



AGENDA
CITY OF GLENWOOD SPRINGS
REGULAR CITY COUNCIL MEETING
JULY 15, 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: Jul 15, 2021 06:15 PM Mountain Time (US and Canada)

Topic: 2021/07/13 Regular Council Meeting

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WORK SESSION

- | | | |
|------|---------------------------------------|------------------------|
| 4:00 | 2. Strategies for Drought Response | Information/Discussion |
| | 3. Downtown Paid Parking (MOVE Study) | Information/Discussion |

REGULAR SESSION

- | | |
|------|--|
| 6:15 | 4. Roll Call |
| | 5. Pledge of Allegiance |
| | 6. Agenda Changes & Conflicts |
| 6:20 | 7. Citizens Appearing Before Council (for items not on the Agenda-comments limited to 3 minutes) |
| 6:30 | 8. Council Comments |

6:40	9. Consent Agenda	Discussion and/or Action
	A. Minutes from July 1, 2021 Council Meeting B. Resolution 2021-15: Appointing Newport Trust Company As Custodian Of The City Employees' 401(K) Plan And Trust C. Resolution 2021-16: Appointing Newport Trust Company As Custodian Of The City's Police And Fire Mpp Plan D. RFP 2021-19P Red Mountain South Phase 1 Award	Discussion and/or Action

ACTIONS AND/OR PRESENTATIONS

6:45	10. South Midland Update	Discussion and/or Action
6:55	11. DDA Board Appointment	Discussion and/or Action
7:00	12. RFTA Funding and Maintenance IGA for the 27th Street Underpass	Discussion and/or Action
7:15	13. Downtown Paid Parking (MOVE Study)	Discussion and/or Action
7:45	14. Resolution 2021-17: A New Fee Schedule for the Issuance, Transfer, Renewal, and Other Related Services of Medical and Retail Marijuana Licenses.	Discussion and/or Action
8:00	15. Outdoor Dining Regulations	Discussion and/or Action
8:10	16. Compensation Study Results	Discussion and/or Action
8:40	17. Report from City Administration A. City Manager B. City Attorney C. Correspondence Incoming/Outgoing	
8:45	18. Adjournment	



City Council
STAFF REPORT
City of Glenwood Springs
July 15, 2021

Agenda Item: Strategies for Drought Response

Action Requested: NA

Department: Public Works

Presented By: Matthew Langhorst, Public Works Director

Background Info: This work session will start an in-depth discussion on how the City can increase water conservation.
Staff will provide a presentation at the work session.

Issues:

Staff Recommendation:



City Council
STAFF REPORT
City of Glenwood Springs
July 15, 2021

Agenda Item: Downtown Paid Parking (MOVE Study)

Action Requested: Evaluate MOVE study managed parking recommendations.

Department: Engineering

Presented By: Terri Partch, City Engineer

Background Info: In November of 2019, the City partnered with RFTA on a major transportation study to evaluate these elements:

- Extending BRT from 27th Street to west or north Glenwood
- Evaluate a new bus transfer station in the downtown vicinity to facilitate BRT and local bus system connections
- Evaluate existing parking in both the City's downtown area as well as the BRT stations to look at use/occupancy and recommend management improvements.
- Evaluate and optimize the existing local bus routes (Ride Glenwood Springs, RFTA's Valley Local and RFTA's Hogback service)
- Recommend pedestrian and bicycle improvements
- Evaluate vehicular operations on SH 82, 8th and 9th and recommend improvements.

This study is complete. Over the next few months, staff is planning to bring back sections of the study for Council's review and potential adoption. The first section of the study for review is managed parking. On street and off street parking occupancy was evaluated on a weekday and weekend day in February of 2020, as well as through a cell phone data set and Google Earth during the summer of 2020 (due to COVID). Public on street and public off street parking lots were evaluated at five different time slots each day, starting at 5:00 am and ending at 7:00 pm in the area between 6th Street on the north, 14th Street on the south, and Pitkin Street and Blake Streets on the east and west sides. Some of the key conclusions of the parking analysis are these:

- On street parking occupancy is highest between 7th and 9th Streets.
- On street parking on Grand Avenue was less than 30% occupied, except for between 8th and 9th during the evening where the occupancy went to 75% and on Grand between 10th and 11th where the occupancy is between 80%-100% during all time periods, presumably due to the Glenwood Springs Hostel.
- The Garfield County and CMC lots were heavily used after 6:00 pm
- The 7th and Colorado lot was full at all time periods except at 5:00 am, where it was 25% occupied.
- The Cooper Avenue Lot was full during all time periods except at 5:00 am, where it was 40% full.
- The City parking garage never exceeded 80% capacity during the day, and was 20% full overnight.
- The 7th Street confluence lot was never more than 50% occupied.
- Nearly two times as many trips begin and end in downtown Glenwood Springs during the summer as compared to the winter.

Overall, these conclusions indicate that downtown Glenwood Springs reaches parking capacity through the core area during the summer. Employees fill most of the City off street parking lots between 9:00 am-4:00 pm and 20%-40% of the City's off street lots are filled with overnight parking (counted at 5:00 am).

To better optimize traffic flow, parking efficiency and experience, important recommendations from the study include:

- Develop a truck delivery plan to regulate the times and locations for deliveries to reduce conflicts with vehicles and parking.
- Add weekend enforcement to manage high demand.
- Add license plate recognition technology to increase efficiency in parking enforcement.
- Increase fines for parking violations. Add a graduating fine scale for repeat offenders.

- Better maintain curb space signage and striping.
- Implement paid parking
- Evaluate adding parking capacity in the long term
- Improve transit service downtown.
- Plan for transit network companies such as Uber and Lyft by creating drop off and pick up zones.

If implemented, goals of a paid parking program would be to:

Increase parking availability for better downtown business

- Provide better customer experience and reduce parking frustrations by opening opportunities to find a place to park
- Minimize pre-parking exits (people leaving before they can stop because they can't find a place to park)
 - Curb unnecessary traffic and congestion
- Minimizes "circling the block"
 - Encourages those able to walk, bike or use alternate transit to choose that mode of transportation first
 - Create new and needed funding source for parking infrastructure
- Maintain existing infrastructure including the parking garage on 9th Street and Cooper Ave.
 - New dollars for infrastructure investment
 - Multi-modal improvements

City staff, the DDA and the Chamber held two public and business input meetings in April to receive preliminary feedback. Some of the comments and concerns we heard were these:

- Concern about employee parking and how it may affect their businesses.
- Generally the business owners that participated believed that it was time to begin a paid parking program.
- Concern about effects of managed parking on private parking lots.
- Desire to maintain some 15 minute and loading spaces to accommodate short term use
- On-street managed parking program will not replace the need for additional parking structures
- Managed parking should include the northside of the river as well.

In response to stakeholder feedback and to assist with efforts to improve the City's TDM efforts, staff is conducting additional outreach and a questionnaire specifically for downtown businesses and employees. Responses from this outreach are intended to inform the evolution of the City's TDM program which will help optimize transportation options for residents and downtown businesses, employees and customers. Staff plans to hold another downtown informational meet-up to provide stakeholders with an update on council direction.

Issues: None at this time.

Staff Recommendation: None at the work session, the item is also on the evening agenda for staff direction.



City of Glenwood Springs Transportation Commission

MOVE Study – Parking Analysis and Findings

Managed Parking Program Recommendations for City Council

Summary:

The MOVE Study Parking Analysis and Findings lays out a common sense, deliberative roadmap for a vastly improved downtown experience. The Transportation Commission encourages the City to implement its recommendations with all haste. Its recommendations, once implemented, promise to improve traffic circulation downtown for tourists and residents alike, improve parking conditions in the downtown shopping district and adjacent downtown neighborhoods, reduce downtown congestion, all while generating substantial income for transit improvements and TDM measures which will improve quality of life along Grand Avenue and in the City, generally.

Improvements to parking enforcement hours and technology, an expanded residential permit system, and the adoption, funding and implementation of paid parking of some form in the next few years should be a top priority for the City. Monies invested its implementation will be well spent, resulting in increased revenue sufficient to cover its startup costs and fund future transportation and parking improvements almost immediately.

Background:

The MOVE Study was a large-scale “big picture” survey of transit / transportation issues facing Glenwood Springs paid for partly by the City of Glenwood Springs and partly by RFTA. Conducted over the course of 2019 to 2021, it examined topics as diverse as transit alignment and improvements, parking recommendations, vehicle flow / traffic routing recommendations, bicycle route improvements, and more. Portions of the Study are being released as they are being finalized and completed.

The MOVE Study Parking Analysis and Findings Memo (the “Memo”) looks at parking patterns, trends, seasonal variations and needs for the entire downtown area. It makes

recommendations for enforcement improvements and enhancements in each of the downtown parking enforcement zones. It suggests improvements and streamlining of those zones, as well as recommending the purchase and roll out technology-based enhancements to enforcement mechanisms and neighborhood parking permitting systems to accompany its paid parking suggestions.

Importantly, the Memo points out the following:

- Parking issues and overcrowding are at their worst on the weekends and evenings, but there are currently no parking enforcement officers working on weekends and evenings. Memo, p. 33.
- Parking issues and overcrowding are exacerbated in the City's free surface lots surrounding downtown and at RFTA's 27th Street Park and Ride lot, but there are currently no parking enforcement officers conducting enforcement in those lots. Memo pp. 4 & 20-23.
- Parking enforcement officers are using chalk and paper tickets for enforcement, and the City's neighborhood parking permit systems are woefully antiquated. Technology exists to *dramatically* improve efficiency and revenue collection and neighborhood permitting that could provide immediate improvements and results. Memo, pp. 4 & 33.

The Commission also notes that the efforts already undertaken by the City of Aspen in this field provide a nearby model for implementation that could provide a seamless experience for tourists, and greatly reduced implementation costs for Glenwood. Aspen already has a parking model that encourages downtown turnover to the delight of its businesses and tourists, while also encouraging bike and transit use and providing revenue for the City, and Aspen has already tested and implemented technologies that work. This resource should be utilized.

Recommendations:

A paid parking plan will take some time to develop and implement. In 2021 and 2022, the Commission recommends that the City take basic foundational steps to ensure smooth future implementation and success:

- (1) Create a global parking budget and direct the hiring of a "Parking Planning and Enforcement Lead" ("Planning Lead") to develop and run the parking program and supervise all parking enforcement operations. Direct that parking enforcement personnel be consolidated under this individual's direct oversight and control, and for parking enforcement and residential permit distribution and sales revenue be directed toward Parking, Transit and TDM funding.
- (2) Direct the hiring of an additional parking enforcement officer to allow expanded enforcement hours and areas. Per the Memo, enforcement areas should include surrounding downtown neighborhoods, all City parking lots, and City streets

surrounding the RFTA parking lot at 27th street. Critically, enforcement should take place not only on weekdays but also on weekends and evenings, with increased enforcement in summer and less in winter.

- (3) Move away from paper tickets and chalk, by budgeting for the purchasing of technology-based enforcement tools to improve efficiency and revenue collection, and
- (4) Budget for the Parking Lead to research, purchase and implement technology-based neighborhood parking permit registration solutions similar to those in place in Aspen, so that when paid parking is implemented, the surrounding neighborhoods already have a technology based, functioning permitting solution in place and in practice before paid parking is implemented.

Memorandum

Date: April 30, 2021

To: Emily Kushto, Parsons
David Johnson, RFTA
Terri Partch, City of Glenwood Springs

From: Patrick Picard and Charlie Alexander, Fehr & Peers

Subject: MOVE Grand Avenue – Parking Analysis & Findings UPDATED

DN19-0647

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Overview and Purpose

The City of Glenwood Springs and the Roaring Fork Transportation Authority (RFTA) are jointly leading the Multimodal Options for a Vibrant Economy (MOVE) Grand Avenue project to explore alternatives for extending the existing VelociRFTA bus rapid transit (BRT) into downtown Glenwood Springs and to the West Glenwood Park & Ride. An important aspect of this project includes evaluation and recommendations for improving parking and curb space management both downtown and at the RFTA Park & Rides.

This memo provides a summary of existing on-street parking and off-street public parking conditions in downtown Glenwood Springs and at the two RFTA Park & Rides in Glenwood Springs. This memo also summarizes existing and future parking and curb space opportunities and recommendations. Future conditions recommendations consider alternatives explored for extending BRT downtown. Parking and curb space management strategies in downtown Glenwood



Springs focus on existing supply, demand, access, and management issues from the relatively dense mix of uses downtown, as well as potential new considerations as part of extending BRT downtown. Recommendations are also included to improve access to the BRT under existing and future conditions.

Determining existing on-street parking conditions occurred in two main stages: taking inventory of curb space and off-street parking supply and then collecting parking utilization data. Existing curb space restrictions and parking management strategies (time limits, etc.) were used to classify the curb space. Ownership and user restrictions were used to classify the off-street lots. Parking utilization was observed and documented during multiple study periods in the winter of 2020. Due to the COVID-19 pandemic, other data sources were used to estimate parking demand in the summer.

Background

Previous Plans

Below is a summary of previously completed parking and curb space plans relevant to the study area:

- **Downtown Parking Study (2013)** – The last detailed parking study in downtown Glenwood Springs was conducted in 2013. This study was completed prior to the construction of the City Parking Garage (at 9th Street/Cooper Avenue) and the Grand Avenue Bridge project. The study area included the downtown core north of 11th Street and south of 5th Street and utilization was measured on a single Thursday in August at 9 AM and 1 PM. The study concluded that while some blocks downtown have parking shortages at times, parking was always available within a block or two and with the construction of the City Parking Garage, no new parking would be needed in the short-term. The study also concluded that paid parking was not necessary in the short-term, but should be considered long-term as parking demand increased.
- **RFTA 27th Street Pedestrian Crossing (2019)** – This analysis evaluated pedestrian crossings options across SH 82 to connect the Rio Grande Trail with the 27th Street South Glenwood Station. This study also included an analysis of potential parcels and designs to expand the Park & Ride. The analysis assumed a need for between 65 and 95 additional parking spacing and provided opportunities, constraints, design considerations, and potential design concepts for several parcels.



Parking Enforcement

On February 28, 2020 a meeting was held with members of the project consultant team, City of Glenwood Springs staff, and parking enforcement officers in Glenwood Springs. The purpose of the meeting was to discuss current parking enforcement practices, as well as to identify existing parking and curb spaces issues, challenges, and potential solutions for downtown Glenwood Springs. Current enforcement practices and key challenges identified from that meeting are summarized here:

- Parking regulations downtown are enforced by a single enforcement officer on foot who patrols the area bound by 7th Street, 10th Street, Blake Avenue and Pitkin Avenue between 9 AM and 6 PM Monday through Friday, with occasional patrols on 6th Street.
- Chalk is used to track time parked and paper tickets are issued when needed.
- The City is currently exploring license plate readers and paid parking as a more effective and efficient management and enforcement tool.
- The most common violations are for time restrictions, vehicles illegally parked in the alley, and vehicles parked in safety zones (marked by yellow paint on the curb for driveways, sight lines, crosswalks, fire hydrants, etc.).
- Most parking violations result in a \$20 ticket.
- Officers issue about 15-20 tickets per day in the winter and 30-40 tickets per day in the summer.
- Violations generate about \$40,000 per year but cost the City about \$50,000 per year to enforce.
- The maximum a car is allowed to park on street in unrestricted spaces is 72 hours, which is enforced in public off-street lots and in the unrestricted parking spaces.
- The 7th & Colorado lot is signed for 4-hour parking, but is not currently enforced as negotiations that allow some downtown residents and County employees to park longer are currently ongoing.

Some potential ideas for improving the parking management and enforcement downtown that were discussed include:

- Weekend enforcement
- Paid parking
- More frequent striping of curb/adopting standard practice for color designations
- Use of license plate readers for enforcement
- Development a truck delivery plan
- Increase fines



Residential Parking Permit Program

The City of Glenwood Springs has a residential parking permit program that allows residents downtown to park in 2-hour time restricted parking spaces for up to 72 hours. The exceptions include 7th Street and the 700 Block of Cooper Avenue. The program is managed by the police department. Residents that live between 7th Street, 10th Street, Blake Avenue, and Pitkin Avenue can apply for up to two permits per unit, good for the length of their lease or up to one year before needing renewal. Demand for the program sometimes exceeds the allowed number of permits per unit.

27th Street Park & Ride

The RFTA-owned 27th Street Park & Ride is known to be at capacity on most days and parking occupancy data was collected in the Park & Ride lot and some surrounding locations where transit users are suspected to be parking. Conversations with RFTA staff also revealed additional background information regarding regulations and other existing issues currently observed at the station that were considered as part of recommendations for parking management. Anecdotal background information provided by RFTA staff includes the following:

- The 27th Street Park & Ride is observed to fill up early and it is suspected that many people who would ride the bus from Glenwood Springs end up driving due to the lack of sufficient parking.
- While RFTA signs the Park & Ride for the exclusive use of RFTA transit riders and Rio Grande Trail users, and prohibits storing vehicles or using lots for ridesharing, RFTA has virtually no parking enforcement program and few funds are directed at parking enforcement.
- The residents of the surrounding neighborhood sometimes store extra vehicles in the 27th Street Park & Ride.
- Epic Mountain Express, which provides shuttle service to Denver and other mountain communities, will sometimes direct its customers to park in the 27th Street Park & Ride.
- Other businesses also use the parking lot as a ride share lot.
- Without adequate parking management, the planned residential development adjacent to the 27th Street Park & Ride could increase use of the lot by non-transit users.
- Based on anecdotal observations, most other Park & Ride lots along SH 82 generally fill to capacity during the summer and winter season with the exception of the back parking lot at the Basalt Park & Ride.



- The Carbondale Park & Ride acts as a trail head for the Rio Grande trail and is also anecdotally observed to fill to capacity almost every morning during the winter season and almost to capacity during the summer season.



Methodology

Study Area

Parking and curb space inventory and utilization were collected for two areas in Glenwood Springs as part of this analysis. These are mapped in the Parking Inventory maps attached to this memo and are described here:

- **Downtown Glenwood Springs.** The study area includes on-street parking in downtown Glenwood Springs bound by 6th Street, 14th Street, Pitkin Avenue, and Blake Avenue. It also includes on-street parking along 8th Street between Pitkin Avenue and Defiance Avenue as well as 7th Street between Blake Avenue and Bennett Avenue.

Six off-street public parking facilities downtown were also included:

- City Parking Garage (at 9th Street/Cooper Avenue)
 - Cooper Avenue lot (on Cooper Avenue between 8th Street and 9th Street)
 - 7th & Colorado lot (at the SE corner of 7th Street/Colorado Avenue)
 - 7th Street lot (on 7th Street at the Confluence)
 - Colorado Mountain College Garage (at 8th Street/Cooper Avenue) – public parking on evenings after 6 PM and weekends only
 - Garfield County lot (at the SW corner of 7th Street/Colorado Avenue) – public parking on evenings after 6 PM and weekends only
-
- **RFTA Park & Rides.** There are two Park & Rides in Glenwood Springs that are used to access bus service. These were both included in the analysis as described below:
 - *27th Street South Glenwood Station* – The RFTA-owned Park & Ride located at the southwest corner of 27th Street and Blake Avenue in south Glenwood Springs is the primary access point to the VelociRFTA BRT. In addition to the Park & Ride, parking supply and utilization data was collected at two off-street parking lots and two on-street street segments nearby that may experience spillover parking due to limited capacity at the Park & Ride:
 - On-street: Blake Avenue between 26th Street and 27th Street
 - On-street: 26th Street between Blake Avenue and Palmer Avenue
 - Off-street: Walmart north parking lot
 - Off-street: Walmart employee parking lot (which is also the designated RFTA overflow lot)



- *West Glenwood Park & Ride* – This Park & Ride is located near the intersection of Wulfsohn Road and Midland Avenue and provides access to RFTA Local Valley buses to/from Aspen, select BRT runs, the Hogback route (to/from Rifle/Silt/New Castle) and the Bustang West Line (operated by CDOT between Grand Junction and Denver).

Curb Space and Parking Lot Inventory

Curb space is defined as any place along the curb designated for parking or loading activity. Existing parking inventory maps of the study area and Google Maps Street View provided the basis for understanding curb space designations in the study area. Data collected from these methods was field verified to determine a classification for each segment of curb space and off-street parking facility in the study area. Field verification was completed on February 28, 2020 and the classification of each parking space, including the presence of ADA accessible parking spots, was cataloged according to the February 28, 2020 observations.

Each curb face was drawn by segment in GIS using aerial imagery as a guide. Segments were coded according to each curb space classification and separated when curb space designation changed, or is broken within a block by an alley or intersection. The number of available parking or loading spaces per segment was determined by dividing the segment length by 20 feet and rounding down. Twenty feet is a standard on-street parking space length in most urban contexts.

Off-street parking lots and garages were demarcated by a polygon on the maps and the number of parking spaces was inventoried based on the number of striped parking spaces.

Parking Classification

Curb space in the study area is classified into 12 different management types, which are further differentiated by three different physical parking arrangements: parallel, diagonal, and perpendicular.

The 12 curb space classifications observed in the study area and mapped in the Parking Inventory Maps include:

- 15-Minute Parking
- 30-Minute Parking 9AM – 6PM
- 2-Hour Parking 9 AM – 6 PM
- 2-Hour Parking 8 AM – 10 PM
- 2-Hour Parking
- Bus Stop



- Disability Reserved Parking
- 10-Minute Loading
- Loading Only
- Pick Up & Drop Off Only
- No Parking
- Unrestricted Parking

Off-street parking facilities included in the analysis were categorized into four different types:

- Public
- Private
- Transit
- Shared

The following are a few high-level observations regarding the classification maps:

Downtown Glenwood Springs

- Two-hour parking is generally limited to the area bound by 6th Street, 10th Street, Pitkin Avenue, and Blake Avenue.
- The only location where two-hour time restrictions are from 8 AM – 10 PM occur on the north side of 7th Street between Cooper Avenue and Grand Avenue; all other locations are signed for 9 AM – 6 PM or have no time designation.
- The 700 block of Cooper Avenue includes a center parking lane, a portion of which is signed for parking and a portion of which is signed for truck loading. No parking is allowed in the center lane from 12 AM to 7 AM for snow removal. Note: the center parking lane was removed in the summer of 2020.
- Of the 54 spaces at the 7th Street lot, 18 are reserved for County vehicles, leaving 36 spaces available for public use.
- The actual capacity of some of the off-street lots during winter observations was less than the capacity during the summer as several spaces were being used for snow storage (see **Table 1**)

Park & Rides

- About 17 of 94 spaces in the West Glenwood Park & Ride are signed as Bustang-Only parking.
- The designated overflow lot for the 27th Street Park & Ride is about 1,500 feet south of the station (over a quarter mile away) and to access the overflow lot from the Park & Ride



requires drivers to detour onto SH 82 because there is a gate blocking vehicle movement along Blake Avenue south of the 27th Street South Glenwood Station.

- The Walmart North parking lot is not a designated parking facility for transit users, but was included in the analysis as it is only about 400 feet from the 27th Street South Glenwood Station.

Table 1 includes a summary of observations and restrictions for the ten off-street parking lots included in the analysis.

Table 1. Off-Street Parking Lots Included in Analysis

Name	Type	Parking Spaces	Time Restrictions	Other Observations
City Parking Garage	Public	148 Total: • 5 Disability	72-hours	Time restrictions not signed
Cooper Avenue Lot	Public	42 Total: • 4 Disability	72-hours	Time restrictions not signed
7th & Colorado Lot	Public	62 Total: • 3 Disability • 3 Snow Storage	4-hours (some exceptions)	
7th Street Lot	Public	54 Total: • 2 Snow Storage • 18 County-Only	24-hours (exceptions for Amtrak patrons)	18 spaces signed for County-only parking
CMC Garage	Shared	65 Total: • 3 Disability	Evenings after 6 PM & Weekends Only	
County Lot	Shared	39 Total	Evenings after 6 PM & Weekends Only	
West Glenwood Park & Ride	Transit	94 Total: • 4 Disability • 2 Snow Storage • 17 Bustang-Only	Not specified	17 spaces signed for Bustang-only parking
27th Street Park & Ride - South Glenwood Station	Transit	50 Total: • 2 Disability	Not specified	
North Walmart Lot	Private	203 Total: • 4 Disability • 27 Snow Storage	No overnight parking	
Walmart Employee Lot/ RFTA Overflow Lot	Shared	113 Total: • 10 Snow Storage	Not specified	6-10 Spaces used for taxi parking

700 Block Cooper Avenue

The City recently restriped the parking arrangement on Cooper Avenue between 7th Street and 8th Street by converting diagonal parking that was previously on the east side to parallel parking and adding a center lane for parking and truck loading. The motivation for the change was to create a



designated space for truck loading in the heart of the restaurant area of downtown. Because of concern over the loss of on-street parking, part of the center lane allows for parking, but is a challenge to properly sign and enforce. The loading zone has helped mitigate trucks from blocking travel lanes, but there is often more trucks loading than designated space and trucks sometimes load when parking demand is highest (such as the late afternoon), resulting in additional challenges.



Center parking/loading lane in the 700 Block of Cooper Avenue

Parking Utilization Study Periods

Parking utilization data was collected by driving each roadway and parking lot in the study area with a dashboard video camera during the study hours. Data collected from the field observation video recordings was entered into the GIS inventory.

Parking utilization data was collected to capture typical peak demand at the RFTA Park & Rides and downtown Glenwood Springs at different times of day and time of year. The study periods were identified based on conversations with staff at RFTA and the City of Glenwood Springs as well as based on BRT ridership data, traffic counts, and Glenwood Springs' sales and lodging tax data to understand peak demand. Data shows that activity in Glenwood Springs is highest in the summer months, peaking in July, and BRT ridership is highest in the winter and summer, with slightly higher ridership in the winter months.

Conversations with the project team revealed that the 27th Street Park & Ride does not have enough parking capacity to meet weekday demand in the winter and typically fills up sometime between 6 AM and 8 AM. Additionally parking demand in downtown Glenwood Springs is driven by a



combination of residents, employees, and visitors. Resident demand is likely highest in the evening and overnight, employee parking demand is highest during weekday business hours, and visitor demand is likely highest during the day and evening, peaking on Friday night and weekends.

Conversations with the parking enforcement officers also revealed anecdotally that parking demand in downtown Glenwood Springs tends to be highest between 9 AM and 2 PM due to business activity and the lunch scene and between 4 PM and 7 PM due to the bar and restaurant scene. In addition, Tuesday and Friday are typically the highest demand days. Tuesday demand is from jury duty and Friday is likely from an influx of visitors and high restaurant activity.

Two rounds of parking utilization data will be collected as part of this study, one in the winter and one in the summer. The winter data collection period is intended to capture peak demand for RFTA bus service and the summer collection period is intended to capture peak demand for parking in downtown Glenwood Springs. The original plan was to collect data at all locations in the winter and summer. However, due to the significant change in travel patterns and parking demand caused by the COVID-19 pandemic, other data sources were used to estimate historic parking demand in the summer of 2019. These are explained in detail in the Summer Parking Data Findings section at the end of this memo.

Two days were selected to capture peak demand in the winter:

- A mid-week weekday (Tuesday, Wednesday, or Thursday) - to capture peak commuting patterns both downtown and at the Park & Rides.
- A Friday - to capture peak afternoon and evening demand for restaurants, hotels, and other visitor/recreational activity in downtown Glenwood Springs.

Winter parking utilization data was collected on Thursday, February 27, 2020 and Friday, February 28, 2020. On each of these days, four study periods were collected to measure parking demand at different times of the day, plus an additional study period just at the 27th Street Park & Ride (and surrounding areas):

- 5 AM – To isolate residential parking demand.
- 7 AM – Around the 27th Street South Glenwood Station only to measure parking demand during the morning commute.
- 9 AM – To capture demand after the morning commute.
- 4 PM – To capture overlap between employee and visitor/recreational demand downtown.
- 7 PM – To capture evening demand associated with restaurants and other recreational activities.



Parking Occupancy

Parking occupancy for each parking curb space segment or off-street lot was determined by comparing the number of observed parked vehicles to the number of available spaces. In the accompanying maps, parking occupancy is shown as a percentage range for each study period, symbolized by different colors. Parking occupancy are organized into the following percentage ranges, each with different implications for managing demand and planning future BRT alternatives:

- 0% - 20% - Parking is very underutilized compared to capacity
- 21% - 40% - Parking is underutilized compared to capacity
- 41% - 60% - Parking is moderately used, but with plenty of excess capacity
- 61% - 85% - Parking is well used, but with enough capacity that unoccupied spaces can still be found with relative ease
- 85% - 99% - Parking is near capacity and it may be difficult to find available parking
- 100%+ - Parking utilization is at (or may be) exceeding capacity

In some instances, a segment or lot may have more vehicles parked than the total capacity indicates is possible. This would be due to closely spaced cars parked on-street or cars parked illegally. The following methodologies should also be noted when reviewing the parking occupancy maps and data:

- Parking occupancy is measured per block face unless there is a change in the parking restrictions mid-block (for example, where part of the block includes unrestricted parking and part includes time-restricted parking).
- Disability parking occupancy was collected but was excluded from the denominator when calculating the percentages shown in the maps. For example, if a parking lot has 60 spaces and three are designated as disability parking, the occupancy rate was measured as the total occupied spaces excluding disability parking divided by 57 total spaces. This methodology better reflects general parking occupancy rates as disability parking demand is based on a different set of parameters and legal requirements.
- Parking spaces that were being used for snow storage during the winter collection period were excluded from the denominator when calculating the percentages shown in the maps.
- Parking occupancy data for the County lot and CMC Garage was only collected during the 7 PM time period as these lots were not available for public use during the other time periods.



Bicycle Parking at Park & Rides

An additional analysis conducted in the winter included taking an inventory of bicycle parking available at the two RFTA Park & Rides in Glenwood Springs and observing occupancy during the same study periods as the motor vehicle parking.

Summer Data Methodology

Parking occupancy data was originally to be collected on the same days of the week and during the same times in the summer as it was collected in the winter along with a Saturday count when visitor activity in Glenwood Springs is high. Due to the impact to normal travel patterns caused by the COVID-19 pandemic in the summer of 2020, summer parking demand was instead estimated using alternative data sources. These include Big Data provided by StreetLight as well as satellite imagery data from the summer of 2019. The methodology for collecting, analyzing, and applying summer data, as well as findings and implications to recommendations are summarized here.

Two data sources were used to estimate public parking demand in Downtown Glenwood Springs during the summer of 2019:

- Big Data provided by StreetLight
- Satellite imagery

Summer parking data was only collected for the downtown area and not the two RFTA Park & Rides in Glenwood Springs. This is because more reliable data was collected at the two Park & Rides in the winter when transit parking demand is highest, while demand for parking in downtown is higher in the summer. Thus, summer data was prioritized in the downtown area. It should also be noted that while the methodology summarized here provided useful information to inform parking strategies downtown, the data is not as robust as the winter data when field observations could be accurately conducted on a block-by-block basis during multiple times of day.

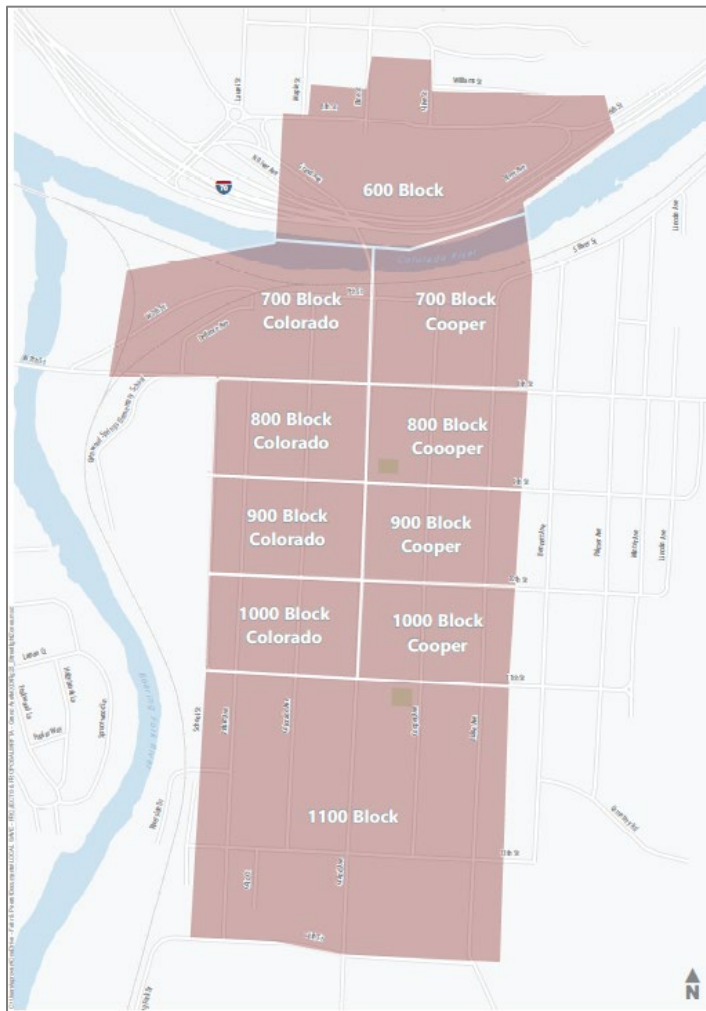
StreetLight Data

StreetLight Data is a "Big Data" provider that uses anonymous cellphone data to compile person trip counts between predefined geographic zones. Trips are recorded by mobile device tracking technology in smartphones which is enabled when a user has a location-based services application turned on. A trip is considered to end when the cellphone is stationary for at least five consecutive minutes. Trips by all modes of transportation are recorded, including people driving, riding in a car, walking, bicycling, riding a bus, or traveling by other means.



In terms of sample size, StreetLight data resources includes about 33% of all mobile devices in the United States. Given the variability of when a device's location-based application is engaged, on a given day StreetLight captures between 1% and 5% of all trips. However, data is compiled by hour of day and day of the week and averaged over the course of at least a calendar month to ensure the sample size is large enough to have a high confidence level. Lastly, trip data provided by StreetLight represents an estimate of total trips, based on the sample size captured.

Figure 1. StreetLight Data Zones Downtown



To estimate parking demand in the summer of 2019, the downtown area of Glenwood Springs was divided into ten zones as mapped in **Figure 1**. Activity-based data was collected from StreetLight in July 2019 and February 2020. Activity-based data represents the number of trips that begin or end in a given location and is a good proxy for estimating parking demand. July data was used as a representative of peak parking demand in the summer as July consistently records the highest



lodging tax of any month of the year in Glenwood Springs. February 2020 was collected from StreetLight as that was when parking data was collected in the field and can be compared with July 2019 data to estimate the relative change in parking demand as compared to winter. The number of trip-ends in July 2019 was compared against the number of trip-ends in February 2020 on different days of the week and different times of day to estimate parking demand in different parts of downtown in July 2019 relative to February 2020.

Satellite Imagery

Satellite imagery of downtown Glenwood Springs from the summer of 2019 was provided by a RS Metrics, a data analytics firm. RS Metrics combed their historic satellite imagery database in the months of June, July, and August 2019 and found two images of Downtown Glenwood Springs on the following dates and times:

- Friday, August 8, 2019 at 12 PM
- Thursday, August 15, 2019 at 5:30 PM

Vehicle parking and curbspace occupancy was analyzed in these two images from the summer of 2019 on downtown streets. Not all on-street parking occupancy was visible from the satellite imagery due to street trees on some blocks. However, curbspace occupancy on the blocks that were visible were mapped and are included in the attached maps (**Figure 21** and **Figure 22**). Additionally, parking occupancy of the four public lots in downtown were visible in the satellite imagery and were also mapped, with the exception of the lower level of the City Parking Garage.



Key Findings

A number of key takeaways from the existing parking conditions analysis from the winter are outlined below and organized by each of the three study areas. Findings of the bicycle parking analysis and more in-depth analysis of parking demand at 27th Street South Glenwood Station from other data sources are also provided in this section.

27th Street South Glenwood Station

- The Park & Ride lot was about 40 percent occupied at 5 AM on both Thursday and Friday and it was clear that 8-12 cars had been parked overnight (this was evident by the fact that some cars were covered in frost at 5 AM or because the same cars were parked in the same location at 7 PM Thursday and 5 AM Friday).
- The Park & Ride lot was full by 7 AM on Thursday and nearly full by 7 AM Friday. In the brief time that parking utilization was observed at this lot at 7 AM Thursday and 9 AM Friday, several cars were observed entering and exiting the lot upon finding it full.
- Some transit riders appear to park along Blake Avenue north of 27th Street and along 26th Street between Blake Avenue and Palmer Avenue based on comparing 5 AM counts with 7 AM and 9 AM counts, likely about 8 - 12 cars in total.
- Some transit riders appear to park in the north Walmart parking lot based on the number of vehicles parked at the north end of the lot away from the store entrance and close to the Park & Ride - about 25 by 9 AM. On Thursday, 19 cars were counted parked in the same location at both 9 AM and 4 PM. It is possible not all of these cars are transit users as some people may be parking here to carpool or may be store employees. It should be noted that the lot was empty at 5 AM both days.
- The overflow lot (also Walmart employee parking) is well used during the day, but it is unclear how much use is by transit riders. The 113-space lot was about 25 percent full at 5 AM and 70 percent full by 9 AM on both days.
- The Park & Ride lot is used quite a bit for pick up and drop off, although there does not appear to be a designated spot (people are using the handicap spots and double parking briefly when the lot is full).
- In total, based on these observations there may be anywhere between 30 and 70 vehicles parking at other locations besides the designated Park & Ride (on-street, at the Walmart north lot, or the designated RFTA overflow lot) to access the bus. Where exactly that number falls in this range is dependent on the number of people parking in these locations for other uses – such as carpooling or store employees – which is impossible to



know based just on observing parked cars. To get a better understanding of existing and latent demand for parking a more detailed analysis was conducted using additional data sources (see *Parking Demand Estimation at 27th Street South Glenwood Station* below).

West Glenwood Park & Ride

- The West Glenwood Park & Ride is lightly used relative to capacity. With 94 parking spaces it was never more than 35 percent occupied during any of the time periods studied.
- The 17 Bustang-only spaces were also lightly used, with about 4-6 cars parked in those spaces during the study periods.

Downtown Glenwood Springs Winter

- General Findings:
 - On-street parking occupancy is generally highest between 7th Street and 9th Street (except at 5 AM), and to a lesser extent between 10th and 11th Street.
 - On-street occupancy north of 9th Street is higher west of Grand Avenue weekday mornings and higher east of Grand Avenue weekday afternoons.
 - On-street parking occupancy north of 9th Street downtown is highest on Friday evenings.
 - On-street parking occupancy between 10th and 11th Street downtown remains high at 5 AM indicating this demand is likely generated by residential/hostel parking demand.
 - Parking occupancy along Grand Avenue is relatively low, generally less than 30 percent during all time periods, with two exceptions:
 - Between 8th and 9th Streets - occupancy was highest in the evening, about 75 percent.
 - On the west side of Grand Avenue between 10th and 11th Streets where occupancy was between 80 percent and 100 percent at all times of day, which may be due to the Glenwood Springs Hostel.
 - The Garfield County and CMC lots were heavily used after 6 PM on Friday, 97 percent and 84 percent full respectively (and less used on Thursday evening).
 - The 7th & Colorado lot was full at all time periods except 5 AM when it was about 25 percent full. Many vehicles were observed looking for parking in this lot at nearly every time period. The high demand may be in part due to exceptions to the 4-hour time restriction granted to County employees and some downtown



residents and that time restrictions at this lot are temporarily not being enforced. It is expected this will change when a final decision on which users will be granted exceptions is determined and an enforcement plan for this lot is developed.

- The Cooper Avenue lot (between 8th Street and 9th Street) was full or nearly full during the day and about 40 percent full at 5 AM.
- The City Parking Garage was most full during the day (at 9 AM and 4 PM), but never exceeded 80 percent capacity. It was less than 20 percent full overnight.
- The public spaces at the 7th Street lot near the confluence were never more than 50 percent occupied.
- 5 AM Weekday:
 - High occupancy was observed along the residential streets between 10th Street and 13th Street and along Blake Avenue between 8th and 11th Streets.
 - The occupancy along Grand Avenue was less than 25 percent except on the west side of the street between 10th and 11th Street, which may be associated with the Glenwood Springs Hostel.
- 9 AM Weekday:
 - High occupancy was observed along 8th Street, 10th Street, and several side streets north of 9th Street.
 - Occupancy was also high along Pitkin Avenue between 13th and 14th Street likely because of the proximity to Glenwood Springs High School.
 - The 7th & Colorado lot and Cooper Avenue lot were both full and the City Parking Garage was about 80 percent occupied.
- 4 PM Weekday:
 - Occupancy was high on most streets between 9th Street and 7th Street, with the exception of Grand Avenue.
 - Occupancy was generally higher on Friday on most streets than Thursday.
- 7 PM Thursday:
 - On-street occupancy was high around 8th Street and Cooper Avenue and 7th Street and Colorado Avenue.
 - Occupancy was low at all of the off-street lots except the 7th and Colorado lot.
 - Occupancy was high between 10th Street and 11th Street along Cooper Avenue, and two nearby block faces although there were many available spaces within a block.
- 7 PM Friday



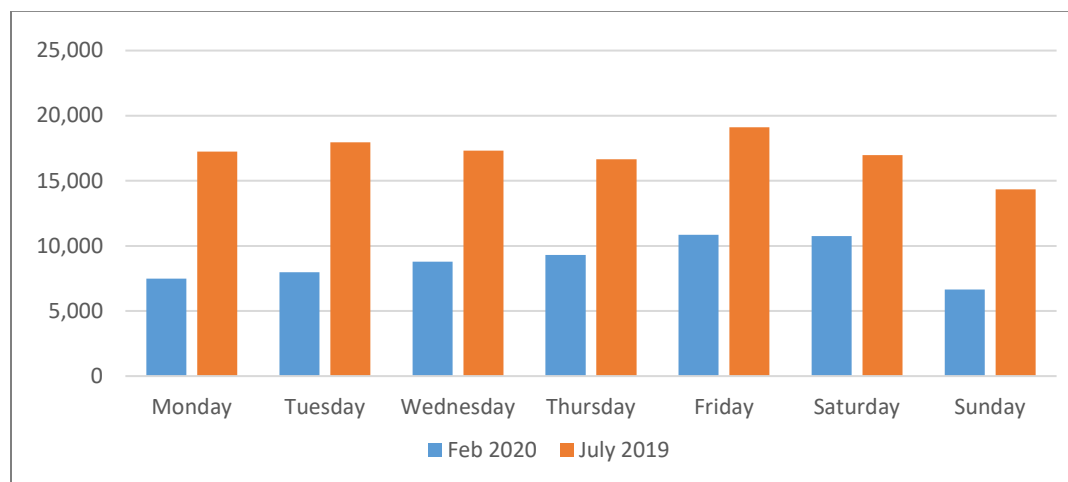
- Occupancy was high between 9th Street and 7th Street between Colorado Avenue and Blake Avenue.
- The County lot and 7th & Colorado lot were both full. The CMC garage and Cooper Avenue lot were well used, but still had available parking. The City Parking Garage was only 40 percent occupied.
- Occupancy was high between 10th Street and 11th Street along Cooper Avenue, and a couple of nearby block faces although there were plenty of available spaces on the opposing sides of the street.

Downtown Glenwood Springs Summer

Several key findings from the summer data analysis are useful in informing parking and curbspace demand and management in downtown Glenwood Springs, including the following.

- **Nearly two times as many trips begin or end in the downtown core in the summer as compared to the winter.** Figure 2 shows the average daily trip ends between 7th Street and 9th Street in downtown Glenwood Springs in February of 2020 compared to July of 2019 on each day of the week. On average there is about 1.9 times as much trip activity in the summer as compared to the winter. Additionally, while the data confirms that trip activity is highest on Friday (and Saturday in winter), it also shows that there is less variability from day to day in the summer as compared to the winter.

Figure 2. Average Daily Trip Ends Downtown (7th St to 9th Street)

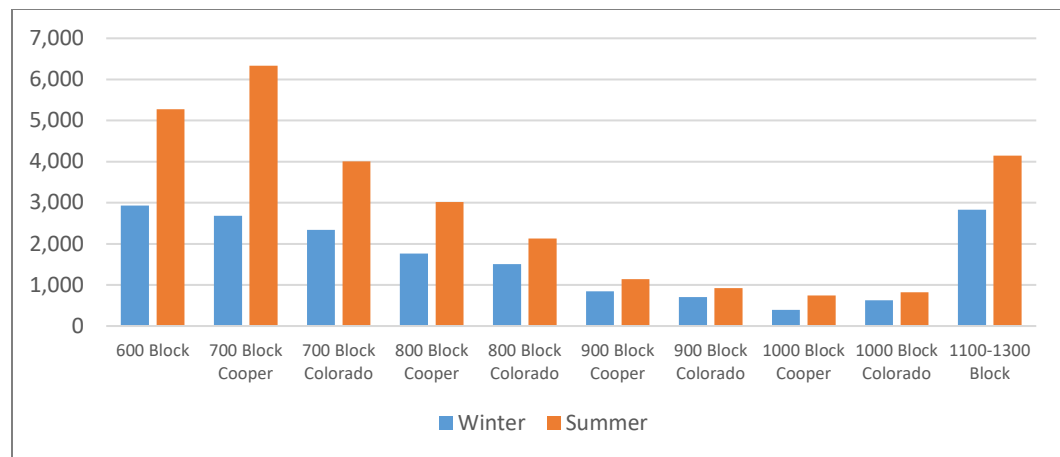


Source: StreetLight Data, Fehr & Peers



- Trip activity is highest north of 9th Street, particularly in the summer.** **Figure 3** shows the average daily trip ends by zone downtown on Fridays in February of 2020 and July of 2019 provided by StreetLight. This data shows that trip activity is highest in the 700 block of downtown and gets progressively lower in each block south. For example, trip activity in the 700 Block of Cooper Street is about 5.5 times higher than the 900 Block of Cooper Street in the summer and 3.1 times higher in the winter. Additionally, north of 10th Street, trip activity is on average a little higher east of Grand Avenue than west of Grand Avenue. Lastly, **Figure 3** also shows that the discrepancy between summer and winter trip activity is greater north of 9th Street compared to south. For example, there are about 1.9 times as many trip ends in the summer compared to the winter between 7th Street and 9th Street, while there are about 1.4 times as many trip ends in the summer compared to the winter between 9th Street and 14th Street.

Figure 3. Friday Trip Ends by Downtown Zone



Source: StreetLight Data, Fehr & Peers

It should be noted that the StreetLight activity data does not necessarily represent where people are parking their car, but instead where people are beginning or ending their trip. For example, someone who parks in the 900 block and walks to the 700 block would show up in the data as ending their trip in the 700 block. Thus, in locations where parking demand is high and spaces are full, drivers may be parking a block or more from their destination. This data reveals where people are trying to get downtown, but not necessarily where they park or how they get there.

- Parking demand peaks around 1 PM and 6 PM and is highest on Friday and Saturday.** Hourly trip activity data from StreetLight shows that parking demand



downtown likely peaks around 1 PM and 6 PM each day, which is generally consistent with anecdotal data provide by the downtown parking enforcement officer. Additionally, the data shows that trip activity is highest on Friday in the summer and both Friday and Saturday in the winter.

- **Off-street public parking is at capacity in the summer.** Satellite imagery data from Friday, August 9, 2019 at 12 PM revealed that the all three public surface lots downtown were 100% full, including the 7th Street lot (at the confluence), the 7th & Colorado lot, and the Cooper Avenue lot (see **Figure 21** in attached map set). Additionally, while the lower level of the City Garage is not visible in the satellite imagery, the upper level of the garage was observed to be about 95% full (note: winter field observations showed the lower level of the garage to consistently have a higher occupancy than the upper level, thus the garage is presumed to be nearly full during peak times in the summer). By comparison, while the 7th & Colorado and Cooper Avenue lot were observed to be full at 9 AM in the winter counts, the 7th Street lot was never more than 53% full and the City Parking Garage was never more than 80% full in the winter. Thus, the satellite imagery provides evidence that parking demand at these lots is substantially higher in the summer and these lots are indeed effectively at capacity. Satellite imagery also revealed that the visible curbspace (not blocked by tress) was about 78% occupied at 12 PM on Friday in the summer.

While trip activity from StreetLight data is not necessarily directly correlated to parking demand, the data is a useful proxy for estimating demand. In other words, we cannot conclude with certainty that parking demand is 1.9 times higher in the downtown core in the summer as compared to the winter, but it is likely somewhere in that range. Other data sources also support the idea that parking demand may be 50% - 100% greater in the summer than the winter. For example, the Glenwood Springs Police Department issues about twice as many parking tickets in the summer compared to the winter. Additionally, hotel tax revenue is typically about 60% higher in July than March and over 200% higher in July than February. Lastly, the satellite imagery data, while limited in scope and timeframe, show that demand is at or exceeding capacity at all downtown public lots midday on Friday in the summer - and is quite high on-street as well.

This data strongly suggests that downtown Glenwood Springs is reaching parking capacity through most of the core area at peak times in the summer. Parking occupancy at this level can lead to several negative impacts, including increased congestion caused by people circling for parking, higher likelihood of illegal parking (as evident in the police data), and could negatively affect business activity as patrons find it difficult to park downtown. While there is no conclusive evidence of who is generating parking demand at different times of the day, both the winter and



summer data suggest that employees are likely occupying much of the off-street parking during the day, as are downtown residents. For example, the Cooper Avenue lot would typically fill up by 9 AM and start to empty out at around 4 PM in the winter, a trend typically indicative of employee parking. Overnight, this lot was observed to be about 40% occupied in the winter representing the residential demand. Based on both the summer and winter data, similar trends also occur at the City Parking Garage.

Bicycle Parking at Park & Rides

Both the West Glenwood Park & Ride and 27th Street South Glenwood Station provide bicycle parking in the form of inverted “U” bicycle racks adjacent to the bus loading areas. The 27th Street South Glenwood Station can accommodate up to 40 bikes in a sheltered location. The West Glenwood Park & Ride can accommodate up to 20 bikes unsheltered. **Table 2** summarizes bike occupancy at the two Park & Rides during each of the study periods in the winter. Bicycle parking occupancy was low at both locations during the winter, and several bikes were observed parked overnight. Given bicycle use is higher in the summer, more conclusions on bicycle use at the stations would have been made from the summer analysis, which did not occur due to the COVID-19 pandemic.

Table 2. Winter Bicycle Parking Occupancy at Glenwood Springs Park & Rides

Day & Time	27 th Street S. Glenwood Station		West Glenwood Park & Ride	
	Total Bikes	Occupancy	Total Bikes	Occupancy
Thursday 5 AM	5	13%	1	5%
Thursday 7 AM	5	13%	-	-
Thursday 9 AM	5	13%	1	5%
Thursday 4 PM	5	13%	1	5%
Thursday 7 PM	4	10%	1	5%
Friday 5 AM	3	8%	1	5%
Friday 7 AM	4	10%	-	-
Friday 9 AM	5	13%	1	5%
Friday 4 PM	4	10%	0	0%
Friday 7 PM	4	10%	0	0%



Bike Parking at South Glenwood Station



Bike Parking at West Glenwood Park & Ride



Estimating Parking Demand at 27th Street South Glenwood Station

The existing designated Park & Ride at the 27th Street South Glenwood Station has 50 parking spaces. The winter parking observations revealed that this Park & Ride lot reaches capacity by about 7 AM on a mid-week weekday (and a little later in the morning on Friday) and is generally full throughout the day. RFTA is exploring opportunities to provide additional parking at this station, and a key question in doing this is, how much additional parking should be provided to meet existing and future demand?

The parking observations revealed that somewhere between 30 and 70 people are likely parking at other locations besides the designated Park & Ride to access the BRT at 27th Street South Glenwood Station. This includes on-street (along Blake Avenue and 26th Street), in the Walmart north parking lot, and in the designated RFTA overflow lot (which is about a 7-minute walk from the Park & Ride). While additional undesignated parking is available close to the 27th Street South Glenwood Station, and some people are using it, our survey research in other peer communities has shown that many people are uncomfortable parking in an undesignated space to use transit. Therefore, the estimation of people parking in other locations likely underrepresents the true parking demand as many people traveling between Glenwood Springs and Aspen/Snowmass Village are no doubt foregoing transit because there is not enough reliable parking in close proximity to the station. This latent demand for the BRT in Glenwood Springs was evidenced in comments provided in the MOVE Grand Avenue public survey, and anecdotally by RFTA staff.

Due to the inability to collect passenger survey data at the 27th Street South Glenwood Station due to the impacts of the COVID-19 pandemic, an alternative methodology was used to estimate parking demand at this station. A parking demand analysis was performed using a combination of the observed parking counts from February, 2020, bus boarding and alighting data on the same days parking data was collected, commuter data from the United States Census Bureau, and data from the most recent RFTA Onboard Transit Survey (from 2018). Because of the inability to collect survey data and so many variables are at play, parking demand was estimated as a range to account for unknowns.

Low End Estimation

To estimate the lower end of parking demand, the pace at which the 27th Street Park & Ride lot fills in the morning was compared to bus boardings during the same time. **Figure 4** shows that the number of vehicles parking the 27th Street Park & Ride at various times on the two days when parking occupancy was observed. (It should be noted that while the capacity of this lot is 50 spaces,



two of the spaces are reserved for handicap parking and on the times when the lot was observed to have 49 cars, the only space available was one of the handicap reserved spaces). The data shows that on Friday the demand was a little less than Thursday, and by 7 AM on Friday the parking lot had not yet reached capacity. Therefore, the rate of increase in observed parking between 5 AM and 7 AM on Friday, about 20 vehicles parked during this time, is generally reflective of true existing demand for parking (but not latent demand), as anyone arriving in this time frame would have found an available parking space.

Figure 4. 27th Street Park & Ride Parking Occupancy February 27-28, 2020

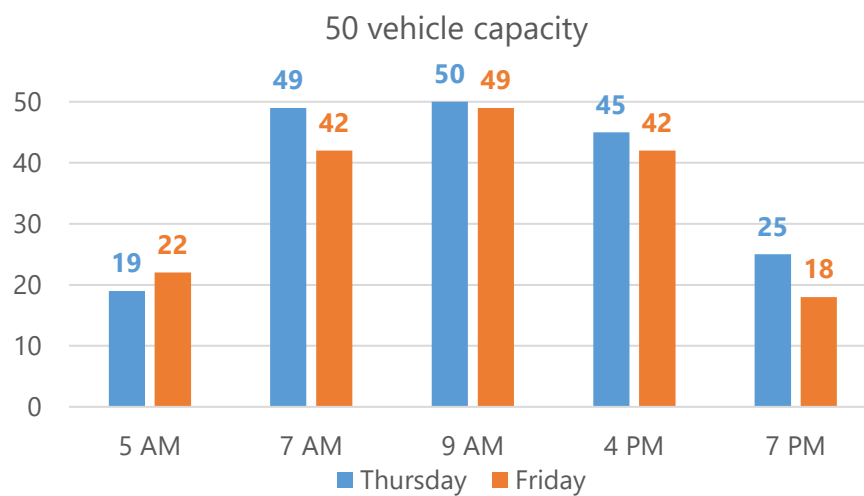


Figure 5 and **Figure 6** show the boardings by hour at the 27th Street South Glenwood Station for the three regional services (BRT, Snowmass Express, and Valley Local) in the upvalley direction on the two days when parking was observed. **Figure 6** shows that between 5 AM and 7 AM, when 20 vehicles parked in the 27th Street Park & Ride, about 67 people boarded buses in the upvalley direction. Therefore, it is assumed that if parking was not constrained, about 30% of people boarding the bus at the 27th Street South Glenwood Station would get to the station by driving and parking ($20/67 = 30\%$).



Figure 5. Upvalley Boardings by Hour at the 27th Street S. Glenwood Station (Thursday, February 27th, 2020)

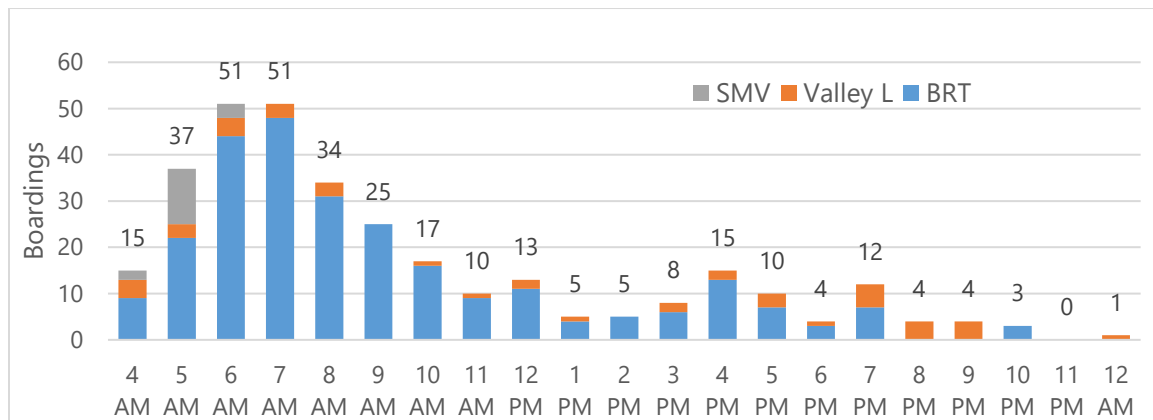
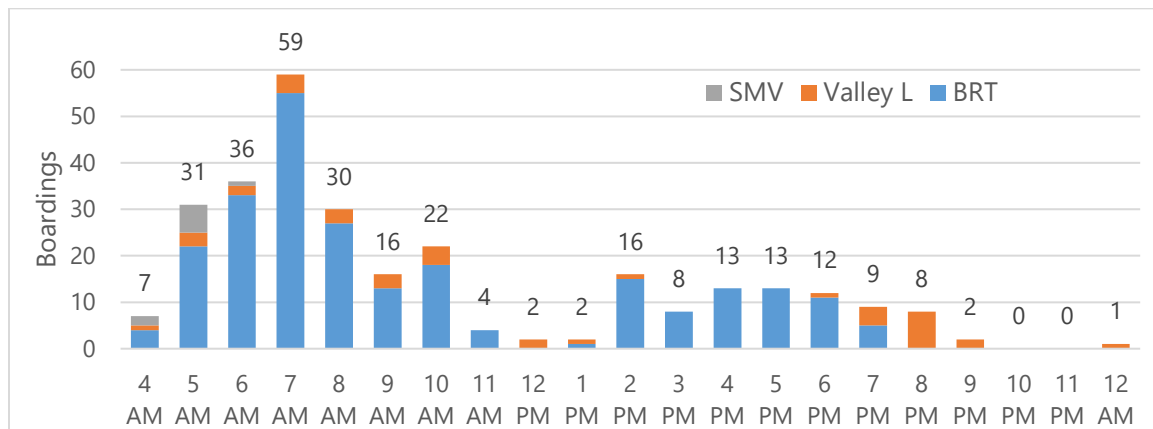


Figure 6. Upvalley Boardings by Hour at the 27th Street S. Glenwood Station (Friday, February 28th, 2020)



If this ratio is then applied to the 263 boardings on regional services in the upvalley direction at the 27th Street South Glenwood Station between 4 AM and 3 PM (by which time the parking lot will start emptying out), that equates to an existing parking demand of about 80 vehicles ($263 * 0.3 = 80$). This does not account for latent demand (i.e., the number of people that would park and catch the bus, if there was consistently reliable parking at the 27th Street South Glenwood Station). On the low end, a conservative estimate of latent demand compared to existing demand is estimated to be about 25%. Therefore, the low-end estimate for total parking demand under current conditions at the 27th Street South Glenwood Station is estimated to be about 100 parking spaces.

For comparison, the 2018 RFTA Onboard Transit Survey shows that the percent of riders who drive and park in order to take regional buses (excluding local service) is about 37%. Applying this percentage to the 263 boardings at 27th Street South Glenwood Station on a winter weekday before



3 PM would result in an estimated parking demand of about 97 vehicles ($263 * 0.37 = 97$), similar to the estimate of 100 vehicles derived using a slightly different methodology.

High End Estimation

The high-end parking demand estimate is based on the potential market share of total commuters traveling between Glenwood Springs and Aspen/Snowmass Village that would take transit if parking (among other factors) was more convenient. The U.S. Census Bureau provides an estimation of commuters between community pairs through their Longitudinal Employer-Household Dynamics (LEHD) data. This data shows that in 2018 about 920 people commute from the 81601 zip code (which covers the greater Glenwood Springs area) and the City of Aspen and Town of Snowmass Village. Data from the 2012-2016 5-Year American Community Survey through the Census Transportation Planning Products shows that (about five years ago) 16% of commuters from Glenwood Springs to Aspen took the bus. Thus, it is assumed that achieving a transit mode share of 33% for this market, while likely on the high-end, would be within reason. Assuming that transit could potentially capture 33% of this market share, would equate to about 300 potential transit commuters per day.

The RFTA Onboard Transit Survey data shows that about 32% of RFTA transit riders drive and park to get to the bus. Excluding local service, the percent of riders who drive and park in order to take regional buses is about 37%. Given this number is suppressed by lack of sufficient parking along the entire system, for purposes of this analysis, it will be assumed that if there were an unlimited supply of parking about 50% of commuters between Glenwood Springs and Aspen/Snowmass Village would drive and park to get to the bus. Therefore, demand for transit parking, assuming maximum reasonable use by the commuter population between Glenwood Springs and Aspen/Snowmass Village (about 33%), would be about 150 parking spaces. However, this estimate also needs to include several other parking users, including the following:

- Those commuting to other upvalley destinations (such as Carbondale or Basalt);
- Those commuting from down valley of Glenwood Springs (such as New Castle or Rifle);
- and
- Non-commuters.

The parking demand for these riders was estimated using the following assumptions:

- An additional 15% for non-commuters (based-on the 2018 RFTA Onboard survey which showed that about 86% of BRT users were using the service for work-related travel).
- An additional 15% for other commuters (5% for commuters destined to other upvalley stops besides Aspen and 10% for commuters from downvalley of Glenwood Springs). The



primary other upvalley destinations via transit are Basalt and Carbondale. Given the ease of parking in those locations its unlikely many commuters bound to those locations are driving to a Park & Ride. Most folks are likely driving door-to-door or using transit door-to-door. Secondly, while LEHD Census data shows that in 2018 around 500 people commuted from the Rifle, Silt, and New Castle areas to Aspen and Snowmass Village, our experience in other communities is that most people who use a Park & Ride don't drive very far (typically less than 3 miles). So, while the 27th Street Park & Ride is the first location where someone coming from downvalley of Glenwood Springs could reliably catch the BRT to Aspen, there's likely to be a smaller portion of the commuters from this market using that Park & Ride as compared to people originating in Glenwood Springs.

When these additional transit parking users are factored in, the upper end parking demand at the 27th Street South Glenwood Station under existing conditions is estimated to be about 200 parking spaces.

Formula:

*[Total commuters Glenwood Springs to Aspen/Snowmass] * [max % that would use transit] * [% drive & park] + [other commuters] + [non-commuters]*

$$((920 * 0.33 * 0.5) * 1.15) * 1.15 = 200$$

It should be noted that there are many unknowns with this estimation. For example, if RFTA were able to capture 50% of total market share, then the parking demand estimate would increase to about 325 spaces and if they were only able to capture 25% then the parking demand estimate would be closer to 150 parking spaces.

Existing and Future Parking Demand at 27th Street Park & Ride

Based on this analysis, the existing parking demand at the 27th Street Park & Ride, including latent demand, is likely somewhere between 100 and 200 parking spaces. Based on forecasts from the RFTA Destination 2040 project, over the next 20 years the population of Garfield County is forecast to grow by 65% and traffic in Glenwood Springs is forecast to grow by 34%. At this rate, assuming all else is equal, parking demand at the 27th Street Park & Ride would be expected to grow at a rate of somewhere in between these two, about 40-60%. This would result in an estimated parking demand of between 150 and 320 parking spaces at the 27th Street Park & Ride by 2040.

It should be noted that several future factors currently being considered would also impact parking demand if implemented. These include the following:



- **Extension of the BRT into downtown Glenwood Springs** – The extension of the BRT into downtown and the West Glenwood Park & Ride would reduce demand for parking at the 27th Street Park & Ride by about 10-20%. This is because some existing and potential riders close to downtown would be able to walk to the BRT and others originating in West Glenwood Springs or other points west would be able to park at the West Glenwood Park & Ride and more reliably catch the bus. Based on 2018 Census data about 10% of the population of the Glenwood Springs area lives in downtown and would be within walking distance to a centrally located station. However, many existing transit users downtown may already be walking to the bus today. Additionally, about 15% of the greater Glenwood Springs population lives north and west of the West Glenwood Park & Ride and would more conveniently be able to access the BRT at that station. In general, Park & Ride users are not likely to back-track. Therefore, the majority of users of the West Glenwood Park & Ride will be from locations north and west.
- **Addition of a New Park & Ride at South Bridge** – RFTA is considering adding a new BRT station between Glenwood Springs and Carbondale near where the planned South Bridge project would intersect SH 82. If implemented its estimated that this station would reduce demand for parking at the 27th Street South Glenwood Station by about 10-20% as it would be more convenient for those originating in South Glenwood Springs south of 27th Street and west of the Roaring Fork River (and along Four Mile Road). Based on 2018 U.S. Census data, about 20-25% of the population of the Glenwood Springs area live in these locations. It should be noted that if insufficient parking continues at the 27th Street Park & Ride (as exists today), demand for parking at South Bridge is likely to be much higher as many people wishing to park at the 27th Street South Glenwood Station, but finding it to be full, would instead park at a South Bridge station.
- **Addition of a Pedestrian Overpass at 27th Street South Glenwood Station** – RFTA is considering constructing a pedestrian overpass above SH 82 to better connect pedestrians and bicyclists between the 27th Street South Glenwood Station and the Rio Grande Multiuse Trail. While this may encourage some additional walking and biking to the station, it may also increase demand by recreational users of the Rio Grande Trail. As is the case with other RFTA Park & Rides adjacent to the Rio Grande Trail, such as Carbondale, some trail users are likely to park at the Park & Ride, particularly in the summer and on weekends, which may increase parking demand at the 27th Street Park & Ride.



Opportunities & Recommendations

Opportunities and recommendations to improve parking management in the study area are divided into three general categories: parking and curb space downtown, parking at the RFTA Park & Rides, and parking considerations/potential impacts as part of evaluating alternatives for extending the BRT into downtown.

The following recommendations were made based on parking/curb-space occupancy data collected in the winter of 2020, estimated historic 2019 summer parking demand in downtown Glenwood Springs from other data sources, conversations with City, RFTA staff, and the police department, public feedback from the MOVE Grand Avenue project, and other data sources.

Downtown Parking & Curb Space Management

Parking is a limited resource and valuable public asset, particularly in a downtown environment. The recommendations included here are intended to improve management of this asset to maximize the efficient use of limited curb space, better ensure convenient parking is available to serve uses downtown, and improve the efficiency and effectiveness of enforcement.

Recommendations are provided both short-term and long-term. Short-term recommendations are aimed at addressing existing challenges over the next 1-3 years. Long-term recommendations are aimed at addressing potential future challenges or more complex existing issues 4-10 years from now.

Short-Term

Several existing parking/curb-space issues downtown were identified as part of this study. These include:

- High parking demand during the day and evening in the north end of downtown.
- The impact of truck loading on traffic flow and parking availability.
- Cost, inefficiencies, and other challenges of effectively enforcing parking regulations downtown.

To address these and other challenges, the City of Glenwood Springs should consider the following recommendations near-term:



- **Establish a Truck Loading Plan** – The businesses and restaurants downtown require regular delivery of food, beverages, and other goods. However, given the limited street spaces active truck loading can come in conflict with vehicle traffic and parking availability. To mitigate the impacts of truck loading on traffic and parking the City should consider developing a truck delivery plan to regulate the location and times of when and where trucks deliver goods downtown. Both the Town of Vail and City of Aspen have ordinances dictating when and where trucks can deliver in the core parts of those communities to limit the impact of truck loading. Glenwood Springs may consider the following restrictions: restricting truck delivery north of 9th Street to before 4 PM, limiting truck loading to designated loading zones or alleys at certain times of the day, or restricting loading activities all together on certain streets (such as 7th Street). The City should also consider coordinating with the City of Aspen and Town of Vail to explore the feasibility of coordinating loading times for trucks that may be serving all three locations. It is recommended that the City closely involve downtown businesses and operators of the loading trucks when developing this plan.
- **Manage the 700 Block of Cooper Avenue** – As explained earlier in this memo, the 700 block of Cooper Avenue was redesigned to provide designated truck loading zones in the center lane along with five parking spaces. The redesign has been effective at providing a space for trucks to deliver goods to nearby businesses without blocking travel lanes (to the extent that drivers follow the regulations). The challenge with this redesign is that drivers do not always understand or comply with the regulations, i.e. when and where they can park and where delivery trucks can load. Parking and loading regulations are indicated through paint in the pavement (which can sometimes be covered in snow and will wear quickly in the center lanes) and moveable signs. The moveable signs are not always oriented correctly, may be difficult to determine the parking/loading space the sign is referencing, and can (and sometimes are) moved by people not wanting to comply with the parking regulations. Because the regulations are not always clear, parking and loading are not generally enforced along this center lane further leading to non-compliance.

One solution to this challenge would be to install more permanent end caps in the median at the two ends of the corridor where more permanent signs can be placed. This could be something semi-permanent, such as bollards bolted into the pavement (but that can be temporarily removed to allow for snow removal or street sweeping). Currently the south end of the street is designated for parking and the north end for loading. To clearly sign



the change in use mid-block, end caps will likely be needed mid-block on either side of the alley.

Additionally, the City may also want to consider regulating the loading zone to better accommodate the change in demand at different times of the day. For example, the loading zone could be signed to allow parking in the evening when parking demand is highest and conversely the parking spaces could be signed for loading in the morning or midday if more space is needed to accommodate loading activities.

- **Weekend Enforcement** – The City does not currently enforce parking and curb space regulations on the weekend. However, collection of Big Data (detailed at the end of this memo) demonstrated that parking demand likely remains high in parts of the downtown on the weekend, particularly on Saturday. Additionally, local drivers are more likely to ignore parking restrictions on the weekend if they know those restrictions will not be enforced. It is recommended that the City enforce parking regulations downtown on the weekends (at least occasionally) to ensure better compliance. This will help ensure parking turnover and availability of parking as well as mitigate potential safety issues (such as blocking fire hydrants, crosswalks, sight lines, or handicap parking).
- **Leverage Parking Enforcement Technology** – The City is considering the use of new technologies to aide in parking enforcement, such as handheld license plate recognition (LPR) devices paired with automated ticket printing. While use of these technologies will require upfront and annual investment, they would increase efficiency and improve the accuracy of monitoring and ticket issuance. More effective enforcement will result in higher rates of compliance and reduce the negative impacts of illegal parking, including ensuring there is more parking and loading space available. The increased efficiency from using these technologies would result in increased revenue generation that may off-set the cost of investing in the technology. Paid parking could also be used to off-set upfront costs of this technology.
- **Increase Fines for Parking Violations** – Parking violations for most offenses currently result in a \$20 ticket (the exception being \$100 for illegally parking in a handicap reserved parking space) and The City of Glenwood Springs has not raised these amounts for many years. These fees are comparable or on the lower end of peer communities. For comparison parking violations result in a \$30 - \$50 fine in Aspen, \$30 fine in Breckenridge, and \$25 fine in Durango for most first-time offenses. However, most peer communities use a graduating scale where parking violation amounts double or triple for



repeat offenders or for those that wait too long to pay. To increase the rate of compliance in Glenwood Springs, keep pace with inflation, and generate additional revenue to better cover the cost of enforcement, it is recommended that the City consider increasing the fines for parking violations. In particular it is recommended that the City increase the fine for repeat offenders. Additionally, if paid parking is implemented downtown, parking fines should be set to be at least 50% higher than the cost of all-day parking in order to incentivize compliance.

- **Curb Space Signage and Striping** – Proper maintenance of curb space paint and signage is important to safely manage parking downtown and properly enforce regulations. It is also important to ensure signs are consistent and clear to encourage compliance. The City currently uses yellow paint on the curb to indicate no parking zones and blue paint to indicate disability reserved parking. The areas with yellow paint are called safety zones and are at locations where parking is not allowed in order to preserve safe sight lines at intersections, driveways, crosswalks, where there are fire hydrants, or to preserve adequate space in the travel lane for safe vehicle movement.

However, the locations with yellow paint are not always clear or consistent. In some locations downtown yellow paint is in locations signed for parking or loading. In other locations the paint is worn and only partially visible. Most locations with yellow paint also do not have corresponding no parking signs. The inconsistency can lead to confusion among the public (particularly visitors) and can make enforcing curb space regulations in safety zones more challenging.



Example of yellow safety zone on Colorado Avenue.



Example of partially visible yellow paint on a curb on Colorado Avenue.



To improve compliance and enforcement of parking regulations downtown, the following curb space signage and stripping actions are recommended.

- *Regular Maintenance of Curb Paint* – It is recommended that the City regularly maintain the curb paint to ensure the paint is clearly visible. It is also recommended to remove yellow paint in locations where parking and loading activities are allowed. Regular maintenance could be funded through fees collected from paid parking, increasing fines for parking violations, and other changes to improve the efficiency of enforcement.
- *Corresponding Signage* – Section 3B.23 of the Manual of Uniform Traffic Control Devices (MUTCD) states that *“Since yellow and white curb markings are frequently used for curb delineation and visibility, it is advisable to establish parking regulations through the installation of standard signs.”* Given this, it is recommended that the City place “No Parking” signs in corresponding safety zones where feasible, prioritizing locations where non-compliance with parking regulations is most frequent.
- *Curb Paint Color Scheme* – While there is no state or national standard color scheme for curb paint to indicate parking regulations, it is most common to use red paint to indicate no parking or standing and yellow paint to indicate loading (see [California Driver Handbook](#) and [SRTS Guide](#) among others). Given the number of out of town tourists that visit Glenwood Springs the City may want to consider converting safety zones to red paint and loading zones to yellow paint to be more consistent with what drivers are familiar with in other locations.
- *Consistency of Signs* – The following three signs were observed downtown in loading zones: “Loading Only,” “10-Minute Loading Only,” and “Pick-Up and Drop-Off Only.” Additionally, the following three signs were observed for 2-hour parking: “2 Hour Parking 9AM-6PM,” “2 Hour Parking 8AM-10PM,” and “2 Hour Parking.” By far the most common was “2 Hour Parking 9AM-6PM.” To alleviate confusion among drivers and simplify enforcement it is recommended to use one sign type for all loading zones and one sign for all 2-hour parking consistent with what will be enforced.
- **Implement Paid Parking** – The City of Glenwood Springs is currently considering converting some of the publicly available time-restricted parking downtown to paid parking as a more effective means to enforce and manage parking where demand is high. Time restricted parking (such as 2-hour parking), enforcement of parking regulations, and provision of additional parking (such as the City Parking Garage) are the primary tools the



City of Glenwood Springs has used to manage parking demand and encourage turnover downtown. Short of further increasing parking supply, which is expensive and may encourage additional traffic congestion downtown, the most effective remaining tool to managing parking downtown is to implement paid parking.

Note: Please see the supplemental Memo titled "Implementing Paid Parking in Downtown Glenwood Springs" for a more detailed summary of recommendations for how the City of Glenwood Springs could implement paid parking.

There are three primary reasons to consider implementing paid parking:

- To manage demand in high-occupancy locations to ensure parking is more readily available in those locations, which will reduce traffic congestion caused by drivers circling for parking.
- To incentivize use of non-driving modes of transportation to downtown.
- To generate revenue to cover the cost of parking operations, maintenance, capital improvements, and enforcement, as well as to potentially fund transit, bicycle, and pedestrian improvements downtown to further mitigate parking demand.

If the City implemented paid parking the revenue could be used to fund parking enforcement and management with less need (or potentially without need) for general funds. Currently there is a about a ten thousand dollar gap in cost of enforcing parking downtown from the revenue generated by tickets and this does not include capital, administrative, planning, and maintenance related costs to the parking program. City general funds currently cover the gap. Revenue could also be used to fund regular maintenance of curb paint, signs, and public parking lots as well as for pedestrian, bicycle, and transit improvements downtown. Investing in other modes would further mitigate parking demand as it would make using other modes more convenient.

Paid parking could also be used to ensure parking spaces are easier to find downtown and is an effective incentive for people to walk, bike, or use transit in place of driving. To achieve this, paid parking should be implemented downtown at the locations when and where occupancy is high and turnover is desirable. This strategy will ensure that people who want to park close to their destination are more likely to have that option if willing to pay. This strategy will also result in better utilization of available parking where demand is lower.



It is also recommended to extend paid parking and time restrictions later in the evening as demand was observed to be just as high or higher on many downtown streets at 7 PM. This will help reduce congestion caused by drivers circling for parking after 4 PM, and ensure parking is more readily available close to popular evening destinations downtown.

Based on occupancy rates observed in the winter, paid parking would be most effective near-term at the following on-street locations:

- Between 9th Street and 7th Street between Pitkin Avenue and Blake Avenue. Given this covers nearly all the time-restricted parking it may be most efficient from an enforcement standpoint to convert all 2 Hour parking downtown to paid parking.
- 7th Street between Blake Avenue and Bennet Avenue. This block had high parking demand at all times of the day except overnight.

Based on winter data paid parking is also recommended at two off-street lots with high demand in the core areas of downtown where on-street paid parking would also be implemented:

- *7th & Colorado Lot* – The current 4-hour time restriction could be maintained in order to provide a slightly longer-term parking option in this area of downtown.
- *Cooper Avenue Surface Lot* – The Cooper Avenue parking lot was full during the day on both Thursday and Friday. There are no time restrictions at this lot (other than the citywide requirement to move one's vehicle every 72 hours) and its likely many employees are parking here all day as well as residents (the lot was about 40% full overnight). To encourage more turnover, the City could consider converting this lot to a 4 hour time restriction. Alternatively, if all-day parking is desired to be retained at this location, paid parking could be implemented here on an hourly and daily rate used in order ensure parking is more readily available.

Analysis of summer data demonstrated that parking demand in downtown Glenwood Springs is higher in the summer than the winter, potentially 1.5 – 2 times greater. Thus, the parking management recommendations amplify the need for many of the recommendations already discussed, including paid parking and making improvements to enforcement. The summer data (particularly the satellite imagery) demonstrated that all four of the public off-street parking facilities fill to capacity in the summer. Given this, ***it is recommended to charge for parking at all four facilities, at least in the summer***, to ensure longer-term parking is also available downtown. It may not be necessary to charge



for parking all the time at all these facilities, but would be most important when demand is high, such as in the summer and during the day and early evening. The pricing in these lots would be different than most on-street spaces as these lots are intended to provide the option for longer term parking, while most on-street paid parking would serve short-term parking.

Some additional strategies related to implementing paid parking are provided below:

- *Variable Pricing* - Data demonstrates there is opportunity for implementing variable pricing schemes, such as charging more when and where demand is higher, to more effectively and efficiently manage demand. This strategy can also help demonstrate transparency to the public that the primary purpose of paid parking is not to generate revenue, but to manage demand. For example, the data shows that demand is highest in the summer, particularly midday and early evening, and is higher closer to the 700 block. The City of Glenwood Springs could use this data, as well as continue to monitor data after initial implementation, to implement variable pricing schemes to best meet demand.
- *Managing Spillover Parking* - Given the high demand for parking in the downtown core in the summer, and if the City were to implement paid parking, it may be necessary for the City to manage spillover parking along residential streets of downtown south of 10th Street. Winter data shows there is excess parking available during the day on most blocks south of 10th Street. However, there is likely less excess capacity in the summer and the current conditions are likely to change once paid parking is introduced and people begin to look for free parking options near downtown.

The people most likely to be impacted by introducing paid parking downtown are downtown employees who drive to work and do not have access to a private off-street lot. Several strategies can be used to manage this demand and prevent the negative impacts of spillover parking:

- Paid parking combined with improvements to the transit network and first/last mile connections will provide significant incentive to using transit to get downtown.
- Additionally, employer-provided bus passes would add further incentive and mitigate parking demand.



- It may also become necessary to extend on-street parking regulations further south, including extending the downtown resident parking permit program further south. Monitoring parking occupancy on the residential streets south of downtown will be an important aspect of effectively implementing paid parking.
- *Resident Permit Program* - Given the high demand for parking downtown demonstrated by the summer data, the City may also need to consider making modifications to the resident parking permit program, especially if paid parking is introduced. Currently, the residents in downtown that have a parking permit can park up to 72 hours in any of the 2 Hour time-restricted spaces and public lots, with the exception of 7th Street and the 700 Block of Cooper Avenue. To ensure residents are not occupying large portions of high demand parking, the City may need to consider additional exceptions to the resident permit program on blocks when and where demand is highest and at some of the off-street lots. Funneling residents to park on streets when and where demand is lower will help ensure parking for people trying to access businesses downtown is readily available.
- **Monitor & Adjust** – A key aspect of managing parking will be to collect data to see what is and what is not working and then use that information to make adjustments over time to pricing, restrictions, enforcement, communication, and other aspects of the parking program. This will be a particularly critical component of implementing paid parking as it will help staff determine whether the changes are meeting the program goals and provide information on what adjustments to make. Data monitoring will also be valuable in providing transparency to the public and demonstrating the benefits of paid parking, which can be a highly controversial topic among the public and other stakeholders.
- **Bike Corrals** - Curb space in a downtown environment is a valuable commodity and should be managed to maximize access to downtown businesses. One means that many communities have used to achieve this is to convert on-street parking in high-demand locations to bike parking. This type of design is called a bike-corral. On-street bike corrals can provide parking for up to ten bikes in the same space that can accommodate one parked motor vehicle, effectively serving more people in the same space. If there are locations with demand for bike parking that is not or cannot currently be provided along the sidewalk, the City may want to consider converting an on-street parking space to a bike corral. This strategy will also incentivize people to bike downtown, which will help mitigate the need to provide parking for motor vehicles.



Additional study is needed to quantify bike parking supply and demand downtown and determine whether this could be an effective short-term strategy.



Example of an on-street bike corral.

Long-term

Over time, new development and changing travel behaviors may shift demand for parking and curb space downtown. To respond to future changes that are more likely to occur gradually over time, the City should consider the following strategies long-term.

- **Evaluate Increasing Parking Capacity** – The City should continue to monitor parking demand downtown in the future. If data shows a growth in parking demand begins to reach capacity even with the short-term recommendations in place, the City may want to consider adding new supply. Due to the geographic constraints, urban design considerations, and the high land value downtown, this most likely would be in the form of a new parking garage. The decision to add capacity should not be based entirely on demand, but should also be a value-based decision among the community. Construction of a new parking structure



downtown is expensive and adding supply will also make it more convenient to drive and park downtown, which could contribute to additional traffic congestion. These factors should be considered against other potential options. Other strategies, such as increasing parking fees, should be considered prior to increasing supply. Instead of investing in additional parking supply (which is expensive) the City should consider applying that investment toward making it more convenient to access downtown via walking, biking, and transit.

- **Zoning regulations** – Properties within the City’s General Improvement District are exempt from the City’s off-street parking and loading zoning regulations. Given this area covers most of the core area of downtown (see [map](#)), no changes to the zoning code are recommended at this time. Management of parking downtown will instead be through the application of other strategies discussed in this memo.
- **Improve Transit Service Downtown** – A long-term strategy to address parking demand downtown should continue to be making investments in the transit network that make it more convenient to get to downtown via transit. This, combined with other parking management strategies (such as implementing paid parking) will incentivize more people to use transit instead of driving into downtown. One option to partially fund transit, could be through the use of parking revenue. Extending the BRT into downtown as part of this project, as well as making strategic improvements to the local transit network, will help mitigate long-term growth in parking demand downtown. Another option to be considered to incentivize transit and mitigate parking demand would be to provide downtown employees with free bus passes and/or make local bus trips free within Glenwood Springs.
- **Confluence Area Parking** – A new mixed used development is proposed for the confluence area (where the 7th Street Lot is currently located). Final plans for development were not available as of publication. However, this development will change parking demand and supply within this area of downtown and will likely amplify the need for other recommendations, including paid parking.
- **Planning for TNCs and AVs** – The rise in transportation network companies (TNCs), such as Uber and Lyft, over the last decade has dramatically changed



travel patterns and demand for curb space in many urban areas across the country. While TNCs currently operate in Glenwood Springs, their use is relatively limited at this time. However, this may change in the future, and if demand for these services increases, the City should be prepared to manage the curb space in response, particularly in high-activity areas downtown. TNCs are also considered a precursor for how autonomous vehicles (AVs) are likely to operate in the future, with the ability to drop people off in high demand areas and drive unoccupied to park in low demand locations. Planning for heavier TNC use will help the City prepare for the emergence of AVs as well.

Curb space in a downtown environment is a valuable commodity and should be managed to maximize access to downtown businesses. In studies for other communities Fehr & Peers has developed a curb productivity index, to measure how many people a curb can “serve” depending on its use. Just like time restricted parking encourages more turnover than unrestricted parking, these studies have found that allocating curb space to bus stops and passenger loading (to serve TNCs) where that demand exists serve many more people per hour than a two-hour parking space.

To maximize productivity of the curb space, as TNC use becomes more ubiquitous in Glenwood Springs in the future, the City should consider designating curb space in high demand areas specifically for passenger loading. These spaces can be managed flexibly over the course of the day. For example, if passenger loading demand is associated with the evening bar and restaurant scene, the curb can be signed for parking during the day and loading in the evening. The City already designates curb space for loading and short-term parking in high activity areas, including loading zones in front of hotels, the hot springs, and Amtrak station, and 15-minute parking on the 700 Block of Cooper Avenue and adjacent to the post office. These types of locations along with locations where parking demand is highest are likely the best candidates for designating loading zones.

Design of passenger loading zones should account for the curb space needed to fully pull in and out, to not block the travel-way. Our research has shown that when placed near a corner, driveway, or bus stop, the space needed for a loading area is about 40 feet (or the equivalent of two parking spaces). If placed mid-block the loading areas should be at least 60 feet (or the equivalent of three parking spaces).



RFTA Parking

The parking occupancy analysis shows that demand for parking at the 27th Street South Glenwood Station exceeds capacity of the adjacent 50-space Park & Ride lot. The parking occupancy analysis demonstrates that somewhere between 30 and 70 transit riders are likely parking on-street, in the Walmart north parking lot, and in the designated overflow due to the lack of available spaces at the Park & Ride. It is possible that additional transit riders from Glenwood Springs may also be driving to Carbondale or Brush Creek to park and board the bus, while other potential transit riders may be foregoing transit all together due to the challenge of finding parking at the 27th Street South Glenwood Station after 7 AM. Based on parking counts it's estimated that about 8-12 cars park in the 27th Street Park & Ride overnight. Additionally, RFTA staff have observed use of the lot for rideshare, Epic Mountain Express users, and adjacent residents. Based on this information, nearly 20% of the lot may be used by non-transit users (and non-Rio Grande Trail users) reducing the effective capacity to 40 parking spaces.

Additional analysis using boarding and alighting data at the 27th Street South Glenwood Station on the days parking counts were collected, as well as population and commuting data from the U.S Census Bureau, and mode share data from the 2018 RFTA Onboard Transit Survey, it was estimated that actual parking demand at the 27th Street Park & Ride, including latent demand, is likely between 100 and 200 parking spaces. Given use by non-transit users the Park & Ride is likely only serving about 20-40% of total parking demand for transit, and an additional 60-160 spaces are needed just to serve existing and latent demand for transit. Based on traffic and population forecast, parking demand at the 27th Street Park & Ride is likely to grow by an additional 40-60% by 2040.

In addition to considering existing demand, several future changes in the transit system are likely to impact parking demand at the 27th Street South Glenwood Station in the future. These changes should be considered as part of any parking management recommendation. RFTA is considering adding a new BRT station near the planned South Bridge connection along SH 82 just south of Glenwood Springs. Additionally, the extension of BRT service into downtown and to the West Glenwood Station and restructuring of the local and regional transit network through Glenwood Springs as part of the MOVE Grand Avenue project will impact parking demand at 27th Street South Glenwood Station. Independent of future population and employment growth in the region, both of these changes are likely to reduce the demand for parking at the 27th Street South Glenwood Station (by about 20-40% in total) as these changes will create new opportunities for people to access the BRT in Glenwood Springs. For this reason, options that provide flexibility long-term



should be considered, such as leasing parking, which can be canceled, or purchasing land, which can be resold, as oppose to constructing a parking structure.

Considering existing parking demand and potential future changes to the transit network, several potential options to address parking challenges at the 27th Street South Glenwood Station are recommended. These are organized into two general categories: strategies to increase parking capacity and strategies to reduce parking demand.

Strategies to Increase Parking Capacity

The following options are potential strategies RFTA could explore to address the parking challenges at 27th Street South Glenwood Station by increasing the parking capacity.

- *Better Connect Existing Overflow Lot* – The existing overflow lot on Blake Street is over a quarter mile from the 27th Street South Glenwood Station equating to about a seven-minute walk. Observations show that this lot has additional parking capacity. While the distance will continue to be a significant deterrent for many potential transit users, the poor connectivity between the overflow lot and transit station likely also deters users. Because of the gate on Blake Street, drivers that find the Park & Ride to be full must make two left turns navigating traffic on SH 82 to reach the overflow lot despite there being a direct connection on Blake Avenue. Additionally, the sidewalk is discontinuous between the two. Potential improvements include opening the gate on Blake Avenue to allow through vehicle movements on Blake Avenue, paving the portion of Blake Avenue that is dirt, completing the sidewalk network, improving the pedestrian environment to make it safer and more inviting (improvements could include providing street lighting, regular sidewalk maintenance, widening the walkway, etc.), and providing clear wayfinding for pedestrian and drivers.
- *Lease Additional Parking* – A potentially cost-effective option for RFTA to consider near-term is leasing parking spaces from existing nearby privately-owned parking lots for use by transit customers. The most obvious choice for this arrangement would be the north parking lot of Walmart, which is located about 500 feet south of the 27th Street South Glenwood Station along Blake Street. The parking occupancy analysis demonstrated that 204-space lot was never more than about a third full during the times observed, and about a 30 percent of parked cars in this lot were likely already transit users. An arrangement of this type would result in formally designating a portion of the parking lot that could be used by transit riders. If this were pursued it is recommended to also improve the connection between the transit station and entrance to the Walmart parking lot for pedestrians and vehicle circulation. A small section of Blake Street is unpaved in



this area, there are no sidewalks in this area, and there is a gate blocking vehicle circulation.

- *Purchase Land for Additional Parking* – RFTA is exploring the potential to purchase nearby parcels to expand the supply of parking (see *27th Street Pedestrian Crossing* analysis above). The planned pedestrian crossing across SH 82 will additionally open the possibility for purchasing land on either side of SH 82 near 27th Street. If this option is pursued, it is recommended to develop surface parking and not structured parking, as surface parking can more easily be sold and repurposed in the future if parking demand at the 27th Street South Glenwood Station decreases long term. Due to the high cost and permanence of structured parking it is not recommended to convert the existing Park & Ride or develop new parking facilities into structured parking. Parking lot designs that allow for more flexibility if demand changes long-term should be explored.

Strategies to Reduce Parking Demand

The following options are potential strategies to address the parking challenges at 27th Street South Glenwood Station by reducing parking demand at the station.

- *Establish a More Robust Parking Enforcement Program* – Under current conditions, the 27th Street Park & Ride is being used for parking by some non-transit and non-trail users, potentially consuming as much as 20% of available parking. Around 8-12 vehicles were observed to be parking overnight at the 27th Street Park & Ride. Better enforcement of the existing Park & Ride regulations could free up 10 or more parking spaces per day. One potential means to achieve this would be to restrict overnight parking at the 27th Street Park & Ride and conversely allow it at the West Glenwood Park & Ride where there is excess capacity. It's unclear whether the vehicles parking overnight were daily commuters working the graveyard shift or people using the Park & Ride for longer-term parking. However, if the former is occurring, RFTA may want to preserve the ability to park overnight. An alternative strategy would be to implement and enforce a 24-hour time limit to more effectively restrict the use of the Park & Ride for long-term parking.
- *Kiss & Ride* – Many drivers were observed using the existing Park & Ride to pick up and drop off people taking the bus (using both legal and illegal parking spaces). To better support and encourage pick-up and drop-off as a means to access transit and free up parking spaces for people parking, it is recommended that RFTA formalize a “kiss & ride” location near the 27th Street South Glenwood Station. A location on Blake Street may work for a formal kiss & ride location, but additional design analysis would be needed to determine the best location. The kiss & ride could serve as the designated space for TNC loading as well.



- *Additional BRT stations* – As mentioned earlier, another strategy to reduce parking demand at the 27th Street South Glenwood Station includes adding additional access points to board the BRT in Glenwood Springs. Extending the BRT into downtown Glenwood Springs would provide more options for people to access the BRT from the core of the city without driving. If the BRT were extended to the West Glenwood Park & Ride riders coming from west of Glenwood Springs would have an additional reliable option to park as well. This is estimated to reduce parking demand at the 27th Street South Glenwood Station by about 10-20%. Analysis showed the West Glenwood Park & Ride is currently underutilized and has capacity. Lastly, a new station with parking near the planned South Bridge would also shift some parking demand away from the 27th Street South Glenwood Station. This is also estimated to reduce parking demand at 27th Street South Glenwood Station by at least 10-20%, and possibly more if the 27th Street Park & Ride remains over capacity.
- *Improved Multimodal Connections* – Improvements to the pedestrian, bike, and local transit network in Glenwood Springs targeted toward making it easier for people to get to the BRT without driving would also reduce demand for parking. Near-term, the planned pedestrian crossing at SH 82 will improve access to the BRT for bicyclists and pedestrians from the Rio Grande Trail and neighborhoods west of the station. When the BRT is extended to downtown, pedestrian and bicycle connectivity to future stations will be critical to reducing demand for Park & Rides. Lastly, improving the connections to local transit at 27th Street South Glenwood Station (and future downtown stations), including improving the local transit network will enable more people to access the BRT without need for a car. For this to be effective local buses should be frequent (every 10-15 minutes) or timed to meet the BRT, and should provide direct, reliable service to high activity corridors and destinations in Glenwood Springs not directly accessible by the BRT.

Lastly, the addition of parking capacity should consider use of any designated transit parking by non-transit and non-trail users. If RFTA is unable to effectively enforce parking at their lots, the estimated demand for parking will need to be increased by about 10-20% in order to ensure sufficient parking is available to transit users.

BRT Considerations

This section provides discussion and recommendations related to potential parking impacts in downtown Glenwood Springs that would be caused by the extension of the VelociRFTA BRT into downtown Glenwood Springs.

Two primary impacts of the BRT on parking are addressed in this section. These include:



- The impact to on-street parking supply from the addition of bus-only lanes or other transit infrastructure downtown.
- The impact to parking demand by a new BRT station in downtown and parking management strategies to mitigate that demand.

