



AGENDA
CITY OF GLENWOOD SPRINGS
REGULAR CITY COUNCIL MEETING
FEBRUARY 18, 2021
101 W. 8TH 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: Feb 18, 2021 03:15 PM Mountain Time (US and Canada)

Topic: 2021/02/18 Regular Council Meeting

Please click the link below to join the webinar:

<https://us02web.zoom.us/j/84148665520>

Or iPhone one-tap :

US: +16699006833,,84148665520# or +12532158782,,84148665520#

Or Telephone:

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

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

Webinar ID: 841 4866 5520

International numbers available: <https://us02web.zoom.us/j/84148665520>

WORK SESSION

- | | |
|------|---|
| 3:15 | 2. Tourism Promotion Board Interviews |
| 4:00 | 3. Transportation Commission/Transportation Demand Management |

EXECUTIVE SESSION

- | | |
|------|--|
| 5:00 | 4. Executive Session to discuss the purchase, acquisition, lease, transfer, or sale of any real, personal, or other property interest. 24-6-402 4(a) C.R.S. More specifically the lease renewal of the property at 2205 Grand Ave. |
|------|--|

REGULAR SESSION

- | | |
|------|-------------------------|
| 6:15 | 5. Roll Call |
| | 6. Pledge of Allegiance |
| | 7. Council Comments |

8. Agenda Changes & Conflicts
9. Citizens Appearing Before Council (for items not on the Agenda-comments limited to 3 minutes)
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. There will be no separate discussion on these items unless a Council Member or Audience Member so requests.

- A. Approval of Minutes from February 4, 2021 Meeting

ACTIONS AND/OR PRESENTATIONS

- | | |
|-------|--|
| 6:30 | 11. South Midland Progress Report |
| 6:45 | 12. Sustainable Strategies Contract Renewal |
| 7:00 | 13. Compensation Study Update |
| 7:15 | 14. Resolution 2021 - 4, Authorizing and Supporting the Application for a 2021 emergency solutions grant from the Colorado DOLA Office of Homeless Initiatives in the amount of \$300,000. |
| 8:00 | 15. Ordinance No. 1, Series 2021, Adopting Inclusionary Zoning for Affordable Housing |
| 8:45 | 16. Planning File 01-21, Section 070.140.120, Voluntary Deed Restriction Program Code Revision |
| 9:15 | 17. Blake Street Configuration |
| 9:50 | 18. Tourism Promotion Board Appointments |
| 10:00 | 19. Report from City Administration |
| | A. City Manager |
| | B. City Attorney |
| | C. Correspondence Incoming/Outgoing |
| 10:10 | 20. Adjournment |



City Council
STAFF REPORT
City of Glenwood Springs
February 18, 2021

Agenda Item: Tourism Promotion Board Interviews

Action Requested: Interviews for the Tourism Promotion Board.

Department: City Administration

Presented By: Debra Figueroa, City Manager

Background Info: **There are 4 open seats and 6 candidates for the Tourism Promotion Board:**

- Taylor James
- Mike Mercatoris
- Lindsay Ball
- Suzanne Emery
- Patrick Drake (re-applying)
- Heather Montross-Cowan

Continuing as Board members:

- Nancy Heard
- John Goss
- Scott Dyer
- Kristina Clary
- Sharon Brady

Issues: N/A

Staff Recommendation: N/A

Tourism Promotion Board Application

Thank you for your interest and time commitment in serving your community. Please complete all questions on this application.

Personal Information

1. Name *

Taylor James

2. Home Address *

41 Red Cloud Court, New Castle, CO 81647

3. Mailing Address *

41 Red Cloud Court, New Castle, CO 81647

4. Home Phone *

(970) 366-0361

5. Work Phone *

(970) 928-3766

6. Mobile Phone *

(970) 366-0361

7. Email Address *

tjames@hotelcolorado.com

8. Occupation *

Marketing Manager at Hotel Colorado

Membership Qualifications

9. You must qualify as one of the options below to serve on the Tourism Promotion Board. Please select the option that applies to you. *

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

10. Please explain here how you are qualified: *

I believe I am qualified to serve on the Tourism Promotion Board through my position as Marketing Manager at Hotel Colorado, which I have held for the past two years. I have a vested interest in the success of Glenwood Springs' tourism as a 5 generation, lifetime local and have many friends and family members with tourism-based businesses in town. Additionally, I grew up working at my family's business, Gran Farnum Printing, where I learned all aspects of marketing.

Personal and Professional Interests

11. Why are you interested in serving on the Tourism Promotion Board? *

I am interested in serving on the Tourism Promotion Board because I am passionate about my belief that tourism in Glenwood Springs is vital for the longevity of our community and provides a platform for local businesses to thrive. Glenwood Springs made an early impression being built off the ideals of a healing retreat for visitors around the globe and has maintained that for well over a decade. I believe I can provide a valuable role in assisting in the continued growth of our tourism.

12. What do you view as your role if selected as a member to the Tourism Promotion Board? *

If selected as a member to the Tourism Promotion Board, I would view my role as a lifelong local with specific interests in continuing to find new and innovative ways to attract and sustain tourism within Glenwood Springs.

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

I have earned a bachelor's degree in communications from Grand Canyon University and I am the current Marketing Manager for Hotel Colorado, for which I handle all marketing, advertising, and public relations.

14. Do you have tourism industry experience or skills? *

Yes.

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

I was strategically involved in developing and implementing Hotel Colorado's COVID-19 closure and re-opening plan. This required messaging that would garner community support while not alienating any portion of the community.

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

Yes. If I were to be chosen to serve on the Tourism Promotion Board, I understand that any decisions made would reflect on not only myself but the City and therefore must be made by considering all factors as well as the best interest and safety of our community and visitors.

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

No.

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

I have previous and ongoing experience working with the Glenwood Springs Events Committee put together by Tara Harman.

19. Please select today's date. *

1/15/2021



20. Have you served on the Tourism Promotion Board before? *

☒ No

☐ Yes

Powers and Duties of the Tourism Promotion Board

(as defined in Title 020 of the Glenwood Springs Municipal Code)

(m) Tourism Promotion Board. The powers and duties of the Tourism Promotion Board shall be:

- (1) To investigate, study and report to the City Council:
 - a. All matters concerning tourism marketing and promotion that pertain to the benefit of Glenwood Springs and the area within the 81601 postal zip code, and
 - b. Other matters concerning the subject of tourism marketing and promotion which may be pertinent to the benefit of the City and the area within the 81601 postal zip code.
 - (2) To coordinate with City Staff, Community Organizations, Community Businesses, and other Boards and commissions, when applicable to efficiently market and promote tourism to the benefit of Glenwood Springs and the area within the 81601 postal zip code.
 - (3) To, at its discretion, and in addition to initiatives that directly market and promote features and attractions within the City and the area within the 81601 postal zip code, market and promote the geographical proximity of Glenwood Springs to other features and attractions outside of the 81601 postal zip code in ways that could reasonably be expected to benefit the City.
 - (4) To establish rules of procedure and order for the Board to follow.
 - (5) To review tourism marketing plans; to set tourism marketing goals, to determine the methods to accomplish and measure success in accomplishing those goals; to determine the appropriate staff and marketing contractor(s)/vendor(s) resources needed; to recommend to the City Council an annual tourism marketing budget; to recommend, to the City Council, award of contract(s) for the best candidate for contract staff and marketing contractor(s)/vendor(s) ,deemed necessary, based upon an approved Request for Proposal, Request for Qualification or other process; and to provide oversight of performance of contract staff and marketing vendor(s)/contractor(s) contract terms to ensure the efficient and effective implementation of the marketing goals and to report problems with performance to City Council.
 - (6) To meet with the City Council on an annual basis, or as often as requested by the City Council, to identify marketing priorities of the City.
 - (7) To complete all other duties as may be directed by City Council.
-

Appointment, Removal, Term and Vacancies of Boards and Commissions

Glenwood Springs, CO Municipal Code 020.020.040

- (a) Appointment and term of members. Except as otherwise provided, all appointments to the boards and commissions shall be by the City Council for terms of three (3) years each, and each member shall serve until his/her successor is appointed and takes office; provided, however, that the initial terms of

office may be shortened by the City Council so as to provide overlapping terms of office. Appointments shall expire the day before the first regular meeting of the City Council in each month according to the following schedule:

(1) February:

Planning and Zoning Commission;
Finance Advisory Board;
Tourism Promotion Board;
Building Board of Appeals.

(2) March:

Transportation Commission;
Arts and Culture Board;
Parks and Recreation Commission;
Airport Board;
River Commission.

(3) April:

Local Liquor Licensing Authority;
Victim's Witnesses Assistance and Law Enforcement Board;
Historic Preservation Commission;
Glenwood Springs Housing Commission.

(b) Alternate members. The City Council at its discretion may appoint up to three (3) persons as alternate members for each board or commission. If a regular member of a board or commission is to be absent from a meeting, the presiding officer for the meeting may select an alternate member to fill such absence and to attend and serve at the meeting. The alternate member may exercise all powers at the meeting which the absent regular member could exercise, and the alternate's powers and privileges shall terminate at the end of the meeting attended. The presiding officer may at his/her discretion select the same alternate to serve at successive meetings in the absence of any member.

(c) Limit to term of members. Unless it is deemed vital by the City Council that an appointed member of a board or commission be retained in office, each member shall be replaced after having served for six (6) years on a board or commission; however, nothing in this subsection shall be construed to prevent the appointment of a member to a new term where, at the expiration of his/her current term, he/she will have served for less than six (6) years.

(d) Removal of members. All appointed members of a board or commission shall be subject to removal, at any time, by the City Council. In the event an appointed member of a board or commission ceases to qualify for membership, his or her appointment is immediately terminated.

(e) Vacancies. The City Council shall fill all vacancies on boards and commissions by appointment for the unexpired term.

(Code 1971 §§ 2-63, 2-64, 2-67; 6-95 § 1; 10-07 § 2; Ord. No. 9-2018 , § 2, 4-20-2018)

Tourism Promotion Board Application

Thank you for your interest and time commitment in serving your community. Please complete all questions on this application.

Personal Information

1. Name *

Mike Mercatoris

2. Home Address *

139 Arapahoe Carbondale CO, 81623

3. Mailing Address *

139 Arapahoe Carbondale CO, 81623

4. Home Phone *

970 618 7092

5. Work Phone *

970 618 7092

6. Mobile Phone *

970 618 7092

7. Email Address *

mmercatoris@sliferrfv.com

8. Occupation *

Restaurant owner and Real Estate.

Membership Qualifications

9. You must qualify as one of the options below to serve on the Tourism Promotion Board. Please select the option that applies to you. *

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

10. Please explain here how you are qualified: *

I am the restaurant/real estate rep on the Glenwood Chamber Board.

Personal and Professional Interests

11. Why are you interested in serving on the Tourism Promotion Board? *

Glenwood is an amazing town and I love interacting with the people who come to visit.

12. What do you view as your role if selected as a member to the Tourism Promotion Board? *

Listen and advise.

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

Yes

14. Do you have tourism industry experience or skills? *

Yes

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

To many to get into.

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

Yes.

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

no more than anyone else.

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

Chamber board.

19. Please select today's date. *

1/14/2021



20. Have you served on the Tourism Promotion Board before? *

☒ No

☐ Yes

Powers and Duties of the Tourism Promotion Board

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b. Other matters concerning the subject of tourism marketing and promotion which may be pertinent to the benefit of the City and the area within the 81601 postal zip code.

(2) To coordinate with City Staff, Community Organizations, Community Businesses, and other Boards and commissions, when applicable to efficiently market and promote tourism to the benefit of Glenwood Springs and the area within the 81601 postal zip code.

(3) To, at its discretion, and in addition to initiatives that directly market and promote features and attractions within the City and the area within the 81601 postal zip code, market and promote the geographical proximity of Glenwood Springs to other features and attractions outside of the 81601 postal zip code in ways that could reasonably be expected to benefit the City.

(4) To establish rules of procedure and order for the Board to follow.

- (5) To review tourism marketing plans; to set tourism marketing goals, to determine the methods to accomplish and measure success in accomplishing those goals; to determine the appropriate staff and marketing contractor(s)/vendor(s) resources needed; to recommend to the City Council an annual tourism marketing budget; to recommend, to the City Council, award of contract(s) for the best candidate for contract staff and marketing contractor(s)/vendor(s) ,deemed necessary, based upon an approved Request for Proposal, Request for Qualification or other process; and to provide oversight of performance of contract staff and marketing vendor(s)/contractor(s) contract terms to ensure the efficient and effective implementation of the marketing goals and to report problems with performance to City Council.
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 - (7) To complete all other duties as may be directed by City Council.
-

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Tourism Promotion Board;
Building Board of Appeals.

(2) March:

Transportation Commission;
Arts and Culture Board;
Parks and Recreation Commission;
Airport Board;
River Commission.

(3) April:

Local Liquor Licensing Authority;

Victim's Witnesses Assistance and Law Enforcement Board;
Historic Preservation Commission;
Glenwood Springs Housing Commission.

(b) Alternate members. The City Council at its discretion may appoint up to three (3) persons as alternate members for each board or commission. If a regular member of a board or commission is to be absent from a meeting, the presiding officer for the meeting may select an alternate member to fill such absence and to attend and serve at the meeting. The alternate member may exercise all powers at the meeting which the absent regular member could exercise, and the alternate's powers and privileges shall terminate at the end of the meeting attended. The presiding officer may at his/her discretion select the same alternate to serve at successive meetings in the absence of any member.

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(Code 1971 §§ 2-63, 2-64, 2-67; 6-95 § 1; 10-07 § 2; Ord. No. 9-2018 , § 2, 4-20-2018)

Tourism Promotion Board Application

Thank you for your interest and time commitment in serving your community. Please complete all questions on this application.

Personal Information

1. Name *

Lindsay Ball

2. Home Address *

701 Westbank Rd Glenwood Springs CO 81601

3. Mailing Address *

701 Westbank Rd Glenwood Springs CO 81601

4. Home Phone *

970-319-9232

5. Work Phone *

970-945-3338

6. Mobile Phone *

970-319-9232

7. Email Address *

lball@hotspringspool.com

8. Occupation *

Resort General Manager at Glenwood Hot Springs Resort

Membership Qualifications

9. You must qualify as one of the options below to serve on the Tourism Promotion Board. Please select the option that applies to you. *

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

10. Please explain here how you are qualified: *

Incredibly important to have hoteliers represented for accommodations tax awareness.

Personal and Professional Interests

11. Why are you interested in serving on the Tourism Promotion Board? *

While new to my position at the Glenwood Hot Springs Resort, I grew up here. I learned how to swim in this pool. This community is incredibly important to me and I feel I have a unique perspective having seen it evolve over the years. I would very much appreciate the opportunity to collaborate with and learn from the minds that make up this board. I also feel very strongly that GHRS should have a seat at the table considering our contribution to tourism not only in Glenwood but across the state and the country.

12. What do you view as your role if selected as a member to the Tourism Promotion Board? *

My role will be to represent the people I work with, the people I work for and the people of this community to the best of my abilities. I look am looking to strengthen relationships amongst businesses through honest and open dialogue as well as thoughtful action dedicated to positive growth. Another major role will be to learn and observe while participating. Personal growth while on this board will be of the utmost importance.

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

I do not have significant experience in these areas however I am certain being a member of this board will give me the opportunity to gain an excellent foundation.

14. Do you have tourism industry experience or skills? *

I have been working in the hospitality industry for over a decade. I have spent time in multiple different hotels in Colorado, Washington State and abroad in Chile. I have worked for 3, 4 and 5 star properties ranging in size from 92 to 600 rooms. I have a wealth of operational experience dedicated to providing exceptional guest service.

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

Most recently myself and my team at the resort decided to forgo our annual NYE party which has been a community highlight for years. We firmly believed for the health, safety and wellbeing of our community, guests and employees it was in the best interest to keep our normal hours. This of was our way of remaining committed to stop the spread of COVID19 through action.

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

Absolutely

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

No

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

I was on Spring Board in Aspen CO for 2 years. The core mission of this board is to develop high potential philanthropic leaders of our generation through advancement of education from Aspen to Parachute. Continued education of our Board Members allows us to identify and educate our peers about needs of our community within the scope of education and give them the opportunity to contribute to notable causes. Additionally a key goal of Spring Board is to build networks and community partnerships to create collective impact. Board Members will be community mentors, Capstone experts, and seek mentorship.

19. Please select today's date. *

1/14/2021



20. Have you served on the Tourism Promotion Board before? *

☒ No

☐ Yes

Powers and Duties of the Tourism Promotion Board

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b. Other matters concerning the subject of tourism marketing and promotion which may be pertinent to the benefit of the City and the area within the 81601 postal zip code.

(2) To coordinate with City Staff, Community Organizations, Community Businesses, and other Boards and commissions, when applicable to efficiently market and promote tourism to the benefit of Glenwood Springs and the area within the 81601 postal zip code.

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(6) To meet with the City Council on an annual basis, or as often as requested by the City Council, to identify marketing priorities of the City.

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(2) March:

Transportation Commission;
Arts and Culture Board;
Parks and Recreation Commission;
Airport Board;
River Commission.

(3) April:

Local Liquor Licensing Authority;
Victim's Witnesses Assistance and Law Enforcement Board;
Historic Preservation Commission;
Glenwood Springs Housing Commission.

(b) Alternate members. The City Council at its discretion may appoint up to three (3) persons as alternate members for each board or commission. If a regular member of a board or commission is to be absent from a meeting, the presiding officer for the meeting may select an alternate member to fill such absence and to attend and serve at the meeting. The alternate member may exercise all powers at the meeting which the absent regular member could exercise, and the alternate's powers and privileges shall terminate at the end of the meeting attended. The presiding officer may at his/her discretion select the same alternate to serve at successive meetings in the absence of any member.

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(Code 1971 §§ 2-63, 2-64, 2-67; 6-95 § 1; 10-07 § 2; Ord. No. 9-2018 , § 2, 4-20-2018)

Tourism Promotion Board Application

Thank you for your interest and time commitment in serving your community. Please complete all questions on this application.

Personal Information

1. Name *

Suzanne Emery

2. Home Address *

604 W Columbia Court Glenwood Springs, CO 81601

3. Mailing Address *

Same

4. Home Phone *

970.390.9004

5. Work Phone *

970.945.4228 x 154

6. Mobile Phone *

970.390.9004

7. Email Address *

lovin_liif@msn.com

8. Occupation *

Sales

Membership Qualifications

9. You must qualify as one of the options below to serve on the Tourism Promotion Board. Please select the option that applies to you. *

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

10. Please explain here how you are qualified: *

I have lived in Glenwood Springs since 1987. I have worked for and with tourist related businesses from Aspen/Snowmass to Glenwood to Vail/BC since 1991. Currently I work directly with travel industry key players within all of these markets as well as Summit County and Glenwood west to Grand Junction. I am a member of ACRA, Basalt Chamber, Carbondale Chamber of Commerce, Glenwood Chamber, Vail Valley Partners, Gypsum Chamber, and Western Colorado Chamber of Commerce. I am also a member of Glenwood Springs Citizens Alliance. I am an active and proud member of this community. My knowledge of the tourist industry is vast. I understand trends, the seasonality of local business, and how success in tourism is based on efforts, collaboration and cooperation from all within the community and region as a whole. There are so many different business types that must work together (ie transportation, hospitality, attractions, activities, restaurants, entertainment, destination marketing, etc) to provide guests with their best experience so that, ultimately, they want to come back and they want to tell others to come here as well. I checked two of the boxes above. I currently work for Glenwood Caverns and Iron Mountain Hot Springs. I am not an owner nor manager so my financial interest is only based on successful growth of the businesses. Which one of the two above apply in that scenario was not clear to me. I believe my contributions to this board would be substantial. My knowledge of tourism in Glenwood Springs runs deep but I'm also well connected and understand tourism throughout the region. With that knowledge I would help Glenwood Springs make the best spend, with high ROI on their tourism dollar.

Personal and Professional Interests

11. Why are you interested in serving on the Tourism Promotion Board? *

I have decades of experience in the tourism business locally. My contributions would be substantial and on point. I want to be a part of driving Glenwood Springs forward as a must-visit destination! I want to be a part of Glenwood Springs' economic success. I believe tourism serves as a substantial driver in that economic success.

12. What do you view as your role if selected as a member to the Tourism Promotion Board? *

To work with the board to make sure all trends and circumstances are considered when determining best practice, direction and placement of tourism dollars.

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

Yes. I have been in Sales & Marketing for over 25 years.

14. Do you have tourism industry experience or skills? *

My many years of experience and my many skills include understanding the inner-workings of the tourism industry throughout Western Colorado. Each market is different. I can bring an understanding of regional strengths and challenges to the board to aid in best decisions for Glenwood Springs.

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

I decided to be a part of Glenwood Springs Citizens' Alliance because the majority of local opinion opposes the expansion of the mine up Transfer Trail. My opinion was in that majority, I am in agreement with the public opinion and want to do something to support opposition.

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

Yes.

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

No.

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

I have worked with the Glenwood Springs Citizens' Alliance from the days of its inception. Though not a member of the board, I have consistently worked closely with the board. I have been active in generating donations, promoting and executing events, and communication.

19. Please select today's date. *

1/12/2021



20. Have you served on the Tourism Promotion Board before? *

☒ No

☐ Yes

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b. Other matters concerning the subject of tourism marketing and promotion which may be pertinent to the benefit of the City and the area within the 81601 postal zip code.

(2) To coordinate with City Staff, Community Organizations, Community Businesses, and other Boards and commissions, when applicable to efficiently market and promote tourism to the benefit of Glenwood Springs and the area within the 81601 postal zip code.

(3) To, at its discretion, and in addition to initiatives that directly market and promote features and attractions within the City and the area within the 81601 postal zip code, market and promote the geographical proximity of Glenwood Springs to other features and attractions outside of the 81601 postal zip code in ways that could reasonably be expected to benefit the City.

(4) To establish rules of procedure and order for the Board to follow.

(5) To review tourism marketing plans; to set tourism marketing goals, to determine the methods to accomplish and measure success in accomplishing those goals; to determine the appropriate staff and marketing contractor(s)/vendor(s) resources needed; to recommend to the City Council an annual tourism marketing budget; to recommend, to the City Council, award of contract(s) for the best candidate for contract staff and marketing contractor(s)/vendor(s), deemed necessary, based upon an approved Request for Proposal, Request for Qualification or other process; and to provide oversight of performance of contract staff and marketing vendor(s)/contractor(s) contract terms to ensure the efficient and effective implementation of the marketing goals and to report problems with performance to City Council.

(6) To meet with the City Council on an annual basis, or as often as requested by the City Council, to identify marketing priorities of the City.

(7) To complete all other duties as may be directed by City Council.

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Glenwood Springs, CO Municipal Code 020.020.040

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Finance Advisory Board;
Tourism Promotion Board;
Building Board of Appeals.

(2) March:

Transportation Commission;
Arts and Culture Board;
Parks and Recreation Commission;
Airport Board;
River Commission.

(3) April:

Local Liquor Licensing Authority;
Victim's Witnesses Assistance and Law Enforcement Board;
Historic Preservation Commission;
Glenwood Springs Housing Commission.

(b) Alternate members. The City Council at its discretion may appoint up to three (3) persons as alternate members for each board or commission. If a regular member of a board or commission is to be absent from a meeting, the presiding officer for the meeting may select an alternate member to fill such absence and to attend and serve at the meeting. The alternate member may exercise all powers at the meeting which the absent regular member could exercise, and the alternate's powers and privileges shall terminate at the end of the meeting attended. The presiding officer may at his/her discretion select the same alternate to serve at successive meetings in the absence of any member.

(c) Limit to term of members. Unless it is deemed vital by the City Council that an appointed member of a board or commission be retained in office, each member shall be replaced after having served for six (6) years on a board or commission; however, nothing in this subsection shall be construed to prevent the appointment of a member to a new term where, at the expiration of his/her current term, he/she will have served for less than six (6) years.

(d) Removal of members. All appointed members of a board or commission shall be subject to removal, at any time, by the City Council. In the event an appointed member of a board or commission ceases to qualify for membership, his or her appointment is immediately terminated.

(e) Vacancies. The City Council shall fill all vacancies on boards and commissions by appointment for the unexpired term.

(Code 1971 §§ 2-63, 2-64, 2-67; 6-95 § 1; 10-07 § 2; Ord. No. 9-2018 , § 2, 4-20-2018)

Tourism Promotion Board Application

Thank you for your interest and time commitment in serving your community. Please complete all questions on this application.

Personal Information

1. Name *

Patrick Drake

2. Home Address *

1721 Bennett Ave. Glenwood Springs, CO 81601

3. Mailing Address *

Same as above

4. Home Phone *

970-379-1288

5. Work Phone *

970-945-6605

6. Mobile Phone *

970-379-1288

7. Email Address *

patrick@blueskyadventure.com

8. Occupation *

Co-Owner of Blue Sky Adventures, Canyon Bikes, & Colorado Overlander Snowmass Ski Patrol

Membership Qualifications

9. You must qualify as one of the options below to serve on the Tourism Promotion Board. Please select the option that applies to you. *

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

10. Please explain here how you are qualified: *

- For the past 3 years, I have held a position and been an active member on the Tourism Promotion Board. - For nearly 15 years, I have been the co-owner of multiple tourism based business. All of these business are located in Glenwood Springs. - I am a lifetime resident of Glenwood Springs.

Personal and Professional Interests

11. Why are you interested in serving on the Tourism Promotion Board? *

I am interested in serving on the Tourism Promotion Board because I believe tourism in Glenwood Springs provides, and will continue to provide, a healthy, rewarding and sustainable future for our visitors, our citizens, and our community as a whole.

12. What do you view as your role if selected as a member to the Tourism Promotion Board? *

I would like to continue my role as being a contributing member of the Tourism Promotion Board. I view my role as an advisor who aids in decision making specific to the promotion of tourism within the City of Glenwood Springs.

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

I have the experience of serving on the Tourism Promotion Board for the past three years. Additionally, as co-owner of Blue Sky Adventures, Canyon Bikes, and Colorado Overlander, I directly oversee all marketing, advertising and public relation aspects of each business.

14. Do you have tourism industry experience or skills? *

Yes.

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

I have multiple experiences through my business ownership, but I have also gained valuable knowledge and experience over the past three years while serving on the Tourism Promotion Board. I realize that decisions must be made entirely on facts and constantly aware of what is best for the City as a whole, free of public opinion or bias.

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

Yes. As stated above, I fully understand that decisions must be made entirely on facts and in an unbiased manner.

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

No.

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

Tourism Promotion Board Member: 2018-current Snowmass Patrol Foundation President: 2012-current Shoshone Partnership: 2017-2019

19. Please select today's date. *

12/29/2020



20. Have you served on the Tourism Promotion Board before? *

☐ No

☒ Yes

Reappointment Applicants

21. Why do you think you should be reappointed? *

Over the past three years, I have gained important knowledge and a historical perspective that is valuable. I am a contributing member that has worked well with all staff and board members. I

continue to have a desire to contribute and assist in making Glenwood Springs a truly wonderful place for our citizens and visitors.

22. How many terms have you served on the Tourism Promotion Board? *

One.

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approved Request for Proposal, Request for Qualification or other process; and to provide oversight of performance of contract staff and marketing vendor(s)/contractor(s) contract terms to ensure the efficient and effective implementation of the marketing goals and to report problems with performance to City Council.

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Tourism Promotion Board;
Building Board of Appeals.

(2) March:

Transportation Commission;
Arts and Culture Board;
Parks and Recreation Commission;
Airport Board;
River Commission.

(3) April:

Local Liquor Licensing Authority;
Victim's Witnesses Assistance and Law Enforcement Board;
Historic Preservation Commission;
Glenwood Springs Housing Commission.

(b) Alternate members. The City Council at its discretion may appoint up to three (3) persons as

alternate members for each board or commission. If a regular member of a board or commission is to be absent from a meeting, the presiding officer for the meeting may select an alternate member to fill such absence and to attend and serve at the meeting. The alternate member may exercise all powers at the meeting which the absent regular member could exercise, and the alternate's powers and privileges shall terminate at the end of the meeting attended. The presiding officer may at his/her discretion select the same alternate to serve at successive meetings in the absence of any member.

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(Code 1971 §§ 2-63, 2-64, 2-67; 6-95 § 1; 10-07 § 2; Ord. No. 9-2018 , § 2, 4-20-2018)

Tourism Promotion Board Application

Thank you for your interest and time commitment in serving your community. Please complete all questions on this application.

Personal Information

1. Name *

Heather Montross-Cowan

2. Home Address *

1017 Walz Ave Glenwood Springs, CO 81601

3. Mailing Address *

1017 Walz Ave Glenwood Springs, CO 81601

4. Home Phone *

970-690-1564

5. Work Phone *

970-404-3022

6. Mobile Phone *

970-690-1564

7. Email Address *

heather@raftdefiance.com

8. Occupation *

Co-owner of Defiance Rafting Company, Licensed Clinical Social Worker, Adjunct Faculty at Colorado Mountain College.

Membership Qualifications

9. You must qualify as one of the options below to serve on the Tourism Promotion Board. Please select the option that applies to you. *

- ☐ Two (2) representatives from tourism-related businesses located within the City
- ☐ Two (2) representatives from lodging businesses located within the City
- ☐ One (1) representative from restaurant businesses located within the City
- ☐ One (1) representative from the Chamber Resort Association
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- ☒ One (1) resident having a financial interest in a business referenced in (A), (B) or (C) above

10. Please explain here how you are qualified: *

I qualify as both living as a resident within Glenwood Springs city limits as well as am co-owner of a tourism-based business (Defiance Rafting Company).

Personal and Professional Interests

11. Why are you interested in serving on the Tourism Promotion Board? *

Community engagement and involvement has always been a passion of mine and is what has contributed to my personal and professional journey of becoming a social worker and working in the tourism industry. For me, serving on the tourism board allows me to engage in the community as well as provides a platform for collaborating with other residents and business owners. Moreover, tourism supports the livelihood of my family and having a voice at the table provides an opportunity to promote the outdoor industries that surround this amazing community.

