenwood Springs (Credit: Visit Glenwood Springs, <https://visitglenwood.com/>)*

Given travel restrictions as a result of the COVID-19 pandemic, the steering committee, local residents, and partners decided to move from an in-person community tour and two-day workshop, to a virtual series of workshop sessions that occurred on August 10-12, 2020. The virtual platform involved meeting over Zoom and using several web-based tools for interaction including Social Pinpoint, Mural, and Google Slides, in order to facilitate community involvement and engagement throughout all sessions.

The remainder of this report and appendices document the engagement process, the workshop activities, and most importantly, the outcome: a community action plan to achieve Glenwood Springs' goals, engage local residents, and build on Glenwood Springs' history and strengths to build a sustainable, livable community that builds on the opportunities that the outdoor recreation economy provides.

The steering committee identified five priorities during pre-workshop planning calls, and added a sixth at the workshop, to build the framework for their action plan:

1. **Safe and Sustainable Business Operations:** How can we ensure that businesses that support the outdoor recreation economy can operate safely and sustainably, meeting visitors' needs and residents' livelihoods, during the COVID-19 pandemic?
2. **Economic Diversification:** How can we support opportunities for business development in downtown Glenwood Springs, building on and expanding beyond the tourism economy and supporting entrepreneurship opportunities for residents?
3. **Affordable Housing:** How can we support opportunities for housing in Glenwood Springs that is affordable and accessible for all, including seasonal and permanent residents?

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<sup>8</sup> Livability website: Glenwood Springs, Colorado. <https://livability.com/co/glenwood-springs> Accessed November 20, 2020.

4. **Community for All:** How can we ensure that under-represented groups are involved in, able to access, and benefiting from the outdoor recreation economy, recognizing that we have a diversity of visitors and residents in our community?
5. **Physical Connections:** How can we enhance physical infrastructure (like sidewalks, trails, etc.) and transportation connections in our community that connect people to downtown and to nearby outdoor recreation opportunities?
6. **Authenticity:** How can we sustainably manage and be responsible stewards of all our unique natural resources, cultural assets, and the community character that make Glenwood Springs a desirable and authentic place to live, work, and visit.

## ENGAGEMENT PROCESS

The planning assistance engagement process for Recreation Economy for Rural Communities has three phases of plan, convene, and act, illustrated in the diagram above. The **plan** phase consists of three preparation conference calls with the local steering committee and the planning assistance team to clarify goals and arrange workshop logistics. The **convene** phase includes the effort's capstone event—a two-day workshop with the community. The **act** phase includes three follow up conference calls to finalize a community action plan and strategize on how to implement the plan and maintain momentum generated during the workshop. The community workshop occurred on August 10-12, 2020, and the activities during those days are described below. Workshop exercise results are summarized in **Appendix A**, and workshop sign-in sheets are provided in **Appendix B**.

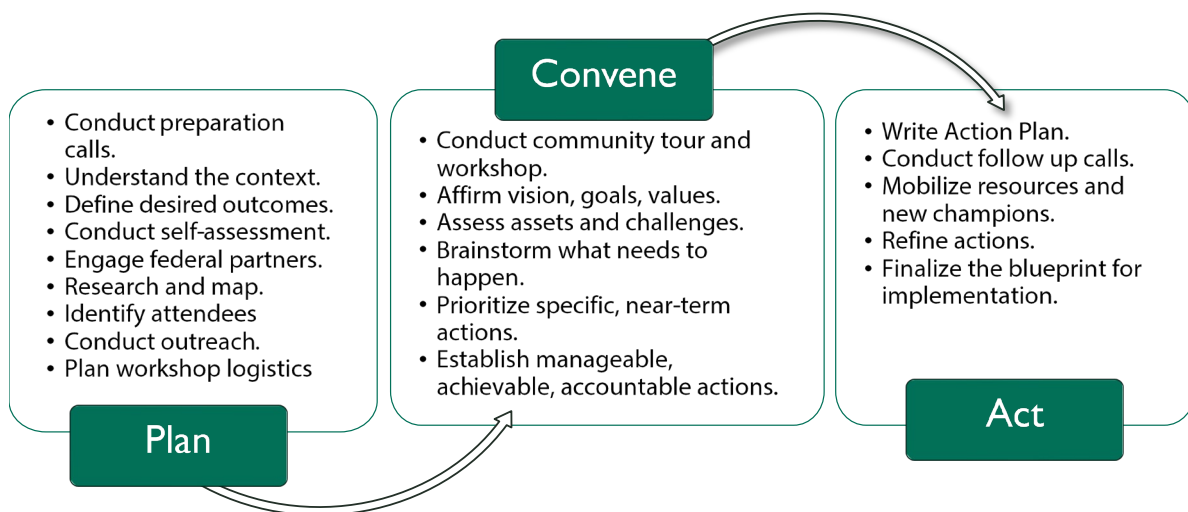


Figure 3 - Planning assistance process phases

## VISION AND VALUES

Glenwood Springs residents and community stakeholders planned to kick-off the workshop on the evening of August 10. However, the community was facing the effects of an ongoing wildfire, the Grizzly Creek Fire. A subset of the local steering team along with the planning assistance team assessed the on-the-ground issues and decided to cancel the evening events and instead convene in the morning. The wildfire response

continued throughout the workshop, with community leaders coming and going, tracking the risk and changing fire patterns.



*First signs of the Grizzly Creek fire appeared Monday, August 10<sup>th</sup> near Glenwood Springs, pictured here from a resident's front porch. The Grizzly Creek fire became a major fire event, consuming more than 35,000 acres, including areas around the Hanging Lake and shutting down portions of I-70. Despite this distraction, the workshop proceeded to meet and build a RERC plan. (Credit: Jim Neu, GS resident & Steering Committee)*

## SESSION ONE: VISION AND VALUES

The workshop began in earnest on August 11 with an overview of the RERC program and a session to outline the community's vision and values. Glenwood Springs City Manager Debra Figueroa and Assistant City Manager Jenn Ooton welcomed the workshop participants, acknowledging the need to keep tabs on the wildfires and community safety. Debra introduced the city staff and provided context on the importance of the program and the people involved in sharing the efforts to bring the RERC workshop to the community and the potential for Glenwood Springs' future.

Lead facilitator Jason Espie provided the structure for the work session, took a roll call of workshop participants, and asked them what interested them in participating in the workshop. Jason then walked through the session program touching on feedback from a listening session with key Latino leaders in the community prior to the workshop that the planning assistance team and local steering committee members held to learn more about how these leaders in the community saw as key opportunities and challenges (see Figure 4). He also provided background on the outdoor recreation economy.

## PRE-WORKSHOP LATINO LISTENING SESSION

- Many are essential workers and face increased COVID exposure
- High reliance on one-income source
- Demand on public transport
- Value and make use of parks, trails, etc.
- Have some thriving small businesses
- Don't always feel like downtown shops are for them
- Latino businesses not well represented in Chamber of Commerce
- Many live in mobile home parks, without good streets, services, facilities
- Difficulty distinguishing between private and public land, and don't want to break laws
- Don't feel welcome to engage in many typical outdoor recreation activities, can't afford equipment, or don't have points of entry
- Skiing, pools, caverns are cost prohibitive
- Many may not know what is currently available in terms of outdoor recreation, e.g., kids can fish for free
- Many Latino families use the Rec Center and value the park space for soccer programs
- Many, especially youth, rely on transit, walking and biking to get around but it's not easy or safe to key destinations, e.g., elementary school.

*Figure 4- Summary results of a pre-workshop focus group conversation with several leaders in the Latino community. A more detailed summary is available in Appendix A.*

Jason shared workshop participants' responses to questions asked during the registration process, which reinforced a clear vision of workshop participants' shared goals for outdoor recreation and community revitalization, amid a range of shared interests for the community. Co-facilitator Kendra Briechele provided a brief look at the recreation economy, highlighting the key elements of revitalizing main streets, strengthening economic opportunities, enhancing access to recreation, ensuring community outcomes, contributing to a diversified economy, collaborating across the community, and the importance of equity. The team then reviewed and discussed the draft workshop goals, which received a general consensus for guiding the remainder of the workshop.

Stephanie Bertaina of the EPA's Office of Community Revitalization asked participants to answer two questions using the chat function of the virtual meeting platform, and to complete these sentences: "I believe outdoor recreation...", and "I believe Glenwood Springs..." The results of these exercises highlighted aspects of what workshop participants valued in terms of outdoor recreation and their community (see Figures 5 and 6 plus Appendix A).

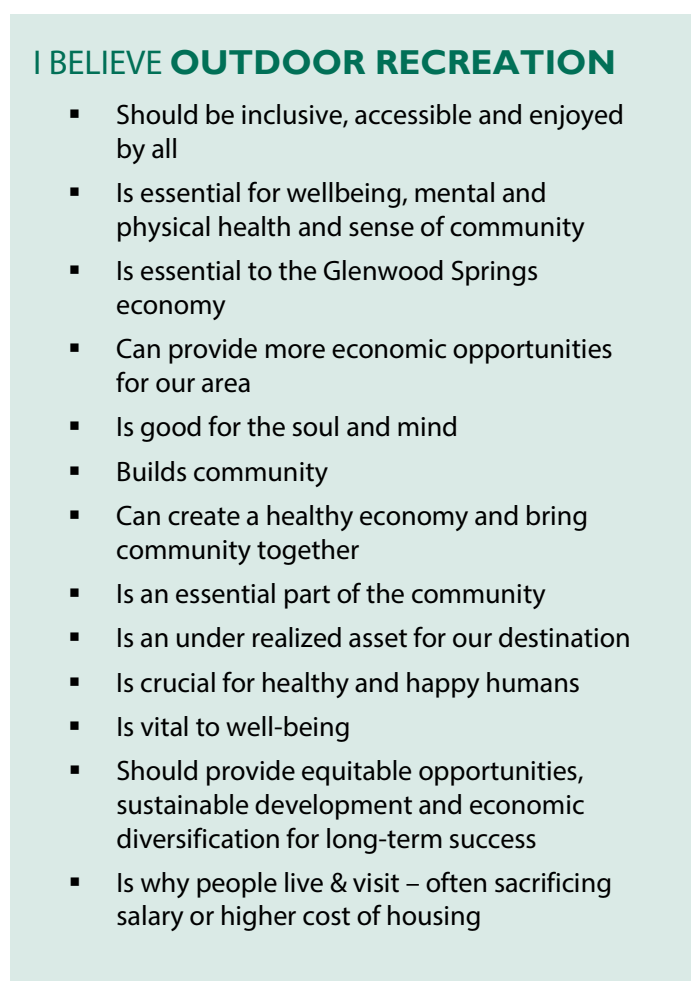


Figure 5 – Summary of “this I believe...” exercise: Outdoor Recreation

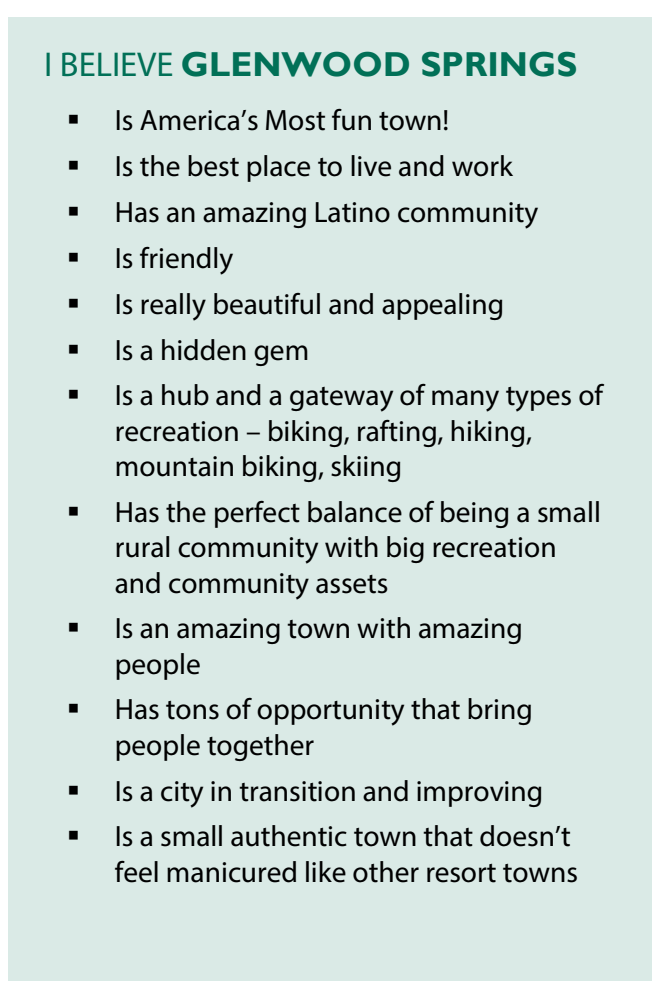


Figure 6 – Summary of “this I believe...” exercise: Glenwood Springs

## SESSION TWO: CASE STORIES AND EXERCISES

The workshop continued with session two focusing on sharing case stories and facilitating a series of small group exercises to help workshop participants explore strategies and solutions for what success looks like and what needs to happen to achieve workshop goals. The facilitation team presented a series of case studies, illustrating stories, lessons learned, and possible examples from other communities engaged in leveraging their outdoor recreation economy and community vitality.

The facilitation team started by highlighting Grand Lake, Colorado, a community located on the Rocky Mountain National Park's western and wetter side, that grapples with developing a year-round local economy based on outdoor recreation and livability. The second case story featured Shepherdstown, WV, a small historic town along the Appalachian Trail that embarked on several health and wellness initiatives, including organizing runs and marathons, and an action plan that improved health and activity for the town and region. The activities increased visitation, downtown vitality, forged partnerships with the National Park Service, and developed youth programs in collaboration with the Berkeley Hospital Campus.

Following the case stories session, participants participated in one of three breakout groups to generate discussion around the workshop goals. The exercises included a value chain diagramming exercise using a virtual whiteboard from Mural co. (see Figure 6); an exercise to think through assets and challenges for each of the workshop goal areas (see Figure 7); and an exercise that used a web-based, interactive map to help workshop participants identify assets, opportunities, needed fixes, and partners (see Figure 8).

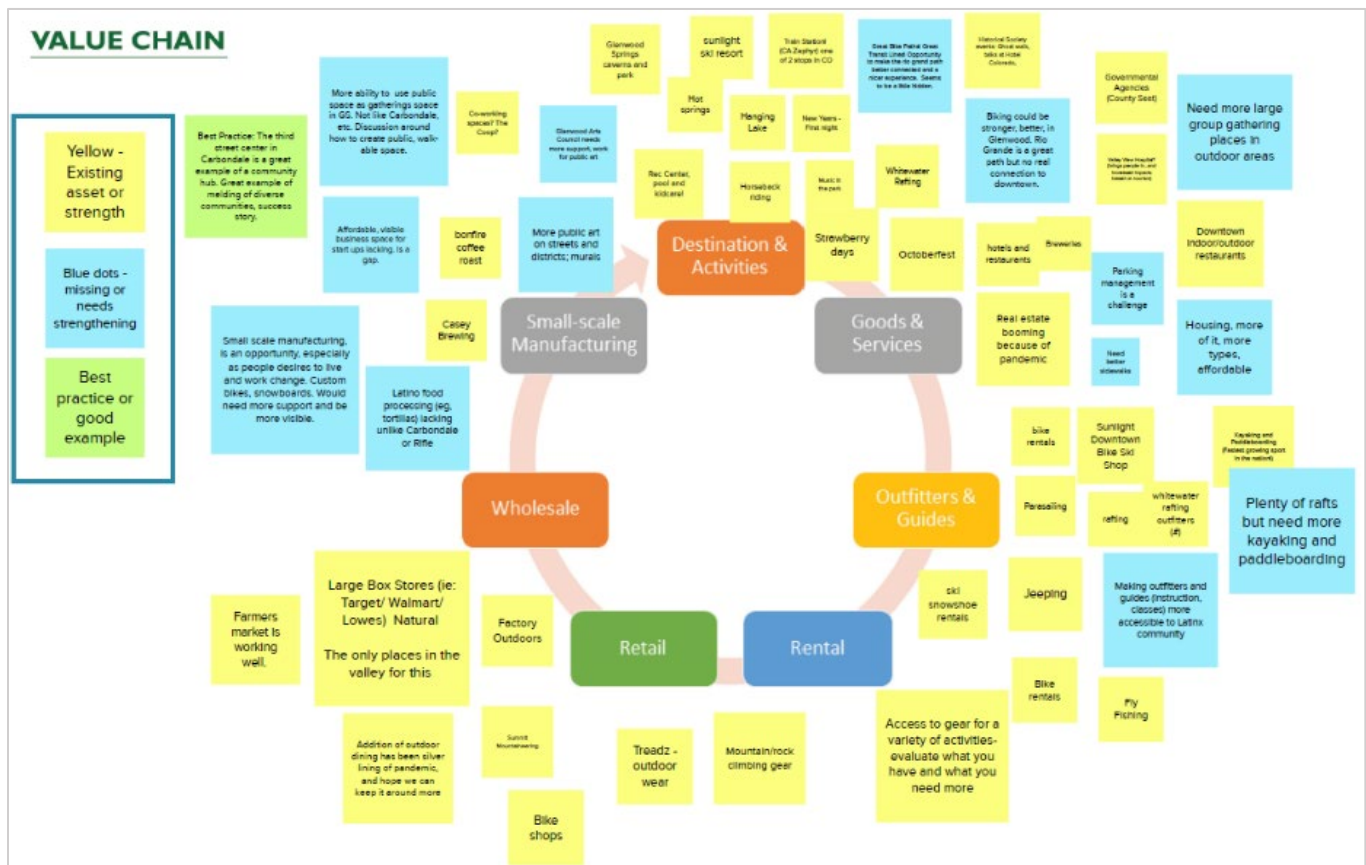


Figure 7 - Results of the recreation economy value chain exercise. Full results in Appendix A.

The value chain exercise helped workshop participants identify aspects of the local recreation economy that currently exists (yellow card), aspects that were missing or could be strengthened (blue card), or best practices (green card). The whiteboard allowed participants to create and type in their own response, while facilitators helped those that needed some assistance with the technology. This exercise generated ideas for actions that the community could take to strengthen the recreation economy (see Figure 7). A larger resolution of this image is available in Appendix A.

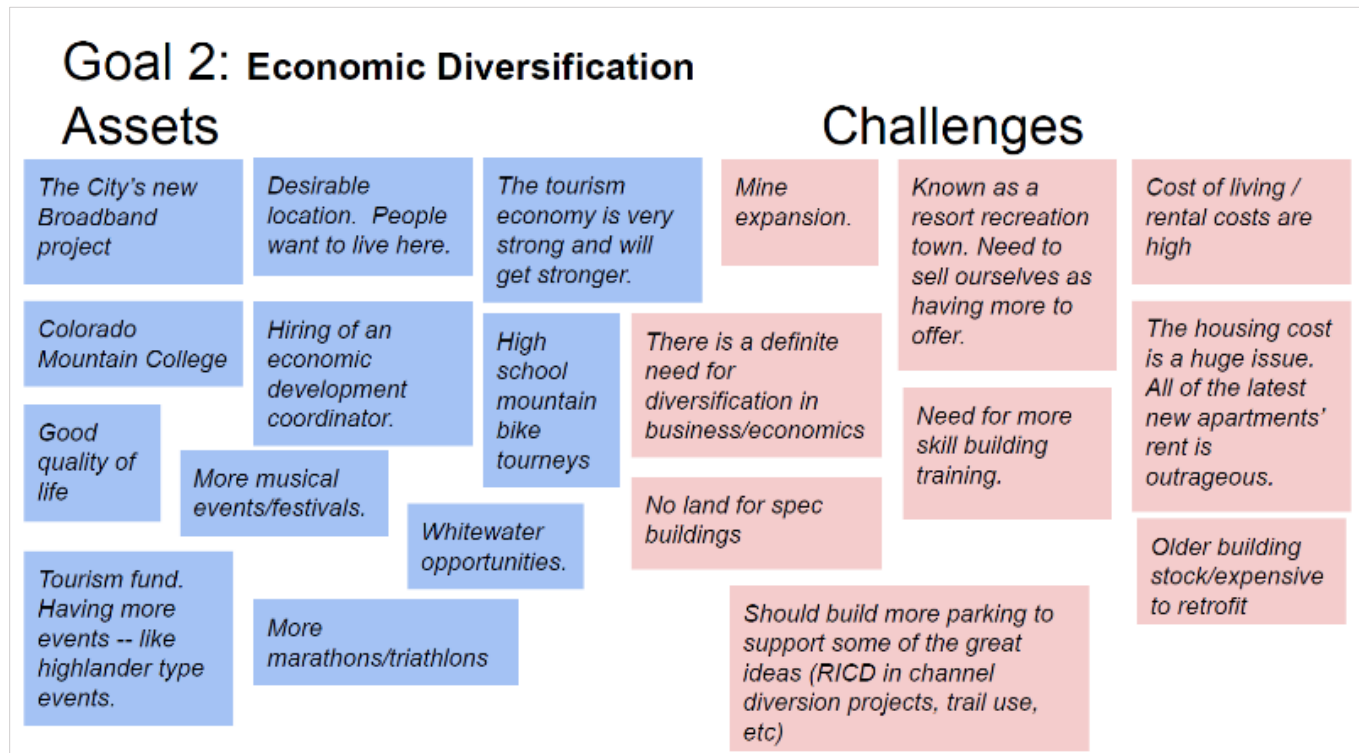


Figure 8 - An example of one goal slide from the small group that examined assets and challenges

Another small group met and used pre-prepared Google Slides to explore and discuss assets and what's working well, and the challenges or barriers that Glenwood Springs faces when working towards achieving each workshop goal. An example of one of the slides is in Figure 8. The full set of slide results is in Appendix A.

The third small group exercise used an interactive, web-based map called Social Pinpoint. The map markers were existing assets, opportunities, partners and services, and fixes. Participants reviewed assets that were pre-populated prior to the workshop and added their own. The mapping platform allowed for exploration of assets and opportunities as preparation for action brainstorming in next session (see Figure 9 and Appendix A for a full map result series, with a complete legend).

### SESSION THREE: CASE STORIES AND FURTHER DISCUSSION

Session three was primarily dedicated to continued discussions and debrief on the three exercise sessions as well as presentation of additional case stories. Nathan Fey of the Colorado Office of Outdoor Recreation Industry participated and was able to introduce state resources and activities that could be helpful to Glenwood Springs as they work toward achieving their outdoor recreation and downtown revitalization goals.

Additional case stories included Unicoi County, Tennessee, where the county's concern was the possible acquisition of an additional 10,000 acres in a community where half the land was owned by the USDA Forest Service. By bringing a small group of diverse local leaders together, they found common ground, seeding small changes like the first cleanup of a degraded but treasured scenic overlook, cooperative partnerships where conflict had previously reigned, and that led to the first state park in the state in 30 years.

Finally, the facilitation team shared another Colorado case story of community transformation from Breckenridge. What was a historic mining community became an affordable housing success story by cleaning up mine debris and creating 122 single-family homes with walkable connections to nearby shops and services and including shared natural areas. After each presentation, the facilitators provided time for discussion with workshop participants.

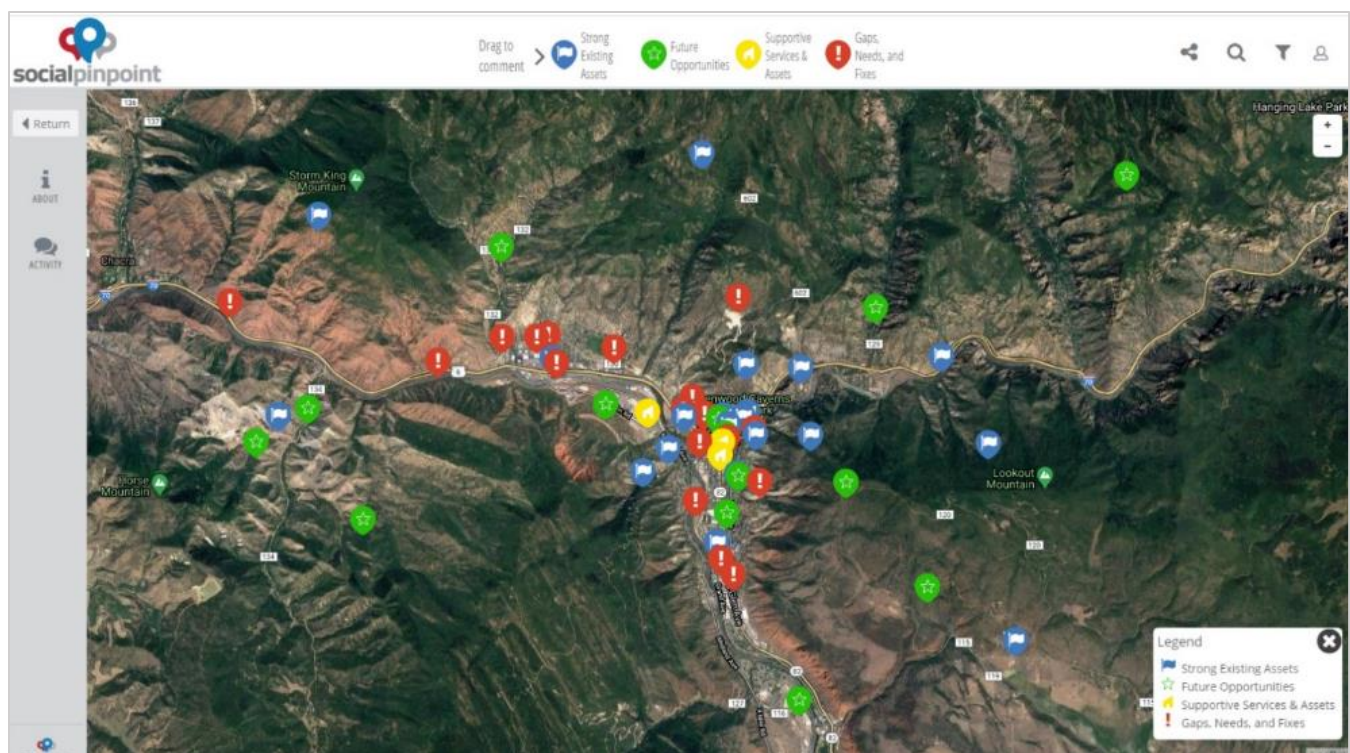


Figure 9 – Screenshot of the Social Pinpoint Map used in the mapping exercise.

## SESSION FOUR: ACTION BRAINSTORMING

The first morning session of August 12 focused on action brainstorming. After introductions and a brief recap of day one activities, the facilitators led workshop participants through an action brainstorming activity. For this exercise, a set of shared Google Slides enabled every participant to brainstorm and write down actions for any of the workshop goals. Workshop participants generated ideas that were focused on immediate next steps, things that need to happen in the next 3-24 months, even if the aspiration was much longer-term (see Figure 10).

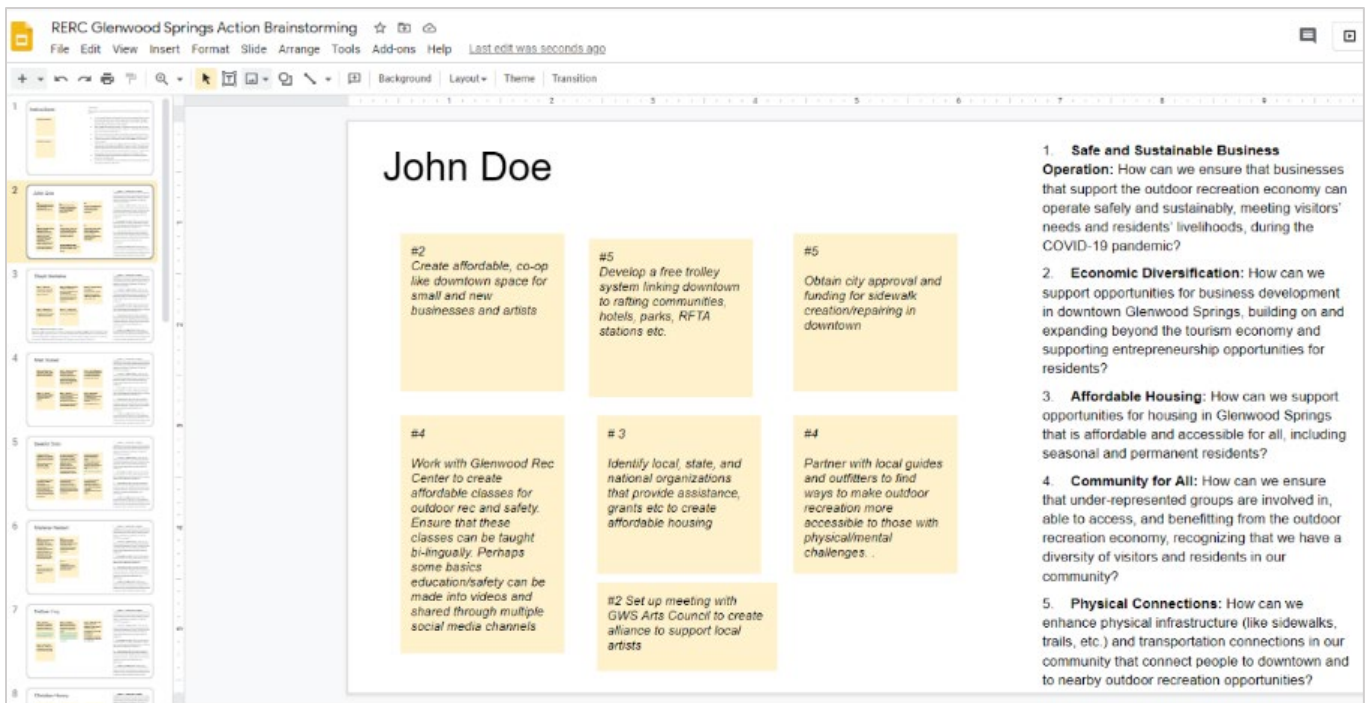


Figure 10 - Screenshot of a Google Slide used for action brainstorming. Each participant had their own slide where they could work to draft actions for each goal as part of the brainstorming activity.

**Goal 2 Actions for Voting**

1. Develop a plan to encourage local residents, provide housing for visitors, including service workers

2. Identify barriers to spring break to economic diversification and work to remove them. (Katie language, visitor insurance, etc.)