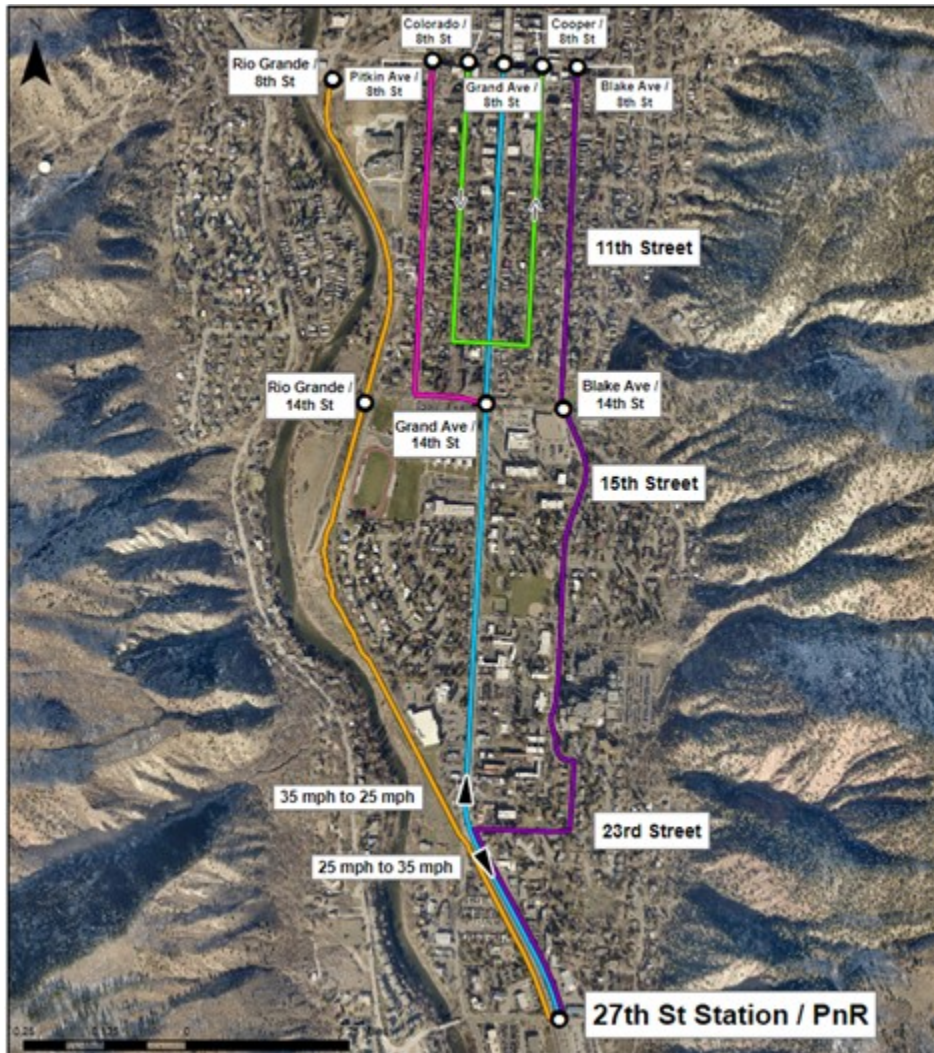
BRT Impact to On-Street Parking

Several infrastructure alternatives were explored for extending the BRT into downtown Glenwood Springs. Infrastructure options considered include the addition of bus-only lanes, queue jump lanes, bus bulbs, and in-line on-street stations, all with the potential to repurpose curb space and on-street parking supply for use by transit. Five potential BRT alignments through downtown were evaluated as part of the MOVE Grand Avenue project as mapped in **Figure 7**:

- Grand Avenue alignment
- Rio Grande Corridor alignment
- Blake Avenue alignment
- Pitkin Avenue alignment
- Cooper/Colorado Avenues one-way couplet alignment



Figure 7. BRT Alignment Alternatives through Downtown



With the exception of the Rio Grande Trail corridor, the other four street alignments would impact on-street parking if curb space was repurposed for bus-only lanes, queue jump lanes or in-line stations. Table 3 summarizes the sum of parking supply and average occupancy along the four on-street corridors through downtown initially considered for BRT. Along all of the corridors, parking occupancy was higher on Friday than Thursday, thus Table 3 shows the parking occupancy data for Friday. Please note that this data is from winter 2020 counts. Parking occupancy is likely to be higher in the summer, particularly north of 9th Street.



Table 3. Winter On-Street Parking Supply and Average Occupancy along Downtown Corridors.

Corridor	On-Street Supply	Friday 5 AM	Friday 9 AM	Friday 4 PM	Friday 7 PM	Friday Avg.	Thurs Avg.
Grand Ave	140	14%	18%	33%	37%	25%	19%
Cooper/ Colorado Ave	140 ¹	37%	48%	53%	63%	50%	49%
Pitkin Ave	161	42%	51%	37%	57%	47%	41%
Blake Street	200	35%	29%	39%	43%	36%	35%

¹ Supply on Cooper/Colorado couplet represents one side of the street on each corridor.

Table 3 shows that of the four on-street alternatives, Grand Avenue has the lowest parking supply and lowest average parking occupancy at all times of the day (the average occupancy is about half the Pitkin Ave and Cooper/Colorado Ave corridors). While the specific designs and impacts to parking may vary by corridor and other considerations are important, purely from a parking supply and occupancy lens, a BRT alignment along Grand Avenue would have the least impact to on-street parking of the four on-street alternatives.

Grand Avenue Alignment Analysis and Implications

Of the four on-street BRT alignment options originally considered, only the Grand Avenue alignment was carried forward for further evaluation. One of the options being considered would repurpose the parking lane on Grand Avenue for a bus-only lane, potentially just during the peak period in the peak direction. This would be southbound in the morning peak and northbound in the afternoon peak. When accounting for the length of Grand Avenue from 8th Street to 13th Street on both sides of the street the average parking occupancy never exceeded 37% in the winter observations. Based on data described at the end of this memo, it is possible that summer parking could be 50% to 100% higher than the winter, particularly at the north end of the corridor during peak demand.

A more detailed analysis of parking occupancy at each block, during the morning and afternoon peaks in the winter is illustrated in **Figure 8**. This shows that parking occupancy is only high (>60%) on two blocks of Grand Avenue:

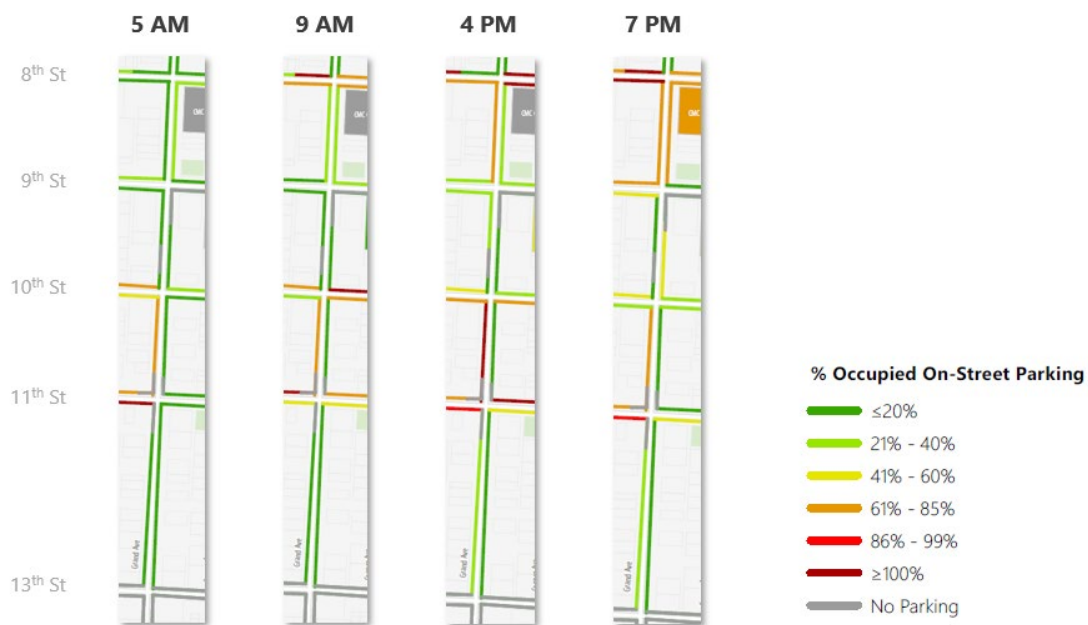
- Between 8th Street and 9th Street (west and east side) in the afternoon and evening
- In front of the Glenwood Springs Hostel (west side of 1000 Block of Grand Avenue) during all time periods

Parking occupancy at all other locations on Grand Avenue is generally low, typically below 20% in the winter. While summer parking demand is higher, and the impact of removing parking is



expected to be greater in the summer, removing on-street parking on these blocks is still expected to have minimal impact on these blocks. Between 8th Street and 9th Street, the on-street spaces were observed over 50% occupied at 4 PM and over 75% occupied at 7 PM on Friday in the winter, however occupancy was below 40% at 9 AM. Thus, removing parking just during the morning commute would likely have minimal impact on this block as well. Conversely, removing parking on this block during the afternoon peak period would have a greater impact on parking.

Figure 8. Grand Avenue Parking Occupancy on Friday in Winter



Recommendations for Managing a Parking/Bus Lane on Grand Avenue

If the City of Glenwood Springs and RFTA were to implement a peak period, peak direction, bus-only lane in the parking lane on Grand Avenue downtown, with on-street parking available at all other times, the following actions are recommended to ensure bus operations are not impacted:

- **Advance Communication Prior to Implementation.** Changes to parking operations on Grand Avenue should be clearly communicated to downtown businesses and residents prior to implementation. In addition, citywide public service announcements should be made.
- **Clear and Visible Signage.** Proper signage on every block should be in place, indicating the times when parking is not allowed as well as the penalty, such as: Violators Will be Towed.



- **Allow Time for Driver Adjustment.** During the first month or two following implementation, the City should show compassion to drivers who will be getting used to the change. Consider a grace period when only warnings will be issued to allow time for the public to adjust.
- **Have a Towing Plan.** Ultimately, the City will need to have a towing plan in place following the grace period. This will ensure the bus lane is not blocked (and thus ineffective) and the bus lane will need to be monitored on regular basis, likely twice daily at least at first. Based on experience with a similar situation in Aspen, towing is likely to be relatively common at first and then much less frequent as people adjust to the change. Allowing a grace period should help to minimize the need for towing as well.

BRT Impact to Parking Demand Downtown

From an operational perspective, extending the BRT downtown may increase parking demand downtown from transit riders who access the BRT by driving and parking downtown. Downtown transit centers are not ideal locations for Park & Rides. In fact, one of the major benefits of a downtown transit center is its ability to increase non-driving access to downtown. Additionally, the land values downtown are typically the highest in the city and storing vehicles for people who are going to other destinations outside downtown is a highly inefficient use of that land.

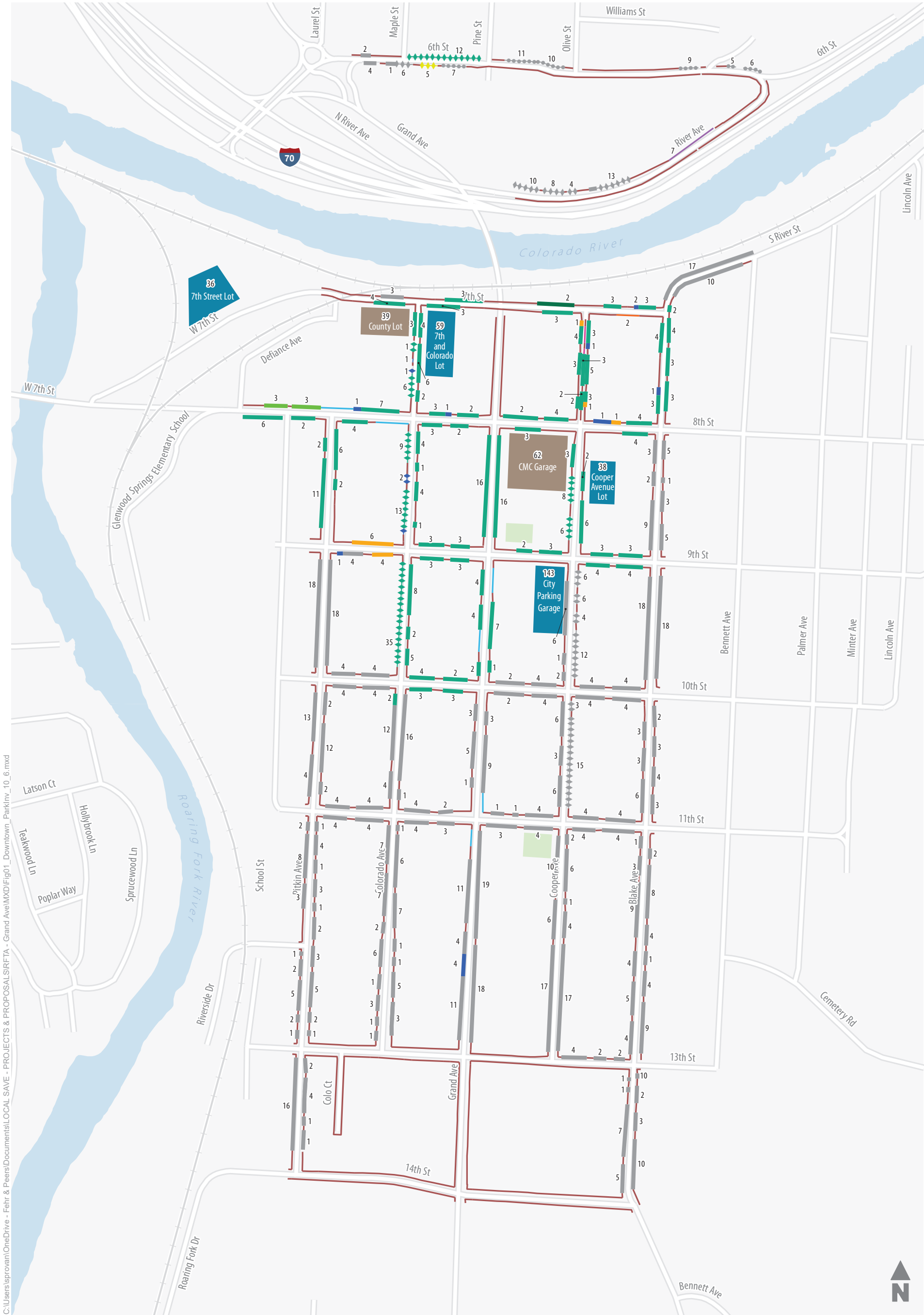
Both the City of Glenwood Springs and RFTA are looking for ways to discourage transit riders from parking downtown as part of this project. At the same time, the City of Glenwood Springs is also hoping to mitigate the number of people driving through downtown Glenwood Springs to access the BRT via the 27th Street South Glenwood Station.

To achieve both outcomes with the BRT extension into downtown, the following strategies to manage parking and transit operations are recommended.

- **Eliminate Free All-Day Parking in the Downtown Core** - Transit riders that want to access the bus via driving and parking will look for free all-day parking close to a bus stop (typically within a five-minute walk). Time restricted parking (such as 2-hour Parking) will not be an option for transit riders. However, most downtown streets south of 9th Street currently have unrestricted on-street parking, and three public lots downtown offer free all-day parking. These include the 7th Street lot, the Cooper Avenue lot, and the City Parking Garage. It is recommended that in concert with the BRT extension into downtown, all publicly available parking within a five (and potentially ten) minute walk of the downtown transit center or station be converted to paid parking or time-restricted parking. Strategic exceptions can be made through a permit program for residents (similar to the existing program).



- **Connect the BRT to the West Glenwood Park & Ride** – Some BRT demand will be generated by people originating in West Glenwood and other communities to the west (such as New Castle, Silt, and Rifle). To provide those transit patrons a convenient option to park and take the BRT without driving through downtown Glenwood Springs or being tempted to park, the BRT should also be extended to the West Glenwood Park & Ride where it can intercept drivers from the west side of Glenwood Springs. There is currently excess capacity at this lot (and space to add parking in the future if needed), and parking demand will likely increase with more frequent BRT service than is offered today.
- **Provide Convenient Bicycle and Pedestrian Access to the BRT** – Investments to reduce barriers and increase convenience of pedestrian and bicycle access to BRT stations will provide better alternatives to driving and parking. Investments should target enhancing the pedestrian environment along key pedestrian corridors, improving pedestrian crossings of major streets, eliminating bike network gaps, providing low-stress bike connections between the BRT and multiuse trails (including the Rio Grande and LOVA Trails), and providing bike parking adjacent to BRT stations. A well-planned local bike share program would also increase access and modal choice to downtown.
- **Provide Convenient Connections to Local Transit** – The route structure and schedule of local transit in Glenwood Springs should be designed in part to act as a feeder service to regional transit, in particular the BRT. This will provide convenient options for more people to access the BRT without the need to drive and park. To be effective in this regard, local routes should be designed to provide direct service from high activity nodes and neighborhoods of Glenwood Springs to BRT stations. Service should also be frequent (every 15 minutes or less) or timed to connect to the BRT.



On-Street Parking Type

- ◆◆◆◆ Diagonal Parking
- Parallel Parking
- Perpendicular Parking
- Other Curb Space Type
- x Number of Parking Spaces

On-Street Parking Classification

- Unrestricted Parking
- 2-Hour Parking 8AM-10PM
- 2-Hour Parking 9AM-6PM
- 15-Minute Parking
- 1-Hour Parking
- 15-Minute Parking
- Disability Reserved Parking

Other Curb Space Type Classification

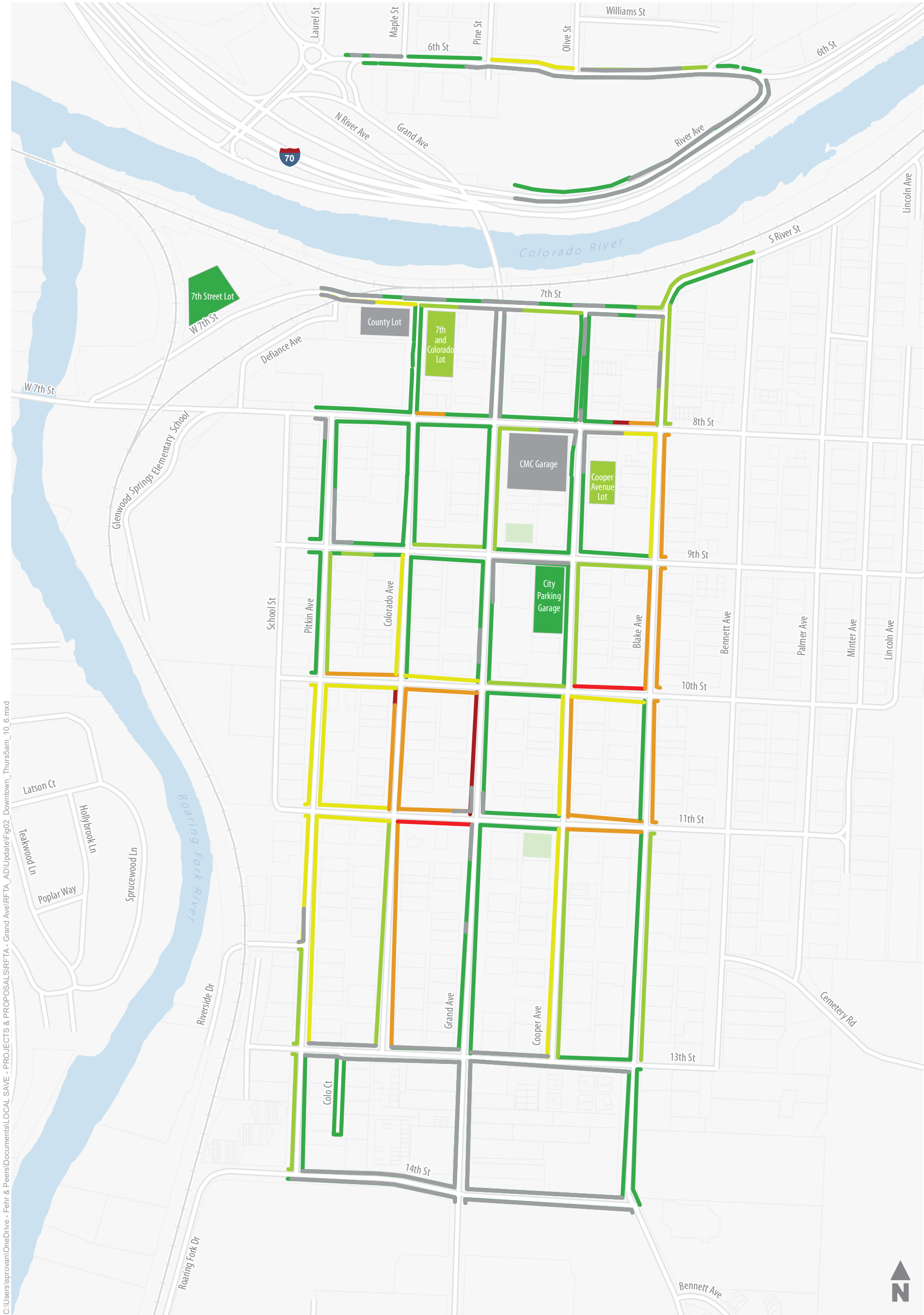
- Bus Loading
- Pick-up and Drop-off Only
- 10-Minute Loading
- Loading Only
- No Parking

Off-Street Parking Classification

- Public Parking
- Shared Parking

Figure 1

**Downtown Glenwood Springs -
Parking Inventory**



C:\Users\provan\OneDrive - Fehr & Peers\Documents\LOCAL SAVE - PROJECTS & PROPOSALS\SIRFTA - Grand Ave\IRFTA_ADIUpdate\Fig02_Downtown_Thurs5am_10_6.mxd

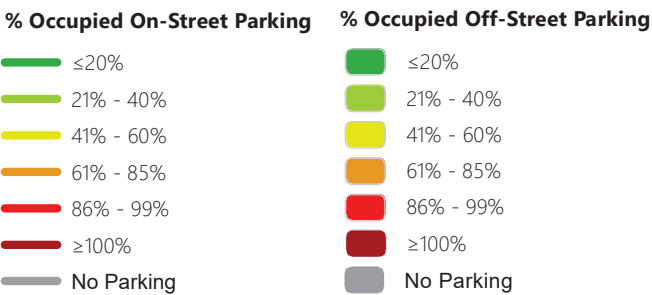


Figure 2
Downtown Glenwood Springs -
Winter Parking Utilization, Thursday 5am

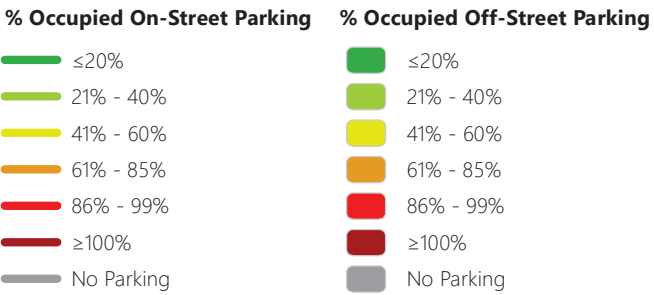
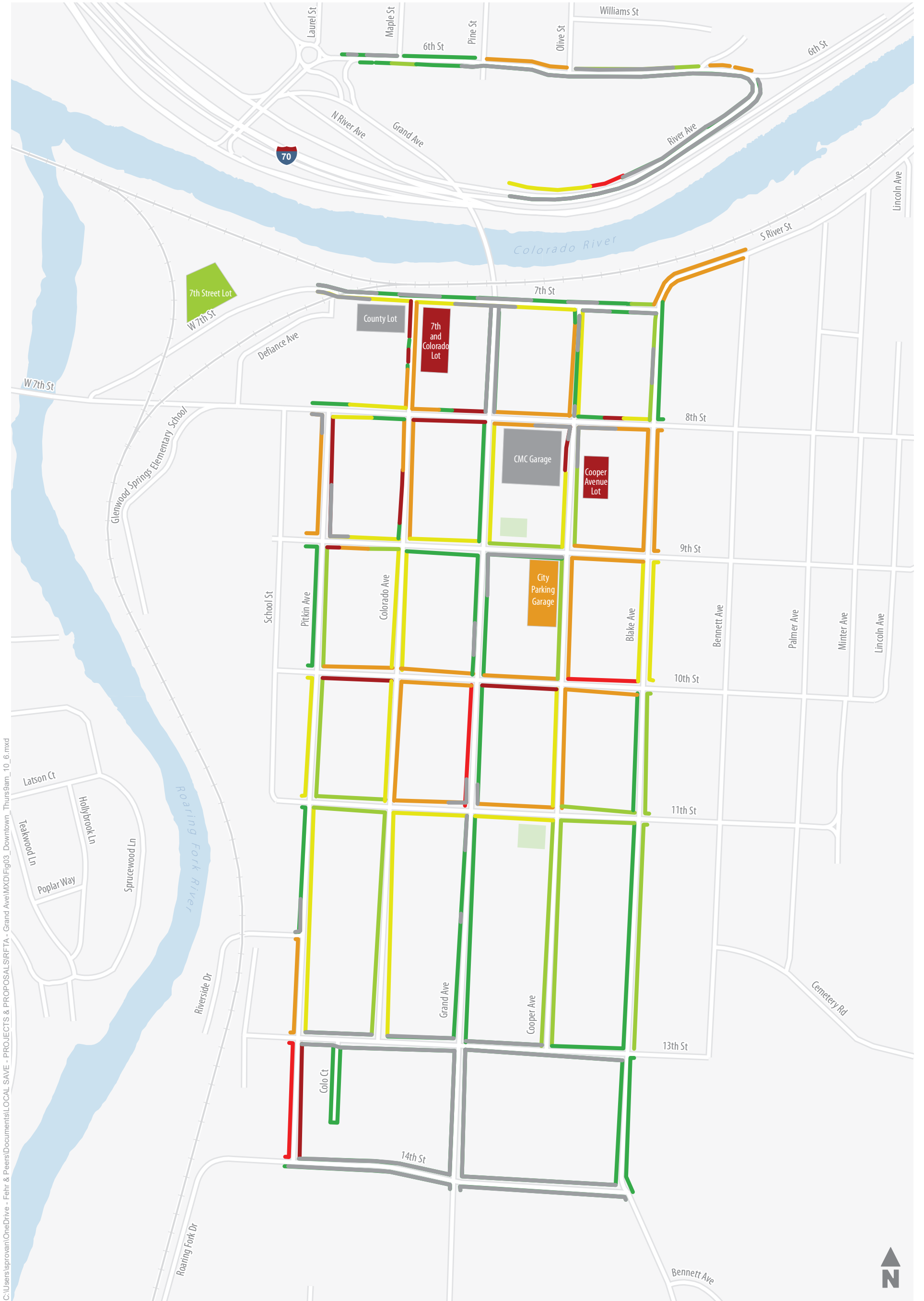
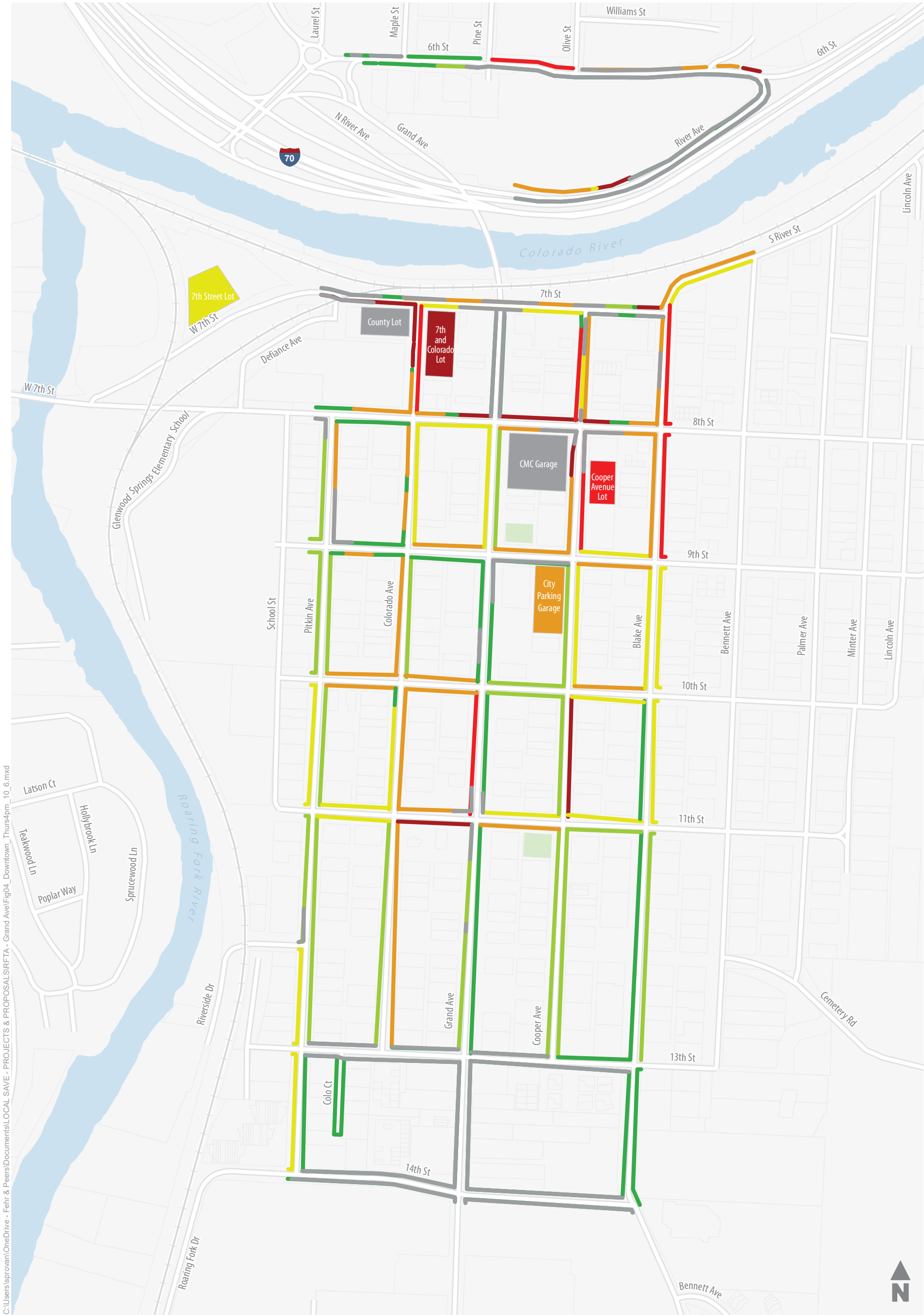


Figure 3

Downtown Glenwood Springs -
Winter Parking Utilization, Thursday 9am



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Figure 4
Downtown Glenwood Springs -
Winter Parking Utilization, Thursday 4pm

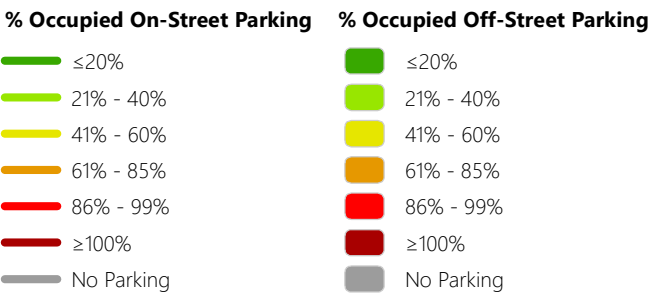
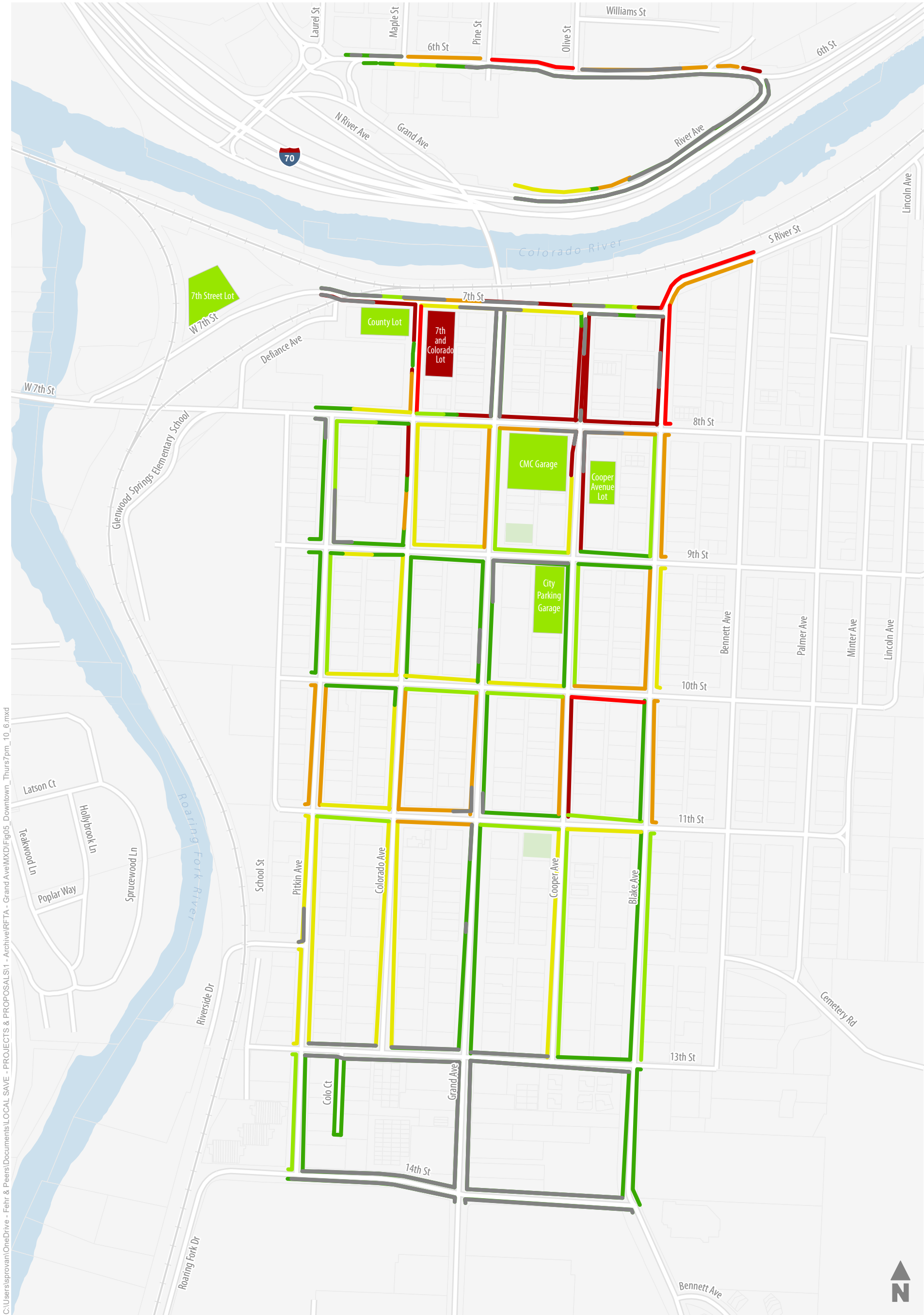
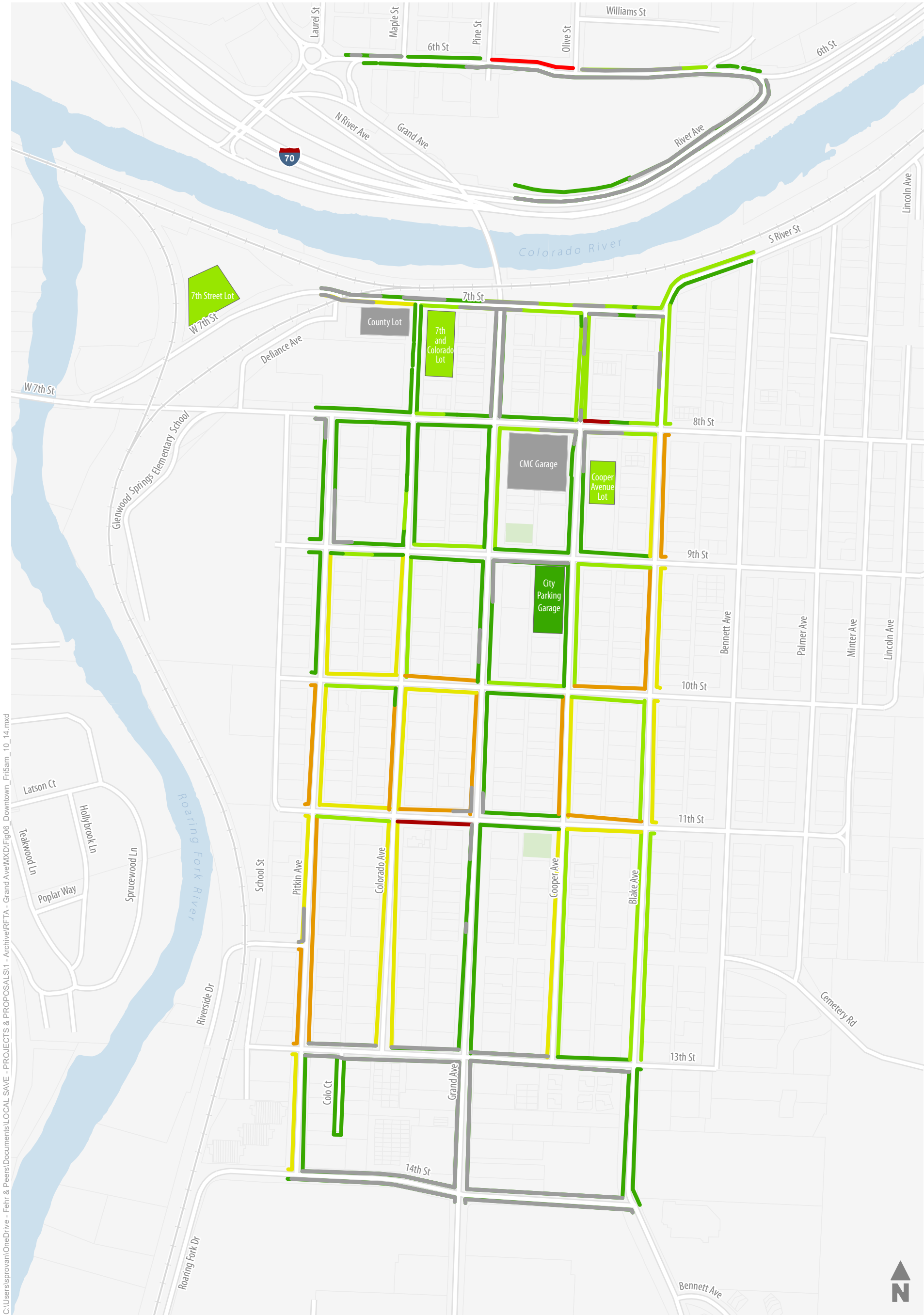


Figure 5

Downtown Glenwood Springs -
Winter Parking Utilization, Thursday 7pm



C:\Users\isprovan\OneDrive - Fehr & Peers\Documents\LOCAL SAVE - PROJECTS & PROPOSALS\1 - Archive\IFRTA - Grand Ave\MXD\Fig06_Downtown_Fri5am_10_14.mxd

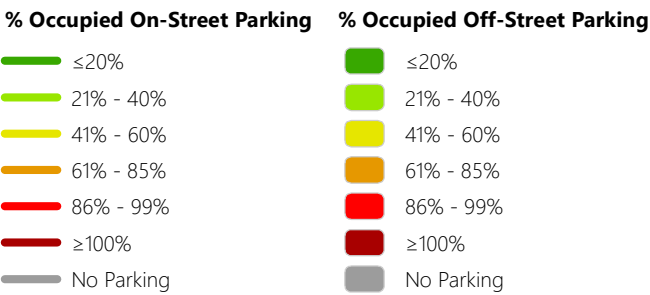


Figure 6
Downtown Glenwood Springs -
Winter Parking Utilization, Friday 5am

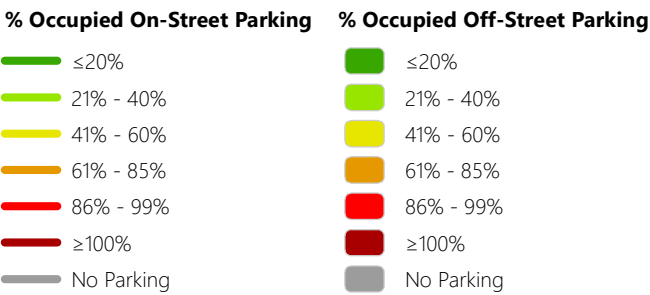
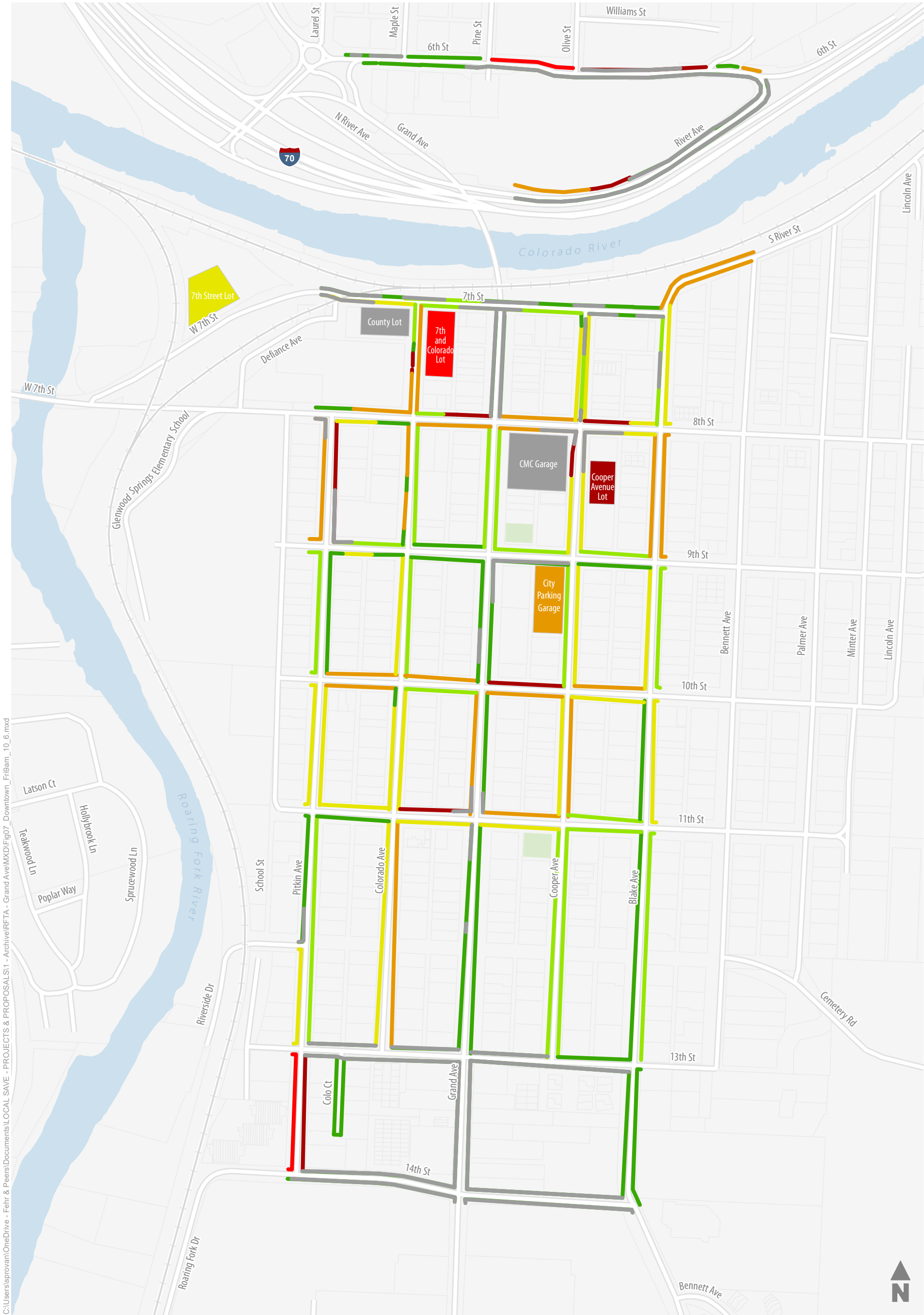
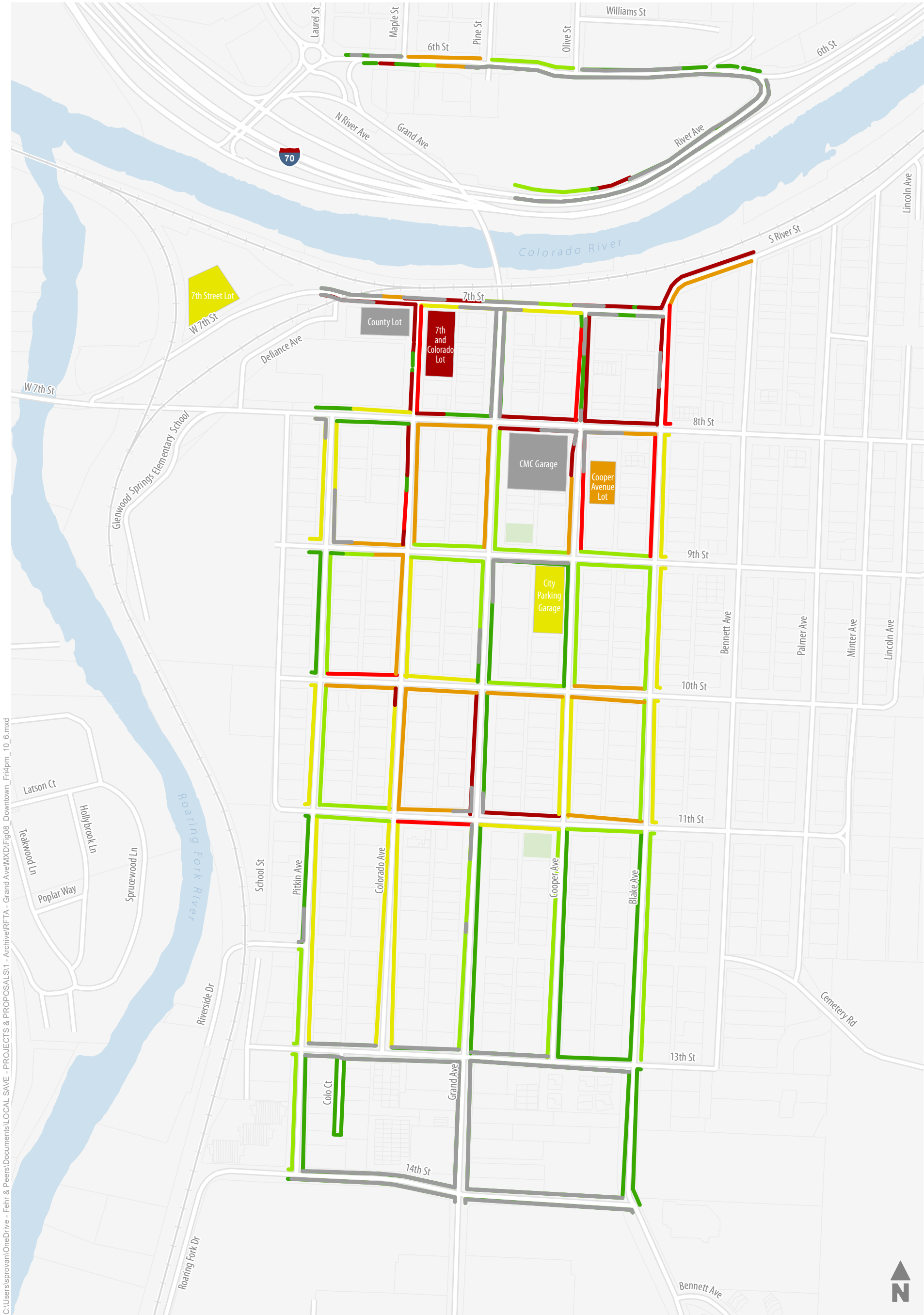


Figure 7

Downtown Glenwood Springs -
Winter Parking Utilization, Friday 9am



C:\Users\isprovan\OneDrive - Fehr & Peers\Documents\LOCAL SAVE - PROJECTS & PROPOSALS\1 - Archive\IFRTA - Grand Ave\MXD\Fig08_Downtown_Fri4pm_10_6.mxd

% Occupied On-Street Parking

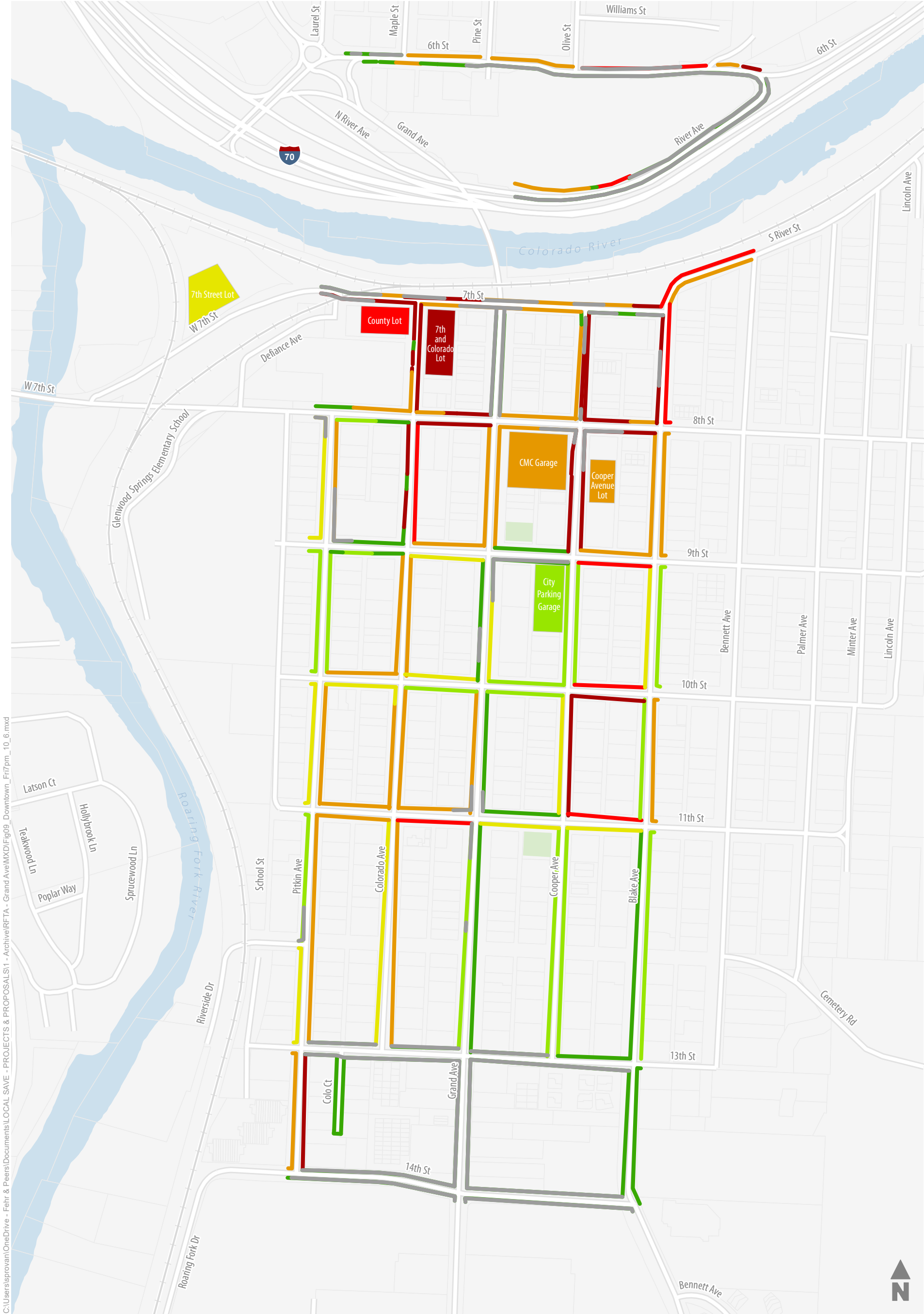
- ≤20%
- 21% - 40%
- 41% - 60%
- 61% - 85%
- 86% - 99%
- ≥100%
- No Parking

% Occupied Off-Street Parking

- ≤20%
- 21% - 40%
- 41% - 60%
- 61% - 85%
- 86% - 99%
- ≥100%
- No Parking



Figure 8
Downtown Glenwood Springs -
Winter Parking Utilization, Friday 4pm



C:\Users\isprovan\OneDrive - Fehr & Peers\Documents\LOCAL SAVE - PROJECTS & PROPOSALS\1 - Archive\IFTA - Grand Ave\MXD\Fig09_Downtown_Fri7pm_10_6.mxd

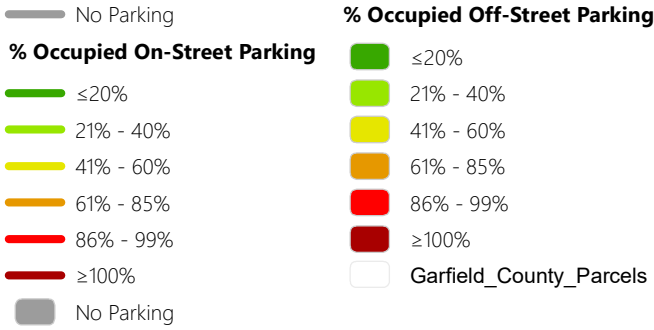
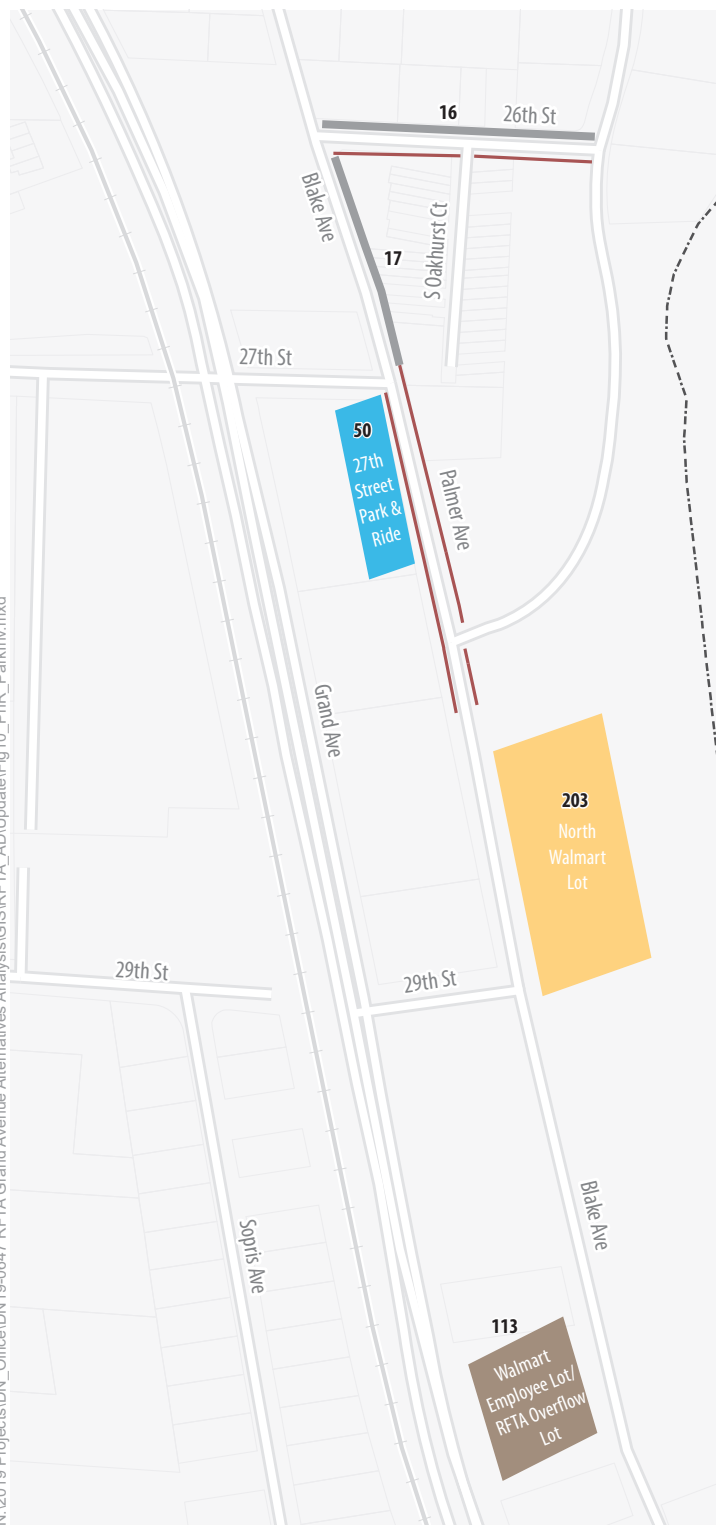


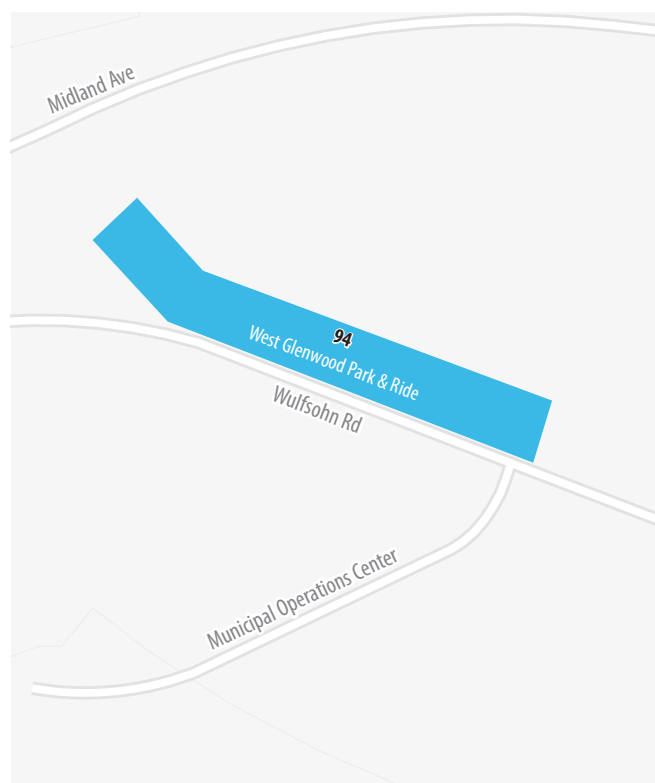
Figure 9

Downtown Glenwood Springs -
Winter Parking Utilization, Friday 7pm

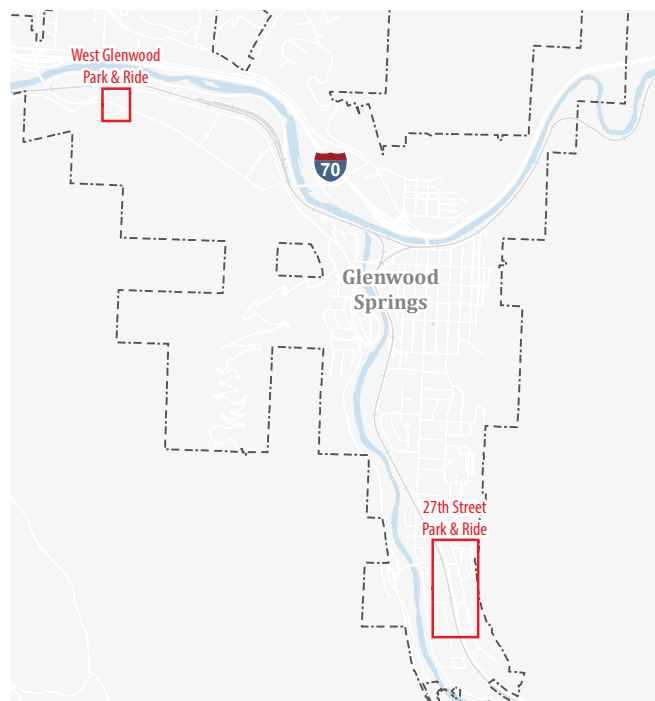
27th Street Park & Ride



West Glenwood Park & Ride



Location Overview



x Number of Parking Spaces

On-Street Parking Classification Off-Street Parking Classification

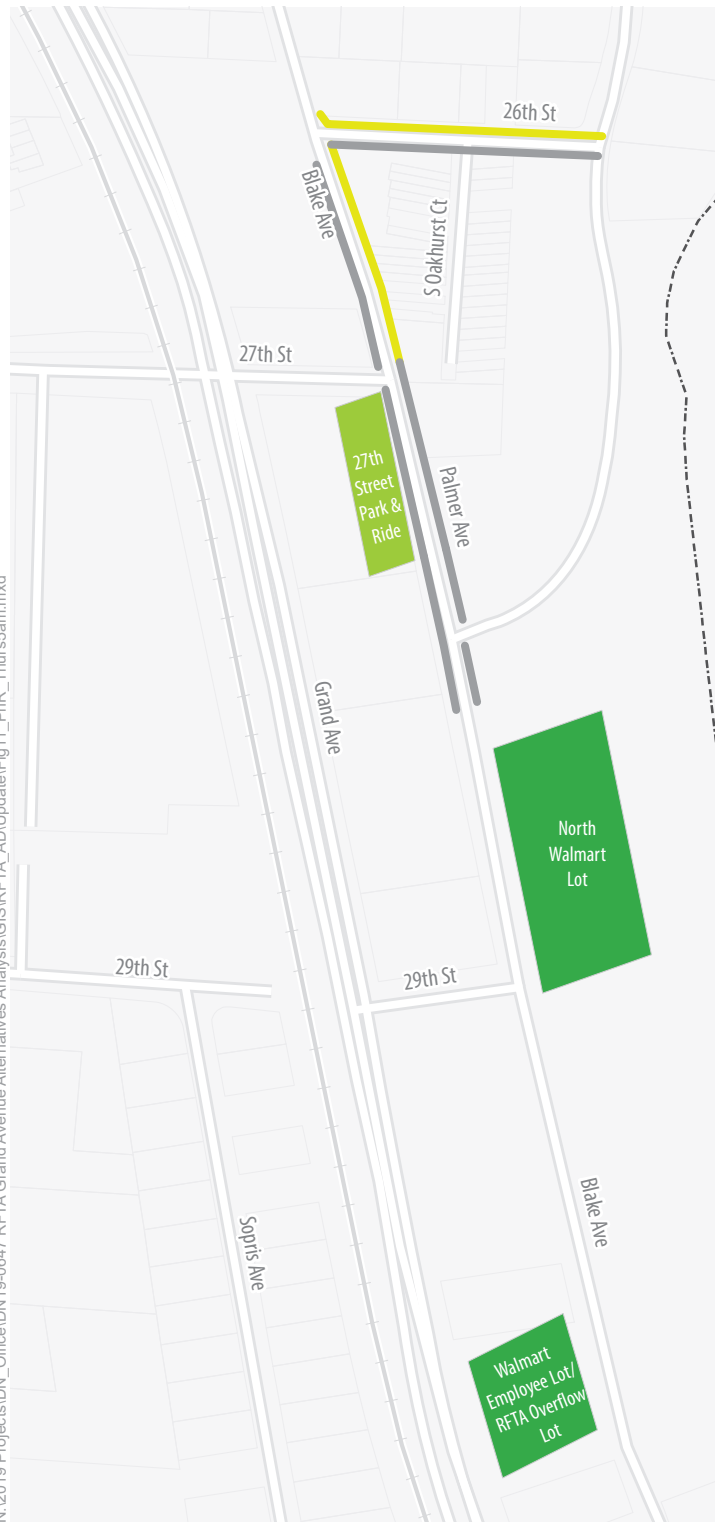
- Unrestricted Parallel Parking
- No Parking
- Private Parking
- Shared Parking
- Transit Parking



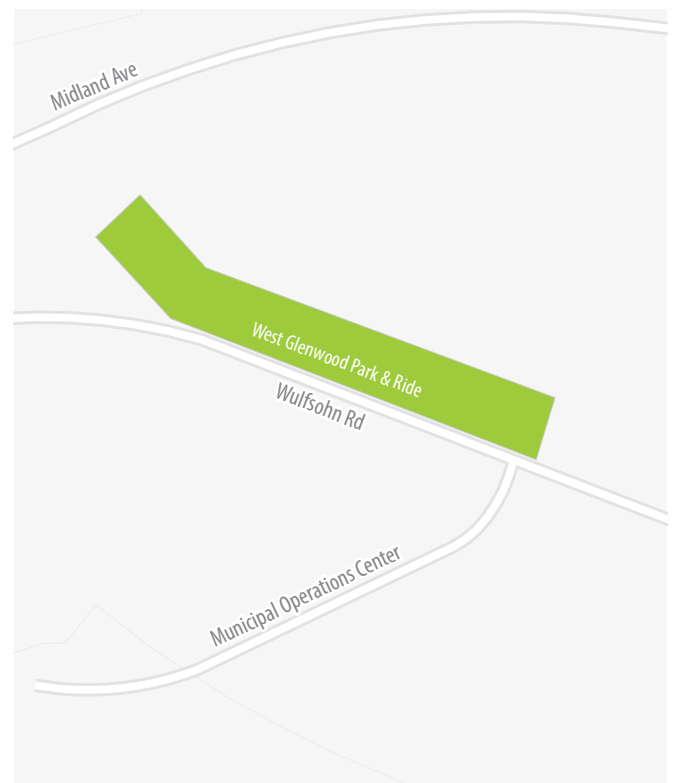
Figure 10

Glenwood Springs Park & Rides- Winter Parking Inventory

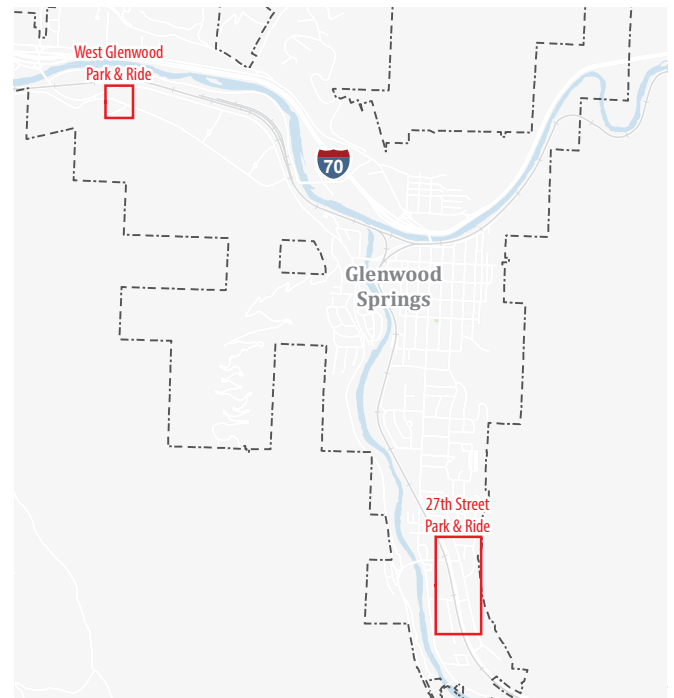
27th Street Park & Ride



West Glenwood Park & Ride



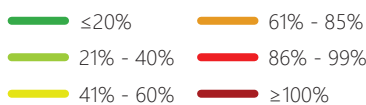
Location Overview



x Number of Parking Spaces

No Parking

% Occupied On-Street Parking



% Occupied Off-Street Parking

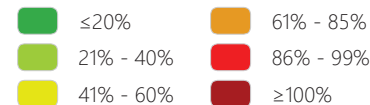
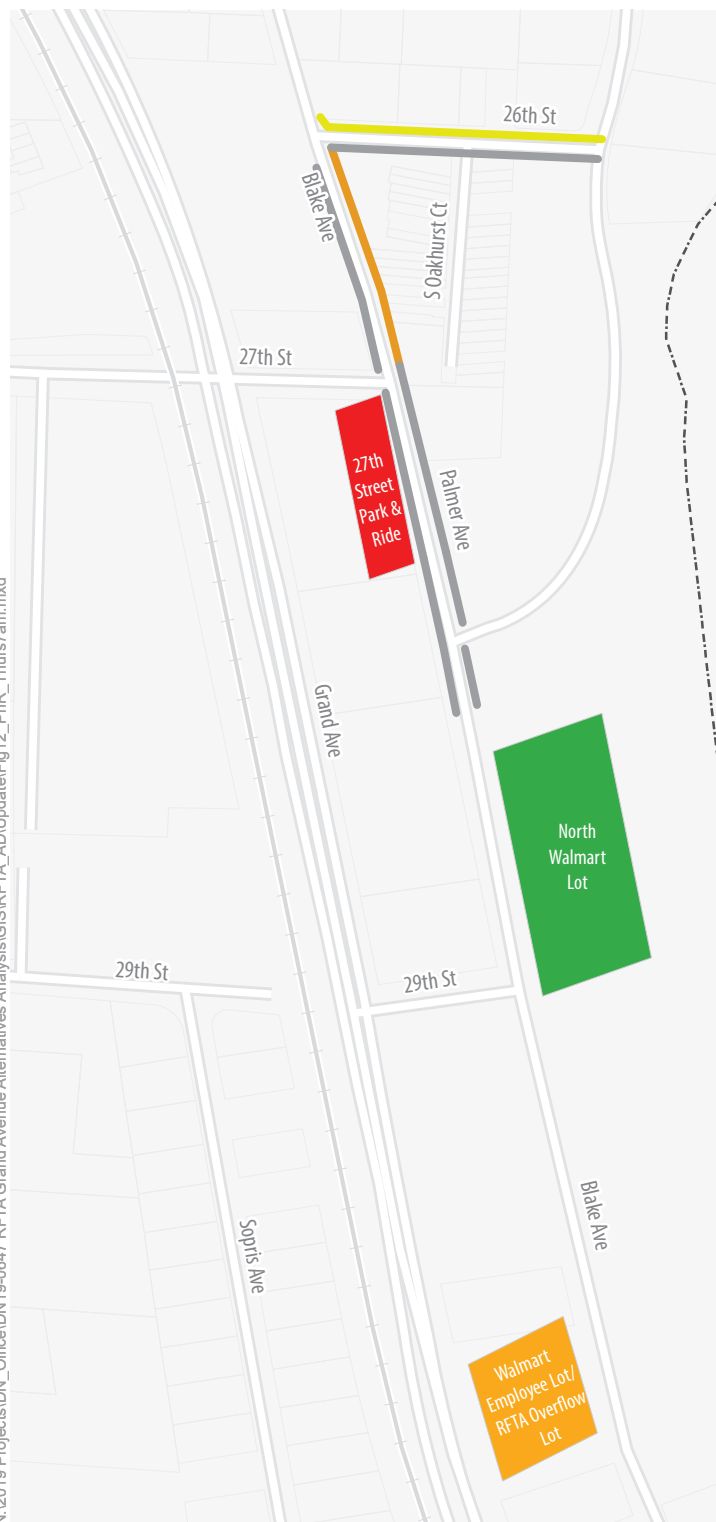


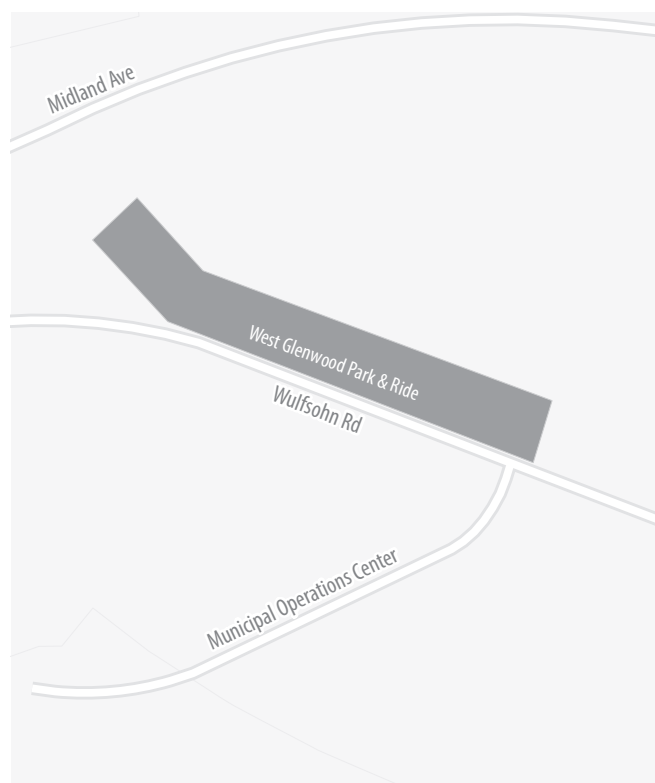
Figure 11

Glenwood Springs Park & Rides-
Winter Parking Utilization, Thursday 5am

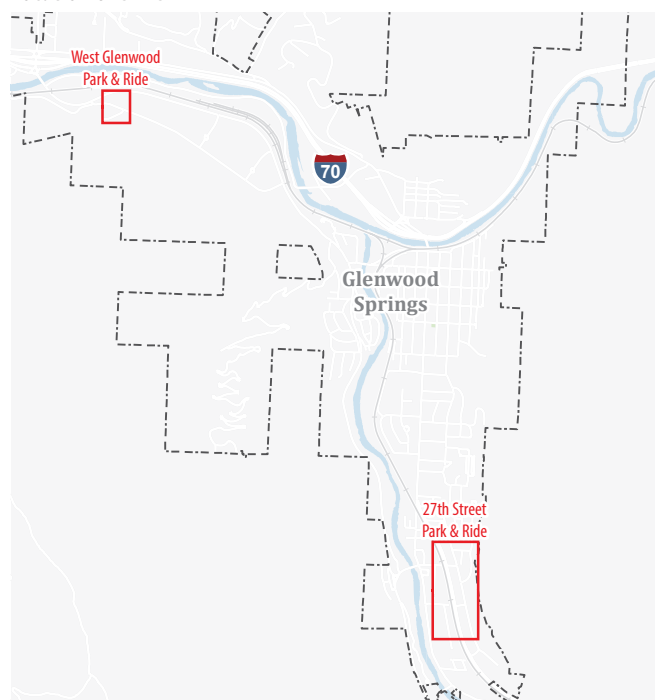
27th Street Park & Ride



West Glenwood Park & Ride



Location Overview



- x Number of Parking Spaces
- No Parking
- Counts Not Collected During This Time Period

% Occupied On-Street Parking

- ≤20%
- 21% - 40%
- 41% - 60%
- 61% - 85%
- 86% - 99%
- ≥100%

% Occupied Off-Street Parking

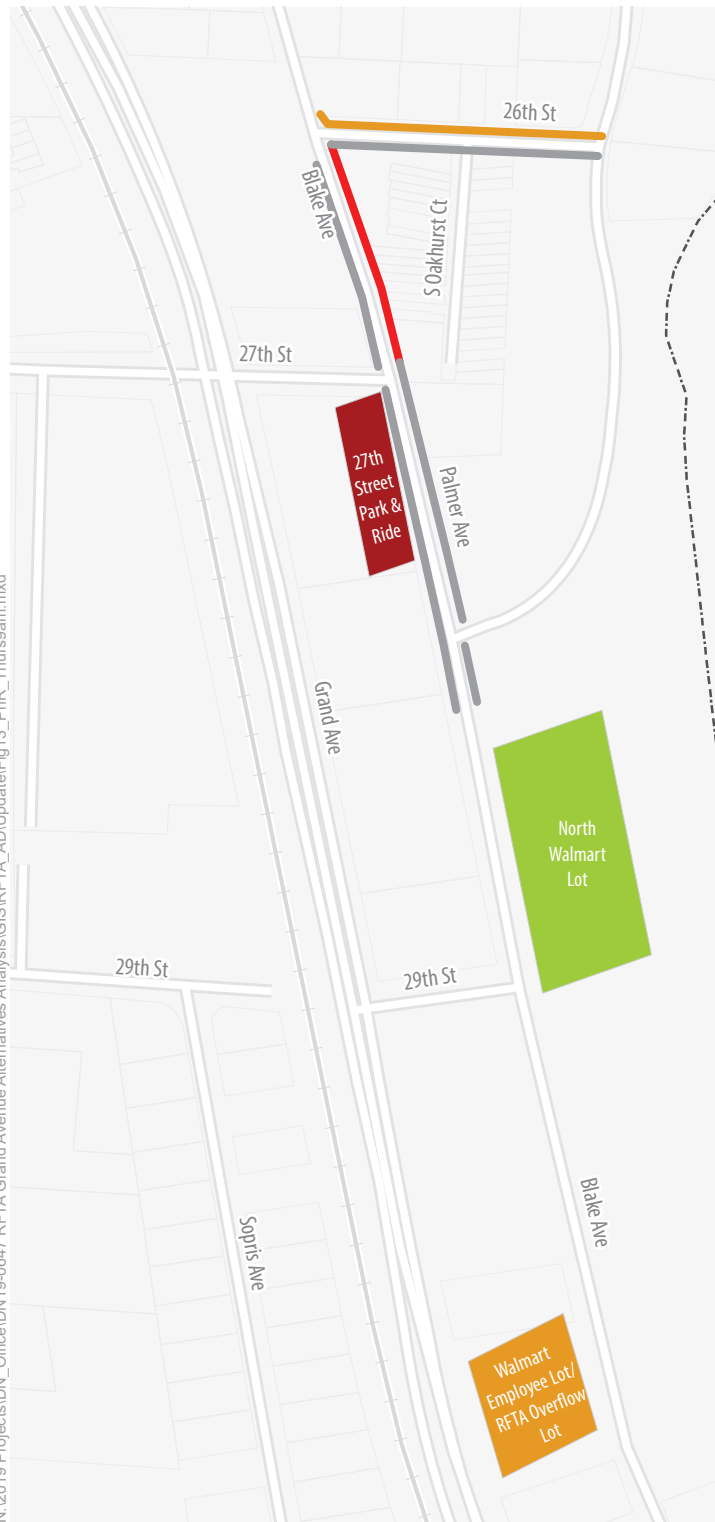
- ≤20%
- 21% - 40%
- 41% - 60%
- 61% - 85%
- 86% - 99%
- ≥100%



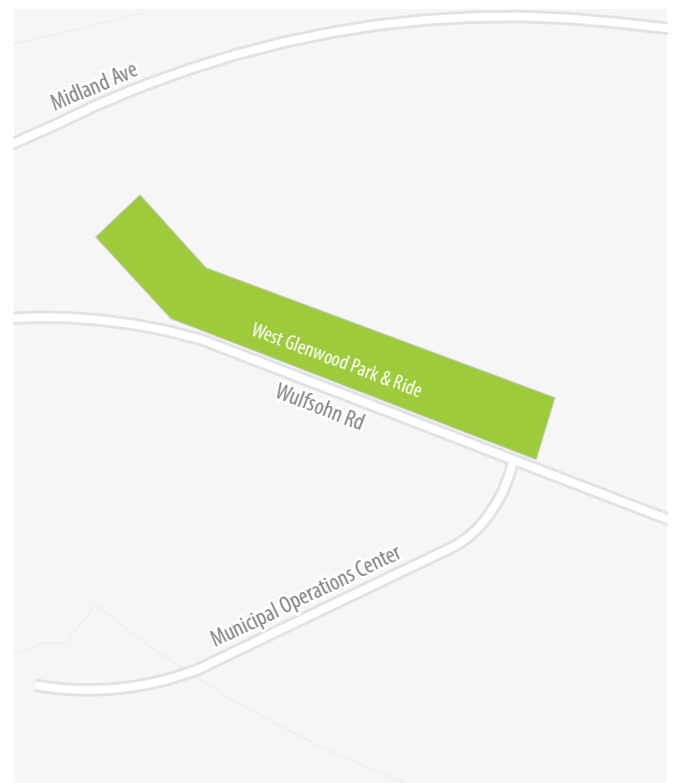
Figure 12

Glenwood Springs Park & Rides-
Winter Parking Utilization, Thursday 7am

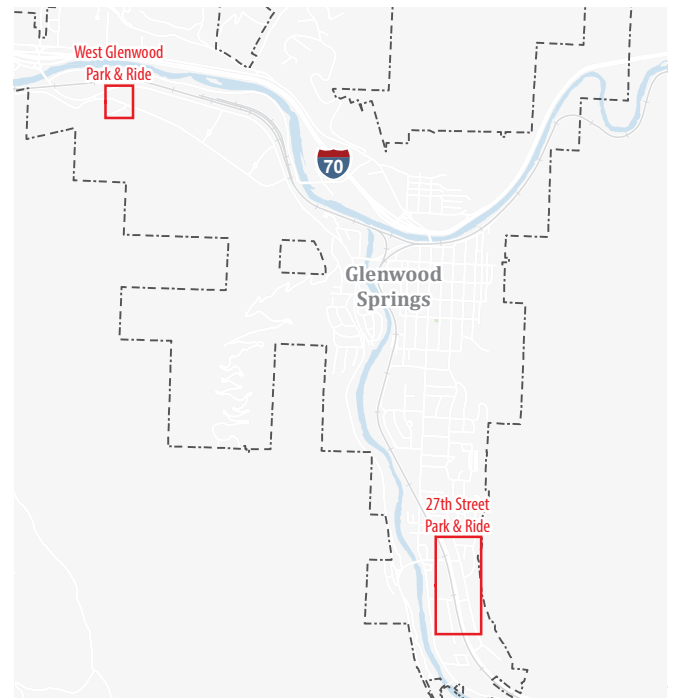
27th Street Park & Ride



West Glenwood Park & Ride



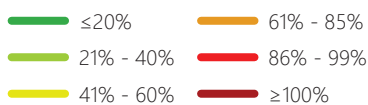
Location Overview



x Number of Parking Spaces

— No Parking

% Occupied On-Street Parking



% Occupied Off-Street Parking

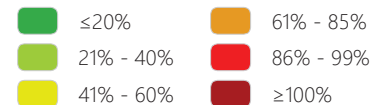
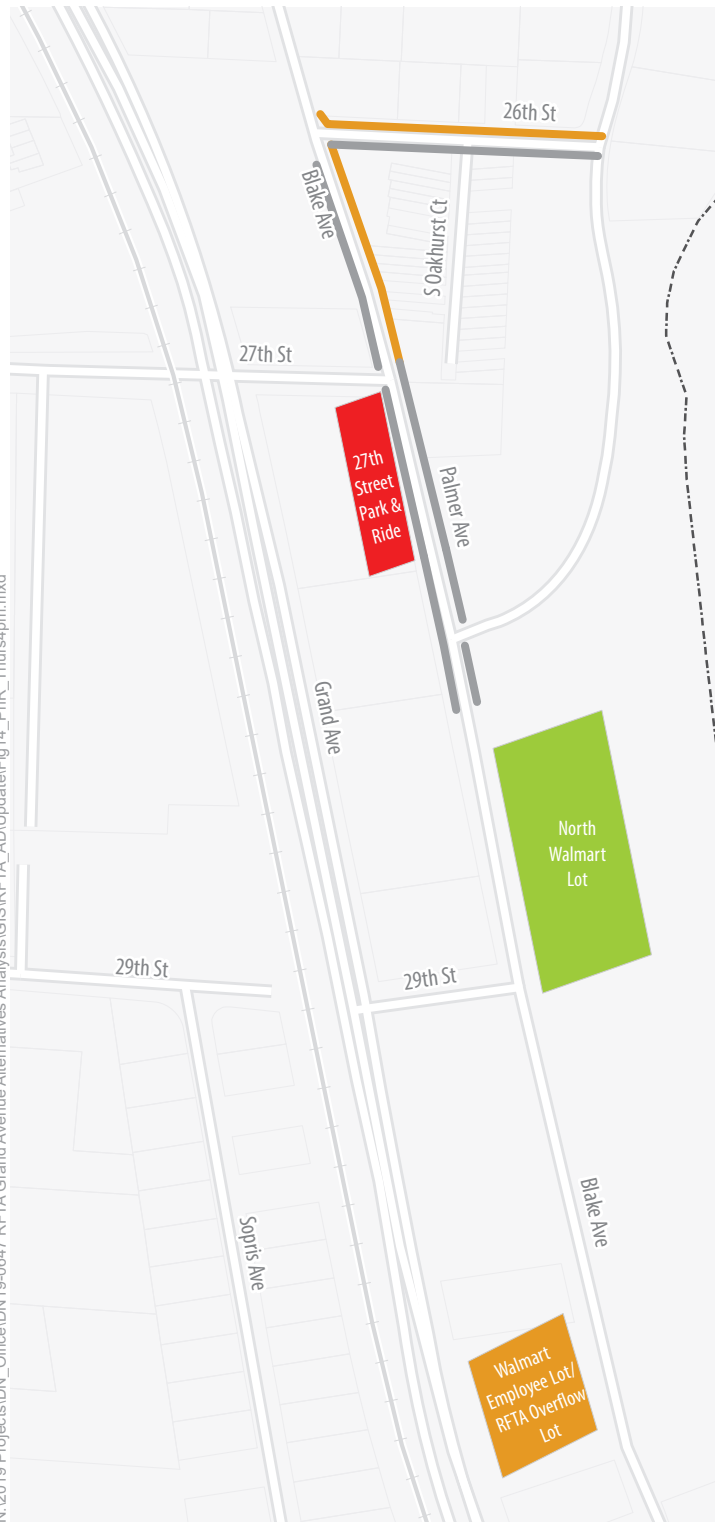


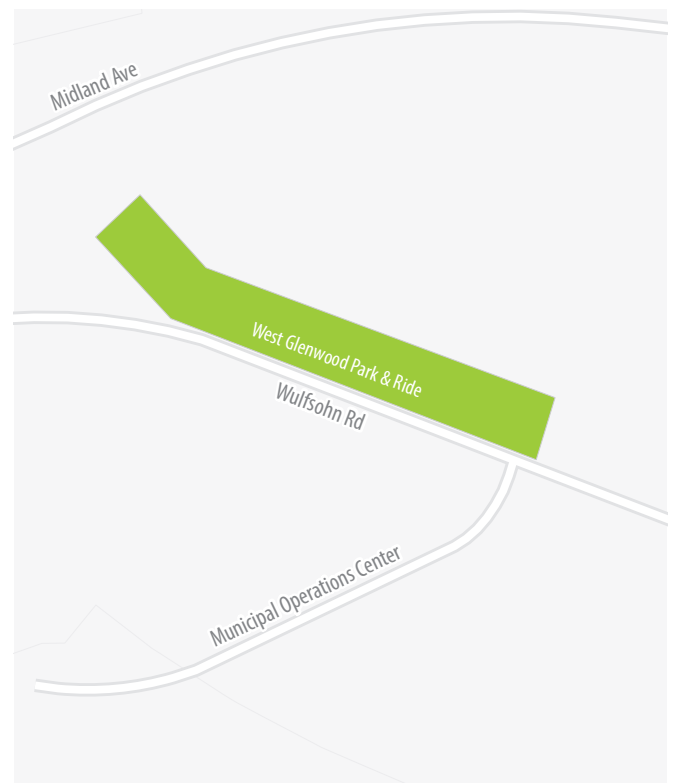
Figure 13

Glenwood Springs Park & Rides-
Winter Parking Utilization, Thursday 9am

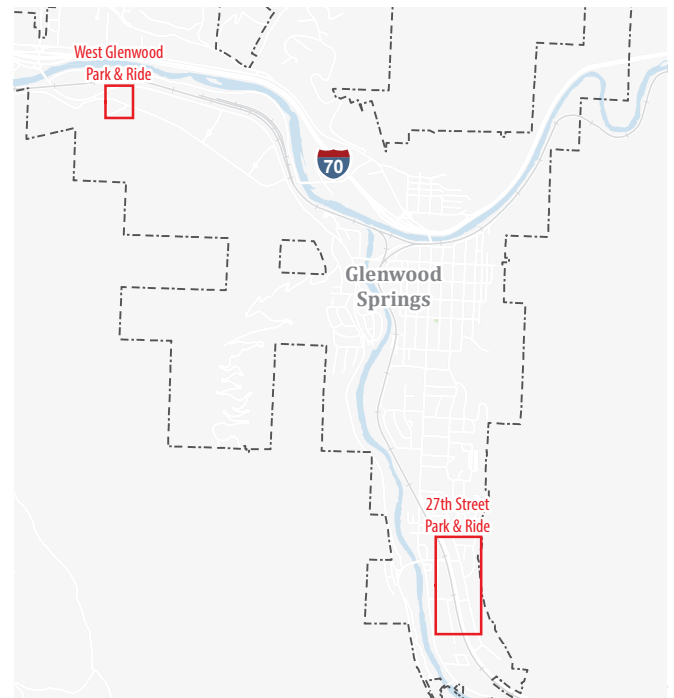
27th Street Park & Ride



West Glenwood Park & Ride



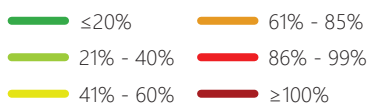
Location Overview



x Number of Parking Spaces

— No Parking

% Occupied On-Street Parking



% Occupied Off-Street Parking

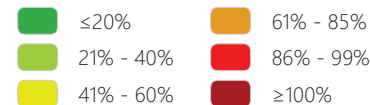
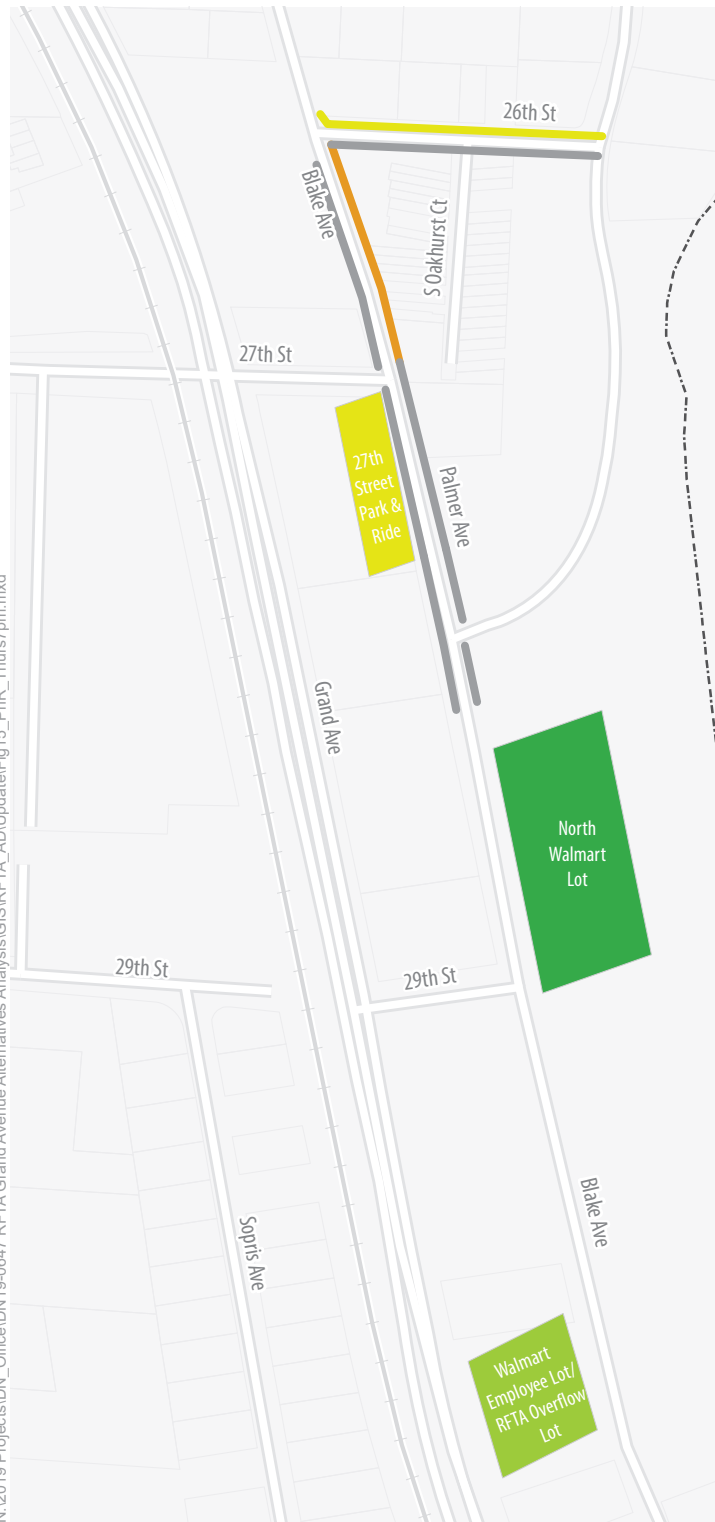


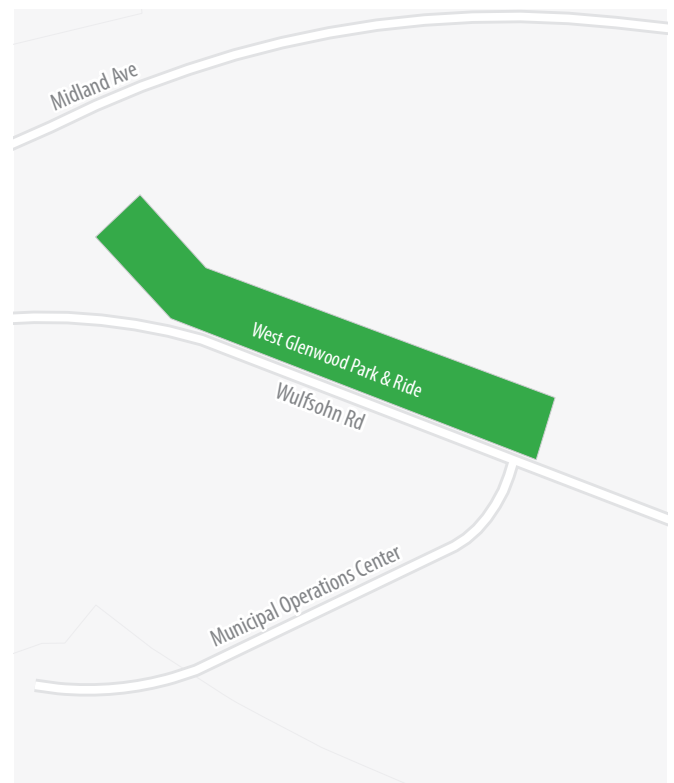
Figure 14

Glenwood Springs Park & Rides-
Winter Parking Utilization, Thursday 4pm

27th Street Park & Ride



West Glenwood Park & Ride



Location Overview

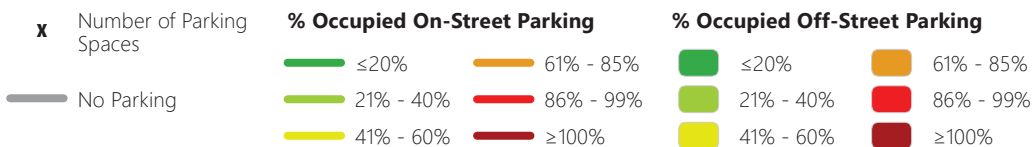
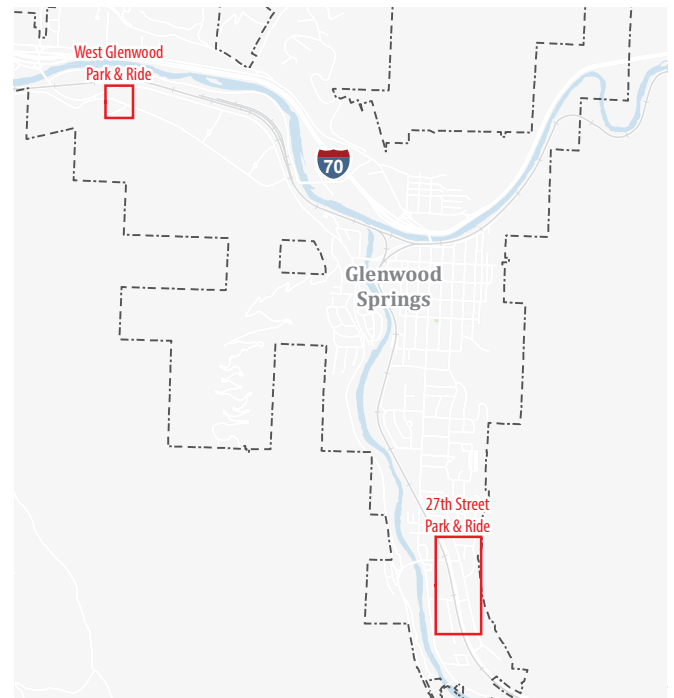
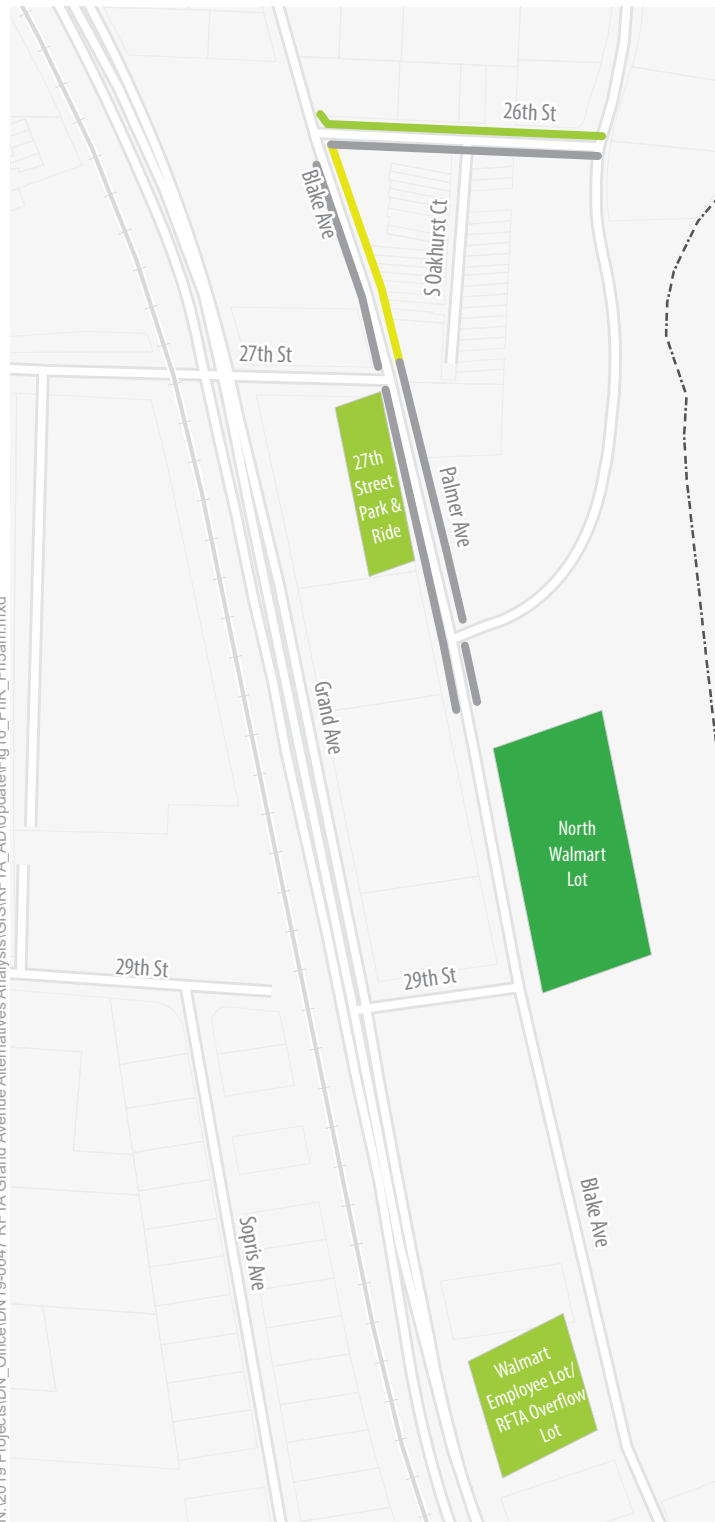