12. What do you view as your role if selected as a member to the Tourism Promotion Board? *

My role as a board member is to listen, learn, and collaborate with various entities and levels of the community. The role of a member is also to provide checks and balances while supporting all facets of the tourism industry. Growing up in Colorado, but being newer to this community, I feel that I am able to offer additional perspectives and views.

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

As an owner and operator of a tourist-based company in a competitive market, I work closely with our marketing and advertising team on all aspects of design that represent the Defiance brand. Also, I am involved in all daily operations and interact with tourist guests as well as community members and partners.

14. Do you have tourism industry experience or skills? *

Owning a business in the outdoor industry has provided me with experience working in the tourism industry. Additionally, being a resident of a tourist town inevitably results in promoting all assets of our community to guests of the area (i.e. shopping, dining, lodging, and outdoor recreating).

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

The most difficult decisions I have made related to public opinion and tourism has been surrounding our COVID-19 response. With varying degrees of comfort levels, we worked to implement our approved Garfield County protocols as well as State and CDC recommendations. With regulations shifting, we had to adjust while hosting guests from different areas of the country and different opinions on safety.

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

As a member of the tourism board, I do feel it is a responsibility to support the goal of the City as well as provide checks and balances on decisions and funding that impact the tourism industry. I believe members should help guide decisions made by the City and municipalities. I feel that I have the experience to collaborate and problem solve on issues that support the greater goals of the industry and benefits to our community. Therefore, I can align with plans that encompass the benefits of tourism for the community and ensure decision makers consider potential impacts to the industry as well.

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

As a board member, serving the community is a priority. I do not foresee any limitations to my ability to be a full functioning member of the tourism board.

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

As a professional social worker working in the nonprofit sector, I have been accountable to boards and commissions. This includes providing outcomes for programming, offering recommendations, and bringing the voices of the group to the table. Recently, I served as the PTA secretary for Glenwood Springs Elementary school and assisted in organizing fundraising events and building community.

19. Please select today's date. *

1/19/2021



20. Have you served on the Tourism Promotion Board before? *

☒ No

☐ Yes

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the meeting which the absent regular member could exercise, and the alternate's powers and privileges shall terminate at the end of the meeting attended. The presiding officer may at his/her discretion select the same alternate to serve at successive meetings in the absence of any member.

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City Council
STAFF REPORT
City of Glenwood Springs
February 18, 2021

Agenda Item: Transportation Commission/Transportation Demand Management

Action Requested: Review Transportation Commission Work Session Agenda

Direct staff to address these questions and issues:

1. Request that staff work with RFTA to provide answers to the MOVE Study questions posed in Attachment called 'Transportation Commission MOVE Questions'.
2. Address the questions raised in attachment '01-21-2021 TC MOVE Study Report -final', specifically:
 - The Transportation Commission recommends Council direct the City Manager to task staff to work with the consultants and RFTA to use the remaining MOVE funds to finalize specific components of the study that seem to be most promising; namely the parking management study and recommendations, and recommendations concerning optimizing RFTA's and the Ride GWS bus routes using existing transportation corridors
 - Empower staff, in collaboration with the Commission and City Council, to set TDM Target Traffic Levels, review available TDM techniques, and use historical data and consensus of local and regional partners to develop a roadmap for implementing TDM 4 strategies. (The Commission initially recommends TDM levels to be set so as to keep SH 82 volumes at 2019 levels (29,000 AADT at Exit 116 or 25,000 AADT S/O Blake))

Department: Engineering

Presented By: Terri Partch, City Engineer

Background Info: The Commission has been focused on providing input to the MOVE study. Specifically the Commission would like to look at possible options for the implementation of Transportation Demand Management (TDM) and parking management.

Members of the Transportation Commission include:

- Lee Barger
- Sandy Lowell
- Robert Gavrell
- Roger Poirier
- John Stephens
- Ralph Trapani
- Steve Smith
- Alternate Seat - VACANT

Issues: NA

Staff Recommendation: NA

Transportation Commission – City Council Work Session

February 18, 2021

Agenda

1) Introduce commission members, background and experience

2) 2020 activities and accomplishments

- refined commission's vision statement to
 - a) reduce growth in motor traffic volume and
 - b) make transportation an enhancement of community values
- commented on traffic/bicycle/pedestrian/transit components of Bell-Rippy development proposal; commented on options for Blake and Palmer avenues
- commented and actively engaged in MOVE study of BRT enhancements
- recommended bicycle-pedestrian improvements for design of South Midland
- organized commission members into three topical subcommittees to better focus on specific aspects of transportation improvements—transit, parking, bicycle-pedestrian
 - crafted draft transportation demand management initiative (TDM)
 - delivered annual review and update of recommendations for ranking small and large transportation capital projects
 - collaborated with city staff and councilmembers to increase commission's engagement and influence in transportation measures

3) Anticipated 2021 research and efforts

Major emphasis

- continue refining, and implementing, TDM initiative
- follow final stages of MOVE study; integrate with TDM initiative

Continuing services and initiatives

- update recommendations for small and large capital projects
- assist with producing comprehensive bicycle-pedestrian-trails master plan update; refine and prioritize maintenance and gap-filling priorities for same
- expand and refine recommendations for transit improvements
- expand and refine recommendations for parking improvements
- initiate discussion of commission serving as city council referral agency for select projects and proposals

4) Council questions, instructions, discussion

City of Glenwood Springs, Transportation Commission

Visioning Statement

The Transportation Commission strives to ensure its priorities at all times align with the Strategic Vision and Transportation Plan of the City of Glenwood Springs.

Relevant to transportation priorities, the City's Strategic Vision and goals include:

- Maintaining Glenwood Springs' small-town character;
- Developing, constructing, repairing and maintaining high quality infrastructure;
- Improving the city's transportation system to meet growing needs for circulation, access, safety and transit;
- Ensuring accessibility to recreation facilities and amenities;
- Opposing any threats to livability and the environment of our community; and
- Supporting local businesses to enhance economic success.

The City's Transportation Plan's strategic vision is to create a multi-modal transportation system that efficiently moves people and goods, enhances the quality of life, promotes economic vitality and preserves the historic community character that is Glenwood Springs.

The Transportation Commission prioritizes its efforts, and evaluates development / transportation proposals submitted to it for comment, according to each's capacity to further the following priorities:

- 1) Developing and maintaining a robust, integrated, user friendly transportation system for all modes of travel, serving the entire municipality of Glenwood Springs.
- 2) Reducing the impacts of commuter traffic on the resident individuals, businesses and cultural identity of Glenwood Springs.
- 3) Annually updating a proactive, equitable schedule for the repair, reconstruction, maintenance, signing and striping of existing streets.
- 4) Fostering and encouraging the use of emerging alternative mobility options including, but not limited to: cycling, e-bikes, electric vehicles, scooters, on-demand transit, ride-sharing, and efficient non-redundant bus & public transit options.
- 5) Encouraging the City's leadership in regional planning coordination efforts significant to the Roaring Fork and Grand Valley corridors.

Transportation Commission topical subcommittees 2020-21

Bicycle-Pedestrian



- new infrastructure
- repairs & maintenance
- fill route gaps
- integrate into projects
- connections (schools, transit)
- reduce motor-traffic growth
- motivations & incentives



Combined vision

- diversify travel options
- improve travel efficiency
- reduce traffic growth
- protect neighborhoods
- keep small-town character
- support commercial success
- enhance visitor experience

Transit



- expand local transit service
- local-regional integration
- reduce motor-traffic growth
- motivations & incentives



Parking



- convenience
- commercial access
- enhance transit connections
- e-vehicle charging
- motivations to use other modes



City of Glenwood Springs Transportation Commission

Written Requests for Information

From: The City of Glenwood Springs Transportation Commission

To: City Engineer & RFTA planning staff

Date: February 2, 2021

I. Support and assistance to the MOVE study.

The Transportation Commission seeks to be as helpful as possible in the final stages of the MOVE study of transit options for the through Glenwood Springs. To that end, the Commission has offered several recommendations during the course of the study so far, particularly regarding study sequence and interim transportation options. The Commission has also endorsed several preliminary proposals included in first phases of the MOVE study, particularly related to parking management and transit philosophy.

II. Outstanding questions for final study phase.

As the MOVE study completes its final phases, the Commission seeks to understand remaining outstanding and unanswered fundamental questions.

The Transportation Commission requests that RFTA and City of Glenwood Springs staff coordinate to answer the following questions, in writing, in time for the Commission to review the responses at its next regularly scheduled meeting in March, 2021.

A. BRT service route and frequency.

- Is RFTA's present intention to extend BRT service to West Glenwood, or just to downtown Glenwood as some materials suggest?
- If so, does that include all BRT buses currently terminating at 27th St. station? In other words, would the proposed frequency of such an extended BRT service to West Glenwood be the same as, or less than, the current frequency enjoyed by the 27th Street Station?
- Would selection of a preferred BRT route through Glenwood Springs affect BRT frequency?

B. Local bus service.

- The RFTA board recently approved asking the City Council of Glenwood Springs' approval for delaying RFTA's take-over of the Ride Glenwood service provided on Hwy 6 to the West Glenwood Mall, suggesting the delay will save money which can be directed to the 27th Street / Highway 82 underpass project. Has RFTA and the City engaged in any collaborative analysis on what the net savings could be if RFTA took over the Ride GWS service now (as was mandated by the 2018 GWS TOP), allowing the dedicated public transportation monies presently subsidizing Ride Glenwood service (i.e., sales tax funds for "public transportation") to be (1) directed to complete the shortfall for the 27th Street underpass project as soon as this year, and (2) made available for either enhanced Ride Glenwood opportunities and/or other TDM priorities identified by the Transportation Commission beginning as soon as next year?

- Has any analysis been undertaken as to what the route and frequency of service would be along Highway 6 when the RFTA's take-over of that route is finally implemented?

- What steps is RFTA taking toward exploring a move of the West Glenwood PNR station to West Glenwood Mall area, as suggested by the 2018 Transit Operations Plan for Glenwood Springs?

C. Passengers' origin/destination data.

- The RFTA 2014 Travel Patterns Study suggests that a large majority of commuter traffic from Rifle, Silt, and New Castle terminate in Glenwood Springs, with a smaller percent continuing up valley. Similarly, more current Hogback ridership data suggests the majority of eastbound Hogback riders terminate in Glenwood Springs. Does RFTA have more up-to-date origin/destination information? (*graphic attached*)

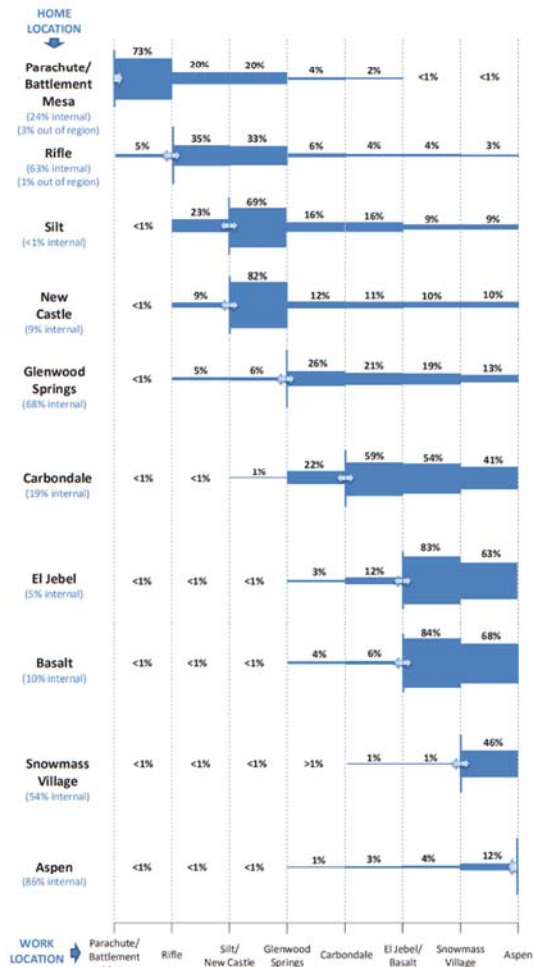
- What studies, if any, has RFTA undertaken to explore how bus service can be better targeted toward intercepting single occupancy vehicle traffic before it leaves New Castle or enters Glenwood downtown?

D. Next Steps.

- What are next steps in the MOVE study sequence that RFTA proposes be undertaken? When is the Study anticipated to be completed? What specific components of the study, if any, are being delegated to City of Glenwood Springs?

COMMUTE FLOWS

COMMUTE FLOWS BY HOME LOCATION



COMMUTING

Commute Flow Charts

The commute flow charts to the left describe the percent of commuters from a given home location that are commuting between each link in the road network between Parachute and Aspen. For example, 35% of workers living in Rifle commute up-valley, while 5% commute down-valley, and 63% commute within Rifle. Six percent commute past Glenwood Springs, with 3% commuting all the way to Aspen.

- The dominant commute flow is up-valley to the next regional job center in Rifle, Glenwood Springs or Aspen
- Most workers living in Parachute and Battlement Mesa work in Rifle
- Most workers living in Silt and New Castle work in Glenwood Springs
- Most workers living in Carbondale, El Jebel and Basalt work in Aspen or Snowmass
- Most workers living in Rifle, Glenwood Springs, Snowmass Village and Aspen work in their home community

Source: 2014 Employee/Resident Survey

DRAFT



City of Glenwood Springs Transportation Commission

MOVE Study Report and Transit Demand Management Model Guiding Principles and Recommendations

February 2021

I. Introduction.

The Transportation Commission is charged with the power and duty to “investigate, study and report to the City Council any and all matters concerning transportation issues which directly affect the City,” and to “investigate, study and report to the City Council on... forms of funding to assist in meeting the transportation needs of the City.” Muni. Code. 020.020.030(i)(1) & (4).

The City of Glenwood Springs, in partnership with RFTA, approved \$300,000 in funding for the MOVE Study in 2019 (the “Study”). The Study took place largely over 2020. Recently City staff and RFTA officials requested the City to commit to more and further funding to do more outreach and marketing surrounding the Study’s signature feature – building support for massive infrastructure project related to transit in downtown Glenwood Springs. The City declined to approve the request.

Though many of the Study’s goals are laudable, the Transportation Commission envisions the current MOVE alternative BRT alignment options to be potential long term solutions rather than immediate, mandatory goals to be met within the next twenty years. Rather than commit the City to one or more multi-million dollar infrastructure projects, the Commission believes more cost efficient, common sense Traffic Demand Management (“TDM”) strategies can be much more easily developed, finalized and implemented. The Transportation Commission believes that effective TDM strategies may reduce peak-hour traffic congestion in the City so effectively that multi-million dollar projects (such as building a busway on the Rio Grande Corridor or widening Grand Avenue, e.g.) may never be necessary. Indeed, that is the goal and the hope.

The Transportation Commission recommends Council direct the City Manager to task staff to work with the consultants and RFTA to use the remaining MOVE funds to finalize specific components of the study that seem to be most promising: namely the parking management study and recommendations, and recommendations

concerning optimizing RFTA's and the Ride GWS bus routes using existing transportation corridors. At the same time, the Commission urges Council to direct the City Manager to ask the consultants to abandon efforts to finalize plans for either a dedicated busway on the Rio Grande Corridor, or an expanded Grand Avenue, at this time. The forecast benefit in travel time for buses under either MOVE preferred transit corridor alternative is predicted to be minimal when compared against the anticipated cost of building and maintaining either.

The Transportation Commission further recommends that Council direct the City Manager to charge the City's Transit Planning and Development Lead ("Transportation Director") to work directly with the Commission to implement the Study's recommendations, as part of a broader TDM program that the Commission recommends the City embark upon, as outlined below.

Glenwood Springs is uniquely positioned, and incentivized, to lead significant regional TDM efforts affecting the Roaring Fork and Colorado River valleys, being at the intersection of both. Simply put, there is no other community or entity capable of steering the destiny of the traffic challenges facing Glenwood Springs than the City, itself.

The Commission therefore urges this Council to rise to the challenge of leadership and learn from the example of its upvalley neighbors to embrace proven TDM measures to mitigate the effect of commuter traffic with common sense approaches that do not required millions of dollars. The Commission believes that if the City will choose to embrace this opportunity, and implement a TDM model program now, it will offer the potential to provide the City immediate traffic relief, cost savings and revenue generation, all while enhancing the small town character and quality of life in Glenwood Springs hopefully for years to come.

II. The Transportation Commission's Traffic Demand Management Model.

A. Purpose and Theory.

Context – preservation of community values.

Glenwood Springs is a small community split by a Federal Interstate, a State Highway, two railway corridors, and two rivers, surrounded by mountains that hem it in on all sides. It also benefits from a great deal of seasonal tourist travel in no small part because of its small-town character and charm. Preserving this "charm," including its walkable downtown core areas and magnificent riparian corridors, is critical to all residents and to commerce.

Travel patterns.

Traffic in Glenwood Springs is increasing, and the population of the surrounding areas is expected to grow. Commuter patterns for the past few decades consist of a predominately one-way flow of traffic from downvalley areas to, or through, Glenwood, heading south in the morning, with a similar commuting wave heading north in the afternoon; current assumptions (accurately or inaccurately) suggest those patterns will continue at increased volume and intensity absent effective TDM strategies being implemented.

Recent data suggest the commuting traffic coming to Glenwood each morning is split roughly equally between travelers ending their trips in Glenwood and those traveling beyond. Limited data and anecdotal observations suggest Glenwood residents primarily commute within town, with some heading south in the morning, returning north in the evening.

Unique geography, unique opportunities.

The narrow corridor and other unique features and travel patterns of Glenwood Springs require unique solutions. Historically, the City has employed few or no transportation demand management (TDM) measures, such as paid / permitted parking, managed lanes, transit-priority traffic signals, and tourist-targeted transit solutions (e.g., shuttle services).

Location and design of bus stops along Grand Avenue could be better optimized. Varying fare structures could improve transit appeal. Smart-card type payment systems could allow for origin-destination trip data collection.

Finally, the city's generally narrow profile lends itself to safe, convenient bicycle and pedestrian travel for many local trips—commuting, school, shopping, appointments and tourism. Enhancing opportunities and facilities for those trips is important to reducing growth in motor traffic volumes.

Recent over-emphasis on high impact structural responses.

Recent proposals for addressing traffic congestion in Glenwood Springs have focused primarily on solutions that promote big “supply-based” infrastructure projects. Pursuit of costly infrastructure, without first attempting lower-impact “demand-based” measures, risks needlessly threatening the charm and character that makes Glenwood such a great place to live and tourist attraction.

B. Outline and Goals.

In light of all the above, the City of Glenwood Springs Transportation Commission urges Council to adopt a graduated approach to managing mobility and reducing traffic congestion, first utilizing all available inexpensive, flexible, proven TDM techniques, and relegating expensive, high impact projects (like highway widening and/or river corridor bypass routes) to long term status.

It should be feasible for the City's Transit Planning and Development Lead (“Transit Coordinator”), with the support of the Transportation Commission, to pursue “low hanging fruit” options to help reduce traffic and improve quality for life for residents and tourists alike, before more expensive giant infrastructure projects are contemplated. The Transportation Commission therefore recommends the City empower the Transit Coordinator to pursue the following solutions, in the following step-by-step approach.

Stage 1. Research & Design.

Empower Transit Coordinator, in collaboration with the Commission and City Council, to set TDM Target Traffic Levels, review available TDM techniques, and use historical data and consensus of local and regional partners to develop a roadmap for implementing TDM

strategies. (The Commission initially recommends TDM levels to be set so as to keep SH 82 volumes at 2019 levels (29,000 AADT at Exit 116 or 25,000 AADT S/O Blake)).

- Take advantage of expertise and enthusiasm from Transportation Commission.
- Empower the Transit Coordinator to work with City and regional agencies to refine and implement transportation demand management elements, with assistance from Transportation Commission members and other local expertise.
- Investigate and outline a higher enforcement / paid parking program downtown as recommended by the MOVE study consultants (potential source of revenue for TDM programs).
- Collect and synthesize immediately available data on traffic flow / transit use to inform Stage 2 planning (no new studies before beginning to take action), including review of existing data from the Grand Avenue bridge replacement experience.
- Maintain communication and coordination with Pitkin County / Aspen transportation managers on their entities' demonstrated TDM successes and difficulties vis a vis past and ongoing TDM programs.
- Evaluate comparative values of investment in bike share, on-demand scooters, ebikes, *etc.* and expanded support for user-owned bicycling, including partnerships with major employers.
- Implement best practices technology for trip data collection for tracking trips, both transit and vehicular, looking forward.
- Establish criteria to measure success, and criteria that establish when to trigger various TDM intervention levels and tools (as outlined below).
- Compile comprehensive inventory of needed bicycle-pedestrian-trails improvements.

Stage 2. Implementation.

Implement measures to keep peak hour congestion and overall motor traffic within TDM Traffic Target levels.

Level 1 Tools (using existing infrastructure).

- Implement MOVE study parking recommendations.
- Implement MOVE study bike/ped connection service recommendations (complete repairs & accelerate maintenance of bicycle-pedestrian infrastructure; fill route gaps; adopt policies and design adjustments to prioritize safer bicycling).

- Implement seasonal tourist-focused human powered travel services, including by collaborating with lodges to provide guests with bicycles, shuttles, and other non-car options, and to explore electric circulator trams.
- Implement an extended / modified BRT service to West Glenwood, including the possibility of a split “BRT- Express” / “BRT- GWS Local” model to best accommodate all commuters (whether travelling through or to GWS, and whether originating in GWS), to best facilitate and encourage commuters to park and ride at a West Glenwood transfer center (whether at its current location or at the Mall property).
- Implement a refined / modified / expanded Hogback service to more effectively accommodate West Garfield commuters, whether seeking to (1) transfer to BRT at West Glenwood or (2) commute to work centers in GWS.
- Implement MOVE study Ride GWS suggestions, by having RFTA take over the existing Ride GWS route on 6 & 24 to replace with Local service and re-direct the Ride GWS service route(s) and/or create an on-demand service option.
- Explore congestion management and incentive strategies such as peak hour managed lanes on east-bound I-70 at key points approaching Glenwood’s exits (e.g., HOV 2 + lanes on I-70 and exit 116).
- Collaborate with large local employers incentives and accommodations for commuting options (bicycling, walking, bus passes, car pooling, telecommuting, parking limitations, *etc.*).
- Implement an ongoing method for data collection, to inform changes to route-priorities/resources over time, to facilitate regular / ongoing monitoring of TDM goals.

Level 2 Tools (improving existing infrastructure).

- Revisit parking rates based on collected data.
- Revisit transit service levels / rates / offered incentives based on collected data.
- Explore and invest in synchronized/adaptive signal timing along Grand Ave. that accounts for different signal timing during commute hours, as well as bus prioritization interventions.
- Implement common sense rationalizations and improvements to bus stop locations along Grand Ave.
 - Consider relocating stops adjacent to a signal that the bus can control.
 - Activate Transit Signal Priority.
- Implement peak hour managed lanes on I-70 and consider adding peak hour managed lanes on Grand Ave / State Highway 82 southbound.

- Consider options for Midland Ave. use as an alternative busway route, for express buses, for certain times of day.
- Explore automated traffic calming measures to avoid cut through traffic in problem areas (automated speed bumps, e.g.).
- Expand and refine bicycle-pedestrian-trails infrastructure for improve safety, access, and convenience.

Level 3 Tools (modifying and improving existing infrastructure).

- Revisit parking rates based on collected data.
- Revisit transit service levels / rates / offered incentives based on collected data.
- Revisit conditions of peak hour managed lanes on I-70 and add peak hour managed lanes on Grand Ave / State Highway 82 southbound.
- Integrate enhanced bicycle-pedestrian-trails features into all new transportation construction projects.
- Build all Grand Ave. bus stations to be pull-off stations, adjacent to traffic signals with bus prioritization implemented.
- Implement developed options for Midland Ave.'s use as an express busway alternative route, for certain times of day.
- Implement automated traffic calming measures to avoid cut through traffic in problem areas (automated speed bumps, e.g.)

Stage 3, Major New Infrastructure (last resort).

Consider major infrastructure investments to accommodate motor traffic if other TDM tools prove ineffective.

- Consider reconfiguration of Grand Ave. to prioritize through-traffic at certain times of day.
- Consider constructing a BRT route on the Rio Grande corridor.



City Council
STAFF REPORT
City of Glenwood Springs
February 18, 2021

Agenda Item: Executive Session to discuss the purchase, acquisition, lease, transfer, or sale of any real, personal, or other property interest. 24-6-402 4(a) C.R.S. More specifically the lease renewal of the property at 2205 Grand Ave.

Action Requested: Council is in the process of reviewing the status of City-owned properties.

Department: City Administration

Presented By: Debra Figueroa, City Manager

Background Info:

Issues: N/A

Staff Recommendation: NA

Work Session/Agenda Plan

February 18

1. Transportation Commission
2. TDM Presentation

February 25th

Special Meeting on South Bridge

March 4

1. Planning Commission Work Session
2. AV Update for Council Chambers

March 11

Town Hall Meeting with Imagine Glenwood

March 18

1. Tourism Promotion Work Session
2. Water Rates
3. 27th Street Underpasses Design (Evening)
4. South Bridge Aesthetics (Evening)

April 1

1. Arts and Culture Work Session
2. South Canyon Planning (Evening)
3. Water Rates Decision (Evening)

April 15

1. Airport Commission Work Session
2. 8th Street Crossing Development
3. Homeless Presentation Built for Zero

May 6

1. Vale Board Work Session
2. Discussion of Current Strategic Vision

May 20

1. DDA Work Session
2. Downtown Parking

June 3

1. FAB Work Session
2. 2021 Budget Process and Timeline
3. MEAN 2050 Presentation

June 17

1. Housing Commission Work Session
2. City Owned Properties

July 1

Use of Force Training (3 hours)

July 15

Use of Force Training (3 hours)

August 5

1. Budget (2 hours)

August 19

1. Budget (2 hours)

September 2

1. Budget (2 hours)

September 16

1. Budget (2 hours)

October 7

1. Budget (2 hours)

October 21

TBD

November 4

TBD

November 18

TBD

December 2

TBD

December 16

TBD

Items to Schedule:

1. BRT/local bus optimization (MOVE STUDY)
2. Vehicular traffic optimization, pedestrian connections, (MOVE STUDY)
3. Parking recommendations (MOVE STUDY)
4. Emergency Management
5. Dog Leash Enforcement on City Trails
6. 2021 Building Codes



AGENDA
CITY OF GLENWOOD SPRINGS
REGULAR CITY COUNCIL MEETING
FEBRUARY 4, 2021
101 W. 8TH STREET
6:15 PM

MEETING MINUTES

Note: Official meeting minutes are located on the City website via YouTube video at the following link: <https://www.youtube.com/user/GlenwoodSprings1885/videos>. The times indicated in agenda items indicate approximately where the item can be found on the YouTube video timeline.

2:00 Roll Call

Present: Mayor Godes, Mayor Pro-Tem Kaup, Councilor Willman, Councilor Wussow, Councilor Stepp, Councilor Hershey. Not present: Councilor Davis. Also present were Debra Figueroa, City Manager; Steve Boyd, COO; Jenn Ooton, Asst. City Manager and Karl Hanlon, City Attorney.

2:40 Pledge of Allegiance

Mayor Godes led the Pledge.

2:50 Agenda Changes & Conflicts

Councilor Stepp has an affiliation with YouthZone and needs to step out for the Positive Youth Development Proposal.

Councilor Wussow has a former association with YouthZone but no conflict. Councilor Hershey works with YouthZone occasionally in the district attorney's office, no conflict.

4:00 Citizens Appearing Before Council

Diane Reynolds commented that traffic is the greatest threat to the livability of the valley floor and asks that traffic impacts be considered with future projects.

Adam Colver 52089 Hwy 6 thanked the GS Police Department for moving transients from the lobby and stairwell of his hotel. Lots of individuals causing disturbances, relieving themselves and harassing people. Becomes more frequent in winter months.

Mayor Godes asked people to call the police department when they see crimes.

12:25 Council Comments

Councilor Wussow encouraged people to submit applications for open board and commission seats.

Mayor Godes recognized the individuals tragically killed in Eagle, all of whom were deeply involved in the community and asked for 30 seconds of silence.

15:40 Consent Agenda

Councilor Hershey moved and Councilor Stepp seconded a motion to approve consent agenda.

Passed unanimously by voice vote.

16:15 Planning and Zoning Commission Appointments

23:15 Councilor Willman moved to approve George Shaver and Amber Wissing for another term to the Planning and Zoning Commission, seconded by Councilor Wussow.

Passed 6-0 by voice vote.

25:05 Councilor Willman moved and Councilor Wussow seconded a motion to appoint Joy White as a regular member to the Commission.

Ayes: Godes, Willman, Hershey, Wussow

Nayes: Kaup, Stepp

26:40 Airport Commission Appointments

29:00 Mayor Godes moved and Mayor Pro-Tem Kaup seconded a motion to re-appoint Dave Merritt and appoint Joel Shute to the Airport Commission.

Passed 6-0 by voice vote.

29:35 Arts and Culture Board Appointments

30:40 Mayor Pro-Tem Kaup moved, seconded by Councilor Willman seconded a motion to appoint Stefanie Davis and Laurin Arnold to the Board.

Passed 6-0 by voice vote.

32:30 Positive Youth Development Proposal

Councilor Stepp left the meeting for this discussion.

Rob Stein and Anna Gahl Cole proposed that the City fund services for youth services. External funding from several sources is expiring in the next few years which causes providers to turn over because they cannot be assured their position will be continued. Ask is for the City to commit \$30,000 to YouthZone and \$120,000 to Mind Spring for assistance to the youth community for mental health and support from the Tobacco Tax Fund.

57:15 Councilor Hershey moved and Mayor Pro-Tem Kaup seconded a motion to approve \$150,000 from the Tobacco Tax Fund; \$150,000 to Mind Spring and \$30,000 to Youthzone.

Ayes: Mayor Godes, Mayor Pro-Tem Kaup, Councilor Wussow, Councilor Willman, Councilor Hershey

Recused: Councilor Stepp

Motion passed 5-0.

Councilor Stepp rejoined the meeting.

1:01:00 Councilor Willman moved, second by Councilor Hershey to table item #18, Blake Street Configuration to the next meeting.

