



AGENDA
CITY OF GLENWOOD SPRINGS
REGULAR CITY COUNCIL MEETING
MARCH 2, 2023
101 W. 8TH STREET
6:15 p.m.

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.

ATTENTION: To ensure your written comments are included in the City Council packet, public comments must be received by 4 p.m. on the day before City Council meetings. Comments may be submitted to ryan.muse@cogs.us. Written comments may be submitted after this deadline and will be shared via email to City Council but are not guaranteed to make it into the meeting packet. Submit comments at any time directly to City Council via email at citycouncil@cogs.us.

MORNING WORK SESSION

8:30 am 1. Comprehensive Plan Work Session Information/Discussion

WORK SESSION

4:30 2. Planning and Zoning Commission Interviews Information/Discussion

4:45 3. Tree Lighting on Grand Avenue and 6th Street Information/Discussion

ZOOM INSTRUCTIONS

You are invited to a Zoom webinar.

When: Mar 2, 2023 06:00 PM Mountain Time (US and Canada) Topic: 2023/3/2 Regular City Council Meeting

Please click the link below to join the webinar: <https://us02web.zoom.us/j/89695163971?pwd=OTZjNXFJOEpnTNWt2WEtPK3JFU2ZKUT09>

Passcode: 336531 Or One tap mobile: US: +17193594580,,89695163971# or +16699006833,,89695163971# Or Telephone:

Dial(for higher quality, dial a number based on your current location): US: +1 719 359 4580 or +1 669 900 6833 or +1 253 205 0468 or +1 253 215 8782 or +1 346 248 7799 or +1 669 444 9171 or +1 386 347 5053 or +1 507 473 4847 or +1 564 217 2000 or +1 646 931 3860 or +1 689 278 1000 or +1 929 205 6099 or +1 301 715 8592 or +1 305 224 1968 or +1 309 205 3325 or +1 312 626 6799 or +1 360 209 5623 Webinar ID: 896 9516 3971 International numbers available: <https://us02web.zoom.us/j/kdxxzCbo6Q>

REGULAR SESSION

- 6:15 4. Roll Call
5. Agenda Changes & Conflicts
6. Council Announcements
7. Citizens Appearing Before Council (for items not on the Agenda-comments limited to 3 minutes)

- 6:20 8. Consent Agenda Discussion and/or Action
- A. February 16, 2023 Council Minutes
- B. Financial Advisory Board Appointment
- C. River Commission Appointment

ACTIONS AND/OR PRESENTATIONS

- 6:25 9. Planning and Zoning Commission Appointments Discussion and/or Action
- 6:27 10. Ordinance 2022-32; Yard Waste Diversion Regulation (To Be Continued) Discussion and/or Action
- 6:30 11. Tree Lighting on Grand Avenue and 6th Street Discussion and/or Action
- 6:45 12. Pay as You Throw (PAYT) Solid Waste Collection Request for Proposal (RFP) 2022-35P Discussion and/or Action
- 7:30 13. Digital Accessibility and CO HB 21-110 Update Information/Discussion
- 7:45 14. Discussion of Position for Calling on Glenwood Canyon Fines and Speed Limits Discussion and/or Action
- 8:00 15. Council Comments

8:15 16. Report from City Administration

A. City Manager

B. City Attorney

8:30 17. Executive Session

Discussion and/or Action

An executive session pursuant to CRS 24-6-401(4)(b), (e) and (f) for a conference with the City Attorney for the purposes of receiving legal advice on specific legal questions, determining positions relative to matters that may be subject to negotiations; developing strategy for negotiations; and instructing negotiators more specifically regarding the Hanging Lake Contract and Gov OS collection of sales and accommodations taxes.

9:00 18. Adjournment



City Council
STAFF REPORT
City of Glenwood Springs
March 2, 2023

Agenda Item: Comprehensive Plan Work Session

Action Requested: City Council requested an additional work session for the Comprehensive Plan Update at their regularly scheduled February 16, 2023 meeting in order to further discuss several topics of interest. Staff has provided a summary of those topics to review and provide direction for further edits to the Plan update. Staff will then work with the Consultant to make necessary changes and bring it back to Council for final review and adoption.

Below is a list of issues discussed, but it is not limited to items identified here:

- Growth Management
- Future Land Use Map (FLUM)
- Performing Arts Center
- Urban Growth Boundary (UGB), definition, and Open Space, Parks and Conservation
- No Growth sector of community
- Community Character
- Quality of Life
- Working Addendum Condensed Version
- Glenwood Springs Mall Secondary Center

Department: City Administration

Presented By: Jim Hardcastle, Danielle Campbell, Hannah Klausman

Strategic Goals: Provide Efficient and Responsive City Government
Preserve and Improve Infrastructure
Protect and Preserve our Quality of Life

Background Info: In July of 2021, the City of Glenwood Springs began a 17-month public process to update its 2011 Comprehensive Plan.

The 2023 Glenwood Springs Comprehensive Plan Update is rooted in community input; the feedback received from people living, working, visiting, and leading this community is critical to the validity and success of the Plan. The City of Glenwood Springs Planning and Zoning Commissioners and individuals who represented various organizations and stakeholder groups were selected to serve on a Project Steering Committee (PSC). The primary roles of the PSC were to provide guidance throughout the planning process and bring a broad range of viewpoints and subject matter expertise into the process.

Forty-three opportunities for public outreach and engagement, collaboration, input synthesis, were surveys were performed. This path has involved many exercises meant to listen to the public. Those events included the following:

- 6 Open Houses
- 2 Hispanic/Latino Focus Groups/Picnics
- 10 Steering Committee Meetings
- 3 Online Survey
- 9 Pop-up Events/Displays
- 8 Focus Group Meetings
- 1 Board & Commission Liaison+ Steering Committee Meeting
- 2 City Council Work session involving the Planning & Zoning Commission and Comprehensive Plan Steering Committee
- 1 Planning & Zoning Commission - Public Hearing (6-0 Approval)
- 1 City Council Regular meeting - Public Hearing

Also, ten project Steering Committee meetings were held and included discussion on all of the plan topic areas and were instrumental in clarifying information prior to most public activities and meetings. The Glenwood Springs Comprehensive Plan Update also received an outpouring of input and support from an active, engaged, and diverse community. Because of the quality and amount of input received, this plan is able to capture and represent the identity and future vision of Glenwood Springs in the goals, strategies, and policy actions herein.

Issues:	At the February 16, City Council regular session the draft Plan was to be considered for adoption. However, the Council chose to continue this item and schedule a work session to address and modify specific portions of the plan.
Fiscal Impact:	The City received a Department of Local Affairs (DOLA) grant for \$100,000 to complete the Comprehensive Plan update. The Comprehensive Plan Update 2023 includes an action plan that identifies numerous activities for staff and partner agencies. Some of these action items will include fiscal costs and staff time but are not quantifiable at this time.
Legal Review:	NA
Staff Recommendation:	Staff defers to City Council for Plan updates.

2023

GLENWOOD SPRINGS COMPREHENSIVE PLAN UPDATE

DRAFT

REVISED

1.17.23



Acknowledgments

City Council

Jonathan Godes (Mayor)
Charlie Willman (Mayor Pro Tem)
Marco Dehm
Tony Hershey
Shelley Kaup
Paula Stepp
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Project Steering Committee

Planning & Zoning Commission
Members
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David Hauter
Trish Kramer
Sandy Lowell
Andy Mueller
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2023 Glenwood Springs Comprehensive Plan Update
prepared by:

Cushing Terrell.

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Consultant Team:

- Fehr & Peers
- Leland Consulting
- Connect One Design



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EXECUTIVE SUMMARY

An Update to the 2011 Plan

This 2023 Comprehensive Plan represents a technical update of the 2011 Plan and is not a complete rewrite of the 2011 Plan.

Instead, it draws from more recent data and community input and addresses high priority updates to key Plan Elements including Land Use & Growth Management; Community Character & Vitality; Economic Development & Tourism; Transportation & Mobility; Housing; Public Utilities & Services; Parks, Recreation, Open Space & Trails; Natural Resources; Cultural Resources & the Arts; and Climate & Hazards. These Elements are all framed around three overarching guiding principles: Community Character, Resiliency, and Equity.

Document Organization

The following describes how this document is organized and defines terms that are used throughout.

- PLAN ELEMENTS: Organizational tools of planning areas by focus/discipline
- VISION: Our shared picture of what we want our community to be in the future
- GOALS: Markers that indicate where we are in relation to where we would like to be. Results that we want to achieve
- STRATEGIES: Methods for how we can achieve our goals and advance priorities
- ACTIONS: Specific tasks under related strategies



Vision

The City of Glenwood Springs desires to maintain its character and preserve its cultural and natural resources by implementing a proactive plan to achieve directed and balanced development, social and economic diversity, address its transportation needs, and continue advancing its climate goals.

- ### Goals
- Promote long-term, sustainable, and diverse economic development
 - Maintain Glenwood Springs as the regional tourism, retail, commercial, and governmental center of Garfield County
 - Preserve Glenwood’s character while maintaining livability and increasing the vibrancy and commercial success of the downtown area and throughout Glenwood Springs
 - Address transportation needs and provide multiple convenient travel choices
 - Direct development to locations and building forms that are cost effective to serve
 - Provide equitable and diverse housing for the entire community
 - Support social diversity
 - Preserve cultural resources
 - Preserve natural resources and protect against hazards
 - Advance climate and resiliency goals as a core community value

Figure 10: Plan Framework



Future Land Use

Throughout the technical planning and community engagement process, new ideas for the way land is used in Glenwood Springs have emerged. This Plan’s updated Future Land Use Map on page 41 represents the community’s vision for the use of land within the City’s Urban Growth Boundary, and its designations indicate the general character of desired uses.

Areas of Change

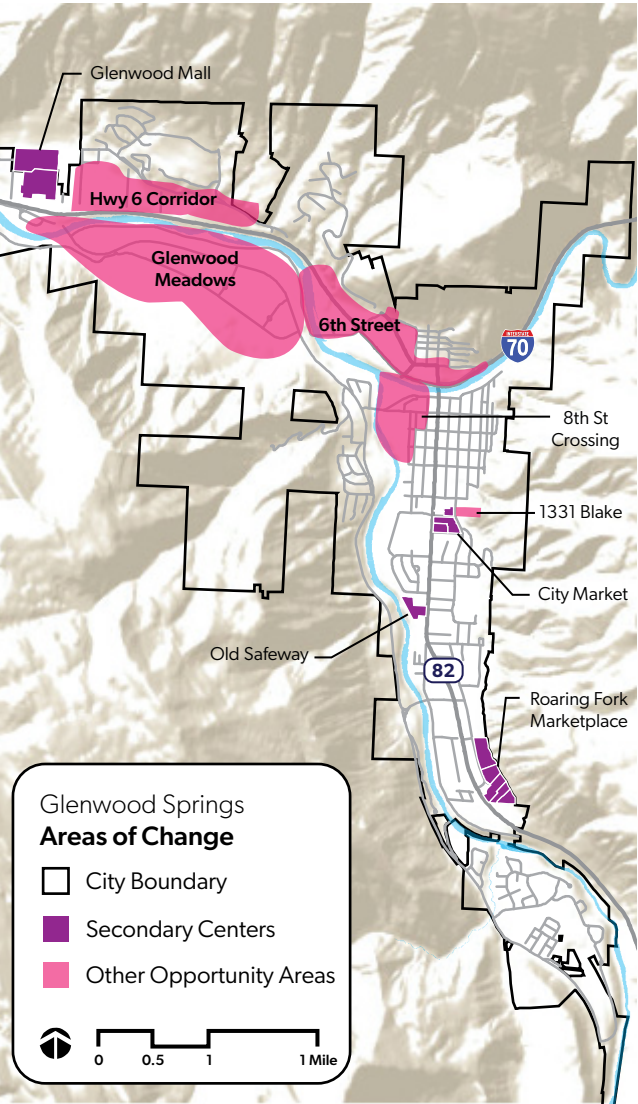
Identified Areas of Change are intended to accommodate future growth through infill and redevelopment, and are targeted for growth to address housing demand and provide a mix of uses that are compatible with existing character.

Secondary Centers

Secondary Centers, where mixed-use development is envisioned, have the potential to accommodate a significant amount of future growth. In several cases anchored by grocery stores, these areas offer surrounding neighborhoods convenient access to a variety of services, shops, and restaurants. Secondary Centers in Glenwood Springs include:

- Safeway Site (20th Street & Grand Avenue)
- City Market Site (14th Street and Grand Avenue)
- Roaring Fork Marketplace (3200 block of South Grand Avenue)
- West Glenwood Mall (51000 block of Highway 6)

Figure 13: Areas of Change



Other Opportunity Areas

Several other larger parcels dispersed throughout the community could accommodate more intensive development, and should include streetscape improvements and other amenities such as parks and civic spaces. These areas include:

- Glenwood Meadows
- Highway 6 Corridor
- 8th Street Crossing & Confluence Area
- 1331 Blake Avenue
- City-owned land

Plan Implementation

This Plan’s Implementation Matrix is a tool to organize action steps that will help implement the strategies outlined in the Plan Elements chapter. This tool will be used by City staff and leadership as a guide to monitor how the plan program and decisions will occur over the life of the plan. Each action is assigned responsible parties to take leading roles, and an anticipated length of time for completion.

Action Plan

Land Use & Future Growth				
#	Policy/Action	Champion	Timeline	High Priority
1.1	Promote Transit Oriented Development (TOD).			
1.1.A	Plan for transit stations located in all mixed-use neighborhoods by incorporating principles of smart growth, new urbanism and green building.	Engineering/RFTA	Near Term	
1.1.B	Concentrate growth in Glenwood Springs in locations that can be served by high-frequency transit.	Engineering and Community Development	Near Term	
1.2	Encourage a compact urban form.			
1.2.A	Increase allowable unit densities in areas where supporting infrastructure is available.	Community Development	Near Term	x
1.2.B	Consider density or zoning bonuses to provide affordable and workforce housing.	Community Development	Ongoing	x
1.2.C	Identify opportunities for vertical mixed-use (residential over commercial) and live-work housing.	Community Development	Near Term	
1.3	Focus growth in areas of change.			
1.3.A	Implement existing and prepare future Sub-area plans for: Confluence Riverfront Park and 8th St Crossing, 6th Street, W. Hwy 6 Corridor, S. Midland Ave, former Safeway redevelopment site, Walmart/Roaring Fork Market, River Corridor Overlay, West Glenwood Mall.	Community Development	Ongoing/ Near Term	x
1.3.B	Implement the annexation plan.	Community Development	Ongoing	x
1.3.C	Establish key metrics associated with growth scenarios and timelines to ensure ongoing, sustained infrastructure needs are met.	City	Near Term	x



1.0: INTRODUCTION

1.1 | Document Organization

The following describes how this document is organized and defines terms that are used throughout.

- **PLAN ELEMENTS:** Organizational tool of planning areas by focus/discipline
- **VISION:** Our shared picture of what we want our community to be in the future.
- **GOALS:** Markers that indicate where we are in relation to where we would like to be. Results that we want to achieve.
- **STRATEGIES:** Methods for how we can achieve our goals and advance priorities
- **ACTIONS:** Specific tasks under related strategies

1.2 | The Planning Process

Comprehensive plans are established by state law for the general purpose of “guiding and accomplishing coordinated and harmonious development which, in accordance with present and future needs and resources, will best promote the general welfare of the inhabitants.”¹ Comprehensive plans apply to municipal boundaries as well as up to three miles in the surrounding area.

It is understood that when a comprehensive plan is followed by decision-makers to help guide growth, community goals will be more fully achieved. If future development is allowed to ignore the comprehensive plan, it is likely that the vision, as well as many goals and plan strategies, will not be achieved. The success of the comprehensive plan depends upon the commitment and the will of elected and appointed public officials, the development community, City staff, and residents to implement this Plan’s goals, strategies, and actions.

1. CO Rev Stat § 31-23-206 (2016)

1.3 | Purpose of a Comprehensive Plan

A Comprehensive Plan is an advisory document that guides the future evolution and changes in a community over the next 10-15 years. The Plan is a “road map” for fostering a desirable and sustainable place to live, work, and visit. It establishes goals and strategies for advancing key community priorities, including Land Use & Development; Community Character; Economic Development; Multimodal Transportation; Housing; Public Utilities & Services; Parks & Open Space; Natural Resources; Cultural Resources & the Arts; and Climate & Hazards. The Comprehensive Plan sets the stage for more detailed planning through master plans, capital planning, small area plans, and development regulations.

The Glenwood Springs Comprehensive Plan is a long-term Plan for the City’s future. The future land use designations and plan strategies are advisory in nature. The Plan does not grant property rights, nor restrict them. While the Comprehensive Plan is not legally binding, it provides guidance for zoning, budgeting, capital improvement decisions, and policymaking, and serves as a general guide for other long-range and subarea plans.

The Comprehensive Plan acts as a roadmap for Glenwood Springs’ future



1.4 | Relationship to Other Plans

The Comprehensive Plan establishes the vision for the community for the next 10-15 years and serves as the foundation for several documents that provide more detailed guidance for how Glenwood Springs will evolve in the future. The plans outlined in this section also provide guidance to other City departments and functions including transportation, parks and recreation, and utilities and services (water, police, fire), and various city facilities.

This 2023 Comprehensive Plan represents a technical update of the 2011 Plan and is not a complete rewrite of the 2011 Plan.

Instead, it draws from more recent data and community input and addresses high priority updates to key Plan Elements such as Land Use & Growth Management, Community Character, Economic Development & Tourism, Housing, and Transportation.

The current Comprehensive Plan is supported by several functional plans that guide Glenwood Springs:

- Public Art Plan (2021)
- MOVE Study (2021)
- 2020 Recreation for Rural Communities (2020)
- Area Wide Master Plan (2019)
- Regional Housing Study (2019)
- Economic Development Strategy (2018)
- Confluence Area Plan (2017)
- 6th Street Master Plan (2017)
- Parks and Recreation Master Plan (2016)
- Long Range Transportation Plan 2015-2035
- Energy and Climate Action Plan (2009)
- Citywide Historic Preservation Plan (2008)

Plans and studies are commonly updated, and the City should update existing plans where possible, before embarking on new planning efforts.

6th Street Master Plan (2017)



1.5 | Plan Amendment Process

The City will review the Comprehensive Plan every three to five years, but more frequent revisions may be necessary to reflect changes in community goals and needs. The Plan may be revised either through an administrative amendment process or through a formal plan amendment.

For administrative amendments, the Community Development Director has the authority to:

- Make minor additions or clarifications to the policy section
- Correct errors or grammar
- Allow the processing of a rezoning application request without a plan amendment when the existing zoning is inconsistent with the Comprehensive Plan, but the property is adjacent to a land use designation that would support the requested zone district.

A formal plan amendment is required when a requested change significantly alters land use or the Comprehensive Plan document. Amendments to the Comprehensive Plan will be approved by City Council with a recommendation by the Planning and Zoning Commission. An amendment may be submitted concurrently with a rezoning, subdivision, development permit, or other land use application. An amendment may be requested by a resident, property owner, City or County official, or City staff.

The City may amend the Comprehensive Plan if the proposed change is consistent with the vision, goals, and strategies of the Plan and one or more of the following:

- Subsequent events have invalidated the original premise and findings; and/or
- The character and/or condition of the area has changed such that the amendment is consistent with the plan; and/or
- Public and community facilities are adequate to serve the type and scope of land use proposed; and/or
- An inadequate supply of suitably designated land is available in the community to accommodate the proposed land use; and/or
- The community or area will derive benefits from the proposed amendment.

1.6 | Plan Interdependencies

The Plan represents a combination of public and technical inputs and professional judgment, that together define the goals and strategies needed to advance the community’s vision. The Plan provides guidance on many issues that confront the community and presents a strategy for the City to take shape in a sustainable manner.

Many of the issues identified in this Plan are interrelated, and therefore overlap with other important topics, usually in multiple ways. For example, a strategic decision to guide new growth inward and upward, rather than outward, beyond the city limits, may encourage activation and vitality but may also change the character of the community and neighborhoods where the new growth is located.

Regional context is also a factor that contributes to the complexity of issues in Glenwood Springs. Glenwood Springs is in a strategic position and serves many people who live and work in the region. Transportation, traffic congestion, commuting patterns, affordable housing, the location of jobs, and even the quality of air, water, and native habitat, are all impacted by land use decisions. What happens in one area affects another, despite local efforts to address any or all these issues.



1.7 | Community Engagement Process

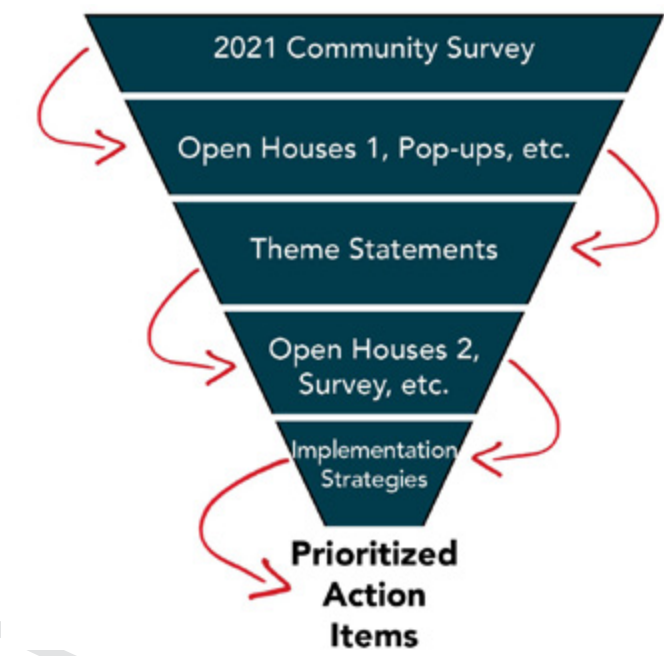
Overview

The 2023 Glenwood Springs Comprehensive Plan Update is rooted in community input; the feedback received from people living, working, visiting, and leading this community is critical to the validity and success of the Plan. Preceding the 2023 Update effort, the City of Glenwood Springs hired Magellan Strategies to conduct a community survey. The survey received 861 responses and the data was analyzed to understand resident feelings around quality of life, growth, economic vitality, transportation and mobility, housing, city services, and budget priorities. Out of these key issues, the consultant team identified themes requiring further refinement from the public. The 2023 Comprehensive Plan Update utilized these results as the starting place for the public outreach process. Building upon the 2021 Community Survey, the following summarizes the engagement and outreach process and the results of the 2023 Plan efforts (see Figure 1).

Project Steering Committee

The City of Glenwood Springs Planning Commissioners and individuals who represented various organizations and stakeholder groups were selected to serve on a Project Steering Committee (PSC). The primary roles of the PSC were to provide guidance throughout the planning process and bring a broad range of viewpoints and subject matter expertise into the process.

Figure 1: Community Engagement Process



Ten PSC meetings were held monthly, at which the project team presented findings on the following topics:

- Vision / Community Engagement Plan
- Population and Growth Trends
- Growth Strategies, Character Areas
- Mobility & Emergency Access
- Public Utilities, Services, Climate, Hazards, Natural Resources
- Recreation, Parks, Tourism, Future Land Use Map
- Draft Recommendations
- Implementation Actions Part 1
- Implementation Actions Part 2



Figure 2: Outreach Methods

Public Outreach Process & Summary

The Plan outreach process began in December of 2021. Outreach efforts were focused on the following strategies:

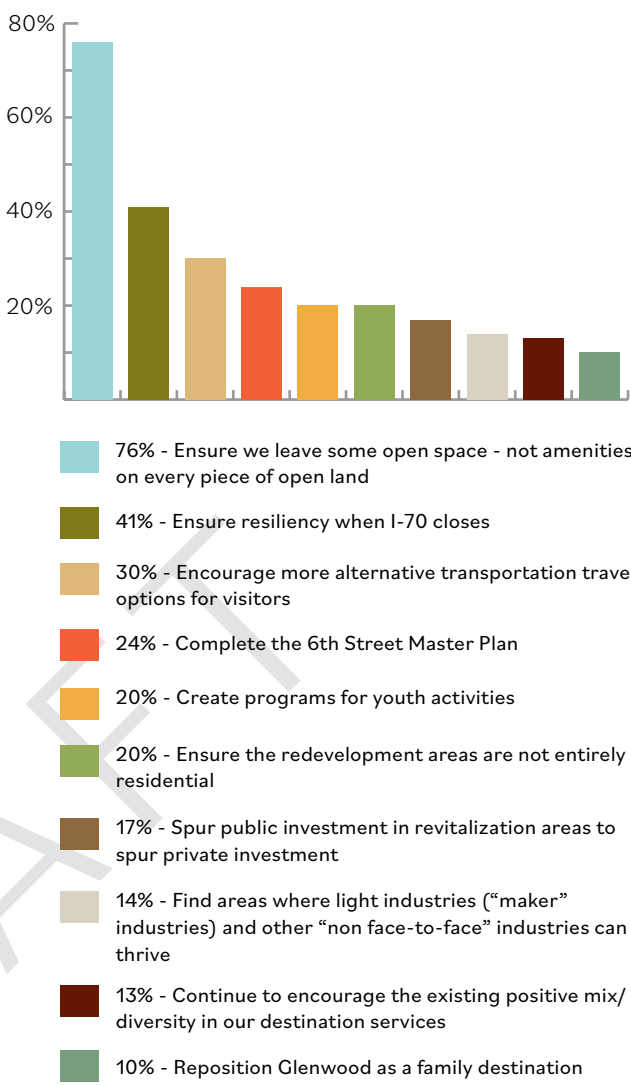
- Build upon the previous survey results
- Leverage the experts and resources of the City to bring valuable input to the plan
- Create a process that was both inclusive and understandable
- Focus on engaging a broad and diverse group of community members.

Based on the themes that emerged from the 2021 Community Survey, consideration of the Update was initially broken into the following categories:

- Growth
- Housing
- Tourism + Economic Development
- Climate + Hazards
- Mobility

Over the course of the eleven month outreach process, thousands of data points were recorded and analyzed for the Plan Update. These data points included online ‘jamboard’ comments; voting packets; post-it note comments at open houses, pop-ups and other events; comments from focus groups; dot-voting; survey responses; and website map and forum comments.

Figure 3: Top Themes from Community Engagement



Input channels included three rounds of open houses (one virtual and two in-person - each with two sessions), a Spanish-language focused community picnic, an online forum, an online survey, subject matter expert focus groups, Steering Committee meetings, target-area pop-ups, displays, and municipal presentations. In addition, the Comprehensive Plan has had a constant presence at the project website, www.VisionGlenwood.com, where events were advertised, and news and information were continually posted. Each public meeting and input opportunity was advertised in Spanish with interpretation available at meetings and events.

Figure 4: Community Engagement Plan

DATE(S)	#	EVENT / TASK	TOPIC(S)	TARGET AUDIENCES
Jul 7, 2021 - Jul 21, 2021	1	2021 Community Survey (completed prior to the Comprehensive Plan Update)	Quality of life, Growth, Economic Vitality, Mobility, Housing, City Services, and Budget Priorities	Glenwood Springs Residents
Dec 13, 2021	1	Steering Committee Meeting #1	Visioning Workshop/Community Engagement Plan	Project Steering Committee, Residents
Feb 8, 2022	1	Steering Committee Meeting #2	Population & Growth Trends	Project Steering Committee, Residents
Feb 9, 2022	2	Open House #1 (Virtual)	Expanding on theme statements prioritized in the Community Survey	Glenwood Springs Residents
Mar 8, 2022	1	Steering Committee Meeting #3	Growth Strategies, Character Areas	Project Steering Committee, Residents
Mar 11 - Apr 16, 2022	9	Outreach Pop-up Events/Displays	Glenwood High School, Community Center, City Market, City Hall, River Trail, Walmart, Ross, Bazaar Event, Earth Day Celebration	Glenwood Springs Residents who normally do not attend public meetings
Mar 14 - Apr 1, 2022	8	Focus Group Meetings	Climate Action/Resiliency, Recreation/Tourism, Mobility, Land Use/Growth, Housing/Economy, Sustainable Infrastructure, Historic Preservation	Subject matter experts, community organizations
Apr 12, 2022	1	Steering Committee Meeting #4	Mobility, Emergency Access	Project Steering Committee, Residents
Apr 20, 2022	1	Hispanic/Latino/a Focus Group	Challenges faced by Hispanic/Latino/a community members	Hispanic/Latino/a community members/organizers
Apr 20, 2022	2	Open House #2 (in-person)	Prioritizing theme statements from Open House 1, voting on potential development typologies in Areas of Change	Glenwood Springs Residents
May 20, 2022	1	Steering Committee Meeting #5	Public Utilities, Services, Climate, Hazards, Natural Resources	Project Steering Committee, Residents
Jun 14, 2022	1	Steering Committee Meeting #6	Recreation, Parks, Tourism, Future Land Use Map	Project Steering Committee, Residents
Aug 9, 2022	1	Steering Committee Meeting #7	Draft Recommendations	Project Steering Committee, Residents
Aug 21, 2022	1	Community Picnic	Prioritization of Implementation Actions	Hispanic/Latino/a community members
Aug 25, 2022	2	Open House #3 (in-person)	Prioritization of Implementation Actions	Glenwood Springs Residents
Aug 30 - Sept 6	1	Focused Online Survey	Extended the Open House 3 Prioritization activity	Residents who couldn't attend Open House 3
Sept 13, 2022	1	Steering Committee Meeting #8	Implementation Actions Part 1	Project Steering Committee, Residents
Oct 11, 2022	1	Steering Committee Meeting #9	Implementation Actions Part 2	Project Steering Committee, Residents
Nov 15, 2022	1	Steering Committee Meeting #10	Draft Plan Review	Project Steering Committee
Dec 13 2022 - Jan 6, 2023	1	Draft Plan Online Survey	Soliciting community input on the Draft Comprehensive Plan Update	Glenwood Springs Residents

Open Houses

Three open houses were conducted over the course of the engagement process. The objective of the open houses was to ensure broad community involvement and support for the ultimate adoption of the Comprehensive Plan by understanding the concerns and subsequent priorities of stakeholders of Glenwood Springs. The desired outcomes of the open houses were to:

- Inform the attendees about the Comprehensive Plan so they know what it is, why it is important to them, and how they can expect it to affect them
- Gather input regarding their assessment of the 2011 Comprehensive Plan - what worked and what did not
- Collect feedback on the City’s updated vision statement
- Prioritize theme statements related to specific topic areas and then further prioritize implementation strategies arising from these themes

The first open house in February 2022 was conducted virtually due to the evolving COVID-19 pandemic. Two sessions were organized, one at lunch time and one in the evening, to maximize participation. Each session was divided into small groups of roughly 10 participants and asked to discuss five topics: Growth, Housing, Tourism & Economic Development, Climate & Hazards, and Mobility. Utilizing the online interactive software Google Jamboards, guests were able to post virtual sticky-notes with comments on the boards under each topic, and on a map of Glenwood Springs. Additionally, a facilitated virtual forum was hosted on the VisionGlenwood website corresponding with the two virtual sessions.

Open House #2 was held in person at the Glenwood Springs Community Center in April 2022. It also featured two sessions to accommodate participants. This event featured boards with charts (see Figure 3 on page 17) featuring the most commonly heard



Open House #2, April 2022

themes that had arisen from previous input, and expanded the previously mentioned five categories to include a sixth category, Recreation & Open Space. Participants engaged in the series of stations at their own pace and were given the opportunity to provide feedback in the form of post-it note comments on boards and prioritize theme statements in voting packets.

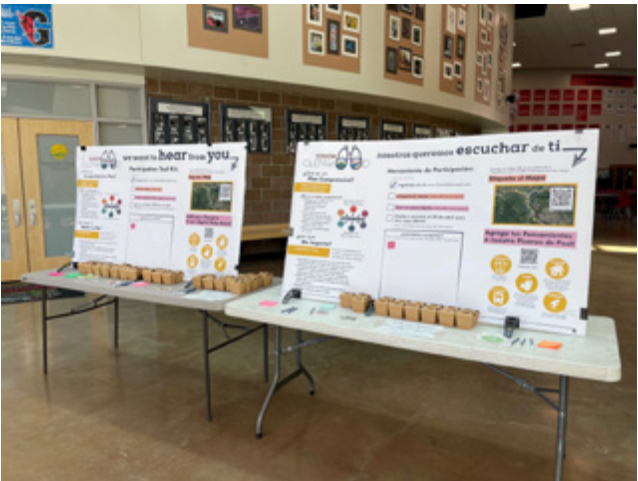
The third and final open house was held in person at Glenwood Springs’ City Hall in August 2022. Again, two session times were offered, and a number of large boards provided visual content for consideration. At these events, the draft Future Land Use Map (FLUM) was introduced, and participants were asked to prioritize implementation strategies derived from the previously identified themes. Participants were also invited to comment on the draft vision statement and goals. Planning Elements continued to evolve and included the original five: Land Use & Growth Management, Housing, Economic Development & Tourism, Climate & Resiliency, Mobility, the previously added Recreation & Open Space, plus the additional considerations of Community Character as an extension of growth, Cultural Resources and the Arts, Natural Resources, and Public Utilities & Services.

Pop-Up Events and Displays

In the months between the first and second open houses, a series of “pop-up” events took place. Events at the Rio Grande River Trail (behind the High School), Glenwood Springs Mall foyer, Walmart, and the Recreation Center’s Bazaar and Earth Day Celebration were hosted by City staff, while static displays were placed in the City Hall foyer, high school foyer, the Community Center lobby, and the library. All pop-ups featured a take-home “workshop-in-a-box” to solicit additional comments on the five primary Planning Elements and drive traffic to the VisionGlenwood website. Additionally, branded flyers with QR codes were placed in windows of several Hispanic/Latino/a serving businesses.

Subject Matter Expert Focus Groups

Ten focus group meetings were conducted with groups of local subject matter experts ranging from 6-12 attendees. These meetings centered on the key Planning Elements of land use/development code/ growth, historic preservation, mobility/transportation, housing/jobs/economics, tourism, climate action/ resiliency/hazard mitigation, sustainable infrastructure, community amenities/parks/open space, and health/ wellness/food equity. Attendees were asked about the goals of their organization, their vision for Glenwood Springs, their biggest challenges, and what current solutions or programs they were working on to address these challenges. Participants were also asked about measures of success and what a successful Comprehensive Plan would look like for them. The takeaways from the focus groups informed the Comprehensive Plan’s strategies implementation actions, which were further prioritized by the public at the third open house.



Pop-up Display



“Workshop in a box”

Community Picnic

Thirty-five percent of the population of Glenwood Springs identifies as Hispanic and/or Latino/a, according to the 2020 redistricting data from the decennial Census. A community picnic was held in Sayre Park, after Saint Stephen Catholic Church’s Spanish-language mass service. The event was designed to reach Hispanic and Latino/a community members and to specifically provide an engagement opportunity for monolingual Spanish speakers to provide feedback in their native language. Spanish-language boards corresponded directly to the materials presented at the third open house in English and solicited similar feedback. The event was catered by a locally-owned business, and an announcement was made at mass service inviting churchgoers to enjoy lunch at the park and give their input.

Community Picnic, August 2022



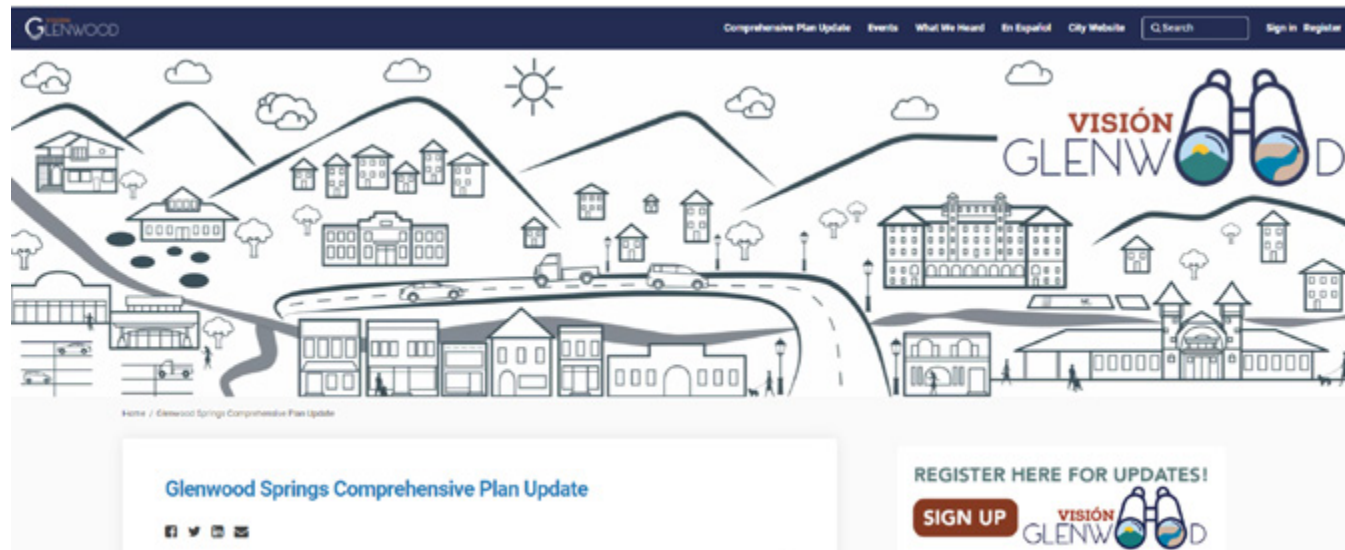


Figure 5: Vision Glenwood Website

Focused Online Survey

As an extension of the prioritization exercise at the third open house, an online survey was offered in English and Spanish. This survey followed the basic format of the third open house and Latino/a community picnic, allowing contributors that could not attend the in-person events to participate in the prioritization of implementation strategies.

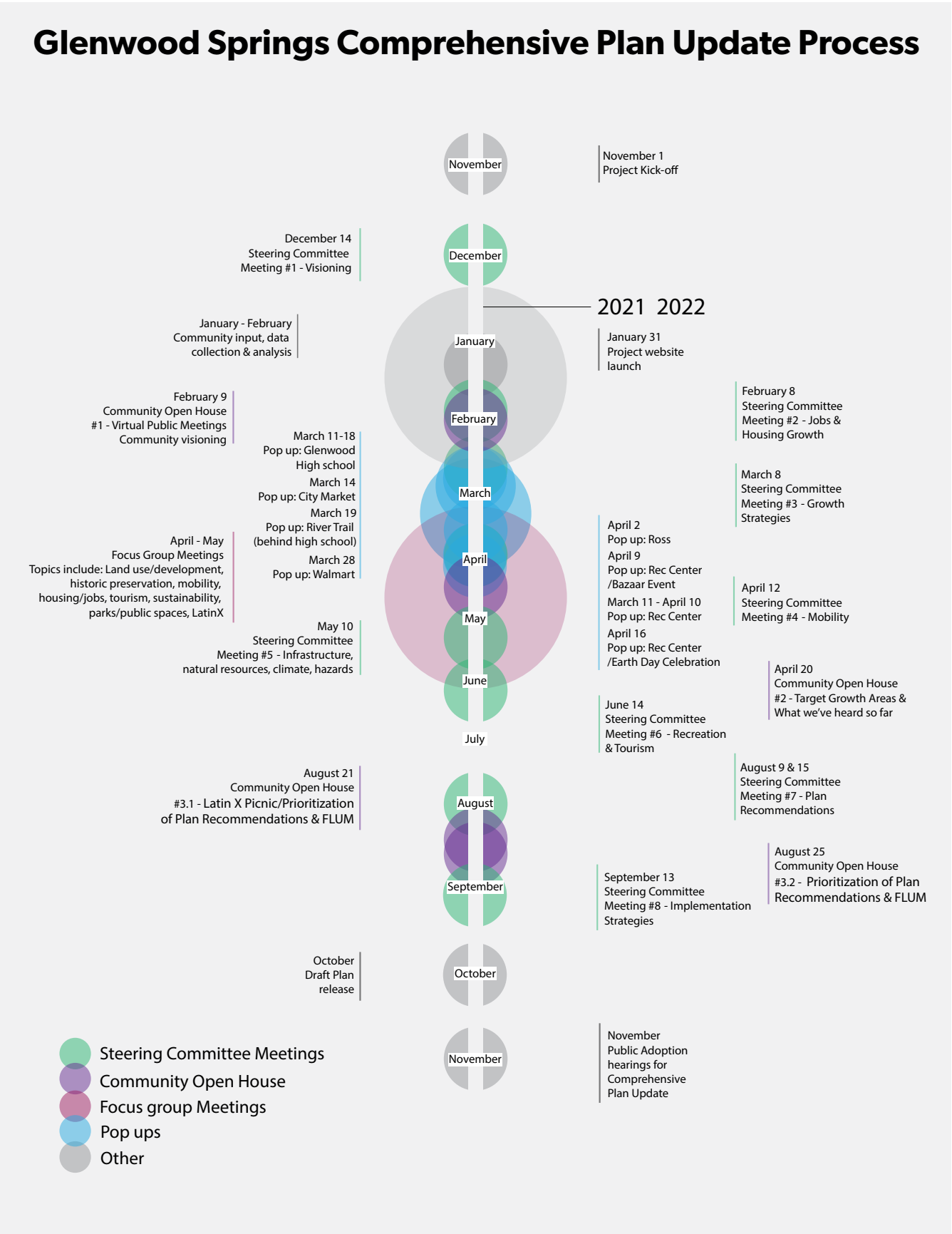
Throughout the engagement process, the community's desire to take care of current Glenwood residents was pronounced. Topics that rose to the top included:

- develop additional sub-area plans for key redevelopment sites,
- balance future growth with available water resources,
- provide incentives and subsidies to attract new workforce and affordable housing for local employees,
- improve public transit access and infrastructure citywide with an emphasis on West and South Glenwood,
- maintain the level of service for emergency personnel and hazard event services,
- ensure funding for community amenities such as parks, urban trails, and open space acquisitions, and educate the public on the importance of protecting the natural setting and wildland-urban interface areas, and
- implement a citywide historic preservation plan.

Conclusions

The Glenwood Springs Comprehensive Plan Update received an outpouring of input and support from an active, engaged, and diverse community. Because of the quality and amount of input received, this Plan is able to capture and represent the identity and future vision of Glenwood Springs in the goals, strategies, and actions herein. Special thanks to all those who participated in the engagement process. Please refer to the Appendix to see a detailed summary of data gathered during this process. For additional information, visit the VisionGlenwood.com website.

Figure 6: Comprehensive Plan Engagement Schedule





2.0: COMMUNITY CONTEXT

2.1 | Overview

Glenwood Springs, Colorado is a beautiful small city nestled between the Roaring Fork and Colorado Rivers on the western slope of the Rocky Mountains. While the population is small, at just 9,962 residents, it is quite diverse, with more than 30% identifying as Hispanic or Latino/a. Glenwood Springs is situated in an attractive geographic position, as it has potential for future growth, but is physically curtailed by the steep terrain of the surrounding mountains and rivers. Glenwood Springs continues to work to balance its need for growth, maintaining affordable home prices, and protecting the natural environment of the area. Currently, the average median value of a home is \$454,158¹, while the median household income is \$81,460². In 2020, Glenwood Springs had a poverty rate of 8% with 12.3% of residents of Hispanic or Latino/a origin living below poverty level.

As of 2022, about 73% of Glenwood Springs' total employment was concentrated in five sectors consisting of retail trade, healthcare and social assistance, accommodation and food services, public administration, and food and beverage services. The top industry in Glenwood Springs is retail trade at 18.8%, not unlike many mountain communities. The local workforce is concentrated in service and retail, healthcare, and government. This paints the picture of a tourist and regional commercial hub for Garfield County and the Roaring Fork Valley.

Glenwood Springs has a strong base of locally owned, small businesses. Approximately 85% of the businesses in Glenwood Springs employ fewer than 10 workers and nearly 98% employ fewer than 100 workers. This highlights a natural economic propensity towards small businesses and small-scale economic development. During the height of the COVID-19 pandemic, Garfield County reached a 12% unemployment rate in Spring of 2020. As of August 2022, the unemployment rate has dropped to 2.8%, which is close to pre-pandemic levels.

1. Esri forecasts for 2022 and 2027. U.S. Census Bureau 2000 and 2010 decennial Census data converted by Esri into 2020 geography.

2. Esri forecasts for 2022 and 2027. U.S. Census Bureau 2000 and 2010 decennial Census data converted by Esri into 2020 geography.

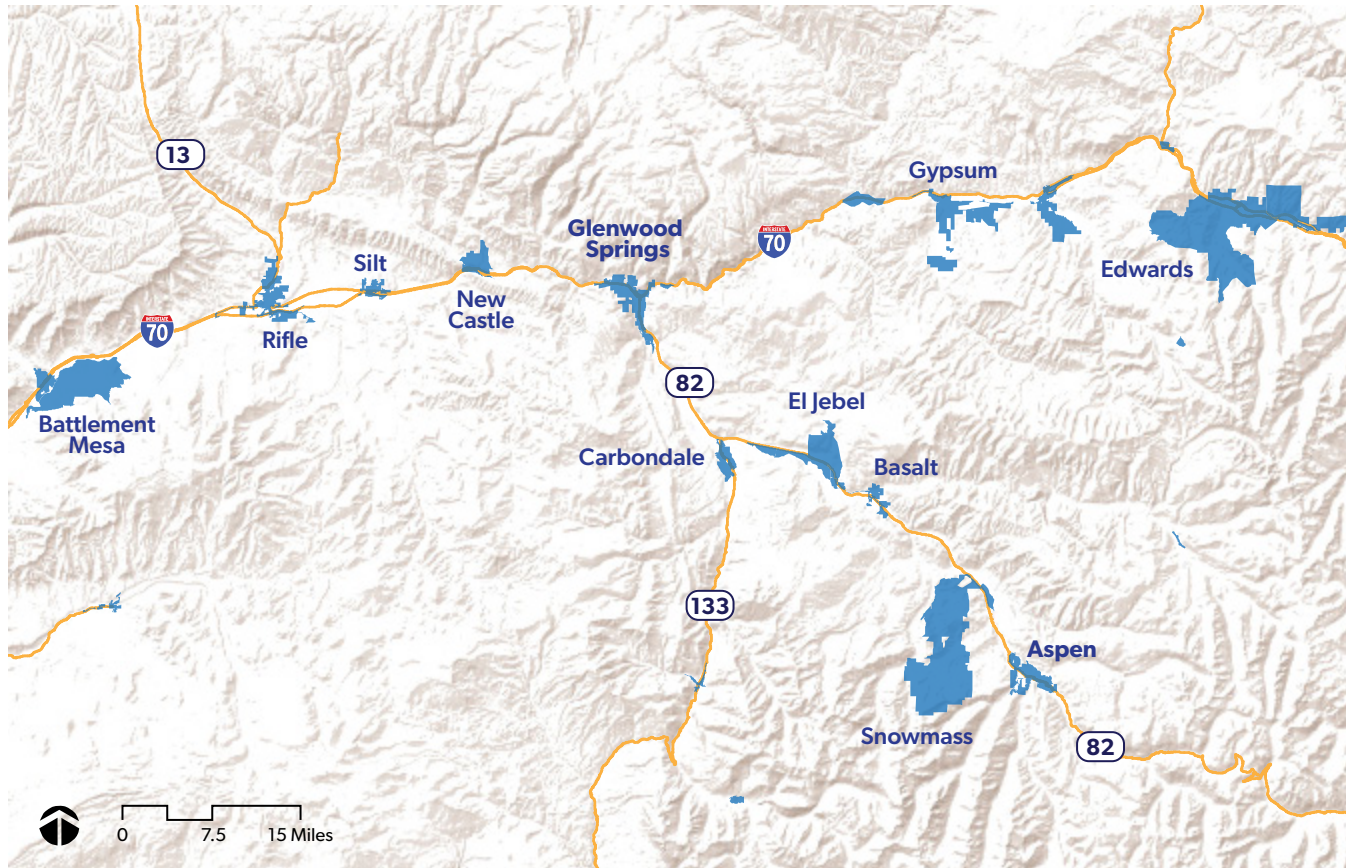


Figure 7: Glenwood Springs Regional Context

Glenwood Springs is different today than it was 20 years ago. Since the early 2000's, growth has delivered new jobs, housing, community facilities, amenities, and services. Critical infrastructure such as roads and water delivery systems have improved. Growth has also brought traffic congestion, higher taxes, and increased use/overuse of community amenities such as parks, trails, and open spaces. The challenge for Glenwood Springs is to ensure that positive changes that result from growth outweigh negative impacts.

Surveys conducted and public input received with this Plan Update indicate that most people, overall, feel that Glenwood Springs has moved in a positive direction, and community members are proud to call Glenwood Springs their home. Plan participants also acknowledged that strong leadership is needed to fulfill the Plan's vision and goals as the community continues to evolve.

2.2 | Current Challenges

Like most mountain communities, Glenwood Springs is experiencing significant growth pressures, traffic congestion, a deficit of attainable and affordable housing, and climate impacts such as wildfires and mudslides. The following section identifies how decision makers, City staff and residents should address and consider these challenges when implementing future policies.

Growth Management

Discussions among community members on how Glenwood Springs should grow and what future growth looks like will continue to be a high priority. Consistent with regional growth policies, Glenwood Springs has provided infrastructure and services to developments, and entered into pre-annexation agreements that are still in place today. The Urban Growth Boundary and Three-Mile Area are jointly recognized by the City and Garfield County, and both entities continue to work together as part of the regional planning process. However, not all community members' views align when it comes to the type and location of development in Glenwood Springs. Decision makers and City staff will need to balance the preservation of community character with growth pressures moving forward. In responding to growth pressures, the City will strive for sustainable development including environmental, fiscal and social sustainability.

Community Character & Vitality

As population growth continues and new infill commercial and residential development pressures increase, Glenwood Springs will need to develop more comprehensive and inclusive methods to evaluate development proposals. This can be done through design review and other means to protect the essential community character and qualities that make Glenwood Springs such a desirable place to live. Planning for an urban form that reflects the community's values, and protecting existing historic and cultural resources and established residential neighborhoods, are high priorities.

As growth continues, there will be an increasing need to maintain and enhance community vitality and seek opportunities to balance infill and redevelopment - growing inward and upward rather than outward - with the creation of active and vibrant places in the community.

Historic Home





Sustainable Development

Sustainable development refers to how built and non-built environments are designed within the context of human and natural ecological systems, fiscal actions, and social responsibility. All new development should strongly consider environmental, cultural, social and equitable sustainability as core guiding principles.

Environmental sustainability acknowledges the inter-relationship of natural ecosystems and resources. It is understood that humans have an impact on natural systems, and are therefore obligated to reduce unnecessary waste, address pollution, and reduce energy usage to protect the quality of water, air, and soils. Environmental sustainability also refers to the need to protect sensitive river corridors and mountain landscapes, and preserve important ecosystems and habitats.

Fiscal sustainability is living within one's means—as an individual or a community. This means avoiding growth patterns that cost more to serve than the tax revenues they produce. Outward, “greenfield” growth requires the expansion of infrastructure and services, whereas inward growth (infill and redevelopment) takes advantage of existing services and infrastructure, usually in a more fiscally efficient manner.

Sustainability

A recognized definition of ‘sustainability’ is the ability to meet present needs without compromising the ability of future generations to meet their needs. This means utilizing resources in a way that ensures they are available for future generations.

Social sustainability is taking care of the community in a way that ensures that all people have access to proper shelter, food, education, and a healthy lifestyle. It also means that the benefits that result from growth and development are equitably distributed, and diverse cultures and traditions are celebrated. The physical design of the community can impact its ability to be socially sustainable.

Equitable sustainability centers on ensuring equity among all communities, including disenfranchised and underrepresented communities. Equity is elevated as a core value to ensure a community's vibrancy, as well as individual health and well-being.

Traffic & Congestion on Grand Avenue

State Highway 82 (CO 82) is the Roaring Fork Valley's sole regional commuter corridor. It is also Glenwood Springs' historic Downtown main street (Grand Avenue), and accommodates an average of 25,000 to 29,000 cars and trucks daily.

Traffic on Grand Avenue in Glenwood Springs continues to be a core transportation issue for the community, impacting multimodal mobility around town, growth strategies, quality of life, and emergency evacuation preparedness. Between 2010 and 2021, traffic on CO 82 in South Glenwood Springs grew by 23% (an average of 1.9% annually)¹. Analysis of mobile device origin-destination data in vehicles traveling on the Grand Avenue Bridge in the peak periods show that about 45% - 60% of traffic in the morning peak southbound and 40% in the afternoon peak northbound is pass-through traffic, mostly from trips between western Garfield County and Carbondale², Basalt, Snowmass, and Aspen.³

Glenwood is also a commuting destination. There are almost twice as many jobs as workers⁴, and more than 75% of workers commute into Glenwood, mostly from Rifle and New Castle⁵, and the majority by driving.⁶

1. CDOT continuous counter on CO 82 at MM 2.194 (s/o Blake Avenue)
2. Carbondale region from Carbondale Town limits to Buffalo Valley
3. Based on cell phone data analyzed by Fehr & Peers and collected from January to December 2021 by from StreetLight Data on CO 82. An origin-destination with middle filter analysis to analyze origins and destinations of traffic on CO 82 at both the Grand Avenue Bridge and just north of the Red Canyon Road intersection.
4. U.S. Census Bureau, Longitudinal-Employer Household Dynamics Program.
5. U.S. Census Bureau, Longitudinal-Employer Household Dynamics Program, Job Counts by Home Places, 2019
6. U.S. Census Bureau, American Community Survey 5-year Average, 2015-2019, Means of Transportation to Work by Work Place Geography, Glenwood Springs.



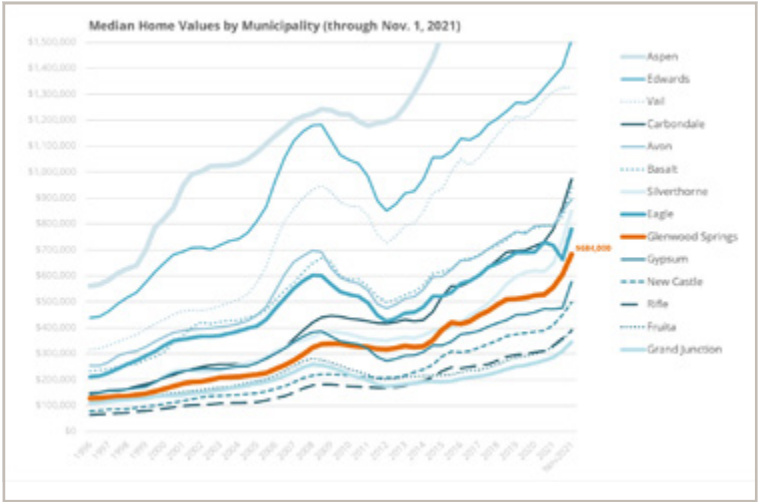
Traffic on Grand Avenue

Additionally, nearly 60% of employed residents who live in Glenwood commute out of the City, mostly up-valley.⁷ This dynamic creates a condition of heavy southbound traffic congestion on CO 82 in the morning (from people commuting into, out of, and through Glenwood Springs), and heavy northbound congestion in the afternoon for the same reason.

Due to geographic constraints, there is little room to provide alternative relief valves for traffic on CO 82. The Long Range Transportation Plan includes six bridge projects to increase network connectivity that are still planned, but more recent efforts have focused on ways to move more people by other modes. The MOVE Grand Avenue project (completed in 2021) explored ways to extend the VelociRFTA Bus Rapid Transit (BRT) service to downtown and West Glenwood to intercept more inbound, outbound, and through commuters by bus. The city is also investing in a Transportation Demand Management (TDM) program to facilitate more of its nearly 10,000 employees⁸ to use more sustainable commuting options, and most projects in the Long Range Transportation Plan are aimed at improving the City's pedestrian and bicycle network.

7. U.S. Census Bureau, Longitudinal-Employer Household Dynamics Program, Job Counts by Places, Where Workers (living in Glenwood Springs) are Employed 2019.
8. U.S. Census Bureau, Longitudinal-Employer Household Dynamics Program, Inflow/Outflow Job Counts, 2019

Figure 8: Median Home Values by Municipality



Housing Affordability

Identified as the most critical issue facing the Glenwood Springs region, housing affordability has become an even more urgent crisis in recent years. From April 2020 to June 2022 alone, the average (mean) list price for a home in Garfield County has nearly doubled, from \$777,000 to just over \$1.3 million. One of the most challenging impacts of this rapid housing inflation for Glenwood Springs has been an increasing difficulty in hiring and retaining workers who can afford to live within commuting range of town. In addition, between 2009 and 2019, the number of people needing to commute into Glenwood Springs from outside the city limits to fill healthcare and education jobs (a staple of local middle-income employment), has increased by 47 percent.

It has been widely accepted for at least the past decade that housing affordability is a regional problem in need of regional solutions. To date, the City has joined the newly formed West Mountain Regional Housing Coalition, which aims to address housing regionally. Working together across jurisdictions towards a common goal of increasing affordable housing supply (including workforce housing affordable to households earning near the median income), is more important now than ever, and the City should continue fostering these partnerships.

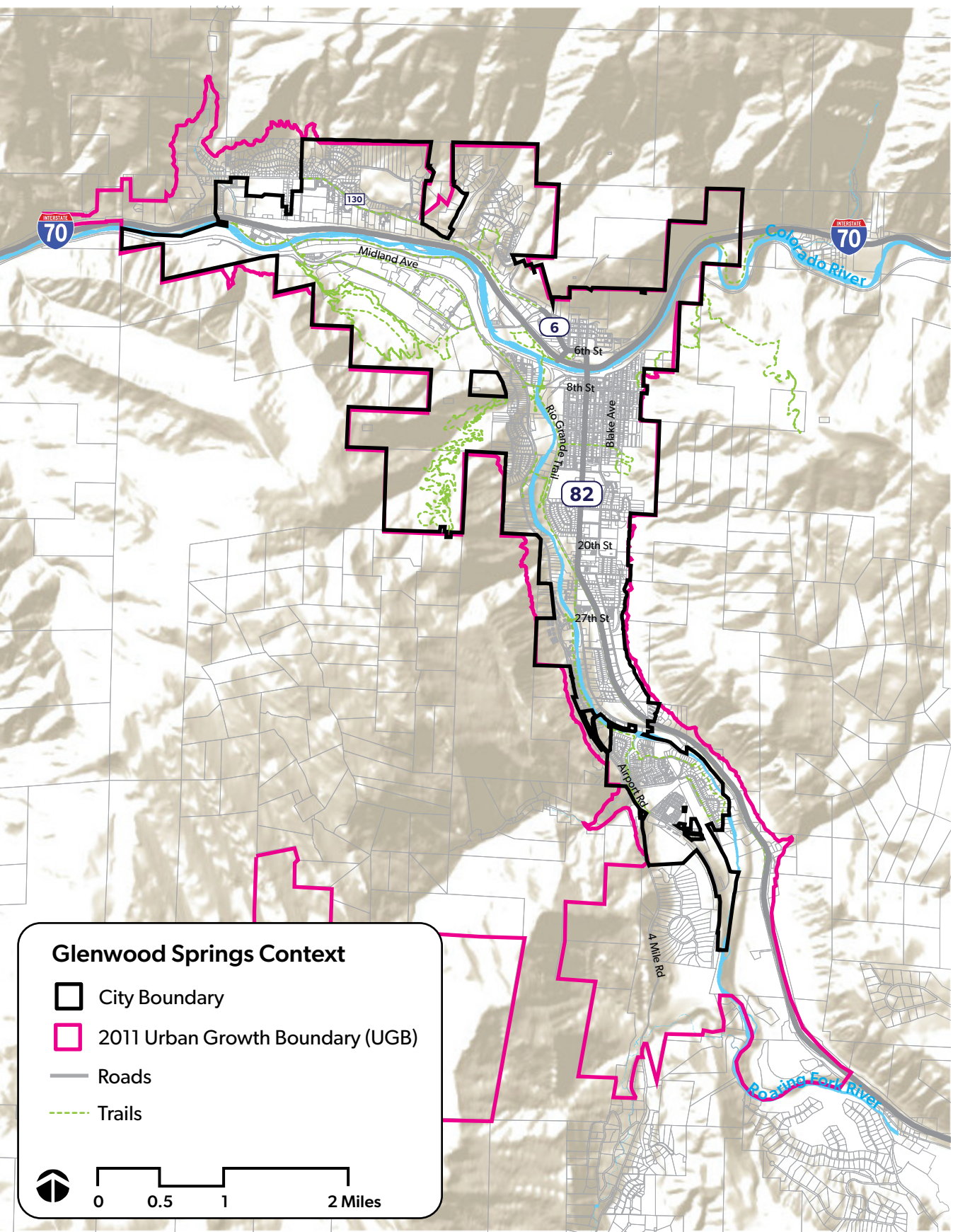
Regional Commercial Center

Over the previous decades, communities such as Rifle have increased in population and have attracted major retailers as well as other businesses. The potential new growth in other communities down river from Glenwood Springs suggests that the western portion of Garfield County will continue to attract both retail and residential development. As growth trends continue to shift in the region, Glenwood Springs will remain a significant regional commercial hub and economic asset in the Roaring Fork Valley. Decision makers and the community should acknowledge and support this important role.

Climate, Resiliency, Hazards, & Emergency Evacuation Response Systems

Climate and resiliency planning is of critical importance. Advancing the City’s climate goals and planning for the ability to withstand and recover against adversity as a community are core values. The City is leading by example in reducing carbon emissions from buildings, operations, and other sources, enabling and supporting residents and businesses to follow suit. At the same time, a changing climate will have profound impacts to our community, the environment, public safety, economy, quality of life, and the infrastructure of Glenwood Springs. Hazards such as wildfires, debris flows, flash flooding, and extreme heat can be particularly severe and are at the forefront of concern. At considerable risk are the City’s water and electrical systems, streets and stormwater drainage, residential neighborhoods, and its open space and scenic mountainsides. These threats to public safety call for robust emergency response plans, effective communications, and multiple evacuation routes.

Figure 9: 2011 Glenwood Springs Context Map





3.0: VISION & GOALS

The Plan recognizes the community's desire to direct growth and development to key growth areas, and to maintain its character and vitality. Due to physical constraints, Glenwood Springs' ability to grow is limited, which places a higher emphasis on infill and redevelopment (growing in and up, instead of out). This type of development can be accomplished by creating compact, mixed-use urban centers within the community, developing vacant parcels, and growing outward only where services and infrastructure already exist or where they can be provided in a cost-effective manner.

The community indicated through the engagement process that the Vision Statement from the 2011 Plan still resonated in 2022. The only update that was made was to include advancing the City's climate goals. Similarly, all of the goals from the 2011 Plan were carried forward into this Update, with the addition of one goal focused on climate and resiliency, which was elevated by community members in 2022.

3.1 | Vision

The following Vision Statement represents our shared picture of what we want our community to be in the future.

Vision

The City of Glenwood Springs desires to maintain its character and preserve its cultural and natural resources by implementing a proactive plan to achieve directed and balanced development, social and economic diversity, address its transportation needs, and continue advancing its climate goals.



3.2 | Goals

The following statements represent the goals that push forward the aspirational elements of the Plan. These goals are in no particular order.

- Address transportation needs and provide multiple convenient travel choices
- Advance climate and resiliency goals as a core community value
- Direct development to locations and building forms that are cost-effective to serve
- Maintain Glenwood Springs as the regional tourism, retail, commercial, and governmental center of Garfield County
- Preserve cultural resources
- Preserve Glenwood’s character while maintaining livability and increasing the vibrancy and commercial success of the Downtown and throughout Glenwood Springs
- Preserve natural resources and protect against hazards
- Promote long-term, sustainable, and diverse economic development
- Provide equitable and diverse housing for the entire community
- Support social diversity

These goals will be achieved through a variety of strategies and actionable measures summarized in Chapter 5.0.



Photo Credit: Kristina Blokhin

4.0: PLAN FRAMEWORK

The Comprehensive Plan is framed around three overarching themes: Community Character, Resiliency, and Equity. There are then 11 Planning Elements that further describe the overarching themes (see Figure 10 on page 38). Each Element includes a background discussion of critical issues that Glenwood Springs faces. These issues were developed based on a review of existing conditions and input from the community. They are intended to inform the strategies and actions for each Plan Element. Strategies are described within each Plan Element Chapter. The actions to achieve each strategy are listed in the Plan Implementation Chapter (5.0).



Figure 10: Plan Framework

Community Character

Intent – Community character includes a diverse range of architecture and building styles that create a unique sense of place in Glenwood Springs.

The community’s character provides attractive environments for pedestrians and bicyclists, and celebrates the abundant open spaces and parks around Glenwood Springs. A key goal of this Plan is to maintain and enhance this character and vitality to reflect the diverse and inclusive nature of the community.



Equity, Health and Well-being

Intent – The City of Glenwood Springs is committed to promoting an equitable community, which is healthy, and considers the well-being of both residents and visitors.

Glenwood Springs is becoming increasingly more diverse. As the population shifts, the diversity of a community is more than just its ethnic or racial makeup. Glenwood Springs’ diversity is grounded in its breadth of residents’ ages, range of housing types and building styles, and rich history of the community. Glenwood Springs celebrates its diversity and encourages the participation of individuals of varying backgrounds in civic groups and leadership roles.

The City also recognizes our storied history. In each Planning Element, Glenwood Springs aims to thoughtfully consider, navigate, and work to overcome the continuing impacts of the systematic disenfranchisement of traditionally excluded populations. These populations include economically disadvantaged peoples, individuals with disabilities, people of color, indigenous peoples, members of the LGBTQIA+ community, and other marginalized communities.

The Comprehensive Plan provides the foundation for the community’s ongoing efforts to promote diversity, and draw from this diversity to further strengthen Glenwood Springs.

Resiliency

Intent – The City of Glenwood Springs is committed to pursuing strategies to ensure the community is resilient in response to social, economic, and environmental events and impacts.

Communities nationwide recognize that future planning must be viewed through the lens of resiliency, to strengthen their ability to adapt to economic, social, and environmental adversity. Resiliency is a fundamental priority to address environmental sustainability, hazard mitigation, and awareness. While resiliency strategies in Glenwood Springs address environmental hazards such as flooding or wildfires, resiliency is also a holistic view of planning, preparedness, and capacity building for long-term stability. A high priority for the City of Glenwood Springs is to update the 2008 Climate Action Plan to provide detailed recommendations and strategies tied to resiliency and equity, and to build upon the goals and strategies articulated in this Plan. The Climate Action Plan should also focus on energy efficiency and renewable energy, waste reduction and diversion, mobility, green and healthy buildings, and respond to the impacts of climate change on human habits and development patterns. This will require additional policy changes and investment in water conservation best practices and resource management.



4.1 | Land Use & Growth Management

Background

Residents of Glenwood Springs desire the development of compact, walkable, sustainable neighborhoods and districts that feature unique character traits that distinguish Glenwood Springs from other communities in the region. This Plan actively promotes infill development to create thoughtful designs and redesigns of existing and new public and private structures around the community. This infill development is directed to Downtown and identified “Secondary Centers”, which are located near existing neighborhoods and commercial areas. These growth areas are intended to enhance the experience of people living, working, and visiting Glenwood Springs, while preserving the diverse nature of the community. This Plan is promotes developments and redevelopments that honor the shared cultural influences that make Glenwood Springs to stand apart from other communities in the region and beyond.

Land Use & Growth Management are further described in the Future Land Use Map (FLUM).

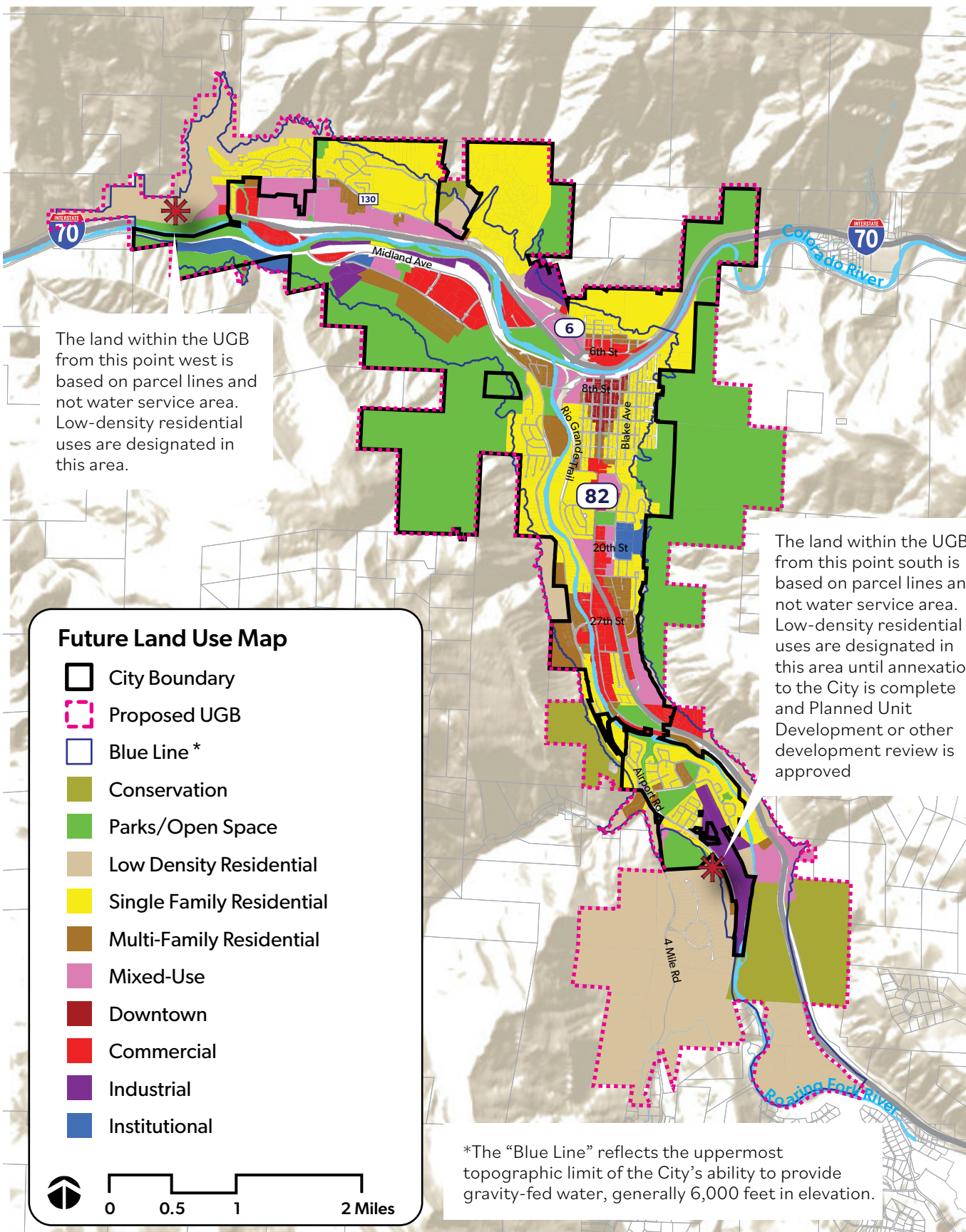
Future Land Use Map

The Future Land Use Map (FLUM) is an expression of how the goals, strategies, and actions outlined in the Comprehensive Plan manifest in land use. The 2023 Comprehensive Plan planning area includes the city boundaries and portions of unincorporated Garfield County which lies within the city’s Urban Growth Boundary (see Figure 11).