Figure 15

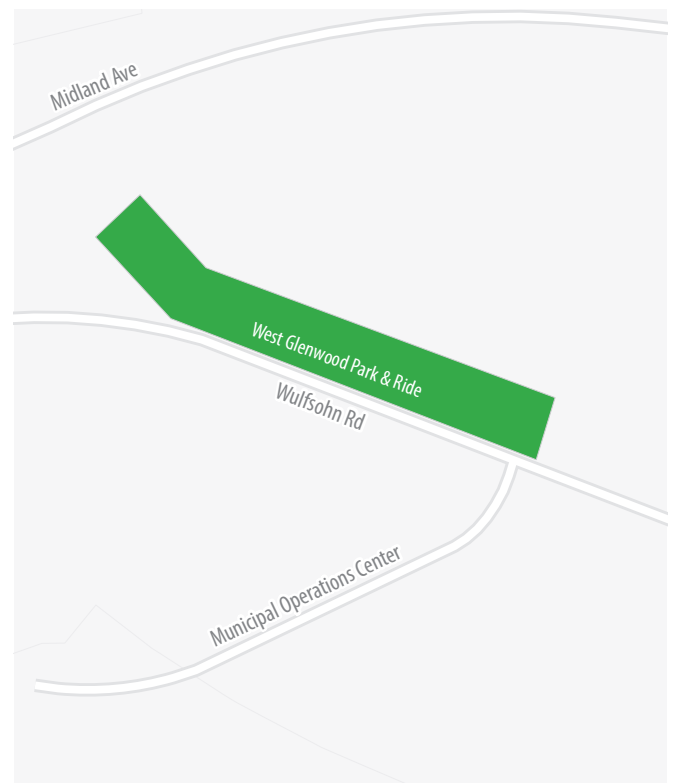
Glenwood Springs Park & Rides-
Winter Parking Utilization, Thursday 7pm



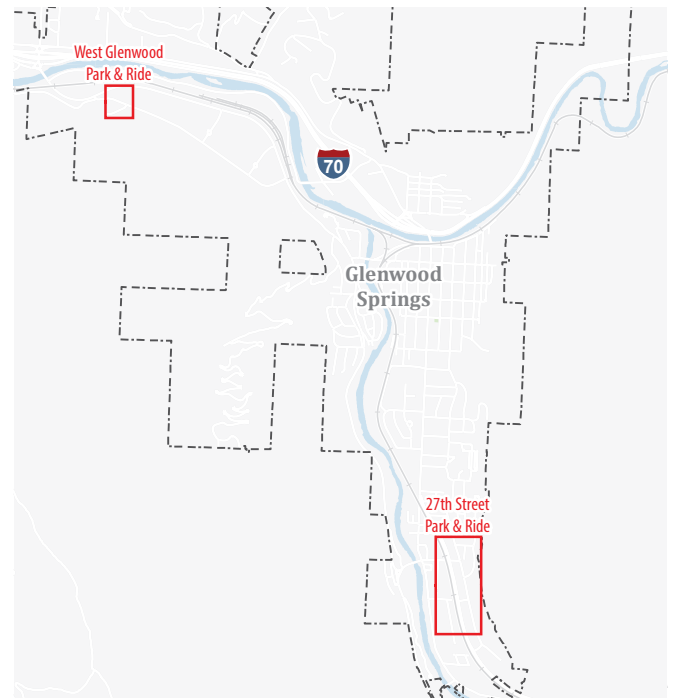
27th Street Park & Ride



West Glenwood Park & Ride



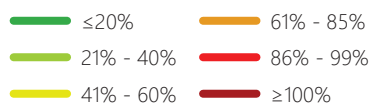
Location Overview



x Number of Parking Spaces

— No Parking

% Occupied On-Street Parking



% Occupied Off-Street Parking

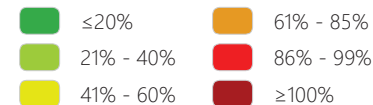
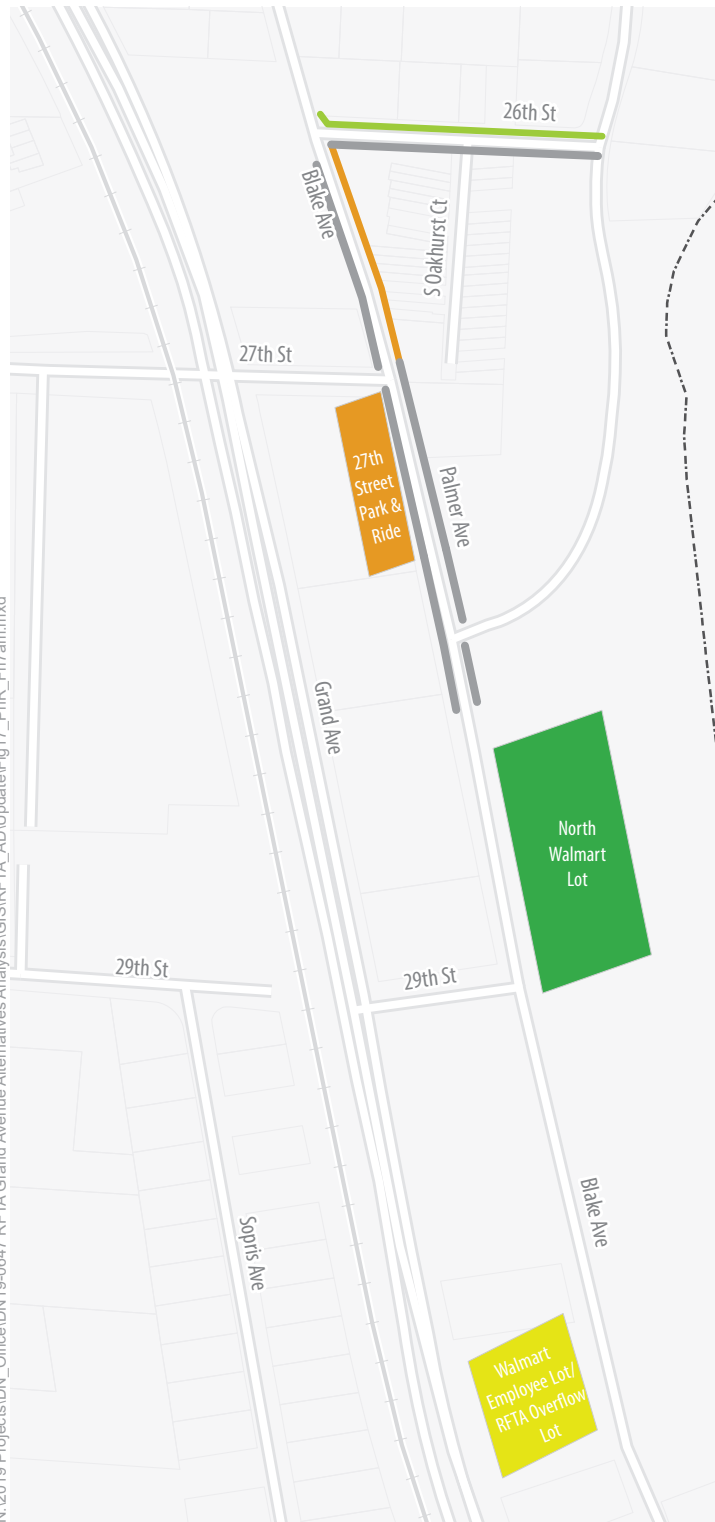


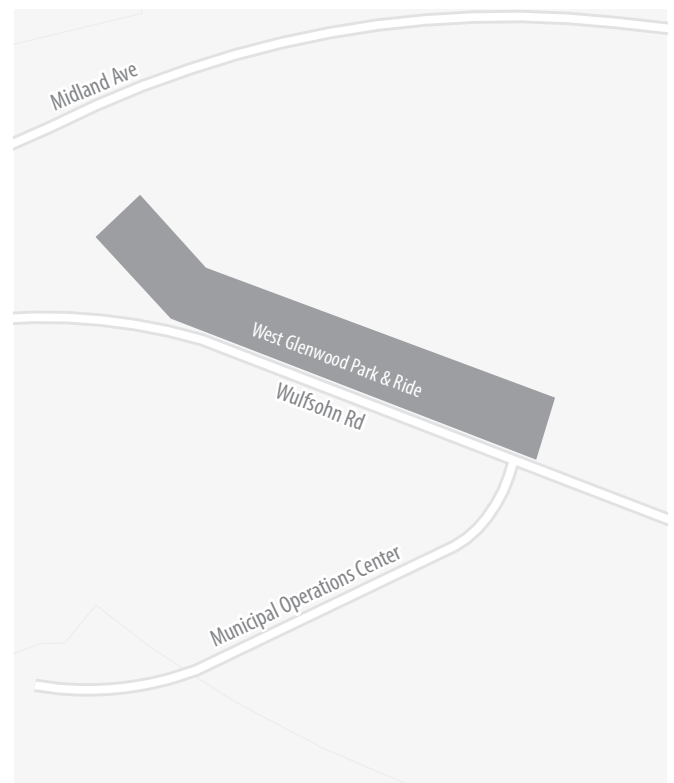
Figure 16

Glenwood Springs Park & Rides-
Winter Parking Utilization, Friday 5am

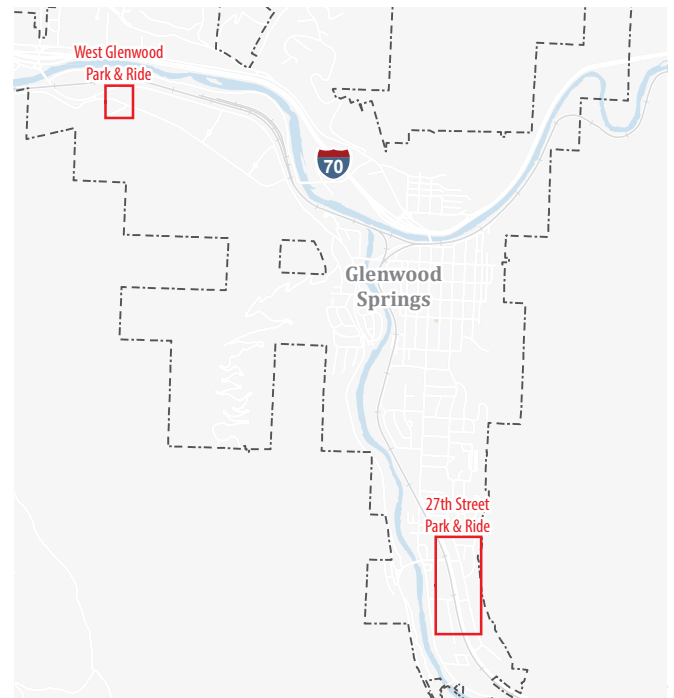
27th Street Park & Ride



West Glenwood Park & Ride



Location Overview



- x** Number of Parking Spaces
- No Parking
- Counts Not Collected During This Time Period

% Occupied On-Street Parking

- ≤20%
- 21% - 40%
- 41% - 60%
- 61% - 85%
- 86% - 99%
- ≥100%

% Occupied Off-Street Parking

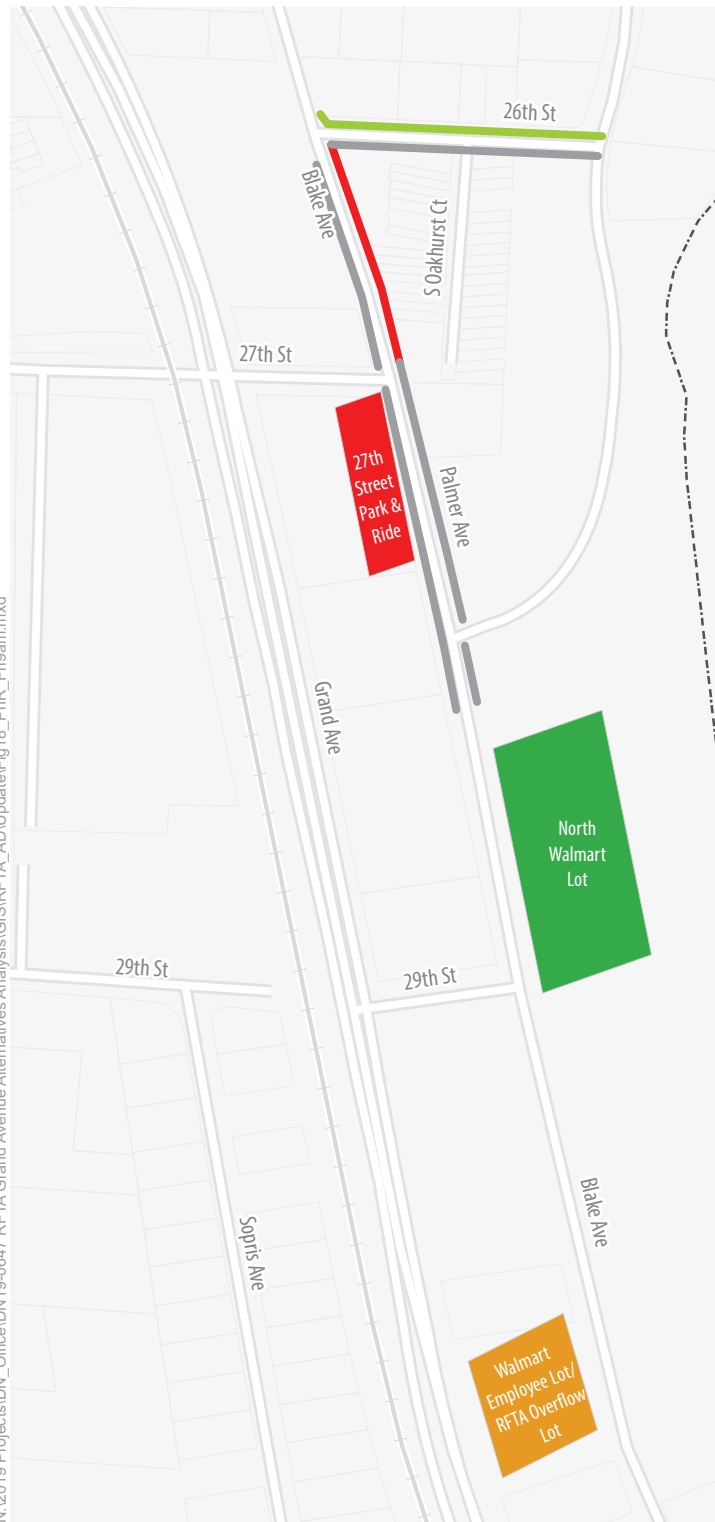
- ≤20%
- 21% - 40%
- 41% - 60%
- 61% - 85%
- 86% - 99%
- ≥100%



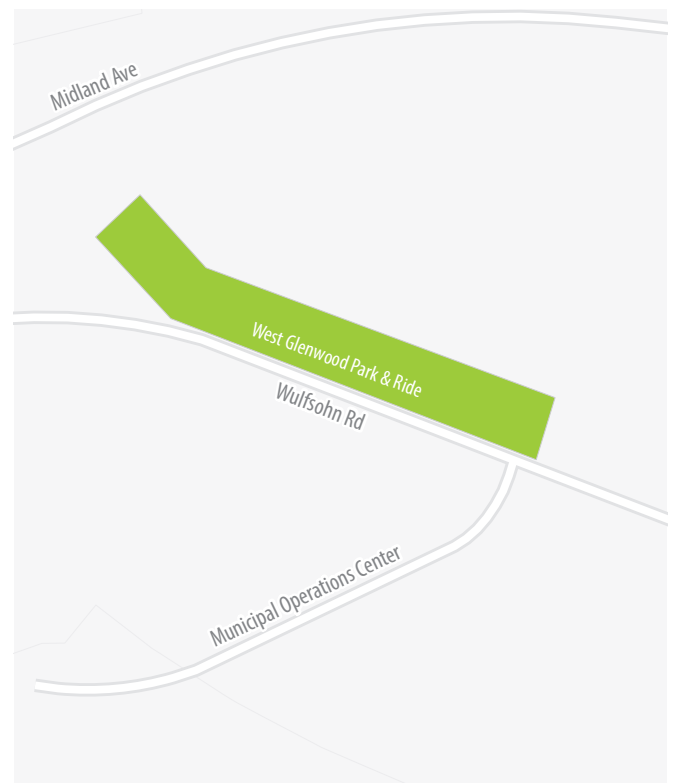
Figure 17

Glenwood Springs Park & Rides-
Winter Parking Utilization, Friday 7am

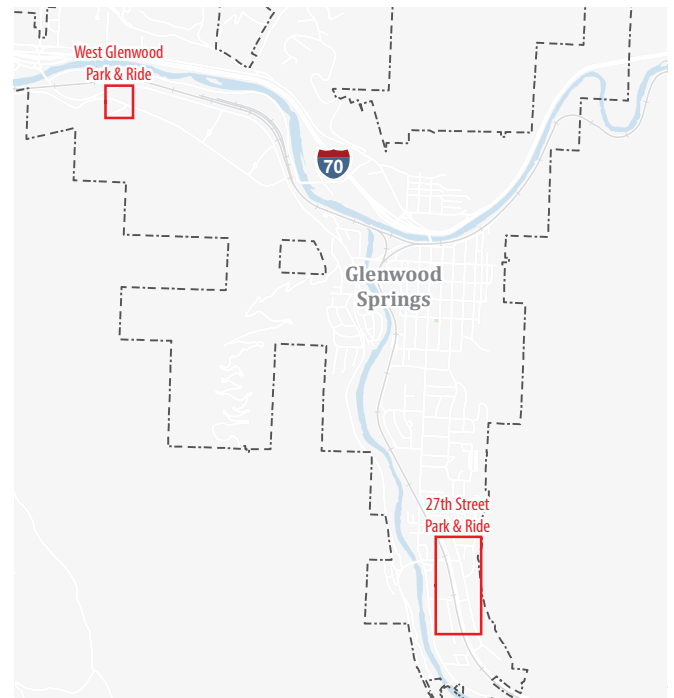
27th Street Park & Ride



West Glenwood Park & Ride



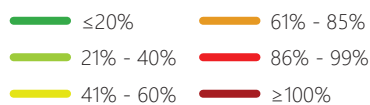
Location Overview



x Number of Parking Spaces

— No Parking

% Occupied On-Street Parking



% Occupied Off-Street Parking

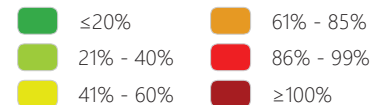
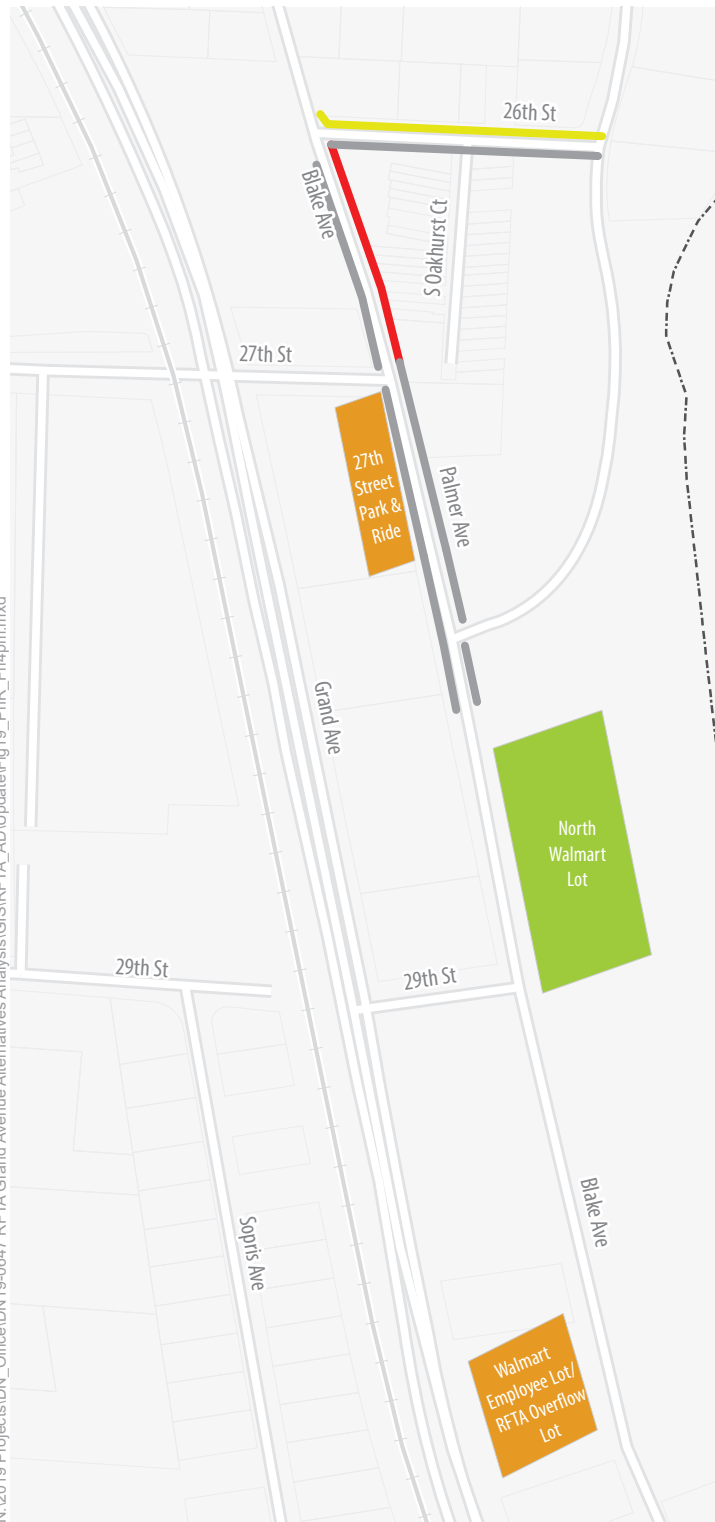


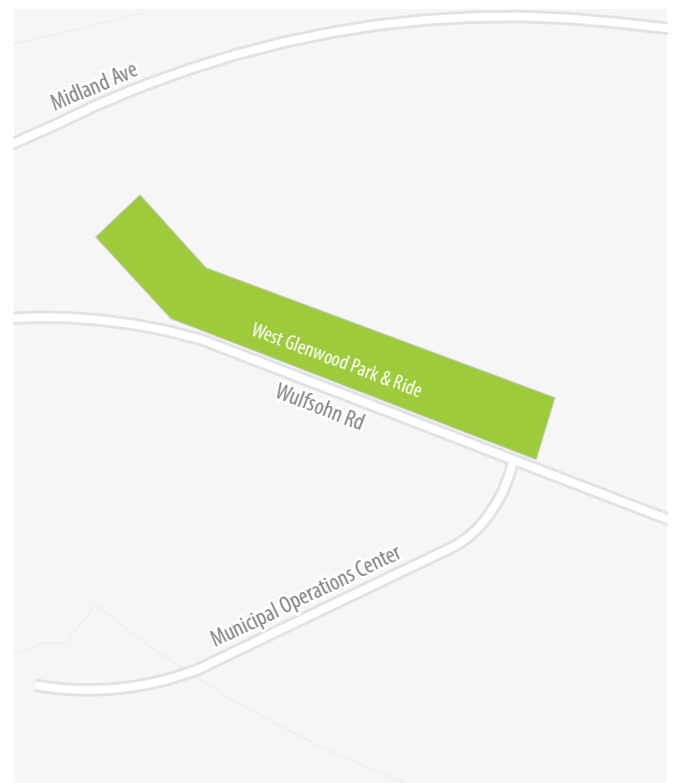
Figure 18

Glenwood Springs Park & Rides-
Winter Parking Utilization, Friday 9am

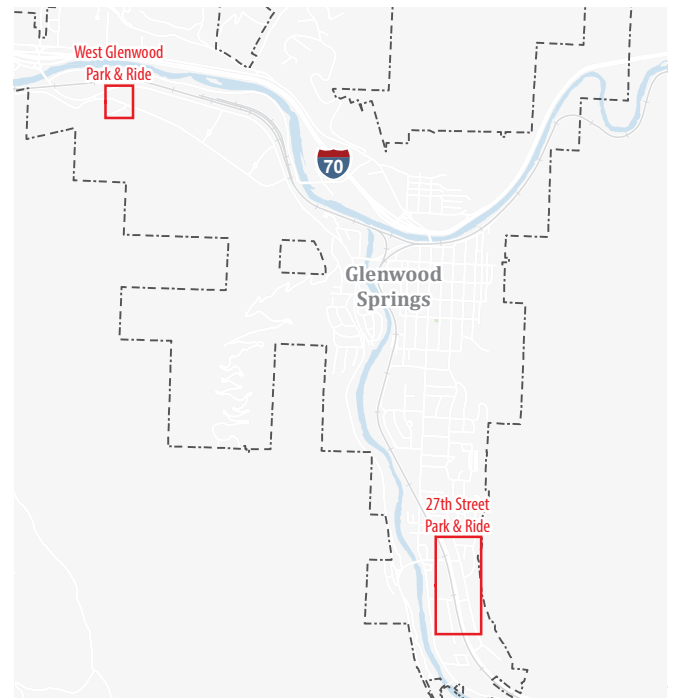
27th Street Park & Ride



West Glenwood Park & Ride



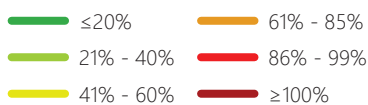
Location Overview



x Number of Parking Spaces

— No Parking

% Occupied On-Street Parking



% Occupied Off-Street Parking

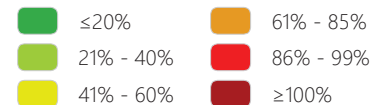
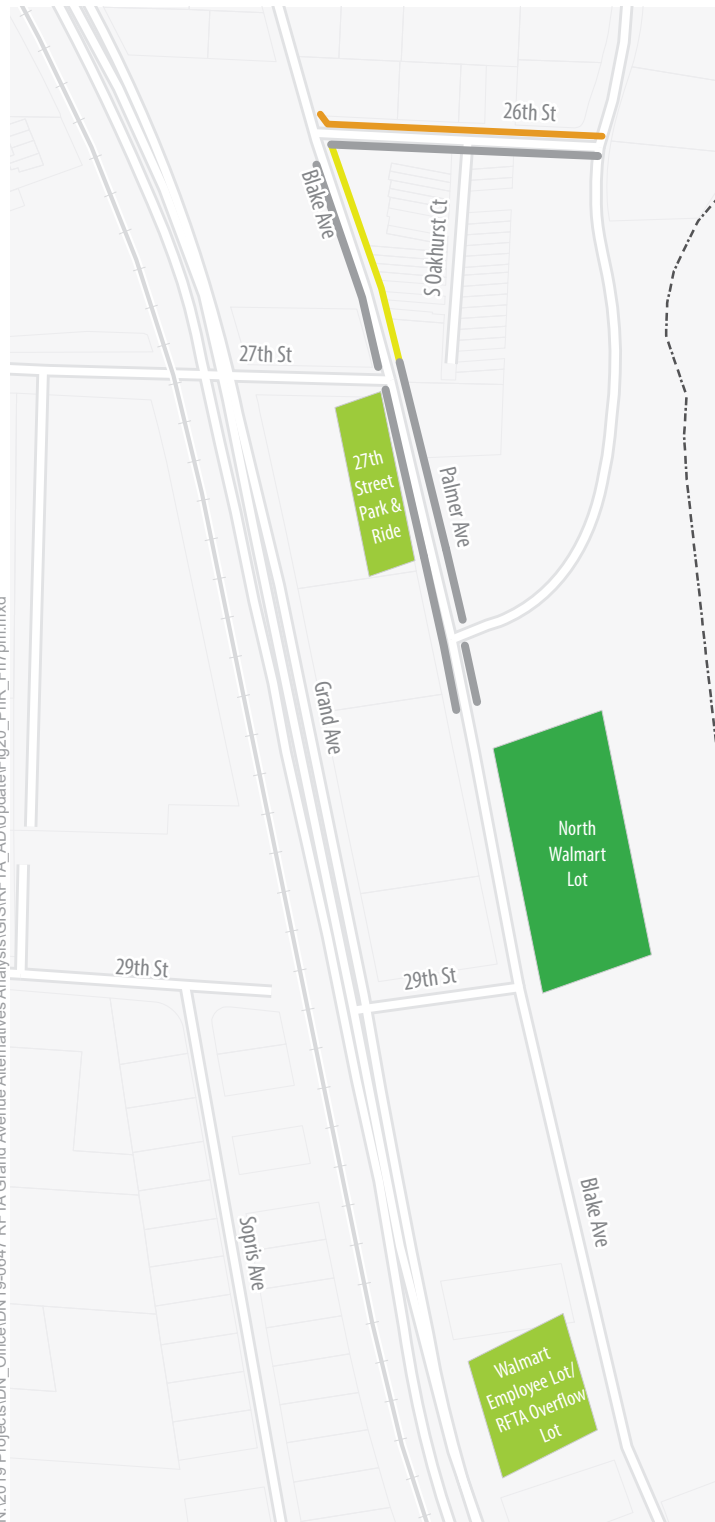


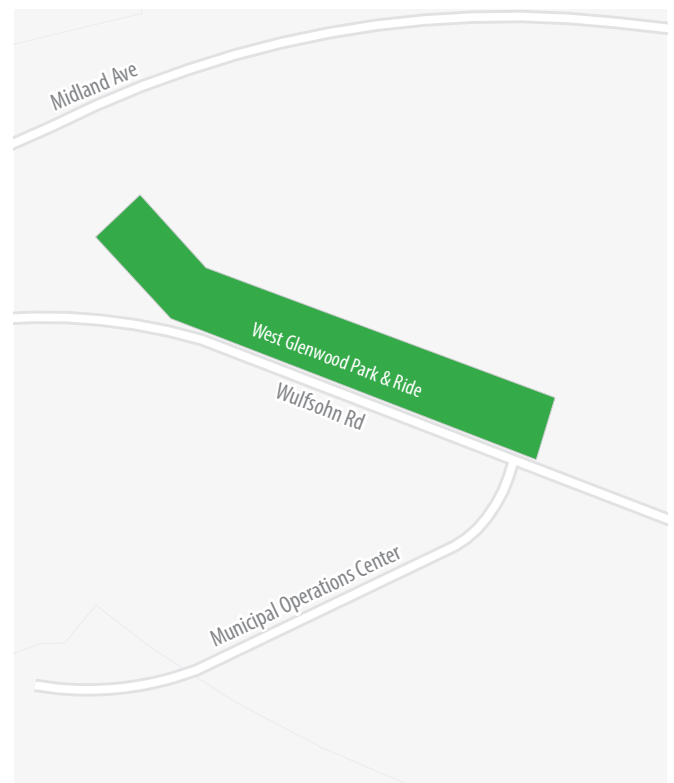
Figure 19

Glenwood Springs Park & Rides-
Winter Parking Utilization, Friday 4pm

27th Street Park & Ride



West Glenwood Park & Ride



Location Overview

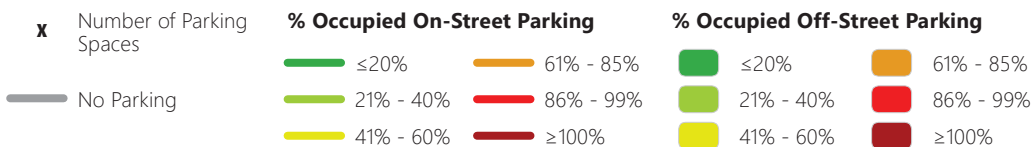
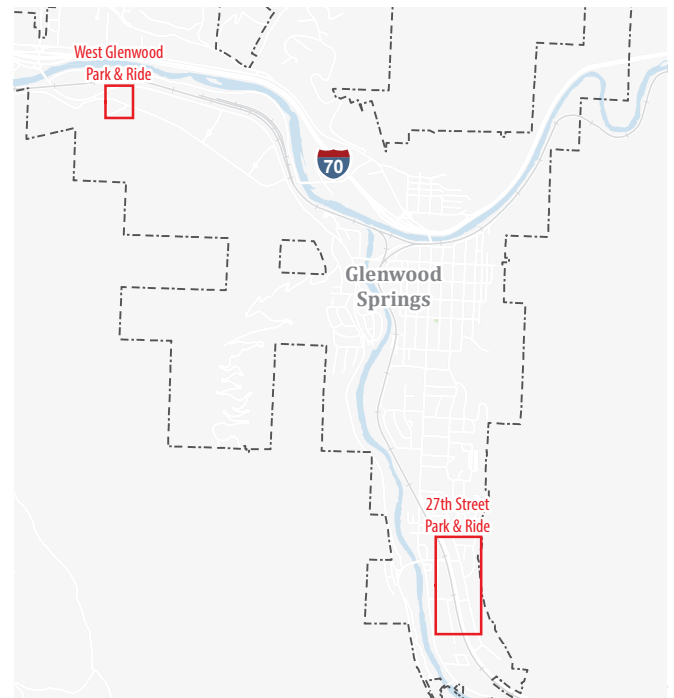
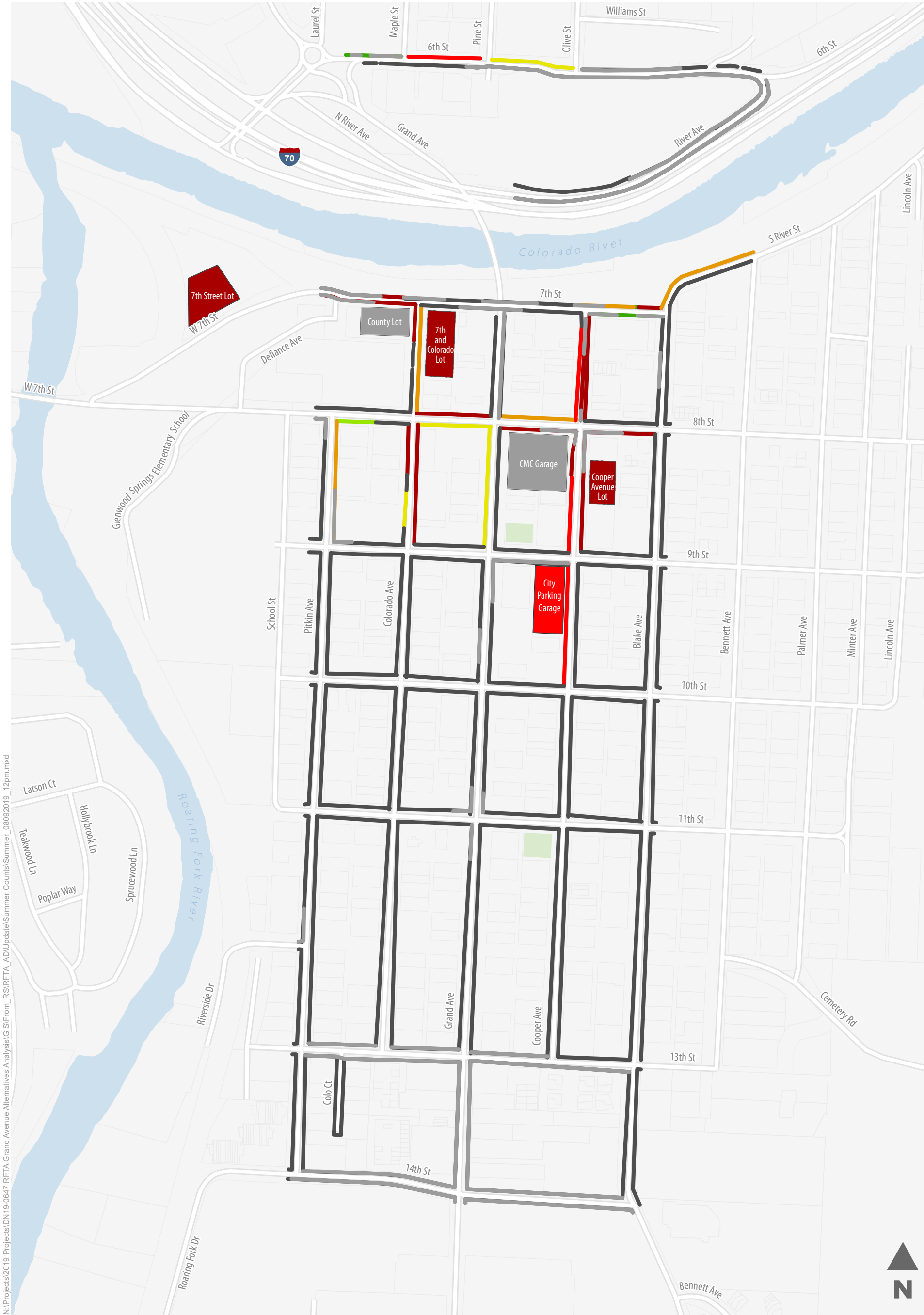


Figure 20

Glenwood Springs Park & Rides-
Winter Parking Utilization, Friday 7pm



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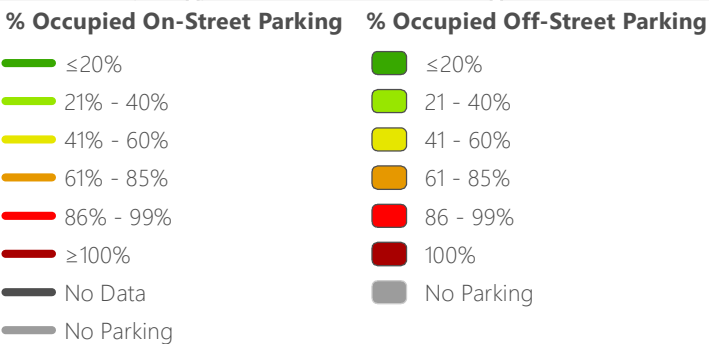
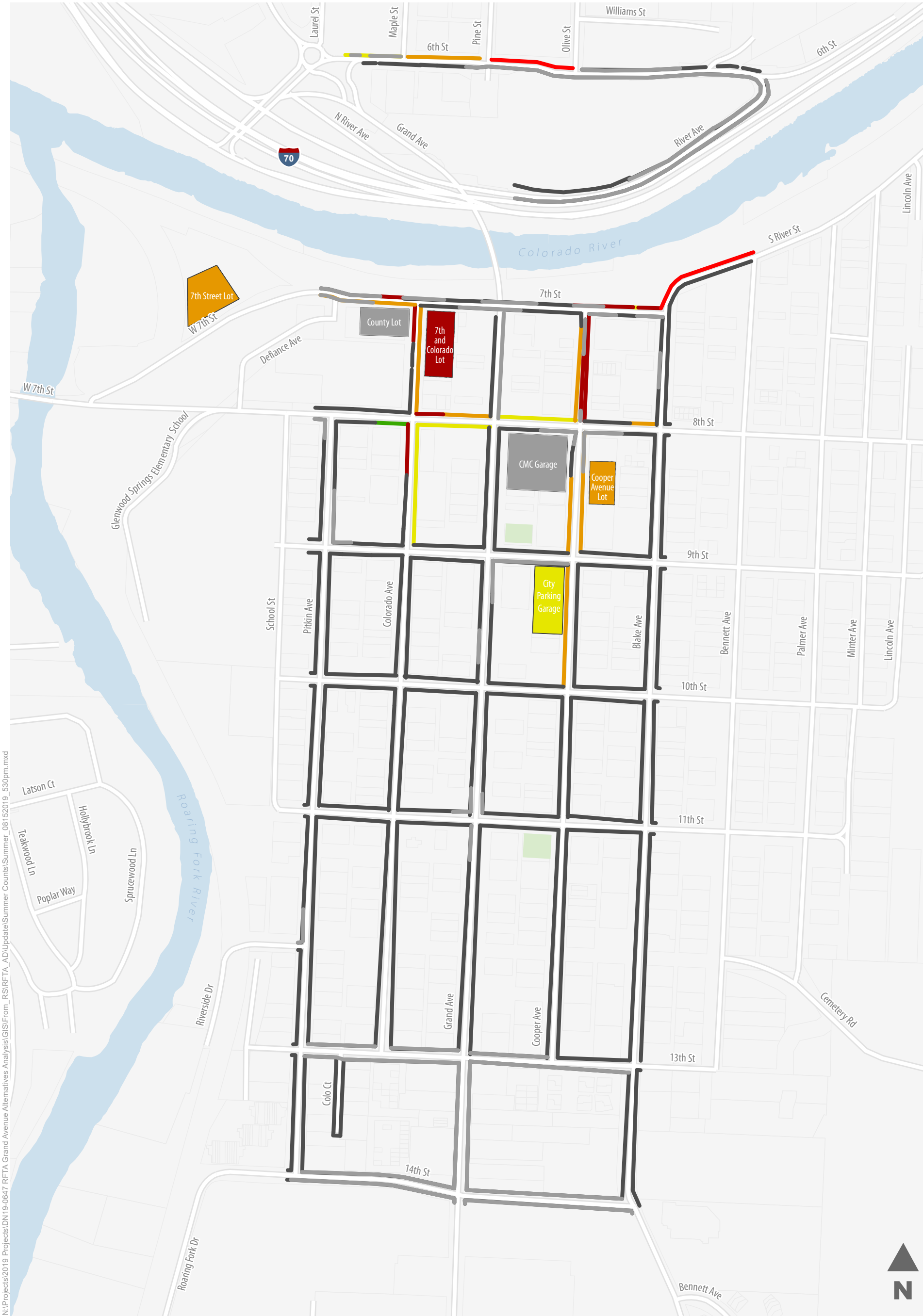


Figure 21

Downtown Glenwood Springs -
Summer Parking Utilization, Friday 12 pm



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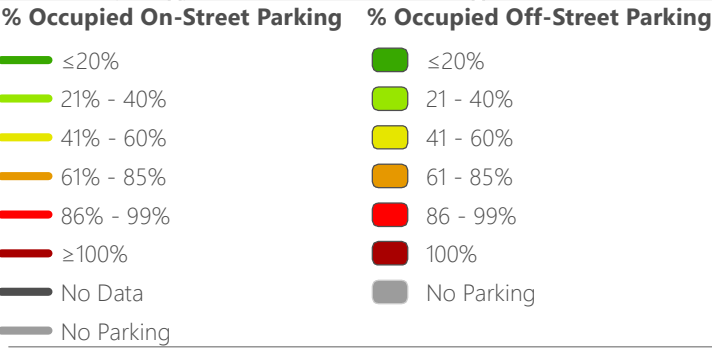


Figure 22

Downtown Glenwood Springs -
Summer Parking Utilization, Thursday 5:30 pm

Memorandum

Date: April 30, 2021

To: Emily Kushto, Parsons
David Johnson, RFTA
Terri Partch, City of Glenwood Springs

From: Patrick Picard, AICP and Charlie Alexander, PE, AICP

Subject: **MOVE Grand Avenue: Aspen Parking Program Case Study**

DN19-0647

Case Study for Glenwood Springs:

Aspen Parking Management Program

Staff from the City of Aspen's Transportation Department and Parking Department participated in a conversation with the members of the MOVE Grand Avenue project team on July 27, 2020. Staff from Aspen shared information about their parking program, including successes and challenges, some of which may be of value to the City of Glenwood Springs as they advance their parking management program. Key takeaways from that conversation as they relate to the City of Glenwood Springs parking management are highlighted below.

- **Parking Program Goals** – Understanding the goals of Aspen's parking program is important to understanding the strategies they have in place. There are two high-level goals of the parking program. One is to ensure there are always available on-street parking spaces downtown for people who want to park close to their destination. This is to ensure people can easily access businesses and to reduce congestion from people circling for parking. Aspen has set a goal of 85% occupancy of on-street parking spaces mostly by adjusting pricing and time restrictions. Second, the City has a larger transportation goal of keeping vehicle miles traveled into Aspen flat and uses the parking program as a means to incentivize other modes of transportation.



- **Parking is Integrated into the Transportation Program** – Parking management is a key tool in the toolbox for the larger transportation program in Aspen. The City recognizes the high value of parking in Aspen and leverages that value through pricing, permits, enforcement, and providing a variety of parking options to influence transportation in the City. Most parking downtown is paid. However, free parking is available at the Brush Creek Park & Ride, and all local bus service in Aspen (and from Brush Creek) is free, including Aspen's on-demand microtransit service, the Downtowner. Many employers also offer free bus passes (for regional service) in lieu of free parking. Bike share and car share programs are also available and free parking is available to those who carpool. Lastly, the parking program costs about \$2 million annually to operate, but generates about \$5 million per year in revenue. The surplus parking revenue is used to fund the bus system and other aspects of the transportation program. Therefore, the parking program is integrated into the larger transportation program using both the "carrot" (free bus, etc.) and the "stick" (paid parking) to incentivize people to use non-driving means to access downtown.
- **Progressive Pricing** – The pricing structure of the paid parking program is designed with a goal of 85% occupancy of on-street parking spaces. Therefore, parking is priced highest when and where demand is highest and gets more expensive the longer one parks. In the case of Aspen, this occurs between 11AM and 3PM on-street in the core of downtown during the summer and winter months. During this time, parking is most expensive. In addition, the public parking garage is less expensive and available for all day parking to direct people wishing to park for longer parts of the day, while on-street spaces are priced to cater to people who want convenient access over a shorter time frame. The pricing program also provides flexibility. For example, the first 30 minutes are free (once per 24 hours) to allow people who are making a quick stop downtown to do so without incurring a fee. This also incentivizes high turnover for businesses. In addition, the time restriction is capped at 4 hours (instead of 2) allowing people more time to shop and dine, but each additional hour gets more expensive. Therefore, most people still choose to park for a shorter period, but have the option to park longer if willing to pay for it. Lastly, the City manages spillover parking in the residential areas around downtown by providing residents with residential parking permits and allowing some commuter parking in residential areas through a permitting program.
- **Technology** – Much of Aspen's parking system is feasible because of the technology that is used for payment and enforcement. Aspen provides the option of kiosks as well as mobile payments through two mobile apps. The City is in the process of moving to entirely mobile payment and would like to expand to a total of five mobile apps replicating apps used in the most common home cities of Aspen tourists (such as Denver, Chicago, etc.) to make it as convenient as possible for visitors. Second, parking



enforcement officers have vehicles equipped with license plate readers (LPRs) that enable officers to cover a lot of ground in short period of time and conduct frequent checks.

- **Fines** – Aspen’s fine structure for parking violations has some similarities to Glenwood Springs, but is generally higher. First time offenses for most parking violations result in a warning given the high number of tourists unfamiliar with the area. Second time offenses result in fines of \$30 for failing to pay or exceeding a time limit, \$50 for parking in an illegal space, and \$100 for parking in a handicapped space or in front of a fire hydrant. For comparison, fines in Glenwood Springs are \$20 for all parking violations except illegally parking in a handicap space which is \$100. Many of those issued tickets in Aspen are repeat offenders and Aspen staff would like to move to a tiered system whereby the parking fines increase for each successive ticket.
- **Truck Loading** – Aspen has 17 loading zones in the downtown, some of which are only signed at certain parts of the day. The majority of loading activity occurs at five locations, and about 90% of loading activity is from trucks. Aspen explored regulating truck loading by certain times of the day, but this was infeasible given the distances many trucks travel to reach Aspen and the need for truckers to unload at different times of the day. Aspen is exploring using color coding in the future to delineate loading zones for different purposes or at different times of day.
- **Cost & Revenues** – As mentioned earlier, the parking program generates about \$5 million annually. The majority of the revenue is from paid parking. Less than 15% of revenue is generated by fines. In addition to paid public parking, the City also charges for construction parking, \$100 per day for spaces in the core and \$40 per space per day in the residential areas, which generates about \$700,000 annually. In comparison, Glenwood Springs generates about \$40,000 per year from parking violations downtown.
- **Data Monitoring** – Aspen uses an external data analyst to monitor several metrics of their parking program. This information is used to continuously make targeted adjustments to pricing and other aspects of their parking program to ensure its meeting their goals.
- **Messaging** – Changing parking regulations and in particular paid parking can be highly controversial. Aspen has learned over time the most effective means to mitigate public backlash is to stay in front of messaging and clearly communicate what is being implemented and why. Another key strategy is to closely monitor data to show the benefits of parking management strategies. For example, many downtown businesses were initially unhappy with the City’s shift to a progressive parking structure for fear of losing business with higher parking costs. The City agreed to a pilot program with



businesses and monitored sales tax revenue before and after implementation. After the pilot, data showed that sales tax revenue increased by over 10% after increasing pricing during high demand parts of the day as it increased the ability for people to find parking close to their destination. Similar to Glenwood Springs, many of the parking spaces in downtown Aspen prior to implementing the progressive pricing system were occupied by employees. By changing the pricing more on-street spaces became available for customers instead of employees.

It should be noted that Aspen and Glenwood Springs are different cities with different levels of parking demand, employment, tourism, travel patterns, and community goals. However, there are some parallels and both cities face many of the same issues related to parking. As Glenwood Springs makes improvements to parking management downtown, many of the key takeaways from Aspen's parking program listed above could also apply - albeit in a different context. Ultimately the parking strategies that Aspen uses are intended to achieve their larger economic, land use, and transportation goals. As Glenwood Springs makes adjustments to their parking management, strategies should be consistent and support the City's larger goals for their downtown and transportation system.

Applicability to Glenwood Springs

Some of the key parking management strategies Aspen currently uses that Glenwood Springs could adopt to improve parking and access downtown include:

- **Implementing Variable Pricing** – Implement variable pricing on-street so the cost of parking can shift over time depending on demand in order to ensure some parking is always available on all blocks (i.e. parking will be more expensive when and where demand is highest). This was a key strategy in reducing congestion and increasing business activity in Aspen.
- **Provide Flexible Parking Options** – This could include things like:
 - Offer free parking on-street for the first 30 minutes to make it easy and convenient for people to make quick stops at downtown businesses.
 - Extend parking time restrictions from 2 to 3 or 4 hours, but increase the price for each additional hour to allow more flexibility when dining and shopping downtown, but still incentivize high turnover.
 - Provide all-day parking in off-street public lots. Off-street lots may need to be converted to paid parking in order to ensure availability of parking but could be priced less expensively than parking on-street.
 - Implement flexible spaces. Designate some spaces as loading zones part of the day (when demand for loading is high) and on-street parking other times (when demand for loading is lower).



- **Leverage Technology** – This would include offering mobile payment options for paid parking and LPR technology to improve enforcement.
- **Invest in Transit and Other Modes** – Use excess parking revenues to invest in the transit network and other modes to increase the viability and attractiveness of non-driving modes as a means of getting downtown. This would help reduce growth in parking demand and traffic.
- **Address Employee Parking** – Many of the parking spaces in downtown Glenwood Springs, particularly in the off-street lots, are being used by downtown employees during weekdays. One of the most successful aspects of Aspen’s parking program was to free up parking downtown by dis-incentivizing use of the highest demand locations by employees. This allowed more availability of parking for visitors and people doing business, which has helped boost downtown business and sales tax revenue and reduce congestion from people circling for parking. There are a few ways Glenwood Springs could encourage the same thing, including:
 - Use pricing and regulations to incentivize all-day parking in lower demand areas outside the downtown core. This could include some of the residential areas to the south or an intercept lot like the West Glenwood Park & Ride.
 - Incentivize free bus passes for employees. The MOVE Grand Avenue project will significantly improve regional bus service downtown. An additional incentive for employees to choose the bus instead of driving would be to increase the number of employers that provide free bus passes to employees.
 - Provide free bus service in Glenwood Springs – If the City converts to paid parking downtown, one potential use of excess revenue would be to make the Ride Glenwood and other RFTA service free within Glenwood Springs, which, when combined with paid parking downtown, would further incentivize people to use transit to get downtown, particularly among employees.
 - Extend the VelociRFTA BRT to downtown Glenwood Springs and the West Glenwood Park and Ride. More frequent and faster service associated with the BRT will greatly improve non-driving access to Downtown Glenwood Springs. Additionally, if combined with free bus service in Glenwood Springs employees would have the option and could be encouraged to park in the West Glenwood Park and Ride for free and use the BRT to get to/from downtown for free. Many employees in downtown Glenwood Springs live in neighborhoods and communities west of Glenwood Springs. This would be similar to the arrangement that Aspen has where people can park for free in at the Brush Creek Park and Ride and ride the BRT for free into Aspen.
- **Messaging & Communication** - Given the controversial nature of parking, it will be important to clearly message changes to parking, gather input, and articulate the benefits that address concerns, particularly to downtown businesses and residents of the City.



- **Monitor & Adjust** – A key aspect of managing parking will be to collect data to see what is and what is not working and then use that information to make adjustments over time to pricing, restrictions, enforcement, communication, and other aspects of the parking program.

Memorandum

Date: April 30, 2021

To: Emily Kushto, Parsons
David Johnson, RFTA
Terri Partch, City of Glenwood Springs

From: Patrick Picard, AICP and Charlie Alexander, PE, AICP

Subject: Implementing Paid Parking in Downtown Glenwood Springs

DN19-0647

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Implementing Paid Parking

This memo provides a high-level guidance and our recommended next steps to consider for the City of Glenwood Springs as part of its implementation of paid parking in downtown Glenwood Springs. We also provide some preliminary guidance on pricing, geography, management strategies, technology, staffing, cost considerations and other actions necessary to implement a comprehensive paid parking program downtown.

The MOVE Grand Avenue – Parking Analysis & Findings memo (prepared separately) provides an overview of parking occupancy findings as well as key issues to consider as part of implementing a paid parking program. Additionally, we prepared a separate technical memorandum on a Case Study of Aspen's Parking Program which summarizes lessons learned and describes examples that may be useful for Glenwood Springs staff in advancing the parking program in Glenwood Springs, particularly as it relates to paid parking.

Next Steps

Outlined below are our recommended next steps for the City of Glenwood Springs to implement paid parking in downtown.

Step 1: Develop a Comprehensive Parking Management Implementation Plan

The MOVE Grand Avenue project provided an overview of parking inventory and occupancy at select times in downtown, as well as a summary of observed challenges, opportunities and recommendations related to parking and curb space management. The next critical step in advancing many of the recommendations from the MOVE Grand Avenue project (and summarized in this document) are for the City to develop a comprehensive Parking Management Implementation Plan.

Building off data collected during the MOVE Grand Avenue project, an Implementation Plan would clearly identify the problems associated with parking, which the community wants to address. Accordingly, the Plan would formulate objectives to directly move the needle in solving the problems while ensuring the strategies align with the City's stated goals. The plan should provide guidance on three major aspects of the parking program: policy, finance, and operations. The Plan will clearly define the timeline for implementation, associated costs (including revenue projections), and operational strategies, such as pricing, timing restrictions, enforcement, technology, etc. to achieve the program objectives. The Plan should be flexible to allow for modifications post implementation and should establish a clear set of performance metrics that define success.



Downtown businesses, employers, residents, the Glenwood Police Department, and other stakeholders should be closely involved in setting the goals and objectives and providing input at key milestones during Plan development. In order for paid parking to be successful, a majority of the downtown community (i.e. over 50% of stakeholders) should be in support before it is implemented. If sufficient support for paid parking is lacking, other strategies, such as enforcement, time restrictions, etc. can be pursued near-term and paid parking evaluated again in the future.

Key components of the Implementation Plan will include:

- **Identify the Problem(s)** - The community should identify the parking related problems to be addressed (for example, convenient parking is hard to find, excessive illegal parking, not enough loading areas or short-term parking, lack of employee parking, traffic congestion from circling for parking, etc.). The problems would be based on both objective data (such as parking occupancy data, parking citation data, etc.) as well as subjective input (such as the issues most important to the community).
- **Define Objectives** - Define the objectives of the parking program, and associated metrics of success, based on the identified problems (examples could include: achieve 85% occupancy on every block, increase downtown business activity, enhance availability of convenient parking, mitigate traffic growth downtown, grow transit ridership, reduce illegal parking, etc.).
- **Timeline of Actions** - Develop a clearly defined timeline for implementation with near-term, mid-term, and long-term actions with associated costs.
- **Allocate Expenses** - Define how revenue will be utilized towards a parking program that is solvent and achieves the stated objectives. For example, revenue should be used to cover the cost of enforcement, maintenance, and administration of the parking program and could also be used for strategic investments in technology, transit, bike share, a new parking garage, or other improvements to advance the goals of the parking program.
- **Get Input from Community** - Coordinate with downtown businesses, employers, and residents (listen to concerns and incorporate feedback into program elements). The Plan should be community driven.
- **Additional Data Collection** - Conduct a parking duration study to better set pricing and time restrictions by block and parking facility. This would include collecting data on parking turnover in 30 minutes increments on the most utilized blocks downtown as well as off-street public parking facilities. We recommend conducting a parking turnover analysis early in the process so that data can be presented to the community and stakeholders as part of identifying the issues and objectives within the Implementation Plan.



- **Preferred Technology** - Identify the preferred parking management technology (central parking management software, meters, kiosks, gates for parking facilities, merchant validation system, enforcement technology, etc.).
- **Operations Plan** - Define initial pricing scheme and restrictions for each block and the four public parking facilities.
- **Equity/Alternative Options** - Address equity concerns and expand mobility options especially for residents, visitors, and commuters that would be most impacted due to dependency on free parking. This should include alternative parking options, such as free or reduced-priced parking options, for short-term parking, in lower demand locations, or for carpoolers, and/or better access to transit (i.e., employer-provided bus passes, free local bus, more frequent service, etc.). It is recommended that the parking program be part of a holistic transportation program, including quality access to multiple modes for employees, residents, customers, and visitors travelling to or from downtown.

Step 2: Actions Prior to Implementing Paid Parking

Converting from free to paid parking will be a significant change to the City. It will impact how the City manages parking, including administration and enforcement, as well as user expectations. Addressing the public's concerns and providing an abundance of communication in terms of the rollout process, setting expectations, and relaying the anticipated benefits will be key to its success. Parking is always controversial, especially paid parking, and staying on top of the messaging will be essential to success. Additionally, it will take time to select a vendor and rollout the program and there several other small changes the City can make to wayfinding signage and curbspace regulations leading up to implementation.

Key steps for the City to take one year prior to rolling out the paid parking plan:

- Consider hiring an expert to solicit and evaluate vendor proposals and help with other aspects of program setup.
- Contract a parking vendor (to install and manage software and equipment).
- Establish a centralized parking management system (this is a software to manage permitting, dynamic pricing, data monitoring of both on-street and off-street parking).
- Budget for a permanent parking manager as well as other first year costs (salary and other costs of the parking program will eventually come out of revenue generated).
- Communicate changes to the public and inform on intended outcomes and benefits based on the Implementation Plan objectives.
- Educate the public and answer questions about how to use the system (when and where to park, how to use the technology interface, changes to permitting and enforcement, and alternative options for getting downtown). Focus should be given to downtown businesses, employers, and residents.



- Update parking wayfinding signage, and information to reflect planned changes and realign the community's expectations for parking in downtown.
- Consider starting with adjustments to residential parking permits and time restrictions prior to converting to paid parking. Examples could include reducing the area where residents with permits are exempt from time restrictions, eliminating overnight parking in some or all of the off-street parking facilities, converting the Cooper Street lot to 4 hour parking, and eliminating the exemptions to parking restrictions at the 7th & Colorado lot and strictly enforcing the 4 hour time restriction. More detail is provided in the Preliminary Recommendations section below.

Step 3: Actions During First Year of Paid Parking

The key theme for the first year of paid parking should be flexibility. An Implementation Plan based on data, with clearly defined community-supported objectives and performance metrics will have anticipated and mitigated many issues as part of the initial program design. However, following implementation there will inevitably be some tweaks needed. It is impossible to predict all the ways in which people will respond to the changes. Therefore, it will be important to closely monitor performance of the system and allow flexibility to adjust during and following the first year of rollout. The tweaks could include adjusting pricing, time restrictions, geography, permitting, enforcement, etc. It will also be important to allow time for people to adjust and keep lines of communication open. This may include offering a hotline where people can ask questions and provide comments, regularly meeting with the parking enforcement team, providing opportunity for feedback, and closely monitoring data.

Key actions during the first year of rollout include:

- Allow a 4-6 months of grace period before full enforcement:
 - Phase 1: Educate on new expectations (prior to and during the first year).
 - Phase 2: Issue warnings for paid parking violations (months 2-4).
 - Phase 3: Clearly identify when full enforcement will begin.
 - Phase 4: Begin full enforcement (4-6 months in).
- Keep communication lines open (hotline, host events, conduct surveys, document and analyze feedback, and communicate adjustments).
- Closely monitor performance measures.
- Make minor adjustments as needed.



Step 4: Program Maturation (Year 2+)

Following the first year of implementation, the City will know more about staffing needs, revenue, stakeholder comfort with changes, and generally what worked and did not work. Certain aspects of the parking program may need to be adjusted to improve operations to meet program objectives. This may include adjusting pricing, time restrictions, and location by hour, day, or season. Additional mid-term strategies can also be implemented to improve performance and operations. This may include expanding the geography, introducing additional technology, better addressing residential or commuter needs, improving transit service, or providing incentives (such as free bus passes, carpooling discounts, etc.). Strategies should generally follow the timeline identified in the Parking Management Implementation Plan. Long-term, the City may consider additional large-scale investments in the parking program such as a new parking garage, additional enhancements to transit service, or adjustments when the BRT is extended into downtown.

Recommended actions in years 2+ include:

- Second year refresher to the system: adjust pricing, geography, enforcement etc. based on data and feedback to better align outcomes with objectives.
- Communicate outcomes of the first year to stakeholders and collect feedback through a formal survey.
- Make adjustments to respond to changing travel behaviors post-COVID.
- Monitor evolution of technology and consider incorporating.
- Make additional improvements and investments as revenue grows.
- Make adjustments when BRT is extended into downtown.

Preliminary Recommendations

The Parking Management Implementation Plan will define exactly how Glenwood Springs will implement paid parking. However, we can offer several preliminary recommendations to get the City started. This includes high-level recommendations for the City to consider regarding when, where, and how much to price parking, what technology to consider, potential enforcement strategies, staffing, garage maintenance cost estimates, and resident parking management strategies particularly in regard to managing spillover parking that may result from paid parking in the commercial core.

Where and When

In general, we recommend paid parking to be implemented where and when parking demand is at, near, or exceeding capacity. This would include both on-street and off-street locations.



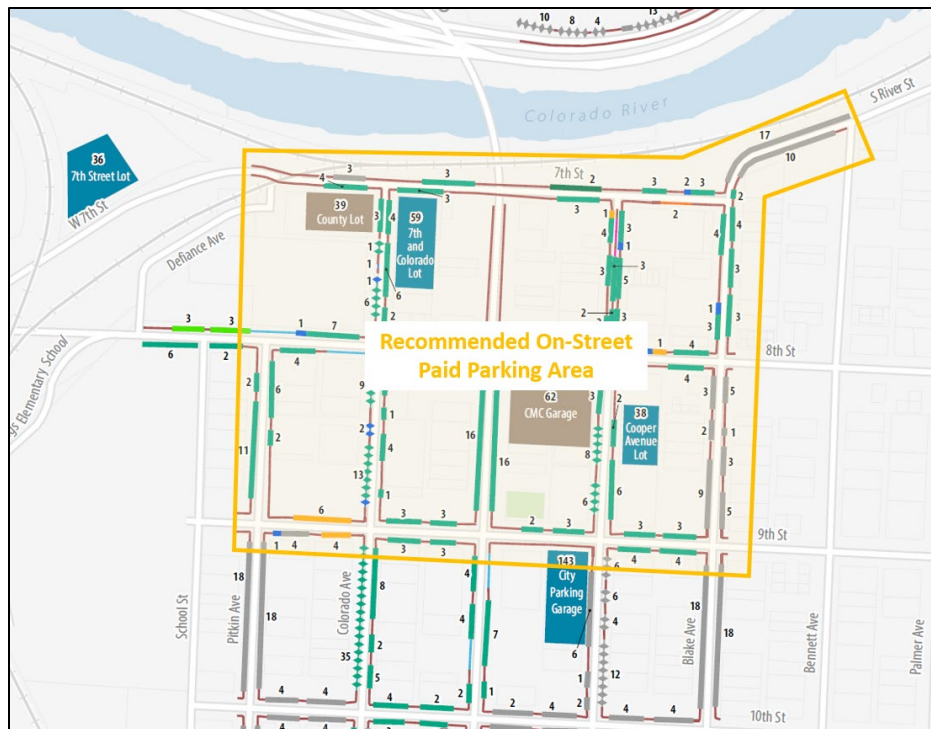
Dynamic pricing can be used to adjust pricing at different times of day and year to match demand and promote efficient use of the parking supply.

Where

On-Street

Data collected in this study demonstrated roughly an eight-block area where demand is high and paid parking appears most suitable. This includes the area from Pitkin Avenue to Blake Avenue and from 7th Street to 9th Street, see **Figure 1**. Demand was also high along 7th Street east of Blake Avenue during the day and evening (but not overnight). The City should consider extending the 2-hour time restrictions to this block and potentially converting to paid parking as well.

Figure 1. Recommended On-Street Paid Parking Area.



6th Street

6th Street was also included as part of the downtown inventory and parking occupancy analysis conducted as part of the MOVE Grand Avenue project and interest has been expressed for converting portions of this street to paid parking. However, given the influence of hotels on parking along this street combined with the relatively low occupancy rates observed in the winter in the 2-hour time restricted segments, we recommend collecting additional data before moving forward with paid parking.



The portion of 6th Street east of Pine Street is unrestricted and heavily influenced by demand for hotel parking. This segment was well occupied during the winter observation period and any changes to parking on this block should be closely coordinated with the hotels.

The two blocks west of Pine Street are signed for 2-hour parking on the north side. These blocks had low occupancy during the day, and moderate parking in the evening (most likely from spillover parking from the hotel after time restrictions expire). Given businesses along this street have expressed interest in paid parking to better manage demand, we would recommend that as part of the Parking Management Implementation Plan the City should collect summer occupancy data on weekdays and weekends and solicit input from the hotels and businesses on this block to see what issues they experience. If data shows this block is consistently full in the summer (and/or on weekends), and there is support from the adjacent businesses, then paid parking may be appropriate. Based on the winter weekday data alone, paid parking is not recommended along 6th Street west of Pine Street given the low rates of parking occupancy, but could always be added at a later date.

Off-Street

Parking occupancy data indicate parking demand is at or exceeding capacity in the summer at all four public off-street parking facilities (only two in the winter: the 7th & Colorado and Cooper Street parking lots). Therefore, paid parking is also recommended for all off-street parking facilities, although some may only be needed seasonally.

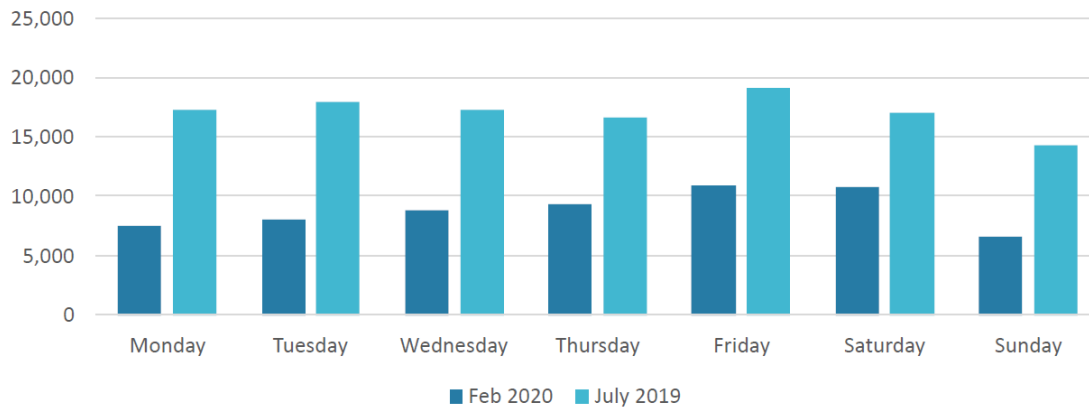
When

On-Street

Parking occupancy data shows that parking demand is moderate to high within the eight-block area identified above during the day on weekdays, and on most blocks in the evening as well. While field observations were not collected on the weekend due to COVID-19, StreetLight data, illustrated in **Figure 2**, suggests that demand may be just as high on Saturday. Based on this data it is recommended that paid parking be implemented on-street Monday through Saturday from 9 AM to 8 PM. StreetLight data suggests parking demand may be lower on Sunday, but additional data is needed to determine whether paid parking should also be implemented on Sunday. Winter data shows parking demand drops in the evening west of Colorado Avenue, which may mean parking can continue to be free in the evening on these block faces.



Figure 2. Average Daily Trip Ends 7th Street to 9th Street in Glenwood Springs (collected from StreetLight)



Off-Street

Winter parking occupancy data indicates that the Cooper Street Lot and 7th and Colorado Lot are at 100% occupancy between 9 AM and 4 PM on weekdays and at or near capacity in the evening. Based on this, we suggest both parking lots be converted to paid parking to increase availability of parking. Additionally, the City Parking Garage and 7th Street parking lot were observed to be below 80% occupied in the winter, but the same facilities were 100% occupied midday in the summers. This data suggests the City should consider converting these parking facilities to paid parking during business hours (9 AM to 5 PM), at least in the summer.

Similar to the on-street recommendations, it's likely that the Cooper Street and 7th and Colorado parking lots could also be priced on Saturday (and maybe Sunday). Additionally, the City Parking Garage and 7th Street parking lots may also warrant pricing on the weekend in the summer as well to manage demand. However, due to COVID-19, weekend occupancy data was not collected specific to the off-street parking facilities. Thus, as part of the Parking Management Implementation Plan, we recommended collecting parking occupancy data for the off-street parking facilities on Saturday and Sunday in the summer to determine which off-street facilities should also be priced on weekends.

It should be noted that overnight parking was observed to be 10%-40% occupied at all four off-street parking facilities in the winter, see **Table 1**.



Table 1. Off-Street Parking 5 AM Winter Occupancy Rates

Public Parking Lot	Non-Disability Public Spaces	5 AM Winter Occupancy
City Parking Garage	143	15% - 20%
Cooper Avenue Lot	38	35% - 40%
7th & Colorado Lot	59	20% - 25%
7th Street Lot	36	10% - 20%
Combined	276	20% - 25%

Parking occupancy at 5:00 AM is typically associated with residential demand. If residents are parking their vehicles overnight in these facilities, it is likely they are also storing their cars in the same parking facilities during the day. This consumes valuable parking that could otherwise be used by people trying to access businesses in downtown during the day. A more detailed parking duration and turnover study (as suggested earlier) would shed more light on how people are using these off-street parking facilities. If the same people are parking their vehicles overnight as well as during the day (essentially using these facilities as long-term storage), a first step prior to implementing paid parking would be to eliminate overnight parking in these off-street parking facilities. This strategy alone is likely to free up space for people to park in these facilities during the day and evening.

Dynamic Pricing

Dynamic pricing simply means that the cost of parking is more demand responsive and can be different for different times of the day, days of the week, times of the year and by location. Dynamic pricing is recommended to achieve efficient use of the parking supply, such as an 85% occupancy level. The City should use occupancy data from this study as well as additional data collected prior to implementing paid parking to set initial pricing. However, to achieve the optimal balance such that parking supply is not underutilized or overutilized, the City will need to monitor parking occupancy during the first year of implementation and make adjustments.

We recommend the following pricing strategies:

- Set the prices ahead of time so users know what to expect. When the City wants to change prices to better optimize occupancy rates, the changes should be communicated to the public in advance. We do not recommend that prices change in real-time.
- Set prices higher when and where demand is highest and minimal or free parking where demand is lower. As a management strategy, the City can use pricing to encourage greater use of less desirable spaces. As an example, off-street parking facilities further from the commercial core, such as the City Parking Garage and 7th Street Lot should be priced lower than the 7th & Colorado Lot, where demand is highest.



- Consider progressive pricing whereby the first hour is less expensive and successive hours get more expensive. This allows flexibility, providing an option for people to park longer, but also incentivizes higher turnover rate.
- Consider allowing free parking during the first 30 minutes (or maybe 60 minutes) once per day per vehicle. This would increase equity in the pricing structure, incentivize turnover, and increase business activity.

Time Restrictions

On-Street

Currently, most on-street spaces in the downtown core are time restricted, typically with a two-hour maximum during the day. Notable exceptions that were observed to have high parking occupancy include 7th Street, east of Blake Avenue and Blake Avenue south 8th Street, where parking is currently unrestricted. Additionally, there are a handful of single stalls restricted to 15 minutes as well as a few loading zones in the downtown core. Additional changes to the time restrictions should be informed by a more detailed parking turnover study which is recommended to be part of the Parking Management Implementation Plan. Time restrictions should be modified to best meet the demand and to achieve the City's larger parking objectives. If data from the turnover study shows demand is high for short-term parking, the City could consider converting additional spaces to 30-minute or 1-hour restrictions. Additionally, implementing paid parking provides more flexibility through the use of progressive pricing. For example, converting all the 2-hour time restricted spaces downtown to 4-hour, while using pricing to continue to incentivize short-term use could better achieve the same objectives as free time-restricted parking.

Off-Street

The existing time restrictions vary for each of the four off-street parking facilities. The 7th & Colorado parking lot is restricted to 4-hour parking. The 7th Street and Cooper Street parking lots are restricted to 24-hour parking and the City Parking Garage is restricted to 72-hour parking. Additionally, residents with permits can park in any of these facilities for up to 72 hours. Many of the spaces in these facilities are also used for all-day parking by downtown employees. In general, off-street parking facilities should provide longer-term parking than most commercial-fronting on-street spaces, which should generally be priced for higher turnover. However, the observed high use of these parking facilities suggests that the current time restrictions need additional adjustment so that some spaces are still available during the day. In particular, the 7th & Colorado and Cooper Street parking lots are in the heart of the downtown commercial area and are typically full during the day, even in the winter. Adjusting the time restrictions, eliminating exceptions to residents, and pricing these locations higher will provide more parking options to people trying to access downtown businesses and services. Additional turnover data collected as



part of the Parking Management Implementation Plan will reveal how long people are parking in these off-street facilities and better inform what additional adjustments to make.

Some preliminary recommendations on time restrictions to increase availability for public parking off-street, particularly for those trying to access downtown businesses and services, include:

- Implement no overnight parking (for example, No Parking 2 AM to 5 AM).
- Eliminate resident permit parking and employee parking exceptions at the 7th & Colorado parking lot, Cooper Street parking lot, and lower level of the City Parking Garage.
- Convert the Cooper Street parking lot from 24-hour to 4-hour maximum during the day
- Allow businesses to purchase monthly employee parking spaces in the 7th Street Lot and upper level of the City Parking Garage.

Table 2. Existing and Recommended Time Restrictions at Off-Street Parking Lots

Public Parking Lot	Existing Time Restrictions	Recommended Time Restrictions	Existing Exceptions	Recommended Exceptions
City Parking Garage	72 hour	All day (no overnight)	N/A	Could allow free resident with permits and employee reserved on upper level
Cooper Avenue Lot	24 hour	4 hour (no overnight)	Resident permits	None
7th & Colorado Lot	4 hour	4 hour (no overnight)	Resident permits and certain employees	None
7th Street Lot	24 hour	All day (no overnight)	Resident permits	Consider resident permits

Equity in Pricing

We also recommend that the issue of equity be considered as part of the Parking Management Implementation Plan and incorporated into the objectives that emerge from that plan. Without a well-crafted plan, simply charging for parking can have the negative effect of only serving people who can afford to pay for parking. Providing alternative options for those who need to access downtown but have fewer resources to pay for parking will be important. It will be critical to work with downtown employers to better understand their employees commuting needs when crafting the Implementation Plan.



There are several strategies for the City to consider such that implementing paid parking leads to a more equitable transportation system in downtown:

- Provide free short-term parking. For example, allow the first 30 or 60 minutes free once every 24 hours – similar to Aspen’s progressive pricing scheme.
- Use part of the revenue to invest in non-automobile modes, particularly transit. Revenue generated from paid parking can be reinvested to make transit service more convenient. Transit tends to be disproportionately used by lower-income portions of the population, so investments in transit will provide direct benefits. Some examples include: provide more frequent transit service, convert local transit service to fare-free, provide free bus passes to downtown employees, offer free or discounted on-demand shuttle services.
- Invest in extending the VelociRFTA BRT to downtown Glenwood Springs and the West Glenwood Park & Ride and use the West Glenwood Park & Ride as an intercept lot. This would give employees a fast, frequent, and reliable non-driving option to get downtown. Parking revenue could also be used to make the service within Glenwood Springs free, which would allow the downtown employees (many of which come from the west) to park at the West Glenwood Park & Ride and take the bus for free into downtown.
- Dedicate free or reduced-fare parking to downtown employees in lower demand locations through a permit program.
- Offer free parking spaces to commuters who carpool.

Technology

The technology related to paid parking has advance significantly in the last decade and continues to evolve. Technology has made it more convenient and efficient for people to find and pay for parking, it has improved the efficiency of enforcement, and allows for better data management and flexible pricing, such as dynamic and progressive parking pricing.

There are many different types of technology for the City to consider when converting to paid parking. Based on the context of downtown Glenwood Springs and our experience in other communities, we recommend the City consider the following technologies when soliciting a parking vendor:

- **Invest in a centralized parking management system** - This is a software system that can be used to manage permitting, provide dynamic pricing, collect and analyze occupancy data, and provide wayfinding to customers for both on-street and off-street parking.
- **Use kiosks instead of individual meters** – Kiosks are generally more affordable to install and maintain than individual meters as only one or two are needed per block face instead



on one per parking space. They also take up less sidewalk space and have a better user interface. Kiosks can be used for both on-street and off-street parking.

- **Allow payment through mobile apps** – Most vendors today provide mobile apps that allow customers to pay for parking with their smartphone. This will improve convenience, especially for repeat users whose information will all be saved on the app. Some communities, including Aspen, have or are considering switching entirely to mobile payments.
- **Try to use the same mobile apps as nearby communities** – Using an app that many people in the region are already familiar with will make it more convenient for residents and visitors to find and pay for parking.
- **Use license plate recognition (LPR) technology for enforcement** – LPR technology will allow parking enforcement officers to more efficiently identify offenders and issue tickets. This technology will be necessary as part converting to payment through mobile devices. The improvement in efficiency from LPR technology will help augment its cost.

Staffing

As part of converting to paid parking downtown, we anticipate that Glenwood Springs will need 1.5 to 2 additional full-time positions to manage and enforce paid parking at least to start. Additional staff may be needed in the future if the program and geography expands. Both positions would be funded from revenue generated by the parking program. New positions include:

- A parking manager – To manage the parking program including contracting with the parking vendor, overseeing the permit program, analyzing parking data, planning, and managing other aspects of the parking program.
- Additional parking enforcement officer – Glenwood Springs currently employs one full time parking enforcement officer downtown. Use of LPR technology will increase the efficiency of parking enforcement, but expanding enforcement to evenings and Saturdays will require at least one additional part-time or full-time enforcement officer.

Costs

Detailed costs and revenue projections will be developed as part of the Parking Management Implementation Plan. The City should anticipate costs for developing that plan as well as startup costs during the first year of implementation to line up a vendor and make initial improvements. These initial costs will depend on the scope of the Plan and scale of changes the City is interested in pursuing. Once paid parking is in place, all the costs of managing the parking program, including enforcement, administration, and maintenance of parking facilities will be covered by revenue generated from paid parking, parking tickets, and parking permits.



Maintenance Cost

Maintenance of the City's off-street parking facilities as well as the curbspace should be considered as part of the cost of the overall parking program. One of the most significant annual maintenance costs will be for the City Parking Garage. The 143-space, two-level parking garage at 9th Street and Cooper Avenue represented both a significant investment by the City when constructed in 2013 and is a valuable long-term asset to downtown parking. Research shows that the typical cost for maintaining a parking structure ranges from about \$325 per space/year to \$425 per space/year (adjusted for 2021 dollars), and the cost will increase each year the structure ages.¹ These typical costs would equate to about \$45,000 to \$60,000 per year (in 2021 dollars) on average to maintain the City Parking Garage (Note: these are typical costs and a more detailed analysis is needed to understand maintenance costs specific to this garage). Implementing paid parking would provide a revenue source for the City to cover the cost of maintenance while improving access to downtown.

Resident Parking and Managing Spillover

As part of implementing paid parking downtown the City should also reevaluate its resident permit program and regulations on residential streets adjacent to the commercial core of downtown to align with the program's objectives. The two primary issues for the City to consider when implementing paid parking are:

- The structure of the residential permit program (which currently exempts residents with a permit from time restrictions downtown on most streets)
- Management of spillover parking on residential streets from people trying to avoid paying for parking downtown

Recommendations for addressing both these topics are addressed below.

Modifying the Resident Permit Program

We recommend the City consider the following changes to the resident permit program as part of converting to paid parking:

- Exemption that allows residents with a permit to park in 2-hour time restricted parking spaces for up to 72 hours north of 9th Street should be removed with the exception of Blake Avenue south of 8th Avenue. Winter parking data collected at 5:00 AM illustrates resident parking demand north of 9th Avenue is primarily concentrated on Blake Avenue.

¹Chrest, Anthony P., et. al. *Parking Structures, Third Edition, Planning, Design, Construction, Maintenance & Repair*. Springer, 2001.

Gupta, Pawan R. and Shiu, K. Nam. *Effective Repair and Maintenance Strategies for Parking Structure*. Concrete Repair Bulletin, July/August 2014.



- Overnight parking should not be allowed in the off-street parking facilities. As mentioned earlier, all off-street parking facilities were observed to be utilized to some extent overnight. Many of these vehicles are likely residents using these facilities for long-term parking. By not permitting overnight parking more spaces will be available during the day for people who want to park and access businesses downtown.
- Residents should not be allowed to park for free with parking permits in the off-street parking facilities. If there is demand the City could issue monthly parking permits for a reasonable cost to park in the upper level of the City Parking Garage.

Managing Spillover Parking

As mentioned earlier in this document, implementing paid parking in the downtown core could result in more people parking in the residential areas south of 9th Street to avoid paying, which may make it more difficult for residents to find parking near their home. Residential parking intrusion is a common side-effect in communities with paid parking. A few strategies are recommended to mitigate this occurrence:

- Convert all the on-street spaces between 9th Street and 10th Street to 2-hour free parking, but allow exceptions for residents with permits.
- Alternatively, if this strategy does not work, the City could convert this one-block buffer around the paid parking area to resident parking-only using a permit program.
- Lastly, it will be important to monitor spillover impacts during the first year of paid parking and adjust regulations and the geography accordingly to mitigate issues.

Summary

Findings from the parking and curb space analysis conducted as part of the MOVE Grand Avenue project demonstrate that there is sufficient demand for parking downtown to justify implementing paid parking so long as there is sufficient community support. Paid parking is a tool the City could use to better manage parking downtown when and where demand is high.

Some of the benefits of implementing paid parking include:

- Increasing the availability of convenient parking;
- Reducing congestion caused by circling for parking;
- Increasing parking turnover to generate additional business activity;
- Generating a reliable revenue source to fund the parking program (including maintenance, administration, and enforcement); and



- Generating funds that can be used to improve multimodal transportation access to downtown in alignment with the community's goals (such as improved transit, free transit, bike share, other TDM strategies, an additional parking garage, etc.).

To advance paid parking downtown, we recommend the City develop a Comprehensive Parking Management Implementation Plan, which would define the objectives and provide a detailed implementation strategy. The Plan would cover three main topics: policy, finance, and operations. We also provide several preliminary recommendations for how the paid parking program could be implemented based on data collected as part of the MOVE Grand Avenue study.



City Council
STAFF REPORT
City of Glenwood Springs
July 15, 2021

Agenda Item: Minutes from July 1, 2021 Council Meeting

Action Requested: Minutes from the July 1, 2021 City Council Meeting.

Department: City Clerk

Presented By:

Background Info:

Issues:

Staff Recommendation:



MINUTES
CITY OF GLENWOOD SPRINGS
REGULAR CITY COUNCIL MEETING
JULY 1, 2021
101 W. 8TH STREET
6:15 PM

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 in agenda items indicate approximately where the item can be found on the YouTube video timeline.

REGULAR SESSION

:04 Roll Call

Present: Mayor Godes, Mayor Pro-Tem Willman, Councilor Kaup, Councilor Stepp, Councilor Hershey, Councilor Davis. Also present were Debra Figueroa, City Manager; Jenn Ooton, Asst. City Manager, Matt Langhorst, Director of Public Works, Brian Smith, Director of Parks and Recreation and Karl Hanlon, City Attorney.

:05 Councilor Hershey moved, seconded by councilor Kaup , to go into Executive Session for the purpose of conducting a conference with the City Manager and City Attorney for the to discuss the City's purchase, acquisition, lease, transfer or sale of real property; determining positions relative to matters that may be subject to negotiations, developing strategy for negotiations, and instructing negotiators, and to receive legal advice in accordance with C.R.S. 24-6-402(4)(a), (b) and (e). No Council member has a personal interest in the property, acquisition, or sale. We are talking about the boat ramp lease renewal in West Glenwood and pending or threatened litigation related to the Glenwood Springs Municipal Airport.

Motion passed unanimously.

Karl Hanlon, City Attorney, informed the audience that the Council will go off Zoom, no action will be taken during the Executive Session and Executive Session will adjourn and reconvene into the Regular Session at 6:15 pm.

EXECUTIVE SESSION

RECONVENE REGULAR SESSION

:06 Pledge of Allegiance

Mayor Godes led the Pledge.

:07 Agenda Changes and Conflicts

No conflicts offered.

:07 Citizens Appearing Before Council

Janell Togno, Cooper Avenue, wanted to again discuss wildlife vehicle collisions on Highway 82. She stated she had a petition with two hundred and eighteen signature of Roaring Fork Valley citizens who agreed this required action. She is available to give a presentation if requested by Council.

Mayor Godes commented that Councilor Wussow joined the regular session.

Jennifer Vanion, Minter Avenue, wanted to discuss the RFP for South Canyon from the last regular meeting. She said the City had paid the Historical Society to produce a study and assessment of the historical value of South Canyon which should be completed this summer. The City should be patient and requested the Council wait for its completion before taking further action.

Breanna McCullum, Columbia Court, requested that the Council retract the motion for the South Canyon RFP and community input. She does not believe that most citizens agree with the sixty-day RFP and that the Parks and Recreation staff report should be followed by more community and stake holder input.

Jim Olp showed his support for Jennifer Vanion and Breanna McCullim.

:15 Council Comments

Mayor Godes stated that the comments regarding South Canyon are fair, and staff should be given until the end of the year with public outreach and publish an RFP. Councilor Stepp agreed that more time and more thought should go into the process with the incorporation of a citizens group.

:18 Mayor Godes moved, seconded by Councilor Stepp, to give staff enough time to complete the public process and an RFP will go out by the end of the year, and staff to determine if they need a group, if it is helpful or more work.

Ayes: Davis, Wussow, Godes, Kaup, Stepp

Nays: Hershey, Willman

Motion passed 5-2.

Councilor Hershey wanted to thank Alissa Owsley, Director of Information Systems, and the IT staff for everything they have done setting up the Zoom meetings during the last sixteen months and hoped to return to in-person meetings very soon.

Councilor Kaup commented about the tragic shooting in Arvada and requested a moment of silence to reflect on the lives lost including a Police Officer and a Good Samaritan. She also wanted to make special note of Glenwood Springs Police who protect, serve, and perform such a difficult job in the community every day.

Councilor Stepp received a telephone call from a citizen who said that the link for the poll did not work. Debra Figueroa replied that it was released to the community and asked Councilor Stepp to have the citizen contact her direct. Councilor Stepp wanted and received clarification that the wildlife corridors, raised in the public comments, were in fact on County property. She asked if Broadband was city wide. Debra Figueroa replied that Broadband is not city wide yet and she would get an update to Council. Councilor Stepp also wanted and received clarification if the property behind Wal-Mart had been cleaned, what was the next step for City and Council involvement and requested that it be a future agenda item.

Councilor Wussow commented that she is in Wyoming, and she has seen firsthand the employment issues that Montana and Wyoming are experiencing. She, like other Councilors, had received an email from the Colorado Water District asking the Council to consider permanent water restrictions, that stated the City should look at how water is managed in the community and a dialogue should happen about possible restrictions. Debra Figueroa replied that an extensive work session was planned to start looking into water management issues.

Mayor Godes addressed Councilor Hershey's comment regarding Zoom and looked forward to in-person meetings soon. He wanted to thank the Public Works Department for their excellent work in dealing with the mudslides and local water issues. He wanted staff to continue to make those hard leadership decisions concerning water management.

:31 Motion for Consent

:31 Mayor Pro-Tem Willman moved, seconded by Councilor Stepp, to approve the consent agenda.

Motion passed unanimously.

:32 Debris Flow Update and Response

Matt Langhorst, Director of Public Works, Leanne Miller, Design Engineer and Warren Hayes, Water Treatment and Wastewater Plant Superintendent, presented an update regarding the recent Grizzly Creek Fire Water event, the debris flow that followed and the impact on water quality. Councilor Stepp asked about the possibility of future events. Matt Langhorst replied that they had been focused on debris flow that would damage the intakes, but from this event they can see the problem was numerous smaller debris flows, however similar events will happen due the scar burn and lack of vegetation. There still is a lot of debris on the slope above the creek and this could continue for years. Councilor Kaup asked about and what could be done to protect against future events. Langhorst replied that depending

on where the rain falls, inlets could be closed off, and emergency restrictions could be imposed to allow for only essential domestic water use. He wanted to thank Parks and Recreation and the Streets Department for all their help in getting water shut down throughout the city. Mayor Godes commented that Parks and Recreation could place a future budget item for automating their sprinkler system.

1:01 | Landfill and Recycle Center Hours of Operation Updates and Employee Request.

Matt Langhorst, Director of Public Works, and Liz Mauro, South Canyon Landfill Manager, presented a modification to the Landfill and Recycle Center hours to 8:00 am to 4:15 pm Monday through Thursday and 9:00 am to 1:00 pm Saturday, and requested a new full-time employee to reduce the 59 hours of overtime currently worked at the City Landfill and Recycle Center. Councilor Stepp asked if 10:00 am to 2:00 pm on Saturdays had been considered. Liz Mauro replied that it been considered but operators overwhelmingly preferred the 9:00 am to 1:00 pm period. Councilor Kaup asked if the overtime was built in as part of normal operations and if operational costs would allow for a new employee. Mauro said it is not normal. Langhorst replied that the amount of overtime is not sustainable and that there is enough to fund a new employee while maintaining a balance between operation and maintenance costs and capital projects.

1:16 Mayor Godes opened for public comment.

1:16 Mayor Godes closed for public comment.

1:16 Councilor Davis moved, seconded by Councilor Wussow, to accept staff's recommendation recommending the approval of the proposed landfill and recycle center hours of operation changes and the addition of the new FTE to the landfill in 2021, for reasons noted within the staff report.

Mayor Pro-Tem Willman stated his concern for commercial haulers and the public. He commented that previously the recycle center in the city was only opened three days a week and asked if it needed to be opened for four days a week, instead he recommended taking it back to three days and opening it longer on Saturday.

Councilor Stepp affirmed Mayor Pro-Tem Willman's comments and requested that Councilor Davis adjust the Motion to 10:00 am to 2:00 pm on Saturday. Councilor Davis replied that he is confident staff has looked at the time issue extensively and does not modify the Motion.

Councilor Kaup commented that if people miss the closing time, they still have the option to go to the Garfield County Landfill as they are open until 4:00 pm.

Councilor Wussow commented that she trusts the staff and if they receive feedback that the new time does not work it can be adjusted and calls for the vote.

Ayes: Godes, Hershey, Wussow, Davis, Kaup

Nays: Willman, Stepp

Motion Passed 5-2.

1:25 RFP 2021-16P Blake Ave Asphalt Award

Matt Langhorst, Director of Public Works presented on the status of Blake Avenue. The waterlines have been replaced, concrete has been poured and there have been upgraded power lines, new storm sewer and inlets need to be installed. Other Blake Avenue projects between 23rd and 26th street are currently on hold and may not start until 2022 due to budget and utility requirements.

1:33 Mayor Pro-Tem Willman moved, seconded by Mayor Godes, to approve the award for RFP 2021-16P to United Companies in the amount of \$67,541.45.

Mayor Pro-Tem Willman thanked Jake Velasquez for the good work and minimal disruption during this project.

Motion passed unanimously.

1:34 Ordinance 07, Series of 2021 - Changes to Title 070.045.120
Affordable and Workforce Housing

Hannah Klausman, Assistant Director of Economic and Community Development, presented. Changes to Title 070.045.120 are amending the geographic employment requirements for the voluntary program, amending primary occupant qualifications for the voluntary program to clarify disability benefits criteria, and amending the inclusionary zoning standards to add an exemption for nationally registered Historic Buildings.

Mayor Pro-Tem Willman asked if the Council need to make findings in the proposal. Karl Hanlon, City Attorney, replied that this is an extension of previous work, so it is fine.

1:38 Mayor Godes opened for public comment.

1:39 Mayor Godes closed for public comment.

1:39 Councilor Kaup moved, seconded by Councilor Hershey, to approve Ordinance 07, Series of 2021 amending a portion of Title 070.045.120 related to Affordable and Workforce Housing.

Motion passed unanimously.

1:40 Resolution 2021-14 Community Housing Guidelines

Hannah Klausman, Economic and Community Development presented Resolution 2021-14. Add language to the Housing Guideline Document that amends the voluntary program to match the geographic employment requirements of the inclusionary zoning.

Councilor Kaup asked if buildings on the Historic Buildings Register have a requirement to not be included in the inclusionary zoning, or is it a State requirement or just the difficulty in upgrading those buildings. Klausman replied that it is not part of those requirements but there are many hoops to jump

through when registered historic buildings are remodeled as they are held to quite a few standards, but this change does not affect many buildings in the city.