Passed unanimously by voice vote.

1:02:00 City Council Meeting Interpretation

City Manager Figueroa provided an overview of options for Council to procure meeting translation to Spanish.

1:27:00 Motion by Mayor Godes seconded by Mayor Pro-Tem Shelley Kaup to pursue simultaneous interpretation and outreach to support it for regular and special Council meetings.

Ayes: Stepp, Willman, Kaup, Godes

Nays: Hershey, Wussow

1:31:30 Inclusionary Housing Update

City Attorney Hanlon said there will be a discussion on this topic on the next meeting that will include information about programs that have been successful and how they are funded.

1:35:55 Conservation Easement at Silver Sage Preserve

Parks and Recreation Director Brian Smith provided a summary of a 45-acre property, 18 of which are in Garfield County containing heavily used social trails. Ideas have been discussed about connecting these trails, how it may fit with South Bridge and the South Midland reconstruction. Council would need to make a determination about whether or not to annex property into the City. Brian Smith said maintenance would not be super heavy because this is not a designated, maintained park but some trail grooming, trash services and maybe a portalet would be necessary. Council would like to know approximate annual costs to accept this gift.

Staff is directed to go back and work with the landowners and continue due diligence toward a conservation easement, annexation of 18 acres that can be brought to Council.

Blake Street Configuration

This item was tabled until the next meeting in a motion just prior to the Council Meeting Interpretation agenda item at 1:01:10.

Moved by Councilor Willman, seconded by Councilor Hershey. Passed 6-0 by voice vote.

1:59:00 Report from City Administration

City Manager Figueroa announced a \$500,000 DOLA grant for water system improvements from the Grizzly Creek Fire.

City Attorney Hanlon said a favorable ruling came out last week on the RMI matter from the Courts.

2:03:50 Adjournment

Motion to adjourn by Councilor Stepp, seconded by Councilor Hershey to adjourn.

Passed 6-0 by voice vote.



City Council
STAFF REPORT
City of Glenwood Springs
February 18, 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
February 18, 2021

Agenda Item: Sustainable Strategies Contract Renewal

Action Requested: Approval of Sustainable Strategies 2021 contract

Department: City Administration

Presented By: Debra Figueroa, City Manager

Background Info: This agreement has a retainer of \$8,500 per month split across the following funds:

- Water/Wastewater
- Electric
- Street Tax
- Fire/EMS
- A&I

Issues: NA

Staff Recommendation: Staff recommends approval

AGREEMENT FOR PROFESSIONAL SERVICES

This AGREEMENT FOR PROFESSIONAL SERVICES is made this 1st day of January, 2021 between the CITY OF GLENWOOD SPRINGS, a home rule municipality under the laws of the State of Colorado ("City"), and SUSTAINABLE STRATEGIES DC.

WITNESSETH:

In consideration of the mutual covenants and agreements herein contained, the parties hereto agree as follows:

1. Scope of Agreement. Contractor agrees to provide the City with professional strategic funding services including identifying and applying for various grant funds.

2. Consideration. The City agrees to compensate Contractor for its fees and services in an amount not to exceed One Hundred Two Thousand Dollars (\$102,000.00) plus expenses for travel, lodging, and meals necessary to complete the services identified in Section 1 of this Agreement. Contractor shall submit a bill for approval and payment on a monthly basis until completion of the services. Each bill shall contain a statement of the time that the Contractor's employees spent on the Project since the previous bill, a brief description of the services provided by each such employee, and an itemization of direct expenses actually incurred. Upon reasonable advance request, the City may inspect and copy Contractor's documentation of time and expenses.

3. Term. This Agreement shall be effective as of January 1, 2021 and shall continue until December 31, 2021, or unless earlier terminated due to completion of the services identified in Section 1 or pursuant to Section 15 of this Agreement. Contractor represents, covenants, and agrees that it will not undertake any obligations or make any commitments that will limit or prevent timely completion of this Agreement.

4. Agreement Subject to Appropriations. It is expressly understood and agreed that the City's performance of this Agreement is subject to appropriations being made by the City Council of the City of Glenwood Springs. In the event City Council fails to make or maintain sufficient appropriations to pay any costs incurred under this Agreement, the Agreement shall be terminated immediately.

5. Status. Contractor is an independent contractor and shall not be considered an employee or agent of the City for any purpose. Contractor is not entitled to workers' compensation benefits and is obligated to directly pay all federal and state income tax obligations on compensation earned under this Agreement.

6. Employees and Subcontractors. The providing of professional services required under Section 1 of this Agreement shall be the responsibility of the Contractor. Contractor may employ or subcontract with additional persons to assist in the performance of this Agreement. Supervision and payment of any such persons shall be the sole and exclusive responsibility of Contractor.

7. Standard of Care. The standard of care applicable to Contractor's services will be the same degree of care, skill, and diligence employed by highly competent professionals performing the same or similar services. 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.

8. Duty to Warn. Contractor agrees to call to the City's attention errors in any drawings, plans, sketches, instructions, information, requirements, procedures, and other data supplied to the Contractor by the City or any other party that it becomes aware of and believes may be unsuitable, improper or inaccurate in a material way. However, Contractor shall not independently verify the validity, completeness or accuracy of such information unless otherwise expressly engaged to do so by the City. Nothing shall detract from this obligation unless the Contractor advises the City in writing that such data may be unsuitable, improper or inaccurate and the City nevertheless confirms in writing that it wishes Contractor to proceed according to the data as originally given.

9. Documents. All work notes, reports, documents, computer programs (non-proprietary), computer input and output, analyses, tests, maps, surveys, or any other materials developed specifically for the Project are and shall remain the sole and exclusive property of the City. The Contractor, upon request by the City, agrees to provide documents or any other materials developed specifically for the Project in a fully accessible and electronically editable format. The Contractor shall not provide copies of any material prepared under this Agreement to any other party without the prior written consent of the City.

10. Indemnity. To the extent permitted by law, each party to this Agreement shall hold harmless and indemnify the other party, including the other party's employees, officers, agents, and assigns, from award of damages, to the extent such award of damages arises from the action or inaction of that party's own officers, employees and agents.

11. Patented Devices, Materials, and Processes. Contractor shall hold and save harmless the City from any and all claims for infringement by reason of the use of any patented design, device, material, process, or trademark or copyright and shall indemnify the City for any costs, expenses, and damages, including court costs and attorney fees, which it might be obligated to pay by reason of infringement at any time during the prosecution or after completion of its' services under this Agreement.

12. Responsibilities. Contractor shall be responsible for all damages to persons or property caused by the Contractor, its agents, employees or sub-contractors, to the extent caused by its negligent acts, errors and omissions hereunder, and shall indemnify and hold harmless the City from any claims or actions brought against by reason thereof. Contractor's obligation to indemnify the City as set forth in this Agreement shall survive the termination or expiration of this

Agreement. Contractor or its insurer(s) shall pay all claims and losses of any nature whatsoever in connection therewith, and shall defend all suits, in the name of the City when applicable, and shall pay all costs and judgments which may issue thereon.

13. Insurance. Contractor agrees to provide proof of professional liability insurance coverage of at least One Million Dollars (\$1,000,000.00) for each claim and aggregate limit. Contractor shall maintain this insurance for the term of this Agreement.

13.1 Insurance coverage requirements specified in this Agreement shall in no way lessen or limit the liability of the Contractor under the terms of Contractor's indemnification obligation. Contractor shall obtain, at its own expense, any additional insurance that it deems necessary for the City's protection.

13.2 It is understood and agreed, for the benefit of the City, that the following additional considerations shall apply to all coverage specified herein:

13.2.1 All coverage provided herein shall be primary and any insurance maintained by the City shall be considered excess.

13.2.2 The City shall have the right to verify or confirm, at any time, all coverage, information or representations contained herein, and the insured and its undersigned agent shall promptly and fully cooperate in any such audit the City may elect to undertake.

13.2.3 Advice of renewal is required.

13.3 It is understood and agreed that should any policy issued hereunder be cancelled or non-renewed before the expiration date thereof, or sustain a material change in coverage adverse to the City, the issuing company or its authorized agent shall give notice to the City in accordance with policy provisions.

14. Governmental Immunity. Nothing herein shall be interpreted as a waiver of governmental immunity, to which the City would otherwise be entitled under §24-10-101, et seq., C.R.S., as amended.

15. Termination. If at any time the City is dissatisfied with the services of Contractor for any reason whatsoever, the City may terminate this Agreement effective immediately upon the delivery of written notice to Contractor. In the event of any such termination, the City shall pay Contractor for services rendered to the date of termination. In the event of such termination, Contractor shall promptly deliver to the City all drawings, computer programs, computer input and output, plans, photographic images, analyses, tests, maps, surveys, and written materials of any kind generated in the performance of its services under this Agreement up to and including the date of termination.

16. Agreement Administration and Notice. For purposes of administering this Agreement, the City Manager will represent the City in carrying out the purposes and intent of this Agreement. Any notices required to be given pursuant to this Agreement shall be delivered as follows:

To the City: City Manager
City of Glenwood Springs
101 West 8th Street
Glenwood Springs, CO 81601

To the Contractor: Andrew Seth
Sustainable Strategies DC
500 New Jersey Avenue NW, Suite 600
Washington, DC 20001
Phone: 202/261-9881

17. Entire Agreement. This Agreement constitutes the entire agreement between the parties. The provisions of this Agreement may be amended at any time in writing and signed by both parties. The parties shall not be bound by any other agreements, either written or oral, except as set forth in this Agreement.

18. No Assignment. Neither party shall assign, sublet or transfer any interest in this Agreement without the written consent of the other.

19. Governing Law. The laws of the State of Colorado shall govern the validity, performance and enforcement of this Agreement. Venue for any action instituted pursuant to this Agreement shall lie in Garfield County, Colorado.

20. Authority. Each person signing this Agreement represents and warrants that said person is fully authorized to enter into and execute this Agreement and to bind the party it represents to the terms and conditions hereof.

21. No Third Party Beneficiaries. The parties intend no third party beneficiaries under this Agreement. Any person other than the City or Contractor receiving services or benefits under this Agreement is an incidental beneficiary only.

22. Attorneys' Fees. Should this Agreement become the subject of litigation between the City and Contractor, the prevailing party shall be entitled to recovery of all actual costs in connection therewith, including but not limited to attorneys' fees and expert witness fees. All rights concerning remedies and/or attorneys' fees shall survive any termination of this Agreement.

23. Counterparts. This Agreement may be executed in counterparts, including any facsimile copies, each of which shall be deemed an original and all of which together shall constitute one and the same instrument.

IN WITNESS WHEREOF, the parties hereto have hereunto set their hands this 1st day of January, 2021.

CITY OF GLENWOOD SPRINGS

ATTEST:

By: _____
Jonathan Godes, Mayor

Ryan Muse, Assistant City Clerk

SUSTAINABLE STRATEGIES, DC

By: _____
Andrew Seth, President

DISTRICT OF COLUMBIA) ss.

The foregoing AGREEMENT FOR PROFESSIONAL SERVICES was acknowledged before me this 1st day of January, 2021 by Andrew Seth as President of Sustainable Strategies DC.

Witness my hand and official seal.

My commission expires: _____

Notary Public

City of Glenwood Springs
Addendum to Professional Services Agreement

Work By Illegal Aliens Prohibited. Pursuant to Section 8-17.5-101, C.R.S., *et. seq.*, as amended, Contractor warrants, represents, acknowledges, agrees and certifies that:

1. Contractor does not knowingly employ or contract with an illegal alien who will perform work under this agreement. Contractor shall not knowingly enter into a contract with a subcontractor that fails to certify to Contractor that the subcontractor shall not knowingly employ or contract with an illegal alien who will perform work under this Agreement.

2. Contractor will participate in the electronic employment verification program created in Public Law 208, 104th Congress, as amended, and expanded in Public Law 156, 108th Congress, as amended, and jointly administered by the Department of Homeland Security and the Social Security Administration, or its successor program (hereinafter, "E-Verify Program") or will participate in the "Department Program" as established in §8-17.5-102(5)(c), C.R.S., as amended, in order to confirm the employment eligibility of all employees who are newly hired for employment to perform work under this Agreement.

3. Contractor has confirmed the employment eligibility of all employees who are newly hired for employment to perform work under this agreement through participation in the E-Verify Program or the Department Program.

4. Contractor shall not use either the E-Verify Program or the Department Program procedures to undertake pre-employment screening of job applicants while this Agreement is being performed.

5. If Contractor obtains actual knowledge that a subcontractor performing work under this Agreement knowingly employs or contracts with an illegal alien, Contractor shall be required to:

(a) notify the subcontractor and the City within three (3) days that Contractor has actual knowledge that the subcontractor is employing or contracting with an illegal alien; and

(b) terminate the subcontract with the subcontractor if within three (3) days of receiving the notice required pursuant to this subparagraph the subcontractor does not stop employing or contracting with the illegal alien; except that Contractor shall not terminate the contract with the subcontractor if during such three (3) days the subcontractor provides information to establish that the subcontractor has not knowingly employed or contracted with an illegal alien.

6. If Contractor participates in the Department Program, Contractor shall provide a notarized written affirmation to City that Contractor has, as required by the Department Program, examined the legal work status of employees hired to perform work under this Agreement and shall comply with all other requirements of the Department Program. (A sample contract affirmation may be obtained at: <http://www.coworkforce.com/lab/pcs/default.asp>).

7. Contractor shall comply with any reasonable request by the Colorado Department of Labor and Employment ("Department") made in the course of an investigation that the Department is undertaking pursuant to its legal authority.

8. Nothing in this Addendum shall be construed as requiring Contractor to violate any terms of participation in the E-Verify Program.

9. If Contractor violates this Addendum, the City may terminate this Agreement for breach of contract. If this Agreement is so terminated, Contractor shall be liable for actual and consequential damages to the City arising out of said violation.

SUSTAINABLE STRATEGIES DC

Dated: January 1, 2021

By: _____
Andrew Seth, President

GLENWOOD SPRINGS

2020 Annual Report

February 2021

SUSTAINABLE STRATEGIES DC



The Year in Review

In 2020, Sustainable Strategies DC worked with Glenwood Springs to advance key community priorities, respond to the COVID-19 public health crisis, and address the impacts of the Grizzly Creek Fire.

Over the course of the past year, S² prepared and submitted 16 grant applications for community priorities, developed briefing materials and letters of support to advance these projects, and provided guidance with navigating the federal funding stimulus packages in response to the COVID-19 public health crisis. To date in this calendar year, S² has directly brought in a total of **\$1,865,850 in new grant funding** to implement Glenwood Springs' priority projects. This funding leverages an additional \$10.4 million in funding secured since S² began work for the City in the fall of 2016.

S² has supported Glenwood Springs in navigating the COVID-19 funding landscape by hosting webinars on key developments, providing summaries and memos on key legislation, and supporting the City in advocating for the City's needs.

S²'s CEO Matt Ward's Ward Washington Law Firm has continued playing a key role in organizing the City's efforts to prevent the expansion of the Rocky Mountain Resources mine.

S² is engaging Mayor Godes in our Transition Advocacy Project, which has convened 20+ local leaders from across the country to advocate to the Biden Administration and 117th Congress for federal funding programs that support local government needs. S² is providing summaries of key legislation, scheduling calls with key administration officials, developing talking points for conversations with the US Congressional Delegation, and sharing other tools and materials to support local government success throughout the Presidential Transition.

In September, S² opened our Western Practice in Denver, CO. Once it is safe to meet in person again, Ashley Badesch looks forward to providing more face-to-face service to Glenwood Springs.

Secured

- \$999,759 for Glenwood Springs Fire Department for regional equipment needs
- \$500,000 from DOLA for the Roaring Fork Pump Station Pipeline Connection
- \$149,600 in CDPHE Recycling Resources Economic Opportunity grant for new recycling center
- \$102,375 in GOCO Resilient Communities Funds to support the Glenwood Springs Equitable Access and Emergency Parks Maintenance Project
- Up to \$61,488 in DOLA Small Business Relief
- \$27,650 CDOT Revitalizing Main Street funds to assist restaurants with winterization
- \$24,978 from GCFMLD for Sayre Park Improvements

Assistance Provided

- \$8 million CWCB Wildfire Impact Loan

Other Success

- COVID-19 support & advocacy
- Political strategy for Mid-Continent Mine
- Recreation Economy for Rural Communities Planning Assistance from EPA Office of Smart Growth plan completed

Pending

- \$31 million in FEMA BRIC funding for South Bridge
- \$527,802 in NFWF RESTORE Colorado funds for the Three Mile Creek Restoration
- \$47,163 in NEA Our Town funds for downtown murals

Not secured

- \$300,000 in CPDHE Recyclign Resources Econmic Opportunity Grant for shredder for landfill
- \$198,829 in GCFMLD funds for Devereux Road
- \$153,000 Census Complete Count funds for joint request with Aspen
- \$60,500 in NEA Grants for Arts Projects fundsto support the Rio Grande Narrative Art project
- \$50,000 in NEA CARES Act funds for COVID-19 relief for the arts
- \$25,000 in Colorado COVID Relief for community garden

In 2020, S² engaged with the Glenwood Springs team to accomplish the following:

- S² helped Glenwood Springs to secure **\$149,600** in Colorado Department of Public Health and Environment (CDPHE) Recycling Resources Economic Opportunity grant to construct the new recycling center and create new green sector jobs.
- S² helped Glenwood Springs to secure **\$27,650** Colorado Department of Transportation (CDOT) Revitalizing Main Street funds to purchase tents, igloos, heaters, and other winterization equipment to loan to restaurants to help expand and extend outdoor dining capacity to help restaurants get by during the COVID-19 public health crisis.
- S² helped Glenwood Springs to secure **\$24,978** in Garfield County Federal Mineral Lease District (GCFMLD) funds to advance the Sayre Park Improvements Project.
- S² helped Glenwood Springs to secure **\$999,759** in Federal Emergency Management Agency (FEMA) Assistance to Firefighters Grant funding to replace outdated, non-NFPA compliant SCBAs with new equipment that will improve the safety of the firefighters and enhance mutual aid capacity for a regional coalition including Colorado the Glenwood Springs Fire Department, Colorado River Fire Rescue, Gypsum Fire Protection District, and Grand Valley Fire Protection District.
- S² helped Glenwood Springs to secure **\$102,375** in GOCO Resilient Communities Funds to address emergency parks maintenance need and conduct bilingual outreach to support equitable access to Glenwood Springs' parks and green spaces.
- S² helped Glenwood Springs to access up to **\$61,488** in Colorado Department of Local Affairs (DOLA) Small Business Relief to pass on directly to small businesses who have suffered revenue losses due to COVID-19.
- S² helped Glenwood Springs to organize its disaster relief funding strategy for the Grizzly Creek Fire, organizing calls with state and federal officials to discuss funding needs and advocate for support. S² help Glenwood Springs to secure **\$500,000** in DOLA Energy & Mineral Impact Assistance Funds for the Roaring Fork Pump Station Pipeline Connection, which will address the need for increased water supply and redundancy within Glenwood Springs' water system, as highlighted by the Grizzly Creek Fire. S² also provided assistance with the City's successful application to the Colorado Water Conservation Board for an \$8 million Wildfire Impact Loan.
- S² provided grant-writing services three proposals totaling over **\$31.5 million in requests that are still pending** and six additional grant proposals totaling over \$780,000 in requests that were not successful. S² will seek debriefs on successful applications and build upon the partnerships developed, language written, and other work that has gone into unsuccessful applications to develop successful applications for remaining priorities in 2021.

S² success in action:

With the help of the CDPHE RREO grant, the City of Glenwood Springs downtown Recycling Center opened to the public on Tuesday, December 8, 2020, re-establishing a convenient recycling center in downtown at 102 13th Street.



Roadmap for 2021

S² is working with Glenwood Springs' administration to refresh our "Glenwood Springs Resource Roadmap" for 2021 and will continue to align city priorities with emerging federal funding programs under the new Biden Administration and 117th Congress. The key function of Glenwood Springs' Resource Roadmap will be to identify the grants and other resources for which the city's priority projects are eligible and most competitive. The Roadmap will assess competitiveness factors and tactical considerations, typical funding ranges, required match amounts, timing considerations, and key next steps. The renewed roadmap will identify projects which:

- Address priority community needs or catalyze major revitalization;
- Have support from municipal officials, local businesses, and the public;
- Are feasible to implement from a staff capacity, funding capacity, legal and institutional perspective;
- Are competitive for grants and other resources.

This Roadmap will guide our firm's work with Glenwood Springs over the next year. Planning ahead will enable the City to budget for necessary matching requirements and make informed determinations regarding which projects are best suited for grant funding. The Roadmap will also include information regarding the changing political landscape in Washington, D.C., and how Glenwood Springs can best navigate this to its advantage in accomplishing its goals.

S² WISHES YOU A HAPPY NEW YEAR & LOOKS FORWARD TO ANOTHER SUCCESSFUL YEAR FOR GLENWOOD SPRINGS!

2019 in Review

In 2019, Sustainable Strategies DC worked with Glenwood Springs to advance key community priorities, including boosting the outdoor recreation economy, promoting downtown development, and improving transportation infrastructure.

In 2019, S² prepared and submitted 10 grant applications for community priorities, developed briefing materials and letters of support to advance these projects, and secured technical assistance to enhance community benefits from the City's outdoor recreation economy. S² brought in a total of **\$1,047,806 in new grant funding** in 2019 to implement Glenwood Springs' priority projects.

S²'s CEO Matt Ward's Ward Washington Law Firm has played a key role in organizing the City's efforts to prevent the expansion of the Rocky Mountain Resources mine that threatens to derail Glenwood Springs' outdoor recreation tourism economy and impact livability for community members. In May, S² arranged a D.C. trip for Mayor Godes and his team both to meet with federal agency representatives to advocate for pending federal grant applications, as well as to advocate to the Glenwood Springs' U.S. Congressional Delegation about the importance of enforcing BLM regulations and preventing the expansion of the mine.

S² featured the City of Glenwood Springs in two presentations at the National Brownfields Conference in Los Angeles in December of 2019. City Manager Debra Figueroa presented on the City's successes and challenges in implementing the US EPA Area-Wide grant that S² helped to secure in 2016.

Secured	•\$54,806 from FEMA for flood mitigation planning for Mitchell Creek •\$200,000 GCFMLD funds for the Cedar Crest Roadway, Drainage, and Water Line Repair Project in West Glenwood •\$93,000 USDA Rural Business Development Grant to launch the Glenwood Springs Small Business Revolving Loan Fund •\$700,000 from GCFMLD Joint Grant for LoVa Trail
Success	•DC advocacy trip on preventing mine expansion •Recreation Economy for Rural Communities Planning Assistance from EPA Office of Smart Growth for strategies to bring Hanging Lake Shuttle users into the downtown •Area-Wide Funding Strategy
Assisted	•\$55,000 in Pitkin County Healthy Rivers Grant funding for Thre Mile Confluence Planning project
Applied for (Not secured)	•\$14.6 million from Federal Land Access Program to support LoVa Trail •\$94,800 from Census Complete Count for strategic efforts to encourage accurate census reporting •\$390,297 from HHS for Youth Engagement in Sports program to increase physical activity among minority youth •\$1 million in DOLA Renewable and Clean Energy Challenge funding to support a West Glenwood Substation •\$500,000 in GCFMLD funds for paving and drainage improvements in the Red Mountain North Subdivision



City of Glenwood Springs Grant-Writing & Advocacy Services

Presentation to City Council

February 18, 2021



Presentation Overview



About Sustainable Strategies DC



Overall Client Services Approach



Success for Glenwood Springs



Grant-Writing Process



Legislative Approach



2021 Federal Funding Outlook



Q&A



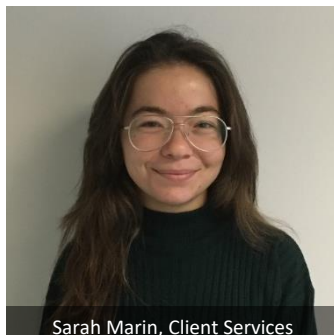
Matt Ward, CEO



Andrew Seth, President



Ashley Badesch, Principal



Sarah Marin, Client Services



Suzie Kazar, Grant Writer &
Associate

About Sustainable Strategies DC

- Helps communities obtain resources for revitalization and key priorities
- Combines strategic consulting with effective grant-writing and strong advocacy at the federal, state, and philanthropic levels
- Focuses on local governments
- At the forefront of national efforts to shape and promote an agenda for municipal funding (e.g., pandemic response)
- Have aided clients in securing approximately \$5 billion in resources since 2012; including \$12.4 million for Glenwood Springs since 2016
- Ashley Badesch opened Western Office in Denver in 2020

Areas of Expertise

Infrastructure

Economic Development

Public Safety

Environment/
Stormwater

Smart Growth

Community Health

Arts/Culture

Local Food

Historic Preservation

Workforce Development

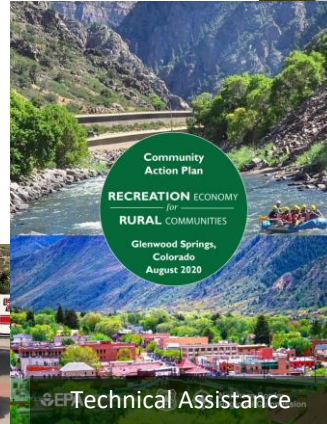
Opportunity Zones



Overall Client Services Approach

- Community assessment and strategy session to understand funding needs
- Resource Roadmap development to identify funding opportunities and plan ahead
- Grant-writing and support on multiple 12+ grant opportunities annually
- Monthly conference calls
- S2 Spotlight and Client Alerts with key updates and information
- Client services manager to provide direct support
- Political advocacy





Success in Glenwood Springs
More than \$12 Million over 5 Years

2020

Secured

- \$999,759 for Glenwood Springs Fire Department for regional equipment needs
- \$500,000 from DOLA for the Roaring Fork Pump Station Pipeline Connection
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- Area-Wide Funding Strategy

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- \$55,000 in Pitkin County Healthy Rivers Grant funding for Three Mile Confluence Planning project

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- \$390,297 from HHS for Youth Engagement in Sports program to increase physical activity among minority youth
- \$1 million in DOLA Renewable and Clean Energy Challenge funding to support a West Glenwood Substation
- \$500,000 in GCFMLD funds for paving and drainage improvements in the Red Mountain North Subdivision

2018

Secured

- \$7,007,562 from US DOT BUILD for South Midland Reconstruction & Rural Broadband Project
- \$151,750 from DOLA EIAF for rockfall mitigation on South Midland
- \$150,000 from GCFMLD for School Street upgrades
- \$87,500 from DOLA EIAF for Airport Property Scenario Planning Study
- \$35,000 from History Colorado for Downtown Architectural & Historical Survey
- \$24,630 from FMLD for Fire Department Drones
- \$9,189 from Colorado River District for Two Rivers Park Shoreline Restoration

Success

- 2 Opportunity Zone designations
- DC advocacy trip on protecting federal funding for small communities
- DC advocacy trip for relationship-building and lobbying key projects
- Targeted Resource Roadmap for Hotel Colorado

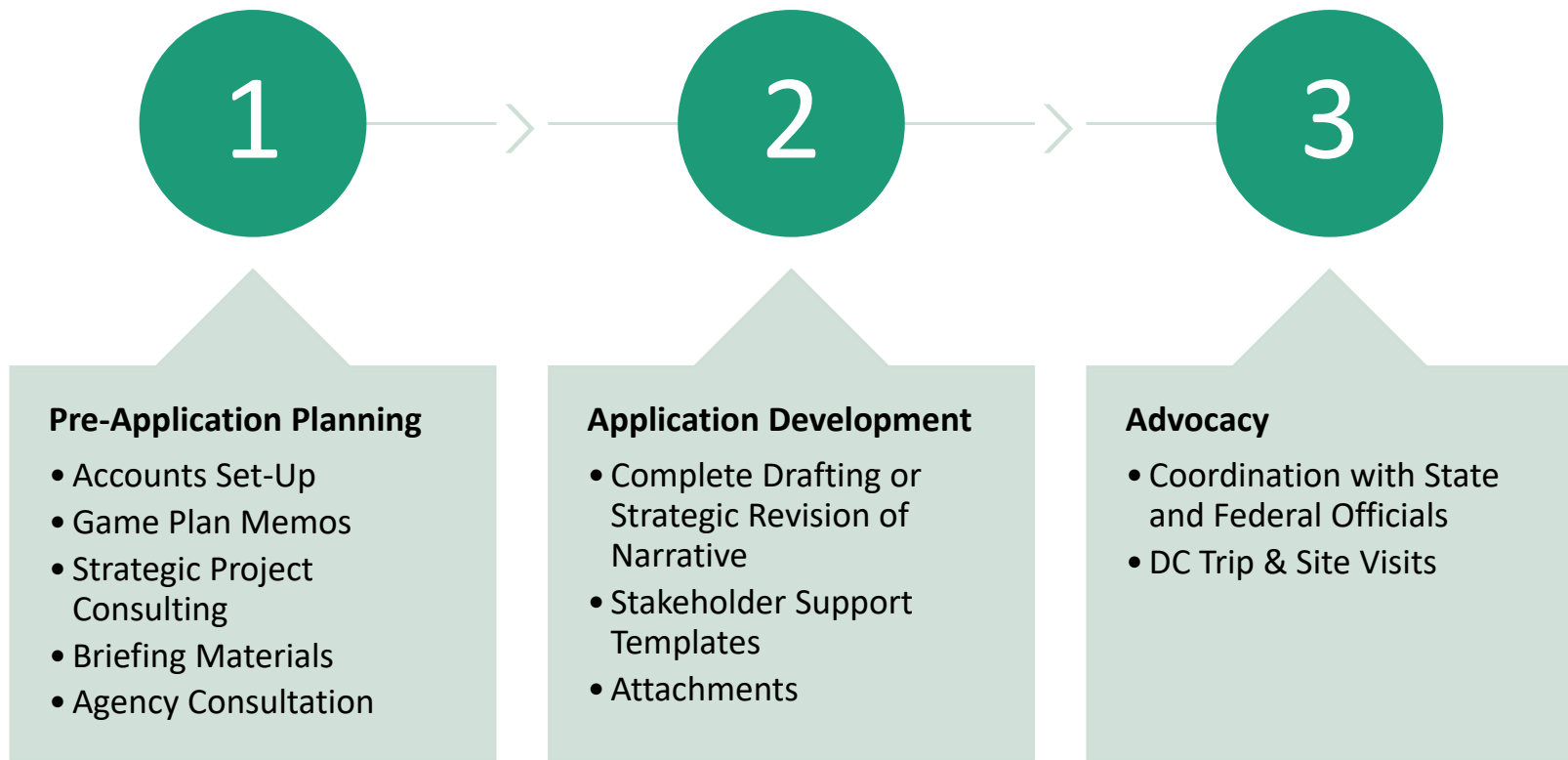
Pending

- \$30,000 from GOCO for restroom renovations at Axtell Park.
- \$75,000 from GOCO for South Canyon Area Parks Plan.
- \$350,000 from GOCO for boat ramp and trail upgrades at Two Rivers Park.
- \$100,000 from FEMA for flood mitigation planning for Mitchell Creek.