The FLUM also focuses on the Areas of Change, with emphasis on select areas where the city anticipates future growth.

The FLUM designations indicate the general character of desired land uses and are therefore somewhat flexible. These uses can often be achieved through more than one zoning designation, giving a rezoning applicant several choices. The FLUM land use designations often follow topography, floodplains, and other physical conditions, and they do not necessarily follow property lines. When there are multiple land uses designated on a property, those designations can be used to encourage certain development patterns within a parcel.

Figure 11: Glenwood Springs Future Land Use Map



FLUM Designations

Conservation

The Conservation land use designation is applied to properties with an established conservation easement restricting the property to a very limited amount of development.

Parks / Open Space

This land use designation identifies approximate locations for parks as well as for public open space. This designation is intended to include permanent open space, but also allows for limited development such as golf courses and recreation / public facilities.

Low Density Residential

Low Density Residential is a designation for land that is outside of the city limits but within the urban growth area. This designation consists of single-family residential development that is intended to maintain a rural character. Appropriate development densities will be determined by, among other things, current land uses, topographic constraints, existing and future utility connections, and existing road networks.

Single-family Residential

The Single-family Residential land use consists primarily of single-family detached homes and duplexes on a variety of lot sizes. Home occupations may be permitted with additional review. Institutional uses such as churches, schools, parks, and trails are also allowed.

Multi-family Residential

The Multi-family Residential land use designation accommodates multi-family structures of 3 units or greater, and may include home occupation and assisted living facilities as per the City’s Zoning code.

Mixed-Use

The Mixed-Use land use designation allows for a variety of uses including commercial, retail, office, restaurant, entertainment, and multi-family housing co-existing through design either in a horizontal or vertical fashion.

Downtown

This designation is intended to reflect the character of the historic Downtown while allowing additional uses that will strengthen and expand the core of the community including retail, offices, restaurants, residences, lodging, and civic uses. Pedestrian friendly design and a mix of uses are envisioned. The downtown is a mix of single and multifamily structures, but it maintains the architectural character of single-family neighborhoods.

Commercial

This land use designation provides a wide range of general retail goods and services for both regional and local markets, in both attached and freestanding structures. Retail uses outside of Downtown that would compete directly with Downtown retail are discouraged.

Industrial

This designation accommodates heavy commercial, light industrial, and industrial uses such as manufacturing, warehousing, distributing, and indoor and outdoor storage.

Institutional

This designation permits uses such as churches, medical facilities, and public buildings and facilities.

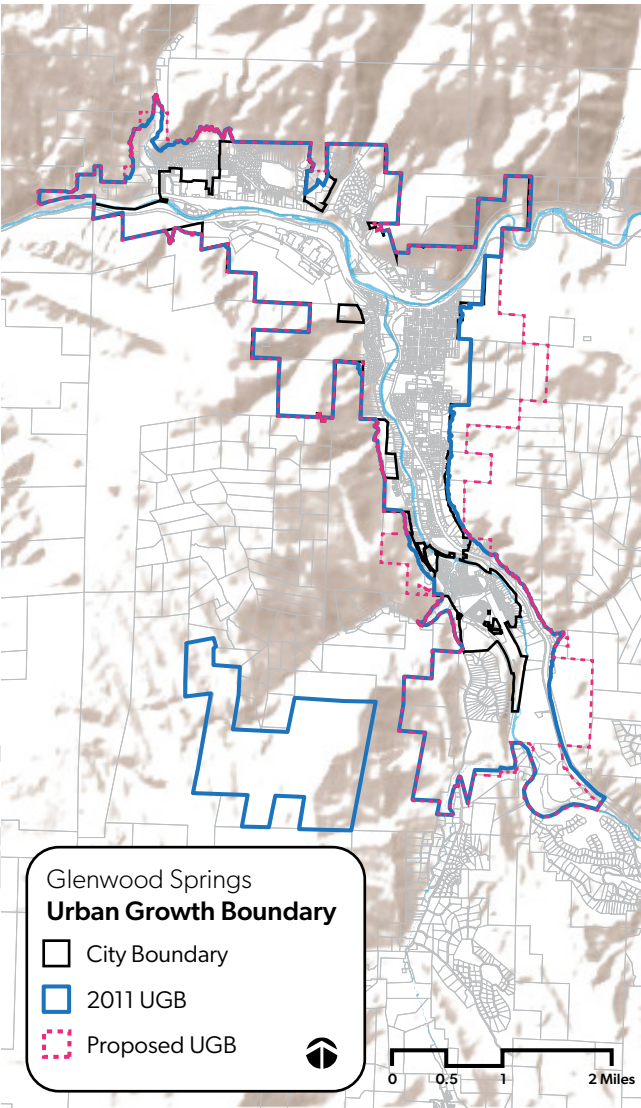
Urban Growth Boundary

The Urban Growth Boundary (UGB) represents an area outside of the City limits that can support future urban-level development (see Figure 11 on page 41). Urban development is characterized by densities typical of urbanized areas, and by the type of infrastructure and services required to support that development such as water, wastewater, roads, police, and emergency services. It also represents areas of future annexation. Although this area lies outside of the City and is subject to Garfield County land use requirements, according to the Garfield County Comprehensive Plan, development and land use within the Urban Growth Boundary should be consistent with the future land use objectives of Glenwood Springs. Both the Garfield County and Glenwood Springs Comprehensive Plans recommend entering into Intergovernmental Agreements to assure mutually acceptable land use and development within the Urban Growth Boundary, and to determine a process by which land use proposals will be evaluated by both jurisdictions.

The Urban Growth Boundary has been determined using the following criteria:

- Ability of the City to provide adequate infrastructure, particularly water service, to new development without placing undue burdens on the City’s ability to meet current municipal demands while maintaining adequate levels of service.
- Areas where there would be a public benefit for the City to manage growth, giving consideration to visual impacts, economic impacts and benefits, open space and environmental benefits, and impacts on schools and other public facilities.
- Areas which, if annexed into the City, would simplify the city limits and provide unity of services.
- Location of existing topographical features which serve as opportunities or constraints to development.

Figure 12: Urban Growth Boundary



Since 2011, community priorities have changed, land has been developed, and Glenwood Springs has grown. The Proposed UGB in Figure 12 reflects these shifts.

Strategies

Future Development

Promote Transit Oriented Development (TOD).

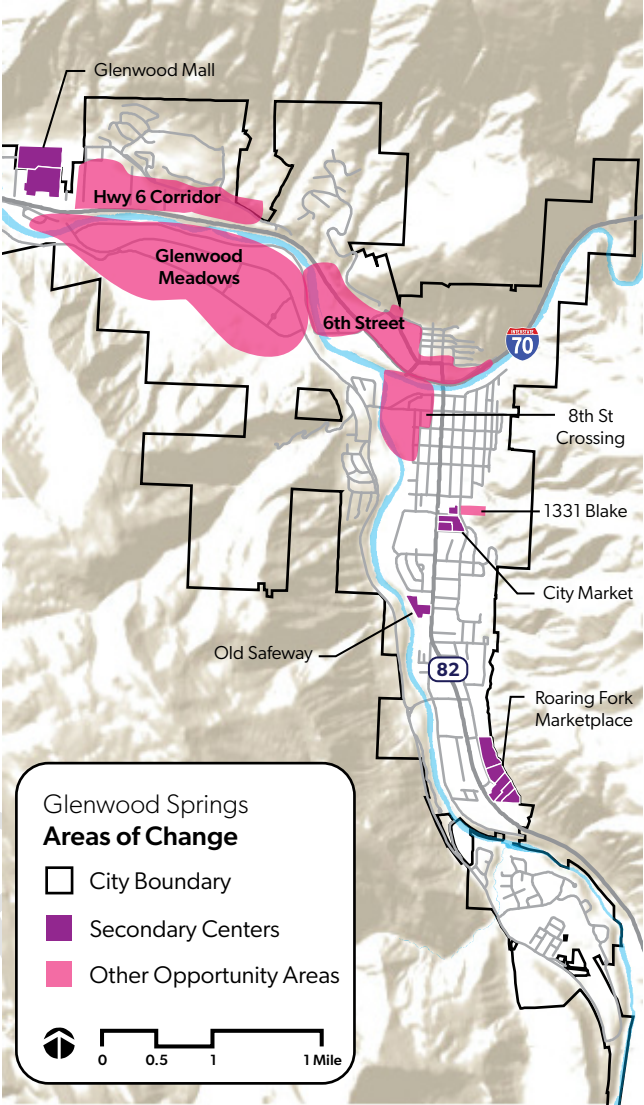
The location of land uses is itself can be used as a strategy to address transportation issues. The location, density/intensity, mix/variety, and character/design of land uses dictate travel choices and patterns. Homes that are within walking distance of employment, shopping and services can reduce vehicle trips. Given the regional nature of travel in Glenwood Springs, locating new development near high frequency regional transit will help mitigate vehicle travel. Land use is a powerful tool to reduce vehicle trips, or shift mobility to other modes, ultimately reducing traffic congestion. The City supports and encourages compact, mixed-use development patterns near regional transit.

Redeveloped areas of the city provide the opportunity to create compact forms of development that are transit-supportive. These development types are located along transit corridors and are intended to support walking, biking, and public transit. The City and the Roaring Fork Transportation Authority (RFTA) should continue to promote redevelopment and the expansion of transit infrastructure to enhance the regional bus service, including Bus Rapid Transit (BRT) between Aspen and Glenwood Springs, and station improvements in Glenwood Springs. BRT service may also help to leverage redevelopment that includes a mix of residential with commercial uses and provides direct access to employment, recreation, and other active mobility facilities.

Encourage a compact urban form.

Direct growth to where infrastructure already exists through infill and redevelopment to allow the efficient delivery of services while preserving community character and protecting cultural and natural resources.

Figure 13: Areas of Change



Areas of Change

Focus growth in Areas of Change.

The following Areas of Change within the existing city limits are intended to accommodate future growth through infill and redevelopment. Areas of Change are therefore targeted for growth to address housing demand and provide a mix of uses that are compatible with existing character. A key strategy to encourage growth in these areas is to create incentives such as flexibility in design, increased density and height bonuses, and reduction of regulatory hurdles, while also considering character and urban form.



Figure 14: Safeway Site Secondary Center



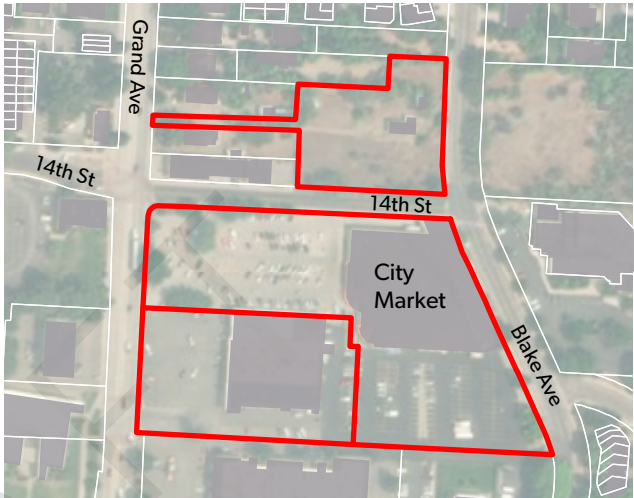
Encourage redevelopment of Secondary Centers.

Secondary Centers have the potential to accommodate a significant amount of future growth consistent with the Comprehensive Plan goals. Mixed-use development should be targeted for Secondary Centers to help address the housing demand over the next 15 years.

In several cases anchored by grocery stores, these Secondary Centers offer surrounding neighborhoods convenient access to a variety of services, shops, and restaurants. Many of these centers were developed years ago in a “strip mall” style of development with large parking lots between the building and the street. As property values and retailing trends have changed, these Secondary Centers are now seen as opportunity locations for new, mixed-use neighborhoods that include a range of supporting uses.



Figure 15: City Market Secondary Center



Potential Secondary Center locations are represented in Figures 13 - 16 and include:

- Safeway Site (20th Street and Grand Avenue)
- City Market Site (14th Street and Grand Avenue)
- The grocery store is an important anchor for Glenwood Springs. The center including the Walgreens and Schmueser building may someday be redeveloped to include housing and higher density commercial
- Roaring Fork Marketplace / Wal-Mart (3200 block of South Glen Avenue)
- West Glenwood Mall (51000 block of Highway 6)
- Glenwood Mall and the properties immediately north may be developed into a mixed-use community including a range of medium to high density residential uses with an internal system of sidewalks and community spaces thus creating a center focal point for the west end of town.



Figure 16: Roaring Fork Marketplace Secondary Center



Figure 17: Glenwood Mall Secondary Center

Roaring Fork Marketplace



Secondary Centers are represented by several physical characteristics:

- These areas are prime locations for Glenwood Springs to accommodate significant additional housing and employment with minimal visual impact on the city's older, more established, traditional neighborhoods.
- Secondary Centers can allow Glenwood Springs to offer a wide range of housing types from rental and ownership townhomes, to rental apartments that are integrated into a mix of uses with neighborhood services, retail, and limited office spaces.
- Secondary Centers can be redeveloped with buildings up to 4-5 stories with the upper stories dedicated for residential uses. Development massing and scale should be compatible with the surrounding neighborhoods, be walkable, and include buffering elements that both protect the surrounding neighborhood, and integrate new development into adjacent neighborhoods.

Other Opportunity Areas:

There are several larger parcels of land dispersed throughout the community and other potential areas that could accommodate more intensive development and that should include streetscape improvements and other amenities such as parks and civic places (See Figure 18 on page 48).

Glenwood Meadows

The Glenwood Meadows development serves as a regional commercial hub, including several apartment complexes located along a transit corridor. This area serves as a logical and ideal place for additional mixed-use development that is within walking distance of commercial areas, recreation, and open space. Live / work units, where the unit is designed to have a living space as well as a workspace for non-nuisance producing businesses, are seen as appropriate here.

Highway 6 Corridor

The Highway 6 Corridor is comprised of auto-oriented commercial/service uses, with residential uses tucked behind. Despite the presence of an elementary school, much of the area lacks walkability and public gathering spaces. This area has potential for significant redevelopment in the future that should include pedestrian interconnectivity, bicycle access, landscaping, and thoughtful building placement so that it transforms into an attractive, accessible, community-oriented corridor. Multi-family housing is will likely continue to be developed north of the corridor.

6th Street

Sixth Street stretching from the base of the Glenwood Adventure Park Gondola to the Hot Springs Resort and Vapor Caves is an opportunity for infill redevelopment. It is connected by the new pedestrian bridge to downtown and offers an opportunity for a public-private partnership. The 6th Street Master Plan was adopted in 2017 and provides guidance on redevelopment for this corridor.



8th Street Crossing

Glenwood Meadows



8th Street Crossing & Confluence Area

The 8th Street Crossing and Confluence Area are currently zoned for industrial and commercial uses. Much of the site is the former location of the City's wastewater treatment plant. Redevelopment of the site into a mixed-use area is outlined in both the 2019 Moving Forward Together Area-Wide Plan and the 2017 Confluence Redevelopment Plan. Efforts to redevelop the area should include a public park space that naturally connects to the Rio Grande Trail and Two Rivers Park, community amenities near the river confluence, uses that address specific needs of the community, and the extension of Downtown. Previous plans for the Confluence Area included reference to a performing arts center as one potential land use within a redeveloped, mixed-use neighborhood.

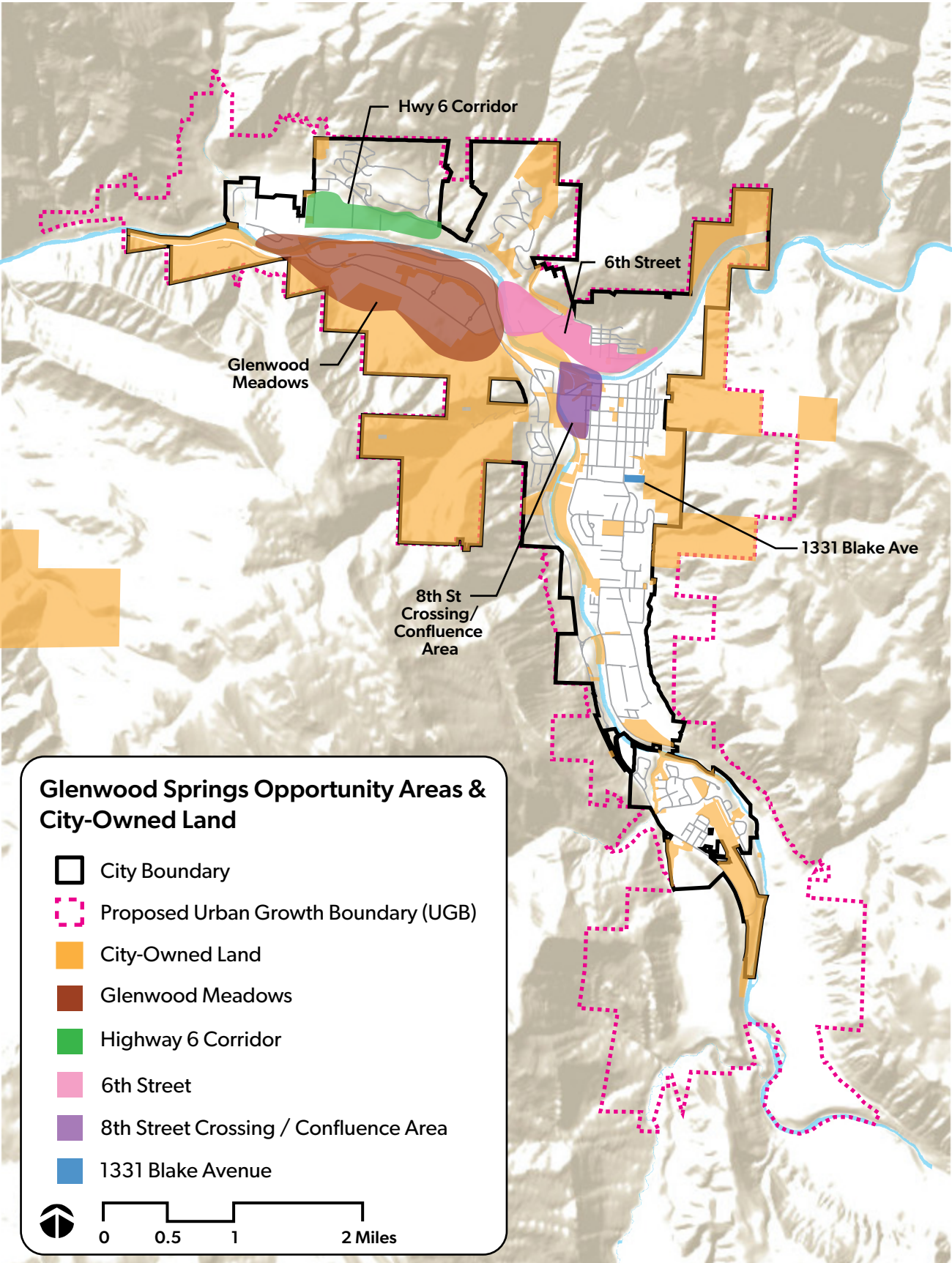
1331 Blake Avenue

1331 Blake Avenue and the adjacent vacant parcel on the east side of Blake and 14th Streets are an opportunity for infill development.

City-owned Land

The City of Glenwood Springs retains ownership of several parcels along the east bank of the Roaring Fork River (see Figure 18 on page 48). In addition to right-of-way uses, there are several vacant City-owned parcels that can be developed into affordable housing or reserved for parks/open space. Additional considerations related to park amenities or passive open space should be considered.

Figure 18: Opportunity Areas & City-Owned Land



Existing Neighborhood Areas and Uses

Foster and protect vibrant, diverse, safe, and well-connected neighborhoods.

Individual neighborhoods in Glenwood Springs are uniquely different and are generally walkable, with smaller lots, slower traffic, shaded sidewalks, front porches, and small neighborhood parks. Infill and redevelopment is expected through the addition of accessory dwelling units and where sensitively designed duplexes, townhouses or small apartment buildings may replace bungalows on larger lots. Mobile home parks and other missing middle housing options should be maintained and protected.

Among other things, consider policy changes or development code updates to ensure that new development reflects the scale and character of existing neighborhoods.

The neighborhoods immediately surrounding Downtown have long been zoned for more intensive development. As a result, over time there may be some infill of a variety of housing unit types - such as condominiums, townhouses, and apartments.

Maintain the Municipal Airport.

The Glenwood Springs Municipal Airport has been an area of discussion in the past as a potential future Area of Change. The Plan acknowledges past sub-area planning efforts of the estimated 64-acre Municipal Airport. Future planning of the area should continue to recognize the long-term economic viability of the airport and promote the aviation uses of the airport. When improvements to the road systems and infrastructure are planned and funded, the City will continue to evaluate the configuration of the airport uses on the site.

Areas Targeted for Protection

Preserve the hillsides.

Glenwood Springs is defined by prominent ridge lines, steep slopes, varied unstable geologic conditions, rock outcroppings, and extensive vegetation. Development of hillside areas requires special care. Hillside preservation areas, those with slopes more than twenty percent, should be left undeveloped unless at very low densities, in limited areas, and done with little impact (physically and visually) to the hillsides.

Protect the riversides.

Land and habitat areas along the Colorado and Roaring Fork Rivers should be protected. Attractive, accessible, and healthy riparian areas are highly visible assets that are cherished by the residents of Glenwood Springs. Development that reduces the continuity of the habitat, the hydrologic function, or the visual quality of the river corridor should be discouraged. The expansion of trail corridors, parks and river access points are encouraged. Any development adjacent to the river corridor should also preserve public access to and along the river edge, and assist in the restoration of damaged riparian areas.

Light Pollution

Reduce light pollution.

Residents of Glenwood Springs value the ability to view the stars against a dark sky. The City should continue to enforce its adopted Exterior Lighting Standards to decrease light pollution, which in turn would increase energy efficiency, and should consider expanding on these to include the adoption of all Dark Sky principles.



4.2 | Community Character & Vitality

Background & Context

For years, a primary goal in Glenwood Springs has been to maintain its “small town” character. Recognizing that as the community continues to grow and evolve, retaining the character and vitality of Glenwood Springs is critically important to the future and well-being of the community. Community character is described in a variety of ways. There are physical attributes such as compact, walkable neighborhoods, tree-lined streets, natural features and cultural resources. The character of a place also considers people and how they interact with one another. Community character may have less to do with actual population, and is likely influenced by the physical characteristics of the community and its quality of life.

A key objective of the Plan is to define what makes Glenwood Springs so unique, while managing future growth in a way that retains the essential qualities and characteristics of the community. The goal is to maximize positive impacts and minimize any perceived or real negative impacts that may detract from the

character of the community today. To achieve this, growth and development should not only be directed to appropriate areas and discouraged in others, but the City should require good urban form, quality development, and a variety of architectural types that complement and reinforce the character of the community.

Social Diversity

The demographic makeup of the City of Glenwood Springs has changed over the past 10 years, and more emphasis has been placed on serving members of our community who have traditionally been underserved. The diversity of our community contributes to its vibrancy and the rich quality of community. Our City’s character should include physical and social structures that consider all members of our community and their diverse needs.

Livability and Community Vibrancy

While often elusive to define, community character is less about the actual size of the town, and more about its scale and character: the pedestrian scale of Grand Avenue; the diverse neighborhoods with narrow, tree-lined streets; walkable, talkable neighborhoods; safe public spaces; and its active, engaged residents. Glenwood Springs’ community character also includes its compactness, with essential services and many amenities within walking distance.

The City of Glenwood Springs celebrates the surrounding landscape, natural resources including the Colorado and Roaring Fork Rivers, and wildlife. Proximity to outdoor amenities such as trails, parks, and rivers is a distinct value to the community. Moving forward, the city should consider open space preservation, planning for growth at a regional scale, maintaining a compact urban form, and directing development to where it makes sense and in a manner that minimizes the consumption of resources and reflects the realities of utility and service delivery systems.

Character Areas

Downtown

The main commercial core in Glenwood Springs, including the area north of the Colorado River, is the heart of the community and the place where the community comes together to live, interact, conduct business, entertain, and relax. This area includes the historic hot springs, Hotel Colorado, and many commercial structures that date from the early 1900s. This area is the ‘living room’ of the community, the center of the city’s hospitality industry, and an entertainment and retail district, with a variety of restaurants, retail shops, civic uses and living opportunities. Downtown Glenwood Springs attracts people and businesses who celebrate the culture and vibrancy of downtown environments, thereby adding to the area’s overall vitality.



Downtown Glenwood Springs

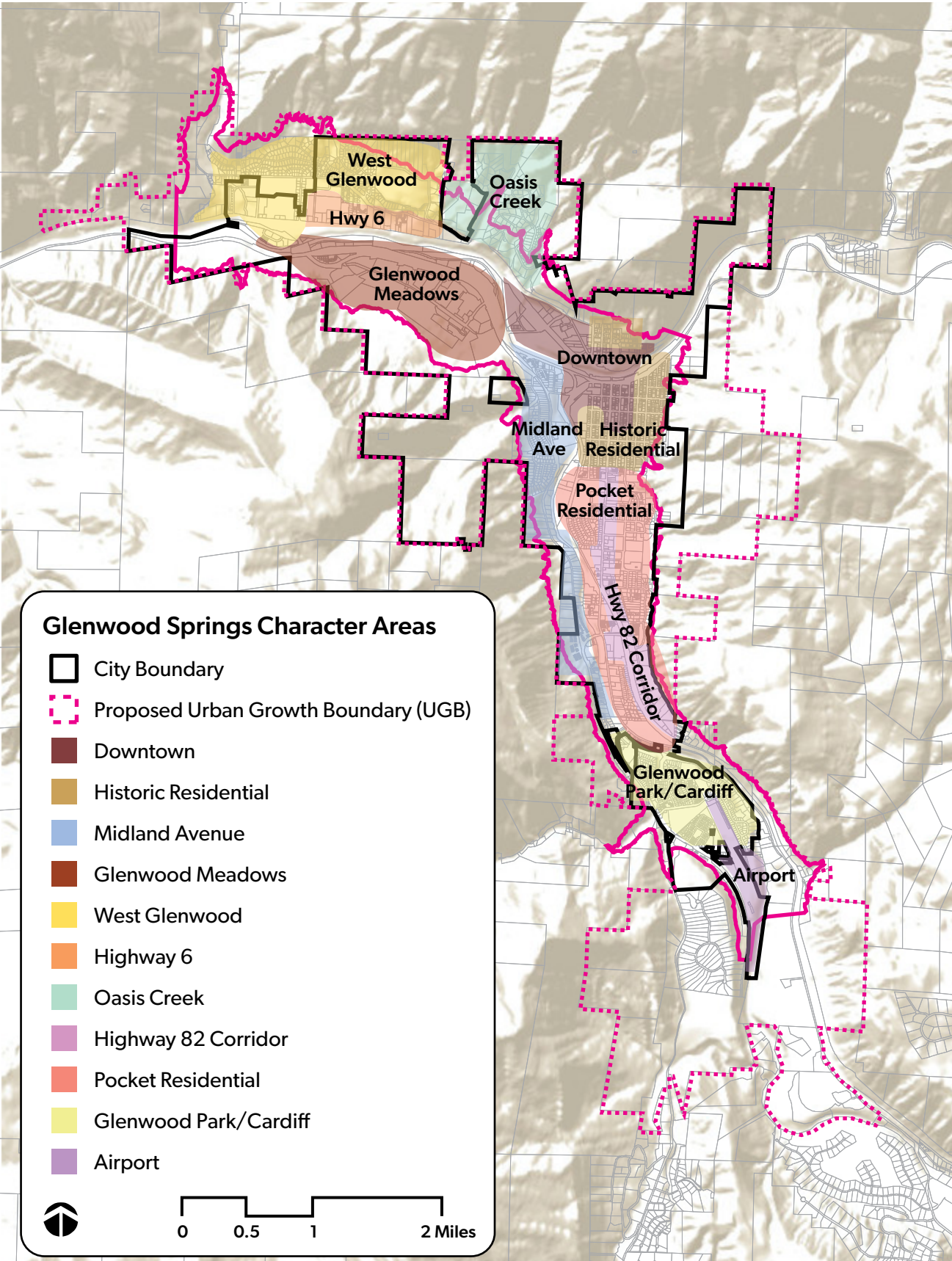
Historic Residential

The neighborhoods surrounding Downtown feature tree-lined streets, small residential lots, historic Victorian homes, shaded sidewalks, and front porches instead of garages. These neighborhoods contribute a significant amount of character to the community and should be preserved while allowing gentle density in the form of infill development to increase housing options near jobs.



Historic Residential Neighborhoods

Figure 19: Glenwood Springs Character Areas



Midland Avenue

Midland Avenue, between the Colorado River and 33rd Street, is characterized by higher density residential development, with many multi-family buildings. There are few commercial uses concentrated on the northern end of Midland Avenue. This area includes central access to recreation opportunities and open space. With easy access to Downtown and schools, Midland Avenue is home to a diversity of households and families.

Glenwood Meadows

Glenwood Meadows has seen recent residential and commercial development, with multi-family housing and both small and large-scale retail and restaurants. Glenwood Meadows is also anchored by the Glenwood Springs Community Center. With easy access to Downtown and commercial uses, the vision for the remainder of buildable land in Glenwood Meadows is mixed-use development to increase housing options in this transit-served area.

West Glenwood

West Glenwood is characterized by quiet, residential neighborhoods that are more suburban in form. While the Glenwood Mall is located in West Glenwood, the area lacks key commercial uses like grocery and restaurants that could reduce vehicle trips for residents. A portion of the West Glenwood community sits outside of the City limits.

Highway 6

The Highway 6 corridor is comprised of largely auto-oriented land uses and commercial pad site properties along the highway, with residential uses tucked behind. Despite the presence of an elementary school, much of the area lacks walkability and public gathering spaces. This area has opportunity for significant redevelopment in the future.



Midland Avenue



Glenwood Meadows



West Glenwood



Highway 6 Corridor

Oasis Creek

Similar in character to West Glenwood, Oasis Creek is a suburban residential neighborhood traversed by curvilinear streets that lack pedestrian infrastructure. Homes and lots are generally larger than in the more historic parts of the City. This neighborhood is envisioned to remain substantially unchanged with the exception of minor infill and redevelopment.



Oasis Creek

Highway 82 Corridor

The Highway 82 Corridor (outside of Downtown) is characterized by predominantly auto-oriented commercial land uses and services. Large retailers are located along the corridor as well as smaller-scale commercial uses. The corridor is home to many of the destinations that make Glenwood Springs a regional hub. Mixed-use, infill development is envisioned along the corridor in the form of transit-oriented development.



Highway 82 Corridor

Pocket Residential

Pockets of residential neighborhoods surround the Highway 82 corridor. These pockets have varying densities and diverse housing types, from single family to multi-family development and everything in between. Although these neighborhoods are experiencing growth pressures, they are envisioned to remain substantially unchanged with the exception of minor infill and redevelopment.



Pocket Residential

Glenwood Park/Cardiff

Glenwood Park/Cardiff is home to one of the City’s elementary schools and a mixture of mid-century/ Victorian-style single family residences and newer townhomes and apartments. Poor access for both public transportation and emergency evacuation are concerns voiced often by residents (which will change with the development of South Bridge). Originally planned commercial uses were never built, but should be considered in the future as infill development occurs to reduce vehicle trips.



Glenwood Park/Cardiff

Maintain & Administer the Municipal Airport

On approximately 64-acres sits the Glenwood Springs Municipal Airport which serves as a general aviation facility owned and operated by the City of Glenwood Springs via the Airport Enterprise Fund. While the Airport was previously looked at for potential redevelopment, community members articulated the importance of the facility, particularly for use in emergency operations. Community discourse for the Airport area has included discussion of providing more commercial uses to support the facility’s use.



Airport

Historic Context

The City’s collection of historic buildings, sites and objects represent tangible links with its past and give Glenwood Springs its unique character. In 1999, the City Council adopted a historic preservation ordinance establishing a historic preservation commission for the purpose of protecting and preserving the city’s historic and cultural resources. In 2001, the City Council adopted Downtown Design Standards to ensure that new development respects the historic development pattern and special character of Downtown buildings. Then, in 2008, the City Council adopted the Citywide Historic Preservation Plan that outlined the role that historic preservation should play in the network of community planning, economic development, culture, and tourism. It also established goals and actions to protect the buildings, sites and objects that collectively make up the City’s unique historical character.

Although the City has numerous historical assets, currently there are only nine buildings or structures that are officially listed in the Colorado State and/or National Registers of Historic Places, and thirteen buildings and sites that are recognized as Local Landmarks.

The South Canyon Bridge is on the National Register of Historic Places



Hotel Colorado is on the National Register of Historic Places

Strategies

Urban Form

Support appropriate mass, scale and density of new development.

The City of Glenwood Springs should support appropriate mass, scale and density of new development in relation to existing neighborhoods. Mixed-use development in the Downtown should allow for taller buildings that may not be permitted in other areas of the community. Building height limitations (up to 5 stories) should meet the development massing and scale of existing, sometimes historic buildings (such as the Hotel Colorado and the Manor senior apartments). Increased density in the core should be contingent upon public benefits, such as the provision of additional civic space, or the improvement of pedestrian amenities at the ground level.

Along Grand Avenue, between 7th and 11th Streets, upper-level stories should be stepped back to preserve the historic 2 to 3 story character of the street. Increased building heights up to 5 stories are encouraged on side and cross streets (Cooper, Colorado, 7th, 8th, 9th), and in acceptable areas north of the Colorado River.

Implement and enforce design standards.

The intent of the existing Design Standards is to ensure that the quality of infill and redevelopment meets community standards, especially within the historic Downtown. New buildings, as well as additions to existing buildings, should be designed to reflect the unique local character of Glenwood Springs and constructed to last for generations.

Simple, feature-less, box-like structures do not have a place among the 19th and early 20th century buildings in the Downtown. Commercial buildings such as 209 8th Street, 701 Grand Avenue, and 909 Colorado Avenue are good examples of ways in which new construction can be designed with an eye to the past, reflecting historic architectural styles. An effort should be made to identify disparities and continue recommending updates to Development and Municipal codes to ensure they are in alignment with the Comprehensive Plan.

Support neighborhood commercial mixed-use development.

Future retail development opportunities in Glenwood Springs should be smaller in scale, filling opportunistic gaps in neighborhood-level goods and services. Providing mixed-use spaces enhances neighborhood function, adds vibrancy, promotes walkability, promotes sense of place, and co-locates multiple destinations, which can reduce traffic congestion.

This Plan also promotes the development of housing above the existing buildings along Grand Avenue. To further protect the two-story architectural character of buildings along Grand Avenue, while also addressing the need for more housing, the Design Standards should be amended to allow additional stories but require that the new construction be stepped-back from the existing building facade.

Neighborhood-scale commercial mixed-use



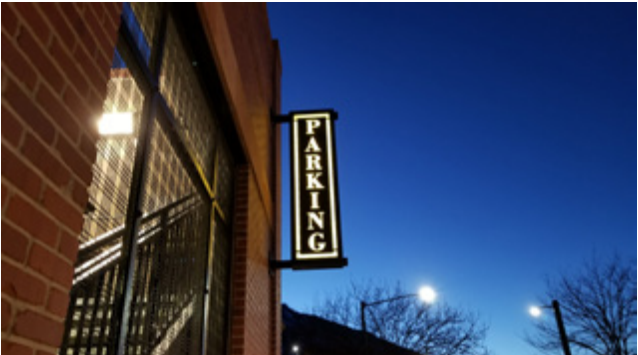
Social Diversity

Support social diversity.

Supporting a diverse society will maintain community character and vitality while also making the community more resilient to changes in the regional economy. A broad plan enacted locally and implemented at the neighborhood level that addresses affordable housing, employment, transportation, and community quality of life issues will aid in achieving social diversity. The City should expand communication networks to be more culturally competent to build trust in traditionally excluded communities. Continue to evaluate programming to improve inclusivity for all community members. Create public spaces where everyone feels welcome and support a built environment that is accessible to Glenwood Springs’ diverse community.

Create a community for all.

Glenwood Springs prides itself on its inclusivity of all individuals. The City proactively encourages and enables individuals of varying backgrounds to participate in civic groups, leadership roles, and the everyday life of the community. Diversity is celebrated here and equity is at the forefront of decision making. The City should promote aging in place, dual language wayfinding, and accessible recreation opportunities to create a community for all. Continue to reduce or eliminate barriers to participation in civic, social, and public processes and spaces.



Mobility

Provide a multi-modal mobility network.

Glenwood Springs must be a safe and friendly environment for all modes of travel by providing public transit, parking facilities, interconnected pathways, and green spaces to encourage people to safely travel on foot and by bicycle. Downtown should serve as a multi-modal transit hub, with connections between rail, bus, bike, auto and pedestrian travel. Efforts must be made to reduce traffic congestion, provide equal access to community facilities, and assure the safe and efficient movement of people and goods across barriers such as rivers, railroads, and highly congested roadways.

Develop parking strategies and partnerships.

Urban form and character are often dictated by parking. With infill development comes the need to provide additional parking, which is often on-site in the form of surface parking lots, or in some cases, parking structures above or below ground. Encouraging infill development in the Downtown will require more parking. The City should pursue broader strategies that consider shared parking opportunities for a mix of uses, allowing parking spaces to be used during the day and at night, which serve residents, visitors, and employees in a more efficient way. The City should consider the right partnerships to build public/private structures to reduce building footprints and surface parking lots.

Historic Preservation

Protect historic resources and buildings.

Historic buildings and resources are a key ingredient to the character of a place. The City should continue to preserve historic structures while encouraging compatible and sensitive redevelopment that contributes to the character of Glenwood Springs. Contributing historic resources should be mapped, and the City’s existing Design Standards should be modified as needed to address additions and modifications in a manner that preserves the integrity of the original building.

City staff should identify structures of merit and approach property owners about preservation of these structures, in coordination with the Historic Preservation Commission.

The City should create an incentive program to discourage the demolition of structures that are historic or have architectural significance. Incentives can include property tax relief or funding assistance for rehabilitation.

Preserve the Cardiff Coke Ovens

Located south of the city limits, the Cardiff Coke Ovens were used to process coal into coke for use by area smelters and are significant for their association with the railroading and mining history of the lower Roaring Fork Valley dating back to the 1880s. All the ovens are on land owned by the Glenwood Springs Historical Society and were listed on the National Register of Historic Places in 1996.

Currently, there are plans to construct a South Bridge over the Roaring Fork River in the general vicinity of the ovens. Any new roads in the area should take into consideration and mitigate any negative impacts the bridge or connecting roadways may have on this historically significant location. These improvements should include access to the ovens so residents and visitors can learn about their historical connection to the history of the surrounding area. The City should consider acquiring adjacent land in order to protect and preserve the ovens for future generations.

Cardiff Coke Ovens





Photo Credit: Kent Kanouse

4.3 | Economic Development & Tourism Management

Background

Glenwood Springs is a regional hub that threads together three major economic zones: the Colorado River Valley, the Roaring Fork Valley, and the Eagle River Valley. In addition to a robust visitor-based tourism and recreation industry, Glenwood Springs plays an important role as a crossroads for local and regional services. This role enables Glenwood Springs to maintain greater economic diversity and resilience than its surrounding communities.

Healthcare Services

Healthcare services, including hospital and clinic-type medical facilities along with long-term rehabilitation and care centers, make up a healthy sector of Glenwood Springs' economy that serves both the surrounding resident community and attracts spending from outside the region. Glenwood Springs' location is well-suited

for these services due to its central location between up-valley Roaring Fork development areas and I-70/ Western Slope residentially-oriented areas extending to Grand Junction.

Professional Service Employers

Glenwood Springs is in a naturally advantageous location for engineering and construction-related professional and technical service employers. Ranging from sole proprietorships to mid-sized firms, these employers serve the Roaring Fork and I-70 corridor areas, both in the realm of private sector development and in support of transportation and infrastructure projects. Higher salaries in these professions have helped make hiring and retention less of an issue than in some industries, but rapidly rising housing costs are presenting new challenges even among this well-paid sector.

Retail

Retail activity is critical to the fiscal health of Glenwood Springs, and retailers have historically benefitted from its role as regional center - drawing retail spending in from visitors and households outside its borders. Market support for new larger-scale retail development in Glenwood Springs is more limited now than during previous planning efforts. This is due to gradually tapering population growth rates, strong competitive supply activity along I-70 across Garfield and Eagle Counties, and the continued rise in e-commerce retail activity.

The visitor-based recreation industry, historically centered around the Hot Springs attraction, is now complemented by several cultural and recreational offerings. Best known as a historic destination for vacationers with diverse natural amenities, most particularly hot springs, Glenwood Springs has transitioned to become a destination with access to world-class ski areas, mountain biking, spectacular fly fishing, and kayaking that attracts 1.3 million visitors a year. Not to mention Glenwood Springs' downtown commercial district which offers a mix of entertainment and cultural venues, retail, higher education, and professional offices that serve residents and visitors alike.

The Glenwood Springs area continues to serve as a hub for active recreation in the Western Slope and as a gateway to the Roaring Fork Valley.

Because residents of Glenwood Springs and the surrounding area have a natural inclination towards an outdoor-oriented lifestyle and active recreation interests, opportunities for many local-serving shops and services should also appeal to visitors.



Retail shops on Grand Avenue

Industrial

In today's global economy, there are many smaller footprint and advanced manufacturing light industrial uses that could certainly add jobs and increased wealth to the community, while respecting architectural rules and clean industry. Small-scale, quiet, clean manufacturing or fabrication businesses could locate Downtown or the in 6th Street Corridor. Imagine a store front where visitors and residents would watch a production scale 3D printer producing commodities. Determined on a case-by-case basis, these uses could be integrated into mixed-use development.

Other small manufacturing businesses could locate in the River Industrial zoning districts. There is opportunity to annex additional I-2 zoned land at the south end of Old Highway 82. Limited lot depths could accommodate production in injection molding technologies and other linear assembly processes. Some lots, or assembled lots, may be used for medium-scale operations such as pre-fabricated or modular building structures.

Role as a Regional Center

To increase resiliency to historic boom and bust economic cycles of western Colorado, efforts must be undertaken to continue to diversify the local economy. The City should acknowledge both historical economic drivers and cyclical patterns such as the oil and gas periods, the regional economy, and new, emerging economic influences such as technology and remote work that may influence Glenwood Springs’ position in the region. Many centralized support and management activities serving various industries are drawn to Glenwood Springs as a secondary location to Grand Junction. The City should continue to build on existing assets and community strengths while determining the appropriate mix and type of businesses and industries that would be attracted to Glenwood Springs. Quality of life, quality infrastructure and an educated and qualified workforce are keys to attracting quality businesses and employment opportunities.



Glenwood Springs is a regional hub for auto commerce



Garfield County Government Center

Public Sector

Public sector activity remains strong in Glenwood Springs, in part due to its position as the county seat for Garfield County. The city’s accessibility and crossroads location have also attracted some federal and state field offices. While governmental facilities do not directly generate tax revenues, their employees spend a portion of their wages locally and may also reside within the city. Colorado Mountain College also plays an important part in the public sector sphere, providing higher education opportunities as a community college with a range of training and degree options.

Strategies

Regional Hub

Retain Glenwood Springs’ role as a regional commercial hub.

It is important that Glenwood Springs retain its role as a regional employment and commercial center. When comparing the City’s annual operations expenditures with several Colorado municipalities, Glenwood Springs provides a relatively high level of service to its residents that is more than double what is offered by similarly sized municipalities in Colorado. This level of service is directly related to the sales tax revenues that the City receives from its commercial businesses.

In considering expansion of municipal boundaries or infill projects, maintaining the current balance of residential and nonresidential land uses could help sustain the levels of service currently enjoyed by Glenwood Springs residents, businesses, workers, and visitors. For every housing unit in Glenwood Springs, there are 629 square feet of non-residential floor area. Most of the demand for services (68%) originates from housing units within the municipal boundaries, while the remaining 32% originates from visitors and from individuals working in Glenwood Springs but residing elsewhere.

Ensure adequate food access.

Retain and expand food access for local residents. Although Glenwood Springs is not a food desert, it does lack grocery amenities to support the local community. The loss of Safeway has changed the landscape for the availability of and access to fresh foods. To meet the local demand, the City should consider attracting or supporting a local food co-op; continue to seek additional grocers; support the farmers market, community supported agriculture programs, and other food markets.

Focus on local-serving economic development.

The City should consider focusing on smaller-scale, local-serving economic development opportunities that play to Glenwood Springs’ locational advantages and outdoor/lifestyle strengths.

The City should approach commercial development regulations, incentives, and approvals with a “locals first” philosophy, prioritizing meeting the needs of residents and local employees. Happy residents and workers will in turn make Glenwood Springs a more enjoyable place for visitors to spend time and money. A key strategy is to support small-scale businesses like those that can serve as natural placemaking enhancements in addition to being a source of employment and fiscal revenue flows.



City Market is one of few grocery options in Glenwood Springs

Business and Industries

Attract and retain diverse businesses and industries.

Although Glenwood Springs has a strong tourism market, the City has positioned itself as a regional commercial hub with an expansive shopping center. The City is a job center in the region for large employers in the government and medical fields. Lessons from the COVID-19 Pandemic highlighted the importance of a resilient economy by diversification. The City should continue to preserve and enhance the diversification of business and industries in Glenwood Springs.

The region attracts a perennial influx of high energy people with a love of outdoor recreation and gear, including some with entrepreneurial ideas capable of supporting successful local industry. Explore the possibility of incubator ‘maker’s’ spaces tailored to fostering such entrepreneurship.

Make space for new employers and the expansion of existing employment centers.

Glenwood Springs benefits from its economic diversity in terms of added resilience against boom-bust business cycles and a wider range of possible wages for local workers than would be available under a strictly hospitality-based economy. Maintaining adequate housing supply is a critical factor in the city’s economic sustainability. The city’s planning efforts should also prioritize potential attraction or expansion of desirable higher-wage employers.

Revitalize Underutilized Properties

Target public investment to spur private investment. Use best practices to encourage redevelopment of underutilized properties, including partnering with the Downtown Development Authority.



Food Truck Friday



Visitors ride the gondola to the Adventure Park

Attracting and Retaining a Workforce

Encourage workforce training and development.

Work to ensure a well-trained workforce. Partner with Colorado Mountain College to continually cultivate relevant two- and four-year degree programs and curricula that remain in tune with the needs of the local and regional workforce.

Ensure adequate development of workforce housing.

Continually evaluating and updating incentive programs and other public subsidies (such as city-funded road, sewer, and transportation infrastructure) can help attract new housing supply within reach of local employees. This is increasingly vital to maintaining a functioning local economy.



The Hot Springs are a popular destination for visitors

Tourism

Support the management of sustainable tourism in Glenwood Springs.

Tourism has long been an important player in the Glenwood Springs economy. Thoughtful management of tourism ensures positive visitor experiences while maintaining a high quality of life for residents. Glenwood should continue its “sustainable tourism” strategy, which aims to meet the needs of visitors, industries, the environment, and the community, while considering the environmental, socio-cultural, and economic impacts of the present and future.

The City should continue efforts to support the tourism market, its agencies and its amenities / facilities such as the Vapor Caves, Doc Holliday grave site, Glenwood Caverns, Glenwood Hot Springs Pool, Iron Mountain Hot Springs and other outdoor recreation amenities. The City should preserve and enhance recreational opportunities (river access, kayak park, parks, and trails) and City-owned assets to attract visitors who are stewards of what attracts them to Glenwood Springs. The City should address a lack of lodging diversity with options that integrate with Downtown and 6th Street attractions.

The Sunlight Ski area provides a special and valued amenity for the residents of Glenwood Springs. It also attracts many visitors to the area. There may be an opportunity for the City to assist in supporting the ski resort so that it remains a tourist attraction as well as a community amenity.



4.4 | Transportation & Mobility

Background

The vision for transportation in Glenwood Springs is an integrated, balanced, and more resilient multi-modal transportation system –one that supports regional travel needs but not to the extent that it compromises a healthy, dynamic Downtown, economic viability, community and neighborhood character, pedestrian-orientation, and access to the city core. The community supports strategies to mitigate future traffic growth, particularly on CO 82, and improve multimodal mobility options for people to walk, roll, bicycle, and use transit for more trips by fostering regional partnerships and transportation demand management techniques. The community desires to improve the safety and connectivity of the bicycle and pedestrian network to provide a comfortable environment for people to walk and bicycle to most destinations within the community. Investment in transit to improve options to travel within, to and through Glenwood Springs is also a priority. The community desires a more resilient transportation network that supports safe and efficient emergency access and adequate evacuation routes in case of emergency.

The relationship between Glenwood’s transportation networks, regional housing and economic systems are intertwined and have interrelated impacts. Given the constraints on transportation corridors and the regional relationships of job centers and housing, Glenwood should support economic development that incentivizes competitive and diverse commerce, industries and services that balances in-town travel and regional travel patterns.

Traffic

Traffic on Grand Avenue in Glenwood Springs continues to be a core transportation issue for the community, impacting multimodal mobility around town, growth strategies, quality of life, and emergency evacuation preparedness. Between 2010 and 2021, traffic on CO 82 in South Glenwood Springs grew by 23% (an average of 1.9% annually)¹. Analysis of mobile device origin-destination data in vehicles traveling on the Grand Avenue Bridge in the peak periods show that about 45% - 60% of traffic in the morning peak southbound and

1. CDOT continuous counter on CO 82 at MM 2.194 (s/o Blake Avenue)

40% in the afternoon peak northbound is pass-through traffic, mostly from trips between western Garfield County and Carbondale, Basalt, Snowmass, and Aspen.² Glenwood is also a commuting destination. There are almost twice as many jobs as workers³, and more than 75% of workers commute into Glenwood, mostly from Rifle and New Castle⁴, and the majority by driving.⁵ Additionally, nearly 60% of employed residents who live in Glenwood commute out of the city, mostly up-valley.⁶ This dynamic creates a condition of heavy southbound traffic congestion on CO 82 in the morning (from people commuting into, out of, and through Glenwood Springs) and heavy northbound congestion in the afternoon for the same reason.

Due to geographic constraints there is little room to provide alternative relief valves for traffic on CO 82. The Long Range Transportation Plan includes six bridge projects to increase network connectivity that are still planned, but more recent efforts have focused on ways to move more people by other modes. The MOVE Grand Avenue project (completed in 2021) explored ways to extend the VelociRFTA BRT to downtown and West Glenwood to intercept more inbound, outbound, and through commuters by bus. The city is also investing in

2. Based on cell phone data analyzed by Fehr & Peers and collected from January to December 2021 by from StreetLight Data on CO 82. An origin-destination with middle filter analysis to analyze origins and destinations of traffic on CO 82 at both the Grand Avenue Bridge and just north of the Red Canyon Road intersection.
3. U.S. Census Bureau, Longitudinal-Employer Household Dynamics Program.
4. U.S. Census Bureau, Longitudinal-Employer Household Dynamics Program, Job Counts by Home Places, 2019
5. U.S. Census Bureau, American Community Survey 5-year Average, 2015-2019, Means of Transportation to Work by Work Place Geography, Glenwood Springs.
6. U.S. Census Bureau, Longitudinal-Employer Household Dynamics Program, Job Counts by Places, Where Workers (living in Glenwood Springs) are Employed 2019.



Traffic on Grand Avenue

a Transportation Demand Management (TDM) program to facilitate more of its nearly 10,000 employees to use more sustainable commuting options, and most projects in the Long Range Transportation Plan are aimed at improving the city’s pedestrian and bicycle network.

Active Transportation

Glenwood Springs has been gradually building out a network of on-street and off-street pedestrian and bicycle facilities, but numerous gaps remain that create barriers for people trying to walk or bike around the City. The City does not have a comprehensive bicycle and pedestrian network plan, but the Long Range Transportation Plan (LRTP) provides guidance on active transportation network improvements. As of October 2022, the City had completed or was in the process of completing 15 of 44 active transportation projects identified in the LRTP. Additionally, the Roaring Fork Transportation Authority (RFTA) is currently conducting a study to expand the WE-cycle bike share program (that currently operates in Aspen and Basalt) to additional communities in the Roaring Fork Valley, including Glenwood Springs, in order to improve access to transit and first and last mile connections.

Transit

Glenwood Springs is served by the Roaring Fork Transportation Authority, which provides a mix of local and regional transit, including the VelociRFTA Bus Rapid Transit (BRT) line, which provides frequent express service from South Glenwood to Aspen (and communities in between), as well as the Hogback Route to Rifle, and which was recently expanded to provide more frequent service to New Castle. A major barrier that has been identified by RFTA and the City is that the BRT does not regularly serve downtown or West Glenwood (other than a handful of daily runs in mixed traffic to and from the maintenance facility). This has restricted the ability of transit to effectively serve commuters traveling through Glenwood, residents from most of the neighborhoods in Glenwood who commute up-valley, or relieve traffic congestion on CO 82 through town.

The recently completed Multimodal Options for a Vibrant Economy (MOVE) study identifies options for addressing that issue, by identifying options to expand VelociRFTA BRT service to downtown Glenwood and West Glenwood. That plan also includes recommendations for local and regional transit improvements that the City is working toward implementing and a downtown transit center once BRT is expanded downtown. RFTA is also in the process of expanding parking at the South Glenwood Station to address capacity constraints and will be adding a new grade separated bicycle and pedestrian crossing across CO 82 at 27th Street.



RFTA Bus

Traffic Safety

Between 2010 and 2019, Glenwood Springs has had an average of about 300 crashes per year, including an average of about 2.5 severe or fatal crashes per year.⁷ There is fluctuation year to year, but overall the crash frequency has remained about the same during that time. Of the fatal and severe crashes 38% involved a pedestrian or bicyclist, the highest of any crash type. Additionally, nearly all of the fatal and severe crashes (96%) occurred on just two roadways in Glenwood Springs, CO 82 and Midland Avenue. This includes 72% on CO 82 and 24% on Midland Avenue. Thus, prioritizing safety improvements along these two major thoroughfares in Glenwood Springs, particularly for people walking and biking across these streets, would likely have the greatest impact on improving traffic safety in Glenwood Springs.

Glenwood Springs also recently completed a Local Road Safety Plan (LSRP) that establishes a goal of eliminating fatal crashes in the City by 2030, reducing severe crashes by 50% by 2030, and eliminating severe crashes involving pedestrians and bicyclists. The LSRP provides a crash profile for the City and high level guidance and strategies to mitigate future crashes.

7. CDOT Crash Data 2010 - 2019 within Glenwood Springs excluding I-70 (<https://www.codot.gov/safety/traffic-safety/data-analysis/crash-data>)



South Bridge Aerial Alignment Illustration

Evacuation Planning

Evacuation planning is a high priority for the City given the growing population, increasing traffic, more frequent and devastating wildfires nearby, and the vulnerability of Glenwood Springs given its constrained roadway network. The City is currently in the middle of planning and implementing a series of projects using a three-pronged process to better prepare itself in case of a need to evacuate. This includes:

- Completing new network connections to add resiliency (access line breaks to I-70 and South Bridge)
- Collaborating with CDOT to develop a Regional Traffic Emergency Management Plan to be able to stop the inflow of traffic on major highways prior to the City, and
- Developing an Internal Emergency Traffic Management Plan so City staff and emergency workers can effectively control traffic.

South Bridge

The South Bridge project would provide a critical second access between State Highway 82 and the western side of the Roaring Fork River in the south Glenwood Springs area. This new route would improve emergency evacuation, emergency service access, and affect local land use access. As of this comprehensive plan update, the South Bridge project is at a 90% design level. This design includes a tunnel underneath the runway of the Glenwood Springs Municipal Airport.

Cost benefit analysis modeling using fire rates of spread from fires that occurred in the state during 2020 has shown that having the bridge in place substantially reduces loss of life in the southern corridor of the city. The South Bridge project will reduce out of direction travel and associated greenhouse gas release for approximately 1,700 residents that commute daily from the southern corridor to 27th Street Bridge and then south on SH 82.

South Bridge will create another north south route through Glenwood Springs for travelers moving through Glenwood to western Garfield County. Traffic calming has been added to the project to reduce speeds across the project area. However, due to current congestion on SH 82 it is anticipated that the South Bridge project will relieve some of the congestion that occurs on SH 82.

The completion of South Bridge would represent a significant change in Glenwood Springs' infrastructure. Given the far reaching effects that the project could have on Glenwood Springs and beyond, completing a sub area plan contemporaneously with the construction of South Bridge that acknowledges impacts to transportation, economy, land use and housing would be important to appropriately respond and/or prepare for its substantial changes to conditions in Glenwood Springs.

Strategies

State Highway 82

Continue to evaluate and monitor State Highway 82.

Past studies have evaluated the feasibility of redirecting SH 82 within the Roaring Fork River corridor. Potential alignment studies have determined that due to environmental, technical, socio-economic, financial, political, and other reasons, the realignment of SH 82 is financially and politically challenging and unrealistic. However, the City should continue to monitor and evaluate the SH 82 corridor to ensure the following principles are adhered to:

- Minimize impacts to adjacent properties and neighborhoods
- Support the success and expansion of the Downtown
- Expand transit operations and facilities
- Promote transportation demand management (TDM) solutions
- Encourage land use patterns and public and private projects that support vehicle and pedestrian safety and walkable urban forms
- Permit an extensive trail system
- Allow safe public access along the corridor

Transportation Demand Management

Focus on Transportation Demand Management (TDM).

To mitigate traffic growth, particularly on CO 82, the City will develop a Transportation Demand Management (TDM) Program aimed at making improvements and providing incentives and disincentives to support increasing the non-driving mode share for both local and regional trips within and to Glenwood Springs. TDM strategies are typically aimed at employees and employers and may include free transit, carsharing, bicycle amenities, paid parking and other incentives and disincentives. The city should identify key partners such as large employers and the school district. For example, to better mitigate the impact that schools can have on traffic and congestion, the City should work with the Roaring Fork School District to locate future schools in or near the city limits and on sites that promote walkability and the use of transit (to reduce traffic congestion on Grand Avenue/SH 82).

The City should also work with local employers (hospital, Downtown and Meadows businesses, City Market, CMC and the Glenwood Springs High School, and the County), and regional employers, and other stakeholders to reduce congestion on Grand Avenue by shifting regional employee and tourist traffic to non-single occupant automobiles or transit, and by constructing employee housing closer to employment destinations.

Regional Traffic Model

Develop a regional traffic model & Regional Transportation Master Plan.

The City of Glenwood should take a proactive leadership role in regional transportation planning and problem solving to benefit goals of Glenwood such as safety and quality of life. The City should work with RFTA, Garfield County, Pitkin County, Eagle County, regional municipalities, and CDOT to develop a Transportation Management Association and Regional Transportation Master Plan to answer key questions about travel patterns/demand and commercial and residential project implications on congestion, mode shift, and trip reduction. The City should also consider recent data indicating a large number (50%) of south bound SH 82 commuters commuting from Glenwood Springs to Carbondale and El Jebel and methods to reduce single occupancy vehicles for those trips.

Expand and enhance regional transit to, from, and through Glenwood Springs.

A core strategy to mitigate future traffic growth on CO 82 in Glenwood Springs will be to improve regional transit to and through Glenwood Springs. For transit to be attractive it should be frequent, reliable, and both cost competitive and time competitive with driving. It is recommended to work with RFTA to improve the VelociRFTA bus rapid transit (BRT) through Glenwood Springs, including prioritizing bus movement, and increasing frequency to Downtown and West Glenwood as studied in the MOVE Grand Avenue project. This would improve options for two of the three dominant regional travel markets during peak times on CO 82, including commuters from Western Garfield County traveling through Glenwood Springs to the Roaring Fork Valley, and commuters from Glenwood Springs commuting up-valley. Eventually extending the BRT west of Glenwood Springs could further meet demand for the inbound and pass-through travel market originating in Western Garfield County.

Additionally, improving the frequency, reliability and speed of transit service along the Hogback route west of Glenwood Springs both to and within Glenwood Springs would also improve options for the inbound commuter travel market from western Garfield County. This would build off the upgrade to 30-minute headways to New Castle that RFTA recently made. The City should also work with RFTA to plan and implement key recommendations in RFTA's destination 2040 Plan within Glenwood Springs that will support more regional trips by transit, including extending the BRT to downtown and west Glenwood, improving transit station in Downtown, and implementing a pedestrian crossing at 27th Street.

Active Mobility

Ensure Downtown is pedestrian-friendly and safe.

The City and CDOT have worked collaboratively over the last decade to make incremental improvements to maximize traffic flow on Grand Avenue, such as adjusting signal timing to the extent feasible. The City will continue to evaluate and consider opportunities to improve flow, such as converting 8th Street and 9th Street to one way as studied in the MOVE Grand Avenue project. Future improvements should not degrade pedestrian comfort or delay and should prioritize bus movement through downtown.

Improve the regional trail network.

Encourage the connection of the inner-city trail network with regional trails such as the LOVA Trail which will be a crucial regional network connecting the Roaring Fork Valley to the Colorado River Valley downriver.



Midland Trail

Enhance the pedestrian and bicycle network.

Other ideas to improve vehicle flow and pedestrian safety on Grand Avenue include potentially removing signals on Grand so that pedestrian timing and length could be added to the remaining signals. Also, adding landscaped medians to Grand Avenue to slow vehicles on the corridor and create pedestrian refuges. Traffic calming elements should be added to all local and collector roadway projects to improve walkability, lower vehicle speed and improve community character. City plans envision providing both urban and recreation trails that efficiently connect to major points of interest such as shops, parks, schools, and employment centers. The 2015 LRTP identified 44 bicycle and/or pedestrian improvement projects throughout the City, plus an additional five bridge projects that would also improve the active transportation network. Of these 44, 15 have been completed or are in process of completion. The city will work toward completing the remaining active transportation projects in that plan. Additionally, it is recommended that the city develop a city-wide pedestrian & bicycle plan that integrates recommendations contained in the River trails Plan, LRTP, and other documents in order to elevate pedestrian and bicycle mobility in Glenwood. The plan should identify a bicycle and pedestrian network vision, the specific active transportation facilities on each segment of the network to achieve the desired comfort level (such as protected bicycle lanes, trails, or crossing treatments), and a prioritized list of projects.

Road Network

Develop an efficient and interconnected road network to reduce gridlock, delays, and trips per day.

To reduce the reliance on Grand Avenue, support more multimodal travel, and improve emergency evacuation preparedness the City should continue to identify and connect “missing links” to form an efficient network of streets and bridges. The 2015 LRTP identified six bridge projects, two of which were completed (Grand Avenue and 27th Street), and one is in design (South Bridge), and planned for construction in 2024. The City will continue to implement these connections identified in the LRTP. Additionally, the city should update the LRTP to reevaluate priorities, and potentially identify additional future opportunities for street and trail connections.

In general, network connectivity of streets and trails should be required for all new land development and redevelopment, and applied within a subdivision or neighborhood, and between land uses and neighborhoods.

Any new roadway corridors should be multi-modal - with networks designed for driving, transit, walking, and biking, and should generally take the form of narrow local and collector/connector streets of no more than two lanes with speed limits of 35 miles per hour or slower. Offset connections are encouraged to calm and slow traffic and to create shorter block lengths and intersection densities. Continue to implement and improve the neighborhood traffic calming program, paying particular attention to mitigating the impacts of local street cut through and speeding.

Local Public Transit

Expand and improve Ride Glenwood Transit

Ride Glenwood Springs is the city’s local bus system. It serves six stops along Grand Avenue from the Roaring Fork Market Place north to 9th Street. It then continues across the Grand Avenue Bridge and serves six stops along SH6 before looping around the Meadows Mall area and returning back to SH6 and SH 82. The bus service operates at a thirty-minute headway. Ridership on the system has steadily increased. It serves approximately five hundred people on average every day.

The City should analyze opportunities and make investments to improve and expand the local transit network to serve more trips within Glenwood Springs. The core goals would be to reduce reliance on driving, improve economic access for employers, employees, residents, and visitors, as well improve transportation equity for the most vulnerable population that does not have reliable access to a car, including seniors, youth, people with disabilities, and low-income households.

Safety

Plan for emergency evacuation.

The city should continue the progress already made to plan and prepare for emergency evacuation and emergency vehicle response in case of a natural disaster.



Electric Vehicle Charging Station

Green Transportation

Support the expansion of green transportation options.

Continue to plan and provide infrastructure for electric vehicles and e-bikes to reduce greenhouse gas emissions. As the City’s fleet of vehicles reach their lifespan, replace them with electric vehicles. Work with RFTA and regional partners to understand the feasibility of electric buses.



4.5 | Housing

Background

Glenwood Springs has historically been a place where people of all income levels have the opportunity to live, work, play, and raise a family, within the same community. That vision has been increasingly challenging to maintain, however, in an environment of rapidly climbing home prices. For workers in Glenwood Springs to continue to have the ability to live here, both the amount of housing and the variety of housing types need to be increased. The value and impact of affordable owner-occupied housing should not be forgotten or underestimated. When those who wish to put down roots can buy into a community, they are more likely to stay.

By providing housing opportunities for people of all income groups, the community may realize several benefits including reduced traffic congestion, increased social diversity, increased vitality in areas with new housing, and increased economic vitality as workers can shop in the same community where they live. The City reconfirms its commitment to include some percentage of affordable residential units in all new development projects.

Housing Cost Dynamics

Housing prices have been rising faster than wages nationally - a dynamic even more out of balance in desirable mountain locales where residential land supply is limited by topography and demand is partly driven by purchasers outside the local labor market (retirees, second-home owners, corporate/private equity buyers).

The resulting decline in housing affordability hurts the ability of employers to hire and retain employees across all wage levels and adds to traffic congestion as Glenwood Springs workers must increasingly find housing outside of Glenwood Springs (typically further from the Roaring Fork Valley, towards New Castle and Rifle). The reliance on in-commuting has been growing fastest among the Town’s large health care and education services sectors.

Housing Supply

Adding new housing supply across a variety of price and rent points will be critical to stem imbalances in affordability and reduce the need for in-commuting.

While the City has seen a surge in multifamily rental development, there has been little added supply of affordable ownership housing (either “naturally affordable” market-rate or subsidized). A healthy balance of rental and ownership housing is important to maintaining opportunities for residents to remain in (or locate to) Glenwood Springs, regardless of life-stage.

Although some residential development sites remain within Glenwood Springs, the long-term capacity of housing land will be increasingly constrained by terrain and infrastructure, so adaptability and creativity in development patterns will be key to maintaining housing supply growth.

Some factors affecting housing affordability, such as land values and construction costs, are outside the City’s ability to control. Many other inputs, however--such as land use mix, allowable density, parking requirements, and regulations as to minimum unit size, design, and building materials-- can affect the supply and pricing of housing and are directly influenced by City policies and regulations.

Any housing supply added to the City at any price point can help to put downward pressure on overall market pricing. However, units added at the higher end of the price/rent spectrum are more likely to attract part-time residents or vacation rental owners (as opposed to local employees), gradually shifting the community demographic mix and resulting in more housing that is at least occasionally vacant.



Mobile Homes

Mobile Homes

Mobile homes account for 5% of all housing units in Glenwood Springs, and represent one of the key areas of affordable housing in the community. In Colorado, mobile homes are the State’s largest source of unsubsidized affordable housing, or “naturally-occurring affordable housing.” Economic, political, and social forces threaten the legal and financial stability of this type of housing, and owners of mobile homes who rent lots in mobile home parks are perhaps in the most vulnerable position. As tenants in mobile home parks, these owners have fewer and weaker rights than their landlords do, and park owners often experience financial difficulties that can best be cured by selling their property to new owners. Many new owners in recent years are private equity firms and corporate buyers who recognize the stable revenues generated by parks and see the profit potential of the rentable lots, which are in high demand because of the shrinking supply of mobile home parks.

Strategies

Increase Density

Increase housing density.

Identify opportunities to increase allowable unit density in areas where supporting infrastructure (transportation, sewer, public safety) is adequate and impacts on aesthetic and safety for surrounding residents can be mitigated. Individual housing design and quality should be compatible with adjacent uses and quality should be sufficient for long-term livability and energy efficiency. Identify opportunities to build a mix of housing typologies of affordable and workforce through land banking, public private partnerships, and non profit organizations.

Encourage Accessory Dwelling Units (ADUs).

Consider further reduction to limits on the creation of accessory dwelling units (ADUs) where such activity can incrementally add unit density and provide additional owner/renter financial flexibility.

Continue to utilize inclusionary zoning as a tool to produce more affordable and workforce housing.

Continue to pursue and refine regulations related to inclusionary zoning (requirements that a certain percentage of any new residential construction be set aside for certain affordability levels). Maintain regular feedback with developers and property owners to ensure inclusionary targets encourage, rather than deter new housing development (both affordable and overall). Maintain requirements that affordable buyers/renters be employed locally, but revisit and refine definitions of “local” as appropriate.



Medium density housing in Glenwood Springs

Pursue the Community Land Trust model.

Consider establishing or participating in an existing community land trust, possibly in conjunction with philanthropic private-sector or employer-driven funding. In this model, land within the City and surrounding impact areas is acquired and held to be developed as permanently affordable housing, with structures sold to individuals (with built-in limits to appreciation upon resale) and land remaining under trust ownership. Such programs have been tried in the past with limited success, but as other communities around the West experiment with creative arrangements, there may be fruitful emerging best-practices worth adapting here.

Locate housing near jobs and transit.

Consider adding an overlay to the City’s land use plan, identifying areas where efforts to encourage new affordable housing may be especially needed and/or promising. Criteria should include proximity to employment areas, access to new or planned public transportation options, and compatibility with well-designed higher-density development. Utilize the housing/transportation index to evaluate true affordability of development proposals.

Promote mixed-use development.

Identify opportunities for vertical mixed-use (residential over commercial) and live-work housing, especially for redevelopment in historic areas where density and land use mix is already established.

Provide diversity in housing types.

By providing affordable and workforce housing opportunities for people of all incomes, seniors, and students, the community may realize several benefits including increases in social diversity and vitality as community members shop in the same community where they live.

Preserve existing, naturally-occurring affordable housing.

Support efforts to maintain a naturally-occurring affordable housing stock in Glenwood Springs, including existing mobile home communities. Strategies for enhancing these communities should be explored to promote a high quality of life and the City could play a role in assisting residents in achieving this.

Regional Approach

Address housing regionally.