1:44 Mayor Godes opened for public comment.

1:44 Mayor Godes closed for public comment.

1:44 Councilor Kaup moved, seconded by Councilor Stepp, that Council adopts Resolution 2021-14 adoption of the Housing Guidelines for Inclusionary Zoning.

Motion passed unanimously.

1:45 Recess

1:56 RAISE Grant

Terri Partch, City Engineer, presented. Matching funds of \$1,404,736.88 are required for this Federal grant to support the 6th Street reconstruction and the 8th Street widening projects. The construction estimate of the projects is \$5,393,105.78 and the city's matching funds would be twenty-six percent of the project total. Glenwood Springs was invited by CDOT to participate in the RAISE Grant and together with the City of Grand Junction and the City of Rifle, will form a collaboration of Western Slope communities to compete for the grant at a national level. Debra Figueroa commented that the city had put away 1.7 million dollars for the 6th Street project and have also applied for 1.2 million dollars from CDOT. The best outcome is to get the CDOT grant which would take the place of 1.2 million dollars of the matching amount, so the city would end up putting in \$300,000 for both projects.

2:03 Mayor Godes opened for public comment.

2:03 Mayor Godes closed for public comment.

2:03 Mayor Pro-Tem Willman moved, seconded by Councilor Stepp, to authorize staff to apply for the RAISE Grant and commit a matching fund of around 1.4 million dollars as set out in the staff memo for matching funds for the RAISE Grant.

Councilor Kaup requested further clarification of the figures.

Debra Figueroa explained that it was packaged together because it was a regional grant, and the city is using the money for 6th Street as the match for 8th Street and that CDOT was aware and suggested leveraging the money given to communities with federal dollars.

Ayes; Willman, Kaup, Godes, Wussow, Davis, Stepp

Nays; Hershey

Motion passed 6-1

2:06 Silver Sage Revised Proposal

Brian Smith, Director of Parks and Recreation, and Mike Maple, Glenwood Land Company, presented. Park and Recreation, together with Glenwood Land Company, had previously proposed the Silver Sage easement, which has passed through the Parks and Recreation Commission, to develop new trails and

moving some social trails, in order to access airport property. The agreement is almost complete except for a few tweaks, and the motion from the commission was in support of pursuing the acquisition to the property and conservation easement on a condition to have access or a trail easement access to Airport Road. Councilor Kaup asked for clarification of the proposed access shown on the map. Smith replied that the routes on the map show the improved trail connections and that there is an existing easement to the north. Mayor Pro-Tem Willman asked about the fee title in the proposal. Karl Hanlon and replied that it is a trail easement, so a fee title was not on the table. Smith replied that the maintenance costs are minimal as no improvements are planned, so costs would be a couple thousand dollars a year. He also stated that Roaring Fork Belter Volunteers were unable to pursue a Conservation Trust grant which the city would have to grant match with conservation funds. They are expected to assist with trail development, but funding may take another year. Councilor Stepp asked if Council would be approving an annexation of the acreage. Smith replied that he would defer to Council but recommended the annexation of the eighteen acres in unincorporated Garfield County and Karl Hanlon clarified that the annexation should be included in the motion direction should those procedures move forward.

Mike Maple commented that Glenwood Land Company owns thirty-two acres of the land, with vested rights for thirty-eight duplex units, together with an adjacent eighteen acres of land and, are proposing the city takes a conservation easement on all fifty acres. He explained that the proposed trails are existing trails that have been in use on the land for decades and are already a well-used community asset.

Councilor Stepp asked if the City would be applying for a conservation easement and who would be responsible for the cost. Karl Hanlon replied that Glenwood Land Company would be performing all the work and the City would be the accepting entity, which the City had done on previous occasions.

2:20 Mayor Godes opened for public comment.

2:20 Mayor Godes closed for public comment.

2:20 Mayor Pro-Tem Willman moved, seconded by Mayor Godes, that Council accepts the staff recommendation and accept the easement subject to the condition of getting the access to Airport Road.

Motion passed unanimously.

2:21 Park and Recreation Department Changes

Brian Smith, Director of Parks and Recreation, presented on the effects of the pandemic on the Parks and Recreation Department. One hundred and eighteen staff were laid off at the start of the lockdown and to date only thirteen staff had come back to work. To get back to pre-pandemic levels there are thirty positions which need to be filled with a total of one hundred and eighty available slots within those positions. He pointed out that all departments have had difficulty filling vacancies, and this is a nationwide problem. He laid out the causes for the shortage in staffing and stated that the Community Center and Parks and Recreation are affected the worse then suggested strategies with budget proposals to address the issues.

Councilor Stepp asked if they need to propose this action for each department and whether citizens still have COVID caution. Debra Figueroa answered that Parks and Recreation are the worst affected but

other departments may ask for full-time positions instead of part-time ones in the future. Smith answered that trends are strong that citizens are ready to come back to the Community Center. Councilor Kaup stated that she supported the full-time positions and can the requested stimulus be used for this type of request. Debra Figueroa answered that it was expected that from the stimulus the City would receive around one million dollars but around two hundred thousand extra was received and that it can be used for this request.

3:01 Mayor Godes opened for public comment.

3:01 Mayor Godes closed for public comment.

3:01 Mayor Pro-Tem Willman moved, seconded by Councilor Kaup, that Council adopts the staff recommendations and strategies made by the Parks and Recreation Department and to let them go forward.

Councilor Hershey commented that this he understands the issues, but departments should live within their budgets.

Councilor Kaup commented that City events downtown are valuable to the community and should be geared towards residents and locals and not for visitors. She also stated that the residents showed their appreciation for events by volunteering and community volunteers should be incorporated into events. Smith replied that he received positive feedback and they are always happy to have volunteers from the community.

Mayor Godes stated that the Community Center and the City Parks, which are multi-million-dollar assets, need to be maintained, remain open to the public, and get the investment from the City to do so.

Mayor Pro-Tem Willman wanted clarification whether this will be revenue neutral for this year. Smith replied there is no impact to the general fund for the rest of this year or through 2022.

Councilor Wussow stated her support for the Parks and Recreation Department, the benefits and the sense of community it brings, and that the department should be funded comparably to the Electric and Water Departments. She agreed that events should be targeted for the residents.

3:09 Motion passed unanimously.

3:10 Report from City Administration

A. City Manager

City Manager Debra Figueroa stated the contractor for the council chamber renovation cannot get some of the equipment parts and so the completion of full technology will be delayed.

Jennifer Ooten, Director of Economic and Community Development, stated that for July 29th the Council will meet in person but there will not be a Zoom hybrid option only the telephone. The noticing for the public will indicate that the meeting is in person only and she will check to see if it is possible to use YouTube.

Karl Hanlon stated that it will be taped so Mayor Pro-Tem Willman can view the meeting.

Mayor Godes asked if the July 15th meeting could be held at the Community Center. Figueroa stated that the meeting could be held there, if available, but is not sure that the Zoom technology can be used. Mayor Pro-Tem Willman stated that the Council Chamber would be best as the recording technology is already in place.

Debra Figueroa commented that the city did not get the BRICK grant, but they will keep trying.

B. City Attorney

Karl Hanlon commented that in the RMI v State case, there was success across the board and a more detailed analysis will be sent out to Council.

C. Correspondence Incoming/Outgoing

3:18 Adjournment

3:18 Councilor Wussow moved, seconded by Councilor Kaup, to adjourn.

Motion passed unanimously.



City Council
STAFF REPORT
City of Glenwood Springs
July 15, 2021

Agenda Item: Resolution 2021-15: Appointing Newport Trust Company As Custodian Of The City Employees' 401(K) Plan And Trust

Action Requested: Approve change of Custodian for 401k plan to Newport and terminate Reliance Trust.

Department: Finance

Presented By: Yvette

Background Info: Our Employees' 401k Plan administrator Newport Group is moving their book of business over to one custodian, Newport/Matrix, in order to streamline processes and provide a better participant experience. This Resolution allows for the plan amendment to change the Trust to Newport and terminate and move the assets from Reliance Trust.

Issues: NA

Staff Recommendation: Approve plan amendment

**ADOPTING RESOLUTION
FOR
CITY OF GLENWOOD SPRINGS**

The undersigned authorized representative of City of Glenwood Springs (the "Employer") hereby certifies that the following resolutions were duly adopted by the Employer on _____, and that such resolutions have not been modified or rescinded as of the date hereof.

WHEREAS, the City of Glenwood Springs, Colorado, Employees' 401(k) Plan (the "Plan and Trust") expressly provides the right to amend said Plan and Trust; and

WHEREAS, Employer desires to amend the Plan and Trust in order to appoint Newport Trust Company ("Newport") as nondiscretionary Custodian of the Plan and Trust subject to its acceptance; and

WHEREAS, Employer desires to remove and/or accept the resignation of the current Custodian(s) of the Plan and Trust; and

NOW THEREFORE BE IT RESOLVED, that Newport is appointed to act as a non-discretionary Custodian of the trust established as part of the Plan and Trust and is authorized to hold the assets of the trust under the terms of the Custody Agreement entered into with Newport; and

RESOLVED FURTHER, that the removal and resignation of the current Custodian(s) of the Plan and Trust is hereby accepted, effective as of August 21, 2021 or, if later, the transfer of assets to Newport Trust Company; and

RESOLVED FURTHER, that the proper representatives of the Employer be, and hereby are, authorized and directed to execute such instruments and to perform such other acts as they, in their discretion, deem necessary or desirable to carry out these resolutions.

CITY OF GLENWOOD SPRINGS

By: _____

Date: _____

Name: _____

Title: _____



CUSTODY AGREEMENT

THIS CUSTODY AGREEMENT (the "Agreement") is entered into as of _____ by and between the entity named on the signature page hereof (the "Plan Sponsor") and Newport Trust Company (the "Custodian"), a New Hampshire chartered trust company.

WHEREAS, the Plan Sponsor has adopted the City of Glenwood Springs, Colorado, Employees' 401(k) Plan (the "Plan"); and

WHEREAS, the Plan Sponsor desires to appoint the Custodian as non-discretionary directed custodian of Plan assets and the Custodian desires to serve as such.

NOW THEREFORE, the parties hereby agree as follows:

ARTICLE I. DEFINITIONS

The use of defined terms in this Agreement shall have the following meanings:

- 1.01 "Account" shall mean the custodial account established pursuant to Article II.
- 1.02 "Authorized Person" shall mean one or more persons, including a recordkeeper of the Plan, to whom the Plan Administrator may delegate any or all of the duties, responsibilities, or authority imposed upon or granted to the Plan Administrator or the Plan.
- 1.03 "Code" shall mean the Internal Revenue Code of 1986, as amended.
- 1.04 "Contracts" shall mean, collectively, life insurance policies, group annuities, guaranteed investment contracts, bank investment contracts or similar vehicles permitted under the Plan.
- 1.05 "Custodian" shall mean Newport Trust Company and any duly appointed successor custodian acting hereunder.
- 1.06 "Employer Securities" shall mean "qualifying employer securities" (as defined in Section 407 of ERISA).
- 1.07 "ERISA" shall mean the Employee Retirement Income Security Act of 1974, as amended.
- 1.08 "Indemnified Parties" shall have the meaning set forth in **Section 13.02**.
- 1.09 "Investment Manager" shall mean an "investment manager" as defined in Section 3(38) of ERISA appointed by the Plan Sponsor in accordance with **Section 8.03** of this Agreement.
- 1.10 "Losses" shall have the meaning set forth in **Section 13.02**.
- 1.11 "Participant" shall mean an eligible employee (as defined in the Plan) who participates in the Plan.
- 1.12 "Permitted Investments" shall have the meaning set forth in **Section 8.04**.
- 1.13 "Plan" shall mean the retirement plan, and any amendments thereto, adopted by the Plan Sponsor as designated above, some or all of the assets of which are held by the Custodian pursuant to the terms of this Agreement.

- 1.14 "Plan Administrator" shall mean the person, persons or entity appointed by the Plan Sponsor in accordance with **Article V** to act as a "plan administrator" (as that term is defined in ERISA).
- 1.15 "Plan Sponsor" shall mean the entity named on the signature page hereof and which is the "plan sponsor" of the Plan, as that term is defined in Section 3(16)(b) of ERISA.

ARTICLE II. THE CUSTODIAL ACCOUNT

- 2.01 Establishment of the Account. The Plan Sponsor hereby requests that the Custodian establish a custodial account for and in the name of the Plan and to hold, as Custodian, all assets deposited to or collected with respect to such account (the "Account").
- 2.02 Acceptance; Role of Custodian. The Custodian, in consideration of the deposit by the Plan Sponsor of funds into the Account, and other valuable consideration, hereby agrees to act as non-discretionary, directed custodian of the Account on the terms and conditions of this Agreement. As custodian of the Account, Custodian shall take, hold, invest and distribute all of the assets of the Account in accordance with the terms of this Agreement. The Custodian is responsible for maintaining custody of the assets held in the Account, and for investing those assets as directed by the Plan Sponsor, Plan Administrator, or Authorized Person. The Custodian shall not be obligated to provide detailed accounting for the Account or for any individual investment option, such as with respect to contributions, distributions, loan activity, and rollovers.
- 2.03 Exclusive Use. Except as may otherwise be permitted by law or by the terms of the Plan or related trust, at no time prior to the satisfaction of all liabilities with respect to the Participants and their beneficiaries shall any part of the corpus or income of the Account be used for, or diverted to, purposes other than for the exclusive benefit of the Participants and their beneficiaries and for defraying the reasonable expenses of administering the Plan.
- 2.04 Participant Direction. If the Custodian is advised by the Plan Sponsor that the provisions of the Plan and related trust documents so permit, and the Plan Sponsor so requests, the Custodian shall establish separate Participant-directed sub-accounts and all references to the Plan Sponsor under this Agreement shall be deemed to be references to the Participant who is directing investment of such sub-account.

ARTICLE III. PLAN SPONSOR REPRESENTATIONS AND WARRANTIES

- 3.01 The Plan Sponsor hereby represents and warrants that:
- a. All directions or authorizations under this Agreement by the Plan Sponsor, Plan Administrator, Investment Manager, or other Authorized Person will be made in accordance with the terms of the Plan and not contrary to ERISA.
 - b. The terms of the Plan do not impose any duties or obligations upon the Custodian that are not contained in, or are inconsistent with, this Agreement.
 - c. The Plan Sponsor has full power and authority under applicable law, and has taken all action necessary, to enter into and perform this Agreement, and the person executing this Agreement on its behalf is duly authorized and empowered to execute and deliver this Agreement.
 - d. This Agreement constitutes its legal, valid and binding obligation, enforceable against it in accordance with its terms.
 - e. No consent or authorization of, filing with, or other act by or in respect of any governmental authority is required in connection with the execution, delivery, performance, validity or enforceability of this Agreement.
 - f. The execution, performance and delivery of this Agreement shall not result in a violation of any applicable law or impairment of any of its contractual obligations.

ARTICLE IV. STANDARD OF CONDUCT

- 4.01 The Custodian shall discharge its duties hereunder solely in the interest of the Participants and their beneficiaries for the exclusive purpose of providing benefits to Participants and for defraying reasonable expenses of

administering the Account. The Custodian shall perform all of its duties with the care, skill, prudence and diligence under the circumstances then prevailing that a prudent person acting in a like capacity and familiar with such matters would use in the conduct of an enterprise of a like character and with like aims, or in accordance with such other standard as may, from time to time, be required by law, and in accordance with the Plan and this Agreement, insofar as they are consistent with ERISA.

- 4.02 Except as permitted by ERISA, the Custodian will not maintain the indicia of ownership of any assets of the Account outside the jurisdiction of the district courts of the United States.

ARTICLE V. PLAN ADMINISTRATOR

- 5.01 The Plan Sponsor shall appoint in writing a Plan Administrator. If no such person, persons or entity is so designated, such term shall mean the Plan Sponsor. The Plan Administrator shall have exclusive responsibility for administration of the Account and, unless an Investment Manager is appointed under **Section 8.03**, the direction of the investment of the Account.
- 5.02 The Plan Administrator may delegate any or all of the duties, responsibilities, or authority imposed upon or granted to the Plan Administrator under the Plan or this Agreement to one or more Authorized Persons; provided however that any such delegation may not violate the provisions of ERISA, and provided further that the Custodian must be notified in writing prior to the effective date of any such delegation of duty, responsibility or authority of the Plan Administrator to any Authorized Person.

ARTICLE VI. INSTRUCTIONS

- 6.01 Reliance on Instruction. The Custodian may rely in all respects, without having to make further inquiry, upon instructions by the Plan Sponsor, Plan Administrator, Investment Manager or Authorized Person, including investment instructions under **Article VIII** of this Agreement. The Custodian shall be deemed to have received proper instructions upon receipt of written instruction given to the Custodian in a form and manner required by or acceptable to the Custodian.
- 6.02 Conflicting Instructions. In the event of any ambiguous or conflicting instructions to, or adverse claims or demands upon, the Custodian, the Custodian shall be entitled, at its option, to refuse to comply with any such instruction, claim or demand as long as such ambiguity or conflict shall continue, and in so refusing the Custodian may elect not to make any payment or other disposition of assets held pursuant to this Agreement. The Custodian shall not be or become liable in any way for its failure or refusal to comply with any such ambiguous or conflicting instructions or adverse claims or demands, and it shall be entitled to, continue to so refrain from acting until such ambiguous, conflicting or adverse demands (a) have been resolved and it has been notified in writing thereof or (b) have finally been determined in a court of competent jurisdiction.

ARTICLE VII. CONTRIBUTIONS OR TRANSFERS

- 7.01 Receipt of Contributions. The Custodian shall receive and accept for the Account all money, securities and other property transferred, assigned and delivered to it from any source by or at the direction of the Plan Sponsor, Plan Administrator or Authorized Person. The Custodian has no duty to inquire into the source of the assets transferred to it or the right of the transferor of such assets to transfer them to Custodian. The Custodian will maintain safe custody of such money, securities and other property it actually receives for the Account. The Custodian has no duty or authority to require any contributions or transfers to be made under the Plan to the Custodian, compute any amount to be contributed or transferred under the Plan to the Custodian, determine whether amounts received by the Custodian comply with the Plan, the Code or ERISA, if applicable. The Custodian will not be responsible for any transferred asset until it receives such asset. The Custodian will accept assets, records, statements, and reports as complete and accurate, and will have no duty to audit the same for accuracy, compliance with applicable law or consistency.
- 7.02 Unidentified Assets. If the Custodian receives any money, securities or other property from a source other than the Plan Sponsor and has not received appropriate notification that such assets are to be accepted for the Account, the Custodian is authorized to return such assets to the person from whom they were received. The Custodian will not be liable for any assets returned in such circumstances.

- 7.03 Returns to Plan Sponsor. The Custodian will return contributions to the Plan Sponsor if the Plan Sponsor or the Plan Administrator provides instructions to the Custodian to do so. The Plan Sponsor is solely responsible for ensuring that an instruction to return any amount to the Plan Sponsor meets all applicable requirements, including those of ERISA, as applicable.

ARTICLE VIII. INVESTMENT AND ADMINISTRATION OF THE CUSTODIAL ACCOUNT

- 8.01 Administrative Functions. Administrative functions, such as accounting for Participant accounts and any reporting or disclosure obligations imposed under the Code or ERISA, related to the Account will be the responsibility of the Plan Sponsor, Plan Administrator or Authorized Person. In general, the Custodian will not be responsible for administrative functions.
- 8.02 No Discretion. The Custodian shall have no discretionary control over, or any other discretion regarding, the investment or administration of the Account. The Plan Sponsor understands and acknowledges that the Custodian is not under any duty to supervise the investment of, or to advise or make recommendations to the Plan Sponsor with respect to the sale or other disposition of assets of the Account or to advise or recommend the purchase of any assets with the funds available under the Account. It shall be the responsibility of the Plan Sponsor to determine the diversification policy with respect to the investment of Account assets, for monitoring adherence to such policy, and for advising the Custodian with respect to its compliance with any investment limitations contained in the Plan. The Plan Sponsor hereby instructs the Custodian to act solely in accordance with instructions from the Plan Sponsor, Plan Administrator, Authorized Person or Investment Manager with respect to the investment of the assets held in the Account. To the full extent permitted by applicable law, the Custodian shall have (a) no duty to inquire whether such instructions conform to the Plan or applicable law, including, but not limited to Section 404(c) of ERISA, and (b) no liability or responsibility for following any such instruction, or for failing to act in the absence of such instruction.
- 8.03 Investment Manager. The Plan Sponsor may appoint an Investment Manager to direct investment of the Account in whole or in part. The Plan Sponsor shall notify the Custodian in writing of its appointment of any Investment Manager. Each appointment of any person as an Investment Manager shall constitute the representation and warranty to the Custodian by the Plan Sponsor that the Plan Sponsor has determined that such person either is, and so long as such appointment is effective remains, (i) registered as an investment advisor under the Investment Advisors Act of 1940, or (ii) a bank as defined in the Investment Advisors Act of 1940, or (iii) an insurance company qualified to perform the services hereinafter described under the laws of more than one State.
- 8.04 Permitted Investments. The Plan Sponsor, Plan Administrator or Investment Manager may direct the Account be invested in property of any character, real or personal, including but not limited to the following securities: stocks (whether common or preferred) of any kind or class of any corporation, including shares of open-end or closed-end investment companies (i.e., mutual funds) and small business investment companies; bonds; notes or debentures (including bonds, notes or debentures, options, futures or warrants); unit investment trusts; U.S. Treasury obligations and other governmental obligations; shares or units of participation in qualified common trust funds, qualified pooled funds or pooled investment funds of any insurance company qualified to do business in the state; or any other investments that the Plan Sponsor, Plan Administrator or Investment Manager believes are proper and consistent with the terms and purposes of the Plan, without being limited by nonfederal laws covering the investment of custodial accounts, but taking into account the requirements of ERISA and the Plan (individually and collectively, "Permitted Investments").
- 8.05 Nondiscretionary Powers of the Custodian. Pursuant to instruction from the Plan Sponsor, Plan Administrator, Investment Manager or Authorized Person, the Custodian shall have the following nondiscretionary powers:
- (a) Invest and reinvest the principal and income of the Account in Permitted Investments and keep the same invested without distinction between principal and income.
 - (b) Invest and reinvest all or any portion of the assets comprising the Account in any group trust fund which at the time of the investment provides for the pooling of the assets of plans qualified under Section 401(a) of the Code. This authorization applies solely to a group trust fund exempt from taxation under Section 501(a) of the Code and the trust agreement which satisfies the requirements of Revenue Ruling 81-100. The provisions of the group trust fund agreement, as amended from time to time, are incorporated by reference within this Agreement. The provisions of the group trust fund will govern any investment of Plan assets in that fund. The Plan

Administrator must specify, in a form acceptable to the Custodian, to which group trust fund(s) this authorization applies.

- (c) On the direction of the Plan Sponsor, Plan Administrator, Investment Manager or other Authorized Person, as the case may be, with any cash at any time held by it, to purchase or subscribe for any authorized investment and to retain such authorized investment in the Account.
- (d) To make disbursements out of the Account to such persons, in such manner, in such amounts, and for such purposes as may be specified in such direction.
- (e) To sell for cash or on credit, convert, redeem, exchange for another authorized investment, or otherwise dispose of any authorized investment at any time held by it;
- (f) To retain uninvested all of any part of the Account for which investment instructions have not been received, it being understood that Custodian shall not be required to pay interest on any such uninvested balance;
- (g) To purchase authorized investments at a premium or discount;
- (h) To engage such agents, actuaries, accountants, attorneys, investment advisors or managers, subcustodians and such other advisors, and, anything contained herein to the contrary notwithstanding, to engage in such legal or administrative proceedings as are deemed reasonably required in connection with the administration of the Account, and to compensate any persons so engaged at such wages, fees, remuneration consideration or otherwise, and upon such terms and conditions as Custodian shall deem reasonable under the circumstances. Unless otherwise noted in this Agreement, such compensation shall be a charge upon the Account and shall in no event be deducted from any commissions or other compensation payable to Custodian; and
- (i) To cause any investment in the Account to be registered in, or transferred into, its name as Custodian, or the name of its nominee or nominees or to retain them unregistered or in form permitting transfer by delivery, but the books and records of Custodian shall at all times show that all such investments are part of the Account.

8.06 Employer Securities. Pursuant to the Plan, the Account may be invested in Employer Securities to the extent necessary to comply with investment instructions under this Agreement. The Custodian shall have no responsibility for determining whether any Employer Security is a "qualifying employer security" or whether any acquisition or disposition of Employer Securities is consistent with applicable law, including (without limitation) the prohibited transaction restrictions of ERISA and the exemptions to those restrictions. The Custodian shall acquire and dispose of such securities in open market transactions or in such other manner as Instructed. If the Account consists of Employer Securities that are not traded on a recognizable market, or the information necessary to ascertain the fair market value is not readily available, the Plan Administrator shall provide to the Custodian the value of such securities for all purposes under the Plan and this Agreement, and the Custodian shall be entitled to rely upon the value of such Employer Security provided by the Plan Administrator. If the Plan Administrator fails or refuses to instruct the Custodian on the value of such Employer Security, the Custodian, in its sole discretion, may engage an independent appraiser to determine the fair market value of such Employer Security and shall be entitled to rely upon the value placed upon such Employer Security by the independent appraiser. Any expenses with respect to such appraisal shall be a charge against the Account and may be paid from the Account as provided in this Agreement. The Custodian shall have no responsibility or liability with respect to the acceptance, distribution, collection, tabulation or remittance of proxies and accompanying materials and other shareholder communications issued with respect to Employer Securities.

8.07 Prohibited Transactions. The Company understands that certain transactions are prohibited for tax-exempt retirement plans under ERISA and under Code Section 4975. The Company will not direct the purchase or sale of any Account asset to or from a "disqualified person" as defined in Code Section 4975(e), or a "party-in-interest" as defined in ERISA Section 3(14), or in any other way direct an investment or other transaction that would be deemed a non-exempt "prohibited transaction" with respect to the Plan under applicable law. The Custodian shall have no duty to determine whether any transaction is, or has the potential to be, a "prohibited transaction."

- 8.08 Proxies. For securities held in the Account other than Employer Stock, Custodian will cause all proxies and accompanying materials to be mailed to the Plan Administrator within a reasonable time after the receipt by Custodian. In no case will Custodian be under any duty to determine how, or if, proxies are voted or to take any other action in connection with any proxies. Custodian shall be under no obligation to forward or return any other corporate material received on behalf of the Account unless required by law. If the Account allows a Participant to invest in Employer Stock, proxies and accompanying materials will be the sole responsibility of the Plan Sponsor, Plan Administrator or Authorized Person and Custodian will have no responsibility or liability with respect to the acceptance, distribution, collection, tabulation or remittance of such materials.
- 8.09 Taxes. The Custodian may execute, as custodian, any declarations or certificates pertaining to the Account that may be required under any tax law(s) or governmental regulation(s) now or hereafter without prior approval of the Plan Sponsor.

ARTICLE IX. RECORDS AND ACCOUNTS

- 9.01 Records. The Custodian shall maintain true, accurate, and detailed accounts of all investments, receipts, disbursements and other transactions hereunder. All accounts, books, and records relating thereto shall be open to inspection and may be audited from time to time by any person designated by the Plan Administrator during the Custodian's regular business hours as mutually agreed to in writing by the parties.
- 9.02 Written Accounts. As soon as reasonably practical after the close of each Plan year, and within ninety (90) days after the removal or resignation of the Custodian, the Custodian shall render to the Plan Sponsor a written statement of account of all investments, receipts and disbursements, and all other financial transactions relating to the Account, including the value of the assets held by the trust. Upon the expiration of ninety (90) days from the date of filing such account, the Custodian shall be forever released and discharged from all liability as to all items and matters included in such accounting as if settled by the decree of a court of competent jurisdiction, except with respect to any such action or transaction to which the Plan Sponsor shall, within such ninety (90) day period, file written objections with the Custodian. The liability of the Custodian to persons other than the Plan Sponsor or Plan Administrator shall be limited to actions under ERISA brought within the period permitted by law for bringing of such action. Nothing herein contained, however, shall be deemed to diminish the right of the Custodian to have its accounts judicially settled by a court of competent jurisdiction.
- 9.03 Valuation. The assets of the Account shall be valued as of each valuation date at fair market value as determined by the Custodian based upon sources of information as it may deem reliable. For those assets whose value cannot be determined by readily available sources, the Plan Sponsor will direct the Custodian as to the fair market value of those assets. Should the Plan Sponsor in its sole discretion determine that an independent appraisal of some or all of such assets is necessary, the Plan Sponsor will be responsible for hiring a qualified independent appraiser and reporting the appraised value to the Custodian.

ARTICLE X. COMPENSATION AND EXPENSES

- 10.01 Compensation. The Custodian shall receive compensation for the performance of its services in accordance with its schedule of compensation (attached hereto as "Exhibit A") in effect when such services are rendered. Such compensation shall constitute a charge to be paid by the Account, unless the Plan Sponsor elects to pay all or any part of such compensation, in which case the Plan Sponsor shall be billed for the performance of such services. The Plan Sponsor expressly acknowledges and agrees that the Custodian may retain as additional compensation for its services any earnings (which are determined daily and which the Custodian expects will be generated at the prevailing federal funds rate) with respect to:
- (a) amounts credited to non-interest bearing cash accounts;
 - (b) moneys during the period between the time the moneys are received by the Custodian and actually forwarded to implement investment instructions; and
 - (c) distributions between the time a disbursement is issued and presented for payment.

Moneys shall be invested as soon as practicable following receipt of the moneys and complete investment instructions, but not later than two business days following receipt of both the moneys and the complete

investment instructions. Distribution checks shall be prepared and mailed as soon as practicable following receipt of a proper request for a distribution check, but not later than three business days following receipt of the request.

- 10.02 408(b)(2) Disclosure. The Custodian shall provide the Plan Sponsor with such information related to the expenses incurred hereunder as it may reasonably request or as otherwise may be required by law in order to enable the Plan Sponsor to comply with applicable reporting and disclosure requirements of ERISA.
- 10.03 Expenses. Expenses for legal, accounting and all other proper charges and disbursements of the Custodian in connection with the administration of the Account shall constitute a charge to be paid by the Account. However, nothing herein shall prohibit the Plan Sponsor from paying such amounts if the Account is sufficient and the Plan Sponsor so elects.
- 10.04 Withdrawal from Account. The Custodian may withdraw from the Account amounts sufficient to pay any proper charge against the Account. The Plan Sponsor shall be responsible for payment of any deficiency. To the extent permitted by applicable law, the Plan Sponsor may reimburse the Account for any charges paid from the Account.

ARTICLE XI. REMOVAL OR RESIGNATION OF CUSTODIAN; APPOINTMENT OF SUCCESSOR

- 11.01 Resignation; Removal of Custodian. The Custodian may resign at any time upon sixty (60) days' written notice to the Plan Sponsor and the Plan Sponsor may remove the Custodian, with or without cause, upon at least sixty (60) days' prior written notice to the Custodian.
- 11.02 Successor. Upon resignation or removal of the Custodian, the Plan Sponsor shall appoint a successor custodian who shall have substantially the same powers and duties as those conferred upon the Custodian hereunder. The appointment of a successor custodian shall be by written instrument delivered to the Custodian. Upon the failure of Plan Sponsor to appoint, or the failure of the effectiveness of the appointment by Plan Sponsor of, a successor custodian within sixty (60) days, the Custodian may apply to any court of competent jurisdiction for the appointment of a successor custodian, the costs of which shall be borne by the Account unless Plan Sponsor otherwise agrees to pay such costs. Upon the successor custodian's acceptance of its appointment as successor custodian, the Custodian shall assign, transfer and pay over to such successor custodian the funds and other property then constituting the Account; provided, however that the Custodian may reserve such sum of money as it may deem advisable for payment of its fees and expenses in connection with the settlement of its account or for the payment of all taxes that may be lawfully assessed upon or in respect of the Account or the income thereof for the period prior to the removal or resignation of the Custodian, or otherwise. Any balance of the amount so reserved remaining after the payment of all such fees, expenses and taxes shall be paid over to the successor custodian.
- 11.03 Termination of Liability. When the assets comprising the Account have been transferred and delivered to the successor custodian, and the accounts of the Custodian have been settled pursuant to **Section 9.02**, the Custodian shall be released and discharged from all further accountability or liability for the Account and shall not be responsible in any way for the further disposition of the Account or any part thereof.

ARTICLE XII. AMENDMENT AND TERMINATION

- 12.01 Amendment. Any amendment to this Agreement shall be in writing and signed by both parties.
- 12.02 Termination of Agreement. Either party may terminate this Agreement at any time upon sixty (60) days' written notice to the other party.
- 12.03 Termination of Plan. If the Plan is terminated, this Agreement will continue in effect until the earlier of the date as of which all assets of the Account have been distributed or the Agreement is terminated pursuant to **Section 12.02**.

ARTICLE XIII. LIMITATION OF LIABILITY AND INDEMNIFICATION

- 13.01 Limitations of Liability. The Custodian shall not be liable to Plan Sponsor for any act, omission, or determination made in connection with this Agreement except for its gross negligence, willful misconduct or breach of fiduciary duty. Without limiting the generality of the foregoing, the Custodian will have no liability for any losses arising from (i) its compliance with instructions from the Plan Sponsor, Plan Administrator, Investment Manager or Authorized Person or its failure to act in the absence of any such instruction or (ii) the acts of any prior or successor trustee(s) or custodians.

- 13.02 Indemnification. The Plan Sponsor agrees to indemnify, defend and hold harmless the Custodian and the Custodian's directors, officers, employees, agents and affiliates (the "Indemnified Parties") from any and all damages, losses, costs, judgments, fines, penalties and expenses (including attorney's fees and disbursements) to which the Indemnified Parties may become subject to in connection with any matter arising out of this Agreement ("Losses"), except to the extent such Losses were caused by the Custodian's gross negligence, willful misconduct or breach of fiduciary duty. In addition to and not in derogation of the foregoing, the Plan Sponsor agrees to indemnify, defend and hold harmless Indemnified Parties from any and all Losses resulting from (i) their reliance upon any notice, instruction, direction or approval purporting to have been delivered by the Plan Sponsor, Plan Administrator, Investment Manager or Authorized Person or actions not taken in the absence of any such instruction, (ii) Plan Sponsor's failure to make any contribution to the Account or the insufficiency of the Account to discharge any liabilities under the Plan, (iii) the failure of any participant directed account or participant loan to satisfy the requirements of the Plan and applicable law, (iv) any loss or diminution of the Account resulting from changes in the market value of the Account assets, (v) the Custodian's refusal to act on any unclear or ambiguous direction or, any direction that on advice of the Custodian's counsel, is determined to be in contravention of this Agreement or any applicable law, (vi) any act or failure to act by the Plan Sponsor, Plan Administrator, Authorized Person or Investment Manager, and (viii) the acts of any prior or successor custodian(s).

ARTICLE XIV. USA PATRIOT ACT NOTIFICATION

- 14.01 The following notification is provided to Plan Sponsor pursuant to Section 326 of the USA Patriot Act of 2001, 31 USC Section 5318:

IMPORTANT INFORMATION ABOUT PROCEDURES FOR OPENING A NEW ACCOUNT. To help the government fight the funding of terrorism and money laundering activities, Federal law requires all financial institutions to obtain, verify, and record information that identifies each Person or entity that opens an account, including any deposit account, treasury management account, loan, other extension of credit, or other financial services product. What this means for the Plan Sponsor: When Plan Sponsor opens an account, if the Plan Sponsor is an individual, the Custodian will ask for the Plan Sponsor's name, taxpayer identification number, residential address, date of birth, and other information that will allow the Custodian to identify Plan Sponsor, and, if Plan Sponsor is not an individual, Custodian will ask for the Plan Sponsor's official name, taxpayer identification number, business address, and other information that will allow the Custodian to identify the Plan Sponsor. The Custodian may also ask, if the Plan Sponsor is an individual, to see a valid driver's license or other identifying documents, and, if the Plan Sponsor is not an individual, to see the Plan Sponsor's legal organizational documents or other identifying documents.

ARTICLE XV. GENERAL

- 15.01 Plan Qualification. The Plan Sponsor acknowledges that it has the responsibility for the design of the Plan, and, if applicable, for the initial and continued qualification of the Plan under law. The Custodian does not assume responsibility for the determination of the initial qualification or continued compliance of the Plan with the applicable Code.
- 15.02 Effective Date. This Agreement shall be effective as of the later of the date hereof or the first date on which the assets are transferred to the Account.
- 15.03 Governing Law. To the extent that state law shall not have been preempted by the provisions of ERISA, this Agreement shall be construed and enforced according to the laws of the State of Delaware, without regard to the choice of law principles thereof.
- 15.04 Conflict with Plan. The rights, duties, responsibilities, obligations and liabilities of the Custodian are as set forth in this Agreement, and no provisions of the Plan or any other document shall be deemed to affect such rights, duties, responsibilities, obligations and liabilities. If there is a conflict between provisions of the Plan and this Agreement with respect to any subject involving the Custodian, including but not limited to the responsibility, authority or powers of the Custodian, the provisions of this Agreement shall be controlling.
- 15.05 Bond Not Required. Except as required under ERISA Section 412, the Custodian shall not be required to furnish any bond or security for the performance of its powers and duties hereunder.

- 15.06 Bankruptcy. The Custodian shall have no duty, in the event of the Plan Sponsor's bankruptcy or insolvency, to take any action until directed to do so by the bankruptcy trustee or a court that has jurisdiction over Plan assets.
- 15.07 Severability. If any provision of this Agreement is held illegal or invalid for any reason, the illegality or invalidity shall not affect the remaining provisions of this Agreement. On the contrary, the remaining provisions shall be fully severable and this Agreement shall be construed and enforced as if the illegal or invalid provision had never been inserted therein.
- 15.08 Non-Assignability of Interest. No benefit to which a Participant or beneficiary or an alternate payee is or may become entitled under the Plan shall at any time be subject in any manner to alienation or encumbrance, nor be resorted to, appropriated or seized in any proceeding at law, in equity or otherwise. No Participant or other person entitled to receive a benefit under the Plan shall, except as specifically provided in such Plan, have power in any manner to transfer, assign, alienate or in any way encumber such benefit under such Plan, or any part thereof, and any attempt to do so shall be void.
- 15.09 Waiver. No waiver by either party of any failure or refusal to comply with an obligation hereunder shall be deemed a waiver of any obligation hereunder or any subsequent failure or refusal to comply with any other obligation hereunder.
- 15.10 Assignment. Either party may assign this Agreement to an affiliate or successor in interest upon written notice to the other party. The provisions of this Agreement shall be binding upon the successors and assigns of the parties hereto.
- 15.11 Notice. Except as the parties may otherwise agree in writing, all notices, reports, accounts and other communications from the Custodian to the Plan Sponsor, Plan Administrator, Investment Manager or any Authorized Person shall be in writing and deemed to have been duly given as of the first date on which the Custodian transmits or otherwise makes the communication available. Except as the parties may otherwise agree in writing, all notices, instructions and communications to the Custodian shall be in writing and shall be deemed to have been given when received by the Custodian at the following address:
- Newport Trust Company
c/o Newport Group, Inc.
ATTN: Newport Trust Company
45 South 7th Street
Suite 2208
Minneapolis, MN 55402
Fax: (916) 605-4024
- 15.12 Force Majeure. The Custodian shall have no liability for any losses arising out of delays in performing the services which it renders under this Agreement, when such delays result from events beyond its control, including without limitation, interruption of the business of the Custodian due to acts of God, acts of governmental authority, acts of war, terrorism, riots, civil commotions, insurrections, labor difficulties (including, but not limited to, strikes and other work slippages due to slow-downs), unauthorized access to its systems, or any action of any courier or utility, mechanical or other malfunction, or electronic interruption.
- 15.13 Confidentiality. The parties hereto agree that they and their directors, officers, employees, and other staff shall keep in confidence all information, data and records relating to the business and affairs of the other parties to this Agreement (collectively, "Confidential Information") that may be acquired pursuant to or in connection with this Agreement or the relationships contemplated by this Agreement. During and after the term of this Agreement, disclosure of Confidential Information shall be restricted to those employees of a party hereto with a need to know to fulfill that party's obligations under this Agreement. Confidential Information shall not be disclosed to a third-party not otherwise authorized in the Agreement to receive such information, without the prior written permission of the owner of such Confidential Information. All parties hereto agree that they shall exercise the same care and diligence in protecting the Confidential Information of another party hereto as they would in the protection of its own confidential and proprietary information. The foregoing obligations shall not apply to Confidential Information that: (i) becomes known publicly through no fault of any party hereto; (ii) is received from a third party who is authorized to disclose it; (iii) is already known to the other party to this Agreement; or (iv) is independently developed by the other party to this Agreement.

- 15.14 Entire Agreement. This Agreement, including all documentation submitted in connection with the engagement of the Custodian, including any fee schedules, contains the entire understanding between the parties relating to the subject matter hereof, and supersedes all prior agreements or understandings between the parties relating to the subject matter hereof, whether written or oral, express or implied.
- 15.15 Status as Independent Contractors. Nothing in this Agreement shall cause or be deemed to cause any party (including, but not limited to, its officers, directors, or employees) to be an employee, partner, joint venture, or agent of any other party hereto. The sole relationship of the parties hereto is that of independent contractor.
- 15.16 Execution in Counterparts. This Agreement may be executed in counterparts, each of which shall be deemed an original and no other counterpart need be produced. Telephonic or electronic facsimile copies of original signatures, writings or initials on this Agreement shall be valid as the original signatures, writings or initials.
- 15.17 Survival. The following provisions shall survive termination of this Agreement: **Article III** (Plan Sponsor Representations and Warranties), **Article X** (Compensation and Expenses), **Section 11.02** (Successor), **Section 11.03** (Termination of Liability), **Article XIII** (Limitation of Liability and Indemnification), and **Article XV** (General).

[signatures on following page]

IN WITNESS WHEREOF, the Plan Sponsor and Custodian have caused this Agreement to be executed by their respective duly authorized officers on the date or dates shown below.

CITY OF GLENWOOD SPRINGS

Signature: _____

Name: _____

Title: _____

Date: _____

NEWPORT TRUST COMPANY

Signature: _____

Name: _____

Title: Trust Officer

Date: _____

RESOLUTION 2021-15

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF GLENWOOD SPRINGS, COLORADO, APPOINTING NEWPORT TRUST COMPANY AS CUSTODIAN OF THE CITY EMPLOYEES' 401(K) PLAN AND TRUST

WHEREAS, the City of Glenwood Springs, Colorado, Employees' 401(k) Plan (the "Plan and Trust") expressly provides the right to amend said Plan and Trust; and

WHEREAS, the City of Glenwood Springs ("the City") desires to amend the Plan and Trust in order to appoint Newport Trust Company ("Newport") as nondiscretionary Custodian of the Plan and Trust subject to its acceptance; and

WHEREAS, the City desires to remove and/or accept the resignation of the current Custodian(s) of the Plan and Trust; and

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

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

Section 2. Newport is appointed to act as a non-discretionary Custodian of the trust established as part of the Plan and Trust and is authorized to hold the assets of the trust under the terms of the Custody Agreement entered into with Newport.

Section 3. The removal and resignation of the current Custodian(s) of the Plan and Trust is hereby accepted, effective as of August 21, 2021, or, if later, the transfer of assets to Newport Trust Company.

Section 4. The proper representatives of the City be, and hereby are, authorized and directed to execute such instruments and to perform such other acts as they, in their discretion, deem necessary or desirable to carry out these resolutions.

INTRODUCED, READ, AND PASSED THIS ____ DAY OF _____ 2021.

CITY OF GLENWOOD SPRINGS, COLORADO

ATTEST:

Jonathan Godes, Mayor

Ryan Muse, City Clerk



City Council
STAFF REPORT
City of Glenwood Springs
July 15, 2021

Agenda Item: Resolution 2021-16: Appointing Newport Trust Company As Custodian Of The City's Police And Fire Mpp Plan

Action Requested: Approve change of Custodian for Police and Fire MPP plan to Newport and terminate Reliance Trust.

Department: Finance

Presented By:

Background Info: Our Police and Fire MPP Plan administrator Newport Group is moving their book of business over to one custodian, Newport/Matrix, in order to streamline processes and provide a better participant experience. This Resolution allows for the plan amendment to change the Trust to Newport and terminate and move the assets from Reliance Trust.

Issues:

Staff Recommendation: Approve plan amendment

**ADOPTING RESOLUTION
FOR
CITY OF GLENWOOD SPRINGS**

The undersigned authorized representative of City of Glenwood Springs (the "Employer") hereby certifies that the following resolutions were duly adopted by the Employer on _____, and that such resolutions have not been modified or rescinded as of the date hereof.

WHEREAS, the City of Glenwood Springs, Colorado, Police and Fire MPP Plan (the "Plan and Trust") expressly provides the right to amend said Plan and Trust; and

WHEREAS, Employer desires to amend the Plan and Trust in order to appoint Newport Trust Company ("Newport") as nondiscretionary Custodian of the Plan and Trust subject to its acceptance; and

WHEREAS, Employer desires to remove and/or accept the resignation of the current Custodian(s) of the Plan and Trust; and

NOW THEREFORE BE IT RESOLVED, that Newport is appointed to act as a non-discretionary Custodian of the trust established as part of the Plan and Trust and is authorized to hold the assets of the trust under the terms of the Custody Agreement entered into with Newport; and

RESOLVED FURTHER, that the removal and resignation of the current Custodian(s) of the Plan and Trust is hereby accepted, effective as of August 21, 2021 or, if later, the transfer of assets to Newport Trust Company; and

RESOLVED FURTHER, that the proper representatives of the Employer be, and hereby are, authorized and directed to execute such instruments and to perform such other acts as they, in their discretion, deem necessary or desirable to carry out these resolutions.

CITY OF GLENWOOD SPRINGS

By: _____

Date: _____

Name: _____

Title: _____



CUSTODY AGREEMENT

THIS CUSTODY AGREEMENT (the "Agreement") is entered into as of _____ by and between the entity named on the signature page hereof (the "Plan Sponsor") and Newport Trust Company (the "Custodian"), a New Hampshire chartered trust company.

WHEREAS, the Plan Sponsor has adopted the City of Glenwood Springs, Colorado, Police and Fire MPP Plan (the "Plan"); and

WHEREAS, the Plan Sponsor desires to appoint the Custodian as non-discretionary directed custodian of Plan assets and the Custodian desires to serve as such.

NOW THEREFORE, the parties hereby agree as follows:

ARTICLE I. DEFINITIONS

The use of defined terms in this Agreement shall have the following meanings:

- 1.01 "Account" shall mean the custodial account established pursuant to Article II.
- 1.02 "Authorized Person" shall mean one or more persons, including a recordkeeper of the Plan, to whom the Plan Administrator may delegate any or all of the duties, responsibilities, or authority imposed upon or granted to the Plan Administrator or the Plan.
- 1.03 "Code" shall mean the Internal Revenue Code of 1986, as amended.
- 1.04 "Contracts" shall mean, collectively, life insurance policies, group annuities, guaranteed investment contracts, bank investment contracts or similar vehicles permitted under the Plan.
- 1.05 "Custodian" shall mean Newport Trust Company and any duly appointed successor custodian acting hereunder.
- 1.06 "Employer Securities" shall mean "qualifying employer securities" (as defined in Section 407 of ERISA).
- 1.07 "ERISA" shall mean the Employee Retirement Income Security Act of 1974, as amended.
- 1.08 "Indemnified Parties" shall have the meaning set forth in **Section 13.02**.
- 1.09 "Investment Manager" shall mean an "investment manager" as defined in Section 3(38) of ERISA appointed by the Plan Sponsor in accordance with **Section 8.03** of this Agreement.
- 1.10 "Losses" shall have the meaning set forth in **Section 13.02**.
- 1.11 "Participant" shall mean an eligible employee (as defined in the Plan) who participates in the Plan.
- 1.12 "Permitted Investments" shall have the meaning set forth in **Section 8.04**.
- 1.13 "Plan" shall mean the retirement plan, and any amendments thereto, adopted by the Plan Sponsor as designated above, some or all of the assets of which are held by the Custodian pursuant to the terms of this Agreement.

- 1.14 "Plan Administrator" shall mean the person, persons or entity appointed by the Plan Sponsor in accordance with **Article V** to act as a "plan administrator" (as that term is defined in ERISA).
- 1.15 "Plan Sponsor" shall mean the entity named on the signature page hereof and which is the "plan sponsor" of the Plan, as that term is defined in Section 3(16)(b) of ERISA.

ARTICLE II. THE CUSTODIAL ACCOUNT

- 2.01 Establishment of the Account. The Plan Sponsor hereby requests that the Custodian establish a custodial account for and in the name of the Plan and to hold, as Custodian, all assets deposited to or collected with respect to such account (the "Account").
- 2.02 Acceptance; Role of Custodian. The Custodian, in consideration of the deposit by the Plan Sponsor of funds into the Account, and other valuable consideration, hereby agrees to act as non-discretionary, directed custodian of the Account on the terms and conditions of this Agreement. As custodian of the Account, Custodian shall take, hold, invest and distribute all of the assets of the Account in accordance with the terms of this Agreement. The Custodian is responsible for maintaining custody of the assets held in the Account, and for investing those assets as directed by the Plan Sponsor, Plan Administrator, or Authorized Person. The Custodian shall not be obligated to provide detailed accounting for the Account or for any individual investment option, such as with respect to contributions, distributions, loan activity, and rollovers.
- 2.03 Exclusive Use. Except as may otherwise be permitted by law or by the terms of the Plan or related trust, at no time prior to the satisfaction of all liabilities with respect to the Participants and their beneficiaries shall any part of the corpus or income of the Account be used for, or diverted to, purposes other than for the exclusive benefit of the Participants and their beneficiaries and for defraying the reasonable expenses of administering the Plan.
- 2.04 Participant Direction. If the Custodian is advised by the Plan Sponsor that the provisions of the Plan and related trust documents so permit, and the Plan Sponsor so requests, the Custodian shall establish separate Participant-directed sub-accounts and all references to the Plan Sponsor under this Agreement shall be deemed to be references to the Participant who is directing investment of such sub-account.

ARTICLE III. PLAN SPONSOR REPRESENTATIONS AND WARRANTIES

- 3.01 The Plan Sponsor hereby represents and warrants that:
- a. All directions or authorizations under this Agreement by the Plan Sponsor, Plan Administrator, Investment Manager, or other Authorized Person will be made in accordance with the terms of the Plan and not contrary to ERISA.
 - b. The terms of the Plan do not impose any duties or obligations upon the Custodian that are not contained in, or are inconsistent with, this Agreement.
 - c. The Plan Sponsor has full power and authority under applicable law, and has taken all action necessary, to enter into and perform this Agreement, and the person executing this Agreement on its behalf is duly authorized and empowered to execute and deliver this Agreement.
 - d. This Agreement constitutes its legal, valid and binding obligation, enforceable against it in accordance with its terms.
 - e. No consent or authorization of, filing with, or other act by or in respect of any governmental authority is required in connection with the execution, delivery, performance, validity or enforceability of this Agreement.
 - f. The execution, performance and delivery of this Agreement shall not result in a violation of any applicable law or impairment of any of its contractual obligations.

ARTICLE IV. STANDARD OF CONDUCT

- 4.01 The Custodian shall discharge its duties hereunder solely in the interest of the Participants and their beneficiaries for the exclusive purpose of providing benefits to Participants and for defraying reasonable expenses of

administering the Account. The Custodian shall perform all of its duties with the care, skill, prudence and diligence under the circumstances then prevailing that a prudent person acting in a like capacity and familiar with such matters would use in the conduct of an enterprise of a like character and with like aims, or in accordance with such other standard as may, from time to time, be required by law, and in accordance with the Plan and this Agreement, insofar as they are consistent with ERISA.

- 4.02 Except as permitted by ERISA, the Custodian will not maintain the indicia of ownership of any assets of the Account outside the jurisdiction of the district courts of the United States.

ARTICLE V. PLAN ADMINISTRATOR

- 5.01 The Plan Sponsor shall appoint in writing a Plan Administrator. If no such person, persons or entity is so designated, such term shall mean the Plan Sponsor. The Plan Administrator shall have exclusive responsibility for administration of the Account and, unless an Investment Manager is appointed under **Section 8.03**, the direction of the investment of the Account.
- 5.02 The Plan Administrator may delegate any or all of the duties, responsibilities, or authority imposed upon or granted to the Plan Administrator under the Plan or this Agreement to one or more Authorized Persons; provided however that any such delegation may not violate the provisions of ERISA, and provided further that the Custodian must be notified in writing prior to the effective date of any such delegation of duty, responsibility or authority of the Plan Administrator to any Authorized Person.

ARTICLE VI. INSTRUCTIONS

- 6.01 Reliance on Instruction. The Custodian may rely in all respects, without having to make further inquiry, upon instructions by the Plan Sponsor, Plan Administrator, Investment Manager or Authorized Person, including investment instructions under **Article VIII** of this Agreement. The Custodian shall be deemed to have received proper instructions upon receipt of written instruction given to the Custodian in a form and manner required by or acceptable to the Custodian.
- 6.02 Conflicting Instructions. In the event of any ambiguous or conflicting instructions to, or adverse claims or demands upon, the Custodian, the Custodian shall be entitled, at its option, to refuse to comply with any such instruction, claim or demand as long as such ambiguity or conflict shall continue, and in so refusing the Custodian may elect not to make any payment or other disposition of assets held pursuant to this Agreement. The Custodian shall not be or become liable in any way for its failure or refusal to comply with any such ambiguous or conflicting instructions or adverse claims or demands, and it shall be entitled to continue to so refrain from acting until such ambiguous, conflicting or adverse demands (a) have been resolved and it has been notified in writing thereof or (b) have finally been determined in a court of competent jurisdiction.

ARTICLE VII. CONTRIBUTIONS OR TRANSFERS

- 7.01 Receipt of Contributions. The Custodian shall receive and accept for the Account all money, securities and other property transferred, assigned and delivered to it from any source by or at the direction of the Plan Sponsor, Plan Administrator or Authorized Person. The Custodian has no duty to inquire into the source of the assets transferred to it or the right of the transferor of such assets to transfer them to Custodian. The Custodian will maintain safe custody of such money, securities and other property it actually receives for the Account. The Custodian has no duty or authority to require any contributions or transfers to be made under the Plan to the Custodian, compute any amount to be contributed or transferred under the Plan to the Custodian, determine whether amounts received by the Custodian comply with the Plan, the Code or ERISA, if applicable. The Custodian will not be responsible for any transferred asset until it receives such asset. The Custodian will accept assets, records, statements, and reports as complete and accurate, and will have no duty to audit the same for accuracy, compliance with applicable law or consistency.
- 7.02 Unidentified Assets. If the Custodian receives any money, securities or other property from a source other than the Plan Sponsor and has not received appropriate notification that such assets are to be accepted for the Account, the Custodian is authorized to return such assets to the person from whom they were received. The Custodian will not be liable for any assets returned in such circumstances.

- 7.03 Returns to Plan Sponsor. The Custodian will return contributions to the Plan Sponsor if the Plan Sponsor or the Plan Administrator provides instructions to the Custodian to do so. The Plan Sponsor is solely responsible for ensuring that an instruction to return any amount to the Plan Sponsor meets all applicable requirements, including those of ERISA, as applicable.

ARTICLE VIII. INVESTMENT AND ADMINISTRATION OF THE CUSTODIAL ACCOUNT

- 8.01 Administrative Functions. Administrative functions, such as accounting for Participant accounts and any reporting or disclosure obligations imposed under the Code or ERISA, related to the Account will be the responsibility of the Plan Sponsor, Plan Administrator or Authorized Person. In general, the Custodian will not be responsible for administrative functions.
- 8.02 No Discretion. The Custodian shall have no discretionary control over, or any other discretion regarding, the investment or administration of the Account. The Plan Sponsor understands and acknowledges that the Custodian is not under any duty to supervise the investment of, or to advise or make recommendations to the Plan Sponsor with respect to the sale or other disposition of assets of the Account or to advise or recommend the purchase of any assets with the funds available under the Account. It shall be the responsibility of the Plan Sponsor to determine the diversification policy with respect to the investment of Account assets, for monitoring adherence to such policy, and for advising the Custodian with respect to its compliance with any investment limitations contained in the Plan. The Plan Sponsor hereby instructs the Custodian to act solely in accordance with instructions from the Plan Sponsor, Plan Administrator, Authorized Person or Investment Manager with respect to the investment of the assets held in the Account. To the full extent permitted by applicable law, the Custodian shall have (a) no duty to inquire whether such instructions conform to the Plan or applicable law, including, but not limited to Section 404(c) of ERISA, and (b) no liability or responsibility for following any such instruction, or for failing to act in the absence of such instruction.
- 8.03 Investment Manager. The Plan Sponsor may appoint an Investment Manager to direct investment of the Account in whole or in part. The Plan Sponsor shall notify the Custodian in writing of its appointment of any Investment Manager. Each appointment of any person as an Investment Manager shall constitute the representation and warranty to the Custodian by the Plan Sponsor that the Plan Sponsor has determined that such person either is, and so long as such appointment is effective remains, (i) registered as an investment advisor under the Investment Advisors Act of 1940, or (ii) a bank as defined in the Investment Advisors Act of 1940, or (iii) an insurance company qualified to perform the services hereinafter described under the laws of more than one State.
- 8.04 Permitted Investments. The Plan Sponsor, Plan Administrator or Investment Manager may direct the Account be invested in property of any character, real or personal, including but not limited to the following securities: stocks (whether common or preferred) of any kind or class of any corporation, including shares of open-end or closed-end investment companies (i.e., mutual funds) and small business investment companies; bonds; notes or debentures (including bonds, notes or debentures, options, futures or warrants); unit investment trusts; U.S. Treasury obligations and other governmental obligations; shares or units of participation in qualified common trust funds, qualified pooled funds or pooled investment funds of any insurance company qualified to do business in the state; or any other investments that the Plan Sponsor, Plan Administrator or Investment Manager believes are proper and consistent with the terms and purposes of the Plan, without being limited by nonfederal laws covering the investment of custodial accounts, but taking into account the requirements of ERISA and the Plan (individually and collectively, "Permitted Investments").
- 8.05 Nondiscretionary Powers of the Custodian. Pursuant to instruction from the Plan Sponsor, Plan Administrator, Investment Manager or Authorized Person, the Custodian shall have the following nondiscretionary powers:
- (a) Invest and reinvest the principal and income of the Account in Permitted Investments and keep the same invested without distinction between principal and income.
 - (b) Invest and reinvest all or any portion of the assets comprising the Account in any group trust fund which at the time of the investment provides for the pooling of the assets of plans qualified under Section 401(a) of the Code. This authorization applies solely to a group trust fund exempt from taxation under Section 501(a) of the Code and the trust agreement which satisfies the requirements of Revenue Ruling 81-100. The provisions of the group trust fund agreement, as amended from time to time, are incorporated by reference within this Agreement. The provisions of the group trust fund will govern any investment of Plan assets in that fund. The Plan

Administrator must specify, in a form acceptable to the Custodian, to which group trust fund(s) this authorization applies.

- (c) On the direction of the Plan Sponsor, Plan Administrator, Investment Manager or other Authorized Person, as the case may be, with any cash at any time held by it, to purchase or subscribe for any authorized investment and to retain such authorized investment in the Account.
- (d) To make disbursements out of the Account to such persons, in such manner, in such amounts, and for such purposes as may be specified in such direction.
- (e) To sell for cash or on credit, convert, redeem, exchange for another authorized investment, or otherwise dispose of any authorized investment at any time held by it;
- (f) To retain uninvested all of any part of the Account for which investment instructions have not been received, it being understood that Custodian shall not be required to pay interest on any such uninvested balance;
- (g) To purchase authorized investments at a premium or discount;
- (h) To engage such agents, actuaries, accountants, attorneys, investment advisors or managers, subcustodians and such other advisors, and, anything contained herein to the contrary notwithstanding, to engage in such legal or administrative proceedings as are deemed reasonably required in connection with the administration of the Account, and to compensate any persons so engaged at such wages, fees, remuneration consideration or otherwise, and upon such terms and conditions as Custodian shall deem reasonable under the circumstances. Unless otherwise noted in this Agreement, such compensation shall be a charge upon the Account and shall in no event be deducted from any commissions or other compensation payable to Custodian; and
- (i) To cause any investment in the Account to be registered in, or transferred into, its name as Custodian, or the name of its nominee or nominees or to retain them unregistered or in form permitting transfer by delivery, but the books and records of Custodian shall at all times show that all such investments are part of the Account.

8.06 Employer Securities. Pursuant to the Plan, the Account may be invested in Employer Securities to the extent necessary to comply with investment instructions under this Agreement. The Custodian shall have no responsibility for determining whether any Employer Security is a "qualifying employer security" or whether any acquisition or disposition of Employer Securities is consistent with applicable law, including (without limitation) the prohibited transaction restrictions of ERISA and the exemptions to those restrictions. The Custodian shall acquire and dispose of such securities in open market transactions or in such other manner as Instructed. If the Account consists of Employer Securities that are not traded on a recognizable market, or the information necessary to ascertain the fair market value is not readily available, the Plan Administrator shall provide to the Custodian the value of such securities for all purposes under the Plan and this Agreement, and the Custodian shall be entitled to rely upon the value of such Employer Security provided by the Plan Administrator. If the Plan Administrator fails or refuses to instruct the Custodian on the value of such Employer Security, the Custodian, in its sole discretion, may engage an independent appraiser to determine the fair market value of such Employer Security and shall be entitled to rely upon the value placed upon such Employer Security by the independent appraiser. Any expenses with respect to such appraisal shall be a charge against the Account and may be paid from the Account as provided in this Agreement. The Custodian shall have no responsibility or liability with respect to the acceptance, distribution, collection, tabulation or remittance of proxies and accompanying materials and other shareholder communications issued with respect to Employer Securities.

8.07 Prohibited Transactions. The Company understands that certain transactions are prohibited for tax-exempt retirement plans under ERISA and under Code Section 4975. The Company will not direct the purchase or sale of any Account asset to or from a "disqualified person" as defined in Code Section 4975(e), or a "party-in-interest" as defined in ERISA Section 3(14), or in any other way direct an investment or other transaction that would be deemed a non-exempt "prohibited transaction" with respect to the Plan under applicable law. The Custodian shall have no duty to determine whether any transaction is, or has the potential to be, a "prohibited transaction."

- 8.08 Proxies. For securities held in the Account other than Employer Stock, Custodian will cause all proxies and accompanying materials to be mailed to the Plan Administrator within a reasonable time after the receipt by Custodian. In no case will Custodian be under any duty to determine how, or if, proxies are voted or to take any other action in connection with any proxies. Custodian shall be under no obligation to forward or return any other corporate material received on behalf of the Account unless required by law. If the Account allows a Participant to invest in Employer Stock, proxies and accompanying materials will be the sole responsibility of the Plan Sponsor, Plan Administrator or Authorized Person and Custodian will have no responsibility or liability with respect to the acceptance, distribution, collection, tabulation or remittance of such materials.
- 8.09 Taxes. The Custodian may execute, as custodian, any declarations or certificates pertaining to the Account that may be required under any tax law(s) or governmental regulation(s) now or hereafter without prior approval of the Plan Sponsor.

ARTICLE IX. RECORDS AND ACCOUNTS

- 9.01 Records. The Custodian shall maintain true, accurate, and detailed accounts of all investments, receipts, disbursements and other transactions hereunder. All accounts, books, and records relating thereto shall be open to inspection and may be audited from time to time by any person designated by the Plan Administrator during the Custodian's regular business hours as mutually agreed to in writing by the parties.
- 9.02 Written Accounts. As soon as reasonably practical after the close of each Plan year, and within ninety (90) days after the removal or resignation of the Custodian, the Custodian shall render to the Plan Sponsor a written statement of account of all investments, receipts and disbursements, and all other financial transactions relating to the Account, including the value of the assets held by the trust. Upon the expiration of ninety (90) days from the date of filing such account, the Custodian shall be forever released and discharged from all liability as to all items and matters included in such accounting as if settled by the decree of a court of competent jurisdiction, except with respect to any such action or transaction to which the Plan Sponsor shall, within such ninety (90) day period, file written objections with the Custodian. The liability of the Custodian to persons other than the Plan Sponsor or Plan Administrator shall be limited to actions under ERISA brought within the period permitted by law for bringing of such action. Nothing herein contained, however, shall be deemed to diminish the right of the Custodian to have its accounts judicially settled by a court of competent jurisdiction.
- 9.03 Valuation. The assets of the Account shall be valued as of each valuation date at fair market value as determined by the Custodian based upon sources of information as it may deem reliable. For those assets whose value cannot be determined by readily available sources, the Plan Sponsor will direct the Custodian as to the fair market value of those assets. Should the Plan Sponsor in its sole discretion determine that an independent appraisal of some or all of such assets is necessary, the Plan Sponsor will be responsible for hiring a qualified independent appraiser and reporting the appraised value to the Custodian.

ARTICLE X. COMPENSATION AND EXPENSES

- 10.01 Compensation. The Custodian shall receive compensation for the performance of its services in accordance with its schedule of compensation (attached hereto as "Exhibit A") in effect when such services are rendered. Such compensation shall constitute a charge to be paid by the Account, unless the Plan Sponsor elects to pay all or any part of such compensation, in which case the Plan Sponsor shall be billed for the performance of such services. The Plan Sponsor expressly acknowledges and agrees that the Custodian may retain as additional compensation for its services any earnings (which are determined daily and which the Custodian expects will be generated at the prevailing federal funds rate) with respect to:
- (a) amounts credited to non-interest bearing cash accounts;
 - (b) moneys during the period between the time the moneys are received by the Custodian and actually forwarded to implement investment instructions; and
 - (c) distributions between the time a disbursement is issued and presented for payment.

Moneys shall be invested as soon as practicable following receipt of the moneys and complete investment instructions, but not later than two business days following receipt of both the moneys and the complete

investment instructions. Distribution checks shall be prepared and mailed as soon as practicable following receipt of a proper request for a distribution check, but not later than three business days following receipt of the request.

- 10.02 408(b)(2) Disclosure. The Custodian shall provide the Plan Sponsor with such information related to the expenses incurred hereunder as it may reasonably request or as otherwise may be required by law in order to enable the Plan Sponsor to comply with applicable reporting and disclosure requirements of ERISA.
- 10.03 Expenses. Expenses for legal, accounting and all other proper charges and disbursements of the Custodian in connection with the administration of the Account shall constitute a charge to be paid by the Account. However, nothing herein shall prohibit the Plan Sponsor from paying such amounts if the Account is sufficient and the Plan Sponsor so elects.
- 10.04 Withdrawal from Account. The Custodian may withdraw from the Account amounts sufficient to pay any proper charge against the Account. The Plan Sponsor shall be responsible for payment of any deficiency. To the extent permitted by applicable law, the Plan Sponsor may reimburse the Account for any charges paid from the Account.

ARTICLE XI. REMOVAL OR RESIGNATION OF CUSTODIAN; APPOINTMENT OF SUCCESSOR

- 11.01 Resignation; Removal of Custodian. The Custodian may resign at any time upon sixty (60) days' written notice to the Plan Sponsor and the Plan Sponsor may remove the Custodian, with or without cause, upon at least sixty (60) days' prior written notice to the Custodian.
- 11.02 Successor. Upon resignation or removal of the Custodian, the Plan Sponsor shall appoint a successor custodian who shall have substantially the same powers and duties as those conferred upon the Custodian hereunder. The appointment of a successor custodian shall be by written instrument delivered to the Custodian. Upon the failure of Plan Sponsor to appoint, or the failure of the effectiveness of the appointment by Plan Sponsor of, a successor custodian within sixty (60) days, the Custodian may apply to any court of competent jurisdiction for the appointment of a successor custodian, the costs of which shall be borne by the Account unless Plan Sponsor otherwise agrees to pay such costs. Upon the successor custodian's acceptance of its appointment as successor custodian, the Custodian shall assign, transfer and pay over to such successor custodian the funds and other property then constituting the Account; provided, however that the Custodian may reserve such sum of money as it may deem advisable for payment of its fees and expenses in connection with the settlement of its account or for the payment of all taxes that may be lawfully assessed upon or in respect of the Account or the income thereof for the period prior to the removal or resignation of the Custodian, or otherwise. Any balance of the amount so reserved remaining after the payment of all such fees, expenses and taxes shall be paid over to the successor custodian.
- 11.03 Termination of Liability. When the assets comprising the Account have been transferred and delivered to the successor custodian, and the accounts of the Custodian have been settled pursuant to **Section 9.02**, the Custodian shall be released and discharged from all further accountability or liability for the Account and shall not be responsible in any way for the further disposition of the Account or any part thereof.

ARTICLE XII. AMENDMENT AND TERMINATION

- 12.01 Amendment. Any amendment to this Agreement shall be in writing and signed by both parties.
- 12.02 Termination of Agreement. Either party may terminate this Agreement at any time upon sixty (60) days' written notice to the other party.
- 12.03 Termination of Plan. If the Plan is terminated, this Agreement will continue in effect until the earlier of the date as of which all assets of the Account have been distributed or the Agreement is terminated pursuant to **Section 12.02**.

ARTICLE XIII. LIMITATION OF LIABILITY AND INDEMNIFICATION

- 13.01 Limitations of Liability. The Custodian shall not be liable to Plan Sponsor for any act, omission, or determination made in connection with this Agreement except for its gross negligence, willful misconduct or breach of fiduciary duty. Without limiting the generality of the foregoing, the Custodian will have no liability for any losses arising from (i) its compliance with instructions from the Plan Sponsor, Plan Administrator, Investment Manager or Authorized Person or its failure to act in the absence of any such instruction or (ii) the acts of any prior or successor trustee(s) or custodians.

- 13.02 Indemnification. The Plan Sponsor agrees to indemnify, defend and hold harmless the Custodian and the Custodian's directors, officers, employees, agents and affiliates (the "Indemnified Parties") from any and all damages, losses, costs, judgments, fines, penalties and expenses (including attorney's fees and disbursements) to which the Indemnified Parties may become subject to in connection with any matter arising out of this Agreement ("Losses"), except to the extent such Losses were caused by the Custodian's gross negligence, willful misconduct or breach of fiduciary duty. In addition to and not in derogation of the foregoing, the Plan Sponsor agrees to indemnify, defend and hold harmless Indemnified Parties from any and all Losses resulting from (i) their reliance upon any notice, instruction, direction or approval purporting to have been delivered by the Plan Sponsor, Plan Administrator, Investment Manager or Authorized Person or actions not taken in the absence of any such instruction, (ii) Plan Sponsor's failure to make any contribution to the Account or the insufficiency of the Account to discharge any liabilities under the Plan, (iii) the failure of any participant directed account or participant loan to satisfy the requirements of the Plan and applicable law, (iv) any loss or diminution of the Account resulting from changes in the market value of the Account assets, (v) the Custodian's refusal to act on any unclear or ambiguous direction or, any direction that on advice of the Custodian's counsel, is determined to be in contravention of this Agreement or any applicable law, (vii) any act or failure to act by the Plan Sponsor, Plan Administrator, Authorized Person or Investment Manager, and (viii) the acts of any prior or successor custodian(s).

ARTICLE XIV. USA PATRIOT ACT NOTIFICATION

- 14.01 The following notification is provided to Plan Sponsor pursuant to Section 326 of the USA Patriot Act of 2001, 31 USC Section 5318:

IMPORTANT INFORMATION ABOUT PROCEDURES FOR OPENING A NEW ACCOUNT. To help the government fight the funding of terrorism and money laundering activities, Federal law requires all financial institutions to obtain, verify, and record information that identifies each Person or entity that opens an account, including any deposit account, treasury management account, loan, other extension of credit, or other financial services product. What this means for the Plan Sponsor: When Plan Sponsor opens an account, if the Plan Sponsor is an individual, the Custodian will ask for the Plan Sponsor's name, taxpayer identification number, residential address, date of birth, and other information that will allow the Custodian to identify Plan Sponsor, and, if Plan Sponsor is not an individual, Custodian will ask for the Plan Sponsor's official name, taxpayer identification number, business address, and other information that will allow the Custodian to identify the Plan Sponsor. The Custodian may also ask, if the Plan Sponsor is an individual, to see a valid driver's license or other identifying documents, and, if the Plan Sponsor is not an individual, to see the Plan Sponsor's legal organizational documents or other identifying documents.

ARTICLE XV. GENERAL

- 15.01 Plan Qualification. The Plan Sponsor acknowledges that it has the responsibility for the design of the Plan, and, if applicable, for the initial and continued qualification of the Plan under law. The Custodian does not assume responsibility for the determination of the initial qualification or continued compliance of the Plan with the applicable Code.
- 15.02 Effective Date. This Agreement shall be effective as of the later of the date hereof or the first date on which the assets are transferred to the Account.
- 15.03 Governing Law. To the extent that state law shall not have been preempted by the provisions of ERISA, this Agreement shall be construed and enforced according to the laws of the State of Delaware, without regard to the choice of law principles thereof.
- 15.04 Conflict with Plan. The rights, duties, responsibilities, obligations and liabilities of the Custodian are as set forth in this Agreement, and no provisions of the Plan or any other document shall be deemed to affect such rights, duties, responsibilities, obligations and liabilities. If there is a conflict between provisions of the Plan and this Agreement with respect to any subject involving the Custodian, including but not limited to the responsibility, authority or powers of the Custodian, the provisions of this Agreement shall be controlling.
- 15.05 Bond Not Required. Except as required under ERISA Section 412, the Custodian shall not be required to furnish any bond or security for the performance of its powers and duties hereunder.

- 15.06 Bankruptcy. The Custodian shall have no duty, in the event of the Plan Sponsor's bankruptcy or insolvency, to take any action until directed to do so by the bankruptcy trustee or a court that has jurisdiction over Plan assets.
- 15.07 Severability. If any provision of this Agreement is held illegal or invalid for any reason, the illegality or invalidity shall not affect the remaining provisions of this Agreement. On the contrary, the remaining provisions shall be fully severable and this Agreement shall be construed and enforced as if the illegal or invalid provision had never been inserted therein.
- 15.08 Non-Assignability of Interest. No benefit to which a Participant or beneficiary or an alternate payee is or may become entitled under the Plan shall at any time be subject in any manner to alienation or encumbrance, nor be resorted to, appropriated or seized in any proceeding at law, in equity or otherwise. No Participant or other person entitled to receive a benefit under the Plan shall, except as specifically provided in such Plan, have power in any manner to transfer, assign, alienate or in any way encumber such benefit under such Plan, or any part thereof, and any attempt to do so shall be void.
- 15.09 Waiver. No waiver by either party of any failure or refusal to comply with an obligation hereunder shall be deemed a waiver of any obligation hereunder or any subsequent failure or refusal to comply with any other obligation hereunder.
- 15.10 Assignment. Either party may assign this Agreement to an affiliate or successor in interest upon written notice to the other party. The provisions of this Agreement shall be binding upon the successors and assigns of the parties hereto.
- 15.11 Notice. Except as the parties may otherwise agree in writing, all notices, reports, accounts and other communications from the Custodian to the Plan Sponsor, Plan Administrator, Investment Manager or any Authorized Person shall be in writing and deemed to have been duly given as of the first date on which the Custodian transmits or otherwise makes the communication available. Except as the parties may otherwise agree in writing, all notices, instructions and communications to the Custodian shall be in writing and shall be deemed to have been given when received by the Custodian at the following address:
- Newport Trust Company
c/o Newport Group, Inc.
ATTN: Newport Trust Company
45 South 7th Street
Suite 2208
Minneapolis, MN 55402
Fax: (916) 605-4024
- 15.12 Force Majeure. The Custodian shall have no liability for any losses arising out of delays in performing the services which it renders under this Agreement, when such delays result from events beyond its control, including without limitation, interruption of the business of the Custodian due to acts of God, acts of governmental authority, acts of war, terrorism, riots, civil commotions, insurrections, labor difficulties (including, but not limited to, strikes and other work slippages due to slow-downs), unauthorized access to its systems, or any action of any courier or utility, mechanical or other malfunction, or electronic interruption.
- 15.13 Confidentiality. The parties hereto agree that they and their directors, officers, employees, and other staff shall keep in confidence all information, data and records relating to the business and affairs of the other parties to this Agreement (collectively, "Confidential Information") that may be acquired pursuant to or in connection with this Agreement or the relationships contemplated by this Agreement. During and after the term of this Agreement, disclosure of Confidential Information shall be restricted to those employees of a party hereto with a need to know to fulfill that party's obligations under this Agreement. Confidential Information shall not be disclosed to a third-party not otherwise authorized in the Agreement to receive such information, without the prior written permission of the owner of such Confidential Information. All parties hereto agree that they shall exercise the same care and diligence in protecting the Confidential Information of another party hereto as they would in the protection of its own confidential and proprietary information. The foregoing obligations shall not apply to Confidential Information that: (i) becomes known publicly through no fault of any party hereto; (ii) is received from a third party who is authorized to disclose it; (iii) is already known to the other party to this Agreement; or (iv) is independently developed by the other party to this Agreement.

- 15.14 Entire Agreement. This Agreement, including all documentation submitted in connection with the engagement of the Custodian, including any fee schedules, contains the entire understanding between the parties relating to the subject matter hereof, and supersedes all prior agreements or understandings between the parties relating to the subject matter hereof, whether written or oral, express or implied.
- 15.15 Status as Independent Contractors. Nothing in this Agreement shall cause or be deemed to cause any party (including, but not limited to, its officers, directors, or employees) to be an employee, partner, joint venture, or agent of any other party hereto. The sole relationship of the parties hereto is that of independent contractor.
- 15.16 Execution in Counterparts. This Agreement may be executed in counterparts, each of which shall be deemed an original and no other counterpart need be produced. Telephonic or electronic facsimile copies of original signatures, writings or initials on this Agreement shall be valid as the original signatures, writings or initials.
- 15.17 Survival. The following provisions shall survive termination of this Agreement: **Article III** (Plan Sponsor Representations and Warranties), **Article X** (Compensation and Expenses), **Section 11.02** (Successor), **Section 11.03** (Termination of Liability), **Article XIII** (Limitation of Liability and Indemnification), and **Article XV** (General).

[signatures on following page]

IN WITNESS WHEREOF, the Plan Sponsor and Custodian have caused this Agreement to be executed by their respective duly authorized officers on the date or dates shown below.

CITY OF GLENWOOD SPRINGS

Signature: _____

Name: _____

Title: _____

Date: _____

NEWPORT TRUST COMPANY

Signature: _____

Name: _____

Title: Trust Officer

Date: _____

RESOLUTION 2021-16

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF GLENWOOD SPRINGS, COLORADO, APPOINTING NEWPORT TRUST COMPANY AS CUSTODIAN OF THE CITY'S POLICE AND FIRE MPP PLAN

WHEREAS, the City of Glenwood Springs, Colorado, Police and Fire MPP Plan (the "Plan and Trust") expressly provides the right to amend said Plan and Trust; and

WHEREAS, the City of Glenwood Springs ("the City") desires to amend the Plan and Trust in order to appoint Newport Trust Company ("Newport") as nondiscretionary Custodian of the Plan and Trust subject to its acceptance; and

WHEREAS, the City desires to remove and/or accept the resignation of the current Custodian(s) of the Plan and Trust; and

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

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

Section 2. Newport is appointed to act as a non-discretionary Custodian of the trust established as part of the Plan and Trust and is authorized to hold the assets of the trust under the terms of the Custody Agreement entered into with Newport.

Section 3. The removal and resignation of the current Custodian(s) of the Plan and Trust is hereby accepted, effective as of August 21, 2021, or, if later, the transfer of assets to Newport Trust Company.

Section 4. The proper representatives of the City be, and hereby are, authorized and directed to execute the custody agreement attached as **Exhibit A**, and to perform such other acts as they, in their discretion, deem necessary or desirable to carry out these resolutions.

INTRODUCED, READ, AND PASSED THIS ____ DAY OF _____ 2021.

CITY OF GLENWOOD SPRINGS, COLORADO

ATTEST:

Jonathan Godes, Mayor

Ryan Muse, City Clerk



City Council
STAFF REPORT
City of Glenwood Springs
July 15, 2021

Agenda Item: RFP 2021-19P Red Mountain South Phase 1 Award

Action Requested: Approval of Bid RFP 2021-19P Red Mountain South Phase 1 Award to Gould Construction for \$2,078,236.65.

Department: Public Works

Presented By: Matthew Langhorst, Public Works Director

Background Info: The City of Glenwood Springs Public Works, Engineering and Water Distribution Departments have been working with SGM engineering for the last 10 months to redesign and bid the Red Mountain South subdivision construction project. This project includes water line replacement, service line to curb stop replacement, new curb and gutter, handicap ramps, roadway surfacing and storm sewer improvements. The City's Street Tax and Water Department will be paying for the project with approximately \$500,000 coming from water and \$1.5 million coming from street tax. Gould and the City are in the midst of Cost Savings discussions, which will be applied to the overall budget as reduction Change Orders as we move through the discussions.

This project is being broken into a minimum of Two Phases, Phase One to occur in 2021 with the following phases starting in 2022 and there after. Johnson Construction also bid this job and were within 7% of the Gould low bid.

Issues: None at this time.

Staff Recommendation: Staff is Recommending Approval of Bid RFP 2021-19P Red Mountain South Phase 1 Award to Gould Construction for \$2,078,236.65.

GOULD CONSTRUCTION

June 30, 2021

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

To Whom it May Concern,

Gould Construction is pleased to provide the City of Glenwood Springs with a response to RFP 2021-19P Red Mountain South Phase I. We acknowledge Addendums 1 through 8 issued in regard to this RFP. In addition, we have provided reference and resume information along with a preliminary project schedule which outlines our project approach.

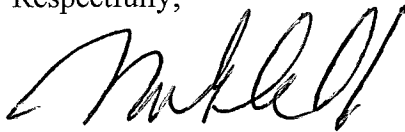
For this project, we have included the following specialty sub-contractors as part of our project team:

- Grand River Construction Asphalt Paving
- S2M Construction Concrete

As a member of the community, Gould Construction is always mindful of the impact this type of work has on our neighbors. Our approach to the project and our schedule reflects this concern. Gould Construction's past performances on similar projects in the area are a testament to our commitment to the community.

Please feel free to contact me if you have any questions or need additional information. We look forward to working with you on Phase I of the Red Mountain reconstruction.

Respectfully,



Mark Gould, Jr.
President / CEO
Gould Construction, Inc.

BID SCHEDULE (REVISED)

CDOT REF. NO.	CONTRACT ITEM	UNIT	QTY	UNIT COST	EXTENDED COST
201-00000	CLEARING AND GRUBBING	L S	1	\$ 4000.00	\$ 4,000.00
202-00008	TREE TRIMMING	HOUR	1	\$ 250.00	\$ 250.00
202-00010	REMOVAL OF TREE	EACH	16	\$ 872.00	\$ 13,952.00
202-00019	REMOVAL OF INLET	EACH	1	\$ 500.00	\$ 500.00
202-00021	REMOVAL OF MANHOLE	EACH	1	\$ 665.00	\$ 665.00
202-00031	REMOVAL OF FIRE HYDRANT	EACH	1	\$ 1680.00	\$ 1,680.00
202-00035	REMOVAL OF PIPE	LF	51	\$ 23.60	\$ 1,203.60
202-00200	REMOVAL OF SIDEWALK	SY	509	\$ 21.00	\$ 10,689.00
202-00203	REMOVAL OF CURB AND GUTTER	LF	1476	\$ 7.20	\$ 10,627.20
202-00210	REMOVAL OF CONCRETE PAVEMENT	SY	339	\$ 32.90	\$ 11,153.10
202-00210	REMOVAL OF CONCRETE PAVEMENT (DRIVEWAYS)	SY	139	\$ 26.80	\$ 3,725.20
202-00220	REMOVAL OF ASPHALT MAT	SY	4526	\$ 7.45	\$ 33,718.70
202-00240	REMOVAL OF ASPHALT MAT (PLANING)	SY	11	\$ 640.00	\$ 7,040.00
202-05026	SAWING ASPHALT MATERIAL (6 INCH)	LF	50	\$ 6.30	\$ 315.00
203-00010	UNCLASSIFIED EXCAVATION (COMPLETE IN PLACE)	CY	3248	\$ 44.40	\$ 144,211.20
203-01500	BLADING	HOUR	10	\$ 165.00	\$ 1,650.00
203-01510	BACKHOE	HOUR	10	\$ 90.00	\$ 900.00
203-01565	HYDRAULIC EXCAVATOR	HOUR	10	\$ 130.00	\$ 1,300.00
203-01582	TRUCK (DUMP)	HOUR	10	\$ 111.00	\$ 1,110.00
203-01597	POTHOLING	HOUR	40	\$ 228.00	\$ 9,120.00
203-02330	LABORER	HOUR	10	\$ 39.00	\$ 390.00
207-00205	TOPSOIL	CY	133	\$ 17.00	\$ 2,261.00
207-00210	STOCKPILE TOPSOIL	CY	200	\$ 10.00	\$ 2,000.00

REVISION #1

208-00002	EROSION LOG TYPE 1 (12 INCH)	LF	1650	\$ 5.10	\$ 8,415.00
208-00035	AGGREGATE BAG	LF	42	\$ 5.00	\$ 210.00
208-00045	CONCRETE WASHOUT STRUCTURE	EACH	2	\$ 2760.00	\$ 5,520.00
208-00052	STORM DRAIN INLET PROTECTION (TYPE II)	LF	10	\$ 239.00	\$ 2,390.00
208-00056	STORM DRAIN INLET PROTECTION (TYPE III)	EACH	1	\$ 145.00	\$ 145.00
208-00070	VEHICLE TRACKING PAD	EACH	2	\$ 1940.00	\$ 3,880.00
208-00103	REMOVAL AND DISPOSAL OF SEDIMENT (LABOR)	HOUR	10	\$ 50.00	\$ 500.00
208-00105	REMOVAL AND DISPOSAL OF SEDIMENT (EQUIPMENT)	HOUR	10	\$ 93.00	\$ 930.00
208-00106	SWEEPING (SEDIMENT REMOVAL)	HOUR	40	\$ 170.00	\$ 6,800.00
208-00107	REMOVAL OF TRASH	HOUR	10	\$ 397.00	\$ 3,970.00
208-00207	EROSION CONTROL MANAGEMENT	DAY	30	\$ 564.00	\$ 16,920.00
210-00010	RESET MAILBOX STRUCTURE	EACH	4	\$ 115.00	\$ 460.00
210-00035	RESET WATER METER	EACH	1	\$ 777.00	\$ 777.00
210-00750	RESET LIGHT STANDARD	EACH	2	\$ 7845.00	\$ 15,690.00
210-00810	RESET GROUND SIGN	EACH	5	\$ 116.00	\$ 580.00
210-04010	ADJUST MANHOLE	EACH	6	\$ 554.00	\$ 3,324.00
210-04050	ADJUST VALVE BOX	EACH	3	\$ 222.00	\$ 666.00
212-00006	SEEDING (NATIVE)	ACRE	0.3	\$ 6458.00	\$ 1,937.40
212-00032	SOIL CONDITIONING	ACRE	0.3	\$ 6458.00	\$ 1,937.40
212-00050	SOD	SF	1000	\$ 1.80	\$ 1,800.00
213-00012	SPRAY-ON MULCH BLANKET	ACRE	0.1	\$ 5382.00	\$ 538.20
213-00061	MULCH TACKIFIER	LB	12	\$ 254.00	\$ 3,048.00
213-00150	BONDED FIBER MATRIX	ACRE	0.1	\$ 7725.00	\$ 772.50
216-00201	SOIL RETENTION BLANKET (STRAW-COCONUT) (BIODEGRADABLE CLASS 1)	SY	771	\$ 9.00	\$ 6,939.00
304-02000	AGGREGATE BASE COURSE (CLASS 2)	TON	3139	\$ 35.40	\$ 111,120.60

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304-06000	AGGREGATE BASE COURSE (CLASS 6)	TON	2656	\$ 40.00	\$ 106,240.00
403-34721	HOT MIX ASPHALT (GRADING SX) (75) (PG 58-28)	TON	1156	\$ 116.40	\$ 134,558.40
403-34721	HOT MIX ASPHALT (GRADING SX) (75) (PG 58-28) (DRIVEWAYS)	TON	9	\$ 123.50	\$ 1,111.50
411-10216	EMULSIFIED ASPHALT (CRS-2P)	GAL	524	\$ 1.85	\$ 969.40
412-00600	CONCRETE PAVEMENT (6 INCH)	SY	189	\$ 111.00	\$ 20,979.00
412-00601	CONCRETE PAVEMENT (6 INCH) (SPECIAL)	SY	215	\$ 223.00	\$ 47,945.00
412-01001	CONCRETE PAVEMENT (10 INCH) (SPECIAL)	SY	74	\$ 233.50	\$ 17,279.00
506-00030	GROUTED RIPRAP	CY	41.5	\$ 310.00	\$ 12,865.00
506-00206	RIPRAP (6 INCH)	CY	7.8	\$ 248.00	\$ 1,934.40
506-01020	GEOGRID REINFORCEMENT	SY	100	\$ 21.70	\$ 2,170.00
603-30018	18 INCH STEEL END SECTION	EACH	2	\$ 565.00	\$ 1,130.00
603-30030	30 INCH STEEL END SECTION	EACH	2	\$ 1475.00	\$ 2,950.00
603-30048	48 INCH STEEL END SECTION	EACH	3	\$ 2300.00	\$ 6,900.00
603-50018	18 INCH PLASTIC PIPE	LF	378	\$ 90.00	\$ 34,020.00
603-50024	24 INCH PLASTIC PIPE	LF	28	\$ 131.00	\$ 3,668.00
603-50030	30 INCH PLASTIC PIPE	LF	279	\$ 204.25	\$ 56,985.75
604-00350	INLET TYPE C (SPECIAL)	EACH	1	\$ 3125.00	\$ 3,125.00
604-25006	VANE GRATE INLET SPECIAL (5 FOOT)	EACH	8	\$ 6320.00	\$ 50,560.00
604-25011	VANE GRATE INLET SPECIAL (10 FOOT)	EACH	2	\$ 6695.00	\$ 13,390.00
604-30005	MANHOLE SLAB BASE (5 FOOT)	EACH	3	\$ 3250.00	\$ 9,750.00
604-30010	MANHOLE SLAB BASE (10 FOOT)	EACH	3	\$ 7390.00	\$ 22,170.00
604-30015	MANHOLE SLAB BASE (15 FOOT)	EACH	2	\$ 9320.00	\$ 18,640.00
607-11450	FENCE SPLIT CEDAR	LF	195	\$ 34.00	\$ 6,630.00
607-11525	FENCE (PLASTIC)	LF	365	\$ 3.10	\$ 1,131.50
607-60108	8 FOOT GATE	EACH	1	\$ 1038.00	\$ 1,038.00

REVISION #1

608-00000	CONCRETE SIDEWALK	SY	641	\$ 78.00	\$ 49,998.00
608-00006	CONCRETE SIDEWALK (6 INCH)	SY	99	\$ 111.20	\$ 11,008.80
608-00010	CONCRETE CURB RAMP	SY	140	\$ 160.00	\$ 22,400.00
608-00015	DETECTABLE WARNINGS	SF	141	\$ 68.00	\$ 9,588.00
609-21013	CURB AND GUTTER TYPE 2 (SECTION I-M) (SPECIAL)	LF	234	\$ 48.20	\$ 11,278.80
609-21023	CURB AND GUTTER TYPE 2 (SECTION II-B) (SPECIAL)	LF	80	\$ 80.30	\$ 6,424.00
609-21110	CURB AND GUTTER TYPE 2 (SECTION I-B) (SPECIAL)	LF	2752	\$ 37.40	\$ 102,924.80
609-24008	GUTTER TYPE 2 (8 FOOT)	LF	62	\$ 141.50	\$ 8,773.00
609-24010	GUTTER TYPE 2 (10 FOOT)	LF	27	\$ 142.00	\$ 3,834.00
614-00011	SIGN PANEL (CLASS I)	SF	30	\$ 48.00	\$ 1,440.00
614-01503	STEEL SIGN SUPPORT (2-INCH ROUND)(POST AND SOCKET)	EACH	7	\$ 251.00	\$ 1,757.00
614-86758	ANTI-ICING SYSTEM	SY	215	\$ 527.00	\$ 113,305.00
619-00002	WATER SERVICE	EACH	17	\$ 5527.00	\$ 93,959.00
619-00005	TEMPORARY TESTING TAP	EACH	7	\$ 871.00	\$ 6,097.00
619-00007	CONNECT TO EXISTING WATERLINE	EACH	5	\$ 5055.00	\$ 25,275.00
619-50480	6 INCH PLASTIC PIPE	LF	50	\$ 129.00	\$ 6,450.00
619-50640	8 INCH PLASTIC PIPE	LF	1648	\$ 138.00	\$ 227,424.00
619-50641	8 INCH ELBOW	EACH	16	\$ 734.00	\$ 11,744.00
619-50642	8 INCH TEE	EACH	9	\$ 915.00	\$ 8,235.00
619-75048	6 INCH GATE VALVE	EACH	2	\$ 1518.00	\$ 3,036.00
619-75064	8 INCH GATE VALVE	EACH	16	\$ 2030.00	\$ 32,480.00
619-78048	6 INCH FIRE HYDRANT	EACH	2	\$ 5190.00	\$ 10,380.00
619-78050	WATER LINE JOINTS ENCASING (18-FOOT MIN.)	EACH	3	\$ 4186.00	\$ 12,558.00
619-78051	INSULATED WATERLINE	LF	42	\$ 32.00	\$ 1,344.00
620-00020	SANITARY FACILITY	EACH	1	\$ 1667.00	\$ 1,667.00

REVISION #1

625-00000	CONSTRUCTION SURVEYING	L S	1	\$ 41975.00	\$ 41,975.00
626-00000	MOBILIZATION	L S	1	\$ 99564.00	\$ 99,564.00
627-30305	THERMOPLASTIC PAVEMENT MARKING (WORD-SYMBOL)	SF	48	\$ 20.80	\$ 998.40
627-30310	THERMOPLASTIC PAVEMENT MARKING (XWALK-STOP LINE)	SF	142	\$ 18.40	\$ 2,612.80
630-00016	TRAFFIC CONTROL (SPECIAL) LS	L S	1	\$ 34835.00	\$ 34,835.00
700-70010	F/A MINOR CONTRACT REVISIONS	F A	1	\$75,000	\$75,000
TOTAL BASE BID					\$ 2,078,236.65

Supplemental Bid Notes:

The bidder understands that the bid quantities are estimated, and that final payment will be based on actual field measured quantities.

An EEO-1 Report must be submitted to the Joint Reporting Committee if the contractor and subcontractors meet the eligibility requirements (29CFR 1602.7). For additional information regarding these federal requirements, please refer to:

<http://www.eeoc.gov/employers/eeo1survey/faq.cfm>

Non-discriminatory bidding procedures shall be afforded to all qualified bidders regardless of national, state or local boundaries and without regard to race, religion, sex, national origin, age or handicap. Notice is hereby given that Colorado state statutes providing preference to resident bidders and labor shall not apply.

Bidders who are currently suspended, debarred or voluntarily excluded under 49 CFR 29 or otherwise determined to be ineligible, shall be prohibited from participation.