Not secured

- \$600,000 from FMLD to support the South Midland Reconstruction project
- \$300,000 from FMLD to support shoreline restoration at Two Rivers Park
- \$45,000 from GOCO for Two Rivers Park Shoreline Restoration

Grant-Writing Process



Legislative Approach

- Robust experience with federal advocacy
 - Strong relationships with Connecticut delegation, ranking members, and committee chairs
 - At the forefront of national local government advocacy efforts
- Supports Glenwood Springs with:
 - Developing political strategy to secure critical backing for grant requests
 - Drafting letters to delegation to express needs
 - Scheduling meetings on the Hill (or virtually)
 - Arranging site visits for key projects (or virtual tours)
 - Preparing talking points and briefing sheets





Robust Strategic Support

- Connects Glenwood Springs with best practices from national experts and associations
- Provides opportunities for participation in coalition-based advocacy
- Provides grant-writing and advocacy assistance to partner organizations with shared goals as directed by client
- Connects local leadership with opportunities to present and network at national and regional conferences

Funding Outlook for 2021

- 2021 Consolidated Appropriations
 - Funding for programs important to local governments have been increased – see our [Appropriations Memo](#)
- COVID-19 Stimulus
 - American Rescue Plan - estimated between \$1.84 million and \$2.21 million allocation for Glenwood Springs
 - Build Back Better Package
- Infrastructure, Climate, & Clean Energy
- Return of Earmarks



Questions & Discussion



City Council
STAFF REPORT
City of Glenwood Springs
February 18, 2021

Agenda Item: Compensation Study Update

Action Requested: Approval of salary study with a not to exceed amount of \$20,000.

Department: Human Resources

Presented By: Dana Peterson, HR Director

Background Info: Staff is requesting at the evening meeting to hire Graves Consulting to help review our compensation structure to ensure employees are paid fairly and within market rates. If approved, this study will be paid out of the general, electric, and water/wastewater funds. It is staff's intention to have this study completed in time to include pay raises as possible in the 2022 budget.

Issues: None

Staff Recommendation: Staff supports approval.



2021 Compensation Study Overview for City Council

February 18, 2021

Who are we?

Graves Consulting is a Human Resources consulting firm that specializes in the municipal sector. We have worked with dozens of municipalities throughout Colorado, Oklahoma, Wyoming and North Dakota on a variety of projects including compensation, employee retention, organizational culture, employee communication and executive selection.

Laurie Graves – President, Graves Consulting, LLC

- HR/Compensation expert with 25+ years experience - private sector, non-profit and municipal governments

Eric Marburger – Senior Consultant, Graves Consulting, LLC

- HR/Compensation expert with 25+ years experience, primarily with municipal governments in Colorado

Primary focus for both is Public Sector Compensation



Project Intent & Scope

Intent: To recruit and retain top talent by ensuring all employees at the City of Glenwood Springs are paid competitively to market while maintaining internal equity and providing for career progression

Scope: Provide recommendations to update the City's Pay Structure based on current, statistically valid market data from a defined market area that is appropriate for the City, including recommendations for a phased in implementation and ongoing maintenance

Project Deliverables

- ▶ Share project intent, process overview and deliverables with all Employees
- ▶ Review and analyze current wage structure and classification system;
- ▶ Define the market the City wishes to compare itself to;
- ▶ Gather current, relevant market data for each position from that defined market
- ▶ Recommend a pay structure that meets the City's needs including placement of each position within that structure
- ▶ Provide financial impact analysis and recommendations for a phased in implementation
- ▶ Provide potential solutions for internal equity concerns, pay compression issues as well as ongoing maintenance of the pay system
- ▶ Provide a comprehensive final report and present results to City Leadership, City Council and all employees

Process & Methodology

Foundation:

- ▶ Meet with Steering Team to review scope and process and discuss any areas of concern
- ▶ Create definition of market and how survey data will be used
- ▶ Share project scope and deliverables with all Employees
- ▶ Meet with Department Heads and other leaders as appropriate to ensure a full and complete understanding of all positions and any pay related concerns they have

Process & Methodology

Job Matching and Data Analysis

- ▶ Goal is to match as many positions as possible to valid, external survey data (CML and EC)
- ▶ Blend or adjust benchmarks as necessary to account for span and scope or uniqueness in the City's positions
- ▶ Extract actual wages being paid in the City's defined market to create a Market Average for each job
- ▶ Place positions without external benchmarks on pay structure based on internal relative value

Process & Methodology

Pay Structure:

- ▶ Recommend revisions to or complete redesign of Pay Structure and Scales as applicable
- ▶ Recommend placement of each position in revised or redesigned Structure

Additional Analysis:

- ▶ Review census data for financial impact, pay compression or internal equity concerns; discuss and provide recommendations
- ▶ Provide recommendations for ongoing pay structure maintenance

Process & Methodology

Project Conclusion:

- ▶ Prepare draft of Final Report for review with Steering Team
- ▶ Finalize report, analysis and recommendations
- ▶ Present results to Leadership Team, City Council and Employees, as requested

Questions?





City Council
STAFF REPORT
City of Glenwood Springs
February 18, 2021

Agenda Item:	Resolution 2021 - 4, Authorizing and Supporting the Application for a 2021 emergency solutions grant from the Colorado DOLA Office of Homeless Initiatives in the amount of \$300,000.
Action Requested:	Resolution 2021 - 4, Authorizing and Supporting the Application for a 2021 emergency solutions grant from the Colorado DOLA Office of Homeless Initiatives in the amount of \$300,000.
Department:	City Administration
Presented By:	Debra Figueroa, City Manager
Background Info:	The Built for Zero Team has identified gaps and needs in a collaborative homeless response that fit the criteria for a Notice of Funding Availability from DOLA. The requested amount of \$300,000. Grant activities and administration will be subcontracted to West Mountain Regional Health Alliance (WMRHA). Contracted grant administration and activities would focus program management and emergency shelter. WMRHA will contract street outreach/ housing case manager(s) with a provider group. It is anticipated that Mind Springs Mobile Recovery Team will be available to pivot a portion of their time to homeless outreach. COVID related activities will include street outreach to homeless individuals, emergency shelter in the form of hotel vouchers, and connection them with quarantined shelter funds through Garfield County. Debbie Wilde and Cristina Gair of the Built for Zero Leads Team will present how the funds will be used if awarded and to answer questions.
Issues:	The City will act as a lead agent on this grant but we do not expect the administrative burden to be unmanageable.
Staff Recommendation:	Staff supports approval.

RESOLUTION 2021 - 4

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF GLENWOOD SPRINGS, COLORADO, AUTHORIZING AND SUPPORTING THE APPLICATION FOR A 2021 EMERGENCY SOLUTIONS GRANT FROM THE COLORADO DEPARTMENT OF LOCAL AFFAIRS OFFICE OF HOMELESS INITIATIVES.

WHEREAS, the City of Glenwood Springs (“City”) is a local government entity and therefore eligible to apply for the 2021 Emergency Solutions Grant provided through the Coronavirus Aid, Relief, and Economic Security Act (“ESG-CV2” or the “Grant”); and

WHEREAS, the Colorado Department of Local Affairs through its Division of Housing and Office of Homeless Initiatives is requesting applications from eligible grant recipients throughout Colorado for the final portion of ESG-CV2 funding; and

WHEREAS, ESG-CV2 components available for funding include, but are not limited to, emergency shelters, street outreach, homelessness prevention, rapid re-housing and data collection through the Homeless Management Information Systems (HMIS); and

WHEREAS, the City of Glenwood Springs is part of the steering committee of the Roaring Fork Built for Zero team, a group with a mission to end chronic and veteran homelessness and then all homelessness; and

WHEREAS, the Built for Zero team has identified gaps and needs in a collaborative homeless response that fit the criteria for ESG-CV2 funding; and

WHEREAS, the City has submitted a letter of intent and will submit an application for the ESG-CV2 funding in the amount of \$300,000; and

WHEREAS, the City intends to act as fiscal agent for the Grant and engage the West Mountain Regional Health Alliance (WMRHA) and other direct service providers to perform Grant activities and administration, including street outreach and other program services, temporary and emergency shelter, HMIS data collection, and homeless prevention; and

WHEREAS, the City Council supports an application for the Grant and the Grant activities described in the application.

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

Section 1. The above recitals are hereby incorporated as findings by the City.

Section 2. The City strongly supports the application for the Grant.

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

Section 4. The City of Glenwood Springs hereby authorizes the Mayor or Mayor Pro Tem to sign all contracts and corresponding documents associated with agreements entered into by the City related to the Grant.

INTRODUCED, READ, AND PASSED THIS __ DAY OF FEBRUARY 2021.

CITY OF GLENWOOD SPRINGS, COLORADO

Mayor or Mayor Pro Tem

ATTEST:

Ryan Muse, Assistant City Clerk



**2020 Income Limit and Maximum Rent Limit Tables
for All Colorado Counties**
20% to 120% of Area Median Income (AMI)

HUD Effective Date: April 01, 2020

- The IRS allows LIHTC projects that placed in service as of 12.31.2008 to use higher HERA Special limits.
- All LIHTC and CHFA Loan projects are "held harmless" from limit decreases. To be "held harmless," a project must be in service before 05.15.2020.
- This year, LIHTC and CHFA Loan projects whose counties experienced a decrease in limits and that place in service before 05.15.2020 may continue to apply the same limits used in 2019.

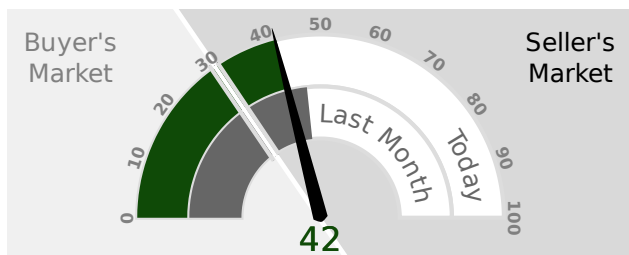
2020 MAXIMUM RENTS								2020 INCOME LIMITS							
COUNTY	HERA	AMI	0 BDRM	1 BDRM	2 BDRM	3 BDRM	4 BDRM	1 PERSON	2 PERSON	3 PERSON	4 PERSON	5 PERSON	6 PERSON	7 PERSON	8 PERSON
Garfield	120%	1,776	1,902	2,283	2,637	2,943	71,040	81,120	91,320	101,400	109,560	117,720	125,760	133,920	
Garfield	100%	1,480	1,585	1,902	2,197	2,452	59,200	67,600	76,100	84,500	91,300	98,100	104,800	111,600	
Garfield	80%	1,184	1,268	1,522	1,758	1,962	47,360	54,080	60,880	67,600	73,040	78,480	83,840	89,280	
Garfield	70%	1,036	1,109	1,331	1,538	1,716	41,440	47,320	53,270	59,150	63,910	68,670	73,360	78,120	
Garfield	60%	888	951	1,141	1,318	1,471	35,520	40,560	45,660	50,700	54,780	58,860	62,880	66,960	
Garfield	55%	814	871	1,046	1,208	1,348	32,560	37,180	41,855	46,475	50,215	53,955	57,640	61,380	
Garfield	50%	740	792	951	1,098	1,226	29,600	33,800	38,050	42,250	45,650	49,050	52,400	55,800	
Garfield	45%	666	713	856	988	1,103	26,640	30,420	34,245	38,025	41,085	44,145	47,160	50,220	
Garfield	40%	592	634	761	879	981	23,680	27,040	30,440	33,800	36,520	39,240	41,920	44,640	
Garfield	30%	444	475	570	659	735	17,760	20,280	22,830	25,350	27,390	29,430	31,440	33,480	
Garfield	20%	296	317	380	439	490	11,840	13,520	15,220	16,900	18,260	19,620	20,960	22,320	

GLENWOOD SPRINGS, CO 81601
Single-Family Homes

This week the median list price for Glenwood Springs, CO 81601 is \$895,000 with the market action index hovering around 42. This is less than last month's market action index of 47. Inventory has held steady at or around 19.

MARKET ACTION INDEX

This answers "How's the Market?" by comparing rate of sales versus inventory.



Slight Seller's Advantage

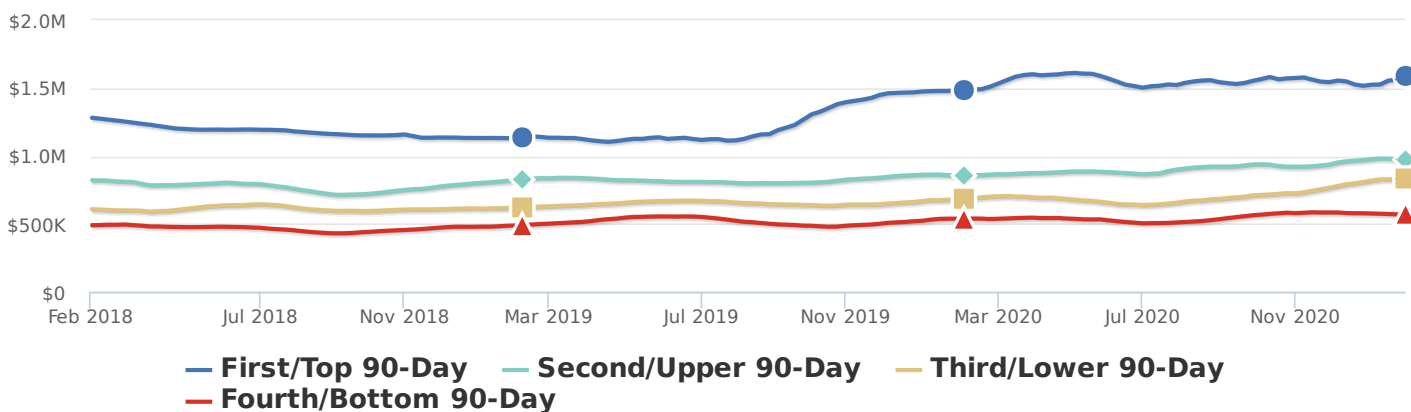
The market has been cooling over time and prices have recently flattened. Despite the consistent decrease in Market Action Index (MAI), we're in a Seller's Market (where significant demand leaves little inventory available). If the MAI begins to climb, prices will likely follow suit. If the MAI drops consistently or falls into the Buyer's zone, watch for downward pressure on prices.

REAL-TIME MARKET PROFILE

Median List Price		\$895,000
Per Square Foot		\$382
Days on Market		91
Price Decreased		37%
Price Increased		11%
Relisted		5%
Inventory		19
Median Rent		\$2,550
Most Expensive		\$3,195,000
Least Expensive		\$500,000
Market Action		42

Slight Seller's Advantage

MEDIAN LIST PRICE



MARKET SEGMENTS

Each segment below represents approximately 25% of the market ordered by price.

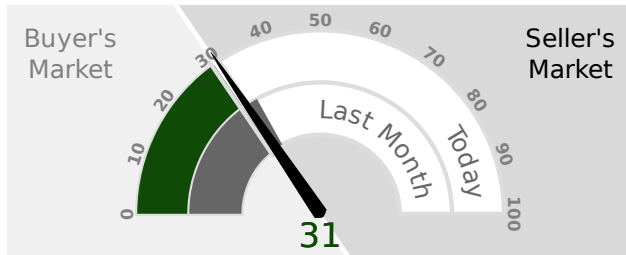
Median Price	Sq. Ft.	Lot Size	Beds	Bath	Age	New	Absorbed	DOM
\$2,105,000	4,550	10 - 20 acres	3	3	9	0	2	133
\$939,000	2,707	0.5 - 1 acre	4	3	3	1	1	84
\$824,900	2,411	0.25 - 0.5 acre	3	2	22	0	1	84
\$565,000	2,150	0.5 - 1 acre	3	2	58	0	2	91

GLENWOOD SPRINGS, CO 81601
Condos/Townhomes

This week the median list price for Glenwood Springs, CO 81601 is \$595,000 with the market action index hovering around 31. This is less than last month's market action index of 34. Inventory has held steady at or around 12.

MARKET ACTION INDEX

This answers "How's the Market?" by comparing rate of sales versus inventory.



Slight Seller's Advantage

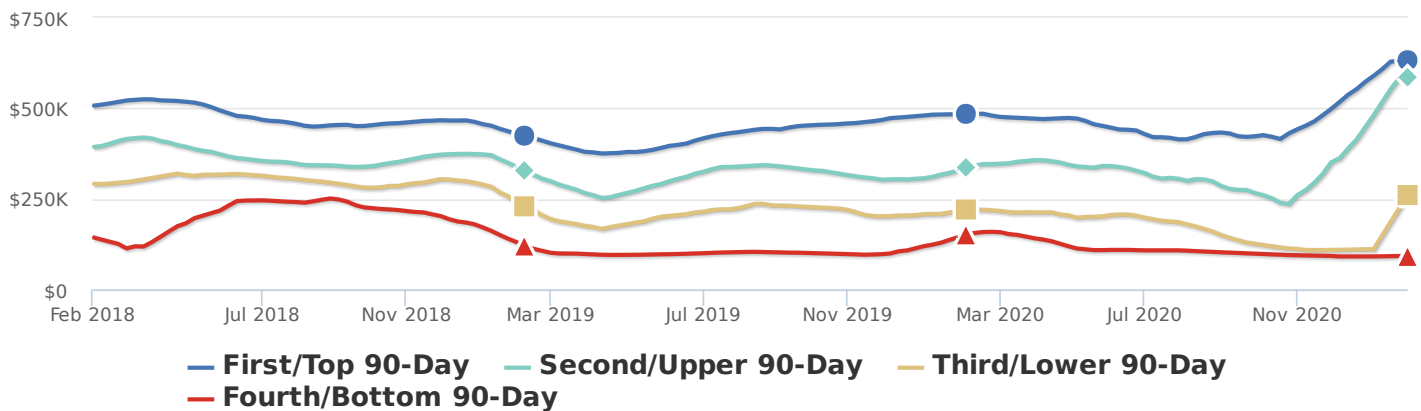
Market conditions have been consistently cooling in the past several weeks. Because we're still in the Seller's zone, prices have not yet begun to drop. It may take a few more weeks of slack demand for prices to reflect and begin to fall. Expect prices to fall if the index persistently falls to the Buyer's zone.

REAL-TIME MARKET PROFILE

Median List Price		\$595,000
Per Square Foot		\$234
Days on Market		98
Price Decreased		17%
Price Increased		33%
Relisted		0%
Inventory		12
Median Rent		\$1,900
Most Expensive		\$650,000
Least Expensive		\$92,500
Market Action		31

Slight Seller's Advantage

MEDIAN LIST PRICE



MARKET SEGMENTS

Each segment below represents approximately 25% of the market ordered by price.

Median Price	Sq. Ft.	Lot Size	Beds	Bath	Age	New	Absorbed	DOM
\$650,000	2,809	-	4	3	1	0	0	98
\$625,000	2,425	-	3	3	0	0	0	21
\$595,000	2,408	-	3	3	0	0	1	21
\$95,000	400	-	1	1	53	0	0	336

Jenn Ooton, Asst. City Manager
(970) 384-6404 (o)



101 West 8th Street
Glenwood Springs, CO 81601

To: City Council
From: Jenn Ooton, Assistant City Manager
Date: February 10, 2021
RE: Projects submitted for the land use process

As City Council considers Ordinance No. 1, Series 2021, the Community Development Department wanted to provide a list of projects that have already been submitted and would be processed under the current regulations in Title 070.

09-20 R2 Partnership Annexation and Rezoning to PUD - 360 residential units in 11 buildings to include townhomes, multi-family apartments, and live/work units on 12.29 acres

60-20 BLD Major Site/Architectural Plan Review and Minor Subdivision - a 300-unit multi-family development in 14 separate buildings in Glenwood Meadows.

65-20 Site Arch Review-2512 S Grand-Multi-Family – 24 units (to be resubmitted on Feb. 22; original application was incomplete).

ORDINANCE NO. 1

SERIES OF 2021

AN ORDINANCE OF THE CITY OF GLENWOOD SPRINGS, COLORADO AMENDING SECTION 070.070.030 AND ADDING A NEW ARTICLE 070.045 OF TITLE 070 TO THE GLENWOOD SPRINGS MUNICIPAL CODE FOR THE PURPOSE OF ADOPTING INCLUSIONARY ZONING FOR AFFORDABLE HOUSING.

WHEREAS, the City of Glenwood Springs (“City”) is a legal and political subdivision of the State of Colorado for which the Glenwood Springs City Council (“City Council”) is authorized to act; and

WHEREAS, the City is authorized by the Local Government Land Use Control Enabling Act of 1974, §29-20-101 through §29-20-108, C.R.S., as amended, and §31-23-301, C.R.S., as amended, to plan for and regulate the use of land within the City’s jurisdiction, and to enact zoning, subdivision, and other land use and development regulations; and

WHEREAS, §31-23-304, C.R.S., provides that the City shall provide for the manner in which its land use and development regulations are amended, supplemented, or changed; and

WHEREAS, the Planning Commission at a duly noticed public hearing on January 23, 2021 considered the Zoning Code amendments and provided a recommendation to the City Council; and

WHEREAS, the City Council at duly noticed public hearing on February 18, 2021 considered the proposed Code amendments and recommendation of the Planning Commission and determined that the amendments are in the best interest of the public health, safety and welfare of the citizens of the City and conformed in all respects to the Glenwood Springs Municipal Code.

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

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

Section 2. Title 070 of the Glenwood Springs Municipal Code is hereby amended as set forth in **Exhibit A** attached hereto.

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

INTRODUCED, READ, PASSED, AND ORDERED PUBLISHED BY TITLE ONLY
THIS ____ DAY OF FEBRUARY 2021.

CITY OF GLENWOOD SPRINGS, COLORADO

Jonathan Godes, Mayor

ATTEST:

Ryan Muse, Assistant City Clerk

INTRODUCED, READ ON SECOND READING, PASSED AND ORDERED
PUBLISHED BY TITLE ONLY TO BE EFFECTIVE IMMEDIATELY THIS ____ DAY OF
_____ 2021.

CITY OF GLENWOOD SPRINGS, COLORADO

Jonathan Godes, Mayor

ATTEST:

Ryan Muse, Assistant City Clerk

EXHIBIT A

The following sections of the Municipal Code are amended as follows with double underlined text added and ~~strike through text deleted~~.

The following definitions will be added to 070.070.030 – All Other Terms Defined

For the purposes of this Title, the following terms shall have the meanings set forth below unless the context clearly indicates otherwise:

* * *

Area median income (AMI) means the median household income estimates and program income limits compiled and released annually for Garfield County by the United States Department of Housing and Urban Development (HUD).

* * *

Community housing or Community Housing Unit– A Residential dwelling unit within the City of Glenwood Springs that is deed restricted in accordance with this Article and the City of Glenwood Springs’s Community Housing Requirements and Guidelines, as approved and amended from time to time by resolution by the City Council, and in accordance with a deed restriction approved by the City of Glenwood Springs City Council or its designee.

Community housing rental unit means a community housing unit that is deed-restricted in accordance with this Article and the City of Glenwood Springs’s Community Housing Requirements and Guidelines, as approved and amended from time to time by resolution by the City Council, and in accordance with deed restrictions approved by the City of Glenwood Springs City Council or its designee, to establish a maximum rental prices, as well as residency, employment and income qualifications for owners and occupants.

Community housing residency requirements and guidelines means the requirements adopted by resolution by the City Council, from time to time, which may include, but shall not be limited to, standards concerning the procedure for qualifying to own or rent Community Housing Units; the requirements (e.g. residency) for qualifying to own or rent Community Housing Units; forms of approved deed restrictions; limitations on appreciation of sales prices of Community Housing; procedures for sale of Community Housing; priorities for persons bidding to purchase Community Housing Units; maximum sales and rental rate increases; standards for the number of residents per dwelling unit; quality of construction requirements for new Community Housing Units; and possible incentives for the construction of Community Housing. The Community Housing Residency Requirements and Guidelines, and amendments

thereto, shall be adopted following a duly noticed public hearing at which such guidelines are considered.

Community housing for sale unit means a community housing unit that is deed-restricted in accordance with this Article and the City of Glenwood Springs's Community Housing Requirements and Guidelines, as approved and amended from time to time by resolution by the City Council, and in accordance with a deed restrictions approved by the City of Glenwood Springs City Council or its designee to establish maximum initial sales and resale prices, as well as residency, employment and income qualifications for owners and occupants.

* * *

Deed restriction means a contract entered into between the City and the owner or purchaser of real property identifying the conditions of occupancy and resale.

* * *

Employee/Qualified resident means a person who is employed on the basis of a minimum of 1,500 hours worked per calendar year in the Employment Area, which averages thirty (30) hours per week for a minimum of ten (10) months per year, physically working the Employment Area and who resides in the Community Housing Unit as their sole and exclusive place of residence a minimum nine (9) months of a twelve (12) month period. Priority will be given to employees/qualified residents employed within the City of Glenwood Springs boundaries or someone who has receive a local employment exemption pursuant to the Community Housing residency requirements and guidelines.

Employment area means Glenwood Springs municipal boundary.

* * *

Gross income means the total income, including alimony and child support, derived from a business, trust, employment, Social Security Benefits of any type and from income-producing property, before deductions for expenses, depreciation, taxes, and similar allowances.

* * *

Inclusionary community housing means the policy of requiring community housing in residential developments to ensure adequate housing stock for local residents and to maintain or increase the current ratio of primary to second home ownership in the City of Glenwood Springs.

Initial sales price means the maximum price for which a price capped community housing for sale unit may be initially sold.

* * *

Resident occupied community housing means housing with a deed restriction recorded against it requiring that it be owned or occupied by an Employee/Qualified Resident as its Primary Residence as set forth in this Article and the City of Glenwood Springs Housing Residency Requirements and Guidelines.

* * *

A new Article 070.045 of Title 070, Glenwood Springs Municipal Code, is hereby adopted to read as follows.

ARTICLE 070.045– Community Housing Standards and Guidelines – Administration.

070.045.010. – Title.

070.045.020 - Purpose

- (a) Purpose. The purpose and intent of the regulations set forth in this Article is to increase affordable housing choices for year-round residents and to preserve a balance between second homeowners and locals.

070.045.030 - Applicability.

These requirements for Community Housing shall apply to all residential and mixed-use developments proposing the construction of five (5) or more new dwelling units, or the creation of five or more residential lots, within the corporate limits of the City of Glenwood Springs after the effective date of these regulations. Incentives for Community Housing shall also apply to all residential developments over one (1) dwelling unit.

070.045.040 - Administration.

- (a) The Planning Director shall be responsible for the administration of these regulations, and he or she shall have the authority and duty to:
 - (1) Exercise administration of this Article or any guidelines thereof pertaining to all building and developments where applicable.
 - (2) Enforce all terms of this Article or any guidelines thereof.
 - (3) Review and recommend approval or denial of all housing mitigation plans submitted in accordance with this Article or any guidelines thereof.
- (b) The Planning Director may also enter into contracts with other agencies, including regional housing authorities, to administer this Article or any guidelines thereof, subject to approval of the City Council.

070.045.050. - Relationship of regulations to other requirements.

Whenever these regulations are found to be inconsistent with any other resolution, ordinance, code, regulation, or other enactment of the City, the enactment imposing more restrictive standards or requirements shall control.

070.045.060. - Guidelines for implementation.

- (a) This Article has been implemented in accordance with guidelines adopted by the City Council. The guidelines may be amended from time to time and shall include the following components:
 - (1) Guidelines for the type, size and price for community housing units;
 - (2) Guidelines for qualifications to purchase and occupy community housing units; and
 - (3) Guidelines for the purchase or sale of community housing units.
- (b) The guidelines will provide all general information necessary for the implementation and administration of this Article.

070.045.070 – Mitigation for Residential Developments.

All new residential subdivisions and all new multi-family residential developments shall set aside lots or units for community housing as set forth in this Section.

- (a) Twenty (20%) percent of the total residential units in any new residential or mixed-use development proposing to create five (5) or more residential dwelling units shall be deed restricted for Resident Occupied Community Housing.
- (b) Ten (10%) percent of the total residential units in any new residential or mixed-use development proposing to create five (5) or more residential dwelling units shall be deed restricted to limit the **average** Initial Sales Price to no greater than that which is affordable to Households earning no more than **100%** AMI; or to limit the Community housing rental unit rental prices in accordance with guidelines established by the City and generally set at rates that are affordable to Households with incomes no higher than 80-100% AMI, **averaged over the total required deed restricted units**.
- (c) Fractional remainders. The development's mitigation responsibility will be rounded to the nearest whole number: below 0.75 round down (= 0 unit) and round up from 0.75 and higher (= 1 unit).

- (d) In lieu of the requirements of subsections (a) and (b) of this section, the development may meet mitigation requirements through a donation of land in an amount determined by the City Council meeting the following requirements:
 - (1) Land shall be free of all liens and encumbrances and shall be conveyed by general warranty deed.
 - (2) Land shall be properly entitled and capable of supporting the applicable number of Community Housing units.
 - (3) Land shall be buildable, have suitable soils and drainage and available utilities, and should not be within an area that has potential geologic hazards associated with development.
- (e) The development may provide up to 50% of the required mitigation through the restriction of existing units.