3. Implement all season events

4. Create affordable, co-op like downtown space for small and new businesses and artists

**GOAL:** Economic Diversification: How can we support opportunities for business development in downtown Glenwood Springs, building on and expanding beyond the tourism economy and supporting entrepreneurship opportunities for residents?

| Specific action                                                                                                                  | Why is this important? What is it? Who will benefit?                       | How will we measure success?                                           | Time-frame                                                  | Lead role                                                                                   | Supporting cast                                                      | Potential needs and resources                                                                      |
|----------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------|------------------------------------------------------------------------|-------------------------------------------------------------|---------------------------------------------------------------------------------------------|----------------------------------------------------------------------|----------------------------------------------------------------------------------------------------|
| Develop a plan to encourage local residents, provide housing for visitors, including service workers                             | How will this help address the goal? Who will benefit? What is the impact? | How will we measure success? (e.g., number of visitors, revenue, etc.) | When will this be completed? (e.g., by the end of the year) | Harriet Koudmann, City of Glenwood Springs, Glenwood Springs, City of Glenwood Springs      | Glenwood County Housing Authority (they led the housing study)       | The plan to housing study and housing study report and the plan to housing study report            |
| Identify barriers to spring break to economic diversification and work to remove them. (Katie language, visitor insurance, etc.) | How will this help address the goal? Who will benefit? What is the impact? | How will we measure success? (e.g., number of visitors, revenue, etc.) | When will this be completed? (e.g., by the end of the year) | Jenn Olson, City of Glenwood Springs, Laura Kirk, COA, Matt Nunez, City of Glenwood Springs | Outside Facilitator to run this process                              | Funding for outside facilitator, Downtown Colorado, Inc.?                                          |
| Implement all season events                                                                                                      | How will this help address the goal? Who will benefit? What is the impact? | How will we measure success? (e.g., number of visitors, revenue, etc.) | When will this be completed? (e.g., by the end of the year) | Chamber, Tourism Board                                                                      | Chamber Board, Chamber Board, Chamber Board, Chamber Board           | More resources (Regional Outdoor Industry Grants, Rural Technical Assistance Board, National Park) |
| Create affordable, co-op like downtown space for small and new businesses and artists                                            | How will this help address the goal? Who will benefit? What is the impact? | How will we measure success? (e.g., number of visitors, revenue, etc.) | When will this be completed? (e.g., by the end of the year) | Jenn Olson, City of Glenwood Springs, Laura Kirk, COA, Matt Nunez, City of Glenwood Springs | Gracieen Riquelme, City of Glenwood Springs, Angie Anderson, Chamber | Gracieen Riquelme, City of Glenwood Springs, Angie Anderson, Chamber                               |

Figure 11 - Left: Following brainstorming of actions, each one was placed into a Mural.co whiteboard app, and participants could vote on actions to prioritize them. Right: In the same whiteboard space, participants then were able to select the top priority actions, re-create or re-phrase them, and then work together to detail what's important, timeline, lead and supporting roles, and resources needed. The action plan tables contained in this report were co-created together in this virtual, shared workspace.

## SESSION FIVE: ACTION DETAILING

After the action brainstorming activity, the facilitators moved all the ideas generated into a virtual whiteboard workspace on Mural.co (see Figure 11). The working space simulates the use of post-it notes, where people can generate and edit boxes and move them around. The shared workspace allowed workshop participants to vote on their top actions and add detail to each action to clarify why it is important, timeframe for achieving it, metrics for determining success, lead and supporting roles, and resources needed. The larger group was divided into smaller break-out groups to focus on each goal and spent time detailing the actions under each goal. The voting and detailing results are now shown in the action plan tables in this community action plan.

## SESSION SIX: WRAP UP AND CLOSING

Session six wrapped up the workshop, where representatives from the small groups shared the results from the action detailing session to summarize their efforts on each set of goals and actions. A follow-up virtual work session took place on September 8<sup>th</sup>. The following community action plan results from community efforts on August 11-12<sup>th</sup>, and again on September 8<sup>th</sup>, to continue to refine, clarify, and make the plan relevant for Glenwood Springs.



*Figure 12 - Despite some early group skepticism around a virtual workshop format that involved multiple zoom sessions over multiple days, the process worked well. Thanks to a consistent and dedicated group of Glenwood Springs participants who showed up, paid attention, and participated, and all while the Grizzly Creek fire was growing and happening around them. The group persevered and was able to remain in good spirits to collaborate and produce a thoughtful plan.*

# COMMUNITY ACTION PLAN

The action planning process during the workshop consisted of a few phases of work. First, there was a brainstorming session, where participants were asked to write down potential actions to help advance one or more goals. The next phase was a dot voting exercise where participants were given a set number of dots and were asked to vote on which actions either were most important or needed immediate attention. In the third phase, small working groups assessed the prioritization voting and fleshed out the details of the top two to five actions for each goal, such as importance, timeframe, lead role, etc. In the final phase, each small working group reported back its progress and shared any questions encountered. The tables that follow provide additional background information and detail for each goal and action.

## **Goal 1 – Safe and Sustainable Business Operation: How can we ensure that businesses that support the outdoor recreation economy can operate safely and sustainably, meeting visitors’ needs and residents’ livelihoods, during the COVID-19 pandemic?**

- *Action 1.1: Create a business council.*
- *Action 1.2: Develop plan with City, Chamber, and Downtown Development Authority Board and local businesses to find creative ways to continue outdoor dining in colder months.*
- *Action 1.3: Create a “business resiliency” plan to help businesses prepare for and deal with crises (pandemics, wildfires, etc.).*
- *Action 1.4: Develop a plan to establish additional parking in the downtown core.*

## **Goal 2 – Economic Diversification: How can we support opportunities for business development in downtown Glenwood Springs, building on and expanding beyond the tourism economy and supporting entrepreneurship opportunities for residents?**

- *Action 2.1: Develop a plan to encourage deed restricted, affordable housing for workers, including service workers.*
- *Action 2.2: Identify barriers in zoning code (code language, incentives, etc.) to economic diversification and work to minimize them.*
- *Action 2.3: Implement all-season events.*
- *Action 2.4: Create affordable, co-op like downtown space for small and new businesses and artists.*

## **Goal 3 – Affordable Housing: How can we support opportunities for housing in Glenwood Springs that is affordable and accessible for all, including seasonal and permanent residents?**

- *Action 3.1: Reach out to partners on affordable housing solutions, funding, and examples, and contact Valley Housing Coalition.*
- *Action 3.2: Propose policy and inclusionary zoning to allow more housing choices.*
- *Action 3.3: Create a revenue stream focused on deed restricted home ownership.*

## **Goal 4 – Community for All: How can we ensure that under-represented groups are involved in, able to access, and benefiting from the outdoor recreation economy, recognizing that we have a diversity of visitors and residents in our community?**

- *Action 4.1: Develop Spanish translation of VisitGlenwood.com materials that are relevant to Glenwood Springs, City resources, and Parks & Rec maps/guides.*

- *Action 4.2: Connect and share information with Latinx community through Chamber social media; develop content like blog posts and other written materials originated in Spanish.*
- *Action 4.3: Identify under-represented leaders and develop a pipeline to fill various leadership roles in community boards, commissions, and organizations.*
- *Action 4.4: Plan recurring workshops or roundtables with under-represented segments of the community to understand their recreational preferences and any barriers to their participation.*

**Goal 5 – Physical Connections: How can we enhance physical infrastructure (like sidewalks, trails, etc.) and transportation connections in our community that connect people to downtown and to nearby outdoor recreation opportunities?**

- *Action 5.1: Generate broader interest in and funding for the LoVa Trail.*
- *Action 5.2: Identify possible future land acquisitions for open space, easements, connections, and sustainable land access.*
- *Action 5.3: Expand and connect bike trails, walkways, and other infrastructure; continue to enhance pedestrian experiences in town with engaging places to walk, sit, gather.*
- *Action 5.4: Investigate possibility of a tourism tax to fund a trolley, downtown security, needed clean up, security, enhancements, and other activities or impacts to the city.*

**Goal 6 – Authenticity: Sustainably manage and be responsible stewards of all our unique natural resources, cultural assets, and the community character that make Glenwood Springs a desirable and authentic place to live, work, and visit.**

- *Action 6.1: Initiate a "good stewardship" educational campaign to help people understand why this matters.*
- *Action 6.2: Properly identify sanctuary areas, create boundaries of no human impact, and direct tourists to visitor-appropriate sites as possible.*
- *Action 6.3: Maintain a strong urban / wild lands divide (city boundary) to help keep urban areas urban, and to care for our natural areas.*
- *Action 6.4: Make Glenwood Springs a hub for electric vehicle (EV) charging infrastructure; lead the way by transitioning the city fleet to EV and building the infrastructure to support it.*
- *Action 6.5: Build on Glenwood Springs' designation as a Tree City USA, promoting sustainable landscaping, encouraging a green environment with minimal water consumption, and working closely with developers in the planning process.*

## Goal 1: Safe and Sustainable Business Operation: How can we ensure that businesses that support the outdoor recreation economy can operate safely and sustainably, meeting visitors' needs and residents' livelihoods, during the COVID-19 pandemic?

Ensuring that community businesses in Glenwood Springs are operating safely and sustainably is at the foundation of good business practices for outdoor recreation. Visitors need to know that they can safely visit. Second to that is exceeding visitor expectations: you're more likely to experience repeat business through word-of-mouth – the most effective form of marketing – thus supporting long term results.

For Glenwood Springs this also means developing future resiliency, preparing residents and visitors for alternatives such as virtual experiences or identifying lesser used areas (thus spreading visitor absorption) that direct people to uncommon locations. Glenwood Springs' success can thrive by coordinating efforts across organizations, developing creative cold weather activities, entertainment, and dining, extending four-season activities, and training to prepare for future challenges. Finally, Glenwood Springs can strengthen transportation opportunities by directing people to lesser used areas, already vibrant areas, and areas with a mix of transit, walking, and bicycling.

### Action 1.1 – Create a business council.

|                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|--------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| What this is. Why it is important. Who benefits? | Creating a business council would facilitate open communication between the City, Glenwood Springs Downtown Development Authority (DDA), the Chamber, and businesses to foster a stronger business community; can tackle pandemic response and recovery as a first step.                                                                                                                                                          |
| Measures of success                              | <ul style="list-style-type: none"> <li>▪ Business retention (percentage of businesses retained over time)</li> <li>▪ Getting approval from the City for the council existence</li> <li>▪ Participation of existing businesses in the council</li> <li>▪ Roles and responsibilities are identified (one possible role is to advise the city on zoning changes)</li> <li>▪ Business vibrancy and support for the council</li> </ul> |
| Timeframe                                        | <ul style="list-style-type: none"> <li>▪ First step: Identify council members Aug 20th</li> <li>▪ Upcoming call with businesses to ask them to participate in business council (Chamber, City, DDA leading this)</li> </ul>                                                                                                                                                                                                       |
| Lead Roles                                       | Matt Nunez, City of Glenwood Springs; Chamber                                                                                                                                                                                                                                                                                                                                                                                     |
| Supporting cast                                  | <ul style="list-style-type: none"> <li>▪ Downtown businesses</li> <li>▪ Chamber</li> <li>▪ DDA</li> <li>▪ South and West Glenwood businesses</li> <li>▪ Coordinate with existing group that is currently working on COVID response</li> <li>▪ Carolyn Tucker</li> </ul>                                                                                                                                                           |
| Needed resources and possible sources            | <ul style="list-style-type: none"> <li>▪ Staff time</li> </ul>                                                                                                                                                                                                                                                                                                                                                                    |

### Action 1.2 – Develop plan with City, Chamber, and DDA and local businesses to find creative ways to continue outdoor dining in colder months.

|                                                  |                                                                                                                                                                                                                                                                                   |
|--------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| What this is. Why it is important. Who benefits? | With social distancing, restaurants have shifted to outdoor dining and parklets. The City has accommodated building dining opportunities into sidewalks and roads, which has led to increased revenues and sales. Continuing this into the winter can help expand these benefits. |
| Measures of success                              | <ul style="list-style-type: none"> <li>Businesses can continue to make revenue during winter months</li> </ul>                                                                                                                                                                    |
| Timeframe                                        | <ul style="list-style-type: none"> <li>Aug 20th – Upcoming call with businesses to determine their needs for outdoor dining (led by Chamber, City, DDA, etc.)</li> <li>Need to order relevant supplies to support outdoor dining</li> </ul>                                       |
| Lead Roles                                       | Matt Nunez, City of Glenwood Springs; Chamber                                                                                                                                                                                                                                     |
| Supporting cast                                  | <ul style="list-style-type: none"> <li>Chamber of Commerce</li> <li>City of Glenwood Springs</li> <li>DDA</li> <li>Health Departments (Colorado Dept of Public Health and Environment)</li> <li>Garfield County</li> </ul>                                                        |
| Needed resources and possible sources            | Grant from CDOT to buy equipment to rent out to businesses (canopies, space heaters, etc.)                                                                                                                                                                                        |

### Action 1.3 – Create a “business resiliency” plan to help businesses prepare for and deal with crises (pandemics, wildfires, etc.).

|                                                  |                                                                                                                                                                                                                                                                                                                                      |
|--------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| What this is. Why it is important. Who benefits? | COVID-19 was a jolt to the system for many businesses that were unprepared for prolonged closures and decreased business. Planning for future crises could help mitigate the impact to our community. Need to ensure this includes minority owned businesses, and they are included in any resiliency planning for local businesses. |
| Measures of success                              | <ul style="list-style-type: none"> <li>The next time that disaster hits (natural, public health, or otherwise), the vast majority of our businesses have a plan of action for survival – key factors include online retail, optimal wages/job security, and financial security.</li> </ul>                                           |
| Timeframe                                        | City staff members are meeting in August to discuss resiliency planning, assisting smaller retailers with online presence technical assistance.                                                                                                                                                                                      |
| Lead Roles                                       | City of Glenwood Springs                                                                                                                                                                                                                                                                                                             |
| Supporting cast                                  | <ul style="list-style-type: none"> <li>Chamber</li> <li>Library (can be where training can happen, computer for public, etc)</li> </ul>                                                                                                                                                                                              |
| Needed resources and possible sources            | <ul style="list-style-type: none"> <li>Technical Assistance programs for business resilience planning</li> <li>Training programs for online retail and other business support offerings</li> <li>National Main Street resources</li> </ul>                                                                                           |

#### Action 1.4 – Develop a plan to establish additional parking in the downtown core.

|                                                  |                                                                                                                                                                                                                                                                                |
|--------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| What this is. Why it is important. Who benefits? | Benefits locals/tourists/business owners to promote downtown vibrancy and less congestion in other parts of the city.                                                                                                                                                          |
| Measures of success                              | <ul style="list-style-type: none"><li>▪ Arriving at consensus about what approach to take to parking (paid parking, structured?)</li></ul>                                                                                                                                     |
| Timeframe                                        | City has a study called MOVE going on, to understand the needs for transit and parking, that can feed into this action. That study is asking if there is there a place for a downtown transit stop; discussing whether to move to paid parking (possibly in the shorter term). |
| Lead Roles                                       | City of Glenwood Springs (Community Development Department; Public Works; Engineering Dept)                                                                                                                                                                                    |
| Supporting cast                                  | <ul style="list-style-type: none"><li>▪ DDA</li><li>▪ Roaring Fork Transportation Authority (Emily Kushto; David Johnston)</li></ul>                                                                                                                                           |
| Needed resources and possible sources            | <ul style="list-style-type: none"><li>▪ There is a program to support EV charging stations along Scenic Byways – possible source of funding</li><li>▪ Roaring Fork Transportation Authority pursuing grants</li></ul>                                                          |

## Goal 2: Economic Diversification: How can we support opportunities for business development in downtown Glenwood Springs, building on and expanding beyond the tourism economy and supporting entrepreneurship opportunities for residents?

Glenwood Springs workshop participants affirmed the importance of focusing on an outdoor recreation economy that can support and cultivate a variety of other business needs and opportunities such as affordable housing, small-small manufacturing related to Colorado/Glenwood Springs creative ventures, and approaches that include the arts, food, and entertainment. Glenwood Springs also seeks to diversify business development by pushing for more diverse and affordable housing choices, reviewing zoning codes to ensure the transparency of the city's goals, creating year-round recreational opportunities such as off-season music festivals, reactivating the events committee, developing a calendar to track events, and supporting workspaces that encourage downtown vibrancy.

#### Action 2.1 – Develop a plan to encourage deed restricted, affordable housing for workers, including service workers.

|                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|--------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| What this is. Why it is important. Who benefits? | Without a workforce you don't have business and retail! Having workers (especially lower income and middle-income workers) able to live nearby is important for a strong workforce (Montrose and Durango and other towns have examples of affordable housing that works). Having workers living nearby supports a vibrant downtown too and reduces traffic and gridlock from commuting and lets us capture the sales tax from people staying here and living here. Missing Middle housing, workforce housing, and senior housing is needed too -- to expand the supply for families, middle-income workers, and seniors. |
| Measures of success                              | <ul style="list-style-type: none"><li>▪ Missing middle housing is developed (townhomes)</li><li>▪ A young person could move here and work in the service industry and have a place to start their own business and on a middle salary get into the housing market (no Down Valley shuffle)</li></ul>                                                                                                                                                                                                                                                                                                                     |

### Action 2.1 – Develop a plan to encourage deed restricted, affordable housing for workers, including service workers.

|                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|---------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                       | <ul style="list-style-type: none"> <li>▪ We have a continuum for people entering the housing market and then grow here in place, a multi-generational community</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                 |
| Timeframe                             | <ul style="list-style-type: none"> <li>▪ Within 6 months – Inform decisions that are being made soon about some existing properties that are controlled by the city (Diemoz annexation, etc.); consider making the decision to do deed-restricted and/or specific density and style housing with these projects.</li> <li>▪ Look at the existing Housing Study and take action from it; identify locations and places for affordable and workforce housing development that could be built; decide whether to implement incentives in the code.</li> </ul> |
| Lead Roles                            | <ul style="list-style-type: none"> <li>▪ Hannah Klausman, City of Glenwood Springs (Liaison to the Housing Commission)</li> <li>▪ Jenn Ooton, City of Glenwood Springs</li> </ul>                                                                                                                                                                                                                                                                                                                                                                          |
| Supporting cast                       | Garfield County Housing Authority (they led the housing study)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Needed resources and possible sources | <ul style="list-style-type: none"> <li>▪ Tax (similar to Roaring Fork Transit Authority sales and property tax)</li> <li>▪ Developers</li> <li>▪ Opportunity Zone capital (a lot has been directed to housing projects)</li> </ul>                                                                                                                                                                                                                                                                                                                         |

### Action 2.2 – Identify barriers in zoning code (code language, incentives, etc.) to economic diversification and work to minimize them.

|                                                  |                                                                                                                                                                                                                                                                                                                                                          |
|--------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| What this is. Why it is important. Who benefits? | Reviewing existing zoning codes and reducing barriers will encourage continuation of retail and restaurants in our downtown core so that we don't lose those vital resources to other types of activities. Development code was recently rewritten August 2017, and it's continuing to be refined.                                                       |
| Measures of success                              | <ul style="list-style-type: none"> <li>▪ The code has been tweaked based on audit</li> <li>▪ Real estate transfers result in more restaurants and retail downtown</li> <li>▪ Plan for where to locate other uses that are not as ideal downtown (banks, etc.)</li> </ul>                                                                                 |
| Timeframe                                        | <ul style="list-style-type: none"> <li>▪ Possibly secure an outside facilitator to investigate/audit the code</li> <li>▪ Look at some example communities (Durango, Montrose) to see what they did to incentivize the type of development we want to see</li> <li>▪ Some business owners will be retiring/selling, can we help the transition</li> </ul> |
| Lead Roles                                       | <ul style="list-style-type: none"> <li>▪ Jenn Ooton, City of Glenwood Springs</li> <li>▪ Laura Kirk, DDA</li> <li>▪ Matt Nunez, City of Glenwood Springs</li> </ul>                                                                                                                                                                                      |
| Supporting cast                                  | Outside facilitator to run this process.                                                                                                                                                                                                                                                                                                                 |
| Needed resources and possible sources            | <ul style="list-style-type: none"> <li>▪ Funding for outside facilitator</li> <li>▪ Downtown Colorado, Inc.</li> </ul>                                                                                                                                                                                                                                   |

### Action 2.3 – Implement all-season events.

|                                                  |                                                                                                                                                                                                                                                                                                                                                                                                  |
|--------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| What this is. Why it is important. Who benefits? | To attract community members from towns around us to visit and spend time and money in Glenwood Springs and grow our cultural, recreational, and art scene; also helps as a recruitment tool for businesses. Typically this would include Strawberry Days, which has been paused for now. Will want to assess all that is going on.                                                              |
| Measures of success                              | <ul style="list-style-type: none"><li>▪ An event is held!</li><li>▪ Increased revenue for business community</li></ul>                                                                                                                                                                                                                                                                           |
| Timeframe                                        | <ul style="list-style-type: none"><li>▪ Identify the scale and type of event(s) we want to do (smaller events or larger, outdoor industry convention, music festival, other ideas?)</li><li>▪ Reactivate the Events Committee from the Chamber</li><li>▪ Start getting events on calendar</li><li>▪ Some unknowns on timing because of COVID (tee up events now – plan for the future)</li></ul> |
| Lead Roles                                       | <ul style="list-style-type: none"><li>▪ Chamber of Commerce</li><li>▪ Tourism Board</li><li>▪ City of Glenwood Springs Parks and Recreation Department</li></ul>                                                                                                                                                                                                                                 |
| Supporting cast                                  | <ul style="list-style-type: none"><li>▪ Chamber Events Committee</li><li>▪ Outdoor Recreation Roundtable</li><li>▪ Nathan Fey, Outdoor Recreation Industry Office (state has good guidance for indoor and outdoor events)</li></ul>                                                                                                                                                              |
| Needed resources and possible sources            | <ul style="list-style-type: none"><li>▪ State resources (OREC Regional Outdoor Industry Grant)</li><li>▪ Rural Technical Assistance Program, Nathan Fey, OREC Office</li></ul>                                                                                                                                                                                                                   |

### Action 2.4 – Create affordable, co-op like downtown space for small and new businesses and artists.

|                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                  |
|--------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| What this is. Why it is important. Who benefits? | Creating greater residential density with a mix of affordable and free market space, including live/workspaces, will encourage more vibrancy and activity downtown.                                                                                                                                                                                                                                              |
| Measures of success                              | <ul style="list-style-type: none"><li>▪ 6th Street becomes a more active part of downtown</li><li>▪ 8th Street Crossing (former brownfield) is developed – need to select a master developer and a create and implement a plan for a blend of residential, commercial, retail, and parks that connects to downtown</li><li>▪ We are able to support the foot traffic to have businesses open after 5pm</li></ul> |
| Timeframe                                        | <ul style="list-style-type: none"><li>▪ Within 30-45 days – Schedule time at a Council meeting to reinvigorate selection of a master developer for 8th Street Crossing (COVID slowed things down)</li><li>▪ 6 months – Complete the DDA Update to the Plan of Development</li></ul>                                                                                                                              |
| Lead Roles                                       | <ul style="list-style-type: none"><li>▪ Jenn Ooton, City of Glenwood Springs</li><li>▪ Laura Kirk, DDA</li><li>▪ Matt Nunez, City of Glenwood Springs</li></ul>                                                                                                                                                                                                                                                  |
| Supporting cast                                  | <ul style="list-style-type: none"><li>▪ Gretchen Ricehill, City of Glenwood Springs</li><li>▪ Angie Anderson, Chamber</li></ul>                                                                                                                                                                                                                                                                                  |

### Action 2.4 – Create affordable, co-op like downtown space for small and new businesses and artists.

|                                       |                                                                                                                                                                                                                                                                                                           |
|---------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Needed resources and possible sources | <ul style="list-style-type: none"> <li>Colorado Creative Industries Office: "Space to Create"</li> <li>Employee Ownership Commission</li> <li>Master Developer for 8th Street Crossing</li> <li>Downtown Colorado, Inc.</li> <li>Utilize the existing TIF for 8th Street Crossing</li> <li>EPA</li> </ul> |
|---------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

## Goal 3: Affordable Housing: How can we support opportunities for housing in Glenwood Springs that is affordable and accessible for all, including seasonal and permanent residents?

Given the desire to keep working class families in the community, the steering committee of Glenwood Springs supports affordable housing actions by reaching out to existing partners such as the Valley Housing Coalition or examples from Pitkin County – to identify housing solutions, funding and examples, and reaching out to resources. Simultaneously, the committee realized the need to bring new people and resources into the field, contacting prospective partners such as such as USDA regional staff, Habitat for Humanity, Aspen Valley Land Trust, and Mountain Voices. Early engagement is needed in Glenwood Springs to collaborate on a regional housing collaboration that provides attainable housing, deed restricted home ownership, and a revenue stream for first responders and other residents.

### Action 3.1 – Reach out to partners on affordable housing solutions, funding, and examples, and contact Valley Housing Coalition.

|                                                  |                                                                                                                                                                          |
|--------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| What this is. Why it is important. Who benefits? | Keep working class families in our community. Find partners who have done this. Use existing examples to be efficient and effective.                                     |
| Measures of success                              | <ul style="list-style-type: none"> <li>After conversations with leaders and other organizations, come up with clear action items and next steps.</li> </ul>              |
| Timeframe                                        | By end of RERC process (November 2020)                                                                                                                                   |
| Lead Roles                                       | Jenn Ooton, Hannah Klausman and Paula Stepp to reach out to Valley Housing Coalition                                                                                     |
| Supporting cast                                  | <ul style="list-style-type: none"> <li>USDA regional staff</li> <li>Habitat for Humanity</li> <li>Aspen Valley Land Trust</li> <li>Mountain Voices Project</li> </ul>    |
| Needed resources and possible sources            | Regional housing study<br>11 <sup>th</sup> Street Bridge Project Equitable Development Plan<br><a href="https://bbardc.org/resources/">https://bbardc.org/resources/</a> |

### Action 3.2 – Propose policy and inclusionary zoning to allow more housing choices, and continue to monitor the statewide conversation/legislation on affordable housing.

|                                                  |                                                                                                                                              |
|--------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------|
| What this is. Why it is important. Who benefits? | Provide attainable housing for first responders, workforce housing. Would have to be included in the land use code.                          |
| Measures of success                              | <ul style="list-style-type: none"> <li>Creation of attainable units</li> </ul>                                                               |
| Timeframe                                        | <ul style="list-style-type: none"> <li>Start process right away but need long term (18 months)</li> <li>Code changes (6-8 months)</li> </ul> |
| Lead Roles                                       | City of Glenwood Springs Community Development                                                                                               |
| Supporting cast                                  | Kathryn Grosscup                                                                                                                             |
| Needed resources and possible sources            | Resources related to inclusionary zoning (Wellington/Moab UT) Cinema City                                                                    |

### Action 3.3 – Create a revenue stream focused on deed restricted home ownership.

|                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|--------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| What this is. Why it is important. Who benefits? | <ul style="list-style-type: none"> <li>A lot of need. The City has land but revenue and developers are needed to make this happen.</li> <li>Deed restricted housing is critical for us to have affordable, attainable housing for the workforce that supports this community (including recreation and tourism workforce). Allows workforce to live close by, reducing commutes, and participating in the community life.</li> <li>City doesn't currently have a source of funding for affordable housing. Having a dedicated funding source will make affordable housing possible and part of the regular process (rather than a challenge we have to tackle on an ad hoc basis). Having a dedicated funding source will allow us to move more quickly on developing affordable housing and achieve more wins in developing affordable housing projects.</li> </ul> |
| Measures of success                              | TBD                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Timeframe                                        | <ul style="list-style-type: none"> <li>Currently: Exploring a project currently where the city has the land, need to ID funding source.</li> <li>Developing a revenue stream requires a vote.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Lead Roles                                       | Housing Commission, City Council, City Staff                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Supporting cast                                  | <ul style="list-style-type: none"> <li>Hannah Klausman</li> <li>Paula Stepp</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Needed resources and possible sources            | Revenue stream requires a vote (city council and also general electorate). Could use Pitkin County as a model.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |

## Goal 4: Community for All: How can we ensure that under-represented groups are involved in, able to access, and benefiting from the outdoor recreation economy, recognizing that we have a diversity of visitors and residents in our community?

The steering committee of Glenwood Springs is placing a focus on better understanding and addressing the needs of the Latinx community. Thirty-five percent of the community is Spanish speaking, with varied levels of English literacy. The team noted that addressing the language gap can start with early actions such as translation of VisitGlenwood.com materials, historic signs in downtown, parks and recreation maps, and other city resources. Creating primarily Spanish language content on blog posts and other venues can also boost engagement and participation from the Latinx community. Doing so can help increase interaction as residents work together and grow a better understanding of needs AND opportunities for future success. Other action items include the need to identify underrepresented Latinx community members; invite them to working sessions, roundtables, and events; and encourage them to attend and participate in community boards and organizations and grow their voices and leadership.

### Action 4.1 – Develop Spanish translation of VisitGlenwood.com materials that are relevant to Glenwood Springs, City resources, and Parks & Rec maps/guides.

|                                                  |                                                                                                                                                                                                                                                                                                      |
|--------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| What this is. Why it is important. Who benefits? | We have community members and visitors that would participate more if they had access in their native language.                                                                                                                                                                                      |
| Measures of success                              | Number of assets in English that are translated to Spanish                                                                                                                                                                                                                                           |
| Timeframe                                        | <ul style="list-style-type: none"> <li>Coordinate with Latinx community leaders to determine what is most relevant and needed materials for their community</li> <li>Timing would depend on what it is (say a trail guide would be fairly easy) with print products in the Visitor Center</li> </ul> |
| Lead Roles                                       | <ul style="list-style-type: none"> <li>Marlene Neidert can do this but needs assistance for translation</li> <li>City of Glenwood Springs Parks and Recreation</li> </ul>                                                                                                                            |
| Supporting cast                                  | <ul style="list-style-type: none"> <li>St. Stephens pastor could help</li> <li>Beatriz Soto, Wilderness Workshop</li> </ul>                                                                                                                                                                          |
| Needed resources and possible sources            | <ul style="list-style-type: none"> <li>Translators are needed, but it is more than just translating material</li> <li>Budget for translators</li> <li>GOCO Resilient Communities grant is funding some Parks and Rec materials (signage, pamphlets, and public outreach)</li> </ul>                  |

### Action 4.2 – Connect and share information with Latinx community through Chamber social media; develop content like blog posts and other written materials originated in Spanish.

|                                                  |                                                                                                                                               |
|--------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|
| What this is. Why it is important. Who benefits? | Spanish content is more helpful and engaging than just a translation. Will develop network of connected groups and individuals.               |
| Measures of success                              | Create a Spanish Content/Blog Calendar                                                                                                        |
| Timeframe                                        | <ul style="list-style-type: none"> <li>3 Months to reach out to possible Spanish language writers and discuss a small content plan</li> </ul> |

**Action 4.2 – Connect and share information with Latinx community through Chamber social media; develop content like blog posts and other written materials originated in Spanish.**

|                                       |                                                                                                                                                                                                                          |
|---------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Lead Roles                            | <ul style="list-style-type: none"> <li>City of Glenwood Springs Parks and Rec (Brian Smith)</li> </ul>                                                                                                                   |
| Supporting cast                       | <ul style="list-style-type: none"> <li>Directly speaking to the community and meeting with these groups</li> <li>Wilderness Workshop (Beatriz Soto)</li> <li>Library (Lisa Girardot)</li> <li>Marlene Neidert</li> </ul> |
| Needed resources and possible sources | <ul style="list-style-type: none"> <li>Writers</li> <li>Funding</li> </ul>                                                                                                                                               |

**Action 4.3 – Identify under-represented leaders and develop a pipeline to fill various leadership roles in community boards, commissions, and organizations.**

|                                                  |                                                                                                                                                                                                                |
|--------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| What this is. Why it is important. Who benefits? | Representation will help pair direction with community needs.                                                                                                                                                  |
| Measures of success                              | Increased representation - Goal to have 10% of community boards and organizations represented by Latinx leaders                                                                                                |
| Timeframe                                        | Outreach has already begun. Would like to have list and initial contact made by January 2021.                                                                                                                  |
| Lead Roles                                       | Glenwood Springs City & Chamber (Jenn Ooton & Angie Anderson)                                                                                                                                                  |
| Supporting cast                                  | <ul style="list-style-type: none"> <li>Wilderness Workshop (Beatriz Soto)</li> <li>Voces Unidas for outreach and content partnership. Citizen Academy as model?</li> <li>Paula Stepp</li> </ul>                |
| Needed resources and possible sources            | Time, identifying individuals, template of info on how to participate and how system works. Success stories and info on benefits of getting involved. Testimonial (video?) of existing Latinx local champions. |

**Action 4.4 – Plan recurring workshops or roundtables with under-represented segments of the community to understand their recreational preferences and any barriers to their participation.**

|                                                  |                                                                                                                                                                                                                                                                                                         |
|--------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| What this is. Why it is important. Who benefits? | Hearing from the Latinx community can help the city in better understanding how local parks, community center, and playgrounds (City assets) can better serve Latinx community.                                                                                                                         |
| Measures of success                              | Sessions are held quarterly in 2021                                                                                                                                                                                                                                                                     |
| Timeframe                                        | Have first dedicated Commission session in 1st Quarter 2021                                                                                                                                                                                                                                             |
| Lead Roles                                       | City Parks & Rec Commission (lead convener)                                                                                                                                                                                                                                                             |
| Supporting cast                                  | <ul style="list-style-type: none"> <li>Voces Unidas for outreach (Alex Sánchez)</li> <li>St Stephen's Church (Father Bert Chilson)</li> <li>Wilderness Workshop (Beatriz Soto, has a lot of existing information from listening sessions that has useful information already, she can share)</li> </ul> |

#### Action 4.4 – Plan recurring workshops or roundtables with under-represented segments of the community to understand their recreational preferences and any barriers to their participation.

|                                       |                                                                                                                                                                                                 |
|---------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Needed resources and possible sources | <ul style="list-style-type: none"> <li>▪ GoCo funding</li> <li>▪ Translation</li> <li>▪ Outreach</li> <li>▪ Food? (if safe)</li> <li>▪ Childcare? (if safe)</li> <li>▪ Facebook Live</li> </ul> |
|---------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

### Goal 5: Physical Connections: How can we enhance physical infrastructure (like sidewalks, trails, etc.) and transportation connections in our community that connect people to downtown and to nearby outdoor recreation opportunities?