BID ALTERNATE #1 – West 13th and Riverview Intersection Work

CDOT REF. NO.	CONTRACT ITEM	UNIT	QTY	UNIT COST	EXTENDED COST
202-00200	REMOVAL OF SIDEWALK	SY	25	\$ 37.00	\$ 925.00
202-00203	REMOVAL OF CURB AND GUTTER	LF	71	\$ 12.55	\$ 891.05
202-00210	REMOVAL OF CONCRETE PAVEMENT	SY	382	\$ 54.00	\$ 20,628.00
203-01200	ROADWAY INSULATION MATERIAL (2 INCH)	SF	3401	\$ 0.01	\$ 34.01
304-06000	AGGREGATE BASE COURSE (CLASS 6)	TON	87	\$ 35.60	\$ 3,097.20
412-00601	CONCRETE PAVEMENT (6 INCH) (SPECIAL)	SY	378	\$ 200.00	\$ 75,600.00
608-00010	CONCRETE CURB RAMP	SY	8	\$ 159.00	\$ 1,272.00
608-00015	DETECTABLE WARNINGS	SF	12	\$ 67.80	\$ 813.60
609-21110	CURB AND GUTTER TYPE 2 (SECTION I-B) (SPECIAL)	LF	97	\$ 46.90	\$ 4,549.30
614-86758	ANTI-ICING SYSTEM	SY	378	\$ 352.00	\$ 133,056.00
TOTAL BID					\$ 240,866.16



Red Mountain South - Phase One (Riverview) Preliminary Schedule

MONTH	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	Comments
Assume NTP Issued 7/12/21	NTP					
Mobilization						
Utility Locates						
Install Initial Erosion Control						
Set Up Traffic & Pedestrian Control Signage						
Remove Trees						
Install Lower End Storm Sewer (Veltus thru Midland Ave) (Manholes)						
Patch Back Asphalt on Midland Ave.						
Roto-Mill Existing Asphalt (Leave In Place)						
Remove Existing Curb & Gutter & Sidewalk						
Cut Road to Subgrade Elevation (Relay Millings)						
Install New Water Main (Start North End)						
Install Class 2 ABC						Installed as Utility Work Progresses
Install Class 6 ABC						Installed as Utility Work Progresses
Install Upper Storm Sewer Manholes & Ditch Grade (After Water Main)						
Install Inlets for Storm Sewer						Inlets have longer lead time
Test Water Main						
Tie In New and Old Mains						
Install Services						Curb Box is a long lead special order item
Construct Concrete Paving @ 10th Street						Will Need 7 Days Cure Time prior to Opening
Construct Concrete Paving @ 13th Street						Will Need 7 Days Cure Time prior to Opening
Concrete Pans / Curb & Gutter / Sidewalk						
Prep For Paving on Riverview						
Install Asphalt Pavement on Riverview						
Install Striping & Signage						
Landscape Restoration, Fencing & Final Erosion Control Installation						
Snow Melt System						
Design & Permit Snow Melt Building						
Install Services for Snow Melt Building						
Grading & Slab						
Construct Building						
Install Boiler Equipment						
Test & Commission System						

GOULD CONSTRUCTION INC REFERENCES

Trish Aragon
City of Aspen City Engineer
Trish.aragon@cityofaspen.com
970-429-2785

Mike Fowler, PE
SGM
MikeF@sgm-inc.com
970-384-9042

Todd Huggins
Big R Bridge
THuggins@bigrbridge.com
970-347-2203

Matthew Langhorst
City of Glenwood Springs Public Works Director
Matthew.Langhorst@cogs.us
970-384-6438

Andy Rossello, PE
City of Aspen Project Manager II
Andy.Rossello@cityofaspen.com
970-429-1999

Yancy Nichol, PE
Sopris Engineering
Ynichol@sopriseng.com
970-704-0311

Pete Rice
City of Aspen Project Engineer
PeteRice@cityofason.com
970-429-2769

Gary Tennenbaum
Pitkin County Open Space & Trails Director
GaryTennenbaum@pitkincounty.com
970-920-5355

Deric Walters
Boundaries Unlimited
Deric@bu-inc.com
970-945-5252 ext 1

Project: CEDAR CREST STREET/UTILITY IMPROVEMENTS

Owner: City of Glenwood Spring
Contact: Matt Langhorst, Public Works Dept
Engineer: Boundaries Unlimited
Location: Cedar Crest Dr., Glenwood
Contract Amount: \$3,989,432.50
Completion: 2020

The Cedar Crest Street Improvements project, was designed by Boundaries Unlimited and funded by the City of Glenwood Springs.



The overall project was to update several city blocks of existing infrastructure for the Cedar Crest Subdivision. The work includes clearing and grubbing of existing trees and vegetation, abandoning existing utilities i.e. water, sewer and fire hydrants and installing new main lines and services. Along with updating the utilities, the existing asphalt street pavement was removed in its entirety, subgrade over-excavation/ stabilization, new road base/asphalt cross section installed along with a new Design Build 2200 sf concrete Snow Melt system, new curb & gutter, sidewalks, storm sewer, shotcrete and gravity retaining walls and then finished out with detailed landscaping to restore all landscaping to exiting or better condition. All work was completed under live traffic as to allow homeowners access to their homes at the end of each day.

All milestones have been accelerated and are being met so the project can finish before the specified date in 2020.

Project: Tiehack Waterline and Vault

Owner: Pitkin County
Contact: Andy.Rossello@
Cityofaspen.com
Engineer: Merrick
Location: Pitkin County
Contract Amount: \$1,447,700
Completion: 2020

The Tiehack waterline project was 1,660+ LF of new 12" DIP Mainline through the Aspen neighborhood along Tiehack Rd. A new altitude building was also installed for automated control of valves for the existing water tank and junction between 2 mainline water systems.



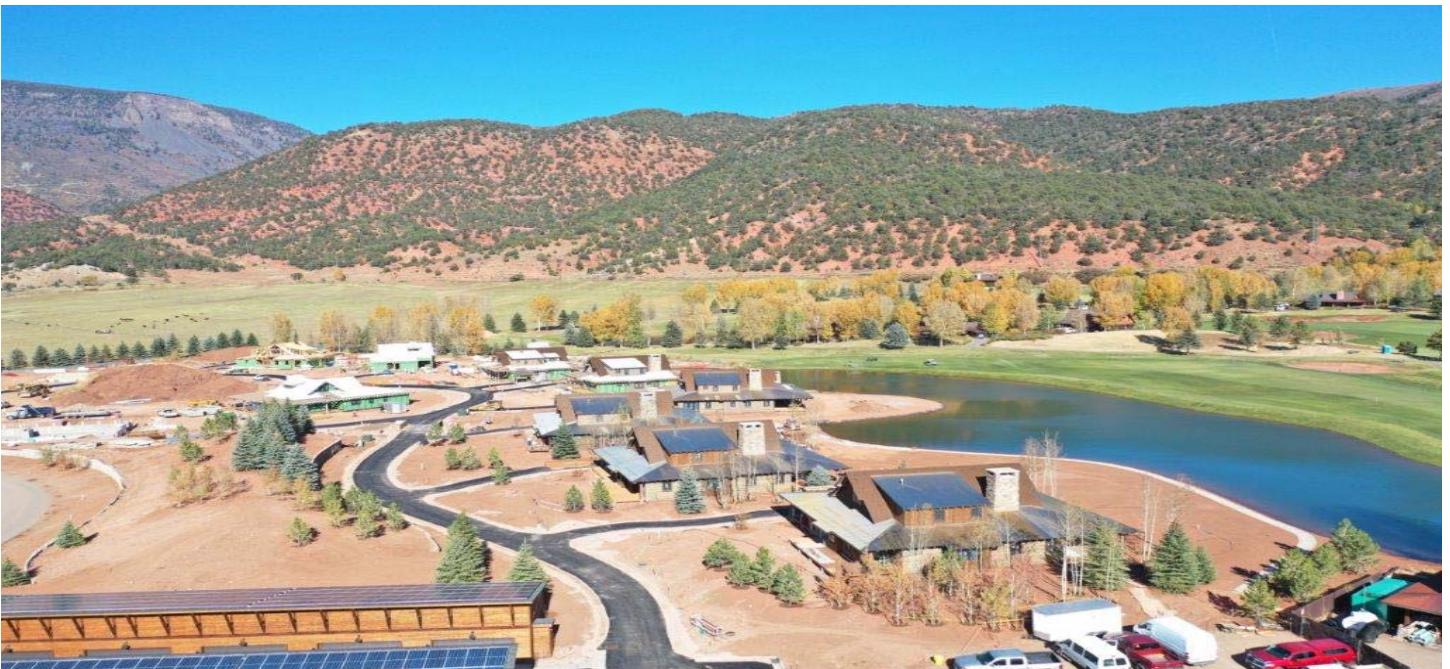
The work includes: New concrete building per IBC and aspen building codes, Automated valves and controls for the new altitude vault system, 1,600+ LF of new 12" DIP mainline, potholine and relocation of existing utilities (sewer, primary and secondary electric, gas comm), tie in of new main to existing system at multipul locations with planned shutdowns, curb and gutter, asphalt paving, testing, revegetation and restoration, and all work required for a complete system per the plans and specs. The project was successful with all 3rd parties pleased with the outcome including the HOA in the area. The project was on time and on budget for the client, the City of Aspen.

PROJECT: Roaring Fork Club Expansion

G. C. Harriman Construction, Inc.
280 East Cody Lane
Basalt, CO 81621
CONTACT: Kimberly McCleary, PM. (970) 927-1161
LOCATION: Basalt, CO
CONTRACT AMOUNT: \$6,600,000.00
DESIGNER: Sopris Engineering, Inc.
COMPLETE: FALL 2020



Gould Construction was selected as the Civil Contractor for the full site development of this 17 Acre expansion to the Roaring Fork Club Golf & Fishing community near Aspen Colorado. Work included demolition of 7 multi-family residential buildings, extensive site grading, material crushing and screening, multiple site built retaining walls, 5 bridges, 9000+ feet of underground utilities, 18 new building foundation excavation / backfill, lined pond reconstruction, a large below grade sanitary sewer lift station with force main and over 1800 tons of asphalt roads and parking lots. This work was completed with minimal impact to the ongoing operations of the club and residents. The project started in the spring of 2018 and will be completed in the fall of 2020.





City Council
STAFF REPORT
City of Glenwood Springs
July 15, 2021

Agenda Item: South Midland Update

Action Requested: NA

Department: City Administration

Presented By:

Background Info: An update on the South Midland Project will be provided by Project Resource Studio.

Issues: NA

Staff Recommendation: NA



City Council
STAFF REPORT
City of Glenwood Springs
July 15, 2021

Agenda Item: DDA Board Appointment

Action Requested: DDA Board Appointment

Department: City Administration

Presented By:

Background Info: Chad Lee has served on the DDA Board since 2017. He reapplied for his seat, and is eligible for a second term to expire June 2025.

Issues: None

Staff Recommendation: Staff defers to City Council

Downtown Development Authority Application

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

Personal Information

1. Name *

Chad Lee

2. Home Address *

1219 Walz Ave., Glenwood Springs

3. Mailing Address *

1219 Walz Ave., Glenwood Springs

4. Home Phone *

970-319-7649

5. Work Phone *

970-928-3469

6. Mobile Phone *

970-319-7649

7. Email Address *

clee@balcombgreen.com

8. Occupation *

Real Estate Attorney

Membership Qualifications

9. In order to serve on the DDA Board, you must qualify as one of the following (please select the choice that applies to you): *

- ☐ Resident within the boundaries of the DDA
 - ☒ Business Lessee within the boundaries of the DDA
 - ☒ Owner of property within the boundaries of the DDA
 - ☒ Corporate Officer/Diretor of business within the DDA
-

Personal and Professional Interests

10. Why are you interested in serving on the Downtown Development Authority (DDA) Board? *

I am keenly interested in maintaining and increasing the vitality of our downtown core, and in revitalizing certain areas which have seen decreased vitality in recent years, for example, after the Grand Avenue Bridge project, or post-COVID. Our downtown commercial core serves as the center of our community, and I want to ensure Glenwood continues to be a place families can raise their children in a safe environment.

11. What do you view as your role if selected as a member to the DDA Board? *

I am currently Vice-Chair of the DDA. I anticipate maintaining this position and continuing to engage in vigorous discussion and adept decision making through group consensus on the Board. As an attorney, I am well-versed in Board operations, decision making, and decorum. As a land use attorney, I have a unique understanding of local land use issues, and serve as a resource for fellow DDA board members when the need arises.

12. Do you have any particular areas of interest or a particular perspective relating to downtown development in Glenwood Springs? *

I've been a member of this community for over 15 years. I own part of a professional business within the DDA. I also own a building downtown, together with my partners. I've seen 7th street grow into a wonderful community gathering place for all residents of Glenwood and visitors. I'd like to continue this momentum to other areas within the DDA. Particularly, I'm interested in maintain and increasing the retail sector within our downtown core and in ensuring 6th street becomes a place businesses seek to establish a presence.

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

I have been in numerous contentious land use hearings and have plenty of experience dealing with public opinion. Occasionally, the loudest voices aren't necessary the most informed. Public decision making needs to be based on objectively defined criteria. In the DDA's case, this is our newly enacted Plan of Development.

14. 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 an attorney it is my ethical duty to do so every day. When I first joined this Board 4 years ago I promised to be entirely objective in my decision making based on the DDA's standards and in the best interests of our City's downtown. I hope my track record has proven I was successful, and I intend to continue this objectivity.

15. The DDA Board members generally attend one meeting a month in the morning in the weekday. Do you have any existing time commitments that will hamper your ability to serve? *

I have a busy professional practice, but luckily my hours are flexible most of the time. I'm a member of nonprofit boards in the community. I also coach my son and daughter's soccer teams, which takes a significant amount of time in the Spring and Fall. But, despite these commitments I have been able to attend meetings regularly.

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

I have been, and continue to, serve on nonprofit boards in the community. I operate in a partnership with my partners, and have been a member of the DDA for the past 4 years.

17. Please select today's date. *

5/21/2021



18. Have you served on the Downtown Development Authority Board before? *

☐ No

☒ Yes

Reappointment Applicants

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

I believe I have been a valuable member of the DDA Board. I have considerable institutional knowledge given the turnover on our Board over the past 4 years. I still have the energy and desire to continue the DDA's work for the next 4 years. Thank you for your consideration.

20. Have you served two or more terms on the Downtown Development Authority Board? *

No.

Powers and Duties of the Downtown Development Authority Board

Colorado Revised Statutes

Title 31 - Government - Municipal Powers and Functions of Cities and Towns

Article 25 - Public Improvements, Part 8 - Downtown Development Authorities

§ 31-25-801. Legislative Declaration

Universal Citation: CO Rev Stat § 31-25-801 (2016)

(1) The general assembly declares that the organization of downtown development authorities having the purposes and powers provided in this part 8 will serve a public use; will promote the health, safety, prosperity, security, and general welfare of the inhabitants thereof and of the people of this state; will halt or prevent deterioration of property values or structures within central business districts, will halt or prevent the growth of blighted areas within such districts, and will assist municipalities in the development and redevelopment of such districts and in the overall planning to restore or provide for the continuance of the health thereof; and will be of especial benefit to the property within the boundaries of any authority created pursuant to the provisions of this part 8.

(2) The general assembly determines, finds, and declares that because of a number of atypical factors and special conditions concerning downtown development unique to each locality, the rule of strict construction shall have no application to this part 8, but it shall be liberally construed to effect the purposes and objects for which it is intended.

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
July 15, 2021

Agenda Item: RFTA Funding and Maintenance IGA for the 27th Street Underpass

Action Requested: Review and approval of the IGA with RFTA for Funding and Maintenance for the 27th Street Underpasses.

This will require a \$250,000 appropriation in the 2022 budget to supplement the overall cost for this project.

Department: Engineering

Presented By: Terri Partch, City Engineer

Background Info: RFTA, the City and CDOT have been working to design underpasses at the 27th Street and SH 82 intersection to address an ongoing pedestrian safety issue in the intersection.

The funding for this project currently totals 10.1 million. The funding sources are:

Source	Amount
RFTA 2040 Funds (including design efforts)	\$4.279 million
RFTA 2040 Service Reallocation	\$2.27 million
CDOT Multimodal Options Funds (MMOF)	\$1.1 million
CDOT Transportation Alternatives Program (TAP)	\$1.0 million
CDOT Regional Priority Project (RPP)	\$1.0 million
CDOT Revitalizing Main Streets	TBD
Garfield County Federal Mineral Lease District	TBD
City of Glenwood Springs	\$0.5 million

If the Council approves the request, it will bring the total project funding to 10.3 M.

The IGA will also set the City and RFTA ownership and maintenance responsibilities for the two underpasses. In general the City will take ownership responsibility for the SH 82 underpass, and maintenance responsibility for the 27th Street underpass. RFTA will take maintenance responsibility for the SH 82 underpass and currently owns the Rio Grande Trail / rail right of way.

Issues: None at this time. The underpasses are an important safety project for the City of Glenwood Springs.

Staff Recommendation: Approve the additional funding and maintenance IGA with RFTA.

This will require adding an additional \$250,000 from Capital funds to the project budget in 2022.

**INTERGOVERNMENTAL AGREEMENT BETWEEN CITY OF GLENWOOD SPRINGS
(CITY) AND THE ROARING FORK TRANSPORTATION AUTHORITY (RFTA) TO
CONSTRUCT AND MAINTAIN THE 27TH STREET AND STATE HIGHWAY 82
PEDESTRIAN UNDERPASSES**

This INTERGOVERNMENTAL AGREEMENT (hereinafter "Agreement") is made and entered into this ____ day of ____, 2021, by and between the City of Glenwood Springs ("City") and the ROARING FORK TRANSPORTATION AUTHORITY ("RFTA"), a regional transportation authority created pursuant to Section 43-4-601, et seq., C.R.S., as amended, whose address is 2307 Wulfsohn Road; Glenwood Springs CO.

RECITALS

1. RFTA, City, the Colorado Department of Transportation (CDOT) and other entities have collectively appropriated approximately \$10.3 million to complete two Pedestrian Underpasses of State Highway 82 (SH82) and 27th Street (hereinafter, "Project") located in the right of ways of State Highway 82 (CDOT), 27th Street (City) and Rio Grande Corridor (RFTA) located in the City of Glenwood Springs, CO.

Comment [NS1]: Added \$250k in value

2. RFTA desires by this Agreement to help coordinate, fund, construct and establish maintenance and operations of the Project, in accordance with the conceptual plans attached as Exhibit "A."

3. Pursuant to the terms of this Agreement, RFTA agrees to assume the primary responsibility with regard to funding, managing and constructing the Project. With this agreement, RFTA and City enter into a separate intergovernmental agreement setting the obligations of the City and RFTA for long-term maintenance and operations of the Underpasses that cross SH82 and 27th Street. RFTA will own the Underpass that crosses 27th Street. The City will own the underpass that crosses SH 82. See Exhibit B Ownership.

AGREEMENT

NOW, THEREFORE, for and in consideration of the mutual covenants and agreements set forth herein, and for other good and valuable considerations, the receipt and sufficiency of which are hereby acknowledged, the City and RFTA agree as follows:

1. This Agreement is entered into by the Parties contingent upon the following assumptions regarding the project:

- a. RFTA will manage all required utility relocations
- b. RFTA will set aside five percent (5%) of project funds for project contingency based upon RFTA's engineer's estimates for the design.
- c. RFTA and City acknowledge that the discovery or occurrence of extraordinary unforeseen site conditions after the start of construction may delay completion of the Project for an unknown period of time.

2. RFTA's shall assume the following responsibilities associated with administering government agreements, procurement, contracts and project management.

- a. RFTA shall coordinate the construction of the Project as one construction project under the

management and supervision of RFTA with the direct input from CDOT and City. Once the construction contract is approved by RFTA, CDOT and the City, RFTA shall be responsible to perform all obligations as project manager and grantee of all funds.

- b. It is anticipated that RFTA will become the grantee of the following funds:

Source	Amount
RFTA 2040 Funds (including design efforts)	\$4.279 million
RFTA 2040 Service Reallocation	\$2.27 million
CDOT Multimodal Options Funds (MMOF)	\$1.1 million
CDOT Transportation Alternatives Program (TAP)	\$1.0 million
CDOT Regional Priority Project (RPP)	\$1.0 million
CDOT Revitalizing Main Streets	TBD
Garfield County Federal Mineral Lease District	TBD
City of Glenwood Springs	\$0.75 million

Comment [NS2]: Addition of \$250k here without mention of use

RFTA shall utilize \$815,515.72 of its dedicated funds to retain and pay for the design of the project by Consultants in 2020. In 2021, RFTA shall allocate \$659,801.78 to augment staff to provide inspection and testing during the life of the construction project. The balance of RFTA 2040 funds will be dedicated to the construction project.

- c. If RFTA is successful in 2021 in either acquiring a Garfield County Federal Mineral Lease District grant or a CDOT Revitalizing Main Street grant for the Project, those grant amounts will be subtracted from the value contributed by the RFTA to the Project.

- d. RFTA will solicit competitive bids for constructing the Underpasses following RFTA, and Federal/CDOT procurement process.

- e. The Project Manager assigned by RFTA shall review the bids and provide written concurrence that the funding will be sufficient to defray all agreed upon costs associated with construction of the Underpass, including project management by RFTA, construction management by consultants and all required permits. Any additional portion of the Project cost requested by the City above the allocations in the Table described in 2b shall be paid for by the City. Any additional project cost requested by RFTA above the allocations in Table 2b shall be paid for by RFTA. RFTA will develop a cost sharing or allocation plan for disbursement of all grant funds, based on specific grant requirements, after construction bids are received and prior to the start of construction.

- f. Contingent upon written concurrence with CDOT and City, and subject to RFTA's satisfaction that it meets RFTA requirements, RFTA will execute the contract with the selected construction contractor for the Project, with the goal of completing the Project by November 23, 2022.

- g. RFTA, directly and/or through an engineering consultant, will manage the construction and ensure that design specifications are followed, testing protocols are met, and the Project is constructed meeting previously engineered plans and specifications.

- h. RFTA will pay the Contractor for work performed on the Project and request reimbursement from the CDOT and City by means of monthly or periodic pay applications or invoices.

- i. City and CDOT may be involved in coordinating and supporting the management of the Project by assisting RFTA with the following activities:

- i. obtaining all required permits for the Project, including permits for all required utility relocations
- ii. obtaining and/or providing all necessary right of way clearances
- iii. managing all required utility relocations for the Underpass, including agreements with the utility companies and contracts with contractors performing the actual utility relocation work;
- iv. attending and providing input at weekly construction meetings with RFTA; and
- v. making periodic site visits as needed.

j. All consultant services provided prior to award of a construction contract (i.e. engineering, environmental clearances, right of way services, utility engineering, etc.) shall be paid for by RFTA with prior budgeted funds from RFTA's 2040 allocation to the Project.

k. RFTA will work with CDOT and City to execute all necessary utility relocation agreements for the Project. Required documentation for all agreements, easements and rights of way will be completed by RFTA and supplied to CDOT and the utility companies

l. City staff will be available when needed to evaluate and approve proposed modifications to the Project design with appropriate CDOT staff and to authorize any necessary change orders before RFTA issues them to the Contractor.

m. The City will be willing to sign a single page exhibit to this Agreement verifying that it will comply with the private use restrictions contained Tax Compliance Certificate that is part of the RFTA's bond package requirements. RFTA's Bond Council will provide the exhibit at a later date.

n. The City will execute a Special Use Permit with CDOT at the conclusion of the Project, or whatever permitting process CDOT requires, for full responsibility of the SH82 Underpass.

3. Project collaboration, problem solving and change order approval.

RFTA and City will form a collaborative Construction Management Team (hereinafter "Team") that will meet at least weekly throughout the life of the Project. The Team will address construction issues and changes as they develop throughout the construction of the Project. Project modifications and other project decisions will be made on a consensus basis by the Team. All change orders with regard to the Project shall be approved by CDOT and the City's designees prior to execution by RFTA and the Contractor. These designees shall be available on short notice to discuss critical issues and provide necessary authorization for changes that otherwise might result in costly time delays and financial impacts for the Project.

4. Project Cost Assignments and final payment.

Project acceptance and final payment for the construction will be approved by RFTA, CDOT and City.

5. Cash Flow and Reimbursement.

a. RFTA shall determine the most appropriate cost sharing and allocation of grant funds, based on the requirements of each grant. RFTA shall withhold up to 5% of each grant for final acceptance and project closeout. All reimbursements shall be completed within three months of final project acceptance.

b. If additional funds in excess of the total project budget are required to complete the Project the

funds shall be equally reimbursed by City for any additional expenditures. RFTA will not incur costs for the Project in excess of budget without prior written authorization from City. Costs determined to be betterments outside the scope of the original project will be borne by the responsible party alone.

c. RFTA shall not proceed with the Project if the cost of the Project is anticipated to exceed the Project budget detailed above, unless additional funds have been appropriated.

d. Project expense reports and forecasts will be presented to and discussed by the Team as often as practicable, but at least on a monthly basis during the life of the construction of the Project. If, for any reason, it appears that the cost of completing the construction of the Project could exceed the Project budget, RFTA will notify the CDOT and City and request written instructions as to whether it should continue or discontinue construction of the Project.

6. Public Outreach.

City and RFTA shall coordinate a robust public outreach campaign to provide the public with Project information before Project initiation and will provide regular public updates throughout the Project. RFTA will designate a single point of contact for each agency that will be responsible for this coordinated effort and public information. RFTA shall operate as the lead entity and all public outreach information will be reviewed by City before it is made public.

7. Maintenance Responsibilities.

Upon final completion of the project and reconciliation of project expenses between RFTA and grantors, City will assume ownership responsibility for the SH82 Underpass, its approaches and sidewalk connections to 27th Street on both sides See Exhibit B Ownership. The City will assume maintenance responsibility for the 27th Underpass and the Rio Grande Trail from its connection at 23rd Street all the way to 27th Street. The City will also maintain landscaping associated with the sidewalk connections on the west side of the intersection along both sides of 27th. Artwork added into the project landscaping areas or mounted to structures after the project completion will be the responsibility of the City.

RFTA will continue to maintain the 27th BRT Station and associated landscaping adjacent to/within the ramp/stairway area. RFTA will also maintain the SH 82 underpass and the approaches on the East side of the project. RFTA trails crews will maintain the Rio Grande Trail south of the SH82 Underpass. RFTA shall maintain security cameras for both tunnels. Modifications to the SH82 traffic signal shall be assumed by CDOT Traffic.

Each party will take care of general day to day maintenance, such as trash/snow/graffiti removal, irrigation repairs, and plant/lighting replacement, with its own forces or contracted service in their areas of responsibility.

8. Site Utilities.

Upon final completion of the Project and reconciliation of Project expenses, responsibility for payment of the following ongoing utility costs shall be split among RFTA, CDOT and City in the following manner:

- a. Security Cameras and Internet Wi-Fi service shall be provided by RFTA through BRT Station connections
- b. Utilities for traffic signals shall be borne by CDOT
- c. Lighting costs will be split by RFTA and the City
- d. Snowmelt utilities will be the responsibility of RFTA
- e. Irrigation will be borne by RFTA at the BRT Station and the City on the West side of the Project

Comment [NS3]: Please read entire section for changes

Comment [NS4]: Minor clean up here

9. Hold Harmless.

Comment [BS5]: Accident liability on other owned/agency maintained property?

To the extent permitted by law, RFTA and City shall each defend and hold harmless the other from and against any injury, claim or damage to any third party arising out of or in connection with each party's operations under this Agreement. Nothing in this Agreement, however, is intended or shall be construed to constitute a waiver on the part of RFTA or the City of the provisions of Section 24-10-101, *et seq.*, Colorado Revised Statutes, commonly known as the Colorado Governmental Immunity Act.

10. Choice of Law.

This Agreement and every related document shall be governed and construed in accordance with the laws of the State of Colorado.

11. Attorneys' Fees.

In the event the interpretation or enforcement of this Agreement should ever become the subject of litigation, arbitration or mediation between RFTA (or its successors and assigns) and the City, the substantially prevailing party shall be awarded its reasonable costs and attorneys' fees and costs incurred in connection therewith.

12. Notices.

All notices or other communication required or permitted under this Agreement shall be in writing, shall be personally delivered or sent by certified mail, postage prepaid and return receipt requested, and such notices shall be deemed given when received. Notice of any change of address shall be given by written notice in the manner detailed in this paragraph.

13. Performance.

The Parties agree to perform any and all acts, without limitation, as maybe reasonably necessary to fully effectuate the intent and purposes of this Agreement. Whenever any action is required or permitted to be taken by the Parties under the terms of this Agreement, such action may be taken and performed by any authorized officer, director, agent or other representative of the Parties.

14. No Third Party Beneficiaries.

It is the intent of the Parties that no third party beneficiary interest is created in this Agreement. The Parties hereto are not presently aware of any actions by them or any of their authorized representatives which would form the basis for interpretation construing a different intent and expressly disclaim any such acts or actions.

15. No Waiver of Governmental Immunity.

RFTA, the City and CDOT, their directors, officials, officers, agents and employees are relying upon and do not waive or abrogate, or intend to waive or abrogate by any provision of this Agreement the monetary limitations or any other rights immunities or protections afforded by the Colorado Governmental Immunity Act, C.R.S. § 24-10-101, *et seq.*, as it may be amended from time to time.

16. Breach or Termination.

In the event of a breach of any provision of this Agreement, written notice of the breach, which shall include a reasonably specific description of what constitutes the breach and what corrective action or cure is required by the party giving the notice, shall be given by the non-breaching party. If within ten (10) days after receipt of such written notice, the breaching party has not cured the breach, or if cure cannot be reasonably accomplished within ten (10) days, the breaching party has not commenced what curative measures are possible and is not prosecuting the same to timely completion, the non-breaching party may, in addition to such contractual remedies as may be available, ask a court of competent jurisdiction for appropriate injunctive relief.

17. Disputes.

Any unresolved dispute arising under this Agreement which is not resolved by agreement shall be referred to the RFTA CEO, City Manager, and CDOT Director or designee, who shall promptly confer with each other and members of their Boards, and who shall reduce their decisions to writing and mail or otherwise furnish a copy thereof to the Parties. The decision shall be final and conclusive unless, within five (5) days from the date of receipt of such decision or lack thereof, either Party furnishes to the other a written notice of appeal.

18. Appeal.

DRAFT

In the event of an appeal, such dispute shall then be referred to the RFTA Board, the City Council and CDOT Transportation Commission who shall meet in joint session within ten (10) calendar days thereof. If no resolution is then achieved the dispute may be settled by appropriate legal proceedings, or, if the Parties mutually agree, through mediation, arbitration or administrative process. Pending any binding arbitration or administrative decision, appeal or judgment referred to in this paragraph or the settlement of any dispute arising under this Agreement, RFTA shall nonetheless proceed diligently with the performance of this Agreement as directed by the RFTA Board.

19. Entire Agreement.

This Agreement constitutes the entire and complete agreement of the Parties in regard to the subject matter herein. No promise or undertaking has been made by any party, and no understanding exists with respect to the transaction herein contemplated except as expressly set forth herein. All prior and contemporaneous negotiations and understandings between the Parties are embodied and merged into this Agreement.

20. Severability.

If any term or provision of this Agreement shall be held to be invalid or unenforceable, the remaining terms and provisions of this Agreement shall continue to exist and shall be valid and enforceable to the fullest extent permitted by law.

21. Amendment.

This Agreement may only be amended by a written document executed by RFTA, or its successors and assigns.

22. Venue.

Venue for any legal action relating to this Agreement shall be in the District Court in and for the County of Garfield, Colorado.

23. Appropriation.

All financial obligations of RFTA under and pursuant to this Agreement are subject to prior appropriations of monies expressly made by RFTA for the purpose of this Agreement.

24. No Personal Liability.

No elected official, director, officer, agent or employee of RFTA, the City or CDOT shall be charged personally or held contractually liable by or to the other party under any term or provision of this Agreement or because of any breach thereof or because of its or their execution, approval or attempted execution of this Agreement.

25. Paragraph Headings.

The paragraph headings in this Agreement have been inserted solely for convenience of reference and are not a part of this instrument and shall have no effect upon construction or interpretation.

26. Waiver.

No failure or delay of the Parties to exercise any power or right under this Agreement shall operate as a waiver thereof, nor shall any single or partial exercise of any such right or power, or any abandonment or discontinuance of steps to enforce such right or power, preclude any other or further exercise thereof or the exercise of any other right or power. Nothing contained in this Agreement shall constitute a waiver of any right, power or authority of the Parties hereto, except as expressly provided for herein.

27. Counterparts.

This Agreement may be executed in duplicate original counterparts, each of which shall constitute an original, but all of which shall constitute one and the same document.

28. Authority to Execute.

By signing this Agreement, the Parties acknowledge and represent to one another that all procedures necessary to validly contract and execute this Agreement have been performed and that the persons signing for each party have been duly authorized to do so. The Parties acknowledge and agree that no representation or inducement has been made regarding the rights set forth in this Agreement that is not expressly set forth herein.

29. Force Majeure.

RFTA shall not be in violation of this Agreement by failure to perform any obligation express or implied hereunder by causes beyond RFTA's control, including, without limitation, acts of God, boycotts, strikes, embargoes, unforeseen shortages of labor, fuel, or other items essential to provide service, acts of public enemy, riots, rebellions, accidents, vandalism, or governmental laws, regulations, or approvals. RFTA shall, as soon as reasonably practicable, but in no event later than ten (10) days of any such failure, potential delay or default, notify the City in writing of the causes of the failure, potential delay or default and the facts relating thereto.

30. Independent Contractor.

a. RFTA's relationship to City and the performance of this Agreement is that of an independent contractor. RFTA personnel performing services under this Agreement shall at all times be under RFTA's exclusive direction and control and shall be employees of RFTA and not employees of City. RFTA shall

have and exercise complete control over the supervision of its employees.

b. Nothing in this Agreement shall be construed to convey any title or interest to City in RFTA facilities or equipment; nor shall anything in this Agreement be construed to convey any title or interest in City facilities or equipment to RFTA; nor shall RFTA and City be deemed to have created a partnership or joint venture.

IN WITNESS WHEREOF, the parties have hereunto set their hands and seals as of the day and year first above written.

CITY OF GLENWOOD SPRINGS

By: _____

Johnathan Godes, Mayor

DRAFT

ATTEST:

APPROVED AS TO FORM:

By: _____

By: _____

ROARING FORK TRANSIT AUTHORITY

By: _____

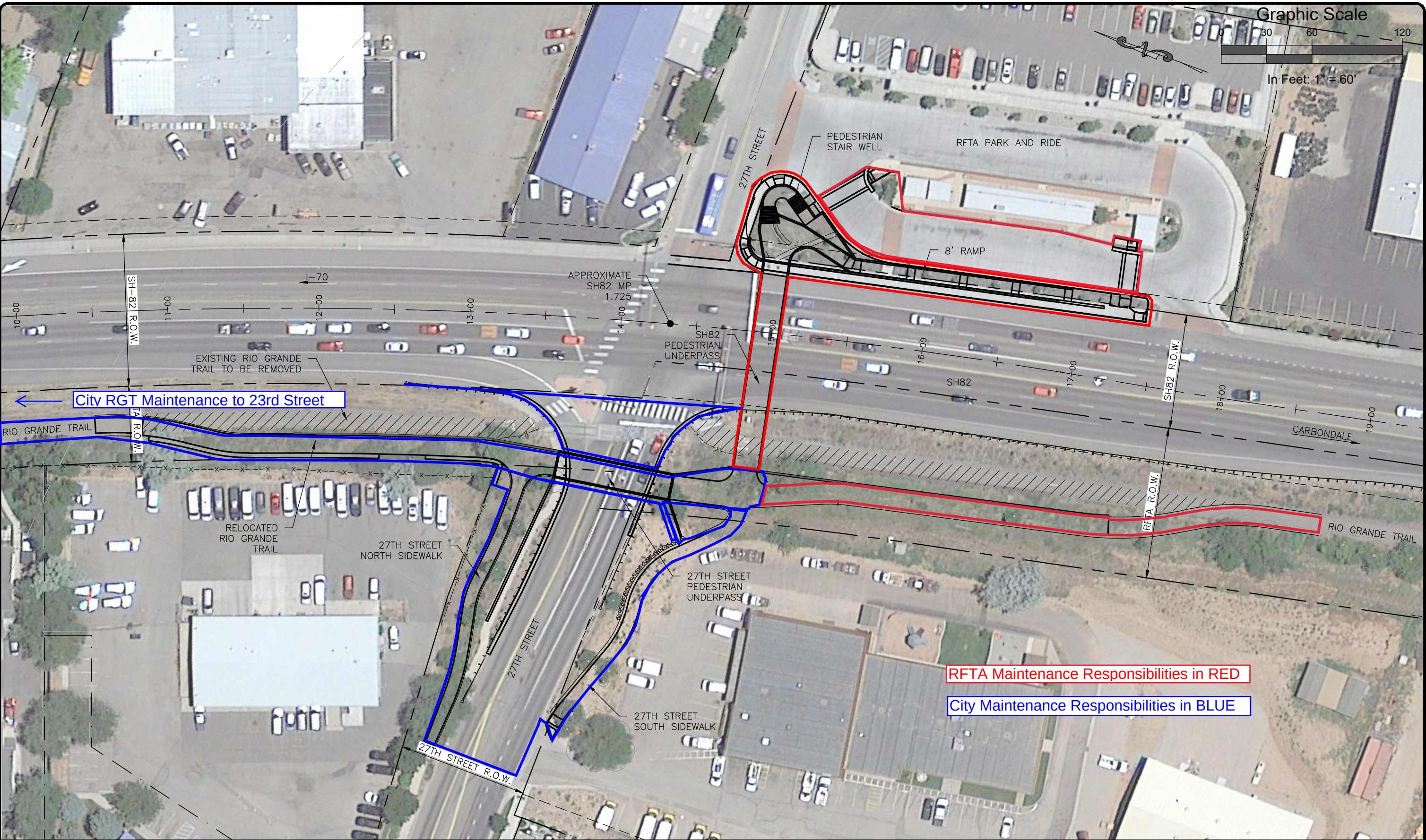
Dan Blankenship, Chief Executive Officer

ATTEST:

By: _____

RFTA Secretary

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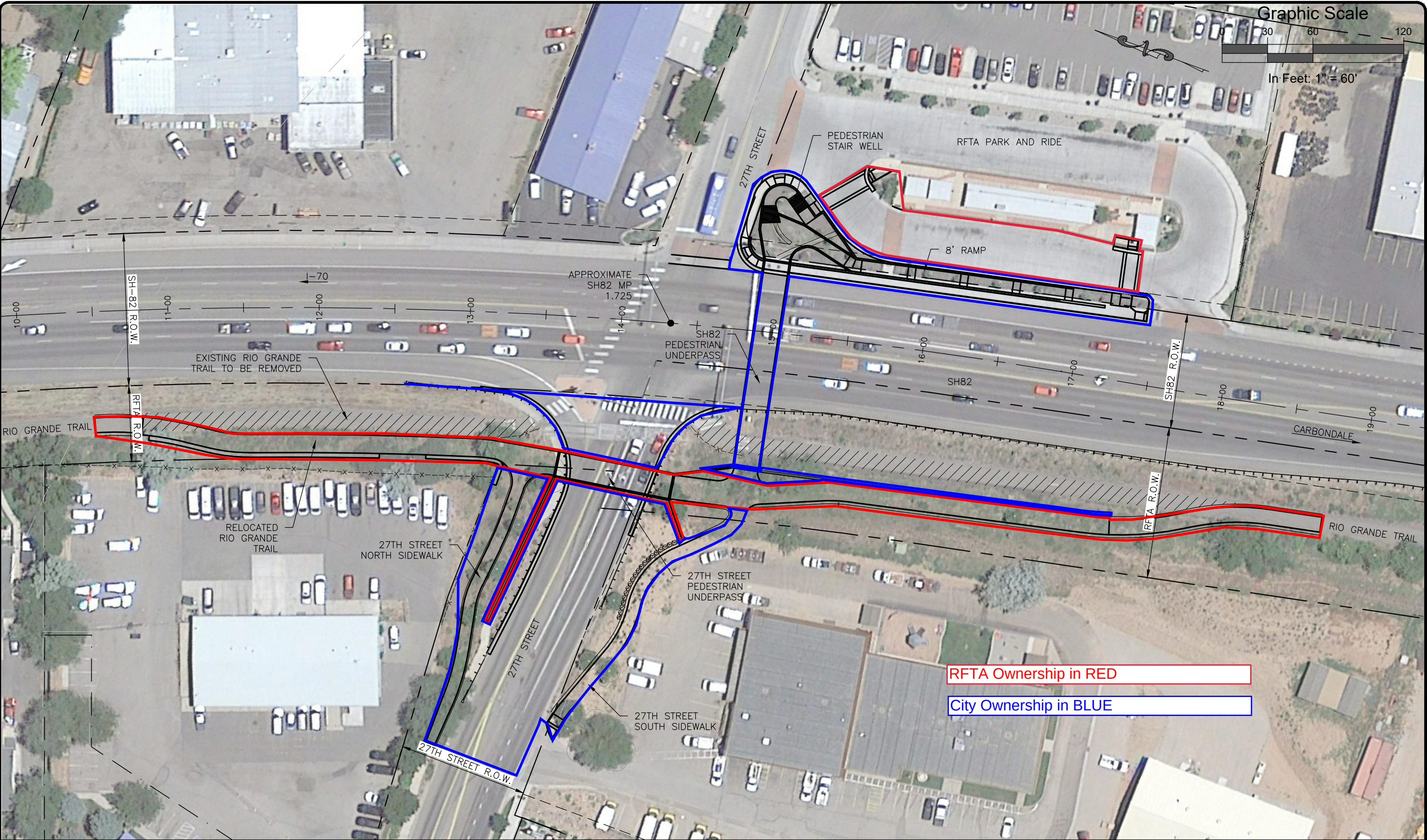


Computer File Information		Sheet Revisions				 RFTA Roaring Fork Transportation Authority	 SGM 118 West Sixth Street, Suite 200 Glenwood Springs, CO 81601 970.945.1004 www.sgm-inc.com	As Constructed		27TH ST AND SH82 PEDESTRIAN UNDERPASS OVERALL SITE PLAN			Project No./Code	
Print Date: 5/17/21		Rev.	Date	Comments	Init.			No Revisions:					MTF M535-007 / 008	
Last Modification Date: 5/17/21		1								23687 / 23975				
Drawing File Name: Hwy82PUP-OverallSitePlan								Revised:		Engineer: MDF	Structure			
Autocad Ver. 2020 Scale: As Shown								Void:		Drawn By: AMC	Numbers			
SGM Project No.: 2020-544.001	Quality Control: RGN									Sheet Subset: SITE	Subset Sheets:	1 of 1		
											Sheet Number 12			



SGM
118 West Sixth Street, Suite 200
Glenwood Springs, CO 81601
970.945.1004 www.sgm-inc.com

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SGM Project No.: 2020-544.001	Quality Control: RGN											





City Council
STAFF REPORT
City of Glenwood Springs
July 15, 2021

Agenda Item:	Downtown Paid Parking (MOVE Study)
Action Requested:	Evaluate MOVE study managed parking recommendations. Decision to move forward or not with developing managed parking program costs.
Department:	Engineering
Presented By:	Terri Partch, City Engineer
Background Info:	In November of 2019, the City partnered with RFTA on a major transportation study to evaluate these elements: • Extending BRT from 27th Street to west or north Glenwood • Evaluate a new bus transfer station in the downtown vicinity to facilitate BRT and local bus system connections • Evaluate existing parking in both the City's downtown area as well as the BRT stations to look at use/occupancy and recommend management improvements. • Evaluate and optimize the existing local bus routes (Ride Glenwood Springs, RFTA's Valley Local and RFTA's Hogback service) • Recommend pedestrian and bicycle improvements • Evaluate vehicular operations on SH 82, 8th and 9th and recommend improvements.

This study is complete. Over the next few months, staff is planning to bring back sections of the study for Council's review and potential adoption. The first section of the study for review is managed parking. On street and off street parking occupancy was evaluated on a weekday and weekend day in February of 2020, as well as through a cell phone data set and Google Earth during the summer of 2020 (due to COVID). Public on street and public off street parking lots were evaluated at five different time slots each day, starting at 5:00 am and ending at 7:00 pm in the area between 6th Street on the north, 14th Street on the south, and Pitkin Street and Blake Streets on the east and west sides. Some of the key conclusions of the parking analysis are these:

- On street parking occupancy is highest between 7th and 9th Streets.
- On street parking on Grand Avenue was less than 30% occupied, except for between 8th and 9th during the evening where the occupancy went to 75% and on Grand between 10th and 11th where the occupancy is between 80%-100% during all time periods, presumably due to the Glenwood Springs Hostel.
- The Garfield County and CMC lots were heavily used after 6:00 pm
- The 7th and Colorado lot was full at all time periods except at 5:00 am, where it was 25% occupied.
- The Cooper Avenue Lot was full during all time periods except at 5:00 am, where it was 40% full.
- The City parking garage never exceeded 80% capacity during the day, and was 20% full overnight.
- The 7th Street confluence lot was never more than 50% occupied.
- Nearly two times as many trips begin and end in downtown Glenwood Springs during the summer as compared to the winter.

Overall, these conclusions indicate that downtown Glenwood Springs reaches parking capacity through the core area during the summer. Employees fill most of the City off street parking lots between 9:00 am-4:00 pm and 20%-40% of the City's off street lots are filled with overnight parking (counted at 5:00 am).

To better optimize traffic flow, parking efficiency and experience, important recommendations from the study include:

- Develop a truck delivery plan to regulate the times and locations for deliveries to reduce conflicts with vehicles and parking.
- Add weekend enforcement to manage high demand.
- Add license plate recognition technology to increase efficiency in parking enforcement.

- Increase fines for parking violations. Add a graduating fine scale for repeat offenders.
- Better maintain curb space signage and striping.
- Implement paid parking
- Evaluate adding parking capacity in the long term
- Improve transit service downtown.
- Plan for transit network companies such as Uber and Lyft by creating drop off and pick up zones.

If implemented, goals of a paid parking program would be to:

Increase parking availability for better downtown business

- Provide better customer experience and reduce parking frustrations by opening opportunities to find a place to park
- Minimize pre-parking exits (people leaving before they can stop because they can't find a place to park)
 - Curb unnecessary traffic and congestion
- Minimizes "circling the block"
 - Encourages those able to walk, bike or use alternate transit to choose that mode of transportation first
 - Create new and needed funding source for parking infrastructure
- Maintain existing infrastructure including the parking garage on 9th Street and Cooper Ave.
 - New dollars for infrastructure investment
 - Multi-modal improvements

City staff, the DDA and the Chamber held two public and business input meetings in April to receive preliminary feedback. Some of the comments and concerns we heard were these:

- Concern about employee parking and how it may affect their businesses.
- Generally the business owners that participated believed that it was time to begin a paid parking program.
- Concern about effects of managed parking on private parking lots.
- Desire to maintain some 15 minute and loading spaces to accommodate short term use
- On-street managed parking program will not replace the need for additional parking structures
- Managed parking should include the northside of the river as well.

Additional Public Input Priorities

In response to stakeholder feedback and to assist with efforts to improve the City's TDM efforts, staff is conducting additional outreach and a questionnaire specifically for downtown businesses and employees. Responses from this outreach are intended to inform the evolution of the City's TDM program which will help optimize transportation options for residents and downtown businesses, employees and customers. Staff plans to hold another downtown informational meet-up to provide stakeholders with an update on council direction.

If council adopts the study's managed parking recommendations, staff would continue outreach with stakeholders with opportunities to share insights, feedback and concerns before returning for budget considerations. Safety, feasibility, program goals, and public input would shape managed parking program details like employee parking, curbside pickup, short-term free spaces, and TDM efforts. Following council input, additional public input opportunities include:

TDM Questionnaire for downtown businesses and employees (online or paper survey in English and Spanish)

DDA Meeting – July 20, 2 PM

Transportation Commission Meeting – August 3, 7:30 AM

Downtown Stakeholder Meet Up – August 3, 5:30 PM

DDA Meeting – August 17, 2 PM

Input may also be submitted by email or phone to Bryana Starbuck at bryana.starbuck@cogs.us or 970-384-6441

Issues: None at this time.

Staff Recommendation: Adopt the managed parking recommendations and direct staff to begin developing program costs and revenues.



City of Glenwood Springs Transportation Commission

MOVE Study – Parking Analysis and Findings

Managed Parking Program Recommendations for City Council

Summary:

The MOVE Study Parking Analysis and Findings lays out a common sense, deliberative roadmap for a vastly improved downtown experience. The Transportation Commission encourages the City to implement its recommendations with all haste. Its recommendations, once implemented, promise to improve traffic circulation downtown for tourists and residents alike, improve parking conditions in the downtown shopping district and adjacent downtown neighborhoods, reduce downtown congestion, all while generating substantial income for transit improvements and TDM measures which will improve quality of life along Grand Avenue and in the City, generally.

Improvements to parking enforcement hours and technology, an expanded residential permit system, and the adoption, funding and implementation of paid parking of some form in the next few years should be a top priority for the City. Monies invested its implementation will be well spent, resulting in increased revenue sufficient to cover its startup costs and fund future transportation and parking improvements almost immediately.

Background:

The MOVE Study was a large-scale “big picture” survey of transit / transportation issues facing Glenwood Springs paid for partly by the City of Glenwood Springs and partly by RFTA. Conducted over the course of 2019 to 2021, it examined topics as diverse as transit alignment and improvements, parking recommendations, vehicle flow / traffic routing recommendations, bicycle route improvements, and more. Portions of the Study are being released as they are being finalized and completed.

The MOVE Study Parking Analysis and Findings Memo (the “Memo”) looks at parking patterns, trends, seasonal variations and needs for the entire downtown area. It makes

recommendations for enforcement improvements and enhancements in each of the downtown parking enforcement zones. It suggests improvements and streamlining of those zones, as well as recommending the purchase and roll out technology-based enhancements to enforcement mechanisms and neighborhood parking permitting systems to accompany its paid parking suggestions.

Importantly, the Memo points out the following:

- Parking issues and overcrowding are at their worst on the weekends and evenings, but there are currently no parking enforcement officers working on weekends and evenings. Memo, p. 33.
- Parking issues and overcrowding are exacerbated in the City's free surface lots surrounding downtown and at RFTA's 27th Street Park and Ride lot, but there are currently no parking enforcement officers conducting enforcement in those lots. Memo pp. 4 & 20-23.
- Parking enforcement officers are using chalk and paper tickets for enforcement, and the City's neighborhood parking permit systems are woefully antiquated. Technology exists to *dramatically* improve efficiency and revenue collection and neighborhood permitting that could provide immediate improvements and results. Memo, pp. 4 & 33.

The Commission also notes that the efforts already undertaken by the City of Aspen in this field provide a nearby model for implementation that could provide a seamless experience for tourists, and greatly reduced implementation costs for Glenwood. Aspen already has a parking model that encourages downtown turnover to the delight of its businesses and tourists, while also encouraging bike and transit use and providing revenue for the City, and Aspen has already tested and implemented technologies that work. This resource should be utilized.

Recommendations:

A paid parking plan will take some time to develop and implement. In 2021 and 2022, the Commission recommends that the City take basic foundational steps to ensure smooth future implementation and success:

- (1) Create a global parking budget and direct the hiring of a "Parking Planning and Enforcement Lead" ("Planning Lead") to develop and run the parking program and supervise all parking enforcement operations. Direct that parking enforcement personnel be consolidated under this individual's direct oversight and control, and for parking enforcement and residential permit distribution and sales revenue be directed toward Parking, Transit and TDM funding.
- (2) Direct the hiring of an additional parking enforcement officer to allow expanded enforcement hours and areas. Per the Memo, enforcement areas should include surrounding downtown neighborhoods, all City parking lots, and City streets

surrounding the RFTA parking lot at 27th street. Critically, enforcement should take place not only on weekdays but also on weekends and evenings, with increased enforcement in summer and less in winter.

- (3) Move away from paper tickets and chalk, by budgeting for the purchasing of technology-based enforcement tools to improve efficiency and revenue collection, and
- (4) Budget for the Parking Lead to research, purchase and implement technology-based neighborhood parking permit registration solutions similar to those in place in Aspen, so that when paid parking is implemented, the surrounding neighborhoods already have a technology based, functioning permitting solution in place and in practice before paid parking is implemented.

Memorandum

Date: April 30, 2021

To: Emily Kushto, Parsons
David Johnson, RFTA
Terri Partch, City of Glenwood Springs

From: Patrick Picard and Charlie Alexander, Fehr & Peers

Subject: MOVE Grand Avenue – Parking Analysis & Findings UPDATED

DN19-0647

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Overview and Purpose

The City of Glenwood Springs and the Roaring Fork Transportation Authority (RFTA) are jointly leading the Multimodal Options for a Vibrant Economy (MOVE) Grand Avenue project to explore alternatives for extending the existing VelociRFTA bus rapid transit (BRT) into downtown Glenwood Springs and to the West Glenwood Park & Ride. An important aspect of this project includes evaluation and recommendations for improving parking and curb space management both downtown and at the RFTA Park & Rides.

This memo provides a summary of existing on-street parking and off-street public parking conditions in downtown Glenwood Springs and at the two RFTA Park & Rides in Glenwood Springs. This memo also summarizes existing and future parking and curb space opportunities and recommendations. Future conditions recommendations consider alternatives explored for extending BRT downtown. Parking and curb space management strategies in downtown Glenwood



Springs focus on existing supply, demand, access, and management issues from the relatively dense mix of uses downtown, as well as potential new considerations as part of extending BRT downtown. Recommendations are also included to improve access to the BRT under existing and future conditions.

Determining existing on-street parking conditions occurred in two main stages: taking inventory of curb space and off-street parking supply and then collecting parking utilization data. Existing curb space restrictions and parking management strategies (time limits, etc.) were used to classify the curb space. Ownership and user restrictions were used to classify the off-street lots. Parking utilization was observed and documented during multiple study periods in the winter of 2020. Due to the COVID-19 pandemic, other data sources were used to estimate parking demand in the summer.

Background

Previous Plans

Below is a summary of previously completed parking and curb space plans relevant to the study area:

- **Downtown Parking Study (2013)** – The last detailed parking study in downtown Glenwood Springs was conducted in 2013. This study was completed prior to the construction of the City Parking Garage (at 9th Street/Cooper Avenue) and the Grand Avenue Bridge project. The study area included the downtown core north of 11th Street and south of 5th Street and utilization was measured on a single Thursday in August at 9 AM and 1 PM. The study concluded that while some blocks downtown have parking shortages at times, parking was always available within a block or two and with the construction of the City Parking Garage, no new parking would be needed in the short-term. The study also concluded that paid parking was not necessary in the short-term, but should be considered long-term as parking demand increased.
- **RFTA 27th Street Pedestrian Crossing (2019)** – This analysis evaluated pedestrian crossings options across SH 82 to connect the Rio Grande Trail with the 27th Street South Glenwood Station. This study also included an analysis of potential parcels and designs to expand the Park & Ride. The analysis assumed a need for between 65 and 95 additional parking spacing and provided opportunities, constraints, design considerations, and potential design concepts for several parcels.



Parking Enforcement

On February 28, 2020 a meeting was held with members of the project consultant team, City of Glenwood Springs staff, and parking enforcement officers in Glenwood Springs. The purpose of the meeting was to discuss current parking enforcement practices, as well as to identify existing parking and curb spaces issues, challenges, and potential solutions for downtown Glenwood Springs. Current enforcement practices and key challenges identified from that meeting are summarized here:

- Parking regulations downtown are enforced by a single enforcement officer on foot who patrols the area bound by 7th Street, 10th Street, Blake Avenue and Pitkin Avenue between 9 AM and 6 PM Monday through Friday, with occasional patrols on 6th Street.
- Chalk is used to track time parked and paper tickets are issued when needed.
- The City is currently exploring license plate readers and paid parking as a more effective and efficient management and enforcement tool.
- The most common violations are for time restrictions, vehicles illegally parked in the alley, and vehicles parked in safety zones (marked by yellow paint on the curb for driveways, sight lines, crosswalks, fire hydrants, etc.).
- Most parking violations result in a \$20 ticket.
- Officers issue about 15-20 tickets per day in the winter and 30-40 tickets per day in the summer.
- Violations generate about \$40,000 per year but cost the City about \$50,000 per year to enforce.
- The maximum a car is allowed to park on street in unrestricted spaces is 72 hours, which is enforced in public off-street lots and in the unrestricted parking spaces.
- The 7th & Colorado lot is signed for 4-hour parking, but is not currently enforced as negotiations that allow some downtown residents and County employees to park longer are currently ongoing.

Some potential ideas for improving the parking management and enforcement downtown that were discussed include:

- Weekend enforcement
- Paid parking
- More frequent striping of curb/adopting standard practice for color designations
- Use of license plate readers for enforcement
- Development a truck delivery plan
- Increase fines



Residential Parking Permit Program

The City of Glenwood Springs has a residential parking permit program that allows residents downtown to park in 2-hour time restricted parking spaces for up to 72 hours. The exceptions include 7th Street and the 700 Block of Cooper Avenue. The program is managed by the police department. Residents that live between 7th Street, 10th Street, Blake Avenue, and Pitkin Avenue can apply for up to two permits per unit, good for the length of their lease or up to one year before needing renewal. Demand for the program sometimes exceeds the allowed number of permits per unit.

27th Street Park & Ride

The RFTA-owned 27th Street Park & Ride is known to be at capacity on most days and parking occupancy data was collected in the Park & Ride lot and some surrounding locations where transit users are suspected to be parking. Conversations with RFTA staff also revealed additional background information regarding regulations and other existing issues currently observed at the station that were considered as part of recommendations for parking management. Anecdotal background information provided by RFTA staff includes the following:

- The 27th Street Park & Ride is observed to fill up early and it is suspected that many people who would ride the bus from Glenwood Springs end up driving due to the lack of sufficient parking.
- While RFTA signs the Park & Ride for the exclusive use of RFTA transit riders and Rio Grande Trail users, and prohibits storing vehicles or using lots for ridesharing, RFTA has virtually no parking enforcement program and few funds are directed at parking enforcement.
- The residents of the surrounding neighborhood sometimes store extra vehicles in the 27th Street Park & Ride.
- Epic Mountain Express, which provides shuttle service to Denver and other mountain communities, will sometimes direct its customers to park in the 27th Street Park & Ride.
- Other businesses also use the parking lot as a ride share lot.
- Without adequate parking management, the planned residential development adjacent to the 27th Street Park & Ride could increase use of the lot by non-transit users.
- Based on anecdotal observations, most other Park & Ride lots along SH 82 generally fill to capacity during the summer and winter season with the exception of the back parking lot at the Basalt Park & Ride.



- The Carbondale Park & Ride acts as a trail head for the Rio Grande trail and is also anecdotally observed to fill to capacity almost every morning during the winter season and almost to capacity during the summer season.



Methodology

Study Area

Parking and curb space inventory and utilization were collected for two areas in Glenwood Springs as part of this analysis. These are mapped in the Parking Inventory maps attached to this memo and are described here:

- **Downtown Glenwood Springs.** The study area includes on-street parking in downtown Glenwood Springs bound by 6th Street, 14th Street, Pitkin Avenue, and Blake Avenue. It also includes on-street parking along 8th Street between Pitkin Avenue and Defiance Avenue as well as 7th Street between Blake Avenue and Bennett Avenue.

Six off-street public parking facilities downtown were also included:

- City Parking Garage (at 9th Street/Cooper Avenue)
 - Cooper Avenue lot (on Cooper Avenue between 8th Street and 9th Street)
 - 7th & Colorado lot (at the SE corner of 7th Street/Colorado Avenue)
 - 7th Street lot (on 7th Street at the Confluence)
 - Colorado Mountain College Garage (at 8th Street/Cooper Avenue) – public parking on evenings after 6 PM and weekends only
 - Garfield County lot (at the SW corner of 7th Street/Colorado Avenue) – public parking on evenings after 6 PM and weekends only
- **RFTA Park & Rides.** There are two Park & Rides in Glenwood Springs that are used to access bus service. These were both included in the analysis as described below:
 - *27th Street South Glenwood Station* – The RFTA-owned Park & Ride located at the southwest corner of 27th Street and Blake Avenue in south Glenwood Springs is the primary access point to the VelociRFTA BRT. In addition to the Park & Ride, parking supply and utilization data was collected at two off-street parking lots and two on-street street segments nearby that may experience spillover parking due to limited capacity at the Park & Ride:
 - On-street: Blake Avenue between 26th Street and 27th Street
 - On-street: 26th Street between Blake Avenue and Palmer Avenue
 - Off-street: Walmart north parking lot
 - Off-street: Walmart employee parking lot (which is also the designated RFTA overflow lot)



- *West Glenwood Park & Ride* – This Park & Ride is located near the intersection of Wulfsohn Road and Midland Avenue and provides access to RFTA Local Valley buses to/from Aspen, select BRT runs, the Hogback route (to/from Rifle/Silt/New Castle) and the Bustang West Line (operated by CDOT between Grand Junction and Denver).

Curb Space and Parking Lot Inventory

Curb space is defined as any place along the curb designated for parking or loading activity. Existing parking inventory maps of the study area and Google Maps Street View provided the basis for understanding curb space designations in the study area. Data collected from these methods was field verified to determine a classification for each segment of curb space and off-street parking facility in the study area. Field verification was completed on February 28, 2020 and the classification of each parking space, including the presence of ADA accessible parking spots, was cataloged according to the February 28, 2020 observations.

Each curb face was drawn by segment in GIS using aerial imagery as a guide. Segments were coded according to each curb space classification and separated when curb space designation changed, or is broken within a block by an alley or intersection. The number of available parking or loading spaces per segment was determined by dividing the segment length by 20 feet and rounding down. Twenty feet is a standard on-street parking space length in most urban contexts.

Off-street parking lots and garages were demarcated by a polygon on the maps and the number of parking spaces was inventoried based on the number of striped parking spaces.

Parking Classification

Curb space in the study area is classified into 12 different management types, which are further differentiated by three different physical parking arrangements: parallel, diagonal, and perpendicular.

The 12 curb space classifications observed in the study area and mapped in the Parking Inventory Maps include:

- 15-Minute Parking
- 30-Minute Parking 9AM – 6PM
- 2-Hour Parking 9 AM – 6 PM
- 2-Hour Parking 8 AM – 10 PM
- 2-Hour Parking
- Bus Stop



- Disability Reserved Parking
- 10-Minute Loading
- Loading Only
- Pick Up & Drop Off Only
- No Parking
- Unrestricted Parking

Off-street parking facilities included in the analysis were categorized into four different types:

- Public
- Private
- Transit
- Shared

The following are a few high-level observations regarding the classification maps:

Downtown Glenwood Springs

- Two-hour parking is generally limited to the area bound by 6th Street, 10th Street, Pitkin Avenue, and Blake Avenue.
- The only location where two-hour time restrictions are from 8 AM – 10 PM occur on the north side of 7th Street between Cooper Avenue and Grand Avenue; all other locations are signed for 9 AM – 6 PM or have no time designation.
- The 700 block of Cooper Avenue includes a center parking lane, a portion of which is signed for parking and a portion of which is signed for truck loading. No parking is allowed in the center lane from 12 AM to 7 AM for snow removal. Note: the center parking lane was removed in the summer of 2020.
- Of the 54 spaces at the 7th Street lot, 18 are reserved for County vehicles, leaving 36 spaces available for public use.
- The actual capacity of some of the off-street lots during winter observations was less than the capacity during the summer as several spaces were being used for snow storage (see **Table 1**)

Park & Rides

- About 17 of 94 spaces in the West Glenwood Park & Ride are signed as Bustang-Only parking.
- The designated overflow lot for the 27th Street Park & Ride is about 1,500 feet south of the station (over a quarter mile away) and to access the overflow lot from the Park & Ride



requires drivers to detour onto SH 82 because there is a gate blocking vehicle movement along Blake Avenue south of the 27th Street South Glenwood Station.

- The Walmart North parking lot is not a designated parking facility for transit users, but was included in the analysis as it is only about 400 feet from the 27th Street South Glenwood Station.

Table 1 includes a summary of observations and restrictions for the ten off-street parking lots included in the analysis.

Table 1. Off-Street Parking Lots Included in Analysis

Name	Type	Parking Spaces	Time Restrictions	Other Observations
City Parking Garage	Public	148 Total: • 5 Disability	72-hours	Time restrictions not signed
Cooper Avenue Lot	Public	42 Total: • 4 Disability	72-hours	Time restrictions not signed
7th & Colorado Lot	Public	62 Total: • 3 Disability • 3 Snow Storage	4-hours (some exceptions)	
7th Street Lot	Public	54 Total: • 2 Snow Storage • 18 County-Only	24-hours (exceptions for Amtrak patrons)	18 spaces signed for County-only parking
CMC Garage	Shared	65 Total: • 3 Disability	Evenings after 6 PM & Weekends Only	
County Lot	Shared	39 Total	Evenings after 6 PM & Weekends Only	
West Glenwood Park & Ride	Transit	94 Total: • 4 Disability • 2 Snow Storage • 17 Bustang-Only	Not specified	17 spaces signed for Bustang-only parking
27th Street Park & Ride - South Glenwood Station	Transit	50 Total: • 2 Disability	Not specified	
North Walmart Lot	Private	203 Total: • 4 Disability • 27 Snow Storage	No overnight parking	
Walmart Employee Lot/ RFTA Overflow Lot	Shared	113 Total: • 10 Snow Storage	Not specified	6-10 Spaces used for taxi parking

700 Block Cooper Avenue

The City recently restriped the parking arrangement on Cooper Avenue between 7th Street and 8th Street by converting diagonal parking that was previously on the east side to parallel parking and adding a center lane for parking and truck loading. The motivation for the change was to create a



designated space for truck loading in the heart of the restaurant area of downtown. Because of concern over the loss of on-street parking, part of the center lane allows for parking, but is a challenge to properly sign and enforce. The loading zone has helped mitigate trucks from blocking travel lanes, but there is often more trucks loading than designated space and trucks sometimes load when parking demand is highest (such as the late afternoon), resulting in additional challenges.



Center parking/loading lane in the 700 Block of Cooper Avenue

Parking Utilization Study Periods

Parking utilization data was collected by driving each roadway and parking lot in the study area with a dashboard video camera during the study hours. Data collected from the field observation video recordings was entered into the GIS inventory.

Parking utilization data was collected to capture typical peak demand at the RFTA Park & Rides and downtown Glenwood Springs at different times of day and time of year. The study periods were identified based on conversations with staff at RFTA and the City of Glenwood Springs as well as based on BRT ridership data, traffic counts, and Glenwood Springs' sales and lodging tax data to understand peak demand. Data shows that activity in Glenwood Springs is highest in the summer months, peaking in July, and BRT ridership is highest in the winter and summer, with slightly higher ridership in the winter months.

Conversations with the project team revealed that the 27th Street Park & Ride does not have enough parking capacity to meet weekday demand in the winter and typically fills up sometime between 6 AM and 8 AM. Additionally parking demand in downtown Glenwood Springs is driven by a



combination of residents, employees, and visitors. Resident demand is likely highest in the evening and overnight, employee parking demand is highest during weekday business hours, and visitor demand is likely highest during the day and evening, peaking on Friday night and weekends.

Conversations with the parking enforcement officers also revealed anecdotally that parking demand in downtown Glenwood Springs tends to be highest between 9 AM and 2 PM due to business activity and the lunch scene and between 4 PM and 7 PM due to the bar and restaurant scene. In addition, Tuesday and Friday are typically the highest demand days. Tuesday demand is from jury duty and Friday is likely from an influx of visitors and high restaurant activity.

Two rounds of parking utilization data will be collected as part of this study, one in the winter and one in the summer. The winter data collection period is intended to capture peak demand for RFTA bus service and the summer collection period is intended to capture peak demand for parking in downtown Glenwood Springs. The original plan was to collect data at all locations in the winter and summer. However, due to the significant change in travel patterns and parking demand caused by the COVID-19 pandemic, other data sources were used to estimate historic parking demand in the summer of 2019. These are explained in detail in the Summer Parking Data Findings section at the end of this memo.

Two days were selected to capture peak demand in the winter:

- A mid-week weekday (Tuesday, Wednesday, or Thursday) - to capture peak commuting patterns both downtown and at the Park & Rides.
- A Friday - to capture peak afternoon and evening demand for restaurants, hotels, and other visitor/recreational activity in downtown Glenwood Springs.

Winter parking utilization data was collected on Thursday, February 27, 2020 and Friday, February 28, 2020. On each of these days, four study periods were collected to measure parking demand at different times of the day, plus an additional study period just at the 27th Street Park & Ride (and surrounding areas):

- 5 AM – To isolate residential parking demand.
- 7 AM – Around the 27th Street South Glenwood Station only to measure parking demand during the morning commute.
- 9 AM – To capture demand after the morning commute.
- 4 PM – To capture overlap between employee and visitor/recreational demand downtown.
- 7 PM – To capture evening demand associated with restaurants and other recreational activities.



Parking Occupancy

Parking occupancy for each parking curb space segment or off-street lot was determined by comparing the number of observed parked vehicles to the number of available spaces. In the accompanying maps, parking occupancy is shown as a percentage range for each study period, symbolized by different colors. Parking occupancy are organized into the following percentage ranges, each with different implications for managing demand and planning future BRT alternatives:

- 0% - 20% - Parking is very underutilized compared to capacity
- 21% - 40% - Parking is underutilized compared to capacity
- 41% - 60% - Parking is moderately used, but with plenty of excess capacity
- 61% - 85% - Parking is well used, but with enough capacity that unoccupied spaces can still be found with relative ease
- 85% - 99% - Parking is near capacity and it may be difficult to find available parking
- 100%+ - Parking utilization is at (or may be) exceeding capacity

In some instances, a segment or lot may have more vehicles parked than the total capacity indicates is possible. This would be due to closely spaced cars parked on-street or cars parked illegally. The following methodologies should also be noted when reviewing the parking occupancy maps and data:

- Parking occupancy is measured per block face unless there is a change in the parking restrictions mid-block (for example, where part of the block includes unrestricted parking and part includes time-restricted parking).
- Disability parking occupancy was collected but was excluded from the denominator when calculating the percentages shown in the maps. For example, if a parking lot has 60 spaces and three are designated as disability parking, the occupancy rate was measured as the total occupied spaces excluding disability parking divided by 57 total spaces. This methodology better reflects general parking occupancy rates as disability parking demand is based on a different set of parameters and legal requirements.
- Parking spaces that were being used for snow storage during the winter collection period were excluded from the denominator when calculating the percentages shown in the maps.
- Parking occupancy data for the County lot and CMC Garage was only collected during the 7 PM time period as these lots were not available for public use during the other time periods.



Bicycle Parking at Park & Rides

An additional analysis conducted in the winter included taking an inventory of bicycle parking available at the two RFTA Park & Rides in Glenwood Springs and observing occupancy during the same study periods as the motor vehicle parking.

Summer Data Methodology

Parking occupancy data was originally to be collected on the same days of the week and during the same times in the summer as it was collected in the winter along with a Saturday count when visitor activity in Glenwood Springs is high. Due to the impact to normal travel patterns caused by the COVID-19 pandemic in the summer of 2020, summer parking demand was instead estimated using alternative data sources. These include Big Data provided by StreetLight as well as satellite imagery data from the summer of 2019. The methodology for collecting, analyzing, and applying summer data, as well as findings and implications to recommendations are summarized here.

Two data sources were used to estimate public parking demand in Downtown Glenwood Springs during the summer of 2019:

- Big Data provided by StreetLight
- Satellite imagery

Summer parking data was only collected for the downtown area and not the two RFTA Park & Rides in Glenwood Springs. This is because more reliable data was collected at the two Park & Rides in the winter when transit parking demand is highest, while demand for parking in downtown is higher in the summer. Thus, summer data was prioritized in the downtown area. It should also be noted that while the methodology summarized here provided useful information to inform parking strategies downtown, the data is not as robust as the winter data when field observations could be accurately conducted on a block-by-block basis during multiple times of day.

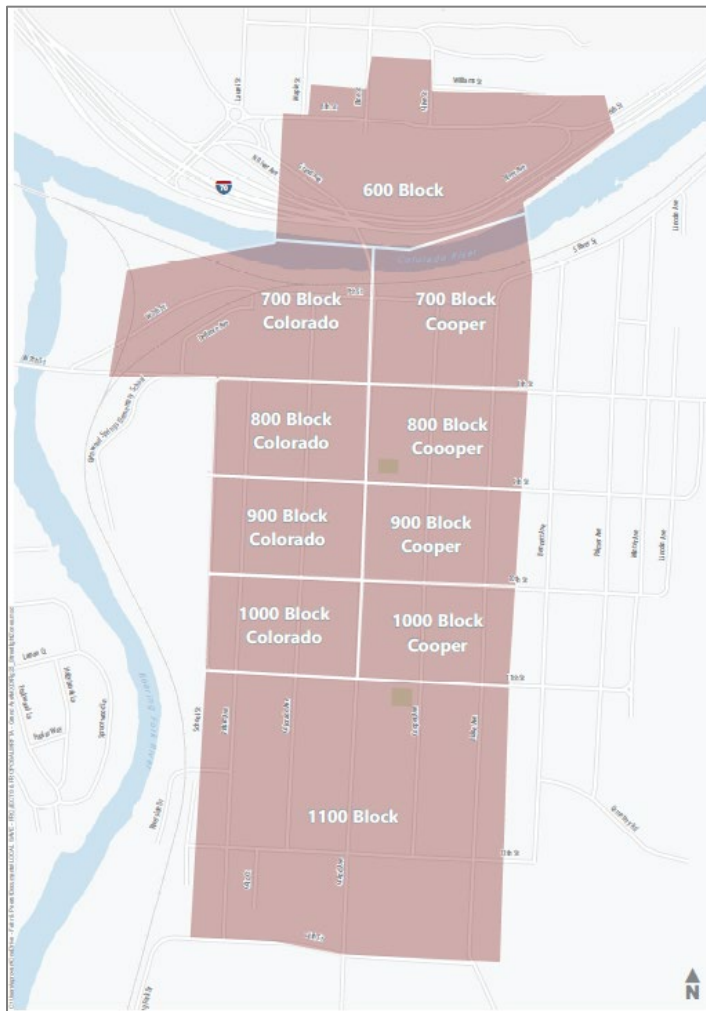
StreetLight Data

StreetLight Data is a "Big Data" provider that uses anonymous cellphone data to compile person trip counts between predefined geographic zones. Trips are recorded by mobile device tracking technology in smartphones which is enabled when a user has a location-based services application turned on. A trip is considered to end when the cellphone is stationary for at least five consecutive minutes. Trips by all modes of transportation are recorded, including people driving, riding in a car, walking, bicycling, riding a bus, or traveling by other means.



In terms of sample size, StreetLight data resources includes about 33% of all mobile devices in the United States. Given the variability of when a device's location-based application is engaged, on a given day StreetLight captures between 1% and 5% of all trips. However, data is compiled by hour of day and day of the week and averaged over the course of at least a calendar month to ensure the sample size is large enough to have a high confidence level. Lastly, trip data provided by StreetLight represents an estimate of total trips, based on the sample size captured.

Figure 1. StreetLight Data Zones Downtown



To estimate parking demand in the summer of 2019, the downtown area of Glenwood Springs was divided into ten zones as mapped in **Figure 1**. Activity-based data was collected from StreetLight in July 2019 and February 2020. Activity-based data represents the number of trips that begin or end in a given location and is a good proxy for estimating parking demand. July data was used as a representative of peak parking demand in the summer as July consistently records the highest



lodging tax of any month of the year in Glenwood Springs. February 2020 was collected from StreetLight as that was when parking data was collected in the field and can be compared with July 2019 data to estimate the relative change in parking demand as compared to winter. The number of trip-ends in July 2019 was compared against the number of trip-ends in February 2020 on different days of the week and different times of day to estimate parking demand in different parts of downtown in July 2019 relative to February 2020.

Satellite Imagery

Satellite imagery of downtown Glenwood Springs from the summer of 2019 was provided by a RS Metrics, a data analytics firm. RS Metrics combed their historic satellite imagery database in the months of June, July, and August 2019 and found two images of Downtown Glenwood Springs on the following dates and times:

- Friday, August 8, 2019 at 12 PM
- Thursday, August 15, 2019 at 5:30 PM

Vehicle parking and curbspace occupancy was analyzed in these two images from the summer of 2019 on downtown streets. Not all on-street parking occupancy was visible from the satellite imagery due to street trees on some blocks. However, curbspace occupancy on the blocks that were visible were mapped and are included in the attached maps (**Figure 21** and **Figure 22**). Additionally, parking occupancy of the four public lots in downtown were visible in the satellite imagery and were also mapped, with the exception of the lower level of the City Parking Garage.



Key Findings

A number of key takeaways from the existing parking conditions analysis from the winter are outlined below and organized by each of the three study areas. Findings of the bicycle parking analysis and more in-depth analysis of parking demand at 27th Street South Glenwood Station from other data sources are also provided in this section.

27th Street South Glenwood Station

- The Park & Ride lot was about 40 percent occupied at 5 AM on both Thursday and Friday and it was clear that 8-12 cars had been parked overnight (this was evident by the fact that some cars were covered in frost at 5 AM or because the same cars were parked in the same location at 7 PM Thursday and 5 AM Friday).
- The Park & Ride lot was full by 7 AM on Thursday and nearly full by 7 AM Friday. In the brief time that parking utilization was observed at this lot at 7 AM Thursday and 9 AM Friday, several cars were observed entering and exiting the lot upon finding it full.
- Some transit riders appear to park along Blake Avenue north of 27th Street and along 26th Street between Blake Avenue and Palmer Avenue based on comparing 5 AM counts with 7 AM and 9 AM counts, likely about 8 - 12 cars in total.
- Some transit riders appear to park in the north Walmart parking lot based on the number of vehicles parked at the north end of the lot away from the store entrance and close to the Park & Ride - about 25 by 9 AM. On Thursday, 19 cars were counted parked in the same location at both 9 AM and 4 PM. It is possible not all of these cars are transit users as some people may be parking here to carpool or may be store employees. It should be noted that the lot was empty at 5 AM both days.
- The overflow lot (also Walmart employee parking) is well used during the day, but it is unclear how much use is by transit riders. The 113-space lot was about 25 percent full at 5 AM and 70 percent full by 9 AM on both days.
- The Park & Ride lot is used quite a bit for pick up and drop off, although there does not appear to be a designated spot (people are using the handicap spots and double parking briefly when the lot is full).
- In total, based on these observations there may be anywhere between 30 and 70 vehicles parking at other locations besides the designated Park & Ride (on-street, at the Walmart north lot, or the designated RFTA overflow lot) to access the bus. Where exactly that number falls in this range is dependent on the number of people parking in these locations for other uses – such as carpooling or store employees – which is impossible to



know based just on observing parked cars. To get a better understanding of existing and latent demand for parking a more detailed analysis was conducted using additional data sources (see *Parking Demand Estimation at 27th Street South Glenwood Station* below).

West Glenwood Park & Ride

- The West Glenwood Park & Ride is lightly used relative to capacity. With 94 parking spaces it was never more than 35 percent occupied during any of the time periods studied.
- The 17 Bustang-only spaces were also lightly used, with about 4-6 cars parked in those spaces during the study periods.

Downtown Glenwood Springs Winter

- General Findings:
 - On-street parking occupancy is generally highest between 7th Street and 9th Street (except at 5 AM), and to a lesser extent between 10th and 11th Street.
 - On-street occupancy north of 9th Street is higher west of Grand Avenue weekday mornings and higher east of Grand Avenue weekday afternoons.
 - On-street parking occupancy north of 9th Street downtown is highest on Friday evenings.
 - On-street parking occupancy between 10th and 11th Street downtown remains high at 5 AM indicating this demand is likely generated by residential/hostel parking demand.
 - Parking occupancy along Grand Avenue is relatively low, generally less than 30 percent during all time periods, with two exceptions:
 - Between 8th and 9th Streets - occupancy was highest in the evening, about 75 percent.
 - On the west side of Grand Avenue between 10th and 11th Streets where occupancy was between 80 percent and 100 percent at all times of day, which may be due to the Glenwood Springs Hostel.
 - The Garfield County and CMC lots were heavily used after 6 PM on Friday, 97 percent and 84 percent full respectively (and less used on Thursday evening).
 - The 7th & Colorado lot was full at all time periods except 5 AM when it was about 25 percent full. Many vehicles were observed looking for parking in this lot at nearly every time period. The high demand may be in part due to exceptions to the 4-hour time restriction granted to County employees and some downtown



residents and that time restrictions at this lot are temporarily not being enforced. It is expected this will change when a final decision on which users will be granted exceptions is determined and an enforcement plan for this lot is developed.

- The Cooper Avenue lot (between 8th Street and 9th Street) was full or nearly full during the day and about 40 percent full at 5 AM.
- The City Parking Garage was most full during the day (at 9 AM and 4 PM), but never exceeded 80 percent capacity. It was less than 20 percent full overnight.
- The public spaces at the 7th Street lot near the confluence were never more than 50 percent occupied.
- 5 AM Weekday:
 - High occupancy was observed along the residential streets between 10th Street and 13th Street and along Blake Avenue between 8th and 11th Streets.
 - The occupancy along Grand Avenue was less than 25 percent except on the west side of the street between 10th and 11th Street, which may be associated with the Glenwood Springs Hostel.
- 9 AM Weekday:
 - High occupancy was observed along 8th Street, 10th Street, and several side streets north of 9th Street.
 - Occupancy was also high along Pitkin Avenue between 13th and 14th Street likely because of the proximity to Glenwood Springs High School.
 - The 7th & Colorado lot and Cooper Avenue lot were both full and the City Parking Garage was about 80 percent occupied.
- 4 PM Weekday:
 - Occupancy was high on most streets between 9th Street and 7th Street, with the exception of Grand Avenue.
 - Occupancy was generally higher on Friday on most streets than Thursday.
- 7 PM Thursday:
 - On-street occupancy was high around 8th Street and Cooper Avenue and 7th Street and Colorado Avenue.
 - Occupancy was low at all of the off-street lots except the 7th and Colorado lot.
 - Occupancy was high between 10th Street and 11th Street along Cooper Avenue, and two nearby block faces although there were many available spaces within a block.
- 7 PM Friday



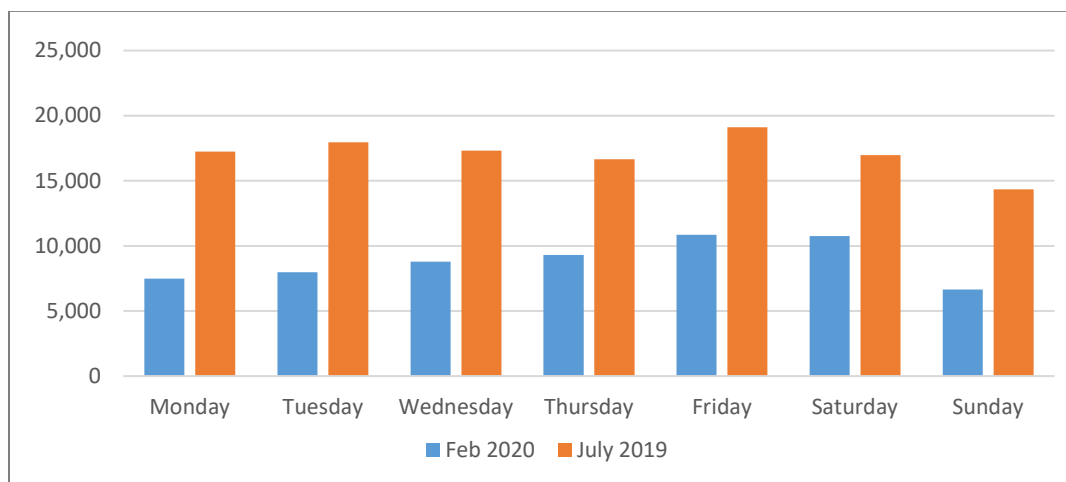
- Occupancy was high between 9th Street and 7th Street between Colorado Avenue and Blake Avenue.
- The County lot and 7th & Colorado lot were both full. The CMC garage and Cooper Avenue lot were well used, but still had available parking. The City Parking Garage was only 40 percent occupied.
- Occupancy was high between 10th Street and 11th Street along Cooper Avenue, and a couple of nearby block faces although there were plenty of available spaces on the opposing sides of the street.

Downtown Glenwood Springs Summer

Several key findings from the summer data analysis are useful in informing parking and curbspace demand and management in downtown Glenwood Springs, including the following.

- **Nearly two times as many trips begin or end in the downtown core in the summer as compared to the winter.** Figure 2 shows the average daily trip ends between 7th Street and 9th Street in downtown Glenwood Springs in February of 2020 compared to July of 2019 on each day of the week. On average there is about 1.9 times as much trip activity in the summer as compared to the winter. Additionally, while the data confirms that trip activity is highest on Friday (and Saturday in winter), it also shows that there is less variability from day to day in the summer as compared to the winter.

Figure 2. Average Daily Trip Ends Downtown (7th St to 9th Street)

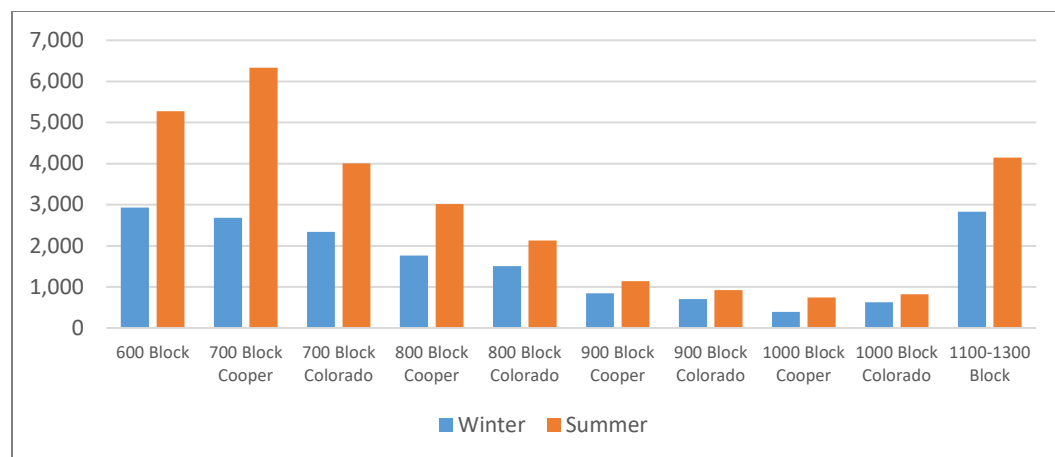


Source: StreetLight Data, Fehr & Peers



- Trip activity is highest north of 9th Street, particularly in the summer.** **Figure 3** shows the average daily trip ends by zone downtown on Fridays in February of 2020 and July of 2019 provided by StreetLight. This data shows that trip activity is highest in the 700 block of downtown and gets progressively lower in each block south. For example, trip activity in the 700 Block of Cooper Street is about 5.5 times higher than the 900 Block of Cooper Street in the summer and 3.1 times higher in the winter. Additionally, north of 10th Street, trip activity is on average a little higher east of Grand Avenue than west of Grand Avenue. Lastly, **Figure 3** also shows that the discrepancy between summer and winter trip activity is greater north of 9th Street compared to south. For example, there are about 1.9 times as many trip ends in the summer compared to the winter between 7th Street and 9th Street, while there are about 1.4 times as many trip ends in the summer compared to the winter between 9th Street and 14th Street.

Figure 3. Friday Trip Ends by Downtown Zone



Source: StreetLight Data, Fehr & Peers

It should be noted that the StreetLight activity data does not necessarily represent where people are parking their car, but instead where people are beginning or ending their trip. For example, someone who parks in the 900 block and walks to the 700 block would show up in the data as ending their trip in the 700 block. Thus, in locations where parking demand is high and spaces are full, drivers may be parking a block or more from their destination. This data reveals where people are trying to get downtown, but not necessarily where they park or how they get there.

- Parking demand peaks around 1 PM and 6 PM and is highest on Friday and Saturday.** Hourly trip activity data from StreetLight shows that parking demand



downtown likely peaks around 1 PM and 6 PM each day, which is generally consistent with anecdotal data provide by the downtown parking enforcement officer. Additionally, the data shows that trip activity is highest on Friday in the summer and both Friday and Saturday in the winter.

- **Off-street public parking is at capacity in the summer.** Satellite imagery data from Friday, August 9, 2019 at 12 PM revealed that the all three public surface lots downtown were 100% full, including the 7th Street lot (at the confluence), the 7th & Colorado lot, and the Cooper Avenue lot (see **Figure 21** in attached map set). Additionally, while the lower level of the City Garage is not visible in the satellite imagery, the upper level of the garage was observed to be about 95% full (note: winter field observations showed the lower level of the garage to consistently have a higher occupancy than the upper level, thus the garage is presumed to be nearly full during peak times in the summer). By comparison, while the 7th & Colorado and Cooper Avenue lot were observed to be full at 9 AM in the winter counts, the 7th Street lot was never more than 53% full and the City Parking Garage was never more than 80% full in the winter. Thus, the satellite imagery provides evidence that parking demand at these lots is substantially higher in the summer and these lots are indeed effectively at capacity. Satellite imagery also revealed that the visible curbspace (not blocked by tress) was about 78% occupied at 12 PM on Friday in the summer.

While trip activity from StreetLight data is not necessarily directly correlated to parking demand, the data is a useful proxy for estimating demand. In other words, we cannot conclude with certainty that parking demand is 1.9 times higher in the downtown core in the summer as compared to the winter, but it is likely somewhere in that range. Other data sources also support the idea that parking demand may be 50% - 100% greater in the summer than the winter. For example, the Glenwood Springs Police Department issues about twice as many parking tickets in the summer compared to the winter. Additionally, hotel tax revenue is typically about 60% higher in July than March and over 200% higher in July than February. Lastly, the satellite imagery data, while limited in scope and timeframe, show that demand is at or exceeding capacity at all downtown public lots midday on Friday in the summer - and is quite high on-street as well.

This data strongly suggests that downtown Glenwood Springs is reaching parking capacity through most of the core area at peak times in the summer. Parking occupancy at this level can lead to several negative impacts, including increased congestion caused by people circling for parking, higher likelihood of illegal parking (as evident in the police data), and could negatively affect business activity as patrons find it difficult to park downtown. While there is no conclusive evidence of who is generating parking demand at different times of the day, both the winter and



summer data suggest that employees are likely occupying much of the off-street parking during the day, as are downtown residents. For example, the Cooper Avenue lot would typically fill up by 9 AM and start to empty out at around 4 PM in the winter, a trend typically indicative of employee parking. Overnight, this lot was observed to be about 40% occupied in the winter representing the residential demand. Based on both the summer and winter data, similar trends also occur at the City Parking Garage.

Bicycle Parking at Park & Rides

Both the West Glenwood Park & Ride and 27th Street South Glenwood Station provide bicycle parking in the form of inverted “U” bicycle racks adjacent to the bus loading areas. The 27th Street South Glenwood Station can accommodate up to 40 bikes in a sheltered location. The West Glenwood Park & Ride can accommodate up to 20 bikes unsheltered. **Table 2** summarizes bike occupancy at the two Park & Rides during each of the study periods in the winter. Bicycle parking occupancy was low at both locations during the winter, and several bikes were observed parked overnight. Given bicycle use is higher in the summer, more conclusions on bicycle use at the stations would have been made from the summer analysis, which did not occur due to the COVID-19 pandemic.

Table 2. Winter Bicycle Parking Occupancy at Glenwood Springs Park & Rides

Day & Time	27 th Street S. Glenwood Station		West Glenwood Park & Ride	
	Total Bikes	Occupancy	Total Bikes	Occupancy
Thursday 5 AM	5	13%	1	5%
Thursday 7 AM	5	13%	-	-
Thursday 9 AM	5	13%	1	5%
Thursday 4 PM	5	13%	1	5%
Thursday 7 PM	4	10%	1	5%
Friday 5 AM	3	8%	1	5%
Friday 7 AM	4	10%	-	-
Friday 9 AM	5	13%	1	5%
Friday 4 PM	4	10%	0	0%
Friday 7 PM	4	10%	0	0%



Bike Parking at South Glenwood Station



Bike Parking at West Glenwood Park & Ride



Estimating Parking Demand at 27th Street South Glenwood Station

The existing designated Park & Ride at the 27th Street South Glenwood Station has 50 parking spaces. The winter parking observations revealed that this Park & Ride lot reaches capacity by about 7 AM on a mid-week weekday (and a little later in the morning on Friday) and is generally full throughout the day. RFTA is exploring opportunities to provide additional parking at this station, and a key question in doing this is, how much additional parking should be provided to meet existing and future demand?

The parking observations revealed that somewhere between 30 and 70 people are likely parking at other locations besides the designated Park & Ride to access the BRT at 27th Street South Glenwood Station. This includes on-street (along Blake Avenue and 26th Street), in the Walmart north parking lot, and in the designated RFTA overflow lot (which is about a 7-minute walk from the Park & Ride). While additional undesignated parking is available close to the 27th Street South Glenwood Station, and some people are using it, our survey research in other peer communities has shown that many people are uncomfortable parking in an undesignated space to use transit. Therefore, the estimation of people parking in other locations likely underrepresents the true parking demand as many people traveling between Glenwood Springs and Aspen/Snowmass Village are no doubt foregoing transit because there is not enough reliable parking in close proximity to the station. This latent demand for the BRT in Glenwood Springs was evidenced in comments provided in the MOVE Grand Avenue public survey, and anecdotally by RFTA staff.

Due to the inability to collect passenger survey data at the 27th Street South Glenwood Station due to the impacts of the COVID-19 pandemic, an alternative methodology was used to estimate parking demand at this station. A parking demand analysis was performed using a combination of the observed parking counts from February, 2020, bus boarding and alighting data on the same days parking data was collected, commuter data from the United States Census Bureau, and data from the most recent RFTA Onboard Transit Survey (from 2018). Because of the inability to collect survey data and so many variables are at play, parking demand was estimated as a range to account for unknowns.

Low End Estimation

To estimate the lower end of parking demand, the pace at which the 27th Street Park & Ride lot fills in the morning was compared to bus boardings during the same time. **Figure 4** shows that the number of vehicles parking the 27th Street Park & Ride at various times on the two days when parking occupancy was observed. (It should be noted that while the capacity of this lot is 50 spaces,



two of the spaces are reserved for handicap parking and on the times when the lot was observed to have 49 cars, the only space available was one of the handicap reserved spaces). The data shows that on Friday the demand was a little less than Thursday, and by 7 AM on Friday the parking lot had not yet reached capacity. Therefore, the rate of increase in observed parking between 5 AM and 7 AM on Friday, about 20 vehicles parked during this time, is generally reflective of true existing demand for parking (but not latent demand), as anyone arriving in this time frame would have found an available parking space.

Figure 4. 27th Street Park & Ride Parking Occupancy February 27-28, 2020

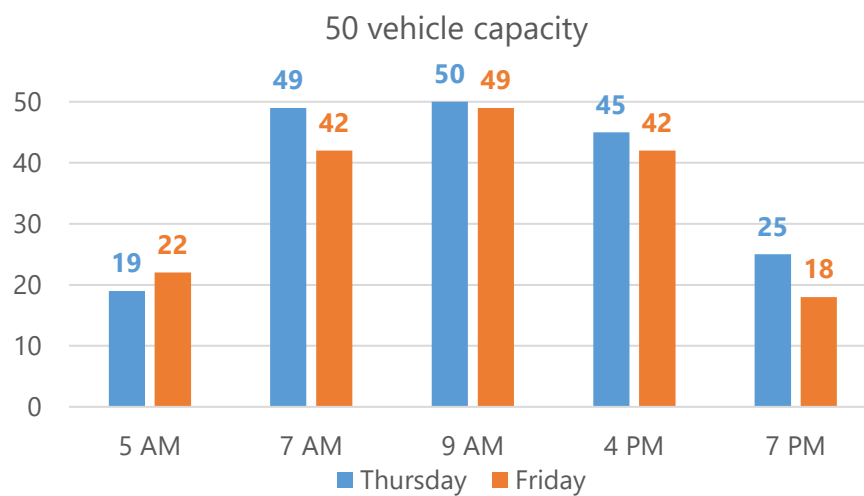


Figure 5 and **Figure 6** show the boardings by hour at the 27th Street South Glenwood Station for the three regional services (BRT, Snowmass Express, and Valley Local) in the upvalley direction on the two days when parking was observed. **Figure 6** shows that between 5 AM and 7 AM, when 20 vehicles parked in the 27th Street Park & Ride, about 67 people boarded buses in the upvalley direction. Therefore, it is assumed that if parking was not constrained, about 30% of people boarding the bus at the 27th Street South Glenwood Station would get to the station by driving and parking ($20/67 = 30\%$).