Because a portion of affordable housing demand is created in large part by regional conditions (employment and the spread of high housing costs from “up-valley” locations), the responsibility for community housing should also be addressed regionally. Thus, the City should work with Garfield, Pitkin and Eagle counties to combine resources, share strategies, and jointly seek funding and land for community housing projects. Currently, regional efforts are organized at the county scale, with agencies such as Garfield County Housing Authority, the Aspen/Pitkin County Housing Authority

Mobile homes serve as naturally-occurring affordable housing in Glenwood Springs



(APCHA), and the Eagle County Housing Department all pursuing similar housing-related objectives. The City of Glenwood Springs is a founding member of the West Mountain Regional Housing Coalition nonprofit, formed in 2022, that will focus short-term on development neutral strategies including a regional buy-down program, rental assistance, and Accessory Dwelling Unit assistance. The Coalition is dedicated to increasing the availability and accessibility of affordable community housing within Pitkin, Eagle, and Garfield Counties, including but not limited to workforce, senior, supportive, and other housing needs that arise.

Glenwood Springs should continue to support and advocate for multi-county, multi-municipality approaches that can broaden the regional approach to better match the emerging housing market and commuting realities across the Roaring Fork and I-70 west region.

Accommodate seasonal workers.

Explore alternative housing types for accommodating seasonal workers who are often young, single, and seeking very low-cost places to stay. These could include dormitories, hostels, camps, or other accommodations that employers could offer or provide subsidy for. Motels or other lodging could be converted for such extended stay temporary housing uses, as made possible in recent ordinance changes.



4.6 | Public Utilities & Services

Background

Providing efficient public utilities and services is essential to quality of life, livability and to cost-effective growth. Although some City service costs are not closely tied to the urban form of growth (e.g., administration), there are many services (utility extension, street maintenance, public safety, etc.) that are sensitive to the type and location of growth. If new development occurs in areas that are difficult to serve, growth can challenge a city’s ability to keep up with an increased demand for utilities and services. For example, when growth occurs at lower densities, cities generally incur disproportionate additional costs such as repairing and resurfacing longer roadways; cleaning and inspecting longer sewer lines; longer roads to plow snow; and longer trips for police, fire, building inspectors, school buses and parks maintenance crews, when compared to more compact urban land use patterns. The City of Glenwood Springs needs to be efficient and cost-effective to be fiscally sustainable in its provision of services and utilities. The Glenwood Springs Comprehensive Plan provides a general direction for maintaining and improving these functional aspects of the community - often taken for granted- but essential to “livability.”

Water

Perhaps no other resource issue in Colorado is more critical than the need for water conservation. It is a growing problem throughout the entire Western United States. As communities like Glenwood Springs continue to be desirable places to live, competing pressure for access to water grows, along with the need to find creative solutions to meet the needs of existing and future residents.

There is a finite amount of water available to allocate to numerous demands. In an arid climate as seen in Colorado, the water supply can be greatly affected by drought and weather patterns.

Strategies

Infrastructure Expansion

Direct growth to areas where utilities and services can be provided efficiently.

Directing growth inward through infill and redevelopment allows new development to avoid unnecessary and expensive utility extensions and service area expansions. Additionally, promoting greater residential density and mixed-use projects allows a savings in private development costs through land and capital investment efficiencies that have the potential to reduce the overall cost of constructing housing.

The existing wastewater treatment plant was built in 2012. This new facility can support redevelopment that intensifies land uses especially in the Downtown, the Confluence Area, and other Secondary Centers.

Allocate for utility expansion.

The City is responsible for providing public utilities including, water, wastewater, broadband, landfill, recycling and electricity. This is accomplished by setting aside sufficient land for future necessary public facilities. As the city evolves, grows, and redevelops over time, land for utility facilities will need to be included in development plans.

Consider fiscal impacts prior to expanding City water and sewer services.

Annexation resulting in the extension of the water and sewer distribution system should be evaluated carefully. The distribution and collection systems require substantial amounts of revenue to build and maintain. Annexations are required to make improvements to serve the developments, including extensions of water/sewer distribution and collection improvements. Similarly, developments within the corporate boundaries of the City are responsible for the installation of all required public improvement and needed water distribution, wastewater collection and underground utility improvements.



Landfill in South Canyon

Plan for increased landfill capacity.

The City is actively taking steps to significantly expand the capacity of its landfill that is in South Canyon. The South Canyon Landfill has approximately 5 years’ worth of space remaining as of August 2022. In October 2021, the City applied to the CDPHE for an expansion of the permit, which would add another 20-30 years’ worth of space depending on recycling and composting participation in the future and waste reduction efforts. The City should continue to implement waste mitigation programs to help reduce landfill waste to extend the current life of the landfill.

To help extend its life, the city has several programs in place to reduce the number of recyclable materials that are sent to the landfill. The City also owns and operates a commercial composting facility on the South Canyon site which will remain in operation after the landfill closes.

Continue to support the expansion of broadband infrastructure.

Periodically review advances in small town broadband and internet connectivity. The City is currently well served with high-speed fiber optic internet and ample bandwidth capacity. The City – through the Community Broadband Network – offers fiber to homes throughout the community. CBN offers next-generation technology providing broadband services to Glenwood customers including homes and businesses of all scales. Staff and City leadership should continue to stay abreast of any innovative best practices that could be invested in to keep the city competitive in competing for organizations and workers requiring state of the art connectivity.

Infrastructure Improvements

Complete domestic water infrastructure improvements.

The Urban Growth Boundary may require improvements to the City’s water delivery system, particularly its water storage capacity. Currently, the City has waterlines on all the existing bridges including a new waterline that was installed in 2010 on the Old Cardiff Bridge/County Road 156. When South Bridge is constructed, the City will include a waterline with the construction of the project. An alternative to this approach if the South Bridge is never constructed would be the creation of a pedestrian connection to the RFTA trail system that could convey utilities.

Plan and budget for electrical system improvements.

Though there is adequate electric service capacity, improvements to the City’s electric facilities will be needed as parcels are redeveloped and infill occurs. This will be especially true if the intensity of the development increases over current conditions. The City’s electric distribution service territory is currently served by three substations, Mitchell Creek, North Glenwood, and



Roaring Fork. These substations serve different sections of town and each have their own issues regarding future expansion, development and electrical load impacts. A new electrical substation - the Cardnell Substation - will come online in April of 2023 on land adjacent to the new wastewater treatment facility. The City completes 5-year system review and capital improvement planning efforts every 4 years to ensure long-term capital construction improvements are funded.

Water Conservation

Promote water conservation.

The City continues to actively implement water conservation programs and to actively promote water conservation through use of efficient fixtures, xeriscaping, etc. Domestic water demand has decreased over the last 10 years due to these water conservation efforts. The Public Works Department is currently working on a Water Efficiency Program for 2023 that will include a lawn buy-back program with help from the State of Colorado, assistance for fixture replacement, and an irrigation controller and rain sensor programming.

The US Environmental Protection Agency (EPA) has extensive lists of programs and water conservation measures for communities like Glenwood Springs, as climate change and the need for establishing a water resilient community increases each year. Action-oriented solutions that are realistic and community-driven are critical to pursue and adopt as Glenwood Springs continues to grow and put additional pressure on water resources while those same resources are naturally diminishing.

In addition to the demand for domestic use, recreation and tourism also compete for water. The City recently secured in-stream flow water rights on the Colorado River through Glenwood Canyon to maintain water levels for rafting and whitewater recreation. This achievement is the result of more than nine years of work by the City and showcases the level of effort necessary to maintain even current levels of this resource against ever-growing demands.

The City should consider establishing a water working group, or River Commission Subcommittee on water resiliency whose role is to champion resiliency, open the discussion of conservation, and be the commanding voice that keeps the need for water resource preservation at the forefront of topics in Glenwood Springs. Continual discussion of the issue and giving a voice to the threat of loss as well as celebrating the successes of water conservation efforts in the community are critical in bringing about successful solutions for water conservation.



Electricity Consumption

Increase electrical efficiency.

The City has, and continues to, develop programs to increase electrical efficiency and decrease parasitic electrical drain. The City should continue to increase electrical efficiencies and help reduce the City’s carbon footprint. The City has also developed energy savings programs for its commercial and residential customers including energy audits, appliance rebates, and insulation upgrades. This Plan encourages the City to continue to develop energy savings programs to reduce energy consumption citywide.



Renewable Energy

Public Safety

Provide appropriate levels of service for emergency services.

The City should provide appropriate Level of Service (LOS) for police protection. The City is expected to continue to grow in population. If the population reaches 15,000 residents, the city would need to employ 35 to 36 officers to provide appropriate service levels expected by Glenwood Springs residents. The City should be able to fund the additional staff with the increase in sales and property tax received from the anticipated growth in population.

Assure appropriate levels of fire protection and emergency medical services.

Assure appropriate levels of service and response capability to meet fire suppression, fire prevention, and emergency medical service needs. Anticipate and adjust for current and future impacts of: growth due to increased population, workforce numbers, and tourism; increased building density and height; and a likely increase in occurrence and intensity of wildfires.



Glenwood Police



Glenwood Fire

Regional Wildfire Protection

Apply intergovernmental efforts toward regional wildfire protection.

The City of Glenwood Springs is surrounded by coal seams and forests. Though mitigation to reduce associated hazards is being done by the State of Colorado, this situation of large amounts of fuel adjacent to a community still presents the potential for a catastrophic event. Wildfire could also occur from natural or man-made causes. The City and Rural District are currently working with the newly formed Roaring Fork Valley Wildfire Collaborative to plan, fund and complete landscape scale wildland hazard fuels management projects on public and private lands.

For its part, the City applies Firewise standards to development in forested areas. The Firewise program offers solutions for wildfire safety through subdivision planning, site planning and, in the case of development in forested areas, the provision of creating defensible space between structures and surrounding trees or other fuel sources. The City should continue to educate the community on wildfire awareness and encourage community application of Firewise concepts to existing and new development. This consideration should include adding building code requirements for “ignition resistant” exterior building, deck and fence construction in addition to the Firewise recommendations.

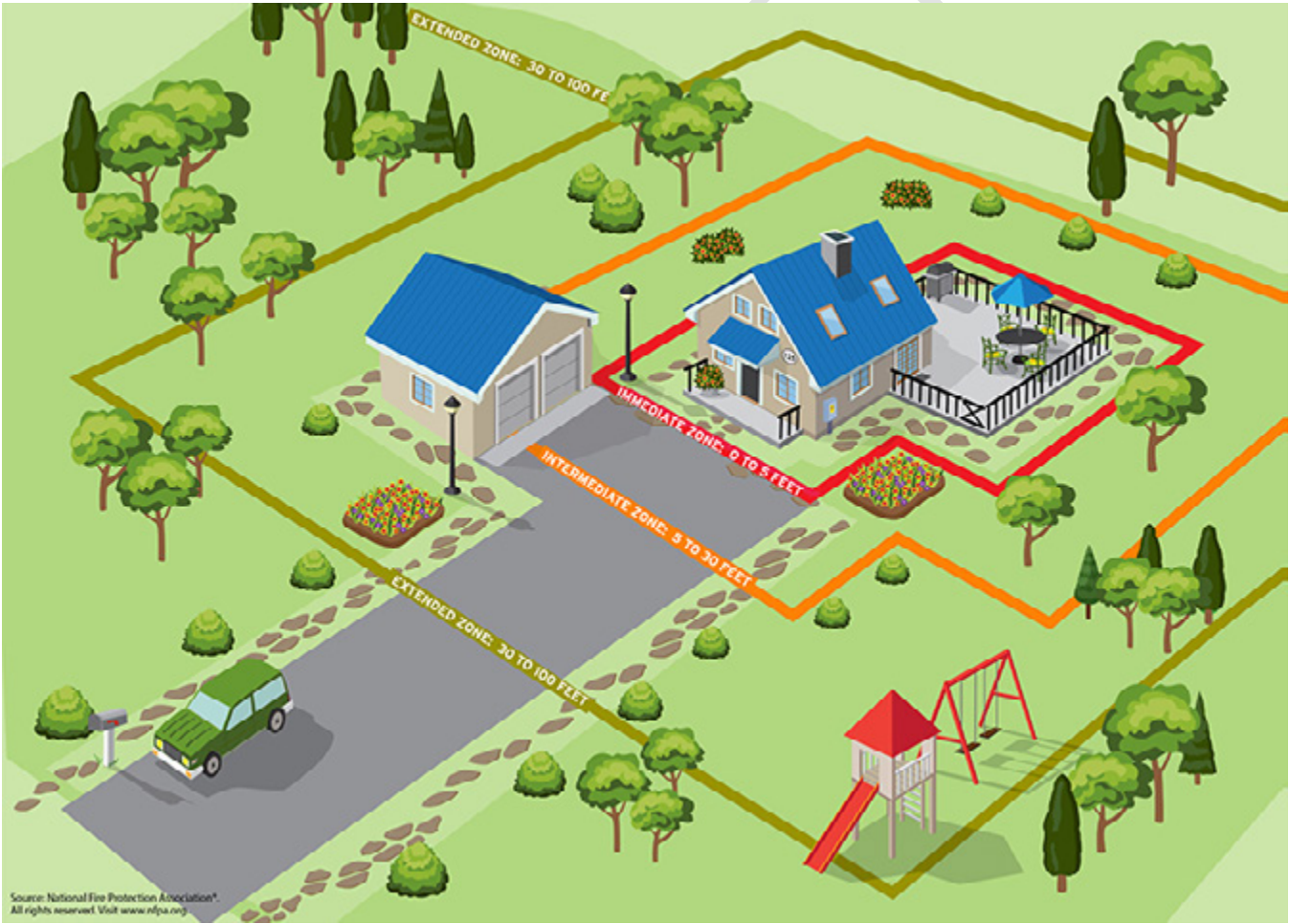


Figure 20: Firewise Diagram

Source: National Fire Protection Association



4.7 | Parks, Recreation, Open Space & Trails

Background

Parks and recreation facilities are essential to a truly livable community. They provide opportunities for relaxation, stress relief, socializing, exercise, and participation. These are community spaces that provide a location for the community to interact and bond.

Glenwood Springs has a multitude of recreation and leisure possibilities both within town and in the immediate surrounding area. The City continues to provide quality parks and recreation opportunities to the community. Community surveys continue to show high satisfaction levels from the community for the quality of parks and selected programs. With its location at the confluence of the Roaring Fork and Colorado Rivers, Glenwood Springs’ residents and visitors consider these natural resources as crucial elements to the overall quality of life in the community. They not only provide critical wildlife habitat and add to the visual beauty of the city, but they also afford a wide range of recreational opportunities.

Two documents guide the strategic planning and implementation for the Parks, Recreation, and Open Space within the City. The 2016 Parks and Recreation Master Plan was a technical update and included a strategic plan for a five-year period. The Parks and Recreation Department would like to update this master plan based on Commission for Accreditation of Park and Recreation Agencies (CAPRA) standards and pursue CAPRA accreditation. The accompanying master plan will be a valuable measure of the agency’s overall quality of operation, management, and service to the community. In 2020, the City completed the Recreation Economy for Rural Communities (RERC) which elaborated on the recreation industry as the economic driver for the City and provided key implementation strategies to bolster that industry.

Strategies

Parks/Open Space

Focus on securing/maintaining sufficient parkland, green space, and open space.

Since land is at a premium in Glenwood, the City should focus on evaluating future needs for the community and dispersing the same amount of parkland fairly to all areas of the City of Glenwood Springs. Potential opportunities to improve land for future park needs should consider Lone Pine, Chatfield, West Glenwood, Silver Sage, Sopris View, Red Mountain, Wulfsohn, Community Center Playground, and South Glenwood/4 Mile. Ensure funding is allocated for the development and maintenance of parks, trails, and the preservation of open space in the City of Glenwood Springs. This work should also consider the maintenance of the city’s tree canopy, including within existing tree lawn areas. The City should continue to modify landscaping and irrigation to maximize water conservation and irrigation efficiency.

Plan for the City-owned land adjacent to the River Trail.

The City owns a significant amount of land along the Roaring Fork River and at the Confluence downtown. Community input indicated that the City should focus on reconnecting the community to the rivers. Some of this land may be considered for community housing. In advance of, or concurrent with, any consideration of uses of the riverfront, the City should conduct an evaluation of the river corridor to identify important or potential public access points, views, wildlife/fishery habitats, and bank/bed conditions to preserve the health of the river.

Sayre Park



Facilities

Improve and expand facilities.

The Parks and Recreation Department maintains parks, trails, civic plazas, and landscaping areas in public rights of way including roundabouts. The need for continued maintenance for park facilities was identified as a theme in the public process and the city should continue to focus on these needs.

Previous planning efforts recommended conducting a feasibility study for a performing arts complex and another study to enclose the existing ice rink. This feasibility study should move forward in part to determine whether there would be cost savings to join all of these uses into one “events center”. Consider opportunities for additional accessible facilities that accommodate youth activities, sports-related green spaces, and separate spaces for different types of recreation.

Trails

Coordinate trail planning, implementation, ongoing maintenance, and expansion.

The community views the parks, trails, and open space network as both key to the health of the community and as a critical tool to reduce car dependency for residents and visitors. Gaps in the trail network should be identified and the City should continue working with volunteer groups and nonprofits to create new trails, as well as work with the Public Works Department to improve existing sidewalk bike routes.

Water

Protect and preserve recreational City water rights.

Recreational In-Channel Diversion (RICD) water rights on the Colorado River protect a suite of river flows throughout the summer, including higher flows for an event around the Fourth of July. The water rights are a significant step in the right direction for protecting the river and will contribute to Glenwood Springs’ thriving outdoor economy. This is the second-ever recreational water right for the mainstem Colorado River. The agreement also allows the city to create whitewater parks at three potential locations along the Colorado River.



Whitewater park

Sopris View Trail



Recreational Economy

Ensure safe and sustainable business operations for recreation-based businesses.

Ensure that businesses that support the outdoor recreation economy can operate safely and sustainably, meeting visitors’ needs and residents’ livelihoods. This includes continuing to monitor existing facilities such as boat ramps, fishing easements, open space easements, etc., and work with partner organizations such the Colorado Parks and Wildlife (CPW) to ensure that current and future needs are met.

Promote economic diversification in the outdoor recreation sector.

Support opportunities for outdoor recreation business development in downtown Glenwood Springs, building on and expanding beyond the tourism economy and supporting entrepreneurship opportunities for residents in partnership with Colorado Outdoor Recreation Industry Office.

Ensure underrepresented groups are included in the recreation economy.

Recognizing that we have a diversity of visitors and residents in our community, ensure that underrepresented groups are involved in, able to access, and benefiting from the outdoor recreation economy.

Softball



Strategic Partnerships

Continue to partner with the Roaring Fork RE-1 School District.

The City and the Roaring Fork RE-1 School District currently have a mutually beneficial partnership that should be continued into the future. The School District provides recreation fields and sports facilities that are used by the community. In return, the City of Glenwood Springs provides access to the Community Center pool for the Glenwood Springs High School Men’s Swim Team and Women’s Swimming and Diving Team for both practice time and swim meets. As budgets get tighter in the future, there are opportunities to reduce duplication of services between the City and School District, such as maintenance of fields and turf areas. The Parks and Recreation Department should continue to work with, and formalize, facility sharing agreements with the School District -on existing as well as new facilities.

Climbing wall at the Community Center



Coordinate with other recreation providers and develop partnerships.

The Glenwood Springs Parks and Recreation Department currently partners with several agencies and businesses to provide programs and activities to the community. The Department should explore additional opportunities as well as build on its existing partnerships. Where not already in place, the Department should ensure that all existing and future partnerships are accurately portrayed in a detailed and signed partnership agreement.



4.8 | Natural Resources

Background

People continue to be attracted to this region and to Glenwood Springs because of its natural setting and resources. The local economy continues to be directly and indirectly dependent on the region’s abundant natural amenities, the City’s surrounding pristine hillsides, its river corridors, and undeveloped ridgelines continue to be distinctive and important community-defining assets which must be preserved.

Regional planning efforts, maintaining a compact urban form, open space preservation, implementation of the River Management Plan, and directing development to where it makes sense and in a manner which minimizes the consumption of resources and reflects the realities of utility and service delivery systems will aid in preserving the valued assets and achieving the vision.

Issues that continue to be addressed through this planning effort:

- The surrounding rural setting is fast disappearing, especially in the Roaring Fork Valley.
- Light pollution remains an issue among many residents.
- The trail and open space along the Roaring Fork River may be impacted in the future by development of a transportation corridor

Mayor Godes signs the Renewable Energy Contract



Strategies

Leaders in Environmental Stewardship

Continue leadership in protecting the natural setting through a variety of programs, committees, and multi-jurisdictional agreements.

The City is proud of its achievements in protecting its natural resources and is dedicated to continuing existing programs that enforce and improve adopted regulations including those addressing light pollution, hillside preservation, landscaping requirements, and river stewardship. Additional considerations should include water conservation, increased recycling to reduce contributions to the landfill, and increased efforts to maintain high water quality in rivers and streams.

River Corridors

Preserve and enhance the river corridors.

Attractive, accessible, and healthy riparian areas are highly visible assets and prized by the residents of Glenwood Springs. A key concept of the Comprehensive Plan is to expand and improve the greenways along the rivers through town. Development that reduces the continuity of the habitat, the hydrologic function, or the visual quality of the river corridors should be discouraged. Any development adjacent to the river corridor should also preserve public access to and along the river edge, and assist in the restoration of damaged riparian areas.

Land use planning and development should include a “watershed perspective” whenever possible. Include the Roaring Fork Conservancy and the Middle Colorado Watershed Council as referral agents for land use and zoning changes proposed on property adjacent to the rivers. With a “watershed perspective,” the land use approval may consider potential and cumulative impacts on stream flows from the point of withdrawal upstream to the point of release downstream. Development that is within the City’s watersheds and that is on soils that are “poor” for septic systems should be discouraged.

Regional Planning

Participate in regional planning efforts and work regionally to protect natural resources.

The City should participate with other regional entities, such as the Bureau of Land Management (BLM), the US Forest Service, Garfield County, and other municipalities, regarding natural resource issues that reach beyond the city limits. Activities occurring on federal lands, such as limestone quarry, strip mining, timber operations and livestock grazing, can have a direct impact on the City’s water, quality of life, and safety. It is imperative that the City continue to work with the BLM and US Forest Service to ensure that operations do not negatively impact the City’s water service, air quality, or transportation network, and ensure that permitted uses, allowed operations, and lands identified for disposal do not negatively impact valued resources around the City. The City opposes any threats to the livability and environment of our community.



Bighorn Sheep

Wildlife

Minimize human/wildlife conflicts.

The City should partner with the Colorado Parks & Wildlife, Forest Service, BLM and other regional agencies to educate the community on how to minimize human / wildlife conflicts. One issue is the attraction of wildlife, particularly bears, to trash and waste. The City should continue to enforce its trash ordinance that requires that dumpsters, including grease dumpsters, be wildlife resistant.





4.9 | Cultural Resources & the Arts

Background

Glenwood Springs offers varied arts and cultural programs that connect community members to their heritage and provide opportunities for celebration of the city’s diverse population. Often intangible, these are elements that help to enhance the quality of life enjoyed by Glenwood Springs’ residents and visitors. Over the past five years, the City has developed additional community events; continued to expand its classroom arts and culture/performance offerings through the Parks and Recreation Division; sought to promote awareness and appreciation of fine, musical and performance arts; and enhanced the use of civic spaces. It has also started work to better maintain existing public art sculptures and murals, and has adopted a new Public Art Master Plan to guide the management and expansion of that program.

The 2021 Public Art Master Plan notes that “targeted interventions of public art can be used to help enliven areas that are in need.” The City should continue its efforts to create place-based economic development in civic spaces that can be enjoyed by residents and people who visit the community.

The following represents a list of a number of community assets that contribute to the rich cultural and artistic offerings throughout the community:

- Glenwood Springs Community Arts Center
- Community Center
- Glenwood Springs Arts and Culture Board
- Frontier Historical Society and Museum
- Glenwood Springs Arts Council
- Colorado Mountain College Foundation’s ArtShare
- Garfield County Library - Glenwood Springs Branch
- Symphony in the Valley
- Sopris Theatre Company
- Summer of Music

Strategies

Public Spaces

Provide civic spaces like plazas, promenades and parks.

The City should continue to provide attractive public spaces that can be used for public gatherings including visual and performing art events. New development is encouraged to provide public spaces as well. Public spaces provide a location for community members to interact, socialize and build bonds - a valued tradition and part of the culture of Glenwood Springs.

Cultural Assets

Work regionally to protect cultural assets.

This region has a rich history. The City of Glenwood Springs should consider partnering with Garfield County, the Historical Society, other municipalities, and state and federal agencies to protect and promote the region’s rich architectural, archaeological, and cultural assets, thereby adding to the region’s visitor attractions.

Grow Glenwood Springs as a regional multicultural hub.

The City should continue to host and support a scale of seasonal, multicultural and holiday-focused festivals/ special events that add vitality and enhance the character of the community. The City should continue to partner with the Downtown Development Authority, the State of Colorado and others to develop the community as a regional multicultural hub and support burgeoning artistic galleries/makers spaces/studios.

The city operates the Community Art Center from the historic hydroelectric plant to provide a vibrant, people-centric space for access to the visual and performing arts and recreational activities. A need to complete accessibility improvements at the Community Art Center has also been identified.



Latino/a Conservation Week



Public Art

Glenwood Springs Public Art Master Plan

Strategies:

1. Continue partnership with the Downtown Development Authority and downtown business owners
2. Apply for Colorado Creative District Designation
3. Create a nature based public art series
4. Invest in iconic public art in existing public spaces
5. Utilize and promote local artists
6. Art and Culture campaign with visit Glenwood Springs.



4.10 | Climate & Hazards

Background

Residents and visitors of Glenwood Springs must begin to associate human behavior with climate and natural hazards that result from changing climate conditions in the region. Glenwood Springs will address climate, resiliency and hazard mitigation as part of a long-term, sustainable infrastructure systems approach considering low impact environmental design, building toward adaptive and changing social and climate needs, hazard mitigation, and emergency response.

Understanding the regional and local ecosystem and how we humans interact with the natural world is the beginning point. Understanding how the infrastructure systems work, including many of the physical elements of the City’s essential services such as water, stormwater, sewer systems, broadband, fiber optic technology, and related technologies that serve homes and businesses is paramount to building a resilient Glenwood Springs. Creating flexible policy and strategies to anticipate adaptations to changing conditions is critical.

The City of Glenwood Springs must prioritize an update to its 2008 Climate Action Plan and use that plan to pursue environmentally sustainable strategies over the next 20 years. These strategies should increase renewable energy, energy efficiency, carbon sequestration, water conservation, waste reduction and recycling citywide. The Plan should develop specific strategies to efficiently use existing infrastructure, as well as extend infrastructure as needed to support strategic community growth and redevelopment, while protecting properties and community members from future natural and man-made disasters.

Strategies

Climate Change Mitigation & Adaptation

Prioritize sustainable development practices.

The City must prioritize sustainable development practices as a means to reduce human impacts on the environment. Research clearly defines land development, buildings, and transportation as the leading contributors to greenhouse gas emissions in cities throughout the United States. With increasing pressure for residential and commercial growth, the City should follow International Energy Conservation Code and Transit Oriented Development principles to lead by example in sustainable development.

Balance future growth and development with water resources and other resource capabilities.

Growth should be planned with a set carrying capacity for infrastructure based on future population projections. Water conservation and efficiency should be prioritized requirements for development and redevelopment projects.

Address resiliency planning, reduce and mitigate hazards, and develop emergency response system policies.

Extreme weather, wildfires, floods and other natural disasters occur more frequently as the climate warms. These events impact the local community and the wider region. Emergency response plans are essential. The City is working with Colorado Department of Transportation (CDOT) and Federal Highway Administration (FHWA) on two I-70 access line breaks to facilitate evacuations, and working to develop a local traffic management plan for large-scale fires and other emergency events that require evacuations.

Reduce greenhouse gas (GHG) emissions.

Every community must do its part to make steep reductions in greenhouse gas emissions in the next 20 years. The City has achieved many elements of its 2008 Climate Action Plan; updating the plan with new goals that include equity, followed by implementation of the plan across all sectors of city government, is a high priority.

Increase energy efficiency.

Demands on the electrical grid will increase with the electrification of heating and transportation. Increasing energy efficiency in City buildings and operations and among all customers of Glenwood Springs Electric is a priority.

Address climate change impacts regionally.

Work with the County and other communities in the Roaring Fork Valley to formulate strategies to combat the negative effects of climate change, identified in the 2022 Garfield County Hazard Mitigation Plan Update.



Mudslide on I-70 (Glenwood Canyon) in 2021



5.0: PLAN IMPLEMENTATION

5.1| Overview

The following Implementation Matrix is a tool to organize action steps that help implement the strategies outlined in the previous chapter. This tool will be used by City staff and leadership as a guide to monitor how the plan program and decisions will occur over the life of the plan. Each action, which represents a step required to implement the goals and strategies, is assigned a responsible party to take the lead role as well as the length of time that will likely take for completion. While they are not identified as champions, various Boards and Commissions will be involved in supporting the implementation of applicable action steps.

Some actions were elevated through the community engagement process as high priorities that the City should focus on first to implement the vision of this plan.

5.2 | Action Plan

Land Use & Future Growth				
#	Policy/Action	Champion	Timeline	High Priority
1.1	Promote Transit Oriented Development (TOD).			
1.1.A	Plan for transit stations located in all mixed-use neighborhoods by incorporating principles of smart growth, new urbanism and green building.	Engineering/RFTA	Near Term	
1.1.B	Concentrate growth in Glenwood Springs in locations that can be served by high-frequency transit.	Engineering and Community Development	Near Term	
1.2	Encourage a compact urban form.			
1.2.A	Increase allowable unit densities in areas where supporting infrastructure is available.	Community Development	Near Term	x
1.2.B	Consider density or zoning bonuses to provide affordable and workforce housing.	Community Development	Ongoing	x
1.2.C	Identify opportunities for vertical mixed-use (residential over commercial) and live-work housing.	Community Development	Near Term	
1.3	Focus growth in areas of change.			
1.3.A	Implement existing and prepare future Sub-area plans for: Confluence Riverfront Park and 8th St Crossing, 6th Street, W. Hwy 6 Corridor, S. Midland Ave, former Safeway redevelopment site, Walmart/Roaring Fork Market, River Corridor Overlay, West Glenwood Mall.	Community Development	Ongoing/ Near Term	x
1.3.B	Implement the annexation plan.	Community Development	Ongoing	x
1.3.C	Establish key metrics associated with growth scenarios and timelines to ensure ongoing, sustained infrastructure needs are met.	City	Near Term	x
1.4	Encourage redevelopment and prioritize public investment in identified revitalized areas to spur private investment.			
1.4.A	Strategically plan for future Sub-area plans Confluence Riverfront Park and 8th St Crossing, 6th Street, W. Hwy 6 Corridor, S. Midland Ave, former Safeway redevelopment site, Walmart/Roaring Fork Market, River Corridor Overlay, West Glenwood Mall that encourage private investment.	Community Development	Ongoing	x
1.4.B	Implement 6th Street Master Plan.	Community Development, Downtown Development Authority (DDA)	Ongoing	
1.4.C	Implement the Confluence Riverfront Park and 8th Street Crossing Plan.	Community Development, DDA	Near Term	

Land Use & Future Growth				
#	Policy/Action	Champion	Timeline	High Priority
1.5	Foster and protect vibrant, diverse, safe, and well-connected neighborhoods.			
1.5.A	Ensure current development standards are consistent and promote high-quality design outcomes and climate resiliency.	Community Development	Ongoing	x
1.5.B	Update infill design standards to maintain and protect established neighborhood character, form, and resilience.	Community Development	Near Term	x
1.5.C	Integrate emergency management into the review process for large new developments.	Community Development	Long Term	
1.5.D	Consider to amend the land use code to include evacuation planning for new development in vulnerable areas.	Community Development	Long Term	
1.6	Maintain the municipal airport.			
1.6.A	Promote safe operations at the municipal airport.	Community Development	Ongoing	
1.7	Preserve areas targeted for protection.			
1.7.A	Ensure growth includes green buildings, open space, trees and native vegetation to protect our natural resources.	Community Development	Near Term	x
1.7.B	Maximize new open space/city parks on the edge of city boundaries.	Parks & Recreation	Near Term	
1.8	Reduce light pollution.			
1.8.A	Establish and enforce a citywide Dark Sky Ordinance to reduce light pollution.	Community Development	Near Term	x

Community Character & Vitality				
#	Policy/Action	Champion	Timeline	High Priority
2.1	Support appropriate mass, scale and density in Downtown.			
2.1.A	Consider updating the Downtown Plan (1998). Prioritize downtown development that includes retail space at the street level, commercial office space at a second level and residential development above. However, priority should be placed on the implementation of sub-area plans, including 6th Street and the Confluence.	Community Development	Long Term	x
2.2	Support neighborhood commercial mixed-use development.			
2.2.A	Identify opportunity sites that can support neighborhood-level commercial goods and services, focusing first on increasing food access.	Community Development	Long Term	
2.3	Support social diversity.			
2.3.A	Create a free or low cost clinic for people without health insurance.	City	Long Term	
2.3.B	Build community trust in council and governance. Provide more engagement opportunities with the community within City and other planning processes.	City and PIO	Near Term	
2.3.C	Identify opportunity sites that can support neighborhood-level commercial goods and services, focusing first on increasing food access.	Community Development	Long Term	
2.4	Create a community for all.			
2.4.A	Support a livable community by providing safety, water, sanitation, mental health facilities, and housing options for those experiencing homelessness.	Housing Continuum Partners	Near Term	x
2.4.B	Increase communication about all city programs offered with the community in Spanish and English.	PIO	Ongoing	x
2.4.C	Hire multilingual staff or provide education for existing staff.	City	Near Term	
2.4.D	Develop a community hub for a meeting space and an entertainment venue.	City	Long Term	
2.5	Promote a multimodal network.			
2.5.A	Improve the Glenwood Springs multimodal system and urban trail network, including bike and pedestrian connectivity throughout town, and filling sidewalk gaps between neighborhoods.	City and RFTA	Ongoing	x

Community Character & Vitality				
#	Policy/Action	Champion	Timeline	High Priority
2.6	Develop parking strategies and partnerships.			
2.6.A	Create parking access along Devereux road for river access and/or parks.	Parks	Long Term	
2.6.B	Continue to support the efforts of the Downtown Development Authority (DDA) in finding parking solutions in the Downtown core.	Community Development	Long Term	
2.6.C	As new development opportunities arise, reevaluate the potential to create new joint use parking structures at key locations for public and private use.	City Administration & Community Development	Long Term	
2.6.D	Foster the formation of public/private partnerships to provide structured parking in mixed-use developments in all Areas of Change.	City Administration & Community Development	Long Term	
2.7	Protect historic resources and buildings.			
2.7.A	Implement the Citywide Historic Preservation Plan.	Community Development	Ongoing	x
2.7.B	Establish a dedicated funding and incentive program for cultural and historic preservation programs in Glenwood Springs to deter the demolition of structures that are historically or architecturally significant.	Community Development	Near Term	x
2.7.C	Map contributing historic buildings, and modify the City's existing Design Standards as needed to address additions and modifications in a manner that preserves the integrity of the original building.	Community Development/GIS	Long Term	
2.7.D	Identify properties eligible for local landmark & pursue outreach with property owners for formal landmarking.	Community Development	Near Term	
2.7.E	Continue to support the Historical Society for preservation and upkeep of the Cardiff Coke Ovens.	Engineering & Historical Society	Ongoing	

Economic Development & Tourism Management				
#	Policy/Action	Champion	Timeline	High Priority
3.1	Retain Glenwood Springs' role as a regional commercial hub.			
3.1.A	Identify gaps or missing opportunities that may exist in recreation/light manufacturing sectors.	City	Ongoing	x
3.1.B	Encourage businesses to expand operational hours in the downtown core area.	Economic Development	Long Term	
3.1.C	Encourage spending to support commercial development and businesses by improving and identify new wayfinding throughout town.	Economic Development/Chamber/DDA	Near Term	
3.2	Ensure adequate food access.			
3.2.A	Actively attract new grocery large and neighborhood scale to increase food access in Glenwood Springs.	Economic Development	Ongoing	
3.3	Attract and retain diverse businesses and industries.			
3.3.A	Increase and provide consistent communication with businesses for Community Events to collaborate with City-hosted events. This will better position businesses to market and attract new clients.	Economic Development/PIO	Ongoing	x
3.3.B	Explore the feasibility of an incubator 'makers' space tailored to fostering entrepreneurship.	Economic Development	Long Term	
3.3.C	Facilitate the expansion of regional facilities. Work to protect and expand Glenwood Springs' role as a regional hub for medical and educational activity by facilitating expansion of existing facilities where compatible and appropriate. Consider suitable incentives for attracting new educational and healthcare facilities as those opportunities arise.	Economic Development	Long Term	
3.4	Revitalize underutilized properties.			
3.4.A	Strategically plan for future Sub-area plans Confluence Riverfront Park and 8th St Crossing, 6th Street, W. Hwy 6 Corridor, S. Midland Ave, former Safeway redevelopment site, Walmart/Roaring Fork Market, River Corridor Overlay, West Glenwood Mall that encourage private investment.	Community Development	Ongoing	
3.4.B	Implement the 6th Street Master Plan.	Community Development	Ongoing	
3.5	Ensure the provision of housing for the workforce.			
3.5.A	Evaluate and update incentive programs and other public subsidies (such as city-funded road, sewer, and transportation infrastructure), that help attract new affordable housing supply for local employees to support and attract business development and growth.	Community Development	Ongoing	x

Economic Development & Tourism & Management				
#	Policy/Action	Champion	Timeline	High Priority
3.6	Support the management of sustainable tourism in Glenwood Springs.			
3.6.A	Find, develop, and promote RV Parking locations and amenities for those who would otherwise pass through. Visitors in RVs often pass through Glenwood Springs, because of the inability to find parking for large vehicles, which is a missed opportunity for the City.	Community Development	Near Term	x
3.6.B	Increase promotion that supports historical tourism and sustainable recreation industries.	Parks and Rec/Economic Development/Visit Glenwood/Frontier Museum	Ongoing	x
3.6.C	Support and increase engagement with diverse visitors through multilingual marketing.	Visit Glenwood	Ongoing	x
3.6.D	Provide educational information on the pros and cons of the impacts of tourism including local businesses and the tax base contribution as an economic driver.	Economic Development	Near Term	
3.6.E	Increase environmental stewardship promotion to minimize visitor impact	Visit Glenwood	Near Term	
3.6.F	Retain, enhance, and expand the long-standing diverse and sustainable tourist market	Visit Glenwood	Near Term	
3.6.G	Continue to implement recommendations from the Destination Recovery Workshop including attracting responsible visitors and educating them on responsible tourism.	Visit Glenwood	Ongoing	

Transportation & Mobility				
#	Policy/Action	Champion	Timeline	High Priority
4.1	Continue to evaluate and monitor State Highway 82.			
4.1.A	Develop and implement mitigation strategies to reduce the impact of regional growth on traffic congestion on major roads, highways, and residential streets.	Engineering, Community Development, GARCO, and RFTA	Ongoing	x
4.2	Focus on Transportation Demand Management (TDM).			
4.2.A	Implement a Transportation Demand Management Plan to reduce vehicle miles traveled.	Engineering	Near Term	
4.2.B	Allocate adequate funding to maintain existing multimodal infrastructure.	City Administration	Near Term	
4.3	Develop a regional traffic model & manage transportation plan.			
4.3.A	Serve as a leader in regional transportation and strengthen partnerships to pursue federal funding and to “regionalize” non-federal funding commitments. Begin to budget transportation and capital improvement work programs and work with RFTA and others to leverage multi-modal opportunities (such as road/Bus Rapid Transit or road/rail) to fund and implement corridor routes for SH82, Railroad Corridor and South Bridge.	City, RFTA	Ongoing	x
4.4	Ensure Downtown is pedestrian and bicycle friendly.			
4.4.A	Consider converting to paid parking Downtown and other Downtown parking management strategies identified in the MOVE study to encourage use by other modes of Downtown.	Engineering, Community Development, RFTA	Near Term	
4.5	Enhance the pedestrian and bicycle network.			
4.5.A	To better improve and identify multi-modal connection points in town, conduct an assessment of existing multi-modal infrastructure and define priorities to improve bicycle and pedestrian networks.	Engineering	Near Term	x
4.5.B	Improve the Glenwood Springs multimodal system and urban trail network, including bike and pedestrian connectivity throughout town, and filling sidewalk gaps between neighborhoods.	City and RFTA	Ongoing	x
4.5.C	Establish a Vision Zero or Local Road Safety Plan policy to address pedestrian safety issues.	Engineering	Ongoing	x
4.5.D	Create a Complete Streets Policy to encourage alternative modes of travel. All transportation infrastructure projects need to include elements to provide safe, efficient use by pedestrians, especially children, and non-motor users, bikes, e-bikes wheelchairs, etc.	Community Development and Engineering	Near Term	
4.5.E	Create a bike share system and last mile system in Glenwood Springs.	City and RFTA	Long Term	

Transportation & Mobility				
#	Policy/Action	Champion	Timeline	High Priority
4.6	Develop an efficient and interconnected road network to reduce gridlock, delays and trips per day.			
4.6.A	Provide a resilient transportation network that supports safe and efficient emergency access and adequate evacuation routes.	City and CDOT	Ongoing	x
4.6.B	Complete critical street network connections to include the I-70 A-line breaks and South Bridge transportation projects.	Engineering and Public Works	Near Term	
4.7	Expand local transit and enhance regional transit to, from, and through Glenwood Springs.			
4.7.A	Improve public transit access, infrastructure, frequency of local and regional service, and expand park and rides.	City, RFTA, CDOT, and GARCO	Near Term	x
4.7.B	Continue and strengthen partnerships between Federal, State, and Municipalities to build a more robust transportation system to serve the region such as Bustang, Pegasus, and RFTA.	Regional Partners (CDOT, RFTA)	Ongoing	x
4.7.C	Investigate opportunities and feasibility of train, tram, or city street car for residents and visitors and buy electric vans that circulate the city on a regular route.	City and RFTA	Near Term	
4.8	Support green transportation.			
4.8.A	Plan and incentivize EV and E-bike growth and operations.	Community Development	Long Term	
4.8.B	As the City’s fleet of vehicles reach the end of their lifespan, replace them with electric vehicles.	Glenwood PD, Public Works	Long Term	
4.8.C	Work with RFTA and regional partners to understand the feasibility of electric buses.	City and RFTA	Long Term	
4.9	Plan for emergency evacuation.			
4.9.A	Develop a regional emergency management evacuation plan and integrate planning into growth management.	Engineering, CDOT and FHWA	Ongoing	x
4.9.B	Complete cost updates for major projects including South Bridge and disseminate to public. Increase communication and engagement around plans for South Bridge including operations and cost.	Engineering, Finance, PIO	Near Term	
4.10	Expand and improve Ride Glenwood Transit.			
4.10.A	Includes improving multi-modal transit to West and South Glenwood.	City, RFTA, CDOT, and GARCO	Near Term	
4.10.B	Evaluate and expand Ride Glenwood to Regional Transit services and improve connections across the City.	City, RFTA	Near Term	
4.11	Improve the regional trail network.			
4.11.A	Support the development, connection, and completion of the LoVa Trail.	City	Ongoing	

Housing				
#	Policy/Action	Champion	Timeline	High Priority
5.1	Increase housing density.			
5.1.A	Provide incentives for developers to build condos or townhouse units, including identifying and supporting condominiumization opportunities to increase homeownership .	Community Development	Near Term	
5.1.B	Support the ad hoc housing coalition to come up with affordable housing options.	Community Development and Committee	Near Term	
5.2	Encourage ADUs.			
5.2.A	Consider policy changes to increase accessory dwelling units.	Community Development	Near Term	x
5.2.B	Address barriers to ADUs such as parking and consider policy changes to increase ADUs in a housing strategy.	Community Development	Near Term	
5.3	Continue to utilize inclusionary zoning as a tool to produce more affordable and workforce housing.			
5.3.A	Refine policy and regulations related to inclusionary housing to increase workforce and affordable housing opportunities. Evaluate for 10-25% dedicated affordable units.	Community Development	Ongoing	x
5.3.B	Re-evaluate current deed restriction policies to determine effectiveness for homeownership and adjust City policy accordingly.	Community Development	Ongoing	x
5.3.C	Require qualified workforce and affordable housing buyers and renters under subsidized housing programs to be employed locally within city limits or in close proximity as determined by deed restriction regulations.	Community Development	Near Term	
5.3.D	Review the short term rental policy to determine impact in local housing market.	Community Development and Consultants	Near Term	
5.4	Pursue a community land trust model.			
5.4.A	Establish, or participate with an existing community land trust to expand homeownership opportunities.	Community Development	Near Term	
5.5	Promote mixed-use development.			
5.5.C	Require high-quality, energy efficient design for mixed-use and higher density housing projects.	Community Development	Near Term	x

Housing				
#	Policy/Action	Champion	Timeline	High Priority
5.6	Provide diversity in housing types.			
5.6.A	Develop a local Housing Strategy with robust public engagement. The Community Development Department is currently working on a 2023 Housing Strategy Plan. Housing Strategy should address mitigating the cost of housing and rental costs, evaluating the need for subsidies for affordable/attainable housing.	Community Development	Ongoing	x
5.6.B	Establish baseline annual goals for housing production that promotes a mix of housing types.	Community Development	Long Term	
5.6.C	Identify potential parcels for the development of senior housing and identify partners to develop.	Community Development	Long Term	
5.6.D	Create a policy or program to preserve existing missing middle housing and explore ways to develop new missing middle housing.	Community Development	Near Term	
5.7	Preserve existing, naturally-occurring affordable housing.			
5.7.A	Create a policy or program to preserve existing, naturally occurring affordable housing such as mobile homes.	Community Development	Near Term	
5.8	Address housing regionally.			
5.8.A	Partner with Garfield, Pitkin and Eagle Counties to combine resources, share strategies, and jointly seek funding and land for community housing projects.	Community Development, Garfield, Pitkin and Eagle Counties	Ongoing	
5.8.B	Support the West Mountain Regional Housing Coalition in its efforts, including a regional buy-down program, rental assistance, and ADU assistance.	Community Development	Ongoing	
5.9	Accommodate seasonal workers.			
5.9.A	Explore alternative housing types that accommodate seasonal workers, including dormitories, hostels, camps, or other accommodations that employers could provide subsidy for.	Community Development	Long Term	

Public Utilities & Services				
#	Policy/Action	Champion	Timeline	High Priority
6.1	Direct growth to areas where utilities and services can be provided efficiently.			
6.1.A	Connect the 4th electrical substation.	Public Works	Ongoing	x
6.1.B	Update the City Capital Improvement Program (CIP) to compare maximum future growth projections and infrastructure needs (domestic water infrastructure, wastewater improvements) without degrading the environment.	Public Works	Near Term	
6.2	Allocate land for utility expansion.			
6.2.A	Determine where land acquisitions for utility expansion are needed and develop a plan accordingly.	Public Works	Near Term	
6.3	Consider fiscal impacts prior to expanding City water and sewer services.			
6.3.A	Continue to set utilities and other fees adequately to cover cost impacts of development.	Community Development	Ongoing	x
6.4	Plan for increased landfill capacity.			
6.4.A	Incentivize and require recycling and composting in public places and large-scale development projects.	Public Works	Near Term	x
6.4.B	Revise and reinstate policies related to Spring Cleanup and Hazardous Waste Day to promote separate waste streams.	Public Works	Long Term	
6.4.C	Require all-compostable or reusable materials for events that sell food/beverages.	City/Parks and Recreation	Near Term	
6.4.D	Improve residential recycling by expanding the Recycling Center's operational hours.	Public Works and PIO	Long Term	
6.5	Complete domestic water infrastructure improvements.			
6.5.A	Address waterline improvements within annexations road networks.	Public Works	Ongoing	
6.6	Plan and budget for electrical system improvements.			
6.6.A	Plan and budget for electrical system improvements, including preparation for vehicle and building electrification (process to replace technologies that rely on fossil fuels).	Public Works	Ongoing	x

Public Utilities & Services				
#	Policy/Action	Champion	Timeline	High Priority
6.7	Promote water conservation.			
6.7.A	Promote an ongoing citywide water conservation program, especially non-potable/irrigation water.	Public Works	Ongoing	x
6.7.B	Implement a Water Efficiency program to include a lawn buy-back program, fixture replacement funding help, irrigation control, and rain sensor programming.	Public Works	Near Term	
6.7.C	Conduct a comprehensive energy and environmental audit of the entire municipal water system to determine the carbon emissions and energy consumption associated with water delivery, water treatment, and wastewater treatment.	Public Works	Near Term	
6.8	Increase electrical efficiency.			
6.8.A	Plan and budget for electrical system improvements, including preparation for vehicle and building electrification (process to replace technologies that rely on fossil fuels).	Public Works	Ongoing	x
6.8.B	Continue to purchase renewable/green energy. Consider the development and production of renewable energy when appropriate.	Public Works	Ongoing	x
6.8.C	Replace tall street lights in neighborhoods with a more aesthetic and energy efficient light.	Public Works	Long Term	
6.8.D	Establish and monitor energy conservation programs and reduce electrical consumption.	City Administration and Public Works	Near Term	
6.9	Provide appropriate levels of service for emergency services.			
6.9.A	Provide appropriate levels of service for emergency services such as police, fire protection, and hazard events services in response to growth.	City Administration	Ongoing	x
6.10	Amend codes for fire prevention / possible substation.			
6.10.A	Update development codes and Capital Improvement Plan to address fire prevention and possible new fire substation needs.	Community Development and Fire	Ongoing	x
6.11	Apply intergovernmental efforts toward regional wildfire fire protection.			
6.11.A	Review current intergovernmental agreements to address regional wildfire protection needs.	Fire	Near Term	
6.11.B	Develop ongoing public information service announcements to communicate to community members on public services and programs. Increase bilingual communication and planning for emergency services and hazards.	PIO	Near Term	

Parks, Recreation, Open Space & Trails				
#	Policy/Action	Champion	Timeline	High Priority
7.1	Focus on securing/maintaining sufficient parkland, greenspace and open space.			
7.1.A	Review and update park land dedication requirements.	Community Development/ Parks	Near Term	x
7.1.B	Update and implement a Parks and Recreation Master Plan. CAPRA department accreditation and accompanying master plan will be a valuable measure of the agency's overall quality of operation, management, and service to the community.	Parks and Recreation	Near Term	x
7.1.C	Prepare a South Canyon Management Plan.	Parks and Recreation	Ongoing	x
7.1.D	Increase tree canopy for Downtown to maintain the City of Glenwood Springs as a Green City to create a healthy urban environment.	City/Parks and Recreation	Ongoing	x
7.1.E	Develop a funding program to support the maintenance of street trees.	Parks and Recreation	Ongoing	x
7.1.F	Update and monitor tree canopy coverage for climate/pest related infestations and develop educational and tree replacement programs.	Parks and Recreation	Long Term	
7.1.G	Develop an open space preservation strategy for open lands within and around the perimeter of the Urban Growth Boundary.	Parks and Recreation	Long Term	
7.1.H	Address the Wulfsohn Mountain Park's continuing maintenance and development.	Parks and Recreation	Long Term	
7.1.I	Disperse the same amount of parkland fairly to all areas of the City of Glenwood Springs.	Parks and Recreation	Near Term	
7.1.J	Evaluate existing landscaping requirements to address water conservation practices.	Parks and Recreation	Near Term	
7.2	Plan for the City-owned land adjacent to the River Trail.			
7.2.A	Conduct a comprehensive river corridor study to assess land use, land ownership, natural resources (including wildlife fishery habitats), bank/bed conditions, and river access needs to preserve the health of the River.	Parks and Recreation, Engineering	Near Term	x

Parks, Recreation, Open Space & Trails				
#	Policy/Action	Champion	Timeline	High Priority
7.3	Improve and expand facilities.			
7.3.A	Provide sufficient public restrooms in all future public spaces.	City/Parks and Recreation	Ongoing	x
7.3.B	Consider expanding the community center to include a performing art space.	Parks and Recreation	Long Term	
7.3.C	Upgrade maintenance and operation for parks facilities e.g., public restrooms, trails and bike paths.	Parks and Recreation	Near Term	
7.3.D	Improve and upgrade city parks to be ADA compliant.	Parks and Recreation	Long Term	
7.4	Coordinate trail planning, implementation, ongoing maintenance, and expansion.			
7.4.A	Update the 1991 River Trails Master Plan in coordination with transportation plan	Engineering and Parks and Recreation	Near Term	x
7.4.B	Increase new recreational trail development for mountain biking and hiking to continue to be a recreational destination.	Parks and Recreation/RFMBA	Near Term	
7.4.C	Link Two Rivers Park to the proposed Confluence Riverfront Park as a contiguous park connecting Downtown to our two rivers.	Community Development/ Engineering	Long Term	
7.5	Protect and preserve recreational City water rights.			
7.5.A	Utilize the Recreational In-Channel Diversion (RICD) recreational water rights on the Colorado River for additional outdoor recreation opportunities.	Parks and Recreation	Near Term	
7.5.B	Ensure safe and sustainable business operations for recreation based businesses.			
7.5.C	Create a business resiliency plan to help businesses prepare for and deal with crises (pandemic, wildfires, etc.)	Economic Development, Chamber	Ongoing	
7.6	Ensure underrepresented groups are included in the recreation economy.			
7.6.A	Increase programs for all.	Parks and Recreation	Near Term	
7.6.B	Provide more inclusive program offering at the community center to reduce barriers to participation for community for all.	Parks and Recreation	Near Term	
7.6.C	Increase cultural and historic identity in existing parks and trails.	Parks and Recreation	Near Term	

Natural Resources				
#	Policy/Action	Champion	Timeline	High Priority
8.1	Continue leadership in protecting the natural setting through a variety of programs, committees, and multi-jurisdictional agreements.			
8.1.A	Develop ongoing public information campaigns and social media communications to educate the community on the importance of protecting the natural setting and urban wildland interface areas.	PIO	Ongoing	x
8.1.B	Assist in Public Outreach and Education of Laws, Regulations and Policies Influencing Water Use by regularly sharing educational information on water policies/programs, river clean up, riparian restoration, sustainable living and the environment.	PIO/Public Works/Parks and Recreation	Long Term	x
8.1.C	Participate in the Colorado Basin Roundtable and other Regional Watershed Programs to improve communication about water availability/ sustainability as well as addressing options for meeting future water needs	Parks and Recreation	Near Term	
8.2	Preserve and enhance the river corridors.			
8.2.A	Support efforts to protect and manage usage of the Roaring Fork River, Colorado River Systems, and River Clean up.	City	Ongoing	x
8.2.B	Maintain and continue to evaluate commercial regulations to manage river access to monitor the health and safety of the Roaring Fork and Colorado Rivers.	Parks and Recreation	Ongoing	x
8.2.C	Continue to obtain access easements as opportunities arise along the Roaring Fork and Colorado Rivers for fishing access.	Parks and Recreation	Ongoing	x
8.2.D	Study the feasibility of a River Overlay District. Continue to assess land use and natural resources, and access to the Roaring Fork and Colorado Rivers through completion of the river trail and through City-owned property adjacent to the river.	Parks and Recreation	Long Term	
8.2.E	Determine how the riparian habitat near the confluence could be impacted should it be developed in the future .	Community Development	Near Term	
8.3	Participate in regional planning efforts and work regionally to protect natural resources.			
8.3.A	Partner with Garfield County to address water quality issues, such as impacts from leach fields, in those areas that may attract growth (e.g. No Name, Four Mile Creek drainage, the area south of the city limits along SH 82).	City	Long Term	
8.4	Minimize human/wildlife conflicts.			
8.4.A	Require wildlife protection and mitigation standards as part of future development reviews and approvals including riparian habitat restrictions for public and private entities.	Community Development	Near Term	x
8.4.B	Require bear proof trash cans where appropriate.	City Administration	Ongoing	x

Cultural Resources & the Arts				
#	Policy/Action	Champion	Timeline	High Priority
9.1	Provide civic spaces: parks, promenades, and plazas.			
9.1.A	Develop a master plan for civic spaces: parks, promenades, and plazas in the Downtown.	Parks and Recreation/DDA	Near Term	x
9.2	Work regionally to protect cultural assets.			
9.2.A	Work regionally with Garfield County and other organizations to promote arts and cultural assets.	Parks and Recreation	Long Term	
9.2.B	Support and increase funding for the Historical Society and Museum.	City	Long Term	
9.3	Grow Glenwood Springs as a regional multicultural hub.			
9.3.A	Promote Glenwood Springs as a cultural arts destination, implement the City Public Art Master Plan, and develop indoor and outdoor performance space, and festivals.	Parks and Recreation	Ongoing	x
9.3.B	Advance a feasibility study for a Performing Arts Center. Continue to plan for and encourage the development of a performing arts center - especially where there is adequate parking and pedestrian connections. It should be sited within the Downtown so that it can be near other complementary and synergistic businesses and in turn help bring more vitality to the Downtown.	DDA and City	Long Term	x
9.3.C	Develop 6th Street as an Arts corridor connection from the North Landing to the historic Downtown.	Community Development	Ongoing	x
9.3.D	Implement all-season events.	Parks and Recreation, DDA, Tourism Management Board, Chamber of Commerce	Ongoing	
9.3.E	Increase cultural events for the Latino/a community, for example, Cinco de Mayo, Independence days, and Hispanic Heritage Month.	Parks and Recreation	Near Term	

Climate & Hazards				
#	Policy/Action	Champion	Timeline	High Priority
10.1	Prioritize sustainable development practices.			
10.1.A	Implement and update 2008 Climate Action Plan with equity goals.	Community Development	Near Term	x
10.1.B	Encourage the adaptive re-use of existing vacant buildings.	Community Development	Ongoing	
10.1.C	Encourage the use of green infrastructure over gray infrastructure.	Public Works	Ongoing	
10.2	Address resiliency planning, reduce and mitigate hazards, and develop emergency response system policies.			
10.2.A	Develop an evacuation plan for the community by conducting a traffic evacuation analysis to identify remaining bottleneck locations and potential connections to address those bottlenecks, and perform a limited parcel analysis to identify particularly vulnerable neighborhoods in town and solutions.	Engineering	Near Term	x
10.2.B	Improve emergency access communications.	PIO	Ongoing	x
10.2.C	Develop wildfire and natural hazard defense plans.	Fire	Near Term	
10.3	Reduce greenhouse gas emissions.			
10.3.A	Establish accountability measures and procedures to monitor Climate and Resiliency progress. Update the GHG inventory for City government buildings and operations.	City	Near Term	x
10.3.B	Reconvene a permanent City Energy and Climate Commission.	Engineering	Near Term	x
10.3.C	Replace city fleet of vehicles with electric and hybrid as feasible when existing vehicles need replacement.	Public Works	Ongoing	x
10.3.D	Develop community scale solar arrays or any another green generation.	Public Works	Long Term	
10.4	Increase energy efficiency.			
10.4.A	Continue Glenwood Springs Electric Department program to provide rebates to offset capital cost for energy efficiency measures for residents and businesses.	Public Works/ CLEER	Ongoing	x
10.4.B	Update the investment-grade energy audit and greenhouse gas inventory for all City government operations.	Public Works/ CLEER	Near Term	
10.5	Address climate change regionally.			
10.5.A	Work with the Mount Sopris and Roaring Fork Conservation Districts to address noxious weed mitigation programs and promoting tree planting programs in the community.	Parks and Recreation	Long Term	
10.5.B	Facilitate private landowners entering into conservation easements on private property.	City	Long Term	
10.5.C	Work with federal agencies and/or private land owners to thin wildfire vegetation on the surrounding hillsides.	Fire	Long Term	

6.0: APPENDIX



6.2 | Annexation Policy

1. The City will consider annexation only within the Urban Growth Boundary unless there is a compelling public benefit to consider annexation of a parcel outside the boundary.
2. Annexation will occur through petition of the landowner(s). While it is not the intent of the City to compel annexation, the City reserves the prerogative to initiate annexation if found to be in the best interest of the community.
3. Within the Urban Growth Boundary annexation is preferred over development through county jurisdiction, unless there are extenuating circumstances and significant public benefit to do otherwise.
4. Any annexation shall transfer water rights appurtenant or decreed for use on the property proposed for annexation to the City. If there are no water right associated with the property proposed for annexation, the City will determine a water rights dedication fee-in lieu taking into account the proposed and potential future uses of the property. In determining the in-lieu fee the City may also consider any recent transfers of water rights associated with the property proposed for annexation.
5. The City is required to provide annexed parcels with infrastructure (electricity, water, wastewater) and services (police, emergency and other urban services) in a manner that is cost-effective and that does not unduly burden or impair natural resources for Glenwood Springs residents.
6. The City encourages and supports proposed annexations that incorporate walkable, mixed-use development patterns that are compatible with adjacent land uses. [1]
7. The City and Garfield County shall work to jointly review proposed annexations within the Urban Growth Boundary.
8. The City will negotiate with the petitioner for annexation to require the maximum benefit for the City of Glenwood Springs.
9. The City encourages and supports the annexation of properties if they meet the following criteria:
 - Mixed-Use, Walkable Developments
 - Presence of Community Amenities (community gathering spaces, social services)
 - Diversified mix of affordable and market rate housing that includes for-sale housing for homeownership
 - Access to Public Transit
 - Access to recreation amenities (trailheads, parks, open space)
 - Developer contributions for required site infrastructure needs (in lieu fees, upgrades, extension of utilities, roads, etc.)
 - Compatible with adjacent land uses.

6.1 | Glossary of Terms

Accessory Dwelling Unit (ADU)

An attached or detached dwelling unit integrated within a single family dwelling or located in a detached accessory building located on the same lot as the single family dwelling.

Affordable/Workforce Housing

Housing units with or without public subsidy that can be rented at a below market rate and considered “affordable” if an individual or family spends no more than 30% of their income to live there. Workforce housing refers to housing that is attainable to the local workforce.

Bus Rapid Transit

Bus Rapid Transit (BRT) is a term applied to a variety of bus service designs that provide for faster, more efficient and more reliable service than an ordinary bus line. Often this is achieved by making improvements to existing street and traffic signal infrastructure. In Glenwood Springs, the VelociRFTA BRT line provides frequent express service from South Glenwood to Aspen (and communities in between), as well as the Hogback Route to Rifle.

Complete Streets

A way of designing and building streets that focuses on creating a welcoming and safe experience for all people walking, rolling, biking, or taking public transit; they ensure streets balance the needs of people as they get around in different ways.

Contributing Properties

A “contributing” property adds to the historic architectural qualities, historic associations, or archaeological values for which the district is significant because: a) it was present during a period of significance and possesses historic integrity reflected in its character at that time or it is capable of

yielding important information about the period; b) it independently meets the National Register criteria; c) it meets the Glenwood Springs Historic Preservation criteria.

Cultural Resources

Unique and nonrenewable intangible and material phenomena that are associated with cultural activities.

Density Bonus

An incentive that permits developers to increase the maximum allowable development on a property in exchange for helping achieve community goals. When related to housing, density bonuses grant additional residential density above the maximum allowed by existing zoning, in return for the housing (or a portion thereof) being deed restricted to occupancy by the local workforce.

Downtown

Generally described as the commercial areas from Laurel Street east to the Glenwood Canyon Trail, and 7th Street south to 11th Street.

Economic Development

The process by which the economic well-being and quality of life of a local community are improved according to targeted goals and objectives.

Future Land Use Map (FLUM)

The Future Land Use Map is a geographical and thematic representation to guide land use planning in specific areas of the City, consistent with the goals and strategies of the Comprehensive Plan.

Inclusionary Zoning

The mandatory inclusion of a percentage of affordable or local housing units, or fees in lieu, as a requirement of development approval for residential development.

Level of Service

A level of service (LOS) is a ratio of some measurement of public service or facility (such as water pressure for fire protection) related to population.

Median Home Value

The “middle” value of all individual home values. Compared to Average List Price, which is calculated by adding all the sale prices for homes sold in a specific area and dividing that total by the number of properties sold, it is less skewed by homes listed or sold at an extremely low or high price.

Mixed-Use

Urban development that combines different types of uses - commercial, residential, retail, office, cultural, institutional or entertainment - within a building or a group of buildings.

Multi-modal

Multi-modal transportation includes public transportation, bicycle and pedestrian infrastructure, as well as vehicular roads. Multi-modal access supports the needs of all users whether they choose to walk, bike, roll, use transit, or drive.

New Urbanism

A planning and development approach based on the principles of how cities had been built before cars: walkable blocks and streets, housing and shopping in close proximity, and accessible public spaces. New Urbanism focuses on human-scaled urban design.

Public Information Officer (PIO)

A City employee responsible for interfacing with the public, the media, and with other organizations with incident-related information needs.

Recreational In-Channel Diversion (RICD)

Limit water rights to the minimum stream flow necessary for a reasonable recreational experience in and on the water.

Resiliency

The sustained ability of a community to use available resources to respond to, withstand, and recover from adverse situations (e.g. natural hazards, economic crises, or public health crises). This allows for the adaptation of a community after disaster strikes.

Sustainability

A community and its development that meets the needs of the present without compromising the ability of future generations to meet their own needs. Sustainability means that a system can be maintained indefinitely with no (or very little) outside subsidy (financial, energy, etc.). Environmental sustainability means conserving natural resources so that they maintain themselves naturally while still accommodating growth.

Transit Oriented Development (TOD)

Development designed to support and take advantage of transit opportunities and reduce personal vehicle trips by including a combination of several land uses such as commercial, retail, services and higher density residential uses, while incorporating facilities for transit into the design of the development.

Urban Growth Boundary

The boundary outside the city limits that distinguishes where urban development will no longer be encouraged and rural development or the preservation of open space should occur.

Vision Zero

A strategy to eliminate all traffic fatalities and severe injuries, while increasing safe, healthy, and equitable mobility for all. This strategy views all traffic deaths as being preventable.

6.3 | Detailed Community Input





Public Engagement Summary

Introduction

The 2022 Glenwood Springs Comprehensive Plan Update is rooted in community input; the feedback received from people living, working, visiting and leading this community is critical to the validity and success of the Comprehensive Plan Update. Preceding the 2022 Update effort, the City of Glenwood Springs hired Magellan Strategies to conduct a community survey. 861 responses were received and analyzed to understand citizen feelings around quality of life, growth, economic vitality, transportation and mobility, housing, and city services and budget priorities. Out of these key issues, the consultant team identified themes requiring further refinement by the public through a community engagement process specific to the Comprehensive Plan. The following summarizes this process, the ensuing results, and how this input, along with other information and data, have been integrated to create the Update and its corresponding implementation strategies.

Outreach Events Summary

The Comprehensive Plan Update outreach process began in December of 2021 with the creation of a dedicated Steering Committee to bring both a broad range of viewpoints and subject matter expertise to the process. Based on the themes that emerged from the 2021 Community Survey, consideration of the Update was initially broken into the following categories:

- Growth
- Housing
- Tourism + Economic Development
- Climate + Resiliency
- Mobility

Outreach efforts were focused on the following strategies:

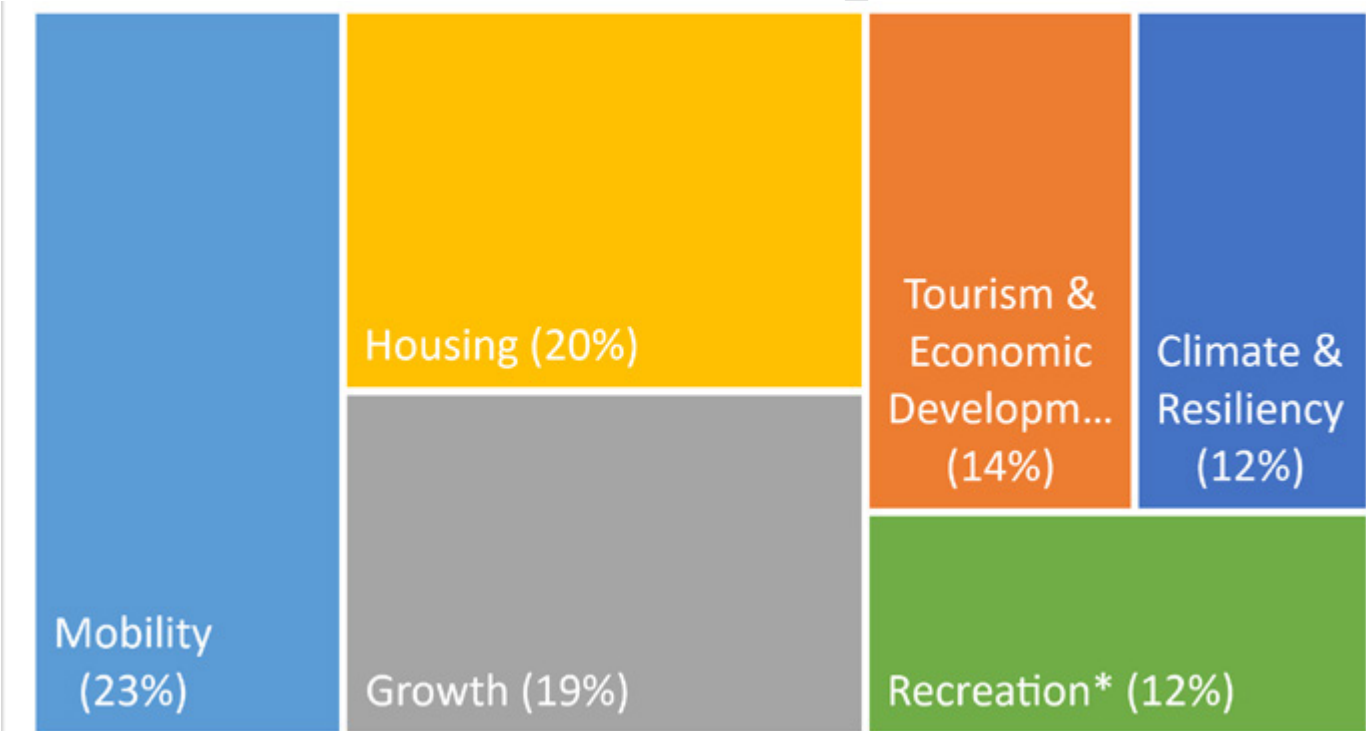
1. Build upon the previous survey results.
2. Leverage the experts and resources of the City to bring educated input to the plan.
3. Create a process that was both inclusive and understandable.
4. Focus on engaging a broad and diverse group of community members.

The consultant team conducted three open houses, a Latinx community picnic, two months of pop-up stations, 9 subject matter expert focus groups, and maintained the visionglenwood.com website throughout. Efforts utilized a variety of input methods to gather input from the community.

Over the course of the ten-month outreach process, thousands of data points were recorded and analyzed for the Comprehensive Plan Update. These data points included online ‘jamboard’ comments, voting packets, post-it note comments at open houses, pop-ups and other events, comments from focus groups, dot-voting, survey responses, and website map and forum comments. Channels included three rounds of open houses (one virtual, two in-person – each with two sessions), a LatinX community picnic, an online forum, an online survey, subject matter expert focus groups, steering committee meetings, target-area pop-ups, and municipal presentations. In addition, the Comprehensive Plan has had a constant presence at the project website: <https://www.visionglenwood.com> where events were advertised, and news and information were continually posted.