Glenwood Springs has focused on enhancing physical infrastructure and transportation by connecting people to downtown and outdoor recreation opportunities. Some of these resources – such as the Lova Trail – provide immediate opportunities for filling gaps that could increase the local biking tourism industry. Other projects with shorter time frames include identifying and mapping the landscape, creating an asset inventory, developing a high-quality pedestrian and walking environment, and exploring the possibility of launching a trolley/shuttle. This is relevant since it could help decrease automobile traffic, while increasing visibility and access to downtown businesses, and creating an inviting place for visitors and locals to recreate while considering transportation options ranging from meeting the needs of underserved residents to conversations on micro mobility (scooters, bike rentals, etc.) that could make for a healthier community. These efforts can also help reduce traffic and parking needs at attractions, even with increased visitation to shopping and restaurants, by creating connections between the community's center and downtown core.

#### Action 5.1 – Generate broader interest in and funding for the LoVa Trail.

|                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|--------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| What this is. Why it is important. Who benefits? | The LoVa trail fills a critical gap in the trail system through the middle of Colorado. Supporting it boosts local transportation connections, creates access to South Canyon recreation area, and benefits Glenwood biking tourist industry by growing user groups. The trail is on the state list. Next steps would be to reach out to LoVa Trails Association to determine what needs to happen to get this to the next level. |
| Measures of success                              | National articles and attention (e.g. Rails to Trails), and when funding is received for the project.                                                                                                                                                                                                                                                                                                                             |
| Timeframe                                        | Start asap! No reason to wait on this. It is on-going but needs continual work.                                                                                                                                                                                                                                                                                                                                                   |
| Lead Roles                                       | Local government create committee or Roaring Fork Transportation Authority if they are willing                                                                                                                                                                                                                                                                                                                                    |
| Supporting cast                                  | <ul style="list-style-type: none"> <li>▪ City, County (Federal Land Access grants and others)</li> <li>▪ Roaring Fork Transportation Authority</li> <li>▪ New Castle, have been working on it.</li> <li>▪ LoVa Trails Association (trails nonprofit)</li> </ul>                                                                                                                                                                   |
| Needed resources and possible sources            | <ul style="list-style-type: none"> <li>▪ Colorado Outdoor Recreation Industry Office</li> <li>▪ CO Dept. Of Natural Resources,</li> <li>▪ Land and Water Conservation Fund (Great American Outdoors Act)</li> <li>▪ City has been pursuing grants for pieces of this</li> <li>▪ GOCO funding is a possibility too.</li> </ul>                                                                                                     |

### Action 5.2 – Identify possible future land acquisitions for open space, easements, connections, and sustainable land access.

|                                                  |                                                                                                                                                                                                                                                                                                                                                                                                  |
|--------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| What this is. Why it is important. Who benefits? | Need to identify assets before they are gone! From a big picture perspective, we need to map the land and potential desirable locations and create a matrix of criteria and priorities. Investigate federal land management plans to ensure appropriate stewardship and preservation is implemented. At a small level this needs to identify gaps and needs for spot fixes in the City's trails. |
| Measures of success                              | Create a map using GIS of the City and surrounding areas, compiling various planning documents showing the parcels. Check them off as acquired.                                                                                                                                                                                                                                                  |
| Timeframe                                        | <ul style="list-style-type: none"> <li>As different plans are adopted</li> <li>Go through existing plans</li> </ul>                                                                                                                                                                                                                                                                              |
| Lead Roles                                       | City of Glenwood Springs, Parks and Rec, have been exploring this. Need supporting cast to help.                                                                                                                                                                                                                                                                                                 |
| Supporting cast                                  | <ul style="list-style-type: none"> <li>Roaring Fork Transportation Authority</li> <li>Aspen Valley Land Trust</li> <li>Private Landowners</li> <li>Bureau of Land Management</li> <li>Forest Legacy Program – Forest Service</li> </ul>                                                                                                                                                          |
| Needed resources and possible sources            | <ul style="list-style-type: none"> <li>City staff for identification</li> <li>Variable for acquisition</li> <li>Transit to Trails (Federal Funding)</li> <li>Roaring Fork Transportation Authority could access federal funding for connecting communities, especially underserved</li> </ul>                                                                                                    |

### Action 5.3 – Expand and connect bike trails, walkways, and other infrastructure; continue to enhance pedestrian experiences in town with engaging places to walk, sit, gather.

|                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|--------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| What this is. Why it is important. Who benefits? | Having clearly defined pedestrian and bicycle pathways in town will reduce demand for automobile access, increase visibility and access to downtown businesses, and create an inviting place for visitors and locals to exercise. With the addition of art (think Carbondale's Art District) and signage highlighting the historic, cultural, and rec amenities that Glenwood Springs offers, visitors will learn more about our city and what is available to do here, increasing tourism spending. |
| Measures of success                              | <ul style="list-style-type: none"> <li>Plan adopted and needs are being checked off, measured benchmark (reduction in traffic flow, through street/trail counts).</li> <li>Downtown restrooms need consideration along with any hub/two rivers park</li> </ul>                                                                                                                                                                                                                                       |
| Timeframe                                        | Start now, but timeline will come later. Hoping for plan in 2021. Construction timeline will depend on funding.                                                                                                                                                                                                                                                                                                                                                                                      |
| Lead Roles                                       | <ul style="list-style-type: none"> <li>Roaring Fork Transportation Authority (E-Bike)</li> <li>City of Glenwood Springs</li> </ul>                                                                                                                                                                                                                                                                                                                                                                   |
| Supporting cast                                  | <ul style="list-style-type: none"> <li>Senior citizens</li> <li><b>GLENWOOD BICYCLE ADVOCATES</b></li> </ul>                                                                                                                                                                                                                                                                                                                                                                                         |

### Action 5.3 – Expand and connect bike trails, walkways, and other infrastructure; continue to enhance pedestrian experiences in town with engaging places to walk, sit, gather.

|                                       |                                                                                                                                                                              |
|---------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Needed resources and possible sources | <ul style="list-style-type: none"> <li>Vince Urbina, Interim Manager, Urban and Community Forestry, Colorado State Forest Service</li> <li>FTA 5310 Grant Program</li> </ul> |
|---------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

### Action 5.4 – Investigate possibility of a tourism tax to fund a trolley, downtown security, needed clean up, security, enhancements, and other activities or impacts to the city.

|                                                  |                                                                                                                                                                                                                                                                                                                                                                                   |
|--------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| What this is. Why it is important. Who benefits? | Consider transportation options for underserved population at the forefront of planning and start conversation on micro mobility (scooters, bike rentals, etc). Additionally, work toward reduced traffic, reduced parking needs at attractions, and increased visitation to shopping and restaurants by creating good back and forth between community center and downtown core. |
| Measures of success                              | Gain support from the community and business owners. Measure reduced pressure and demands on parking.                                                                                                                                                                                                                                                                             |
| Timeframe                                        | Ongoing                                                                                                                                                                                                                                                                                                                                                                           |
| Lead Roles                                       | <ul style="list-style-type: none"> <li>City of Glenwood Springs</li> <li>Community on the Move (Subcommittee of Chamber)</li> </ul>                                                                                                                                                                                                                                               |
| Supporting cast                                  | <ul style="list-style-type: none"> <li>DDA (Christian Henny), and other downtown businesses</li> </ul>                                                                                                                                                                                                                                                                            |
| Needed resources and possible sources            | TBD                                                                                                                                                                                                                                                                                                                                                                               |

## Goal 6: Authenticity: Sustainably manage and be responsible stewards of all our unique natural resources, cultural assets, and the community character that make Glenwood Springs a desirable and authentic place to live, work, and visit.

Finally, Glenwood Springs added a sixth goal, focusing on educating the public on and fostering stewardship of the community's tremendous natural, cultural, and community assets. Doing so provides the foundation for managing the broad resources that constitute community values and care for this special place. In one observation, this is about "sustaining our environment, but also creating jobs and a safer, healthier community." Furthermore, the community network has grown through this process, enabling community members to create a "regional mission" and identify areas for economic development through outdoor recreation.

### Action 6.1 – Initiate a "good stewardship" educational campaign to help people understand why this matters.

|                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|--------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| What this is. Why it is important. Who benefits? | Education is important so people understand impacts and importance of wildlife protection, development costs and impacts, education, benefits of good stewardship, perhaps signage or education campaign to strengthen this including pamphlets, digital marketing, etc. in Spanish and English. Trash ordinance (bear proof containers) to be put into place. Do more research on carbon sequestration. Efforts have started already with working with the library. |
| Measures of success                              | Events, promotion, and materials are created                                                                                                                                                                                                                                                                                                                                                                                                                         |

**Action 6.1 – Initiate a "good stewardship" educational campaign to help people understand why this matters.**

|                                       |                                                                                                                                                                     |
|---------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Timeframe                             | Work can begin immediately                                                                                                                                          |
| Lead Roles                            | Garfield County Library with Parks and Recreation                                                                                                                   |
| Supporting cast                       | <ul style="list-style-type: none"> <li>▪ Glenwood Springs City Council</li> <li>▪ Roaring Fork Outdoor Volunteers</li> <li>▪ Colorado Parks and Wildlife</li> </ul> |
| Needed resources and possible sources | <ul style="list-style-type: none"> <li>▪ GoCo Resilient Communities Grants</li> <li>▪ Need local trail maps in Spanish</li> </ul>                                   |

**Action 6.2 – Properly identify sanctuary areas, create boundaries of no human impact, and direct tourists to visitor-appropriate sites as possible.**

|                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|--------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| What this is. Why it is important. Who benefits? | Identifying sanctuary areas, including seasonal closures, is critical as we have witnessed dramatic increases in outdoor recreation (all time high), safety concerns have increased in terms of wildland fire risk, and wildlife habitat is impacted by human interaction. From the Outdoor Partnership Executive Order: "Colorado's land, water, wildlife, and recreation infrastructure have been strained by climate change and dramatic increases in our State's population, tourism, and outdoor use. Increased visitation to popular recreation areas, including Colorado State parks, have caused maintenance backlogs and management challenges. We are at a critical juncture where we must act to ensure that our State remains a world-class outdoor destination while preserving our land, water, wildlife, and quality of life." This should include restoration and preservation of burn areas and include river corridors. |
| Measures of success                              | <ul style="list-style-type: none"> <li>▪ Information gathering from regional partners</li> <li>▪ Glenwood Springs area seen as a regional leader in the overall state efforts</li> <li>▪ Seeing areas put into conservation easements</li> <li>▪ Education/marketing about closures being part of the outdoor recreation experience</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Timeframe                                        | Work can begin early in 2021                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Lead Roles                                       | <ul style="list-style-type: none"> <li>▪ Parks and Recreation (Adrian Brown, new Trails and Open Space Supervisor)</li> <li>▪ Visit Glenwood (Lisa Langer)</li> <li>▪ RFOV</li> <li>▪ RFMBA</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Supporting cast                                  | <ul style="list-style-type: none"> <li>▪ USDA Forest Service (Kay Hopkins, Marcia Gilles)</li> <li>▪ Dept of Natural Resources – Colorado Outdoor Partnership, <a href="https://copartnership.org/regional-partnerships">https://copartnership.org/regional-partnerships</a>. - Statewide regional plan</li> <li>▪ Aspen Valley Land Trust - Regional Conservation Plan</li> <li>▪ OREC</li> <li>▪ BLM</li> <li>▪ The Conservation Fund (Kendra Briechle) can connect to other land trusts</li> <li>▪ Outfitters (Water Resource Recreation - WARR)</li> </ul>                                                                                                                                                                                                                                                                                                                                                                            |

**Action 6.2 – Properly identify sanctuary areas, create boundaries of no human impact, and direct tourists to visitor-appropriate sites as possible.**

|                                       |                                                                                                                              |
|---------------------------------------|------------------------------------------------------------------------------------------------------------------------------|
| Needed resources and possible sources | Colorado Outdoor Partnership initiative, Regional Conservation Plan AVL, and continued collaboration among regional partners |
|---------------------------------------|------------------------------------------------------------------------------------------------------------------------------|

**Action 6.3 – Maintain a strong urban / wild lands divide (city boundary) to help keep urban areas urban, and to care for our natural areas.**

|                                                  |                                                                                                                                                                                                                                        |
|--------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| What this is. Why it is important. Who benefits? | Defining the boundary between wildlands and urban areas helps with both conservation efforts and also defining a visible urban edge. The City's Comprehensive Plan is a good policy vehicle for addressing and supporting this action. |
| Measures of success                              | Annexation of land at the Wildland-Urban Interface to aid wildland preservation and urban boundary                                                                                                                                     |
| Timeframe                                        | Make sure to include this information in the comprehensive plan update, including possible annexations.                                                                                                                                |
| Lead Roles                                       | <ul style="list-style-type: none"> <li>City Leadership (Jenn Oton)</li> <li>Parks &amp; Recreation (Brian Smith)</li> <li>River Commission</li> <li>Parks Commission</li> </ul>                                                        |
| Supporting cast                                  | <ul style="list-style-type: none"> <li>Wilderness Workshop (Beatriz Soto or someone else from WW)</li> <li>USDA Forest Service (Kay Hopkins)</li> </ul>                                                                                |
| Needed resources and possible sources            | Planning the Wildland-Urban Interface document might be a good resource (Nausheen Iqbal)                                                                                                                                               |

**Action 6.4 – Make Glenwood Springs a hub for electric vehicle (EV) charging infrastructure; lead the way by transitioning the city fleet to EV and building the infrastructure to support it.**

|                                                  |                                                                                                                                                                                                                                                   |
|--------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| What this is. Why it is important. Who benefits? | Helps transition to clean energy vehicles. City is 100% renewable electric utility – can benefit by selling electricity to charging vehicles on I-70. Businesses benefit by travelers stopping. Have recently added six stations around the city. |
| Measures of success                              | <ul style="list-style-type: none"> <li>Publicize the EV stations that have been installed</li> <li>Additional EV and hybrid vehicles are added to the fleet</li> </ul>                                                                            |
| Timeframe                                        | On-going. Several have been installed in 2020.                                                                                                                                                                                                    |
| Lead Roles                                       | City of Glenwood Springs Electric, Matt Langhorst                                                                                                                                                                                                 |
| Supporting cast                                  | City Planning Department to adapt regulation to success of new technologies                                                                                                                                                                       |
| Needed resources and possible sources            | Grants                                                                                                                                                                                                                                            |

**Action 6.5 – Build on Glenwood Springs’ designation as a Tree City USA, promoting sustainable landscaping, encouraging a green environment with minimal water consumption, and working closely with developers in the planning process.**

|                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|--------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| What this is. Why it is important. Who benefits? | Sustainable landscaping best practices and the Tree City USA program help to reduce costs for stormwater management and erosion control, boost property values, honor people in our community, help beautify the city, and ultimately result in healthy urban forests.                                                                                                                                                                |
| Measures of success                              | <ul style="list-style-type: none"> <li>▪ Other community irrigation and soil codes reviewed and potentially implemented for Glenwood Springs</li> <li>▪ Including a requirement that development submittals have rain/wind gauges called out on their landscaping plans</li> <li>▪ Revise the street tree ordinance to partner with residents</li> <li>▪ Developing a good street tree maintenance and replacement program</li> </ul> |
| Timeframe                                        | <b>2021</b>                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Lead Roles                                       | <ul style="list-style-type: none"> <li>▪ City Arborist (Lisa Dinardo)</li> <li>▪ Community Development (Jenn Ooton)</li> <li>▪ Parks and Recreation (Brian Smith)</li> </ul>                                                                                                                                                                                                                                                          |
| Supporting cast                                  | <b>USDA FOREST SERVICE URBAN AND COMMUNITY FORESTRY PROGRAM (SHERRY FOUNTAIN)</b>                                                                                                                                                                                                                                                                                                                                                     |
| Needed resources and possible sources            | USDA Forest Service Urban and Community Forestry Program                                                                                                                                                                                                                                                                                                                                                                              |

## IMPLEMENTATION AND NEXT STEPS

In the months following the August convening, the steering committee, plus additional participants from the workshop, continued to meet to work on developing and making steps toward implementing the action plan. A working session on September 8<sup>th</sup> helped to complete action planning that began at the workshop, adding detail and next steps for several goals and actions. The steering committee met again on September 24<sup>th</sup>, October 21<sup>st</sup>, and November 20<sup>th</sup>. The steering committee has made a lot of progress toward implementing many of the actions in this plan since the workshop took place, including the following notable progress:

- The Forest Service and partners continue to work on recovery from the Grizzly Creek Fire, including securing a loan fund from the state to aid recovery efforts, and making plans for recovery to take place so that natural and recreation assets like Hanging Lakes can reopen to the public as soon as possible.
- The City of Glenwood Springs continues to support safe and sustainable business operation during the COVID pandemic for its downtown businesses, including by securing a grant support the purchase of equipment to support outdoor dining in the colder months.
- Community trails groups continue to work on planning for additional bicycling and mountain biking trails to build on existing trail assets.
- The City of Glenwood Springs has continued to work on supporting affordable housing, bringing the actions in this plan to leadership for consideration.
- The City of Glenwood Springs was successful in receiving a GOCO Resilient Communities Grant that will continue to support the steering committee’s efforts to engage Latino/Latina residents by translating materials and signs into Spanish and staffing to support outreach efforts.

- The steering committee was invited to participate in ongoing efforts to develop the Colorado Statewide Comprehensive Outdoor Recreation Plan.
- The Forest Service has submitted priorities for Great American Outdoors Act funding, and will continue to collaborate with the City of Glenwood Springs and the steering committee on future submittals for that funding source that could be used to support implementation of this action plan.
- The City of Glenwood Springs applied for an the Outdoor Recreation Rountable grant that would provide implementation funds to support this action plan.

## APPENDICES

- *Appendix A – Workshop Exercise Results*
- *Appendix B – Workshop Participants*
- *Appendix C – Community Self Assessment (completed pre-workshop)*
- *Appendix D – References*
- *Appendix E – Funding Resources*

## APPENDIX A: WORKSHOP EXERCISE RESULTS

The Recreation Economy for Rural Communities workshop with Glenwood Springs involved several exercises that helped define workshop participants' vision, goals, and actions they wish to take to strengthen outdoor recreation and downtown revitalization efforts in their community. The following appendix documents many of these activities that shaped the action plan developed through this planning process.

|                                                                |    |
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## Summary of Pre-Workshop Conversation with the Latinx Community

On July 21, 2020, prior to the Recreation Economy for Rural Communities workshop with Glenwood Springs, staff from the Environmental Protection Agency's Office of Community Revitalization held a small group listening session with several leaders from the local Latinx community of Glenwood Springs. Local Steering Committee member Beatriz Soto, who is the Defiende Nuestra Tierra Director at Wilderness Workshop, played a large role in identifying the partners who participated in the listening session and in conducting local outreach as well as sharing many insightful comments during the session on behalf of the Wilderness Workshop and her experiences as a resident. Other organizations represented included: Voces Unidas de las Montañas, St. Stephen's Catholic Church, Integrated Mountain Properties, and Glenwood Springs Parks and Recreation. Below is a summary of responses this group had around the workshop goal topic areas.

**Safe and Sustainable Business Operation:** How can we ensure that businesses that support the outdoor recreation economy can operate safely and sustainably, meeting visitors' needs and residents' livelihoods, during the COVID-19 pandemic?

- With COVID, a lot of Latino workers were deemed "essential" (cooking food, maintaining tourist attractions) and therefore have **increased exposure to tourists and consequently more risk for them** (tourism has not stopped here). Most restaurants downtown have Latino employees.
- The costs of living are high here – and if you're on one person's income, you **can't risk losing that income**.
- A lot of our families **use public transportation** (regional buses and a local ride service) – from Rifle to Aspen for work
- With COVID, lots of Latino community members and families **are taking advantage of the parks, trails**, etc.

**Economic Diversification:** How can we support opportunities for business development in downtown Glenwood Springs, building on and expanding beyond the tourism economy and supporting entrepreneurship opportunities for residents?

*On addressing commercial needs of Latino customers...*

- There's not a lot of shopping around – and Glenwood Springs is fortunate to have options for people to shop that attract a more diverse community. We also have **thriving businesses like grocery stores focused on Latino foods and authentic restaurants**.
- Unless their families work downtown, I'm not sure that many of Latino community members really visit downtown too much (**downtown is more for tourists**) – though they often do work in the downtown.
- Families will come to the **frozen yogurt shop or restaurants downtown**, but don't always shop at the downtown stores.

*On support for Latino-owned businesses...*

- We aren't involved in the Glenwood Springs Chamber or the County's efforts in terms of providing services for business leaders. The Rifle Chamber is the most successful at connecting with Latino

business owners, but **Latino owned businesses are not well- represented in the Glenwood Springs Chamber yet.**

- It's difficult for Latino-owned businesses to fill out the forms they need and overcome administrative hurdles (many **materials are not in Spanish**)
- There are **2-3 Latino-owned businesses downtown** (Loyal Brothers, Margarita's, a breakfast place downtown) but **not many**.

**Affordable Housing:** How can we support opportunities for housing in Glenwood Springs that is affordable and accessible for all, including seasonal and permanent residents?

- We are dealing with **high rent, low broadband access**, having to use **public transportation**.
- A lot of us live in **mobile home parks** – and depending on the specific park and who manages it might mean that you have dirt roads or paved roads, utilities included or families having **no services** at all.
- Most families had to get help getting broadband access.
- Many people live in mobile home parks and some of those who live in homes have **multiple families** living there.

**Community for All:** How can we ensure that under-represented groups are involved in, able to access, and benefitting from the outdoor recreation economy, recognizing that we have a diversity of visitors and residents in our community?

- **Latino community** here continues to grow and thrive – we are **30% of the City of Glenwood Springs and of the populations and 60% of school district's** student body

*On access to outdoor recreation...*

- Difficult for people to **distinguish between private land and public land** and don't want to have any interactions with enforcement if they inadvertently are recreating on private land
- Health insurance is very expensive in this area and many **people cannot afford to have an accident or get hurt** skiing or fall off a bike.
- Many people **don't feel welcomed to engage** in activities like rafting or have difficulty accessing equipment and gear that is **expensive** (for activities like snowshoeing, cross-country skiing, golf, tennis, etc.)
- Need to educate around these activities – someone may say, I can't break a leg because I need to be able to go to work; if people **understand how these activities are done** and how they can **afford the equipment**, that could help
- Glenwood Springs is known for having the world's largest outdoor **hot springs** – I doubt if most Latino residents can access this (**cost prohibitive**).
- **Skiing and the pools and caverns** are somewhat cost prohibitive as well.

*On additional forms of recreation...*

- Entertainment and **family activity** is also core to many Latinos culturally
- Glenwood Springs is very much focused on tourists and attracting them to come here for the outdoors, but **many Latino families who live here go to Grand Junction to go to the movie theater, restaurant, comedy** – their interests might not be in outdoor activities and are there things that Glenwood Springs can offer to meet those needs?

- There also may be opportunities to educate people around **what entertainment is currently available**

*On programming, information, and facilities from Parks & Recreation...*

- A lot of our **Latino families use the Rec Center** – we can afford \$8 to go to the pool, but we can't afford to go to the hot springs (that is \$30 for adults)
- Parks and Rec approves using **park space for soccer programs**, etc., and that is helpful
- **Other cities like Carbondale have more programs to serve Latino community** members' needs. Glenwood Springs has soccer, lacrosse, hockey, rugby – but Latino community members may not be involved in all these activities
- Latino community members are **interested in hiking and fishing**. Kids can fish for free in Colorado, but many people do not know this.
- **Expanded river access would** be really beneficial for kids and adults.
- We need more **information** on what's available **online and in Spanish**.

*On supporting Latinx leaders...*

- **We want to work with the City, but the funding piece is hard** – how do we pull off all our programming when we are also being asked to help with issues like housing or communication with the Latino community, without getting paid for it?
- How do we **make it accessible for more Latino community members to participate** in these roles and in these spaces, so it doesn't fall to a small number of people to do this hard work?
- Our organization is trying to make it so more Latino leaders can be **validated and affirmed and empowered**
- We are working with the City of Aspen to have a **listening session** about our **lived experiences related to racism**. We need to have these conversations elsewhere too – it's an important step.

**Physical Connections:** How can we enhance physical infrastructure (like sidewalks, trails, etc.) and transportation connections in our community that connect people to downtown and to nearby outdoor recreation opportunities?

- Access to trails basically requires a vehicle – **public transit doesn't really provide access** to those resources
- **Kids** get around on the **bus and bikes and walk** a lot, youth have ways of getting places, but some areas are harder to get to (eg. Elementary school)

**BONUS:** Favorite Local Places and Activities of our Participants

- Hiking No Name (in the canyon), easy to access from Glenwood
- Walk or ride my bike on the Roaring Fork River Trail and hike on the Wolfson Trail
- Parks in the City – Two Rivers Park was remodeled (fishing, playing in the sand with kids), love to go hiking on area trails
- Glenwood Canyon as a photographer
- Visiting downtown and the caverns

### This I Believe – Outdoor Recreation...

One workshop exercise involved workshop participants completing this sentence: “I believe outdoor recreation...” This activity helped to clarify the vision that workshop participants have for outdoor recreation in their community. Here are the responses to this exercise, and a word cloud that captures them all:

I believe outdoor recreation...

- builds community
- is essential to mental and physical health, can create a healthy economy, and bring community together
- is an essential part of the community
- is an underrealized asset for our destination
- is crucial for healthy and happy humans
- is vital to well-being
- should provide equitable opportunities, sustainable development and economic diversification for our long-term success
- is why people live and visit Glenwood Springs
- is why many of us live here – often making sacrifices for salary or higher cost of housing



### This I Believe – Glenwood Springs...

Another workshop exercise involved workshop participants completing this sentence: “I believe Glenwood Springs...” This activity helped to clarify what workshop participants value about their community and what vision they have for its future. Here are the responses to this exercise, and a word cloud that captures them all:

I believe Glenwood Springs...

- is America’s most fun town!
- is the best place to live and work
- has an amazing Latino community
- is friendly
- Is really beautiful and appealing
- is an amazing place to live and worth the economic challenges I face to be here
- is a hidden gem
- is a hub and a gateway of many types of recreation- biking, rafting, hiking, mountain biking, skiing
- has the perfect balance of being a small rural community with big recreation and community assets
- is an amazing town with amazing people
- is a great community, with tons of opportunity to bring all that live here together
- is a city in transition and improving
- is a small town that is authentic and doesn’t feel manicured like other resort towns



## Social Pinpoint Asset Mapping Exercise Results

During the workshop, one small group exercise involved using an interactive, web-based map called Social Pinpoint. In this exercise, workshop participants placed map markers on strong existing assets; future opportunities; supportive services and assets; and gaps, needs, and fixes. Participants reviewed assets that were pre-populated prior to the workshop and added their own. The mapping platform allowed for exploration of assets and opportunities as preparation for action brainstorming in a following workshop session.