070.045.080 – Incentives for Residential Developments (Inclusionary Housing) Over One (1) Dwelling Unit.

- (a) Any residential or mixed-use development proposing to create one (1) or more residential dwelling units may be eligible for the following incentives when providing deed restricted Community Housing in the form of Resident Occupied Community Housing, For Sale Community Housing and/or Rental Community Housing that is deed restricted in accordance with the City’s Community Housing Standards and Guidelines.
 - (1) Density Bonus. As part of any new residential or mixed-use development, the City may offer a density bonus.
 - (2) Site Design Flexibility. Provided that the housing goals and eligibility requirements are met and provided that the intents and purposes of this Title are not compromised, the City may consider flexible application of design standards including, but not limited to minimum lot size, building height, lot coverage, impervious coverage, setbacks and landscaping.
 - (3) Public-Private Partnerships. The City may participate in, or facilitate participation with other governmental entities regarding financing or purchasing of Community Housing units directly from the applicant or by other means of subsidy or participation.
 - (4) Tax Rebate or Reduction. The City Council may at its sole discretion waive, reduce or rebate property, construction use, or other tax applicable to the project.

070.045.090. – Acceptable Methods of Community Housing Mitigation

The following methods are provided for an applicant to comply with this Article:

- (a) Provision of Price Capped for Sale Deed Restricted Community Housing with an **average** maximum Initial Sales Price set at or below **100%** AMI affordability level.
- (b) Provision of Resident Occupied Deed Restricted Community Housing for Rental and For Sale Community Housing Units.
- (c) Conveyance of land to the City in lieu of community housing in an amount determined by the City Council.

070.045.100. - Minimum requirements.

- (a) Deed restrictions. Any community housing required by this Article shall be deed-restricted in accordance with a form of deed restriction enforceable in the State, as approved by the City Attorney, to rental or ownership and occupancy by the project developer or to persons who live or work in the City. Deed restrictions shall be prepared in accordance with the community housing guidelines.
- (b) Housing guidelines. The units shall be developed and shall comply with the size, design and occupancy standards established within the community housing guidelines.
- (c) Timing of occupancy. The units shall be ready for occupancy no later than the occupancy of free market units within the project. If the free market units are to be developed in phases, then the community housing units can be developed in proportion to the phasing of the free market units.

070.045.110. – Housing Plan.

For all projects subject to the requirements for Community Housing, a housing plan shall be submitted as a component of the land use application. For those projects subject to the requirements for Community Housing, land use applications will not be deemed complete without the submission of a Housing Plan. Execution of the Housing Plan shall be a condition of approval for the development permit and shall include, at a minimum, the following information as deemed applicable by the Planning Director:

- (a) Total number of market rate units and Community Housing units proposed in the development;
- (b) Details regarding how the Standards and Guidelines will be met, including unit types, square footage, number of bedrooms per unit, targeted income category, and Initial Sales Price;
- (c) Any proposed alternative method(s) of compliance with the Standards and Guidelines.

070.045.120 - Affordable and Workforce Housing.

(a) *In General.* Reserved.

(b) Voluntary Provisions.

(1) Deed-Restricted Development.

- a. Applicability. Any new development of for-rent residential units in the City not otherwise required to provide housing mitigation may voluntarily with the City enter into an affordable housing deed-restriction agreement consistent with the terms and conditions of this Subsection 070.045.120(b)(1).
- b. Deed Restriction. The deed restriction provided for in this Subsection shall be recorded by the owner of the property burdened thereby and remain a covenant and restriction running with the property for a period of thirty (30) years unless otherwise terminated.
- c. Affordability.
 1. The gross rental price, including utility allowance and non-optional fees, of any deed-restricted unit shall not, at the time of leasing, exceed the maximum rents established according to Colorado Housing and Finance Authority, Colorado County Income and Rent Table, for one hundred twenty (120) percent of the Garfield County Area Median Income.
 2. The average of all deed-restricted units in a development shall not exceed one hundred (100) percent of the maximum rents established according to the Colorado Housing and Finance Authority, Colorado County Income and Rent Table, as determined at the time each individual unit was leased.
- d. Impact Fees. The deed restriction shall provide for a waiver of the following impact and improvement fees required by this Code according to the percentage of new for-rent units restricted thereby:
 1. Any water or sewer tap fee required under 080.040.010(c) or 080.030.010(c), respectively.
 2. Any water or sewer system improvement fee required under Article 080.060.

3. Any school land dedication required under Subsection 070.040.030(g)(4), School Land Dedication.
4. Any fire and emergency service impact fees required under Subsection 070.040.030(g)(5), Fire and Emergency Services Impact Fee.
5. Any parkland dedication fees required under 070.040.030(g)(2), Parkland Dedication.

Said fees shall be calculated and determined prior to development and remain unpaid, in abeyance, to be depreciated over a period of thirty (30) years from the issuance of a certificate of occupancy for the unit(s) in accordance with the following schedule:

- i. Years 0-3 0% depreciation
 - ii. Years 4-10 20% depreciation
 - iii. Years 11-30 straight line depreciation from 21% to 100%
6. Any restricted party that knowingly fails to adhere to the requirements of the deed restriction or this Subsection 070.045.120(b)(1) for any portion of a year shall be required to immediately pay the remaining un-depreciated impact and improvement fees upon thirty (30) days' written notice from the City. The restricted party's failure to pay such amount upon notice shall result in an automatic lien upon the property plus a penalty of ten (10) percent of the amount owed, plus the reasonable costs of fees, including attorney fees, spent in collection. Said lien shall thereafter be collected as provided in Section 080.010.100 of the Code.

e. Occupancy Requirement.

1. Primary occupants shall sign an affidavit of qualification and be qualified to rent a deed-restricted unit under this Subsection 070.045.120(b)(1) according to any of the following criteria:
 - i. Employed to primarily work at a physical location within the 81601 postal zip code;
 - ii. Directly employed by a company that has its principal office located within the 81601 postal zip code;
 - iii. Enrolled as a full-time student at a local educational institution;

- iv. Being sixty-five (65) years of age or greater; or
- v. Receiving social security disability benefits.

Qualifying occupants may have roommates not employed within the 81601 postal zip code or by a company not having its principal office within the 81601 postal zip code.

- 2. No occupant of a deed-restricted unit shall engage in any business activity on or in the unit, except as allowed under Subsection 070.030.040(d)(3), Home Occupations, of this Code.
 - 3. In the rental and occupancy of the units, there shall be no discrimination on the basis of age, race, creed, color, sex, sexual orientation, disability, religion, national origin, marital status, gender identity, or affiliation.
 - 4. When a unit becomes vacant, the owner shall promptly make it available and actively market said unit for lease to another qualified occupant in accordance with the deed restriction and any rental guidelines adopted by the City.
 - 5. Each unit shall only be leased and occupied by residents who will utilize the unit as his or her principal place of residence. A "principal place of residence" shall mean the dwelling in which one's habitation is fixed and to which a person, whenever he or she is absent, has a present intention of returning after a departure or absence there from.
 - 6. In the event the employment or student enrollment status of the occupant of any unit is altered so as to no longer meet the qualifications of this Subsection, said occupant shall be permitted to reside in the unit under the same terms and conditions of the unit lease, except that no extension of the lease term shall be granted.
- f. *Market Conversion.* The owner of a deed-restricted unit may convert a unit to rent or sale at market rate upon written notice to the City. Upon market conversion, the owner shall record an amendment to the deed restriction for the termination thereof. Upon the first rental or sale of any such converted unit, the owner shall pay to the City the amount of any and all proportional, amortized, and depreciated impact and improvement fees then outstanding.
- g. *Reporting Requirement.* The owner of a deed-restricted unit shall annually, between December 1 and December 15, provide a report and proof to the City or its designated representative agency of its compliance with the rental

requirements set forth in this Subsection for the prior twelve-month period. Said report shall contain, at a minimum:

1. The number of deed-restricted units rented pursuant to this Subsection;
2. The period each unit was rented and the status by which the were occupant(s) qualified under the deed restriction;
3. The monthly rental price; and
4. The taxes, special assessments, and homeowners' association and management fees, and any other fees or charges, including common utilities, assessed to each unit.

(c) *Housing Units Developed Under Prior Inclusionary Housing Program.* All housing units developed under the provisions of the inclusionary housing program repealed by Ordinance 21, Series of 2017, shall remain subject to the terms and conditions of approval previously agreed upon, including the applicability of the Glenwood Springs Community Housing Guidelines as administered by the Garfield County Housing Authority.



City Council Staff Report

Date: February 18, 2021

To: City Council

From: Hannah Klausman, AICP
Senior Planner

Subject: Planning File 01-21, Consideration of code revisions to 070.040.120 Affordable and Workforce Housing to amend the Voluntary Deed Restriction Program.

REQUEST	Consideration of code revisions to 070.040.120 Affordable and Workforce Housing to amend the Voluntary Deed Restriction Program.
APPLICANT	City of Glenwood Springs
LOCATION	City wide
ZONE	All

Background

In 2016, the City Council of the City of Glenwood Springs adopted requirements for participation in the City's deed restricted development and improvement fee waiver program. The program established system improvement fee waivers for developments that voluntarily enter into an affordable housing deed restriction agreement for 30 years, or unless otherwise terminated.

The voluntary program was established to incentivize developers to create attainable workforce housing. The development agreement stipulates a maximum rent cap averaged to 100% Area Median Income for all units, updated annually by the Colorado Housing and Finance Authority (CHFA). The rent is calculated based on the number of bedrooms. The 2020 Rent Limit table from CHFA below illustrates the maximum rent charges allowable up to 120% AMI for Garfield County.

2020 MAXIMUM RENTS							
COUNTY	HERA	AMI	0 BDRM	1 BDRM	2 BDRM	3 BDRM	4 BDRM
Garfield		120%	1,776	1,902	2,283	2,637	2,943
Garfield		100%	1,480	1,585	1,902	2,197	2,452
Garfield		80%	1,184	1,268	1,522	1,758	1,962

By comparison, The Lofts at Red Mountain, a market rate development that was recently finished has 1-bedroom apartments that range from \$1,875 to \$1,925, and 2-bedroom units that range from \$2,595 to \$2,770 advertised on their website. Carport parking is an additional \$35 per month, and private garage rentals are an additional \$200 per month. Uncovered parking is no additional cost.

Six Canyons in West Glenwood, another recent market rate development advertises 1-bedroom apartments starting at \$1,700 and 2-bedrooms that range from \$2,250 to \$2,625. The public benefit of the voluntary program can be seen in

the difference between market rate rents and the reduced maximum rent allowable by the voluntarily deed restricted developments.

In exchange for this rent cap, the deed restriction provides the developer with a waiver of the following impact and improvement fees required by Code:

- (1) Any water or sewer tap fee required.
- (2) Any water or sewer system improvement fee required.
- (3) Any school land dedication required.
- (4) Any fire and emergency service impact fees.
- (5) Any parkland dedication fee in lieu required.

Said fees remain unpaid, in abeyance, depreciated over a period of thirty (30) years from the issuance of a certificate of occupancy for the unit(s). Straight line depreciation is used, meaning that each year the development remains in the program, the amount of fees reduces by an equal annual amount. There is currently no penalty for terminating participation before the 30-year timeline.

The agreement stipulates that primary occupants must meet one of the following requirements:

- (i) Employed to primarily work at a physical location within the 81601 postal zip code;
- (ii) Directly employed by a company that has its principal office located within the 81601 postal zip code;
- (iii) Enrolled as a full-time student at a local educational institution;
- (iv) Being sixty-five (65) years of age or greater; or
- (v) Receiving social security disability benefits.

Program Participation

Currently the program has seven (7) participants with a total of 45 units that are deed restricted. The attached Active Units document illustrates active properties, number of units, agreement timeline, and terminations.

To date, two participants have completely exited the program, and a third reduced the number of units that were deed restricted. These early withdrawals represent 14 total units, all of which exited within the first year of participation.

Program Review and Amendment

The voluntary deed restriction program has been operating for three years. Staff, and the City's housing commission evaluated the program's progress and based on perceived challenges, recommended an amendment to Planning and Zoning Commission. Challenges of the program were identified as the ease with which a developer could withdrawal early from the program, as well as reporting challenges as detailed by Staff. These aspects are discussed further below under the Issues category.

The Planning and Zoning Commission reviewed the draft changes at their regularly scheduled meeting in January 2021 and recommended approval. Several Commissioners voiced a desire for an extended amortization deferment of 5 years compared to the proposed 3-year timeline included in the draft code change.

Issues

Early Program Withdrawal

The intent of the voluntary program is to provide an incentive to developers to deed restrict rental prices to a maximum 120% AMI in exchange for a waiver of system improvement fees. The benefit to the City is the prolonged public benefit of attainable housing for the Glenwood Springs workforce. When a participant exits the program early, the public benefit is short lived and less desirable.

Annual Reporting

Program participants are required to submit annual reporting to the City of Glenwood Springs to document compliance with the deed restriction standards. The report includes a primary occupant affidavit certifying qualification status, duration of each qualified occupant stays, and the amount of rent and fees charged for each deed restricted unit in the development. Participating developers have struggled with tenant turnover and tracking, as well as tenants whose qualifications change mid-lease, requiring a new qualified tenant. This has included primary occupants that qualified as being employed within the 81601-zipcode and then changed employment to outside of the allowable area. In these situations, the program standards do include provisions that allow a tenant to complete the lease terms, but do not have the option to renew the lease.

Program Participation and Drawbacks

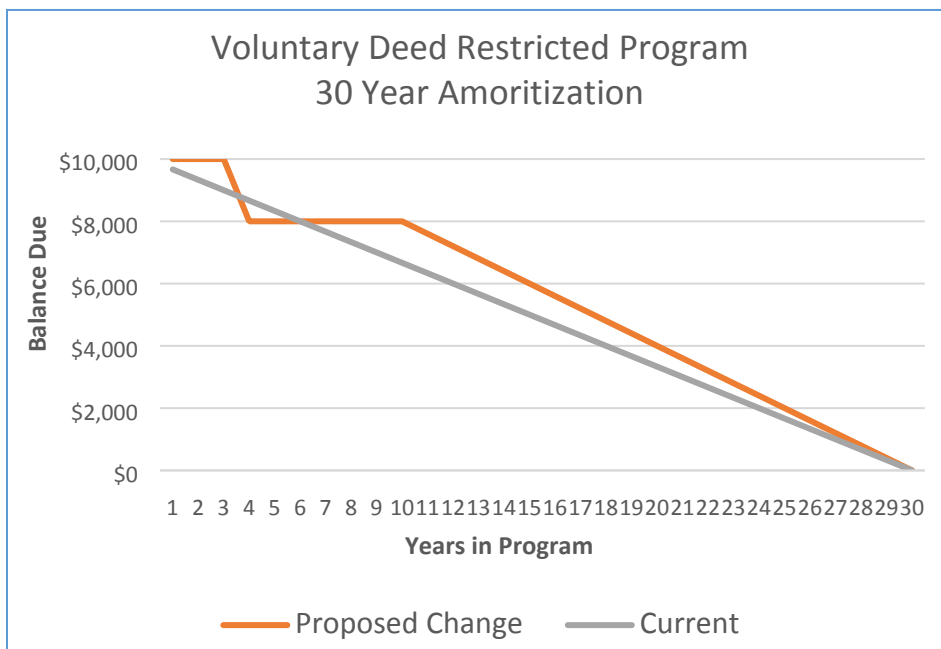
To date, none of the large apartment developments that have been approved since the voluntary program began in 2017, have participated. Developers have pointed to the qualifications for primary occupancy being prohibitive, and the financial cost being unfeasible. This is important to consider when reviewing what type of developments are using the program and who might in the future.

Inclusionary Zoning Addition

Planning Item 02-21 proposes the introduction of required community housing through the addition of an Inclusionary Zoning program. The program would require all new residential subdivisions and all new multi-family residential developments proposing to create five (5) or more dwelling units to set aside lots or units for community housing.

Project Summary

The proposed program change includes altering the equation for depreciation of fees held in abeyance. Current fees are held in abeyance for a duration of thirty (30) years with straight line depreciation. The proposed change includes deferring depreciation for the first three (3) years of program participation. In years four (4) through ten (10), 20% of the total would depreciate, and years eleven (11) through thirty (30) would be a straight-line depreciation of the remainder. The current straight line depreciation and proposed deferred option are illustrated in the graph below with an assumed \$10,000 fee waiver.



The intent of the amendment is to discourage early withdrawal from the program while still maintaining a developer benefit of deferred cost. The first three years of participation would have no reduction in the original balance of fees if a

participant were to exit. The benefit to the developer remains as cost deferment but exiting prior to year four (4) would not include the added benefit of loan depreciation that the current process includes.

The Voluntary Deed Restriction program will likely move into a new Title in the Municipal Code. 070.045, along with the proposed Inclusionary Housing Requirements. The voluntary deed restriction program currently resides in Section 070.040.120, under the Development Standards Title.

This provision will only apply to participants that enroll in the program after the code revisions take effect. Changes will not alter the existing participant agreement terms.

Review Criteria and Analysis

A Code amendment is a legislative decision by the City Council. Prior to recommending approval or approving a proposed Code amendment, the Planning Commission and City Council shall consider whether and to what extent the proposed amendment meets the following criteria. Staff analysis is in bold.

- I. Is consistent with the Comprehensive Plan and other City policies;
The proposed amendment to the existing program upholds the goals of the Comprehensive plans and other City policies.
- II. Does not conflict with other provisions of this Code or other provisions in the Glenwood Springs Municipal Code;
The small proposed change in depreciation calculations does not conflict with the Municipal code.
- III. Is necessary to address a demonstrated community need;
The code section and proposed changes are part of the City's effort to provide attainable workforce housing. According to the most recent Regional Housing Study from 2018, Glenwood Springs has a 1,400-unit deficit in available homes priced or rented at 120% AMI and below.
- IV. Is necessary to respond to substantial changes in conditions and/or policy; and
The amendment addresses program deficiencies after two years of implementation.
- V. Is consistent with the general purpose and intent of this Code.
The proposed amendment is in line with the purpose and intent of the Code.

Reviewing Agency Comments

Housing Commission discussed the proposed changes. Discussion focused on how to maximize longevity of the public benefit while balancing program benefits and feasibility to developers. It was suggested that depreciation of fees begin between a minimum of 3 years and a maximum of 5 years, after which the depreciation could be straight line for the remainder.

Action Item and Staff Recommendation

Action Item:

Consideration of code revisions to 070.040.120 Affordable and Workforce Housing, to amend the Voluntary Deed Restriction program.

Staff and Planning and Zoning Commission recommend approval of the code amendment.

Suggested Findings

The proposed code amendment to the Voluntary Deed Restricted Program:

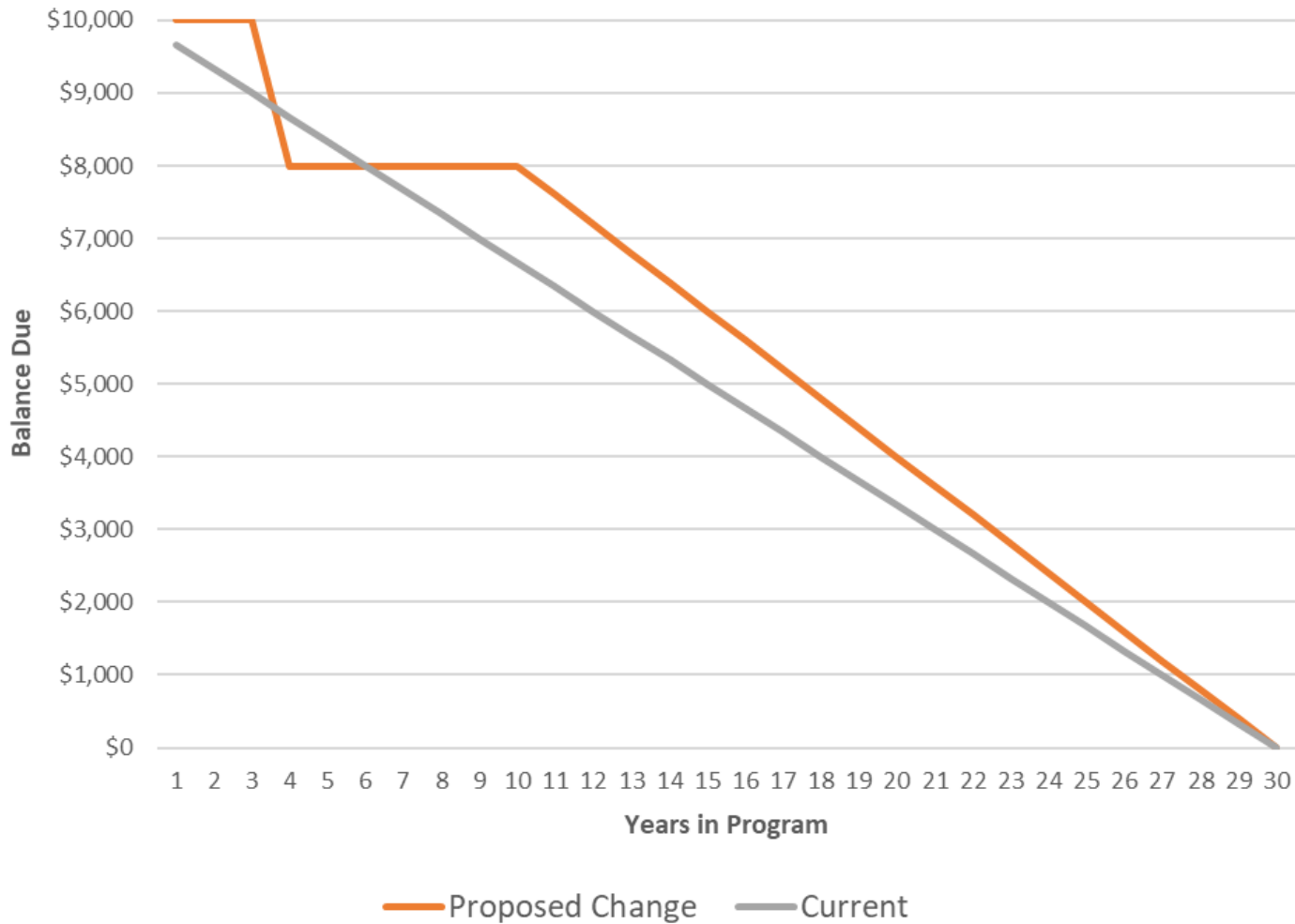
- I. Is consistent with the Comprehensive Plan and other City policies;
- II. Does not conflict with other provisions of this Code or other provisions in the Glenwood Springs Municipal Code;
- III. Is necessary to address a demonstrated community need;
- IV. Is necessary to respond to substantial changes in conditions and/or policy; and
- V. Is consistent with the general purpose and intent of this Code.

Deed Restricted Development Reporting

Unit Address	# of Units	Status	Agreement Date	EXIT DATE	REASON FOR EXIT
719 Grand Avenue	1	Active	8/16/2018		
3116 S Grand Ave	1	Active	7/12/2018		
1002 Cooper Ave	3	Active	12/3/2018		
1503 Riverbend Way	23 (9)	Active	11/13/2017	9 Units 2018	Building 5 converted to Free Market
920 Red Mountain Drive	1	Active	4/1/2019		
1217 Colorado Avenue	1	Active	9/17/2020		
Caverns Village, TBD Centennial Street	15	Active	8/11/2020		
744 Cleveland	1	CLOSED	3/19/2018	2/20/2019	Violation of Occupancy, Owner Chose to Exit
210 10th Street	4	CLOSED	6/6/2018	1/14/2019	Property Sold

Total **45**

Voluntary Deed Restricted Program 30 Year Amortization



Years	Proposed Change	Current
1	\$10,000.00	\$ 9,666.67
2	\$10,000.00	\$ 9,333.33
3	\$10,000.00	\$ 9,000.00
4	\$ 8,000.00	\$ 8,666.67
5	\$ 8,000.00	\$ 8,333.33
6	\$ 8,000.00	\$ 8,000.00
7	\$ 8,000.00	\$ 7,666.67
8	\$ 8,000.00	\$ 7,333.33
9	\$ 8,000.00	\$ 7,000.00
10	\$ 8,000.00	\$ 6,666.67
11	\$ 7,600.00	\$ 6,333.33
12	\$ 7,200.00	\$ 6,000.00
13	\$ 6,800.00	\$ 5,666.67
14	\$ 6,399.99	\$ 5,333.33
15	\$ 5,999.99	\$ 5,000.00
16	\$ 5,599.99	\$ 4,666.67
17	\$ 5,199.99	\$ 4,333.33
18	\$ 4,799.99	\$ 4,000.00
19	\$ 4,399.99	\$ 3,666.67
20	\$ 3,999.99	\$ 3,333.33
21	\$ 3,599.98	\$ 3,000.00
22	\$ 3,199.98	\$ 2,666.67
23	\$ 2,799.98	\$ 2,333.33
24	\$ 2,399.98	\$ 2,000.00
25	\$ 1,999.98	\$ 1,666.67
26	\$ 1,599.98	\$ 1,333.33
27	\$ 1,199.97	\$ 1,000.00
28	\$ 799.97	\$ 666.67
29	\$ 399.97	\$ 333.33
30	\$ -	\$ -

EXHIBIT A

070.040.120 - Affordable and Workforce Housing.

(a) *In General.* Reserved.

(b) *Voluntary Provisions.*

(1) *Deed-Restricted Development.*

- a. *Applicability.* Any new development of for-rent residential units in the City not otherwise required to provide housing mitigation may voluntarily with the City enter into an affordable housing deed-restriction agreement consistent with the terms and conditions of this Subsection 070.040.120(b)(1).
- b. *Deed Restriction.* The deed restriction provided for in this Subsection shall be recorded by the owner of the property burdened thereby and remain a covenant and restriction running with the property for a period of thirty (30) years unless otherwise terminated.
- c. *Affordability.*
 1. The gross rental price, including utility allowance and non-optional fees, of any deed-restricted unit shall not, at the time of leasing, exceed the maximum rents established according to Colorado Housing and Finance Authority, Colorado County Income and Rent Table, for one hundred twenty (120) percent of the Garfield County Area Median Income.
 2. The average of all deed-restricted units in a development shall not exceed one hundred (100) percent of the maximum rents established according to the Colorado Housing and Finance Authority, Colorado County Income and Rent Table, as determined at the time each individual unit was leased.
- d. *Impact Fees.* The deed restriction shall provide for a waiver of the following impact and improvement fees required by this Code according to the percentage of new for-rent units restricted thereby:
 1. Any water or sewer tap fee required under 080.040.010(c) or 080.030.010(c), respectively.
 2. Any water or sewer system improvement fee required under Article 080.060.
 3. Any school land dedication required under Subsection 070.040.030(g)(4), School Land Dedication.
 4. Any fire and emergency service impact fees required under Subsection 070.040.030(g)(5), Fire and Emergency Services Impact Fee.
 5. Any parkland dedication fees required under 070.040.030(g)(2), Parkland Dedication.

Said fees shall be calculated and determined prior to development and remain unpaid, in abeyance, to be depreciated over a period of thirty (30) years from the issuance of a certificate of occupancy for the unit(s) in accordance with the following schedule: ~~Straight line depreciation shall be used.~~

 - a. Years 0-3 0% depreciation
 - b. Years 4-10 20% depreciation
 - c. Years 11-30 straight line depreciation from 21% to 100%

6. Any restricted party that knowingly fails to adhere to the requirements of the deed restriction or this Subsection 070.040.120(b)(1) for any portion of a year shall be required to immediately pay the remaining un-depreciated impact and improvement fees upon thirty (30) days' written notice from the City. The restricted party's failure to pay such amount upon notice shall result in an automatic lien upon the property plus a penalty of ten (10) percent of the amount owed, plus the reasonable costs of fees, including attorney fees, spent in collection. Said lien shall thereafter be collected as provided in Section 080.010.100 of the Code.

e. *Occupancy Requirement.*

1. Primary occupants shall sign an affidavit of qualification and be qualified to rent a deed-restricted unit under this Subsection 070.040.120(b)(1) according to any of the following criteria:
 - i. Employed to primarily work at a physical location within the 81601 postal zip code;
 - ii. Directly employed by a company that has its principal office located within the 81601 postal zip code;
 - iii. Enrolled as a full-time student at a local educational institution;
 - iv. Being sixty-five (65) years of age or greater; or
 - v. Receiving social security disability benefits.

Qualifying occupants may have roommates not employed within the 81601 postal zip code or by a company not having its principal office within the 81601 postal zip code.

2. No occupant of a deed-restricted unit shall engage in any business activity on or in the unit, except as allowed under Subsection 070.030.040(d)(3), Home Occupations, of this Code.
 3. In the rental and occupancy of the units, there shall be no discrimination on the basis of age, race, creed, color, sex, sexual orientation, disability, religion, national origin, marital status, gender identity, or affiliation.
 4. When a unit becomes vacant, the owner shall promptly make it available and actively market said unit for lease to another qualified occupant in accordance with the deed restriction and any rental guidelines adopted by the City.
 5. Each unit shall only be leased and occupied by residents who will utilize the unit as his or her principal place of residence. A "principal place of residence" shall mean the dwelling in which one's habitation is fixed and to which a person, whenever he or she is absent, has a present intention of returning after a departure or absence there from.
 6. In the event the employment or student enrollment status of the occupant of any unit is altered so as to no longer meet the qualifications of this Subsection, said occupant shall be permitted to reside in the unit under the same terms and conditions of the unit lease, except that no extension of the lease term shall be granted.
- f. *Market Conversion.* The owner of a deed-restricted unit may convert a unit to rent or sale at market rate upon written notice to the City. Upon market conversion, the owner shall record an amendment to the deed restriction for the termination thereof. Upon the first rental or sale of any such converted unit, the owner shall pay to the City the amount of any and all proportional, amortized, and depreciated impact and improvement fees then outstanding.
- g. *Reporting Requirement.* The owner of a deed-restricted unit shall annually, between December 1 and December 15, provide a report and proof to the City or its designated

representative agency of its compliance with the rental requirements set forth in this Subsection for the prior twelve-month period. Said report shall contain, at a minimum:

1. The number of deed-restricted units rented pursuant to this Subsection;
 2. The period each unit was rented and the status by which the were occupant(s) qualified under the deed restriction;
 3. The monthly rental price; and
 4. The taxes, special assessments, and homeowners' association and management fees, and any other fees or charges, including common utilities, assessed to each unit.
- (c) *Housing Units Developed Under Prior Inclusionary Housing Program.* All housing units developed under the provisions of the inclusionary housing program repealed by Ordinance 21, Series of 2017, shall remain subject to the terms and conditions of approval previously agreed upon, including the applicability of the Glenwood Springs Community Housing Guidelines as administered by the Garfield County Housing Authority.
- (d) *Repealer.* Any ordinance or resolutions or parts thereof in conflict with Ordinance 21, Series of 2017, are hereby repealed to the extent of such conflict only.