Public Comment by Category

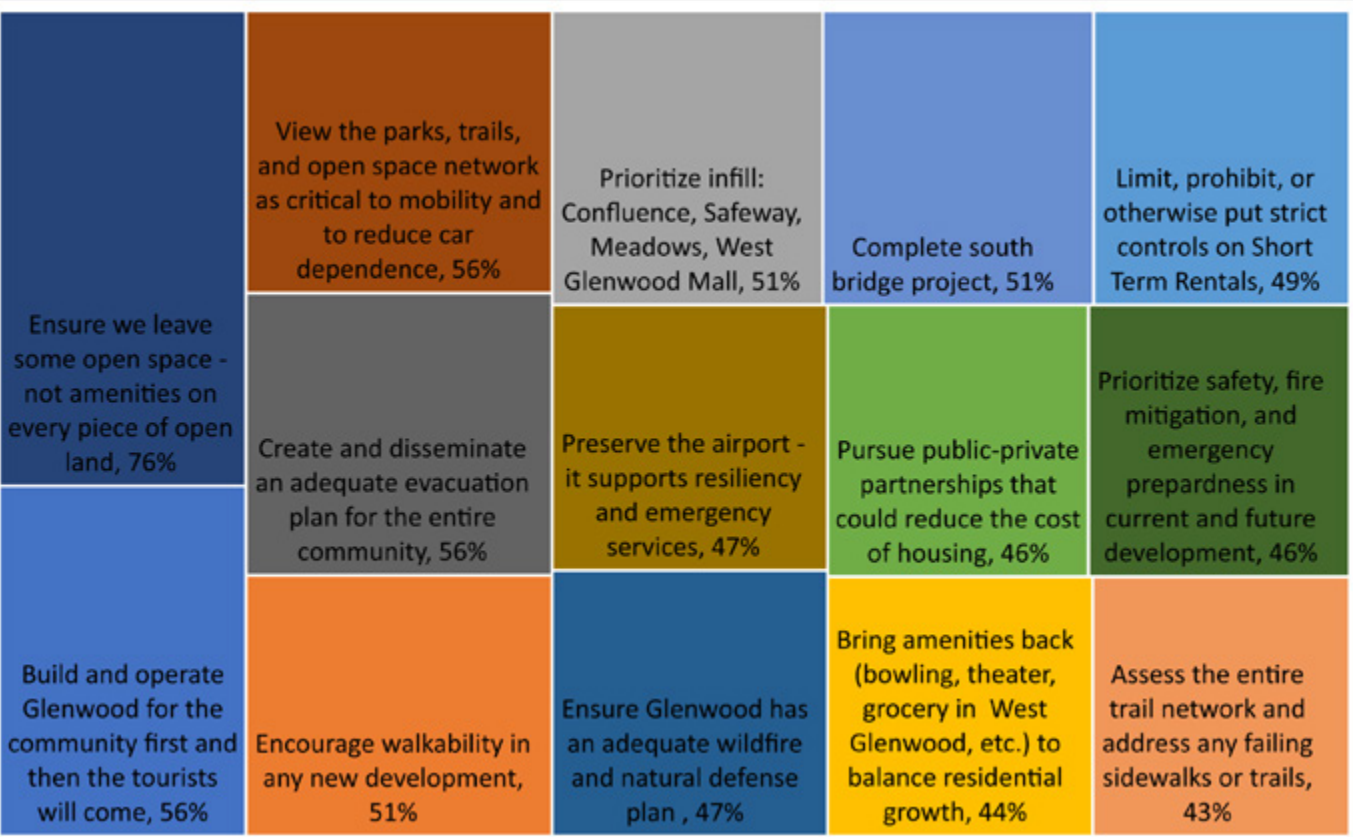
Over the course of the ten months and 4 events and additional recurring efforts, nearly 1,500 comments were received from the public. Comments were spread out over a broad range of topics. Comments were generally sorted into plan elements that mirrored the content of the Update Plan. Comments fell into the following broad categories.



Overall Comment Themes

The following themes garnered the most votes from the public as their highest priority issues:

- Encourage walkability in any new development
 - Prioritize infill: Confluence, Safeway, Meadows, West Glenwood Mall
 - Bring amenities back (bowling, theater, grocery in West Glenwood, etc.) to balance residential growth
 - Limit, prohibit, or otherwise put strict controls on Short Term Rentals
 - Pursue public-private partnerships that could reduce the cost of housing
 - Create and disseminate an adequate evacuation plan for the entire community
 - Preserve the airport - it supports resiliency and emergency services
- Ensure Glenwood has an adequate wildfire and natural defense plan
 - Prioritize safety, fire mitigation, and emergency preparedness in current and future development
 - Complete south bridge project
 - Assess the entire trail network and address any failing sidewalks or trails
 - Ensure we leave some open space - not amenities on every piece of open land
 - Build and operate Glenwood for the community first and then the tourists will come
 - View the parks, trails, and open space network as critical to mobility and to reduce car dependence



Advertising

Advertising for all Comprehensive Plan Update events was conducted across multiple channels. Newspaper and radio ads were run prior to each event. The City pushed social media ads and sent direct emails to its vast collection of interested

citizens. Partner organizations also helped get the word out. All advertising was conducted in English and Spanish.

WHAT IS YOUR VISION?

GLENWOOD SPRINGS COMPREHENSIVE PLAN UPDATE IN PERSON OPEN HOUSE

Wednesday, April 20th 11:30a.m. - 1:30p.m. or 5:30 - 7:30p.m.

Glenwood Springs Community Center | More Info at www.VisionGlenwood.com

¡GLENWOOD ES INCREÍBLE!

¿DÍGANOS LO QUE PIENSA!

¿CUÁL ES TU VISIÓN?

CASA ABIERTA VIRTUAL

ACTUALIZACIÓN DEL PLAN COMPRENSIVO DE GLENWOOD

Únete a nosotros.

Miércoles, 9 de Febrero

12:00-1:30pm

o

6-7:30pm

Regístrate para recibir actualizaciones y obtener mas información en www.VisionGlenwood.com

GETTING THE WORD OUT

door hangers

radio

email

newspaper

posters

social media

psa

Open Houses

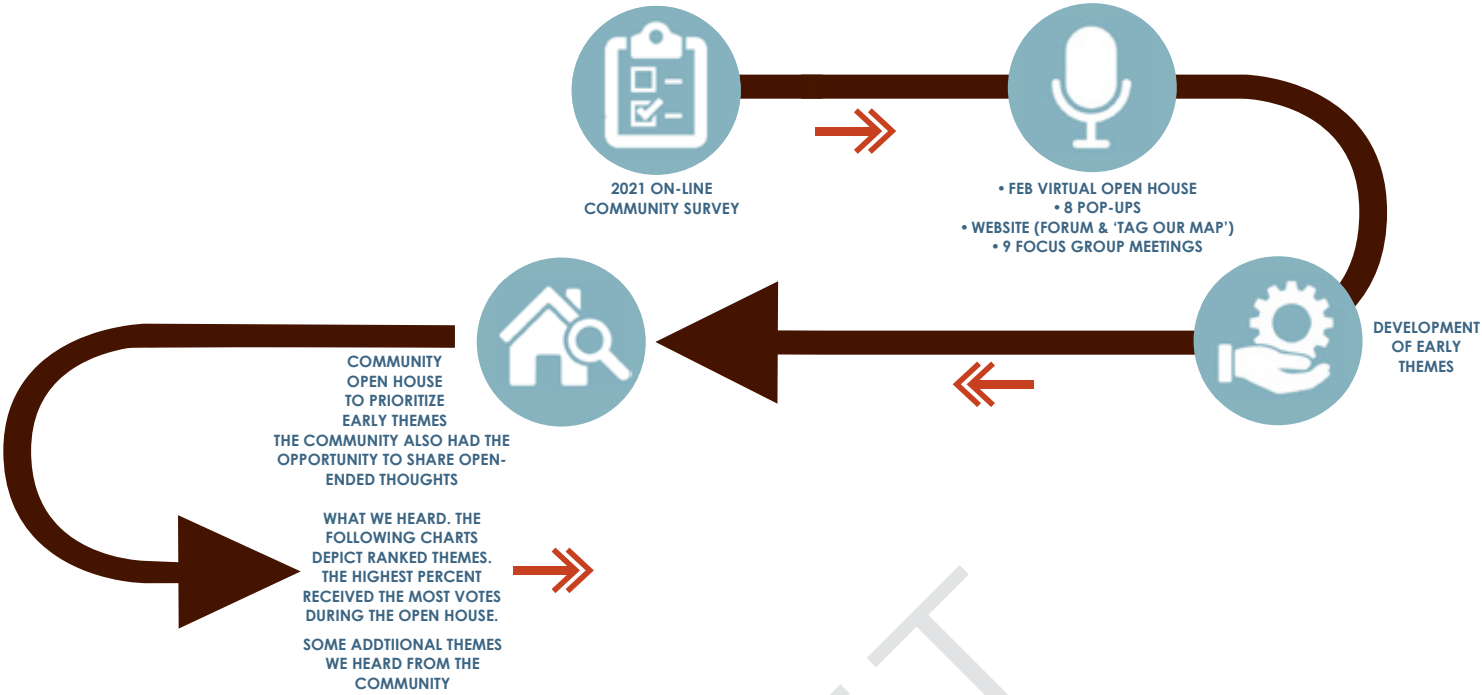
Overview

Open Houses. Three open houses were conducted over the course of the 10-month engagement process. The objective of the open houses was to ensure broad community support for the ultimate adoption of the Comprehensive Plan by understanding the concerns and subsequent priorities of the citizens and stakeholders of Glenwood Springs. The desired outcomes of the open houses were to:

- Inform the attendees about the Comprehensive Plan so they know what it is, why it is important to them, and how they can expect it to affect them
- Gather input regarding their assessment of the 2011 Comprehensive Plan – what worked and what didn’t
- Collect feedback on the City’s updated vision statement

- Prioritize theme statements related to specific topic areas and then further prioritize implementation strategies arising from these themes

The first open house in February 2022 was conducted virtually. Two sessions were organized, one at lunch time and one in the evening, to maximize participation. Each session was then further divided into small groups of roughly 10 participants and asked to discuss the above five topics: Growth, Housing, Tourism + Economic Development, Climate + Resiliency, and Mobility. An online software, called Jamboard, allowed guests to post virtual sticky-notes with comments on the board under each topic, as well as on a map of Glenwood Springs.



Additionally, a facilitated virtual forum was hosted on the VisionGlenwood website corresponding to the two sessions above.

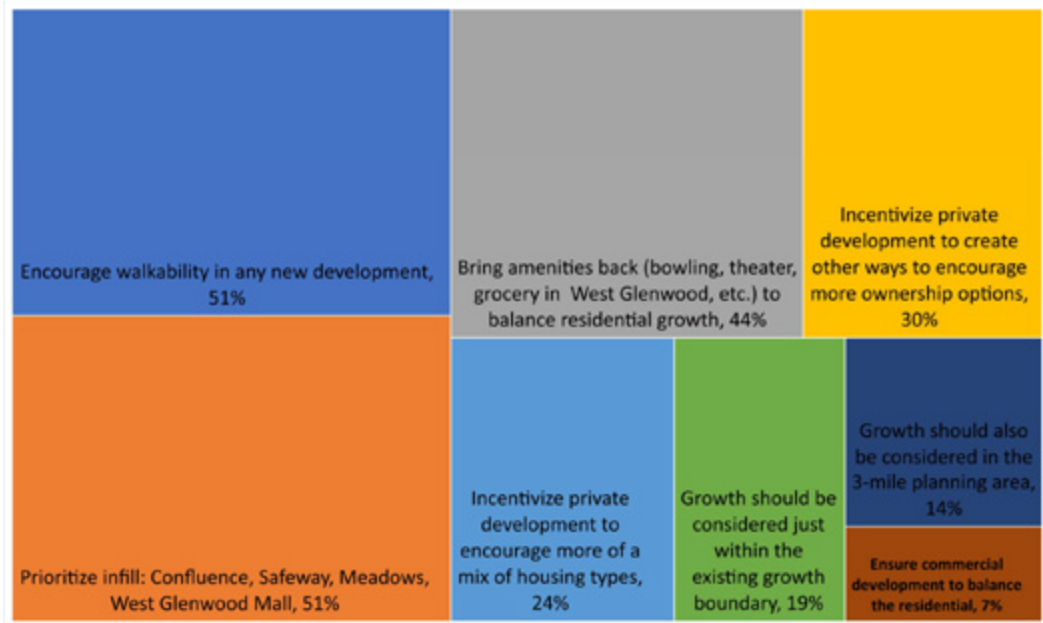
Open House #2 was held in person at the Glenwood Community Center in April. It again featured two sessions to accommodate participants. This event featured large-scale boards with “tree graphs” (see image: tree graph example) featuring the most commonly heard themes that had arisen from the previous input and expanded from the above five categories to include a sixth category, Recreation & Open Space. An example of a tree graph for the Economic Development category can be found below. The largest box in the graph represents the statement that received the most support, the second largest box equals the second most common statement, and so on. Tree graphs for all categories can be found in the Appendix. Participants engaged in the series of stations at their own pace and were given the opportunity to provide feedback and express their opinion in the form

of post-it note comments on boards and prioritize theme statements via voting packets.

The third and final open house of the series was held in person at Glenwood Springs’ City Hall in August. Again, two session times were offered, and a number of large-scale boards provided visual content for consideration. At this third and final open house, the draft Future Land Use Map (FLUM) was introduced, participants were asked to prioritize implementation strategies derived from the previously identified themes, and invited to comment on the draft vision statement. Categories continued to evolve and included the original five: Growth as represented by the FLUM, Housing, Tourism + Economic Development, Climate + Resiliency, and Mobility, the previously added Recreation & Open Space, plus the additional considerations of Community Character as an extension of growth, Cultural Resources and the Arts, Natural Resources, and Utilities.

Data Summary & Major Themes

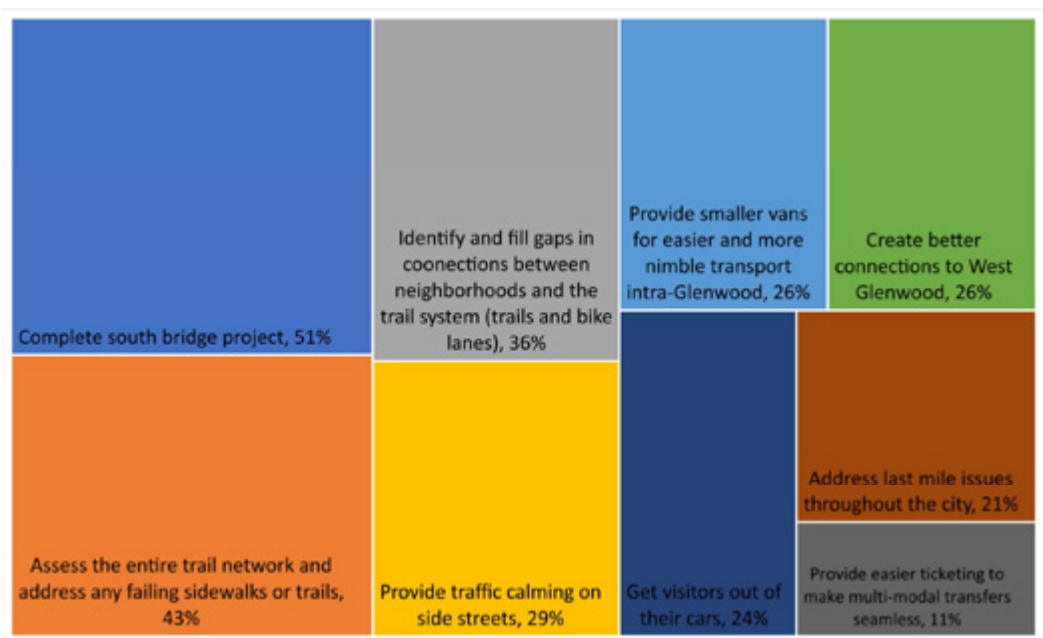
GROWTH



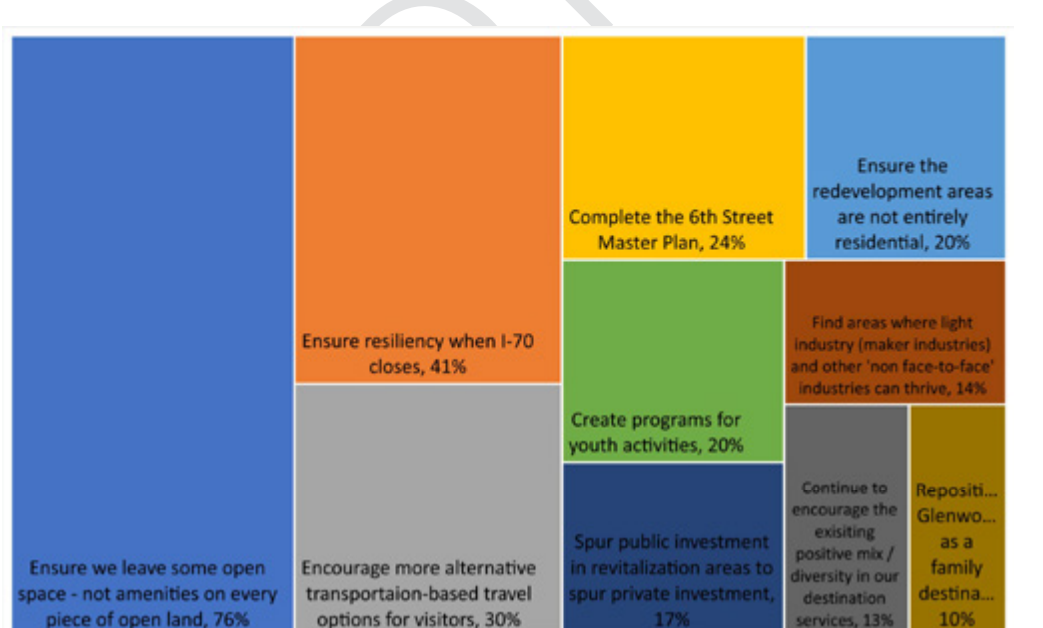
HOUSING



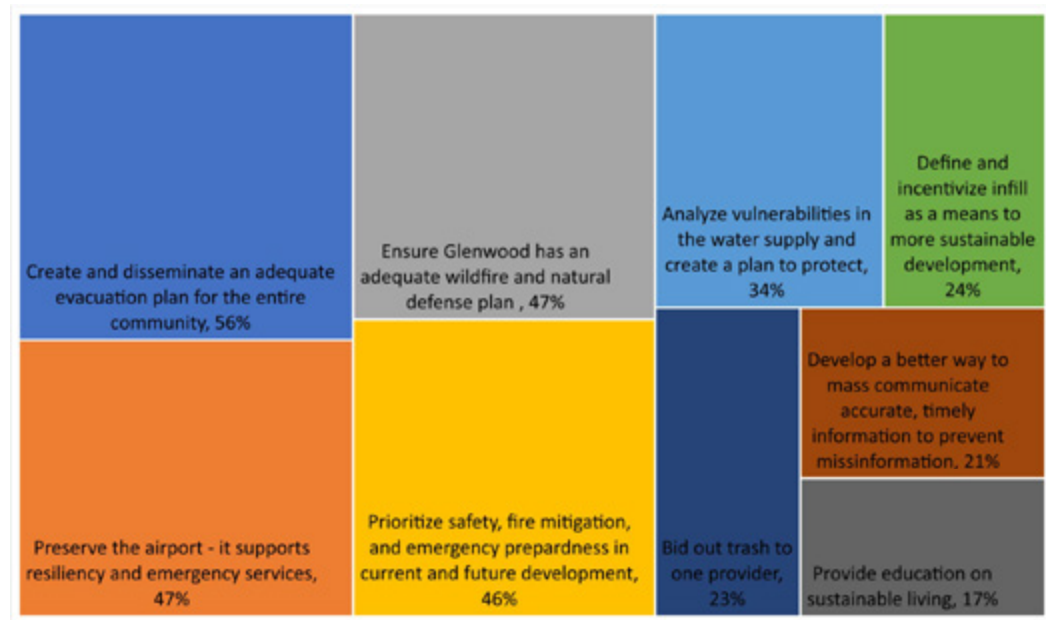
MOBILITY



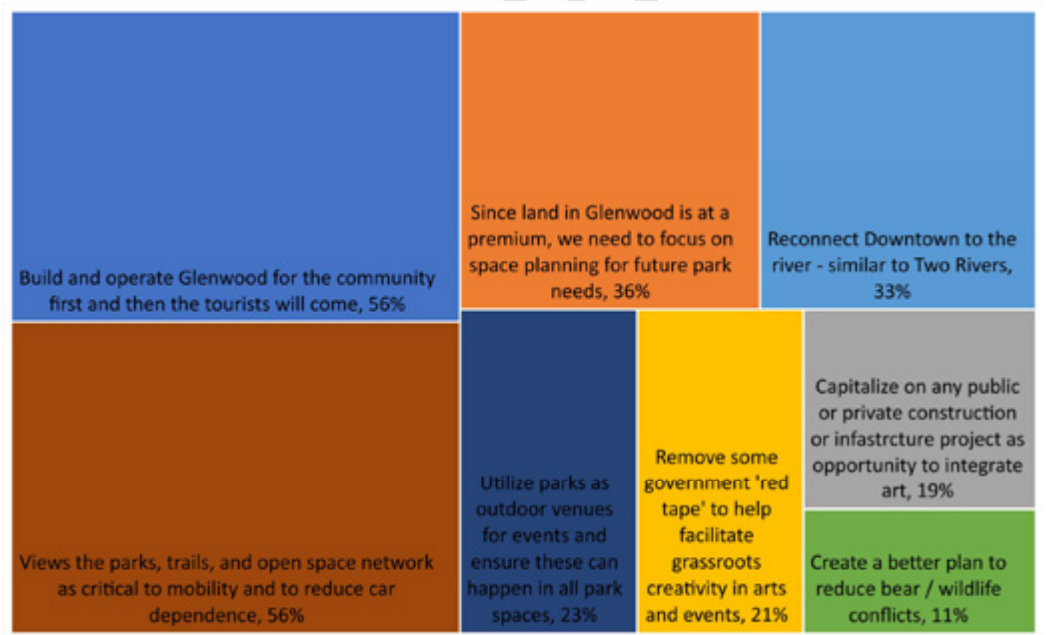
ECONOMIC DEVELOPMENT



CLIMATE & HAZARDS



RECREATION



Online Survey

Focused Online Survey. As an extension of the prioritization exercise of the third open house, an online survey was offered in English and Spanish. This survey followed the basic format of the third open house and LatinX community picnic, allowing contributors that could not attend the in-person events to participate in the prioritization of implementation strategies.

Throughout the engagement process, the desire to take care of current Glenwood citizens was pronounced. Topics that rose to the top included a desire for additional sub-area plans for key redevelopment sites, to balance future growth with water resources, incentives and subsidies

to attract new workforce and affordable housing supply for local employees, improving public transit access and infrastructure citywide with an emphasis on West and South Glenwood, to maintain the level of service for emergency personnel and hazard event services, to ensure funding for community amenities such as parks, urban trails, and open space acquisitions, and educate the public on the importance of protecting the natural setting and urban-wildlife interface areas, and the implementation of a citywide historic preservation plan.

Focus Group Meetings

Overview

Nine focus group meetings were conducted with groups of local subject matter experts ranging from 6-12 attendees. These focus groups centered on the key planning elements of land use/development code/growth, historic preservation, mobility/transportation, housing/jobs/economics, tourism, climate action/resiliency/hazard mitigation, sustainable infrastructure, community amenities/parks/open space, and health/

wellness/food equity. Attendees were asked about the goals of their organization, their vision for Glenwood Springs, their biggest challenges and what current solutions or programs they were working on to address these challenges, and what a successful Comprehensive Plan would look like. The key takeaways from the focus groups were critical in establishing the Comprehensive Plan’s implementation strategies, further prioritized by the public at the third open house, and policies.



Thank you to the following participants for their time and commitment to participating in our focus groups:

Climate Action/Resiliency/Hazard Mitigation Focus Group Attendees:

- Ashley Moffatt
- Greg Bak
- Stephen Jaouen
- Autumn Rivera

Tourism Focus Group Attendees:

- Lisa Langer
- Patrick Drake
- Christian Henry
- Jillian Sutherland
- Zach Neal

Mobility/Transportation Focus Group Attendees:

- Steve Smith
- John Stephens
- David Johnson
- Terri Partch
- Maribel Obereque
- Linda DuPriest

Land Use/Development Code/Growth Focus Group Attendees:

- Mark Gould
- Laurie Raymond
- Steve Beckley
- Norman Bachelidor
- Sheryl Bower
- Ted Kamp

Housing/Jobs/Economics Focus Group Attendees:

- Angie Anderson
- Carolyn Tucker
- Heather Exby
- Stacey Gavrell
- Kathryn Grosscup
- Katie Langenhuizen
- Danielle Campbell
- Hannah Klausman
- Ted Kamp

Sustainable Infrastructure Focus Group Attendees:

- Heidi McCullough
- Matthew Langhorst

Historic Preservation Focus Group Attendee

- Carolyn Cipperly

Community Amenity/Parks/Open Space Focus Group Attendees:

- Laura Speck
- Dan Cacho
- Ethan Merritt
- Solomon Liston
- Daniel Roper

Latino/a Focus Group Attendees

- Marjorie Jerez
- Jessica Peterson
- Jorge Rojas
- Marlon Funez
- Brianda Cervantes
- Susana Salamun
- Corina Jones
- Maribel Obreque
- Kelly Medina
- Susie Meraz
- Baneza Andrades
- Kenia Pinela
- Deya Gonzalez - Interpreter

Focus Group Summary Notes

Climate, Hazards, Resiliency, Hazard Mitigation Focus Group

Introductions/Vision

- Finding new and resourceful ways to balance needed development with water resources
- Working towards a variety of conservation projects to protect and improve the area
- Ensuring the Glenwood’s growth is in step with the capabilities of the Fire Department and other emergency response teams
- Addressing the increasing danger of wildfires in the area
- Attainable housing to allow teachers to live and work in Glenwood
- Connecting the local community with the Middle School
- Often hindered by the expensive pricing of a tourist town
- Preserving the small town environment of Glenwood Springs
- Prioritizing the local water and river systems

Biggest Challenges

- The need for a coordinated strategy to share recommended mitigation efforts with the community as a whole
- A few areas of frequent concern are outside of the municipal limits
 - No Name creek area, Canyon Creek area, Mountain Springs Ranch
- Staffing issues due to high turnover rates and lack of affordable housing stock
- The magnitude of the counties covered makes their conservation efforts difficult
- The main issues to be focused on in Glenwood Springs include water conservation and vegetation management

- Although funding overall is less of an issue due to partnerships with private landowners it can be difficult to find availability and funding for high-demand Conservation Easements
- The need for a better way to mass communicate correct information with landowners and residents to prevent dissemination of false information and unfounded opposition
- Evident from the roadblocks during the successful process of passing the Riparian Code through the Development Code
- Especially important as growth and development projects increase in and around Glenwood
- Subpar bike paths causing safety concerns for students coming from West Glenwood

What’s Working Well

- Successful but ongoing process of receiving grant allocations to assist community members with mitigation work
- The annual Spring Cleanup event is mildly successful but could be split into two days - one for landfill items and the other for mitigation efforts
- River Commission has hosted riparian plantings days and river cleanups to try and get the community more involved in caring for the local water systems
 - Believes this is a good way to preserve “small town feel” in the face of the growth of development and tourism
- A strong relationship with Trent, Glenwood’s Planning Director, allows the River Commission to stay updated on developments that may affect the river corridor and advise City Council accordingly
- The Mount Sopris Conservation District is the local Conservation District that covers Glenwood springs
 - Have done a good job of removing weeds and planting seedling trees in the community

- Lead bike tours through local farms to promote their successful conservation efforts
- Partnerships with local volunteer organizations (i.e. Roaring Forks conservancy, etc.) to enhance students’ learning with real-world connections
- Students worked on assisting the River Commission with passing the Riparian Code into the Development Code
- Students were involved in helping preserve Colorado’s newest State Park, Sweetwater Lake

Potential Big Moves

- Protecting and maintaining the health and small town feel of the water systems area
- Keeping Glenwood Springs as Glenwood Springs
- Protecting the limited water supply
- Gathering local land management agencies and owners (BLM, NFS, private landowners) together to strategize and put into action the defense of Glenwood Springs from wildfire and other natural disasters
- Solving the issue of affordable housing supply would have a trickle-down effect on many other issues
 - More people are needed to support a growing Glenwood
 - There would be more time and space for current residents to participate as community members and improve small town character
- Addressing the unique danger that homelessness and homeless encampments pose to wildfire mitigation and management
- Continued community participation and better dissemination of information
 - Keeping the public aware of issues such as affordable housing, homelessness, water concerns, and fire danger

Tourism Focus Group

Introductions/Vision

- Lasting vitality in Downtown Glenwood Springs for both residents and tourists
- Recently transitioned from the Tourism Promotion Board to the Tourism Management Board
 - Their mission subsequently transitioned from a focus on promoting Glenwood Springs, tourism, and moneymaking to “Manage marketing and responsible promotion of GWS area to benefit the local economy, enhance residents quality of life and protect natural resources”
- A thriving community with a strong local workforce and available affordable workforce housing

Biggest Challenges

- Anecdotally - previous employer was unable to keep graduate level employees because there were no local opportunities for home ownership or ability the to build wealth
- Remote workers are not bringing their money or talents into Glenwood Springs
- Anecdotally - similar issue with trying to fill solid salaried management positions
 - Candidates rescinded verbal commitments after looking into housing opportunities
- Not enough local childcare opportunities to support young families
- Anecdotally - similar issues with many seasonal employees only working one season because there is a lack of housing options and opportunities for home ownership
 - Strong employee retention as a company, but becoming an increasing issue unless individuals grew up locally
- Anecdotally - Her 1 employee is remote because even with her 2-source-of-income family, they are unable to find attainable housing in the area

- Most recent housing developments are lease-only
- As a tourist town, the hospitality sector cannot function with remote employees, requires a more local workforce
- The lack of housing Up Valley is causing a trickle-down effect throughout the area
- There is a lack of space for tourist-focused companies that are not face-to-face, i.e. ski making
 - Recent example with a ski company, Meyer Ski, that was based in Glenwood but had to move because they became too popular
 - Is there a land-use based solution for Glenwood Springs?
- West Glenwood Mall area and the airport could be reimaged to ease this issue and the issue of workforce housing

Potential Solutions/Recent Successes

- Glenwood residents would need to see certain types of developments/land uses to react and help direct future decisions to aid in housing needs
- Rocky Mountaineer Luxury Train was very beneficial to Glenwood Springs
 - Brought revenue with the influx of visitors' vehicles
- The previous moratorium drastically reduced the amount of Short Term Rentals from 130/140 down to 88
- 2 opportunities for development and growth
 - Revitalization of the West Glenwood Mall
- Could become an entire mixed-use community
- Seems to be the largest single piece of land to be redeveloped
 - More development at Glenwood Meadows
- A circulator bus that would allow tourists to leave their personal vehicles at their hotels and move around locally on public transportation

Your Organization's Future Plans

- There are a few parts of Downtown that are ripe for revitalization to meet Glenwood's needs and goals
 - The Confluence Area
- There are no new ideas for this space but the solution needs to strike a balance between public space, open space, and addressing the community's needs
 - North Downtown/Hwy 6 area
- Old hotels could be redeveloped
 - Cooper Street between 7th and 8th
- Spurring investment in the public side would encourage investment from the private sector as well

What does a successful comprehensive plan update look like?

- A collective community vision for how and where to grow
- Creating actionable steps based on the collective vision and following through on completion
- Creation of an implementation matrix
 - Helps City Council weigh future development decision
 - Allows the public to see how their input is applied in real life projects
- Meeting community demands while mitigating the impact on the community

Destination Management

- The Roaring Fork Destination Alliance is working on sustainability issues Valley-wide for both locals and visitors
 - Encouraging more public transportation-based travel for visitors
- Because Downtown is very walkable, it is more a questions of desire
- Lodging along 6th street does not provide shade and it is less inviting to walk to South Downtown

- Concentrate Short Terms Rentals near walkable tourist centers
 - Reduce vehicle travel and promote local neighborhoods staying residential
- Infrastructure improvements Downtown that would promote parking cars and walking/biking around town

Potential Big Moves

- Improve pedestrian/cyclist safety throughout Downtown
 - Especially 8th and Grant Ave
 - Anecdotal - sees daily near-misses between vehicles and pedestrians/cyclists
- Build 1 parking garage in North Glenwood and 1 parking garage in Downtown
 - Reduce street parking conflicts, reduce vehicle traffic, promote walkability
- Finish the 6th Street Master Plan (need funding for the rest of the phases)
- Redevelop the Confluence area
- Complete South Bridge in the event of emergency access needs due to wildfire
- Completing the 6th Street Master Plan has the potential to attract more tourists and improve the overall experience in Glenwood Springs

Transportation/Mobility Focus Group

Introduction/Vision

- Looking at a variety of options to manage traffic growth and encourage transportation options other than personal vehicles
- Need to focus on reducing traffic volumes by encouraging other modes of mobility to improve quality of life
- Bicycle use for local transportation rather than just recreation
- Promoting all mobility modes other than single occupancy vehicles

- Prioritizing making transportation more accessible for those with developmental and intellectual disabilities
- Equity in transportation, especially the large Spanish-speaking population in Glenwood Springs

Biggest Challenges

- Focus of recent past capital improvement projects has been personal automobiles
- Need to build off of strong bike infrastructure to create a holistic bike network
 - Identify the projects needed to fill the current gaps
- Need to address serious safety gaps in the bike network
 - Aware of what and where the gaps exist but City has several long-standing priority transportation projects that take finances and focus away from bike infrastructure
- Difficulty for her community to access their basic needs and be active community members without adequate transportation
- Addressing emergency evacuation for Glenwood residents with developmental and intellectual disabilities
- The increasing traffic volume with Glenwood Springs, especially on Grand Ave) with the location of affordable housing and the local job base
 - How to encourage use of public transportation or create workforce housing closer to jobs
- Emergency evacuation preparedness is a large priority
 - At a 6 (1=worst, 10=best) in terms of emergency evacuation preparedness
- Need funding to expand and improve BRT services to Glenwood Springs to meet latent need

• Recent Successes

- Glenwood Springs has invested extensively in bike infrastructure and has many excellent bicycle facilities
- Bike/pred path connecting Downtown with West Glenwood along the fringe of the Meadows
- Current investment at 27th and Glen Ave to create safe crossings
- There is a strong inventory of the gaps in the bike infrastructure identified by the County Health Department, Transportation Commission city staff, individual neighborhoods and advocacy groups
- Much of the traffic problem stems from the statistic that there are more jobs in Glenwood Springs than there are people working in Glenwood Springs
- Glenwood is proving people out, aging people out, and becoming dominated by second home ownership
- The electrification of transportation
 - Need for auto chargers at parking lots and businesses
 - Biker/scooter chargers with secure parking

Is Glenwood Meadows working?

- Many businesses are still in need of more employees
- Although it is relatively full, the units are not as affordable as locals would want and need to support a local workforce
- Worried surrounding emergency evacuation for this area

Bike Network

- Glenwood recently adopted a joint mobility study by the City and RFTA that highlighted the connective corridors that need improvement
- Will need a new bike and pedestrian plan soon
- Aware of the gaps where improvements are needed but could use prioritization with action steps and capital planning
- The gap analysis exists for the bike network, just needs to be more holistically organized for action

Evacuation Planning

- Working towards both operational steps for emergencies and physical improvements (i.e. access line breaks for I-70)
 - Also need a traffic emergency management plan
- It is a balancing act between growth and evacuation concerns as well as a balance between emergency evacuation and providing housing and/or jobs for residents
- Need to involve the community more holistically in emergency planning
- Glenwood Springs is lacking a language access plan and language access coordinator (per required by title 6) for emergency planning

Trigger Point in Growth Capacity

- Dedicated municipal funding source for bicycle and pedestrian network gaps and maintenance
- Comprehensive outline of bicycle and pedestrian network gaps and maintenance needs, from existing sources
- Active city partnerships with Valley View Hospital and Roaring Fork School District to expand deed-restricted and otherwise affordable homes for local health care workers and teachers
- Increase deed-restricted affordable units percentage requirement on all residential developments, specified for local employees

- Campaign to shift local perspective to view bicycling and walking as valuable and essential modes of travel for practical local trips
- One key element in Traffic Demand Management for Glenwood is a fast, efficient, easily accessible BRT system from Rifle to West Glenwood Park and Ride station

Case Studies

- Basalt is just beginning an on-demand first/last mile transit service. Could be model for Glenwood, partial funding potentially available from RFTA.
- Ride-share apps – Transportation becoming social. One example starting on front range shown here: Casual Carpool: RTD, CDOT launches Colorado's first carpool matching app - Bing video
- Aspen parking regs which reward carpoolers with free parking.

Transportation/Mobility Focus Group

Introduction/Vision

- Glenwood needs to get creative and efficient by making symbiotic connections to solve current problems
- Striking a balance between regulated growth and maintaining vibrancy
- Addressing the issue of missing employee housing and getting visitors/residents out of cars and onto public transportation
- Need housing variety to allow the next generation of Glenwood Springs to be able to live and work there
- Need housing and opportunities for home ownership
-

Biggest Challenges, Potential Solutions, Recent Successes

- Interested in the development of a dense housing development with a shared fleet of vehicles to reduce personal vehicle usage
 - Could be a groundbreaking model for other cities
- The traffic counts for the major roads in and around Glenwood would be helpful data to analyze
- Opportunity to collaborate with companies South of Glenwood Springs to put an employee carpool system in place to reduce rush hour traffic
- Anecdotal - the traffic on Grand Avenue is worsening and drivers are being much more reckless
- County has pursued a hands-off approach to making housing affordable, although the County is a major employer
- There are many unincorporated areas along I-70 that could become attainable salary for all levels of employees
- Possibility of public/private partnerships that could reduce the cost of housing
- It is crucial to supply housing for school district employees to maintain the area's schools
- Businesses are understaffed town wide, employees frequently move amongst businesses for the best opportunities
- Partnered with the City to build an extremely successful mixed-use housing unit specifically for their employees (15, 2 bedroom units with 1st floor commercial)
- Employers need to take on some of the responsibility of housing their employees to sustain Glenwood Springs
- Glenwood needs to follow Aspen and Pitkin county's lead and tackle the issue of affordable housing

- City code requires a parking space for every hotel room and every attraction visitor
 - Interested in the tourist-focused public transit model in Durango to offset this
- Need to set remaining land aside for meeting City needs, i.e. affordable housing
- Need to prioritize safety and emergency preparedness in current and future development
- No growth will not provide effective solutions, there needs to be an integration between traditional development ideas and new ideas such as ride sharing or autonomous ride hailing
- The Development Code should reflect this flexibility towards new ideas

Housing, Jobs, Economics Focus Group

Introduction/Vision

- Variety of stepped housing opportunities for Glenwood residents towards home ownership
- Colorado Mountain College would love to be a trailblazing part of solving the housing issue in Glenwood Springs
- Housing options close to job centers to promote public transportation and reduce negative impacts on the environment, quality of life, and job availability
- Utilizing other opportunities in the Glenwood Springs area to diversify the economy to keep people and employment in the area
- Valley View hospital wants to continue to expand to better serve the Western slope
 - To continue hiring and expanding...need stepped housing options for home ownership and housing diversity as well as childcare
- Supporting Glenwood Springs and it's businesses as a thriving mountain town
- Facing issues with traffic and congestion which are only compounded by emergency closures

- Need to find a way to publicly address the housing issue as a community rather than burdening each employer with privately housing their own employees
 - Providing opportunities for locals to access quality early education opportunities and quality childcare options for the local workforce

Glenwood Meadows/Recent Successes

- Located close to commercial and transit which is a positive but the units are market rate which does not aid with needed employee housing
- Steve Beckley's new employee housing was successful for their organization and their employees
- Some individuals are living in tiny homes and camping out in RV parks, campgrounds, and BLM land
- The Meadows are well located but market rate which excludes many community members
- Much less opportunity currently for residents to own homes and build equity
 - There has been an influx of out-of-state individuals moving into Glenwood Springs and buying property with large amounts of cash
- Need to have a collective conversation about solving the issue of employee housing and creating a mix of housing
- Idea to encourage existing multi-family rentals to transition to for sale condos to create more opportunities for purchasing attainable housing and building equity
- Idea for the City to approve and incentivize mother-in-law units to provide additional rental units

Ways to build equity and wealth (outside of real estate)

- Seeing people making good money elsewhere and then moving to Glenwood Springs to buy the lifestyle they desire
- Remote workers, increased through the pandemic, moving to the area are using housing supply in Glenwood but practicing their skills elsewhere
- Want to find a balance between encouraging capitalism and balancing community-supported housing initiatives because affordable housing is being outbid for market rate every time
- There are Glenwood residents who currently own a home, purchase a second home, and retain their first home as a source of income - decreasing available housing stock
- Need to challenge current vision of small town character and reimagine it to balance the town's character with the town's needs
- Need to showcase how denser living would look community-wide to reduce community fear and opposition
- City has the opportunity to influence developers to create growth that the Town needs
- Would like to see Glenwood Springs follow the example of other countries' living models
 - Offering more safe, affordable, and attractive communal living opportunities to build community and house more workers within the community
- Discussed the 2000s building boom in Castle Valley that was orchestrated by a single developer, built out in phases, and greatly eased the building stock for entry and mid-level housing

Opportunities to create residential from adaptive reuse

- Smaller units are usually more palatable to Glenwood Springs although they are not as economically viable
- Need to create a community-wide plan for where and what type of housing is needed and base these on retaining the feeling of Glenwood's small town character

- There is widespread fear of change in Glenwood Springs

Admirable Housing Development Case Studies

- The Farm at Buena Vista offers Single Family-esque small units available for home ownership near open space and providing a sense of community
- Similar project in Salida that boasts that important sense of community
- Tiny home communities outside of Silt and Willits
- The Roaring Fork School District's housing project

Roadblocks to success of these housing projects

- Idea of land banking to resale for local home ownership
- Idea of copying the Land Trust model to create a similar model for affordable housing

Making density more palatable

- Already noticing issues with lack of service services, i.e. plumbing, heating
- Taxpayers need to be willing to spend money to fix Glenwood's problems
 - Need to re-envision this effort as building communities rather than just building denser housing
- Future possibility that housing will expand into the local business realm if they are priced out by their rents

Potential big moves

- Tough choice because all of the issues and solutions are so intertwined
- Explore options for residential infill, possibly buying them down to encourage affordability
- The City government becomes a real estate developer to create the exact type of development the City needs
- Need to address these issues with a communally shared vision and look regionally for partnerships and solutions

- Creating PUD communities that offer a wide variety of housing options that are affordable because they are underwritten by the City
- Educate our electorate and engage all community members to better understand the issues

Wrap-up

- Need a business demand study to understand the needed economic diversification for Glenwood and what Glenwood can support
- Idea for incentivizing business ownership into property ownership to retain local small businesses as owners age and price out
- Partnership with City, Chamber, and Colorado Workforce Center to create business training to support resiliency and workforce development that is not focused on wage increases, but more related to flexibility, organization structure, HR support, etc.
- Finding a solution for those using their first-owned homes as income sources while living in their second home
- Partnerships with CMC to educate the community on wealth building opportunities that are not tied to real estate
- Encouraging condos in mixed-use property and residential property to ease impact on businesses purchasing space and increasing home ownership opportunities
- Idea of waiving ADUs fees if they are put towards affordable housing stock

Sustainable Infrastructure Focus Group

Biggest Gaps to achieving sustainable infrastructure

- Lack of time and manpower for the amount of applications the city receives but has improved since the City simplified the first step of review to only require a 30% set of plans

City’s capacity to handle growth

- Goal is to continue to make Glenwood Springs as self-sustaining and resilient as possible in terms of infrastructure
 - The City currently administers their own infrastructure including broadband, electric, water, sewer, landfill
 - In terms of infrastructure and utilities, Glenwood is outbuilding what would be expected for its physical location, climate, and constraints
- City is already doing many recommendations of the 2008 Energy and Climate Action Plan
 - Already 100% sustainable energy (wind power, soon to be diversifying to other green energy sources) for the City and building a fourth substation in advance of electric cars
- Water Sustainability
 - Even if water flows were down 25%, Glenwood still has more water capacity than plant capacity
 - The plant can process 8.65 million gal/day, if recertified it could process 10 mil gal/day, and actual usage is about 4.5 mil gal/day and 1.23 mil gal/day during Winter
- Sewer Plant
 - Sewer plant is running at 50% of its capacity (currently process 1.2 mil gallons, but able to process 2.47 mil gallons)
 - If Glenwood managed to reach 75% of the sewer plant’s capacity, the existing facility could be double on its existing footprint to process 5 mil gallons

Infrastructure as a barrier to growth

- Always striving to diversify water and electric portfolios to make Glenwood as sustainable as possible
 - In the process of building a backup water system in case of repeat fire events
- Confident that the many City-owned water sources will sustain the City despite expected dips in precipitation

- Currently building infrastructure to be able to parcel water from different City-owned sources to ensure infallible water availability
- Currently finishing a successful fiber to home infrastructure project to give Glenwood control of their own broadband access
- Have been trending down in electricity usage as a whole since peak in 2009 due to increasing efficiencies
- Currently working on raw water systems throughout town to reduce water usage in the domestic water system
 - Aiming to keep necessary water supply as reliable as possible in the face of climate-adverse effects, and use raw water to supply all other needs

Positive outcomes of the comprehensive plan

- For Glenwood residents to be aware of the sustainability work of Public Works and to set expectations for future building and remodels
- In the last 40 years, Glenwood Springs has used half the water it used to due to ever increasing efficiency on the part of the City, manufacturers, builders, etc.
 - Peak in 1981 was 9.1 million gal/day, recent peak was around 4.7 million gal/day
- Although the energy code makes construction less cost effective in an already-expensive Valley, it successfully makes buildings more efficient
- Looking at the new all-electric Triumph-Bell Rippy apartment development as a case study

Hang-ups for infill in town

- Depends on the net change in water needs based on what is removed and what replaces it
 - Infill projects typically contain less green area which translates to less water usage
- In terms of water capacity, the City has considerable capacity for growth left throughout
 - Very unlikely to reach this water capacity unless Glenwood infilled at an incredibly denser vertical scale

- The SF home lawns use more water/are less efficient than the condos/townhomes (usually without lawns or with xeriscaping) that are replacing them

Growth and Sustainability in Glenwood

- Glenwood seemed to be flourishing without the tourist economy in the mid-1990s
- Experiencing increasing negative impacts in ability to recreate locally due to prioritization of tourists
- Glenwood Meadows seems like a perfect place to put Glenwood’s new type of growth
- Recognizes the importance of income sources from new developments like Glenwood Meadows and street taxes to keep Glenwood running well
- Understand the need to build but appreciates the small town character of Glenwood
- Can be too touristy from a residential perspective but understanding that the City benefits and functions from its tourist economy

Historic Preservation Focus Group

- 2 major goals for the Historical Society include
 - Preserving the Cardiff and Coke Ovens
 - Creating a plan to manage the South Canyon Mine area
- Complicated balancing act because of the threat of underground fires, recreation pressures, wildlife concerns, historical preservation
- The 2008 Historic Preservation Plan is a strong plan but has no realized enforcement power
 - HPC should be able to review development applications within the Historic District but the HPC only has power specifically over properties designated as state or national landmarks
 - HPC does have the authority to designate historic districts although the designation of a “Historic District” needs to be flushed out

- A historical preservation case study in San Antonio, TX requires that builds built before 1945 are to be deconstructed rather than demolished to encourage the local reuse of materials
- It is more sustainable to preserve old buildings rather than demolishing them and building new buildings
 - Historic structures use local materials and already house their embodied carbon and leaving them standing keeps these materials from the landfill
 - New construction involves high energy usage and toxic materials
- Infill and historic preservation could work well together
 - Unused spaces in historic buildings (old garages, attics, basements) could be used for ADUs, etc.
- The loss of historic character through redevelopment is occurring sporadically throughout Glenwood
- Referencing the community input from the last workshop for the 2008 Historic Preservation Plan
 - Things people loved
 - Mature landscaping, walkability, Queen Anne cottages, front porches on the old Victorian homes because they are a reminder they were built before automobiles, all historic homes, residential neighborhoods on both side of Grand Ave (Cooper and Blake, Colorado and Pitkin)
 - Threats
 - Rising property values, remodels take away from historic nature, deteriorating older properties which helps to justify tearing them down
- Desire to see the recommendations in the 2008 Historic Preservation Plan realized
- Providing education on preservation aid available for historic home owners, incentives, fee waivers, tax incentives
- Helping the museum and art center find a new facility
- Museum is poorly located for both tourism visibility and the safety (lack of fire sprinklers, humidity control, ADA access) and enormity of its collections (needing to let items go for new replacements due to lack of space)
- Seeing the monopolization of residential and commercial properties by out-of-state individuals
- Need to find a balance between personal property rights and preserving the historical character of Glenwood
- Policy items that would directly aid Historic Preservation
- Want the Historic Preservation Commission to review buildings permits within the Historic District
- City to mandate buildings before 1945 to be deconstructed rather than demolished and then the materials are used to rebuild around them
- Big Moves, Roadblocks Aside
 - HPC's ability to designate structures of historical value, possibly designate them as local landmarks, and provide more protections than are currently offered
 - Allowing the HPC to review applications for alterations, additions, and demolitions for these properties
 - In the case of demolition, chose to deconstruct and reuse rather than demolish
- Looking at Aspen's strict Historic Preservation program as a strong case study

Community Amenities/Parks/Open Spaces Focus Group

Organizational Goals

- Want to make Glenwood Springs as beautiful, colorful, and inclusive as possible
- Recent success getting the Arts Planning Commission adopted by City Council, allowing for a small amount of funding for art in Glenwood
- Predominantly focused on physical art in the built environment and creating mutually beneficial partnerships with local artists
- If we build Glenwood for the community, the tourism industry will naturally benefit from the authenticity
- Focusing on creating a more holistic multi-modal mobility network to encourage walking and biking for locals and tourists
- Glenwood's art community is generally on an upswing
- Need to focus on planning for future parks' needs because of Glenwood's lack of expandable space
- The Parks Department is in charge of more than just parks, they are in charge of the community's outdoor gathering places and connection points
- Looking to update the Parks and Recreation Master Plan within the next few years
- CPW is focused on perpetuating the wildlife resources of the State of Colorado
- Any land use, recreation development, etc. within town that has possible wildlife impacts is the focus for CPW
- Strong interest in the power of large format art pieces to bring beauty and interest around Glenwood
- Need to address issues created by the tourism industry such as excessive garbage Downtown during the summer, or a lack of public restroom facilities
- Presenting the idea of a botanical garden in the Confluence area

- Idea of working with CPW to create wildlife-focused art pieces that are educational for locals and tourists

Opportunities & Challenges

- Planning a few new big murals
- Focusing on highlighting the entire 6th St Corridor to promote the connection from the new North Landing to the Art Center at the end of 6th Ave
- Biggest challenge is the amount of restrictive "red tape" due to lack of coordination and communication between various City councils
- The most recent Art Plan includes public policy for Glenwood's art programs (decommission, replacement) as well as a CIP program for arts and culture that is comparable to other programs in the State in terms of funding
- Trying to think outside of the box and resist the urge to become stuck in the "lack of funding" rut and not complete necessary projects
 - For example, when Public Works puts in the Red Mountain Line, the Parks Dept. will take the opportunity to plant an education xeriscaping garden in the highly trafficked, high visibility area

Opportunities outside of Glenwood's Core

- Discussion of how to activate the vacant open space downstream of Gregory Park along Michel Creek in West Glenwood to address the lack of green space in West Glenwood
- Reducing the City's red tape blocking grassroots creativity from community members, such as movies in the park
- Creating a diverse portfolio and revenues for the Parks Dept. would be a strong asset to Glenwood's citizens
- Desire to bring Colorado River access to Downtown and remedy the disconnect, similar to Two Rivers Park

Best river access opportunities

- The most popular options for the white water park, as Glenwood develops their RICID water rights, was Downtown - would necessitate an arrangement with Union Pacific
- Salida is a strong case study for river access near the Downtown core, working around a railroad easement
- A crosswalk at Bennet or Palmer would allow pedestrians to access the river without needing to illegally cross the train tracks

Recreation & open space deserts

- The South end of town has recreation access with ball fields
- 3 Mile is an incredible amenity but needs funding for bank securement
- The Silver Stage Conservation easement is an incredible 50 acre parcel bequeathed to the City which provides more open space access for South Glenwood

Wildlife challenges

- Major recent increase in black bear conflict
 - Tried educational programs but residents don't listen
- Success with the Police Departments code enforcement for better trash securement
- There is a state grant available for creative solutions/educate for bear/person conflict
 - Supports the idea of an educational art campaign
- Also increasing conflicts with mountain lions and big horn sheep

Potential big moves

- There needs to be more mixed-use development in Glenwood to address housing issues
 - The old Safeway area could house approx. 1,000 units
- There are many places where density could be added and increased

- Glenwood Springs is a long city
 - Need to focus on creative transportation solutions that encourage walking, biking, public transit, and reduce car dependence
 - Need to think regionally
- Rethinking how to increase Glenwood's vibrancy
 - Revamping the old, integrating with local business, offering better local music
- Utilizing parks as passive outdoor venues, such as in West Glenwood
 - Reduces traffic because there is less need to leave West Glenwood
- Preserve Glenwood's current footprint and focus on mixed-use and infill
- A good CPU will acknowledge the value that wildlife adds to living in a place like Glenwood and will encourage thoughtful planning around wildlife impacts of future development

Latino/a Focus Group

Vision for Glenwood & biggest challenges

- Families are needing to move farther and farther out of Glenwood to afford housing which is disruptive to students education and mental health
- There has been great improvements in bilingual communications, but can always be improving
- Increasing number of Latino/a individuals working in the government and large organizations, which is a strong role model for Latino/a kids in the Valley
- The lack of affordable housing is affecting her organization (USFS) in finding and retaining quality employees
- Need for a bilingual PIO rather than constant interpretation to build more trust and confidence with the Latino/a community
- Echo the need for affordable housing to reduce the disruption of families needing to leave Glenwood and change their students' school
- Much of the current affordable housing stock is too low quality of living

- Students need access to affordable extracurricular activities
- Would like to see all members of the Latino/a community taken into account, rather than just the leaders
- There is not enough access to mental health help for students that need it
- There are many gaps to be improved in multilingual communications, although Glenwood has made a great start
- Increasing cost of living is a major issue, especially in the way it affects lower income Latino/a families
- When families with children with educational difficulties are forced to move to find affordable housing, their struggle can be very isolating and difficult
- The high cost of living for housing in the area
- Vision that one day Glenwood will be able to provide affordable housing for the community that lives there, so that community members are not forced to leave
- Venues that are more inclusive for the entire community
- Including the Latino/a community on a regular basis rather than needing to extend extra effort
- Echo the issues of affordable housing and bilingual communications
- Not enough help for non-food focused restaurants during/after the pandemic
- Not enough daycare in the area
- Need for affordable health care

Potential Solutions

- Need to approach the issue of health care with a comprehensive community effort rather than disjointed attempts
- Bilingual, bicultural mental health practitioners would be supportive for Latino/a patients
- Wages need to increase to retain important community members in Glenwood
- Need to protect those who rent lots from unaffordable rent increases
- Going out into the Latino/a community and hearing the Latino/a community's input rather than inviting people to public forums
- Developing more affordable housing communities
- Giving housing preference to locals
- Detached home communities would be important criteria to satisfy the Latino/a community's needs
- Luxury apartments near the Meadows were a lost opportunity for affordable housing
- There is a unique threat to the Latino/a community during wildfire season because of the lag of translating emergency materials
- Rather than develop more housing, focus on existing structures to house those in need while being mindful of Glenwood's natural resources
- How can community members call GWS home without the opportunity for home ownership?
- Allowing lower income residents the opportunity for home ownership rather than community members moving farther and farther away
- Need to find the money to create the power to solve the issues facing Glenwood's Latino/a community

Pop-ups

Overview

In the months between the first and second open houses, a series of “pop-up” events took place. Events at the Rio Grande River Trail (behind the high school), Glenwood Springs Mall foyer, Walmart, and the Recreation Center’s Bazaar and Earth Day Celebration were manned by City staff, while unmanned pop-ups took place in the city hall foyer, high school foyer, the recreation center lobby, and the library. (See image: photo of pop-up) All pop-ups featured a take-home “workshop-in-a-box” to solicit additional comments on the five primary categories bulleted above and drive traffic to the VisionGlenwood website. Additionally, branded flyers with a linked QR code were placed in windows of several Hispanic/Latino/a serving businesses.



Data Summary

GROWTH (& Character)	LOCATION
We are losing small town feel. What is our plan? Just grow, grow, grow?	Rec Center
Too damn many people!	City Hall
Preserve Victorian houses	City Hall
We're going to grow, let's grow responsibly and w/ restraint: think of traffic, widen 4-Mile, improve road by Walmart, dev. growth should be limited in #	Event
So much development in 4-mile	Spanish (translated)
Concerns about infrastructure post new development, warrantee period isnt long enough;	
Better safeguard for contracts	Spanish (translated)
"Infill" does not ONLY include LARGE parcecs. Many smaller projects should be considered such as size and space of the manors and smaller multi-units in oco town Glenwood	4/20 Open House
Controlled growth - We only have limited space.	
Budiversity lose - Loss of _____ due to growth and incusion by new _____ building - esp. mountain bikes.	
Enough tourism - Quality of life consideration for residents	4/20 Open House
Annex more properties into city that help accomplish housing goals	4/20 Open House
Pass of development too fast recently. Dont incentivize any of it.	4/20 Open House
By reducing parking to impractical levels like Cadiff Glen? NO	4/20 Open House
Infill better than annotation but slow it down	4/20 Open House
Another grocery - very important	4/20 Open House
Good luck - You're fighting Amazon and internet working	4/20 Open House
NO more apartments!	4/20 Open House
Partner with new apartments that have been built	4/20 Open House
Sustainable Growth	4/20 Open House
Stay away from Confluence	4/20 Open House
Bring amenities - Nothing donw for years here, stay away	4/20 Open House
Worker housing periods at the Meadows	4/20 Open House
We desperately need a 6 month moratorium. We need to see what	4/20 Open House
Prioritize Infill - We have done, its insane	4/20 Open House
Building 100's and 100's of units	4/20 Open House
Growth should be considered in the 3 mile radius - People with money, ridiculous!	4/20 Open House
Bring amenities - Drive In	4/20 Open House
We need to take a break from housing. Helping working residents. We need some major CALM!	4/20 Open House
Important to have more activities for students	4/20 Open House

CLIMATE & RESILIENCY

LOCATION

Mandate lower emissions for industries and cars	Rec Center
^ America already does; China, India, & Africa will never	Rec Center
Group to maintain healthy ecosystem - fish, deer, elk	Rec Center
Come up with a legit evacuation plan instead of hot air	City Hall
It is important to recycle (Sp)	City Hall
More recycling (Sp)	City Hall
Effective recycling system (Sp)	City Hall
Aware of the fires - integrate the community for help	Spanish (translated)
So much junk food, U.S. is supposed to be a healthy country, used to work in a feedlot. More healthy food. Organic costs more money.	Spanish (translated)
Recycling - esp. plastics	
Also some limit to plastics in purchasing at point of sale.	
No more simple disposable plastic bags or water bottles.	4/20 Open House
Evacuation plan before any more development	4/20 Open House
Geeting rid of the airport so we can have a south bridge	4/20 Open House
Airport does MORE than listed. Needs to be kept in some less developed, less dense development than MORE housing	4/20 Open House
Bid out trash to one provider - No, have 2 providers so there is still choice	4/20 Open House
Create and disseminate an adequate evacuation plan - Wont work in a panic anyway	4/20 Open House
Define and incentivize infill - Don't incentivize any development	4/20 Open House
Develop a better way to mass communicate - work with KMTS	4/20 Open House
Complete south bridge project - Not worth the price	4/20 Open House
Currently, we don not have an adequate eveacuation plan in West Glenwood. We need open space!	4/20 Open House
Resources are NOT unlimited. This drought has not been seen in 1,200	4/20 Open House
We don't owe everyone who wants to try the "Colorado lifestyle" a place to live or its nothing but traffic and no service	4/20 Open House

HOUSING

LOCATION

Less dense housing places + 1	Rec Center
Actually affordable "affordable housing" + 1	Rec Center
More housing	Rec Center
^ But cap the rise in housing costs & be sure when the tenant/owner no longer works or makes too much they must leave housing provided.	Rec Center
Plan for & support owner-occupied single family housing instead of warehousing people until they move down valley; apts are wrong!	Rec Center
No more interest groups buying up all the property; let people live here	Rec Center
REAL affordable housing - small units for employers	Rec Center
Build more single family homes. Quit turning Glenwood into a wall of unaffordable condos.	Rec Center
Need housing options \$1,000 or less per month for employees/residents to stay-work-live	City Hall
More housing, both free market and affordable	City Hall
More housing	City Hall
More housing!	City Hall
More affordable housing! Please	City Hall
No condos in West Glenwood pasture	Event
Help with homeless	Event
Do better with housing	Event
More reasonably priced housing	Event
Housing: expensive rent; we need more apartments	Spanish (translated)
More apartments, lower rents	Spanish (translated)
I think we need more townhomes that are affordable	Spanish (translated)
Looking for housing for 2 years, cannot find an apartment	Spanish (translated)
Rents are very expensive; more houses	Spanish (translated)
There are few housing options for single mothers	Spanish (translated)
More suitable housing	Spanish (translated)
Vacation rentals pushing people out of the community. Vacation rentals should be in commercial areas.	Spanish (translated)
Concerns about cost of houses that haven't been updated since 1950s; might move away	Spanish (translated)
Difficulty finding housing and accessibility to rent for Latinos	Spanish (translated)
Expensive rent, improve the state of housing	Spanish (translated)
Relax zonning reconstruction. To allow more affordable housing options - Tiny homes, mobile homes (quality parks)	4/20 Open House
Less apartments, single family am what little are house	4/20 Open House
Start a program like APCHA - No, Apen's is a train wreck	4/20 Open House
Create upward mobility - Stop approving apartments	4/20 Open House
City should start developing their own projects - No, we'll do it worse and more expensive	4/20 Open House
Put strict controls on Short term rentals - No, its not the problem	4/20 Open House
Land banking to meet city needs - Just another subsidy	4/20 Open House
Approve and incentivize accessory dwelling units - Already done	4/20 Open House
Look at second home ownership and impacts - Still need to respect private property rights	4/20 Open House
Don't spend anything on affordable housing unless you can. Find a program with a 10 year track record that everyone agrees works well. Then copy it!	4/20 Open House

Housing only for employees work in GWS!	4/20 Open House
Do not build on every vacant lot. Provide Open space	4/20 Open House
Leave confluence area alone! Need more parks/recreation	4/20 Open House
The city admin is so incompetent - stay away	4/20 Open House
Decide on a population limit	4/20 Open House
People that are comfortable with fitting into out town. We feel we are past that number already.	4/20 Open House
Landbanking - we have home ownership	4/20 Open House
City should start developing their own projects -Public/Private partnerships	4/20 Open House
Aspen Hosuing is a disaster long term	4/20 Open House
Aspen employee housing is a great idea for _____ some people in housing, BUT people get old and retire and the house is off the market. We should support our retirees- they made their life here, but it inventing available to new people and cant keep building more. Think this through.	
The idea that people not walk in Glenwood is wrong in some way. Glenwood doesnt pay wages to allow anyone to afford to live here. VVIT pays badly - AVH pays more.	
Why does Glenwood not have a Crown MT park? They didnt plan for it. Preserve open space to maintain quality of life.	4/20 Open House

MOBILITY	LOCATION
Remove speed bumps	High School
Pot holes :(	High School
lower gas prices!	High School
Fix the g-d potholes	High School
Fix pot holes):(	High School
Fix pot holes :)	High School
Pls pretty pls w/ cherry on top fix the pot holes	High School
Fix the pot holes dawgy	High School
Annoying cyclists on roads holding up traffic	High School
Cyclists have a legal right to the road CRS Title 42 <- read it	High School
Free bus service Rifle to Aspen; hard enough to afford rent & gas	Rec Center
^ edit: Parachute to Aspen	Rec Center
Transportation Coordinator needs to ride public transportation	Rec Center
More pedestrian friendly crossings on Grand. Light times need to be longer and more	City Hall
Slow traffic in the heart of our city! Critical	City Hall
Slow TRAFFIC	City Hall
A bypass from near C-dale to I-70 near S. Canyon, GWS would be peaceful & workers could get home early	City Hall
Pedestrian access through South Canyon to New Castle	City Hall
River crossing at South Glenwood	City Hall
Please bring Cardiff Glen-Midland shuttle back. Sunlight too.	City Hall
Bus transportation	City Hall
Parking on 6th Street	City Hall
More bus transport to 6th Street	City Hall
More free transportation to Aspen; in Summit County offered free service beyond just Glenwood Springs	City Hall
	Event

Speeding cars do not provide a welcome environment, calm traffic	Event
More bus stops	Spanish (translated)
Another road to get to New Castle	Spanish (translated)
Ride Glenwood: more hours to West Glenwood	Spanish (translated)
Sopris: there is no transportation	Spanish (translated)
We need more transporation; more on West Glenwood	Spanish (translated)
More signage for 82, HOV is confusing	Spanish (translated)
Secondary road New Castle to GWS	Spanish (translated)
Great handicap parking	Spanish (translated)
The bus to West Glenwood at night	Spanish (translated)
Ride Glenwood: more rotation, more tourist places	Spanish (translated)
More continuity that goes to West Glenwood	Spanish (translated)
Bus route, if it could go past the hospital, that would be good	Spanish (translated)
Came down early to beat the traffic from Carbondale; timing of the lights - if you hit one, you hit them all. Execution plans.	Spanish (translated)
South Bridge	Spanish (translated)
There are no buses in South Glenwood	Spanish (translated)
Need for late night transportation to be able to get home	Spanish (translated)
Ride Glenwood every 15 minutes. Don't go to Walmart	4/20 Open House
Make multi-modal transfers seamless - and cheaper deals with _____ businesses	4/20 Open House
NO more apartments until transportation issue is solved.	4/20 Open House
Put dirt paths when possible	4/20 Open House
Get creative on where it will be - South bridge	4/20 Open House
All sidewalks and streets are _____, they cant find parking	4/20 Open House
Maybe ENFORCE the speed limit	4/20 Open House
We need rideshare options!	4/20 Open House
The city needs to stay out of West Glenwood until they come to their senses	4/20 Open House
Create better connections to West Glenwood - Provide BPT station	4/20 Open House

TOURISM & ECONOMIC DEVELOPMENT	LOCATION
Mall needs to be something better - grocery	Event
Fiber to mid Glenwood; it is dope - have it at work	Event
Need a better balance tourism & resident serving amenities	Event
Pay more per hour	Spanish (translated)
Daycare centers	Spanish (translated)
Boost tourism	Spanish (translated)
Daycare needed. Moved to part-time.	Spanish (translated)
Amenities are great (shopping/food)	Spanish (translated)
More development/information about tourism	Spanish (translated)
Tourism: know more places	Spanish (translated)
Child care - land for, support of	Rec Center
Space for child care	Rec Center
Currently the building department creates too many barriers to new and old businesses and discourages contribution	4/20 Open House
Balnce Tourism - and marketing - with quality of life issues for exisitng residents (traffic is crazy)	4/20 Open House
Very limited options.....I don't think all views on tourism are represented	4/20 Open House
Ensure resilicency when I-70 closes - What are you trying to ask?	4/20 Open House
Encourage more alternative transportation-based travel options for visitors - What does this even mean?	4/20 Open House
Ensure resilicency when I-70 closes - Does not mean develop Cottonwood	4/20 Open House
Ensure the redevelopment areas are not entirely residential - So you don't have to drive for milk. Maybe walk to office	4/20 Open House
Childcare, Camps for when school is on holiday	4/20 Open House
Support Seniors	4/20 Open House
_____ Glenwood residents - Not visitors	4/20 Open House
We are full on tourism	4/20 Open House
Public/Private partnership with structural parking	4/20 Open House
American Furniture warehouse residential?	4/20 Open House
Quality of life	4/20 Open House
Complete the 6th St. Master Plan - Its an expense	4/20 Open House
You cant make more land appear	4/20 Open House
Reconnect downtown to the river - No because it will be all tourists	4/20 Open House
Dog walking park like Crown Mt. , well planned, happy people and dogs, and lots of watse stations	4/20 Open House

RECREATION	LOCATION
Indoor tennis courts!!!	Rec Center
Indoor ice rink to ice skate and for hockey players!	Rec Center
Racquet ball!!	Rec Center
More tennis courts (indoors)	Rec Center
More bike & hike trails	Rec Center
Kids sports, daycare	Rec Center
Ballroom dancing, dance classes - salsa, tango	Rec Center
Indoor tennis courts	Rec Center
Free up a few handicap parking slots; they're not being used!	Rec Center
Make sure we keep open space open for outdoor recreation	Rec Center
More parking by the Community Art Center; a bus from town over to 6th Street	Rec Center
Park improvements other than just Sayre; baseball field, soccer field	City Hall
Fix the Two Rivers Park so non-boaters can get to the water!!	City Hall
Need more trails	Spanish (translated)
Healthy recreation bars (??)	Spanish (translated)
Healthy recreation	Spanish (translated)
More sports	Spanish (translated)
World on the homeless problem	4/20 Open House
You're missing pickleball. It's a destination sport in some towns.	4/20 Open House
I can't believe we've got excess water when we have water restictions every summer enlarging water plant to serve more people, just encourages faster growth and the growth won't pay for it. Existing residents will get the bill for what? More traffic, more crowding? Aspen sewage in roaring fork in water instead of clean no name water? Growth is already affecting quality	4/20 Open House
Promote Dark Sky Community	4/20 Open House
No more apartments!	
More parks/open space / trails like land behind Walmart or above Doc's	4/20 Open House
Tourists will come no matter what	4/20 Open House
Preserve existing open space!	4/20 Open House
Consider the wildlife and their homes	4/20 Open House
Make the dog area a real park	4/20 Open House
Build the theatre	4/20 Open House
We feel growth is out of control. We are killing Glenwood rapidly. We have way more than enough expensive rental units. No more units on the x-Meadow that are for WORKERS.	4/20 Open House

OTHER	LOCATION
City Council that will listen to residents	Rec Center
Please get street sweepers to clean our streets!! And allow them to do so by enacting parking restrictions during cleaning times!	Rec Center
Listen to the people and don't just pretend to listen	Rec Center
Get needs and wants! Please	Rec Center
City Council that listens to the people	Rec Center
City Council members that supports & listens to residents	Rec Center
Bring back GWS Spring Clean + 1	City Hall
Need more street sweeping Grand Ave.	Event
Parking rules for street sweeping	Event
Mid Glenwood easier to build community, self-contained	Event
But (despite housing/homeless comments) the community is better than most	Event
Community safety	Spanish (translated)
Remove marijuana	Spanish (translated)
Learn from other towns about employee housing and truly affordable housing for our own workforce	4/20 Open House
Fire safety is a MAJOR concern for me. I live in S. Glenwood. Wildfire during school hours would be catastrophic.	4/20 Open House
Important to remember that "affordable" housing relates to employees paying living wages, not government subsidized housing.	4/20 Open House
Encourage ADUS Build employee housing	4/20 Open House

Hispanic/Latino/a Community Picnic

Overview

Over a quarter of the population of Glenwood Springs is made up of Hispanic and/or Latino/a peoples. In an effort to provide a comfortable environment for this segment of the population to provide feedback on the Comprehensive Plan Update themes and strategies, a Latino/a community picnic was held in Sayre Park. Spanish language boards corresponded directly to the materials presented at the third open house and solicited similar feedback.