The mapping results from this exercise are documented and summarized below. The interactive Social Pinpoint site will remain open for continued community input until the end of February 2021 at which time a GIS shapefile will be shared with the City of Glenwood Springs. The live URL for the mapping site is:

<https://eprpc.mysocialpinpoint.com/rerc-glenwood-springs-map#/>

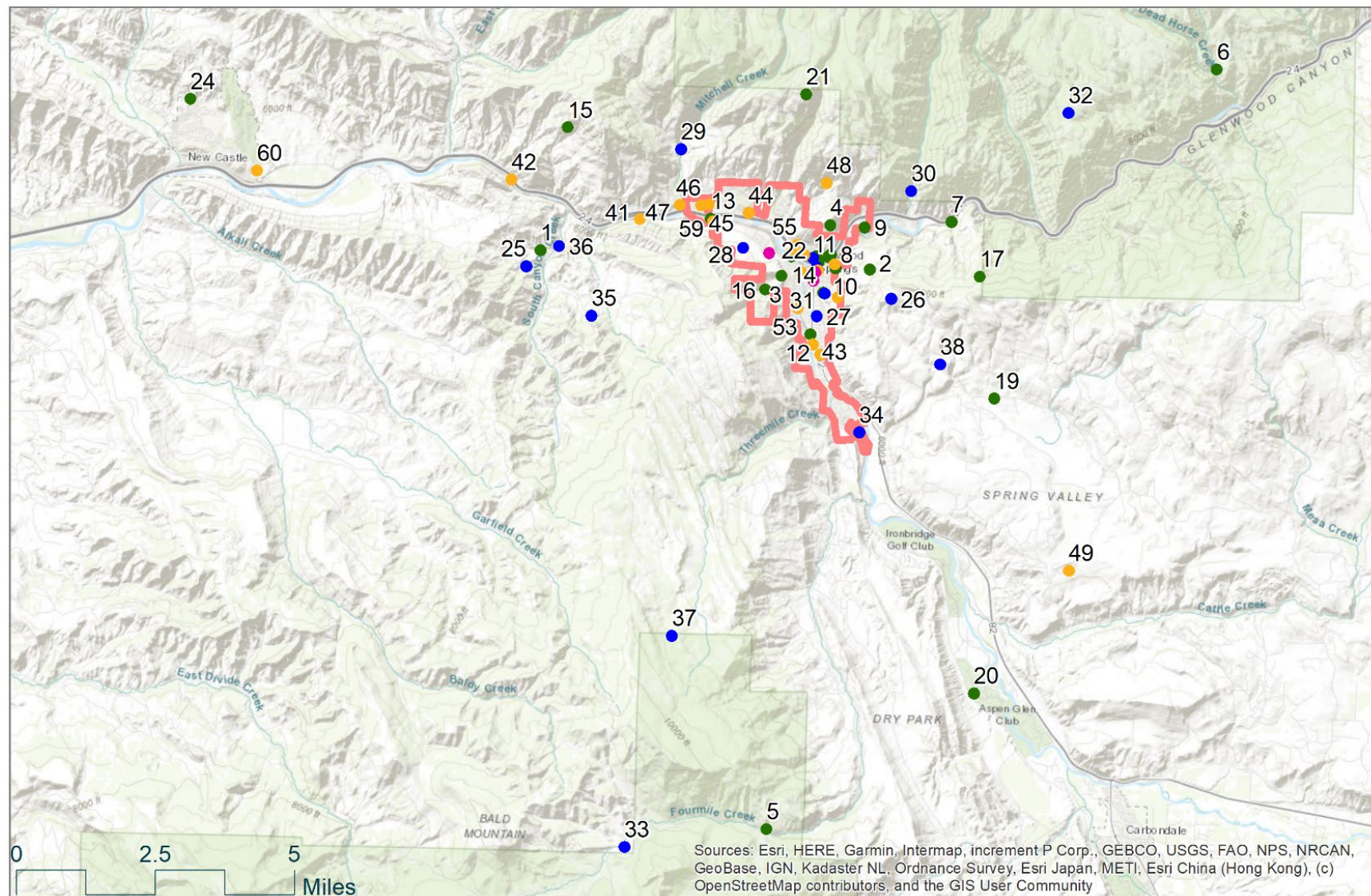
| Map # | Comment Category       | Comment                                                                                                                 |
|-------|------------------------|-------------------------------------------------------------------------------------------------------------------------|
| 1     | Strong Existing Assets | Existing South Canyon Trails                                                                                            |
| 2     | Strong Existing Assets | Scout Trail                                                                                                             |
| 3     | Strong Existing Assets | Red Mountain Trails - hiking/biking                                                                                     |
| 4     | Strong Existing Assets | Glenwood Caverns Adventure Park                                                                                         |
| 5     | Strong Existing Assets | Sunlight Ski Resort - downhill/XC skiing, snowmobiling                                                                  |
| 6     | Strong Existing Assets | Hanging Lake                                                                                                            |
| 7     | Strong Existing Assets | Glenwood Canyon Bike Path                                                                                               |
| 8     | Strong Existing Assets | Path along the river and through the canyon                                                                             |
| 9     | Strong Existing Assets | Picnic tables, bike path, great views                                                                                   |
| 10    | Strong Existing Assets | Linwood Cemetery is an easy trail (accessible for most fitness levels) combining history and outdoor experience!        |
| 11    | Strong Existing Assets | Glenwood Hot Springs                                                                                                    |
| 12    | Strong Existing Assets | Rio Grande BikeTrail (Glenwood to Aspen)                                                                                |
| 13    | Strong Existing Assets | Whitewater Activity Park                                                                                                |
| 14    | Strong Existing Assets | Iron Mountain Hot Springs                                                                                               |
| 15    | Strong Existing Assets | Interpretive trail and memorial to firefighters                                                                         |
| 16    | Strong Existing Assets | Wolfsohn Trail System and Park                                                                                          |
| 17    | Strong Existing Assets | Forest Hollow Trail                                                                                                     |
| 18    | Strong Existing Assets | Boy Scout trail used by hikers and bikers                                                                               |
| 19    | Strong Existing Assets | Excellent road biking on county roads                                                                                   |
| 20    | Strong Existing Assets | Great road biking on county roads                                                                                       |
| 21    | Strong Existing Assets | We are at the doorsteps to Flat Tops Wilderness area. Need more information to the public about what is so close to us. |

| Map # | Comment Category       | Comment                                                                                                                                                              |
|-------|------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 22    | Strong Existing Assets | Hotel Colorado                                                                                                                                                       |
| 23    | Strong Existing Assets | Vapor Caves                                                                                                                                                          |
| 24    | Strong Existing Assets | New Castle Bike Trails and Trail Builders                                                                                                                            |
| 25    | Future Opportunities   | Finish building South Canyon Trails Plan                                                                                                                             |
| 26    | Future Opportunities   | Build Lookout Mountain Trails Plan                                                                                                                                   |
| 27    | Future Opportunities   | Sayre Park improvements & ADA upgrades                                                                                                                               |
| 28    | Future Opportunities   | Help develop this open space to make more family friendly                                                                                                            |
| 29    | Future Opportunities   | Hatchery is in a beautiful location and there is a trail head, that needs some love                                                                                  |
| 30    | Future Opportunities   | Better info on how to access and that this place exists                                                                                                              |
| 31    | Future Opportunities   | Linwood Cemetery Historic signage could be bilingual to be more inclusive.                                                                                           |
| 32    | Future Opportunities   | No Name and Grizzly Creek are great single track trails great entry points to Flat Tops                                                                              |
| 33    | Future Opportunities   | 4 Mile Park has outdoor opportunities year around: camping, mountain biking, cross country skiing, hunting.                                                          |
| 34    | Future Opportunities   | Small municipal-owned airport that is 63 acres that would be very close to an elementary school, transportation via a future S. Bridge, affordable housing potential |
| 35    | Future Opportunities   | Develop limited camping in South Canyon                                                                                                                              |
| 36    | Future Opportunities   | Hotsprings development, RV and primitive camping                                                                                                                     |
| 37    | Future Opportunities   | Potential shuttle mountain bike trail from Sunlight to Glenwood - similar to Whole Enchilada in Moab or Palisade Plunge being built right now                        |
| 38    | Future Opportunities   | Acquire Lookout Mountain Ranch properties that cannot be developed - conservation easement                                                                           |
| 39    | Future Opportunities   | Closure of 7th to cars, making it a full pedestrian area                                                                                                             |
| 40    | Future Opportunities   | Revitalization on this area with more businesses                                                                                                                     |
| 41    | Gaps, Needs, and Fixes | Need to finish LoVa Trail for bike/ped access South Canyon                                                                                                           |
| 42    | Gaps, Needs, and Fixes | Need to finish LoVa Trail for bike/ped access to New Castle and western Garfield County                                                                              |
| 43    | Gaps, Needs, and Fixes | Mobile park improvement, needs sidewalks, it has dirt roads                                                                                                          |

| Map # | Comment Category             | Comment                                                                                                                                                                                                                                                                                 |
|-------|------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 44    | Gaps, Needs, and Fixes       | Mobile park improvement, needs sidewalks, it has dirt roads                                                                                                                                                                                                                             |
| 45    | Gaps, Needs, and Fixes       | Mobile park improvement, needs sidewalks, it has dirt roads                                                                                                                                                                                                                             |
| 46    | Gaps, Needs, and Fixes       | The mall has been slowly dying                                                                                                                                                                                                                                                          |
| 47    | Gaps, Needs, and Fixes       | Mobile park improvement, needs sidewalks, it has dirt roads                                                                                                                                                                                                                             |
| 48    | Gaps, Needs, and Fixes       | Strip mine fight needs to continue in order to not jeopardize our recreation economy                                                                                                                                                                                                    |
| 49    | Gaps, Needs, and Fixes       | Colorado Mountain College - connection gap to Glenwood Springs community                                                                                                                                                                                                                |
| 50    | Gaps, Needs, and Fixes       | Commercial vacancies downtown                                                                                                                                                                                                                                                           |
| 51    | Gaps, Needs, and Fixes       | Pedestrian connections need to be completed to Iron Mountain Hot Springs and Two Rivers Park                                                                                                                                                                                            |
| 52    | Gaps, Needs, and Fixes       | Need public easement above Doc Holliday trail that public has been using for decades                                                                                                                                                                                                    |
| 53    | Gaps, Needs, and Fixes       | We have access to climbing, fishing, hunting, paddling, mountain and road biking and many other activities that make us a perfect location for small outdoor manufacturers to make this a home base. We need manufacturing and business space to accommodate building these businesses. |
| 54    | Gaps, Needs, and Fixes       | Private property for sale near Scout Trail                                                                                                                                                                                                                                              |
| 55    | Gaps, Needs, and Fixes       | Pedestrian Connection                                                                                                                                                                                                                                                                   |
| 56    | Gaps, Needs, and Fixes       | Missing Sidewalk on Devereux Road                                                                                                                                                                                                                                                       |
| 57    | Gaps, Needs, and Fixes       | Underpass at 27th St for safe pedestrian crossing of Highway 82                                                                                                                                                                                                                         |
| 58    | Gaps, Needs, and Fixes       | Sidewalk connection along 8th Street                                                                                                                                                                                                                                                    |
| 59    | Gaps, Needs, and Fixes       | Additional parking and a return area for kayakers would make the Whitewater Area more functional                                                                                                                                                                                        |
| 60    | Gaps, Needs, and Fixes       | Need to connect workforce in New Castle (Silt and Rifle) to Glenwood                                                                                                                                                                                                                    |
| 61    | Supportive Services & Assets | Glenwood Springs Visitor Center                                                                                                                                                                                                                                                         |
| 62    | Supportive Services & Assets | Glenwood Springs Community Center                                                                                                                                                                                                                                                       |
| 63    | Supportive Services & Assets | Glenwood Springs historical society & frontier museum                                                                                                                                                                                                                                   |

# RECREATION ECONOMIES FOR RURAL COMMUNITIES

GLENWOOD SPRINGS, COLORADO (REGION)

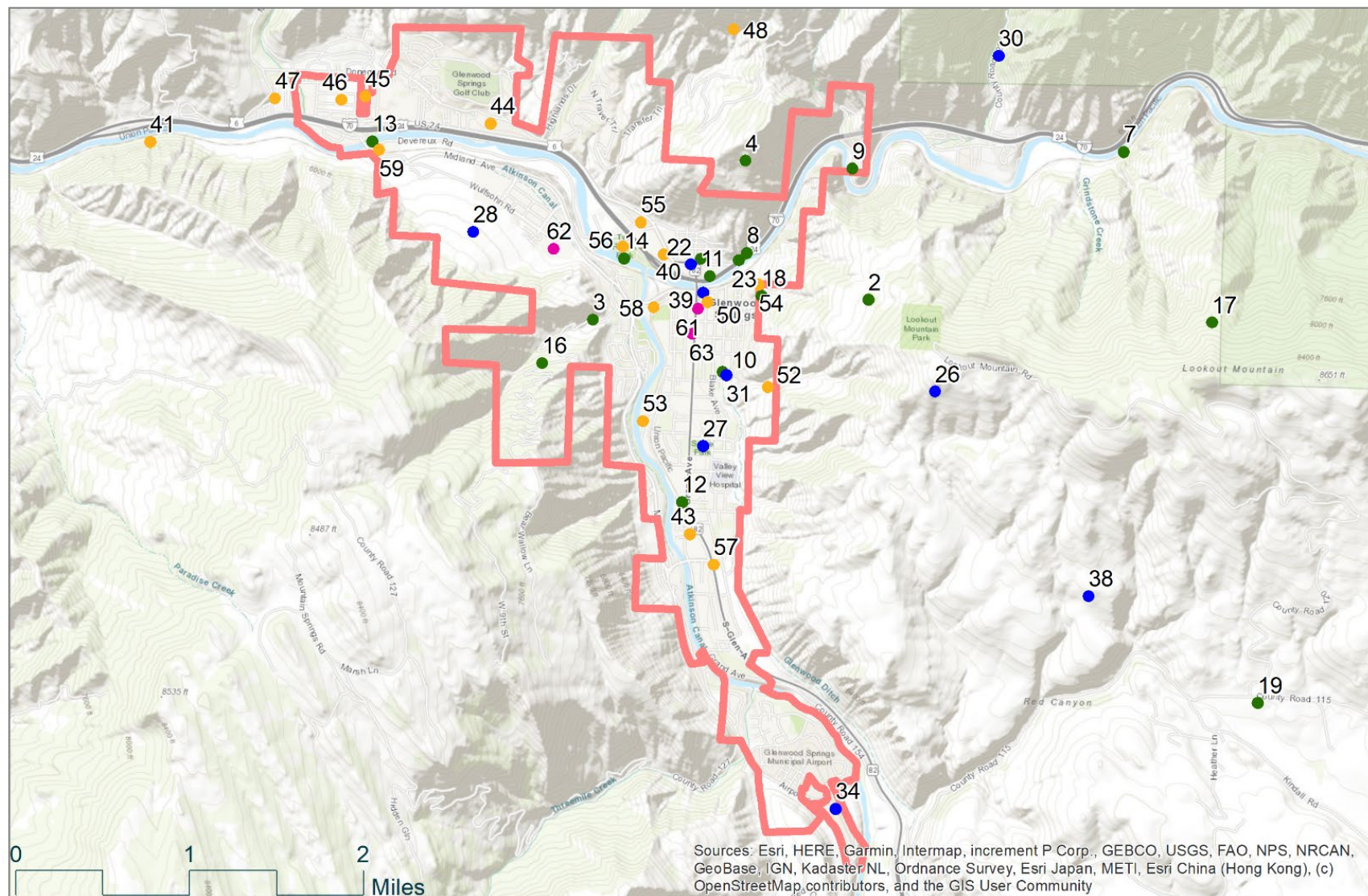


  Glenwood Springs, CO
 ● Strong Existing Assets
 ● Future Opportunities
 ● Gaps, Needs, and Fixes
 ● Supportive Services & Assets



# RECREATION ECONOMIES FOR RURAL COMMUNITIES

## GLENWOOD SPRINGS, COLORADO (CITY)

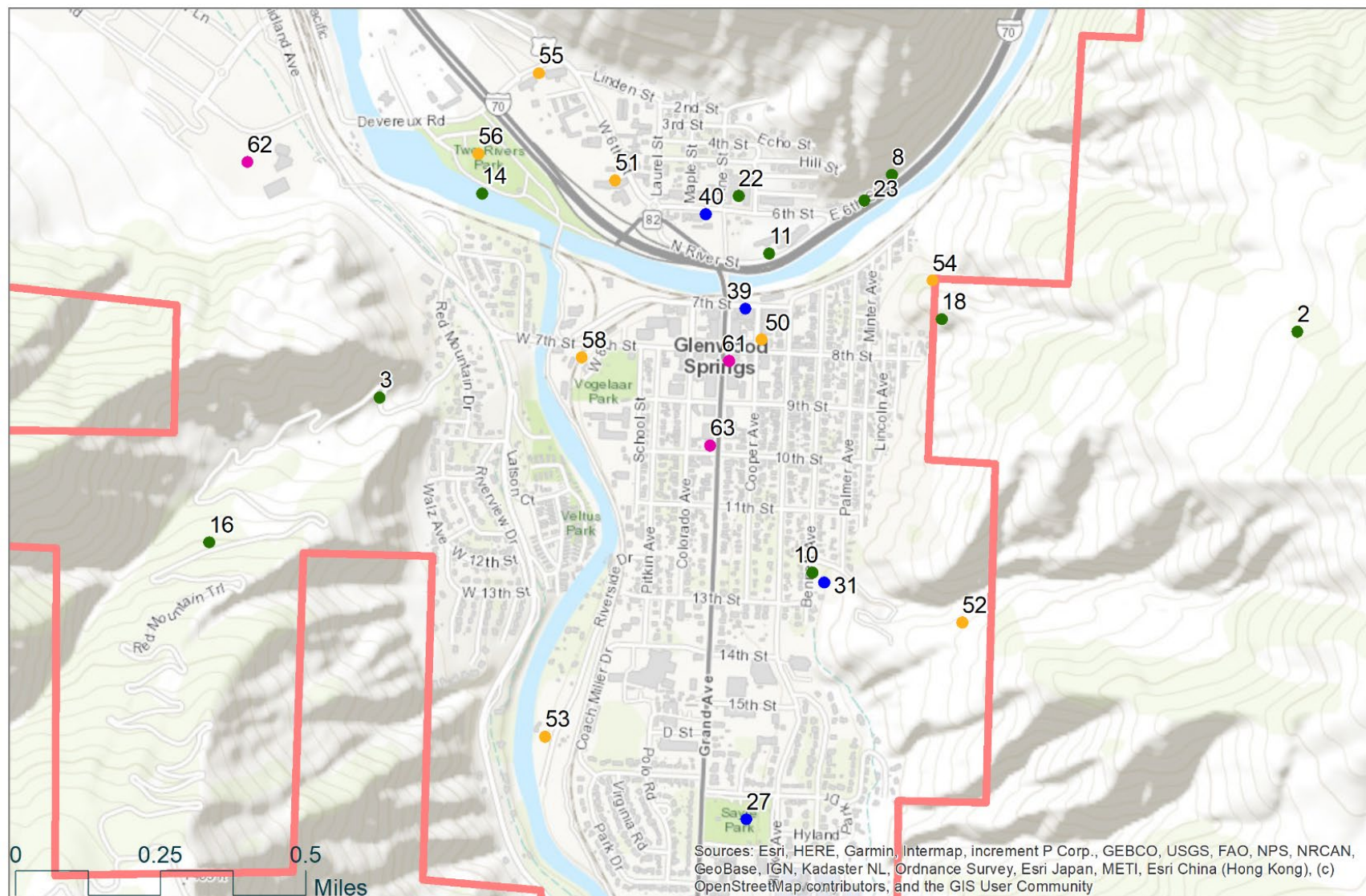


Glenwood Springs, CO
 ● Strong Existing Assets
 ● Future Opportunities
 ● Gaps, Needs, and Fixes
 ● Supportive Services & Assets



# RECREATION ECONOMIES FOR RURAL COMMUNITIES

GLENWOOD SPRINGS, COLORADO (DOWNTOWN)



  Glenwood Springs, CO
 ● Strong Existing Assets
 ● Future Opportunities
 ● Gaps, Needs, and Fixes
 ● Supportive Services & Assets



## Assets and Challenges Exercise Results

Another small group exercise involved using pre-prepared Google Slides to help workshop participants explore and discuss assets and what's working well, and the challenges and barriers that Glenwood Springs faces when working towards achieving each workshop goal. The results of this exercise are summarized below, for each goal area, with the exception of Goal 6 which was added later in the workshop process.

### Goal 1: Safe and Sustainable Business Operation

#### Assets

Clinics are doing telehealth appointments, protecting their staff and other patients from COVID 19

The rafting community is doing well with this during COVID 19

Hanging Lake social distancing plan has been a hit. Currently closed due to the fire

DDA has been given more responsibilities, is a strong organization. Good communication downtown. Collaboration between businesses is good.

We have a lot of outdoor activities that can be safely done with social distancing

Chamber of Commerce has stepped up to help facilitate grants and communications

#### Challenges

Workforce issues - availability, skill and liveable wage.

Delay is testing when needed.

Construction delays have been a challenge

Grand Avenue drive-thru traffic

Limited capacity is a challenge

Outdoor dining expansions will be hindered with cooler weather.

Not enough information in Spanish.

Expensive to rent an office downtown

Have to pivot and learn new technologies to be able to stay afloat.

### Goal 2: Economic Diversification

#### Assets

The City's new Broadband project

Desirable location. People want to live here.

The tourism economy is very strong and will get stronger.

Colorado Mountain College

Hiring of an economic development coordinator.

High school mountain bike tourneys

Good quality of life

More musical events/festivals.

Whitewater opportunities.

Tourism fund. Having more events -- like highlander type events.

More marathons/triathlons

#### Challenges

Mine expansion.

Known as a resort recreation town. Need to sell ourselves as having more to offer.

Cost of living / rental costs are high

There is a definite need for diversification in business/economics

Need for more skill building training.

The housing cost is a huge issue. All of the latest new apartments' rent is outrageous.

No land for spec buildings

Should build more parking to support some of the great ideas (RICD in channel diversion projects, trail use, etc)

Older building stock/expensive to retrofit

## Goal 3: Affordable Housing Assets

*Lots of people wanting to purchase a home*

*Inclusionary zoning could be put back into the code*

## Challenges

*Lack of Land Availability*

*City needs to ask for restricted housing when developments occur.*

*NIMBYism*

*Tax the rich people that come visit and stay in their mansions 1 or 2 times a year, if they are not living here tax them*

*Service workers cannot afford to purchase homes in Glenwood Springs*

*Not enough housing options*

## Goal 4: Community for All Assets

*Updates to 2 rivers park.*

*Downtown is amazing and so diverse in terms of dining, etc.*

*Special events have been effective at bringing people downtown*

*Strong leaders for local Latinx community and new CBO - Voces Unidas*

*We have a strong group of leaders who understand the needs of the Latino community.*

## Challenges

*Resort feel of downtown tends to turn-off some locals*

*Not enough information available in Spanish.*

*Need to increase dialog between native english speakers and native spanish speakers. Fear.*

*Traffic and intersections are dangerous*

*COVID has killed-postponed many of the events*

*Vagrancy is also an issue in the downtown core*

*We need a nice off leash dog park*

*Not enough pedestrian facilities; 7th Street potentially pedestrian only; main street is difficult to cross*

## Goal 5: Physical Connections Assets

*Great mountain biking and hiking trails*

*Awesome attractions! World-class even.*

*RF Transit Authority is a great asset to the Roaring Fork Valley*

*Biking trails through town are awesome*

*Finish the LoVa trail.*

*Invest Land and Water Conservation Fund dollars in local parks for residents*

## Challenges

*Need better connectivity with shuttle or bus routes.*

*Not enough intermediate mountain biking trails.*

*Lack of connection from Glenwood Springs to New Castle - along the river.*

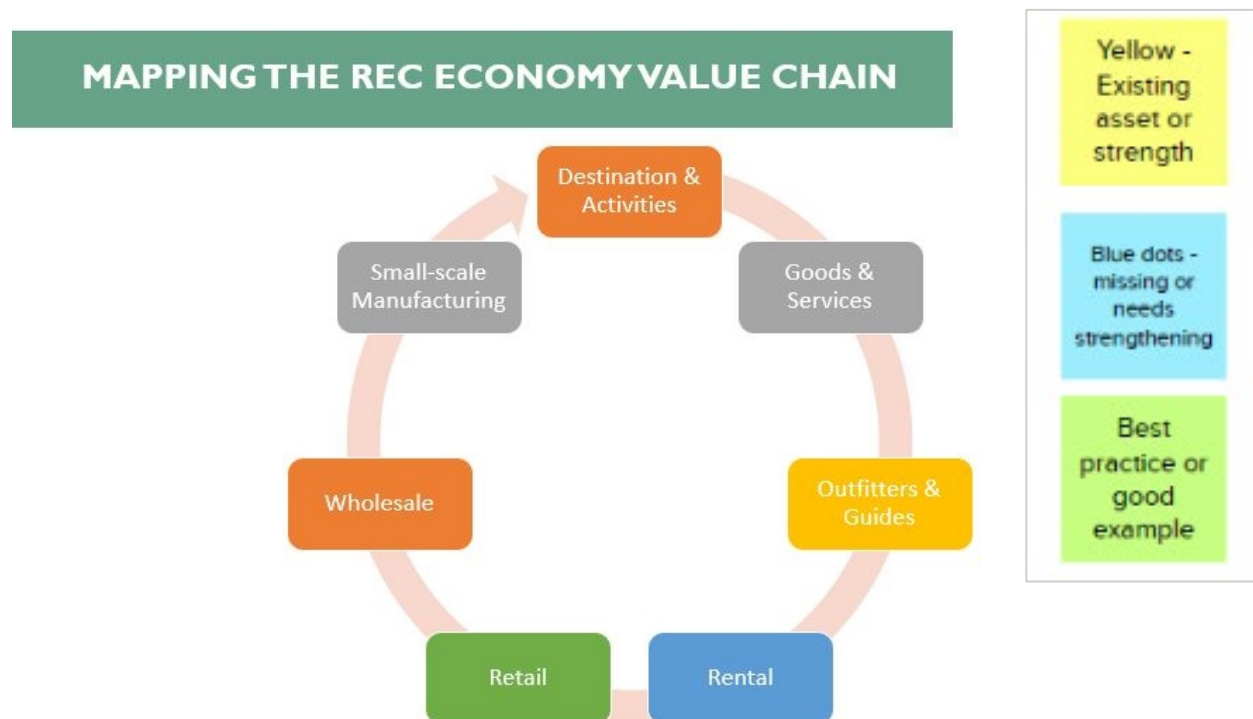
*Wayfinding and safer pedestrian walkways are needed*

*Hard to cross busy streets. Walk lights are intersections should be longer*

*We have a highway going right through downtown*

## Value Chain Diagramming Exercise Results

Another small group exercise enabled workshop participants to explore different sectors of the recreation economy value chain using a Mural.co whiteboard. The whiteboard allowed participants to generate post-it style boxes to document what currently exists or is a strength (yellow post-its), what is missing or needs strengthening (blue post-its), and best practices or good examples from other communities that could be helpful (green post-its). The blank value chain graphic and instructions are below and the results of the diagramming are on the following page.

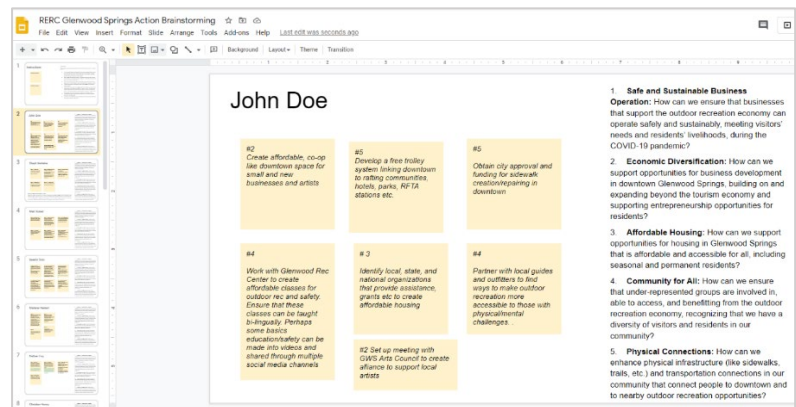


VALUE CHAIN



## Action Brainstorming Exercise Results

As part of the workshop process, facilitators led workshop participants through a process to generate ideas for actions that the community could take to help achieve the workshop goals. Using a shared set of Google Slides, each attendee had a slide of their own that contained text boxes where they could write down action ideas. One example is shown to the right.



*Screenshot of a Google Slide used for action brainstorming. Each participant had their own slide where they could work to draft actions for each goal as part of the brainstorming activity.*

Workshop facilitators then transcribed all brainstormed actions into a Mural.co whiteboard where workshop participants could view them. Participants then voted on their top choices for actions to prioritize. Smaller working groups then added details for each of the top-ranked actions for each goal, the results of which became the detailed action tables in the community action plan.

The list below summarizes all actions that workshop participants brainstormed for Glenwood Springs in the shared Google Slide document, transcribed here in one place. Ones in **bold** were selected for the action detailing process during the workshop, though they may have been re-worded during the action detailing process.

**Goal 1: Safe and Sustainable Business Operations:** How can we ensure that businesses that support the outdoor recreation economy can operate safely and sustainably, meeting visitors' needs and residents' livelihoods, during the COVID-19 pandemic?

- Facilitate open communication between the City, DDA & Chamber to foster a stronger business community.
- Connect businesses to funding incentives that may be available, such as the Energize CO Gap Fund <https://energizecolorado.com/gapfund/>
- **Create a "business resiliency" plan to help businesses prepare for and deal with crises (pandemics, wildfires, etc.). Perhaps there are TA programs or other funding for this?**
- Promote Glenwood Springs as a both a vacation destination and great place to work remotely.
- Identify remote working trends to support the creation of shared-work/co-op spaces.
- **Develop a plan to establish additional parking in the downtown core.**

- **Develop plan with City, Chamber and DDA and local businesses to find creative ways to continue outdoor dining in colder months.**
- Explore emerging COVID protection options for transit to build ridership safely. Open windows, improved HEPA filtration, and communications to support.
- Create a low cost APR loan fund that gives local businesses working capital that is secured by real assets and personal guarantees.
- Continue to market Glenwood Springs' shoulder seasons, as an uncrowded safe destination for outdoor recreation during the pandemic.
- Provide transparent rules and guidelines to businesses and invite businesses to give input to create safety standards that are both safe and business friendly. For example, best mask procedures on a raft, might need input from outfitters and experts.

**Goal 2: Economic Diversification:** How can we support opportunities for business development in downtown Glenwood Springs, building on and expanding beyond the tourism economy and supporting entrepreneurship opportunities for residents?

- **Grow our cultural and art scene, all season events, where we attract community members from towns around us to visit and spend time and \$ in Glenwood Springs.**
- Leverage Enterprise Zone Tax Credits that incentivize businesses to locate or expand in downtown Glenwood Springs.
- Apply now (deadline is Aug 31) for Opportunity Zone Accelerator Program.
- Identify timing and location to hold an outdoor music festival; Prepare venue (electricity, vendor locations, parking, camping).
- Explore or promote E-bike program possibilities as a start-up business.
- Encourage more vibrancy and activity by having greater residential density that has an appropriate mix of affordable and free market costs with live/work physical solutions.
- By creating affordable housing solutions we lower the bar for entrepreneurs to relocate and/or be financially able to step out/up and create new business opportunities.
- Work with the OREC Office to connect to the State's Strategic Fund incentive – a program designed to encourage recruitment, retention of businesses creating net new jobs.
- Set up meeting with Glenwood Springs Arts Council to create alliance to support local artists.
- **All season events, where we attract community members from towns around us to visit and spend time and \$ in GWS and grow our cultural and art scene.**
- Identify state/regional/national events to host: kayak competitions, high school mountain bike competitions, etc.

- Tie in wayfinding for recreation with other economic development activities like local food systems (e.g., walking farmers markets).
- The Nature Conservancy has invested a large amount of dollars to the Steamboat area to work on their water management plan. We need to work with the Colorado River District and Middle Colorado Watershed Council to reach out and see if that would be something we can do here.
- **Create affordable, co-op like downtown space for small and new businesses and artists.**
- An outdoor convention that invites top outdoor manufacturers to our area to build awareness of multiple outdoor activity opportunities.
- Review existing zoning codes to encourage continuation of retail and restaurants in our downtown core so that we don't lose those vital resources to other types of activities.
- Create a business recruiting group that reaches out to potential businesses that might be considering a move to or a fit to Glenwood.
- **Identify barriers to economic diversification and work to minimize them. (Code language, update incentives, etc).**
- Create national interest and pursue Land and Water Conservation Fund resources to work towards completing the LoVa trail. Already 2nd on State list.  
<https://cpw.state.co.us/trailsstrategic-plan>
- **Develop a plan to encourage affordable housing, perhaps deed restricted, for workers.**
- Encourage light industrial start-up activities maybe in a location like the West Glenwood Mall – small ski manufacturers/bike operations/etc.

**Goal 3: Affordable Housing:** How can we support opportunities for housing in Glenwood Springs that is affordable and accessible for all, including seasonal and permanent residents?

- Access local NGOs, utilities, and state/federal funding to provide info and access funding to make housing and business upgrades more energy efficient and more affordable to operate.
- Make changes to our planning code to make affordable housing goals more attainable. We've set up our own roadblocks in some ways: deed restriction opportunities, better enticement for developers.
- **Identify local, state, and national organizations that provide assistance, grants etc to create affordable housing.**
- **Create a revenue stream (tax similar to Pitkin County) that focuses on deed restricted home ownership.**

- Ensure that existing housing stock does not migrate to VRBO's and 2nd homeowners and remains workforce housing.

**Goal 4: Community for All:** How can we ensure that under-represented groups are involved in, able to access, and benefiting from the outdoor recreation economy, recognizing that we have a diversity of visitors and residents in our community?