City Council
STAFF REPORT
City of Glenwood Springs
February 18, 2021

Agenda Item: Blake Street Configuration

Action Requested: Review and approval of an option for Blake

Department: Engineering

Presented By: Terri Partch, City Engineer

Background Info: In 2010, the City Council and the Colorado State Transportation Commission approved the recommendations of a study that evaluated reducing congestion on SH 82. One of the many recommendations was to open Blake Gate to allow local traffic to use the City street network instead of getting on SH 82.

Many residents on Blake fear that opening Blake Gate will lead to additional traffic on their street. It is true that particularly in the afternoons, traffic on SH 82 will try to get off of the road and find a faster way to I-70.

With the development of the new multi-family housing at Blake and Palmer, the traffic study done for the project modeled the gate as open, to split the traffic impact of the new development between 27th and the Blake intersection on SH 82. At the time, the Council directed that the gate be opened for construction purposes, and then permanently opened with the occupancy of the development.

The development was sold and re-entitled. Council in October voted to delay the opening of the Gate until the issuance of a certificate of occupancy or temporary certificate of occupancy for any building part of the Triumph-Bell Rippy development.

Staff met with the new developer, groups of residents and held another public meeting to get input on the gate opening, and options for controlling speed and cut-through on Blake.

The neighborhood is still concerned about the possibility of cut-through traffic and pedestrian safety, and would prefer a one-way southbound orientation on Blake between 26th and 27th to prevent traffic coming off of SH 82 and avoid congestion. This is also the recommendation of the Transportation Commission.

Issues: Changing the road configuration to one way changes existing traffic patterns, increases traffic on other roads that weren't previously affected and creates "dead end" streets where a turn around would be needed. One way roads also reduce the City's circulation and emergency response.

The Community Development Department has received construction drawings for approval for the Bell Rippy project and will be negotiating the development agreement as part of the final land use approval, before the building permit submittal, in the next month to six weeks.

Staff Recommendation: Staff recommends keeping all roads with a two way configuration, but adding traffic calming elements outlined in the presentation or advisory bike lanes to slow cut through and neighborhood traffic.

Blake Avenue Improvements

City Council Meeting

February 4, 2021



Agenda

- **Alternative Overview**
 - Alternate A: Replace in kind
 - Alternate B: One-Way
 - Alternate C: Advisory Bike Lane
 - Alternate D: Two-Way with Raised Path
- **Questions**



February 4, 2021

Blake Avenue Alternative A: Replace in kind only



February 4, 2021

26th Street Alternative A: Replace in kind only



February 4, 2021

Evaluation of Alternative A: Replace Existing Condition

Benefits:

- Lowest cost option
 - 1.0 Cost Magnitude
 - Assumed with no traffic calming, roadway improvements (curb, gutter, striping, etc)
 - Facilitated within existing Right of Way
 - Minimal materials
- Maintains city circulation
- Low impact to neighbors

Drawbacks:

- No curb and gutter
- Does not provide pedestrian facilities (sidewalk)
- Does not provide bicycle facilities (bike lanes, sharrows may be accommodated)
- No traffic calming
- No improvements to Palmer Avenue
- Could lead to congestion during peak hours

February 4, 2021



Blake Avenue Alternative B: One-Way

Neighborhood traffic heading NB on SH 82

- Forced to 24th Street or 23rd Street

One way SB from 23rd Street to 26th Street

- NB traffic is forced to Palmer Avenue at 26th Street

One way SB from 26th Street to 27th Street

- Blake Avenue traffic NB is forced to the SH 82 Intersection
 - Potentially lower LOS at 27th, 29th, and Blake Avenue intersections with SH82
 - CDOT will not allow more time at the signals, may require improvements
 - Road length is less than 190 feet at 27th Street
 - Current AM/PM LOS D @ 27th Street/SH 82 Intersection
 - Approximately 26-31 seconds is allotted to clear the west-bound leg
 - Significant cost Acquisition of Right of Way (Carpet One)
- More traffic at 27th Street could limit RFTA exiting traffic
- Could increase *standing traffic* in the Blake Avenue neighborhood during high traffic times or delays
- People may ignore one way

SB through the old Blake Gate Location

- Narrow road section (10') EMS does not currently access through this location. If they needed to, they could go the wrong direction
 - Potentially lower LOS at 29th Street and Blake Avenue intersections with SH82.
 - Increase turn arounds at Wal-Mart, potential unsafe movements if people elect to travel the wrong direction through this location

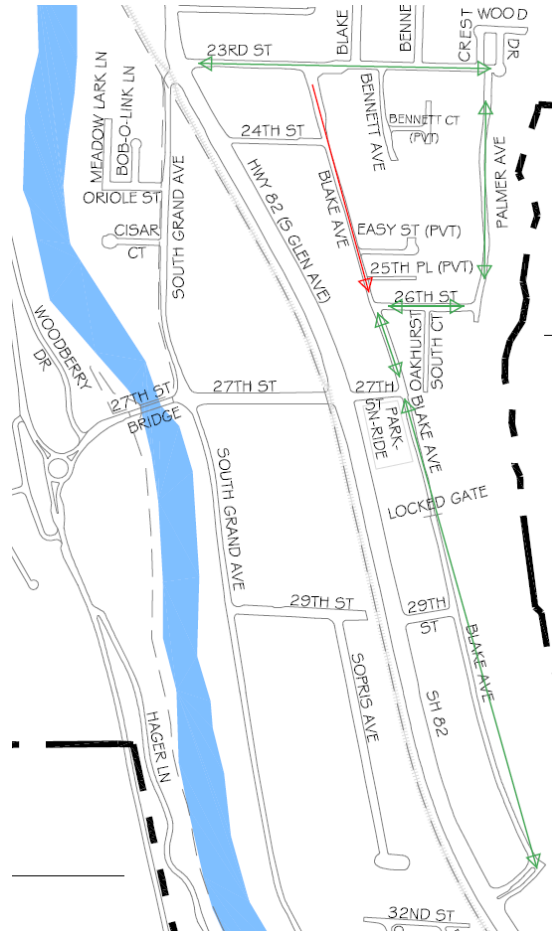
February 4, 2021



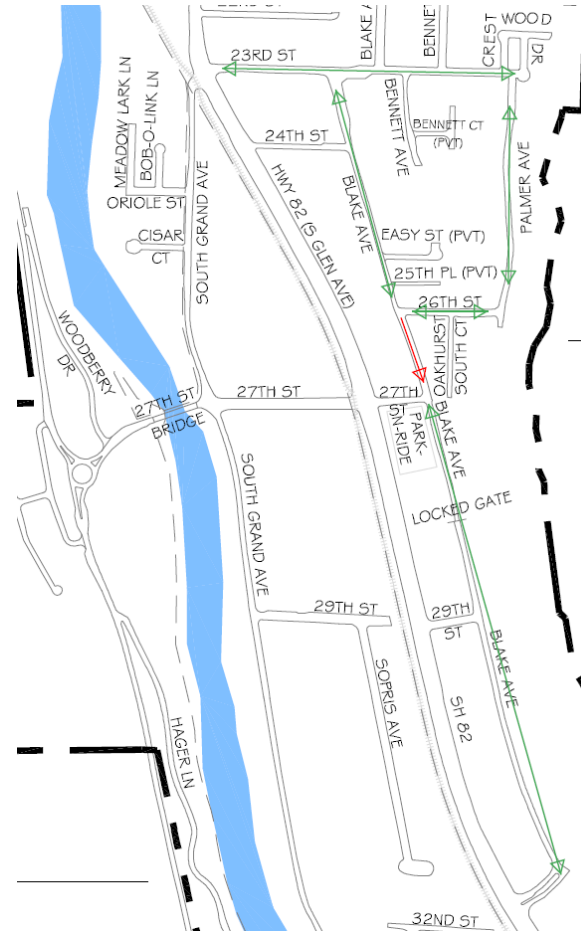
Blake Avenue Alternative B: One-Way

Similar to Alternative A/1

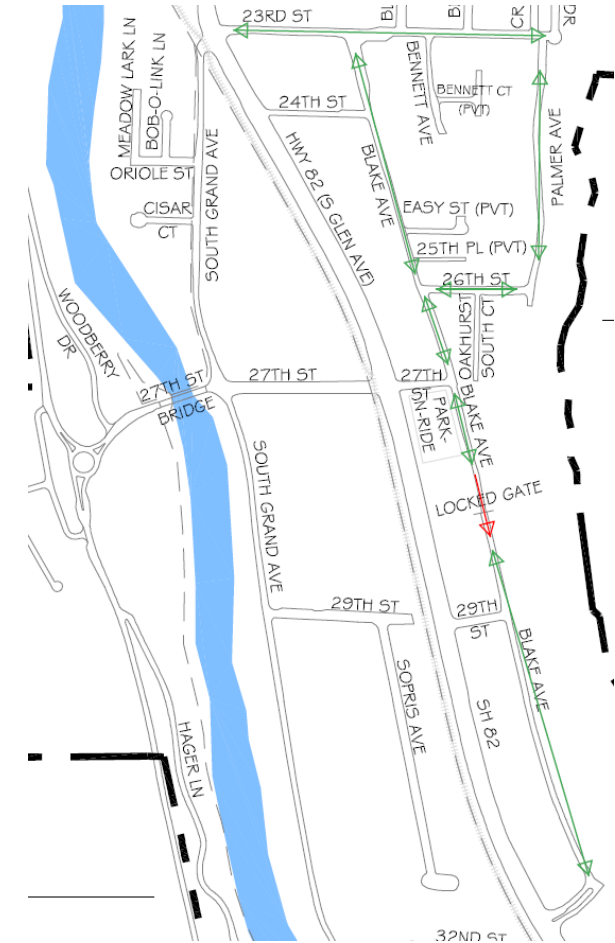
- Minimum width of 20' for emergency response, but could be less at current gate location.



SB from 23rd Street to 26th Street



SB from 26th Street to 27th Street



SB through the old Blake Gate Location

February 4, 2021

Evaluation of Alternative B: Blake Avenue One-Way

Benefits:

- **Southbound movement**
 - Lowers volumes
 - Discourages SH 82 traffic from taking Blake Avenue
- **Lower cost option**
 - Cost Magnitude varies (1.2-1.7)
 - Dependent on traffic calming options used, the location of the one-way and the length of the one-way
 - Facilitated within existing Right of Way
 - Minimal materials
- **Could facilitate a separate pedestrian facility (with added costs)**
- **Easily converted to another design if not successful**
- **Low impact to neighbors**

Drawbacks:

- **No curb and gutter**
 - Does not consider drainage (currently)
- **Bicycle traffic would oppose vehicular traffic**
- **Physical barriers and signage necessary**
 - Some neighbors and commuters will choose to go the wrong direction rather than drive out of direction/take the long way
- **Lower city circulation**
 - Less options
- **Increase Palmer Avenue traffic during periods of congestion**
- **Increased backups in the neighborhood**
- **Would limit RFTA Access**
- **Lowers LOS across multiple SH82 accesses**
 - 29th is slated for a ¾ movement (no SB 82 Access)

February 4, 2021



Public Feedback

My concerns about a one-way Blake Avenue configuration (select all that apply)

	TOTAL	Person 1	Person 2	Person 3	Person 4	Person 5	Person 6	Person 7	Person 8	Person 9	Person 10	Person 11	Person 12
I do not have concerns	2	1								1			
One way would make travel difficult for the neighborhood	5		1			1	1				1		1
Engineering has concerns about circulation needs for the city as a whole	3		1				1				1		
One way south bound would force afternoon back up traffic onto Palmer	6		1	1		1			1		1		1
This could delay traffic more in the event of an evacuation	2		1			1							
Other	4		1	1			1	1					

Other comments:

- Blake Ave one-way southbound from 24th to 26th Streets will be the most definitive solution for keeping drive-off commuter traffic from utilizing Blake Ave ALL the way through town from McDonalds to 8th or 9th Street. It would also maintain this NARROW section of Blake as a neighborhood street rather than a highway 82 bypass. Palmer Ave gets an assortment of traffic discouraging and calming measures.
- This gate/traffic issue has been uncomfortable for us as the one-way issue seemed to put some of us at odds, when for years we have been of one mind about most shared issues
- It will not be in anyway fair to add the traffic from the residents that live on Blake Avenue to have to travel around the block, up 26th and down Palmer just to get to the grocery store or town core.
- I think one way between 26th and 27th on Blake is a great idea. We are talking about cut through traffic and it is not tourists, it is locals that do it every day. This stops it. I do not think this puts much more pressure on the 27th and Blake intersection. You have 29th and the McDonalds to get on 82 north bound
- I would most like to see Blake Street one way from 26th to 27th if not permanently than at least until ALL discussed improvements are completed. Planters could be put on both side of Blake at the top of 27th to discourage drivers from going the wrong way on Blake.
- Feedback would say the idea of one way south of Blake between 26th - 27th should receive consideration. This includes input from residents of OakHurst, as it seems it will affect their access the most.

February 4, 2021





Alternative C: Advisory Bike Lanes

FHWA Guidance:

- Low-volume roads
 - 6,000 ADT or less
 - 3,000 ADT or less preferred
- Low-speed roads
 - 35 mph or less
 - 25 mph or less preferred
- Two-lane roads
- No centerline striping
- Roads with adequate sight distance
- Locations with constrained connections between biking and walking facilities
- Avoidance of bus or truck routes preferred
- Roads that are too narrow for typical biking facilities

Current Condition:

- Blake Avenue and Palmer Avenue have a combined ADT of less than 1500.
 - Counts were taken during significant congestion on SH 82, week of South Canyon Fire.
- Busses and trucks remain on SH 82

Blake Avenue:

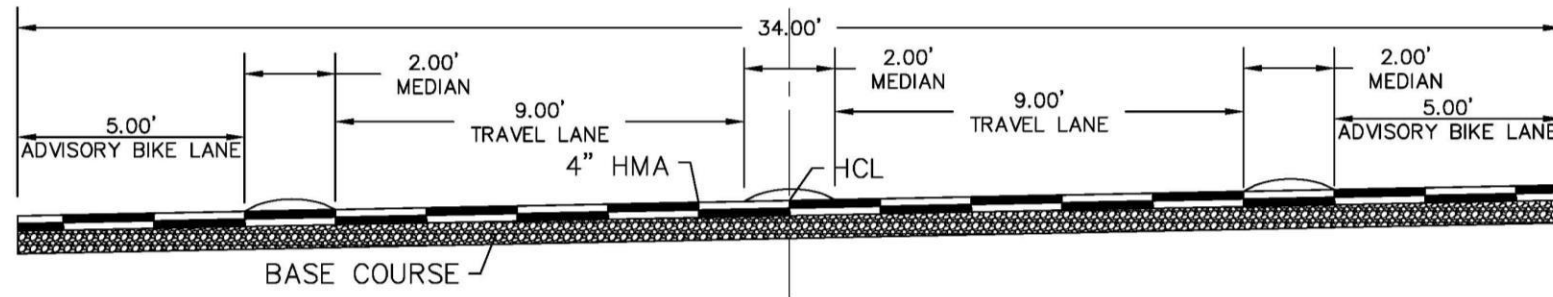
- 15 MPH (23rd – 27th Street)
- Not striped
- Adequate sight distances
- Identified bike route in the Long-Range Transportation Plan
- Narrow Right of Way
 - Down to 26.5 feet, averages 30-35 feet

Palmer Avenue:

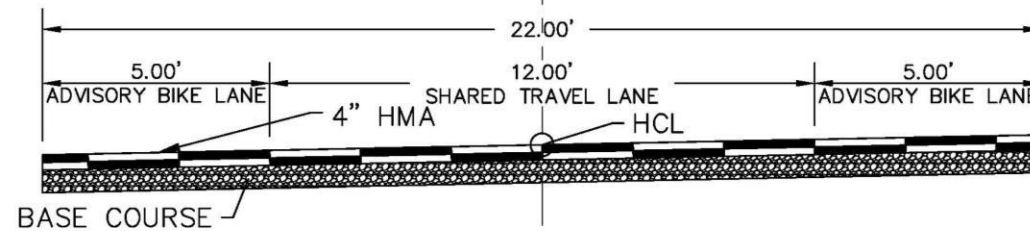
- 25 MPH, not signed
- Not striped
- Adequate sight distances

February 4, 2021

Blake Avenue Alternative C: Advisory Bike Lane



TWO WAY AT INTERSECTION
SCALE: 1" = 5'



TWO WAY BLAKE AVENUE ADVISORY BIKE LANE
SCALE: 1" = 5'

NOTE:

1. BLAKE AVENUE WAS SURVEYED FROM 23RD STREET TO 26TH STREET. REMAINING RIGHT OF WAY LINES AND PROPERTY LINES ARE APPROXIMATE AND NOT SURVEY ACCURATE. THEY ARE FOR INFORMATION PURPOSES ONLY.

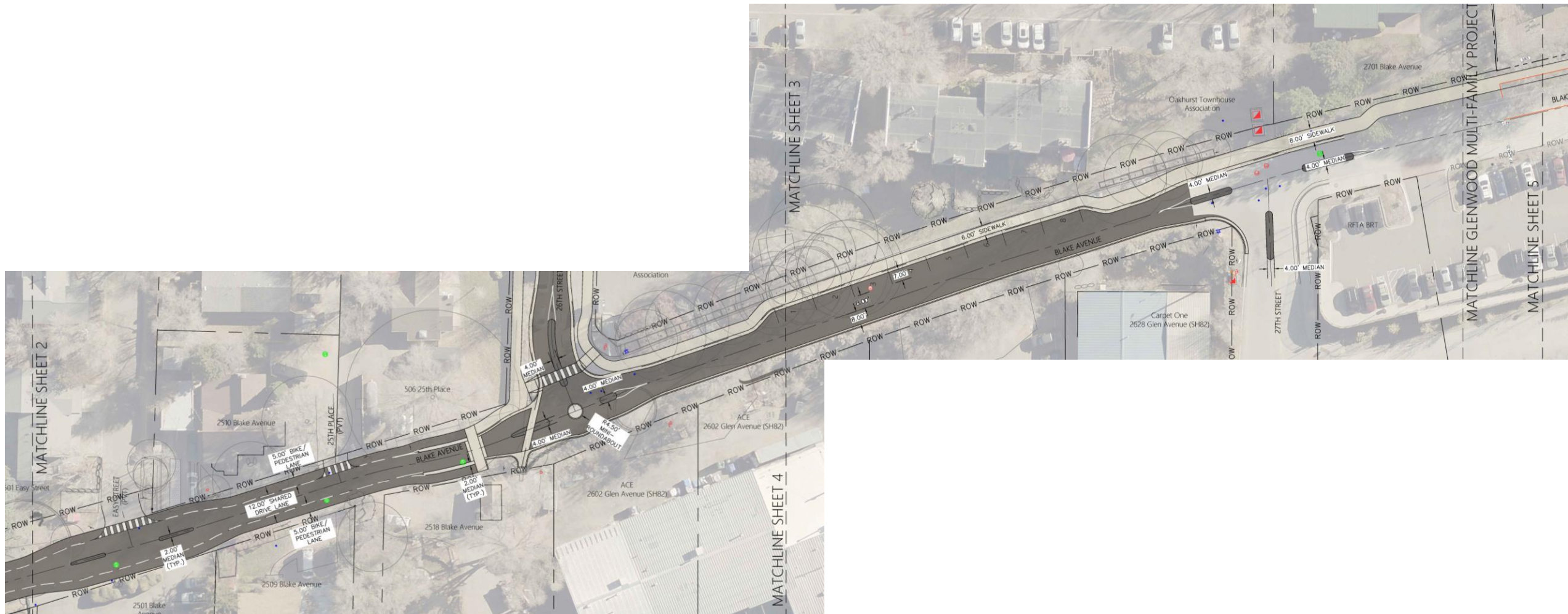
February 4, 2021

Blake Avenue Alternative C: Advisory Bike Lane Sketch



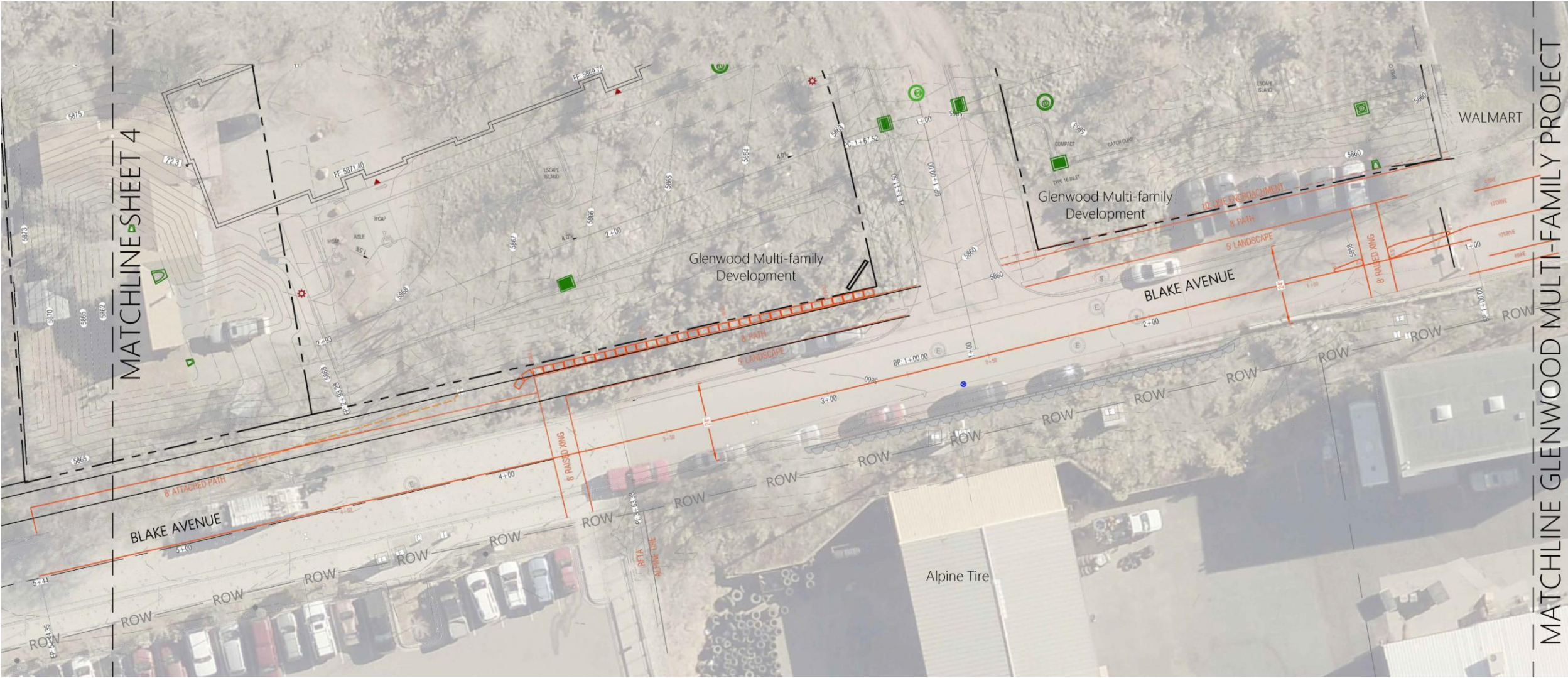
February 4, 2021

Blake Avenue Alternative C: Advisory Bike Lane Sketch



February 4, 2021

Blake Avenue Alternative C: Advisory Bike Lane Sketch





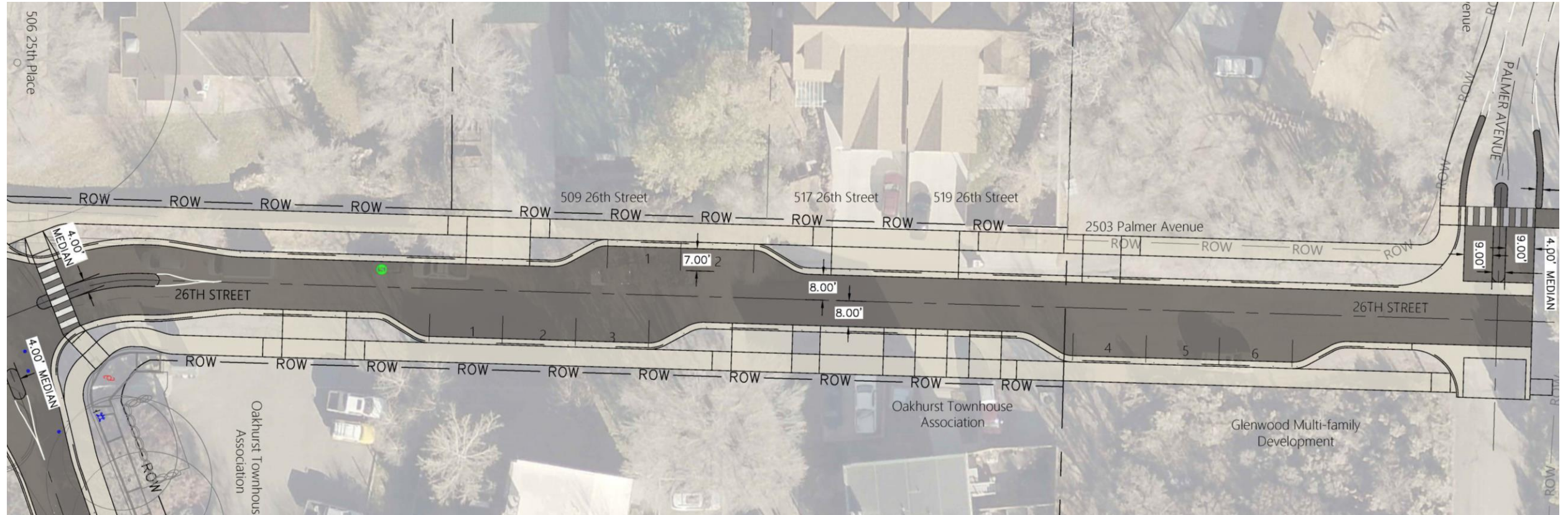
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Palmer Avenue Alternative C: Advisory Bike Lane Sketch



February 4, 2021

26th Street: Connection to Advisory Bike Lane Sketch



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Evaluation of Alternative C: Advisory Bike Lanes

Benefits:

- **Prioritizes Bicycles and Pedestrians**
 - Equal users
- **Lower cost option**
 - Cost Magnitude (1.3)
 - Assumed colored pavement and striping
 - Not considered: curb and gutter, traffic calming
 - Facilitated within existing Right of Way
 - Minimal materials
- **Maintains city circulation**
- **Facilitates the missing bike connection outlined in the Long Range Transportation Plan**
- **Easily converted to another design if not successful**
- **Low impact to neighbors**

Drawbacks:

- **No curb and gutter**
 - Does not consider drainage (currently)
- **Does not provide pedestrians a separate (protected) space**
- **No on street parking**
- **Education is required for success**
 - Signage
- **Could lead to congestion during peak hours**

February 4, 2021



Feedback

Option A – Advisory Bike Lane – Two-way traffic in a shared middle lane, with vulnerable road users utilizing a path on the edge of either side of the roads.