Figure 5. Upvalley Boardings by Hour at the 27th Street S. Glenwood Station (Thursday, February 27th, 2020)

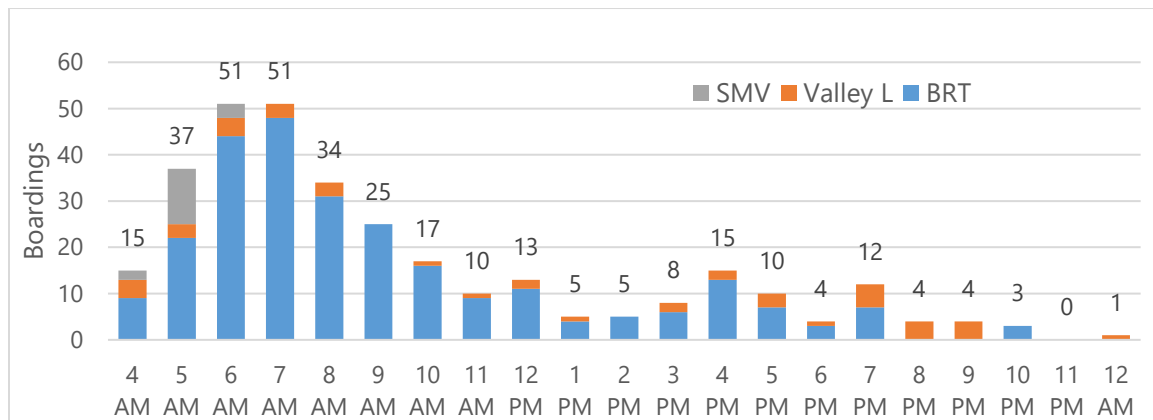
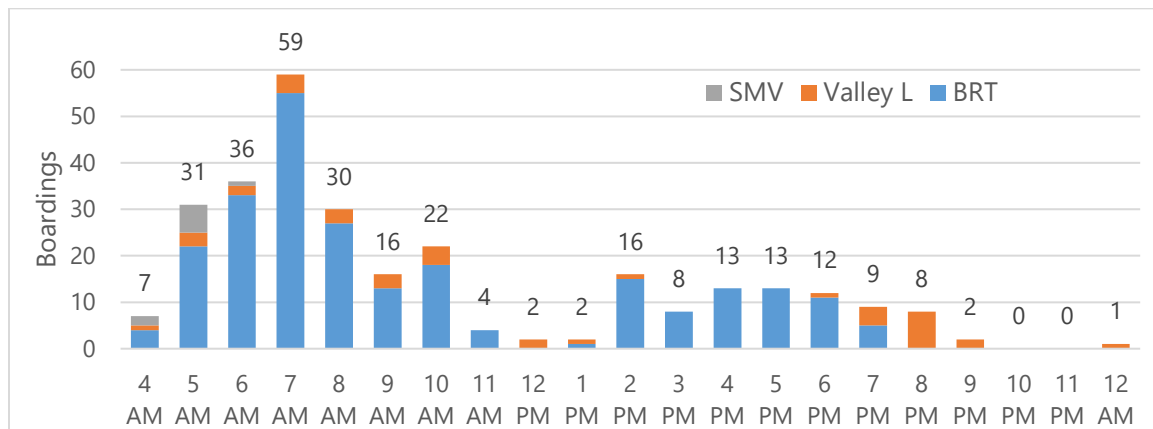


Figure 6. Upvalley Boardings by Hour at the 27th Street S. Glenwood Station (Friday, February 28th, 2020)



If this ratio is then applied to the 263 boardings on regional services in the upvalley direction at the 27th Street South Glenwood Station between 4 AM and 3 PM (by which time the parking lot will start emptying out), that equates to an existing parking demand of about 80 vehicles ($263 * 0.3 = 80$). This does not account for latent demand (i.e., the number of people that would park and catch the bus, if there was consistently reliable parking at the 27th Street South Glenwood Station). On the low end, a conservative estimate of latent demand compared to existing demand is estimated to be about 25%. Therefore, the low-end estimate for total parking demand under current conditions at the 27th Street South Glenwood Station is estimated to be about 100 parking spaces.

For comparison, the 2018 RFTA Onboard Transit Survey shows that the percent of riders who drive and park in order to take regional buses (excluding local service) is about 37%. Applying this percentage to the 263 boardings at 27th Street South Glenwood Station on a winter weekday before



3 PM would result in an estimated parking demand of about 97 vehicles ($263 * 0.37 = 97$), similar to the estimate of 100 vehicles derived using a slightly different methodology.

High End Estimation

The high-end parking demand estimate is based on the potential market share of total commuters traveling between Glenwood Springs and Aspen/Snowmass Village that would take transit if parking (among other factors) was more convenient. The U.S. Census Bureau provides an estimation of commuters between community pairs through their Longitudinal Employer-Household Dynamics (LEHD) data. This data shows that in 2018 about 920 people commute from the 81601 zip code (which covers the greater Glenwood Springs area) and the City of Aspen and Town of Snowmass Village. Data from the 2012-2016 5-Year American Community Survey through the Census Transportation Planning Products shows that (about five years ago) 16% of commuters from Glenwood Springs to Aspen took the bus. Thus, it is assumed that achieving a transit mode share of 33% for this market, while likely on the high-end, would be within reason. Assuming that transit could potentially capture 33% of this market share, would equate to about 300 potential transit commuters per day.

The RFTA Onboard Transit Survey data shows that about 32% of RFTA transit riders drive and park to get to the bus. Excluding local service, the percent of riders who drive and park in order to take regional buses is about 37%. Given this number is suppressed by lack of sufficient parking along the entire system, for purposes of this analysis, it will be assumed that if there were an unlimited supply of parking about 50% of commuters between Glenwood Springs and Aspen/Snowmass Village would drive and park to get to the bus. Therefore, demand for transit parking, assuming maximum reasonable use by the commuter population between Glenwood Springs and Aspen/Snowmass Village (about 33%), would be about 150 parking spaces. However, this estimate also needs to include several other parking users, including the following:

- Those commuting to other upvalley destinations (such as Carbondale or Basalt);
- Those commuting from down valley of Glenwood Springs (such as New Castle or Rifle);
and
- Non-commuters.

The parking demand for these riders was estimated using the following assumptions:

- An additional 15% for non-commuters (based-on the 2018 RFTA Onboard survey which showed that about 86% of BRT users were using the service for work-related travel).
- An additional 15% for other commuters (5% for commuters destined to other upvalley stops besides Aspen and 10% for commuters from downvalley of Glenwood Springs). The



primary other upvalley destinations via transit are Basalt and Carbondale. Given the ease of parking in those locations its unlikely many commuters bound to those locations are driving to a Park & Ride. Most folks are likely driving door-to-door or using transit door-to-door. Secondly, while LEHD Census data shows that in 2018 around 500 people commuted from the Rifle, Silt, and New Castle areas to Aspen and Snowmass Village, our experience in other communities is that most people who use a Park & Ride don't drive very far (typically less than 3 miles). So, while the 27th Street Park & Ride is the first location where someone coming from downvalley of Glenwood Springs could reliably catch the BRT to Aspen, there's likely to be a smaller portion of the commuters from this market using that Park & Ride as compared to people originating in Glenwood Springs.

When these additional transit parking users are factored in, the upper end parking demand at the 27th Street South Glenwood Station under existing conditions is estimated to be about 200 parking spaces.

Formula:

*[Total commuters Glenwood Springs to Aspen/Snowmass] * [max % that would use transit] * [% drive & park] + [other commuters] + [non-commuters]*

$$((920 * 0.33 * 0.5) * 1.15) * 1.15 = 200$$

It should be noted that there are many unknowns with this estimation. For example, if RFTA were able to capture 50% of total market share, then the parking demand estimate would increase to about 325 spaces and if they were only able to capture 25% then the parking demand estimate would be closer to 150 parking spaces.

Existing and Future Parking Demand at 27th Street Park & Ride

Based on this analysis, the existing parking demand at the 27th Street Park & Ride, including latent demand, is likely somewhere between 100 and 200 parking spaces. Based on forecasts from the RFTA Destination 2040 project, over the next 20 years the population of Garfield County is forecast to grow by 65% and traffic in Glenwood Springs is forecast to grow by 34%. At this rate, assuming all else is equal, parking demand at the 27th Street Park & Ride would be expected to grow at a rate of somewhere in between these two, about 40-60%. This would result in an estimated parking demand of between 150 and 320 parking spaces at the 27th Street Park & Ride by 2040.

It should be noted that several future factors currently being considered would also impact parking demand if implemented. These include the following:



- **Extension of the BRT into downtown Glenwood Springs** – The extension of the BRT into downtown and the West Glenwood Park & Ride would reduce demand for parking at the 27th Street Park & Ride by about 10-20%. This is because some existing and potential riders close to downtown would be able to walk to the BRT and others originating in West Glenwood Springs or other points west would be able to park at the West Glenwood Park & Ride and more reliably catch the bus. Based on 2018 Census data about 10% of the population of the Glenwood Springs area lives in downtown and would be within walking distance to a centrally located station. However, many existing transit users downtown may already be walking to the bus today. Additionally, about 15% of the greater Glenwood Springs population lives north and west of the West Glenwood Park & Ride and would more conveniently be able to access the BRT at that station. In general, Park & Ride users are not likely to back-track. Therefore, the majority of users of the West Glenwood Park & Ride will be from locations north and west.
- **Addition of a New Park & Ride at South Bridge** – RFTA is considering adding a new BRT station between Glenwood Springs and Carbondale near where the planned South Bridge project would intersect SH 82. If implemented its estimated that this station would reduce demand for parking at the 27th Street South Glenwood Station by about 10-20% as it would be more convenient for those originating in South Glenwood Springs south of 27th Street and west of the Roaring Fork River (and along Four Mile Road). Based on 2018 U.S. Census data, about 20-25% of the population of the Glenwood Springs area live in these locations. It should be noted that if insufficient parking continues at the 27th Street Park & Ride (as exists today), demand for parking at South Bridge is likely to be much higher as many people wishing to park at the 27th Street South Glenwood Station, but finding it to be full, would instead park at a South Bridge station.
- **Addition of a Pedestrian Overpass at 27th Street South Glenwood Station** – RFTA is considering constructing a pedestrian overpass above SH 82 to better connect pedestrians and bicyclists between the 27th Street South Glenwood Station and the Rio Grande Multiuse Trail. While this may encourage some additional walking and biking to the station, it may also increase demand by recreational users of the Rio Grande Trail. As is the case with other RFTA Park & Rides adjacent to the Rio Grande Trail, such as Carbondale, some trail users are likely to park at the Park & Ride, particularly in the summer and on weekends, which may increase parking demand at the 27th Street Park & Ride.



Opportunities & Recommendations

Opportunities and recommendations to improve parking management in the study area are divided into three general categories: parking and curb space downtown, parking at the RFTA Park & Rides, and parking considerations/potential impacts as part of evaluating alternatives for extending the BRT into downtown.

The following recommendations were made based on parking/curb-space occupancy data collected in the winter of 2020, estimated historic 2019 summer parking demand in downtown Glenwood Springs from other data sources, conversations with City, RFTA staff, and the police department, public feedback from the MOVE Grand Avenue project, and other data sources.

Downtown Parking & Curb Space Management

Parking is a limited resource and valuable public asset, particularly in a downtown environment. The recommendations included here are intended to improve management of this asset to maximize the efficient use of limited curb space, better ensure convenient parking is available to serve uses downtown, and improve the efficiency and effectiveness of enforcement.

Recommendations are provided both short-term and long-term. Short-term recommendations are aimed at addressing existing challenges over the next 1-3 years. Long-term recommendations are aimed at addressing potential future challenges or more complex existing issues 4-10 years from now.

Short-Term

Several existing parking/curb-space issues downtown were identified as part of this study. These include:

- High parking demand during the day and evening in the north end of downtown.
- The impact of truck loading on traffic flow and parking availability.
- Cost, inefficiencies, and other challenges of effectively enforcing parking regulations downtown.

To address these and other challenges, the City of Glenwood Springs should consider the following recommendations near-term:



- **Establish a Truck Loading Plan** – The businesses and restaurants downtown require regular delivery of food, beverages, and other goods. However, given the limited street spaces active truck loading can come in conflict with vehicle traffic and parking availability. To mitigate the impacts of truck loading on traffic and parking the City should consider developing a truck delivery plan to regulate the location and times of when and where trucks deliver goods downtown. Both the Town of Vail and City of Aspen have ordinances dictating when and where trucks can deliver in the core parts of those communities to limit the impact of truck loading. Glenwood Springs may consider the following restrictions: restricting truck delivery north of 9th Street to before 4 PM, limiting truck loading to designated loading zones or alleys at certain times of the day, or restricting loading activities all together on certain streets (such as 7th Street). The City should also consider coordinating with the City of Aspen and Town of Vail to explore the feasibility of coordinating loading times for trucks that may be serving all three locations. It is recommended that the City closely involve downtown businesses and operators of the loading trucks when developing this plan.
- **Manage the 700 Block of Cooper Avenue** – As explained earlier in this memo, the 700 block of Cooper Avenue was redesigned to provide designated truck loading zones in the center lane along with five parking spaces. The redesign has been effective at providing a space for trucks to deliver goods to nearby businesses without blocking travel lanes (to the extent that drivers follow the regulations). The challenge with this redesign is that drivers do not always understand or comply with the regulations, i.e. when and where they can park and where delivery trucks can load. Parking and loading regulations are indicated through paint in the pavement (which can sometimes be covered in snow and will wear quickly in the center lanes) and moveable signs. The moveable signs are not always oriented correctly, may be difficult to determine the parking/loading space the sign is referencing, and can (and sometimes are) moved by people not wanting to comply with the parking regulations. Because the regulations are not always clear, parking and loading are not generally enforced along this center lane further leading to non-compliance.

One solution to this challenge would be to install more permanent end caps in the median at the two ends of the corridor where more permanent signs can be placed. This could be something semi-permanent, such as bollards bolted into the pavement (but that can be temporarily removed to allow for snow removal or street sweeping). Currently the south end of the street is designated for parking and the north end for loading. To clearly sign



the change in use mid-block, end caps will likely be needed mid-block on either side of the alley.

Additionally, the City may also want to consider regulating the loading zone to better accommodate the change in demand at different times of the day. For example, the loading zone could be signed to allow parking in the evening when parking demand is highest and conversely the parking spaces could be signed for loading in the morning or midday if more space is needed to accommodate loading activities.

- **Weekend Enforcement** – The City does not currently enforce parking and curb space regulations on the weekend. However, collection of Big Data (detailed at the end of this memo) demonstrated that parking demand likely remains high in parts of the downtown on the weekend, particularly on Saturday. Additionally, local drivers are more likely to ignore parking restrictions on the weekend if they know those restrictions will not be enforced. It is recommended that the City enforce parking regulations downtown on the weekends (at least occasionally) to ensure better compliance. This will help ensure parking turnover and availability of parking as well as mitigate potential safety issues (such as blocking fire hydrants, crosswalks, sight lines, or handicap parking).
- **Leverage Parking Enforcement Technology** – The City is considering the use of new technologies to aide in parking enforcement, such as handheld license plate recognition (LPR) devices paired with automated ticket printing. While use of these technologies will require upfront and annual investment, they would increase efficiency and improve the accuracy of monitoring and ticket issuance. More effective enforcement will result in higher rates of compliance and reduce the negative impacts of illegal parking, including ensuring there is more parking and loading space available. The increased efficiency from using these technologies would result in increased revenue generation that may off-set the cost of investing in the technology. Paid parking could also be used to off-set upfront costs of this technology.
- **Increase Fines for Parking Violations** – Parking violations for most offenses currently result in a \$20 ticket (the exception being \$100 for illegally parking in a handicap reserved parking space) and The City of Glenwood Springs has not raised these amounts for many years. These fees are comparable or on the lower end of peer communities. For comparison parking violations result in a \$30 - \$50 fine in Aspen, \$30 fine in Breckenridge, and \$25 fine in Durango for most first-time offenses. However, most peer communities use a graduating scale where parking violation amounts double or triple for



repeat offenders or for those that wait too long to pay. To increase the rate of compliance in Glenwood Springs, keep pace with inflation, and generate additional revenue to better cover the cost of enforcement, it is recommended that the City consider increasing the fines for parking violations. In particular it is recommended that the City increase the fine for repeat offenders. Additionally, if paid parking is implemented downtown, parking fines should be set to be at least 50% higher than the cost of all-day parking in order to incentivize compliance.

- **Curb Space Signage and Striping** – Proper maintenance of curb space paint and signage is important to safely manage parking downtown and properly enforce regulations. It is also important to ensure signs are consistent and clear to encourage compliance. The City currently uses yellow paint on the curb to indicate no parking zones and blue paint to indicate disability reserved parking. The areas with yellow paint are called safety zones and are at locations where parking is not allowed in order to preserve safe sight lines at intersections, driveways, crosswalks, where there are fire hydrants, or to preserve adequate space in the travel lane for safe vehicle movement.

However, the locations with yellow paint are not always clear or consistent. In some locations downtown yellow paint is in locations signed for parking or loading. In other locations the paint is worn and only partially visible. Most locations with yellow paint also do not have corresponding no parking signs. The inconsistency can lead to confusion among the public (particularly visitors) and can make enforcing curb space regulations in safety zones more challenging.



Example of yellow safety zone on Colorado Avenue.



Example of partially visible yellow paint on a curb on Colorado Avenue.



To improve compliance and enforcement of parking regulations downtown, the following curb space signage and stripping actions are recommended.

- *Regular Maintenance of Curb Paint* – It is recommended that the City regularly maintain the curb paint to ensure the paint is clearly visible. It is also recommended to remove yellow paint in locations where parking and loading activities are allowed. Regular maintenance could be funded through fees collected from paid parking, increasing fines for parking violations, and other changes to improve the efficiency of enforcement.
- *Corresponding Signage* – Section 3B.23 of the Manual of Uniform Traffic Control Devices (MUTCD) states that *“Since yellow and white curb markings are frequently used for curb delineation and visibility, it is advisable to establish parking regulations through the installation of standard signs.”* Given this, it is recommended that the City place “No Parking” signs in corresponding safety zones where feasible, prioritizing locations where non-compliance with parking regulations is most frequent.
- *Curb Paint Color Scheme* – While there is no state or national standard color scheme for curb paint to indicate parking regulations, it is most common to use red paint to indicate no parking or standing and yellow paint to indicate loading (see [California Driver Handbook](#) and [SRTS Guide](#) among others). Given the number of out of town tourists that visit Glenwood Springs the City may want to consider converting safety zones to red paint and loading zones to yellow paint to be more consistent with what drivers are familiar with in other locations.
- *Consistency of Signs* – The following three signs were observed downtown in loading zones: “Loading Only,” “10-Minute Loading Only,” and “Pick-Up and Drop-Off Only.” Additionally, the following three signs were observed for 2-hour parking: “2 Hour Parking 9AM-6PM,” “2 Hour Parking 8AM-10PM,” and “2 Hour Parking.” By far the most common was “2 Hour Parking 9AM-6PM.” To alleviate confusion among drivers and simplify enforcement it is recommended to use one sign type for all loading zones and one sign for all 2-hour parking consistent with what will be enforced.
- **Implement Paid Parking** – The City of Glenwood Springs is currently considering converting some of the publicly available time-restricted parking downtown to paid parking as a more effective means to enforce and manage parking where demand is high. Time restricted parking (such as 2-hour parking), enforcement of parking regulations, and provision of additional parking (such as the City Parking Garage) are the primary tools the



City of Glenwood Springs has used to manage parking demand and encourage turnover downtown. Short of further increasing parking supply, which is expensive and may encourage additional traffic congestion downtown, the most effective remaining tool to managing parking downtown is to implement paid parking.

Note: Please see the supplemental Memo titled "Implementing Paid Parking in Downtown Glenwood Springs" for a more detailed summary of recommendations for how the City of Glenwood Springs could implement paid parking.

There are three primary reasons to consider implementing paid parking:

- To manage demand in high-occupancy locations to ensure parking is more readily available in those locations, which will reduce traffic congestion caused by drivers circling for parking.
- To incentivize use of non-driving modes of transportation to downtown.
- To generate revenue to cover the cost of parking operations, maintenance, capital improvements, and enforcement, as well as to potentially fund transit, bicycle, and pedestrian improvements downtown to further mitigate parking demand.

If the City implemented paid parking the revenue could be used to fund parking enforcement and management with less need (or potentially without need) for general funds. Currently there is a about a ten thousand dollar gap in cost of enforcing parking downtown from the revenue generated by tickets and this does not include capital, administrative, planning, and maintenance related costs to the parking program. City general funds currently cover the gap. Revenue could also be used to fund regular maintenance of curb paint, signs, and public parking lots as well as for pedestrian, bicycle, and transit improvements downtown. Investing in other modes would further mitigate parking demand as it would make using other modes more convenient.

Paid parking could also be used to ensure parking spaces are easier to find downtown and is an effective incentive for people to walk, bike, or use transit in place of driving. To achieve this, paid parking should be implemented downtown at the locations when and where occupancy is high and turnover is desirable. This strategy will ensure that people who want to park close to their destination are more likely to have that option if willing to pay. This strategy will also result in better utilization of available parking where demand is lower.



It is also recommended to extend paid parking and time restrictions later in the evening as demand was observed to be just as high or higher on many downtown streets at 7 PM. This will help reduce congestion caused by drivers circling for parking after 4 PM, and ensure parking is more readily available close to popular evening destinations downtown.

Based on occupancy rates observed in the winter, paid parking would be most effective near-term at the following on-street locations:

- Between 9th Street and 7th Street between Pitkin Avenue and Blake Avenue. Given this covers nearly all the time-restricted parking it may be most efficient from an enforcement standpoint to convert all 2 Hour parking downtown to paid parking.
- 7th Street between Blake Avenue and Bennet Avenue. This block had high parking demand at all times of the day except overnight.

Based on winter data paid parking is also recommended at two off-street lots with high demand in the core areas of downtown where on-street paid parking would also be implemented:

- *7th & Colorado Lot* – The current 4-hour time restriction could be maintained in order to provide a slightly longer-term parking option in this area of downtown.
- *Cooper Avenue Surface Lot* – The Cooper Avenue parking lot was full during the day on both Thursday and Friday. There are no time restrictions at this lot (other than the citywide requirement to move one's vehicle every 72 hours) and its likely many employees are parking here all day as well as residents (the lot was about 40% full overnight). To encourage more turnover, the City could consider converting this lot to a 4 hour time restriction. Alternatively, if all-day parking is desired to be retained at this location, paid parking could be implemented here on an hourly and daily rate used in order ensure parking is more readily available.

Analysis of summer data demonstrated that parking demand in downtown Glenwood Springs is higher in the summer than the winter, potentially 1.5 – 2 times greater. Thus, the parking management recommendations amplify the need for many of the recommendations already discussed, including paid parking and making improvements to enforcement. The summer data (particularly the satellite imagery) demonstrated that all four of the public off-street parking facilities fill to capacity in the summer. Given this, ***it is recommended to charge for parking at all four facilities, at least in the summer***, to ensure longer-term parking is also available downtown. It may not be necessary to charge



for parking all the time at all these facilities, but would be most important when demand is high, such as in the summer and during the day and early evening. The pricing in these lots would be different than most on-street spaces as these lots are intended to provide the option for longer term parking, while most on-street paid parking would serve short-term parking.

Some additional strategies related to implementing paid parking are provided below:

- *Variable Pricing* - Data demonstrates there is opportunity for implementing variable pricing schemes, such as charging more when and where demand is higher, to more effectively and efficiently manage demand. This strategy can also help demonstrate transparency to the public that the primary purpose of paid parking is not to generate revenue, but to manage demand. For example, the data shows that demand is highest in the summer, particularly midday and early evening, and is higher closer to the 700 block. The City of Glenwood Springs could use this data, as well as continue to monitor data after initial implementation, to implement variable pricing schemes to best meet demand.
- *Managing Spillover Parking* - Given the high demand for parking in the downtown core in the summer, and if the City were to implement paid parking, it may be necessary for the City to manage spillover parking along residential streets of downtown south of 10th Street. Winter data shows there is excess parking available during the day on most blocks south of 10th Street. However, there is likely less excess capacity in the summer and the current conditions are likely to change once paid parking is introduced and people begin to look for free parking options near downtown.

The people most likely to be impacted by introducing paid parking downtown are downtown employees who drive to work and do not have access to a private off-street lot. Several strategies can be used to manage this demand and prevent the negative impacts of spillover parking:

- Paid parking combined with improvements to the transit network and first/last mile connections will provide significant incentive to using transit to get downtown.
- Additionally, employer-provided bus passes would add further incentive and mitigate parking demand.



- It may also become necessary to extend on-street parking regulations further south, including extending the downtown resident parking permit program further south. Monitoring parking occupancy on the residential streets south of downtown will be an important aspect of effectively implementing paid parking.
- *Resident Permit Program* - Given the high demand for parking downtown demonstrated by the summer data, the City may also need to consider making modifications to the resident parking permit program, especially if paid parking is introduced. Currently, the residents in downtown that have a parking permit can park up to 72 hours in any of the 2 Hour time-restricted spaces and public lots, with the exception of 7th Street and the 700 Block of Cooper Avenue. To ensure residents are not occupying large portions of high demand parking, the City may need to consider additional exceptions to the resident permit program on blocks when and where demand is highest and at some of the off-street lots. Funneling residents to park on streets when and where demand is lower will help ensure parking for people trying to access businesses downtown is readily available.
- **Monitor & Adjust** – A key aspect of managing parking will be to collect data to see what is and what is not working and then use that information to make adjustments over time to pricing, restrictions, enforcement, communication, and other aspects of the parking program. This will be a particularly critical component of implementing paid parking as it will help staff determine whether the changes are meeting the program goals and provide information on what adjustments to make. Data monitoring will also be valuable in providing transparency to the public and demonstrating the benefits of paid parking, which can be a highly controversial topic among the public and other stakeholders.
- **Bike Corrals** - Curb space in a downtown environment is a valuable commodity and should be managed to maximize access to downtown businesses. One means that many communities have used to achieve this is to convert on-street parking in high-demand locations to bike parking. This type of design is called a bike-corral. On-street bike corrals can provide parking for up to ten bikes in the same space that can accommodate one parked motor vehicle, effectively serving more people in the same space. If there are locations with demand for bike parking that is not or cannot currently be provided along the sidewalk, the City may want to consider converting an on-street parking space to a bike corral. This strategy will also incentivize people to bike downtown, which will help mitigate the need to provide parking for motor vehicles.



Additional study is needed to quantify bike parking supply and demand downtown and determine whether this could be an effective short-term strategy.



Example of an on-street bike corral.

Long-term

Over time, new development and changing travel behaviors may shift demand for parking and curb space downtown. To respond to future changes that are more likely to occur gradually over time, the City should consider the following strategies long-term.

- **Evaluate Increasing Parking Capacity** – The City should continue to monitor parking demand downtown in the future. If data shows a growth in parking demand begins to reach capacity even with the short-term recommendations in place, the City may want to consider adding new supply. Due to the geographic constraints, urban design considerations, and the high land value downtown, this most likely would be in the form of a new parking garage. The decision to add capacity should not be based entirely on demand, but should also be a value-based decision among the community. Construction of a new parking structure



downtown is expensive and adding supply will also make it more convenient to drive and park downtown, which could contribute to additional traffic congestion. These factors should be considered against other potential options. Other strategies, such as increasing parking fees, should be considered prior to increasing supply. Instead of investing in additional parking supply (which is expensive) the City should consider applying that investment toward making it more convenient to access downtown via walking, biking, and transit.

- **Zoning regulations** – Properties within the City’s General Improvement District are exempt from the City’s off-street parking and loading zoning regulations. Given this area covers most of the core area of downtown (see [map](#)), no changes to the zoning code are recommended at this time. Management of parking downtown will instead be through the application of other strategies discussed in this memo.
- **Improve Transit Service Downtown** – A long-term strategy to address parking demand downtown should continue to be making investments in the transit network that make it more convenient to get to downtown via transit. This, combined with other parking management strategies (such as implementing paid parking) will incentivize more people to use transit instead of driving into downtown. One option to partially fund transit, could be through the use of parking revenue. Extending the BRT into downtown as part of this project, as well as making strategic improvements to the local transit network, will help mitigate long-term growth in parking demand downtown. Another option to be considered to incentivize transit and mitigate parking demand would be to provide downtown employees with free bus passes and/or make local bus trips free within Glenwood Springs.
- **Confluence Area Parking** – A new mixed used development is proposed for the confluence area (where the 7th Street Lot is currently located). Final plans for development were not available as of publication. However, this development will change parking demand and supply within this area of downtown and will likely amplify the need for other recommendations, including paid parking.
- **Planning for TNCs and AVs** – The rise in transportation network companies (TNCs), such as Uber and Lyft, over the last decade has dramatically changed



travel patterns and demand for curb space in many urban areas across the country. While TNCs currently operate in Glenwood Springs, their use is relatively limited at this time. However, this may change in the future, and if demand for these services increases, the City should be prepared to manage the curb space in response, particularly in high-activity areas downtown. TNCs are also considered a precursor for how autonomous vehicles (AVs) are likely to operate in the future, with the ability to drop people off in high demand areas and drive unoccupied to park in low demand locations. Planning for heavier TNC use will help the City prepare for the emergence of AVs as well.

Curb space in a downtown environment is a valuable commodity and should be managed to maximize access to downtown businesses. In studies for other communities Fehr & Peers has developed a curb productivity index, to measure how many people a curb can “serve” depending on its use. Just like time restricted parking encourages more turnover than unrestricted parking, these studies have found that allocating curb space to bus stops and passenger loading (to serve TNCs) where that demand exists serve many more people per hour than a two-hour parking space.

To maximize productivity of the curb space, as TNC use becomes more ubiquitous in Glenwood Springs in the future, the City should consider designating curb space in high demand areas specifically for passenger loading. These spaces can be managed flexibly over the course of the day. For example, if passenger loading demand is associated with the evening bar and restaurant scene, the curb can be signed for parking during the day and loading in the evening. The City already designates curb space for loading and short-term parking in high activity areas, including loading zones in front of hotels, the hot springs, and Amtrak station, and 15-minute parking on the 700 Block of Cooper Avenue and adjacent to the post office. These types of locations along with locations where parking demand is highest are likely the best candidates for designating loading zones.

Design of passenger loading zones should account for the curb space needed to fully pull in and out, to not block the travel-way. Our research has shown that when placed near a corner, driveway, or bus stop, the space needed for a loading area is about 40 feet (or the equivalent of two parking spaces). If placed mid-block the loading areas should be at least 60 feet (or the equivalent of three parking spaces).



RFTA Parking

The parking occupancy analysis shows that demand for parking at the 27th Street South Glenwood Station exceeds capacity of the adjacent 50-space Park & Ride lot. The parking occupancy analysis demonstrates that somewhere between 30 and 70 transit riders are likely parking on-street, in the Walmart north parking lot, and in the designated overflow due to the lack of available spaces at the Park & Ride. It is possible that additional transit riders from Glenwood Springs may also be driving to Carbondale or Brush Creek to park and board the bus, while other potential transit riders may be foregoing transit all together due to the challenge of finding parking at the 27th Street South Glenwood Station after 7 AM. Based on parking counts it's estimated that about 8-12 cars park in the 27th Street Park & Ride overnight. Additionally, RFTA staff have observed use of the lot for rideshare, Epic Mountain Express users, and adjacent residents. Based on this information, nearly 20% of the lot may be used by non-transit users (and non-Rio Grande Trail users) reducing the effective capacity to 40 parking spaces.

Additional analysis using boarding and alighting data at the 27th Street South Glenwood Station on the days parking counts were collected, as well as population and commuting data from the U.S Census Bureau, and mode share data from the 2018 RFTA Onboard Transit Survey, it was estimated that actual parking demand at the 27th Street Park & Ride, including latent demand, is likely between 100 and 200 parking spaces. Given use by non-transit users the Park & Ride is likely only serving about 20-40% of total parking demand for transit, and an additional 60-160 spaces are needed just to serve existing and latent demand for transit. Based on traffic and population forecast, parking demand at the 27th Street Park & Ride is likely to grow by an additional 40-60% by 2040.

In addition to considering existing demand, several future changes in the transit system are likely to impact parking demand at the 27th Street South Glenwood Station in the future. These changes should be considered as part of any parking management recommendation. RFTA is considering adding a new BRT station near the planned South Bridge connection along SH 82 just south of Glenwood Springs. Additionally, the extension of BRT service into downtown and to the West Glenwood Station and restructuring of the local and regional transit network through Glenwood Springs as part of the MOVE Grand Avenue project will impact parking demand at 27th Street South Glenwood Station. Independent of future population and employment growth in the region, both of these changes are likely to reduce the demand for parking at the 27th Street South Glenwood Station (by about 20-40% in total) as these changes will create new opportunities for people to access the BRT in Glenwood Springs. For this reason, options that provide flexibility long-term



should be considered, such as leasing parking, which can be canceled, or purchasing land, which can be resold, as oppose to constructing a parking structure.

Considering existing parking demand and potential future changes to the transit network, several potential options to address parking challenges at the 27th Street South Glenwood Station are recommended. These are organized into two general categories: strategies to increase parking capacity and strategies to reduce parking demand.

Strategies to Increase Parking Capacity

The following options are potential strategies RFTA could explore to address the parking challenges at 27th Street South Glenwood Station by increasing the parking capacity.

- *Better Connect Existing Overflow Lot* – The existing overflow lot on Blake Street is over a quarter mile from the 27th Street South Glenwood Station equating to about a seven-minute walk. Observations show that this lot has additional parking capacity. While the distance will continue to be a significant deterrent for many potential transit users, the poor connectivity between the overflow lot and transit station likely also deters users. Because of the gate on Blake Street, drivers that find the Park & Ride to be full must make two left turns navigating traffic on SH 82 to reach the overflow lot despite there being a direct connection on Blake Avenue. Additionally, the sidewalk is discontinuous between the two. Potential improvements include opening the gate on Blake Avenue to allow through vehicle movements on Blake Avenue, paving the portion of Blake Avenue that is dirt, completing the sidewalk network, improving the pedestrian environment to make it safer and more inviting (improvements could include providing street lighting, regular sidewalk maintenance, widening the walkway, etc.), and providing clear wayfinding for pedestrian and drivers.
- *Lease Additional Parking* – A potentially cost-effective option for RFTA to consider near-term is leasing parking spaces from existing nearby privately-owned parking lots for use by transit customers. The most obvious choice for this arrangement would be the north parking lot of Walmart, which is located about 500 feet south of the 27th Street South Glenwood Station along Blake Street. The parking occupancy analysis demonstrated that 204-space lot was never more than about a third full during the times observed, and about a 30 percent of parked cars in this lot were likely already transit users. An arrangement of this type would result in formally designating a portion of the parking lot that could be used by transit riders. If this were pursued it is recommended to also improve the connection between the transit station and entrance to the Walmart parking lot for pedestrians and vehicle circulation. A small section of Blake Street is unpaved in



this area, there are no sidewalks in this area, and there is a gate blocking vehicle circulation.

- *Purchase Land for Additional Parking* – RFTA is exploring the potential to purchase nearby parcels to expand the supply of parking (see *27th Street Pedestrian Crossing* analysis above). The planned pedestrian crossing across SH 82 will additionally open the possibility for purchasing land on either side of SH 82 near 27th Street. If this option is pursued, it is recommended to develop surface parking and not structured parking, as surface parking can more easily be sold and repurposed in the future if parking demand at the 27th Street South Glenwood Station decreases long term. Due to the high cost and permanence of structured parking it is not recommended to convert the existing Park & Ride or develop new parking facilities into structured parking. Parking lot designs that allow for more flexibility if demand changes long-term should be explored.

Strategies to Reduce Parking Demand

The following options are potential strategies to address the parking challenges at 27th Street South Glenwood Station by reducing parking demand at the station.

- *Establish a More Robust Parking Enforcement Program* – Under current conditions, the 27th Street Park & Ride is being used for parking by some non-transit and non-trail users, potentially consuming as much as 20% of available parking. Around 8-12 vehicles were observed to be parking overnight at the 27th Street Park & Ride. Better enforcement of the existing Park & Ride regulations could free up 10 or more parking spaces per day. One potential means to achieve this would be to restrict overnight parking at the 27th Street Park & Ride and conversely allow it at the West Glenwood Park & Ride where there is excess capacity. It's unclear whether the vehicles parking overnight were daily commuters working the graveyard shift or people using the Park & Ride for longer-term parking. However, if the former is occurring, RFTA may want to preserve the ability to park overnight. An alternative strategy would be to implement and enforce a 24-hour time limit to more effectively restrict the use of the Park & Ride for long-term parking.
- *Kiss & Ride* – Many drivers were observed using the existing Park & Ride to pick up and drop off people taking the bus (using both legal and illegal parking spaces). To better support and encourage pick-up and drop-off as a means to access transit and free up parking spaces for people parking, it is recommended that RFTA formalize a “kiss & ride” location near the 27th Street South Glenwood Station. A location on Blake Street may work for a formal kiss & ride location, but additional design analysis would be needed to determine the best location. The kiss & ride could serve as the designated space for TNC loading as well.



- *Additional BRT stations* – As mentioned earlier, another strategy to reduce parking demand at the 27th Street South Glenwood Station includes adding additional access points to board the BRT in Glenwood Springs. Extending the BRT into downtown Glenwood Springs would provide more options for people to access the BRT from the core of the city without driving. If the BRT were extended to the West Glenwood Park & Ride riders coming from west of Glenwood Springs would have an additional reliable option to park as well. This is estimated to reduce parking demand at the 27th Street South Glenwood Station by about 10-20%. Analysis showed the West Glenwood Park & Ride is currently underutilized and has capacity. Lastly, a new station with parking near the planned South Bridge would also shift some parking demand away from the 27th Street South Glenwood Station. This is also estimated to reduce parking demand at 27th Street South Glenwood Station by at least 10-20%, and possibly more if the 27th Street Park & Ride remains over capacity.
- *Improved Multimodal Connections* – Improvements to the pedestrian, bike, and local transit network in Glenwood Springs targeted toward making it easier for people to get to the BRT without driving would also reduce demand for parking. Near-term, the planned pedestrian crossing at SH 82 will improve access to the BRT for bicyclists and pedestrians from the Rio Grande Trail and neighborhoods west of the station. When the BRT is extended to downtown, pedestrian and bicycle connectivity to future stations will be critical to reducing demand for Park & Rides. Lastly, improving the connections to local transit at 27th Street South Glenwood Station (and future downtown stations), including improving the local transit network will enable more people to access the BRT without need for a car. For this to be effective local buses should be frequent (every 10-15 minutes) or timed to meet the BRT, and should provide direct, reliable service to high activity corridors and destinations in Glenwood Springs not directly accessible by the BRT.

Lastly, the addition of parking capacity should consider use of any designated transit parking by non-transit and non-trail users. If RFTA is unable to effectively enforce parking at their lots, the estimated demand for parking will need to be increased by about 10-20% in order to ensure sufficient parking is available to transit users.

BRT Considerations

This section provides discussion and recommendations related to potential parking impacts in downtown Glenwood Springs that would be caused by the extension of the VelociRFTA BRT into downtown Glenwood Springs.

Two primary impacts of the BRT on parking are addressed in this section. These include:



- The impact to on-street parking supply from the addition of bus-only lanes or other transit infrastructure downtown.
- The impact to parking demand by a new BRT station in downtown and parking management strategies to mitigate that demand.

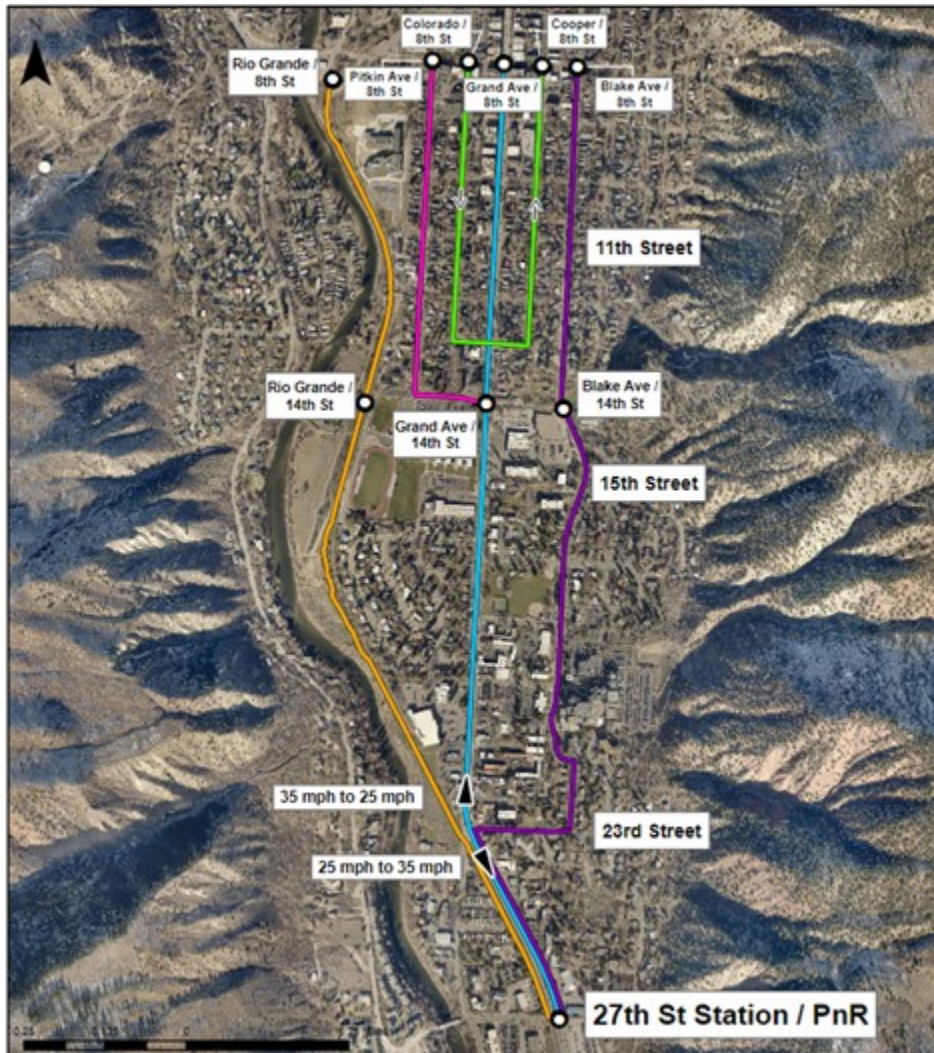
BRT Impact to On-Street Parking

Several infrastructure alternatives were explored for extending the BRT into downtown Glenwood Springs. Infrastructure options considered include the addition of bus-only lanes, queue jump lanes, bus bulbs, and in-line on-street stations, all with the potential to repurpose curb space and on-street parking supply for use by transit. Five potential BRT alignments through downtown were evaluated as part of the MOVE Grand Avenue project as mapped in **Figure 7**:

- Grand Avenue alignment
- Rio Grande Corridor alignment
- Blake Avenue alignment
- Pitkin Avenue alignment
- Cooper/Colorado Avenues one-way couplet alignment



Figure 7. BRT Alignment Alternatives through Downtown



With the exception of the Rio Grande Trail corridor, the other four street alignments would impact on-street parking if curb space was repurposed for bus-only lanes, queue jump lanes or in-line stations. Table 3 summarizes the sum of parking supply and average occupancy along the four on-street corridors through downtown initially considered for BRT. Along all of the corridors, parking occupancy was higher on Friday than Thursday, thus Table 3 shows the parking occupancy data for Friday. Please note that this data is from winter 2020 counts. Parking occupancy is likely to be higher in the summer, particularly north of 9th Street.



Table 3. Winter On-Street Parking Supply and Average Occupancy along Downtown Corridors.

Corridor	On-Street Supply	Friday 5 AM	Friday 9 AM	Friday 4 PM	Friday 7 PM	Friday Avg.	Thurs Avg.
Grand Ave	140	14%	18%	33%	37%	25%	19%
Cooper/ Colorado Ave	140 ¹	37%	48%	53%	63%	50%	49%
Pitkin Ave	161	42%	51%	37%	57%	47%	41%
Blake Street	200	35%	29%	39%	43%	36%	35%

¹ Supply on Cooper/Colorado couplet represents one side of the street on each corridor.

Table 3 shows that of the four on-street alternatives, Grand Avenue has the lowest parking supply and lowest average parking occupancy at all times of the day (the average occupancy is about half the Pitkin Ave and Cooper/Colorado Ave corridors). While the specific designs and impacts to parking may vary by corridor and other considerations are important, purely from a parking supply and occupancy lens, a BRT alignment along Grand Avenue would have the least impact to on-street parking of the four on-street alternatives.

Grand Avenue Alignment Analysis and Implications

Of the four on-street BRT alignment options originally considered, only the Grand Avenue alignment was carried forward for further evaluation. One of the options being considered would repurpose the parking lane on Grand Avenue for a bus-only lane, potentially just during the peak period in the peak direction. This would be southbound in the morning peak and northbound in the afternoon peak. When accounting for the length of Grand Avenue from 8th Street to 13th Street on both sides of the street the average parking occupancy never exceeded 37% in the winter observations. Based on data described at the end of this memo, it is possible that summer parking could be 50% to 100% higher than the winter, particularly at the north end of the corridor during peak demand.

A more detailed analysis of parking occupancy at each block, during the morning and afternoon peaks in the winter is illustrated in **Figure 8**. This shows that parking occupancy is only high (>60%) on two blocks of Grand Avenue:

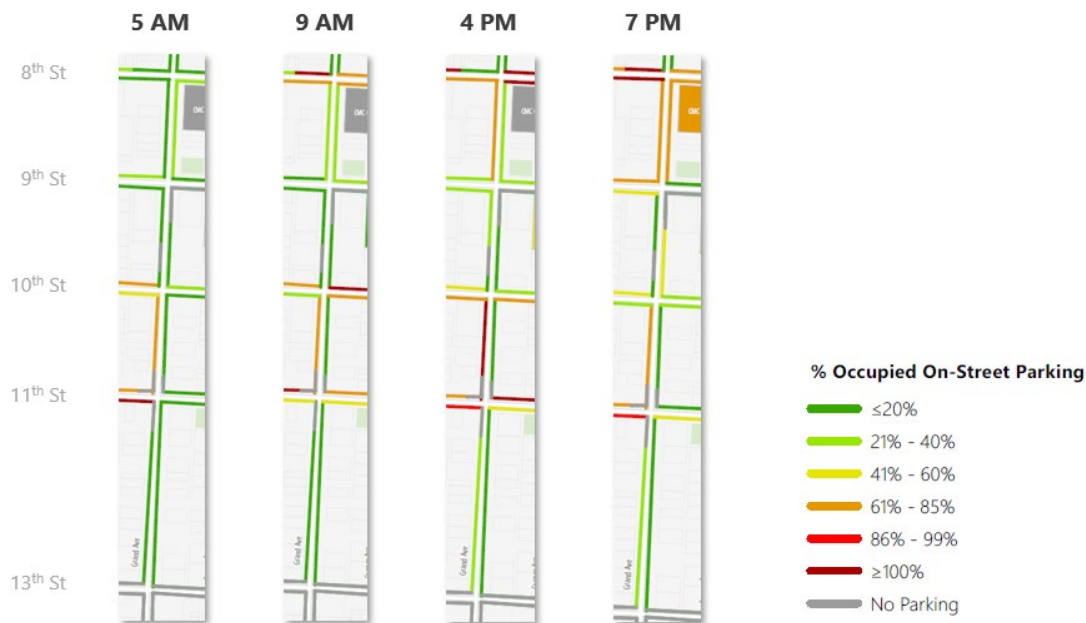
- Between 8th Street and 9th Street (west and east side) in the afternoon and evening
- In front of the Glenwood Springs Hostel (west side of 1000 Block of Grand Avenue) during all time periods

Parking occupancy at all other locations on Grand Avenue is generally low, typically below 20% in the winter. While summer parking demand is higher, and the impact of removing parking is



expected to be greater in the summer, removing on-street parking on these blocks is still expected to have minimal impact on these blocks. Between 8th Street and 9th Street, the on-street spaces were observed over 50% occupied at 4 PM and over 75% occupied at 7 PM on Friday in the winter, however occupancy was below 40% at 9 AM. Thus, removing parking just during the morning commute would likely have minimal impact on this block as well. Conversely, removing parking on this block during the afternoon peak period would have a greater impact on parking.

Figure 8. Grand Avenue Parking Occupancy on Friday in Winter



Recommendations for Managing a Parking/Bus Lane on Grand Avenue

If the City of Glenwood Springs and RFTA were to implement a peak period, peak direction, bus-only lane in the parking lane on Grand Avenue downtown, with on-street parking available at all other times, the following actions are recommended to ensure bus operations are not impacted:

- **Advance Communication Prior to Implementation.** Changes to parking operations on Grand Avenue should be clearly communicated to downtown businesses and residents prior to implementation. In addition, citywide public service announcements should be made.
- **Clear and Visible Signage.** Proper signage on every block should be in place, indicating the times when parking is not allowed as well as the penalty, such as: Violators Will be Towed.



- **Allow Time for Driver Adjustment.** During the first month or two following implementation, the City should show compassion to drivers who will be getting used to the change. Consider a grace period when only warnings will be issued to allow time for the public to adjust.
- **Have a Towing Plan.** Ultimately, the City will need to have a towing plan in place following the grace period. This will ensure the bus lane is not blocked (and thus ineffective) and the bus lane will need to be monitored on regular basis, likely twice daily at least at first. Based on experience with a similar situation in Aspen, towing is likely to be relatively common at first and then much less frequent as people adjust to the change. Allowing a grace period should help to minimize the need for towing as well.

BRT Impact to Parking Demand Downtown

From an operational perspective, extending the BRT downtown may increase parking demand downtown from transit riders who access the BRT by driving and parking downtown. Downtown transit centers are not ideal locations for Park & Rides. In fact, one of the major benefits of a downtown transit center is its ability to increase non-driving access to downtown. Additionally, the land values downtown are typically the highest in the city and storing vehicles for people who are going to other destinations outside downtown is a highly inefficient use of that land.

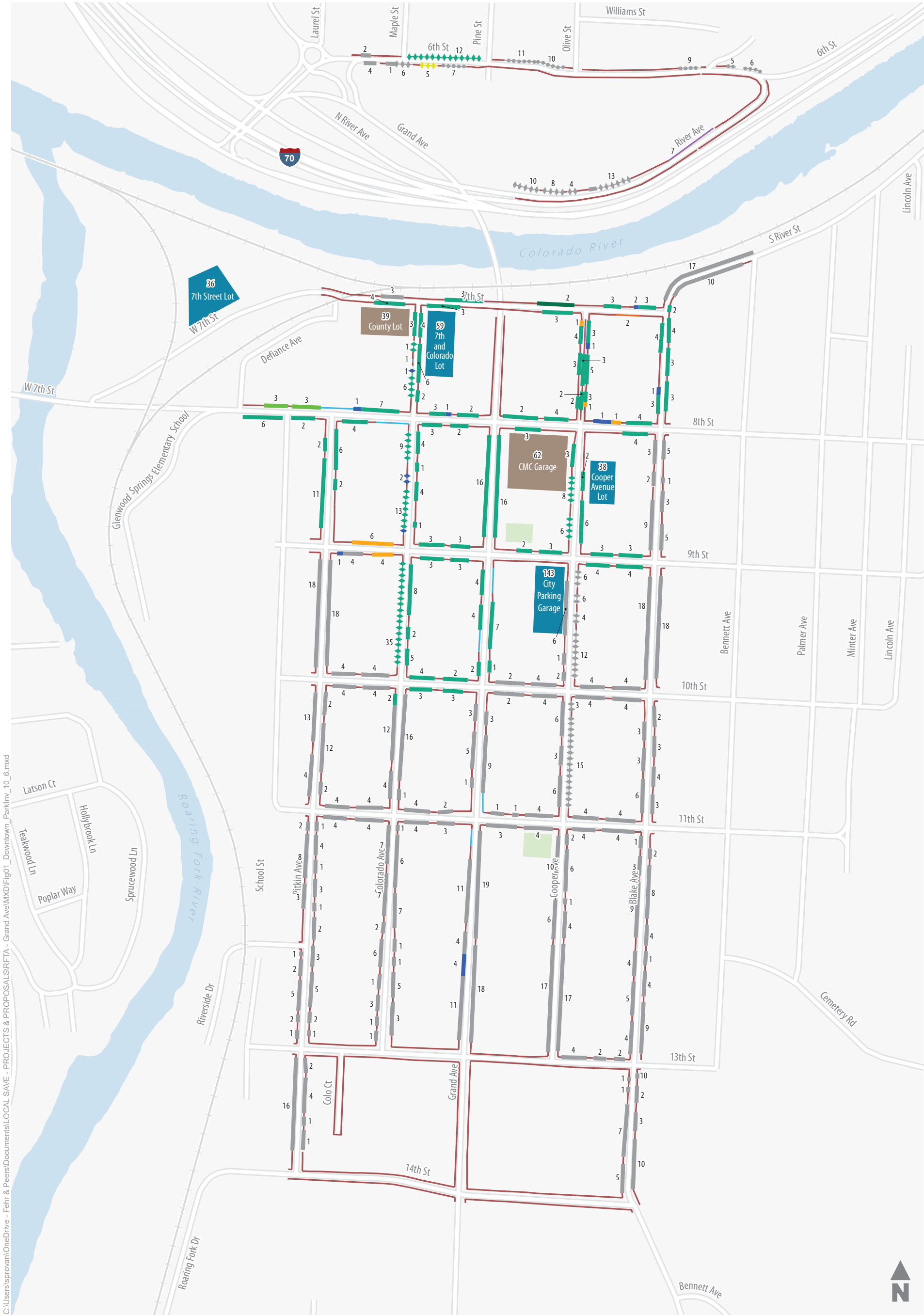
Both the City of Glenwood Springs and RFTA are looking for ways to discourage transit riders from parking downtown as part of this project. At the same time, the City of Glenwood Springs is also hoping to mitigate the number of people driving through downtown Glenwood Springs to access the BRT via the 27th Street South Glenwood Station.

To achieve both outcomes with the BRT extension into downtown, the following strategies to manage parking and transit operations are recommended.

- **Eliminate Free All-Day Parking in the Downtown Core** - Transit riders that want to access the bus via driving and parking will look for free all-day parking close to a bus stop (typically within a five-minute walk). Time restricted parking (such as 2-hour Parking) will not be an option for transit riders. However, most downtown streets south of 9th Street currently have unrestricted on-street parking, and three public lots downtown offer free all-day parking. These include the 7th Street lot, the Cooper Avenue lot, and the City Parking Garage. It is recommended that in concert with the BRT extension into downtown, all publicly available parking within a five (and potentially ten) minute walk of the downtown transit center or station be converted to paid parking or time-restricted parking. Strategic exceptions can be made through a permit program for residents (similar to the existing program).



- **Connect the BRT to the West Glenwood Park & Ride** – Some BRT demand will be generated by people originating in West Glenwood and other communities to the west (such as New Castle, Silt, and Rifle). To provide those transit patrons a convenient option to park and take the BRT without driving through downtown Glenwood Springs or being tempted to park, the BRT should also be extended to the West Glenwood Park & Ride where it can intercept drivers from the west side of Glenwood Springs. There is currently excess capacity at this lot (and space to add parking in the future if needed), and parking demand will likely increase with more frequent BRT service than is offered today.
- **Provide Convenient Bicycle and Pedestrian Access to the BRT** – Investments to reduce barriers and increase convenience of pedestrian and bicycle access to BRT stations will provide better alternatives to driving and parking. Investments should target enhancing the pedestrian environment along key pedestrian corridors, improving pedestrian crossings of major streets, eliminating bike network gaps, providing low-stress bike connections between the BRT and multiuse trails (including the Rio Grande and LOVA Trails), and providing bike parking adjacent to BRT stations. A well-planned local bike share program would also increase access and modal choice to downtown.
- **Provide Convenient Connections to Local Transit** – The route structure and schedule of local transit in Glenwood Springs should be designed in part to act as a feeder service to regional transit, in particular the BRT. This will provide convenient options for more people to access the BRT without the need to drive and park. To be effective in this regard, local routes should be designed to provide direct service from high activity nodes and neighborhoods of Glenwood Springs to BRT stations. Service should also be frequent (every 15 minutes or less) or timed to connect to the BRT.



On-Street Parking Type

- ◆◆◆◆ Diagonal Parking
- Parallel Parking
- Perpendicular Parking
- Other Curb Space Type
- x Number of Parking Spaces

On-Street Parking Classification

- Unrestricted Parking
- 2-Hour Parking 8AM-10PM
- 2-Hour Parking 9AM-6PM
- 15-Minute Parking
- 1-Hour Parking
- 15-Minute Parking
- Disability Reserved Parking

Other Curb Space Type Classification

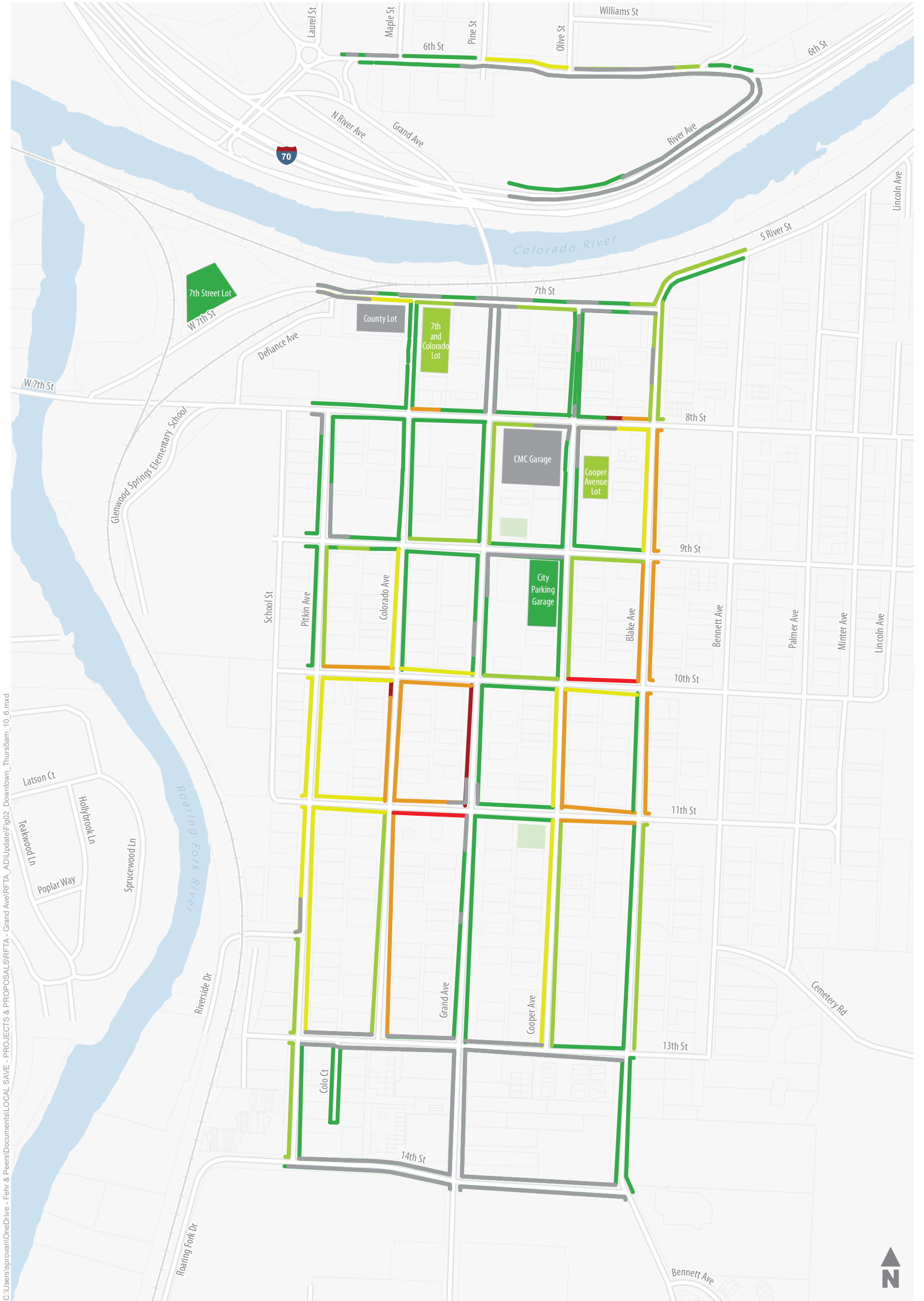
- Bus Loading
- Pick-up and Drop-off Only
- 10-Minute Loading
- Loading Only
- No Parking

Off-Street Parking Classification

- Public Parking
- Shared Parking

Figure 1

**Downtown Glenwood Springs -
Parking Inventory**



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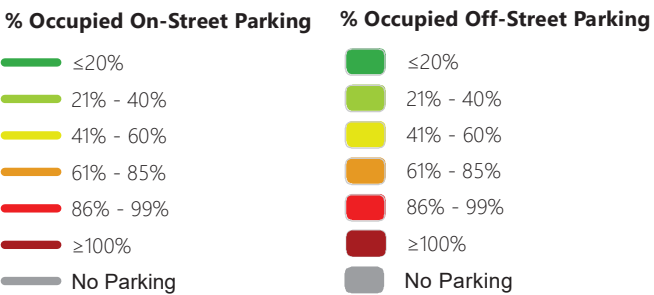


Figure 2
Downtown Glenwood Springs -
Winter Parking Utilization, Thursday 5am

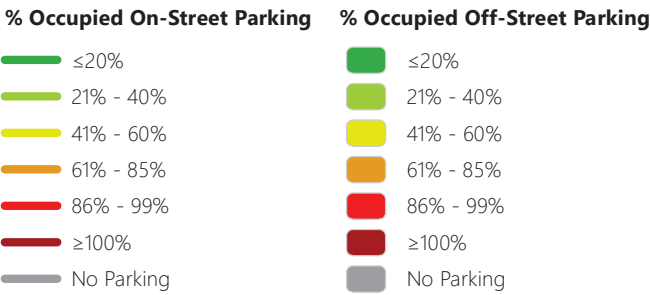
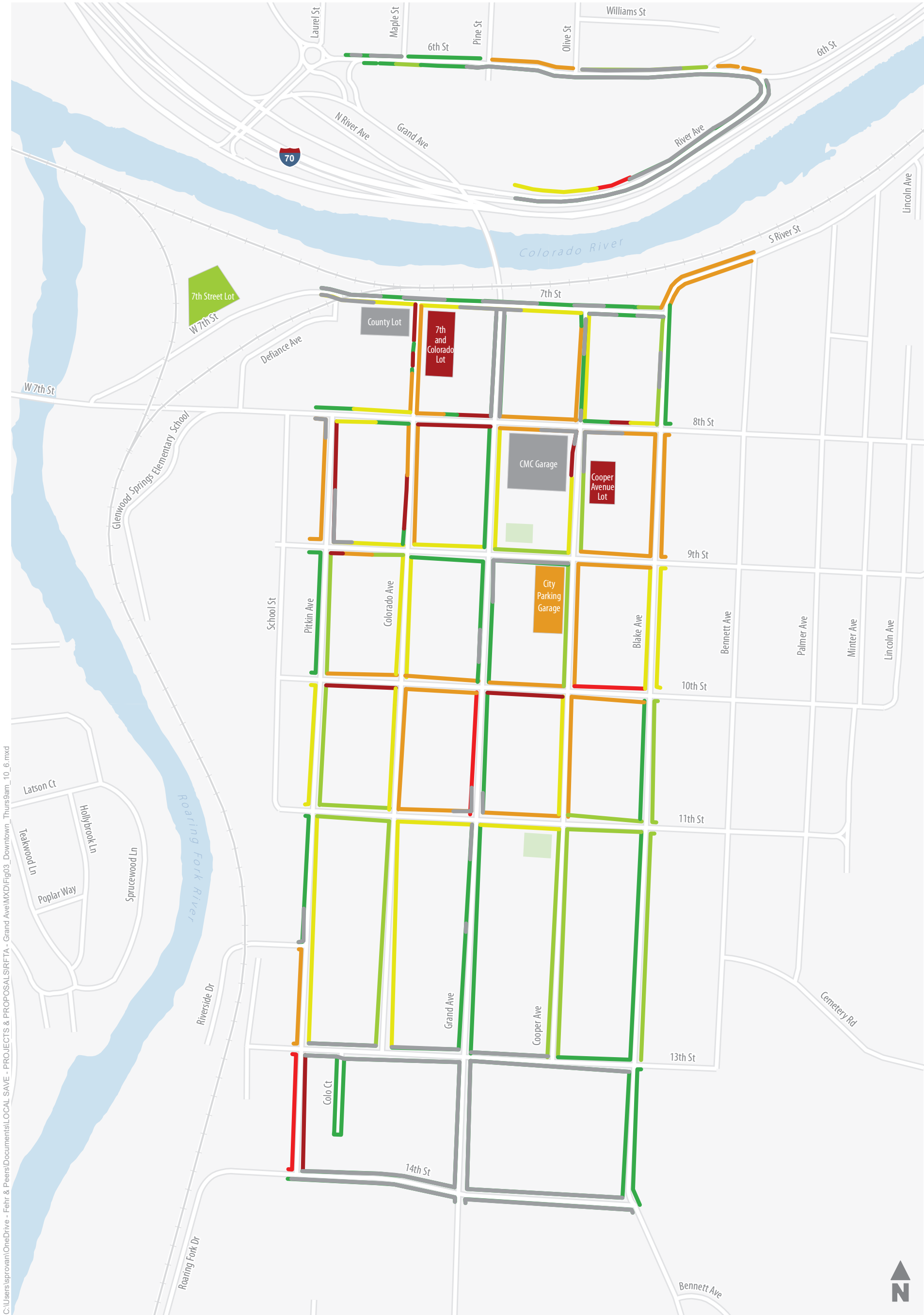
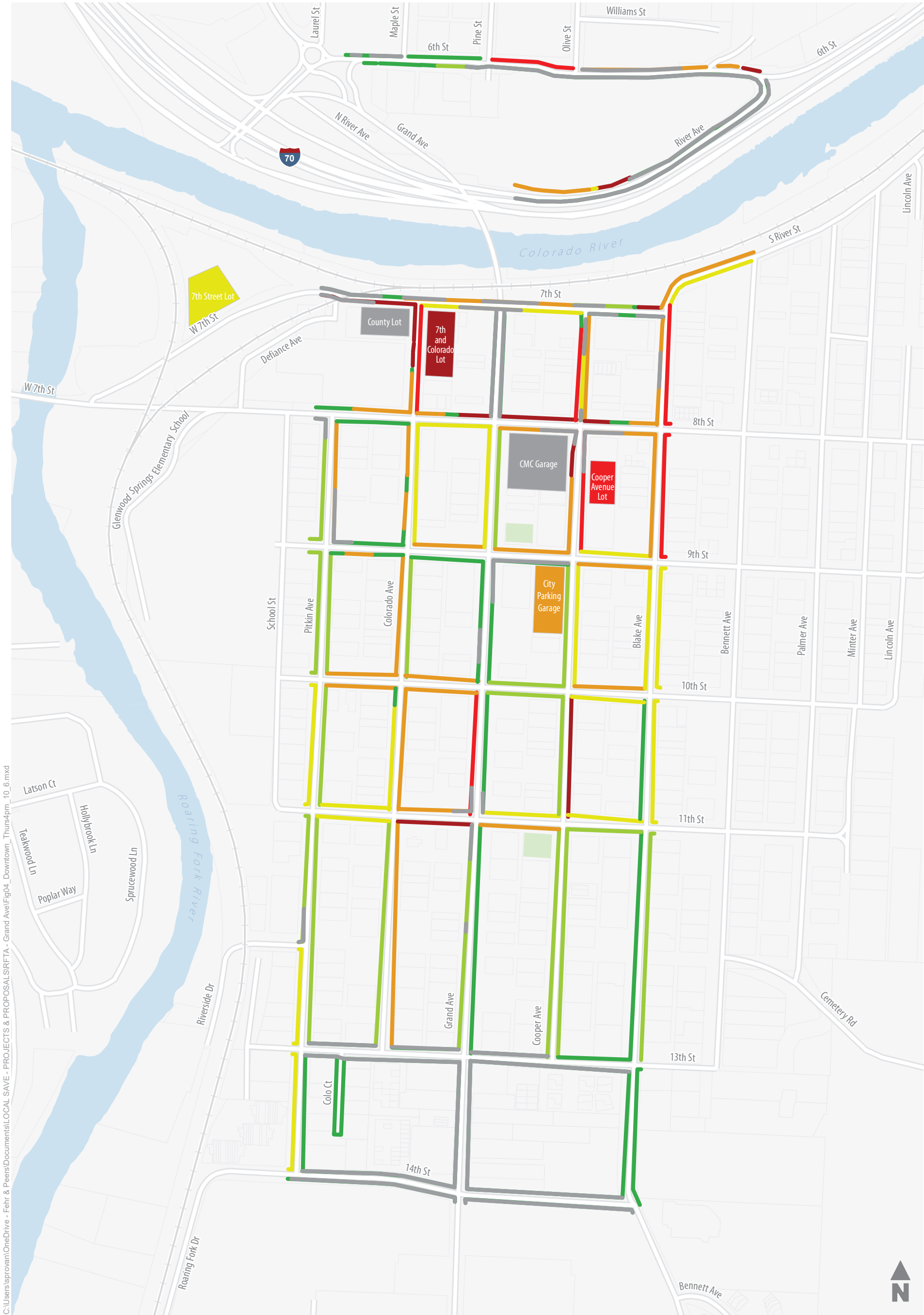


Figure 3

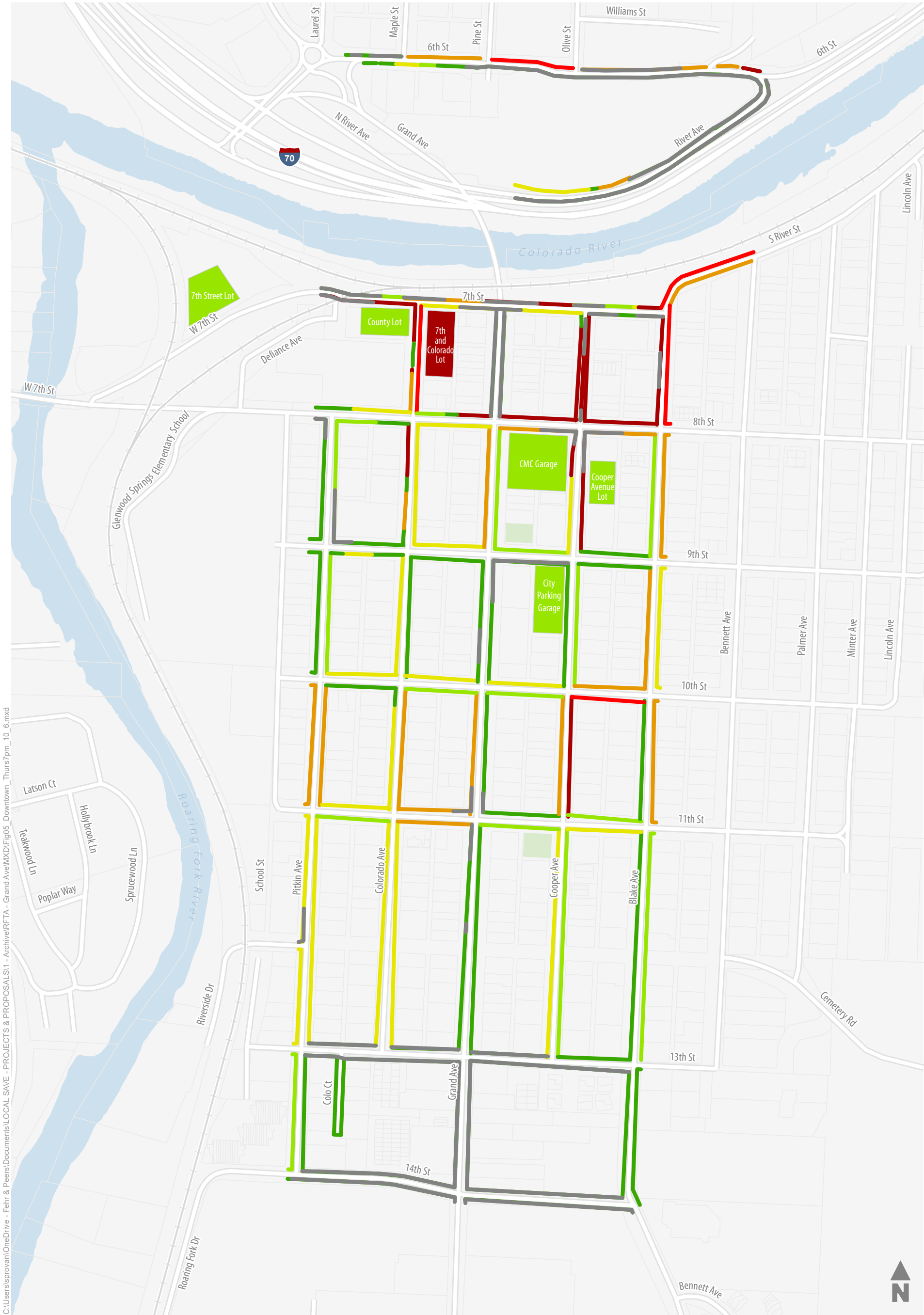
Downtown Glenwood Springs -
Winter Parking Utilization, Thursday 9am



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Figure 4
Downtown Glenwood Springs -
Winter Parking Utilization, Thursday 4pm



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Figure 5
Downtown Glenwood Springs -
Winter Parking Utilization, Thursday 7pm

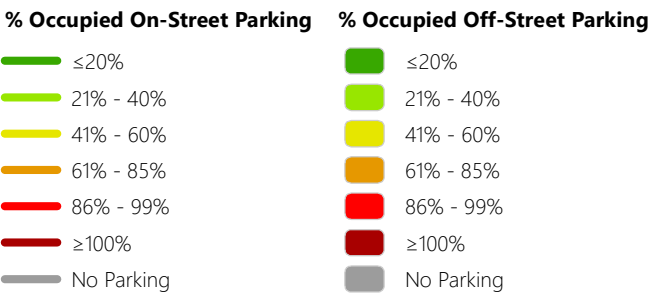
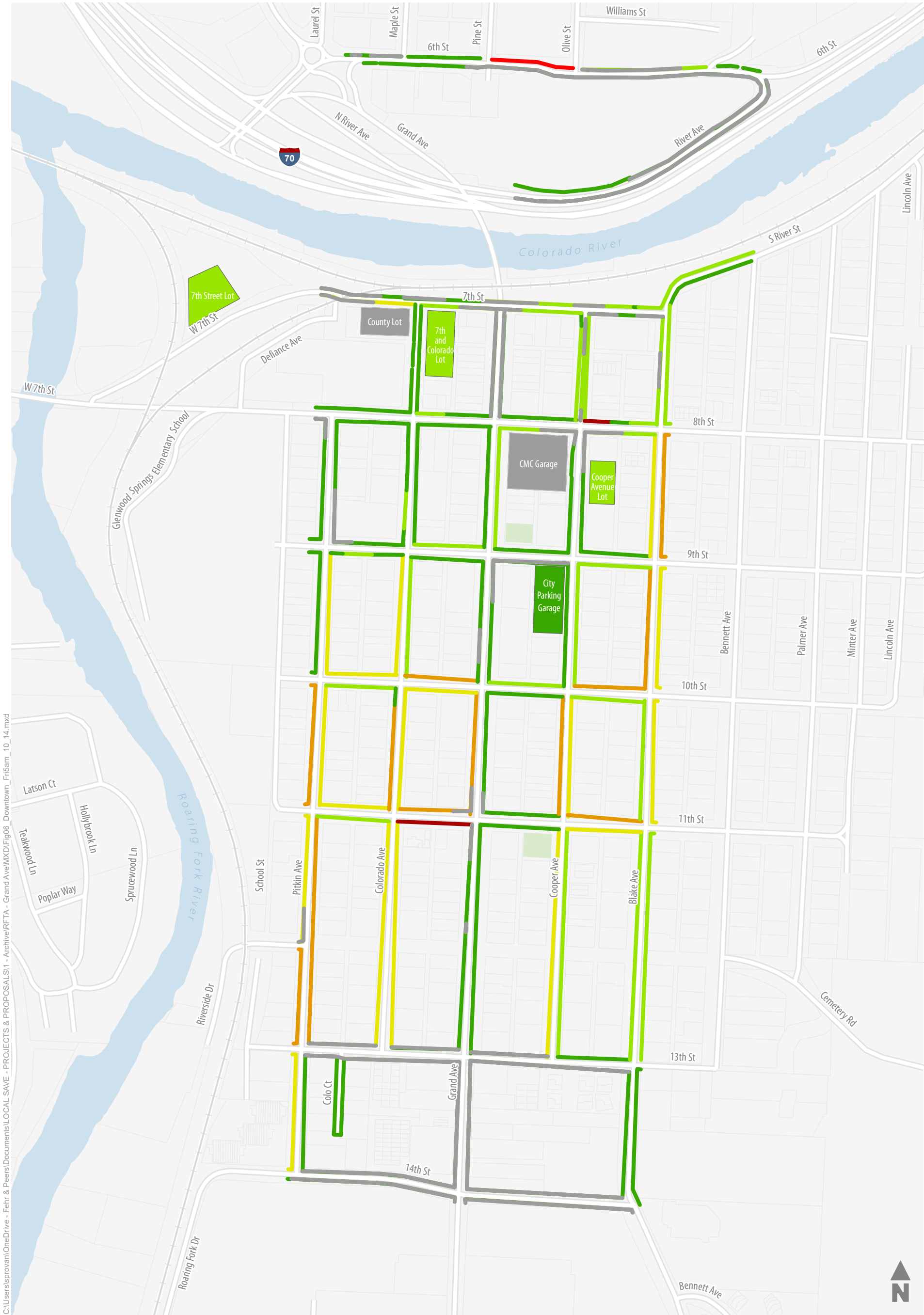


Figure 6

Downtown Glenwood Springs -
Winter Parking Utilization, Friday 5am



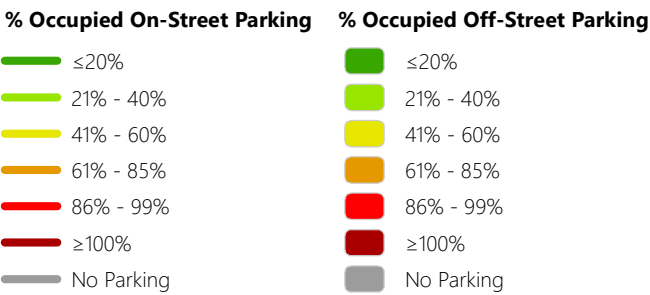
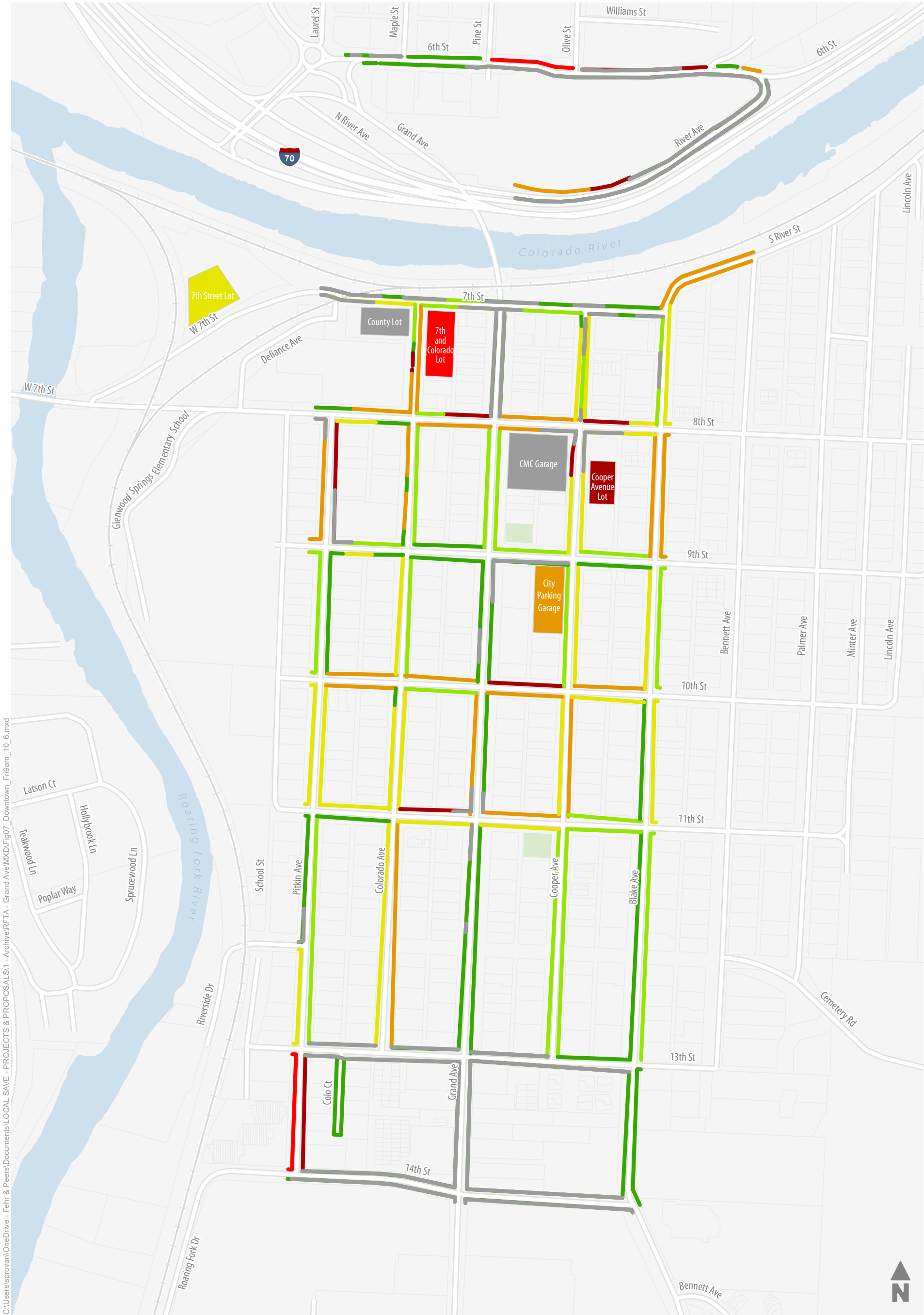
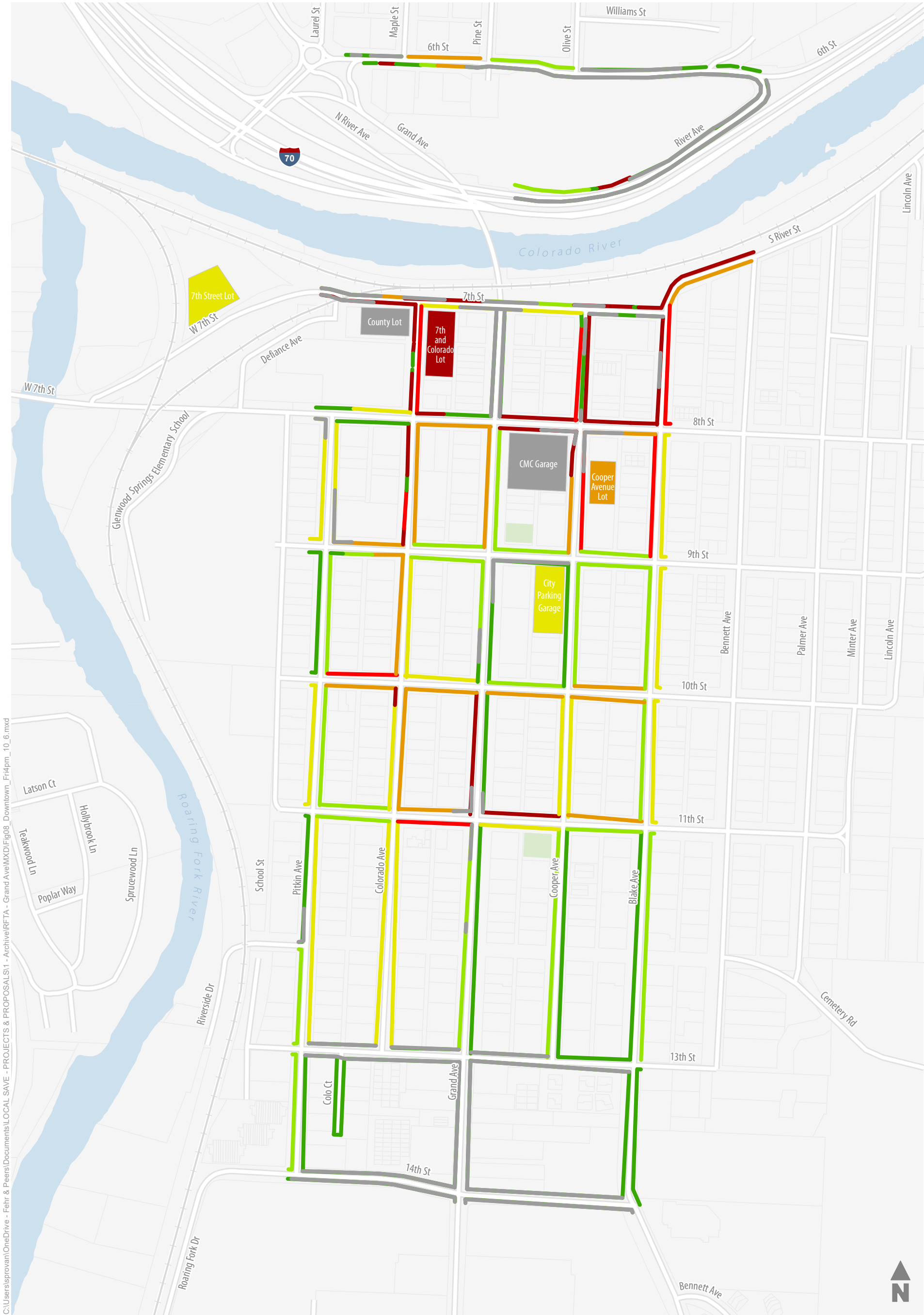


Figure 7
Downtown Glenwood Springs -
Winter Parking Utilization, Friday 9am



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% Occupied On-Street Parking

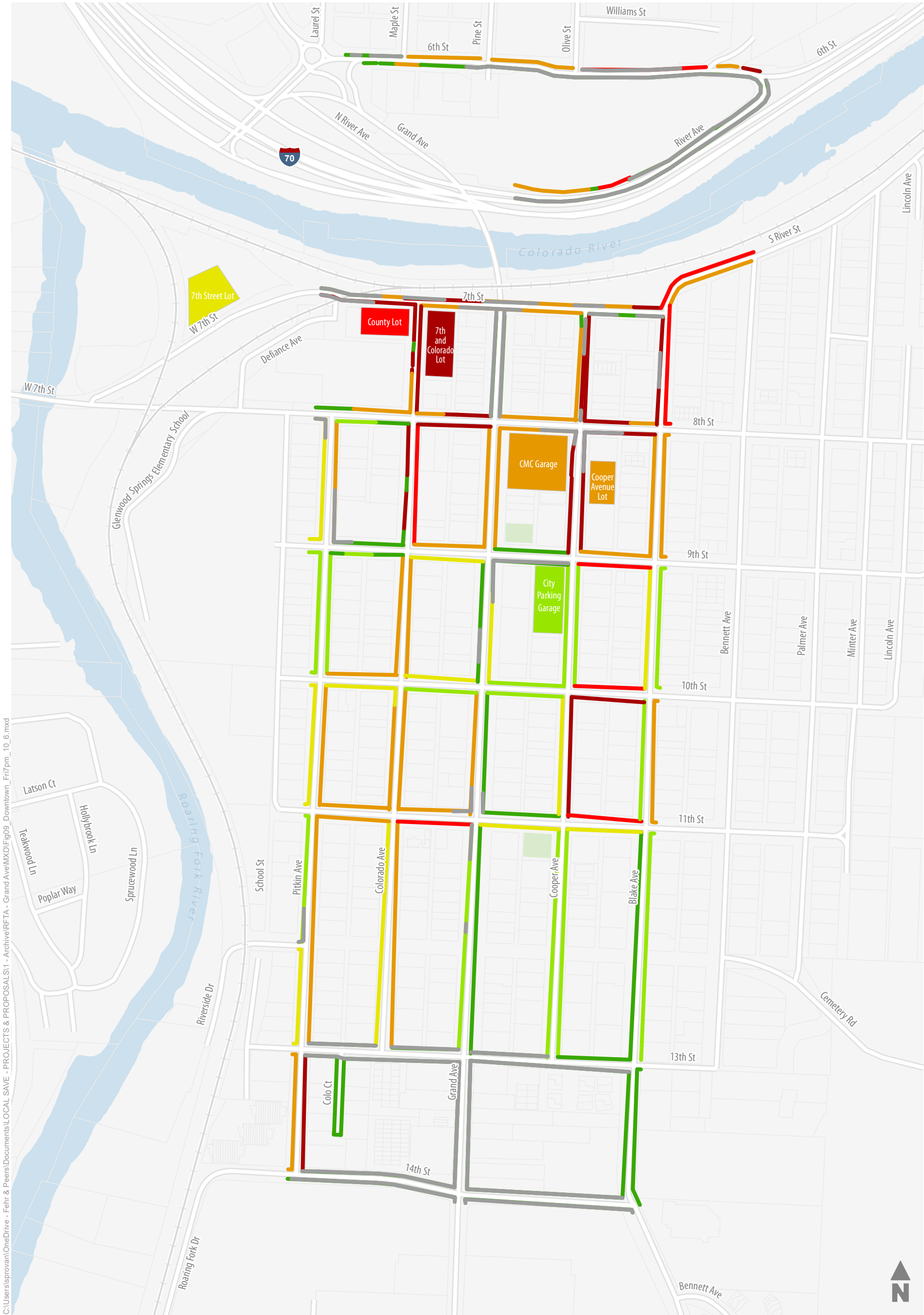
- ≤20%
- 21% - 40%
- 41% - 60%
- 61% - 85%
- 86% - 99%
- ≥100%
- No Parking

% Occupied Off-Street Parking

- ≤20%
- 21% - 40%
- 41% - 60%
- 61% - 85%
- 86% - 99%
- ≥100%
- No Parking



Figure 8
Downtown Glenwood Springs -
Winter Parking Utilization, Friday 4pm



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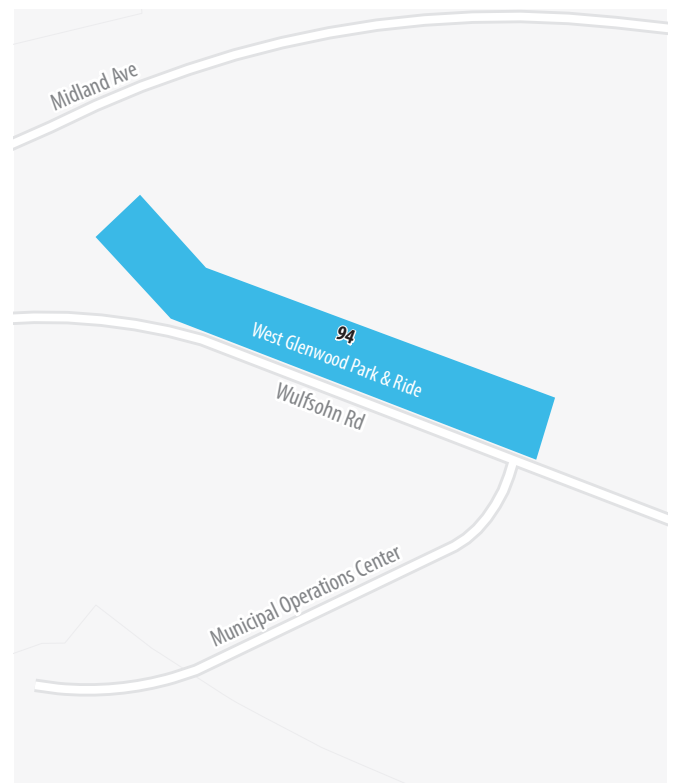


Figure 9
Downtown Glenwood Springs -
Winter Parking Utilization, Friday 7pm

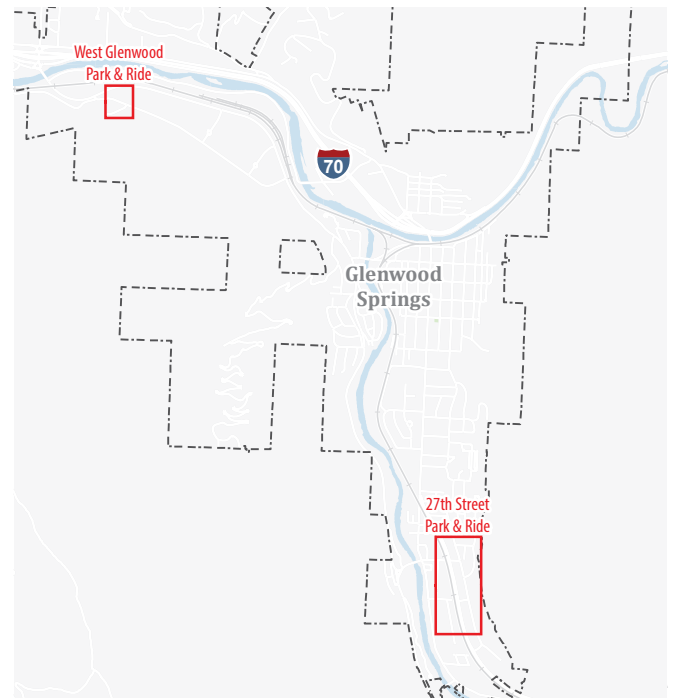
27th Street Park & Ride



West Glenwood Park & Ride



Location Overview



x Number of Parking Spaces

On-Street Parking Classification Off-Street Parking Classification

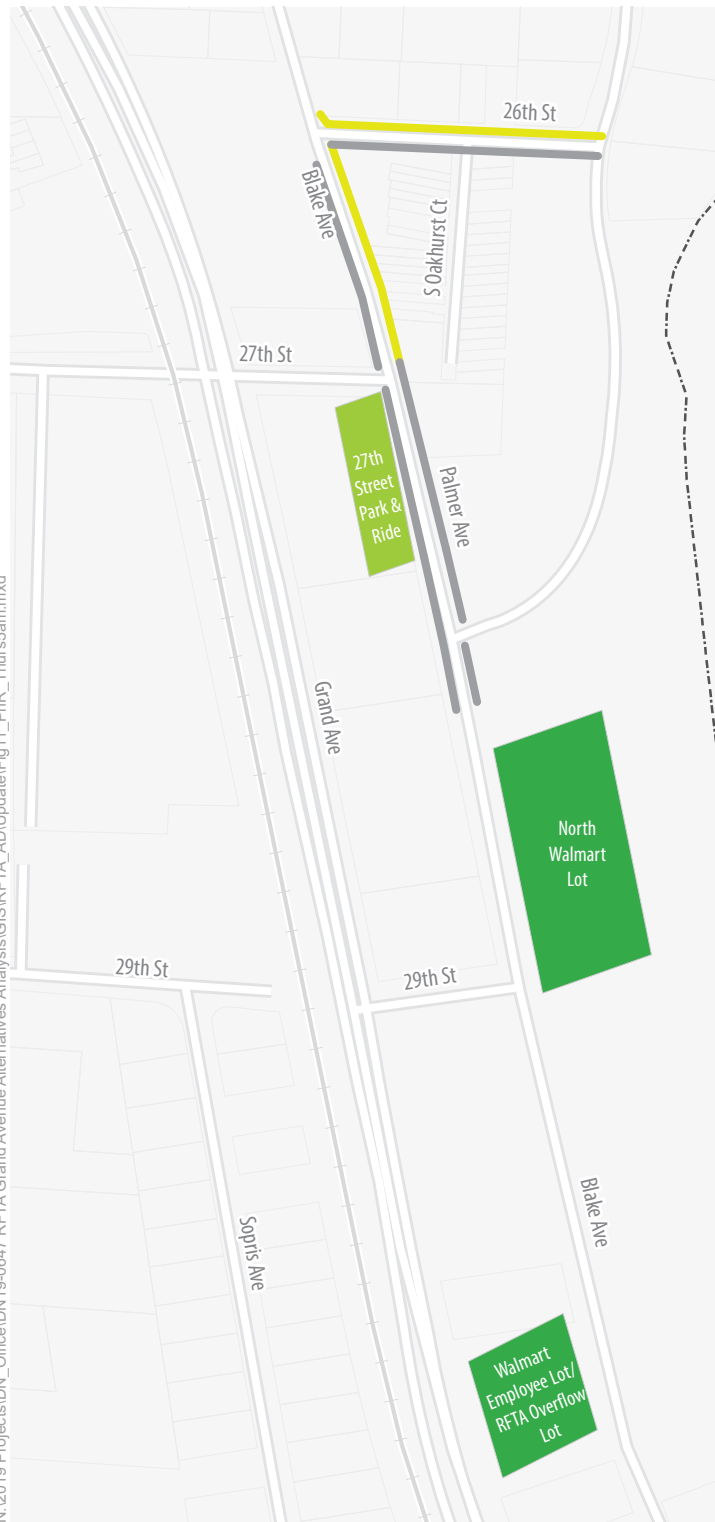
- Unrestricted Parallel Parking
- No Parking
- Private Parking
- Shared Parking
- Transit Parking