- Tap into the Glenwood Historical Society and other archives to provide historical context for trails, transportation, infrastructure. Links the past with the present/future.
- **Have historic informational signs in downtown available in Spanish as well.**
- Engage Latinx leaders to identify specific information on city websites, permitting processes, and registrations that could be provided in Spanish.
- Bring the Latino community as a partner. Don't develop program or solutions for us but with us. Tackle current barriers for a better more inclusive outcome.
- Set up a Latino council to work in an advisory capacity with the city of Glenwood and its City Council.
- Develop youth leadership/apprentice/summer employment program.
- **Proactively meet with under-represented segments of the community to understand their recreational preferences and any barriers to their participation.**
- Adjust the City's procurement code to weigh minority owned/led businesses in awarding contracts.
- Flat Tops Wilderness area. We need strong publicity campaigns on other trails and outdoor amenities available that are similar to Hanging Lake. This will spread the visitor traffic to other sites and share new opportunities.
- Develop a plan for offseason events to draw the community downtown.
- Review walkability and bikeability connections. Clear signage that is easy to understand or bilingual. Maps and easy to access resources, maybe an app for our city.
- Develop a plan to improve the Dog Park as it currently lacks basics like water and turf.
- Tap into Land and Water Conservation funding. Think local parks. There are many grants out there that involve equitable access funding opportunities, here is one: OurGrant Programs GOCO offers competitive grant programs for outdoor recreation and land conservation projects in the state of Colorado. To be the first to know about GOCO grant opportunities, Resilient Communities Grants to fund one-time, immediate needs or opportunities that have emerged in direct response to the GOCO.
- Work with Glenwood Rec Center to create affordable classes for outdoor rec and safety. Ensure that these classes can be taught bi-lingually. Perhaps some basics



education/safety can be made into videos and shared through multiple social media channels.

- Work on Language Justice in all communications.
- Make sure the wayfinding is multilingual, and provides other benefits such as access to local food from community gardens, farmers markets, food banks.
- Translate maps and visitor guides in Spanish.
- Translate Trail Guide on Visitglenwood.com into Spanish.
- Install additional wayfinding in English and Spanish, in addition to translating existing information into Spanish.
- **Translate City resources, Parks & Rec maps/guides, Chamber materials into Spanish.**
- Partner with local guides and outfitters to find ways to make outdoor recreation more accessible to those with physical/mental challenges.
- **Identify underrepresented leaders and develop a pipeline to fill various leadership roles in community boards and organizations.**
- Further actions should be seen through an equity lens so we don't leave people behind. Working class, essential workers, young professionals and families, senior citizens. Have community by in and keep unintended consequences to a minimum.

**Goal 5: Physical Connections:** How can we enhance physical infrastructure (like sidewalks, trails, etc.) and transportation connections in our community that connect people to downtown and to nearby outdoor recreation opportunities?

- Start a “Gateway to the Flattops” campaign to increase awareness and wayfinding among residents and tourists.
- Develop a free trolley system linking downtown to rafting communities, hotels, parks, RFTA stations etc.
- Greater access to “last mile” solutions in regard to public transportation.
- Conduct a feasibility study for converting 7th Street to pedestrian only.
- Identify and improve existing bike/pedestrian gaps (8th St. near bridge to Midland, Devereux Rd. near Hot Springs/Caverns, etc.).
- Continue to enhance pedestrian experiences in town with engaging places to walk, sit, gather. Use art and signage to highlight our historic, cultural and recreational amenities.
- Start a “Gateway to the Flattops” campaign to increase awareness and wayfinding among residents and tourists.
- Improve bikeway circulation through the downtown with clearly defined safe routes and connections to neighboring trails.

- **Update trails plan and other planning documents with missing connections for sidewalks, trails. Where necessary work with private owners on connections.**
- Apply for additional grants for trail and sidewalk connections (example critical missing sidewalk/trail on west side of Two Rivers Park/east side of Devereux Rd, underpass at 27th St.).
- **Identify future land acquisitions for open space, easements, connections (work with Aspen Valley Land Trust for conservation easements).**
- Inventory existing wayfinding signs and assess.
- Obtain city approval and funding for sidewalk creation/repairing in downtown.
- Create and market walkable loops that promote physical activity and access to trails and things like farmers markets, food banks, community gardens, parks, rec centers. Make way-finding signs/posters multi-lingual.
- Pursue Land and Water Conservation Fund resources to work towards completing the LoVa trail.
- National outreach to complete the LoVa Trail. Can we set up a virtual or live event that invites potential key players to see what we are trying to do to connect our communities.
- Identify what grants or funding are available to complete the LoVa trail and apply.
- Dedicate stream of funding (less than \$100K) to complete soft trail plans (many existing opportunities to double that investment right now, but need to count on funding).

**Goal 6: Authenticity:** How can we sustainably manage and be responsible stewards of all our unique natural resources, cultural assets, and the community character that make Glenwood Springs a desirable and authentic place to live, work, and visit.

- Stewardship, respect, sustainability. Work closely with environmental and conservation groups, we need to protect our wildlife and ecosystems as we grow and develop. Balance between nature and people.
- **Teach respect for wildlife, rivers, and ecosystems.**
- Preserve Local Natural Resources, wildlife corridors, rivers, ecosystems.
- Create activities fee or tax on the recreation industry to fund needed clean up, security, enhancements, and other activities or impacts to the city. Currently the city does not receive direct income from pool or other recreation industries to offset impacts. Locals concerned about impacts.
- Small town character to enhance and strengthen the health and unique appeal of our region. Depends on the healthy environment, rivers, and wildlife.
- Maintain authenticity of Glenwood Springs, as a small town where people live in close contact with the natural environment, raise families, and recreate.

- Protect and reclaim our Dark Sky for nighttime experience and star gazing.

## APPENDIX B: WORKSHOP PARTICIPANTS

Below are listed everyone who either registered or participated in some capacity during the process.

| <i>Role</i>                             | <i>First Name</i> | <i>Last Name</i> | <i>Affiliation</i>                                                              | <i>Email</i>                    |
|-----------------------------------------|-------------------|------------------|---------------------------------------------------------------------------------|---------------------------------|
| Participant                             | Melanie           | Alexander        | Director of Recreation and Events at CMC Spring Valley                          | malexander4@coloradomtn.edu     |
| Participant                             | Bryan             | Alvarez-Terrazas |                                                                                 | bryart2@yahoo.com               |
| Local Committee                         | Angie             | Anderson         | Glenwood Springs Chamber Resort Association                                     | angie@glenwoodchamber.com       |
| Participant                             | Kevin             | Batchelder       | Garfield County                                                                 | kbatchelder@garfield-county.com |
| Local Committee                         | Steve             | Beckley          | Owner, Iron Mountain Hot Springs and Glenwood Springs Adventure Park            | sbeckley@glenwoodcaverns.com    |
| Federal/State Partner                   | Stephanie         | Bertaina         | U.S. Environmental Protection Agency Office of Community Revitalization         | bertaina.stephanie@epa.gov      |
| Participant                             | Alison            | Bourquin         | Community Builders                                                              |                                 |
| Facilitator                             | Kendra            | Briechele        | The Conservation Fund                                                           | kbriechele@conservationfund.org |
| Interpreter                             | Xiomara           | Crespo           | Fairfax realty, TINN                                                            | xjcrespo@gmail.com              |
| Federal/State Partner                   | Genevieve         | Dabrowski        | U.S. Environmental Protection Agency Office of Community Revitalization         | dabrowski.genevieve@epa.gov     |
| Facilitator                             | Jason             | Espie            | EPR, PC                                                                         | j.espie@epr-pc.com              |
| Federal/State Partner                   | Laura             | Farris           | EPA Region 8 Community Revitalization Coordinator                               | farris.laura@epa.gov            |
| Participant                             | Mark              | Feinsinger       | City of Glenwood Springs                                                        | mark.feinsinger@cogs.us         |
| Federal/State Partner                   | Nathan            | Fey              | Director, Colorado Outdoor Recreation Industry Office                           | nathan.fey@state.co.us          |
| Local Committee                         | Debra             | Figueroa         | City of Glenwood Springs                                                        | debra.figueroa@cogs.us          |
| Federal/State Partner                   | Sherry            | Fountain         | USDA Forest Service                                                             | sherry.fountain@usda.gov        |
| Federal/State Partner                   | Marcia            | Gilles           | USDA Forest Service, White River National Forest                                | Marcia.Gilles@usda.gov          |
| Local Committee                         | Lisa              | Girardot         | Garfield County Libraries                                                       | lgirardot@gcpld.org             |
| Participant                             | Jonathan          | Godes            | Mayor, City of Glenwood Springs                                                 | jonathan.godes@cogs.us          |
| Participant                             | Rosalba           | Gonzalez         | Community Member                                                                |                                 |
| Federal/State Partner                   | Jamie             | Hackbarth        | Deputy Economic Development Representative, Economic Development Administration | jhackbarth@eda.gov              |
| Local Committee                         | Christian         | Henny            | Hotel Colorado                                                                  | chenny@hotelcolorado.com        |
| Federal/State Partner & Local Committee | Kay               | Hopkins          | Outdoor Recreation Planner, White River National Forest -- Supervisor's Office  | kay.hopkins@usda.gov            |
| Federal/State Partner                   | Nausheen          | Iqbal            | USDA Forest Service                                                             | nausheen.iqbal@usda.gov         |

| <i>Role</i>           | <i>First Name</i> | <i>Last Name</i> | <i>Affiliation</i>                                                       | <i>Email</i>                   |
|-----------------------|-------------------|------------------|--------------------------------------------------------------------------|--------------------------------|
| Participant           | Cassandra         | Irving           | Game On Camps                                                            | cassandra@gameoncamp.com       |
| Participant           | Shelley           | Kaup             | Mayor Pro tem                                                            | shellek.kaup@cogs.us           |
| Local Committee       | Laura             | Kirk             | Glenwood Springs Downtown Development Authority                          | dda@dhmdesign.com              |
| Federal/State Partner | Hannah            | Klausman         | City of Glenwood Springs                                                 | hannah.klausman@cogs.us        |
| Local Committee       | Lisa              | Langer           | Director of Tourism Promotion, City of Glenwood Springs                  | lisa@visitglenwood.com         |
| Federal/State Partner | Patsy             | McEntee          | National Park Service - Rivers, Trails & Conservation Assistance Program | patsy_mcentee@nps.gov          |
| Interpreter           | Jacqueline        | Moore            | Interpreter                                                              | jacktiff@yahoo.com             |
| Local Committee       | Ken               | Murphy           | Glenwood Adventure Company                                               | ken@adventureoutdoorsco.com    |
| Participant           | Marlene           | Neidert          | Visit Glenwood Springs - Glenwood Springs Chamber Resort Association     | marlene@visitglenwood.com      |
| Local Committee       | Jim               | Neu              | Downtown resident                                                        | jsn@mountainlawfirm.com        |
| Local Committee       | Matt              | Nunez            | Economic Development Specialist, City of Glenwood Springs                | matt.nunez@cogs.us             |
| Federal/State Partner | Donald            | Nunn             | USDA Rural Development                                                   | donald.nunn@usda.gov           |
| Local Committee       | Jenn              | Ooton            | City of Glenwood Springs                                                 | jenn.ooton@cogs.us             |
| Participant           | Patti             | Rock Star        | High Country Gems & Minerals                                             | highcountrygems@gmail.com      |
| Federal/State Partner | Alexis            | Rourk            | US Environmental Protection Agency                                       | rourk.alexis@epa.gov           |
| Local Committee       | Brian             | Smith            | City of Glenwood Springs                                                 | brian.smith@cogs.us            |
| Local Committee       | Beatriz           | Soto             | Defiende Nuestra Tierra Director, Wilderness Workshop                    | beatriz@wildernessworkshop.org |
| Participant           | Bryana            | Starbuck         | Resident                                                                 | bryana@prstudioco.com          |
| Local Committee       | Paula             | Stepp            | City Council, Glenwood Springs                                           | paula.stepp@cogs.us            |
| Participant           | Carolyn           | Tucker           | Colorado Workforce Center                                                | carolyn.tucker@state.co.us     |
| Participant           | Carlos            | Ulloa            |                                                                          |                                |
| Interpreter           | Elizabeth         | Velasco          | Global Language Services                                                 | liz.v@glststalk.com            |
| Participant           | Evan              | Zisli            | Aspen Institute                                                          |                                |

## APPENDIX C: COMMUNITY SELF-ASSESSMENT

The Recreation Economy for Rural Communities Self-Assessment is a pre-workshop information gathering tool designed to help the local steering committee identify and describe the existing and aspirational elements your outdoor recreation economy. It also helps facilitators to better prepare for and tailor a content for the community and helps with goal identification. This page describes what the self-assessment is, followed by the results of what the Glenwood Springs local steering committee submitted to the workshop facilitators to help guide the agenda and focus for the RERC workshop that was held on August 10-12, 2020.

### What this self-assessment is

- A conversation starter.
- A learning tool for the community steering committee to begin thinking about recreation economy initiatives.
- An information-gathering tool for an outside facilitator to better understand where the community is today and where it wants to go.

### What it is not

- A scorecard, ranking, audit, or judgment of any kind.
- A checklist of programs and projects you could have.
- A permanent assessment that cannot be revised.
- Intended to be an onerous task for the community.

### Benefits for the community

- Helps the community conceptualize their current recreation economy and place-based initiatives and begin to examine the scope of possibilities and interrelated activities.
- Helps generate ideas about possible stakeholders to invite to the workshop.
- Provides a preliminary activity for the steering committee to do together.

### Benefits for an outside facilitator

- Provides valuable background information on the status of the recreation economy and place-based initiatives.
- Helps clarify workshop goals and desired outcomes.
- Helps identify case studies and supplemental materials most pertinent for the community.

## **Recreation & Community Vision: Narrative Overview**

In this section, consider your vision and thoughts about your community's potential and how recreation fits into your vision. Please attach a document with your response to these questions.

### **1. Describe your ideal vision for your community.**

A community that strives to include all ages, incomes, races, economic opportunity, business and environmental sustainability. A resort community that maintains its authenticity and small city character, while growing its economy and protecting its environment.

### **2. How does outdoor recreation fit into that vision?**

Glenwood Springs history is based upon outdoor recreation. The community has worked over many years to diversify its outdoor recreation while expanding additional sectors of its overall economy such as retail, small business, professional services, and healthcare. It is an essential part of the overall quality of life for residents and the hopefully soon to be thriving tourist economy.

### **3. What are important historical and current aspects of your community's identity and culture?**

- Glenwood Springs has a rich history. It was founded as a resort community due to the natural mineral hot springs. The Hotel Colorado was built as a resort for the affluent just five years following the Glenwood Hot Springs Pool's development. Before that time, the natural springs were used by Native American Ute Tribes. It also has a strong tie to the Wild West as the place "Doc" Holliday died while visiting for the medicinal benefits of the hot springs. That was when the town's name was Defiance. In addition, President Theodore Roosevelt and other famous and infamous visitors stayed frequently at the Hotel Colorado.
- The past historic nature of Glenwood Springs strongly influences the City and its residents. Locals have a strong attachment to this rich history and the amenities it created. That is why many tourists choose to visit Glenwood Springs.

### **4. What outdoor amenities does your community have and how are they currently enjoyed? Please include any available maps, use statistics, or other relevant data.**

Glenwood Springs has access to the following outdoor activities: Hot Springs (2) and Vapor Caves

1. Glenwood Caverns Adventure Park
2. Rafting, Kayaking, Stand-Up Paddle Boarding, tubing
3. Fishing
4. Hiking
5. Mountain and road biking/cycling
6. Paragliding
7. Sunlight Ski Resort (not in city limits but close)
8. Sunlight Area snowshoeing and cross-country skiing (not in city limits but close)
9. Back country snowmobile
10. Outdoor dining (much more of it lately)
11. Large parks with access to the river
12. Hanging Lake is our number one Tourist Attraction and a National Natural Landmark

13. Glenwood Canyon (formed by the Colorado River)
14. Walking connection to multiple trails
15. OHV trails
16. Climbing (pitched and bouldering)
17. Camping (public and private campgrounds)
18. Whitewater park

Data and maps will be included as an attachment.

#### 5. Are there gaps in access or use that are impacting any part of your community?

The following gaps were identified by the stakeholder group:

- ADA accessibility for parks
- Outreach for Latino population
- Sidewalks in certain neighborhoods
- Camping and RV opportunities nearby
- Access to Flat Tops Wilderness from downtown via the Transfer Trail
- Lova Trail and additional, non-motorized connection to Western Garfield County
- Sports fields and courts (soccer, racquetball, pickleball, etc.)

#### 6. How does outdoor recreation currently contribute to your community's priorities, such as quality of life; Main Street revitalization; attracting new businesses and residents; or promoting tourism?

- Outdoor recreation, and the sales tax derived from it, drives all these priorities. Over the past decade outdoor recreation has led to improvements to our parks and river access; we have an extensive cycling and mountain bike system; our downtown is expanding with new businesses; we have added more than 300 apartments; and the majority of our population supports tourism.
- The COVID-19 pandemic has also led to a widespread realization about how important tourism is to our economic future. Though it has also clearly pointed out that an economy based solely upon retail and tourism is problematic.

#### 7. What excites you the most about the potential outdoor recreation economy in your community? What would you like to grow or change?

- The opportunity to **expand diverse local small business in outdoor recreation** and other amenities craved by tourists.
- In addition, the sustainability message that the Hanging Lake Shuttle Service provides with its limited use on an amenity that was being "**loved to death**" before the reservation system was implemented.
- Finding solutions to **affordable housing for outdoor recreation employees**. Glenwood Springs' housing prices have always been high, but that cost is forcing employees to live farther away and commute into town, which is unhealthy for employees, worsens our road conditions, and increases traffic and air pollution.
- Extending our local **passion of conservation**, stewardship on the land and outdoor ethics, like leave no trace principals, to others that's that visit our community.

- **Welcoming the diverse communities** of the state and our country, to visit and recreate to our small mountain town. Historically similar towns have seen mostly white affluent visitors, we can help create access and opportunities for broader visitor profiles
  - Attracting **outdoor manufacturers** to Glenwood. Our community is limited by commercial space and transportation needs, but other communities, such as Carbondale, have made it work.
- 8. Tell us about how your community relates to your region – how would you describe your region, and is your vision connected to regional assets or opportunities? What is unique about your community that you want to emphasize?**
- Glenwood Springs is at the Confluence of two rivers and two valleys, the Roaring Fork and the Colorado. As such it has elements of both and reflects somewhat disparate political cultures. The Roaring Fork Valley tends to focus more on outdoor recreation while Western Garfield County has focused more on energy development. Many towns are trying to diversify their economies. Employees from Western Garfield County commute into Glenwood Springs or farther south to Carbondale, Basalt, Snowmass Village, or Aspen.
  - Our community is the center of a regional economy and has viewed public transportation and recreation as an integral part of the economy. The 42 mile long **Rio Grande bike trail** connects Glenwood Springs to Aspen. In addition, the community has long envisioned another bike path, **LoVa, which will run west from Glenwood** to Parachute and beyond. That trail would also connect to the Rio Grande Trail.
  - Glenwood Springs has an opportunity to be a **truly four-season** resort community and that makes it unique in Colorado.
  - We are also home of one of the great American train stations, served by Amtrak's California Zephyr, that houses the Glenwood Railroad Museum. This station is the second busiest in the state.
- 9. Are there communities that are similar to yours that you find appealing? Are there aspects of potential growth that don't fit your community's vision or that you want to avoid?**

Glenwood Springs struggles with its identity as a growing tourist destination while not wanting to price its own residents out of the community, as has been the case in Aspen, Vail, and Breckenridge, among others. In those higher-end seasonal resort communities, there are **many second homeowners**, which can cause issues for those community members.

- 10. In general, how far along is your community in achieving your community vision? What are the top successes your community has had in making progress towards your vision, and who was involved?**
- Glenwood Springs was close to achieving its vision before COVID -19. The community, with the help of local business, the Chamber, the Tourism Promotion Board and interested **residents has been diversifying outdoor recreation for several years.**
  - In 2019, Glenwood Springs achieved **100% renewable energy**, becoming only the second city in Colorado to do so. Other accomplishments would be the revitalization of downtown

following the Grand Avenue Bridge Replacement Project, Hanging Lake Shuttle Service, and the expanded boat ramp and shoreline restoration of Two Rivers Park.

- Additionally, the City of Glenwood Springs is working successfully with Garfield County and the Town of New Castle **to develop the LoVa Trail**, which will connect us, via bike path, with our neighbors in Western Garfield County.
- Finally, Glenwood Springs has seen significant progress with its economic development goals, particularly with the designation of much of our community as an **Opportunity Zone (federal)** or **Enterprise Zone (state)**, in order to encourage business development nearby.

**11. What kind of capacity or support do you most need? What are your known gaps or challenges in making progress towards your vision? Please describe any steps your community has already taken to overcome barriers or bring in additional capacity.**

- **Full integration of the Latino community, affordable housing, and transportation** are our main challenges pre COVID-19. As the recovery phase unfolds, we will have to be flexible and supportive to our outdoor recreation and tourist related businesses to help them survive. Due to limited commercial real estate in town, we can focus on what already exists, but we also lack the benefit of attracting many additional businesses.
- The City has always struggled with **affordable housing due to its political culture**. There is a desire for parents and children to be able to live in town, but not widespread support for it to be incentivized either through density or funding. Constrained by mountains, rivers and railroads, the City of Glenwood Springs also has limited area for additional housing growth.
- The same is true concerning **Latino outreach**. It is a goal that is considered important, but resources have not traditionally been used to support it. The City is still small and does not have the same resources that Aspen or Vail have for these goals.

**12. Do you have any current data, maps, planning or strategic documents, website links, or other information that can provide context and support your vision for growing your recreation economy? (Some of the sections below identify specific information that could inform our work together.)**

Will be attached.

**13. Who are the primary current user groups or stakeholders, and are there groups of people or populations who could be better included?**

Current users are mostly residents and visitors. We have a strong, outdoor-oriented local population. The Latino population as well as employees that struggle to sustain their lifestyle in an ever more expensive community.

**14. Please share any other thoughts that are important this program.**

Glenwood Springs is an amazing community that is struggling with the perception of too much growth and crowding. It is this growth and tourism that has allowed many amenities beloved by residents to be built. Like many cities, the tension between residents and tourist businesses can be palpable. A bright side of COVID -19 is a very strong support for these businesses and an understanding that our City is not the same without them.

### Areas of Focus: Questionnaire

In this section, assess your community's current status in the following categories related to the outdoor recreation economy and Main Street revitalization:

1. Outdoor Recreation Asset Identification and Mapping
2. Recreation Infrastructure Development
3. Recreation Economy Support and Ancillary Services
4. Downtown Revitalization & Placemaking
5. Economic Development: Opportunities and Advancement
6. Local and Regional Promotion and Branding
7. Diversity, Equity and Inclusion
8. Public Health
9. Leveraging Partnerships
10. Natural Resource Stewardship

As you fill out this questionnaire, please think about any supporting information, data, or related topics that are specific to your community. You are welcome to attach any additional materials or add narrative and explanatory comments where needed.

In answering the questionnaire, please:

- ⇒ Use the "Level of Interest" column to provide a sense of your community's level of priority for the strategy or action identified: Low, Medium, High or Not Applicable.
- ⇒ Use the "Level of Achievement" column to indicate your community's progress towards achieving the strategy or action identified: No Activity Yet, Limited Activity, Well Underway, or Established.
- ⇒ Use the Notes/Comments section to explain your answer or reference related information. For example, if the strategy or action is "Your community knows what types of recreational activities are most popular, and where those activities generally occur," and your community has completed a visitor use survey and map, you can use the Notes/Comments section to reference the survey and relevant results.

At the end of the questionnaire, you will be asked to share any additional information, context, or background data that you believe is important for the project team to understand for recreation-related economic development and Main Street revitalization in your community.

## I. Outdoor Recreation Asset Identification and Mapping

A key first step is to identify what outdoor amenities your community already has and how they are currently enjoyed. What are the major natural assets? What is the landownership mix for those assets? Are there existing maps or guides that show your community's outdoor amenities, and how they are connected to your downtown? Please attach any maps, statistics, visitation, usage, or other relevant data as part of your response to this section.

| Common Strategy or Action                                                                                                                                                                                                                     | Level of Interest                                                                                               | Level of Achievement                                                                                                                                    | Notes/Comments                                                                         |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------|
| 1. Your community has identified high value outdoor recreation assets in or around your community.                                                                                                                                            | <input type="checkbox"/> NA<br><input type="checkbox"/> Low<br><input type="checkbox"/> Medium<br><b>X High</b> | <input type="checkbox"/> No activity yet<br><input type="checkbox"/> Limited activity<br><input type="checkbox"/> Well underway<br><b>X Established</b> |                                                                                        |
| 2. Your community knows what types of recreational activities are most popular, and where and when those activities generally occur.                                                                                                          | <input type="checkbox"/> NA<br><input type="checkbox"/> Low<br><input type="checkbox"/> Medium<br><b>X High</b> | <input type="checkbox"/> No activity yet<br><input type="checkbox"/> Limited activity<br><b>X Well underway</b><br><input type="checkbox"/> Established | We can always do better with outreach and public information on events and activities. |
| 3. Your community understands how recreational experiences are currently supporting outcomes you want to see (e.g. quality of life, public health, Main Street revitalization, recruiting new residents and businesses, attracting visitors). | <input type="checkbox"/> NA<br><input type="checkbox"/> Low<br><input type="checkbox"/> Medium<br><b>X High</b> | <input type="checkbox"/> No activity yet<br><input type="checkbox"/> Limited activity<br><b>X Well underway</b><br><input type="checkbox"/> Established | COVID-19 closures really highlighted this for our community.                           |
| 4. Your community has maps, guides or other materials (print or online) that show recreational opportunities and related amenities.                                                                                                           | <input type="checkbox"/> NA<br><input type="checkbox"/> Low<br><b>X Medium</b><br><input type="checkbox"/> High | <input type="checkbox"/> No activity yet<br><input type="checkbox"/> Limited activity<br><b>X Well underway</b><br><input type="checkbox"/> Established | We should do more of this.                                                             |
| 5. Your community has identified known access points for recreation, and also knows where there are gaps in access to outdoor assets.                                                                                                         | <input type="checkbox"/> NA<br><input type="checkbox"/> Low<br><input type="checkbox"/> Medium<br><b>X High</b> | <input type="checkbox"/> No activity yet<br><input type="checkbox"/> Limited activity<br><input type="checkbox"/> Well underway<br><b>X Established</b> | More access to and promotion of amenities on public lands.                             |
| 6. Your community has identified regional outdoor assets that are relevant for your community.                                                                                                                                                | <input type="checkbox"/> NA<br><input type="checkbox"/> Low<br><input type="checkbox"/> Medium<br><b>X High</b> | <input type="checkbox"/> No activity yet<br><input type="checkbox"/> Limited activity<br><b>X Well underway</b>                                         | Rio Grande Trail, LoVa Trail, Hanging Lake, Mountain biking. More could be done.       |

| Common Strategy or Action                                                                        | Level of Interest                                                                                                                          | Level of Achievement                                                                                                                                                               | Notes/Comments                                                                          |
|--------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------|
|                                                                                                  |                                                                                                                                            | <input type="checkbox"/> Established                                                                                                                                               |                                                                                         |
| 7. Your community has identified cultural or historic assets that connect to outdoor recreation. | <input type="checkbox"/> NA<br><input type="checkbox"/> Low<br><input checked="" type="checkbox"/> Medium<br><input type="checkbox"/> High | <input type="checkbox"/> No activity yet<br><input type="checkbox"/> Limited activity<br><input checked="" type="checkbox"/> Well underway<br><input type="checkbox"/> Established | It is fine but we can do more. We could do more with Doc Holiday, Teddy Roosevelt, etc. |
| 8. Your community has identified areas of current or potential user or landowner conflict.       | <input type="checkbox"/> NA<br><input type="checkbox"/> Low<br><input checked="" type="checkbox"/> Medium<br><input type="checkbox"/> High | <input type="checkbox"/> No activity yet<br><input type="checkbox"/> Limited activity<br><input checked="" type="checkbox"/> Well underway<br><input type="checkbox"/> Established | There's an opportunity to look forward                                                  |

## 2. Recreation Infrastructure Development

Recreation infrastructure, including hiking, biking, ORV, and horse trails, boat ramps, signs, infrastructure for activities like climbing, archery or skiing, etc., supports outdoor access and opportunities. How is your existing infrastructure serving your community's goals and priorities for outdoor recreation? Are there gaps in access, connection, or type of recreation infrastructure? What are your areas of greatest need for investment? Do you have a plan and funding for your areas of greatest potential growth, as well as maintenance and upkeep of existing infrastructure? Please attach any relevant planning, funding, or visioning documents in your response to this section.

| Common Strategy or Action                                                                                                                    | Level of Interest                                                                                                                          | Level of Achievement                                                                                                                                                               | Notes/Comments                                                                                         |
|----------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------|
| 1. Your community has outdoor infrastructure relevant to your local activities (e.g. trails, boat ramps, archery ranges).                    | <input type="checkbox"/> NA<br><input type="checkbox"/> Low<br><input checked="" type="checkbox"/> Medium<br><input type="checkbox"/> High | <input type="checkbox"/> No activity yet<br><input type="checkbox"/> Limited activity<br><input checked="" type="checkbox"/> Well underway<br><input type="checkbox"/> Established | While we have been improving access to the river, boat ramps, and trails, more work can be done.       |
| 2. Your community has identified opportunities for new infrastructure and has created a development plan.                                    | <input type="checkbox"/> NA<br><input type="checkbox"/> Low<br><input checked="" type="checkbox"/> Medium<br><input type="checkbox"/> High | <input type="checkbox"/> No activity yet<br><input type="checkbox"/> Limited activity<br><input checked="" type="checkbox"/> Well underway<br><input type="checkbox"/> Established | We have a parks master plan that was completed in 2016/2-17. Parts of it still need to be implemented. |
| 3. Your community has a sustainable source of funding for facilities and infrastructure maintenance, as well as development.                 | <input type="checkbox"/> NA<br><input type="checkbox"/> Low<br><input checked="" type="checkbox"/> Medium<br><input type="checkbox"/> High | <input type="checkbox"/> No activity yet<br><input type="checkbox"/> Limited activity<br><input type="checkbox"/> Well underway<br><input checked="" type="checkbox"/> Established | We have a Capital fund, but it competes with many needed improvements.                                 |
| 4. Your community understands where there are access barriers for different demographics, and is invested in creating solutions.             | <input type="checkbox"/> NA<br><input type="checkbox"/> Low<br><input checked="" type="checkbox"/> Medium<br><input type="checkbox"/> High | <input type="checkbox"/> No activity yet<br><input checked="" type="checkbox"/> Limited activity<br><input type="checkbox"/> Well underway<br><input type="checkbox"/> Established | Language barriers for Spanish speakers. Outreach can be difficult for the City.                        |
| 5. Your recreation infrastructure design mitigates user conflict and supports multiple types of locally relevant recreational opportunities. | <input type="checkbox"/> NA<br><input type="checkbox"/> Low<br><input checked="" type="checkbox"/> Medium<br><input type="checkbox"/> High | <input type="checkbox"/> No activity yet<br><input type="checkbox"/> Limited activity<br><input checked="" type="checkbox"/> Well underway<br><input type="checkbox"/> Established |                                                                                                        |
| 6. Your community is working with multiple landowners across jurisdictions where easements or acquisitions may be necessary for development. | <input type="checkbox"/> NA<br><input checked="" type="checkbox"/> Low<br><input type="checkbox"/> Medium<br><input type="checkbox"/> High | <input type="checkbox"/> No activity yet<br><input checked="" type="checkbox"/> Limited activity<br><input type="checkbox"/> Well underway<br><input type="checkbox"/> Established | This is a potential opportunity. Has not been a large focus since the Rio Grande Bike Trail.           |
| 7. Outdoor recreation infrastructure is safe, accessible, and well maintained.                                                               | <input type="checkbox"/> NA<br><input type="checkbox"/> Low<br><input checked="" type="checkbox"/> Medium                                  | <input type="checkbox"/> No activity yet<br><input type="checkbox"/> Limited activity<br><input checked="" type="checkbox"/> Well underway                                         | We have been working towards improving all infrastructure. There are                                   |

| Common Strategy or Action                                                 | Level of Interest                                                                                                                          | Level of Achievement                                                                                                                                                               | Notes/Comments                                  |
|---------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------|
|                                                                           | <input type="checkbox"/> High                                                                                                              | <input type="checkbox"/> Established                                                                                                                                               | many years of deferred maintenance to overcome. |
| 8. Recreation infrastructure is well marked, with clear wayfinding signs. | <input type="checkbox"/> NA<br><input type="checkbox"/> Low<br><input checked="" type="checkbox"/> Medium<br><input type="checkbox"/> High | <input type="checkbox"/> No activity yet<br><input type="checkbox"/> Limited activity<br><input checked="" type="checkbox"/> Well underway<br><input type="checkbox"/> Established | Good – can be improved.                         |

### 3. Recreation Economy Support and Ancillary Services

Outdoor activities support and are supported by a rich ecosystem of community amenities and complementary activities and investments. These can include direct services, like outfitter and guide operations, outdoor gear retailers, repair shops, and lodging, as well as indirect businesses and opportunities like coffee shops, restaurants, breweries, art galleries, farmer's markets, cultural and historic attractions, colleges and universities, and more.