My concerns about Option A are (select all that apply)

	TOTAL	Person 1	Person 2	Person 3	Person 4	Person 5	Person 6	Person 7	Person 8	Person 9	Person 10	Person 11	Person 12
I do not have any concerns about this approach	4		1			1	1						1
Traffic volumes are too high for this to work well	4	1		1				1				1	
Problematic during backups on Highway 82	6	1		1					1	1	1	1	
It will require a lot of education for this configuration and could be dangerous as people learn to use it	2			1						1			
Could be difficult during inclement weather	4			1			1		1	1			
Other	2			1					1				

I like the Advisory Bike Lane because

	TOTAL	Person 1	Person 2	Person 3	Person 4	Person 5	Person 6	Person 7	Person 8	Person 9	Person 10	Person 11	Person 12
I do not like this approach	1	1											
It would not require expansion of the roadway platform for a sidewalk/curb and gutter (which would impact houses along the road)	6	1					1		1	1		1	1
It offers a lower cost solution that could be implemented for a longer stretch of road initially	4		1				1		1	1			
The guidance says that an Advisory Bike Lane makes it easier to remove snow	3		1							1			1
It prioritizes vulnerable road users (cyclists and pedestrians)	6		1	1				1	1	1	1		
This approach will slow traffic down	7			1		1	1		1	1	1		1

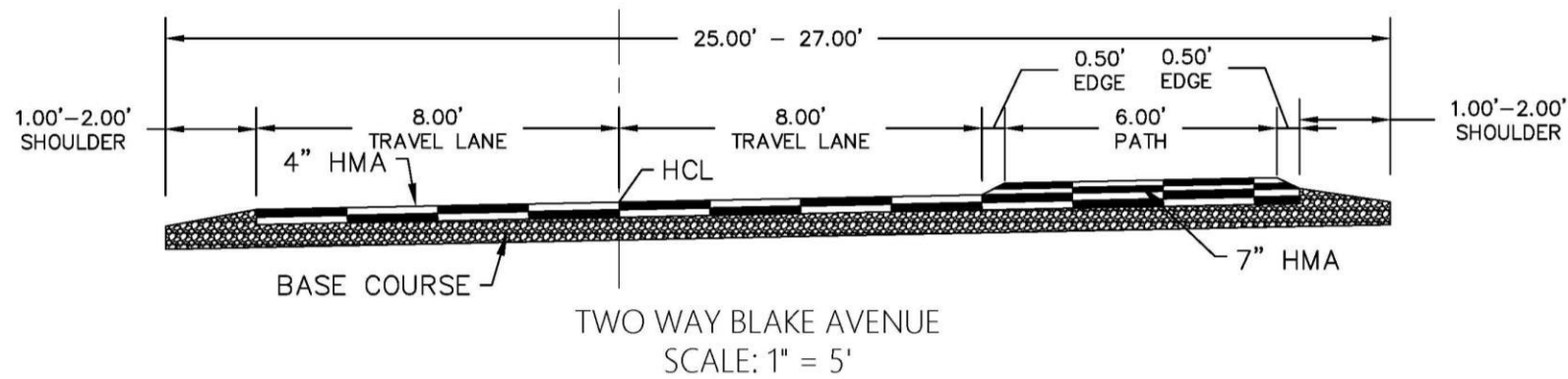
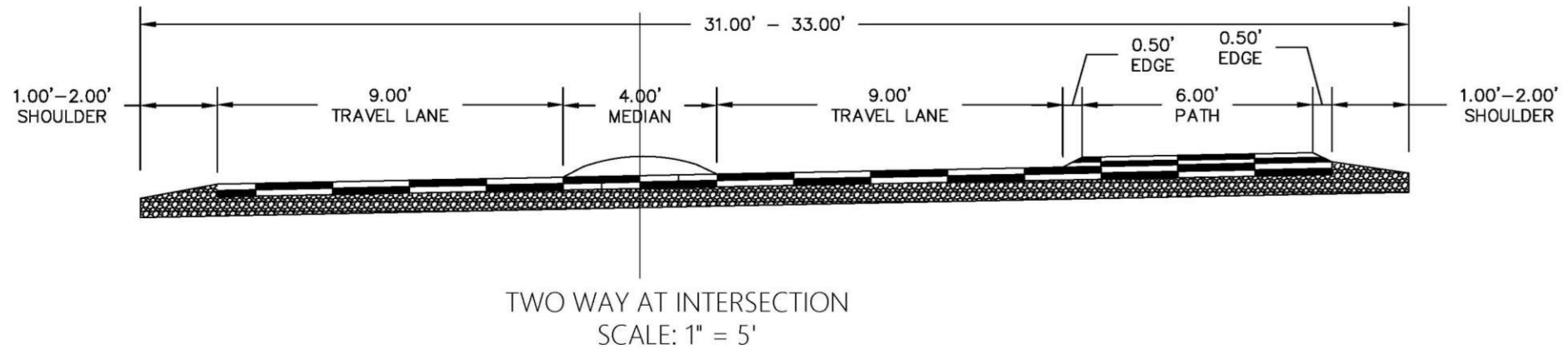
Other comments:

- I'd like to commend the staff for some "out of the box" thinking. Out of all that was presented, I like the advisory bike lanes. I would strongly urge colored asphalt be used rather than paint to make the paths pop out more and for more durability as well as traffic tables or speed humps with a gap in the middle to facilitate drainage.

February 4, 2021



Blake Avenue Alternative D: Two-Way with Raised Path



NOTE:

1. BLAKE AVENUE WAS SURVEYED FROM 23RD STREET TO 26TH STREET. REMAINING RIGHT OF WAY LINES AND PROPERTY LINES ARE APPROXIMATE AND NOT SURVEY ACCURATE. THEY ARE FOR INFORMATION PURPOSES ONLY.

February 4, 2021

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Blake Avenue Alternative D: Two-Way with Raised Path



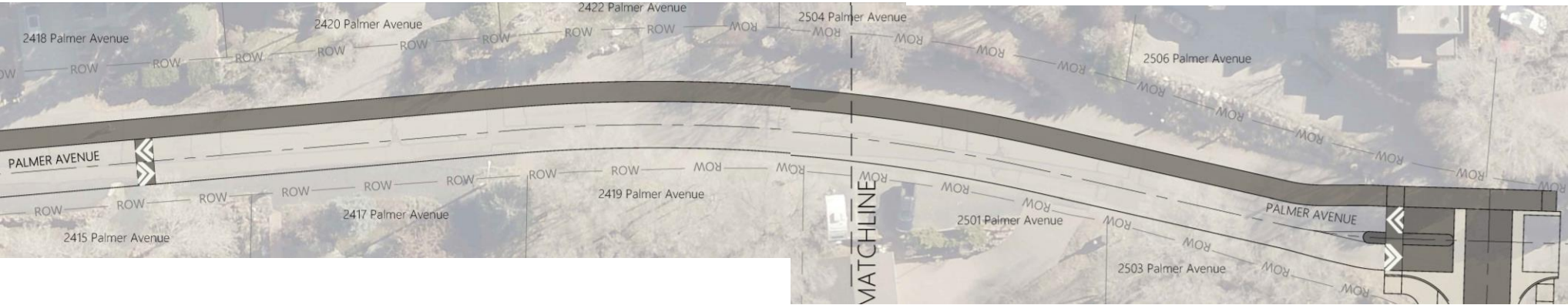
February 4, 2021

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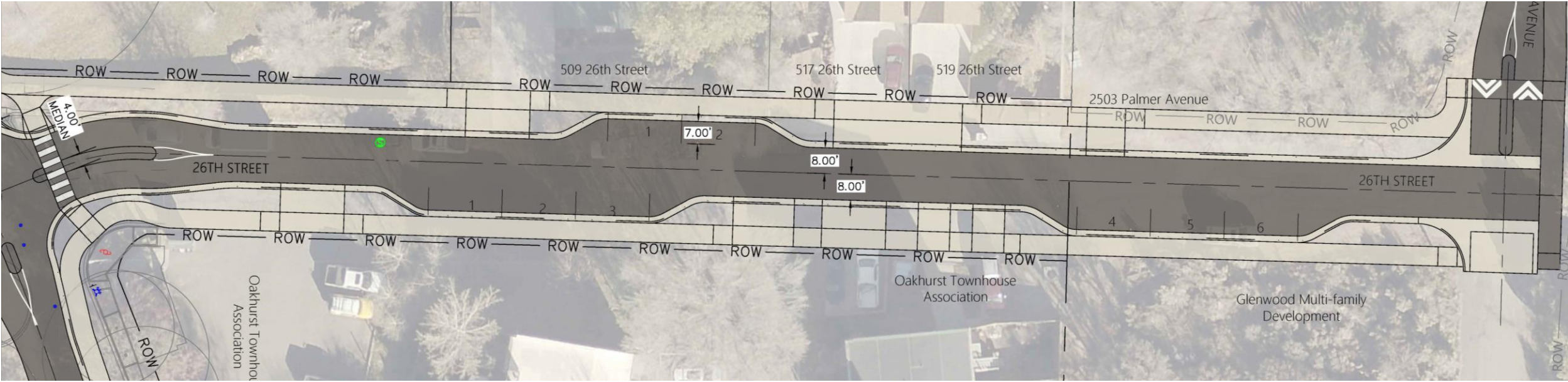


February 4, 2021

Palmer Avenue Alternative D: Two-Way with Raised Path



26th Street: Connection to Two-Way with Raised Path



Evaluation of Alternative D: Two-Way with Raised Path

Benefits:

- Separates pedestrians
 - Physical (vertical) separation
- Separation is mountable
 - Gives Cyclists the option to be on the path or in the roadway
- Lower cost option
 - Cost Magnitude (1.3)
 - Not considered: colored pavement, striping, curb and gutter, traffic calming
 - Facilitated within existing Right of Way
 - Minimal materials
- Maintains city circulation
- Facilitates the missing bike connection outlined in the Long Range Transportation Plan

Drawbacks:

- Separation is mountable
- Drainage will need to be considered
 - Potential pavement increase
 - May need curb and Gutter
- No on street parking
- Could lead to congestion during peak hours
- Harder to convert if not successful, but could mill and re-configure

February 4, 2021



Public Feedback

My concerns about two-way traffic with a path on the east side of Blake Avenue (select all that apply)

	TOTAL	Person 1	Person 2	Person 3	Person 4	Person 5	Person 6	Person 7	Person 8	Person 9	Person 10	Person 11	Person 12
I do not have any concerns about this approach	2		1										1
An improved road with two-way circulation will encourage cut-through traffic	7	1		1			1		1	1	1	1	
It will take the city too long to get through all of the phases	3			1					1	1			
People might park on the roadway or on the path	3			1			1				1		
Not enough rooms for pedestrians/cyclists	5					1		1	1	1	1		

I like two-way traffic with a path on the east side of Blake Avenue because (select all that apply)

	TOTAL	Person 1	Person 2	Person 3	Person 4	Person 5	Person 6	Person 7	Person 8	Person 9	Person 10	Person 11	Person 12
I do not like this approach	8	1				1	1	1	1	1	1	1	
There is a path created for pedestrians/cyclists	3		1	1						1			
An improved road with two-way circulation will encourage cut-through traffic	1		1										
This is a narrower section that will have less impacts to my property (neighboring properties)	1		1										
This is a narrower section that will slow traffic down	3		1	1									1

Other comments:

- No direct comments about this configuration, however it is obvious that this was the least liked configuration

February 4, 2021

Final Conclusions/Recommendations

- Neighborhood would prefer a one-way SB from 26th Street to 27th Street.
- Transportation Commission recommends one-way SB from 26th Street to 27th Street.
- City Staff does not support this configuration.
 - In a one-way SB configuration from 26th Street to 27th Street NB evening traffic entering the Blake or Palmer Neighborhood (including the Oakhurst Townhomes) will be forced up to 23rd Street or 24th Street, potentially causing congestion.
 - Without accurate analysis and counts, it is likely to cause a traffic overload at the 27th Street/SH 82 intersection during peak traffic hours.
 - NB traffic may ignore signage or other restrictions and still elect to make movements NB between 26th Street and 27th Street.
 - SB traffic looking to avoid the 27th Street/SH 82 intersection will continue south on Blake Avenue. If the Blake Avenue/SH 82 intersection is also backed up, traffic could head to 29th Street, which is slated to be a $\frac{3}{4}$ movement intersection. Impatience with traffic could lead to riskier movements by the travelling public and potentially lead to more traffic incidents.
- If one way on Blake Avenue is considered, Staff recommends a restricted movement with a 10' asphalt section from the Wal-Mart entrance to the New Palmer Avenue connection.
 - EMS currently does not access through the gate at this location, so a restricted roadway section will not hinder their response.
- City Staff supports maintaining full function of all public roads with two-way traffic and a raised sidewalk or advisory bike lanes.

February 4, 2021





Questions?

February 4, 2021

Review

- Options:

- Replace in kind (Alternative A)
 - 1.0 Cost Magnitude
 - Assumed with no traffic calming, roadway improvements (curb, gutter, striping, etc)
 - revised from last meeting, previously 16' section
 - 20' minimum for fire access
- Replace with a one way (Alternative B)
 - Cost Magnitude varies (1.2-1.7)
 - Dependent on traffic calming options used, the location of the one-way and the length of the one-way
 - Cost Magnitude varies due to location and length of One-Way
 - Still requires 20' for fire access
- Replace with an Advisory Bike lane (Alternative C)
 - Cost Magnitude (1.3)
 - Assumed colored pavement and striping.
 - Not considered: curb and gutter, traffic calming
 - 12' shared lane, 5' bike/pedestrian lanes
- Replace with two way and raised asphalt path (Alternative D)
 - Cost Magnitude (1.3)
 - Not considered: colored pavement, striping, curb and gutter, traffic calming
 - 16' travel lanes with a 6' path
- Replace with upgraded section, two-way traffic (Would need significant funding and planning)
 - 2.5 Cost Magnitude
 - 20' asphalt, curb and gutter, and 4' sidewalk
 - Will require ROW acquisition

February 4, 2021





MINUTES
CITY OF GLENWOOD SPRINGS
SPECIAL
CITY COUNCIL MEETING
July 23, 2020
101 W. 8TH STREET
7:00 P.M.

2. Roll Call

Mayor Jonathan Godes called the meeting to order at 7:00 PM. Present at roll call: Charlie Willman, Rick Voorhees, 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, and Gretchen Ricehill; Assistant Director for Economic and Community Development.

3. Pledge of Allegiance

Mayor Godes led in the Pledge of Allegiance.

ACTIONS AND/OR PRESENTATIONS

4. CONTINUED FROM JULY 16 REGULAR CITY COUNCIL MEETING

Planning Item 04-20 Consideration of a Major Site/Architectural Plan Review, Rezoning from RH Residential High-Density to RT Residential Transitional for the construction of 100 Multifamily multi-family apartment and duplex units on approximately 5.74 acres (PIN 2185-153-04-001, 2185-153-02-008, and 2185-211-00-002)

All members of City Council acknowledged they had reviewed all written comments that came in and were part of the packet, which was supplemented up to and including the last set of comments at 6:33 PM.

Trent Hyatt, Senior Planner – Presented additional information addressing questions from City Council.

Councilor Davis, seconded by Mayor Godes moved to open Blake Gate in 2020 pending community outreach meetings and staff recommendations; to bring the decision back to Council as to whether it's a one way or two-way street.

Ayes: Voorhees, Davis, Godes, Hershey

Nays: Willman, Kaup, Stepp

Mayor Pro Tem Kaup, seconded by Councilor Voorhees moved to uphold the recommendation of the Planning and Zoning Commission and approve Planning Item 04-20 Consideration of a Major Site/Architectural Plan Review, Rezoning from RH Residential High-Density to RT Residential Transitional for the construction of 100 Multifamily multi-family apartment and duplex units on approximately 5.74 acres (PIN 2185-153-04-001, 2185-153-02-008, and 2185-211-00-002) as amended in Option C with the findings and conditions outlined on pages 1-3 of July 23, 2020 suggested motions If determined as necessary by City Council after study of the Blake Gate reopening; to include the two conditions presented by Trent Hyatt regarding parking management and emergency access to the adjacent property.

Ayes: Hershey, Godes, Davis, Kaup, Willman, Voorhees

Nays: Stepp

Motion passed.

5. CONTINUED FROM JULY 16 REGULAR CITY COUNCIL MEETING

Ordinance No. 20, Series of 2020; An Ordinance of the City Council of the City of Glenwood Springs, Colorado, Rezoning Property Owned by Bell Rippy Glenwood, LLC Known as 2710 Blake Avenue, Glenwood Springs Colorado, from Residential High-Density(RH) to Residential Transitional (RT) Zoning (FIRST READING)

Councilor Willman, seconded by Mayor Pro Tem Kaup moved to approve Ordinance No. 20, Series of 2020; An Ordinance of the City Council of the City of Glenwood Springs, Colorado, Rezoning Property Owned by Bell Rippy Glenwood, LLC Known as 2710 Blake Avenue, Glenwood Springs Colorado, from Residential High-Density(RH) to Residential Transitional (RT) Zoning (FIRST READING) and uphold the recommendations of the Planning and Zoning Commission, and approve the rezoning subject to the findings and conditions outlined on page one of the July 23, 2020 suggested motions included in the staff report packet.

Motion passed unanimously.

6. Adjournment

Adjournment at 8:08 PM.



MAYORS AGENDA
CITY OF GLENWOOD SPRINGS
REGULAR CITY COUNCIL MEETING
OCTOBER 1, 2020
101 W. 8TH 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, Rick Voorhees, Shelley Kaup, Jonathan Godes, Steve Davis, Paula Stepp, and Tony Hershey.

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, Brian Smith; Parks and Recreation Director, and Gretchen Ricehill; Assistant Director for Economic and Community Development, and Lieutenant Bill Kimminau.

6. Pledge of Allegiance

Mayor Godes led in the pledge of allegiance.

7. Agenda Changes & Conflicts

Item 11 was a work session item that was moved to the regular agenda after the initial publication.

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

Cassandra Irving, Executive Director of Game on Camps, asked for a permit to use Sayer Park for their championship basketball tournament next weekend and that their athletes may be mask free.

Cindy gave her support to the Game on Camps request.

Ann O'Brien gave her support to the Game on Camps request.

City Manager, Debra Figueroa, said that the State discourages youth not to wear masks during contact sports, the County Health Department does not support or recommend this request. The staff recommends following the State and County guidelines and does not support this request as well.

Council agrees with staff.

9. Council Comments

Councilor Voorhees announced that tonight would be his last meeting.

Mayor Pro Tem Kaup encouraged the community to hang in there with the mask mandate.

Councilor Willman wanted to extend exemptions of sections of the sign code to help our local businesses. He also brought up the uncertainty of Halloween for discussion

Parks and Recreation Director, Brian Smith, said the City is working on a Halloween Spectacular that would include a Downtown pumpkin scavenger hunt with participating businesses and a festive event at the Community Center

that will include movies.

10. Consent Agenda

- A. Award of FFTP Wholesale Voice Provider Service per Bid 2020-024 to Momentum Telecom
- B. Resolution 2020-30; A Resolution of the City Council of the City of Glenwood Springs, Colorado Adjusting Community Broadband Network Rates for Telephone Services
- C. Pre-Annexation Agreement for water service to a mixed-use building located at 172 Darrow Road in unincorporated Garfield County per the requirements of Municipal Code Section 080.040.030(c)
- D. Resolution 2020-31; A Resolution of the City Council of the City of Glenwood Springs, Colorado Supporting the Colorado River Water Conservation District's Ballot Issue 7A
- E. July 16 Regular Minutes, July 22 and July 23 Special Meeting Minutes

Councilor Willman, seconded by Councilor Stepp moved to approve the consent agenda.

Motion passed unanimously

11. Aspen Valley Land Trust Presentation

Garfield County Commissioner Tom Jankovsky, Erin Quinn, Aspen Valley Land Trust, Laura Speck, Parks and Rec Commission, and Ron Rash, Roaring Fork Outdoor Volunteers, presented.

Tom Jankovsky asked if there is anything that can be done about the extensive trash on the land East of Bell Rippy and East of Walmart. He also said that the landowner wanted to donate the land to either the County or the City to use as an open space. The county did not have a use for the land.

Erin Quinn said this is a great opportunity to use this property as a recreation spot. She does recognize the property is currently a health and fire hazard and needs work and the cost that involves. She said the Aspen Valley Land Trust is willing to help with this cost. She stated that they are trying to apply for a \$150,000 grant that would cover some of the cost but in order to apply it would require the property being under long term ownership.

Ron Rash stated that their organization was willing and could build trails, benches, and picnic tables. They would also be able to help remove the trash once the hazardous material is removed.

Parks and Recreation Director, Brian Smith recommends letting this proposal go to the Parks and Rec Commission first. He also states that the main issue is the homeless encampment.

Lieutenant Bill Kimminau said there would be enforcement issues both legally and logistically.

Mayor Godes opened the item for public comment.

No comments were made.

Mayor Godes closed the item for public comment.

Council requested that Aspen Valley Land Trust apply for the grant and had the support of the council. They also took staff's recommendation.

12. CONTINUED FROM SEPTEMBER 17, 2020 MEETING Appointments to Boards and Commissions
-Historical Preservation Commission

Councilor Willman, seconded by Mayor Pro Tem Kaup, moved to table item 12 until a later point in the meeting.

Motion passed unanimously

13. Budget 2021 Discussion

Debra Figueroa, City Manager, and Steve Boyd, COO, presented.

Mayor Pro Tem Kaup, seconded by Mayor Godes, moved to authorize staff to publish the draft 2021 budget for the public to view.

Motion passed unanimously

14. RWAPA IGA and Bylaws

Councilor Willman, seconded by Councilor Davis, moved to table item 14 until the next Council meeting.

Motion passed unanimously

15. GoEV City

Stefan Johnson, Transportation Program Manager with CLEER, presented the GoEV City initiative. This initiative requests that the city fleet would become electric as well as working with RFSD and RFTA to have them transition their buses to electric. Also, it asks that the City make it convenient for citizens to own electric vehicles.

Council directs staff to work with Stefan for further analysis and information.

16. Blake Gate

Councilor Davis, seconded by Mayor Godes, moved to accept, without a presentation, staff's recommendation in the report to open the Blake Gate at that time in the future.

Motion passed unanimously

17. IGA Agreement Approval with NWCCOG for Co-located Rack Space within the 910 Telecom Internet Leasing Location in Denver, Colorado

Matt Langhorst, Public Works Director, presented that Denver wanted to share a location with us. This will cut costs on the City's broadband.

Councilor Davis, seconded by Councilor Willman, moved to approve the IGA Agreement Approval with NWCCOG for Co-located Rack Space within the 910 Telecom Internet Leasing Location in Denver, Colorado.

Ayes: Kaup, Stepp, Voorhees, Godes, Davis, Willman

Nays: Hershey

Motion passed.

18. Award of Bid BD2020-031 for Networking Equipment and Associated Accessories to One Technology Corporation

Matt Langhorst, Public Works Director, presented that this item is regarding the router that is going to be put in the Denver location.

Councilor Davis, seconded by Councilor Willman, moved to approve the Award of Bid BD2020-031 for Networking Equipment and Associated Accessories to One Technology Corporation.

Ayes: Kaup, Stepp, Voorhees, Godes, Davis, Willman

Nays: Hershey

Motion passed.

CONTINUED FROM SEPTEMBER 17, 2020 MEETING Appointments to Boards and Commissions
-Historical Preservation Commission

- 19.

Councilor Hershey, seconded by Councilor Willman, moved to table Appointments to Boards and Commissions-Historical Preservation Commission- until the next Council meeting.

Motion passed unanimously

20. Report from City Administration

- A. City Manager
- South Midland Construction Bidding Update

Terri Partch, City Engineer, reported that the South Midland construction bid went out yesterday and the City expects the bids to come back by October 30th. Also, South Bridge is on the verge of being signed by CDOT and FHWA.

- B. City Attorney

- C. Correspondence Incoming/Outgoing

21. Adjournment

Meeting adjourned at 9:50 PM.



City Council
STAFF REPORT
City of Glenwood Springs
February 18, 2021

Agenda Item: Tourism Promotion Board Appointments

Action Requested: Appointments to the Tourism Promotion Board.

Department: City Administration

Presented By: Debra Figueroa, City Manager

Background Info: **There are 4 open seats, 3 regular and 1 to fill, the 1 to fill expires in February 2022. There are 6 candidates for the Tourism Promotion Board:**

- Taylor James
- Mike Mercatoris
- Lindsay Ball
- Suzanne Emery
- Patrick Drake (re-applying)
- Heather Montross-Cowan

Continuing as Board members:

- Nancy Heard
- John Goss
- Scott Dyer
- Kristina Clary
- Sharon Brady

Issues: N/A

Staff Recommendation: Staff defers to Council

Tourism Promotion Board Application

Thank you for your interest and time commitment in serving your community. Please complete all questions on this application.

Personal Information

1. Name *

Taylor James

2. Home Address *

41 Red Cloud Court, New Castle, CO 81647

3. Mailing Address *

41 Red Cloud Court, New Castle, CO 81647

4. Home Phone *

(970) 366-0361

5. Work Phone *

(970) 928-3766

6. Mobile Phone *

(970) 366-0361

7. Email Address *

tjames@hotelcolorado.com

8. Occupation *

Marketing Manager at Hotel Colorado

Membership Qualifications

9. You must qualify as one of the options below to serve on the Tourism Promotion Board. Please select the option that applies to you. *

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

10. Please explain here how you are qualified: *

I believe I am qualified to serve on the Tourism Promotion Board through my position as Marketing Manager at Hotel Colorado, which I have held for the past two years. I have a vested interest in the success of Glenwood Springs' tourism as a 5 generation, lifetime local and have many friends and family members with tourism-based businesses in town. Additionally, I grew up working at my family's business, Gran Farnum Printing, where I learned all aspects of marketing.

Personal and Professional Interests

11. Why are you interested in serving on the Tourism Promotion Board? *

I am interested in serving on the Tourism Promotion Board because I am passionate about my belief that tourism in Glenwood Springs is vital for the longevity of our community and provides a platform for local businesses to thrive. Glenwood Springs made an early impression being built off the ideals of a healing retreat for visitors around the globe and has maintained that for well over a decade. I believe I can provide a valuable role in assisting in the continued growth of our tourism.

12. What do you view as your role if selected as a member to the Tourism Promotion Board? *

If selected as a member to the Tourism Promotion Board, I would view my role as a lifelong local with specific interests in continuing to find new and innovative ways to attract and sustain tourism within Glenwood Springs.

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

I have earned a bachelor's degree in communications from Grand Canyon University and I am the current Marketing Manager for Hotel Colorado, for which I handle all marketing, advertising, and public relations.

14. Do you have tourism industry experience or skills? *

Yes.

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

I was strategically involved in developing and implementing Hotel Colorado's COVID-19 closure and re-opening plan. This required messaging that would garner community support while not alienating any portion of the community.

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

Yes. If I were to be chosen to serve on the Tourism Promotion Board, I understand that any decisions made would reflect on not only myself but the City and therefore must be made by considering all factors as well as the best interest and safety of our community and visitors.

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

No.

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

I have previous and ongoing experience working with the Glenwood Springs Events Committee put together by Tara Harman.

19. Please select today's date. *

1/15/2021



20. Have you served on the Tourism Promotion Board before? *

☒ No

☐ Yes

Powers and Duties of the Tourism Promotion Board

(as defined in Title 020 of the Glenwood Springs Municipal Code)

(m) Tourism Promotion Board. The powers and duties of the Tourism Promotion Board shall be:

- (1) To investigate, study and report to the City Council:
 - a. All matters concerning tourism marketing and promotion that pertain to the benefit of Glenwood Springs and the area within the 81601 postal zip code, and
 - b. Other matters concerning the subject of tourism marketing and promotion which may be pertinent to the benefit of the City and the area within the 81601 postal zip code.
 - (2) To coordinate with City Staff, Community Organizations, Community Businesses, and other Boards and commissions, when applicable to efficiently market and promote tourism to the benefit of Glenwood Springs and the area within the 81601 postal zip code.
 - (3) To, at its discretion, and in addition to initiatives that directly market and promote features and attractions within the City and the area within the 81601 postal zip code, market and promote the geographical proximity of Glenwood Springs to other features and attractions outside of the 81601 postal zip code in ways that could reasonably be expected to benefit the City.
 - (4) To establish rules of procedure and order for the Board to follow.
 - (5) To review tourism marketing plans; to set tourism marketing goals, to determine the methods to accomplish and measure success in accomplishing those goals; to determine the appropriate staff and marketing contractor(s)/vendor(s) resources needed; to recommend to the City Council an annual tourism marketing budget; to recommend, to the City Council, award of contract(s) for the best candidate for contract staff and marketing contractor(s)/vendor(s) ,deemed necessary, based upon an approved Request for Proposal, Request for Qualification or other process; and to provide oversight of performance of contract staff and marketing vendor(s)/contractor(s) contract terms to ensure the efficient and effective implementation of the marketing goals and to report problems with performance to City Council.
 - (6) To meet with the City Council on an annual basis, or as often as requested by the City Council, to identify marketing priorities of the City.
 - (7) To complete all other duties as may be directed by City Council.
-

Appointment, Removal, Term and Vacancies of Boards and Commissions

Glenwood Springs, CO Municipal Code 020.020.040

- (a) Appointment and term of members. Except as otherwise provided, all appointments to the boards and commissions shall be by the City Council for terms of three (3) years each, and each member shall serve until his/her successor is appointed and takes office; provided, however, that the initial terms of

office may be shortened by the City Council so as to provide overlapping terms of office. Appointments shall expire the day before the first regular meeting of the City Council in each month according to the following schedule:

(1) February:

Planning and Zoning Commission;
Finance Advisory Board;
Tourism Promotion Board;
Building Board of Appeals.

(2) March:

Transportation Commission;
Arts and Culture Board;
Parks and Recreation Commission;
Airport Board;
River Commission.

(3) April:

Local Liquor Licensing Authority;
Victim's Witnesses Assistance and Law Enforcement Board;
Historic Preservation Commission;
Glenwood Springs Housing Commission.

(b) Alternate members. The City Council at its discretion may appoint up to three (3) persons as alternate members for each board or commission. If a regular member of a board or commission is to be absent from a meeting, the presiding officer for the meeting may select an alternate member to fill such absence and to attend and serve at the meeting. The alternate member may exercise all powers at the meeting which the absent regular member could exercise, and the alternate's powers and privileges shall terminate at the end of the meeting attended. The presiding officer may at his/her discretion select the same alternate to serve at successive meetings in the absence of any member.

(c) Limit to term of members. Unless it is deemed vital by the City Council that an appointed member of a board or commission be retained in office, each member shall be replaced after having served for six (6) years on a board or commission; however, nothing in this subsection shall be construed to prevent the appointment of a member to a new term where, at the expiration of his/her current term, he/she will have served for less than six (6) years.

(d) Removal of members. All appointed members of a board or commission shall be subject to removal, at any time, by the City Council. In the event an appointed member of a board or commission ceases to qualify for membership, his or her appointment is immediately terminated.

(e) Vacancies. The City Council shall fill all vacancies on boards and commissions by appointment for the unexpired term.

(Code 1971 §§ 2-63, 2-64, 2-67; 6-95 § 1; 10-07 § 2; Ord. No. 9-2018 , § 2, 4-20-2018)

Tourism Promotion Board Application

Thank you for your interest and time commitment in serving your community. Please complete all questions on this application.

Personal Information

1. Name *

Mike Mercatoris

2. Home Address *

139 Arapahoe Carbondale CO, 81623

3. Mailing Address *

139 Arapahoe Carbondale CO, 81623

4. Home Phone *

970 618 7092

5. Work Phone *

970 618 7092

6. Mobile Phone *

970 618 7092

7. Email Address *

mmercatoris@sliferrfv.com

8. Occupation *

Restaurant owner and Real Estate.

Membership Qualifications

9. You must qualify as one of the options below to serve on the Tourism Promotion Board. Please select the option that applies to you. *

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

10. Please explain here how you are qualified: *

I am the restaurant/real estate rep on the Glenwood Chamber Board.

Personal and Professional Interests

11. Why are you interested in serving on the Tourism Promotion Board? *

Glenwood is an amazing town and I love interacting with the people who come to visit.

12. What do you view as your role if selected as a member to the Tourism Promotion Board? *

Listen and advise.

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

Yes

14. Do you have tourism industry experience or skills? *

Yes

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

To many to get into.

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

Yes.

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

no more than anyone else.

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

Chamber board.