The data from the picnic was combined with data from the final August Open House, providing a cohesive data set regarding the implementation strategies and action plan.



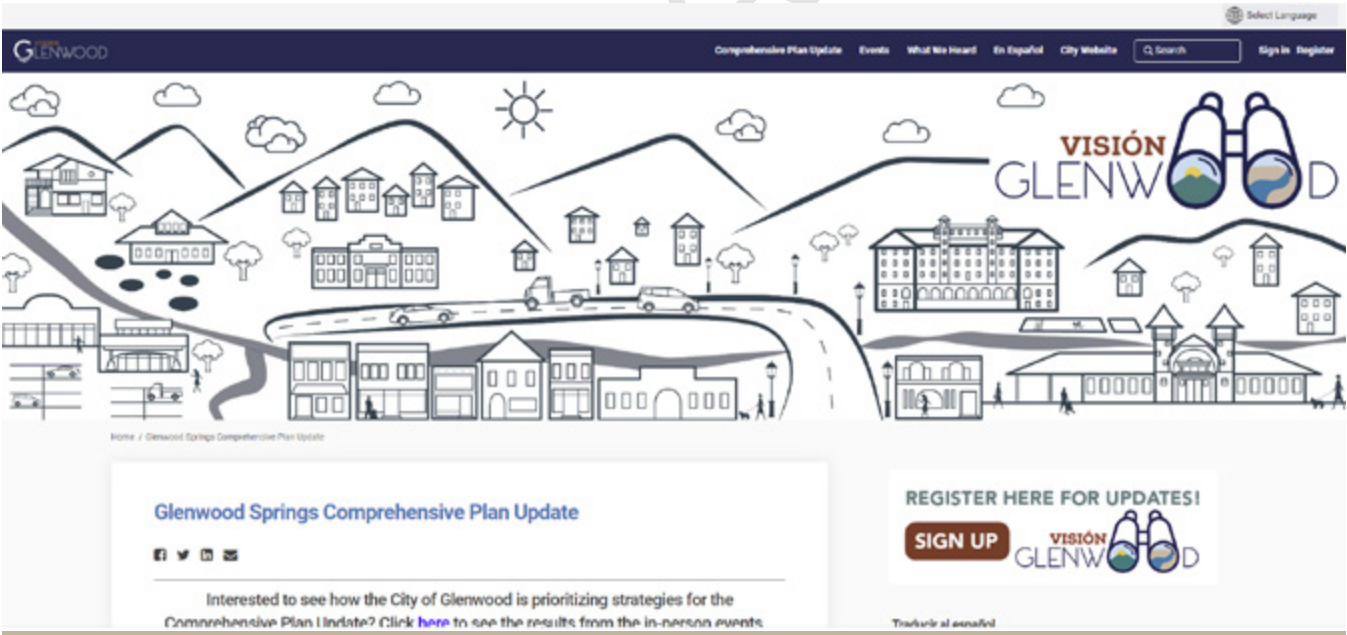
Vision Glenwood Website

Overview

The Vision Glenwood website was built at the onset of the Comprehensive Plan effort to communicate in an accessible and user-friendly way. Using the Bang The Table platform the site is intended to serve as the City’s outreach tool well after completion of the Comp Plan effort. The website assisted the team in disseminating accurate and timely information. Since its launch the website has accumulated 1,450 total visitors and 88 new registrants during the outreach. The site provided critical information as represented by 152 document downloads.

Direct referrals from advertising and direct emails were the highest of all referral channels indicating a successful effort.

The most heavily used tool on the website is the ‘Tag Our Map’ tool. The following raw data encapsulates this input which was used to develop and refine the theme statements throughout the drafting of the Update.



Data Summary

Tag our Map!	
Date of contribution	Your Comment
	SOCIO-ECONOMICSThe Roaring Fork Valley is a great example of an entangled socio-economic systems from the local to the regional level. Each of the communities in the corridor influences the systems of the others in the valley and beyond in many positive and negative ways that cannot be ignored in the comprehensive planning process for Glenwood Springs. Glenwood is an umbilical cord connecting the upper R.F. Valley to a work force that by in large commutes many miles from their homes each day to supply labor and services to support a burgeoning upper class socio-economic system that exists in the Aspen/Snowmass communities. This creates a flow of cars, buses, trucks, goods, and services streaming into and out of the upper end of the valley through Glenwood Springs. The effect is obvious as Glenwood continues to become more congested and encumbered by the socio-economic problems related to and caused by an economic core outside its city limits. Like it or not, a major portion of Glenwood’s population serve as a satellite workforce to the upper valley economy which has its own independent governments and economies, but their policies and programs have enormous influences and impact on Glenwood Springs. Transit systems are how we access our homes, employment, healthcare, childcare, restaurants, shopping, recreational opportunities, and they are essential to our quality of life. When you think about it that way, transit systems are a clear and compelling shared responsibility every community in the Roaring Fork Valley. It is the responsibility CDOT, RFTA, Aspen, Snowmass, Basalt, El Jebel, Carbondale, Glenwood Springs, Garfield, and Eagle County to work together to meet the challenges we are facing. Collaboration is a key that will allow us to have more sustainable communities by reducing congestion and traffic and in other ways to address the consequences of climate change that has no boundaries. The discussions around imagining the future of Glenwood Springs must include the consideration and feasibility of a high quality Transit Oriented Developments (TOD’s) with Light Rail Transit service linking communities throughout the roaring fork valley corridor to accessible and convenient housing and mixed use development around stations and along the corridor. Glenwood’s Updated Comprehensive Plan needs to show a potential route through Glenwood and encourage the further analysis of the potential locations along the route for mixed use development to support ridership. Glenwood Springs needs guidelines towards the selection of a specific transit corridor through Glenwood Springs. This needs to plan for land use and the location of transit stations built to a pedestrian scale with parking facilities close to the stations and to the higher denser mixed-uses. Transit-Oriented Development(TOD) that will support the underlying most important values of sustainability and for building livable communities in the future.
Jan 16 22 08:36:20 am	
Jan 18 22 10:18:25 am	This area would be a good site for Senior 55+ Single story TOWNHOUSES. It would provide much needed downsizing for the increasing Baby Boomer population in Glenwood Springs, and free up larger homes so families could have places to live close to the Riverview School.
Jan 26 22 11:07:07 am	WEST GLENWOOD STATION Transform the Glenwood Mall and the Diemoz property into a transit hub on the north side of the Colorado River close to the I70/Exit 114. The transit station facing a large town square and as a prominent feature integrated into a mixed-use development. •A High-density mixed-use district within a 10-minute walk circle surrounding a transit station and public square with accessible walking, car, bus, and transit systems. •Trees, greenery, and shade along all pedestrian corridors. •Collector support for all transit systems; (future) light rail, buses, park-n-ride, etc. •Designed to include the easy use of bicycles and scooters and support for a bikeshare rental system integrated into the community wide bikeway network. •A development designed to encourage I-70 commuters with an upper valley destination to get out of their cars and use the transit system. •A town center including restaurants, coffee shop, grocery store, drug store, dry cleaners, fire station, etc. that will provide a new revitalized sense of place for the Glenwood Springs community.

Jan 27 22 09:16:34 am	8TH ST. STATION Divert development pressure and restore the natural systems and the ecosystem of the Confluence Area as top priority! This area of the confluence includes Veltus Park, Two Rivers Park, the Glenwood Elementary School and City Hall, connected by trails, bridges, and greenways to the historic downtown on both sides of the river. It is a natural outdoor environment for play and learning and activities such as planting a tree or caring for a plant and helps support an environmental ethic. •The focus needs be the preservation, protection and restoration of the ecosystems that are under pressure from climate change and over development. •The Confluence is centrally located and well suited to provide a contiguous park and pathway system providing carbon-free transportation options and links people to popular destinations. •The Confluence is great opportunity connecting people to the river, for playing, biking, learning and elements that can reduce ambient air temperatures, filter pollutants from stormwater runoff and the air and is the heart and lung of the city. •Designed to include the easy use of bicycles, scooters, and support for a bikeshare rental system integrated into the community wide bikeway network. •A large central public park maximizing benefits to the community as a sustainable site that will play an important role in supporting human health and create opportunities to improve physical, mental, and social well-being. •A Transit station serving Historic Downtown Core and existing neighborhood and collector support for transit systems; (future) light rail, buses, park-n-ride, etc. located adjacent the government buildings and Confluence Park
Jan 28 22 07:51:13 am	6TH ST. STATION A Transit station needs to be a prominent feature serving a mixture of uses, high-density housing and a walkable district guided by the vision of the 6th Street Master Plan adopted in 2017. This historic area needs new development and revitalization as an extension of downtown. A downtown district financed by public/private partnerships for mixed-uses, enhanced landscaping, and public parking structures that preserve the historic character of North Glenwood Springs. •Transit station within 10-minute walk to the Glenwood Caverns Adventure Park, Hotel Colorado, and Glenwood Hot Springs Resort. •Collector support for transit systems; (future) light rail, buses, park-n-ride, etc. •Designed to include the easy use of bicycles, scooters, and support for a bikeshare rental system and integrated into the community wide bikeway network. •A station serving, I-70 commuters and tourists with an upper valley destination. •The DDA needs to focus its efforts and reach out to property owners towards forming the public/private partnerships required to revitalize this area.
Jan 31 22 01:18:41 pm	SHELTON-HOLLOWAY HOUSE The Shelton-Holloway House is a historically landmarked home and the only structure on an entire city block in North Glenwood. This property owned by a family trust presents the opportunity for it to become the home of the Glenwood Historical Society and a city park. The historic home a museum with a garden park achieving the intentions of the family trust. The city needs to consider and investigate the property's value to the community. It is a perfect location for a park and for historical preservation. The value to the area as a park transitioning from the single family neighborhood homes into the future higher density mixed use development on sixth street. This is a tremendous opportunity to preserve and protect a historic building and at the same time become a vital part of the future redevelopment of 6 Street.

Jan 31 22 01:24:26 pm	DONEGAN RD. STATION High-density, walkable district within 10-12 minute walk to a transit station •Collector support for transit systems; buses, park-n-ride, etc. •Designed to include the easy use of bicycles and scooters and support transport Bikeshare rental system and bikeway network integrated into station. •A station designed to serve local neighborhood commuters
Jan 31 22 01:25:49 pm	19TH ST. STATION A Transit station for a mixture of uses, high-density housing and walkable to Valley View Hospital including development and revitalization of the old Safeway site. •Collector support for transit systems; (future) light rail, buses, park-n-ride, etc. •Designed to include the easy use of bicycles, scooters, and support for a bikeshare rental system and integrated into the community wide bikeway network.
Jan 31 22 01:27:50 pm	SOUTH GLENWOOD STATION A redevelopment and revitalization of the existing transit station site for a mixture of uses, high-density housing and walkable to the Roaring Fork Market Place. •Collector support for transit systems; (future) light rail, buses, park-n-ride, etc. •Continue this location as a transfer station to rapid transit serving the upper valley. •Designed to include the easy use of bicycles, scooters, and support for a bikeshare rental system and integrated into the community wide bikeway network.
Feb 05 22 05:21:59 am	Grocery Store so West Glenwood people could walk to get their groceries.
Feb 05 22 05:24:38 am	Build a pedestrian overpass for biking and walking so you can access Lova Trail from Highway 6. Note that no sidewalks or bike paths exists for over a mile on Highway 6. Complete connectivity to these neighborhoods.
Feb 05 22 05:28:28 am	Add small overpass to get past this portion of exit 114 roundabout as this is very dangerous for pedestrians or bikers to cross.
Feb 05 22 05:29:31 am	Add small overpass to get this part of exit 114 roundabout as this is very dangerous for pedestrians and bikes to cross.
Feb 05 22 05:34:37 am	Soft surface trail for mountain bikers and hikers that connect Exit 114 to Community center.

Feb 05 22 05:35:50 am	Soft surface trail for mountain bikers and hikers that connect Exit 114 to Community Center.
Feb 05 22 05:45:18 am	Emergency access lane on the North side of I70 that goes from West Glenwood to South Canyon. This trail can be used for biking and walking commuters all year and also provide emergency access and assist with evacuation.
Feb 05 22 05:48:27 am	Emergency access lane on the North side of I70 that goes from South Canyon to West Glenwood. This trail can be used for biking and walking commuters all year and also provide emergency access and assist with evacuation.
Feb 05 22 05:54:23 am	Extensive soft surface trails system for hiking, mountain biking, and dog walking that connects the Palmer neighborhood to the other South neighborhoods behind Walmart.
Feb 05 22 09:28:38 am	GLENWOOD MEADOWS STATION Build Transit station and public square to serve this high-density residential and mixed use existing development. •This area can help relieve pressure to develop in more vulnerable places. •Collector support for transit systems; (future) light rail, buses, park-n-ride, etc. •Designed to include the easy use of bicycles and scooters support for Bikeshare rental system and bikeway network integrated into station
Feb 06 22 12:35:55 pm	Work with City Market to relocate to the old Safeway building so we can have a cleaner and more updated grocery store that can stock more products. The old City Market building can then be used for smaller business that do not require as much space or be torn down and turned into apartments to include affordable housing.
Feb 06 22 12:37:35 pm	Relocate City Market to the old Safeway location to allow for more room for products. Tear down this building and build residential living to include affordable housing.
Feb 06 22 12:40:23 pm	Increase enforcement to address homeless in this area, off leash dogs and pet owners not picking up after their pets. If Glenwood City Police doesn't have the resources to enforce their own rules then rescind the rules. Just by putting rules and regulations in place doesn't mean they'll be followed.
Feb 06 22 12:43:44 pm	Enforce speed limits and noise ordinances. If Glenwood City Police don't have the resources to enforce the speed limits and noise ordinances then what's the point in having speed limits or for that matter the local law enforcement.
Feb 06 22 12:52:44 pm	Consider an entertainment area to include movies, bowling and similar activities for the community. If REI were to relocate to Glenwood as mentioned in the newspaper they should locate down by the old mall.
Feb 06 22 12:55:02 pm	Consider adding outdoor Pickleball and basketball courts given that the recreation center caters more towards tennis.

Feb 06 22 12:57:55 pm	Consider other recreational uses for this field such as adding pickleball courts. The pet owners that use this area and an off leash area can use the dog parks. Isn't that what the dog parks are there for?
Feb 06 22 12:59:58 pm	Redevelop the old mall into an open air mall and mixed use area. This could include outlet stores that cater to local needs plus affordable housing.
Feb 06 22 01:03:12 pm	Grow this area into the central transportation hub area so that more of the commuters from Newcastle, Silt, Rifle, etc that work up the Roaring Fork Valley can exit at West Glenwood to catch a bus.
Feb 06 22 01:04:49 pm	Agree, a grocery store would be ideal for West Glenwood and would reduce Grand Avenue traffic.
Feb 06 22 01:05:53 pm	Look for trail and recreational opportunities along this mountain area that would connect to town.
Feb 06 22 01:09:51 pm	Consider locating a homeless shelter in this area to include assistance from local, State and Federal resources to work with homeless in the area.
Feb 06 22 01:13:34 pm	Get rid of what really is more of a private small plane airport that the tax payers of Glenwood pay for. Leave room for emergency helicopters and a refueling station for the hospital helicopter but otherwise redevelop the property to include mixed use such as office space and affordable housing.
Feb 08 22 09:39:24 am	Transportation is the region's biggest challenge. The entire mall and Deimos property needs to be envisioned together with this in mind. I believe with the right partners from Aspen the community of Glenwood could support light rail from the mall to Aspen for the daily work crews. It is the natural leave off place for cars and local buses in town along with the rail to Aspen. West Glenwood has also needed a grocery store. This seems the logical place. The mall should be retrofitted instead of torn down and filling up the landfill. If some of this can't be accomplished directly it should be preserved into long range planning. It would be a disservice to piece meal this property.
Feb 08 22 11:56:48 am	This area needs to be considered with the greatest of care. The hazards are so great in this canyon that growth past the first mile would be flat out asking for trouble. The new Watershed Biodiversity Initiative would be beneficially included in any plan that South Canyon is considered for. This area will eventually affect 3 mile residence with the threat of underground fire hazard. There is also the landfill. It has not been taken seriously in so many years. Now it has two excellent managers but they need councilors who care about climate change and the reality of what we are creating as humans. I wish the landfill had its own board.

Feb 08 22 12:20:26 pm	In the post Independent on March 5 2012 the city council, approved a park for West Glenwood. It never happened and was forgotten by the greater public. It is a great disservice to continue to put people in housing where there is no access to green space. Not one city councilor or any person involved in the decision that went into the ideas of these massive complexes for people would ever consider having lived there, or their kids or grandkids for that matter. For the mothers living among car dealerships and concrete I have little doubt have anxiety the children will have difficulties. West Glenwood was promised a park, needs a park, deserves a park. It does not have to be a hi maintenance project. Get some creative minds and put together a nature mimic. I don't know where but I'm sure it could be figured out with political will.
Feb 08 22 12:31:02 pm	This is the access point for a fire escape? I'm not sure how this can get people going East. The fires all get blown from the West. The only access point points right into the fire?
Feb 08 22 12:33:03 pm	Make a turn onto centennial that exits onto Interstate 70 going west used only in emergencies. Make sure everyone knows about it.
Feb 08 22 07:46:09 pm	I'd like to see more of a physical connection to our rivers, and a greater historical interpretation of the Colorado Midland Railroad
Feb 08 22 07:48:52 pm	South Midland is about to become a major route. Let's be sure to keep intact what we have left of Cardiff townsite and Ovens
Feb 08 22 07:56:33 pm	Not too many escape routes from here- consider a connection over to South Canyon?
Feb 08 22 07:58:34 pm	The airport is not only Historic, but provides training facilities, refueling, the only small-plane repair shop and provides multiple economic benefits, besides being self-funding
Feb 09 22 07:08:17 am	Keep this as open space with recreational and educational activities. Think NYC's Central Park! If we continue this rate of economic development rather than community development we need open/green spaces.
Feb 09 22 08:46:59 am	ALLOW FOR 1+4 Construction to maximize use of space. 1st floor concrete structure for retail base and subgrade parking. Upper floors shall be housing.
Feb 09 22 08:49:05 am	Extend zoning for continuous grand street core. Improve walkability through allowing for higher density zoning. Promote Livability with Strong downtown core extension.
Feb 09 22 08:52:10 am	Consider up zoning to allow 1+4 housing. Retail base, subgrade parking, residential on top 4 floors.

Feb 09 22 08:53:49 am	add a bus stop. Closest one is 2+ miles away!
Feb 09 22 08:57:37 am	Better Train service to Denver and Grand Junction. Become a transit hub for commuters who service the roaring fork valley; + connect light rail. Become a train away destination for health and wellness for city people.
Feb 09 22 08:59:46 am	Consider upzoning and allow a 1+4 construction model. 1st store concrete retail base, with upper story stick built residences, subgrade parking below.
Feb 09 22 09:01:09 am	Zoning to promote historic vernacular based on existing precedent for new Grand Street Construction? Create a charming Strong town aesthetic
Feb 09 22 09:03:38 am	Upzone to allow Retail base and Housing above, subgrade parking below. Open green and public square in the center.
Feb 09 22 10:59:17 am	I am disappointed the city has been dragging their feet in completing the 6th Street upgrades i.e., the pocket park next to the red bridge and the Art Council, completing the landscaping along the street, etc. Why isn't the DDA involved in this Vision Glenwood? Perhaps they are and I'm not tuned in. They had some great ideas for this area
Feb 09 22 11:01:46 am	Additionally, I am totally against the city using 6th Street as a test site for paid parking - that is like adding insult to I would say David Hauter's comments are spot-on, thank you David. His vision mirrors mine so I won't repeat. Please read his and consider ...
Feb 09 22 12:48:42 pm	Why are we building stupid mini-storage units on what could be a prime parcel, overlooking the river? We need a master plan!
Feb 09 22 12:50:26 pm	I don't want to pay millions to build (and then maintain) a tunnel for a landing strip that's used by only a handful of people, many of whom aren't paying taxes in the City.
Feb 09 22 12:51:53 pm	Remove this runway that's occupying prime residential development area for single family homes.
Feb 09 22 12:52:33 pm	Relocate these storage yards and make way for single family homes.
Feb 09 22 01:05:53 pm	Relocate the impound lot and make way for single family homes.

Feb 09 22 01:28:28 pm	So that drivers can see pedestrians in the road, this crosswalk needs lighting - perhaps motion-sensored?
Feb 09 22 01:30:16 pm	So that drivers can see pedestrians in the road, this crosswalk needs lighting - perhaps motion-sensored? - on both sides of 8th Street.
Feb 09 22 01:37:04 pm	I agree 100% with David Hauter's ideas here. Throw in some additional community amenities - like a movie theater and bowling alley - and you have a lively, sustainable center for neighbors, citywide residents, and visitors. https://www.city-journal.org/housing-creation-from-empty-retail-spaces
Feb 09 22 01:58:04 pm	Place a couple of 6" pipes to drain the trail (to the existing culvert across hwy 6) and raise the trail with 3"- or similar material. This is a temporary fix but certainly no more temporary than the 8th St extension. We don't need to spend \$1M+ of City funds on this right now but it needs to be fixed.
Feb 09 22 02:01:13 pm	Install a crusher fines trail where someday there should be a permanent sidewalk. There is a social path now.
Feb 09 22 02:04:14 pm	Pave over the tracks and modify the sidewalk approach/move the landing point to improve the safety of the crossing.
Feb 09 22 02:06:01 pm	Maintain this path with snow clearing and ice melt.
Feb 09 22 02:08:26 pm	Manage competing effort of snow clearing by Parks and Streets departments. The sidewalk is cleared, then Streets clears snow from the road and Parks must redo their work. This happens in several other parts of town.
Feb 09 22 02:13:13 pm	A particular housing challenged person has trashed this bridge landing with cigarette burns, stains, etc. We have also witnessed this person smoking marijuana and drinking from a whiskey bottle in this public location. This is a popular tourist location.
Feb 09 22 02:14:31 pm	Remove snow from stairs on the same day of snow clearing from the parking surface.
Feb 09 22 04:06:51 pm	This section of pedestrian/bike path needs some attention. Make it a welcoming, safe, and beautiful so people want to use it.
Feb 09 22 04:09:29 pm	This pocket park could be a bandshell / playground with a fountain to engage the pedestrian nature of the 6th street redevelopment.

Feb 09 22 04:17:42 pm	Where's my BYPASS dude? jump from Village Inn to rail corridor all the way to McDonalds with one exit at city market/high school. Downtown will forever change, but for the better. Also, light rail should be envisioned here for the roaring fork valley. A riverwalk from train station to two rivers. and a theater district on the old sewer plant, with retail/restaurants/ housing all in a mostly pedestrian mall/village behind the JAIL house.
Feb 09 22 04:24:29 pm	A DISC GOLF course. Accessible, and engaging for a large demographic to get active. As it stands, travel required for CMC, Sunlight, and New Castle.
Feb 09 22 04:31:09 pm	How about a Convention Center somewhere near Glenwood? Many towns reap the revenue from not only the events facility, but the attendees that stay, play, and spend while they are here. Also, it puts us on the vacation itinerary of future vacation visits by those same group(s).
Feb 09 22 04:49:24 pm	a RIVERWALK FROM TRAIN STATION TO TWO RIVERS PARK /CONFLUENCE
Feb 09 22 06:51:19 pm	Could we divert some water to flow through this area and then back into the river to create a recreational river park? Like the park at the base of Steamboat Ski area. If not at this location maybe somewhere else in town. Parents of young kids would absolutely love these types of things in town.
Feb 09 22 06:55:23 pm	Rollerskating rink/ Jump Street/ Bowling Alley
Feb 09 22 07:26:21 pm	There needs to be a sidewalk on the north side of 8th Street between Defiance Ave and 7th Street.
Feb 09 22 07:35:01 pm	Is the golf course a responsible use of land? Water resources? I'm not so sure.
Feb 09 22 07:38:33 pm	Wouldn't it be nice to have a ped/bike connection here connecting the Meadows/Community Center to Two Rivers?
Feb 09 22 07:40:26 pm	Annex the county portion of west Glenwood into the City.
Feb 09 22 07:46:10 pm	This courtyard is underutilized. How could this be more activated as a civic space? If we're paying to keep the lawn green, let's do something with it.
Feb 09 22 07:49:10 pm	Pretty sure this lot is being used as park and ride. Good to see people riding the bus, but need official options to get people to/from bus stops.

Feb 09 22 07:55:34 pm	Bathrooms needed
	The Rio Grande trail is designated as a "transportation corridor" in the current comprehensive plan. Change this designation to "non-motorized transportation corridor" and manage the corridor as parkland.
Feb 15 22 08:33:02 pm	The Rio Grande alignment may have once been a transportation corridor, but it now functions as a park and is used as a park by hundreds of Glenwood residents each day. Many communities would love to have such a priceless amenity right in the center of town. Using this parkland corridor as a route for yet more transportation infrastructure would be a real loss for our town.
Feb 16 22 05:00:33 pm	https://www.vaildaily.com/news/eagle-valley/avon-makes-a-shift-toward-values-based-marketing-messaging/?fbclid=IwAR18zCXj4UYmobtHvBPM1A0tUzeQxSyyUiORfey3f4Y8pw60vIEE5mOHTPA value based planning?
Feb 23 22 08:53:12 pm	Revise zoning on drive through business to not allow them. It is un-sightly, not walkable, not accessible, and as they do not reflect our mountain town charm. We need to encourage street entry business and pedestrian first business and buildings.
Feb 23 22 08:56:40 pm	Revise zoning code to disclude Drive-through business. All of Grand ave to be strong core of street life, pedestrians, shops and stores, restaurants and bars, all the way to the south end of town. Enhancing the image of Glenwood, it's attractiveness, and small-town charm and walkability
Feb 24 22 09:45:23 am	There are essentially no parks in West Glenwood. Find a way to dedicate some green / play space.
Feb 24 22 09:55:07 am	Mel Ray hosts foot, car, truck, semi-truck, bicycle and more, it has no sidewalk or even width for 2 cars and a pedestrian. The street often comes to a stop due to large truck traffic. It unloads into the roundabout where 3 or 4 businesses also thrive. Add a north-south corridor (path or street) between the mall and the businesses; connect it to Donnegan to Hwy 6.
Mar 03 22 08:42:42 am	I live at the very busy intersection of So. Midland and Mt. Sopris Dr.
Mar 03 22 08:44:53 am	I work at the Glenwood Springs Chamber Resort Association. We operate the Glenwood Springs Visitor Center in the CMC building that was US Bank.

	This area is most heavily used by pet owners and provides a great place for dogs and their owners to enjoy the river and do mini hikes that the small closed in dog park does not provide. Being relatively new to the area the only activity that has really provided a great opportunity to meet new people is this open area. I have met most of my GWS friends there. I have also met numerous folks visiting town with their pets that have exclaimed that this is the best dog park they have ever been to. It also provides landing area for paragliders and anglers.
Mar 03 22 08:50:26 am	I would suggest an additional dog bag station and garbage can in the area. Hopefully through this process this actively used area will not be changed to some other use that inhibits access for users to the river. If you absolutely must do something in the name of progress, This area might be a good place to put a small concession. It is ridiculous that GWS really has no location that someone can sit back enjoy the river while having a sandwich and a beer.
Mar 03 22 08:53:48 am	While Glenwood has added some new (and wonderful) bike trails in the past couple of years (thank you RFMBA) there are more and more people taking up the sport. It would be great if the city would continue to support this activity and plans for Look Out Mountain trail expansion.
Mar 03 22 09:00:31 am	The trails that the City has developed in South Canyon are some of the best around. And I encourage the City to continue with the approved and proposed South Canyon trail plan. I am not in favor of more intense development South Canyon (like camping and RV parks , major improvements to the hot springs.) There is only one way in and out of this canyon and intensifying uses (above the additional trails) and the aridification of the western slope greatly increases the safety issue from a wildfire standpoint.
Mar 03 22 09:07:31 am	An expansion of mining activities will degrade the scenic quality of the area, be a huge negative impact on wildlife, add a ridiculous amount of traffic to our roads, detract from the quality of the City as a tourist attraction, and negatively impact recreation access in the area.
Mar 03 22 09:11:57 am	Instead of yet another multifamily market rate rental project the City should consider providing more opportunity for home ownership (small lot, small house starter homes). This product is not available anywhere in the area and there is a big need for it. Apartments do not provide renters with the ability to grow equity and they certainly don't promote the growth of community and neighborhoods.
Mar 03 22 09:16:11 am	It would be nice if whoever is responsible for maintaining the trail system here would maintain it (the Meadows developer?) These trails are some of the only "beginner" mountain bike trails in the region and the asset is being neglected. It would also be nice if the City/developer would maintain these in the winter for fat biking.
Mar 03 22 09:18:24 am	The LOVA trail will be a great recreational, transportation and economic addition to the City. Please continue efforts to make this a reality.
Mar 03 22 09:21:09 am	Emergency access to I-70 for evacuation purposes.
Mar 03 22 09:25:32 am	General comment. There needs to be more opportunity in the City for home ownership. Instead of relying solely on market rate apts to address the workforce housing issue, let's figure out ways (through grants, subsidies, P3) to incentivize developers to build small lot/small homes for purchase. Downtown GWS is mostly small lot, small homes and continuing this legacy would be one of the best things this City can do to grow community and get people into real long term housing.

Mar 03 22 09:32:46 am	The Rio Grande trail is one of the greatest assets this City has to offer. Yes it was preserved as a rail corridor but trying to squeeze BRT into this narrow corridor no longer makes sense as the use has changed to a very high use recreation and bike/ped transportation. Further, running buses so close to people's homes will negatively impact the quality of life for those adjacent.
Mar 03 22 09:36:41 am	The 12th street ped underpass is a great asset but very poorly maintained.
Mar 03 22 09:38:37 am	I have seen proposals for an additional tax on residents to help fund affordable housing. That will be a burden. How about a tax on second homes and diverting some of the tourist tax dollars to providing work force housing?
Mar 03 22 09:40:15 am	Great and underutilized asset. Maybe cleaning it up and moving homeless from the area?
Mar 06 22 04:43:28 pm	Encourage bicycle, pedestrian use of Pitkin Avenue and keep the big box trucks off. It is a school zone from the high school to the elementary school. Add more stop signs to slow down traffic please.
Mar 06 22 04:49:03 pm	Change to single provider trash companies to eliminate the beehive of trash trucks roaming our streets. They are loud, dirty and disruptive to our neighborhoods.
Mar 06 22 04:52:07 pm	Add more recycle centers in neighborhoods around town. This one downtown has been really successful.
Mar 07 22 12:57:44 pm	The Glenwood Bike/Walk trail needs to be extended to connect to the South Canyon Trail and beyond.
Mar 07 22 12:59:11 pm	Needs to be a separate Bike/Walk bridge to stay away from the busy road.
Mar 07 22 01:01:25 pm	it would be nice if the rules/laws would be followed on the Rio Grande trail, i.e. dogs on a leash!!! Can't count how many times I've crashed due to unleashed dogs.
Mar 07 22 01:09:49 pm	Would be nice to extend this trail both north and south. Connect up with the other trails in the area.
Mar 07 22 01:10:42 pm	Would like to see this trail extended south and eventually merge with RGT.

Mar 07 22 01:13:20 pm	Needs better marking due to this increase use of this bridge and trail. I would add links to both north and south RGT.
Mar 07 22 01:15:37 pm	Glenwood is no longer a small town. We are nothing but a tourist stop with Air BNBs on every street. The drive through business will only increase due to our city council allowing for Air BNBs to happen in our community.
Mar 07 22 01:26:40 pm	Please maintain and develop the 13th street trail both next to the homes and over/under the road ways.
Mar 07 22 01:28:01 pm	We need to stop the Air BNBs from taking over the city. This is preventing us locals from owning homes in the area. The Air BNBs are pushing us out. Take action or leave your city comfy position.
Mar 07 22 01:28:55 pm	Instead of a bank, the city should have bought the land and built another parking garage.
Mar 07 22 01:30:00 pm	Add more parking for the tourists closer to downtown. They are encroaching into the neighbor hoods. Add the Air BNBs in and our parking situation is a nightmare.
Mar 07 22 01:30:59 pm	Need to add some type of metering parking for the trail head. Some days Bennett is tough to navigate due to people walking in the street.
Mar 07 22 02:52:43 pm	STOP ALLOWING AIR BNBS IN THE CITY LIMITS!!! THIS IS PUSHING OUT THE LOCALS OR ANYBODY WH REALLY WANTS TO LIVE HERE LONG TERM!
Mar 07 22 02:53:59 pm	I second the bathroom comment here.
Mar 07 22 02:55:40 pm	Increase parking and pave the area, add curbs, lines etc. Also stop allowing the paragliders from doing their business right there. Crowds in the summer prevent access to the trail, or they hang out on the trail and prevent trail users to properly use the trail.
Mar 07 22 02:56:40 pm	Increase the size of the dog park, to decrease the amount of unleashed dogs on the trail.
Mar 07 22 02:59:33 pm	Agree with David's comments about the use of the area and a transit station.

Mar 08 22 03:19:16 pm	Affordable housing with underground parking for housing and city hall
Mar 08 22 03:22:00 pm	affordable housing with underground parking across the street
Mar 08 22 03:22:54 pm	three story parking structure
Mar 08 22 03:27:18 pm	land trade between GWS and the Forest Service. Move FS to GWS sewer treatment plant spare land and develop affordable housing at the airport site after the south bridge is constructed
Mar 08 22 03:28:57 pm	.75 Acre commercial development after the south bridge is constructed.
Mar 08 22 03:30:16 pm	Affordable housing on Rodeo grounds after the south bridge is constructed
Mar 15 22 04:25:04 pm	37 years at the North end of the runway. One of the most densely populated areas in GWS, and Glenwood Park, planned as PUD, has some of the highest diversity of housing types in the city. Has parks, walkable school. Addition of Park West, Park East and Cardiff created a real magnet.
Mar 15 22 04:26:24 pm	good place to work
Mar 17 22 12:13:45 pm	Please keep this open area for the many of us who use it literally day and some nights all year long. Over 100 people use it every day for their running, walking, sitting, picnic and dog socializing. It is one area that is still green, undeveloped, no concrete and does not interfere with those on the bike path. If this is developed, there will be many more dogs and walkers on the walking/ bike trail. As a hiker, biker, dog owner and river runner, this is THE one place where my dog can safely socialize with others. Those of us who use it every day do our best to clean up after visitors and the high schoolers who leave trash, and those who camp here illegally in the summer. What would help? One port o potty and a dog bag at the area so those who forget a bag can grab one easily. For those who think dogs should go into the fenced-in park go take one look at it. It is super small, no shade and not well cared for. There are days when we have as many as 20 dogs safely playing with each other in the big field. Should we all cram into that super small space, it would be a disaster.
Mar 19 22 12:11:03 pm	I would like the Cardiff community garden to be a city park with grass

Mar 19 22 01:45:42 pm	The dog parks are large enough. Enforce the leash ordinance for all the other areas being used as off-leash areas and enforce picking up after your pet.
Mar 19 22 01:49:57 pm	This is not officially an off-leash dog park and yet that's what it's constantly being used for. The off-leash dog park is just to the south and yet people can't seem to walk that far. Enforce leash laws and the use of the dog park for off-leash use because as I witness every day those using this area to let their dogs run off-leash are not picking up after their dogs which impacts all other users.
Mar 19 22 01:53:00 pm	Add a picnic shelter.
Mar 19 22 01:59:01 pm	Using this as a transit station doesn't decrease the amount of traffic running along Grand Avenue through Glenwood and given there is a transit station only a couple of blocks further south it doesn't make sense to create another one. It's currently being used for camping, car and mobile home storage. Get a viable business or businesses in here that create jobs and redevelop to include not only business but residential areas as well.
Mar 29 22 03:13:26 pm	a test note
Mar 30 22 05:09:30 pm	Enter your comments about what is working in Glenwood Springs and what we need to rethink.
Mar 30 22 05:14:22 pm	Type your comment here!
Mar 30 22 05:38:40 pm	Enter your comment(s) here!
Mar 30 22 05:43:21 pm	Enter your comment(s) here!
Mar 30 22 06:50:54 pm	Enter your comment(s) here!
Apr 11 22 09:21:50 pm	rv day parking with wayfinding from I70 and 82. many rv's are passing through and would dine and shop downtown if there was parking. day only, no overnight, enforced...
Apr 11 22 09:29:11 pm	ideal walkable location for denser, smaller employee and senior owner occupied housing...city should try to find ways to acquire or partner

Apr 12 22 09:44:11 pm	Control noise levels on Grand Ave and side streets- Jake brakes and speed racers
Apr 12 22 09:45:34 pm	Minimize development in areas with few means of evacuation
Apr 12 22 09:50:50 pm	Preserve the remains of old Cardiff town and Coke Ovens
Apr 12 22 09:56:03 pm	As South Bridge is built, keep a decent "entrance" to town. The city's temp structures are strictly utilitarian (ugly). could be fun to have lofts and a couple shops in the area, as long as the Airport functions stay as-is
Apr 12 22 09:58:22 pm	Work toward solutions for our un-housed neighbors.
Apr 18 22 07:09:25 pm	Create an Enclosed area for a dog park instead of using the school ball fields. The land is just overgrown weeds and has trash dumped. Level it out and put up a fence along the road, there is already a fence along the airport land.
Apr 19 22 06:50:04 am	The City should acquire the for sale lots and old town site lots on the lower Boy Scout trail area and north to the river as managed and protected Open Space. This area is not conducive for sensible development as the slopes are too steep, road extensions and utility infrastructure are not practical, and wildfire hazards are too high here. A opportunity for another trail connection or habitat protection could also be within the possibilities of this newly created open space.
Apr 19 22 07:21:19 am	The river banks that are the face of town along I-70 are degraded. This area from “the hot pots” to the Roaring Fo confluence is trashed, eroded, and primarily sparsely vegetated with non-native invasive species. An opportunity exists here to restore the riparian edge, stabilize the banks, re introduce native vegetation, and a incorporate a so surface trail with contemplative areas and river access points. This would be beautification, ecologically beneficial and provide recreational amenities.
Apr 19 22 08:07:30 am	This is a prime location for multiple-unit residential housing - could be mixed use with retail on ground floor, residential apartments above. Lots of parking, great views of and access to the riverwalk on the west side.
Apr 19 22 08:15:49 am	This is a prime location to rezone for multiple unit housing. could be mixed use with retail on ground floor, residential units above.
Apr 19 22 09:03:30 am	Please add stop sign. This is a school zone with 20 mph speed limit!

Apr 19 22 09:05:10 am	Add stop sign. This is a school zone with 20 mph speed limit.
Apr 19 22 09:07:37 am	Keep large commercial trucks, semi's and oil tanker trucks off of 11th Street.
Apr 19 22 09:09:50 am	Route the Post Office large box trucks, MTC Logistics, to Grand Avenue.
Apr 19 22 09:11:19 am	Keep Pitkin Avenue pedestrian friendly.
Apr 19 22 09:33:24 am	Traffic moving too fast and crossing lights for pedestrians take too long to change.
Apr 19 22 09:39:14 am	Add another playground for children on this side of the park so they do not have to go across the parking lot to get to the playground.
Apr 19 22 12:33:53 pm	Route the semi-tractor trash haulers from recycle center toward high school and over to Grand Avenue, not Pitkin and 11th.
Apr 19 22 12:37:44 pm	No semi-tractor 18 wheelers on Pitkin Ave. There was an extra long Target store 18 wheeler that came down 11th Street and could barely make the turn onto Pitkin Avenue. If there had been cars parked as there usually are, he would have been stuck.
Apr 20 22 09:25:20 am	This would be a great location for a concert venue and other uses that may need lots of parking and some separation from residential areas.
Apr 20 22 09:27:17 am	A pedestrian underpass here, as has been discussed, would be fantastic. It's a long light with lots of different turning movements. Safer and easier access to the BRT station will encourage people to get out of their cars.
Apr 20 22 09:28:31 am	A sidewalk on the N side of 27th would be helpful for folks in the existing and soon-to-be-occupied multifamily nearby.
Apr 20 22 09:32:56 am	Any opportunities for new trails on the mountainside, connecting to Lookout Mtn and Doc Holliday area trails would be a fantastic amenity.

Apr 20 22 09:33:54 am	Two-way traffic without a gate would benefit nearby residents more than it would inconvenience us.
Apr 20 22 12:26:45 pm	comment
Apr 21 22 01:35:42 pm	This property is identified as an opportunity zone and one of the last areas to develop housing in Glenwood Springs. Also, this are is designated for mixed-use planning area with opportunities for diverse housing.
Apr 21 22 01:37:09 pm	The annexation of 480 Donegan is critical to the success of a mall redevelopment and these two parcels should b planned together as part of the annexation going forward.
Apr 21 22 01:38:42 pm	This is a great area for live-work units. I could see small offices and new business opportunities with the the annexation moving forward.
Apr 21 22 01:40:18 pm	This area is close to transportation, trails, and commercial. This is a good area for growth. I love the idea of 40 ne townhomes on Donegan.
Apr 21 22 01:40:53 pm	Yay, can't wait for improvements to this road for bike and pedestrians.
Apr 21 22 01:42:01 pm	Four stories would be a game-changer here! Build up not out.
Apr 21 22 01:43:07 pm	Great work on the new access to I-70.
Apr 21 22 01:44:03 pm	The best chance of a grocery store is the annexation of 480 Donegan.
Apr 21 22 01:45:03 pm	With the annexation, there will be new open space here that is public.
Apr 21 22 01:47:21 pm	What is happening here? I could see a four-story housing building here.

Apr 21 22 01:48:17 pm	A real treasure.
Apr 21 22 01:49:59 pm	Four-story housing with a meeting center on the first floor that is flexible warehouse space for large events or art shows.
Apr 23 22 07:34:41 am	The crossing lights highly favor motorized traffic. I realize cars/trucks need to get to the other side of town. Cou crossing lights be more readily adapted to pedestrians and cyclists? Sometimes I wait up to 5 minutes to get across, all the while trucks whizzing by at high speeds. It is very discouraging. Would this get overall traffic to slow?
Apr 23 22 07:38:08 am	Could we revisit the 7th/Grand pedestrian area again? If that section were closed to traffic, it would be so much safer in this highly active foot traffic area. Kids and other pedestrians are often surprised and confused that cars are crossing. I know this has been addressed in the past. I am willing to show studies that represent increased tourist business use in areas where traffic is disallowed. My grandchild ran across the street from the elevator, thinking 7th street is part of the play park under the bridge.
Apr 26 22 12:21:27 pm	Now, there is a new toy store on this corner - children will be coming and going - what is it going to take to slow traffic down and lengthen the pedestrian crossing times?
May 03 22 11:59:55 am	South Canyon: make it a historic park (it needs to be cleaned up) - hot springs is ecoli central
May 03 22 12:02:36 pm	All of West Glenwood everyone has to drive everywhere so new development needs to be mixed use so people c walk/bike/take transit
May 03 22 12:03:50 pm	Need a bowling alley and movie theater (mall would be a good location)
May 03 22 12:03:59 pm	Need a bowling alley and movie theater (mall would be a good location)
May 03 22 12:05:22 pm	Mall redevelopment (so that it's an actual mall) with housing above (mixed use)
May 03 22 12:05:55 pm	Enterprise zones or URAs at the mall and safeway sites
May 03 22 12:06:30 pm	Grocery store near the mall (to serve West Glenwood)

May 03 22 12:07:29 pm	Enterprise zones or URAs at the mall and safeway sites
May 03 22 12:12:23 pm	Single family on property north of the mall with a park
May 03 22 12:14:33 pm	Single family on vacant land north of the middle school
May 03 22 12:15:18 pm	More apartments along Highway 6 in West Glenwood
May 03 22 12:16:48 pm	Affordable housing at Glenwood Meadows
May 03 22 12:17:44 pm	Single family in Taver Trail neighborhood
May 03 22 12:18:13 pm	Duplexes northeast of the city limits up in the hills (where there are roads)
May 03 22 12:20:05 pm	Do not like the design of the apartments/mixed use in Glenwood Meadows/near community center. It's not neighborhood-friendly, feels like a wall of buildings. It's not connected.
May 03 22 12:21:13 pm	Townhomes north of 2nd St
May 03 22 12:22:36 pm	No change in North Glenwood
May 03 22 12:23:10 pm	There's not enough pedestrian traffic downtown north of the river
May 03 22 12:23:49 pm	If you could create 6th (north downtown) into a street when there's a relationship between the street and the adjacent land uses that would make the area more walkable.

May 03 22 12:25:21 pm	Confluence - people don't distinguish between what is west of the old railroad and what is east of it. Everything west of the railroad could be more community/public space but west of it (old WWT plant) that could be more developed
May 03 22 12:26:34 pm	Confluence should be partially open space and some neighborhood commercial - there are plenty of areas to put housing in town but neighborhood commercial could serve the neighborhoods surrounding it and they can walk or bike instead of driving in a car
May 03 22 12:27:02 pm	Confluence - open space to the north and townhomes to the south
May 03 22 12:28:02 pm	4 -plexes west of Confluence (8th and Midland)
May 03 22 12:28:44 pm	We need a museum downtown that highlights the history of GWS (potentially on Cooper)
May 03 22 12:29:10 pm	Youth Zone is a possible space for childcare
May 03 22 12:29:41 pm	Don't change downtown
May 03 22 12:30:28 pm	Single family east downtown hillside
May 03 22 12:30:50 pm	Can't build on lots east downtown hillside (grade issues)
May 03 22 12:31:44 pm	Don't change River Manor (mobile home park)
May 03 22 12:34:26 pm	Townhomes west downtown hillside
May 03 22 12:35:50 pm	Open space on the river (city owned) needs to remain open space - green corridor (where hanggliders land)

May 03 22 12:37:07 pm	Smith parcel (north of City Market) - prioritize senior housing (owner is leaving it to her children) - duplexes
May 03 22 12:37:44 pm	Duplexes on the Duffy property (north of City Market)
May 03 22 12:38:17 pm	We need a real grocery store downtown (City Market is too small and there's no competition)
May 03 22 12:38:45 pm	City Market should have housing above it (mixed use)
May 03 22 12:41:02 pm	Mixed use on Safeway site should include child/family services
May 03 22 12:41:41 pm	Safeway site is perfect for a transit center with mixed use and parking
May 03 22 12:42:21 pm	Enterprise zones or URAs at the mall and safeway sites
May 03 22 12:43:07 pm	Blake Ave near 23rd vacant parcels - tiny homes
May 03 22 12:43:40 pm	Redevelop the trailer on Rio Grande trail by 27th st park downtown with affordable housing (100% replacement)
May 03 22 12:44:36 pm	4-plexes to 6-plexes at 27th St Rio Grande Trail
May 03 22 12:45:14 pm	27th and Midland parcel for childcare next to senior housing and have intergenerational opportunities
May 03 22 12:45:48 pm	Prioritize development on sites on the south side of town before the north side because of commuter traffic (invest infrastructure there first)

May 03 22 12:46:27 pm	Like the idea of housing in the walmart area for workforce to the north and to the south (Aspen and airport)
May 03 22 12:46:59 pm	3-story townhomes (affordable) in old Office Max near American Furniture Warehouse
May 03 22 12:47:26 pm	Solar farm off 82 south of American Furniture Warehouse should be developed and put the solar on top
May 03 22 12:47:56 pm	South Glenwood needs to have a neighborhood fire drill (Midland is the only egress)
May 03 22 12:48:25 pm	Storage centers by airport should be redeveloped with townhomes
May 03 22 12:49:07 pm	Airport -ONLY if the south bridge happens - yes to commercial, but it'd be office + restaurants. Riverside restaurant Mix of residential should be in scale
May 03 22 12:49:46 pm	Improve the airport for shopping and eating opportunities
May 03 22 12:50:08 pm	Preserve the airport because it was a gift to the city and it would be disrespectful to remove it.
May 03 22 12:50:28 pm	Affordable housing at the airport
May 03 22 12:51:52 pm	Keep part of the airport for emergencies (heli pad)
May 03 22 12:52:16 pm	With environmental remediation, part of the airport could become a nature park
May 03 22 12:52:35 pm	Airport bridge underpass

May 03 22 12:52:55 pm	Keep coke ovens by the airport (no change)
May 03 22 12:52:59 pm	Keep coke ovens by the airport (no change)
May 03 22 12:53:38 pm	Tiny homes on Martinez property (4 Mile) - but there may be an issue getting water there
May 03 22 12:54:45 pm	When i70 closes at No Name tunnel, the roundabouts get so busy they're not functional
May 04 22 07:54:15 am	I would like to see the formation of local landlords who would negotiate reduced rental rates in exchange for extended leases with teachers, public servants, maybe with large employers like VVH, RE-1, CMC, etc. As a form landlord with multiples rentals (which were always priced less than the going rate) I know that broken leases and turn-around repairs were terribly costly and time consuming. This arrangement would be a big WIN for all concerned!
Jun 13 22 12:25:57 pm	I'd like to second the suggestion that we have a ped/bike bridge to allow people to easily walk/bike from Two Rive Park and North Glenwood over to the Rec Center, nearby trails and shops. It would also allow all the residents from the Wulfsohn Rd area to easily access Two Rivers park, Iron Mtn, the big hot springs, and increase their mobility by allowing them to catch at bus on Hwy 6 going either direction.
Jun 14 22 08:46:29 am	This site is privately owned but has long established bandit trails that are connected to City lands and heavily utilized. Although approved for some 38 duplex units, the land owner has offered to donate the site to the City. Th City should act on making this public land.
Jul 07 22 05:10:18 pm	This land is currently for sale and includes development of up to 14 units. The City could purchase this land and create housing, retail, outdoor recreation, etc. as part of the confluence project.
Jul 07 22 05:20:13 pm	Redevelop this site as a transit center (bikes, cars, parking, etc.) as one of the other comments suggested. Also develop a new food market similar to the European markets with several vendors/food restaurants, food trucks, common seating, outside seating oriented towards the river. Acquire as much land on the river and include it in t comprehensive plan to utilize this beautiful resource. Bike trails, restaurants, housing, transit, places to gather. Glenwood does not have enough of this type of infrastructure to support its current population.
Jul 07 22 05:24:34 pm	Leave this as green space. It is a wonderful park for dogs, people to walk, kids to ride bikes, paragliders to land. Consider a community bonfire or festival? Homeless population needs to be addressed
Jul 07 22 05:27:12 pm	Please do anything and everything you can to mitigate traffic noise on Midland Avenue. It was originally intended that trucks would not be allowed to use Midland Avenue. Make more road crossings, plant more trees, create mo green spaces, more speed bumps, whatever you can do to slow down traffic and/or mitigate the sound of traffic

Jul 09 22 03:18:14 pm	Townhomes/condominiums - new housing
Jul 09 22 03:20:01 pm	Patio homes/duplexes for families or seniors, incorporate garden area or small park
Jul 09 22 03:22:50 pm	Work with Hospital on TDM, transit to serve front door - consolidate parking into garage - reduce surface parking and build a daycare
Jul 09 22 03:26:06 pm	Add trails for hiking/running. Connect to Doc Holliday Trail along old ditch easement.
Jul 09 22 03:29:14 pm	Improve Parking at trailhead. Add bike parking - ebike rentals parking at trail. Need a Porta-potty during busy summer months
Jul 09 22 03:32:02 pm	Clean and maintain trail under Grand at 12th Street ditch as a busy crossing. Lighting is good. Is an important connection and crossing for the community.
Jul 09 22 03:35:48 pm	Utilize the RFTA Corridor for Electric busses to get them out of traffic congestion during high volume - improve tra closer to river
Jul 09 22 03:38:14 pm	Mixed use - housing and commercial on this site.
Jul 09 22 03:39:56 pm	Improve safety and walkability along So. Glen Ave. - reduce access points. Add pedestrian safety.
Jul 09 22 03:44:20 pm	Add art and interactive art along River Trail
Jul 09 22 03:53:54 pm	Redevelop Mall into modern mixed use - 3 to 4 stories with mix of apartments and condos or townhomes. Retail and services and Transit center to complement the RFTA transit Hub.
Jul 09 22 03:57:12 pm	2-3 acre park needed for West Glenwood.

Draft Comprehensive Plan Survey

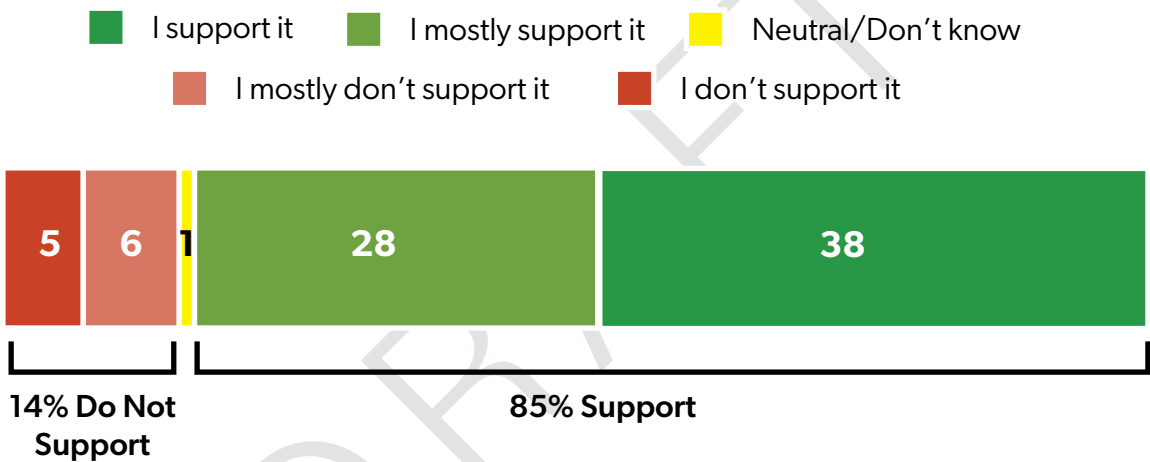
SURVEY OVERVIEW

81 SURVEYS COMPLETED BETWEEN DEC 13, 2022 AND JAN 6, 2023

VISION STATEMENT

"The City of Glenwood Springs desires to maintain its character and preserve its cultural and natural resources by implementing a proactive plan to achieve directed and balanced development, social and economic diversity, address its transportation needs, and continue advancing its climate goals."

WHAT IS YOUR LEVEL OF SUPPORT FOR THE VISION STATEMENT?



#	I THINK IT COULD BE IMPROVED BY:	DATE
1	Focus on improved transit for the layout we have, not just the layout we want. Traffic is today's problem as well as tomorrow's.	1/6/2023 4:45 PM
2	Oil and gas need to still be a part of our future.	1/5/2023 3:24 PM
3	Smart development with density-control! Focus on affordable single-family homes, NOT DENSITY! Converting parking lots downtown to parking decks. Keep the Rio Grande walking path for foot and bike traffic only and NOT developing it as a bus lane. The air pollution, noise pollution, and light pollution would have such a negative impact on our schools, residents and tourist. With more parking decks, parking on Grand could be utilized as bus lanes during certain hours. And more in-town recreation opportunities. Please see comment below.	1/5/2023 12:33 PM
4	Making 'SMART' goals and putting a hold on growth until infrastructure to support what we have plus growth is complete and including support for Seniors and minorities	1/5/2023 10:08 AM
5	Adding busing transportation to South GWS area on Midland.	1/4/2023 6:23 PM
6	We need another full grocery store in Glenwood! Is that ever going to happen?	1/4/2023 2:43 PM

Jul 09 22 03:59:33 pm	Medium/high dense housing, mix of apartments and for sale units. Daycare Center.
Aug 20 22 06:17:55 am	Public bathroom is in desperate need of basic updates to be used (stalls don't have doors or close at all)
Aug 20 22 06:20:31 am	Public bathroom is in desperate need of basic updates to be usable (stalls don't have doors or close at all, not maintained with toilet paper or cleaned). Picnic tables are so dirty they are sticky and in many cases not usable. We rented the space and it was disgusting
Aug 20 22 06:22:36 am	Park west neighborhood sign is old, falling over, unreadable at night, and in need of replacement
Aug 25 22 08:11:45 am	I placed this pin in the middle of town because I just want to make some general comments. While I am generally not a fan of growth moratoria, I feel as if we have had so much new development in the last few years that we need a moratorium to catch our breath And assess the negative implications on all of our infrastructure from the growth we have already approved. Traffic through town is horrendous now, the city market is always too crowded and under stocked, and in general our infrastructure as it currently exists cannot support the level of population growth we are seeing. We need to recognize the boundaries of unlimited growth based on our geography, lack of ability to expand much of our infrastructure, and dwindling water supplies. The thought that we can build our way out of the affordable housing crisis is a mistake.

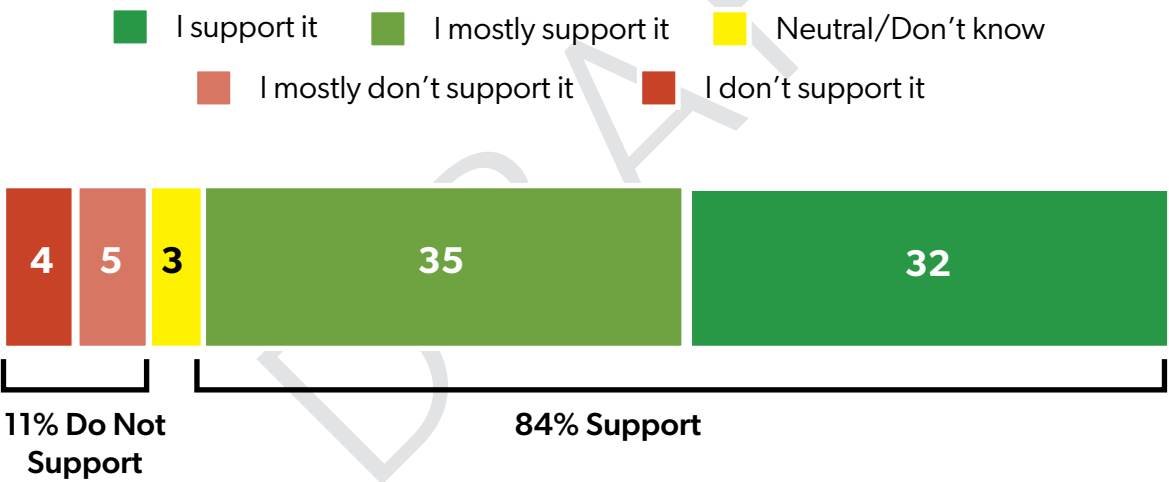
7	add "and water (needs)" to 'address its transportation needs'. What climate goals? be specific	1/4/2023 12:32 PM
8	Culture is not static. Development is acknowledged here, implying some growth is inevitable, so whose culture is preserved? Is it the old timers who remember this part of the valley as a mining and ranching community or the newcomers - Hispanic and/or retirees from far flung locales - and their traditions, rituals, philosophies, and ideology?	1/4/2023 10:06 AM
9	Replace 'affordable housing' with 'workforce housing' and ensure such housing goes only to individuals employed in Glenwood Springs. Greater emphasis on condo developments vs apartments in order to provide ownership opportunities and keep housing money local. It would be nice to see a recognition that Aspen and other up valley communities lack of housing and commuters traffic problems are not ours; Glenwood should be focused on solving our problems and force the other communities to do the same.	1/3/2023 9:34 PM
10	Make Aspen, Basalt and C-dale house the 60% that work there.	1/2/2023 2:03 PM
11	I don't know what cultural natural resources are.	1/2/2023 10:03 AM
12	To single out "climate goals" is not a top priority in my world compared to many other pressing issues.	1/2/2023 8:27 AM
13	No more development!!!	1/2/2023 6:00 AM
14	Adding a goal of having less traffic and slower moving traffic in town.	12/22/2022 11:13 PM
15	Adding "for the citizens of the City"	12/22/2022 1:06 PM
16	For this council, development is always the first priority. Talking about capacity would be more in keeping with residents's wishes.	12/22/2022 12:28 PM
17	Engaging workers who support our community but cannot afford to live here.	12/20/2022 5:33 PM
18	Climate goals differ from resources?	12/20/2022 1:57 PM
19	Allowing for density and removal of racist single family zoning. Euclidian Zoning allows for unchecked nimbyism which hurts economic gains for the lower class and enriches the middle to upper.	12/19/2022 3:12 PM
20	There is no such thing as directed and balanced development. It's driven by dollars. We are and will remain socially diverse. The climate is the climate and throwing dollars and energy at it is a fools errand.	12/19/2022 9:33 AM
21	specifically mentioning river and open space preservation and protection	12/17/2022 1:27 PM
22	You need to recognize not everyone in Glenwood is as "Woke" as you. This plan will ruin this town.	12/17/2022 8:32 AM
23	Tamp down the hostile tone of the toxic City Council member.	12/16/2022 5:48 AM
24	Add the word "sensible" before development	12/14/2022 9:19 PM

GOALS

The following statements represent the goals that push forward the aspirational elements of the Plan

- Promote long-term, sustainable, and diverse economic development.
- Maintain Glenwood Springs as the regional tourism, retail, commercial, and governmental center of Garfield County.
- Preserve Glenwood’s character while maintaining livability and increasing the vibrancy and commercial success of the Downtown.
- Address transportation needs and provide multiple convenient travel choices.
- Direct development to locations and building forms that are cost-effective to serve.
- Provide equitable and diverse housing for the entire community.
- Support social diversity.
- Preserve cultural resources.
- Preserve natural resources and protect against hazards.
- Advance climate and resiliency goals as a core community value.

WHAT IS YOUR LEVEL OF SUPPORT FOR THE GOALS ABOVE?

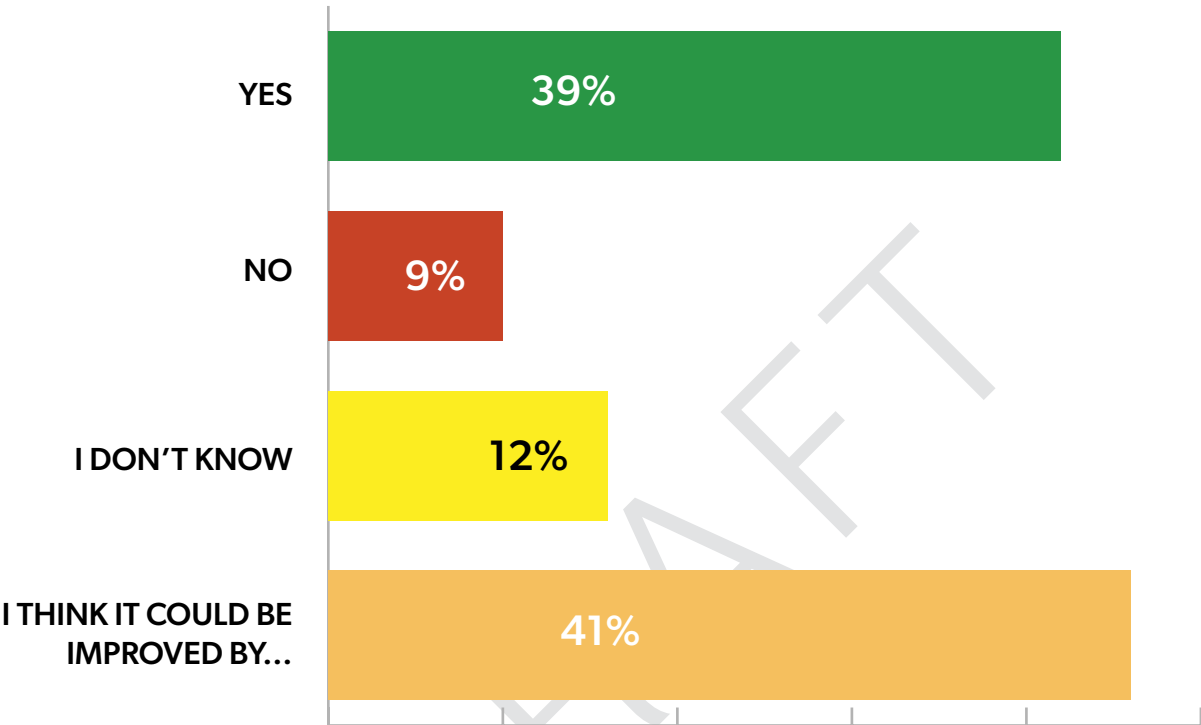


#	I THINK THEY COULD BE IMPROVED BY:	DATE
1	Less growth.	1/6/2023 4:45 PM
2	Change the order. While they are bulleted, and not numbered, economic development is not our community's top priority. The "ED" bullet should shift downward 2 to 3 spots.	1/6/2023 4:33 PM
3	Replace "Provide equitable and diverse housing for the entire community." with something like "support employers to provide equitable housing to meet the impacts they create". The onus is on the private sector to create housing, the City shouldn't be in the business of providing workforce housing.	1/5/2023 5:06 PM
4	Make ADU units easier to develop for Homeowners who live on site and will rent to Glenwood employees longer term. Seems like the Donegan project would have helped with many of the housing goals.	1/5/2023 3:24 PM
5	In-town recreation opportunities - Ex: Fully utilize the Rec Center ice rink with a full enclosure for year-round use and/or build a second sheet of ice tied to the pool (like EPIC in Fort Collins) to make both facilities more energy efficient. This would increase skating/hockey opportunities for youth and adults along with additional ice sports like curling, broomball, figure skating, etc. Better and more cost-efficient management may be achieved by utilizing a contracted management group that specializes in cost-effective and -efficient ways to use ice facilities. Growing this jewel would significantly increase economic value and bottom line for surrounding businesses for events such as tournaments.	1/5/2023 12:33 PM
6	Changing them so they are 'SMART' and adding goals that include Seniors and minorities	1/5/2023 10:08 AM
7	de-emphasize commercial versus resident interests	1/5/2023 9:38 AM
8	Not only recognizing the Downtown area, but also West Glenwood, South Glenwood, and Wulfshon shopping areas. It is time that the Glenwood City Council and the Glenwood Chamber of Commerce recognize that the Downtown area is not the only business area in Glenwood Springs that needs to be addressed.	1/4/2023 5:22 PM
9	Having an open space program	1/4/2023 3:51 PM
10	Address long-term water supply and water quality issues. Cooperate with adjacent communities and the county to address regional growth in both valleys.	1/4/2023 12:32 PM
11	As mentioned above I am bothered by the word 'preserve'. Who decides which aspects of character, culture, and natural resources are worthy of preservation? All of these components are dynamic and I hesitate to support any notion that government is going to decide that we should sacrifice common sense solutions because the old guard wants the community to be forever like it was in the 1970s.	1/4/2023 10:06 AM
12	Social diversity is a social issue that is up to the citizens and visitors of our community, not a governmental issue to spend limited resources on. Recognition of parking needs would be nice to see added to the transportation section. Limitation of development should be a goal, not promotion of development for the sake of our town's character and ecology.	1/3/2023 9:34 PM
13	The vision and statements are conflicting. Directing development (promoting high density housing vs single family housing) conflicts with maintaining its character.	1/3/2023 9:40 AM
14	Ambitious growth & development goals may ultimately be destructive to our community.	1/3/2023 7:25 AM
15	Support the vibrancy of small business across the community. Not limited to downtown.	1/2/2023 3:11 PM
16	Eliminate the last 7 items	1/2/2023 2:03 PM
17	Glenwood does not need any more growth. Stop promoting Glenwood. Tourism will never you want to live here do what MANY people have done, work multiple jobs. Stop ruining the quality of life here.	1/2/2023 6:00 AM

18	Adding a statement about lessening traffic in town	12/22/2022 11:13 PM
19	Are these goals weighted?	12/21/2022 11:09 AM
20	Repurpose abandoned building for affordable housing alternatives	12/20/2022 6:11 AM
21	increase public transit incentive by removing fairs completely. Tax the businesses they serve to make up for the meager amounts.	12/19/2022 3:12 PM
22	In the future, use numbers rather than bullet point to identify the above statements. Statement (bullet) 5 makes no sense to me. You should use statements that average citizens can decipher. What is a building form and why the necessity to serve them? Bullet point 6. Are you asking me to help fund housing in Glenwood for poor people. I think not. Also the use of the word diversity is too PC. I'm sick of it	12/19/2022 9:33 AM
23	again, vague on river and environmental/open space protection and preservation	12/17/2022 1:27 PM
24	You are trying to turn this city into Aspen.	12/17/2022 8:32 AM
25	Create and maintain critical open space	12/17/2022 7:10 AM
26	#3 sub success of downtown for success of whole town	12/16/2022 7:40 AM
27	Change "promote" development to "supervise" slow, sensible development	12/14/2022 9:19 PM

FUTURE LAND USE

DO YOU THINK THE LOCATION OF FUTURE LAND USE DESIGNATIONS SHOWN ON THE FUTURE LAND USE MAP REFLECT THE COMMUNITY’S VISION FOR THE FUTURE CHARACTER/GROWTH OF GLENWOOD SPRINGS?