A thriving outdoor recreation economy can support quality of life for current residents, attract visitors, and bring new residents to a community – but access to core services is also important for success. For example, access to a qualified workforce, adequate housing, broadband, health and education services, rescue operations, adequate infrastructure (like water and sewage), and transportation are important to the overall picture and makeup of a healthy outdoor economy.

| Common Strategy or Action                                                                                                                                                                          | Level of Interest                                                                                                                          | Level of Achievement                                                                                                                                                                          | Notes/Comments                                                                                                                                                                        |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Your community has a mix of amenities for day visitors, overnight or weekend visitors, and local residents.                                                                                     | <input type="checkbox"/> NA<br><input type="checkbox"/> Low<br><input type="checkbox"/> Medium<br><input checked="" type="checkbox"/> High | <input type="checkbox"/> No activity yet<br><input type="checkbox"/> Limited activity<br><input type="checkbox"/> Well underway<br><input checked="" type="checkbox"/> Established            | We can improve activities in the shoulder season for guests.                                                                                                                          |
| 2. Your community has businesses and services that directly support outdoor recreation users, e.g. outfitter and guides, gear and retail stores, tour operators, repair shops, rental stores, etc. | <input type="checkbox"/> NA<br><input type="checkbox"/> Low<br><input type="checkbox"/> Medium<br><input checked="" type="checkbox"/> High | <input type="checkbox"/> No activity yet<br><input type="checkbox"/> Limited activity<br><input type="checkbox"/> Well underway<br><input checked="" type="checkbox"/> Established            |                                                                                                                                                                                       |
| 3. Your community has lodging and affordable housing options for visitors, those working in recreation industry and related services, and new residents.                                           | <input type="checkbox"/> NA<br><input type="checkbox"/> Low<br><input checked="" type="checkbox"/> Medium<br><input type="checkbox"/> High | <input type="checkbox"/> No activity yet<br><input checked="" type="checkbox"/> Limited activity<br><input checked="" type="checkbox"/> Well underway<br><input type="checkbox"/> Established | Glenwood has a good mix of hotels for all incomes and vacation rentals. It lacks affordable housing for employees though many new rental apartments have been built in the last year. |
| 4. Your community has adequate infrastructure to support visitation and growth including water, sewage, and broadband.                                                                             | <input type="checkbox"/> NA<br><input type="checkbox"/> Low<br><input type="checkbox"/> Medium<br><input checked="" type="checkbox"/> High | <input type="checkbox"/> No activity yet<br><input type="checkbox"/> Limited activity<br><input type="checkbox"/> Well underway<br><input checked="" type="checkbox"/> Established            | Yes, and broadband is expanding. City owns all of these services including electric and broadband.                                                                                    |
| 5. Your community has a thriving local food scene, e.g. with local restaurants, breweries, coffee shops, farmer's market, etc.                                                                     | <input type="checkbox"/> NA<br><input type="checkbox"/> Low<br><input type="checkbox"/> Medium<br><input checked="" type="checkbox"/> High | <input type="checkbox"/> No activity yet<br><input type="checkbox"/> Limited activity<br><input checked="" type="checkbox"/> Well underway                                                    | Increased rapidly in the last decade. COVID-19 might take a toll on these amenities.                                                                                                  |

| Common Strategy or Action                                                                                                                                  | Level of Interest                                                                                                                          | Level of Achievement                                                                                                                                                               | Notes/Comments                                                                             |
|------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------|
|                                                                                                                                                            |                                                                                                                                            | <input type="checkbox"/> Established                                                                                                                                               |                                                                                            |
| 6. Your community has a mix of other attractions and services, including cultural and historic attractions, a walkable Main Street, community events, etc. | <input type="checkbox"/> NA<br><input type="checkbox"/> Low<br><input type="checkbox"/> Medium<br><input checked="" type="checkbox"/> High | <input type="checkbox"/> No activity yet<br><input type="checkbox"/> Limited activity<br><input type="checkbox"/> Well underway<br><input checked="" type="checkbox"/> Established |                                                                                            |
| 7. Your community has sufficient emergency services, search and rescue vehicles, and capacity to support increased visitation.                             | <input type="checkbox"/> NA<br><input type="checkbox"/> Low<br><input checked="" type="checkbox"/> Medium<br><input type="checkbox"/> High | <input type="checkbox"/> No activity yet<br><input type="checkbox"/> Limited activity<br><input type="checkbox"/> Well underway<br><input checked="" type="checkbox"/> Established | We have a professional fire and police department. Additional resources can always be used |

#### 4. Downtown Revitalization & Placemaking

The outdoor economy can support Main Street revitalization, and can play a key role in placemaking. Similarly, thriving downtowns will attract and support visitors, residents, and businesses. Communities can choose to purposefully connect and integrate outdoor recreation with local businesses and downtowns as well as other local attractions, so that the outdoor recreation economy can help drive Main Street revitalization.

| Common Strategy or Action                                                                                                                                                | Level of Interest                                                                                                                                     | Level of Activity                                                                                                                                                                  | Notes/Comments                                                                                                                        |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------|
| 1. Your community has an active Main Street program or downtown association.                                                                                             | <input type="checkbox"/> NA<br><input type="checkbox"/> Low<br><input checked="" type="checkbox"/> Medium<br><input type="checkbox"/> High            | <input type="checkbox"/> No activity yet<br><input type="checkbox"/> Limited activity<br><input type="checkbox"/> Well underway<br><input checked="" type="checkbox"/> Established | DDA is active but focus could change to economic development. We do not have a Main Street Program.                                   |
| 2. Your community has a plan to target growth to the downtown and identifies goals and strategies for advancing revitalization connected to outdoor recreation.          | <input type="checkbox"/> NA<br><input checked="" type="checkbox"/> Low<br><input checked="" type="checkbox"/> Medium<br><input type="checkbox"/> High | <input type="checkbox"/> No activity yet<br><input type="checkbox"/> Limited activity<br><input checked="" type="checkbox"/> Well underway<br><input type="checkbox"/> Established | It is the hope that this exercise helps create a plan for this. We have ties and have been working towards it, but not a robust plan. |
| 3. Your downtown is designed to foster walkability, including sidewalks, safe bike routes, and transit, and has attractive and functional streetscaping and landscaping. | <input type="checkbox"/> NA<br><input type="checkbox"/> Low<br><input type="checkbox"/> Medium<br><input checked="" type="checkbox"/> High            | <input type="checkbox"/> No activity yet<br><input type="checkbox"/> Limited activity<br><input type="checkbox"/> Well underway<br><input checked="" type="checkbox"/> Established |                                                                                                                                       |
| 4. Your downtown has strong physical or visible connections to your recreation infrastructure, such as trails, wayfinding signs, branding, shuttle services, etc.        | <input type="checkbox"/> NA<br><input type="checkbox"/> Low<br><input checked="" type="checkbox"/> Medium<br><input type="checkbox"/> High            | <input type="checkbox"/> No activity yet<br><input type="checkbox"/> Limited activity<br><input checked="" type="checkbox"/> Well underway<br><input type="checkbox"/> Established | Can be improved                                                                                                                       |
| 5. Visitors and residents can access recreation infrastructure throughout the community and connect to adjacent public and private lands that are used for recreation.   | <input type="checkbox"/> NA<br><input type="checkbox"/> Low<br><input checked="" type="checkbox"/> Medium<br><input type="checkbox"/> High            | <input type="checkbox"/> No activity yet<br><input type="checkbox"/> Limited activity<br><input type="checkbox"/> Well underway<br><input checked="" type="checkbox"/> Established | Can increase access to public lands                                                                                                   |
| 6. Year-round recreation opportunities are available for residents and visitors.                                                                                         | <input type="checkbox"/> NA<br><input type="checkbox"/> Low<br><input checked="" type="checkbox"/> Medium<br><input type="checkbox"/> High            | <input type="checkbox"/> No activity yet<br><input type="checkbox"/> Limited activity<br><input type="checkbox"/> Well underway<br><input checked="" type="checkbox"/> Established | Shuttle to Sunlight from downtown opens up Winter activities. We can improve shoulder season access.                                  |

| Common Strategy or Action                                                                                                                                                                            | Level of Interest                                                                                                                          | Level of Activity                                                                                                                                                                             | Notes/Comments                                                                                                                     |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------|
| 7. Local guides, directories, or websites identify recreation destinations and events, making it easier for people to learn about outdoor recreation.                                                | <input type="checkbox"/> NA<br><input type="checkbox"/> Low<br><input type="checkbox"/> Medium<br><input checked="" type="checkbox"/> High | <input type="checkbox"/> No activity yet<br><input type="checkbox"/> Limited activity<br><input checked="" type="checkbox"/> Well underway<br><input type="checkbox"/> Established            | Good – can be improved.                                                                                                            |
| 8. Your downtown has businesses that directly support or serve the experience of your outdoor recreation assets.                                                                                     | <input type="checkbox"/> NA<br><input type="checkbox"/> Low<br><input type="checkbox"/> Medium<br><input checked="" type="checkbox"/> High | <input type="checkbox"/> No activity yet<br><input type="checkbox"/> Limited activity<br><input type="checkbox"/> Well underway<br><input checked="" type="checkbox"/> Established            | Numerous guide services are available, along with gear shops specializing in ski/snowboard                                         |
| 9. Signs, websites, and routes are designed to connect outdoor recreational users to relevant services, amenities, businesses, and Main Street.                                                      | <input type="checkbox"/> NA<br><input type="checkbox"/> Low<br><input checked="" type="checkbox"/> Medium<br><input type="checkbox"/> High | <input type="checkbox"/> No activity yet<br><input type="checkbox"/> Limited activity<br><input checked="" type="checkbox"/> Well underway<br><input type="checkbox"/> Established            | Can be improved.                                                                                                                   |
| 10. Your downtown offers multiple other attractions or desirable services/amenities that would attract or retain visitors or users of your recreation assets.                                        | <input type="checkbox"/> NA<br><input type="checkbox"/> Low<br><input type="checkbox"/> Medium<br><input checked="" type="checkbox"/> High | <input type="checkbox"/> No activity yet<br><input type="checkbox"/> Limited activity<br><input checked="" type="checkbox"/> Well underway<br><input type="checkbox"/> Established            |                                                                                                                                    |
| 11. Your community has identified primary historic structures or features that are important to recreation economy and actively supports their preservation or rehabilitation.                       | <input type="checkbox"/> NA<br><input type="checkbox"/> Low<br><input checked="" type="checkbox"/> Medium<br><input type="checkbox"/> High | <input type="checkbox"/> No activity yet<br><input type="checkbox"/> Limited activity<br><input checked="" type="checkbox"/> Well underway<br><input type="checkbox"/> Established            | We can do more.                                                                                                                    |
| 12. Your community and region's natural assets and heritage are celebrated through local events, public art, festivals, etc.                                                                         | <input type="checkbox"/> NA<br><input type="checkbox"/> Low<br><input checked="" type="checkbox"/> Medium<br><input type="checkbox"/> High | <input type="checkbox"/> No activity yet<br><input type="checkbox"/> Limited activity<br><input checked="" type="checkbox"/> Well underway<br><input type="checkbox"/> Established            | An area we can approve.                                                                                                            |
| 13. Regional partnerships with other local communities and recreation destinations is increasing use of recreation opportunities offering visitors more destinations and activities in the area, and | <input type="checkbox"/> NA<br><input type="checkbox"/> Low<br><input checked="" type="checkbox"/> Medium<br><input type="checkbox"/> High | <input type="checkbox"/> No activity yet<br><input checked="" type="checkbox"/> Limited activity<br><input checked="" type="checkbox"/> Well underway<br><input type="checkbox"/> Established | There's potential to explore, particularly with the LoVa trail heading east of town and mountain biking with New Castle and Rifle. |

| Common Strategy or Action                                                                                                                                  | Level of Interest                                                                                                                          | Level of Activity                                                                                                                                                                  | Notes/Comments                                                                                         |
|------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------|
| increasing visitor length of stay in the region.                                                                                                           |                                                                                                                                            |                                                                                                                                                                                    |                                                                                                        |
| 14. Your community regularly surveys users of your recreation assets, services, and businesses to better serve interests and needs.                        | <input checked="" type="checkbox"/> NA<br><input type="checkbox"/> Low<br><input type="checkbox"/> Medium<br><input type="checkbox"/> High | <input checked="" type="checkbox"/> No activity yet<br><input type="checkbox"/> Limited activity<br><input type="checkbox"/> Well underway<br><input type="checkbox"/> Established | No                                                                                                     |
| 15. Your community has an active public engagement strategy to build and sustain social and political support for recreation-related economic development. | <input type="checkbox"/> NA<br><input checked="" type="checkbox"/> Low<br><input type="checkbox"/> Medium<br><input type="checkbox"/> High | <input type="checkbox"/> No activity yet<br><input checked="" type="checkbox"/> Limited activity<br><input type="checkbox"/> Well underway<br><input type="checkbox"/> Established | We have been rapidly building a public information system. While greatly improved, more could be done. |

## 5. Economic Development: Opportunities and Advancement

The recreation economy can help to drive economic development and growth that can sustain long-term prosperity. Once outdoor recreation has been identified as a key sector in economic development planning, policy, and programming in your community, development opportunities can include businesses and services that market directly to outdoor users as well as indirect businesses and services, manufacturing, local food and beverage options, lodging and housing development, and more. Areas of focus can include growing and retaining existing businesses, supporting small enterprises and entrepreneurs, attracting new businesses, providing job training that aligns the workforce with current needs, and ensuring that well-paying, year-round jobs are available to residents.

| Common Strategy or Action                                                                                                                                                                                                                                                   | Level of Interest                                                                                                                          | Level of Activity                                                                                                                                                                  | Notes/Comments                                                                                             |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------|
| 1. Your community has identified outdoor recreation as a driver of economic prosperity, and has a clear vision for future development and growth.                                                                                                                           | <input type="checkbox"/> NA<br><input type="checkbox"/> Low<br><input checked="" type="checkbox"/> Medium<br><input type="checkbox"/> High | <input type="checkbox"/> No activity yet<br><input type="checkbox"/> Limited activity<br><input checked="" type="checkbox"/> Well underway<br><input type="checkbox"/> Established | We are working towards this.                                                                               |
| 2. Local and regional plans (e.g. comprehensive, economic development, transportation, and forest plans) explicitly prioritize recreation-based economic development, conservation, and Main Street revitalization, and include goals and strategies to achieve priorities. | <input type="checkbox"/> NA<br><input type="checkbox"/> Low<br><input type="checkbox"/> Medium<br><input checked="" type="checkbox"/> High | <input type="checkbox"/> No activity yet<br><input type="checkbox"/> Limited activity<br><input type="checkbox"/> Well underway<br><input checked="" type="checkbox"/> Established | As a part of tourism development                                                                           |
| 3. Your community has identified capacity gaps and is implementing a plan to address those needs (e.g. access to capital for new and existing businesses, job training, workforce development).                                                                             | <input type="checkbox"/> NA<br><input type="checkbox"/> Low<br><input checked="" type="checkbox"/> Medium<br><input type="checkbox"/> High | <input type="checkbox"/> No activity yet<br><input type="checkbox"/> Limited activity<br><input checked="" type="checkbox"/> Well underway<br><input type="checkbox"/> Established | Yes. Colorado Mountain College is working on this with the community.                                      |
| 4. Your community has policies and financial incentives to support small businesses and entrepreneurs (e.g. revolving loans or microloans, reduced rent/tax incentives, marketing support, business coaching, a business incubator, etc.).                                  | <input type="checkbox"/> NA<br><input type="checkbox"/> Low<br><input type="checkbox"/> Medium<br><input checked="" type="checkbox"/> High | <input type="checkbox"/> No activity yet<br><input type="checkbox"/> Limited activity<br><input type="checkbox"/> Well underway<br><input checked="" type="checkbox"/> Established | Just rolled out a loan program from USDA, tax incentives exists, business coaching, and marketing support. |

| Common Strategy or Action                                                                                                                                                                                                          | Level of Interest                                                                                                                          | Level of Activity                                                                                                                                                                  | Notes/Comments                                                                                                        |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------|
| 5. Your community is utilizing grant, funding, or capacity building opportunities available through Opportunity Zone, USDA Rural Development, Small Business Administration, and other programs.                                   | <input type="checkbox"/> NA<br><input type="checkbox"/> Low<br><input type="checkbox"/> Medium<br><input checked="" type="checkbox"/> High | <input type="checkbox"/> No activity yet<br><input type="checkbox"/> Limited activity<br><input type="checkbox"/> Well underway<br><input checked="" type="checkbox"/> Established |                                                                                                                       |
| 6. Local residents are employed in recreation-based businesses, and receive a living wage.                                                                                                                                         | <input type="checkbox"/> NA<br><input checked="" type="checkbox"/> Low<br><input type="checkbox"/> Medium<br><input type="checkbox"/> High | <input type="checkbox"/> No activity yet<br><input checked="" type="checkbox"/> Limited activity<br><input type="checkbox"/> Well underway<br><input type="checkbox"/> Established | Local residents are employed, but the cost of living makes paying a living wage difficult.                            |
| 7. Training events, classes, or other vocational development programs for residents and students exist to prepare them for jobs in outdoor recreation.                                                                             | <input type="checkbox"/> NA<br><input type="checkbox"/> Low<br><input type="checkbox"/> Medium<br><input checked="" type="checkbox"/> High | <input type="checkbox"/> No activity yet<br><input type="checkbox"/> Limited activity<br><input type="checkbox"/> Well underway<br><input checked="" type="checkbox"/> Established | CMC has an outdoor recreation 2 year degree and certifications. Currently offering free local tuition due to COVID-19 |
| 8. Recreation-based entrepreneurship is encouraged through business training and/or loan programs.                                                                                                                                 | <input type="checkbox"/> NA<br><input type="checkbox"/> Low<br><input checked="" type="checkbox"/> Medium<br><input type="checkbox"/> High | <input type="checkbox"/> No activity yet<br><input checked="" type="checkbox"/> Limited activity<br><input type="checkbox"/> Well underway<br><input type="checkbox"/> Established | Could be improved                                                                                                     |
| 9. Processes for acquiring permits or licenses to operate relevant businesses follow a clear and transparent process.                                                                                                              | <input type="checkbox"/> NA<br><input type="checkbox"/> Low<br><input type="checkbox"/> Medium<br><input checked="" type="checkbox"/> High | <input type="checkbox"/> No activity yet<br><input type="checkbox"/> Limited activity<br><input type="checkbox"/> Well underway<br><input checked="" type="checkbox"/> Established |                                                                                                                       |
| 10. Recreation asset development is designed to support community livability and opportunities for local economic development.                                                                                                     | <input type="checkbox"/> NA<br><input type="checkbox"/> Low<br><input checked="" type="checkbox"/> Medium<br><input type="checkbox"/> High | <input type="checkbox"/> No activity yet<br><input type="checkbox"/> Limited activity<br><input checked="" type="checkbox"/> Well underway<br><input type="checkbox"/> Established | Opportunity to build youth sports as an economic driver; Game On Camps is interested in exploring this more           |
| 11. Planning, policies, zoning and other codes, and financial incentives support downtown revitalization (i.e. mixed-use development, infill development, brownfield revitalization, adaptive reuse of historic structures, etc.). | <input type="checkbox"/> NA<br><input type="checkbox"/> Low<br><input checked="" type="checkbox"/> Medium<br><input type="checkbox"/> High | <input type="checkbox"/> No activity yet<br><input type="checkbox"/> Limited activity<br><input checked="" type="checkbox"/> Well underway<br><input type="checkbox"/> Established |                                                                                                                       |

| Common Strategy or Action                                                                                                                                                                                                                                                              | Level of Interest                                                                                                                          | Level of Activity                                                                                                                                                                  | Notes/Comments                                                                                                                                          |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------|
| 12. Planning, policies, zoning and other codes, and financial incentives support the primary and ancillary businesses necessary for the recreation economy and their workforce (e.g. traditional lodging, AirBnBs, small manufacturing, business incubators, affordable housing, etc.) | <input type="checkbox"/> NA<br><input type="checkbox"/> Low<br><input checked="" type="checkbox"/> Medium<br><input type="checkbox"/> High | <input type="checkbox"/> No activity yet<br><input type="checkbox"/> Limited activity<br><input checked="" type="checkbox"/> Well underway<br><input type="checkbox"/> Established | The City did put a cap on vacation rentals in part to help protect housing choice. City Codes allow for increased density, but no subsidy is available. |
| 13. Your community has an active business association, or network of outdoor recreation economy businesses that provide peer support and work together.                                                                                                                                | <input type="checkbox"/> NA<br><input checked="" type="checkbox"/> Low<br><input type="checkbox"/> Medium<br><input type="checkbox"/> High | <input type="checkbox"/> No activity yet<br><input checked="" type="checkbox"/> Limited activity<br><input type="checkbox"/> Well underway<br><input type="checkbox"/> Established | This is limited and specific to industry. Could be an area to improve.                                                                                  |

## 6. Local and Regional Promotion and Branding

To activate an outdoor recreation economy, it is important to connect natural assets to local branding, marketing, and promotion efforts so that residents and visitors alike associate your community with your unique outdoor amenities and activities. Your community may also want to connect local opportunities to assets available within the region that may attract visitors and new residents and businesses.

| Common Strategy or Action                                                                                                                                                        | Level of Interest                                                                                                                          | Level of Activity                                                                                                                                                                  | Notes/Comments                                                                                                             |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------|
| 1. Your community has a clear brand and identity that emphasizes your key natural and recreational assets, reflected in consistent public and private marketing materials.       | <input type="checkbox"/> NA<br><input type="checkbox"/> Low<br><input checked="" type="checkbox"/> Medium<br><input type="checkbox"/> High | <input type="checkbox"/> No activity yet<br><input type="checkbox"/> Limited activity<br><input type="checkbox"/> Well underway<br><input checked="" type="checkbox"/> Established | We have branded with the image of water, i.e. hot springs, Hanging Lake, snow/skiing, etc. GWS is a beloved Colorado city. |
| 2. Your community has identified target demographics, markets, and opportunities to promote your natural and recreational assets and quality of life.                            | <input type="checkbox"/> NA<br><input type="checkbox"/> Low<br><input checked="" type="checkbox"/> Medium<br><input type="checkbox"/> High | <input type="checkbox"/> No activity yet<br><input type="checkbox"/> Limited activity<br><input type="checkbox"/> Well underway<br><input checked="" type="checkbox"/> Established | Can do better                                                                                                              |
| 3. Your community has a tourism plan and economic development plan with goals and strategies to strengthen and promote the region's natural and recreational assets.             | <input type="checkbox"/> NA<br><input type="checkbox"/> Low<br><input checked="" type="checkbox"/> Medium<br><input type="checkbox"/> High | <input type="checkbox"/> No activity yet<br><input type="checkbox"/> Limited activity<br><input type="checkbox"/> Well underway<br><input checked="" type="checkbox"/> Established |                                                                                                                            |
| 4. Prospective visitors and new residents and businesses have multiple ways to find out about your community and region's outdoor amenities.                                     | <input type="checkbox"/> NA<br><input type="checkbox"/> Low<br><input checked="" type="checkbox"/> Medium<br><input type="checkbox"/> High | <input type="checkbox"/> No activity yet<br><input type="checkbox"/> Limited activity<br><input type="checkbox"/> Well underway<br><input checked="" type="checkbox"/> Established | Could use more translations. Main way is Visitglenwood.com which does translate into 9 different languages.                |
| 5. Your community has a webpage and an active social media presence that promotes your recreational brand.                                                                       | <input type="checkbox"/> NA<br><input type="checkbox"/> Low<br><input type="checkbox"/> Medium<br><input checked="" type="checkbox"/> High | <input type="checkbox"/> No activity yet<br><input type="checkbox"/> Limited activity<br><input type="checkbox"/> Well underway<br><input checked="" type="checkbox"/> Established | Visitglenwood.com                                                                                                          |
| 6. Your community has developed outdoor recreation-related outreach, recruitment, and marketing materials that are available for local residents, businesses, and others to use. | <input type="checkbox"/> NA<br><input type="checkbox"/> Low<br><input checked="" type="checkbox"/> Medium<br><input type="checkbox"/> High | <input type="checkbox"/> No activity yet<br><input type="checkbox"/> Limited activity<br><input checked="" type="checkbox"/> Well underway<br><input type="checkbox"/> Established | Could be improved                                                                                                          |

| Common Strategy or Action                                                                                                         | Level of Interest                                                                                                                          | Level of Activity                                                                                                                                                                  | Notes/Comments    |
|-----------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|
| 7. There are clear and consistent signs and wayfinding throughout your community that reflect your brand.                         | <input type="checkbox"/> NA<br><input checked="" type="checkbox"/> Low<br><input type="checkbox"/> Medium<br><input type="checkbox"/> High | <input type="checkbox"/> No activity yet<br><input type="checkbox"/> Limited activity<br><input checked="" type="checkbox"/> Well underway<br><input type="checkbox"/> Established | Could be improved |
| 8. Your community markets recreation and tourism opportunities through other entities, such as regional or state tourism offices. | <input type="checkbox"/> NA<br><input type="checkbox"/> Low<br><input type="checkbox"/> Medium<br><input checked="" type="checkbox"/> High | <input type="checkbox"/> No activity yet<br><input type="checkbox"/> Limited activity<br><input type="checkbox"/> Well underway<br><input checked="" type="checkbox"/> Established | Yes               |

## 7. Diversity, Equity, and Inclusion

Recreational amenities and the economic opportunities that flow from them will provide the greatest long-term benefits to the community when they are available to everyone no matter their identity or background, across race, gender, culture, religion, socioeconomic status, age, and physical abilities. Representing the diversity of the community in planning and policy decision-making and when designing programming and managing natural amenities can help ensure equitable access and environmental justice. Outdoor opportunities and activities that reflect and harness the unique strengths, celebrate the special traditions, and build on the interests of all segments of the population are likely to be more inclusive and successful in the long term. Meaningful engagement goes beyond seeking feedback, and includes inviting people from all parts of the community to help create project ideas and to lead and share responsibilities in the work.

| Common Strategy or Action                                                                                                                                                                    | Level of Interest                                                                                                                          | Level of Activity                                                                                                                                                                  | Notes/Comments                                                                                                                                        |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Recreation assets and amenities are equitably distributed and accessible to everyone in your community.                                                                                   | <input type="checkbox"/> NA<br><input type="checkbox"/> Low<br><input checked="" type="checkbox"/> Medium<br><input type="checkbox"/> High | <input type="checkbox"/> No activity yet<br><input checked="" type="checkbox"/> Limited activity<br><input type="checkbox"/> Well underway<br><input type="checkbox"/> Established | Gaps in amenities occur, though the City has been working on improving regional parks and major trails are easily accessible.                         |
| 2. Your community is actively addressing any barriers to access for trails, parks, playgrounds, and green space.                                                                             | <input type="checkbox"/> NA<br><input checked="" type="checkbox"/> Low<br><input type="checkbox"/> Medium<br><input type="checkbox"/> High | <input type="checkbox"/> No activity yet<br><input checked="" type="checkbox"/> Limited activity<br><input type="checkbox"/> Well underway<br><input type="checkbox"/> Established | Different areas of town have different amenities. This can be improved.                                                                               |
| 3. Community planning efforts are meaningfully engaging low-income residents, residents of color, youth, and other traditionally underrepresented populations.                               | <input type="checkbox"/> NA<br><input checked="" type="checkbox"/> Low<br><input type="checkbox"/> Medium<br><input type="checkbox"/> High | <input type="checkbox"/> No activity yet<br><input type="checkbox"/> Limited activity<br><input checked="" type="checkbox"/> Well underway<br><input type="checkbox"/> Established | This is a recognized problem that we are working to improve through outreach and effort.                                                              |
| 4. Your community's plans for economic development, outdoor recreation, and Main Street revitalization involve traditionally underrepresented populations in leadership and decision-making. | <input type="checkbox"/> NA<br><input checked="" type="checkbox"/> Low<br><input type="checkbox"/> Medium<br><input type="checkbox"/> High | <input type="checkbox"/> No activity yet<br><input checked="" type="checkbox"/> Limited activity<br><input type="checkbox"/> Well underway<br><input type="checkbox"/> Established | We need to promote a larger Latinx workforce and do a better job to advertising and communicating to the large Latino population in GWS and Colorado. |
| 5. Access to technical and financial assistance, business incubators, marketing, and other support for economic development related to the outdoor economy is available to all.              | <input type="checkbox"/> NA<br><input type="checkbox"/> Low<br><input checked="" type="checkbox"/> Medium<br><input type="checkbox"/> High | <input type="checkbox"/> No activity yet<br><input checked="" type="checkbox"/> Limited activity<br><input type="checkbox"/> Well underway<br><input type="checkbox"/> Established | Access is possible, but the Latino community has struggled to participate due to a variety of reasons. We need to improve.                            |

|                                                                                                                                                        |                                                                                                                                            |                                                                                                                                                                                    |                                                                                                           |
|--------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------|
| 6. Recreation spaces, events, infrastructure, programs, and opportunities are welcoming, inclusive, and reflective of diverse cultures and identities. | <input type="checkbox"/> NA<br><input type="checkbox"/> Low<br><input checked="" type="checkbox"/> Medium<br><input type="checkbox"/> High | <input type="checkbox"/> No activity yet<br><input type="checkbox"/> Limited activity<br><input checked="" type="checkbox"/> Well underway<br><input type="checkbox"/> Established | Parks in GWS and outdoor festivals are the best examples of spaces being welcoming. More work to be done. |
|--------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------|