19. Please select today's date. *

1/14/2021



20. Have you served on the Tourism Promotion Board before? *

☒ No

☐ Yes

Powers and Duties of the Tourism Promotion Board

(as defined in Title 020 of the Glenwood Springs Municipal Code)

(m) Tourism Promotion Board. The powers and duties of the Tourism Promotion Board shall be:

(1) To investigate, study and report to the City Council:

a. All matters concerning tourism marketing and promotion that pertain to the benefit of Glenwood Springs and the area within the 81601 postal zip code, and

b. Other matters concerning the subject of tourism marketing and promotion which may be pertinent to the benefit of the City and the area within the 81601 postal zip code.

(2) To coordinate with City Staff, Community Organizations, Community Businesses, and other Boards and commissions, when applicable to efficiently market and promote tourism to the benefit of Glenwood Springs and the area within the 81601 postal zip code.

(3) To, at its discretion, and in addition to initiatives that directly market and promote features and attractions within the City and the area within the 81601 postal zip code, market and promote the geographical proximity of Glenwood Springs to other features and attractions outside of the 81601 postal zip code in ways that could reasonably be expected to benefit the City.

(4) To establish rules of procedure and order for the Board to follow.

- (5) To review tourism marketing plans; to set tourism marketing goals, to determine the methods to accomplish and measure success in accomplishing those goals; to determine the appropriate staff and marketing contractor(s)/vendor(s) resources needed; to recommend to the City Council an annual tourism marketing budget; to recommend, to the City Council, award of contract(s) for the best candidate for contract staff and marketing contractor(s)/vendor(s) ,deemed necessary, based upon an approved Request for Proposal, Request for Qualification or other process; and to provide oversight of performance of contract staff and marketing vendor(s)/contractor(s) contract terms to ensure the efficient and effective implementation of the marketing goals and to report problems with performance to City Council.
 - (6) To meet with the City Council on an annual basis, or as often as requested by the City Council, to identify marketing priorities of the City.
 - (7) To complete all other duties as may be directed by City Council.
-

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(2) March:

Transportation Commission;
Arts and Culture Board;
Parks and Recreation Commission;
Airport Board;
River Commission.

(3) April:

Local Liquor Licensing Authority;

Victim's Witnesses Assistance and Law Enforcement Board;
Historic Preservation Commission;
Glenwood Springs Housing Commission.

(b) Alternate members. The City Council at its discretion may appoint up to three (3) persons as alternate members for each board or commission. If a regular member of a board or commission is to be absent from a meeting, the presiding officer for the meeting may select an alternate member to fill such absence and to attend and serve at the meeting. The alternate member may exercise all powers at the meeting which the absent regular member could exercise, and the alternate's powers and privileges shall terminate at the end of the meeting attended. The presiding officer may at his/her discretion select the same alternate to serve at successive meetings in the absence of any member.

(c) Limit to term of members. Unless it is deemed vital by the City Council that an appointed member of a board or commission be retained in office, each member shall be replaced after having served for six (6) years on a board or commission; however, nothing in this subsection shall be construed to prevent the appointment of a member to a new term where, at the expiration of his/her current term, he/she will have served for less than six (6) years.

(d) Removal of members. All appointed members of a board or commission shall be subject to removal, at any time, by the City Council. In the event an appointed member of a board or commission ceases to qualify for membership, his or her appointment is immediately terminated.

(e) Vacancies. The City Council shall fill all vacancies on boards and commissions by appointment for the unexpired term.

(Code 1971 §§ 2-63, 2-64, 2-67; 6-95 § 1; 10-07 § 2; Ord. No. 9-2018 , § 2, 4-20-2018)

Tourism Promotion Board Application

Thank you for your interest and time commitment in serving your community. Please complete all questions on this application.

Personal Information

1. Name *

Lindsay Ball

2. Home Address *

701 Westbank Rd Glenwood Springs CO 81601

3. Mailing Address *

701 Westbank Rd Glenwood Springs CO 81601

4. Home Phone *

970-319-9232

5. Work Phone *

970-945-3338

6. Mobile Phone *

970-319-9232

7. Email Address *

lball@hotspringspool.com

8. Occupation *

Resort General Manager at Glenwood Hot Springs Resort

Membership Qualifications

9. You must qualify as one of the options below to serve on the Tourism Promotion Board. Please select the option that applies to you. *

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

10. Please explain here how you are qualified: *

Incredibly important to have hoteliers represented for accommodations tax awareness.

Personal and Professional Interests

11. Why are you interested in serving on the Tourism Promotion Board? *

While new to my position at the Glenwood Hot Springs Resort, I grew up here. I learned how to swim in this pool. This community is incredibly important to me and I feel I have a unique perspective having seen it evolve over the years. I would very much appreciate the opportunity to collaborate with and learn from the minds that make up this board. I also feel very strongly that GHRS should have a seat at the table considering our contribution to tourism not only in Glenwood but across the state and the country.

12. What do you view as your role if selected as a member to the Tourism Promotion Board? *

My role will be to represent the people I work with, the people I work for and the people of this community to the best of my abilities. I look am looking to strengthen relationships amongst businesses through honest and open dialogue as well as thoughtful action dedicated to positive growth. Another major role will be to learn and observe while participating. Personal growth while on this board will be of the utmost importance.

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

I do not have significant experience in these areas however I am certain being a member of this board will give me the opportunity to gain an excellent foundation.

14. Do you have tourism industry experience or skills? *

I have been working in the hospitality industry for over a decade. I have spent time in multiple different hotels in Colorado, Washington State and abroad in Chile. I have worked for 3, 4 and 5 star properties ranging in size from 92 to 600 rooms. I have a wealth of operational experience dedicated to providing exceptional guest service.

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

Most recently myself and my team at the resort decided to forgo our annual NYE party which has been a community highlight for years. We firmly believed for the health, safety and wellbeing of our community, guests and employees it was in the best interest to keep our normal hours. This of was our way of remaining committed to stop the spread of COVID19 through action.

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

Absolutely

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

No

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

I was on Spring Board in Aspen CO for 2 years. The core mission of this board is to develop high potential philanthropic leaders of our generation through advancement of education from Aspen to Parachute. Continued education of our Board Members allows us to identify and educate our peers about needs of our community within the scope of education and give them the opportunity to contribute to notable causes. Additionally a key goal of Spring Board is to build networks and community partnerships to create collective impact. Board Members will be community mentors, Capstone experts, and seek mentorship.

19. Please select today's date. *

1/14/2021



20. Have you served on the Tourism Promotion Board before? *

☒ No

☐ Yes

Powers and Duties of the Tourism Promotion Board

(as defined in Title 020 of the Glenwood Springs Municipal Code)

(m) Tourism Promotion Board. The powers and duties of the Tourism Promotion Board shall be:

(1) To investigate, study and report to the City Council:

a. All matters concerning tourism marketing and promotion that pertain to the benefit of Glenwood Springs and the area within the 81601 postal zip code, and

b. Other matters concerning the subject of tourism marketing and promotion which may be pertinent to the benefit of the City and the area within the 81601 postal zip code.

(2) To coordinate with City Staff, Community Organizations, Community Businesses, and other Boards and commissions, when applicable to efficiently market and promote tourism to the benefit of Glenwood Springs and the area within the 81601 postal zip code.

(3) To, at its discretion, and in addition to initiatives that directly market and promote features and attractions within the City and the area within the 81601 postal zip code, market and promote the geographical proximity of Glenwood Springs to other features and attractions outside of the 81601 postal zip code in ways that could reasonably be expected to benefit the City.

(4) To establish rules of procedure and order for the Board to follow.

(5) To review tourism marketing plans; to set tourism marketing goals, to determine the methods to accomplish and measure success in accomplishing those goals; to determine the appropriate staff and marketing contractor(s)/vendor(s) resources needed; to recommend to the City Council an annual tourism marketing budget; to recommend, to the City Council, award of contract(s) for the best candidate for contract staff and marketing contractor(s)/vendor(s) ,deemed necessary, based upon an approved Request for Proposal, Request for Qualification or other process; and to provide oversight of performance of contract staff and marketing vendor(s)/contractor(s) contract terms to ensure the efficient and effective implementation of the marketing goals and to report problems with performance to City Council.

(6) To meet with the City Council on an annual basis, or as often as requested by the City Council, to identify marketing priorities of the City.

(7) To complete all other duties as may be directed by City Council.

Appointment, Removal, Term and Vacancies of Boards and Commissions

(a) Appointment and term of members. Except as otherwise provided, all appointments to the boards and commissions shall be by the City Council for terms of three (3) years each, and each member shall serve until his/her successor is appointed and takes office; provided, however, that the initial terms of office may be shortened by the City Council so as to provide overlapping terms of office. Appointments shall expire the day before the first regular meeting of the City Council in each month according to the following schedule:

(1) February:

Planning and Zoning Commission;
Finance Advisory Board;
Tourism Promotion Board;
Building Board of Appeals.

(2) March:

Transportation Commission;
Arts and Culture Board;
Parks and Recreation Commission;
Airport Board;
River Commission.

(3) April:

Local Liquor Licensing Authority;
Victim's Witnesses Assistance and Law Enforcement Board;
Historic Preservation Commission;
Glenwood Springs Housing Commission.

(b) Alternate members. The City Council at its discretion may appoint up to three (3) persons as alternate members for each board or commission. If a regular member of a board or commission is to be absent from a meeting, the presiding officer for the meeting may select an alternate member to fill such absence and to attend and serve at the meeting. The alternate member may exercise all powers at the meeting which the absent regular member could exercise, and the alternate's powers and privileges shall terminate at the end of the meeting attended. The presiding officer may at his/her discretion select the same alternate to serve at successive meetings in the absence of any member.

(c) Limit to term of members. Unless it is deemed vital by the City Council that an appointed member of a board or commission be retained in office, each member shall be replaced after having served for six (6) years on a board or commission; however, nothing in this subsection shall be construed to prevent the appointment of a member to a new term where, at the expiration of his/her current term, he/she will have served for less than six (6) years.

(d) Removal of members. All appointed members of a board or commission shall be subject to removal, at any time, by the City Council. In the event an appointed member of a board or commission ceases to qualify for membership, his or her appointment is immediately terminated.

(e) Vacancies. The City Council shall fill all vacancies on boards and commissions by appointment for the unexpired term.

(Code 1971 §§ 2-63, 2-64, 2-67; 6-95 § 1; 10-07 § 2; Ord. No. 9-2018 , § 2, 4-20-2018)

Tourism Promotion Board Application

Thank you for your interest and time commitment in serving your community. Please complete all questions on this application.

Personal Information

1. Name *

Suzanne Emery

2. Home Address *

604 W Columbia Court Glenwood Springs, CO 81601

3. Mailing Address *

Same

4. Home Phone *

970.390.9004

5. Work Phone *

970.945.4228 x 154

6. Mobile Phone *

970.390.9004

7. Email Address *

lovin_liif@msn.com

8. Occupation *

Sales

Membership Qualifications

9. You must qualify as one of the options below to serve on the Tourism Promotion Board. Please select the option that applies to you. *

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

10. Please explain here how you are qualified: *

I have lived in Glenwood Springs since 1987. I have worked for and with tourist related businesses from Aspen/Snowmass to Glenwood to Vail/BC since 1991. Currently I work directly with travel industry key players within all of these markets as well as Summit County and Glenwood west to Grand Junction. I am a member of ACRA, Basalt Chamber, Carbondale Chamber of Commerce, Glenwood Chamber, Vail Valley Partners, Gypsum Chamber, and Western Colorado Chamber of Commerce. I am also a member of Glenwood Springs Citizens Alliance. I am an active and proud member of this community. My knowledge of the tourist industry is vast. I understand trends, the seasonality of local business, and how success in tourism is based on efforts, collaboration and cooperation from all within the community and region as a whole. There are so many different business types that must work together (ie transportation, hospitality, attractions, activities, restaurants, entertainment, destination marketing, etc) to provide guests with their best experience so that, ultimately, they want to come back and they want to tell others to come here as well. I checked two of the boxes above. I currently work for Glenwood Caverns and Iron Mountain Hot Springs. I am not an owner nor manager so my financial interest is only based on successful growth of the businesses. Which one of the two above apply in that scenario was not clear to me. I believe my contributions to this board would be substantial. My knowledge of tourism in Glenwood Springs runs deep but I'm also well connected and understand tourism throughout the region. With that knowledge I would help Glenwood Springs make the best spend, with high ROI on their tourism dollar.

Personal and Professional Interests

11. Why are you interested in serving on the Tourism Promotion Board? *

I have decades of experience in the tourism business locally. My contributions would be substantial and on point. I want to be a part of driving Glenwood Springs forward as a must-visit destination! I want to be a part of Glenwood Springs' economic success. I believe tourism serves as a substantial driver in that economic success.

12. What do you view as your role if selected as a member to the Tourism Promotion Board? *

To work with the board to make sure all trends and circumstances are considered when determining best practice, direction and placement of tourism dollars.

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

Yes. I have been in Sales & Marketing for over 25 years.

14. Do you have tourism industry experience or skills? *

My many years of experience and my many skills include understanding the inner-workings of the tourism industry throughout Western Colorado. Each market is different. I can bring an understanding of regional strengths and challenges to the board to aid in best decisions for Glenwood Springs.

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

I decided to be a part of Glenwood Springs Citizens' Alliance because the majority of local opinion opposes the expansion of the mine up Transfer Trail. My opinion was in that majority, I am in agreement with the public opinion and want to do something to support opposition.

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

Yes.

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

No.

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

I have worked with the Glenwood Springs Citizens' Alliance from the days of its inception. Though not a member of the board, I have consistently worked closely with the board. I have been active in generating donations, promoting and executing events, and communication.

19. Please select today's date. *

1/12/2021



20. Have you served on the Tourism Promotion Board before? *

☒ No

☐ Yes

Powers and Duties of the Tourism Promotion Board

(as defined in Title 020 of the Glenwood Springs Municipal Code)

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b. Other matters concerning the subject of tourism marketing and promotion which may be pertinent to the benefit of the City and the area within the 81601 postal zip code.

(2) To coordinate with City Staff, Community Organizations, Community Businesses, and other Boards and commissions, when applicable to efficiently market and promote tourism to the benefit of Glenwood Springs and the area within the 81601 postal zip code.

(3) To, at its discretion, and in addition to initiatives that directly market and promote features and attractions within the City and the area within the 81601 postal zip code, market and promote the geographical proximity of Glenwood Springs to other features and attractions outside of the 81601 postal zip code in ways that could reasonably be expected to benefit the City.

(4) To establish rules of procedure and order for the Board to follow.

(5) To review tourism marketing plans; to set tourism marketing goals, to determine the methods to accomplish and measure success in accomplishing those goals; to determine the appropriate staff and marketing contractor(s)/vendor(s) resources needed; to recommend to the City Council an annual tourism marketing budget; to recommend, to the City Council, award of contract(s) for the best candidate for contract staff and marketing contractor(s)/vendor(s), deemed necessary, based upon an approved Request for Proposal, Request for Qualification or other process; and to provide oversight of performance of contract staff and marketing vendor(s)/contractor(s) contract terms to ensure the efficient and effective implementation of the marketing goals and to report problems with performance to City Council.

(6) To meet with the City Council on an annual basis, or as often as requested by the City Council, to identify marketing priorities of the City.

(7) To complete all other duties as may be directed by City Council.

Appointment, Removal, Term and Vacancies of Boards and Commissions

Glenwood Springs, CO Municipal Code 020.020.040

(a) Appointment and term of members. Except as otherwise provided, all appointments to the boards and commissions shall be by the City Council for terms of three (3) years each, and each member shall serve until his/her successor is appointed and takes office; provided, however, that the initial terms of office may be shortened by the City Council so as to provide overlapping terms of office. Appointments shall expire the day before the first regular meeting of the City Council in each month according to the following schedule:

(1) February:

Planning and Zoning Commission;
Finance Advisory Board;
Tourism Promotion Board;
Building Board of Appeals.

(2) March:

Transportation Commission;
Arts and Culture Board;
Parks and Recreation Commission;
Airport Board;
River Commission.

(3) April:

Local Liquor Licensing Authority;
Victim's Witnesses Assistance and Law Enforcement Board;
Historic Preservation Commission;
Glenwood Springs Housing Commission.

(b) Alternate members. The City Council at its discretion may appoint up to three (3) persons as alternate members for each board or commission. If a regular member of a board or commission is to be absent from a meeting, the presiding officer for the meeting may select an alternate member to fill such absence and to attend and serve at the meeting. The alternate member may exercise all powers at the meeting which the absent regular member could exercise, and the alternate's powers and privileges shall terminate at the end of the meeting attended. The presiding officer may at his/her discretion select the same alternate to serve at successive meetings in the absence of any member.

(c) Limit to term of members. Unless it is deemed vital by the City Council that an appointed member of a board or commission be retained in office, each member shall be replaced after having served for six (6) years on a board or commission; however, nothing in this subsection shall be construed to prevent the appointment of a member to a new term where, at the expiration of his/her current term, he/she will have served for less than six (6) years.

(d) Removal of members. All appointed members of a board or commission shall be subject to removal, at any time, by the City Council. In the event an appointed member of a board or commission ceases to qualify for membership, his or her appointment is immediately terminated.

(e) Vacancies. The City Council shall fill all vacancies on boards and commissions by appointment for the unexpired term.

(Code 1971 §§ 2-63, 2-64, 2-67; 6-95 § 1; 10-07 § 2; Ord. No. 9-2018 , § 2, 4-20-2018)

Tourism Promotion Board Application

Thank you for your interest and time commitment in serving your community. Please complete all questions on this application.

Personal Information

1. Name *

Patrick Drake

2. Home Address *

1721 Bennett Ave. Glenwood Springs, CO 81601

3. Mailing Address *

Same as above

4. Home Phone *

970-379-1288

5. Work Phone *

970-945-6605

6. Mobile Phone *

970-379-1288

7. Email Address *

patrick@blueskyadventure.com

8. Occupation *

Co-Owner of Blue Sky Adventures, Canyon Bikes, & Colorado Overlander Snowmass Ski Patrol

Membership Qualifications

9. You must qualify as one of the options below to serve on the Tourism Promotion Board. Please select the option that applies to you. *

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

10. Please explain here how you are qualified: *

- For the past 3 years, I have held a position and been an active member on the Tourism Promotion Board. - For nearly 15 years, I have been the co-owner of multiple tourism based business. All of these business are located in Glenwood Springs. - I am a lifetime resident of Glenwood Springs.

Personal and Professional Interests

11. Why are you interested in serving on the Tourism Promotion Board? *

I am interested in serving on the Tourism Promotion Board because I believe tourism in Glenwood Springs provides, and will continue to provide, a healthy, rewarding and sustainable future for our visitors, our citizens, and our community as a whole.

12. What do you view as your role if selected as a member to the Tourism Promotion Board? *

I would like to continue my role as being a contributing member of the Tourism Promotion Board. I view my role as an advisor who aids in decision making specific to the promotion of tourism within the City of Glenwood Springs.

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

I have the experience of serving on the Tourism Promotion Board for the past three years. Additionally, as co-owner of Blue Sky Adventures, Canyon Bikes, and Colorado Overlander, I directly oversee all marketing, advertising and public relation aspects of each business.

14. Do you have tourism industry experience or skills? *

Yes.

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

I have multiple experiences through my business ownership, but I have also gained valuable knowledge and experience over the past three years while serving on the Tourism Promotion Board. I realize that decisions must be made entirely on facts and constantly aware of what is best for the City as a whole, free of public opinion or bias.

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

Yes. As stated above, I fully understand that decisions must be made entirely on facts and in an unbiased manner.

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

No.

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

Tourism Promotion Board Member: 2018-current Snowmass Patrol Foundation President: 2012-current Shoshone Partnership: 2017-2019

19. Please select today's date. *

12/29/2020



20. Have you served on the Tourism Promotion Board before? *

☐ No

☒ Yes

Reappointment Applicants

21. Why do you think you should be reappointed? *

Over the past three years, I have gained important knowledge and a historical perspective that is valuable. I am a contributing member that has worked well with all staff and board members. I

continue to have a desire to contribute and assist in making Glenwood Springs a truly wonderful place for our citizens and visitors.

22. How many terms have you served on the Tourism Promotion Board? *

One.

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(as defined in Title 020 of the Glenwood Springs Municipal Code)

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Transportation Commission;
Arts and Culture Board;
Parks and Recreation Commission;
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(3) April:

Local Liquor Licensing Authority;
Victim's Witnesses Assistance and Law Enforcement Board;
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Glenwood Springs Housing Commission.

(b) Alternate members. The City Council at its discretion may appoint up to three (3) persons as

alternate members for each board or commission. If a regular member of a board or commission is to be absent from a meeting, the presiding officer for the meeting may select an alternate member to fill such absence and to attend and serve at the meeting. The alternate member may exercise all powers at the meeting which the absent regular member could exercise, and the alternate's powers and privileges shall terminate at the end of the meeting attended. The presiding officer may at his/her discretion select the same alternate to serve at successive meetings in the absence of any member.

(c) Limit to term of members. Unless it is deemed vital by the City Council that an appointed member of a board or commission be retained in office, each member shall be replaced after having served for six (6) years on a board or commission; however, nothing in this subsection shall be construed to prevent the appointment of a member to a new term where, at the expiration of his/her current term, he/she will have served for less than six (6) years.

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(Code 1971 §§ 2-63, 2-64, 2-67; 6-95 § 1; 10-07 § 2; Ord. No. 9-2018 , § 2, 4-20-2018)

Tourism Promotion Board Application

Thank you for your interest and time commitment in serving your community. Please complete all questions on this application.

Personal Information

1. Name *

Heather Montross-Cowan

2. Home Address *

1017 Walz Ave Glenwood Springs, CO 81601

3. Mailing Address *

1017 Walz Ave Glenwood Springs, CO 81601

4. Home Phone *

970-690-1564

5. Work Phone *

970-404-3022

6. Mobile Phone *

970-690-1564

7. Email Address *

heather@raftdefiance.com

8. Occupation *

Co-owner of Defiance Rafting Company, Licensed Clinical Social Worker, Adjunct Faculty at Colorado Mountain College.

Membership Qualifications

9. You must qualify as one of the options below to serve on the Tourism Promotion Board. Please select the option that applies to you. *

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

10. Please explain here how you are qualified: *

I qualify as both living as a resident within Glenwood Springs city limits as well as am co-owner of a tourism-based business (Defiance Rafting Company).

Personal and Professional Interests

11. Why are you interested in serving on the Tourism Promotion Board? *

Community engagement and involvement has always been a passion of mine and is what has contributed to my personal and professional journey of becoming a social worker and working in the tourism industry. For me, serving on the tourism board allows me to engage in the community as well as provides a platform for collaborating with other residents and business owners. Moreover, tourism supports the livelihood of my family and having a voice at the table provides an opportunity to promote the outdoor industries that surround this amazing community.

12. What do you view as your role if selected as a member to the Tourism Promotion Board? *

My role as a board member is to listen, learn, and collaborate with various entities and levels of the community. The role of a member is also to provide checks and balances while supporting all facets of the tourism industry. Growing up in Colorado, but being newer to this community, I feel that I am able to offer additional perspectives and views.

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

As an owner and operator of a tourist-based company in a competitive market, I work closely with our marketing and advertising team on all aspects of design that represent the Defiance brand. Also, I am involved in all daily operations and interact with tourist guests as well as community members and partners.

14. Do you have tourism industry experience or skills? *

Owning a business in the outdoor industry has provided me with experience working in the tourism industry. Additionally, being a resident of a tourist town inevitably results in promoting all assets of our community to guests of the area (i.e. shopping, dining, lodging, and outdoor recreating).

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

The most difficult decisions I have made related to public opinion and tourism has been surrounding our COVID-19 response. With varying degrees of comfort levels, we worked to implement our approved Garfield County protocols as well as State and CDC recommendations. With regulations shifting, we had to adjust while hosting guests from different areas of the country and different opinions on safety.

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

As a member of the tourism board, I do feel it is a responsibility to support the goal of the City as well as provide checks and balances on decisions and funding that impact the tourism industry. I believe members should help guide decisions made by the City and municipalities. I feel that I have the experience to collaborate and problem solve on issues that support the greater goals of the industry and benefits to our community. Therefore, I can align with plans that encompass the benefits of tourism for the community and ensure decision makers consider potential impacts to the industry as well.

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

As a board member, serving the community is a priority. I do not foresee any limitations to my ability to be a full functioning member of the tourism board.

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

As a professional social worker working in the nonprofit sector, I have been accountable to boards and commissions. This includes providing outcomes for programming, offering recommendations, and bringing the voices of the group to the table. Recently, I served as the PTA secretary for Glenwood Springs Elementary school and assisted in organizing fundraising events and building community.

19. Please select today's date. *

1/19/2021



20. Have you served on the Tourism Promotion Board before? *

☒ No

☐ Yes

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(as defined in Title 020 of the Glenwood Springs Municipal Code)

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b. Other matters concerning the subject of tourism marketing and promotion which may be pertinent to the benefit of the City and the area within the 81601 postal zip code.

(2) To coordinate with City Staff, Community Organizations, Community Businesses, and other Boards and commissions, when applicable to efficiently market and promote tourism to the benefit of Glenwood Springs and the area within the 81601 postal zip code.

(3) To, at its discretion, and in addition to initiatives that directly market and promote features and attractions within the City and the area within the 81601 postal zip code, market and promote the geographical proximity of Glenwood Springs to other features and attractions outside of the 81601 postal zip code in ways that could reasonably be expected to benefit the City.

(4) To establish rules of procedure and order for the Board to follow.

(5) To review tourism marketing plans; to set tourism marketing goals, to determine the methods to accomplish and measure success in accomplishing those goals; to determine the appropriate staff and marketing contractor(s)/vendor(s) resources needed; to recommend to the City Council an annual tourism marketing budget; to recommend, to the City Council, award of contract(s) for the best candidate for contract staff and marketing contractor(s)/vendor(s), deemed necessary, based upon an approved Request for Proposal, Request for Qualification or other process; and to provide oversight of performance of contract staff and marketing vendor(s)/contractor(s) contract terms to ensure the efficient and effective implementation of the marketing goals and to report problems with performance

to City Council.

(6) To meet with the City Council on an annual basis, or as often as requested by the City Council, to identify marketing priorities of the City.

(7) To complete all other duties as may be directed by City Council.

Appointment, Removal, Term and Vacancies of Boards and Commissions

Glenwood Springs, CO Municipal Code 020.020.040

(a) Appointment and term of members. Except as otherwise provided, all appointments to the boards and commissions shall be by the City Council for terms of three (3) years each, and each member shall serve until his/her successor is appointed and takes office; provided, however, that the initial terms of office may be shortened by the City Council so as to provide overlapping terms of office. Appointments shall expire the day before the first regular meeting of the City Council in each month according to the following schedule:

(1) February:

Planning and Zoning Commission;
Finance Advisory Board;
Tourism Promotion Board;
Building Board of Appeals.

(2) March:

Transportation Commission;
Arts and Culture Board;
Parks and Recreation Commission;
Airport Board;
River Commission.

(3) April:

Local Liquor Licensing Authority;
Victim's Witnesses Assistance and Law Enforcement Board;
Historic Preservation Commission;
Glenwood Springs Housing Commission.

(b) Alternate members. The City Council at its discretion may appoint up to three (3) persons as alternate members for each board or commission. If a regular member of a board or commission is to be absent from a meeting, the presiding officer for the meeting may select an alternate member to fill such absence and to attend and serve at the meeting. The alternate member may exercise all powers at

the meeting which the absent regular member could exercise, and the alternate's powers and privileges shall terminate at the end of the meeting attended. The presiding officer may at his/her discretion select the same alternate to serve at successive meetings in the absence of any member.

(c) Limit to term of members. No Board member shall serve more than two (2) terms on the same board or commission.

(d) Removal of members. All appointed members of a board or commission shall be subject to removal, at any time, by the City Council. In the event an appointed member of a board or commission ceases to qualify for membership, his or her appointment is immediately terminated.

(e) Vacancies. The City Council shall fill all vacancies on boards and commissions by appointment for the unexpired term.

(Code 1971 §§ 2-63, 2-64, 2-67; 6-95 § 1; 10-07 § 2; Ord. No. 9-2018 , § 2, 4-20-2018)



City Council
STAFF REPORT
City of Glenwood Springs
February 18, 2021

Agenda Item: City Manager

Action Requested: DRAFT list of upcoming work sessions.

Department: City Administration

Presented By:

Background Info:

Issues:

Staff Recommendation:

Work Session/Agenda Plan

February 18

1. Transportation Commission
2. TDM Presentation

February 25th

Special Meeting on South Bridge

March 4

1. Planning Commission Work Session
2. AV Update for Council Chambers

March 11

Town Hall Meeting with Imagine Glenwood

March 18

1. Tourism Promotion Work Session
2. Water Rates
3. 27th Street Underpasses Design (Evening)
4. South Bridge Aesthetics (Evening)

April 1

1. Arts and Culture Work Session
2. South Canyon Planning (Evening)
3. Water Rates Decision (Evening)

April 15

1. Airport Commission Work Session
2. 8th Street Crossing Development
3. Homeless Presentation Built for Zero

May 6

1. Vale Board Work Session
2. Discussion of Current Strategic Vision

May 20

1. DDA Work Session
2. Downtown Parking

June 3

1. FAB Work Session
2. 2021 Budget Process and Timeline
3. MEAN 2050 Presentation

June 17

1. Housing Commission Work Session
2. City Owned Properties

July 1

Use of Force Training (3 hours)

July 15

Use of Force Training (3 hours)

August 5

1. Budget (2 hours)

August 19

1. Budget (2 hours)

September 2

1. Budget (2 hours)

September 16

1. Budget (2 hours)

October 7

1. Budget (2 hours)

October 21

TBD

November 4

TBD

November 18

TBD

December 2

TBD

December 16

TBD

Items to Schedule:

1. BRT/local bus optimization (MOVE STUDY)
2. Vehicular traffic optimization, pedestrian connections, (MOVE STUDY)
3. Parking recommendations (MOVE STUDY)
4. Emergency Management
5. Dog Leash Enforcement on City Trails
6. 2021 Building Codes