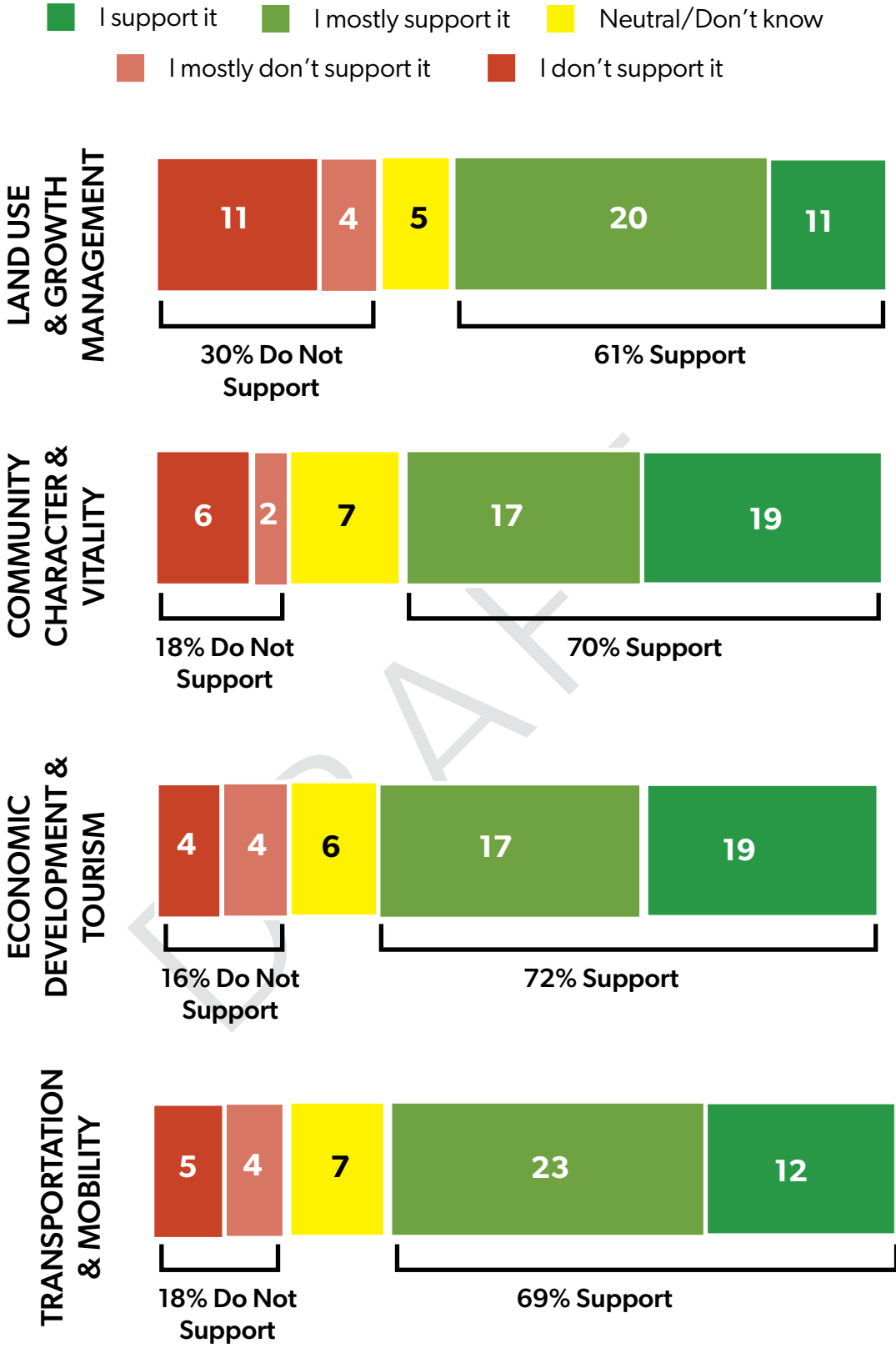
#	I THINK IT COULD BE IMPROVED BY:	DATE
1	The area between the Rio Grande trail and the river is currently shown as single-family residential, when it currently is a park. It should be redesignated as Parks/Open Space.	1/8/2023 9:46 PM
2	I couldn't find the map	1/7/2023 7:25 AM
3	Less development and more parks in town. Almost everything that can be built on is built on in this except existing parks.	1/6/2023 4:49 PM
4	Intersection at Midland and 8th, if developed, seems to invite congestion.n	1/5/2023 3:34 PM
5	A focus on density it concerning. If we continue on the path of packing 'em in wherever there is a bit of open land, we will forever lose our town's character. I do support utilizing areas such as the mall and Meadows for smart development.	1/5/2023 12:38 PM
6	Adding more open space/parks/etc. in town rather than just outskirts.	1/5/2023 10:11 AM
7	It would be helpful to compare to current land use map, but I don't see growth in commercial	1/5/2023 8:44 AM

7	It would be helpful to compare to current land use map, but I don't see growth in commercial space. If we want to reduce travel and be self sustaining, we should encourage businesses to locate in GWS. Office space etc would help with that.	1/5/2023 8:44 AM
8	Adding transportaion and mixed vertical use to Cardiff Glen area	1/4/2023 6:26 PM
9	More Parks/Open Space in the Low Density Residential on the South end. Also since the UGB mostly shows Low Density Residential and residential developments usually cost the city more expense that they generate, somehow enough commercial should be included to offset the cost of residential.	1/4/2023 5:35 PM
10	Creating an open space park in the meadow behind the old mall in WGWS	1/4/2023 3:52 PM
11	Consider including No Name community as an additional City whitewater park is proposed there. Also must include the Bershenyi Ranch parcels up Four Mile Road as rumored to possibly be developed as residential housing. Is in the Urban Growth Boundary limits and could substantially impact many items associated with the City of GWS... including utilities and transportation.	1/4/2023 1:44 PM
12	Turn the airport Industrial Zone into Parks (specifically a baseball/softball/soccer complex) so that the entire community can benefit from the land, not just the handful of hobbyist pilots. (A helipad can stay for fire response). Elsewhere on the south side there are "conservation" areas designated along highway 82. If the land is too steep for development then it's a lame way to claim conservation values. If it is flat enough to be developed, why not build there in the already developed (hwy 82) corridor and conserve other areas like the 4 mile road "low density residential" space?	1/4/2023 10:15 AM
13	Would be helpful to show how it is different than current. Not useful as is. Nearly impossible for a novice to decipher.	1/3/2023 2:20 PM
14	Plans for development at "8th Street Crossing" should only proceed following approval by OUR COMMUNITY. This area belongs to all, not just special interests whose actions will probably result in the demise of the last of our town's livability and character.	1/3/2023 7:53 AM
15	Market forces	1/2/2023 2:03 PM
16	Leave land undeveloped.	1/2/2023 6:02 AM
17	The city owned land along the river corridor, like at the confluence, should be left as open space/park land/undisturbed land. In the plan this land is proposed for "Some of this land may be considered for community housing." This would NOT connect the community with the river since the general public would likely be trespassing if they went on the land after development. Also, I would say that any development along a riparian corridor has an impact on the natural life of the corridor, so any development is harmful. Please do not develop this land!	1/1/2023 7:57 PM
18	It is hard to tell previous land use vs. future plans from the map. Ensure that future land use follows the principles of Smart Growth (1. Mix land uses 2. Take advantage of a compact design 3. Create a range of housing opportunities and choices 4. Create walkable neighborhoods 5. Foster distinctive, attractive communities with a strong sense of place 6. Preserve open space, farmland, natural beauty, and critical environmental areas 7. Direct development toward existing communities 8. Provide a variety of transportation choices 9. Make development decisions predictable, fair, and cost-effective 10. Encourage community and stakeholder collaboration in development decisions)	1/1/2023 12:01 PM
19	The dog park and the open meadow area below the dog park are zoned as single-family residential. This is not accurate, and these parks should be protected by correct zoning in your plan.	12/22/2022 11:18 PM
20	Did the voters not turn down annexing the 4-mile area now shown in the urban growth boundary?	12/22/2022 1:10 PM
21	providing some statement of restraint on number and type of housing units we're going to build. Glenwood is unusual in that it has a finite geographic size and people are very frustrated with the growth at all cost position.	12/22/2022 12:30 PM
22	improving Hiwy 6 by the I-70 area	12/21/2022 1:41 PM
23	There was a petition and vote last year that did not want residential development north of the mall. That should not be included in the future land use map, GWS citizens spoke pretty loudly during that election.	12/20/2022 3:10 PM

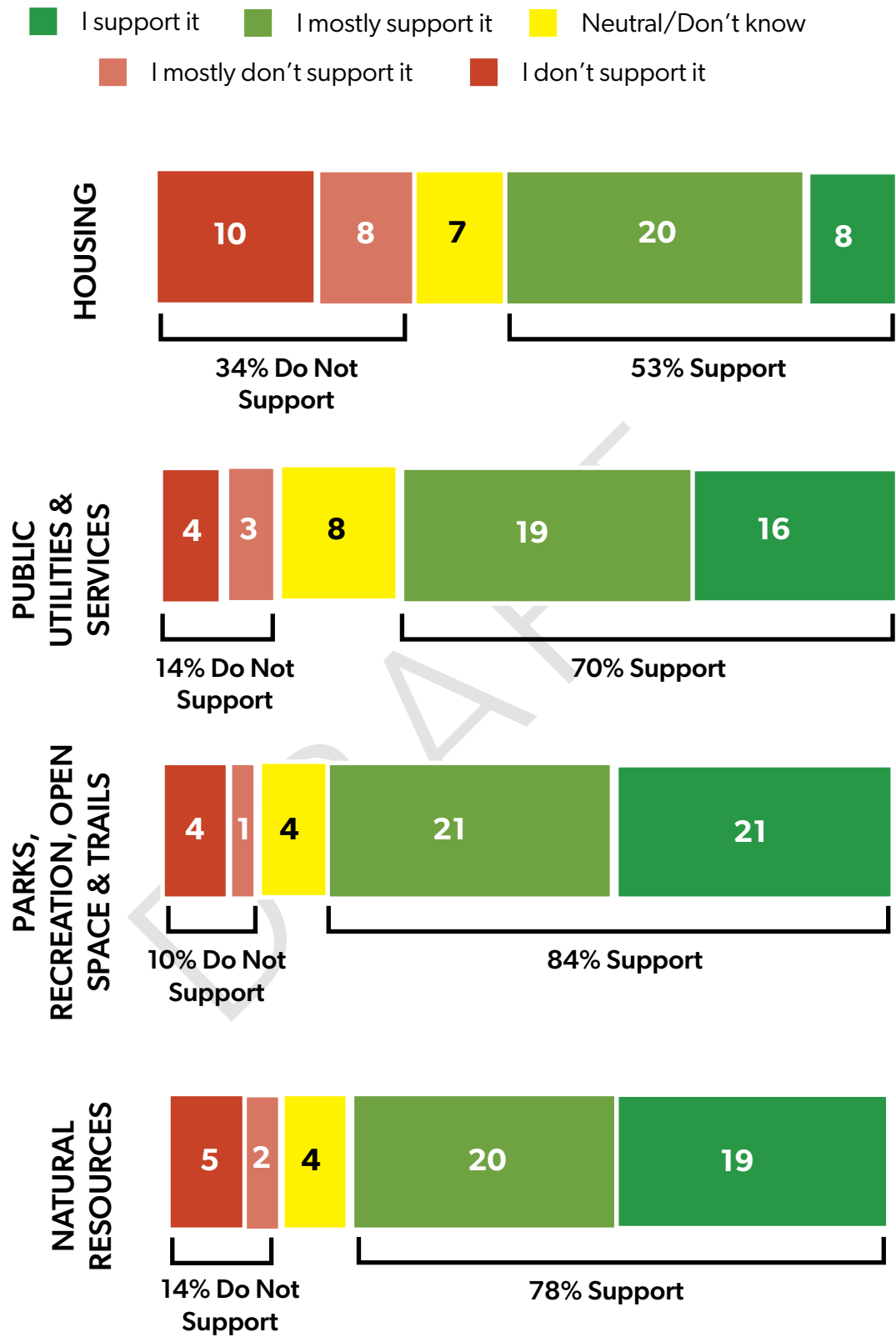
24	Reimagining the use of the airport land. This could be a vibrant space that could be utilized by the Park East + West neighborhoods as well as the folks up Four Mile and the surrounding area. The airport benefits a select few where as having resources such as shopping, restaurants, office space would benefit a far larger audience.	12/20/2022 9:38 AM
25	green boundaries at the edge of town boundary. Create a open public space buffer between town and county. Green space parks to the west and south, this green circle will promote development in the core, where the investment is needed.	12/19/2022 3:15 PM
26	The software for this survey sucks. Very user unfriendly	12/19/2022 9:36 AM
27	Maintaining the confluence area as open space	12/17/2022 7:20 AM
28	maybe too many designations scattered and need a 'river zone'	12/16/2022 7:40 AM

STRATEGIES

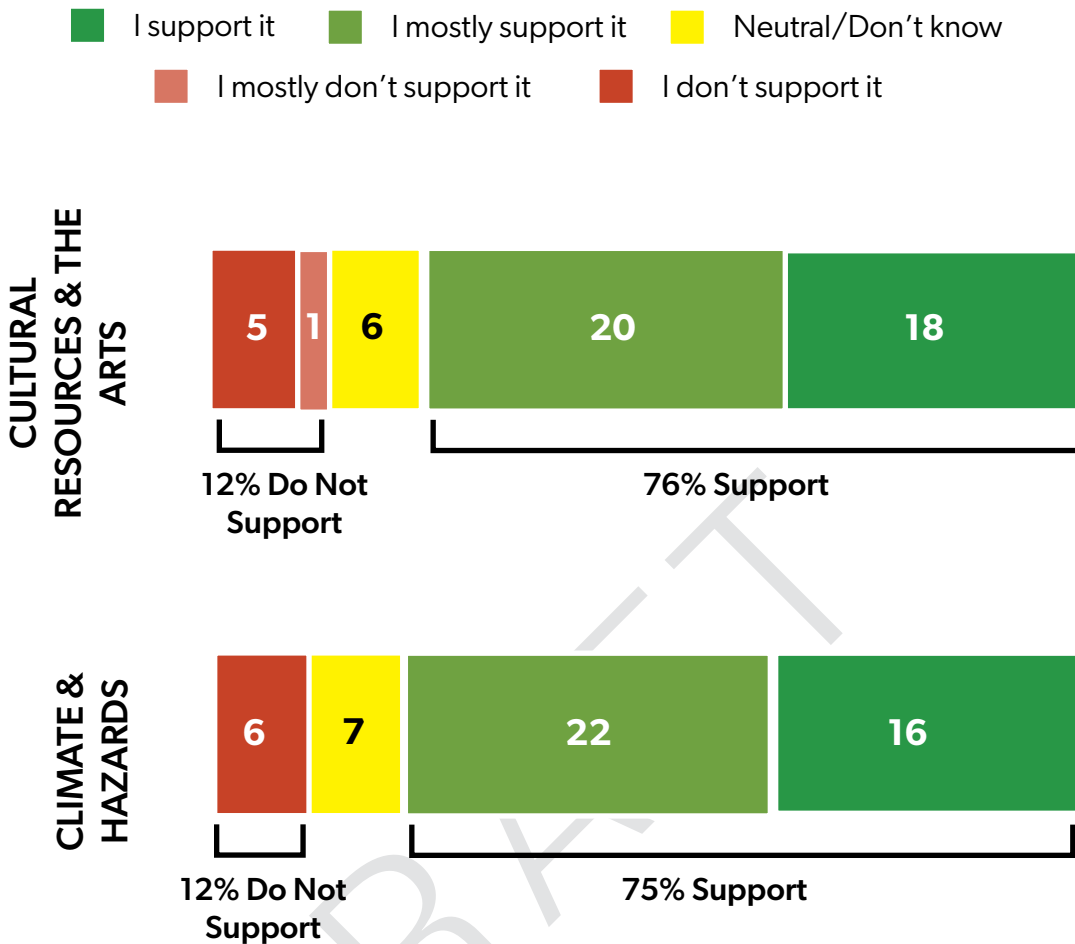
WHAT IS YOUR LEVEL OF SUPPORT FOR THE STRATEGIES IN EACH PLANNING ELEMENT?



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#	I THINK THEY COULD BE IMPROVED BY:	DATE
1	The Parks section of the plan stresses the need to obtain parkland and reconnect the city to the river, but one of the Transportation implementation strategies (page 104) is to develop the "Railroad Corridor". There is a fundamental disconnect here. If parkland is important, the first logical step would be to protect the parkland we ALREADY HAVE, and not develop it for yet more transportation infrastructure. All references for developing the Rio Grande Corridor should be removed from the plan.	1/8/2023 9:55 PM
2	Stronger backing for mixed-use and infill development. Let's redevelop abandoned areas and preserve pristine ones. Stop the sprawl.	1/6/2023 4:53 PM
3	I have extensive comments that I will submit in a separate document.	1/6/2023 4:35 PM
4	Pg 63: really like language supporting locals; recommend including supporting events such as Music in Park and Farmers Market and brining back Spring Cleanup Program. Pg 76: recommend including language to support solutions to make more legal mother in law suites in homes for local housing. Pg 86: Recommend changing language from "Protect RICD" to "Build RICD"	1/6/2023 12:16 PM
5	The new additional lodging tax of 2.5% was passed on to our visitors. With tourism being the foundation and economic life line of Glenwood Springs, we need to direct as much of the initial 2.5% to maintaining marketing for Glenwood Springs. People are very cautious spending money on travel right now and we just imposed an additional fee for them to visit us. Marketing is crucial to tourism; the majority of businesses count on this for their livelihood.	1/5/2023 9:37 PM

6	The plan does not mention regional trail connection to other communities to the west. Internal connectivity, gap closure and safety are all mentioned, which I support but it would be great to mention the LoVa trail to So. Canyon and beyond as a regional asset. Having it in the plan can help with future grant applications, showing it's a priority project.	1/5/2023 7:17 PM
7	The LoVa Trail needs to be incorporated into the document, 6 suggestions are below. If adopted, they should also be added to the Action Plan 5.2 also. Page 4 & 18 GOALS- add this one, Create non-motorized transportation corridors connecting to regional trails (IE: the Rio Grande Trail/ south, Glenwood Canyon Trail/ east and LoVa Trail/ west.) 2.2 Challenges, page 15 Traffic & Congestion on Grand Avenue- The City's non-motorized transportation system, AKA trails, has good connectivity to 2 regional trails but lacks a connection to the west. This drives auto traffic in town as people must commute/ recreate by car if coming from the west. 4.3 ECONOMIC DEVELOPMENT & TOURISM MANAGEMENT, page 33 Tourism- The City should focus on completing the "Third Direction". Bicycle tourism is a core visitor demographic, however they can only go in 2 directions beyond city limits (Rio Grande Trail to the south and Glenwood Canyon trail to the east. They yearn for a new place to ride on Day 3, thus the LoVa Trail to South Canyon should be a priority. 4.4 TRANSPORTATION & MOBILITY, page 34 Active Transportation- The LRTP should incorporate connections to regional trail systems. The LoVa Trail, ("Third Direction") is needed to access the isolated, 2,000 acres of city parkland in South Canyon. Parking is limited there, so a bike trail is the only way to significantly increase access. Page 36, Active Mobility- Enhance the ped & bike network- Change this sentence to read "Additionally, it is recommended that the city develop a city-wide pedestrian & bicycle plan that integrates recommendations contained in the River trails Plan, LRTP, and other documents in order to elevate pedestrian and bicycle mobility in, to and through Glenwood." 4.7 PARKS, RECREATION, OPEN SPACE & TRAILS page 44- Trail planning should prioritize connectivity to, and integration with regional trails. IE: Rio Grande Trail to the south, Glenwood Canyon trail to the east and the LoVa Trail to the west (Third Direction). 4.8 NATURAL RESOURCES page 46 Regional Planning- Enhance access to BLM and City-owned parkland by completing the LoVa Trail to South Canyon.	1/5/2023 6:30 PM
8	Make sure plans and opportunities are fair for everyone not just the Diversity, Equity, and Inclusion crowd.	1/5/2023 3:54 PM
9	Restricting growth until infrastructure can support current population	1/5/2023 10:18 AM
10	A study on enclosing the ice rink and converting to year-round use should be prioritized, as this facility is highly utilized by the community and has the potential to bring a significant number of visitors to the community, particularly during the low season (through tournaments, training camps for hockey, figure skating etc).	1/5/2023 8:51 AM
11	1) The city's commitment to keeping the airport land as an airport should be stated. The voters have expressed this through numerous votes. 2) The city should not get into the "housing business", but should encourage viable developments. Most import we must not exceed our water supply with too much development. 3) Develop the old waste water area into parkland. 4) When the Community Center and Ice Rink were built they were supposed to be followed up with a Convention Center and Theater. We should look into these. Think of what a Convention Center would mean to the restaurant and hotel businesses in Glenwood.	1/4/2023 6:28 PM
12	Having an open space program	1/4/2023 3:53 PM
13	On p47 should include prior pursuit of a major lodging facility to be built in the Confluence Area with possible inclusion of a Performing Arts/Convention Center. p53 Should include the many existing and new high density apartment complexes in WGWS and the Highway 6 corridor along with quite a few mobile home parks. Plus potential development of parcels like the now closed Johnson Park mini-golf. p72 There is mentioned "improving transit station downtown". Is there currently one or should it be re-phrased to "investigate building as transit station downtown"? Related to this is one of the MOVE recommendations of eliminating parking along Grand/SH82 could be at odds of ensuring the vitality, desirability and success of downtown. p73 Consider additional public electric vehicle charging stations throughout GWS. p87 Add St. Stephen School and Two River Community School to schools that use city parks as defacto playgrounds and require cooperation and participation in maintenance and funding of those city-owned parklands, Sayre and Gregory Parks. Section 4.10 Climate section, perhaps add a recommendation for Air Quality Monitoring. With I-70, SH82, UP railroad, limestone quarry, migrating air pollution from the west including Oil and Gas extraction, it seems wise to quantify and monitor AQ impacts to the city and people.	1/4/2023 2:02 PM

14	The measures outlined to address each issue are very vague. This makes it easy to follow the comp plan however it leaves questionable whether or not these are even attainable goals. I feel in particular, the issues of park, recreation and open space as well as the housing issues are more identified than addressed as a "plan".	1/4/2023 1:44 PM
15	I completely disagree that we should maintain the airport, and I think the community was given some false choices in recent elections related to land use there. The airport property is a tragic waste of land benefiting only a few wealthy pilots who could easily use the county airport for their recreation. Instead, the airport land should be turned into a sports complex/community park. We are in desperate need of baseball/softball and soccer fields. Local teams struggle to find places to play, and having a dedicated complex with lights to take advantage of ideal summer evenings and expand hours of availability would exponentially improve the lives of all youth in the community as well as the health and wellness of all who could use the facility. For those who argue for wildfire response, a helipad could easily coexist on the site with sports fields. I also think preserving the coke ovens is a silly effort to hold on to a not very distant past. They are not terribly unique in the area (Redstone!) and to avoid a whole chunk of useful property to preserve them is dumb. Maybe keep one as an attraction in the corner of a park, but lets not pretend its akin to the Egyptian pyramids. Highway 82 could be realigned on Midland all the way out to near Ironbridge if the city had the courage to do it. And housing should not be built on core city property that is currently undeveloped. Workforce housing should be by infill only.	1/4/2023 10:40 AM
16	I would like to see more effort being put into the Lower Valley Trail connecting the downvalley communities by more than an interstate highway. It's time for a paved pedestrian and bike path through south canyon.	1/4/2023 7:58 AM
17	Stop high density development, there is enough. In areas of old apartment complexes or mobile home/trailer parks, I think there is opportunity for redevelopment to townhouses and condos as better use of the land to satisfy counsels obsession (Tony generally withstanding as the consistent voice of reason occasionally backed by Wussow) , thank you Tony)with overdevelopment at the expense of our community, infrastructure, and enviroment. Otherwise, medium density neighborhoods with ADUs, like Sky Ranch, should be prioritized and supported. It would be great to see incentivization for homeowners to add ADUs, as in Eagle County, both in the city and unincorporates Glenwood Springs areas such as 4-Mile, Canyon Creek, and No Name. With ADUs, allowance for both short and long term rental should be allowed to increase variety of lodging and housing options to the benefit of homeowners who can use that income to help make homeownership more affordable while providing unique spaces for tourists and entry level housing for those joining our community. I disagree with the plans inclusion of seasonal workers, we need to disincentivise the practice of bringing in individuals to our community by employers so they don't have to pay living wages to those of us who live here all the while taking valuable housing and lodging from locals and tourists.	1/3/2023 9:57 PM
18	If up valley employees lived farther up valley we would have adequate housing and reasonable traffic. Solutions that do not include reducing up valley reliance on down valley would be a band-aid approach. Adding more high density housing here and spending tax money on improving traffic is only enabling up valley to continue to take advantage of our community. Remember that each question is based on a very broad subject and when I say I mostly agree or mostly disagree, you have no idea which part is agreed/disagreed with. Do not make assumptions.	1/3/2023 2:52 PM
19	Changing building codes to allow tiny house housing. Increasing taxes to cover our poorly maintained roads. Come up with a tax strategy to discourage empty vacation homes.	1/3/2023 1:56 PM
20	"Bridge projects to increase network connectivity" (p66) should be reconsidered, especially any crossing at 14th Street. They will quickly become part of the gridlock and worsen the spread of noise, fumes, and light pollution. Please do not sacrifice more of our precious constricted valley to vehicles and the resultant ruinous detrimental effects. The Rio Grande Trail is a priceless pedestrian amenity; sharing in close proximity to mass transit could easily destroy that value. Why are there no efforts to decrease HS student car traffic? Please look at those #s!	1/3/2023 9:09 AM
21	Considering the affect that increasing housing in Glenwood will directly affect the already incredibly stressed school system and their staff. With more housing comes more students and i know GSHS is at max capacity with no proposed construction to help alleviate the issue.	1/3/2023 8:37 AM
22	Stop wasting money	1/2/2023 2:05 PM

23	Under Transportation and Mobility: I think that any "rails to trail" system could be open to all levels of battery assist transportation. Under Parks and Recreation: I'm interested in multi use areas. Particulary, ideally investing in pickleball courts or at least pickleball lines painted on public tennis courts and or basketball courts.and or	1/2/2023 10:11 AM
24	More housing rentals that are under 1500 a month. Housing that is afford able to buy with in GWS 800,000 is not affordable. Get rid of everyone doing an Airbnb VRBO . The new apartments are to expensive 1950 for 500 sq feet. I can't even afford the application fees and down payments. I work in healthcare do not qualify for the employer housing. Not in a clinical position but still need that cheaper housing. I'm to old to be doing roommate shared housing.	1/2/2023 9:44 AM
25	Obviously to late to reroute traffic in town. Again we are going to try to get people to ride the ,how has that worked ? I have a recommendation . Let the commuting,"speeding" that cameras will be installed, drivers that continue to speed will have a photo picture will be taken of the speeding license and ticket will be sent in the mail. Then consequences for non payment of tickets, Safe driving class. Let's make Glenwood Springs streets safe.	1/2/2023 7:21 AM
26	Stop the development.	1/2/2023 6:25 AM
27	The city owned land along the river corridor, like at the confluence, should be left as open space/park land/undisturbed land. In the plan this land is proposed for "Some of this land may be considered for community housing." This would NOT connect the community with the river since the general public would likely be trespassing if they went on the land after development. Also, I would say that any development along a riparian corridor has an impact on the natural life of the corridor, so any development is harmful. Please do not develop this land!	1/1/2023 7:57 PM
28	For future land use development consider cost/benefit of green infrastructure vs. development. Building and/or maintaining green space that conserves the natural ecosystem values and functions and provides associated benefits to the community, including great economic benefit. Green infrastructure is vitally important for for stormwater management, air and water pollution reduction, groundwater recharge, energy conservation, neighborhood revitalization, and numerous other elements of good planning. Consider green infrastructure costs/benefits when considering airport future use. For transportation develop a Complete Streets Design Standard that follows a modal hierarchy for pedestrians, bikes, transit, then cars. Ensure this hierarchy is considered throughout transportation decisions (i.e. TDM, active mobility, safety, regional traffic), not just complete streets desgin	1/1/2023 12:18 PM
29	Please do not turn the river trail into a transportation corridor, except for bikes and walking. This is an important part of our town, and provides a quick and environmentally friendly way to get around town. If the trail is replaced by a road, we will just have more and more traffic.	12/22/2022 11:40 PM
30	The Trans. and Mob. section should not include example projects that are just ideas and have not been vetted by the community such as converting 8th and 9th streets to one way and installing medians on Grand Ave	12/22/2022 1:17 PM
31	The public process was very difficult and the plan to comment by "dropping a pin" didn't work for anyone that I talked to so I think a lot of public participation was lost,These page numbers don't correspond to the online version, making it hard for people to go back and review. I have a lot of other comments but this survey is quite limited.	12/22/2022 12:35 PM
32	Fix 82 traffic - It is no longer a Grand Ave. - just a hazardous scar right thru the town!	12/21/2022 2:12 PM
33	Based on the comments and current election of Donegan, I don't think the Land Use and Growth correctly illustrates the GWS citizens opinion in this matter but instead the city councilmen who voted for Donegan.	12/20/2022 4:06 PM
34	eliminate single family zoning entirely. It's a racist construction. We are the City of Glenwood Springs, not the town or the village..	12/20/2022 3:13 PM
35	I do not agree with the continued support of the airport. This valuable land can serve so many other purposes. It is also loud and unsightly for the people in Park East. As a member of the Park East community, we could use closer resources in the form of shopping, restaurants, office space that we can walk or bike to. Helicopters and planes take off at unreasonable times and this contributes excessive noise pollution to the neighborhood. Any noise ordinance restrictions are not enforced which again, detracts from any otherwise beautiful area.	12/20/2022 9:47 AM
36	Lifting up your local community in the Arts..Music, Art , and Dance by showcasing them I am concerned about any new developments allowed to have open pit fires after the last three major forest fires in the Roaring Fork Valley	12/20/2022 6:32 AM

37	I could not pull up the plan update. Overall it appears to be drafted by idealistic bureaucrats who have no concept of what Glenwood can become. As long as its PC, that's what counts. Transportation is the gorilla in the room and they are concerned with diversity and climate change.	12/19/2022 9:40 AM
38	stronger emphasis on bike trails (including for e-bikes) through town; need to ensure that affordable housing is for residents and not for investors; more dedication to protection of river(s) and natural areas	12/17/2022 1:32 PM
39	This plan should be about fixing streets and infrastructure. But instead it reads like a Woke to do list. Truly shameful that this is the plan you came up with.	12/17/2022 8:34 AM

Conclusion

The Glenwood Springs Comprehensive Plan Update received an outpouring of input and support from an active, engaged, and diverse community. Because of the quality and amount of input received, this Plan is able to capture and represent the identity and future vision of Glenwood Springs in the goals, strategies, and assumptions herein. Special thanks goes out to all those who participated in the engagement process. Please refer to Appendix X to see a detailed summary of data gathered during this process. For additional information, visit the VisionGlenwood.com website.



2023

GLENWOOD SPRINGS COMPREHENSIVE PLAN UPDATE



C.R.S. 31-23-206

Statutes current through all legislation from the 2022 Regular Session.

Colorado Revised Statutes Annotated > Title 31. Government - Municipal (§§ 31-1-101 — 31-35-712) > Powers and Functions of Cities and Towns (Arts. 15 — 35) > Article 23. Planning and Zoning (Pts. 1 — 3) > Part 2. Planning Commission (§§ 31-23-201 — 31-23-227)

31-23-206. Master plan.

(1) It is the duty of the commission to make and adopt a master plan for the physical development of the municipality, including any areas outside its boundaries, subject to the approval of the governmental body having jurisdiction thereof, that in the commission's judgment bear relation to the planning of the municipality. The master plan of a municipality is an advisory document to guide land development decisions; however, the plan or any part thereof may be made binding by inclusion in the municipality's adopted subdivision, zoning, platting, planned unit development, or other similar land development regulations after satisfying notice, due process, and hearing requirements for legislative or quasi-judicial processes as appropriate. When a commission decides to adopt a master plan, the commission shall conduct public hearings, after notice of such public hearings has been published in a newspaper of general circulation in the municipality in a manner sufficient to notify the public of the time, place, and nature of the public hearing, prior to final adoption of a master plan in order to encourage public participation in and awareness of the development of such plan and shall accept and consider oral and written public comments throughout the process of developing the plan. The plan, with the accompanying maps, plats, charts, and descriptive matter, must, after consideration of each of the following, where applicable or appropriate, show the commission's recommendations for the development of the municipality and outlying areas, including:

- (a) The general location, character, and extent of existing, proposed, or projected streets, roads, rights-of-way, bridges, waterways, waterfronts, parkways, highways, mass transit routes and corridors, and any transportation plan prepared by any metropolitan planning organization that covers all or a portion of the municipality and that the municipality has received notification of or, if the municipality is not located in an area covered by a metropolitan planning organization, any transportation plan prepared by the department of transportation that the municipality has received notification of and that covers all or a portion of the municipality;
- (b) The general location of public places or facilities, including public schools, culturally, historically, or archaeologically significant buildings, sites, and objects, playgrounds, squares, parks, airports, aviation fields, military installations, and other public ways, grounds, open spaces, trails, and designated federal, state, and local wildlife areas. For purposes of this section, "military installation" shall have the same meaning as specified in section 29-20-105.6 (2)(b), C.R.S.
- (c) The general location and extent of public utilities terminals, capital facilities, and transfer facilities, whether publicly or privately owned or operated, for water, light, sanitation, transportation, communication, power, and other purposes, and any proposed or projected needs for capital facilities and utilities, including the priorities, anticipated costs, and funding proposals for such facilities and utilities;
- (d)
 - (I) The general location and extent of an adequate and suitable supply of water.
 - (II) If the master plan includes a water supply element, the planning commission shall consult with the entities that supply water for use within the municipality to ensure coordination on water supply

and facility planning, and the water supply element must identify water supplies and facilities sufficient to meet the needs of the public and private infrastructure reasonably anticipated or identified in the planning process.

(III) The water supply element must include water conservation policies, to be determined by the municipality, which may include goals specified in the state water plan adopted pursuant to section 37-60-106.3 and may include policies to implement water conservation and other state water plan goals as a condition of development approvals, including subdivisions, planned unit developments, special use permits, and zoning changes. A municipality with a master plan that includes a water supply element shall ensure that its master plan includes water conservation policies at the first amending of the master plan that occurs after September 14, 2020, but in no case later than July 1, 2025.

(IV) The department of local affairs created in section 24-1-125 may hire and employ one full-time employee to provide educational resources and assistance to municipalities that include water conservation policies in their master plans as described in subsection (1)(d)(III) of this section.

(V) Nothing in this subsection (1)(d) shall be construed to supersede, abrogate, or otherwise impair the allocation of water pursuant to the state constitution or laws, the right to beneficially use water pursuant to decrees, contracts, or other water use agreements, or the operation, maintenance, repair, replacement, or use of any water facility.

(e) The acceptance, removal, relocation, widening, narrowing, vacating, abandonment, modification, change of use, or extension of any of the public ways, rights-of-way, including the coordination of such rights-of-way with the rights-of-way of other municipalities, counties, or regions, grounds, open spaces, buildings, property, utility, or terminals, referred to in paragraphs (a) to (d) of this subsection (1);

(f) A zoning plan for the control of the height, area, bulk, location, and use of buildings and premises. Such a zoning plan may protect and assure access to appropriate conditions for solar, wind, or other alternative energy sources, including geothermal energy used for water heating or space heating or cooling in a single building, for space heating for more than one building through a pipeline network, or for electricity generation; however, regulations and restrictions of the height, number of stories, size of buildings and other structures, and the height and location of trees and other vegetation shall not apply to existing buildings, structures, trees, or vegetation except for new growth on such vegetation.

(g) The general character, location, and extent of community centers, housing developments, whether public or private, the existing, proposed, or projected location of residential neighborhoods and sufficient land for future housing development for the existing and projected economic and other needs of all current and anticipated residents of the municipality, and redevelopment areas. If a municipality has entered into a regional planning agreement, such agreement may be incorporated by reference into the master plan.

(h) A master plan for the extraction of commercial mineral deposits pursuant to section 34-1-304, C.R.S.;

(i) A plan for the location and placement of public utilities that facilitates the provision of such utilities to all existing, proposed, or projected developments in the municipality;

(j) Projections of population growth and housing needs to accommodate the projected population for specified increments of time. The municipality may base these projections upon data from the department of local affairs and upon the municipality's local objectives.

(k) The areas containing steep slopes, geological hazards, endangered or threatened species, wetlands, floodplains, floodways, and flood risk zones, highly erodible land or unstable soils, and wildfire hazards. For purposes of determining the location of such areas, the planning commission should consider the following sources for guidance:

(l) The Colorado geological survey for defining and mapping geological hazards;

- (II) The United States fish and wildlife service of the United States department of the interior and the parks and wildlife commission created in section 33-9-101, C.R.S., for locating areas inhabited by endangered or threatened species;
 - (III) The United States Army corps of engineers and the United States fish and wildlife service national wetlands inventory for defining and mapping wetlands;
 - (IV) The federal emergency management agency for defining and mapping floodplains, floodways, and flood risk zones;
 - (V) The natural resources conservation service of the United States department of agriculture for defining and mapping unstable soils and highly erodible land; and
 - (VI) The Colorado state forest service for locating wildfire hazard areas.
- (2) As the work of making the whole master plan progresses, the commission may from time to time adopt and publish a part thereof. Any such part shall cover one or more major sections or divisions of the municipality or one or more of the foregoing or other functional matters to be included in the plan. The commission may amend, extend, or add to the plan from time to time.
- (3) (Deleted by amendment, L. 2007, p. 613, § 2, effective August 3, 2007.)
- (4)
- (a) Each municipality that has a population of two thousand persons or more and that is wholly or partially located in a county that is subject to the requirements of section 30-28-106 (4), C.R.S., shall adopt a master plan within two years after January 8, 2002.
 - (b) The department of local affairs shall annually determine, based on the population statistics maintained by said department, whether a municipality is subject to the requirements of this subsection (4), and shall notify any municipality that is newly identified as being subject to said requirements. Any such municipality shall have two years following receipt of notification from the department to adopt a master plan.
 - (c) Once a municipality is identified as being subject to the requirements of this subsection (4), the municipality shall at all times thereafter remain subject to the requirements of this subsection (4), regardless of whether it continues to meet the criteria specified in paragraph (a) of this subsection (4).
- (5) A master plan adopted in accordance with the requirements of subsection (4) of this section shall contain a recreational and tourism uses element pursuant to which the municipality shall indicate how it intends to provide for the recreational and tourism needs of residents of the municipality and visitors to the municipality through delineated areas dedicated to, without limitation, hiking, mountain biking, rock climbing, skiing, cross country skiing, rafting, fishing, boating, hunting, and shooting, or any other form of sports or other recreational activity, as applicable, and commercial facilities supporting such uses.
- (6) The master plan of any municipality adopted or amended in accordance with the requirements of this section on and after August 8, 2005, shall satisfy the requirements of section 29-20-105.6, C.R.S., as applicable.
- (7) Notwithstanding any other provision of this section, no master plan originally adopted or amended in accordance with the requirements of this section shall conflict with a master plan for the extraction of commercial mineral deposits adopted by the municipality pursuant to section 34-1-304, C.R.S.

History

Source: L. 75:Entire title R&RE, p. 1147, § 1, effective July 1. L. 79:(1)(d) amended, p. 1162, § 10, effective January 1, 1980. L. 97:(3) added, p. 414, § 2, effective April 24. L. 2000:(1) amended, p. 874, § 2, effective August 2. L. 2001, 2nd Ex. Sess.:(4) and (5) added, p. 22, § 2, effective January 8, 2002. L. 2002:(5) amended, p. 1036, §

84, effective June 1. **L. 2005:**(6) added, p. 223, § 3, effective August 8. **L. 2007:**IP(1) and (3) amended and (7) added, p. 613, § 2, effective August 3. **L. 2010:**(1)(b) and (6) amended, ([HB 10-1205](#)), [ch. 242](#), [p. 1078](#), [§ 3](#), effective August 11. **L. 2012:**IP(1) and (1)(k)(II) amended, ([HB 12-1317](#)), [ch. 248](#), [p. 1206](#), [§ 13](#), effective June 4. **L. 2020:**IP(1) and (1)(d) amended, ([HB 20-1095](#)), [ch. 82](#), [p. 332](#), [§ 2](#), effective September 14. **L. 2022:**(1)(f) amended, ([SB 22-118](#)), [ch. 335](#), [p. 2373](#), [§ 9](#), effective August 10.

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C.R.S. 31-23-207

Statutes current through all legislation from the 2022 Regular Session.

Colorado Revised Statutes Annotated > Title 31. Government - Municipal (§§ 31-1-101 — 31-35-712) > Powers and Functions of Cities and Towns (Arts. 15 — 35) > Article 23. Planning and Zoning (Pts. 1 — 3) > Part 2. Planning Commission (§§ 31-23-201 — 31-23-227)

31-23-207. Purposes in view.

In the preparation of such plan, the commission shall make careful and comprehensive surveys and studies of present conditions and future growth of the municipality, with due regard to its relation to neighboring territory. The plan shall be made with the general purpose of guiding and accomplishing a coordinated, adjusted, and harmonious development of the municipality and its environs which will, in accordance with present and future needs, best promote health, safety, order, convenience, prosperity, and general welfare, as well as efficiency and economy in the process of development, including, among other things, adequate provision for traffic, the promotion of safety from fire, flood waters, and other dangers, adequate provision for light and air, distribution of population, affordable housing, the promotion of good civic design and arrangement, efficient expenditure of public funds, the promotion of energy conservation, and the adequate provision of public utilities and other public requirements.

History

Source: L. 75:Entire title R&RE, p. 1147, § 1, effective July 1. L. 79:Entire section amended, p. 1163, § 11, effective January 1, 1980. L. 97:Entire section amended, p. 414, § 3, effective April 24.

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C.R.S. 31-23-208

Statutes current through all legislation from the 2022 Regular Session.

Colorado Revised Statutes Annotated > Title 31. Government - Municipal (§§ 31-1-101 — 31-35-712) > Powers and Functions of Cities and Towns (Arts. 15 — 35) > Article 23. Planning and Zoning (Pts. 1 — 3) > Part 2. Planning Commission (§§ 31-23-201 — 31-23-227)

31-23-208. Procedure of commission.

The commission may adopt the plan as a whole by a single resolution or may by successive resolutions adopt successive parts of the plan (said parts corresponding with major geographical sections or divisions of the municipality or with functional subdivisions of the subject matter of the plan) and may adopt any amendment or extension thereof or addition thereto. Before the adoption of the plan or any such part, amendment, extension, or addition, the commission shall hold at least one public hearing thereon, notice of the time and place of which shall be given by one publication in a newspaper of general circulation in the municipality and in the official newspaper of the county affected. The adoption of the plan, any part, amendment, extension, or addition shall be by resolution of the commission carried by the affirmative votes of not less than two-thirds of the entire membership of the commission. The resolution shall refer expressly to the maps and descriptive and other matter intended by the commission to form the whole or part of the plan, and the action taken shall be recorded on the map and plan and descriptive matter by the identifying signature of the chairman or secretary of the commission. An attested copy of the plan or part thereof shall be certified to each governmental body of the territory affected and, after the approval by each body, shall be filed with the county clerk and recorder of each county wherein the territory is located.

History

Source: L. 75:Entire title R&RE, p. 1148, § 1, effective July 1.

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City Council
STAFF REPORT
City of Glenwood Springs
March 2, 2023

Agenda Item: Planning and Zoning Commission Interviews

Action Requested: Planning and Zoning Commission Interviews

Department: Economic and Community Development

Presented By: Hannah Klausman

Strategic Goals: Provide Efficient and Responsive City Government

Background Info: **Composition of the Planning and Zoning Commission**
Seven (7) citizens who are residents of the City.

Vacancies

Current Vacancy

- One alternate seat with a term expiring February 2025

Potential Upcoming Vacancy

- Mitchell Weimer is running for the office of City Councilor for Ward 4. If he wins the Ward 4 seat, a regular seat vacancy will open up on the Planning and Zoning Commission with a term expiring February 2026.

Candidates

- Matthew Simms, a city resident, submitted an application on February 14, 2023
- Gregory Cowan, a city resident, submitted an application on February 17, 2023

Issues: None.

Fiscal Impact: None.

Legal Review: None.

Staff Recommendation: None.

020.020.020 Composition of boards and commissions.

The membership of boards and commissions shall be composed of the following persons:

- (1) *Local Liquor Licensing Authority.*
 - a. The Local Liquor Licensing Authority shall consist of a Hearing Officer appointed by the City Council by resolution and may be removed with or without cause by a majority vote of the City Council.
- (2) *Airport Board.*
 - a. Five (5) citizens, at least four (4) who are residents of the City and one (1) who may reside outside of the City but within the 81601 zip code area or own real property or a business within the City.
- (3) *Building Board of Appeals.* The Planning and Zoning Commission shall act as the Building Board of Appeals whenever such a board is required by this Code, other ordinances of the City or State or Federal law.
- (4) *Finance Advisory Board:*
 - a. Seven (7) members of which at least six (6) are City residents. One (1) member shall be employed in the finance industry; one (1) member shall be employed by the tourism industry; and one (1) member may be a non-resident, but shall own or be employed by a business within the City.
- (5) *Parks and Recreation Commission.*
 - a. Seven (7) citizens, at least six (6) who are residents of the City and one (1) who may reside outside of the City but within the 81601 zip code area or own real property or a business within the City.
 - b. Reserved.
 - c. Reserved.
 - d. One (1) youth (under the age of eighteen [18] at appointment) who shall serve a one-year term from June 1 to May 31 of the following year.
- (6) *Planning and Zoning Commission.*
 - a. Seven (7) citizens who are residents of the City.
- (7) *River Commission.*
 - a. Seven (7) citizens, with one (1) alternate, at least six (6) who are residents of the City and one (1) who may reside outside of the City but within the 81601 zip code area or own real property or a business within the City.
- (8) *Victim's and Witnesses Assistance and Law Enforcement Board.*
 - a. Five (5) citizens, at least four (4) who are residents of the City and one (1) who may reside outside of the City but within the 81601 zip code area or own real property or a business within the City.
 - b. Reserved.
 - c. The Chief of Police as an advisory member, but a nonvoting member of the Board.
- (9) *Transportation Commission.*

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- a. Seven (7) citizens, at least six (6) who are residents of the City and one (1) who may reside outside of the City but within the 81601 zip code area or own real property or a business within the City.
- (10) Reserved.
- (11) *Glenwood Springs Housing Commission.*
- a. Seven (7) citizens, at least six (6) who are residents of the City and one (1) who may reside outside of the City but within the 81601 zip code area or own real property or a business within the City.
- Membership should reflect a broad representation of organizations and other entities which are related to housing, including but not limited to the financial community, the building and development community, the real estate industry, and organizations which support low-income residents of the community.
- (12) *Historic Preservation Commission.*
- a. Seven (7) citizens, at least six (6) who are residents of the City and one (1) who may reside outside of the City but within the 81601 zip code area or own real property or a business within the City.
- (13) *Tourism Promotion Board.*
- a. Two (2) representatives from the tourism related businesses located within the City;
 - b. Two (2) representatives from the lodging businesses located within the City;
 - c. One (1) representative from the restaurant or retail businesses located within the City;
 - d. One (1) representative from the Glenwood Springs Chamber Resort Association; and
 - e. Three (3) citizens, at least two (2) who are residents of the City and that shall not have a direct or indirect financial interest in a business referenced in (a), (b) or (c) above and one (1) who is a resident that may have a financial interest in a business referenced in (a), (b) or (c) above.
- (14) *Arts and Culture Board.*
- a. Eight (8) members, at least five (5) of which are residents of the City, three (3) of which may reside outside of the City, and one (1) of which being a youth representative under the age of eighteen (18) or not having completed his or her final year of high school. Those representatives residing outside of the City must reside within the 81601 postal zip code area, own real property or a business within the City, or attend school within the City.
- (15) Council and Staff Participation on Boards and Commissions:
- a. The Mayor may appoint up to two (2) members of Council to act as a liaison between Council and a Board or Commission.
 - b. The City Manager may appoint a member of staff to assist a Board or Commission as necessary to fulfill their duties as provided for in 020.020.030.

(Code 1971 §§ 2-61, 4-75, 4-230, 15-2; 26-84 § 1; 19-89 § 1; 12-90 § 1; 54-90 § 1; 29-91 § 1; 10-93 § 1; 29-93 § 1; 7-94 § 1; 23-94 § 1; 10-95 § 1; 19-95 §§ 1, 2; 40-95 § 1; 28-97 § 1; 29-97 § 1; 1-01 § 1; 61-01 § 2; 14-03 § 1; 9-04 § 1; 20-05 § 2; 7-06 § 2; 13-06, § 2; 10-07 § 2; 6-08 § 2; 12-09 § 2; 12-10 § 2; 2-12 § 2; Ord. No. 2-2016, § 2(Exh. A), 2-4-2016; Ord. No. 16-2017, § 3, 8-17-2017; Ord. No. 2-2018, § 2, 1-18-2018; Ord. No. 6-2018, § 2, 3-1-2018; Ord. No. 21-2018, § 2, 9-20-2018; Ord. No. 2-2021, § 2(Exh. A), 4-15-2021)

020.020.030 Powers and duties of boards and commissions.

(a) *Local Liquor Licensing Authority.*

- (1) *Powers and duties of local liquor licensing authority.* The Local Liquor Licensing Authority shall have the powers granted to local licensing authorities pursuant to C.R.S. Title 12, Articles 46, 47, and 48, as amended.
- (2) *Temporary permits.* The City Clerk is hereby delegated the authority to issue temporary fermented malt beverage permits to license transferees, as authorized by C.R.S. § 12-46-106.5, as amended, and temporary permits for any class of liquor license as authorized by C.R.S. § 12-47-106.5, as amended. Each temporary permit shall authorize the transferee to continue selling fermented malt beverages and other licensed beverages in accordance with state law during the period in which an application to transfer is pending. The City Clerk may issue the temporary permit if: (a) the premises shall have been previously licensed by the State and the license is valid at the time the application for transfer is filed; (b) the application appears to be in order, an application for transfer of the appropriate license has been filed, all fees have been paid, the initial background check has been successfully completed, and the fingerprint cards have been completed; and (c) the application for the temporary permit is filed no later than thirty (30) days after the filing of the application for transfer and associated fees paid. No temporary permit issued by the City Clerk shall be for a period greater than one hundred twenty (120) days from the date of its issuance.
- (3) *Wine tastings.* The Local Liquor Licensing Authority is authorized to issue annual wine tasting permits pursuant to C.R.S. § 12-47-301 with the following conditions: (a) All requirements of C.R.S. § 12-47-301 have been met; and (b) Payment of an annual application fee of one hundred dollars (\$100.00); and (c) No more than one hundred four (104) wine tastings may be held during the term of any permit issued pursuant to this section; and (d) Permit holders shall notify the City Clerk and Police Department at least seven (7) days prior to any wine tasting.
- (4) *Rules, policies and procedures.* The Local Liquor Licensing Authority shall adopt rules, policies and procedures for the implementation of its duties and powers as those have been granted pursuant to C.R.S. Title 12, Articles 46, 47, and 48, as amended.
- (5) *Report to city council.* The Local Liquor Licensing Authority shall be required to report on all actions taken with respect to the issuance of or control over liquor licenses within the City to the City Council. Reports shall be made in a timely fashion to the City Council.
- (6) *Appeal to city council.* Any decision of the Local Liquor Licensing Authority may be appealed to the City Council within ten (10) calendar days, or at the next regularly scheduled meeting. City Council shall have the authority to sustain, modify or overturn the decision of the Local Liquor Licensing Authority. In any event, the City Council shall direct the Local Liquor Licensing Authority to take a particular action. The Local Liquor Licensing Authority shall conform to the written direction of the City Council within ten (10) calendar days from the date of the written directive.
- (7) *Appeal to district court.* Any person applying to the District Court for review of a decision of the Local Liquor Licensing Authority shall apply for review within thirty (30) days of the decision of the Local Liquor Licensing Authority. The thirty-day period shall be inclusive of the appeal process to City Council as outlined in Subparagraph (5) above.

- (b) *Powers and Duties of Airport Board.* The powers and duties of the Airport Board shall be to investigate, study and report to the City Council all matters concerning the airport facilities of the City and other matters concerning the subject of aviation which may be pertinent to the City as shall be requested of the Airport Board by the City Council; and such Board may investigate, study and report to the City Council on such other matters concerning the Municipal Airport as the Board may deem for the best interests of the City.

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- (c) *Powers and Duties of Building Board of Appeals.* The powers and duties of the Building Board of Appeals shall be to hear appeals in accordance with the International Building Code, International Residential Code, International Fire Code, and the other adopted codes from the International Code Council, as adopted or amended by Title 060 of this Code. Such power shall not include matters of interpretation arising under the Code.
- (d) *Powers and Duties of Finance Advisory Board.* The Finance Advisory Board shall advise and assist the City Manager and Finance Director in the preparation of the City budget, the establishment of accounting systems for the City, the planning of expenses, the projection of revenues and the analysis of the other fiscal matters presented to the Board by the City Council. The Finance Advisory Board shall also be responsible for making recommendations to City Council regarding grants from the City's various grant programs as Council may establish from time to time. No decision of the Finance Advisory Board shall be binding upon the City or anyone acting on its behalf.
- (e) *Powers and duties of Parks and Recreation Commission.* The powers and duties of the Parks and Recreation Commission shall be:
- (1) To investigate, study and report to the City Council all matters concerning City parks and recreation within the City and other matters concerning the subject of parks and recreation which may be pertinent to the City and requested of such Commission by the City Council.
 - (2) To investigate, study and report to the City Council on such other matters concerning parks and recreation within the City as the Commission may deem in the best interests of the City.
 - (3) To provide technical assistance, advice and planning support to the Parks and Recreation Director and City Council regarding tree planting and maintenance needs in the City.
 - (4) To provide recommendations from time to time regarding the administration and implementation of Article 090.050 of this Code.
 - (5) To investigate, study and report to City Council all matters concerning the burial and internment facilities of the City and other such matters as may be requested by City Council from time to time.
 - (6) To investigate, study and report to City Council on such other matters concerning burial and internment facilities and such other similar matters as the Commission may deem in the best interests of the City.
 - (7) To investigate, study and report to City Council any and all matters concerning the use and operation of the City's Community Center.
 - (8) To coordinate with other City boards and commissions on any aspect of the Community Center that may relate to the powers and duties of such other boards and commissions.
 - (9) To investigate, study and report to City Council on grants, donations and other forms of funding to assist in the operation of the Community Center, and to otherwise advise City Council on budgetary needs related to the operation of the Community Center.
- (f) *Powers and duties of Planning and Zoning Commission.* The powers and duties of the Planning and Zoning Commission shall be:
- (1) To develop and recommend a master plan subject to the approval of the City Council and its environ in accordance with the provisions of this Code and the laws of the State.
 - (2) To recommend to the City Council boundaries of zone districts and regulations to be enforced therein, in accordance with the provisions of this Code and the laws of the State.

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- (3) To review proposals relating to subdivision, development and use of land and make decisions or recommendations on such proposals, in accordance with the procedures and provisions set forth in this Code.
 - (4) To hear and decide appeals wherein there is a question of interpretation of the zone district map, the master plan or related documents and similar questions as they may arise in the administration of this Code.
 - (5) The Planning and Zoning Commission shall have the duty and power to act on appeals with regard to matters arising from enforcement of provisions of Title 070 of this Code, including:
 - a. *Review of administrative decisions.* To hear and decide appeals where it is alleged there is error in any action, including any order, interpretation, requirement, decision or determination made by an administrative official of the city in the enforcement of Title 070 of this Code.
 - b. *Variances.* To hear and decide requests for variances from the zoning provisions and sign regulation provisions where there are unique, unnecessary and unreasonable hardships in the way of carrying out the strict letter of said provisions; and to hear and decide requests for variances to allow deviations from restrictions upon the construction and placement of buildings and other structures on site. Examples of such variances include, but are not limited to, modifications of minimum area requirements, building coverage and setback restrictions. Variances from permitted and special review uses in zone district text shall not be considered.
 - (6) To perform such other functions as required by the provisions of Title 070.
 - (7) To service as the Building Board of Appeals.
 - (g) *Powers and duties of River Commission.* The powers and duties of the River Commission shall be:
 - (1) To investigate, study, and report to the City Council any and all matters concerning the use, enjoyment, conservation of the, rivers and streams in the City and its environs and the open space adjacent thereto, including water quality issues, the protection of valuable riparian ecosystems, and water rights matters.
 - (2) To advise the City Council on public access to and use of rivers and streams in the City and the adjacent environs and maintain and update a map related thereto as necessary.
 - (3) To advise the City Council on the use of municipally owned property adjacent to the rivers and City construction projects in the rivers or adjacent open space.
 - (4) To promote and celebrate riverfront cleanup efforts and public awareness of non-point source water pollution.
 - (5) To investigate, study and report to the City Council on grants, donations and other forms of funding to assist in the acquisition and improvement of the rivers and adjacent open space, and to otherwise advise the City Council on budgetary needs related to preservation of open space and river improvement.
 - (6) To appoint subcommittees as necessary to carry out the foregoing functions.
 - (7) To coordinate with the Parks and Recreation Commission, Roaring Fork Conservancy, Middle Colorado Watershed Council, and other organizations, stakeholders groups, and property owners as is necessary to carry out the foregoing functions.
 - (8) At the request of City Council hold an annual work session with the City Council to review the actions taken by the River Commission regarding the foregoing functions and discuss future plans.
 - (h) *Powers and duties of the Victim's and Witnesses Assistance and Law Enforcement Board.*

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- (1) The Board shall designate one (1) of its members as chairman, shall establish rules of procedure and order and shall hold meetings as it might deem necessary.
 - (2) A surcharge equal to twenty-five (25) percent of the fine imposed for violation of all municipal ordinances, including ordinance violations under the Model Traffic Code, is hereby levied on each Municipal Court action resulting in a conviction, plea of guilty or no contest or in a deferred judgment and sentence, which municipal ordinance violation is charged pursuant to City ordinances. All calculated surcharge amounts resulting in dollars and cents shall be rounded to the nearest whole dollar. In the event a portion of the fine is suspended, the surcharge levied shall be computed based upon the original fine, regardless of whether a portion of said fine has been suspended. Said surcharges shall be paid to the Clerk of the Court by the defendant, and said Clerk shall deposit the money so received in the fund hereinafter created.
 - (3) The Victim's and Witnesses Assistance and Law Enforcement Fund, hereinafter referred to as the "Fund," consist of all monies paid as a surcharge as provided in Subsection (2) above. All monies deposited in the Fund shall be deposited in an interest-bearing account, and all interest earned by monies in the Fund shall be credited to the Fund. The City Manager, by and through the Finance Director, shall be responsible for establishing a separate fund for purposes of accounting for the revenues and expenditures. At the conclusion of each fiscal year, all monies remaining in the Fund shall remain in the Fund for allocation as hereinafter set forth.
 - (4) The Board shall disburse monies from the Fund in the following manner:
 - a. First, to the payment of all reasonable and necessary expenses and costs incurred by the Board in the performance of its duties, including but not limited to professional fees, office supplies and meeting expenses.
 - b. Second, not less than fifty (50) percent of the monies remaining in the Fund after the deduction of reasonable expenses and costs shall be allocated for the purchase of victims (and witnesses) services and reimbursements, as hereinafter set forth. No funds shall be paid except in those specific instances where a police report has been filed by the Police Department for an alleged violation of a municipal ordinance, regardless of whether the perpetrator has been identified, arrested or prosecuted.
 - c. Third, any remaining monies may be allocated to the Police Department for the following purposes, including, but not limited to: equipment purchases, training programs for personnel and the employment of additional personnel. Such funds shall not be used by the Police Department for defraying the costs of routine and ongoing operating expenses. No disbursement within this category of expenditure shall be made without the approval of the City Council following a written recommendation by the Board.
 - (5) Disbursement of funds by the Board on behalf of the victim's and witnesses assistance services may be used for the following purposes:
 - a. Provision of services for early crisis intervention;
 - b. Assistance in prompt return of victims' property;
 - c. Assistance to victims and witnesses in arranging transportation to and from court;
 - d. Provision of translator services;
 - e. Protection from threats of harm and other forms of intimidation;
 - f. Reasonable medical and hospital expenses and expenses incurred for dentures, eyeglasses, hearing aids or other prosthetic or medically necessary devices; and

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- g. Losses resulting from property damage, including repair or replacement of property damaged as a result of crime or payment of the deductible amount on a residential insurance policy in an amount not to exceed five hundred dollars (\$500.00). Victims' recovery due to property damage shall not exceed five hundred dollars (\$500.00) for any crime, but in no case shall a loss be compensable if the aggregate property damages are less than twenty-five dollars (\$25.00).
 - (6) The Board is authorized to accept and evaluate all applications for disbursement of funds, whether emanating from victims, witnesses or law enforcement agencies. Applications for disbursement shall be made upon forms prescribed by the Board, and made available by the Municipal Court and the Police Department. The Board shall establish its own criteria for evaluating applications for disbursement, and nothing herein contained shall obligate the Board to make disbursement of any funds available to it. Upon a finding by the Board that a disbursement shall be made from the Fund, the Board shall submit a written request for payment to the Finance Department, which shall then remit payment in accordance with the request.
 - (7) The Board is required to submit minutes of its meetings to the City Council at the next regular Council meeting following the Board's meeting.
 - (i) *Powers and duties of Transportation Commission.* The powers and duties of the Transportation Commission shall be:
 - (1) To investigate, study and report to the City Council any and all matters concerning transportation issues which directly affect the City.
 - (2) To investigate, study and report to the City Council on other intergovernmental committees, boards or commissions working on transportation issues in the Tri-County (Pitkin, Garfield and Eagle) area.
 - (3) To meet with the City Council on an annual basis to identify which transportation issues require priority attention.
 - (4) To investigate, study and report to the City Council on grants, donations and other forms of funding to assist in meeting the transportation needs of the City.
 - (5) To perform functions concerning oversight of transportation issues or functions as delegated by the City Council.
 - (6) To appoint subcommittees as necessary to carry out the foregoing functions subject to the approval of the City Council.
 - (j) Reserved.
 - (k) *Powers and duties of Glenwood Springs Housing Commission.* The powers and duties of the Housing Commission shall be:
 - (1) To investigate, study and report to the City Council any and all matters concerning housing issues which directly affect the City, including the preparation of a Comprehensive Housing Affordability Strategy (CHAS).
 - (2) To assist City Council in defining the nature and scope of housing opportunities in the City.
 - (3) To meet with the City Council on an annual basis to identify which housing issues require priority attention.
 - (4) To investigate, study and report to the City Council on grants, donations and other forms of funding to assist in meeting the housing needs of the City.
 - (5) To perform functions concerning oversight of housing issues or functions as delegated by the City Council, including monitoring the implementation of activities as described in the CHAS.

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- (6) To appoint subcommittees as necessary to carry out the foregoing functions subject to the approval of the City Council.
- (l) *Powers and duties of Historic Preservation Commission.* The powers and duties of the Historic Preservation Commission shall be:
- (1) To recommend to City Council methods for the protection and preservation of the City's historic and cultural heritage, including, but not limited to, the designation of historic landmarks and districts by appropriate regulations.
 - (2) To recommend to City Council methods for enhancing property values and the stabilization of historic neighborhoods.
 - (3) To recommend to City Council methods for increasing economic and financial benefits, including, but not limited to, City attractions.
 - (4) To provide educational opportunities to increase public appreciation of the City's unique heritage.
 - (5) To do any other tasks related to the historic preservation of resources in the community of Glenwood Springs.
- (m) *Powers and duties of Tourism Promotion Board.* The powers and duties of the Tourism Promotion Board shall be:
- (1) To investigate, study and report to the City Council:
 - a. All matters concerning tourism marketing and promotion that pertain to the benefit of Glenwood Springs and the area within the 81601 postal zip code; and
 - b. Other matters concerning the subject of tourism marketing and promotion which may be pertinent to the benefit of the City and the area within the 81601 postal zip code.
 - (2) To coordinate with City staff, community organizations, community businesses, and other boards and commissions, when applicable to efficiently market and promote tourism to the benefit of Glenwood Springs and the area within the 81601 postal zip code.
 - (3) To, at its discretion, and in addition to initiatives that directly market and promote features and attractions within the City and the area within the 81601 postal zip code, market and promote the geographical proximity of Glenwood Springs to other features and attractions outside of the 81601 postal zip code in ways that could reasonably be expected to benefit the City.
 - (4) To establish rules of procedure and order for the Board to follow.
 - (5) To review tourism marketing plans; to set tourism marketing goals, to determine the methods to accomplish and measure success in accomplishing those goals; to determine the appropriate staff and marketing contractor(s)/vendor(s) resources needed; to recommend to the City Council an annual tourism marketing budget; to recommend, to the City Council, award of contract(s) for the best candidate for contract staff and marketing contractor(s)/vendor(s), deemed necessary, based upon an approved Request for Proposal, Request for Qualification or other process; and to provide oversight of performance of contract staff and marketing vendor(s)/contractor(s) contract terms to ensure the efficient and effective implementation of the marketing goals and to report problems with performance to City Council.
 - (6) To meet with the City Council on an annual basis, or as often as requested by the City Council, to identify marketing priorities of the City.
 - (7) To complete all other duties as may be directed by City Council.
- (n) *Powers and duties of Arts and Culture Board.* The powers and duties of the Arts and Culture Board shall be:
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- (1) To promote awareness, access, and appreciation of the fine, performing, and practical arts for City residents and visitors.
 - (2) To advise the City Council in connection with all matters relating to the artistic and cultural development of the City.
 - (3) To provide opportunities for cultural and art experience and education for children and adults.
 - (4) To promote increased interaction and collaboration among artists, art-related organizations, and opportunities for growth and exposure.
 - (5) To promote knowledge and appreciation for cultural forms of artistic expression.
 - (6) To make recommendations to the City Council with respect to fundraising and annual budget appropriations for the arts.
 - (7) To advise and consult with local arts groups as requested by such groups or by the City Council.

(Code 1971 §§ 2-64.1, 2-2, 2-65[a], [b], 2-65.1, 4-78, 4-232, 4-155, 15-2; 26-84 § 3; 19-89 § 3; 12-90 § 1; 54-90 § 3; 39-91 § 3; 10-93 § 2; 29-93 § 3; 7-94 § 3; 17-94 § 1; 23-94 § 3; 10-95 § 3; 11-95; 19-95 § 3; 46-95 § 1; 55-95 § 1; 28-97 § 3; 29-97 § 5; 32-97 § 1; 42-00 § 1; 61-01 § 3, 4, 5; 61-02 § 4; 9-04 § 1; 20-04, § 1; 33-05, § 2; 7-06 § 3; 13-06, § 2; 6-08 § 2; 12-10 § 2; 2-12 § 2; Ord. No. 16-2017, § 4, 8-17-2017; Ord. No. 2-2018, § 3, 1-18-2018; Ord. No. 6-2018, § 3, 3-1-2018; Ord. No. 21-2018, § 3, 9-20-2018; Ord. No. 2-2021, § 2(Exh. A), 4-15-2021)

020.020.040 Appointment, removal, term and vacancies of boards and commissions.

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

- (1) February:
 - Planning and Zoning Commission;
 - Finance Advisory Board;
 - Tourism Promotion Board;
 - Building Board of Appeals.
- (2) March:
 - Transportation Commission;
 - Arts and Culture Board;
 - Parks and Recreation Commission;
 - Airport Board;
 - River Commission.
- (3) April:
 - Local Liquor Licensing Authority;
 - Victim's Witnesses Assistance and Law Enforcement Board;
 - Historic Preservation Commission;

Glenwood Springs Housing Commission.

- (b) *Alternate members.* The City Council at its discretion may appoint up to three (3) persons as alternate members for each board or commission. If a regular member of a board or commission is to be absent from a meeting, the presiding officer for the meeting may select an alternate member to fill such absence and to attend and serve at the meeting. The alternate member may exercise all powers at the meeting which the absent regular member could exercise, and the alternate's powers and privileges shall terminate at the end of the meeting attended. The presiding officer may at his/her discretion select the same alternate to serve at successive meetings in the absence of any member.
- (c) *Limit to term of members.* No board member shall serve more than two (2) successive 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; Ord. No. 29-2020 , § 2, 1-7-2021)

[View results](#)

Respondent

18

Anonymous

55:15

Time to complete

Planning and Zoning Commission Application

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

Please note that appointments can be for either a regular seat or an alternate seat.

Composition of the Planning and Zoning Commission:

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

a. Seven (7) citizens who are residents of the City.

Personal Information

1. Membership Qualifications *

Are you a resident of Glenwood Springs within city limits? You must be a resident within city limits to qualify.

☒ Yes

☐ No

2. Name *

Gregory Cowan

3. Home Address *

[REDACTED]

4. Mailing Address *

[REDACTED]

5. Home Phone *

[REDACTED]

6. Work Phone *

[REDACTED]

7. Mobile Phone *

[REDACTED]

8. Email Address *

9. Occupation *

Owner/Operator of Defiance Rafting Company and Defiance River Outfitters

Personal and Professional Interests

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

As a resident, I care about maintaining the authentic, historical, and unique characteristics of my community. And as a business owner focused on visitors to our community, I understand the challenges that exist in maintaining those attributes while simultaneously sharing in their appeal.

11. What do you view as your role if selected as a member to the Planning and Zoning Commission? *

I am applying for the open alternate position. I will approach the role as though I am an active member by diving in and doing the requisite homework to become well-versed on—not only the Commission's guiding documents—but the specific issues presented before P&Z.

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

I worked alongside COGS Community Development on the land use change and approval process when Defiance acquired a distressed property in West Glenwood.

In my previous role as a public lands attorney, I engaged in myriad land use discussions between local government, state government, and the federal government.

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

I'm interested in creating ways to maximize economic vitality and single-family livability in an inventory-restricted environment.

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

As a business owner, I am often in the position of having to communicate unfortunate news alongside the good. It's not fun. But I've found it's important to be honest while providing supporting rationale with the people you are leaving unhappy; doing so simultaneously acknowledges their presence and concerns in a non-patronizing manner.

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

I can. In my formal role as a legal advisor for local governments, I took my responsibility for understanding the issues, legal parameters, and the personalities engaging in the issues seriously. It ultimately led my counsel to be solutions-oriented and grounded in the facts.

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

Yes, it is a responsibility I can fold into existing obligations.

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

Generally, yes. With the caveat that I have much to learn from this particular commission and the dynamics between city staff and the city council.

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

I provided legal counsel to the counties of Wyoming on public lands issues. I presented before individual county boards, state legislative committees, and state agencies. I also facilitated meetings between county commissioners and federal officials.

19. Please enter today's date. *

2/17/2023



20. Have you served on the Planning and Zoning Commission before? *

☒ No

☐ Yes

Powers and Duties of the Planning and Zoning Commission

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

f. Powers and Duties

The powers and duties of the Planning and Zoning Commission shall be:

(1) To develop and recommend a master plan subject to the approval of the City Council and its environ in accordance with the provisions of this Code and the laws of the State.

(2) To recommend to the City Council boundaries of zone districts and regulations to be enforced therein, in accordance with the provisions of this Code and the laws of the State.

(3) To review proposals relating to subdivision, development and use of land and make decisions or recommendations on such proposals, in accordance with the procedures and provisions set forth in this Code.

(4) To hear and decide appeals wherein there is a question of interpretation of the zone district map, the master plan or related documents and similar questions as they may arise in the administration of this Code.

(5) The Planning and Zoning Commission shall have the duty and power to act on appeals with regard to matters arising from enforcement of provisions of Title 070 of this Code, including:

- a. Review of administrative decisions. To hear and decide appeals where it is alleged there is error in any action, including any order, interpretation, requirement, decision or determination made by an administrative official of the city in the enforcement of Title 070 of this Code.
- b. Variances. To hear and decide requests for variances from the zoning provisions and sign regulation provisions where there are unique, unnecessary and unreasonable hardships in the way of carrying out the strict letter of said provisions; and to hear and decide requests for variances to allow deviations from restrictions upon the construction and placement of buildings and other structures on site. Examples of such variances include, but are not limited to, modifications of minimum area requirements, building coverage and setback restrictions. Variances from permitted and special review uses in zone district text shall not be considered.