## 8. Public Health

Outdoor recreation is directly related to public health. It is well documented that engaging in physical activity and spending time in nature supports better physical and mental health outcomes. Intentionally connecting the design and location of outdoor amenities and infrastructure with your community's priorities for public health can make a big difference for local health outcomes, and also can be an important selling point for new residents and businesses that care about having a healthy workforce.

| Common Strategy or Action                                                                                                                                                | Level of Interest                                                                                               | Level of Achievement                                                                                                                                    | Notes/Comments                                            |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------|
| 1. Many in your community participates in some form of outdoor recreation.                                                                                               | <input type="checkbox"/> NA<br><input type="checkbox"/> Low<br><input type="checkbox"/> Medium<br><b>X High</b> | <input type="checkbox"/> No activity yet<br><input type="checkbox"/> Limited activity<br><input type="checkbox"/> Well underway<br><b>X Established</b> | We have a healthy and active community.                   |
| 2. Your community promotes healthy lifestyles, including through the siting and design of outdoor recreation infrastructure.                                             | <input type="checkbox"/> NA<br><input type="checkbox"/> Low<br><input type="checkbox"/> Medium<br><b>X High</b> | <input type="checkbox"/> No activity yet<br><input type="checkbox"/> Limited activity<br><input type="checkbox"/> Well underway<br><b>X Established</b> |                                                           |
| 3. Your community holds events or festivals that take place outdoors or include outdoor recreation as a key component.                                                   | <input type="checkbox"/> NA<br><input type="checkbox"/> Low<br><input type="checkbox"/> Medium<br><b>X High</b> | <input type="checkbox"/> No activity yet<br><input type="checkbox"/> Limited activity<br><b>X Well underway</b><br><input type="checkbox"/> Established | COVID-19 is a possible threat with 2020 events cancelled. |
| 4. Your community has active clubs or groups that facilitate experiences, host events, and build community for a range of outdoor activities.                            | <input type="checkbox"/> NA<br><input type="checkbox"/> Low<br><input type="checkbox"/> Medium<br><b>X High</b> | <input type="checkbox"/> No activity yet<br><input type="checkbox"/> Limited activity<br><input type="checkbox"/> Well underway<br><b>X Established</b> |                                                           |
| 5. Local schools are connected to trails and green space, and have programs and clubs that support outdoor pursuits.                                                     | <input type="checkbox"/> NA<br><input type="checkbox"/> Low<br><b>X Medium</b><br><input type="checkbox"/> High | <input type="checkbox"/> No activity yet<br><input type="checkbox"/> Limited activity<br><input type="checkbox"/> Well underway<br><b>X Established</b> | Yes – can always be improved.                             |
| 6. Health professionals in your community understand the mental and physical health benefits of outdoor recreation and recommend time in the outdoors to their patients. | <input type="checkbox"/> NA<br><input type="checkbox"/> Low<br><input type="checkbox"/> Medium<br><b>X High</b> | <input type="checkbox"/> No activity yet<br><input type="checkbox"/> Limited activity<br><input type="checkbox"/> Well underway<br><b>X Established</b> |                                                           |
| 7. Residents generally have equitable access to social services, health care, and healthy food.                                                                          | <input type="checkbox"/> NA<br><input type="checkbox"/> Low<br><b>X Medium</b><br><input type="checkbox"/> High | <input type="checkbox"/> No activity yet<br><b>X Limited activity</b><br><input type="checkbox"/> Well underway<br><input type="checkbox"/> Established | Need to reach more under-represented communities          |

| Common Strategy or Action                                                                                                                                     | Level of Interest                                                                                                                          | Level of Achievement                                                                                                                                                                          | Notes/Comments                                                                                        |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------|
| 8. Environmental justice issues that negatively impact public health, including access to clean air, water and green space, are being addressed.              | <input type="checkbox"/> NA<br><input type="checkbox"/> Low<br><input checked="" type="checkbox"/> Medium<br><input type="checkbox"/> High | <input type="checkbox"/> No activity yet<br><input checked="" type="checkbox"/> Limited activity<br><input checked="" type="checkbox"/> Well underway<br><input type="checkbox"/> Established | Access to healthy food for West Glenwood and cost of living makes access to healthy food challenging. |
| 9. Recreation businesses engage in outreach programs to recruit newcomers and under-represented groups to outdoor experiences, e.g., first time ski packages. | <input type="checkbox"/> NA<br><input type="checkbox"/> Low<br><input checked="" type="checkbox"/> Medium<br><input type="checkbox"/> High | <input type="checkbox"/> No activity yet<br><input type="checkbox"/> Limited activity<br><input checked="" type="checkbox"/> Well underway<br><input type="checkbox"/> Established            | Done well with school groups.                                                                         |

## 9. Leveraging Partnerships

A successful recreation economy requires the coordination of policies and projects across land ownership boundaries and across disciplines, such as recreation, conservation, land management, community planning, economic development, public health, education, health, local services, and transportation. Partnerships across a region can strengthen each community's economy as part of a larger region. Partners may represent local, state, and federal governments; nonprofit and community-based organizations; the private sector; and regional anchor institutions.

| Common Strategy or Action                                                                                                                                                                     | Level of Interest                                                                                                                          | Level of Activity                                                                                                                                                                  | Notes/Comments                                                                                                           |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------|
| 1. Diverse recreation groups are working with each other to support your community's outdoor economy.                                                                                         | <input type="checkbox"/> NA<br><input type="checkbox"/> Low<br><input checked="" type="checkbox"/> Medium<br><input type="checkbox"/> High | <input type="checkbox"/> No activity yet<br><input type="checkbox"/> Limited activity<br><input checked="" type="checkbox"/> Well underway<br><input type="checkbox"/> Established | Yes – Hanging Lake is great example of the Forest Service working closely with the community.                            |
| 2. Economic development groups and partners are working together to strengthen the recreation sector                                                                                          | <input type="checkbox"/> NA<br><input type="checkbox"/> Low<br><input checked="" type="checkbox"/> Medium<br><input type="checkbox"/> High | <input type="checkbox"/> No activity yet<br><input type="checkbox"/> Limited activity<br><input checked="" type="checkbox"/> Well underway<br><input type="checkbox"/> Established | Due to COVID-19 these partnerships have never been stronger.                                                             |
| 3. At least one collaborative stakeholder group is active and working with partners and landowners to prioritize and accomplish projects and address concerns or needs.                       | <input type="checkbox"/> NA<br><input type="checkbox"/> Low<br><input checked="" type="checkbox"/> Medium<br><input type="checkbox"/> High | <input type="checkbox"/> No activity yet<br><input checked="" type="checkbox"/> Limited activity<br><input type="checkbox"/> Well underway<br><input type="checkbox"/> Established | Roaring Fork Mountain Bike Association.                                                                                  |
| 4. Your community has established partnerships with public land managers and has had meaningful input into relevant plans and projects on adjacent public lands.                              | <input type="checkbox"/> NA<br><input type="checkbox"/> Low<br><input checked="" type="checkbox"/> Medium<br><input type="checkbox"/> High | <input type="checkbox"/> No activity yet<br><input type="checkbox"/> Limited activity<br><input checked="" type="checkbox"/> Well underway<br><input type="checkbox"/> Established | Hanging Lake is a great example. More work needs to be done to improve partnerships around projects like the LoVa Trail. |
| 5. Your community is connected with neighboring communities and with services and amenities in your region that complement local offerings. Local priorities are reflected in regional plans. | <input type="checkbox"/> NA<br><input checked="" type="checkbox"/> Low<br><input type="checkbox"/> Medium<br><input type="checkbox"/> High | <input type="checkbox"/> No activity yet<br><input checked="" type="checkbox"/> Limited activity<br><input type="checkbox"/> Well underway<br><input type="checkbox"/> Established | Can be improved                                                                                                          |

## 10. Stewardship of Natural Resources

Natural resources are the assets that drive the entire outdoor recreation economy. Without investing in stewardship and management, recreation assets—and related economic opportunities—will not be sustained. To ensure the longevity of economic prosperity related to outdoor recreation, communities can design recreation infrastructure, distribute use, and invest in funding and capacity for stewardship in order to protect natural resources and give back to the places and experiences that support community livability and growth.

| Common Strategy or Action                                                                                                                                                                  | Level of Interest                                                                                                                          | Level of Achievement                                                                                                                                                               | Notes/Comments                                                                                                                                                                                       |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Your community has a core group of volunteers and/or stewardship organizations that help to maintain outdoor assets and natural resources.                                              | <input type="checkbox"/> NA<br><input type="checkbox"/> Low<br><input checked="" type="checkbox"/> Medium<br><input type="checkbox"/> High | <input type="checkbox"/> No activity yet<br><input type="checkbox"/> Limited activity<br><input type="checkbox"/> Well underway<br><input checked="" type="checkbox"/> Established | Citizen's Alliance and Roaring Fork Outdoor Volunteers.<br>Rocky Mountain Youth Corp thru USFS<br>Upper Colorado River Wild and Scenic Stakeholder Group<br>Middle Colorado Watershed Council        |
| 2. Communication between community leaders and public land managers supports mutual understanding of stewardship capacity and needs and cooperation on high priority stewardship projects. | <input type="checkbox"/> NA<br><input type="checkbox"/> Low<br><input checked="" type="checkbox"/> Medium<br><input type="checkbox"/> High | <input type="checkbox"/> No activity yet<br><input type="checkbox"/> Limited activity<br><input checked="" type="checkbox"/> Well underway<br><input type="checkbox"/> Established | We can do better, it could be Federal Agencies and community leaders conduct round table discussions 2-3 times a year to ensure everyone understands each other's priorities, issues, capacity, etc. |
| 3. Your community's private landowners are engaged and support your community's vision for natural resource stewardship and management.                                                    | <input type="checkbox"/> NA<br><input type="checkbox"/> Low<br><input checked="" type="checkbox"/> Medium<br><input type="checkbox"/> High | <input type="checkbox"/> No activity yet<br><input type="checkbox"/> Limited activity<br><input checked="" type="checkbox"/> Well underway<br><input type="checkbox"/> Established | Some threats to trails exist, i.e. Boy Scott Trail runs through property that people may want to develop.                                                                                            |
| 4. Your community provides stewardship-related education to students, visitors, local residents, and others.                                                                               | <input type="checkbox"/> NA<br><input type="checkbox"/> Low<br><input checked="" type="checkbox"/> Medium<br><input type="checkbox"/> High | <input type="checkbox"/> No activity yet<br><input type="checkbox"/> Limited activity<br><input checked="" type="checkbox"/> Well underway<br><input type="checkbox"/> Established | Yes to students and residents. More work could be done with visitors to develop as an example a Hanging Lake Friends group, or adopt a trail groups, etc.                                            |
| 5. Recreation opportunities have been designed to be sustainable, and appropriate resource management plans are in place.                                                                  | <input type="checkbox"/> NA<br><input type="checkbox"/> Low<br><input checked="" type="checkbox"/> Medium<br><input type="checkbox"/> High | <input type="checkbox"/> No activity yet<br><input type="checkbox"/> Limited activity<br><input checked="" type="checkbox"/> Well underway<br><input type="checkbox"/> Established | There are active conversations regarding wildlife, however most USFS recreation planning outside of the Hanging Lake Management Plan is large scale and not Glenwood Springs specific.               |

| Common Strategy or Action                                                                                                                                                 | Level of Interest                                                                                                                          | Level of Achievement                                                                                                                                                               | Notes/Comments                                                                                                                                                                                                                      |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 6. Sustained stewardship funding is available to maintain and protect recreation resources (e.g., local bonds or tax dollars are available to address stewardship needs). | <input type="checkbox"/> NA<br><input checked="" type="checkbox"/> Low<br><input type="checkbox"/> Medium<br><input type="checkbox"/> High | <input type="checkbox"/> No activity yet<br><input checked="" type="checkbox"/> Limited activity<br><input type="checkbox"/> Well underway<br><input type="checkbox"/> Established | Access to funding is always challenging. Federal Land Management Agencies can't keep up with deferred maintenance. Future opportunities may exist for lodging tax like Steamboat, etc. to address recreation needs within the area? |

### Additional Data

Please attach any other data or information that might be helpful for this project, for example:

- Major local and regional employers, industry sectors, and employment rates (attached)

APPENDIX D: REFERENCES

This compendium of references was developed for the Recreation Economy for Rural Communities planning assistance program sponsored by the U.S. Environmental Protection Agency, the USDA Forest Service, and the Northern Border Regional Commission. For more information on the Recreation Economy for Rural Communities Program, visit:

<https://www.epa.gov/smartgrowth/recreation-economy-rural-communities>

Community Engagement, Diversity, Equity, and Inclusion..... 2

Community-Specific Strategies and Examples ..... 2

Land Conservation, Stewardship, Parks, and Health ..... 3

Main Street Revitalization and Economic Development ..... 4

Outdoor Recreation ..... 6

Trails and Transportation..... 10

## Community Engagement, Diversity, Equity, and Inclusion

American Indian Alaska Native Tourism Association (AIANTA). AIANTA has served as the national voice for American Indian nations engaged in cultural tourism. In addition to serving as the voice for Indian Country tourism, AIANTA provides technical assistance and training to Tribal nations and Native-owned enterprises engaged in tourism, hospitality and recreation.

<https://www.aianta.org/aianta-reports-publications/>

Diversify Outdoors. Diversify Outdoors is a coalition of social media influencers – bloggers, athletes, activists, and entrepreneurs – who share the goal of promoting diversity in outdoor spaces where people of color, LGBTQIA, and other diverse identities have historically been underrepresented. We are passionate about promoting equity and access to the outdoors for all, that includes being body positive and celebrating people of all skill levels and abilities.

<https://www.diversifyoutdoors.com/>

Outdoor Afro: Where Black People and Nature Meet. Outdoor Afro has become the nation's leading, cutting edge network that celebrates and inspires Black connections and leadership in nature. Outdoor Afro is a national not for profit organization with leadership networks around the country. With nearly 90 leaders in 30 states from around the country, the organization connects thousands of people to outdoor experiences, who are changing the face of conservation.

<https://outdoorafro.com/about/>

## Community-Specific Strategies and Examples

Oregon Outdoor Recreation Network. The Travel Oregon website has many great resources on many aspects of outdoor recreation.

<https://industry.traveloregon.com/opportunities/programs-initiatives/outdoor-recreation/outdoor-recreation-development/>

Pennsylvania Department of Conservation and Natural Resources. Outdoor Recreation Plan Webinar Series. (October 2020). This video series was produced to support Pennsylvania's Outdoor Recreation Plan.

<https://www.dcnr.pa.gov/Recreation/PAOutdoorRecPlan/Pages/default.aspx>

1. Recreation for All: <https://youtu.be/P6Ubw9yrbjE>
2. Sustainable Systems: <https://youtu.be/ORTzpvo9VcA>
3. Funding and Economic Development: <https://youtu.be/HYid2q9Ay-Q>
4. Technology: <https://youtu.be/BSquMY-Kde4>
5. Health and Wellness: <https://youtu.be/StUz6s2J8pc>

Skowhegan, Maine. *Transformation Through Outdoor Recreation*. (2016). Residents of Skowhegan came together to share ideas for the future of their town, resulting in the Skowhegan Strategic Plan for Community Transformation at which voters adopted during the June 2016 town meeting.

<https://runofriver.org/outdoor-recreation-plan/>

<https://mainstreetskowhegan.org/strategic-planning/>

State of Colorado. *Colorado Statewide Comprehensive Outdoor Recreation Plan (SCORP)* (2019). Colorado's SCORP considers both conservation and recreation together and looks at current and changing demographics and recreation trends to help the outdoor recreation sector be culturally relevant and respond to future shifts.

<https://cpw.state.co.us/Documents/Trails/SCORP/Final-Plan/SCORP-Without-Appendices.pdf>

The Conservation Fund. *Conservation Leadership Network Project Profiles*. This landing page provides access to various rural and gateway community projects from across the U.S., with many examples of communities that have successfully leveraged the outdoor recreation economy.

<https://www.conservationfund.org/our-work/conservation-leadership-network/our-projects>

Tompkins County, New York. *Tompkins County Outdoor Recreation Tourism Implementation Plan*. (2018). Identifies collective steps to develop and promote Ithaca and Tompkins County as a premier regional destination for outdoor recreation.

<http://tompkinscountyny.gov/files2/tourism/2018-3-14-Outdoor%20Rec%20Implementation%20Plan.pdf>

Vermont Urban and Community Forestry. *Town Forest Recreation Planning Toolkit and Webinar Series*. (June 2020). This toolkit offers the resources needed to develop a town forest recreation plan for your community from start to finish, including step by step planning and detailed materials organized around planning themes such as stories, existing conditions, public engagement, natural resources, plan development, and implementation. Links to several webinars in the "Town Forest Recreation Planning Webinar Series" are also included below.

<https://vtcommunityforestry.org/places/town-forests/recreation-planning-initiative/recreation-planning-toolkit>

- New Tools for Sustainable Forest Based Recreation Webinar  
<https://youtu.be/UTHEj0AC3pE>
- Connecting Downtowns w/Trails for Economic Vibrancy Webinar  
<https://youtu.be/s1SQoUqN22s>
- Trails for People and Wildlife Webinar  
<https://youtu.be/uhbYUMrgLqU>
- Mountain Biking Trails 101 Webinar  
<https://youtu.be/zCmco-WDrPM>
- Trail Building & Maintenance Webinar  
<https://youtu.be/lrv9eqoUQNE>

## Land Conservation, Stewardship, Parks, and Health

National Park Service and Centers for Disease Control and Prevention. *Parks, Trails, and Health Workbook: A Tool for Planners, Parks & Recreation Professionals, and Health Practitioners*. A

workbook to help strengthen the design and implementation of community-based parks and trails projects.

[https://www.nps.gov/orgs/rtca/upload/Parks-Trails-and-Health-Workbook\\_2020.pdf](https://www.nps.gov/orgs/rtca/upload/Parks-Trails-and-Health-Workbook_2020.pdf)

The Trust for Public Land and the City Parks Alliance. *The Field Guide for Creative Placemaking and Parks* (2017). How-to guide that connects creative placemaking with parks and open spaces by strengthening the role of parks and open space as an integrated part of comprehensive community development, advancing arts- and culturally-based approaches to park making, and highlighting the role of parks as cultural products unto themselves.

<https://www.tpl.org/field-guide-creative-placemaking-and-parks>

U.S. Department of Agriculture Forest Service. *The Stewardship Mapping and Assessment Project (STEW-MAP)*. STEW-MAP is a research methodology, community organizing approach, and partnership mapping tool developed by scientists at the USDA Forest Service Northern Research station that answers the question: who takes care of the local environment? This question is important because stewards, or civic groups that engage in caring for local nature, play a significant role in building stronger, healthier, greener, and more resilient communities.

<https://www.nrs.fs.fed.us/STEW-MAP/>

## Main Street Revitalization and Economic Development

International City/County Management Association and Smart Growth Network. *Putting Smart Growth to Work in Rural Communities*. (2010). Focuses on smart growth strategies that can help guide growth in rural areas while protecting natural and working lands and preserving the rural character of existing communities.

<https://www.epa.gov/smartgrowth/putting-smart-growth-work-rural-communities>

Main Street America Resource Center. The Main Street Resource Center is a comprehensive digital library containing a broad range of member resources, including their signature Main Street Approach handbooks and guides, newly released revitalization toolkits, and the popular Main Street Now Journal archive. There are some non-member materials available here as well.

<https://www.mainstreet.org/howwecanhelp/resourcecenter>

McMahon, Ed. *Why Some Places Thrive and Others Fail: The New Formula for Community Revitalization*. Virginia Town and City. (January/February 2017). This article describes why some communities can maintain and build on their economic vitality and quality of life in an ever-changing world.

[https://www.vml.org/wp-content/uploads/pdf/VTCJanFeb17\\_pg21-25.pdf](https://www.vml.org/wp-content/uploads/pdf/VTCJanFeb17_pg21-25.pdf)

National Association of Counties (NACo). *Resources for Transitioning Economies*. (2015). Website developed by NACo and the National Association of Development Organizations to share publications, tools and training, funding and other resources on economic diversification with communities and regions seeking to strengthen their local economies.

<http://diversifyeconomies.org/>

National Association of Development Organizations (NADO). *Planning for Prosperity in Small Towns and Rural Regions*. (2015). Contains materials developed by NADO and its partners through the HUD Sustainable Communities Initiative capacity building program, including publications, webinars, workshop materials, and other information on a variety of topics such as economic resilience, entrepreneurship, community engagement, downtown redevelopment, food systems, and many more.

<https://www.nado.org/online-resource-planning-for-prosperity-in-small-towns-and-rural-regions/>

National Association of Development Organizations, *WealthWorks Rural Economic Development Case Studies*. (2019). Series of case studies examining how rural communities are applying concepts of wealth creation, an approach to community and economic development that is demand-driven, focusing on market opportunities that capitalize on a community's existing assets or underutilized resources. Includes stories of communities building lasting livelihoods and supporting local ownership and control of assets related to outdoor recreation, tourism, and more. <https://www.nado.org/wealthworks-case-studies/>

National Endowment for the Arts. *How To Do Creative Placemaking: An Action-Oriented Guide to Arts in Community Development*. (2016). This action-oriented guide is focused on making places better. It includes instructional and thought-provoking case studies and essays from leading thinkers in creative placemaking and describes the diverse ways that arts organizations and artists can play essential roles in the success of communities across America.

<https://www.arts.gov/publications/how-do-creative-placemaking>

Next Generation. *The Future of Arts & Culture Placemaking in Rural America: Digital Exchange Webinars*. Each of these one-hour webinars feature voices from across the country, sharing specific themes, challenges, and opportunities collectively encountered in rural placemaking. This series was made possible through the support of the Rural Policy Research Institute (RUPRI), National Endowment for the Arts, the McKnight Foundation, and USDA Rural Development.

<https://ruralgeneration.org/digital-exchange/>

Project for Public Spaces (PPS). *The Power of Ten*. The Power of 10+ is a concept PPS developed to evaluate and facilitate Placemaking at multiple city scales. The idea behind this concept is that places thrive when users have a range of reasons (10+) to be there. This concept can be applied to outdoor recreation economy resources and assets at the main street, town, and area scale, namely to increase the reasons for people to come, stay longer, and do more in a place.

<https://www.pps.org/article/the-power-of-10>

Smart Growth America. *(Re-)Building Downtown: A Guidebook for Revitalization*. (2015). This guide uses Smart Growth America's seven-step approach to downtown redevelopment and is

aimed at local elected officials who want to re-invigorate and strengthen neighborhood centers of economy, culture, and history.

<https://smartgrowthamerica.org/introducing-rebuilding-downtown-a-guidebook-for-revitalization/>

The Democracy Collaborative. *Community Wealth*. This website offers resources, guides, case studies, videos and examples of strategies for building wealth in a community. Some strategies are nonprofit and profit-making models such as community development corporations (CDCs), community development financial institutions (CDFIs), employee stock ownership plans (ESOPs), community land trusts (CLTs), cooperatives, and social enterprise.

<https://community-wealth.org/>

U.S. Department of Agriculture. National Agricultural Library Rural Information Center. The Rural Information Center (RIC), a service of the National Agricultural Library (NAL), assists rural communities by providing information and referral services to rural government officials, community organizations, libraries, businesses, and citizens working to maintain America's rural areas. The "Downtown Revitalization" sections features a wide variety of planning resources, case studies, funding, journal, and organizations.

<https://www.nal.usda.gov/ric/community-development-resources>

<https://www.nal.usda.gov/ric/downtown-revitalization>

U.S. EPA. *Essential Smart Growth Fixes for Rural Planning, Zoning, and Development Codes*. (2012). Offers 10 essential fixes to help rural communities amend their codes, ordinances, and development requirements to promote more sustainable growth.

<https://www.epa.gov/smartgrowth/essential-smart-growth-fixes-communities>

U.S. EPA. *Framework for Creating a Smart Growth Economic Development Strategy: A Tool for Small Cities and Towns*. (2016). Provides a step-by-step guide to building a place-based economic development strategy for small and mid-sized cities, particularly those that have limited population growth, areas of disinvestment, or a struggling economy.

<https://www.epa.gov/smartgrowth/framework-creating-smart-growth-economic-development-strategy>

U.S. EPA. *Smart Growth Self-Assessment for Rural Communities*. (2015). Tool designed specifically for rural communities that helps villages, towns, and small cities evaluate their policies to create healthy, environmentally resilient, and economically robust places.

<https://www.epa.gov/smartgrowth/smart-growth-self-assessment-rural-communities>

## Outdoor Recreation

Bureau of Economic Analysis, *Outdoor Recreation Satellite Account*. Federal dataset measuring the economic activity as well as sales and receipts generated by outdoor recreational activities across the U.S. and by state. These statistics also measure each industry's production

of outdoor goods and services and its contribution to the U.S. GDP. Industry breakdowns of outdoor employment and compensation are also included.

<https://www.bea.gov/data/special-topics/outdoor-recreation>

Daily Yonder. Provides articles on outdoor recreation, many based on Headwaters Economics research. A few relevant articles are listed here:

- *How Outdoor Recreation Supports Rural Economic Development*. (Feb 24, 2019). <https://www.dailyyonder.com/speak-piece-outdoor-recreation-supports-rural-economic-development/2019/02/25/>
- *Recreation Is Bigger Share of U.S. Economy than Ag or Mining, Report Says*. (May 10, 2018). <https://www.dailyyonder.com/recreation-bigger-share-u-s-economy-ag-mining-report-says/2018/05/10/>
- *Rural "Recreation Counties" Show More Population Resilience*. (Feb 10, 2019) <https://www.dailyyonder.com/rural-recreation-counties-show-population-resilience/2019/02/11/>

Headwater Economics. Headwaters Economics is an independent, nonprofit research group that works to improve community development and land management decisions. The organization receives funding from a wide variety of sources, including contracts with federal agencies such as the Bureau of Land Management and U.S. Forest Service; charitable foundations; and contract work for partner organizations. Its website provides outdoor recreation economic data by state in addition to other outdoor recreation industry research and analysis. Several relevant reports are listed below:

- *Best Practices for States to Fund Outdoor Recreation*. (2017). Seven case studies illustrate best practices and lessons learned to develop programs for outdoor state recreation funding. <https://headwaterseconomics.org/economic-development/state-recreation-funding/>
- *Economic Profile System*. Tool allowing users to produce free, detailed socioeconomic reports at the community, county, or state level and including topics such as Land Use and Public Land Amenities as well as Agriculture, Timber, and Mining. EPS is also known as the Human Dimensions Toolkit by the Forest Service. <https://headwaterseconomics.org/tools/economic-profile-system/about/>
- *How Outdoor Recreation Supports Rural Economic Development*. (2019). Report that finds that counties with outdoor recreation economies are more likely to attract new residents with greater wealth and have faster-growing wages than their non-recreation counterparts, particularly in rural communities. <https://headwaterseconomics.org/economic-development/trends-performance/outdoor-recreation/>
- *National Forest Socioeconomic Indicators Tool*. Tool allowing users to run free, easy-to-use reports detailing economics, demographics, land use, business sectors, and other

topics for communities near every National Forest.

<https://headwaterseconomics.org/tools/forest-indicators/>

- *The Outdoor Recreation Economy by State*. (2019). Report outlines the outdoor recreation economy impacts by state, using Bureau of Economic Analysis data.  
<https://headwaterseconomics.org/economic-development/trends-performance/outdoor-recreation-economy-by-state/>

National Governors' Association. *Outdoor Recreation Learning Network*. This resource highlights many opportunities for states to advance the outdoor recreation economy and conservation, stewardship, education, workforce training, economic development, infrastructure, equity, inclusion, public health, and wellness.

<http://nga.org/outdoors>

National Park Service, *River Access Planning Guide*. An online and downloadable resource for planning river access. The step-by-step process guides planning for river access with recreation users in mind. This guide can assist the challenging task of providing for a variety of uses while protecting natural resources in rivers and other waterways. The guide's approach provides a framework for meeting the needs of people seeking to enjoy river recreation on, off, and in the water.

<https://www.nps.gov/articles/river-access-planning-guide-a-decision-making-framework-for-enhancing-river-access.htm>

Northern Forest Center. *The Northern Forest Outdoor Recreation Economy Symposium*. (2018). Summarizes the 2018 gathering, which explored evolving trends in outdoor recreation and its role as a critical economic driver in the Northern Forest region. Links to presentations, notes, and priorities for each of the participating states (Maine, New Hampshire, Vermont and New York).

<https://northernforest.org/programs/regional-strategy/recreation-economy>

Outdoor Industry Association (OIA). OIA synthesizes the different strategies and programs currently employed in the U.S. and overarching themes, best practices, and lessons learned. Several relevant resources are listed below.

<https://outdoorindustry.org/>

- *Outdoor Participation Report*. (2019). Study showing levels of participation in outdoor activities.  
<https://outdoorindustry.org/resource/2019-outdoor-participation-report/>
- *State Funding Mechanisms for Outdoor Recreation*. (2017). Provides a summary from Headwaters Economics that outlines state funding mechanisms for outdoor recreation.  
<https://outdoorindustry.org/wp-content/uploads/2015/03/Headwaters-Economics-v5-screen.pdf>

- *State-Level Outdoor Recreation Reports*. (2017). Provides links to reports describing the participation in and economic impact of the outdoor recreation sector in every state and Congressional district. <https://outdoorindustry.org/advocacy/>
- *The Outdoor Recreation Economy*. (2017). Summarizes the economic impact of the outdoor recreation sector across the U.S. and includes national statistics on consumer spending, jobs, and tax revenue, along with statistics for specific recreation activities. [https://outdoorindustry.org/wp-content/uploads/2017/04/OIA\\_RecEconomy\\_FINAL\\_Single.pdf](https://outdoorindustry.org/wp-content/uploads/2017/04/OIA_RecEconomy_FINAL_Single.pdf)
- *White Paper on State Leadership Roles for Outdoor Recreation*. (2016). This white paper describes the role that states can play in promoting outdoor recreation, with examples from states that were early to adopt state-level directors of outdoor recreation. <https://outdoorindustry.org/resource/white-paperstate-leadership-roles-for-outdoor-recreation-a-promising-trend/>

Outdoor Recreation Roundtable (ORR). ORR promotes the growth of the outdoor recreation economy and outdoor recreation activities, educating decision makers and the public on balanced policies that conserve public lands and waterways and enhance infrastructure to improve the experience and quality of life of outdoor enthusiasts everywhere. ORR publishes many white papers, research, statistics and reports on the importance of outdoor recreation. <https://recreationroundtable.org/>

Sausser, Brooke and Jordan W. Smith, Ph.D. *Elevating Outdoor Recreation*. Institute of Outdoor Recreation and Tourism at Utah State. (July 2018). This study provides an overview and analysis of eleven state offices of initiatives of outdoor recreation. [https://www.nps.gov/orgs/1892/upload/Elevating Outdoor Rec Together.pdf](https://www.nps.gov/orgs/1892/upload/Elevating_Outdoor_Rec_Together.pdf)

Society of Outdoor Recreation Professionals (SORP). SORP is the nation's leading association of outdoor recreation and related professionals who strive to protect natural and cultural resources while providing sustainable recreation access. The organization's website provides access to webinars, scholarships, and tools for outdoor recreation planning including a library of all state comprehensive outdoor recreation plans (SCORPs) and technical resources. <https://www.recpro.org/>

U.S. Department of Agriculture. *Federal Outdoor Recreation Trends: Effects on Economic Opportunities*. (2016). Summarizes participation trends and projections for 17 outdoor recreation activities common on federal lands, describes the current economic activity supported by outdoor recreation, and discusses how anticipated future changes in recreation participation and climate may impact the economic activity supported by outdoor recreation. <https://www.fs.usda.gov/treesearch/pubs/53247>

U.S. Department of Agriculture. *Recreation Economy at USDA Economic Development Resources for Rural Communities*. (2020). USDA's Forest Service, Rural Development, and the National Institute for Food and Agriculture developed this resource guide for rural communities to identify resources that develop the recreation economy. It describes the roles of federal

agencies and programs in the recreation economy and highlights numerous financing strategies and case studies from communities.