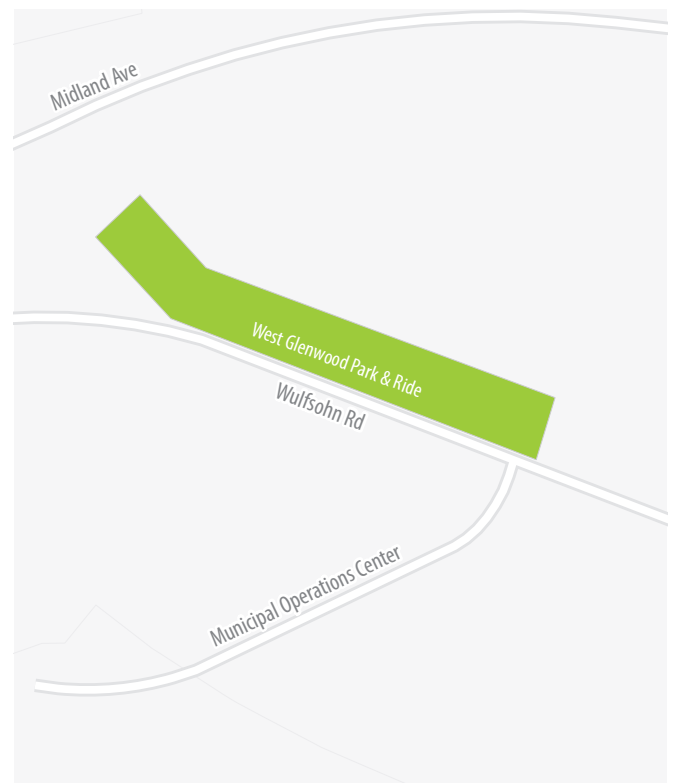
Figure 10

Glenwood Springs Park & Rides- Winter Parking Inventory

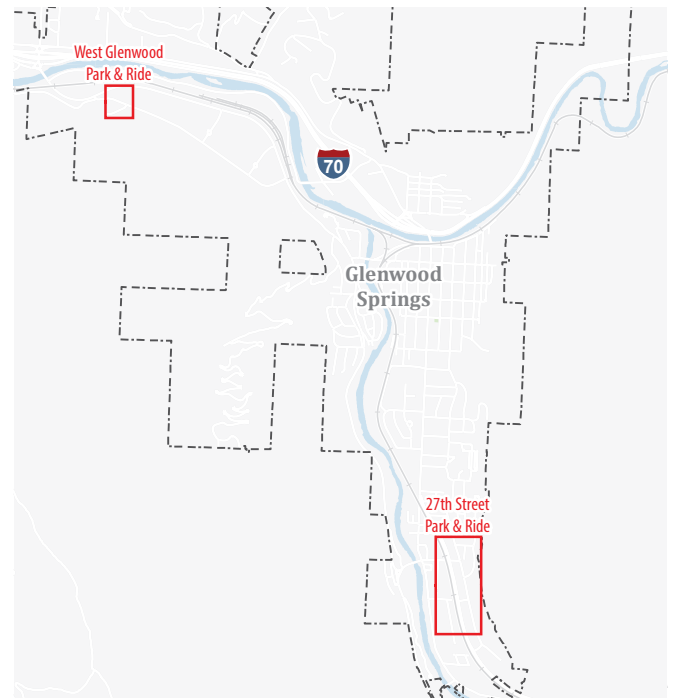
27th Street Park & Ride



West Glenwood Park & Ride



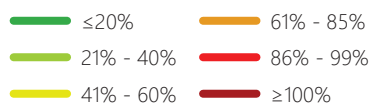
Location Overview



x Number of Parking Spaces

— No Parking

% Occupied On-Street Parking



% Occupied Off-Street Parking

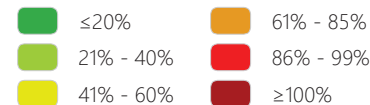
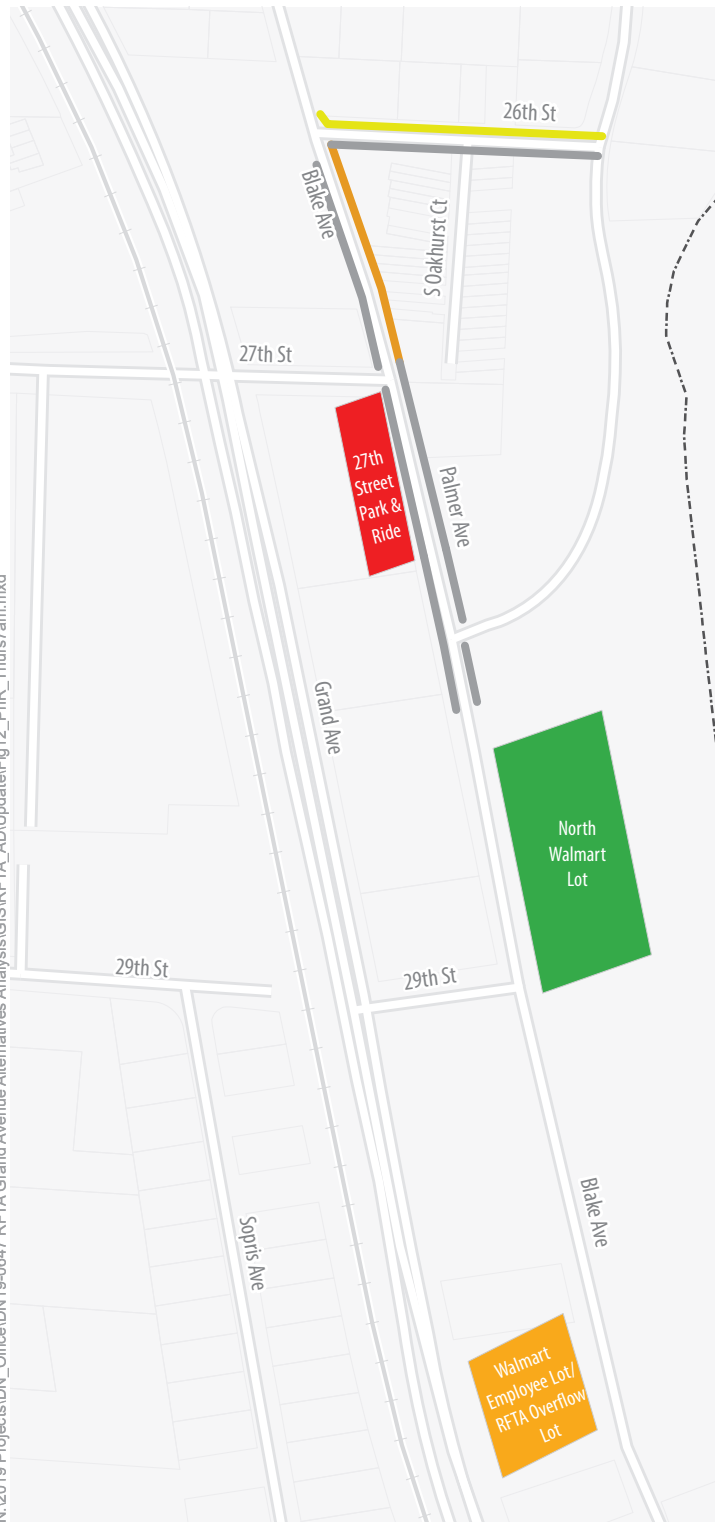


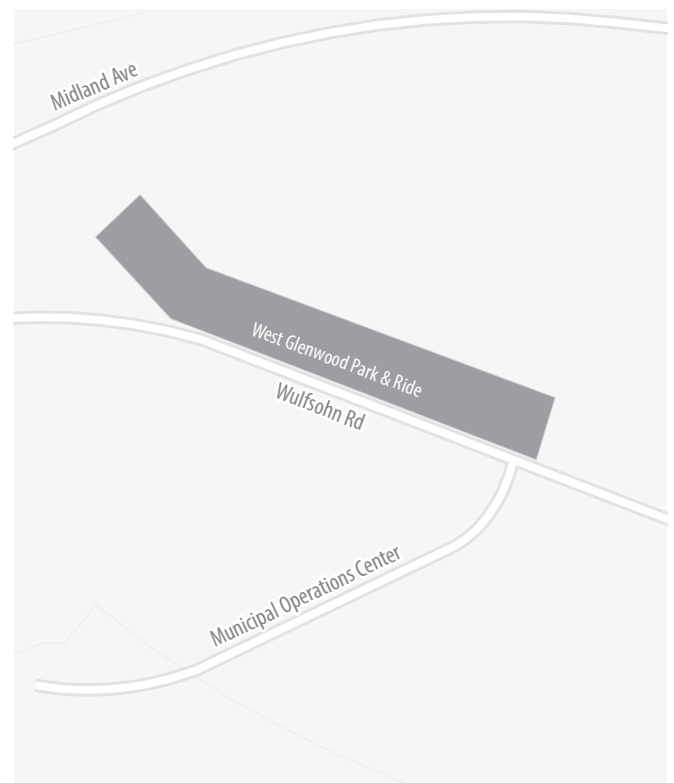
Figure 11

Glenwood Springs Park & Rides-
Winter Parking Utilization, Thursday 5am

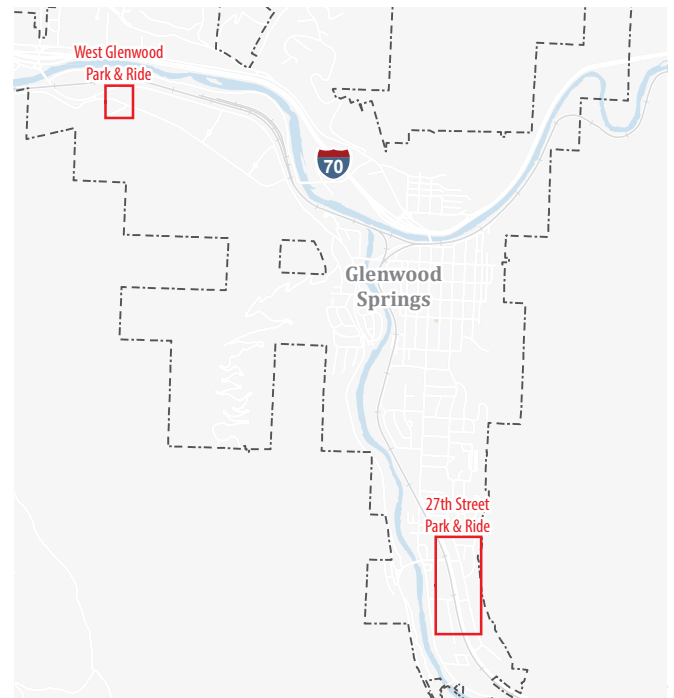
27th Street Park & Ride



West Glenwood Park & Ride



Location Overview



- x** Number of Parking Spaces
- No Parking
- Counts Not Collected During This Time Period

% Occupied On-Street Parking

- ≤20%
- 21% - 40%
- 41% - 60%
- 61% - 85%
- 86% - 99%
- ≥100%

% Occupied Off-Street Parking

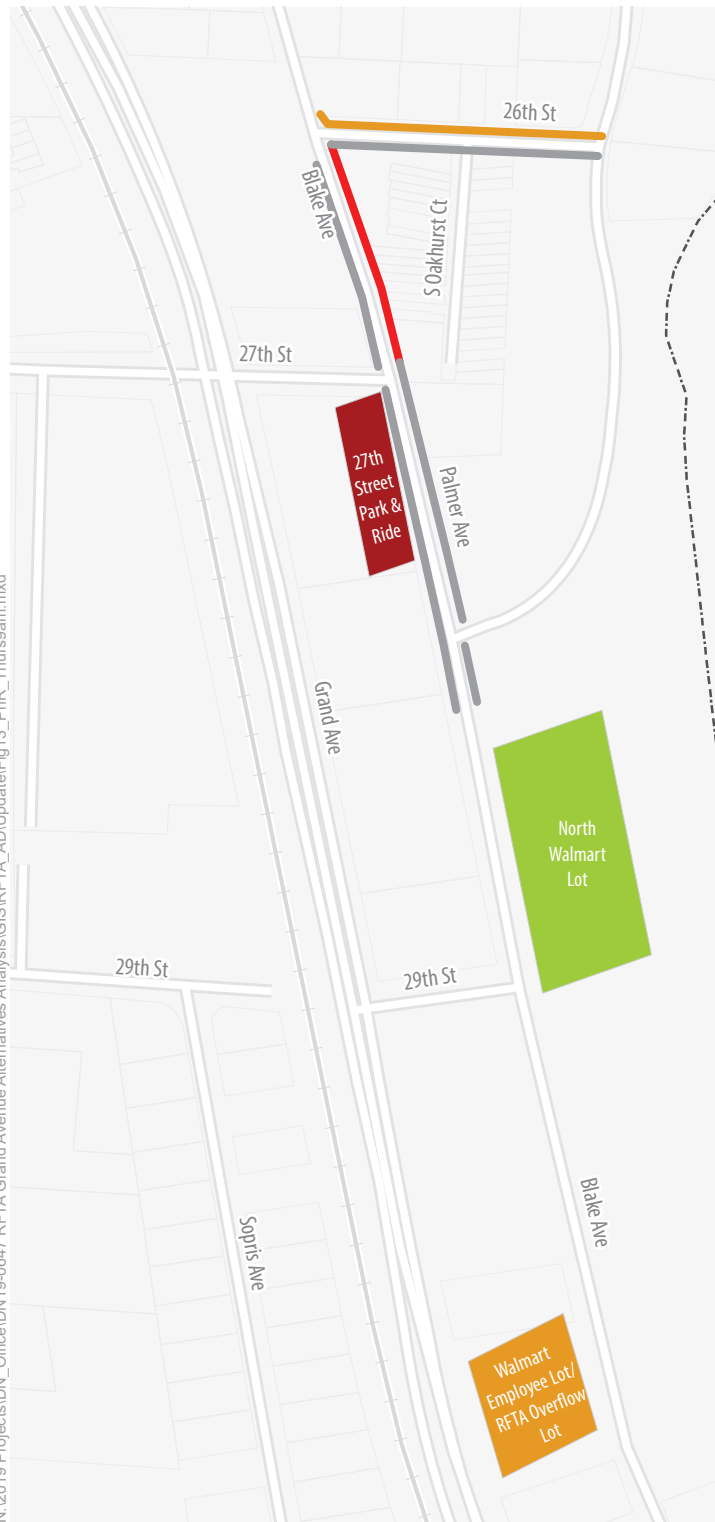
- ≤20%
- 21% - 40%
- 41% - 60%
- 61% - 85%
- 86% - 99%
- ≥100%



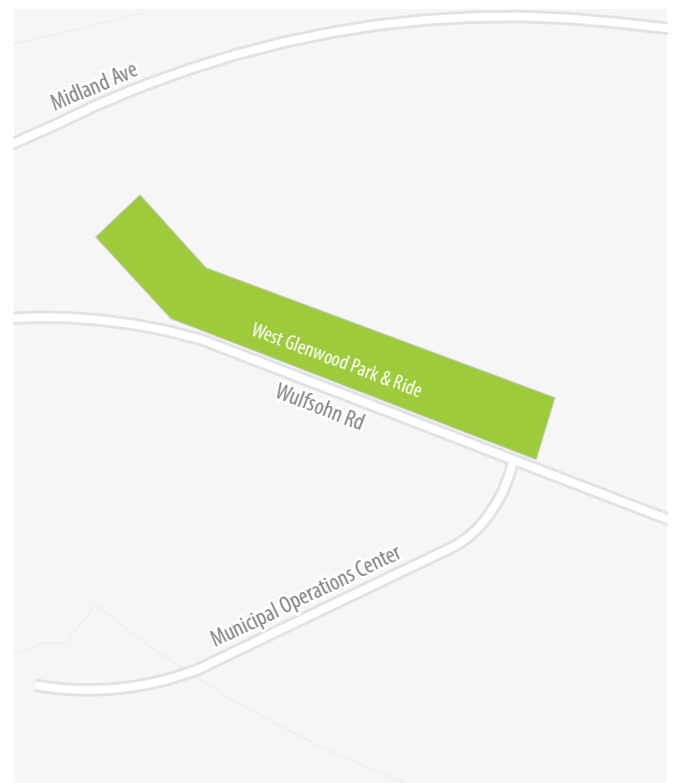
Figure 12

Glenwood Springs Park & Rides-
Winter Parking Utilization, Thursday 7am

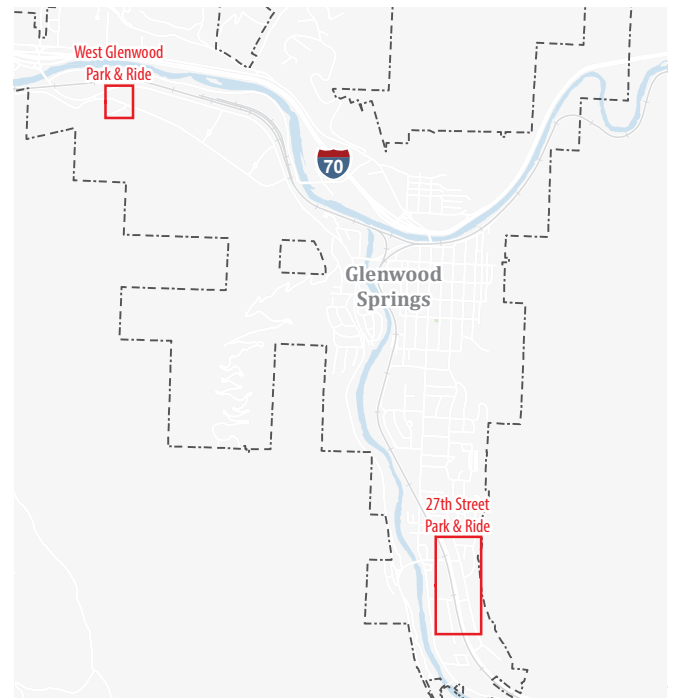
27th Street Park & Ride



West Glenwood Park & Ride



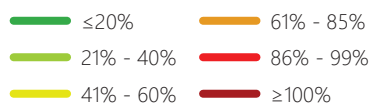
Location Overview



x Number of Parking Spaces

No Parking

% Occupied On-Street Parking



% Occupied Off-Street Parking

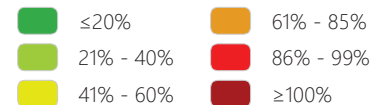
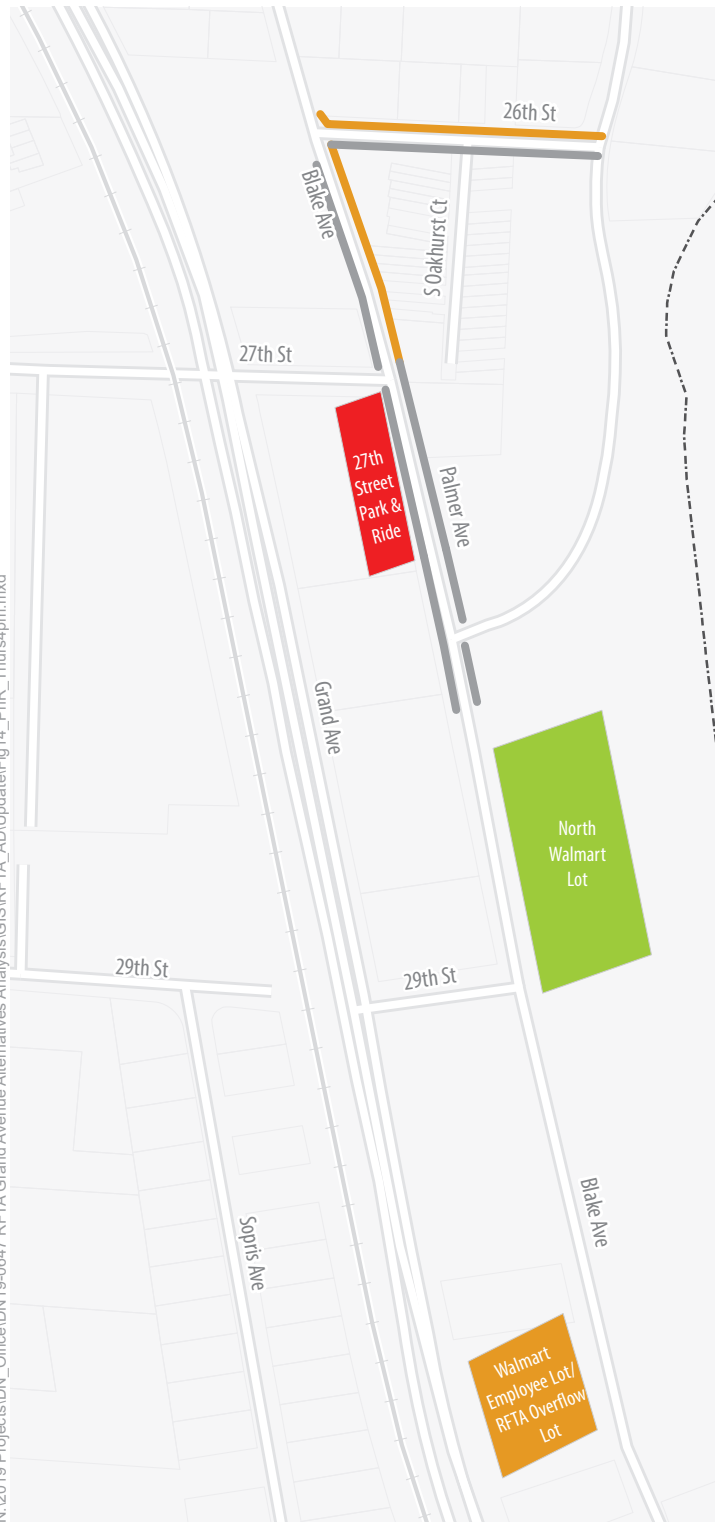


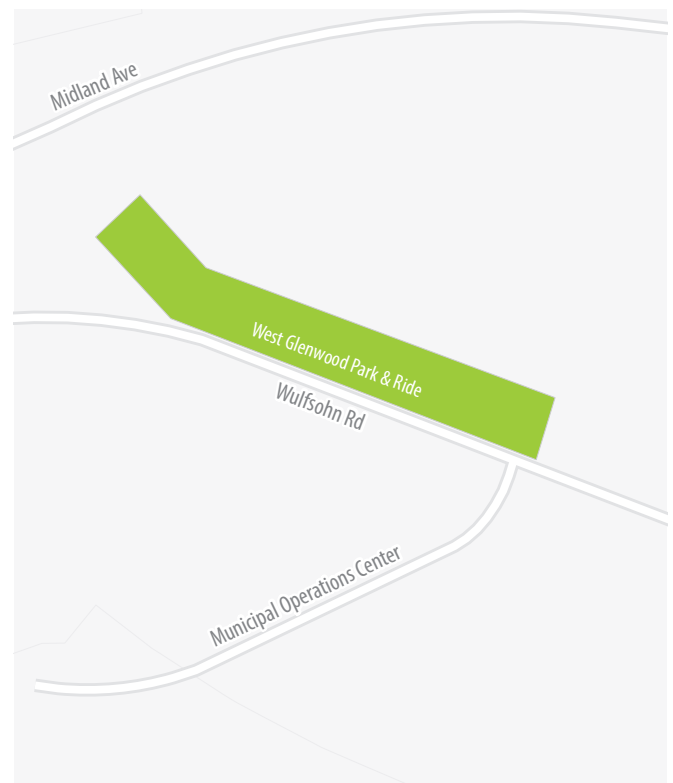
Figure 13

Glenwood Springs Park & Rides-
Winter Parking Utilization, Thursday 9am

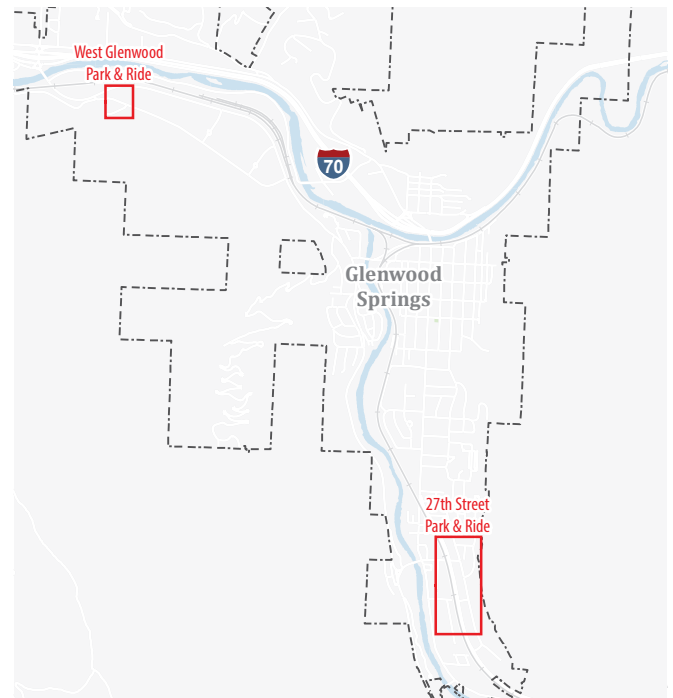
27th Street Park & Ride



West Glenwood Park & Ride



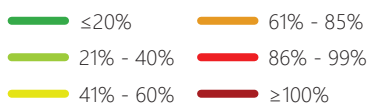
Location Overview



x Number of Parking Spaces

— No Parking

% Occupied On-Street Parking



% Occupied Off-Street Parking

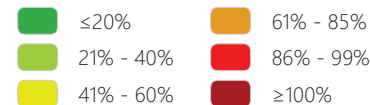
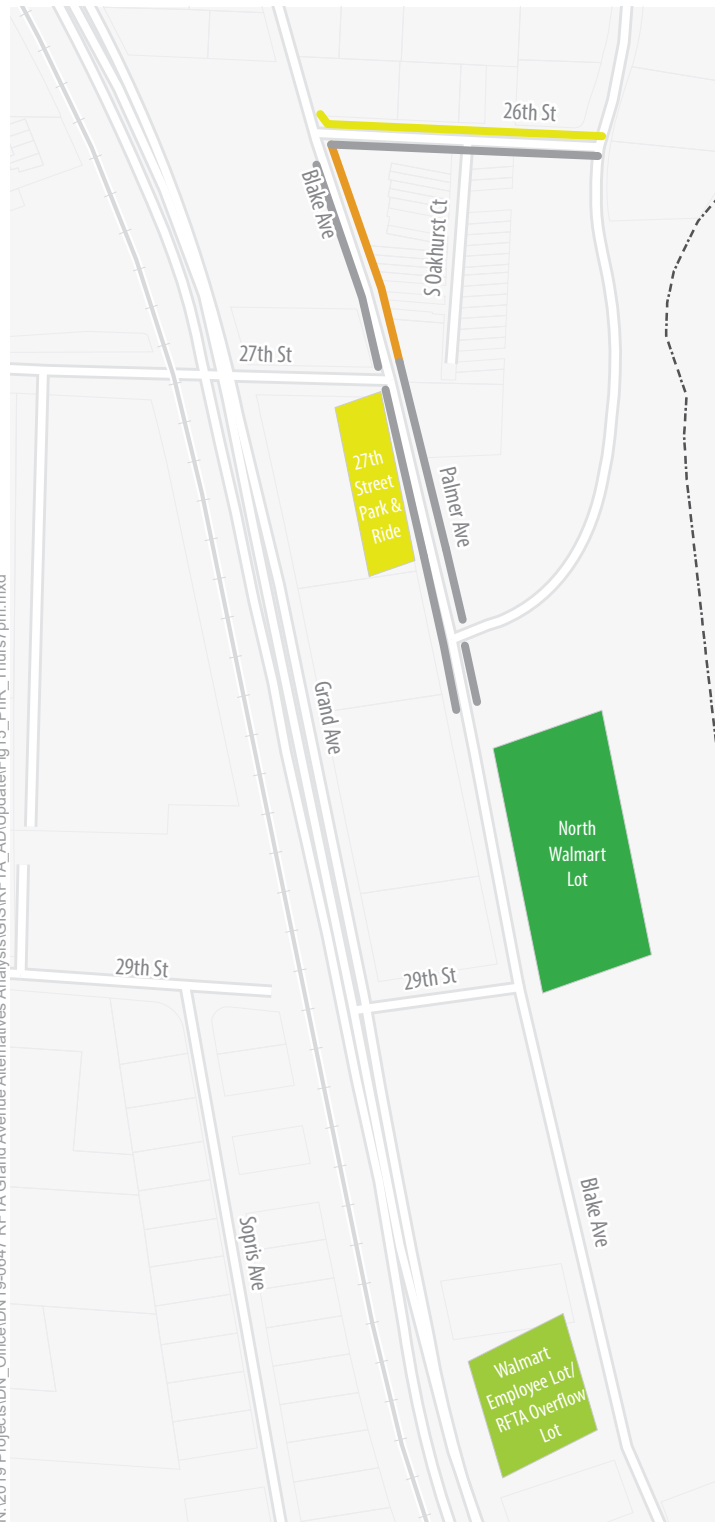


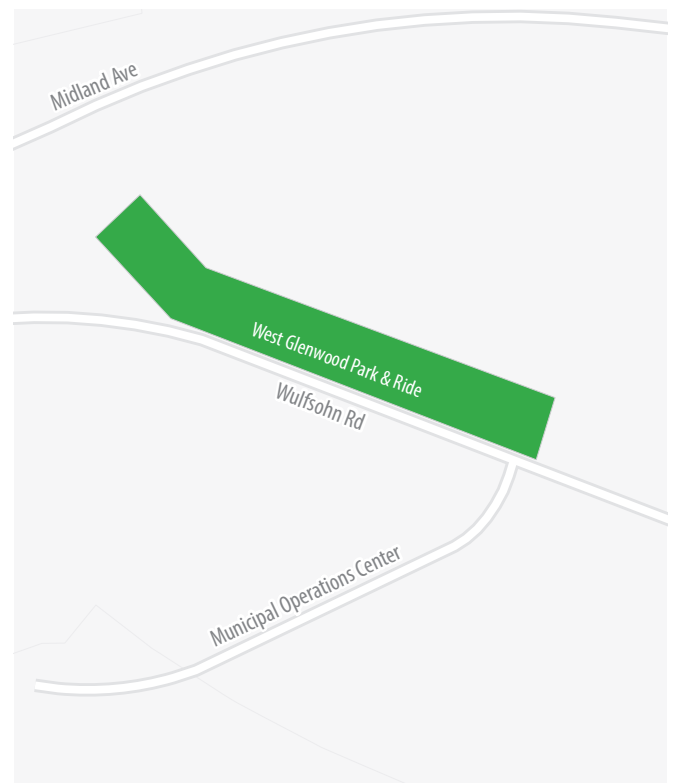
Figure 14

Glenwood Springs Park & Rides-
Winter Parking Utilization, Thursday 4pm

27th Street Park & Ride



West Glenwood Park & Ride



Location Overview

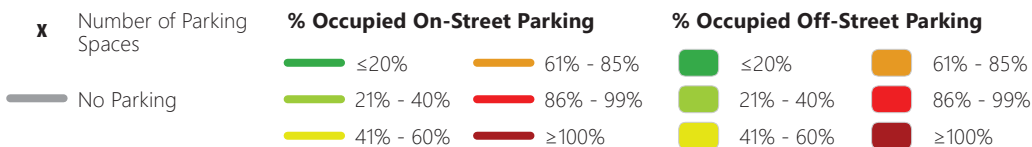
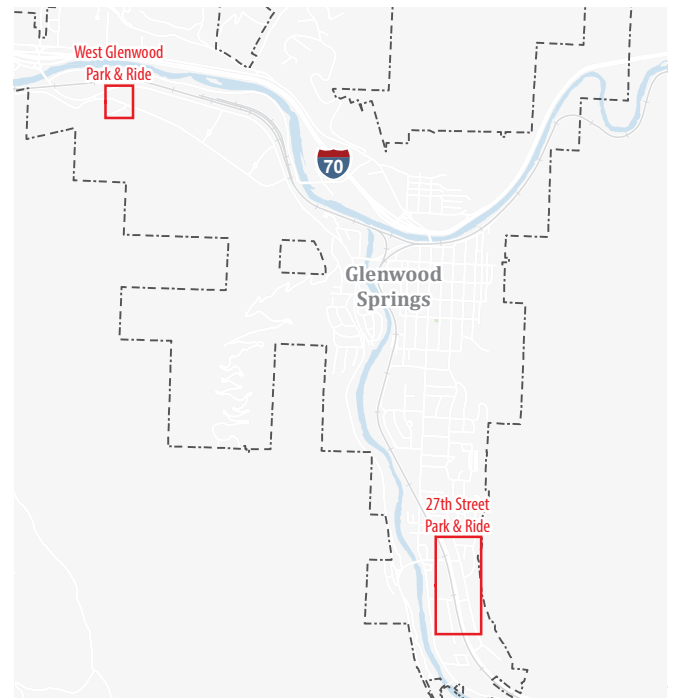
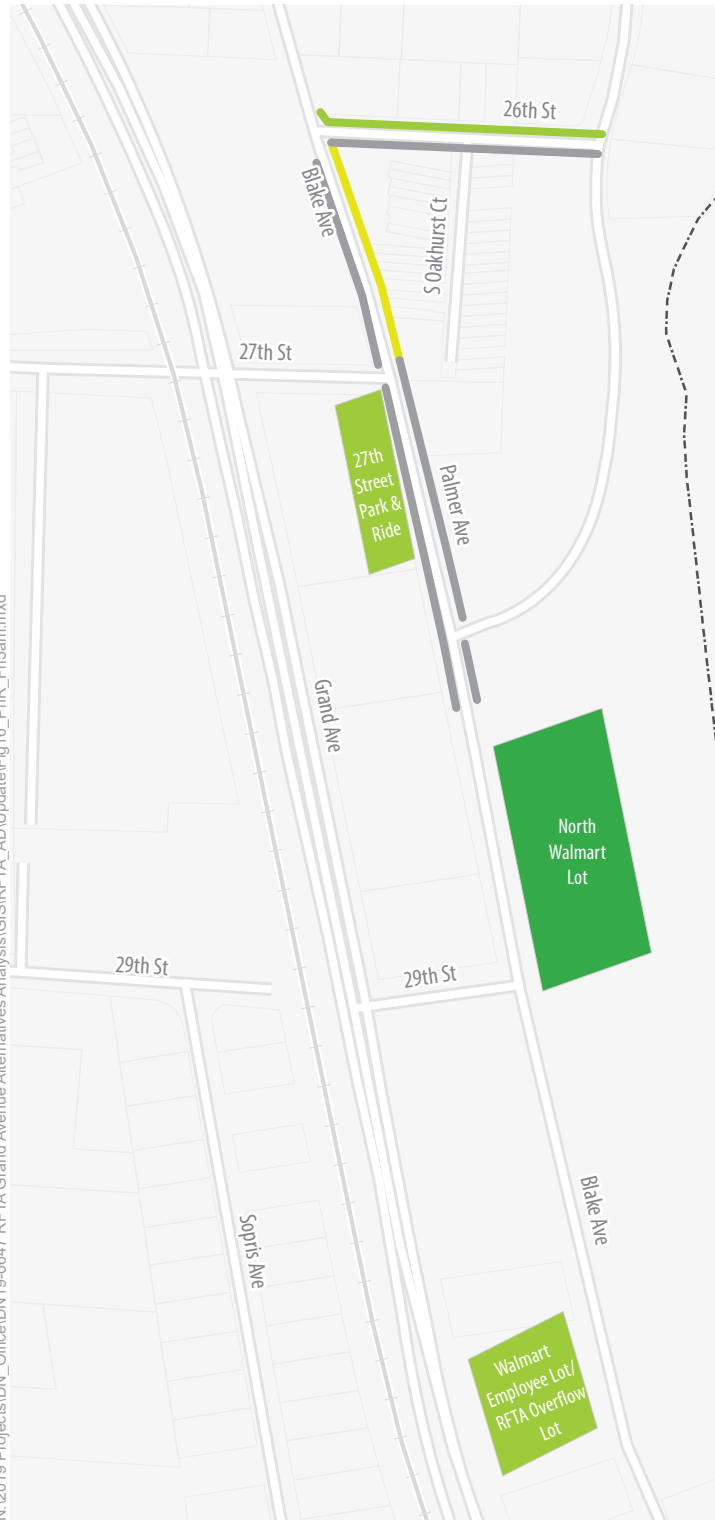


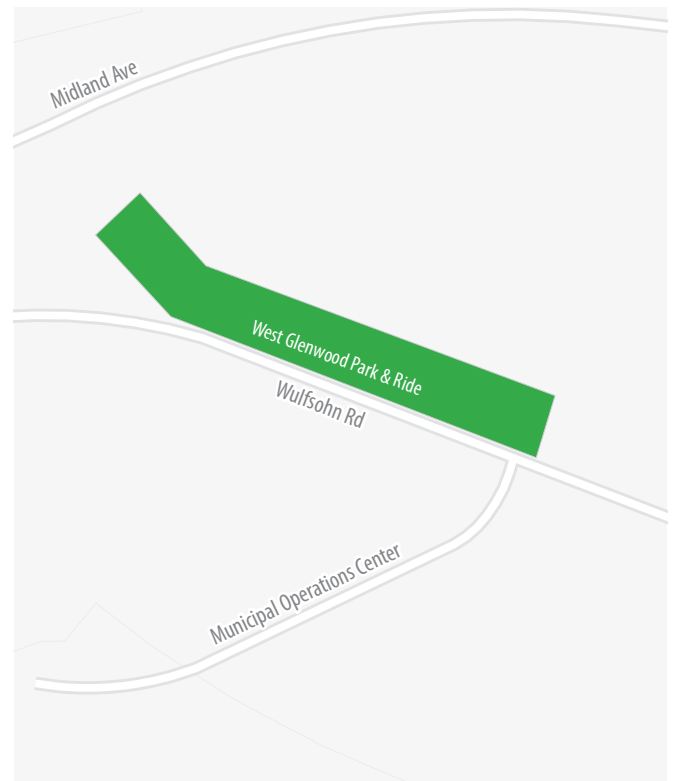
Figure 15

Glenwood Springs Park & Rides-
Winter Parking Utilization, Thursday 7pm

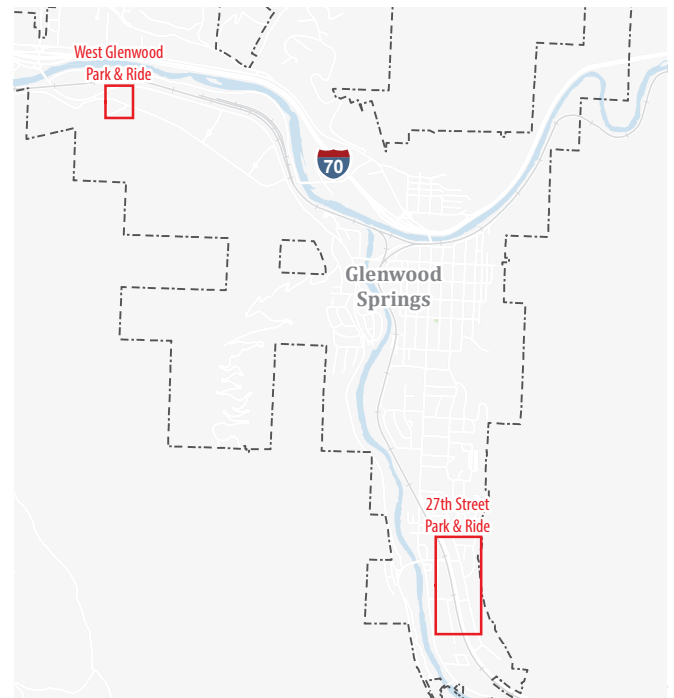
27th Street Park & Ride



West Glenwood Park & Ride



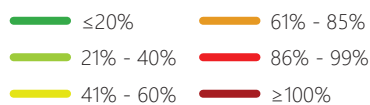
Location Overview



x Number of Parking Spaces

No Parking

% Occupied On-Street Parking



% Occupied Off-Street Parking

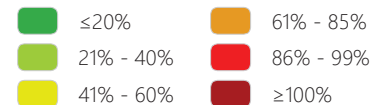


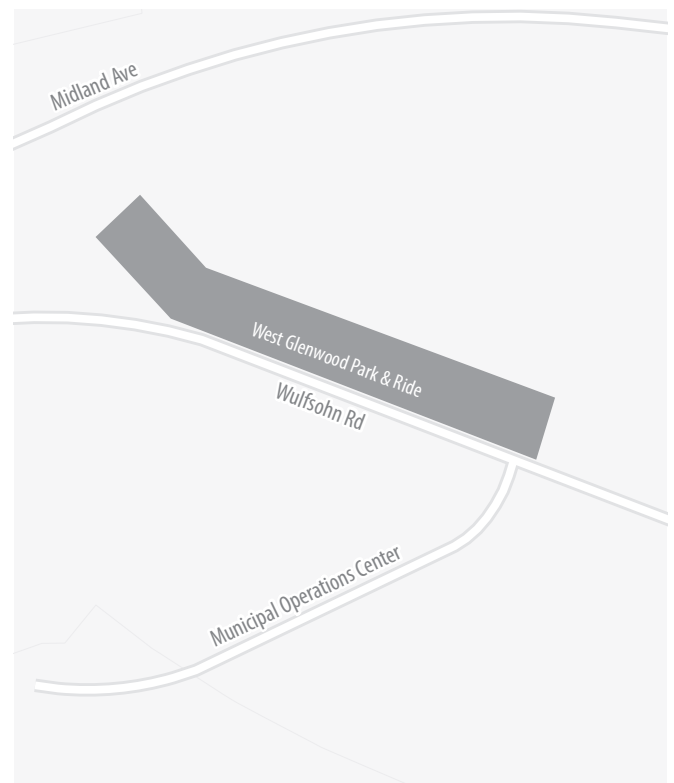
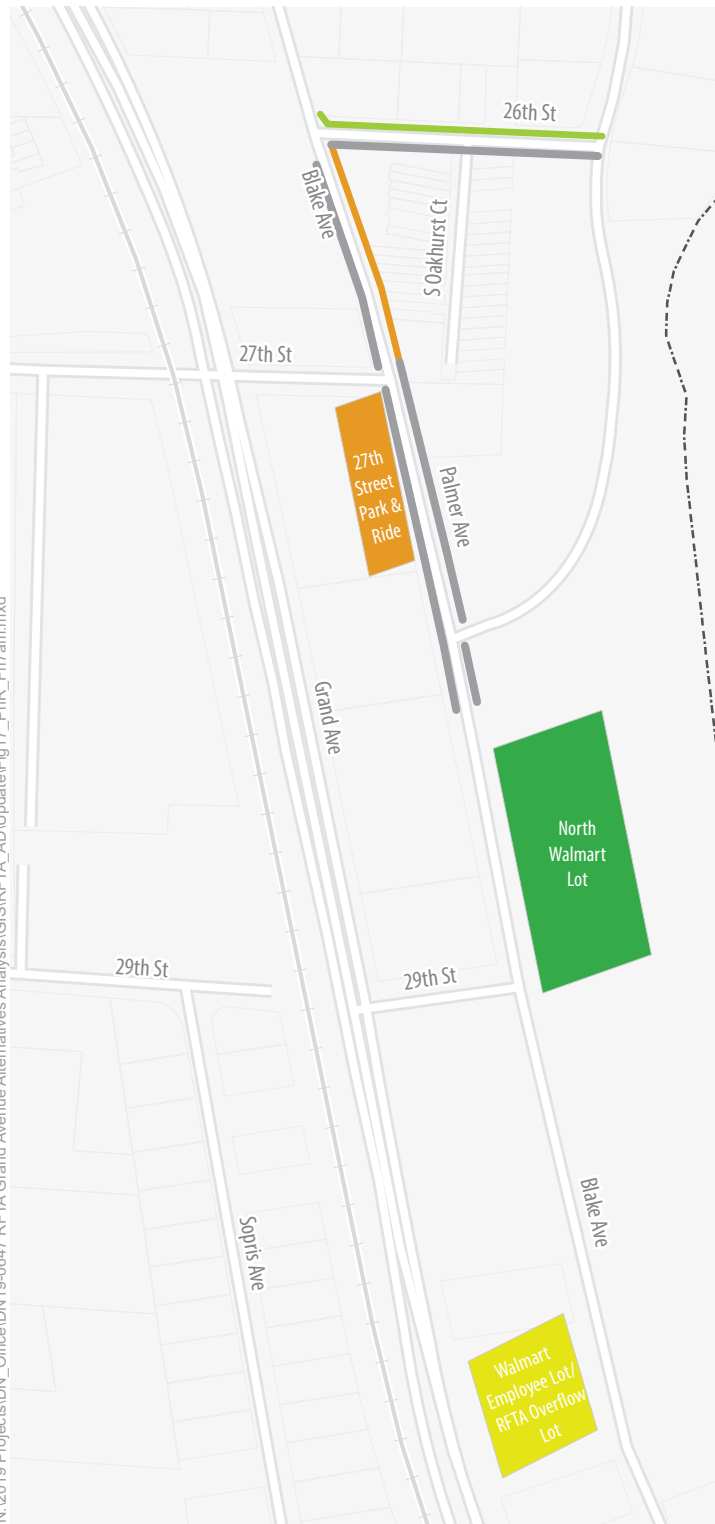
Figure 16

Glenwood Springs Park & Rides-
Winter Parking Utilization, Friday 5am

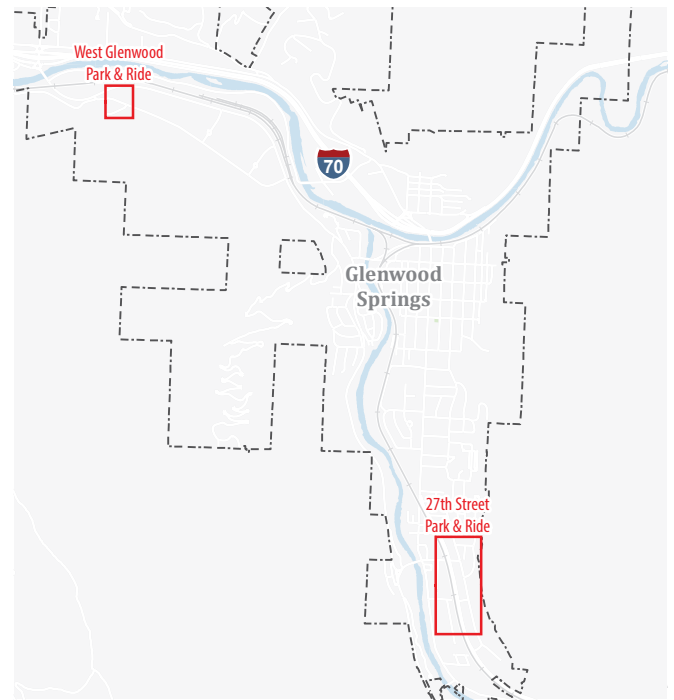
27th Street Park & Ride

West Glenwood Park & Ride

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Location Overview



- x** Number of Parking Spaces
- No Parking
- Counts Not Collected During This Time Period

% Occupied On-Street Parking

- ≤20%
- 21% - 40%
- 41% - 60%
- 61% - 85%
- 86% - 99%
- ≥100%

% Occupied Off-Street Parking

- ≤20%
- 21% - 40%
- 41% - 60%
- 61% - 85%
- 86% - 99%
- ≥100%



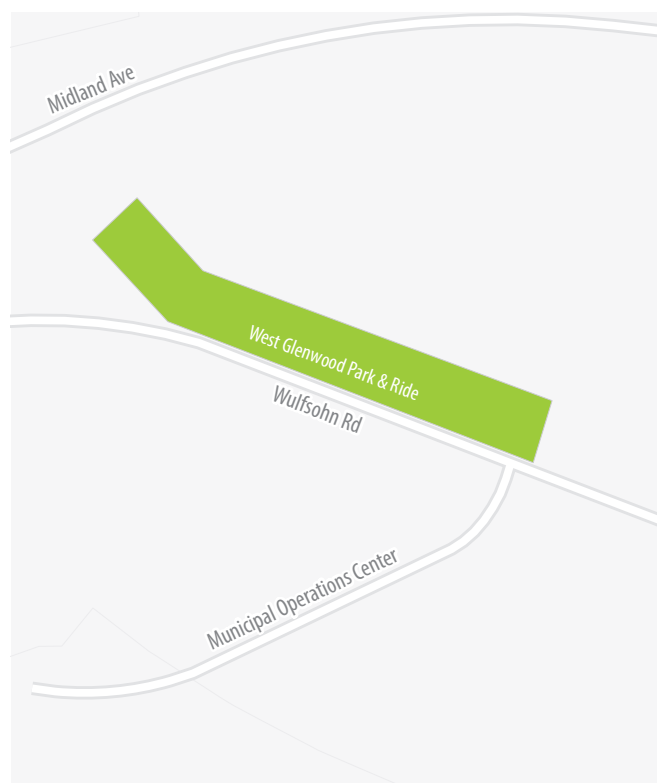
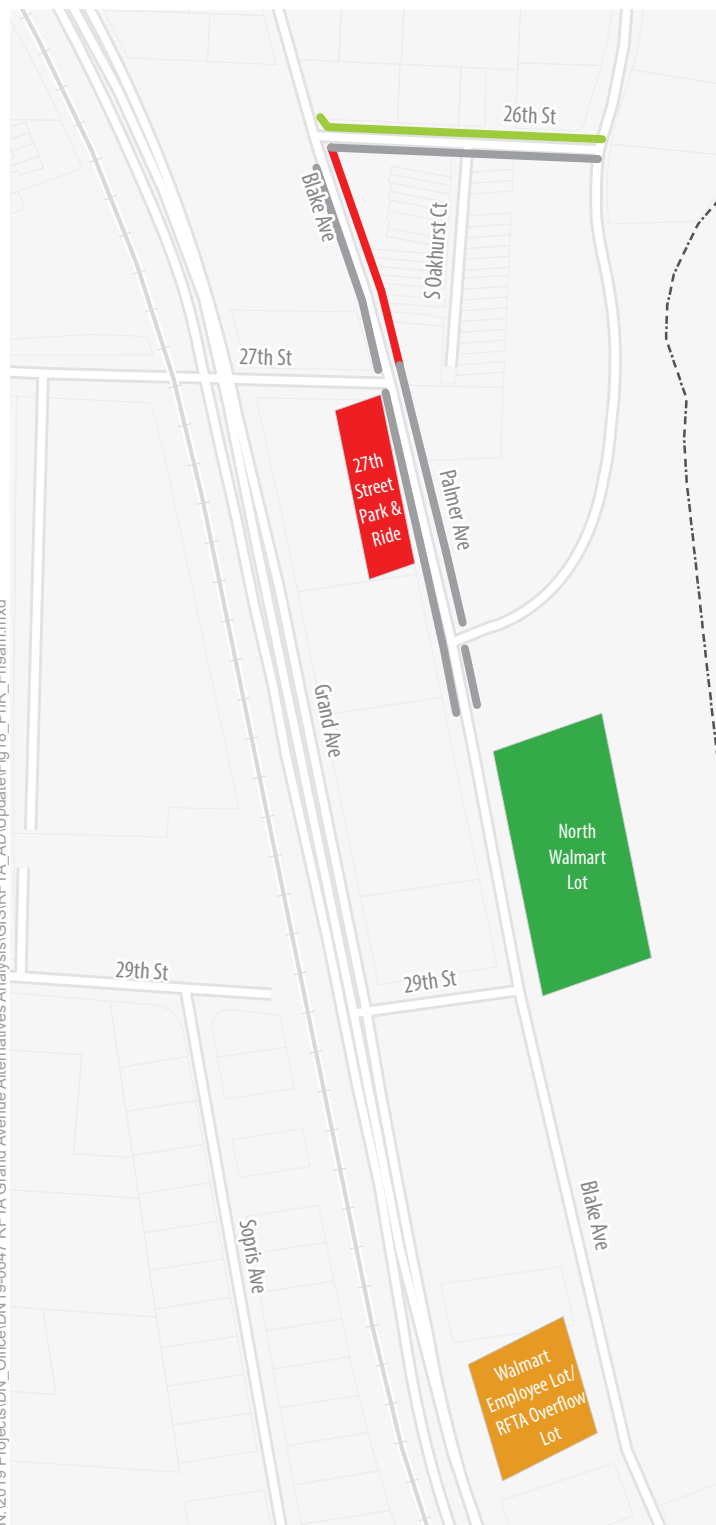
Figure 17

Glenwood Springs Park & Rides-
Winter Parking Utilization, Friday 7am

27th Street Park & Ride

West Glenwood Park & Ride

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Location Overview

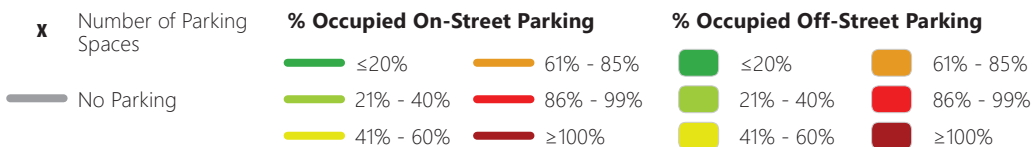
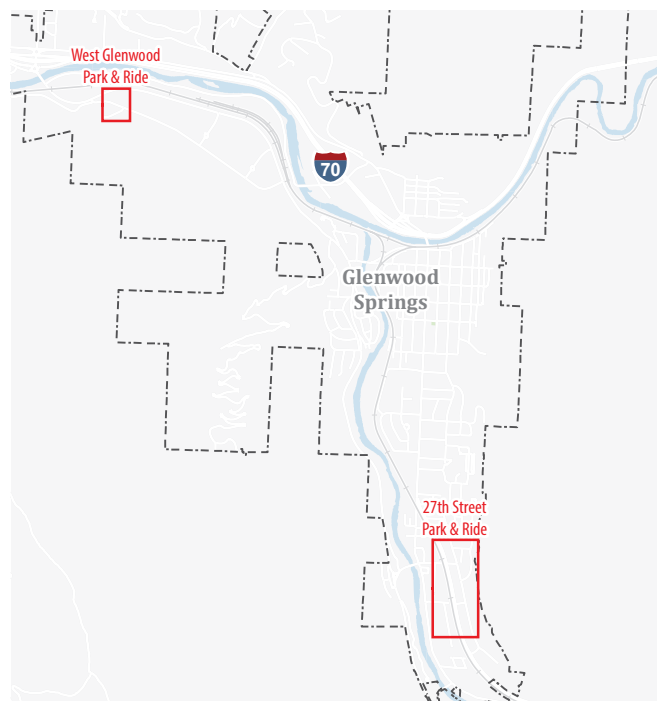
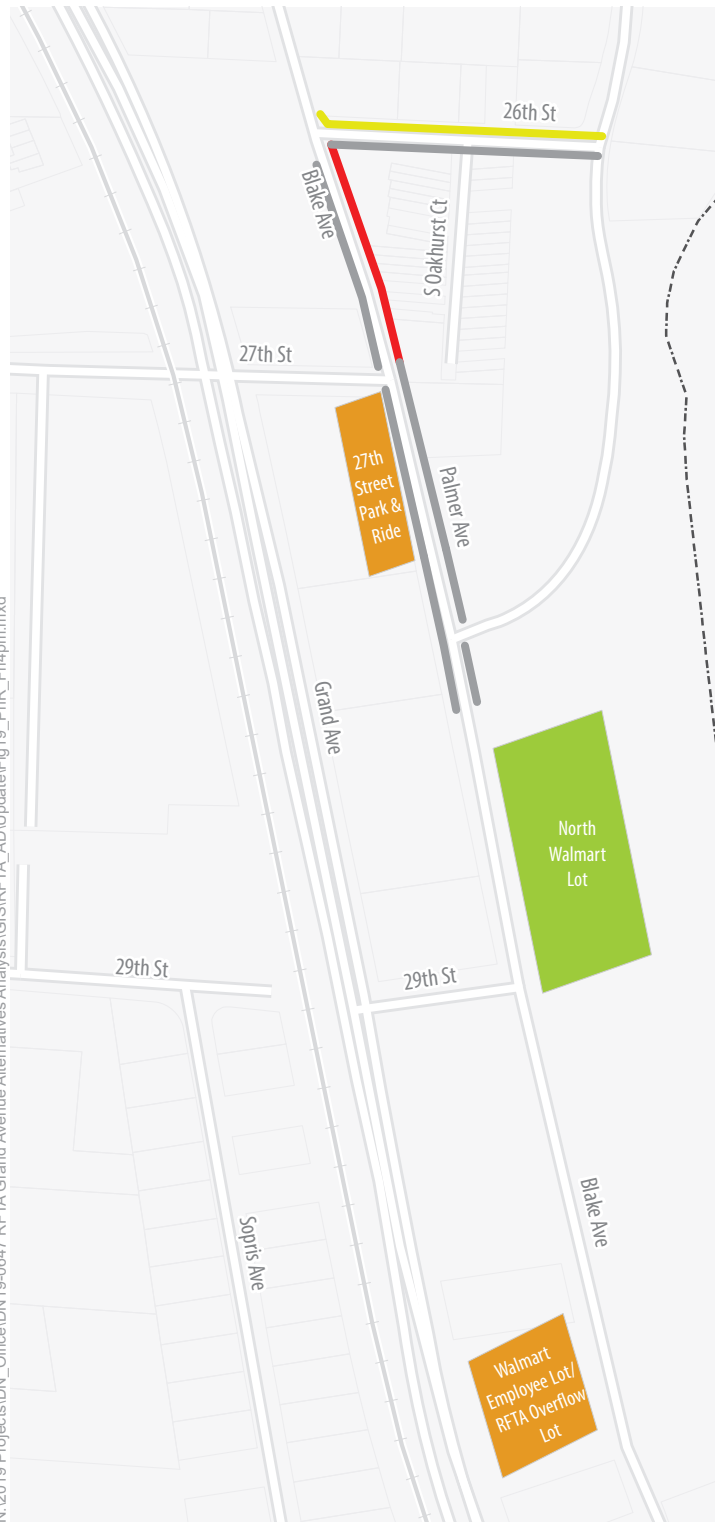


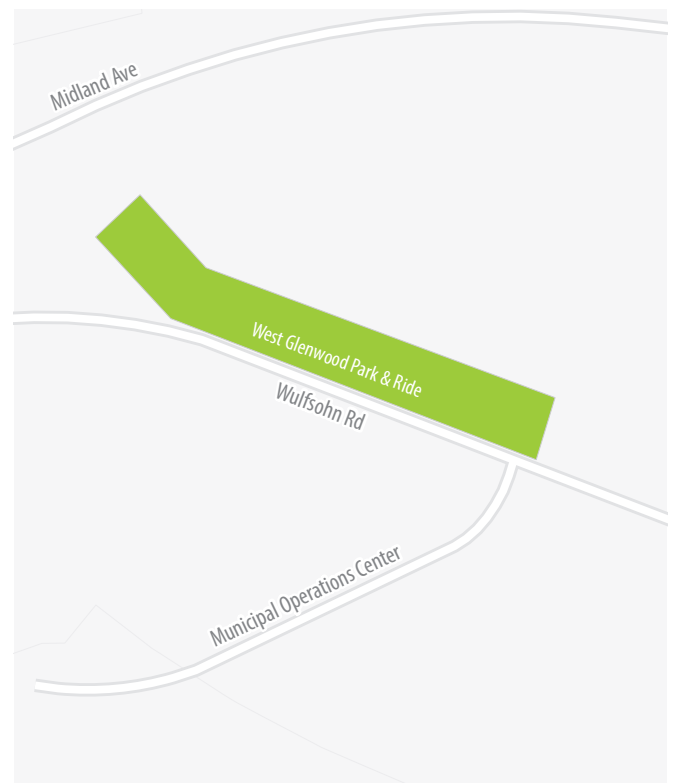
Figure 18

Glenwood Springs Park & Rides-
Winter Parking Utilization, Friday 9am

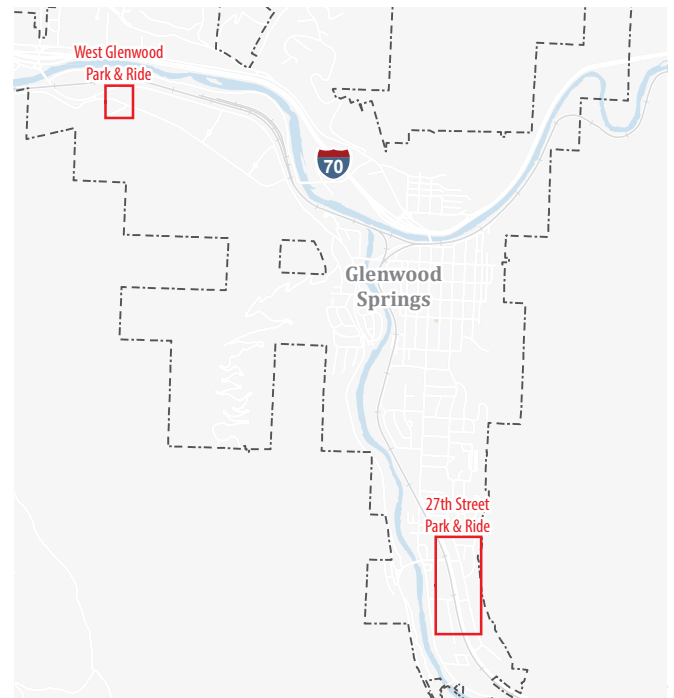
27th Street Park & Ride



West Glenwood Park & Ride



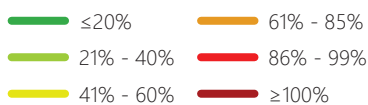
Location Overview



x Number of Parking Spaces

— No Parking

% Occupied On-Street Parking



% Occupied Off-Street Parking

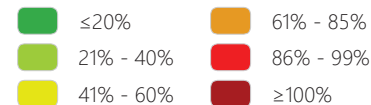
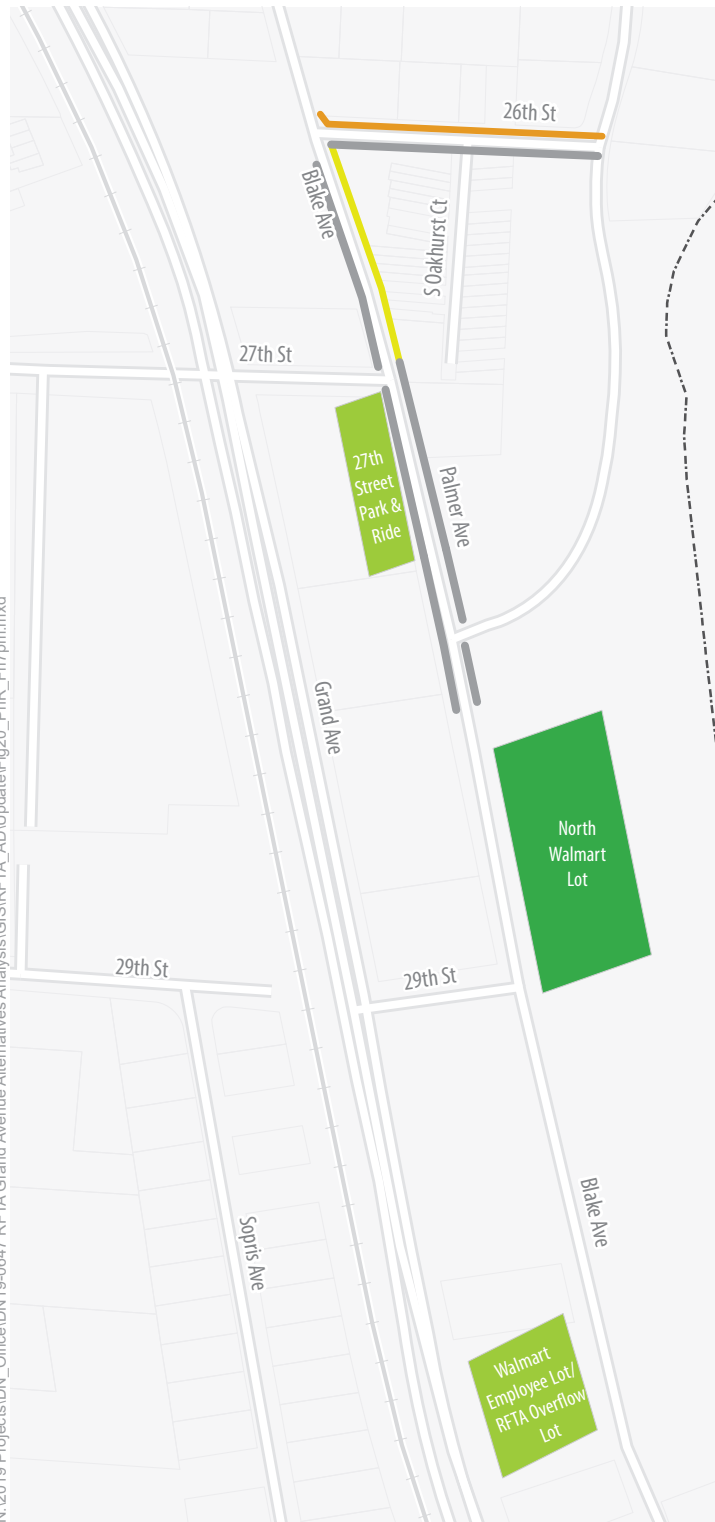


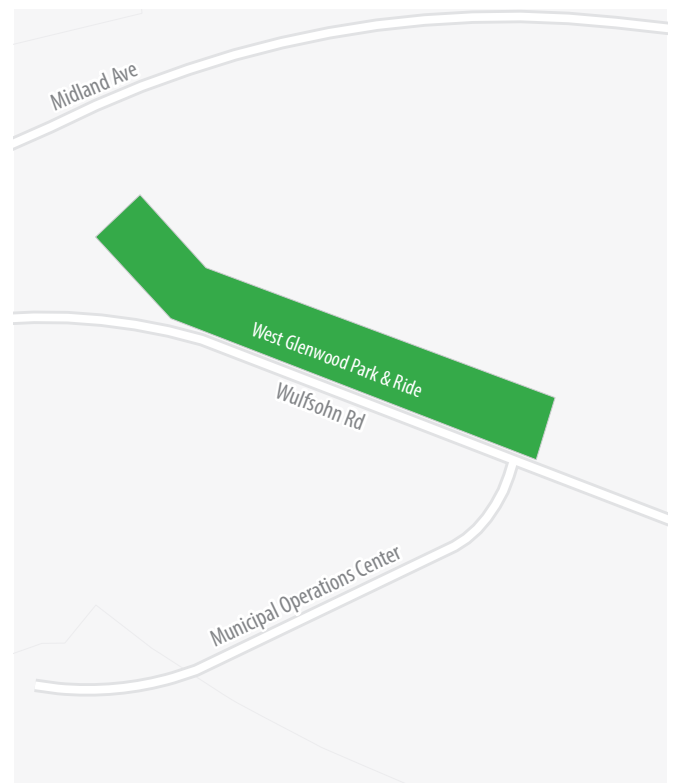
Figure 19

Glenwood Springs Park & Rides-
Winter Parking Utilization, Friday 4pm

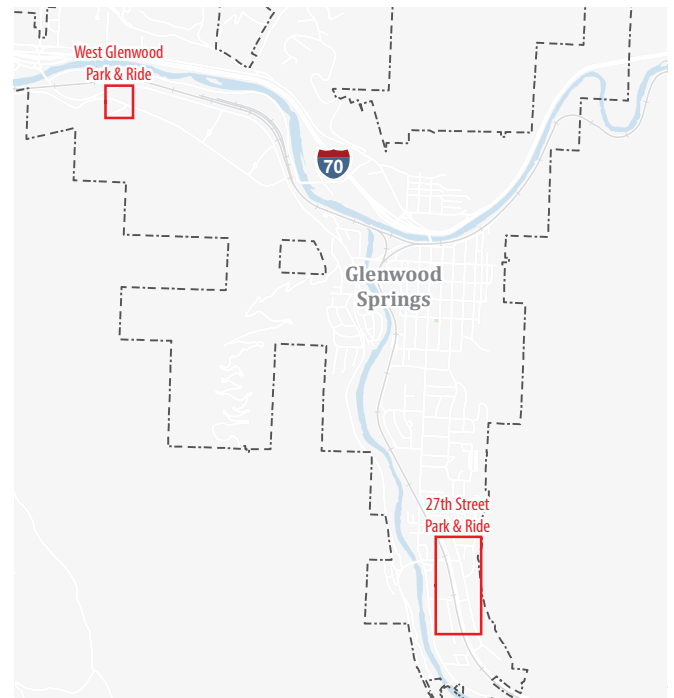
27th Street Park & Ride



West Glenwood Park & Ride



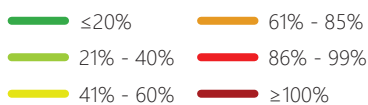
Location Overview



x Number of Parking Spaces

— No Parking

% Occupied On-Street Parking



% Occupied Off-Street Parking

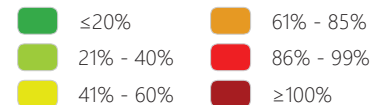
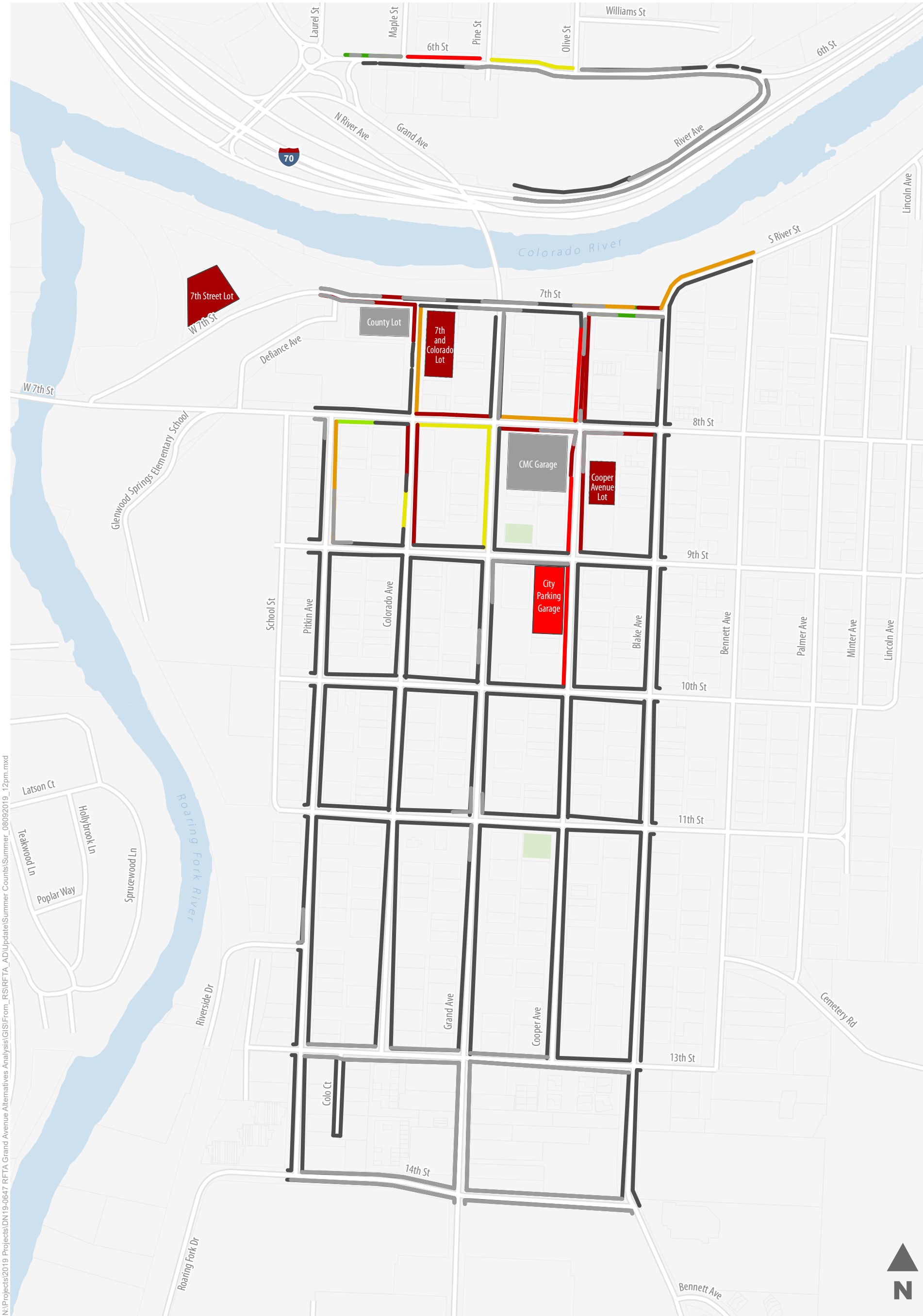


Figure 20

Glenwood Springs Park & Rides-
Winter Parking Utilization, Friday 7pm



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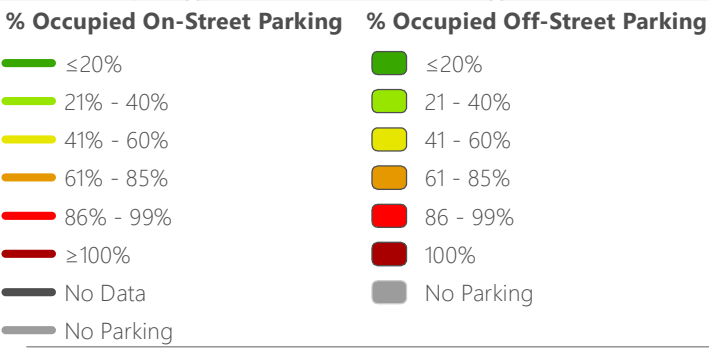
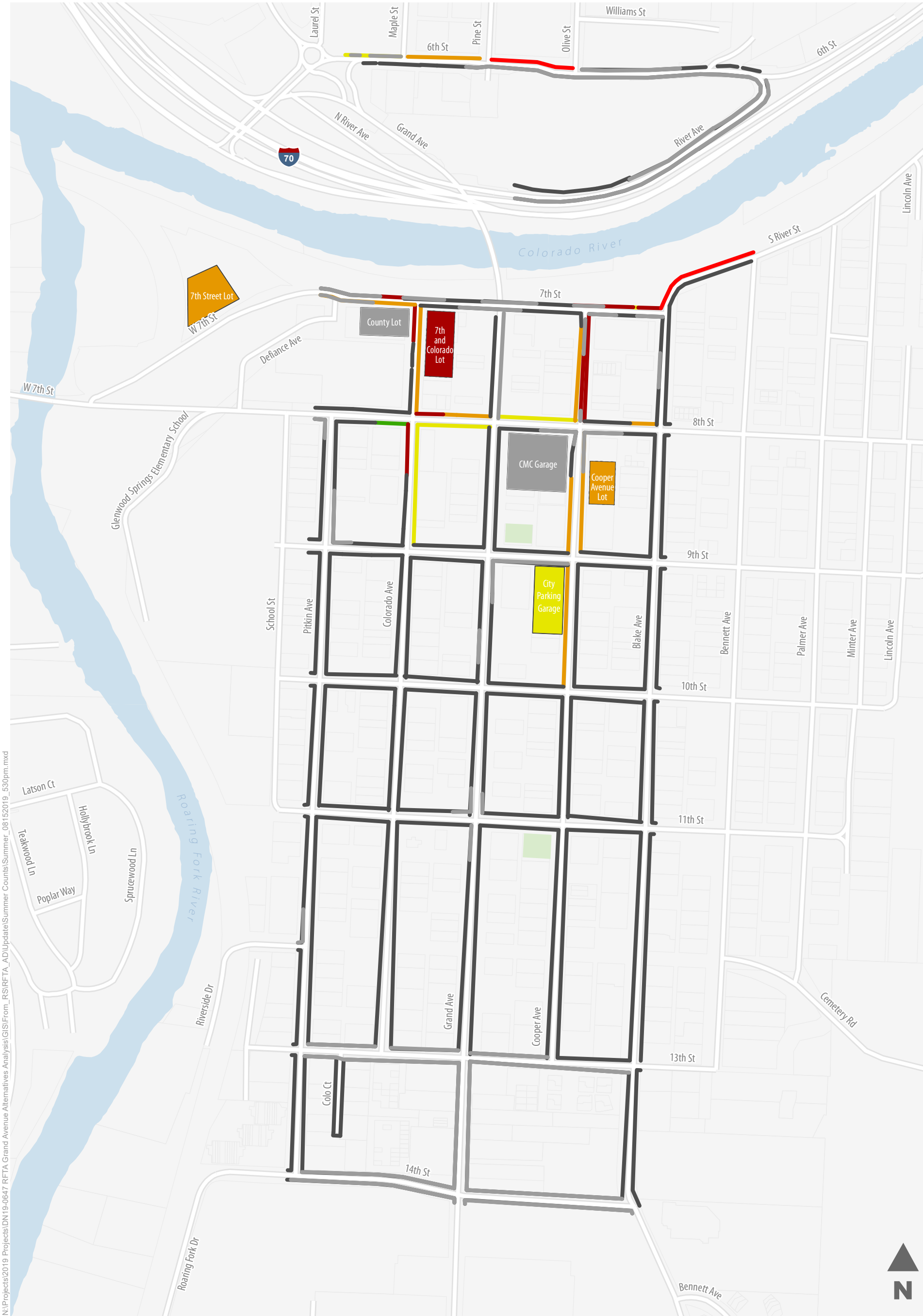


Figure 21
Downtown Glenwood Springs -
Summer Parking Utilization, Friday 12 pm



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% Occupied On-Street Parking

- ≤20%
- 21% - 40%
- 41% - 60%
- 61% - 85%
- 86% - 99%
- ≥100%
- No Data
- No Parking

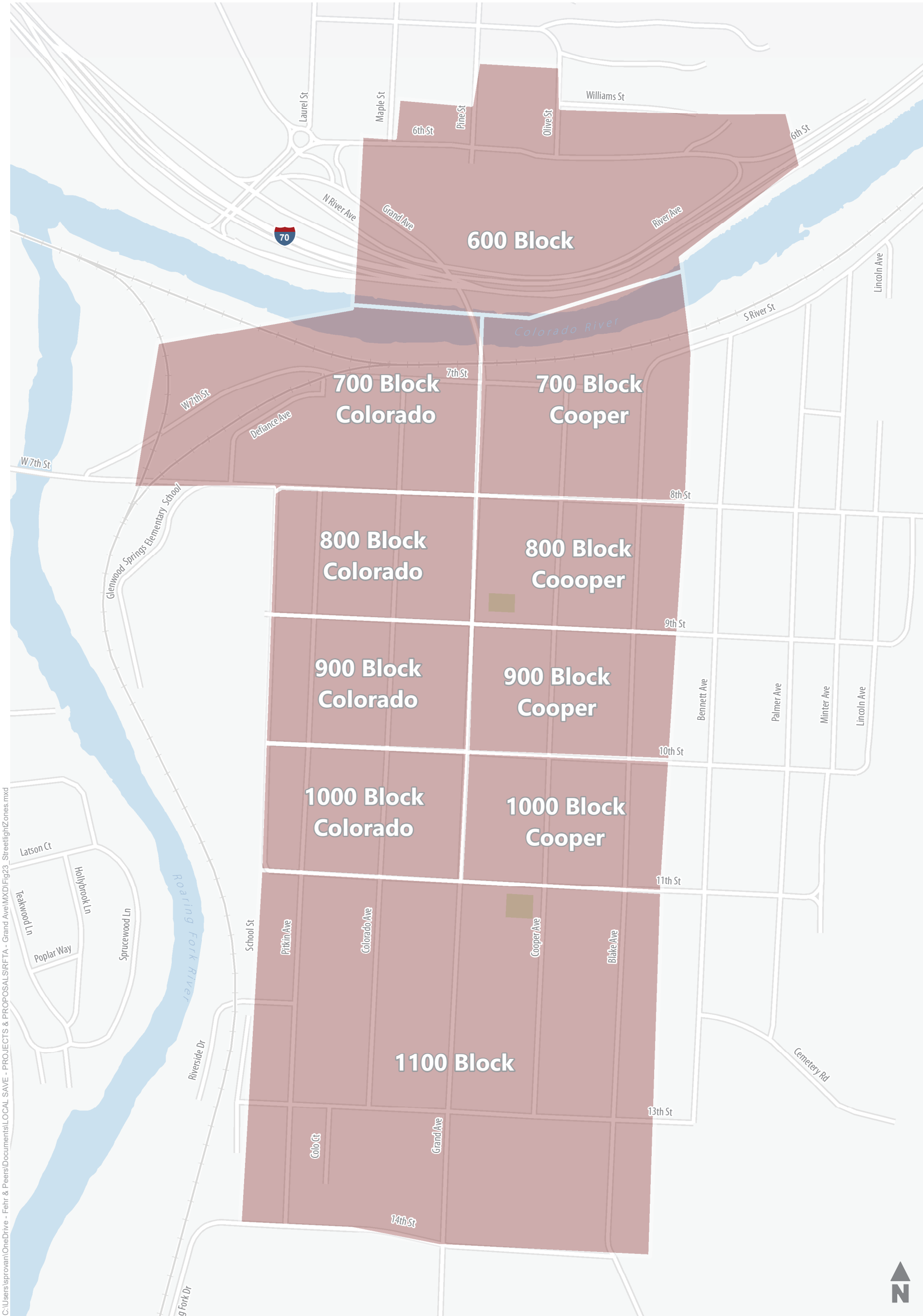
% Occupied Off-Street Parking

- ≤20%
- 21 - 40%
- 41 - 60%
- 61 - 85%
- 86 - 99%
- 100%
- No Parking



Figure 22

**Downtown Glenwood Springs -
Summer Parking Utilization, Thursday 5:30 pm**



StreetLight Zones



Figure 23
Downtown Glenwood Springs -
StreetLight Zones

Memorandum

Date: April 30, 2021

To: Emily Kushto, Parsons
David Johnson, RFTA
Terri Partch, City of Glenwood Springs

From: Patrick Picard, AICP and Charlie Alexander, PE, AICP

Subject: **MOVE Grand Avenue: Aspen Parking Program Case Study**

DN19-0647

Case Study for Glenwood Springs:

Aspen Parking Management Program

Staff from the City of Aspen's Transportation Department and Parking Department participated in a conversation with the members of the MOVE Grand Avenue project team on July 27, 2020. Staff from Aspen shared information about their parking program, including successes and challenges, some of which may be of value to the City of Glenwood Springs as they advance their parking management program. Key takeaways from that conversation as they relate to the City of Glenwood Springs parking management are highlighted below.

- **Parking Program Goals** – Understanding the goals of Aspen's parking program is important to understanding the strategies they have in place. There are two high-level goals of the parking program. One is to ensure there are always available on-street parking spaces downtown for people who want to park close to their destination. This is to ensure people can easily access businesses and to reduce congestion from people circling for parking. Aspen has set a goal of 85% occupancy of on-street parking spaces mostly by adjusting pricing and time restrictions. Second, the City has a larger transportation goal of keeping vehicle miles traveled into Aspen flat and uses the parking program as a means to incentivize other modes of transportation.



- **Parking is Integrated into the Transportation Program** – Parking management is a key tool in the toolbox for the larger transportation program in Aspen. The City recognizes the high value of parking in Aspen and leverages that value through pricing, permits, enforcement, and providing a variety of parking options to influence transportation in the City. Most parking downtown is paid. However, free parking is available at the Brush Creek Park & Ride, and all local bus service in Aspen (and from Brush Creek) is free, including Aspen's on-demand microtransit service, the Downtowner. Many employers also offer free bus passes (for regional service) in lieu of free parking. Bike share and car share programs are also available and free parking is available to those who carpool. Lastly, the parking program costs about \$2 million annually to operate, but generates about \$5 million per year in revenue. The surplus parking revenue is used to fund the bus system and other aspects of the transportation program. Therefore, the parking program is integrated into the larger transportation program using both the "carrot" (free bus, etc.) and the "stick" (paid parking) to incentivize people to use non-driving means to access downtown.
- **Progressive Pricing** – The pricing structure of the paid parking program is designed with a goal of 85% occupancy of on-street parking spaces. Therefore, parking is priced highest when and where demand is highest and gets more expensive the longer one parks. In the case of Aspen, this occurs between 11AM and 3PM on-street in the core of downtown during the summer and winter months. During this time, parking is most expensive. In addition, the public parking garage is less expensive and available for all day parking to direct people wishing to park for longer parts of the day, while on-street spaces are priced to cater to people who want convenient access over a shorter time frame. The pricing program also provides flexibility. For example, the first 30 minutes are free (once per 24 hours) to allow people who are making a quick stop downtown to do so without incurring a fee. This also incentivizes high turnover for businesses. In addition, the time restriction is capped at 4 hours (instead of 2) allowing people more time to shop and dine, but each additional hour gets more expensive. Therefore, most people still choose to park for a shorter period, but have the option to park longer if willing to pay for it. Lastly, the City manages spillover parking in the residential areas around downtown by providing residents with residential parking permits and allowing some commuter parking in residential areas through a permitting program.
- **Technology** – Much of Aspen's parking system is feasible because of the technology that is used for payment and enforcement. Aspen provides the option of kiosks as well as mobile payments through two mobile apps. The City is in the process of moving to entirely mobile payment and would like to expand to a total of five mobile apps replicating apps used in the most common home cities of Aspen tourists (such as Denver, Chicago, etc.) to make it as convenient as possible for visitors. Second, parking



enforcement officers have vehicles equipped with license plate readers (LPRs) that enable officers to cover a lot of ground in short period of time and conduct frequent checks.

- **Fines** – Aspen’s fine structure for parking violations has some similarities to Glenwood Springs, but is generally higher. First time offenses for most parking violations result in a warning given the high number of tourists unfamiliar with the area. Second time offenses result in fines of \$30 for failing to pay or exceeding a time limit, \$50 for parking in an illegal space, and \$100 for parking in a handicapped space or in front of a fire hydrant. For comparison, fines in Glenwood Springs are \$20 for all parking violations except illegally parking in a handicap space which is \$100. Many of those issued tickets in Aspen are repeat offenders and Aspen staff would like to move to a tiered system whereby the parking fines increase for each successive ticket.
- **Truck Loading** – Aspen has 17 loading zones in the downtown, some of which are only signed at certain parts of the day. The majority of loading activity occurs at five locations, and about 90% of loading activity is from trucks. Aspen explored regulating truck loading by certain times of the day, but this was infeasible given the distances many trucks travel to reach Aspen and the need for truckers to unload at different times of the day. Aspen is exploring using color coding in the future to delineate loading zones for different purposes or at different times of day.
- **Cost & Revenues** – As mentioned earlier, the parking program generates about \$5 million annually. The majority of the revenue is from paid parking. Less than 15% of revenue is generated by fines. In addition to paid public parking, the City also charges for construction parking, \$100 per day for spaces in the core and \$40 per space per day in the residential areas, which generates about \$700,000 annually. In comparison, Glenwood Springs generates about \$40,000 per year from parking violations downtown.
- **Data Monitoring** – Aspen uses an external data analyst to monitor several metrics of their parking program. This information is used to continuously make targeted adjustments to pricing and other aspects of their parking program to ensure its meeting their goals.
- **Messaging** – Changing parking regulations and in particular paid parking can be highly controversial. Aspen has learned over time the most effective means to mitigate public backlash is to stay in front of messaging and clearly communicate what is being implemented and why. Another key strategy is to closely monitor data to show the benefits of parking management strategies. For example, many downtown businesses were initially unhappy with the City’s shift to a progressive parking structure for fear of losing business with higher parking costs. The City agreed to a pilot program with



businesses and monitored sales tax revenue before and after implementation. After the pilot, data showed that sales tax revenue increased by over 10% after increasing pricing during high demand parts of the day as it increased the ability for people to find parking close to their destination. Similar to Glenwood Springs, many of the parking spaces in downtown Aspen prior to implementing the progressive pricing system were occupied by employees. By changing the pricing more on-street spaces became available for customers instead of employees.

It should be noted that Aspen and Glenwood Springs are different cities with different levels of parking demand, employment, tourism, travel patterns, and community goals. However, there are some parallels and both cities face many of the same issues related to parking. As Glenwood Springs makes improvements to parking management downtown, many of the key takeaways from Aspen's parking program listed above could also apply - albeit in a different context. Ultimately the parking strategies that Aspen uses are intended to achieve their larger economic, land use, and transportation goals. As Glenwood Springs makes adjustments to their parking management, strategies should be consistent and support the City's larger goals for their downtown and transportation system.

Applicability to Glenwood Springs

Some of the key parking management strategies Aspen currently uses that Glenwood Springs could adopt to improve parking and access downtown include:

- **Implementing Variable Pricing** – Implement variable pricing on-street so the cost of parking can shift over time depending on demand in order to ensure some parking is always available on all blocks (i.e. parking will be more expensive when and where demand is highest). This was a key strategy in reducing congestion and increasing business activity in Aspen.
- **Provide Flexible Parking Options** – This could include things like:
 - Offer free parking on-street for the first 30 minutes to make it easy and convenient for people to make quick stops at downtown businesses.
 - Extend parking time restrictions from 2 to 3 or 4 hours, but increase the price for each additional hour to allow more flexibility when dining and shopping downtown, but still incentivize high turnover.
 - Provide all-day parking in off-street public lots. Off-street lots may need to be converted to paid parking in order to ensure availability of parking but could be priced less expensively than parking on-street.
 - Implement flexible spaces. Designate some spaces as loading zones part of the day (when demand for loading is high) and on-street parking other times (when demand for loading is lower).



- **Leverage Technology** – This would include offering mobile payment options for paid parking and LPR technology to improve enforcement.
- **Invest in Transit and Other Modes** – Use excess parking revenues to invest in the transit network and other modes to increase the viability and attractiveness of non-driving modes as a means of getting downtown. This would help reduce growth in parking demand and traffic.
- **Address Employee Parking** – Many of the parking spaces in downtown Glenwood Springs, particularly in the off-street lots, are being used by downtown employees during weekdays. One of the most successful aspects of Aspen’s parking program was to free up parking downtown by dis-incentivizing use of the highest demand locations by employees. This allowed more availability of parking for visitors and people doing business, which has helped boost downtown business and sales tax revenue and reduce congestion from people circling for parking. There are a few ways Glenwood Springs could encourage the same thing, including:
 - Use pricing and regulations to incentivize all-day parking in lower demand areas outside the downtown core. This could include some of the residential areas to the south or an intercept lot like the West Glenwood Park & Ride.
 - Incentivize free bus passes for employees. The MOVE Grand Avenue project will significantly improve regional bus service downtown. An additional incentive for employees to choose the bus instead of driving would be to increase the number of employers that provide free bus passes to employees.
 - Provide free bus service in Glenwood Springs – If the City converts to paid parking downtown, one potential use of excess revenue would be to make the Ride Glenwood and other RFTA service free within Glenwood Springs, which, when combined with paid parking downtown, would further incentivize people to use transit to get downtown, particularly among employees.
 - Extend the VelociRFTA BRT to downtown Glenwood Springs and the West Glenwood Park and Ride. More frequent and faster service associated with the BRT will greatly improve non-driving access to Downtown Glenwood Springs. Additionally, if combined with free bus service in Glenwood Springs employees would have the option and could be encouraged to park in the West Glenwood Park and Ride for free and use the BRT to get to/from downtown for free. Many employees in downtown Glenwood Springs live in neighborhoods and communities west of Glenwood Springs. This would be similar to the arrangement that Aspen has where people can park for free in at the Brush Creek Park and Ride and ride the BRT for free into Aspen.
- **Messaging & Communication** - Given the controversial nature of parking, it will be important to clearly message changes to parking, gather input, and articulate the benefits that address concerns, particularly to downtown businesses and residents of the City.



- **Monitor & Adjust** – A key aspect of managing parking will be to collect data to see what is and what is not working and then use that information to make adjustments over time to pricing, restrictions, enforcement, communication, and other aspects of the parking program.

Memorandum

Date: April 30, 2021

To: Emily Kushto, Parsons
David Johnson, RFTA
Terri Partch, City of Glenwood Springs

From: Patrick Picard, AICP and Charlie Alexander, PE, AICP

Subject: Implementing Paid Parking in Downtown Glenwood Springs

DN19-0647

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Implementing Paid Parking

This memo provides a high-level guidance and our recommended next steps to consider for the City of Glenwood Springs as part of its implementation of paid parking in downtown Glenwood Springs. We also provide some preliminary guidance on pricing, geography, management strategies, technology, staffing, cost considerations and other actions necessary to implement a comprehensive paid parking program downtown.

The MOVE Grand Avenue – Parking Analysis & Findings memo (prepared separately) provides an overview of parking occupancy findings as well as key issues to consider as part of implementing a paid parking program. Additionally, we prepared a separate technical memorandum on a Case Study of Aspen's Parking Program which summarizes lessons learned and describes examples that may be useful for Glenwood Springs staff in advancing the parking program in Glenwood Springs, particularly as it relates to paid parking.

Next Steps

Outlined below are our recommended next steps for the City of Glenwood Springs to implement paid parking in downtown.

Step 1: Develop a Comprehensive Parking Management Implementation Plan

The MOVE Grand Avenue project provided an overview of parking inventory and occupancy at select times in downtown, as well as a summary of observed challenges, opportunities and recommendations related to parking and curb space management. The next critical step in advancing many of the recommendations from the MOVE Grand Avenue project (and summarized in this document) are for the City to develop a comprehensive Parking Management Implementation Plan.

Building off data collected during the MOVE Grand Avenue project, an Implementation Plan would clearly identify the problems associated with parking, which the community wants to address. Accordingly, the Plan would formulate objectives to directly move the needle in solving the problems while ensuring the strategies align with the City's stated goals. The plan should provide guidance on three major aspects of the parking program: policy, finance, and operations. The Plan will clearly define the timeline for implementation, associated costs (including revenue projections), and operational strategies, such as pricing, timing restrictions, enforcement, technology, etc. to achieve the program objectives. The Plan should be flexible to allow for modifications post implementation and should establish a clear set of performance metrics that define success.



Downtown businesses, employers, residents, the Glenwood Police Department, and other stakeholders should be closely involved in setting the goals and objectives and providing input at key milestones during Plan development. In order for paid parking to be successful, a majority of the downtown community (i.e. over 50% of stakeholders) should be in support before it is implemented. If sufficient support for paid parking is lacking, other strategies, such as enforcement, time restrictions, etc. can be pursued near-term and paid parking evaluated again in the future.