(6) To perform such other functions as required by the provisions of Title 070.

(7) To service as the Building Board of Appeals.

Appointment, Removal, Term and Vacancies of Boards and Commissions

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

February:

Planning and Zoning 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) successive 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)

[View results](#)

Respondent

17

Anonymous

11:07

Time to complete

Planning and Zoning Commission Application

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

Please note that appointments can be for either a regular seat or an alternate seat.

Composition of the Planning and Zoning Commission:

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

a. Seven (7) citizens who are residents of the City.

Personal Information

1. Membership Qualifications *

Are you a resident of Glenwood Springs within city limits? You must be a resident within city limits to qualify.

☒ Yes

☐ No

2. Name *

Matthew Simms

3. Home Address *

[REDACTED]

4. Mailing Address *

[REDACTED]

5. Home Phone *

[REDACTED]

6. Work Phone *

[REDACTED]

7. Mobile Phone *

[Redacted]

8. Email Address *

[Redacted]

9. Occupation *

Self Employed
Equities Trader

Personal and Professional Interests

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

I've enjoyed volunteering in other places and now that I've found my permanent place I want to get involved again and give something to my community.

11. What do you view as your role if selected as a member to the Planning and Zoning Commission? *

To be involved with the smart growth and development of our city!

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

limited but have been and continue to be a real estate investor.

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

My partner is a teacher and as such I've learned to understand the need for intelligent growth and affordable housing in a vibrant community.

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

I've experienced many challenges in a career of management. One of the hardest decision was to shut down an operation that affected the lives of many people. It underlined the impact of poor planning and decision's of others.

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

Absolutely. See my previous answer. I lived in that community and knew the impact it was going to have.

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

i have the time to commit to this position

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

I do.

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

I previously sat on the Property Tax Board of Appeals in Huntington County, Indiana for a period of 3 years. I learned a lot about these types of boards and the interaction with the community as well as local government in the process.

19. Please enter today's date. *

2/14/2023



20. Have you served on the Planning and Zoning Commission before? *

☒ No

☐ Yes

Powers and Duties of the Planning and Zoning Commission

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

f. Powers and Duties

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(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
March 2, 2023

Agenda Item:	Tree Lighting on Grand Avenue and 6th Street
Action Requested:	This item is on the agenda as a work session and is also in the evening session to give Council an opportunity to direct staff.
Department:	Parks & Recreation
Presented By:	Dan Roper
Strategic Goals:	Protect and Preserve our Quality of Life
Background Info:	Staff needs direction on installing these lights
Issues:	NA
Fiscal Impact:	Unknown at the time the agenda was released.
Legal Review:	NA
Staff Recommendation:	NA



City Council
STAFF REPORT
City of Glenwood Springs
March 2, 2023

Agenda Item: February 16, 2023 Council Minutes

Action Requested: February 16, 2023 City Council Minutes

Department: City Clerk

Presented By:

Strategic Goals: Provide Efficient and Responsive City Government

Background Info:

Issues:

Fiscal Impact:

Legal Review:

Staff Recommendation:



MINUTES
CITY OF GLENWOOD SPRINGS
REGULAR CITY COUNCIL MEETING
FEBRUARY 16, 2023

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

Item 4. :14 Roll Call

Present: Mayor Godes, Mayor Pro-Tem Willman, Councilor Hershey, Councilor Kaup, Councilor Dehm, Councilor Stepp, and Councilor Wussow. Also present; Steve Boyd, Acting City Manager; Yvette Gustad, Finance Director; Matt Langhorst, Director of Public Works; Terri Partch, City Engineer; Ryan Muse, City Clerk; and Karl Hanlon, City Attorney.

Item 5. :14 Agenda Changes and Conflicts

Comments were made by Councilor Wussow and City Engineer, Terri Partch.

Item 6. :16 Council Announcements

Comments were made by Mayor Pro-Tem Willman.

Comments were made by Mayor Godes.

Item 7. :18 Citizens Appearing Before Council (for items not on the agenda-comments limited to 3 minutes)

Citizen comments were made.

Item 8. :19 Consent Agenda

:19 Councilor Hershey moved, seconded by Councilor Kaup, to approve the Consent Agenda.

Motion passed unanimously.

Item 9. :19 Butler Rentals Request for Extension on Development Waivers

Karl Hanlon, City Attorney presented.

Comments were made by Mayor Pro-Tem Willman, City Attorney Hanlon, Councilor Kaup, Councilor Wussow, Mayor Godes, and Butler Property Owner Barbara Wyatt.

:30 Mayor Godes opened the item for public comment.

:30 Mayor Godes closed the item for public comment.

:30 Councilor Wussow moved, seconded by Councilor Dehm, to execute the 4th amendment to agreement for immediate possession and conveyance of property interest on the Butler Property.

Motion passed unanimously.

Comments made by Mayor Godes and Butler Property Owner Barbara Wyatt

Item 10. :31 Resolution 2023-09; Adopting the 2023 Update to the 2011 Comprehensive Plan

Jim Hardcastle, Long Range Principal Planner presented.

Comments were made by Councilor Stepp, Long Range Principal Planner Hardcastle, Economic Development Specialist Danielle Campbell, Mayor Pro-Tem Willman, Mayor Godes, Councilor Kaup, Urban Planner at Cushing Terrell Nora Bland, Councilor Wussow, and City Attorney Karl Hanlon.

1:03 Mayor Godes opened the item for public comment.

Public comment was made.

1:06 Mayor Godes closed the item for public comment.

Comments were made by Mayor Pro-Tem Willman, Councilor Kaup, City Attorney Hanlon, and Mayor Godes.

1:11 Councilor Dehm moved, seconded by Councilor Stepp, to continue Resolution 2023-09; Adopting the 2023 Update to the 2011 Comprehensive Plan to the next meeting and possibly have a one-hour work session to discuss some of the changes in depth.

Comments made by Councilor Dehm, Councilor Kaup, Councilor Stepp, Councilor Wussow, Councilor Hershey, Mayor Godes, Mayor Pro-Tem Willman, City Attorney Hanlon, and Director of Economic and Community Development Hannah Klausman.

Motion passed unanimously.

Item 11. 1:29 South Bridge Right of Way Update

Terri Partch, City Engineer presented.

Comments were made by City Attorney Karl Hanlon, Mayor Godes, Acting City Manager Steve Boyd, Mayor Pro-Tem Willman, and City Engineer Partch.

Item 12. 1:37 Council Comments

Comments were made by Mayor Pro-Tem Willman and City Attorney Karl Hanlon.

Comments were made by Councilor Wussow.

Comments were made by Mayor Godes and City Attorney Hanlon.

Councilor Dehm recused himself before the motion.

1:44 Mayor Godes moved, seconded by Councilor Wussow, to ask Planning and Zoning to consider, and bring back to Council, whether to allow people to rent out their primary residences for a period of 60-90 days.

Ayes: Willman, Wussow, Godes, Stepp, Kaup

Nays: Hershey,

Motion Passes 5-1

Item 13. 1:46 Report from City Administration

Comments were made by City Attorney Karl Hanlon, Mayor Pro-Tem Willman, and Mayor Godes.

Item 14. 1:51 Adjournment

1:51 Councilor Hershey moved, seconded by Mayor Pro-Tem Willman, to adjourn.

Motion passed unanimously.



City Council
STAFF REPORT
City of Glenwood Springs
March 2, 2023

Agenda Item: Financial Advisory Board Appointment

Action Requested: Financial Advisory Board Appointment

Department: City Administration

Presented By: Sara Weigel

Strategic Goals: Provide Efficient and Responsive City Government

Background Info: **Mayor Pro Tem Willman and Councilor Stepp Recommendation**
Reappoint Salvador Rico to a regular seat, in the Finance industry, with a term expiring February 2026

Current Vacancies

- Two regular seats with terms expiring February 2026. One seat in the Finance industry and one seat in the Tourism industry.
- One regular seat with a term expiring February 2025.

Applicant

- Salvador Rico, a city resident with an accounting occupation, has served on the Financial Advisory Board since February 2022. Salvador was deemed eligible for reappointment to a regular seat with a term expiring February 2026.

Composition of the Financial Advisory Board

- Seven (7) members of which at least six (6) are City residents. One member shall be employed in the finance industry; one member shall be employed by the tourism industry; and one member may be a non-resident, but shall own or be employed by a business within the City.

Issues: None.

Fiscal Impact: None.

Legal Review: None.

Staff Recommendation: Staff defers to City Council.

020.020.020 Composition of boards and commissions.

The membership of boards and commissions shall be composed of the following persons:

- (1) *Local Liquor Licensing Authority.*
 - a. The Local Liquor Licensing Authority shall consist of a Hearing Officer appointed by the City Council by resolution and may be removed with or without cause by a majority vote of the City Council.
- (2) *Airport Board.*
 - a. Five (5) citizens, at least four (4) who are residents of the City and one (1) who may reside outside of the City but within the 81601 zip code area or own real property or a business within the City.
- (3) *Building Board of Appeals.* The Planning and Zoning Commission shall act as the Building Board of Appeals whenever such a board is required by this Code, other ordinances of the City or State or Federal law.
- (4) *Finance Advisory Board:*
 - a. Seven (7) members of which at least six (6) are City residents. One (1) member shall be employed in the finance industry; one (1) member shall be employed by the tourism industry; and one (1) member may be a non-resident, but shall own or be employed by a business within the City.
- (5) *Parks and Recreation Commission.*
 - a. Seven (7) citizens, at least six (6) who are residents of the City and one (1) who may reside outside of the City but within the 81601 zip code area or own real property or a business within the City.
 - b. Reserved.
 - c. Reserved.
 - d. One (1) youth (under the age of eighteen [18] at appointment) who shall serve a one-year term from June 1 to May 31 of the following year.
- (6) *Planning and Zoning Commission.*
 - a. Seven (7) citizens who are residents of the City.
- (7) *River Commission.*
 - a. Seven (7) citizens, with one (1) alternate, at least six (6) who are residents of the City and one (1) who may reside outside of the City but within the 81601 zip code area or own real property or a business within the City.
- (8) *Victim's and Witnesses Assistance and Law Enforcement Board.*
 - a. Five (5) citizens, at least four (4) who are residents of the City and one (1) who may reside outside of the City but within the 81601 zip code area or own real property or a business within the City.
 - b. Reserved.
 - c. The Chief of Police as an advisory member, but a nonvoting member of the Board.
- (9) *Transportation Commission.*

-
- a. Seven (7) citizens, at least six (6) who are residents of the City and one (1) who may reside outside of the City but within the 81601 zip code area or own real property or a business within the City.
- (10) Reserved.
- (11) *Glenwood Springs Housing Commission.*
- a. Seven (7) citizens, at least six (6) who are residents of the City and one (1) who may reside outside of the City but within the 81601 zip code area or own real property or a business within the City.
- Membership should reflect a broad representation of organizations and other entities which are related to housing, including but not limited to the financial community, the building and development community, the real estate industry, and organizations which support low-income residents of the community.
- (12) *Historic Preservation Commission.*
- a. Seven (7) citizens, at least six (6) who are residents of the City and one (1) who may reside outside of the City but within the 81601 zip code area or own real property or a business within the City.
- (13) *Tourism Promotion Board.*
- a. Two (2) representatives from the tourism related businesses located within the City;
 - b. Two (2) representatives from the lodging businesses located within the City;
 - c. One (1) representative from the restaurant or retail businesses located within the City;
 - d. One (1) representative from the Glenwood Springs Chamber Resort Association; and
 - e. Three (3) citizens, at least two (2) who are residents of the City and that shall not have a direct or indirect financial interest in a business referenced in (a), (b) or (c) above and one (1) who is a resident that may have a financial interest in a business referenced in (a), (b) or (c) above.
- (14) *Arts and Culture Board.*
- a. Eight (8) members, at least five (5) of which are residents of the City, three (3) of which may reside outside of the City, and one (1) of which being a youth representative under the age of eighteen (18) or not having completed his or her final year of high school. Those representatives residing outside of the City must reside within the 81601 postal zip code area, own real property or a business within the City, or attend school within the City.
- (15) Council and Staff Participation on Boards and Commissions:
- a. The Mayor may appoint up to two (2) members of Council to act as a liaison between Council and a Board or Commission.
 - b. The City Manager may appoint a member of staff to assist a Board or Commission as necessary to fulfill their duties as provided for in 020.020.030.

(Code 1971 §§ 2-61, 4-75, 4-230, 15-2; 26-84 § 1; 19-89 § 1; 12-90 § 1; 54-90 § 1; 29-91 § 1; 10-93 § 1; 29-93 § 1; 7-94 § 1; 23-94 § 1; 10-95 § 1; 19-95 §§ 1, 2; 40-95 § 1; 28-97 § 1; 29-97 § 1; 1-01 § 1; 61-01 § 2; 14-03 § 1; 9-04 § 1; 20-05 § 2; 7-06 § 2; 13-06, § 2; 10-07 § 2; 6-08 § 2; 12-09 § 2; 12-10 § 2; 2-12 § 2; Ord. No. 2-2016, § 2(Exh. A), 2-4-2016; Ord. No. 16-2017, § 3, 8-17-2017; Ord. No. 2-2018, § 2, 1-18-2018; Ord. No. 6-2018, § 2, 3-1-2018; Ord. No. 21-2018, § 2, 9-20-2018; Ord. No. 2-2021, § 2(Exh. A), 4-15-2021)

020.020.030 Powers and duties of boards and commissions.

(a) *Local Liquor Licensing Authority.*

- (1) *Powers and duties of local liquor licensing authority.* The Local Liquor Licensing Authority shall have the powers granted to local licensing authorities pursuant to C.R.S. Title 12, Articles 46, 47, and 48, as amended.
- (2) *Temporary permits.* The City Clerk is hereby delegated the authority to issue temporary fermented malt beverage permits to license transferees, as authorized by C.R.S. § 12-46-106.5, as amended, and temporary permits for any class of liquor license as authorized by C.R.S. § 12-47-106.5, as amended. Each temporary permit shall authorize the transferee to continue selling fermented malt beverages and other licensed beverages in accordance with state law during the period in which an application to transfer is pending. The City Clerk may issue the temporary permit if: (a) the premises shall have been previously licensed by the State and the license is valid at the time the application for transfer is filed; (b) the application appears to be in order, an application for transfer of the appropriate license has been filed, all fees have been paid, the initial background check has been successfully completed, and the fingerprint cards have been completed; and (c) the application for the temporary permit is filed no later than thirty (30) days after the filing of the application for transfer and associated fees paid. No temporary permit issued by the City Clerk shall be for a period greater than one hundred twenty (120) days from the date of its issuance.
- (3) *Wine tastings.* The Local Liquor Licensing Authority is authorized to issue annual wine tasting permits pursuant to C.R.S. § 12-47-301 with the following conditions: (a) All requirements of C.R.S. § 12-47-301 have been met; and (b) Payment of an annual application fee of one hundred dollars (\$100.00); and (c) No more than one hundred four (104) wine tastings may be held during the term of any permit issued pursuant to this section; and (d) Permit holders shall notify the City Clerk and Police Department at least seven (7) days prior to any wine tasting.
- (4) *Rules, policies and procedures.* The Local Liquor Licensing Authority shall adopt rules, policies and procedures for the implementation of its duties and powers as those have been granted pursuant to C.R.S. Title 12, Articles 46, 47, and 48, as amended.
- (5) *Report to city council.* The Local Liquor Licensing Authority shall be required to report on all actions taken with respect to the issuance of or control over liquor licenses within the City to the City Council. Reports shall be made in a timely fashion to the City Council.
- (6) *Appeal to city council.* Any decision of the Local Liquor Licensing Authority may be appealed to the City Council within ten (10) calendar days, or at the next regularly scheduled meeting. City Council shall have the authority to sustain, modify or overturn the decision of the Local Liquor Licensing Authority. In any event, the City Council shall direct the Local Liquor Licensing Authority to take a particular action. The Local Liquor Licensing Authority shall conform to the written direction of the City Council within ten (10) calendar days from the date of the written directive.
- (7) *Appeal to district court.* Any person applying to the District Court for review of a decision of the Local Liquor Licensing Authority shall apply for review within thirty (30) days of the decision of the Local Liquor Licensing Authority. The thirty-day period shall be inclusive of the appeal process to City Council as outlined in Subparagraph (5) above.

- (b) *Powers and Duties of Airport Board.* The powers and duties of the Airport Board shall be to investigate, study and report to the City Council all matters concerning the airport facilities of the City and other matters concerning the subject of aviation which may be pertinent to the City as shall be requested of the Airport Board by the City Council; and such Board may investigate, study and report to the City Council on such other matters concerning the Municipal Airport as the Board may deem for the best interests of the City.

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- (c) *Powers and Duties of Building Board of Appeals.* The powers and duties of the Building Board of Appeals shall be to hear appeals in accordance with the International Building Code, International Residential Code, International Fire Code, and the other adopted codes from the International Code Council, as adopted or amended by Title 060 of this Code. Such power shall not include matters of interpretation arising under the Code.
- (d) *Powers and Duties of Finance Advisory Board.* The Finance Advisory Board shall advise and assist the City Manager and Finance Director in the preparation of the City budget, the establishment of accounting systems for the City, the planning of expenses, the projection of revenues and the analysis of the other fiscal matters presented to the Board by the City Council. The Finance Advisory Board shall also be responsible for making recommendations to City Council regarding grants from the City's various grant programs as Council may establish from time to time. No decision of the Finance Advisory Board shall be binding upon the City or anyone acting on its behalf.
- (e) *Powers and duties of Parks and Recreation Commission.* The powers and duties of the Parks and Recreation Commission shall be:
- (1) To investigate, study and report to the City Council all matters concerning City parks and recreation within the City and other matters concerning the subject of parks and recreation which may be pertinent to the City and requested of such Commission by the City Council.
 - (2) To investigate, study and report to the City Council on such other matters concerning parks and recreation within the City as the Commission may deem in the best interests of the City.
 - (3) To provide technical assistance, advice and planning support to the Parks and Recreation Director and City Council regarding tree planting and maintenance needs in the City.
 - (4) To provide recommendations from time to time regarding the administration and implementation of Article 090.050 of this Code.
 - (5) To investigate, study and report to City Council all matters concerning the burial and internment facilities of the City and other such matters as may be requested by City Council from time to time.
 - (6) To investigate, study and report to City Council on such other matters concerning burial and internment facilities and such other similar matters as the Commission may deem in the best interests of the City.
 - (7) To investigate, study and report to City Council any and all matters concerning the use and operation of the City's Community Center.
 - (8) To coordinate with other City boards and commissions on any aspect of the Community Center that may relate to the powers and duties of such other boards and commissions.
 - (9) To investigate, study and report to City Council on grants, donations and other forms of funding to assist in the operation of the Community Center, and to otherwise advise City Council on budgetary needs related to the operation of the Community Center.
- (f) *Powers and duties of Planning and Zoning Commission.* The powers and duties of the Planning and Zoning Commission shall be:
- (1) To develop and recommend a master plan subject to the approval of the City Council and its environ in accordance with the provisions of this Code and the laws of the State.
 - (2) To recommend to the City Council boundaries of zone districts and regulations to be enforced therein, in accordance with the provisions of this Code and the laws of the State.

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- (3) To review proposals relating to subdivision, development and use of land and make decisions or recommendations on such proposals, in accordance with the procedures and provisions set forth in this Code.
 - (4) To hear and decide appeals wherein there is a question of interpretation of the zone district map, the master plan or related documents and similar questions as they may arise in the administration of this Code.
 - (5) The Planning and Zoning Commission shall have the duty and power to act on appeals with regard to matters arising from enforcement of provisions of Title 070 of this Code, including:
 - a. *Review of administrative decisions.* To hear and decide appeals where it is alleged there is error in any action, including any order, interpretation, requirement, decision or determination made by an administrative official of the city in the enforcement of Title 070 of this Code.
 - b. *Variances.* To hear and decide requests for variances from the zoning provisions and sign regulation provisions where there are unique, unnecessary and unreasonable hardships in the way of carrying out the strict letter of said provisions; and to hear and decide requests for variances to allow deviations from restrictions upon the construction and placement of buildings and other structures on site. Examples of such variances include, but are not limited to, modifications of minimum area requirements, building coverage and setback restrictions. Variances from permitted and special review uses in zone district text shall not be considered.
 - (6) To perform such other functions as required by the provisions of Title 070.
 - (7) To service as the Building Board of Appeals.
 - (g) *Powers and duties of River Commission.* The powers and duties of the River Commission shall be:
 - (1) To investigate, study, and report to the City Council any and all matters concerning the use, enjoyment, conservation of the, rivers and streams in the City and its environs and the open space adjacent thereto, including water quality issues, the protection of valuable riparian ecosystems, and water rights matters.
 - (2) To advise the City Council on public access to and use of rivers and streams in the City and the adjacent environs and maintain and update a map related thereto as necessary.
 - (3) To advise the City Council on the use of municipally owned property adjacent to the rivers and City construction projects in the rivers or adjacent open space.
 - (4) To promote and celebrate riverfront cleanup efforts and public awareness of non-point source water pollution.
 - (5) To investigate, study and report to the City Council on grants, donations and other forms of funding to assist in the acquisition and improvement of the rivers and adjacent open space, and to otherwise advise the City Council on budgetary needs related to preservation of open space and river improvement.
 - (6) To appoint subcommittees as necessary to carry out the foregoing functions.
 - (7) To coordinate with the Parks and Recreation Commission, Roaring Fork Conservancy, Middle Colorado Watershed Council, and other organizations, stakeholders groups, and property owners as is necessary to carry out the foregoing functions.
 - (8) At the request of City Council hold an annual work session with the City Council to review the actions taken by the River Commission regarding the foregoing functions and discuss future plans.
 - (h) *Powers and duties of the Victim's and Witnesses Assistance and Law Enforcement Board.*

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- (1) The Board shall designate one (1) of its members as chairman, shall establish rules of procedure and order and shall hold meetings as it might deem necessary.
 - (2) A surcharge equal to twenty-five (25) percent of the fine imposed for violation of all municipal ordinances, including ordinance violations under the Model Traffic Code, is hereby levied on each Municipal Court action resulting in a conviction, plea of guilty or no contest or in a deferred judgment and sentence, which municipal ordinance violation is charged pursuant to City ordinances. All calculated surcharge amounts resulting in dollars and cents shall be rounded to the nearest whole dollar. In the event a portion of the fine is suspended, the surcharge levied shall be computed based upon the original fine, regardless of whether a portion of said fine has been suspended. Said surcharges shall be paid to the Clerk of the Court by the defendant, and said Clerk shall deposit the money so received in the fund hereinafter created.
 - (3) The Victim's and Witnesses Assistance and Law Enforcement Fund, hereinafter referred to as the "Fund," consist of all monies paid as a surcharge as provided in Subsection (2) above. All monies deposited in the Fund shall be deposited in an interest-bearing account, and all interest earned by monies in the Fund shall be credited to the Fund. The City Manager, by and through the Finance Director, shall be responsible for establishing a separate fund for purposes of accounting for the revenues and expenditures. At the conclusion of each fiscal year, all monies remaining in the Fund shall remain in the Fund for allocation as hereinafter set forth.
 - (4) The Board shall disburse monies from the Fund in the following manner:
 - a. First, to the payment of all reasonable and necessary expenses and costs incurred by the Board in the performance of its duties, including but not limited to professional fees, office supplies and meeting expenses.
 - b. Second, not less than fifty (50) percent of the monies remaining in the Fund after the deduction of reasonable expenses and costs shall be allocated for the purchase of victims (and witnesses) services and reimbursements, as hereinafter set forth. No funds shall be paid except in those specific instances where a police report has been filed by the Police Department for an alleged violation of a municipal ordinance, regardless of whether the perpetrator has been identified, arrested or prosecuted.
 - c. Third, any remaining monies may be allocated to the Police Department for the following purposes, including, but not limited to: equipment purchases, training programs for personnel and the employment of additional personnel. Such funds shall not be used by the Police Department for defraying the costs of routine and ongoing operating expenses. No disbursement within this category of expenditure shall be made without the approval of the City Council following a written recommendation by the Board.
 - (5) Disbursement of funds by the Board on behalf of the victim's and witnesses assistance services may be used for the following purposes:
 - a. Provision of services for early crisis intervention;
 - b. Assistance in prompt return of victims' property;
 - c. Assistance to victims and witnesses in arranging transportation to and from court;
 - d. Provision of translator services;
 - e. Protection from threats of harm and other forms of intimidation;
 - f. Reasonable medical and hospital expenses and expenses incurred for dentures, eyeglasses, hearing aids or other prosthetic or medically necessary devices; and

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- g. Losses resulting from property damage, including repair or replacement of property damaged as a result of crime or payment of the deductible amount on a residential insurance policy in an amount not to exceed five hundred dollars (\$500.00). Victims' recovery due to property damage shall not exceed five hundred dollars (\$500.00) for any crime, but in no case shall a loss be compensable if the aggregate property damages are less than twenty-five dollars (\$25.00).
 - (6) The Board is authorized to accept and evaluate all applications for disbursement of funds, whether emanating from victims, witnesses or law enforcement agencies. Applications for disbursement shall be made upon forms prescribed by the Board, and made available by the Municipal Court and the Police Department. The Board shall establish its own criteria for evaluating applications for disbursement, and nothing herein contained shall obligate the Board to make disbursement of any funds available to it. Upon a finding by the Board that a disbursement shall be made from the Fund, the Board shall submit a written request for payment to the Finance Department, which shall then remit payment in accordance with the request.
 - (7) The Board is required to submit minutes of its meetings to the City Council at the next regular Council meeting following the Board's meeting.
 - (i) *Powers and duties of Transportation Commission.* The powers and duties of the Transportation Commission shall be:
 - (1) To investigate, study and report to the City Council any and all matters concerning transportation issues which directly affect the City.
 - (2) To investigate, study and report to the City Council on other intergovernmental committees, boards or commissions working on transportation issues in the Tri-County (Pitkin, Garfield and Eagle) area.
 - (3) To meet with the City Council on an annual basis to identify which transportation issues require priority attention.
 - (4) To investigate, study and report to the City Council on grants, donations and other forms of funding to assist in meeting the transportation needs of the City.
 - (5) To perform functions concerning oversight of transportation issues or functions as delegated by the City Council.
 - (6) To appoint subcommittees as necessary to carry out the foregoing functions subject to the approval of the City Council.
 - (j) Reserved.
 - (k) *Powers and duties of Glenwood Springs Housing Commission.* The powers and duties of the Housing Commission shall be:
 - (1) To investigate, study and report to the City Council any and all matters concerning housing issues which directly affect the City, including the preparation of a Comprehensive Housing Affordability Strategy (CHAS).
 - (2) To assist City Council in defining the nature and scope of housing opportunities in the City.
 - (3) To meet with the City Council on an annual basis to identify which housing issues require priority attention.
 - (4) To investigate, study and report to the City Council on grants, donations and other forms of funding to assist in meeting the housing needs of the City.
 - (5) To perform functions concerning oversight of housing issues or functions as delegated by the City Council, including monitoring the implementation of activities as described in the CHAS.

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- (6) To appoint subcommittees as necessary to carry out the foregoing functions subject to the approval of the City Council.
- (l) *Powers and duties of Historic Preservation Commission.* The powers and duties of the Historic Preservation Commission shall be:
- (1) To recommend to City Council methods for the protection and preservation of the City's historic and cultural heritage, including, but not limited to, the designation of historic landmarks and districts by appropriate regulations.
 - (2) To recommend to City Council methods for enhancing property values and the stabilization of historic neighborhoods.
 - (3) To recommend to City Council methods for increasing economic and financial benefits, including, but not limited to, City attractions.
 - (4) To provide educational opportunities to increase public appreciation of the City's unique heritage.
 - (5) To do any other tasks related to the historic preservation of resources in the community of Glenwood Springs.
- (m) *Powers and duties of Tourism Promotion Board.* The powers and duties of the Tourism Promotion Board shall be:
- (1) To investigate, study and report to the City Council:
 - a. All matters concerning tourism marketing and promotion that pertain to the benefit of Glenwood Springs and the area within the 81601 postal zip code; and
 - b. Other matters concerning the subject of tourism marketing and promotion which may be pertinent to the benefit of the City and the area within the 81601 postal zip code.
 - (2) To coordinate with City staff, community organizations, community businesses, and other boards and commissions, when applicable to efficiently market and promote tourism to the benefit of Glenwood Springs and the area within the 81601 postal zip code.
 - (3) To, at its discretion, and in addition to initiatives that directly market and promote features and attractions within the City and the area within the 81601 postal zip code, market and promote the geographical proximity of Glenwood Springs to other features and attractions outside of the 81601 postal zip code in ways that could reasonably be expected to benefit the City.
 - (4) To establish rules of procedure and order for the Board to follow.
 - (5) To review tourism marketing plans; to set tourism marketing goals, to determine the methods to accomplish and measure success in accomplishing those goals; to determine the appropriate staff and marketing contractor(s)/vendor(s) resources needed; to recommend to the City Council an annual tourism marketing budget; to recommend, to the City Council, award of contract(s) for the best candidate for contract staff and marketing contractor(s)/vendor(s), deemed necessary, based upon an approved Request for Proposal, Request for Qualification or other process; and to provide oversight of performance of contract staff and marketing vendor(s)/contractor(s) contract terms to ensure the efficient and effective implementation of the marketing goals and to report problems with performance to City Council.
 - (6) To meet with the City Council on an annual basis, or as often as requested by the City Council, to identify marketing priorities of the City.
 - (7) To complete all other duties as may be directed by City Council.
- (n) *Powers and duties of Arts and Culture Board.* The powers and duties of the Arts and Culture Board shall be:

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- (1) To promote awareness, access, and appreciation of the fine, performing, and practical arts for City residents and visitors.
 - (2) To advise the City Council in connection with all matters relating to the artistic and cultural development of the City.
 - (3) To provide opportunities for cultural and art experience and education for children and adults.
 - (4) To promote increased interaction and collaboration among artists, art-related organizations, and opportunities for growth and exposure.
 - (5) To promote knowledge and appreciation for cultural forms of artistic expression.
 - (6) To make recommendations to the City Council with respect to fundraising and annual budget appropriations for the arts.
 - (7) To advise and consult with local arts groups as requested by such groups or by the City Council.

(Code 1971 §§ 2-64.1, 2-2, 2-65[a], [b], 2-65.1, 4-78, 4-232, 4-155, 15-2; 26-84 § 3; 19-89 § 3; 12-90 § 1; 54-90 § 3; 39-91 § 3; 10-93 § 2; 29-93 § 3; 7-94 § 3; 17-94 § 1; 23-94 § 3; 10-95 § 3; 11-95; 19-95 § 3; 46-95 § 1; 55-95 § 1; 28-97 § 3; 29-97 § 5; 32-97 § 1; 42-00 § 1; 61-01 § 3, 4, 5; 61-02 § 4; 9-04 § 1; 20-04, § 1; 33-05, § 2; 7-06 § 3; 13-06, § 2; 6-08 § 2; 12-10 § 2; 2-12 § 2; Ord. No. 16-2017, § 4, 8-17-2017; Ord. No. 2-2018, § 3, 1-18-2018; Ord. No. 6-2018, § 3, 3-1-2018; Ord. No. 21-2018, § 3, 9-20-2018; Ord. No. 2-2021, § 2(Exh. A), 4-15-2021)

020.020.040 Appointment, removal, term and vacancies of boards and commissions.

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

- (1) February:
 - Planning and Zoning Commission;
 - Finance Advisory Board;
 - Tourism Promotion Board;
 - Building Board of Appeals.
- (2) March:
 - Transportation Commission;
 - Arts and Culture Board;
 - Parks and Recreation Commission;
 - Airport Board;
 - River Commission.
- (3) April:
 - Local Liquor Licensing Authority;
 - Victim's Witnesses Assistance and Law Enforcement Board;
 - Historic Preservation Commission;

Glenwood Springs Housing Commission.

- (b) *Alternate members.* The City Council at its discretion may appoint up to three (3) persons as alternate members for each board or commission. If a regular member of a board or commission is to be absent from a meeting, the presiding officer for the meeting may select an alternate member to fill such absence and to attend and serve at the meeting. The alternate member may exercise all powers at the meeting which the absent regular member could exercise, and the alternate's powers and privileges shall terminate at the end of the meeting attended. The presiding officer may at his/her discretion select the same alternate to serve at successive meetings in the absence of any member.
- (c) *Limit to term of members.* No board member shall serve more than two (2) successive 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; Ord. No. 29-2020 , § 2, 1-7-2021)

Financial Advisory Board Application

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

Composition of the Financial Advisory Board

(Per the Glenwood Springs, CO Municipal Code 020.020.040)

- Seven (7) members of which at least six (6) are City residents. One member shall be employed in the finance industry; one member shall be employed by the tourism industry; and one member may be a non-resident, but shall own or be employed by a business within the City.

Personal Information

1. Membership Qualifications *

You must qualify with one of the options below to be eligible to serve on the Financial Advisory Board. Please select the option that applies to you.

- ☒ Resident of Glenwood Springs within city limits.
- ☐ Resident outside of Glenwood Springs city limits, but within the 81601 zip code.
- ☐ Non-resident who owns or is employed by a business within Glenwood Springs city limits.

2. Name *

Salvador Rico

3. Home Address *

4. Mailing Address *

5. Home Phone *

6. Work Phone *

7. Mobile Phone *

8. Email Address *

9. Occupation *

Accounting

Personal and Professional Interests

10. Why are you interested in serving on the Financial Advisory Board? *

To better serve the community I live in and also get a better understanding of it.

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

To advise as necessary.

12. What do you perceive as the major purpose of the Financial Advisory Board? *

Aid in the preparation of the city Budget, accounting systems, expenses, etc.

13. What area of expertise do you feel you can best provide to the Financial Advisory Board? *

Accounting systems.

14. What time commitment are you able to contribute as a board member? *

A couple hours each month. More if necessary.

15. If you have a specific purpose for applying for this board, please explain. *

N/A

16. Please select today's date. *



17. Have you served on the Financial Advisory Board before? *

☒ No

☐ Yes

Powers and Duties of the Financial Advisory Board

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

(d) Powers and Duties of Financial Advisory Board. The Financial Advisory Board shall advise and assist the City Manager and Finance Director in the preparation of the City budget, the establishment of accounting systems for the City, the planning of expenses, the projection of revenues and the analysis of the other fiscal matters presented to the Board by the City Council. The Finance Advisory Board shall also be responsible for making recommendations to City Council regarding grants from the City's various grant programs as Council may establish from time to time. No decision of the Financial Advisory Board shall be binding upon the City or anyone acting on its behalf.

Appointment, Removal, Term and Vacancies of Boards and Commissions

(Per the 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:

February:

Finance Advisory Board;

(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) successive 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
March 2, 2023

Agenda Item: River Commission Appointment

Action Requested: River Commission Appointment

Department: City Administration

Presented By: Sara Weigel

Strategic Goals: Provide Efficient and Responsive City Government
Protect and Preserve our Quality of Life

Background Info: **Councilor Stepp Recommendation**
Appoint Christopher Sharrow to a regular seat with a term expiring March 2026.

Upcoming Vacancy

One regular seat with a term expiring March 2023. If Christopher moves to this regular seat, his alternate seat would then become vacant.

Applicant

- Christopher Sharrow, a city resident, was appointed as an alternate on the River Commission in February 2022. Christopher was deemed eligible for appointment to a regular seat.

Composition of the River Commission

Seven (7) citizens, with one (1) alternate, at least six (6) who are residents of the City and one (1) who may reside outside of the City but within the 81601 zip code area or own real property or a business within the City.

Issues: None.

Fiscal Impact: None.

Legal Review: None.

Staff Recommendation: Staff defers to City Council.

020.020.020 Composition of boards and commissions.

The membership of boards and commissions shall be composed of the following persons:

- (1) *Local Liquor Licensing Authority.*
 - a. The Local Liquor Licensing Authority shall consist of a Hearing Officer appointed by the City Council by resolution and may be removed with or without cause by a majority vote of the City Council.
- (2) *Airport Board.*
 - a. Five (5) citizens, at least four (4) who are residents of the City and one (1) who may reside outside of the City but within the 81601 zip code area or own real property or a business within the City.
- (3) *Building Board of Appeals.* The Planning and Zoning Commission shall act as the Building Board of Appeals whenever such a board is required by this Code, other ordinances of the City or State or Federal law.
- (4) *Finance Advisory Board:*
 - a. Seven (7) members of which at least six (6) are City residents. One (1) member shall be employed in the finance industry; one (1) member shall be employed by the tourism industry; and one (1) member may be a non-resident, but shall own or be employed by a business within the City.
- (5) *Parks and Recreation Commission.*
 - a. Seven (7) citizens, at least six (6) who are residents of the City and one (1) who may reside outside of the City but within the 81601 zip code area or own real property or a business within the City.
 - b. Reserved.
 - c. Reserved.
 - d. One (1) youth (under the age of eighteen [18] at appointment) who shall serve a one-year term from June 1 to May 31 of the following year.
- (6) *Planning and Zoning Commission.*
 - a. Seven (7) citizens who are residents of the City.
- (7) *River Commission.*
 - a. Seven (7) citizens, with one (1) alternate, at least six (6) who are residents of the City and one (1) who may reside outside of the City but within the 81601 zip code area or own real property or a business within the City.
- (8) *Victim's and Witnesses Assistance and Law Enforcement Board.*
 - a. Five (5) citizens, at least four (4) who are residents of the City and one (1) who may reside outside of the City but within the 81601 zip code area or own real property or a business within the City.
 - b. Reserved.
 - c. The Chief of Police as an advisory member, but a nonvoting member of the Board.
- (9) *Transportation Commission.*

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- a. Seven (7) citizens, at least six (6) who are residents of the City and one (1) who may reside outside of the City but within the 81601 zip code area or own real property or a business within the City.
- (10) Reserved.
- (11) *Glenwood Springs Housing Commission.*
- a. Seven (7) citizens, at least six (6) who are residents of the City and one (1) who may reside outside of the City but within the 81601 zip code area or own real property or a business within the City.
- Membership should reflect a broad representation of organizations and other entities which are related to housing, including but not limited to the financial community, the building and development community, the real estate industry, and organizations which support low-income residents of the community.
- (12) *Historic Preservation Commission.*
- a. Seven (7) citizens, at least six (6) who are residents of the City and one (1) who may reside outside of the City but within the 81601 zip code area or own real property or a business within the City.
- (13) *Tourism Promotion Board.*
- a. Two (2) representatives from the tourism related businesses located within the City;
 - b. Two (2) representatives from the lodging businesses located within the City;
 - c. One (1) representative from the restaurant or retail businesses located within the City;
 - d. One (1) representative from the Glenwood Springs Chamber Resort Association; and
 - e. Three (3) citizens, at least two (2) who are residents of the City and that shall not have a direct or indirect financial interest in a business referenced in (a), (b) or (c) above and one (1) who is a resident that may have a financial interest in a business referenced in (a), (b) or (c) above.
- (14) *Arts and Culture Board.*
- a. Eight (8) members, at least five (5) of which are residents of the City, three (3) of which may reside outside of the City, and one (1) of which being a youth representative under the age of eighteen (18) or not having completed his or her final year of high school. Those representatives residing outside of the City must reside within the 81601 postal zip code area, own real property or a business within the City, or attend school within the City.
- (15) Council and Staff Participation on Boards and Commissions:
- a. The Mayor may appoint up to two (2) members of Council to act as a liaison between Council and a Board or Commission.
 - b. The City Manager may appoint a member of staff to assist a Board or Commission as necessary to fulfill their duties as provided for in 020.020.030.

(Code 1971 §§ 2-61, 4-75, 4-230, 15-2; 26-84 § 1; 19-89 § 1; 12-90 § 1; 54-90 § 1; 29-91 § 1; 10-93 § 1; 29-93 § 1; 7-94 § 1; 23-94 § 1; 10-95 § 1; 19-95 §§ 1, 2; 40-95 § 1; 28-97 § 1; 29-97 § 1; 1-01 § 1; 61-01 § 2; 14-03 § 1; 9-04 § 1; 20-05 § 2; 7-06 § 2; 13-06, § 2; 10-07 § 2; 6-08 § 2; 12-09 § 2; 12-10 § 2; 2-12 § 2; Ord. No. 2-2016, § 2(Exh. A), 2-4-2016; Ord. No. 16-2017, § 3, 8-17-2017; Ord. No. 2-2018, § 2, 1-18-2018; Ord. No. 6-2018, § 2, 3-1-2018; Ord. No. 21-2018, § 2, 9-20-2018; Ord. No. 2-2021, § 2(Exh. A), 4-15-2021)

020.020.030 Powers and duties of boards and commissions.

(a) *Local Liquor Licensing Authority.*

- (1) *Powers and duties of local liquor licensing authority.* The Local Liquor Licensing Authority shall have the powers granted to local licensing authorities pursuant to C.R.S. Title 12, Articles 46, 47, and 48, as amended.
- (2) *Temporary permits.* The City Clerk is hereby delegated the authority to issue temporary fermented malt beverage permits to license transferees, as authorized by C.R.S. § 12-46-106.5, as amended, and temporary permits for any class of liquor license as authorized by C.R.S. § 12-47-106.5, as amended. Each temporary permit shall authorize the transferee to continue selling fermented malt beverages and other licensed beverages in accordance with state law during the period in which an application to transfer is pending. The City Clerk may issue the temporary permit if: (a) the premises shall have been previously licensed by the State and the license is valid at the time the application for transfer is filed; (b) the application appears to be in order, an application for transfer of the appropriate license has been filed, all fees have been paid, the initial background check has been successfully completed, and the fingerprint cards have been completed; and (c) the application for the temporary permit is filed no later than thirty (30) days after the filing of the application for transfer and associated fees paid. No temporary permit issued by the City Clerk shall be for a period greater than one hundred twenty (120) days from the date of its issuance.
- (3) *Wine tastings.* The Local Liquor Licensing Authority is authorized to issue annual wine tasting permits pursuant to C.R.S. § 12-47-301 with the following conditions: (a) All requirements of C.R.S. § 12-47-301 have been met; and (b) Payment of an annual application fee of one hundred dollars (\$100.00); and (c) No more than one hundred four (104) wine tastings may be held during the term of any permit issued pursuant to this section; and (d) Permit holders shall notify the City Clerk and Police Department at least seven (7) days prior to any wine tasting.
- (4) *Rules, policies and procedures.* The Local Liquor Licensing Authority shall adopt rules, policies and procedures for the implementation of its duties and powers as those have been granted pursuant to C.R.S. Title 12, Articles 46, 47, and 48, as amended.
- (5) *Report to city council.* The Local Liquor Licensing Authority shall be required to report on all actions taken with respect to the issuance of or control over liquor licenses within the City to the City Council. Reports shall be made in a timely fashion to the City Council.
- (6) *Appeal to city council.* Any decision of the Local Liquor Licensing Authority may be appealed to the City Council within ten (10) calendar days, or at the next regularly scheduled meeting. City Council shall have the authority to sustain, modify or overturn the decision of the Local Liquor Licensing Authority. In any event, the City Council shall direct the Local Liquor Licensing Authority to take a particular action. The Local Liquor Licensing Authority shall conform to the written direction of the City Council within ten (10) calendar days from the date of the written directive.
- (7) *Appeal to district court.* Any person applying to the District Court for review of a decision of the Local Liquor Licensing Authority shall apply for review within thirty (30) days of the decision of the Local Liquor Licensing Authority. The thirty-day period shall be inclusive of the appeal process to City Council as outlined in Subparagraph (5) above.

- (b) *Powers and Duties of Airport Board.* The powers and duties of the Airport Board shall be to investigate, study and report to the City Council all matters concerning the airport facilities of the City and other matters concerning the subject of aviation which may be pertinent to the City as shall be requested of the Airport Board by the City Council; and such Board may investigate, study and report to the City Council on such other matters concerning the Municipal Airport as the Board may deem for the best interests of the City.

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- (c) *Powers and Duties of Building Board of Appeals.* The powers and duties of the Building Board of Appeals shall be to hear appeals in accordance with the International Building Code, International Residential Code, International Fire Code, and the other adopted codes from the International Code Council, as adopted or amended by Title 060 of this Code. Such power shall not include matters of interpretation arising under the Code.
- (d) *Powers and Duties of Finance Advisory Board.* The Finance Advisory Board shall advise and assist the City Manager and Finance Director in the preparation of the City budget, the establishment of accounting systems for the City, the planning of expenses, the projection of revenues and the analysis of the other fiscal matters presented to the Board by the City Council. The Finance Advisory Board shall also be responsible for making recommendations to City Council regarding grants from the City's various grant programs as Council may establish from time to time. No decision of the Finance Advisory Board shall be binding upon the City or anyone acting on its behalf.
- (e) *Powers and duties of Parks and Recreation Commission.* The powers and duties of the Parks and Recreation Commission shall be:
- (1) To investigate, study and report to the City Council all matters concerning City parks and recreation within the City and other matters concerning the subject of parks and recreation which may be pertinent to the City and requested of such Commission by the City Council.
 - (2) To investigate, study and report to the City Council on such other matters concerning parks and recreation within the City as the Commission may deem in the best interests of the City.
 - (3) To provide technical assistance, advice and planning support to the Parks and Recreation Director and City Council regarding tree planting and maintenance needs in the City.
 - (4) To provide recommendations from time to time regarding the administration and implementation of Article 090.050 of this Code.
 - (5) To investigate, study and report to City Council all matters concerning the burial and internment facilities of the City and other such matters as may be requested by City Council from time to time.
 - (6) To investigate, study and report to City Council on such other matters concerning burial and internment facilities and such other similar matters as the Commission may deem in the best interests of the City.
 - (7) To investigate, study and report to City Council any and all matters concerning the use and operation of the City's Community Center.
 - (8) To coordinate with other City boards and commissions on any aspect of the Community Center that may relate to the powers and duties of such other boards and commissions.
 - (9) To investigate, study and report to City Council on grants, donations and other forms of funding to assist in the operation of the Community Center, and to otherwise advise City Council on budgetary needs related to the operation of the Community Center.
- (f) *Powers and duties of Planning and Zoning Commission.* The powers and duties of the Planning and Zoning Commission shall be:
- (1) To develop and recommend a master plan subject to the approval of the City Council and its environ in accordance with the provisions of this Code and the laws of the State.
 - (2) To recommend to the City Council boundaries of zone districts and regulations to be enforced therein, in accordance with the provisions of this Code and the laws of the State.

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- (3) To review proposals relating to subdivision, development and use of land and make decisions or recommendations on such proposals, in accordance with the procedures and provisions set forth in this Code.
 - (4) To hear and decide appeals wherein there is a question of interpretation of the zone district map, the master plan or related documents and similar questions as they may arise in the administration of this Code.
 - (5) The Planning and Zoning Commission shall have the duty and power to act on appeals with regard to matters arising from enforcement of provisions of Title 070 of this Code, including:
 - a. *Review of administrative decisions.* To hear and decide appeals where it is alleged there is error in any action, including any order, interpretation, requirement, decision or determination made by an administrative official of the city in the enforcement of Title 070 of this Code.
 - b. *Variances.* To hear and decide requests for variances from the zoning provisions and sign regulation provisions where there are unique, unnecessary and unreasonable hardships in the way of carrying out the strict letter of said provisions; and to hear and decide requests for variances to allow deviations from restrictions upon the construction and placement of buildings and other structures on site. Examples of such variances include, but are not limited to, modifications of minimum area requirements, building coverage and setback restrictions. Variances from permitted and special review uses in zone district text shall not be considered.
 - (6) To perform such other functions as required by the provisions of Title 070.
 - (7) To service as the Building Board of Appeals.
 - (g) *Powers and duties of River Commission.* The powers and duties of the River Commission shall be:
 - (1) To investigate, study, and report to the City Council any and all matters concerning the use, enjoyment, conservation of the, rivers and streams in the City and its environs and the open space adjacent thereto, including water quality issues, the protection of valuable riparian ecosystems, and water rights matters.
 - (2) To advise the City Council on public access to and use of rivers and streams in the City and the adjacent environs and maintain and update a map related thereto as necessary.
 - (3) To advise the City Council on the use of municipally owned property adjacent to the rivers and City construction projects in the rivers or adjacent open space.
 - (4) To promote and celebrate riverfront cleanup efforts and public awareness of non-point source water pollution.
 - (5) To investigate, study and report to the City Council on grants, donations and other forms of funding to assist in the acquisition and improvement of the rivers and adjacent open space, and to otherwise advise the City Council on budgetary needs related to preservation of open space and river improvement.
 - (6) To appoint subcommittees as necessary to carry out the foregoing functions.
 - (7) To coordinate with the Parks and Recreation Commission, Roaring Fork Conservancy, Middle Colorado Watershed Council, and other organizations, stakeholders groups, and property owners as is necessary to carry out the foregoing functions.
 - (8) At the request of City Council hold an annual work session with the City Council to review the actions taken by the River Commission regarding the foregoing functions and discuss future plans.
 - (h) *Powers and duties of the Victim's and Witnesses Assistance and Law Enforcement Board.*

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- (1) The Board shall designate one (1) of its members as chairman, shall establish rules of procedure and order and shall hold meetings as it might deem necessary.
 - (2) A surcharge equal to twenty-five (25) percent of the fine imposed for violation of all municipal ordinances, including ordinance violations under the Model Traffic Code, is hereby levied on each Municipal Court action resulting in a conviction, plea of guilty or no contest or in a deferred judgment and sentence, which municipal ordinance violation is charged pursuant to City ordinances. All calculated surcharge amounts resulting in dollars and cents shall be rounded to the nearest whole dollar. In the event a portion of the fine is suspended, the surcharge levied shall be computed based upon the original fine, regardless of whether a portion of said fine has been suspended. Said surcharges shall be paid to the Clerk of the Court by the defendant, and said Clerk shall deposit the money so received in the fund hereinafter created.
 - (3) The Victim's and Witnesses Assistance and Law Enforcement Fund, hereinafter referred to as the "Fund," consist of all monies paid as a surcharge as provided in Subsection (2) above. All monies deposited in the Fund shall be deposited in an interest-bearing account, and all interest earned by monies in the Fund shall be credited to the Fund. The City Manager, by and through the Finance Director, shall be responsible for establishing a separate fund for purposes of accounting for the revenues and expenditures. At the conclusion of each fiscal year, all monies remaining in the Fund shall remain in the Fund for allocation as hereinafter set forth.
 - (4) The Board shall disburse monies from the Fund in the following manner:
 - a. First, to the payment of all reasonable and necessary expenses and costs incurred by the Board in the performance of its duties, including but not limited to professional fees, office supplies and meeting expenses.
 - b. Second, not less than fifty (50) percent of the monies remaining in the Fund after the deduction of reasonable expenses and costs shall be allocated for the purchase of victims (and witnesses) services and reimbursements, as hereinafter set forth. No funds shall be paid except in those specific instances where a police report has been filed by the Police Department for an alleged violation of a municipal ordinance, regardless of whether the perpetrator has been identified, arrested or prosecuted.
 - c. Third, any remaining monies may be allocated to the Police Department for the following purposes, including, but not limited to: equipment purchases, training programs for personnel and the employment of additional personnel. Such funds shall not be used by the Police Department for defraying the costs of routine and ongoing operating expenses. No disbursement within this category of expenditure shall be made without the approval of the City Council following a written recommendation by the Board.
 - (5) Disbursement of funds by the Board on behalf of the victim's and witnesses assistance services may be used for the following purposes:
 - a. Provision of services for early crisis intervention;
 - b. Assistance in prompt return of victims' property;
 - c. Assistance to victims and witnesses in arranging transportation to and from court;
 - d. Provision of translator services;
 - e. Protection from threats of harm and other forms of intimidation;
 - f. Reasonable medical and hospital expenses and expenses incurred for dentures, eyeglasses, hearing aids or other prosthetic or medically necessary devices; and

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- g. Losses resulting from property damage, including repair or replacement of property damaged as a result of crime or payment of the deductible amount on a residential insurance policy in an amount not to exceed five hundred dollars (\$500.00). Victims' recovery due to property damage shall not exceed five hundred dollars (\$500.00) for any crime, but in no case shall a loss be compensable if the aggregate property damages are less than twenty-five dollars (\$25.00).
 - (6) The Board is authorized to accept and evaluate all applications for disbursement of funds, whether emanating from victims, witnesses or law enforcement agencies. Applications for disbursement shall be made upon forms prescribed by the Board, and made available by the Municipal Court and the Police Department. The Board shall establish its own criteria for evaluating applications for disbursement, and nothing herein contained shall obligate the Board to make disbursement of any funds available to it. Upon a finding by the Board that a disbursement shall be made from the Fund, the Board shall submit a written request for payment to the Finance Department, which shall then remit payment in accordance with the request.
 - (7) The Board is required to submit minutes of its meetings to the City Council at the next regular Council meeting following the Board's meeting.
 - (i) *Powers and duties of Transportation Commission.* The powers and duties of the Transportation Commission shall be:
 - (1) To investigate, study and report to the City Council any and all matters concerning transportation issues which directly affect the City.
 - (2) To investigate, study and report to the City Council on other intergovernmental committees, boards or commissions working on transportation issues in the Tri-County (Pitkin, Garfield and Eagle) area.
 - (3) To meet with the City Council on an annual basis to identify which transportation issues require priority attention.
 - (4) To investigate, study and report to the City Council on grants, donations and other forms of funding to assist in meeting the transportation needs of the City.
 - (5) To perform functions concerning oversight of transportation issues or functions as delegated by the City Council.
 - (6) To appoint subcommittees as necessary to carry out the foregoing functions subject to the approval of the City Council.
 - (j) Reserved.
 - (k) *Powers and duties of Glenwood Springs Housing Commission.* The powers and duties of the Housing Commission shall be:
 - (1) To investigate, study and report to the City Council any and all matters concerning housing issues which directly affect the City, including the preparation of a Comprehensive Housing Affordability Strategy (CHAS).
 - (2) To assist City Council in defining the nature and scope of housing opportunities in the City.
 - (3) To meet with the City Council on an annual basis to identify which housing issues require priority attention.
 - (4) To investigate, study and report to the City Council on grants, donations and other forms of funding to assist in meeting the housing needs of the City.
 - (5) To perform functions concerning oversight of housing issues or functions as delegated by the City Council, including monitoring the implementation of activities as described in the CHAS.

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- (6) To appoint subcommittees as necessary to carry out the foregoing functions subject to the approval of the City Council.
- (l) *Powers and duties of Historic Preservation Commission.* The powers and duties of the Historic Preservation Commission shall be:
- (1) To recommend to City Council methods for the protection and preservation of the City's historic and cultural heritage, including, but not limited to, the designation of historic landmarks and districts by appropriate regulations.
 - (2) To recommend to City Council methods for enhancing property values and the stabilization of historic neighborhoods.
 - (3) To recommend to City Council methods for increasing economic and financial benefits, including, but not limited to, City attractions.
 - (4) To provide educational opportunities to increase public appreciation of the City's unique heritage.
 - (5) To do any other tasks related to the historic preservation of resources in the community of Glenwood Springs.
- (m) *Powers and duties of Tourism Promotion Board.* The powers and duties of the Tourism Promotion Board shall be:
- (1) To investigate, study and report to the City Council:
 - a. All matters concerning tourism marketing and promotion that pertain to the benefit of Glenwood Springs and the area within the 81601 postal zip code; and
 - b. Other matters concerning the subject of tourism marketing and promotion which may be pertinent to the benefit of the City and the area within the 81601 postal zip code.
 - (2) To coordinate with City staff, community organizations, community businesses, and other boards and commissions, when applicable to efficiently market and promote tourism to the benefit of Glenwood Springs and the area within the 81601 postal zip code.
 - (3) To, at its discretion, and in addition to initiatives that directly market and promote features and attractions within the City and the area within the 81601 postal zip code, market and promote the geographical proximity of Glenwood Springs to other features and attractions outside of the 81601 postal zip code in ways that could reasonably be expected to benefit the City.
 - (4) To establish rules of procedure and order for the Board to follow.
 - (5) To review tourism marketing plans; to set tourism marketing goals, to determine the methods to accomplish and measure success in accomplishing those goals; to determine the appropriate staff and marketing contractor(s)/vendor(s) resources needed; to recommend to the City Council an annual tourism marketing budget; to recommend, to the City Council, award of contract(s) for the best candidate for contract staff and marketing contractor(s)/vendor(s), deemed necessary, based upon an approved Request for Proposal, Request for Qualification or other process; and to provide oversight of performance of contract staff and marketing vendor(s)/contractor(s) contract terms to ensure the efficient and effective implementation of the marketing goals and to report problems with performance to City Council.
 - (6) To meet with the City Council on an annual basis, or as often as requested by the City Council, to identify marketing priorities of the City.
 - (7) To complete all other duties as may be directed by City Council.
- (n) *Powers and duties of Arts and Culture Board.* The powers and duties of the Arts and Culture Board shall be:
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- (1) To promote awareness, access, and appreciation of the fine, performing, and practical arts for City residents and visitors.
 - (2) To advise the City Council in connection with all matters relating to the artistic and cultural development of the City.
 - (3) To provide opportunities for cultural and art experience and education for children and adults.
 - (4) To promote increased interaction and collaboration among artists, art-related organizations, and opportunities for growth and exposure.
 - (5) To promote knowledge and appreciation for cultural forms of artistic expression.
 - (6) To make recommendations to the City Council with respect to fundraising and annual budget appropriations for the arts.
 - (7) To advise and consult with local arts groups as requested by such groups or by the City Council.

(Code 1971 §§ 2-64.1, 2-2, 2-65[a], [b], 2-65.1, 4-78, 4-232, 4-155, 15-2; 26-84 § 3; 19-89 § 3; 12-90 § 1; 54-90 § 3; 39-91 § 3; 10-93 § 2; 29-93 § 3; 7-94 § 3; 17-94 § 1; 23-94 § 3; 10-95 § 3; 11-95; 19-95 § 3; 46-95 § 1; 55-95 § 1; 28-97 § 3; 29-97 § 5; 32-97 § 1; 42-00 § 1; 61-01 § 3, 4, 5; 61-02 § 4; 9-04 § 1; 20-04, § 1; 33-05, § 2; 7-06 § 3; 13-06, § 2; 6-08 § 2; 12-10 § 2; 2-12 § 2; Ord. No. 16-2017, § 4, 8-17-2017; Ord. No. 2-2018, § 3, 1-18-2018; Ord. No. 6-2018, § 3, 3-1-2018; Ord. No. 21-2018, § 3, 9-20-2018; Ord. No. 2-2021, § 2(Exh. A), 4-15-2021)

020.020.040 Appointment, removal, term and vacancies of boards and commissions.

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

- (1) February:
 - Planning and Zoning Commission;
 - Finance Advisory Board;
 - Tourism Promotion Board;
 - Building Board of Appeals.
- (2) March:
 - Transportation Commission;
 - Arts and Culture Board;
 - Parks and Recreation Commission;
 - Airport Board;
 - River Commission.
- (3) April:
 - Local Liquor Licensing Authority;
 - Victim's Witnesses Assistance and Law Enforcement Board;
 - Historic Preservation Commission;

Glenwood Springs Housing Commission.

- (b) *Alternate members.* The City Council at its discretion may appoint up to three (3) persons as alternate members for each board or commission. If a regular member of a board or commission is to be absent from a meeting, the presiding officer for the meeting may select an alternate member to fill such absence and to attend and serve at the meeting. The alternate member may exercise all powers at the meeting which the absent regular member could exercise, and the alternate's powers and privileges shall terminate at the end of the meeting attended. The presiding officer may at his/her discretion select the same alternate to serve at successive meetings in the absence of any member.
- (c) *Limit to term of members.* No board member shall serve more than two (2) successive 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; Ord. No. 29-2020 , § 2, 1-7-2021)

River Commission Application

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

Composition of the River Commission:

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

(7) River Commission.

- Seven (7) citizens, with one (1) alternate, at least six (6) who are residents of the City and one (1) who may reside outside of the City but within the 81601 zip code area or own real property or a business within the City.

Personal Information

1. Membership Qualifications *

You must qualify with one of the options below to be eligible to serve on the Housing Commission. Please select the option that applies to you.

- ☒ Resident of Glenwood Springs within city limits.
- ☐ Resident outside of Glenwood Springs city limits, but within the 81601 zip code.
- ☐ Owner of real property or a business within Glenwood Springs city limits.

2. Name *

Christopher Sharrow

3. Home Address *

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4. Mailing Address *

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5. Home Phone *

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6. Work Phone *

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7. Mobile Phone *

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8. Email Address *

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9. Occupation *

Licensed Clinical Social Worker Photographer
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Personal and Professional Interests

10. Why are you interested in serving on the River Commission? *

As a lifelong angler, and a new riverside resident of Glenwood, I want to be part of a team working to safeguard our most precious resources and increase their positive impact in our community.

11. What personal or professional experience do you have relative to the mission of the River Commission (see Powers and Duties attached)? *

Knowledge and love of fishing, a keen interest in aquatic entomology and a strong work ethic. The ability to work closely with people of diverse backgrounds to achieve common goals.

12. Do you actively participate in activities using the City's open spaces, trails or rivers? *

Yes, on a daily basis.

13. Have you previously served in any policy advisory capacity relative to natural resource protection? If so, state your role. *

I have not.

14. What do you see as the role that rivers, trails and open spaces play in the character and function of the Glenwood Springs Community? *

As a community with two rivers running through it and surrounded by an almost endless number of trails and open spaces, the role is a pivotal one with profound ability to affect the community and its residents in a positive and lasting way.

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

I will endeavor to do so.

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

Have served on several boards previously as a social worker, primarily serving law enforcement and victims of crime.

17. Are you able to attend a monthly meeting of the River Commission held at 7:30 a.m. on the first Wednesday of each month? *

☒ Yes

☐ No

18. Please select today's date. *

12/26/2021



19. Have you served on the River Commission before? *

☒ No

☐ Yes

Powers and Duties of the River Commission

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

(g) Powers and duties of River Commission.

The powers and duties of the River Commission shall be:

(1) To investigate, study, and report to the City Council any and all matters concerning the use, enjoyment, conservation of the, rivers and streams in the City and its environs and the open space adjacent thereto, including water quality issues, the protection of valuable riparian ecosystems, and water rights matters.

(2) To advise the City Council on public access to and use of rivers and streams in the City and the adjacent environs and maintain and update a map related thereto as necessary.

(3) To advise the City Council on the use of municipally owned property adjacent to the rivers and City construction projects in the rivers or adjacent open space.

(4) To promote and celebrate riverfront cleanup efforts and public awareness of non-point source water pollution.

(5) To investigate, study and report to the City Council on grants, donations and other forms of funding to assist in the acquisition and improvement of the rivers and adjacent open space, and to otherwise advise the City Council on budgetary needs related to preservation of open space and river improvement.

(6) To appoint subcommittees as necessary to carry out the foregoing functions.

(7) To coordinate with the Parks and Recreation Commission, Roaring Fork Conservancy, Middle Colorado Watershed Council, and other organizations, stakeholders groups, and property owners as is necessary to carry out the foregoing functions.

(8) At the request of City Council hold an annual work session with the City Council to review the actions taken by the River Commission regarding the foregoing functions and discuss future plans.

Appointment, Removal, Term and Vacancies of Boards and Commissions

(Per the 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:

March:

River 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) successive 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
March 2, 2023

Agenda Item: Planning and Zoning Commission Appointments

Action Requested: Planning and Zoning Commission Appointments

Department: Economic and Community Development

Presented By: Hannah Klausman

Strategic Goals: Provide Efficient and Responsive City Government

Background Info: **Composition of the Planning and Zoning Commission**
Seven (7) citizens who are residents of the City.

Vacancies

Current Vacancy

- One alternate seat with a term expiring February 2025

Potential Upcoming Vacancy

- Mitchell Weimer is running for the office of City Councilor for Ward 4. If he wins the Ward 4 seat, a regular seat vacancy will open up on the Planning and Zoning Commission with a term expiring February 2026.

Candidates

- Matthew Simms, a city resident, submitted an application on February 14, 2023
- Gregory Cowan, a city resident, submitted an application on February 17, 2023

Alternate Members

- The Planning and Zoning Commission currently has two alternate seats
- 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.

Issues: City Council has the option to add a third alternate seat to the Planning and Zoning Commission.

Fiscal Impact: None.

Legal Review: None.

Staff Recommendation: Staff defers to City Council.

020.020.020 Composition of boards and commissions.

The membership of boards and commissions shall be composed of the following persons:

- (1) *Local Liquor Licensing Authority.*
 - a. The Local Liquor Licensing Authority shall consist of a Hearing Officer appointed by the City Council by resolution and may be removed with or without cause by a majority vote of the City Council.
- (2) *Airport Board.*
 - a. Five (5) citizens, at least four (4) who are residents of the City and one (1) who may reside outside of the City but within the 81601 zip code area or own real property or a business within the City.
- (3) *Building Board of Appeals.* The Planning and Zoning Commission shall act as the Building Board of Appeals whenever such a board is required by this Code, other ordinances of the City or State or Federal law.
- (4) *Finance Advisory Board:*
 - a. Seven (7) members of which at least six (6) are City residents. One (1) member shall be employed in the finance industry; one (1) member shall be employed by the tourism industry; and one (1) member may be a non-resident, but shall own or be employed by a business within the City.
- (5) *Parks and Recreation Commission.*
 - a. Seven (7) citizens, at least six (6) who are residents of the City and one (1) who may reside outside of the City but within the 81601 zip code area or own real property or a business within the City.
 - b. Reserved.
 - c. Reserved.
 - d. One (1) youth (under the age of eighteen [18] at appointment) who shall serve a one-year term from June 1 to May 31 of the following year.
- (6) *Planning and Zoning Commission.*
 - a. Seven (7) citizens who are residents of the City.
- (7) *River Commission.*
 - a. Seven (7) citizens, with one (1) alternate, at least six (6) who are residents of the City and one (1) who may reside outside of the City but within the 81601 zip code area or own real property or a business within the City.
- (8) *Victim's and Witnesses Assistance and Law Enforcement Board.*
 - a. Five (5) citizens, at least four (4) who are residents of the City and one (1) who may reside outside of the City but within the 81601 zip code area or own real property or a business within the City.
 - b. Reserved.
 - c. The Chief of Police as an advisory member, but a nonvoting member of the Board.
- (9) *Transportation Commission.*

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- a. Seven (7) citizens, at least six (6) who are residents of the City and one (1) who may reside outside of the City but within the 81601 zip code area or own real property or a business within the City.
- (10) Reserved.
- (11) *Glenwood Springs Housing Commission.*
- a. Seven (7) citizens, at least six (6) who are residents of the City and one (1) who may reside outside of the City but within the 81601 zip code area or own real property or a business within the City.
- Membership should reflect a broad representation of organizations and other entities which are related to housing, including but not limited to the financial community, the building and development community, the real estate industry, and organizations which support low-income residents of the community.
- (12) *Historic Preservation Commission.*
- a. Seven (7) citizens, at least six (6) who are residents of the City and one (1) who may reside outside of the City but within the 81601 zip code area or own real property or a business within the City.
- (13) *Tourism Promotion Board.*
- a. Two (2) representatives from the tourism related businesses located within the City;
 - b. Two (2) representatives from the lodging businesses located within the City;
 - c. One (1) representative from the restaurant or retail businesses located within the City;
 - d. One (1) representative from the Glenwood Springs Chamber Resort Association; and
 - e. Three (3) citizens, at least two (2) who are residents of the City and that shall not have a direct or indirect financial interest in a business referenced in (a), (b) or (c) above and one (1) who is a resident that may have a financial interest in a business referenced in (a), (b) or (c) above.
- (14) *Arts and Culture Board.*
- a. Eight (8) members, at least five (5) of which are residents of the City, three (3) of which may reside outside of the City, and one (1) of which being a youth representative under the age of eighteen (18) or not having completed his or her final year of high school. Those representatives residing outside of the City must reside within the 81601 postal zip code area, own real property or a business within the City, or attend school within the City.
- (15) Council and Staff Participation on Boards and Commissions:
- a. The Mayor may appoint up to two (2) members of Council to act as a liaison between Council and a Board or Commission.
 - b. The City Manager may appoint a member of staff to assist a Board or Commission as necessary to fulfill their duties as provided for in 020.020.030.

(Code 1971 §§ 2-61, 4-75, 4-230, 15-2; 26-84 § 1; 19-89 § 1; 12-90 § 1; 54-90 § 1; 29-91 § 1; 10-93 § 1; 29-93 § 1; 7-94 § 1; 23-94 § 1; 10-95 § 1; 19-95 §§ 1, 2; 40-95 § 1; 28-97 § 1; 29-97 § 1; 1-01 § 1; 61-01 § 2; 14-03 § 1; 9-04 § 1; 20-05 § 2; 7-06 § 2; 13-06, § 2; 10-07 § 2; 6-08 § 2; 12-09 § 2; 12-10 § 2; 2-12 § 2; Ord. No. 2-2016, § 2(Exh. A), 2-4-2016; Ord. No. 16-2017, § 3, 8-17-2017; Ord. No. 2-2018, § 2, 1-18-2018; Ord. No. 6-2018, § 2, 3-1-2018; Ord. No. 21-2018, § 2, 9-20-2018; Ord. No. 2-2021, § 2(Exh. A), 4-15-2021)

020.020.030 Powers and duties of boards and commissions.

(a) *Local Liquor Licensing Authority.*

- (1) *Powers and duties of local liquor licensing authority.* The Local Liquor Licensing Authority shall have the powers granted to local licensing authorities pursuant to C.R.S. Title 12, Articles 46, 47, and 48, as amended.
- (2) *Temporary permits.* The City Clerk is hereby delegated the authority to issue temporary fermented malt beverage permits to license transferees, as authorized by C.R.S. § 12-46-106.5, as amended, and temporary permits for any class of liquor license as authorized by C.R.S. § 12-47-106.5, as amended. Each temporary permit shall authorize the transferee to continue selling fermented malt beverages and other licensed beverages in accordance with state law during the period in which an application to transfer is pending. The City Clerk may issue the temporary permit if: (a) the premises shall have been previously licensed by the State and the license is valid at the time the application for transfer is filed; (b) the application appears to be in order, an application for transfer of the appropriate license has been filed, all fees have been paid, the initial background check has been successfully completed, and the fingerprint cards have been completed; and (c) the application for the temporary permit is filed no later than thirty (30) days after the filing of the application for transfer and associated fees paid. No temporary permit issued by the City Clerk shall be for a period greater than one hundred twenty (120) days from the date of its issuance.
- (3) *Wine tastings.* The Local Liquor Licensing Authority is authorized to issue annual wine tasting permits pursuant to C.R.S. § 12-47-301 with the following conditions: (a) All requirements of C.R.S. § 12-47-301 have been met; and (b) Payment of an annual application fee of one hundred dollars (\$100.00); and (c) No more than one hundred four (104) wine tastings may be held during the term of any permit issued pursuant to this section; and (d) Permit holders shall notify the City Clerk and Police Department at least seven (7) days prior to any wine tasting.
- (4) *Rules, policies and procedures.* The Local Liquor Licensing Authority shall adopt rules, policies and procedures for the implementation of its duties and powers as those have been granted pursuant to C.R.S. Title 12, Articles 46, 47, and 48, as amended.
- (5) *Report to city council.* The Local Liquor Licensing Authority shall be required to report on all actions taken with respect to the issuance of or control over liquor licenses within the City to the City Council. Reports shall be made in a timely fashion to the City Council.
- (6) *Appeal to city council.* Any decision of the Local Liquor Licensing Authority may be appealed to the City Council within ten (10) calendar days, or at the next regularly scheduled meeting. City Council shall have the authority to sustain, modify or overturn the decision of the Local Liquor Licensing Authority. In any event, the City Council shall direct the Local Liquor Licensing Authority to take a particular action. The Local Liquor Licensing Authority shall conform to the written direction of the City Council within ten (10) calendar days from the date of the written directive.
- (7) *Appeal to district court.* Any person applying to the District Court for review of a decision of the Local Liquor Licensing Authority shall apply for review within thirty (30) days of the decision of the Local Liquor Licensing Authority. The thirty-day period shall be inclusive of the appeal process to City Council as outlined in Subparagraph (5) above.