[https://www.rd.usda.gov/sites/default/files/RD\\_Recreation\\_Economy\\_USDA.pdf](https://www.rd.usda.gov/sites/default/files/RD_Recreation_Economy_USDA.pdf)

U.S. Department of Agriculture. *Recreation Economic Values for Estimating Outdoor Recreation Economic Benefits from the National Forest System*. (2017). This report presents the most recent update of the Recreation Use Values Database, based on an exhaustive review of economic studies spanning 1958 to 2015 conducted in the United States and Canada, and provides the most up-to-date recreation economic values available.

<https://www.fs.usda.gov/pnw/publications/recreation-economic-values-estimating-outdoor-recreation-economic-benefits-national>

## Trails and Transportation

American Trails. *Resource Library*. Search thousands of articles, studies, training, and projects on every aspect of trails and greenways. This website also has a national map searchable by state for agencies, organizations, training, and state-specific resources relating to trails and greenways.

<https://www.americantrails.org/resource-library/>

Centers for Disease Control and Prevention. *Resources for Implementing Built Environment Recommendations to Increase Physical Activity*. This website contains a compilation of real world examples, an Implementation Resource Guide, and a Visual Guide to help communities implement recommendations for built environment approaches that combine one or more interventions to improve transportation systems (activity-friendly routes) with one or more land use and community design interventions (everyday destinations) to increase physical activity. <https://www.cdc.gov/physicalactivity/community-strategies/beactive/index.html>

Federal Highway Administration. *Bicycle and Pedestrian Program*. The Federal Highway Administration's Bicycle and Pedestrian Program promotes safe, comfortable, and convenient walking and bicycling for people of all ages and abilities. This program supports pedestrian and bicycle transportation through funding, policy guidance, program management, and resource development. The website contains information on funding resources, design and implementation, case studies, guidebooks, and other information.

[https://www.fhwa.dot.gov/environment/bicycle\\_pedestrian/](https://www.fhwa.dot.gov/environment/bicycle_pedestrian/)

Federal Highway Administration. *Small Town and Rural Multimodal Networks*. (2016). This document helps small towns and rural communities support safe, accessible, comfortable, and active travel for people of all ages and abilities. It provides a bridge between existing guidance on bicycle and pedestrian design and rural practice, encourages innovation in the development of safe and appealing networks for bicycling and walking, and shows examples of project implementation.

[https://www.fhwa.dot.gov/environment/bicycle\\_pedestrian/publications/small\\_towns/fhwa\\_hep17024\\_lg.pdf](https://www.fhwa.dot.gov/environment/bicycle_pedestrian/publications/small_towns/fhwa_hep17024_lg.pdf)

Headwaters Economics. *Trails Research and Searchable Benefits Library*. (2019). Compilation of 144 trail studies on the impacts of trails in a single library, searchable by type of benefit, use, year, and region.

<https://headwaterseconomics.org/economic-development/trails-pathways/trails-research/>

Main Street America and Project for Public Places. *Navigating Main Streets as Places: A People-First Transportation Toolkit*. (2019). This toolkit provides guidance on how to evaluate streets and transportation through the lens of placemaking; balance the needs of mobility and other street activities; and build stronger relationships with other decisionmakers and the community. It's a one-stop-shop toolkit featuring guidance and best practices for rural downtowns and urban neighborhood commercial districts.

<https://www.mainstreet.org/howwecanhelp/navigatingmainstreets>

Rails-to-Trails Conservancy. *Trail-Building Toolbox*. A one-stop-shop for the basics to create a vibrant rail-trail for your community, including technical tips and tried-and-true methods for generating neighborhood, political, and funding support for your project. Parts of the toolbox include organization, acquisitions, funding, planning, design, and maintenance.

<https://www.railstotrails.org/build-trails/trail-building-toolbox/>

Rails-to-Trails Conservancy. *Trail Towns*. Provides examples, best practices, and resources for communities and regions seeking to start or grow Trail Town programs, which can help to entice trail users off the trail and into adjacent communities, supporting economic development.

<https://www.railstotrails.org/build-trails/trail-building-toolbox/planning/trail-towns/>

Safe Routes to School National Partnership. *Get to Know Your Neighborhood with a Walk Audit*. Walk audits are a great tool to gather information about street conditions, engage community members, and inform planning and traffic safety projects. This is a how-to manual to conduct your own walk audit. Though designed for safe routes to school, it can be applied to routes and connections between amenities in and around a downtown/Main Street area.

[https://www.saferoutespartnership.org/sites/default/files/get\\_to\\_know\\_your\\_neighborhood\\_with\\_a\\_walk\\_audit.pdf](https://www.saferoutespartnership.org/sites/default/files/get_to_know_your_neighborhood_with_a_walk_audit.pdf)

The Scenic Route. *Getting Started with Creative Placemaking and Transportation*. A guide for using creative placemaking strategies in transportation projects to reflect and celebrate local culture, heritage, and values.

[http://creativeplacemaking.t4america.org/?utm\\_source=Design+-+2016+Highlights&utm\\_campaign=Design+2016+Highlights+Newsletter&utm\\_medium=email](http://creativeplacemaking.t4america.org/?utm_source=Design+-+2016+Highlights&utm_campaign=Design+2016+Highlights+Newsletter&utm_medium=email)

## APPENDIX E: FUNDING AND TECHNICAL ASSISTANCE

This compendium of funding and technical assistance resources was developed for the Recreation Economy for Rural Communities planning assistance program sponsored by the U.S. Environmental Protection Agency, the USDA Forest Service, and the Northern Border Regional Commission. For more information on the Recreation Economy for Rural Communities Program, visit:

<https://www.epa.gov/smartgrowth/recreation-economy-rural-communities>

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## COVID-19 Pandemic Assistance

America Outdoors – COVID-19: America Outdoors has summarized many resources to support the outdoor recreation industry during the COVID-19 crisis, including guidance documents, best practices, and funding resources.

<https://www.americaoutdoors.org/covid-19/>

Forbes – List of Coronavirus (COVID-19) Small Business Loan and Grant Programs: Forbes compiled a list of loans and grants available to small businesses to recover from the COVID-19 crisis.

<https://www.forbes.com/sites/advisor/2020/04/10/list-of-coronavirus-covid-19-small-business-loan-and-grant-programs/?sh=78255b63cc4b>

Go Fund Me – Coronavirus Relief for Small Businesses: Six Ways to Get Help: An article that summarizes help that is available to small businesses during the COVID-19 crisis.

<https://www.gofundme.com/c/blog/coronavirus-relief-small-businesses>

Travel Oregon – COVID-19 Toolkit: This toolkit includes links to federal and other resources available for communities impacted by COVID-19. While focused on Oregon, there is a link to “Federal Resources” that can be helpful for any community.

<https://industry.traveloregon.com/opportunities/marketing-co-ops-toolkits/toolkits/covid-19-toolkit/>

USDA Rural Development – COVID-19 Federal Rural Resource Guide: USDA Rural Development has taken a number of immediate actions to help rural residents, businesses, and communities affected by the COVID-19 crisis.

<https://rd.usda.gov/coronavirus>

[https://rd.usda.gov/sites/default/files/USDA\\_COVID-19\\_Fed\\_Rural\\_Resource\\_Guide.pdf](https://rd.usda.gov/sites/default/files/USDA_COVID-19_Fed_Rural_Resource_Guide.pdf)

U.S. Small Business Administration – Paycheck Protection Program: This SBA loan helps businesses keep their workforce employed during the COVID-19 crisis.

<https://www.sba.gov/funding-programs/loans/coronavirus-relief-options/paycheck-protection-program>

## Federal Funding and Technical Assistance

Appalachian Regional Commission (ARC): ARC is an economic development partnership agency of the federal government and 13 state governments focusing on 420 counties across the Appalachian Region. ARC’s mission is to innovate, partner, and invest to build community capacity and strengthen economic growth in Appalachia. The Area Development program relies on a flexible “bottom up” approach to economic development, empowering Appalachian communities to work with their state governments to design impactful investment opportunities supporting ARC’s mission and investment priorities. ARC’s Area Development program makes investments in two general areas: critical infrastructure and business and workforce development. Critical infrastructure investments mainly include

water and wastewater systems, transportation networks, broadband, and other projects anchoring regional economic development. Business and workforce investments primarily focus on entrepreneurship, worker training and education, food systems, leadership, and other human capital development. In addition, ARC invests in Business Development Revolving Loan Funds to help the Region's smaller businesses access capital. All ARC Area Development grant proposals originate at the state level in consultation with the ARC state program manager.

- ARC's service area:  
<https://www.arc.gov/about-the-appalachian-region/>
- ARC's investment priorities:  
<https://www.arc.gov/investment-priorities/>
- ARC's Business Development Revolving Loan Funds:  
<https://www.arc.gov/resource/arc-business-development-revolving-loan-fund-grant-guidelines/>
- ARC State Program Managers:  
[https://www.arc.gov/state\\_partner\\_role/state-program-manager/](https://www.arc.gov/state_partner_role/state-program-manager/)

Corporation for National and Community Service (CNCS): Provides grants to national and local nonprofits, schools, government agencies, faith-based and other community organizations committed to strengthening their communities through volunteering. Grants are either made directly to an organization or through an intermediary group that handles the distribution of grant funding. Eligibility requirements and funding opportunities vary by program; programs include AmeriCorps and Senior Corps. AmeriCorps is an umbrella that consists of three distinct programs: AmeriCorps VISTA, the AmeriCorps National Civilian Community Corps, and AmeriCorps State and National.

<http://www.nationalservice.gov/build-your-capacity/grants>

Five Star and Urban Waters Restoration Program: The Five Star and Urban Waters Restoration grant program seeks to develop community capacity to sustain local natural resources for future generations by providing modest financial assistance to diverse local partnerships focused on improving water quality, watersheds and the species and habitats they support. The Five Star and Urban Waters program will award approximately \$1.5 million in grants nationwide.

<https://www.nfwf.org/programs/five-star-and-urban-waters-restoration-grant-program/five-star-and-urban-waters-restoration-grant-program-2021-request-proposals>

National Park Service (NPS) – Community Assistance: This website provides an overview and links to NPS funding, project assistance, and special designation programs that are available to the public and community groups.

<https://www.nps.gov/articles/community-assistance-national-regional-programs.htm>

National Park Service (NPS) – Historic Preservation Grant Programs: The NPS Historic Preservation Grant Programs can assist communities with a variety of historic preservation and community projects focused on heritage preservation.

<https://www.nps.gov/preservation-grants/index.html>

National Park Service (NPS) – Land and Water Conservation Fund: The Land and Water Conservation Fund provides grants to states for park and recreation-related land acquisition and development. Individual state pages for LWCF funding are most helpful.

<https://www.nps.gov/subjects/lwcf/stateside.htm>

National Park Service (NPS) – Rivers, Trails, and Conservation Assistance Program (RTCA): RTCA Supports community-led conservation and outdoor recreation projects across the country. RTCA's network of planning and design professionals collaborate with community groups, nonprofits, tribes, and state and local government to design trails and parks, conserve and improve access to waterways, and protect special places.

[www.nps.gov/rtca](http://www.nps.gov/rtca)

Northern Border Regional Commission (NBRC): The NBRC provides grants in support of community and economic development projects (including outdoor recreation) across a region that includes much of Maine, New Hampshire, New York, and all of Vermont. NBRC's largest annual grant opportunity is the State Economic & Infrastructure Development (SEID) program, which funds projects up to \$1 million (for true infrastructure), or \$350,000 (for non-infrastructure) per project. The SEID opportunity typically opens in March/April, with applications due in May, and awards made in early fall. For updates on funding opportunities, and a comprehensive listing of projects previously funded, please see NBRC's website.

<https://www.nbrc.gov>

U.S. Department of Transportation Federal Highway Administration – Federal Lands Access Program: Improves transportation facilities that provide access to, are adjacent to, or are located within Federal lands. Funds, distributed among States by formula, supplement State and local resources for public roads, transit systems, and other transportation facilities, with an emphasis on high-use recreation sites and economic generators.

<https://flh.fhwa.dot.gov/programs/flap/>

U.S. Department of Transportation Federal Highway Administration – Recreational Trails Program: The Recreational Trails Program provides funds to the States to develop and maintain recreational trails and trail-related facilities for both nonmotorized and motorized recreational trail uses. Each State administers its own program, usually through a State resource agency, and has a state coordinator.

[https://www.fhwa.dot.gov/environment/recreational\\_trails/rtpstate.cfm](https://www.fhwa.dot.gov/environment/recreational_trails/rtpstate.cfm)

<http://www.recreationaltrailsinfo.org/>

U.S. Department of Transportation Federal Highway Administration – Transportation Alternatives Set-Aside: These set-aside funds from the Surface Transportation Block Grant (STBD) program funding include all projects and activities that were previously eligible under the Transportation Alternatives Program, encompassing a variety of smaller-scale transportation projects such as pedestrian and bicycle facilities, recreational trails, safe routes

to school projects, community improvements such as historic preservation and vegetation management, and environmental mitigation related to stormwater and habitat connectivity.

<https://www.fhwa.dot.gov/fastact/factsheets/transportationalternativesfs.cfm>

U.S. Economic Development Administration (EDA) – Public Works and Economic Adjustment Assistance (PWEAA) Program: EDA’s Public Works and Economic Adjustment Assistance (EAA) programs provide economically distressed communities and regions with comprehensive and flexible resources to address a wide variety of economic needs.

- Public Works: Grants to build, improve, or expand vital public infrastructure and development facilities to enable communities to attract new, or support existing businesses that will generate new high-paid/high-skilled jobs and income for residents in the area. Among the types of projects funded are water, sewer, industrial and business parks, access roads to industrial sites, port improvements, business incubator facilities and training facilities.
- Economic Adjustment Assistance: Grants for development of public facilities, public services, business development (including funding of a revolving loan fund), planning, technical assistance, training, and any other assistance to alleviate economic distress. Flexible range of economic development tools: Construction, Non-Construction, Revolving Loan Funds.

<https://www.eda.gov/funding-opportunities/>

U.S. Economic Development Administration (EDA) – Local Technical Assistance and Short Term Planning: Through its Planning and Local Technical Assistance programs, EDA assists eligible recipients in developing economic development plans and studies designed to build capacity and guide the economic prosperity and resiliency of an area or region.

- Local Technical Assistance: The Local Technical Assistance program strengthens the capacity of local or State organizations, institutions of higher education, and other eligible recipients to undertake and promote effective economic development programs through projects such as feasibility studies, market research impact analyses and other projects leading to local economic development.
- Short Term Planning: The Planning program helps support organizations, including District Organizations, Indian Tribes, and other eligible recipients, with Short Term and State Planning investments designed to guide the eventual creation and retention of high-quality jobs, particularly for the unemployed and underemployed in the Nation’s most economically distressed regions.

<https://www.eda.gov/funding-opportunities/>

U.S. Environmental Protection Agency (EPA) – Office of Community Revitalization: EPA’s Office of Community Revitalization works with communities to help them grow in ways that expand economic opportunity while protecting human health and the environment. The Office of Community Revitalization conducts research; produces reports and other publications; provides examples of outstanding smart growth communities and projects; and works with tribes, states, regions, and communities through grants and technical assistance programs on a range of smart growth topics.

<https://www.epa.gov/smartgrowth>

U.S. Environmental Protection Agency (EPA) – Brownfields Program: Provides funding for brownfields assessment, cleanup, revolving loans, environmental job training, technical assistance, training, and research. For example, Area-Wide Planning Grants provide funding to conduct research, technical assistance and training that will result in an area-wide plan and implementation strategy for key brownfield sites and help inform the assessment, cleanup and reuse of brownfields properties and promote area-wide revitalization. Assessment Grants provide funding to inventory, characterize, assess, and conduct planning and community involvement related to brownfields sites. Cleanup Grants provide funding to carry out cleanup activities at brownfield sites.

<https://www.epa.gov/brownfields/types-epa-brownfield-grant-funding>

USDA Forest Service – Citizen Science Competitive Funding Program: Citizen Science Competitive Funding Program (CitSci Fund) was launched in 2017 to support innovative projects that address science and resource management information needs while connecting people to the land and one another. It is an opportunity for USDA Forest Service units and partners to apply for up to \$60,000 over the course of 6 years for collaborative citizen science projects.

<https://www.fs.usda.gov/working-with-us/citizen-science/competitive-funding-program>

USDA Forest Service – Community Forest & Open Space Program: The Community Forest and Open Space Conservation Program provides financial assistance grants to local governments, Indian tribes, and qualified nonprofit organizations (including land trusts) to establish community forests that provide defined public benefits such as recreational opportunities, the protection of vital water supplies and wildlife habitat, demonstration sites for private forest landowners, economic benefits from timber and non-timber products.

<https://www.fs.usda.gov/managing-land/private-land/community-forest-program>

USDA Forest Service – Forest Legacy Program: The Forest Legacy Program is a conservation program administered by the USDA Forest Service that provides grants to state agencies to permanently conserve important forest lands that support strong markets for forest products, protect air and water quality, provide recreational opportunities, and sustain important fish and wildlife habitat.

<https://www.fs.usda.gov/managing-land/private-land/forest-legacy>

USDA Forest Service – Forest Stewardship Program: The Forest Stewardship Program (FSP) works in partnership with state forestry agencies, cooperative extensions, and conservation districts to connect private landowners with the information and tools they need to manage their forests and woodlands. FSP works to assist landowners to actively manage their land and related resources, keep land in a productive and healthy condition for present and future owners and increase economic benefits of land (e.g., timber harvesting) while conserving the natural environment. FSP also helps landowners identify goals for their land and the management activities needed to realize them.

<https://www.fs.usda.gov/managing-land/private-land/forest-stewardship/>

USDA Forest Service – Regional Research Stations: Forest Service R&D research needs to reflect the diversity of natural resources across the country. To accomplish this, research is conducted at nearly 80 locations across the United States, organized around five regional research stations plus the International Institute of Tropical Forestry in Puerto Rico and the Forest Products Laboratory in Madison, Wisconsin. R&D laboratories are complemented by a network of 80 experimental forests. In addition, R&D research includes collaborations in other countries.

<https://www.fs.fed.us/research/locations/>

USDA Forest Service – Urban & Community Forestry Program: The Urban and Community Forestry Program supports the health of all our nation's forests by creating jobs, contributing to vibrant regional wood economies, enhancing community resilience, and preserving the unique sense of place in cities and towns of all sizes. By working with our state partners to deliver information, tools and financial resources, the program supports fact-based and data-driven best practices in communities, maintaining, restoring, and improving the more than 140 million acres of community forest land across the United States. Technical support is provided to communities by state forestry agencies and non-profit partners for local actions, such as conducting tree inventories, preparing management plans and policies, and planting and caring for trees.

<https://www.fs.usda.gov/managing-land/urban-forests/ucf>

USDA Natural Resources Conservation Service (NRCS): The NRCS has several grants and technical assistance programs that support community conservation efforts. Some of them include:

- Conservation Technical Assistance: NRCS can provide farmers and landowners technical assistance to manage their natural resources in a responsible and sustainable way.
- Environmental Quality Incentives Program (EQIP): Provides landowners and land managers with financial assistance to address natural resource concerns on private, working lands through conservation practices. Issues addressed can include soil erosion, water quality impacts, soil quality degradation (soil compaction, soil productivity/health), low plant productivity, and degraded wildlife habitat.
- Conservation Stewardship Program (CSP): Provides financial assistance to conservation minded agricultural and forestry producers by paying for existing conservation activity AND for newly adopted conservation measures. Adopting a new conservation activity is a requirement for program participation.

<https://www.nrcs.usda.gov/wps/portal/nrcs/site/national/home/>

USDA Rural Development – Business and Industry Loan Guarantees: Provide guarantees on loans made by private lenders to help new and existing businesses gain access to affordable capital by lowering the lender's risk and allowing for more favorable interest rates and terms.

<https://www.rd.usda.gov/programs-services/business-industry-loan-guarantees/>

USDA Rural Development – Community Facilities Program: Provides affordable loans, loan guarantees, and grants to construct, expand, or improve facilities that provide essential public services in rural areas, such as health care, education, public safety, and others.

<https://www.rd.usda.gov/programs-services/all-programs/community-facilities-programs>

USDA Rural Development – Rural Business Development Grants: Help small and emerging private businesses and/or nonprofits in rural communities startup or expand businesses. Funds may be used to acquire or develop land, buildings, plants, and equipment; build or improve access roads, parking areas, utility extensions, and water and waste disposal facilities; provide technical assistance; establish revolving loan funds; and support rural distance learning programs that provide educational or job training.

<https://www.rd.usda.gov/programs-services/rural-business-development-grants>

USDA Rural Development – Single Family Housing Programs: Provide loans, loan guarantees, and grants to give families and individuals the opportunity to buy, build, repair, or own safe and affordable homes located in rural America. Eligibility for these loans, loan guarantees, and grants is based on income and varies according to the average median income for each area.

<https://www.rd.usda.gov/programs-services/all-programs/single-family-housing-programs>

USDA Rural Development – Summary of Major Programs: A summary document that catalogs the more than 40 programs USDA has to support rural America, including telecommunications, electric, community facilities, water and environment, business and cooperative programs, and single and multi-family housing programs.

[https://www.rd.usda.gov/files/RD\\_ProgramMatrix.pdf](https://www.rd.usda.gov/files/RD_ProgramMatrix.pdf)

USDA Rural Development – Telecom Programs: Loans and grants to build and expand broadband networks in eligible rural areas. Loans build broadband networks and deliver service to rural households and businesses and provide capital for rural telecommunications companies and broadband providers. Grants are reserved for communities with the highest need.

<https://www.rd.usda.gov/programs-services/all-programs/telecom-programs>

USDA Rural Development – Water and Waste Disposal Loan and Grant Programs: Provides funding for clean and reliable drinking water systems, sanitary sewage disposal, sanitary solid waste disposal, and storm water drainage to households and businesses in eligible rural areas.

<https://www.rd.usda.gov/programs-services/water-waste-disposal-loan-grant-program>

U.S. Small Business Administration (SBA): Created in 1953, SBA helps small business owners and entrepreneurs pursue the American dream. The SBA is the only cabinet-level federal agency fully dedicated to small businesses and provides counseling, capital, and contracting expertise as the nation's only go-to resource and voice for small businesses. If you need access to capital to help you achieve your business goals, the SBA offers various funding programs for all business types. Whether you need to create a successful business plan, get

expert advice on expanding your business, or train your team, SBA's resource partner network is here to help!

- For Funding Programs: <https://www.sba.gov/funding-programs>
- For Local Assistance visit: <https://www.sba.gov/local-assistance/find?address=87107&pageNumber=1>

## Non-Federal Funding and Technical Assistance

AARP Community Challenge Grants: These grants fund projects that help communities make immediate improvements and jump-start long-term progress towards livability for people of all ages in communities across the nation. 2019 projects were designed to create vibrant public places, demonstrate the tangible value of "Smart Cities," deliver a range of transportation and mobility options, and/or support the availability of a range of housing choices.

<https://www.aarp.org/livable-communities/community-challenge/>

Blue Zones – Made to Move: The Made to Move program is a competitive funding opportunity created to assist communities in advancing active transportation through local project development, implementation, and supporting policies. With the ultimate goal of promoting more walkable, bikeable, transit-friendly environments for all ages, incomes, and abilities, this funding opportunity will be awarded to five mid-sized communities in the United States. Each community will receive \$100,000 plus technical assistance from the Blue Zones, LLC, built environment team.

<https://www.bluezones.com/made-to-move/>

Causality Brand Grant: Causality offers both full (pro bono) and matching (partial, funding requirement of 50 percent) service grants to nonprofits for brand marketing and creative services such as brand assessment and development, identity design or logo refresh, marketing materials, marketing campaign development, website design and build, digital/social media graphics, and more.

<https://www.causalitybrandgrant.com/>

Community Transportation Association of America – Rural Passenger Transportation Technical Assistance Program: Funded by USDA Rural Development, this program helps rural communities enhance economic growth and development by improving transportation services. The program provides planning assistance for facility development, transit service improvements and expansion, new system start-up, policy and procedure development, marketing, transportation coordination, training, and public transit problem-solving activities.

<https://ctaa.org/rural-tribal-passenger-transportation-technical-assistance/>

GrantWatch: A website listing thousands of current grants, funding opportunities, awards, contracts and archived grants.

<https://www.grantwatch.com/>

KaBoom! Playground Grants: Several KaBoom! grants support the development of playgrounds in communities.

<https://kaboom.org/grants>

National Main Street Center, Trail-Oriented Economic Development Technical Services: The National Main Street Center provides a suite of technical services to support main street revitalization professionals in developing comprehensive, trail-oriented economic development plans. Available through a number of delivery models including one-day in-state workshops, one-day in-community technical assessments and plan development, and webinars.

<https://americawalks.org/wp-content/uploads/2017/05/NMSC-Trail-Oriented-Development-Flyer.pdf>

National Recreation and Park Association (NRPA): NRPA provides information about grant and fundraising opportunities that are available for park and recreation agencies and affiliated friends groups and 501(c)(3) nonprofits.

<https://www.nrpa.org/our-work/Grant-Fundraising-Resources/>

People for Bikes: The People for Bikes Community Grants Program provides funding for important projects that build momentum for bicycling in communities across the U.S. These projects include bike paths and rail trails, as well as mountain bike trails, bike parks, BMX facilities, and large-scale bicycle advocacy initiatives. Grant cycles are 1-2 per year and are up to \$10,000.

<https://www.peopleforbikes.org/grant-guidelines>

Rails-to-Trails Conservancy: This website lists many federal, state, and local government funding mechanisms, as well as grants, partnerships, and other creative funding methods available for trail building – for acquisition and maintenance.

<https://www.railstotrails.org/build-trails/trail-building-toolbox/funding/acquisition-funding/>  
<https://www.railstotrails.org/build-trails/trail-building-toolbox/funding/maintenance-funding/>

The Conservation Alliance: The Conservation Alliance Grants Program seeks to protect threatened wild places throughout North America for their habitat and recreational values. These grants are given to registered 501(c)(3) nonprofit organizations working to protect the special wild lands and waters in their backyards. While these funds are often for protecting land, they have been utilized for providing pedestrian access to wild lands, which includes trail development.

<http://www.conservationalliance.com/grants/>

U.S. Endowment for Forestry and Communities – Innovative Finance for National Forests Grant Program: This grant program, developed in partnership with the USDA Forest Service National Partnership Office and the National Forest Foundation, develops, refines, and scales tools, templates, and approaches that direct private investment capital to improve the health of the National Forest System through projects that deliver environmental and social

outcomes and financial returns. Project activities may take place on the National Forest System; on adjacent state, private or tribal lands; or across boundaries provided outcomes contribute to the health of Forest Service ownership.

<http://www.ifnfgrants.org/>

### **State-Specific Funding and Technical Assistance**

Great Outdoors Colorado (GOCO): GOCO offers competitive grant programs for outdoor recreation and land conservation projects in the state of Colorado. Grant programs in 2021 included resilient communities grants for immediate COVID-19 pandemic relief efforts; conservation corps efforts; wetlands, river, and critical habitat restoration efforts; and generation wild to fund local coalitions, youth, and family programs. Programs anticipated for 2022 include many of the 2021 grants but also expand to include community impact grants for parks, trails, and schools; planning and capacity grants; and centennial program grants for high-value projects with lasting impacts.

<https://goco.org/grants>

Colorado Outdoor Recreation Grants Summary List: Colorado State Parks and Wildlife, in conjunction with the Colorado Parks and Recreation Association (CPRA), have researched and developed a grants list that provides recreation user groups, government agencies, and other affiliated outdoor recreation interests with readily available information on some of the more pertinent grant providers.

<https://cpw.state.co.us/aboutus/Pages/TrailsGrantsSummaryList.aspx>

Colorado Parks Foundation – A non-profit that provides grants to enhance parks across the State of Colorado that are awarded each year in May and November.

<http://www.coloradoparksfoundation.org/>



**City Council**  
**STAFF REPORT**  
**City of Glenwood Springs**  
**January 21, 2021**

**Agenda Item:** City Manager

**Action Requested:** None

**Department:** City Administration

**Presented By:** Debra Figueroa, City Manager

**Background Info:** City Manager is notifying Council of this approval.

**Issues:**

**Staff Recommendation:**

**CITY OF GLENWOOD SPRINGS**

101 West 8<sup>th</sup> Street  
Glenwood Springs, CO 81601  
(970) 384-6435 ~ Fax (970) 945-8582  
www.cogs.us

**NOISE REGULATION EXEMPTION REQUEST****TO:** DEBRA FIGUEROA, CITY MANAGER**DATE:** 01/04/2021**FROM:** Name of Applicant/Contractor: Mike Hoffman COGS/Insituform**Contact Name:** Mike Hoffman (Project Manager)**Mailing Address:** 2315 Wulfsohn Rd**City, State, Zip Code:** Glenwood Springs, CO 81601**Telephone Number:** 970-384-6343**Email Address:** mike.hoffman@cogs.us

Currently, the Municipal Code prohibits noise from construction equipment after 8:00 p.m. via the following code section:

**100.070.030 Noises prohibited.**

(1) Construction work. Any noise created by operating or causing to be operated any equipment (mechanical or non-mechanical, self-propelled or manually manipulated) used in construction, repair, alteration or demolition work on buildings, structures, streets, alleys or appurtenances at any time other than between the hours of 7:00 a.m. to 8:00 p.m. on Monday through Friday, and 8:00 a.m. to 6:00 p.m. on Saturday and Sunday. The City Manager is hereby authorized to issue a construction work noise permit allowing construction work noise to occur at a time other than the time set forth herein based on circumstances which necessitate such construction work. In the event the City Manager issues such a permit, the City Council shall be advised of such issuance at the next regular City Council meeting.

**PURPOSE OF REQUEST:** Contractor will be installing a liner to the 18" sanitary sewer line on the 27<sup>th</sup> St Bridge. A lane closure east bound will be required for an extended period so that the work can be performed.

**APPROVAL**

Pursuant to Municipal Code Section 100.070.030, **Applicant/Contractor Name:** Mike Hoffman (Project Manager) hereby requests temporary relief from the normal work hours of 7:00 a.m. to 8:00 p.m. on Monday through Friday, and 8:00 a.m. to 6:00 p.m. on Saturday and Sunday in order to conduct

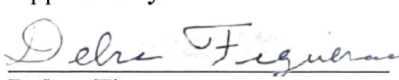
**Purpose of Request:** CIPP install \_\_\_\_\_ on \_\_\_\_\_

**Date(s):** ~~01/14/2021~~ 01/22/2021 - SBW between the hours of 6pm (AM/PM) and 6am (AM/PM)

Requested by:

  
Applicant's Signature1/4/2021  
Date

Approved by:

  
Debra Figueroa  
City Manager1/4/2021  
Date