Key components of the Implementation Plan will include:

- **Identify the Problem(s)** - The community should identify the parking related problems to be addressed (for example, convenient parking is hard to find, excessive illegal parking, not enough loading areas or short-term parking, lack of employee parking, traffic congestion from circling for parking, etc.). The problems would be based on both objective data (such as parking occupancy data, parking citation data, etc.) as well as subjective input (such as the issues most important to the community).
- **Define Objectives** - Define the objectives of the parking program, and associated metrics of success, based on the identified problems (examples could include: achieve 85% occupancy on every block, increase downtown business activity, enhance availability of convenient parking, mitigate traffic growth downtown, grow transit ridership, reduce illegal parking, etc.).
- **Timeline of Actions** - Develop a clearly defined timeline for implementation with near-term, mid-term, and long-term actions with associated costs.
- **Allocate Expenses** - Define how revenue will be utilized towards a parking program that is solvent and achieves the stated objectives. For example, revenue should be used to cover the cost of enforcement, maintenance, and administration of the parking program and could also be used for strategic investments in technology, transit, bike share, a new parking garage, or other improvements to advance the goals of the parking program.
- **Get Input from Community** - Coordinate with downtown businesses, employers, and residents (listen to concerns and incorporate feedback into program elements). The Plan should be community driven.
- **Additional Data Collection** - Conduct a parking duration study to better set pricing and time restrictions by block and parking facility. This would include collecting data on parking turnover in 30 minutes increments on the most utilized blocks downtown as well as off-street public parking facilities. We recommend conducting a parking turnover analysis early in the process so that data can be presented to the community and stakeholders as part of identifying the issues and objectives within the Implementation Plan.



- **Preferred Technology** - Identify the preferred parking management technology (central parking management software, meters, kiosks, gates for parking facilities, merchant validation system, enforcement technology, etc.).
- **Operations Plan** - Define initial pricing scheme and restrictions for each block and the four public parking facilities.
- **Equity/Alternative Options** - Address equity concerns and expand mobility options especially for residents, visitors, and commuters that would be most impacted due to dependency on free parking. This should include alternative parking options, such as free or reduced-priced parking options, for short-term parking, in lower demand locations, or for carpoolers, and/or better access to transit (i.e., employer-provided bus passes, free local bus, more frequent service, etc.). It is recommended that the parking program be part of a holistic transportation program, including quality access to multiple modes for employees, residents, customers, and visitors travelling to or from downtown.

Step 2: Actions Prior to Implementing Paid Parking

Converting from free to paid parking will be a significant change to the City. It will impact how the City manages parking, including administration and enforcement, as well as user expectations. Addressing the public's concerns and providing an abundance of communication in terms of the rollout process, setting expectations, and relaying the anticipated benefits will be key to its success. Parking is always controversial, especially paid parking, and staying on top of the messaging will be essential to success. Additionally, it will take time to select a vendor and rollout the program and there several other small changes the City can make to wayfinding signage and curbspace regulations leading up to implementation.

Key steps for the City to take one year prior to rolling out the paid parking plan:

- Consider hiring an expert to solicit and evaluate vendor proposals and help with other aspects of program setup.
- Contract a parking vendor (to install and manage software and equipment).
- Establish a centralized parking management system (this is a software to manage permitting, dynamic pricing, data monitoring of both on-street and off-street parking).
- Budget for a permanent parking manager as well as other first year costs (salary and other costs of the parking program will eventually come out of revenue generated).
- Communicate changes to the public and inform on intended outcomes and benefits based on the Implementation Plan objectives.
- Educate the public and answer questions about how to use the system (when and where to park, how to use the technology interface, changes to permitting and enforcement, and alternative options for getting downtown). Focus should be given to downtown businesses, employers, and residents.



- Update parking wayfinding signage, and information to reflect planned changes and realign the community's expectations for parking in downtown.
- Consider starting with adjustments to residential parking permits and time restrictions prior to converting to paid parking. Examples could include reducing the area where residents with permits are exempt from time restrictions, eliminating overnight parking in some or all of the off-street parking facilities, converting the Cooper Street lot to 4 hour parking, and eliminating the exemptions to parking restrictions at the 7th & Colorado lot and strictly enforcing the 4 hour time restriction. More detail is provided in the Preliminary Recommendations section below.

Step 3: Actions During First Year of Paid Parking

The key theme for the first year of paid parking should be flexibility. An Implementation Plan based on data, with clearly defined community-supported objectives and performance metrics will have anticipated and mitigated many issues as part of the initial program design. However, following implementation there will inevitably be some tweaks needed. It is impossible to predict all the ways in which people will respond to the changes. Therefore, it will be important to closely monitor performance of the system and allow flexibility to adjust during and following the first year of rollout. The tweaks could include adjusting pricing, time restrictions, geography, permitting, enforcement, etc. It will also be important to allow time for people to adjust and keep lines of communication open. This may include offering a hotline where people can ask questions and provide comments, regularly meeting with the parking enforcement team, providing opportunity for feedback, and closely monitoring data.

Key actions during the first year of rollout include:

- Allow a 4-6 months of grace period before full enforcement:
 - Phase 1: Educate on new expectations (prior to and during the first year).
 - Phase 2: Issue warnings for paid parking violations (months 2-4).
 - Phase 3: Clearly identify when full enforcement will begin.
 - Phase 4: Begin full enforcement (4-6 months in).
- Keep communication lines open (hotline, host events, conduct surveys, document and analyze feedback, and communicate adjustments).
- Closely monitor performance measures.
- Make minor adjustments as needed.



Step 4: Program Maturation (Year 2+)

Following the first year of implementation, the City will know more about staffing needs, revenue, stakeholder comfort with changes, and generally what worked and did not work. Certain aspects of the parking program may need to be adjusted to improve operations to meet program objectives. This may include adjusting pricing, time restrictions, and location by hour, day, or season. Additional mid-term strategies can also be implemented to improve performance and operations. This may include expanding the geography, introducing additional technology, better addressing residential or commuter needs, improving transit service, or providing incentives (such as free bus passes, carpooling discounts, etc.). Strategies should generally follow the timeline identified in the Parking Management Implementation Plan. Long-term, the City may consider additional large-scale investments in the parking program such as a new parking garage, additional enhancements to transit service, or adjustments when the BRT is extended into downtown.

Recommended actions in years 2+ include:

- Second year refresher to the system: adjust pricing, geography, enforcement etc. based on data and feedback to better align outcomes with objectives.
- Communicate outcomes of the first year to stakeholders and collect feedback through a formal survey.
- Make adjustments to respond to changing travel behaviors post-COVID.
- Monitor evolution of technology and consider incorporating.
- Make additional improvements and investments as revenue grows.
- Make adjustments when BRT is extended into downtown.

Preliminary Recommendations

The Parking Management Implementation Plan will define exactly how Glenwood Springs will implement paid parking. However, we can offer several preliminary recommendations to get the City started. This includes high-level recommendations for the City to consider regarding when, where, and how much to price parking, what technology to consider, potential enforcement strategies, staffing, garage maintenance cost estimates, and resident parking management strategies particularly in regard to managing spillover parking that may result from paid parking in the commercial core.

Where and When

In general, we recommend paid parking to be implemented where and when parking demand is at, near, or exceeding capacity. This would include both on-street and off-street locations.



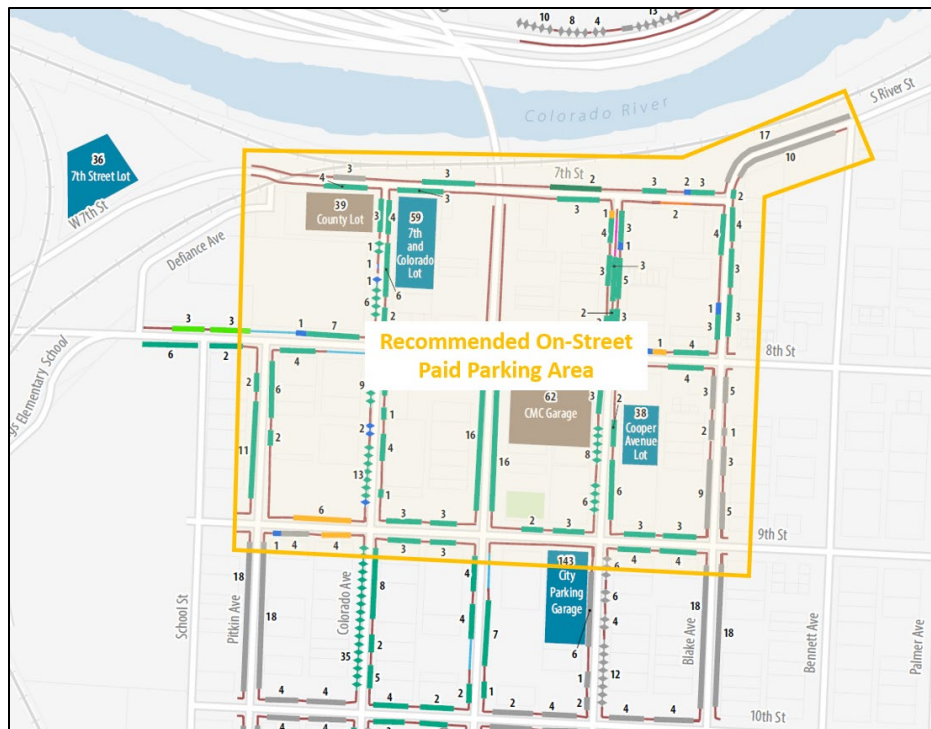
Dynamic pricing can be used to adjust pricing at different times of day and year to match demand and promote efficient use of the parking supply.

Where

On-Street

Data collected in this study demonstrated roughly an eight-block area where demand is high and paid parking appears most suitable. This includes the area from Pitkin Avenue to Blake Avenue and from 7th Street to 9th Street, see **Figure 1**. Demand was also high along 7th Street east of Blake Avenue during the day and evening (but not overnight). The City should consider extending the 2-hour time restrictions to this block and potentially converting to paid parking as well.

Figure 1. Recommended On-Street Paid Parking Area.



6th Street

6th Street was also included as part of the downtown inventory and parking occupancy analysis conducted as part of the MOVE Grand Avenue project and interest has been expressed for converting portions of this street to paid parking. However, given the influence of hotels on parking along this street combined with the relatively low occupancy rates observed in the winter in the 2-hour time restricted segments, we recommend collecting additional data before moving forward with paid parking.



The portion of 6th Street east of Pine Street is unrestricted and heavily influenced by demand for hotel parking. This segment was well occupied during the winter observation period and any changes to parking on this block should be closely coordinated with the hotels.

The two blocks west of Pine Street are signed for 2-hour parking on the north side. These blocks had low occupancy during the day, and moderate parking in the evening (most likely from spillover parking from the hotel after time restrictions expire). Given businesses along this street have expressed interest in paid parking to better manage demand, we would recommend that as part of the Parking Management Implementation Plan the City should collect summer occupancy data on weekdays and weekends and solicit input from the hotels and businesses on this block to see what issues they experience. If data shows this block is consistently full in the summer (and/or on weekends), and there is support from the adjacent businesses, then paid parking may be appropriate. Based on the winter weekday data alone, paid parking is not recommended along 6th Street west of Pine Street given the low rates of parking occupancy, but could always be added at a later date.

Off-Street

Parking occupancy data indicate parking demand is at or exceeding capacity in the summer at all four public off-street parking facilities (only two in the winter: the 7th & Colorado and Cooper Street parking lots). Therefore, paid parking is also recommended for all off-street parking facilities, although some may only be needed seasonally.

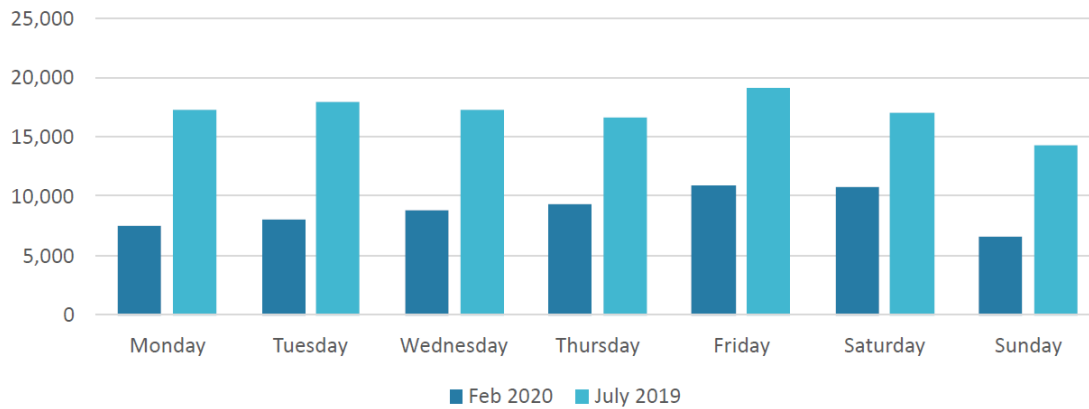
When

On-Street

Parking occupancy data shows that parking demand is moderate to high within the eight-block area identified above during the day on weekdays, and on most blocks in the evening as well. While field observations were not collected on the weekend due to COVID-19, StreetLight data, illustrated in **Figure 2**, suggests that demand may be just as high on Saturday. Based on this data it is recommended that paid parking be implemented on-street Monday through Saturday from 9 AM to 8 PM. StreetLight data suggests parking demand may be lower on Sunday, but additional data is needed to determine whether paid parking should also be implemented on Sunday. Winter data shows parking demand drops in the evening west of Colorado Avenue, which may mean parking can continue to be free in the evening on these block faces.



Figure 2. Average Daily Trip Ends 7th Street to 9th Street in Glenwood Springs (collected from StreetLight)



Off-Street

Winter parking occupancy data indicates that the Cooper Street Lot and 7th and Colorado Lot are at 100% occupancy between 9 AM and 4 PM on weekdays and at or near capacity in the evening. Based on this, we suggest both parking lots be converted to paid parking to increase availability of parking. Additionally, the City Parking Garage and 7th Street parking lot were observed to be below 80% occupied in the winter, but the same facilities were 100% occupied midday in the summers. This data suggests the City should consider converting these parking facilities to paid parking during business hours (9 AM to 5 PM), at least in the summer.

Similar to the on-street recommendations, it's likely that the Cooper Street and 7th and Colorado parking lots could also be priced on Saturday (and maybe Sunday). Additionally, the City Parking Garage and 7th Street parking lots may also warrant pricing on the weekend in the summer as well to manage demand. However, due to COVID-19, weekend occupancy data was not collected specific to the off-street parking facilities. Thus, as part of the Parking Management Implementation Plan, we recommended collecting parking occupancy data for the off-street parking facilities on Saturday and Sunday in the summer to determine which off-street facilities should also be priced on weekends.

It should be noted that overnight parking was observed to be 10%-40% occupied at all four off-street parking facilities in the winter, see **Table 1**.



Table 1. Off-Street Parking 5 AM Winter Occupancy Rates

Public Parking Lot	Non-Disability Public Spaces	5 AM Winter Occupancy
City Parking Garage	143	15% - 20%
Cooper Avenue Lot	38	35% - 40%
7th & Colorado Lot	59	20% - 25%
7th Street Lot	36	10% - 20%
Combined	276	20% - 25%

Parking occupancy at 5:00 AM is typically associated with residential demand. If residents are parking their vehicles overnight in these facilities, it is likely they are also storing their cars in the same parking facilities during the day. This consumes valuable parking that could otherwise be used by people trying to access businesses in downtown during the day. A more detailed parking duration and turnover study (as suggested earlier) would shed more light on how people are using these off-street parking facilities. If the same people are parking their vehicles overnight as well as during the day (essentially using these facilities as long-term storage), a first step prior to implementing paid parking would be to eliminate overnight parking in these off-street parking facilities. This strategy alone is likely to free up space for people to park in these facilities during the day and evening.

Dynamic Pricing

Dynamic pricing simply means that the cost of parking is more demand responsive and can be different for different times of the day, days of the week, times of the year and by location. Dynamic pricing is recommended to achieve efficient use of the parking supply, such as an 85% occupancy level. The City should use occupancy data from this study as well as additional data collected prior to implementing paid parking to set initial pricing. However, to achieve the optimal balance such that parking supply is not underutilized or overutilized, the City will need to monitor parking occupancy during the first year of implementation and make adjustments.

We recommend the following pricing strategies:

- Set the prices ahead of time so users know what to expect. When the City wants to change prices to better optimize occupancy rates, the changes should be communicated to the public in advance. We do not recommend that prices change in real-time.
- Set prices higher when and where demand is highest and minimal or free parking where demand is lower. As a management strategy, the City can use pricing to encourage greater use of less desirable spaces. As an example, off-street parking facilities further from the commercial core, such as the City Parking Garage and 7th Street Lot should be priced lower than the 7th & Colorado Lot, where demand is highest.



- Consider progressive pricing whereby the first hour is less expensive and successive hours get more expensive. This allows flexibility, providing an option for people to park longer, but also incentivizes higher turnover rate.
- Consider allowing free parking during the first 30 minutes (or maybe 60 minutes) once per day per vehicle. This would increase equity in the pricing structure, incentivize turnover, and increase business activity.

Time Restrictions

On-Street

Currently, most on-street spaces in the downtown core are time restricted, typically with a two-hour maximum during the day. Notable exceptions that were observed to have high parking occupancy include 7th Street, east of Blake Avenue and Blake Avenue south 8th Street, where parking is currently unrestricted. Additionally, there are a handful of single stalls restricted to 15 minutes as well as a few loading zones in the downtown core. Additional changes to the time restrictions should be informed by a more detailed parking turnover study which is recommended to be part of the Parking Management Implementation Plan. Time restrictions should be modified to best meet the demand and to achieve the City's larger parking objectives. If data from the turnover study shows demand is high for short-term parking, the City could consider converting additional spaces to 30-minute or 1-hour restrictions. Additionally, implementing paid parking provides more flexibility through the use of progressive pricing. For example, converting all the 2-hour time restricted spaces downtown to 4-hour, while using pricing to continue to incentivize short-term use could better achieve the same objectives as free time-restricted parking.

Off-Street

The existing time restrictions vary for each of the four off-street parking facilities. The 7th & Colorado parking lot is restricted to 4-hour parking. The 7th Street and Cooper Street parking lots are restricted to 24-hour parking and the City Parking Garage is restricted to 72-hour parking. Additionally, residents with permits can park in any of these facilities for up to 72 hours. Many of the spaces in these facilities are also used for all-day parking by downtown employees. In general, off-street parking facilities should provide longer-term parking than most commercial-fronting on-street spaces, which should generally be priced for higher turnover. However, the observed high use of these parking facilities suggests that the current time restrictions need additional adjustment so that some spaces are still available during the day. In particular, the 7th & Colorado and Cooper Street parking lots are in the heart of the downtown commercial area and are typically full during the day, even in the winter. Adjusting the time restrictions, eliminating exceptions to residents, and pricing these locations higher will provide more parking options to people trying to access downtown businesses and services. Additional turnover data collected as



part of the Parking Management Implementation Plan will reveal how long people are parking in these off-street facilities and better inform what additional adjustments to make.

Some preliminary recommendations on time restrictions to increase availability for public parking off-street, particularly for those trying to access downtown businesses and services, include:

- Implement no overnight parking (for example, No Parking 2 AM to 5 AM).
- Eliminate resident permit parking and employee parking exceptions at the 7th & Colorado parking lot, Cooper Street parking lot, and lower level of the City Parking Garage.
- Convert the Cooper Street parking lot from 24-hour to 4-hour maximum during the day
- Allow businesses to purchase monthly employee parking spaces in the 7th Street Lot and upper level of the City Parking Garage.

Table 2. Existing and Recommended Time Restrictions at Off-Street Parking Lots

Public Parking Lot	Existing Time Restrictions	Recommended Time Restrictions	Existing Exceptions	Recommended Exceptions
City Parking Garage	72 hour	All day (no overnight)	N/A	Could allow free resident with permits and employee reserved on upper level
Cooper Avenue Lot	24 hour	4 hour (no overnight)	Resident permits	None
7th & Colorado Lot	4 hour	4 hour (no overnight)	Resident permits and certain employees	None
7th Street Lot	24 hour	All day (no overnight)	Resident permits	Consider resident permits

Equity in Pricing

We also recommend that the issue of equity be considered as part of the Parking Management Implementation Plan and incorporated into the objectives that emerge from that plan. Without a well-crafted plan, simply charging for parking can have the negative effect of only serving people who can afford to pay for parking. Providing alternative options for those who need to access downtown but have fewer resources to pay for parking will be important. It will be critical to work with downtown employers to better understand their employees commuting needs when crafting the Implementation Plan.



There are several strategies for the City to consider such that implementing paid parking leads to a more equitable transportation system in downtown:

- Provide free short-term parking. For example, allow the first 30 or 60 minutes free once every 24 hours – similar to Aspen’s progressive pricing scheme.
- Use part of the revenue to invest in non-automobile modes, particularly transit. Revenue generated from paid parking can be reinvested to make transit service more convenient. Transit tends to be disproportionately used by lower-income portions of the population, so investments in transit will provide direct benefits. Some examples include: provide more frequent transit service, convert local transit service to fare-free, provide free bus passes to downtown employees, offer free or discounted on-demand shuttle services.
- Invest in extending the VelociRFTA BRT to downtown Glenwood Springs and the West Glenwood Park & Ride and use the West Glenwood Park & Ride as an intercept lot. This would give employees a fast, frequent, and reliable non-driving option to get downtown. Parking revenue could also be used to make the service within Glenwood Springs free, which would allow the downtown employees (many of which come from the west) to park at the West Glenwood Park & Ride and take the bus for free into downtown.
- Dedicate free or reduced-fare parking to downtown employees in lower demand locations through a permit program.
- Offer free parking spaces to commuters who carpool.

Technology

The technology related to paid parking has advance significantly in the last decade and continues to evolve. Technology has made it more convenient and efficient for people to find and pay for parking, it has improved the efficiency of enforcement, and allows for better data management and flexible pricing, such as dynamic and progressive parking pricing.

There are many different types of technology for the City to consider when converting to paid parking. Based on the context of downtown Glenwood Springs and our experience in other communities, we recommend the City consider the following technologies when soliciting a parking vendor:

- **Invest in a centralized parking management system** - This is a software system that can be used to manage permitting, provide dynamic pricing, collect and analyze occupancy data, and provide wayfinding to customers for both on-street and off-street parking.
- **Use kiosks instead of individual meters** – Kiosks are generally more affordable to install and maintain than individual meters as only one or two are needed per block face instead



on one per parking space. They also take up less sidewalk space and have a better user interface. Kiosks can be used for both on-street and off-street parking.

- **Allow payment through mobile apps** – Most vendors today provide mobile apps that allow customers to pay for parking with their smartphone. This will improve convenience, especially for repeat users whose information will all be saved on the app. Some communities, including Aspen, have or are considering switching entirely to mobile payments.
- **Try to use the same mobile apps as nearby communities** – Using an app that many people in the region are already familiar with will make it more convenient for residents and visitors to find and pay for parking.
- **Use license plate recognition (LPR) technology for enforcement** – LPR technology will allow parking enforcement officers to more efficiently identify offenders and issue tickets. This technology will be necessary as part converting to payment through mobile devices. The improvement in efficiency from LPR technology will help augment its cost.

Staffing

As part of converting to paid parking downtown, we anticipate that Glenwood Springs will need 1.5 to 2 additional full-time positions to manage and enforce paid parking at least to start. Additional staff may be needed in the future if the program and geography expands. Both positions would be funded from revenue generated by the parking program. New positions include:

- A parking manager – To manage the parking program including contracting with the parking vendor, overseeing the permit program, analyzing parking data, planning, and managing other aspects of the parking program.
- Additional parking enforcement officer – Glenwood Springs currently employs one full time parking enforcement officer downtown. Use of LPR technology will increase the efficiency of parking enforcement, but expanding enforcement to evenings and Saturdays will require at least one additional part-time or full-time enforcement officer.

Costs

Detailed costs and revenue projections will be developed as part of the Parking Management Implementation Plan. The City should anticipate costs for developing that plan as well as startup costs during the first year of implementation to line up a vendor and make initial improvements. These initial costs will depend on the scope of the Plan and scale of changes the City is interested in pursuing. Once paid parking is in place, all the costs of managing the parking program, including enforcement, administration, and maintenance of parking facilities will be covered by revenue generated from paid parking, parking tickets, and parking permits.



Maintenance Cost

Maintenance of the City's off-street parking facilities as well as the curbspace should be considered as part of the cost of the overall parking program. One of the most significant annual maintenance costs will be for the City Parking Garage. The 143-space, two-level parking garage at 9th Street and Cooper Avenue represented both a significant investment by the City when constructed in 2013 and is a valuable long-term asset to downtown parking. Research shows that the typical cost for maintaining a parking structure ranges from about \$325 per space/year to \$425 per space/year (adjusted for 2021 dollars), and the cost will increase each year the structure ages.¹ These typical costs would equate to about \$45,000 to \$60,000 per year (in 2021 dollars) on average to maintain the City Parking Garage (Note: these are typical costs and a more detailed analysis is needed to understand maintenance costs specific to this garage). Implementing paid parking would provide a revenue source for the City to cover the cost of maintenance while improving access to downtown.

Resident Parking and Managing Spillover

As part of implementing paid parking downtown the City should also reevaluate its resident permit program and regulations on residential streets adjacent to the commercial core of downtown to align with the program's objectives. The two primary issues for the City to consider when implementing paid parking are:

- The structure of the residential permit program (which currently exempts residents with a permit from time restrictions downtown on most streets)
- Management of spillover parking on residential streets from people trying to avoid paying for parking downtown

Recommendations for addressing both these topics are addressed below.

Modifying the Resident Permit Program

We recommend the City consider the following changes to the resident permit program as part of converting to paid parking:

- Exemption that allows residents with a permit to park in 2-hour time restricted parking spaces for up to 72 hours north of 9th Street should be removed with the exception of Blake Avenue south of 8th Avenue. Winter parking data collected at 5:00 AM illustrates resident parking demand north of 9th Avenue is primarily concentrated on Blake Avenue.

¹Chrest, Anthony P., et. al. *Parking Structures, Third Edition, Planning, Design, Construction, Maintenance & Repair*. Springer, 2001.

Gupta, Pawan R. and Shiu, K. Nam. *Effective Repair and Maintenance Strategies for Parking Structure*. Concrete Repair Bulletin, July/August 2014.



- Overnight parking should not be allowed in the off-street parking facilities. As mentioned earlier, all off-street parking facilities were observed to be utilized to some extent overnight. Many of these vehicles are likely residents using these facilities for long-term parking. By not permitting overnight parking more spaces will be available during the day for people who want to park and access businesses downtown.
- Residents should not be allowed to park for free with parking permits in the off-street parking facilities. If there is demand the City could issue monthly parking permits for a reasonable cost to park in the upper level of the City Parking Garage.

Managing Spillover Parking

As mentioned earlier in this document, implementing paid parking in the downtown core could result in more people parking in the residential areas south of 9th Street to avoid paying, which may make it more difficult for residents to find parking near their home. Residential parking intrusion is a common side-effect in communities with paid parking. A few strategies are recommended to mitigate this occurrence:

- Convert all the on-street spaces between 9th Street and 10th Street to 2-hour free parking, but allow exceptions for residents with permits.
- Alternatively, if this strategy does not work, the City could convert this one-block buffer around the paid parking area to resident parking-only using a permit program.
- Lastly, it will be important to monitor spillover impacts during the first year of paid parking and adjust regulations and the geography accordingly to mitigate issues.

Summary

Findings from the parking and curb space analysis conducted as part of the MOVE Grand Avenue project demonstrate that there is sufficient demand for parking downtown to justify implementing paid parking so long as there is sufficient community support. Paid parking is a tool the City could use to better manage parking downtown when and where demand is high.

Some of the benefits of implementing paid parking include:

- Increasing the availability of convenient parking;
- Reducing congestion caused by circling for parking;
- Increasing parking turnover to generate additional business activity;
- Generating a reliable revenue source to fund the parking program (including maintenance, administration, and enforcement); and



- Generating funds that can be used to improve multimodal transportation access to downtown in alignment with the community's goals (such as improved transit, free transit, bike share, other TDM strategies, an additional parking garage, etc.).

To advance paid parking downtown, we recommend the City develop a Comprehensive Parking Management Implementation Plan, which would define the objectives and provide a detailed implementation strategy. The Plan would cover three main topics: policy, finance, and operations. We also provide several preliminary recommendations for how the paid parking program could be implemented based on data collected as part of the MOVE Grand Avenue study.



City Council
STAFF REPORT
City of Glenwood Springs
July 15, 2021

Agenda Item: Resolution 2021-17: A New Fee Schedule for the Issuance, Transfer, Renewal, and Other Related Services of Medical and Retail Marijuana Licenses.

Action Requested: Increase Marijuana Application, Renewal, and Miscellaneous Fees for medicinal and retail licenses.

Department: City Clerk

Presented By: Ryan Muse, City Clerk

Background Info: Municipal marijuana fees have not been increased since the adoption of Resolution 2013-35 and Resolution 2011-23 which established the original fees for the issuance, transfer, renewal, and other related services of retail and medical marijuana sales in 2013 and 2011 respectively.

The City of Glenwood Springs currently has 12 active licenses and 1 license that is conditional upon future requirements. Of those 13 licenses that will have to be renewed annually, 2 are medical and 11 are retail. The current annual renewal fee for the medical license is \$850 and the renewal fee for the retail license is \$1,000. Based solely on annual renewal fees, the City is set to collect around \$12,700 annually.

We are proposing to raise the application fees and renewal fees for both medical and retail marijuana facilities to \$3,000. This will increase the city's revenue from \$12,700 to \$39,000 annually, a proposed annual revenue increase of \$26,300.

In comparison, the following retail and medical renewal fees are charged in other jurisdictions:

- Pueblo \$15,000
- Longmont \$15,000
- Fort Collins \$8000
- Thornton \$6750

In comparison to municipalities close to Glenwood's population, the following retail and medical renewal fees are charged in other jurisdictions:

- Federal Heights \$8500
- Durango \$8000
- Cortez \$5250
- Rifle \$5000
- Silt \$3000
- Parachute \$2000

Of the 13 licenses, one is owned by an individual in Parachute, two are owned by an individual in Carbondale, three are owned by an individual in Denver, three are owned by individuals in Florida, and four belong to publicly traded corporations.

The minimum amount of stores that any company has in Colorado is 1 with a conditional license in Glenwood for a second. The most stores any of these companies has in Colorado is 21. Liquor licenses are typically issued to locally owned "mom & pop" businesses where a fee increase would impact Glenwood's citizens. Marijuana licenses are owned by individuals and corporations who do not live or are not based in Glenwood and only with a fee increase would that monetary change come into Glenwood's economy.

- Issues:** This fee increase is justified due to extensive amount of time that staff spends regulating marijuana stores. The City incurs expenses in several departments to manage these licenses and the cost should be allocated to the marijuana stores that are licensed and operating.
- Staff Recommendation:** Staff recommends approving Resolution 2021-17 to increase Marijuana Application, Renewal, and Miscellaneous Fees.

RESOLUTION 2021-17

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF
GLENWOOD SPRINGS, COLORADO, AUTHORIZING AND
SUPPORTING THE NEW FEE SCHEDULE FOR THE ISSUANCE,
TRANSFER, RENEWAL, AND OTHER RELATED SERVICES OF
MEDICAL AND RETAIL MARIJUANA LICENSES.**

WHEREAS, the above is a modification of Resolution 2011-23 and Resolution 2013-35 of the City of Glenwood; and

WHEREAS, §44-10-803(3) of the Colorado Revised Statute authorizes a local jurisdiction to adopt and impose operating fees in an amount determined by the local jurisdiction on marijuana businesses and establishments located within the local jurisdiction; and

WHEREAS, City Council has determined that it is both necessary and appropriate that a fee schedule be established at a rate that will offset the costs incurred by the City of Glenwood for police, fire, and staff time, as well as city resources, now and moving forward; and

WHEREAS, costs incurred by the city are associated with the increase in police department attention for marijuana related incidents, police and staff inspections of current and proposed marijuana locations, and administrative expenses for the issuance, transfer, renewal and other related services of marijuana business licenses; and

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

Section 1 The City Council of the City of Glenwood Springs hereby adopts the fees for marijuana business and establishment licenses as set forth on **Exhibit A** attached hereto and incorporated herein, effective July 15, 2021.

INTRODUCED, READ, AND PASSED THIS 15th DAY OF JULY 2021

CITY OF GLENWOOD SPRINGS, COLORADO

Jonathan Godes, Mayor

ATTEST:

Ryan Muse, City Clerk

Exhibit A**CITY OF GLENWOOD SPRINGS
RETAIL AND MEDICAL MARIJUANA
LICENSE FEES****RETAIL MARIJUANA****APPLICATION/OPERATING FEES**

Retail Marijuana Establishment	\$3000
Marijuana Product Manufacturing Facility	\$3000
Marijuana Cultivation Facility	\$3000
Marijuana Testing Facility	\$3000

LICENSE RENEWAL FEES

Retail Marijuana Establishment	\$3000
Marijuana Product Manufacturing Facility	\$3000
Marijuana Cultivation Facility	\$3000
Marijuana Testing Facility	\$3000

MEDICAL MARIJUANA**APPLICATION/OPERATING FEES**

Medical Marijuana Center	\$3000
Medical Marijuana Infused Product Manufacturer	\$3000
Optional Premises Cultivation Operation	\$3000

LICENSE RENEWAL FEES

Medical Marijuana Center	\$3000
Medical Marijuana Infused Product Manufacturer	\$3000
Optional Premises Cultivation Operation	\$3000

MARIJUANA FEES

CHANGE OF LOCATION	\$3000
CHANGE OF BENEFICIAL OWNER	\$1000
MODIFICATION OF PREMISES	\$300
MANAGERS REGISTRATION	\$100
DUPLICATE LICENSE	\$100
CHANGE OF TRADE NAME	\$100

Resolution 2021-17



The purpose of this presentation and Resolution 2021-17 is to establish a new fee schedule for retail and medical marijuana applications and licenses. These fees have been set to offset the costs incurred by the City of Glenwood for Police, Fire, and Staff time as well as City resources, this year and moving forward. Costs associated with the increase in Police Department attention for marijuana related incidents. Costs associated with Police and Staff inspections of current and proposed marijuana locations. Costs associated with administrative expenses for the issuance, transfer, renewal and other related services of marijuana businesses and establishment licenses.

The Current Medical Fee Resolution



RESOLUTION 2011-23

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF GLENWOOD SPRINGS, COLORADO, ESTABLISHING FEES FOR THE ISSUANCE, TRANSFER, RENEWAL, AND OTHER RELATED SERVICES OF MEDICAL MARIJUANA LICENSES, AND SETTING A DATE FOR EXISTING MEDICAL MARIJUANA BUSINESSES TO SUBMIT A LICENSE APPLICATION IN ACCORDANCE WITH ARTICLE 050.080 OF THE GLENWOOD SPRINGS MUNICIPAL CODE.

WHEREAS, the Colorado legislature has adopted legislation that enacted a new Article 43.3 to Title 12 of the Colorado Revised Statutes, known as the Colorado Medical Marijuana Code, and

WHEREAS, §12-43.3-503 of the Colorado Medical Marijuana Code authorizes the establishment of fees by the local jurisdiction for the issuance, transfer or renewal of medical marijuana business licenses; and

WHEREAS, in Article 050.080 of the Glenwood Springs Municipal Code, the City Council recently adopted regulations concerning medical marijuana businesses located in the City of Glenwood Springs; and

WHEREAS, City Council has determined that it is both necessary and appropriate that license fees be established at a rate that will cover administrative expenses for the issuance, transfer, renewal and other related services of medical marijuana business licenses; and

WHEREAS, City Council by this Resolution will set the fees for medical marijuana business licenses, and will set a date by which any existing business shall be required to file an application for such license.

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

Section 1. The City Council of the City of Glenwood Springs hereby adopts the fees for medical marijuana business licenses as set forth on **Exhibit A** attached hereto and incorporated herein, effective October 1, 2011.

The Current Medical Fee Resolution



Section 2. Any medical marijuana business that exists on the effective date of Ordinance 15, Series 2011 shall submit, to the Office of the City Clerk on or before 5:00 p.m. October 28, 2011, all medical marijuana business licensing applications required in Article 050.080 of the Glenwood Springs Municipal Code or, if all required applications are not submitted, the medical marijuana business shall cease to operate.

INTRODUCED, READ AND PASSED THIS _____ DAY OF _____,
2011.

CITY OF GLENWOOD SPRINGS, COLORADO

ATTEST:

Matthew A. Steckler, Mayor

Robin S. Unsworth, City Clerk

The Original/Current Medical Fee Structure



EXHIBIT A

LICENSE FEES

APPLICATION FEES (non-refundable):

Medical Marijuana Center	\$1,000.00
Medical Marijuana-Infused Products Manufacturer	\$1,000.00
Optional Premises Cultivation Operation	\$1,000.00

NEW LICENSE FEES:

Medical Marijuana Center	\$1,000.00
Medical Marijuana-Infused Products Manufacturer	\$1,000.00
Optional Premises Cultivation Operation	\$1,000.00

LICENSE RENEWAL FEES:

Medical Marijuana Center	\$850.00
Medical Marijuana-Infused Products Manufacturer	\$850.00
Optional Premises Cultivation Operation	\$850.00

MANAGER'S REGISTRATION: \$100.00

FINGERPRINTS (Glenwood Springs PD) \$ 20.00/per person

BACKGROUND INVESTIGATION \$100.00/per person

CHANGE OF OWNERSHIP (same as new license/application fees above)

CHANGE OF LOCATION (same as new license/application fees above except fingerprint and background investigation fees waived if no changes from last application and no violations)

MODIFICATION OF PREMISES \$175.00

CHANGE OF CORPORATE STRUCTURE: \$150.00

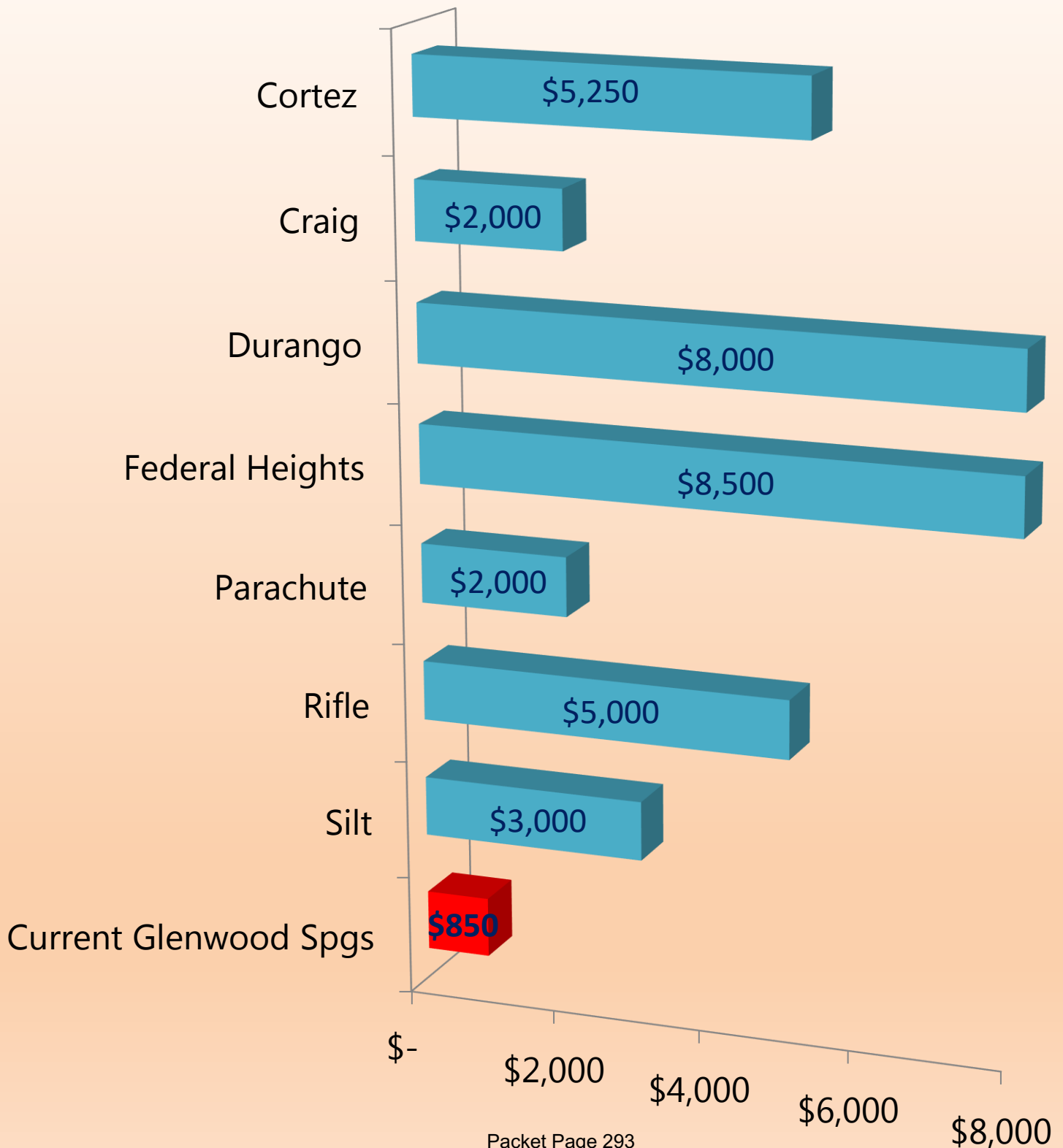
DUPLICATE LICENSE \$ 25.00

CHANGE OF TRADE NAME: \$ 25.00

Comparable Cities



Medical Renewal Fees



The Current Retail Resolution



RESOLUTION 2013-35

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF GLENWOOD SPRINGS, COLORADO, ESTABLISHING FEES FOR THE ISSUANCE, TRANSFER, RENEWAL, AND OTHER RELATED SERVICES OF RETAIL MARIJUANA LICENSES.

WHEREAS, the Colorado legislature has adopted legislation that enacted a new Article 43.4 to Title 12 of the Colorado Revised Statutes, known as the Colorado Retail Marijuana Code, and

WHEREAS, §12-43.4-501 of the Colorado Retail Marijuana Code authorizes the establishment of fees by the local jurisdiction for the issuance, transfer or renewal of retail business licenses; and

WHEREAS, in Article 050.090 of the Glenwood Springs Municipal Code, the City Council recently adopted regulations concerning retail marijuana businesses located in the City of Glenwood Springs; and

WHEREAS, City Council has determined that it is both necessary and appropriate that license fees be established at a rate that will cover administrative expenses for the issuance, transfer, renewal and other related services of retail marijuana business licenses; and

WHEREAS, City Council by this Resolution will set the fees for retail marijuana business licenses, and will set a date by which any existing business shall be required to file an application for such license.

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

Section 1. The City Council of the City of Glenwood Springs hereby adopts the fees for retail marijuana establishment licenses as set forth on **Exhibit A** attached hereto and incorporated herein, effective _____.

INTRODUCED, READ AND PASSED THIS _____ DAY OF _____,
2013.

CITY OF GLENWOOD SPRINGS, COLORADO

ATTEST:

Leo R. McKinney , Mayor

The Original/Current Retail Fee Structure



EXHIBIT A

LICENSE FEES

APPLICATION FEES (non-refundable):

Retail Marijuana Establishment	\$2,000.00
Marijuana Product Manufacturing Facility	\$2,000.00
Marijuana Cultivation Facility	\$2,000.00
Marijuana Testing Facility	\$2,000.00

NEW LICENSE FEES:

Retail Marijuana Establishment	\$1,000.00
Marijuana Product Manufacturing Facility	\$1,000.00
Marijuana Cultivation Facility	\$1,000.00
Marijuana Testing Facility	\$1,000.00

LICENSE RENEWAL FEES:

Retail Marijuana Establishment	\$1,000.00
Marijuana Product Manufacturing Facility	\$1,000.00
Marijuana Cultivation Facility	\$1,000.00
Marijuana Testing Facility	\$1,000.00

MANAGER'S REGISTRATION: \$ 100.00

FINGERPRINTS (Glenwood Springs PD) \$ 20.00/per person

BACKGROUND INVESTIGATION \$ 100.00/per person

CHANGE OF OWNERSHIP (same as new license/application fees above)

CHANGE OF LOCATION (same as new license/application fees above except fingerprint and background investigation fees waived if no changes from last application and no violations)

MODIFICATION OF PREMISES \$ 175.00

CHANGE OF CORPORATE STRUCTURE: \$ 150.00

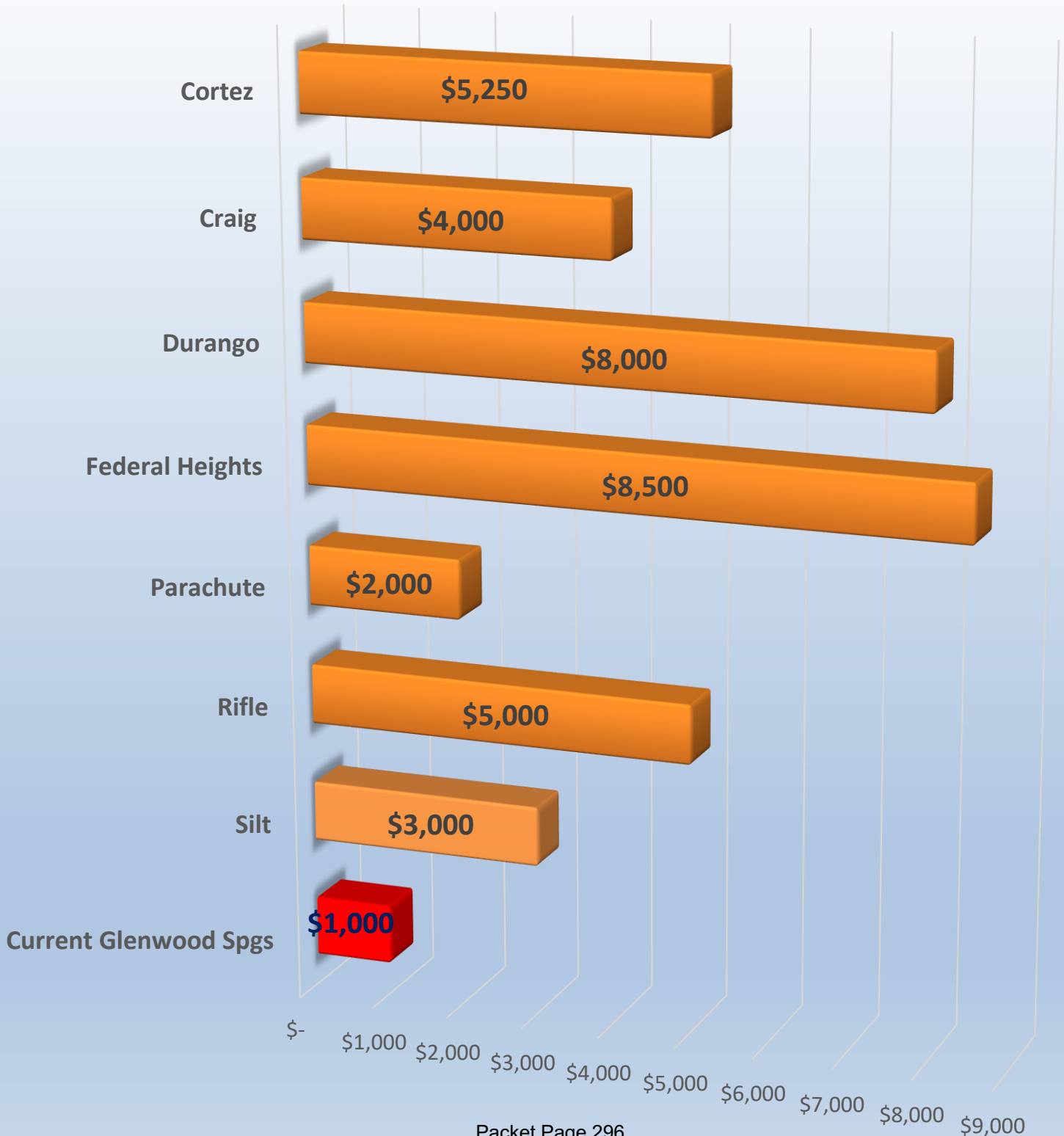
DUPLICATE LICENSE \$ 25.00

CHANGE OF TRADE NAME: \$ 25.00

Comparable Cities



Retail Renewal Fees



Departments



Before I get into the actual times spent by our City Staff on the marijuana industry, I want to say that I included our Staff's time on the actual marijuana obligations, but I also included the time it took away from their ability to be working on their other duties. This is not to say that the marijuana industry is not part of their obligation. What this is referring to, is that if they are working on a project that effects only a small amount of the population and the City is not being reimbursed for, then their time working on projects that the City is being financed for is also lost and thus the City is losing that money.

Since marijuana became legal, the Glenwood Police is only involved in the marijuana industry if it involves a juvenile or if marijuana was found during a traffic stop. So, the way I determined what resources the police spent on marijuana calls became easy. I was given data from the Glenwood Springs Police Department for calls where citations or arrests were issued. Then I was given data for calls to all eight of the marijuana dispensary/grow locations, the times of each call, and the amount of police that showed up to each call. I used 2019 as this was a year where we had stable dispensary/grow locations locations. I did use the calls at one location in 2020 as it represented the volatility that can occur at any given time.

The total number of hours the Glenwood Springs Police Department spent on actual calls regarding marijuana that was most likely from the dispensary's and grow shops was 78 so a total of 156 taking the time they could have been serving a different part of the city. The average hourly wage, considering benefits, for a Glenwood Springs Police Officer, is \$40.39.

Departments



Whenever there is anything to do with a Marijuana Application of any kind, I am required to ask the different departments if the company is up to date with their department.

Our Finance Department, who checks if they are up to date with their taxes, estimated that they spent 40 hrs. a year on marijuana licenses. A total of 80 hrs. a year given the time they spend when they could be doing other duties. The average hourly wage, considering benefits, for our Accounts Payable staff is \$31.28.

Our Hearing Officer, who scrutinizes over every renewal and presides over a hearing for every other license that comes into our office, works a total of 24 hrs. a year at \$250 an hr. This comes out to roughly \$6000 a year. Because she is a contract laborer, she is paid for this time only.

The City Clerk, and my Deputy Clerk, are charged with processing every type of marijuana license, preparing for every hearing and attending every hearing. This takes roughly 160 hrs. a year or 4 weeks. A total of 320 hrs. a year given the time we could be dedicating to something the city is being financed for. Because I deal with most marijuana licenses, The average hourly wage, considering benefits, comes out to \$40.

Our Legal Department, who handles everything from a matter taken to court to something that need their review, spent 20 hrs. at \$200 an hr., coming out to \$4000.

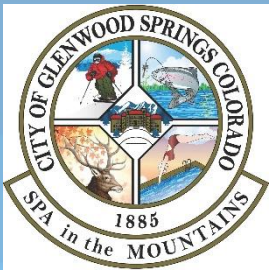
Departments



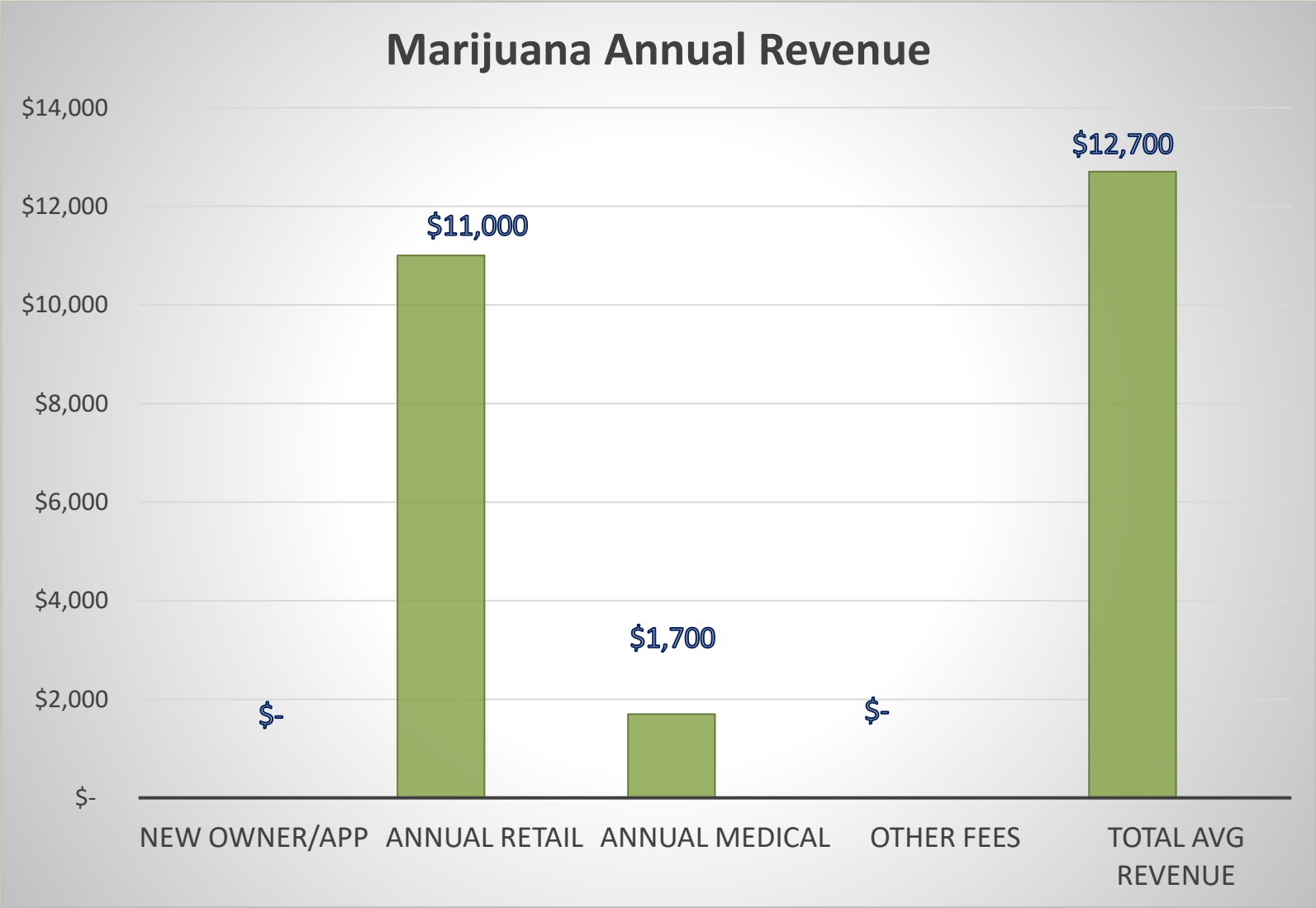
Most of the time our Economic and Community Development department spends on marijuana stores and grow locations are paid for via permit but what isn't paid for is the additional City Council presentations, and the additional phone calls addressing the ongoing odor complaints related to grow facilities. This is totaled to be 16 hrs. a year and using time spent doing something else we can use it at 32 hrs. a year. The average hourly wage, considering benefits, for our Economic and Community Development Staff is \$48.50.

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Known Marijuana Revenue



0 Change of Ownership/New Application	11 Retail Licenses Annual Renewal	2 Medical Licenses Annual Renewal	Other Fees	Total Revenue
\$0	\$11000	\$1700	\$0	\$12700

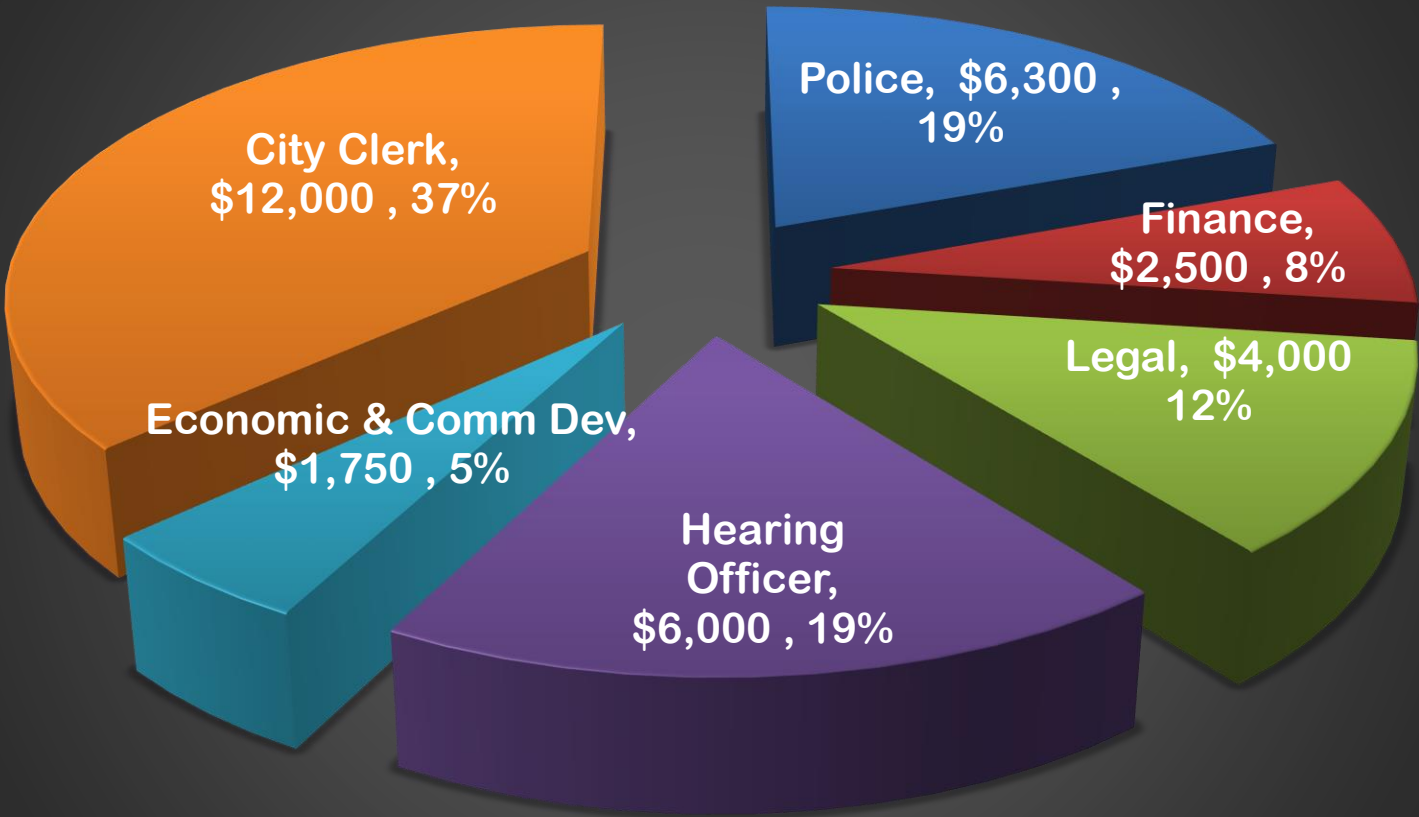




Marijuana Annual Cost to the City

Police	Finance	Legal	Hearing Officer	Economic & Community Development	City Clerk	Total
156hr	80hr	20hr	24hr	36hr	300hr	616hr
\$6300	\$2500	\$4000	\$6000	\$1800	\$12000	\$32600

Marijuana Annual Costs \$32,600

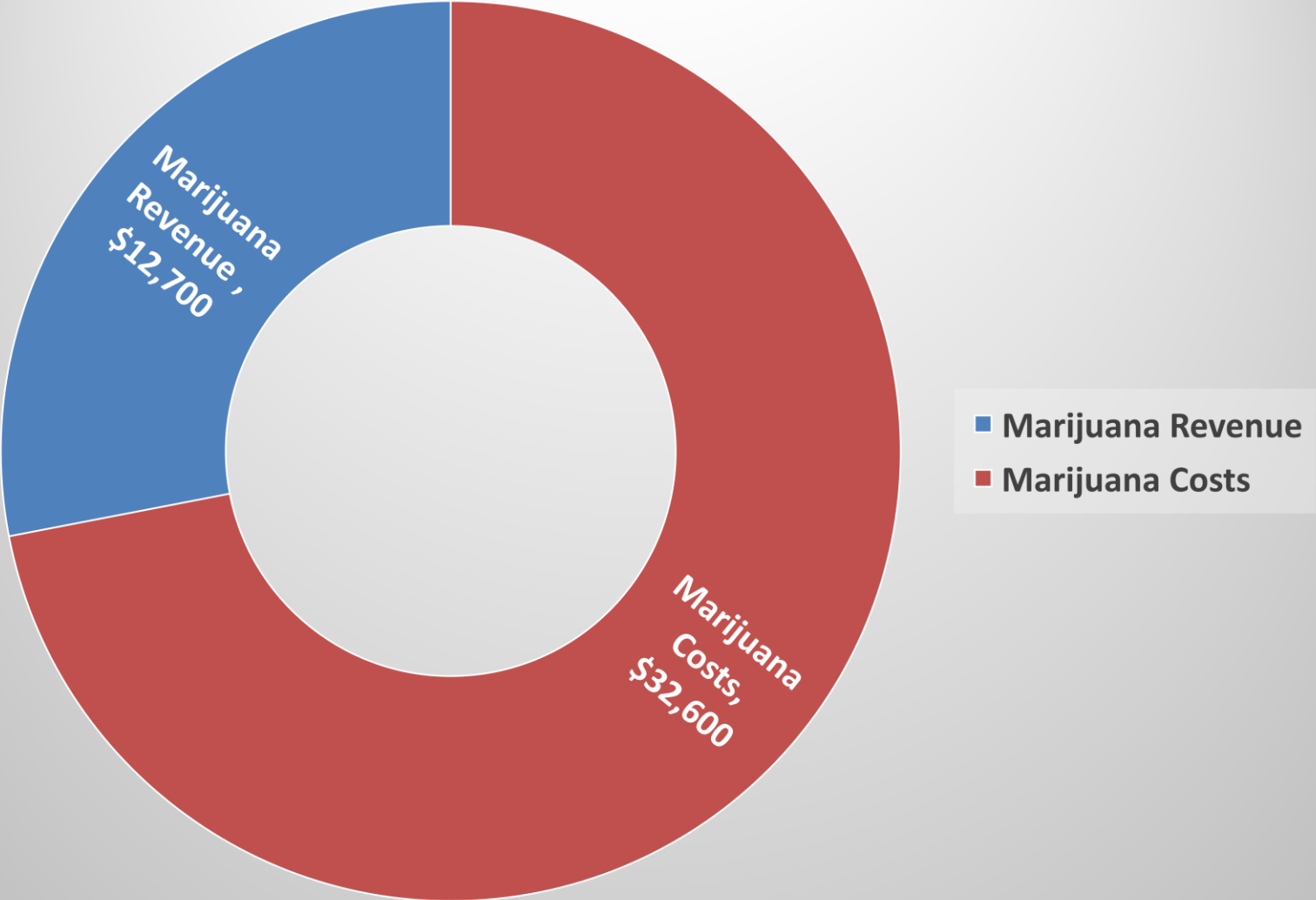


Marijuana Revenue/ Marijuana Costs



Marijuana Annual Revenue	Marijuana Average Cost
\$12,700	\$32,600

Marijuana Annual Revenue/Costs



Marijuana Application & Renewal Proposed Fee Revenue Impact



Medical

Fee Title	Current Fee	Proposed Fee	Proposed Annual Revenue
Application Fee/Operating Fee	\$2000	\$3000	\$0
Annual Renewal Fee	\$1700	\$3000	\$6000
Change of Ownership	\$2000	\$3000	\$0
Change of Location	\$2000	\$3000	\$0
Change of Corporate Structure	\$150	\$1000	\$0
All Other Fee Changes	-	-	-
Proposed Medical Annual Revenue			\$6000

Retail

Fee Title	Current Fee	Proposed Fee	Proposed Annual Revenue
Application Fee/Operating Fee	\$3000	\$3000	\$0
Annual Renewal Fee	\$1000	\$3000	\$30000
Change of Ownership	\$3000	\$3000	\$0
Change of Corporate Structure	\$150	\$1000	\$0
Change of Location	\$3000	\$3000	\$0
All Other Fee Changes	-	-	\$0
Proposed Retail Annual Revenue			\$30,000

Medical & Retail

Current Annual Revenue	Proposed Annual Revenue	City Cost	Cost Recovery
\$12,700	\$39,000	\$32,600	119%
	Packet Page 303		

Proposed Marijuana Fee Changes

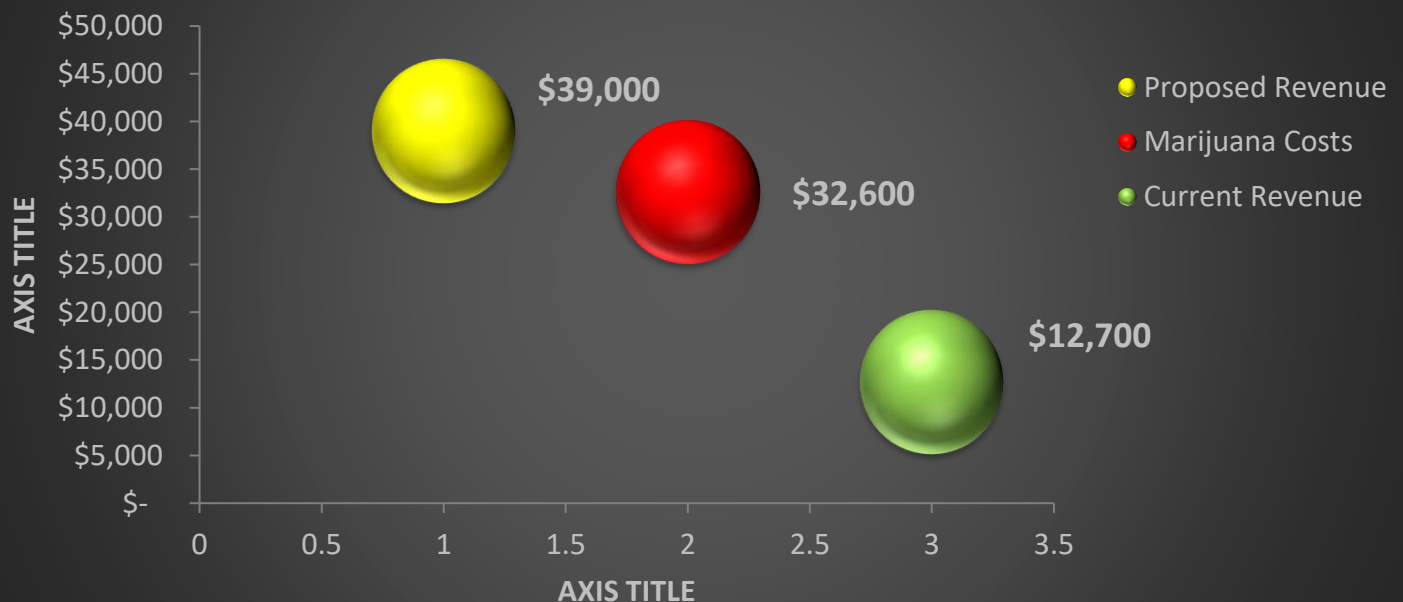


Medical & Retail

Fee Title	Proposed Fee
Application/Operating	\$3000
Annual Renewal	\$3000
Change of Ownership	\$3000
Change of Beneficial Owner	\$1000
Change of Location	\$3000
Modification of Premises	\$300
Managers Registration	\$100
Duplicate License	\$100
Change of Trade Name	\$100

Proposed Fee Changes	City Cost	Estimated Total Revenue	Cost Recovery
See Above	\$32,600	\$39,000	119%

MMJ Application Fees



Marijuana Application & Renewal Proposed Fee Revenue Impact



Medical

Fee Title	Current Fee	Proposed Fee	Impact on Revenue
Application Fee/Operating Fee	\$2000	\$3000	\$0
Annual Renewal Fee	\$850	\$3000	\$4300
Change of Ownership	\$2000	\$3000	\$0
Change of Corporate Structure	\$150	\$1000	\$0
Change in Location	\$2000	\$3000	\$0
All Other Fee Changes	-	-	-
Proposed Medical Annual Revenue Impact			\$4300

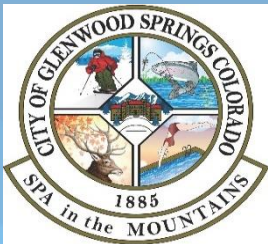
Retail

Fee Title	Current Fee	Proposed Fee	Impact on Revenue
Application Fee/Operating Fee	\$3000	\$3000	\$0
Annual Renewal Fee	\$1000	\$3000	\$22000
Change of Ownership	\$3000	\$3000	\$0
Change of Beneficial Owner	\$150	\$1000	\$0
Change in Location	\$3000	\$3000	\$0
All Other Fee Changes	-	-	\$0
Proposed Retail Annual Revenue Impact			\$26300

Medical & Retail

Total Annual Revenue Impact			\$26300
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Glenwood's Current Fees



Just a reminder of what we’re charging-

RETAIL

LICENSE RENEWAL FEES:	
Retail Marijuana Establishment	\$1,000.00
Marijuana Product Manufacturing Facility	\$1,000.00
Marijuana Cultivation Facility	\$1,000.00
Marijuana Testing Facility	\$1,000.00

MEDICAL

LICENSE RENEWAL FEES:	
Medical Marijuana Center	\$850.00
Medical Marijuana-Infused Products Manufacturer	\$850.00
Optional Premises Cultivation Operation	\$850.00

And what we are proposing-

\$3000

The current medical marijuana application fee is \$2,000 and the corresponding renewal fee is \$850. The current retail application fee is \$3,000 and the subsequent renewal fee is \$1,000. Both the medical and retail fee schedules were included as a resolution when medical and retail marijuana stores became City Ordinances in 2011 and 2013, respectively. Currently, we have 2 medical licenses and 11 retail licenses.

I spoke to multiple City Clerks, City Attorney's, and Marijuana Departments, and with the exception of one, they said the best way to determine your cities license fees is to discover the amount of work your city puts into the local marijuana businesses and establishments and use that as a baseline to offset your costs by creating a positive cost recovery rate to adjust for future fiscal periods. The one city I spoke with who did not do this to set their fees, chose to set them at a level they felt was comparable to other cities.

I used marijuana fees to compensate for our city's costs associated with our marijuana businesses and establishments as the sole reason behind the proposed increase in license fees. The cost incurred upon our City is \$32,600 annually (Department breakdowns can be found in the Council packet). Some of the work our City does for Marijuana businesses and establishments is not marijuana license specific. For example, much of the extensive work our Economic and Community Development Department does for marijuana businesses and establishments falls under their permit. Due to the meticulous overview spent on the process, our license fees will still remain around the lowest in the state, but they will be comparable to the amount of work and resources it takes our Police, Fire, and Staff to maintain the marijuana businesses and establishments.

I am proposing that for the first time since the creation of Resolution 2011-23 and 2013-35, which created the medical marijuana and retail marijuana fee schedules during their legal inception into our sales market, we raise our license fees. I ask the Mayor, Mayor Pro-Tem, and our respected Council Members to raise our medical marijuana application fee and leave our retail marijuana application fee at \$3000, increase our renewal fees to \$3000, and raise our other fees to a reasonable amount that is proposed in Resolution 2021-17 (which includes with it Exhibit A, the newly created fee schedule).

The cost associated with the City maintaining the locations and the administrative time spent on renewals far outweighs the \$12,700 in annual revenue that we currently receive from renewal fees. The proposed increase to \$3,000 would expand our annual revenue to \$39,000 giving the City an additional \$26,300 in annual revenue. With a cost of \$32,600 accrued by the City, our cost recovery comes out to 119%, this gives the City time to adjust to upcoming costs that come upon the City but do not adjust on a set fee schedule. Wages, contracts, and conditions change but a resolution with a fee schedule does not.

When comparing these same fees to neighboring communities with similar population sizes, they have either introduced their local marijuana businesses and establishments at a later date with higher fees or they have raised their fees since their marijuana businesses and establishments inception. A few examples. In 2018, Rifle raised their application and renewal fees across the board to \$5000. Silt, who's latest fee schedule was included in a 2020 Resolution, has their new application fee at \$5,000 and their renewals are \$3,000. Similarly, Parachute, who adopted its fee schedule in 2017, also has their new applications at \$5,000 and their renewals are \$2,000. Cortez has their renewal set at \$5,250, Craig is at \$4,000, and Durango is at \$8,000. Currently, we are one of the lowest in the state.

To be clear, this is not a fee on the consumer. This is a fee set on the license which must be paid by the business owner. Of the 13 licenses, one is owned by an individual in Parachute, two are owned by an individual in Carbondale, three are owned by an individual in Denver, three are owned by individuals in Florida, and four belong to publicly traded corporations.

The minimum amount of stores that any company has in Colorado is 1 with a conditional license in Glenwood for a second. The most stores any of these companies has in Colorado is 21. Liquor licenses are typically issued to locally owned "mom & pop" businesses where a fee increase would impact Glenwood's citizens. Marijuana licenses are owned by individuals and corporations who do not live or are not based in Glenwood and only with a fee increase would that monetary change come into Glenwood's economy.



City Council
STAFF REPORT
City of Glenwood Springs
July 15, 2021

Agenda Item:	Outdoor Dining Regulations
Action Requested:	Consideration of extending temporary waiver of lease fees, application fees, and public right of way dining units for all new and existing outdoor dining applications.
Department:	Economic and Community Development
Presented By:	Matt Nunez, Economic Development Specialist
Background Info:	In 2014 Council approved an outdoor seating leasing policy that established regulations for restaurants to use public sidewalks and plazas in the downtown area. • To date, there are eighteen active outdoor dining leases, three of which have utilized parklets in the right of way over the past year. Fifteen leases are set to expire on September 30, 2021. • The City charges a fee of \$1.75 per square foot and an application fee of \$75 for using public sidewalks or public plaza areas. • Each lease is renewed annually on the anniversary date the application was approved. In 2016 and 2018, City Council waived both the lease and application fees due to disruptions related to the Grand Avenue Bridge construction. In May 2020, Council extended these waivers through December 31, 2020 due to the COVID-19 public health and economic crisis. Council also approved the construction of "parklets" in the public right of way and the expansion of existing dining and liquor premises. Because the waiver has expired, moving forward the city will be charging the lease and application fees with the renewals. This would include extended areas near the Grand Avenue Bridge and Bethel Plaza, keeping the requirement for a hood inspection by the Fire Marshal. Staff is also seeking Council guidance on the continued use of parklets in the public right of way. Currently, two restaurants are using two parking stalls each for outdoor dining. Staff is seeking instruction on whether to maintain the use of these parklets at the conclusion of their current leases. The 2019 outdoor patio regulations restrict use to the area immediately in front of a business. The parklets during the pandemic, however, were allowed to expand into more than one parking stall, with a letter of support of the neighboring business. Staff would recommend restricting the parklets to the same requirements of the patios, keeping them to immediately in front of the businesses, unless provided written approval from neighboring businesses to use their spaces.
Issues:	Due to safety concerns related to cars sliding on the roads and snow plowing, parklets are not recommended for the right of way in the winter.
Staff Recommendation:	Returning to the 2019 outdoor dining requirements, allowing the outdoor dining areas to keep the expanded area near the Grand Avenue Bridge, and restricting the parklets to the same requirements of the patios, keeping them to immediately in front of the businesses, unless written approval is provided by neighboring businesses to expand.



Outdoor Dining Program Summary, Application & Checklist

City of Glenwood Springs
101 W 8th Street
(970)384-6411

PROGRAM OVERVIEW

Purpose: To enliven the city's commercial districts by encouraging outdoor dining on publically-owned property within a framework that enhances the historic character of the city, promotes economic vitality, and protects the health, safety and welfare of residents, businesses, and visitors.

Applicability: Outdoor dining and seating on public property will be allowed in the City's commercial zone districts, subject to the administrative review and approval of an application and execution of a lease.

Eligibility: Licensed retail food establishments (as defined by 6CCR 1010-2) and retail establishments that serve specialty foods and beverages (e.g. ice cream shops, coffee houses, bars/brew pubs) are eligible for the outdoor dining program. Mobile food vendors are not eligible for outdoor dining under this program.

Application & Lease required: Use of sidewalks, plazas, alleys and other property owned or under the control of the City of Glenwood Springs requires the following:

- A completed application demonstrating compliance with these design standards;
- A scaled diagram of the lease area;
- Execution of a non-transferrable or non-assignable lease agreement;
- Evidence of liability insurance; and
- Execution of an indemnification agreement.

Outdoor Dining Season & Hours of Operation:
Outdoor dining will be allowed year-round.

Outdoor dining is permitted only when the primary food establishment or its kitchen is open.



Alternative Methods, Designs and Materials

These design standards were created for building frontages and sidewalks typically found in downtown Glenwood Springs. Where buildings, seating areas, and sidewalks do not conform to typical situations, building owners and tenants are encouraged to suggest alternative designs and materials that would meet the overall intent of these regulations. City staff will consider design and material alternatives on a case by case basis.

Appeals

City staff reviews and approves outdoor seating applications. Any owner or operator that feels aggrieved by a staff decision may appeal to City Council.

DESIGN STANDARDS:

General Requirements:

1. In most cases, the outdoor dining area shall be against the side of the building and immediately adjacent to, and in front of, the restaurant to which it is appurtenant. However, a restaurant that is located adjacent to a public plaza may separate the outdoor seating area from the building. In no case shall the outdoor seating area encroach into the public frontage of another property or business.
2. The outdoor dining area shall not be located such that it impedes access to any other business; interferes with access to curbs, ramps or driveways; obstructs emergency access or circulation; or limits city access to utilities for maintenance. Aisles and table/chair placement within the outdoor dining area shall comply with International Building Code requirements.
3. Where a restaurant is located on a corner, the outdoor dining area shall not interfere with vehicular sight distances, as determined by the City Engineer.
4. The outdoor dining area shall be located so that the remaining public sidewalk has a minimum 5-foot wide continuous pedestrian throughway, free from all obstruction.
5. At the end of the lease term, or upon termination of the lease agreement, all furnishings, structures, barriers, platforms and other items shall be removed and the sidewalk shall be returned to original condition at the sole expense of the lessee or building owner.
6. The outdoor dining area must remain clear of litter at all times. No trash container shall be stored in the outdoor dining area when the restaurant is closed for business. City-owned and maintained trash containers shall not be used for restaurant waste.
7. The outdoor dining area must meet all City of Glenwood Springs building code and Americans with Disabilities Act requirements for location, spacing, and access.
8. The outdoor dining area shall not be used for storage.
9. All furnishings including umbrellas shall be contained within the outdoor dining area.
10. Outdoor lighting shall comply with Municipal Code Section 070.040.100-Exterior Lighting.
11. The outdoor dining area is subject to compliance with the City's noise ordinance, Section 100.070 of the Municipal Code.
12. No smoking is allowed in the outdoor dining area.
13. Signs shall comply with Section 070.040.110-Signs. In no case shall banners or signs hang from or be attached to a barrier, except for those required for alcohol service.
14. Outdoor portable heaters shall be reviewed and approved by the Fire Department.



Tables, Chairs & Umbrellas

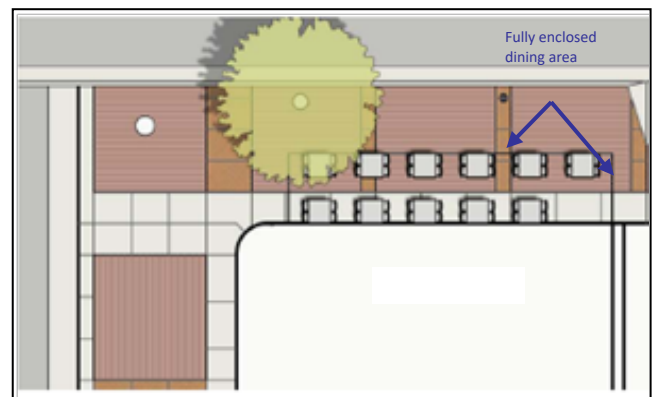
1. Tables and chairs shall be made of high quality natural products such as metal, wood, stone, masonry and shall have an ability to withstand the elements. Engineered and plastic products shall be considered on a case by case basis. All tables and chairs within each outdoor seating area shall be of a consistent style and color.
2. White or fluorescent-colored tables and chairs are not allowed.

3. Use of umbrellas in the outdoor dining area is encouraged. Umbrella colors shall be compatible with the surrounding commercial district, and the overall color scheme of the building. Square or rectangular umbrella shapes, and solid colors or subtle patterns of fabric are preferred.
4. Umbrellas may overhang the barrier however the overhanging area will be included in the lease area.
5. Umbrellas may include advertisement on the valance. However, if the name of the primary restaurant is used, it must comply with the square footage requirements provided for in Section 070.040.110-Signs.
6. Awnings or canopies that are attached to the building require application of a building permit. In no case shall awnings or canopies have support posts within the public right-of-way.
7. All outdoor furnishings shall be adequately secured during high winds.
8. Pop-up shade structures shall not be allowed, with the exception of umbrellas.
9. Furniture must not be roped, cabled or otherwise secured to trees, street lights, street signs, hydrants or any other infrastructure, both during operating hours or at times when the restaurant is closed. Furniture may be secured to barrier fencing.



Barriers

1. All barriers shall meet the following design requirements –
 - a. Barriers, with the exception of planters, shall be between 36 and 42 inches in height, and shall be mostly transparent (see-through) to maintain visibility of sidewalk activity.
 - b. Barriers must be sturdy, stable and of sufficient weight so as not to tip or be up-ended in the wind.
 - c. In no case shall barriers be bolted or permanently adhered to the sidewalk. To improve stability, restaurants are encouraged to adhere barriers to the face of the building.
 - d. Fencing with natural or synthetic fabric inserts is not permitted.
 - e. Chain link, chicken wire or similar fencing materials are not permitted.
 - f. Use of planter boxes containing colorful annual and perennial plants is strongly encouraged, subject to the following:
 - i. Planters, excluding the plants, must be between 30 and 42 inches in height.
 - ii. Planters must contain living plants. Diseased or dead plants must be removed immediately and replaced with new, live plants.
 - iii. Seasonal displays or decorations are allowed during winter months.
 - iv. Planters of bare dirt, mulch rocks or other similar material are not allowed.
2. Restaurants that do not serve alcohol shall construct a barrier that extends perpendicularly from the building to the outside limits of the outdoor dining area. This is to insure that visually impaired pedestrians can detect the limits of the outdoor seating as well as to insure that tables and chairs are contained within the leased outdoor seating area. These restaurants may also



fully enclose the outdoor dining area, but it is not required. When the seating area extends 3 feet or less from the building, no barrier is required.

3. Establishments that serve alcoholic beverages in the outdoor dining area, shall construct a barrier that fully encloses the outdoor dining area and that meets the requirements of the local and state liquor licensing authority, City of Glenwood Springs building code and Americans with Disabilities Act. The enclosed area may include one access point to the public sidewalk, and if gated, the gate shall swing into the seating area and not outward to the public right-of-way, unless otherwise required by the International Building Code.
4. Restaurants that are located adjacent to a public plaza may separate the outdoor seating area from the building. Barriers shall be constructed to adequately define the limits of the seating area. This is to insure that visually impaired pedestrians can detect the seating area and to insure that tables and chairs do not encroach into the accessible public walkway. In no case can alcohol service be extended to this area. The separation from the main liquor license premises may preclude liquor service in the separated outdoor seating area.



Outdoor Dining Program Checklist & Application

The Community Development Department requires the following information to process your application for outdoor dining. City staff will review your information for compliance with the eligibility criteria, applicable Municipal Code requirements, and the design standards. To avoid delays, it is imperative that you provide an application that contains all of the required information. While City staff may be able to process some applications within 3 to 4 weeks of receipt, we highly recommend that you budget at least 6 weeks for this review, especially if your application requires a building permit.

____ Planning Application:

- Complete and sign the form. If you do not own the building, you and the building owner must sign the application. A copy of the Planning application is available [here](http://www.cogs.us) or on the City's website at www.cogs.us. Under the Departments heading, click on "Community Development" and "Planning Department". The Planning Application is located under Key Links – Forms, Checklists & Applications.

____ Narrative description:

- Provide a brief written description of your restaurant and how you intend to utilize the outdoor dining area. For instance, discuss hours of operation; how many tables and chairs will you be adding; how will the furnishings be secured; do you plan to have music; will you be adding lighting, if so, where will the fixtures be located and how will you obtain electricity; do you need to construct a platform because of uneven sidewalk grade; will you be adding any signs; and any other information that you want to include to help the City understand how you intend to utilize the outdoor space.

____ Diagram:

- Provide one or two diagrams to scale that include the following (See Figure 1 and 2 for example diagrams)-
 - ✓ North arrow.
 - ✓ Property lines.
 - ✓ Building and proposed outdoor dining area. Include dimensions of the seating area and length of building frontage.
 - ✓ Sidewalk from face of building to nearest curb. Include the sidewalk width and location of any obstructions in the immediate vicinity of the proposed outdoor dining area including street trees, sign posts, fire hydrants, flower planters.
 - ✓ Tables and chairs, and other furnishings including umbrellas, you propose to locate within the outdoor dining area.
 - ✓ Location of building entrance.
 - ✓ Barrier, with dimensions (width and length) noted.

____ Photos, Drawings, or Cut Sheets:

- Provide photos, drawings of manufacturer cut sheets of all the furnishings you propose using in the outdoor dining area. This includes but is not exclusive of tables, chairs, barriers, umbrellas, light fixtures, and heaters.

____ Construction details:

- If your project involves construction of a temporary or permanent platform, you are required to submit a building permit application and construction drawings. Building permit applications

are available on line at www.cogs.us. Under the Departments heading, click on "Community Development" and "Building Department". The building permit application is under "Contractor Information".

_____ Insurance:

- Provide proof of liability insurance in the amount of \$1 million, with the City of Glenwood Springs named as an additional insured party.

_____ Administrative Fee: \$75.00

To the Council:

Thank you for your consideration of my comments in my absence. I'd like to applaud the City and its efforts to keep Rocky Mountain Pizza and all of our retail shops healthy and successful during the pandemic. It is common knowledge that the resultant outdoor seating areas have become the norm in many cities across the country, even in cities that have parking limitations more severe than ours. I would hope that even though our parklet, like that of Masala and Curry, is on a main street, the City will recognize the utility and attraction of outdoor seating. Since most of the restaurants have the option to utilize the space bordering their restaurants along 7th or the area in front of their restaurants along Grand under or along the bridge - we are only a few who need your consideration.

From a tourist viewpoint, a City with outdoor dining is significantly more attractive than one without. And restaurants with outdoor seating are more attractive than those without. I sincerely believe we will lose some business if the parklet program is discontinued. Diners have come to expect it.

Additionally, I know that income from future parking programs might also be a consideration. I understand the eventual changes will create a source of income for the City to support other parking endeavors. I believe the sales tax income from the tickets seated at outdoor tables will outweigh the income from a parking meter during a 24 hour period. I can provide some rough calculations should you desire that information.

Last, I would like to say that I am open to a shorter, more structured parklet season should that assist in the positive consideration of the continuance of the parklet program.

Thank you for your time,

Gregg Lemkau

STAFF REPORT

Compensation Study Results

In March Council approved the engagement of Graves Consulting to provide an analysis of our current compensation and benefits structure.

Methodology

In selecting a peer group to benchmark against we consulted department heads and chose “Front Range” and “Resort Communities” as the comparable market. That sample is both representative of the organizations we are competing with for talent and large enough for reliable statistical analysis.

Graves met with our department heads to review job descriptions. Pay grades, ranging from 10 to 25, were then established and each grade’s minimum, midpoint, and maximum were defined. Every City job was placed in its appropriate grade based on job responsibilities and local market analysis rather than titles.

Proposed salaries by position were determined by taking each incumbent’s salary as a percentage of the current midpoint and applying that ratio to the proposed pay grades. In a few cases adjustments were made to outliers where the incumbent’s individual circumstances resulted in either an unrealistically high or low ratio. These changes addressed internal equity issues.

Outcome

The numbers below represent the full cost to the City, including an additional 14.95% for the FICA match, retirement contribution, and unemployment insurance. Police and fire are slightly higher at 19.25% due to a different retirement plan structure.

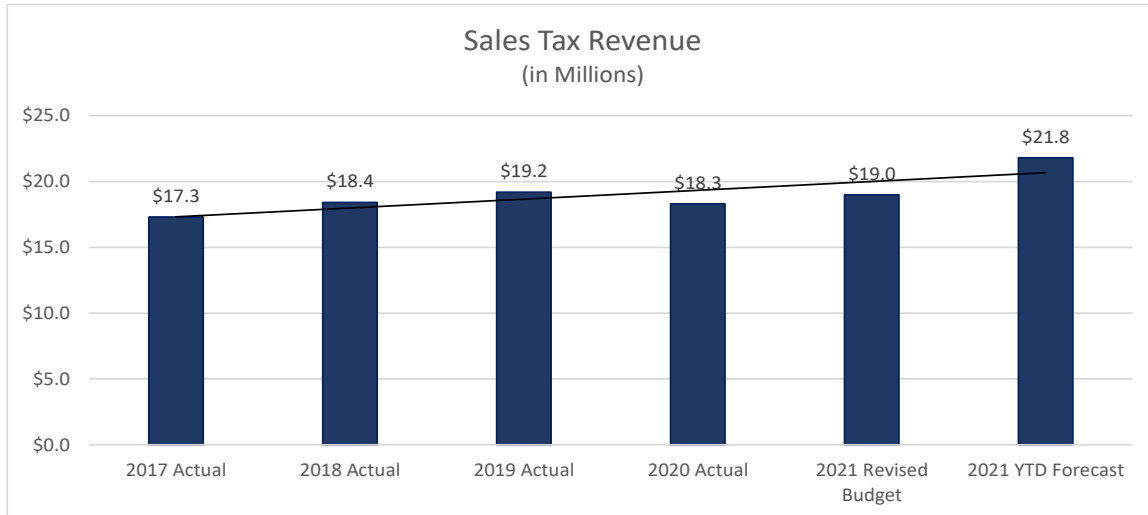
In general, we found that most employees were paid at or near market value. The cost for the City to adjust to market the positions that are below market and provide a 2% increase for the others is summarized here by fund. We include Fire/EMS with the General Fund because expenses over the Fire Fund’s revenue are borne by the General Fund. Not surprisingly this is the largest part of the increase and notably Police and Fire together make up approximately 43% of the total City-wide increase.

Health insurance and other benefits provided to employees were found to be competitive and no changes are recommended.

	Additional Cost to Fund
General Fund and Fire	\$957,544
Water/Wastewater	\$154,850
Broadband	\$48,021
Electric	\$53,698
Landfill	\$74,460
SWAT (Capital Projects)	\$26,273
Fleet	<u>\$33,914</u>
Total=>	\$1,348,760

Implementation

Department heads have provided extensive input throughout the entire process. General Fund/Fire is most difficult both because of the size and our inability to control revenues, so how much and when to implement these increases is largely driven by sales tax receipts. Funding for employees raises were included in utility budgets in anticipation of a compensation study.



*2021 YTD Forecast assumes 3rd and 4th QTR growth from 2019 reduces by ½ from 1st and 2nd QTRs

The originally adopted 2021 budget conservatively forecasted sales tax revenues to be 10% below the 2019 budget. In April, Council passed a budget amendment that increased the 2021 sales tax forecast by \$1.50 million, setting the revised budget just below the level of 2019 actual receipts. Through the first half of 2021, we are up from 2019 actuals by approximately 17.5%, or \$1,575,000. If we were to continue at this pace through the second half of 2021, we will finish \$3,370,000 over 2019 collections, with \$1,366,000 going into the General Fund. While we do not expect this rate of growth to continue in future years, we do believe 2021 results will reset our tax base at a level that will continue for two reasons:

1. Strong ongoing demand to live in and visit Glenwood Springs, and
2. A substantial part of the increase is coming from remote online retail taxes that have not previously been collected.

We initially targeted implementation in the 2022 budget process. However, the difficulty we are experiencing in attracting and retaining talent is immediate. We continue to lose talent to leveraged offers or need to make offers at or above mid-points in order to attract talent which indicates the hiring range (to mid-point) needs to be increased. Pulling the implementation date forward by 4 months from 1/1/2022 to 8/1/2021 would cost approximately \$450,000. Doing so will offset buying power decreases from rising inflation and may help us retain some employees that are currently being paid below market. No cost-of-living or merit raises were given to any employee at the beginning in 2021.

Conclusion and Staff Recommendation

Competitive employee compensation is a high spending priority. The city is able to afford accelerated implementation of these recommendations and absorb the increases permanently. Given the urgency of our employee crisis, staff is recommending the implementation of this compensation plan on August 1, 2021.

**CITY OF GLENWOOD SPRINGS**

101 West 8th Street
Glenwood Springs, CO 81601
(970) 384-6435 ~ Fax (970) 945-8582
www.cogs.us

NOISE REGULATION EXEMPTION REQUEST**TO:** **DEBRA FIGUEROA, CITY MANAGER****DATE:** 7/09/21

FROM: **Name of Applicant/Contractor:** Casper Electric
Contact Name: Ryan Waterbury
Mailing Address: 3150 E Yellowstone Hwy
City, State, Zip Code: Casper, WY 82609(307) 258-5520
Telephone Number: (307) 258-5520
Email Address: ryan@casperelectric.biz

Currently, the Municipal Code prohibits noise from construction equipment after 8:00 p.m. via the following code section:
100.070.030 Noises prohibited.

(1) Construction work. Any noise created by operating or causing to be operated any equipment (mechanical or non-mechanical, self-propelled or manually manipulated) used in construction, repair, alteration or demolition work on buildings, structures, streets, alleys or appurtenances at any time other than between the hours of 7:00 a.m. to 8:00 p.m. on Monday through Friday, and 8:00 a.m. to 6:00 p.m. on Saturday and Sunday. The City Manager is hereby authorized to issue a construction work noise permit allowing construction work noise to occur at a time other than the time set forth herein based on circumstances which necessitate such construction work. In the event the City Manager issues such a permit, the City Council shall be advised of such issuance at the next regular City Council meeting.

PURPOSE OF REQUEST: CDOT C22476 Garfield County Signals SH 82 at 11th St.Installing conduit, pullboxes and loop detectors.**APPROVAL**

Pursuant to Municipal Code Section 100.070.030, **Applicant/Contractor Name:** Casper Electric hereby requests temporary relief from the normal work hours of 7:00 a.m. to 8:00 p.m. on Monday through Friday, and 8:00 a.m. to 6:00 p.m. on Saturday and Sunday to conduct

Purpose of Request: CDOT C22476 Garfield County Signals SH 82 & 11th - Installing conduit, pullbox & loop detectors on**Date(s):** 07/12/21 to 7/31/21 excluding weekends between the hours of 7 PM (AM/PM) and 7 AM (AM/PM)

Requested by:

Approved by:

Digitally signed by Ryan D Waterbury
DN: c=US, e=ryan@casperelectric.biz, o=Casper
Electric, Inc., ou=Project Manager, cn=Ryan D
Waterbury
c=US, o=Casper Electric, ou=Project Manager, cn=Ryan D Waterbury
Ryan D Waterbury
Applicant's Signature

7/09/2021
Date

Debra Figueroa
Debra Figueroa
City Manager

7/12/2021
Date

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PURPOSE OF REQUEST: CDOT C22476 Garfield County Signals SH 82 at 14th St.Installing conduit, pullboxes and loop detectors.**APPROVAL**

Pursuant to Municipal Code Section 100.070.030, **Applicant/Contractor Name:** Casper Electric hereby requests temporary relief from the normal work hours of 7:00 a.m. to 8:00 p.m. on Monday through Friday, and 8:00 a.m. to 6:00 p.m. on Saturday and Sunday to conduct

Purpose of Request: CDOT C22476 Garfield County Signals SH 82 & 14th - Installing conduit, pullbox & loop detectors on**Date(s):** 07/12/21 to 7/31/21 excluding weekends between the hours of 7 PM (AM/PM) and 7 AM (AM/PM)

Requested by:

Approved by:

Digitally signed by Ryan D Waterbury
DN: c=US, e=ryan@casperelectric.biz, o=Casper
Electric, Inc., ou=Project Manager, cn=Ryan D
Waterbury
c=US, o=Casper Electric, ou=Project Manager, cn=Ryan D Waterbury
Ryan D Waterbury
Applicant's Signature

7/09/2021
Date

Debra Figueroa
Debra Figueroa
City Manager

7/12/2021
Date