- (b) *Powers and Duties of Airport Board.* The powers and duties of the Airport Board shall be to investigate, study and report to the City Council all matters concerning the airport facilities of the City and other matters concerning the subject of aviation which may be pertinent to the City as shall be requested of the Airport Board by the City Council; and such Board may investigate, study and report to the City Council on such other matters concerning the Municipal Airport as the Board may deem for the best interests of the City.

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- (c) *Powers and Duties of Building Board of Appeals.* The powers and duties of the Building Board of Appeals shall be to hear appeals in accordance with the International Building Code, International Residential Code, International Fire Code, and the other adopted codes from the International Code Council, as adopted or amended by Title 060 of this Code. Such power shall not include matters of interpretation arising under the Code.
- (d) *Powers and Duties of Finance Advisory Board.* The Finance Advisory Board shall advise and assist the City Manager and Finance Director in the preparation of the City budget, the establishment of accounting systems for the City, the planning of expenses, the projection of revenues and the analysis of the other fiscal matters presented to the Board by the City Council. The Finance Advisory Board shall also be responsible for making recommendations to City Council regarding grants from the City's various grant programs as Council may establish from time to time. No decision of the Finance Advisory Board shall be binding upon the City or anyone acting on its behalf.
- (e) *Powers and duties of Parks and Recreation Commission.* The powers and duties of the Parks and Recreation Commission shall be:
- (1) To investigate, study and report to the City Council all matters concerning City parks and recreation within the City and other matters concerning the subject of parks and recreation which may be pertinent to the City and requested of such Commission by the City Council.
 - (2) To investigate, study and report to the City Council on such other matters concerning parks and recreation within the City as the Commission may deem in the best interests of the City.
 - (3) To provide technical assistance, advice and planning support to the Parks and Recreation Director and City Council regarding tree planting and maintenance needs in the City.
 - (4) To provide recommendations from time to time regarding the administration and implementation of Article 090.050 of this Code.
 - (5) To investigate, study and report to City Council all matters concerning the burial and internment facilities of the City and other such matters as may be requested by City Council from time to time.
 - (6) To investigate, study and report to City Council on such other matters concerning burial and internment facilities and such other similar matters as the Commission may deem in the best interests of the City.
 - (7) To investigate, study and report to City Council any and all matters concerning the use and operation of the City's Community Center.
 - (8) To coordinate with other City boards and commissions on any aspect of the Community Center that may relate to the powers and duties of such other boards and commissions.
 - (9) To investigate, study and report to City Council on grants, donations and other forms of funding to assist in the operation of the Community Center, and to otherwise advise City Council on budgetary needs related to the operation of the Community Center.
- (f) *Powers and duties of Planning and Zoning Commission.* The powers and duties of the Planning and Zoning Commission shall be:
- (1) To develop and recommend a master plan subject to the approval of the City Council and its environ in accordance with the provisions of this Code and the laws of the State.
 - (2) To recommend to the City Council boundaries of zone districts and regulations to be enforced therein, in accordance with the provisions of this Code and the laws of the State.

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- (3) To review proposals relating to subdivision, development and use of land and make decisions or recommendations on such proposals, in accordance with the procedures and provisions set forth in this Code.
 - (4) To hear and decide appeals wherein there is a question of interpretation of the zone district map, the master plan or related documents and similar questions as they may arise in the administration of this Code.
 - (5) The Planning and Zoning Commission shall have the duty and power to act on appeals with regard to matters arising from enforcement of provisions of Title 070 of this Code, including:
 - a. *Review of administrative decisions.* To hear and decide appeals where it is alleged there is error in any action, including any order, interpretation, requirement, decision or determination made by an administrative official of the city in the enforcement of Title 070 of this Code.
 - b. *Variances.* To hear and decide requests for variances from the zoning provisions and sign regulation provisions where there are unique, unnecessary and unreasonable hardships in the way of carrying out the strict letter of said provisions; and to hear and decide requests for variances to allow deviations from restrictions upon the construction and placement of buildings and other structures on site. Examples of such variances include, but are not limited to, modifications of minimum area requirements, building coverage and setback restrictions. Variances from permitted and special review uses in zone district text shall not be considered.
 - (6) To perform such other functions as required by the provisions of Title 070.
 - (7) To service as the Building Board of Appeals.
 - (g) *Powers and duties of River Commission.* The powers and duties of the River Commission shall be:
 - (1) To investigate, study, and report to the City Council any and all matters concerning the use, enjoyment, conservation of the, rivers and streams in the City and its environs and the open space adjacent thereto, including water quality issues, the protection of valuable riparian ecosystems, and water rights matters.
 - (2) To advise the City Council on public access to and use of rivers and streams in the City and the adjacent environs and maintain and update a map related thereto as necessary.
 - (3) To advise the City Council on the use of municipally owned property adjacent to the rivers and City construction projects in the rivers or adjacent open space.
 - (4) To promote and celebrate riverfront cleanup efforts and public awareness of non-point source water pollution.
 - (5) To investigate, study and report to the City Council on grants, donations and other forms of funding to assist in the acquisition and improvement of the rivers and adjacent open space, and to otherwise advise the City Council on budgetary needs related to preservation of open space and river improvement.
 - (6) To appoint subcommittees as necessary to carry out the foregoing functions.
 - (7) To coordinate with the Parks and Recreation Commission, Roaring Fork Conservancy, Middle Colorado Watershed Council, and other organizations, stakeholders groups, and property owners as is necessary to carry out the foregoing functions.
 - (8) At the request of City Council hold an annual work session with the City Council to review the actions taken by the River Commission regarding the foregoing functions and discuss future plans.
 - (h) *Powers and duties of the Victim's and Witnesses Assistance and Law Enforcement Board.*

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- (1) The Board shall designate one (1) of its members as chairman, shall establish rules of procedure and order and shall hold meetings as it might deem necessary.
 - (2) A surcharge equal to twenty-five (25) percent of the fine imposed for violation of all municipal ordinances, including ordinance violations under the Model Traffic Code, is hereby levied on each Municipal Court action resulting in a conviction, plea of guilty or no contest or in a deferred judgment and sentence, which municipal ordinance violation is charged pursuant to City ordinances. All calculated surcharge amounts resulting in dollars and cents shall be rounded to the nearest whole dollar. In the event a portion of the fine is suspended, the surcharge levied shall be computed based upon the original fine, regardless of whether a portion of said fine has been suspended. Said surcharges shall be paid to the Clerk of the Court by the defendant, and said Clerk shall deposit the money so received in the fund hereinafter created.
 - (3) The Victim's and Witnesses Assistance and Law Enforcement Fund, hereinafter referred to as the "Fund," consist of all monies paid as a surcharge as provided in Subsection (2) above. All monies deposited in the Fund shall be deposited in an interest-bearing account, and all interest earned by monies in the Fund shall be credited to the Fund. The City Manager, by and through the Finance Director, shall be responsible for establishing a separate fund for purposes of accounting for the revenues and expenditures. At the conclusion of each fiscal year, all monies remaining in the Fund shall remain in the Fund for allocation as hereinafter set forth.
 - (4) The Board shall disburse monies from the Fund in the following manner:
 - a. First, to the payment of all reasonable and necessary expenses and costs incurred by the Board in the performance of its duties, including but not limited to professional fees, office supplies and meeting expenses.
 - b. Second, not less than fifty (50) percent of the monies remaining in the Fund after the deduction of reasonable expenses and costs shall be allocated for the purchase of victims (and witnesses) services and reimbursements, as hereinafter set forth. No funds shall be paid except in those specific instances where a police report has been filed by the Police Department for an alleged violation of a municipal ordinance, regardless of whether the perpetrator has been identified, arrested or prosecuted.
 - c. Third, any remaining monies may be allocated to the Police Department for the following purposes, including, but not limited to: equipment purchases, training programs for personnel and the employment of additional personnel. Such funds shall not be used by the Police Department for defraying the costs of routine and ongoing operating expenses. No disbursement within this category of expenditure shall be made without the approval of the City Council following a written recommendation by the Board.
 - (5) Disbursement of funds by the Board on behalf of the victim's and witnesses assistance services may be used for the following purposes:
 - a. Provision of services for early crisis intervention;
 - b. Assistance in prompt return of victims' property;
 - c. Assistance to victims and witnesses in arranging transportation to and from court;
 - d. Provision of translator services;
 - e. Protection from threats of harm and other forms of intimidation;
 - f. Reasonable medical and hospital expenses and expenses incurred for dentures, eyeglasses, hearing aids or other prosthetic or medically necessary devices; and

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- g. Losses resulting from property damage, including repair or replacement of property damaged as a result of crime or payment of the deductible amount on a residential insurance policy in an amount not to exceed five hundred dollars (\$500.00). Victims' recovery due to property damage shall not exceed five hundred dollars (\$500.00) for any crime, but in no case shall a loss be compensable if the aggregate property damages are less than twenty-five dollars (\$25.00).
 - (6) The Board is authorized to accept and evaluate all applications for disbursement of funds, whether emanating from victims, witnesses or law enforcement agencies. Applications for disbursement shall be made upon forms prescribed by the Board, and made available by the Municipal Court and the Police Department. The Board shall establish its own criteria for evaluating applications for disbursement, and nothing herein contained shall obligate the Board to make disbursement of any funds available to it. Upon a finding by the Board that a disbursement shall be made from the Fund, the Board shall submit a written request for payment to the Finance Department, which shall then remit payment in accordance with the request.
 - (7) The Board is required to submit minutes of its meetings to the City Council at the next regular Council meeting following the Board's meeting.
 - (i) *Powers and duties of Transportation Commission.* The powers and duties of the Transportation Commission shall be:
 - (1) To investigate, study and report to the City Council any and all matters concerning transportation issues which directly affect the City.
 - (2) To investigate, study and report to the City Council on other intergovernmental committees, boards or commissions working on transportation issues in the Tri-County (Pitkin, Garfield and Eagle) area.
 - (3) To meet with the City Council on an annual basis to identify which transportation issues require priority attention.
 - (4) To investigate, study and report to the City Council on grants, donations and other forms of funding to assist in meeting the transportation needs of the City.
 - (5) To perform functions concerning oversight of transportation issues or functions as delegated by the City Council.
 - (6) To appoint subcommittees as necessary to carry out the foregoing functions subject to the approval of the City Council.
 - (j) Reserved.
 - (k) *Powers and duties of Glenwood Springs Housing Commission.* The powers and duties of the Housing Commission shall be:
 - (1) To investigate, study and report to the City Council any and all matters concerning housing issues which directly affect the City, including the preparation of a Comprehensive Housing Affordability Strategy (CHAS).
 - (2) To assist City Council in defining the nature and scope of housing opportunities in the City.
 - (3) To meet with the City Council on an annual basis to identify which housing issues require priority attention.
 - (4) To investigate, study and report to the City Council on grants, donations and other forms of funding to assist in meeting the housing needs of the City.
 - (5) To perform functions concerning oversight of housing issues or functions as delegated by the City Council, including monitoring the implementation of activities as described in the CHAS.

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- (6) To appoint subcommittees as necessary to carry out the foregoing functions subject to the approval of the City Council.
- (l) *Powers and duties of Historic Preservation Commission.* The powers and duties of the Historic Preservation Commission shall be:
- (1) To recommend to City Council methods for the protection and preservation of the City's historic and cultural heritage, including, but not limited to, the designation of historic landmarks and districts by appropriate regulations.
 - (2) To recommend to City Council methods for enhancing property values and the stabilization of historic neighborhoods.
 - (3) To recommend to City Council methods for increasing economic and financial benefits, including, but not limited to, City attractions.
 - (4) To provide educational opportunities to increase public appreciation of the City's unique heritage.
 - (5) To do any other tasks related to the historic preservation of resources in the community of Glenwood Springs.
- (m) *Powers and duties of Tourism Promotion Board.* The powers and duties of the Tourism Promotion Board shall be:
- (1) To investigate, study and report to the City Council:
 - a. All matters concerning tourism marketing and promotion that pertain to the benefit of Glenwood Springs and the area within the 81601 postal zip code; and
 - b. Other matters concerning the subject of tourism marketing and promotion which may be pertinent to the benefit of the City and the area within the 81601 postal zip code.
 - (2) To coordinate with City staff, community organizations, community businesses, and other boards and commissions, when applicable to efficiently market and promote tourism to the benefit of Glenwood Springs and the area within the 81601 postal zip code.
 - (3) To, at its discretion, and in addition to initiatives that directly market and promote features and attractions within the City and the area within the 81601 postal zip code, market and promote the geographical proximity of Glenwood Springs to other features and attractions outside of the 81601 postal zip code in ways that could reasonably be expected to benefit the City.
 - (4) To establish rules of procedure and order for the Board to follow.
 - (5) To review tourism marketing plans; to set tourism marketing goals, to determine the methods to accomplish and measure success in accomplishing those goals; to determine the appropriate staff and marketing contractor(s)/vendor(s) resources needed; to recommend to the City Council an annual tourism marketing budget; to recommend, to the City Council, award of contract(s) for the best candidate for contract staff and marketing contractor(s)/vendor(s), deemed necessary, based upon an approved Request for Proposal, Request for Qualification or other process; and to provide oversight of performance of contract staff and marketing vendor(s)/contractor(s) contract terms to ensure the efficient and effective implementation of the marketing goals and to report problems with performance to City Council.
 - (6) To meet with the City Council on an annual basis, or as often as requested by the City Council, to identify marketing priorities of the City.
 - (7) To complete all other duties as may be directed by City Council.
- (n) *Powers and duties of Arts and Culture Board.* The powers and duties of the Arts and Culture Board shall be:

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- (1) To promote awareness, access, and appreciation of the fine, performing, and practical arts for City residents and visitors.
 - (2) To advise the City Council in connection with all matters relating to the artistic and cultural development of the City.
 - (3) To provide opportunities for cultural and art experience and education for children and adults.
 - (4) To promote increased interaction and collaboration among artists, art-related organizations, and opportunities for growth and exposure.
 - (5) To promote knowledge and appreciation for cultural forms of artistic expression.
 - (6) To make recommendations to the City Council with respect to fundraising and annual budget appropriations for the arts.
 - (7) To advise and consult with local arts groups as requested by such groups or by the City Council.

(Code 1971 §§ 2-64.1, 2-2, 2-65[a], [b], 2-65.1, 4-78, 4-232, 4-155, 15-2; 26-84 § 3; 19-89 § 3; 12-90 § 1; 54-90 § 3; 39-91 § 3; 10-93 § 2; 29-93 § 3; 7-94 § 3; 17-94 § 1; 23-94 § 3; 10-95 § 3; 11-95; 19-95 § 3; 46-95 § 1; 55-95 § 1; 28-97 § 3; 29-97 § 5; 32-97 § 1; 42-00 § 1; 61-01 § 3, 4, 5; 61-02 § 4; 9-04 § 1; 20-04, § 1; 33-05, § 2; 7-06 § 3; 13-06, § 2; 6-08 § 2; 12-10 § 2; 2-12 § 2; Ord. No. 16-2017, § 4, 8-17-2017; Ord. No. 2-2018, § 3, 1-18-2018; Ord. No. 6-2018, § 3, 3-1-2018; Ord. No. 21-2018, § 3, 9-20-2018; Ord. No. 2-2021, § 2(Exh. A), 4-15-2021)

020.020.040 Appointment, removal, term and vacancies of boards and commissions.

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

- (1) February:
 - Planning and Zoning Commission;
 - Finance Advisory Board;
 - Tourism Promotion Board;
 - Building Board of Appeals.
- (2) March:
 - Transportation Commission;
 - Arts and Culture Board;
 - Parks and Recreation Commission;
 - Airport Board;
 - River Commission.
- (3) April:
 - Local Liquor Licensing Authority;
 - Victim's Witnesses Assistance and Law Enforcement Board;
 - Historic Preservation Commission;

Glenwood Springs Housing Commission.

- (b) *Alternate members.* The City Council at its discretion may appoint up to three (3) persons as alternate members for each board or commission. If a regular member of a board or commission is to be absent from a meeting, the presiding officer for the meeting may select an alternate member to fill such absence and to attend and serve at the meeting. The alternate member may exercise all powers at the meeting which the absent regular member could exercise, and the alternate's powers and privileges shall terminate at the end of the meeting attended. The presiding officer may at his/her discretion select the same alternate to serve at successive meetings in the absence of any member.
- (c) *Limit to term of members.* No board member shall serve more than two (2) successive 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; Ord. No. 29-2020 , § 2, 1-7-2021)

[View results](#)

Respondent

17

Anonymous

11:07

Time to complete

Planning and Zoning Commission Application

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

Please note that appointments can be for either a regular seat or an alternate seat.

Composition of the Planning and Zoning Commission:

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

a. Seven (7) citizens who are residents of the City.

Personal Information

1. Membership Qualifications *

Are you a resident of Glenwood Springs within city limits? You must be a resident within city limits to qualify.

☒ Yes

☐ No

2. Name *

Matthew Simms

3. Home Address *

[REDACTED]

4. Mailing Address *

[REDACTED]

5. Home Phone *

[REDACTED]

6. Work Phone *

[REDACTED]

7. Mobile Phone *

[Redacted]

8. Email Address *

[Redacted]

9. Occupation *

Self Employed
Equities Trader

Personal and Professional Interests

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

I've enjoyed volunteering in other places and now that I've found my permanent place I want to get involved again and give something to my community.

11. What do you view as your role if selected as a member to the Planning and Zoning Commission? *

To be involved with the smart growth and development of our city!

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

limited but have been and continue to be a real estate investor.

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

My partner is a teacher and as such I've learned to understand the need for intelligent growth and affordable housing in a vibrant community.

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

I've experienced many challenges in a career of management. One of the hardest decision was to shut down an operation that affected the lives of many people. It underlined the impact of poor planning and decision's of others.

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

Absolutely. See my previous answer. I lived in that community and knew the impact it was going to have.

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

i have the time to commit to this position

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

I do.

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

I previously sat on the Property Tax Board of Appeals in Huntington County, Indiana for a period of 3 years. I learned a lot about these types of boards and the interaction with the community as well as local government in the process.

19. Please enter today's date. *

2/14/2023



20. Have you served on the Planning and Zoning Commission before? *

☒ No

☐ Yes

Powers and Duties of the Planning and Zoning Commission

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

f. Powers and Duties

The powers and duties of the Planning and Zoning Commission shall be:

(1) To develop and recommend a master plan subject to the approval of the City Council and its environ in accordance with the provisions of this Code and the laws of the State.

(2) To recommend to the City Council boundaries of zone districts and regulations to be enforced therein, in accordance with the provisions of this Code and the laws of the State.

(3) To review proposals relating to subdivision, development and use of land and make decisions or recommendations on such proposals, in accordance with the procedures and provisions set forth in this Code.

(4) To hear and decide appeals wherein there is a question of interpretation of the zone district map, the master plan or related documents and similar questions as they may arise in the administration of this Code.

(5) The Planning and Zoning Commission shall have the duty and power to act on appeals with regard to matters arising from enforcement of provisions of Title 070 of this Code, including:

- a. Review of administrative decisions. To hear and decide appeals where it is alleged there is error in any action, including any order, interpretation, requirement, decision or determination made by an administrative official of the city in the enforcement of Title 070 of this Code.
- b. Variances. To hear and decide requests for variances from the zoning provisions and sign regulation provisions where there are unique, unnecessary and unreasonable hardships in the way of carrying out the strict letter of said provisions; and to hear and decide requests for variances to allow deviations from restrictions upon the construction and placement of buildings and other structures on site. Examples of such variances include, but are not limited to, modifications of minimum area requirements, building coverage and setback restrictions. Variances from permitted and special review uses in zone district text shall not be considered.

(6) To perform such other functions as required by the provisions of Title 070.

(7) To service as the Building Board of Appeals.

Appointment, Removal, Term and Vacancies of Boards and Commissions

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

February:

Planning and Zoning 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) successive 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)

[View results](#)

Respondent

18

Anonymous

55:15

Time to complete

Planning and Zoning Commission Application

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

Please note that appointments can be for either a regular seat or an alternate seat.

Composition of the Planning and Zoning Commission:

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

a. Seven (7) citizens who are residents of the City.

Personal Information

1. Membership Qualifications *

Are you a resident of Glenwood Springs within city limits? You must be a resident within city limits to qualify.

☒ Yes

☐ No

2. Name *

Gregory Cowan

3. Home Address *

[REDACTED]

4. Mailing Address *

[REDACTED]

5. Home Phone *

[REDACTED]

6. Work Phone *

[REDACTED]

7. Mobile Phone *

[REDACTED]

8. Email Address *

9. Occupation *

Owner/Operator of Defiance Rafting Company and Defiance River Outfitters

Personal and Professional Interests

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

As a resident, I care about maintaining the authentic, historical, and unique characteristics of my community. And as a business owner focused on visitors to our community, I understand the challenges that exist in maintaining those attributes while simultaneously sharing in their appeal.

11. What do you view as your role if selected as a member to the Planning and Zoning Commission? *

I am applying for the open alternate position. I will approach the role as though I am an active member by diving in and doing the requisite homework to become well-versed on—not only the Commission's guiding documents—but the specific issues presented before P&Z.

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

I worked alongside COGS Community Development on the land use change and approval process when Defiance acquired a distressed property in West Glenwood.

In my previous role as a public lands attorney, I engaged in myriad land use discussions between local government, state government, and the federal government.

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

I'm interested in creating ways to maximize economic vitality and single-family livability in an inventory-restricted environment.

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

As a business owner, I am often in the position of having to communicate unfortunate news alongside the good. It's not fun. But I've found it's important to be honest while providing supporting rationale with the people you are leaving unhappy; doing so simultaneously acknowledges their presence and concerns in a non-patronizing manner.

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

I can. In my formal role as a legal advisor for local governments, I took my responsibility for understanding the issues, legal parameters, and the personalities engaging in the issues seriously. It ultimately led my counsel to be solutions-oriented and grounded in the facts.

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

Yes, it is a responsibility I can fold into existing obligations.

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

Generally, yes. With the caveat that I have much to learn from this particular commission and the dynamics between city staff and the city council.

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

I provided legal counsel to the counties of Wyoming on public lands issues. I presented before individual county boards, state legislative committees, and state agencies. I also facilitated meetings between county commissioners and federal officials.

19. Please enter today's date. *

2/17/2023



20. Have you served on the Planning and Zoning Commission before? *

☒ No

☐ Yes

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



City Council
STAFF REPORT
City of Glenwood Springs
March 2, 2023

Agenda Item:	Ordinance 2022-32; Yard Waste Diversion Regulation (To Be Continued)
Action Requested:	Adopt Ordinance 2022-32 to Implement Yard Waste Diversion Regulations
Department:	Public Works
Presented By:	Elizabeth Mauro, Matthew Langhorst
Strategic Goals:	Preserve and Improve Infrastructure Protect and Preserve our Quality of Life
Background Info:	A study of waste composition at the South Canyon Landfill found that 8.7% of landfilled waste, or about 3,350 tons per year, is yard waste. Landfill burial is not an appropriate disposal option for yard waste because yard waste can be easily recycled by composting. Many landfill users are aware of this and already separate their yard waste into the compost area. However, there are some who will continue to throw yard waste in the trash unless we pass an ordinance prohibiting this behavior. The proposed ordinance is a single material landfill ban targeting yard waste; this ordinance defines yard waste and bans it from landfill disposal. If adopted, this ordinance will help the city move towards its goal of becoming a sustainable community.
Issues:	Public education about this ordinance will be done prior to enforcement, and staff will be trained to identify loads that violate the ordinance.
Fiscal Impact:	When yard waste is landfilled it is charged as trash, the fee for putting it in the compost area is \$15/ton lower. If this Ordinance is successful in diverting all yard waste from trash, the Landfill Enterprise Fund may see a decrease in tipping fee revenue of about \$45,000 per year, meaning there is a potential savings for the public of \$45,000 per year. This is a minor impact to the Landfill which can be adjusted for.
Legal Review:	Legal has reviewed the Ordinance language.
Staff Recommendation:	Adopt Ordinance 2022-32; Yard Waste Diversion Regulation

ORDINANCE NO.032, 2022
OF THE COUNCIL OF THE CITY OF GLENWOOD SPRINGS
AMENDING THE CODE OF THE CITY OF GLENWOOD
SPRINGS
. TO PROHIBIT THE DISPOSAL OF YARD WASTE IN THE COMMUNITY'S
LANDFILL

WHEREAS, the South Canyon Landfill is owned and operated by the City of Glenwood Springs and the City Council sets fees for the Glenwood Springs Landfill Enterprise; and

WHEREAS, the City recognizes that yard waste is a valuable, compostable material that is not suitable for landfill disposal; and

WHEREAS, in 2018 a study of the waste stream being landfilled at the South Canyon Landfill found that 8.7% of all landfilled material was yard waste; and

WHEREAS, from 2015 to 2021 the average annual tons being landfilled at South Canyon was 38,500 tons; meaning each year an average of 3,350 tons of yard waste was thrown into the landfill; and

WHEREAS, the City has the ability to recycle yard waste by composting, thereby producing a high quality soil amendment for reuse in a local circular economy and for local food production; and

WHEREAS, in 2021 the City composted 3,746 tons of yard waste and 5,314 tons of other materials; and

WHEREAS, the disposal of 3,350 tons per year of yard waste in the landfill that could otherwise be recycled reduces the lifespan of the landfill; and

WHEREAS, the need to build a new landfill to serve the community's future needs will create significant new costs for residents of Glenwood Springs and all users of the South Canyon Landfill; and

WHEREAS, all commercial and residential customers of the landfill are able to drop off yard waste for composting at a reasonable cost at South Canyon's composting facility; and

WHEREAS, all commercial waste haulers have the right to refuse to pick up trash loads containing yard waste and the right to educate their customers about yard waste recycling; and

WHEREAS, residents of Glenwood Springs may bring leaves to the free leaf drop off each fall; and

WHEREAS, City Council wishes to implement updated fees for landfilling of recyclable yard waste finding that they are necessary and appropriate.

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

Section 1: That the foregoing recitals are hereby incorporated herein as findings of the City Council.

Section 2. That Section 100.010.020 of the Municipal Code of the City of Glenwood Springs is hereby amended by the addition of a new definition "Yard waste" which reads in its entirety as follows:

Yard Waste shall mean any brush, wood, or plant material, and shall include, but not be limited to branches, sticks, whole trees, leaves, pine needles, grass clippings, shrubs, Christmas trees, pinecones, weeds, flowers, and potted plants.

Section 3. That Section 100.010.020 of the Municipal Code of the City of Glenwood Springs is hereby amended by the addition of a new definition "*Landfilled load containing yard waste*" which reads in its entirety as follows:

Landfilled Load Containing Yard Waste shall mean any load disposed of into the working face of the South Canyon landfill, by any individual or commercial hauler, that contains 5% or more by volume *yard waste* as determined visually by landfill staff.

Section 4. Landfill policy shall be changed to incorporate the definitions and fees in sections 2, 3, and 5 as of 2/1/2023 and these changes shall be incorporated in the next EDOP update in 2027.

Section 5. The City Council of the City of Glenwood Springs hereby adopts the Landfill Fee Schedule as set forth on **Exhibit A** attached hereto and incorporated herein, effective January 1, 2023.

INTRODUCED, READ, AND PASSED THIS 1st Day of DECEMBER 2022.
CITY OF GLENWOOD SPRINGS, COLORADO

ATTEST:

Ryan Muse, City Clerk

Jonathan Godes, Mayor

Exhibit A
Landfill Price Update As of
12/1/2022
Landfilled Load Containing Yard Waste

Item	Price	Unit
Landfilled Load Containing Yard Waste	\$500.00	Each



City Council
STAFF REPORT
City of Glenwood Springs
March 2, 2023

Agenda Item: Tree Lighting on Grand Avenue and 6th Street

Action Requested: Direction to staff

Department: Parks & Recreation

Presented By: Dan Roper

Strategic Goals: Protect and Preserve our Quality of Life

Background Info: Council can give staff appropriate direction from the earlier work session discussion.

Issues:

Fiscal Impact:

Legal Review:

Staff Recommendation:



City Council
STAFF REPORT
City of Glenwood Springs
March 2, 2023

Agenda Item: Pay as You Throw (PAYT) Solid Waste Collection Request for Proposal (RFP) 2022-35P

Action Requested: Staff is requesting Council Approve Contract Negotiations with Mountain Waste and Recycling to Provide Waste Hauling Services in the City of Glenwood Springs.

Department: Public Works

Presented By: Matthew Langhorst, Elizabeth Mauro

Strategic Goals: Preserve and Improve Infrastructure

Background Info:

City Council and staff have been working to move the City of Glenwood Springs into a single solid waste hauler program for several years now. In 2022 staff and our consultant LBA, completed the request for proposal (RFP) to collect bids from local haulers for pricing based on weekly trash plus either weekly (EW) or every other week (EOW) recycling; both waste streams are available in 3 different container sizes. Staff has provided the RFP packets, secondary questions asked of the proposers and a summary sheet of the costs per proposal to Council for review.

A little background on the process up to this point for clarity. Council asked Staff to look at a single hauler system for several years now. Glenwood is one of the last communities in the Roaring Fork Valley to regulate trash collection, whether it's a Pay as You Throw (PAYT) program, a single hauler collection process or regulation of how trash is collected in a community. Staff took council's direction, met with surrounding communities that have single hauler contracts in place and hired a consultant to help produce a single hauler RFP that meets the needs and requirements that the city is looking for in such a program. From these conversations, it was decided to move the single hauler discussion toward a PAYT program which includes required curbside recycling as part of the RFP. The RFP that was bid out was modeled partially around Carbondale's PAYT program, which has been successful according to their town staff. One of the many reasons to move toward a PAYT program, with required curbside recycling, is to get ahead of the upcoming Extended Producer Responsibility (EPR) law that was passed by the Colorado State legislature in 2022. PAYT will also help reduce the amount of trash collected and placed into South Canyon Landfill and other local landfills, thus helping reduce the fill rate and slow expansion needs.

The Colorado State Legislation passed the EPR law in 2022 that requires producers of packaging and printed paper sold in Colorado to pay fees that will help fund diversion of these common recyclables. The funds will be used to contract with new service providers in regions of the state where curbside/drop-site collection, transfer and materials processing is not readily available; or will be used to reimburse existing public and private sector providers. Funding may also be used for new infrastructure. This means that the operating and capital cost burden that residents and businesses pay today may be largely erased once EPR is fully implemented. While specific implementation details are yet to be determined, this revenue stream is expected to flow to residential programs as early as 2026 and commercial recyclables by 2028. Although start up is a few years off, local program funding will be prioritized for pre-existing programs and facilities that have established programs and documented costs. If the City of Glenwood Springs moves forward with PAYT as part of the single-hauler contract, we will have a solid program in place in anticipation of EPR funding such that the recycling cost portion of residents' future utility bills will likely be reduced if not eliminated. The mechanics of this EPR program are still in the early stages of development, but it is in the City's interest to be prepared for EPR by having an established and well documented city-wide recycling program, cost of the program already determined and the ability to provide data to the EPR organization on costs of the program so we can reduce or eliminate costs to the residents. The city was able to get one of our employees on the EPR commission, so we will be directly involved with the discussion.

The main questions that staff and council need to decide with this PAYT program is if we want to have trash and recycling on a weekly collection schedule or have the schedule based on an every weekly (EW) trash collection and a every other week (EOW) recycling program. During the February 16th, 2023, council work session, staff proposed EW trash collection with a EOW recycling collection for several reasons:

- Weekly trash collection is necessary for most customers and those customers will be able to chose either a 32 gallon, 64 gallon or a 96 gallon container which will allow them to reduce can space taken up at their home and only pay for the volume that they need for that week of storage.
- EOW recycling for most residents will be adequate for the materials that they normally collect in a two-week period and all three can sizes will be available for those customers. This will eliminate another truck driving the streets of Glenwood for recycling bins that may only be half full in a one-week period; it will also reduce emissions. If customers need more capacity than a 96-gallon recycling can every two weeks, they can request another recycling can at no charge, or they can still use the recycle center for overflow if needed. The city will continue to operate the recycling center and we will promote that glass still be brought there for proper sorting.
- Costs will be reduced with EOW recycling, saving residents money on their service plans.

Staff has also put together a yearly cost to the city analysis for this program that the revenue from the program will need to cover. The key city costs will include:

- Full Time Employee (FTE),
- Marketing and education,
- Compensation to finance for billing of the program.

Additional potential costs that could be included are:

- Funds to cover a weekend organics collection over the summer months,
- Potential funds to have this program help cover a portion of the recycle center operations costs.

If we only cover the key costs noted above, a 15% administration fee would need to be charged on top of the proposed monthly MWR fees. If council would like to cover all of the costs noted above and shown on the summary sheet, the administration fee would need to be 20%. This will increase the costs shown in the proposals 15% or 20%.

Staff is recommending Council approve contract negotiations with Mountain Waste and Recycling based on:

- Cost of service proposed being the lower bidder for EW trash and EOW recycling.
- The billing department and customer service departments are both located in the Carbondale area, staff believes this will afford us a bit more communications options during business hours and in emergency cases.
- Both companies have agreed to the 15% visual verification for recycling contamination cap. Mountain Waste is willing to put "Oops" tags on the cans prior to them being taken. Carbondale's experience with the tags is positive and we would like work to be completed for our community also, so residents are informed immediately of issues with the cans.
- MWR had no exceptions to the required services including reporting, or to any city contract requirements in the RFP.
- MWR currently runs the single hauler programs in Rifle, Silt, New Castle and Carbondale. They have shown to have a good track record of implementation and service level for those communities.

- MWR current implementation schedule works for City Staff and the FTE hiring process.
 1. Existing customer base data – April 30th
 2. Service level descriptions – May 15th
 3. City and MWR education and service level community roll out – Spring/Early Summer 2023
 4. Finalizing container purchase – Summer 2023
 5. Initial container rollout – October 9th – 31st
 6. Full-service implementation and collection Fall 2023.
- Both companies have agreed to a quarterly audit of one zone of the city to see how residents are doing with recycling contamination levels. This will help the city analyze what outreach is working, are people following the recyclable materials rules, and how much we are pulling from the landfill each year.
- Both companies would be utilizing all new containers for the rollout of this program. The old containers will be repurposed outside of the city if they are in good shape, or they will be recycled. Both companies can provide wildlife resistant cans, MWR is willing to work with customer-owned wildlife cans.

The council has been provided with the RFP responses and data collected from the haulers for council review and discussion. Staff and LBA have reviewed the proposals and costs and are recommending we move forward with contract negotiations with Mountain Waste and Recycling.

Issues:	None at this time.
Fiscal Impact:	The City will have to hire a full-time employee to provide customer service and coordination for the Pay as You Throw program.
Legal Review:	The city's legal council has reviewed the RFP and will be a part of the contract discussions.
Staff Recommendation:	Staff is recommending direction from Council to enter negotiations with Mountain Waste and Recycling to provide waste hauling services in the City as part of the PAYT program.



****Mountain Waste & Recycling will comply with all provisions of the RFP –WASTE HAULING****

Solid Waste Pick-up and Disposal Proposal

CITY OF GLENWOOD SPRINGS CO

RFP MUNICIPAL TRASH AND RECYCLING



January 19, 2023

To: City of Glenwood Springs

Mountain Waste & Recycling, Inc. (MWR) is pleased to present our proposal for waste and recycling services to the City of Glenwood Springs. In this proposal we will demonstrate that our team has the experience, understanding and knowledge to be a world class services and sustainability partner to the City.

For many years, the residents of Glenwood Springs Colorado have had the option to choose the company that best serves their needs, and to select the provider that they believe has the best interests of the community in mind. By greater than 60% the residents of Glenwood Springs choose Mountain Waste & Recycling. Additionally, Mountain Waste & Recycling was chosen to service the City of Glenwood Springs Recycling Center and have been performing that work from the beginning of the program.

Our leadership in comprehensive waste reduction, recycling, landfill diversion, and collection and disposal services will allow the City of Glenwood Springs to meet their goals of comprehensive waste reduction. To best serve the City of Glenwood Springs we have compiled one of the waste industry's leading teams who bring decades of experience and expertise in the waste, recycling, sustainability and customer service industries. This proposal will highlight the following:

- Our comprehensive knowledge of solid waste collection, recycle collection, recyclables processing, and waste diversion management
- A strategy for trash, recycling and compost collection, to streamline efficiency and the interaction with the residents, and reduce impact to traffic to the City of Glenwood Springs
- Extensive special event management and sustainability
- A foundation of superior customer service
- Educational programs for public awareness

Our team has local knowledge to implement best practices and procedures that have proven successful in sites throughout the country, and most importantly, at home here in the Roaring Fork Valley. Each member of our team resides in the valley which means that when your team calls, we will answer the phone, and respond immediately.

At Mountain Waste & Recycling we believe that developing a strong relationship with the communities we serve is important to our long-term partnership. Our priority is the thorough understanding of our customer's program goals and service expectations. Appreciating our customer's unique needs allows us to customize services, programs and offerings. We will work with you and the community to implement and execute collection services that align with all your requirements and expectations.

Each member of our team brings their extensive personal experience and unsurpassed industry knowledge ensuring a smooth transition if MWR is awarded this bid. Mountain Waste & Recycling is the preferred choice for the majority of **municipalities** in the Roaring Fork and Colorado River Valley and pride ourselves in continuing this philosophy to the City of Glenwood Springs.

On behalf of Mountain Waste & Recycling, thank you for considering our qualifications and we look forward to continuing our relationship with the City of Glenwood Springs community. For further information I can be reached at (970)-340-7022 or via e-mail at bill.cira@wasteconnections.com

Respectfully,

Bill Cira --Mountain Waste and Recycling, Inc.

Our Commitment to a Sustainable Glenwood Springs

At Mountain Waste & Recycling we know it is our responsibility to maintain and manage the environmental, economic, and social programs that are fundamental to sustainability. MWR is committed to maintaining and cultivating sustainable business practices, as well as ensuring environmental awareness and preservation in the markets and communities we service.

MWR is committed to creating a company culture where employees understand and respect the value of protecting the environment. Our compliance with governmental regulations and permit requirements in the markets in which we operate demonstrates our commitment to the communities we serve. MWR strives to be a leader in the solid waste industry by continually improving our operations, policies and procedures to reflect this commitment. Environmental responsibility, efficient transportation and disposal services as well as achieving our recycling and compost collection goals are the avenues MWR utilizes to service our customers and achieve this goal.

Mountain Waste, formally MRI, has been servicing the Glenwood Springs recycling center since 2016. Hauling glass, metal, cardboard and plastics to market and has been a proud partner making sure these renewable products arrive at the material recoverable facility with a safe and trackable plan.

In 2018 and again in 2022, Mountain Waste implemented a route optimization plan to help reduce our trucks' travel distance and travel time. Less distance-traveled means less fuel burned, reduced gas emissions, and reduced wear on the truck fleet as well as local roadways. Optimizing the routes will ultimately improve the environment by reducing the amount of CO₂ that is released. With our new routing plan in place, Mountain Waste will be able to cut down on fleet usage and report the positive impacts of the re-route in 2023.

In 2017 Mountain Waste & Recycling joined the SCRAPS organic waste collection program. The SCRAPS program is a joint effort by the City of Aspen Department of Environmental Health and Sustainability and the Pitkin County Landfill to assist residents and businesses in the Roaring Fork Valley in compost collection and education. Currently MWR collects and diverts from landfills more than 30 tons per month of organic material from the communities we serve. Minimizing the food waste sent to landfills reduces methane generation and avoids significant costs incurred by developing or expanding landfills. Actions to reduce methane emissions from food waste like preventing waste at the source, diverting waste from landfills, and establishing separate collection, treatment, and recovery programs will create additional social and economic opportunities.

Mountain Waste & Recycling is the Sustainability Manager for events large and small throughout the valley. From small intimate gatherings to X Games and JAS Aspen, MWR has a proven record as a sustainable services partner helping business and municipal clients improve their organizations' environmental performance. MWR plays a central role in helping their partners meet their business objectives using an environmentally, socially and economically sustainable approach. We have deep expertise in helping our partners and teams embed sustainability into a local culture. We help our clients, customers, contractors and all vendors through a collaborative effort to promote sustainability in our community.

Community Organizations



3.1 Regular Residential Curbside Collection

Waste Disposal Services - Mountain Waste & Recycling will:

- Comply with all requests from the City of Glenwood Springs RFP for service
- Offer weekly trash collection via 96-gallon, 64-gallon, and 32-gallon, and a supersaver every other week.
- Recycling will be serviced with every other week (EOW) or every week (EW) schedule
- The default trash and recycling collection container will be 64 gallons
- Any Material spilled, or litter caused by MWR during collection or transportation at customer location or on public property shall be cleaned up immediately
- Service the City of Glenwood Springs in its entirety on a five (5) day collection schedule
- Provide single stream recycling to the residents of the City
- Empty each container per the schedule
- Offer Volume Based pricing to the residents of the City
- Provide all equipment needed at each location
- Inspect all vehicles daily to insure proper functionality of the equipment
- Work with the City to provide service-oriented information to customers and for developing and executing public education to encourage waste reduction and diversion.
- Provide educational outreach at least four times per year and follow the suggestions referenced in the RFP
- Provide information to every customer informing City residents of the specifics of the trash and recyclables collection programs in both English and Spanish through the City of Glenwood Springs billing system.
- Animal safety measures – offer residents bear-proof containers
- For City confirmed locations that have disabled residents, valet service will be offered from MWR

In the event of “overflow” from a trash or recycling container, or contamination of the recycling container, a picture will be taken, “oops” tag will be attached to the container, and the appropriate charges billed to the City of Glenwood Springs. Information will be provided to the City so it may bill the customer

Safety as a Culture

We strive to assure complete safety of our employees, our customers and the public in all our operations. Protection from accident or injury is paramount in all we do. We have a dedicated team of safety professionals at our corporate headquarters, and in our field operations.

Holiday Schedule

Observed holidays where no collection takes place are as follows: New Year’s Day, Memorial Day, Independence Day, Labor Day, Thanksgiving Day, and Christmas Day. When a holiday occurs during the week (Monday-Friday), the collection schedule is pushed back one day

Section 3.1.2 Recycles Collection

Mountain Waste & Recycling program for the City of Glenwood Springs

- Mountain Waste & Recycling will collect all the recyclable listed in **Table 3.2** of the RFP
- Residential recycle will be picked up on the same day as trash service
- Bagged recycle material will be considered contaminated
- We will host public educational programs where we explain curbside single-stream recycling, have physical examples of acceptable recycling items and show proper container placement at the curb
- Identify the residents that may struggle with proper recycle sorting and give them one-on-one education
- Our website www.mountainwaste.com will have an online page specifically designated to the City of Glenwood Springs

- Established programs with the school district to educate the students on proper recycling and the benefits to their families and communities

All recycled material will be collected and brought to the Mountain Waste & Recycle transfer facility in Carbondale CO. From there it will be loaded onto transport truck and hauled to a third party Material Recovery Facility (MRF) in Denver. By late 2024, all recycle material will be hauled to new Waste Connections state of the art sorting facility in Commerce City, CO.

Waste Connections State-of-The-Art Materials Recovery Facility Commerce City CO

During this contract Mountain Waste & Recycling will utilize the soon-to-be built Waste Connections material recovery facility located in Commerce City, CO, slated to open 4th Quarter 2024. This facility will initially process up to 11 million lbs. of recycling per month.

The leading mechanical sorting technologies will be employed to maximize material recovery rates; meaning less material going to landfill and more material will be recycled. All material unloading, processing, and re-loading activities will be conducted in an enclosed building. Access to railroad lines at this location will expand our reach to more product markets ensuring more demand for recycled material.

Sophisticated mechanical sorting systems including Robotics and A.I. will improve processing speed and create a higher recyclable material quality. This facility represents one of the largest investments in clean and modern industrial infrastructure in Colorado and technology alone will cost \$21 million.



Section 3.1.3 Bundled & Volume-Based Pricing

See Appendix E for contract pricing sheets with volume-based pricing detail.

Section 3.1.4 Carts

Toter Details

The toters are manufactured by Rehrig Pacific Company. All toters are cocoa brown and logoed with Mountain Waste & Recycling. Trash toters will have cocoa brown lids while recycle toters have blue lids. Recycling toters will also have labels imbedded in the lid indicating what materials are accepted. Labels created by MWR and approved by the city will be provided.



Dimensions	
96 gallon	33.30"D x 29.20"W x 43.50"H
64 gallon	26.87"D x 26.78"W x 43.09"H
32 gallon	22.90"D x 20.20"W x 39.10"H



32
GALLON



64
GALLON



96
GALLON

HOLDS
UP TO 2 TALL
KITCHEN BAGS



HOLDS
UP TO 5 TALL
KITCHEN BAGS

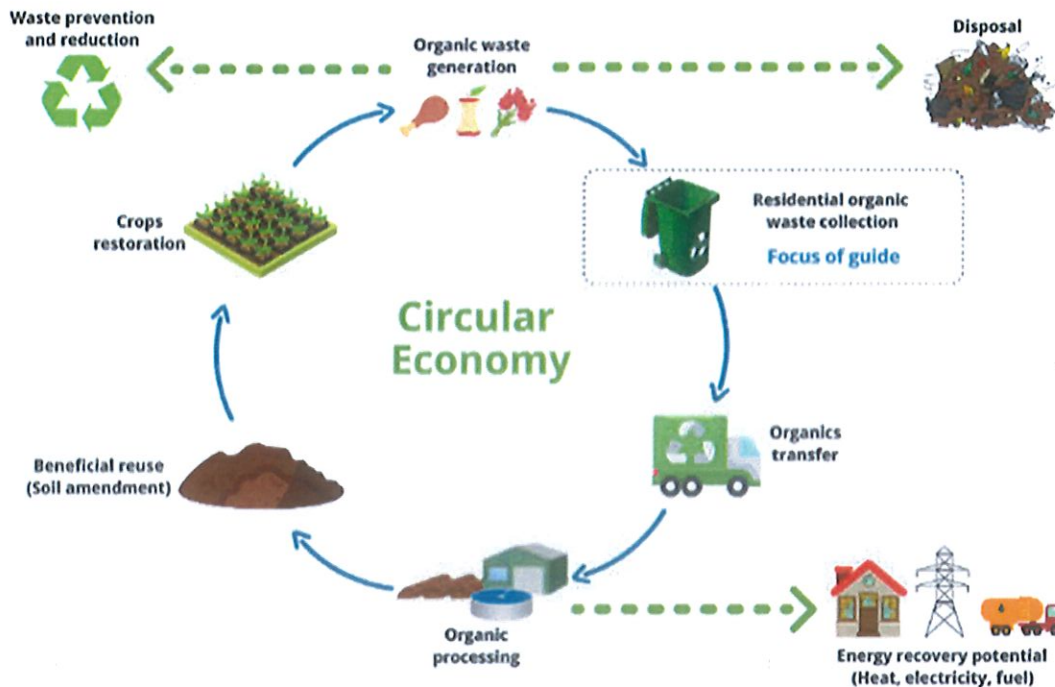


HOLDS
UP TO 7 TALL
KITCHEN BAGS



Section 3.2 Organics Collection

A recent Indiana University study showed that almost 28% of everything residential customers send to the landfill could have been composted. When compostable material is sent to the landfill it cannot breakdown without proper introduction to oxygen and releases methane into the atmosphere in the process. Therefore, it is paramount that organic material is placed in separate carts that will be transported to the local Glenwood Springs facility, where it breaks down into compost. This compost can be sold and used to help soil retain water and fertilize lawns and gardens without chemicals all while staying in Glenwood Springs. Residential organic waste collection is an important step towards achieving a circular economy.



Benefits of Organic Waste Diversion



Environmental

- Reduces GHG emissions
- Preserves landfill capacity
- Reduces landfill leachate
- Improves soil



Social

- Protects human health
- Reduces landfill safety risks
- Contributes to land preservation through compost use
- Contributes to healthy local soils and agriculture



Economic

- Extends landfill life
- Produces marketable products
- Provides employment
- Reduces costs for leachate and landfill gas management

Environmental

Collecting and diverting organics for processing will reduce landfill generated GHGs. This is often a key driver for local governments' climate change action plans or sustainability plans and is often an important aspect of a regional district's SWMP. Keeping organics out of the landfill helps extend its useful lifespan, conserving the resources and natural areas that would be required to replace the landfill.

Social

Requiring residents to sort and separate their waste can create a new personal awareness of household consumption trends, leading to reduced disposal rates

Using your white composting bucket

Step 1

Place food scraps, food-soiled paper, yard trimmings and natural fibers into your composting bucket. If it grows, it goes!

Step 2

Set out your bucket every week by 7:00 a.m. on your collection day, even if it is not full.

Step 3

Make sure everything fits in the bucket with the lid closed, and keep the lid always closed.

What Can Be Composted?

Food Scraps Cooked or raw meat, poultry and seafood (including bones), cheese, dairy products, fruits, vegetables, grains, pasta, eggshells, bread, coffee grounds, tea bags, tea leaves, baked goods, nuts, jelly, candy, snack foods, leftovers, spoiled food. ***Keep these items out*** -Do not include liquids, fats, oils, grease, plastic, glass, metals, styrofoam.

Food Spoiled Paper- Paper bags, paper napkins, paper towels, paper plates, paper cups, paper take-out containers and take-out boxes (with no plastic or wax coating, and with metal removed), pizza boxes, coffee filters, microwavable popcorn bags, newspaper, tissues. ***Keep these items out***- Do not include glossy paper or window envelopes; recycle these items in your recycle cart instead. Always place clean paper products in your recycling cart so they can be recycled into new paper products.

Make collecting food scraps easier with a kitchen collector- A coffee can, food storage container or any other reusable container can be used as a mini compost collector in your kitchen. Collect food scraps in this container to easily set aside material for your composting bucket.

Keep everything clean- Follow these tips to help reduce odors, moisture and pests in your bucket and kitchen collector.

- Sprinkle baking soda inside of the bucket and kitchen collector
- Collect food scraps in a BPI-certified compostable bag, paper bag or small cardboard box
- Wrap food scraps in a paper towel or newspaper to absorb moisture and manage odors

Compost Collection Container- Compost will be collected on the same day as residential trash utilizing a 5-gallon screw-top container.



Material Destinations

All compostable material will be taken to South Canyon Landfill in Glenwood Springs, CO.

Ongoing Communications

Ongoing communication with residents is important to keep them engaged and promote participation. This also lets City staff remind residents of the program requirements and report on program successes and milestone achievements. Five to ten weeks after Glenwood Springs launches their curbside food waste collection program we will provide a comprehensive summary of the start-up, highlighting examples of what was and was not being done correctly by residents.

Reminders on material preparation and waste reduction tips will be included, along with data explaining participation rates and positive resident feedback.

For our curbside collection program, MWR along with the City, will send newsletters out to residents two to three times a year, when program communications began in earnest. Newsletter content ranges from introducing the program changes and generating enthusiasm to celebrating residents' efforts in achieving the program's diversion and participation goals. MWR will continue to send regular newsletters and post on social media to promote the program, update residents on program achievements, and remind them of correct waste sorting and preparation practices.

Compliance Protocol

As with recycling and best practices for curbside collection, keeping unacceptable items (contamination) out of the organics stream is important to the composting process. MWR has found that curbside stickering, notices and active enforcement are most effective in keeping contamination levels low. Contamination enforcement is generally done by collection personnel, where the driver observes what is in containers before depositing their contents into the collection vehicle. The following is an example of a proposed enforcement protocol

- 1st incident: driver removes noncompliant material and leaves it behind with a sticker/notice. A record is kept by the driver of each infraction
- 2nd incident: the same process is repeated
- 3rd incident: container is left behind with another notice, letter sent to the City stating that ongoing incidents may result in the cessation of the collection service. MWR will ask the City to withdraw the collection service until the resident agrees to participate properly in the program.

LEFT BEHIND 

Food Waste (Green Bin)

Some of your material was not collected today because

- ☐ Plastics, glass, metal, Styrofoam
- ☐ Use of non-compostable bag
- ☐ Juice boxes, foil bags, plastic wrap
- ☐ Yard and garden waste
- ☐ Diapers
- ☐ Pet waste
- ☐ Other _____

Container Distribution / Exchange

Container distribution to households will be by MWR and will be stickered with City of Glenwood Springs Best Management Practices for Curbside Collection of Residential Organic Waste. Before containers are distributed, residents should already have been advised of the upcoming program changes and container size through an extensive communications campaign. This information will also be available in the launch package distributed with the containers. Requesting residents to pre-select a size before the program launch will help mitigate the challenge of having enough containers on hand at program start-up. Not allowing subsequent exchanges for a while after the program launch will give residents time to get accustomed to the new container and its capacity and usefulness. Local governments that offer exchanges typically charge an exchange fee, limit the number of exchanges for any one residence, and tie the container size in with the annual solid waste utility bill. For programs with contracted collection, this process is typically more suited for local government staff to handle, rather than the collection contractor. MWR will provide maintenance

of collection containers, delivering containers to new homes, and handling replacement requests for damaged or lost containers.

Troubleshooting

Participation rates and impurity levels often reflect the collection program's level of community support. Continuous improvement and a willingness to acknowledge concerns or complaints about the program, coupled with offering solutions, will go a long way to making the program a success.

Monitoring Performance and Participation

A variety of useful data can be monitored to help program manager's measure program performance.

Garbage disposal rates per capita and per household:

- Pre organics collection
- Post organics collection
- Organics collection weights: Per capita and per household
- Set out (participation) rates: Total households being serviced
- Contamination rates: Percentage of loads as reported by organics processor
- Number of non-compliance notices given to residents by collection staff.

Seasonal Yard Waste/ Service Summary

Mountain Waste & Recycling will provide one roll-off container for the collection of yard waste (leaves, grass, plant materials and small brush) and one roll-off provided for brush, stumps and clean wood of any size. Contamination will not be accepted for either stream.

- **Comply with all requests of the City of Glenwood Springs RFP for service**
- Utilize a City provided lockable location for collection of grass clippings and yard waste.
- Service the drop-site the first and third Saturday of each month from April through September and all Saturdays in the month of May.
- Man the location from 9am through 1 pm -these will be the hours open for business.
- Utilize 30/40-yard roll-off containers for collection and transportation to the compost facility.
- Maintain drop-site containers in clean and good working order.
- Gloves and eye protection available to those who request them.
- Provide signage of acceptable and non-acceptable materials.
- Any material spilled, or litter caused by MWR during collection or transportation at the City location or on public property shall be cleaned up by the end of the day.
- Container contents will be removed and transported to the South Canyon Landfill for processing by the Wednesday of the following week to be ready for the next public collection day.
- Promote the program with hours of operation and acceptable materials on the MWR website, as well as through the City billing.
- Follow the eligibility requirements for the use of the location as determined by the City.
- Provide summary of drop-off collection information at the end of the season.

Yard Waste Tracking and Reporting

MWR will track volumes/weights of the yard waste collected under the agreement with the City of Glenwood Springs. This report is generated through landfill weight tickets and recycling volume conversion. The report will include:

- Tons of material collected
- Recommendations for revised operations

We will then translate this information as an environmental impact statement for the City of Glenwood Springs as a landfill diversion total.

Acceptable Materials

Material to be collected at the Seasonal Drop-Site Events:

Grass Clippings • Flowers • Hay • Ivy • Leaves • Plant trimmings • Sawdust • Sod (remove as much soil as possible) • Compostable Material

All material collected from this program will be delivered to the South Canyon Landfill.

Section 3.3.1 Collection Vehicles

Vehicle routing will be completed by MWR route optimization program, eRoute Logistics. This program assigns detailed longitudinal and latitudinal data to every stop and is tied to mapping and GPS technologies, allowing for analysis of various routing scenarios to maximize fuel savings and reduce carbon footprint. Routes will be evaluated continuously both from an efficiency standpoint and customer count to provide for adjustments related to customer growth, traffic and required collection hours.

Truck Description

Locally there are no alternate fuel vehicles in operation currently. However, Waste Connections, our parent company is currently working with Excel Energy on an EV pilot program in the Denver area.

- 71% of homes will be serviced by fully automatic side load vehicle, both trash and recycle
- 29% of homes will be serviced by rear-load vehicle, both trash and recycle
- In cab communication is via either tablet or cell phone
- Vehicles will be on a weekly wash schedule
- Painting and repair are done on an as needed basis
- Waste Connections plans on expanding to alternate energy vehicles in Colorado as technology advances.

Section 3.3.2 Collection Personnel

Safety

Safety is one of Mountain Waste & Recycling's guiding principles. Specifically, it reads: ***We strive to assure complete safety of our employees, our customers, and the public in all our operations. Protection from accident or injury is paramount in everything we do.*** We strive to assure complete safety of our employees, our customers and the public in all aspects of our operations. Prevention of accident and injury is top priority, and our entire staff attend weekly safety meetings to address top concerns in the field and at the office. We are proud to have a dedicated team of safety professionals at our corporate headquarters and in our field operations.

MWR drivers go through a rigorous program that includes online courses, one on one reviews and behind the wheel (BTW) training. We also utilize the Smith System Training program that utilizes 5 keys to safe driving: Aim high in steering, get the big picture, keep your eyes moving, leave yourself an out and make sure they see you.

Each of our vehicles is equipped DriveCam. This is a camera system, both in and out of the cab, which monitors driver activity throughout the day. The system detects distracted driving events and alerts the driver real time. These events include cell phone use, seat belt usage, eating and driving while driving, failure to stop completely, lane departure, following distance and potential collisions. Operations then uses these events to coach our drivers working with them to create safe driving habits where those opportunities might exist.

Every Mountain Waste & Recycling driver participates in a safety bonus plan where drivers earn a bonus for no accidents and minimal DriveCam events. The program is designed to reward those that practice safe driving.

Sample of a training program for a new driver

Week 1	Week 2	Week 3	Week 4	Week 5
Classroom/Skills Training : - Welcome to Waste Connections - Smith System Training - Target 4 Training (4 Videos) - Skills Courses (8 In-Lot Exercises)				
Online Training: - Value Based Safety Part 1 - In-Cab Technology - The Target 4 - PPE - Pre-Trip Inspections - Post Collection Site Safety - Hazardous Energy Control - Confined Spaces - Job Hazard Assessment - Incidents and Breakdowns - Emergency Action Plan - Hazard Communication - Bloodborne Pathogens - Fire Safety - Fluid Spill Procedures - Heat and Cold Considerations - Health and Wellness - Why Risk It? - Value Based Safety Part 2				
Hands-On / Other Training: - Clocking In - Review of Safety / Work Rules - Housekeeping - Proper use of Safety Equip - Operating Procedures - Seatbelt Use - In Cab Controls - Uniform - Avoiding Event Recorder Obstructions - External Controls - Container Placement - Procedures - Route sheets - Bicyclists - Enclosure Maintenance - Writing up enclosures - Proximity Sensors - Alarm Functionality - Stowing Arm/Boom/Fork - Road Speed - Lights - Securing Items in Cab - Route Hazard Comm - Overhead Hazards - Lost Cart in Hopper - Working with Dispatch - Customer Communication - Missed Stop Procedures - Marking / Charging Not Outs - Awareness of Customer - Approaching Container - New Start Customers - Moving Carts / Tagging - Rollaway - Cleaning up Extras - Yard Rules - Fluid Stations - Shop Safety - Load Securement - Customer Complaints - School Safety - Contact with Power Lines - Fleet Inspections - Work Order Completion - Emergency Contact List - Dangers of Driving Over Debris - Substance Abuse - District's I-Rate - ABC Driver Defined - Slips, Trips, Falls - Preparing Vehicle - Extended Travel - Assisting Other Routes - Driver Fatigue				

Sample Syllabus

Section 3.3.3 Collection Schedule

Service Summary

Mountain Waste & Recycling will continue to service the City of Glenwood Springs with a real Pay-As-You-Throw program designed to incentivize diversion and reward recycling. We created tiered pricing for trash collection. We will service the town with 96, 64 or 32-gallon trash containers, and 32-96 gallon recycle bins. Because residents have different size containers there will be different prices charged to each household based on the size of their container. This is done to incentivize greater participation in the recycling program to increase the City's diversion rate.

- MWR will continue to service the City residential customers for trash and recycle on the same day.
- Service issues will be resolved within 48 hours of being reported
- Container delivery and repair will be accomplished within 48 hours
- Customer complaints will be handled at the operations and district manager level

Service Plan

MWR will continue to service the City of Glenwood Springs in specific areas. Once a week service ensures as little disruption to the community as possible as well as reducing truck emissions in the community.

SAMPLE-City of Glenwood Springs Service Calendar

2023																																																							
Mountain Waste & Recycling -Trash Service Day Calendar for --Section A																																																							
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Service Day Holiday Yard Waste Drop Off																																																							

Section 3.3.4 Customer Service and Education

Outstanding customer care is a companywide commitment, and we truly feel honored to serve the homes and businesses of our customers. We strive to exceed our customer's expectations in affordability, quality and service. Our staff makes a point to get out into the community and listen, observe and learn.

MWR recognizes the importance of providing customers with courteous and effective service. Our Customer Service Plan is designed to accomplish these goals and has the following components: a fully staffed local office, access to customer data, a web page that will be dedicated to City of Glenwood Springs collection information and online customer service. Our customer service team has been ranked at the top in the company four years in a row! With locally staffed customer service representatives we can respond to our customer's requests quickly enabling us to meet any response time required.

Problem Resolution Philosophy

We are good listeners, the most knowledgeable industry veterans in the valley and exceptional service providers. We do not expect to encounter any issue that we could not respond to quickly and resolve to your satisfaction in a reasonable time frame. In the rare instance that we disagree on any issue we would seek a formal meeting with the appropriate town people to ensure that there would not be a second instance. Again, we answer the phone locally 24/7.

Customer Service

Mountain Waste & Recycling answers the phone locally, Mon – Fri 8:00AM to 5:00PM. After hours, the City of Glenwood Springs will have the ability to reach one of the key team members via cell phone.

Mountain Waste & Recycle will:

- Greet our callers in a courteous and professional manner.
- Listen effectively to our customers' requests and promptly take the necessary actions to assist them.
- Keep our customers informed of unexpected delays in service.
- Inform our customers of normal process time when they can expect completion and any delays that may arise in the process.
- Finish customer encounters in a courteous and professional way.

Information Package

Comprehensive information outlining service, rates, collection schedule and recycling information will be available on the dedicated Glenwood Springs page on the Mountain Waste & Recycling website. Direct and electronic mail of this information will also be available.

E-mail

- We will respond to e-mails within 4 hours during normal business hours
- We will update our e-mail notification message when we will be out of the office for an extended period (full day or more)

Educational Outreach

Mountain Waste & Recycling will provide educational outreach and opportunities throughout the year and partner with local organizations to promote reuse & recycle at community events in the area. We will start with:

- The senior housing, HOAs, Chamber of Commerce, Churches
- School outreach
- Community events
- Educational Seminars

MWR will continue to look for opportunities for education and outreach and partner with the community to inform all residents of Glenwood Springs of the options available to a more sustainable future.

Source Reduction

Through a facility review, Mountain Waste & Recycling will identify any opportunities for upstream source reduction available to the City of Glenwood Springs. These may include suggestions regarding changes to the types of supplies used by the residences of City with possible alternatives to consumables, reuse of certain materials, and more.

Section 3.4 Transition Services

Mountain Waste & Recycling will finalize the City of Glenwood Springs service plan and coordinate a smooth transition of all services immediately upon award of the contract. MWR will attend a post-award conference with all prospective supervisors that will be responsible for managing and coordinating services and communications with the City. MWR will provide our proposed implementation schedule to the City Manager or other designated representative of the City along with at least two (2) telephone numbers, which may be used to contact MWR in the event of an emergency after normal business hours.

Mountain Waste & Recycling will work closely with the City of Glenwood Springs in the following areas:

- **Collection Schedule** – MWR will work with the City to outline residential solid waste, recycling and bulk waste's current collection schedule and routes. Any changes to collection routes will be discussed with the City and communicated to all residents at least 45 days prior to the contract start date.
- **Communication with the City of Glenwood Springs** – Realizing the importance of communications during the implementation process, MWR will have weekly contact with the City. MWR manager will report to the designated City contact and inform them of the status and any problems that may have occurred. The City will be informed what the problem was and how MWR resolved the problem. If the City's assistance is needed, MWR will inform the designated City representative of the assistance required.
- **Customer Outreach Methods** – When changes are necessary, the City will be notified and the residents in the affected area will be presented with a flyer delivered to their homes. The flyer will outline what the changes will be and the date the changes will take place. This information may also be published in the local newspaper prior to any change being made.
- **Community Outreach** – The City will be included in MWR start up process. We believe that the City must be fully informed of all information concerning the start up. We will meet with the City prior to start up to gather information from them and receive their input.
- **Repeat Compliance Enforcement** – It is our goal and commitment to provide residents in the City of Glenwood Springs the highest quality solid waste services available. All complaints will be documented and resolved either the same day (if possible) or within 24 hours of receipt. Procedures will be followed to minimize and eliminate repeat complaints by providing drivers and their supervisors a list of previous documented complaints from prior pickup days. Supervisors will be required to check to ensure that service has been provided. We do not anticipate repeat complaints, as we will have steps in place to avoid any recurrences.
- **Hiring and Training Personnel** – We actively recruit, hire and train our personnel. Personnel recruited from the local area will be required to meet all applicable DOT requirements as well as pre-employment physical and drug screen requirements of MWR. Random alcohol and drug screens are administered in accordance with DOT requirements and company policy while employed with MWR. Route training will start upon the award of the contract to MWR. Each employee will go through "Smith System" and "Coaching the Refuse Driver" safety training.

Proposed Transition Timeline

- Provide the City with existing customer base within 30 days of contract effective date
- Provide service level descriptions within 45 days of contract effective date
- Wildlife compliant containers within 30 days of contract effective date
- Container replacement/removal
 - With contract award, place new container within one week of customer service level choice
 - If contract is not awarded, MWR will remove within two weeks after last service
- Container delivery will take place over two-week period prior to start of contract service
- MWR will provide temporary collection service as needed between service level selection period and start up date at current rates
- Container delivery will be completed by these methods:
 - MWR delivery straight truck equipped with 4' high side rails operated by our driver
 - Cart manufacture provided delivery with pick up trucks/trailer in teams of three
- Staging areas will include MWR facility in Carbondale along with two city approved locations
- Future cart storage, assembly & repairs will be managed at MWR facility in Carbondale

Section 3.5 Reporting

Recycling Tracking and Reporting

MWR will track monthly volumes/weights of the trash and recyclables under the municipal agreement with the City of Glenwood Springs. This monthly report is curated through landfill weight tickets and recycling volume conversion. The tracked data will be presented in the monthly report as requested by the City.

Section 3.5.1 Quarterly Reporting

Mountain Waste & Recycling will provide the City of Glenwood Springs with quarterly reports that reflect information about City residential customers serviced. These reports will include a log and photographs where applicable:

- Weight/volume conversion of the waste streams collected from the City of Glenwood Springs
- Customer complaints and resolution
- Number of missed collections
- Return collections due to late-outs or blocked containers
- Overflow of trash or recycling, and contamination greater than 25%
- Address of abused containers
- Any vehicle accidents or infractions within the Town limits
- Request from the recycling center "End Markets" of the material delivered to the facility

Section 3.5.2 Annual Resource Recovery Report

Annual Reporting

Annual report will be submitted for the previous year and be written in a manner suitable for sharing with the public and include:

- Annual landfill diversion by weight/volume with a year-to-year comparison
- Compare diversion rates to the communities of Rifle, Silt, and New Castle, CO
- Trash audit results
- Identification of opportunities for additional recycling based on markets and economic viability
- Any other pertinent information

Example Diversion Report

Annual Waste Diversion Report to The City of Rifle, CO							
	Number of Residential Services	Trash Tonnage	Single Stream Recycling	Co-Mingle	Total Landfill Diversion / TONS	2017 Landfill diversion Rate	2016 Diversion Rate
January	2815	238.93	52.9	19.9	72.8	23.35%	24.20%
February	2815	236.74	50.4	18.3	68.7	22.49%	22.50%
March	2816	244.97	50.9	20.7	71.6	22.62%	23.20%
April	2817	251.69	51.7	21.5	73.2	22.53%	23.50%
May	2820	252.43	54.9	23.1	78	23.61%	22.80%
June	2833	265.13	57.8	27.8	85.6	24.41%	23.80%
July	2835	266.74	58.4	28.4	86.8	24.55%	24.30%
August	2843	263.32	57.9	27.6	85.5	24.51%	23.50%
September	2842	265.02	56.3	25.1	81.4	23.50%	23.00%
October	2842	245.46	55.2	24.2	79.4	24.44%	23.10%
November	2840	246.83	53.6	22.7	76.3	23.61%	22.40%
December	2835	251.79	55.7	20.3	76	23.19%	22.00%
Summary	2829	3029.05	655.7	279.6	935.3	23.59%	23.19%
*** No Commercial Customers ***		6,058,100 #'s			1,870,600 #'s		
Mountain Waste Service Issues 2017		293,989 Total Services			2904/Avg Services/wk		
Service Issues					53 Service Issues		
	Trash	Recycling					
January	8	0					
February	3	1					
March	7	0					
April	10	2					
May	4	0					
June	2	0					
July	0	0					
August	8	3					
September	5	0					
October	9	1					
November	4	1					
December	8	0					
	68	8	47 Service Issues		.00016 % service Issue Rating		

Insurance

Mountain Waste & Recycling, Inc. is fully insured; proof of insurance documents will be made available.

Section 5.2 Performance Bond

Performance bond will be provided prior to start of contract effective date. \$500K bond letter requested to cover six months of service submitted for bond ability letter. Please see appendix for bond-ability letter for "unlimited amounts" issued by CAN Surety.

Section 6.0 City of Glenwood Springs Contract

MWR has reviewed standard contract language in Appendix C of the RFP and will not suggest any changes. Contract certification is attached in Appendix D.

Section 7.0 Proposer Qualifications

Mountain Waste & Recycling, Inc.

Mountain Waste & Recycling, Inc. was formed on May 29, 2015, with the merger of Mountain Roll-Offs, Inc. established in 2005, and InterMountain Waste & Recycling, established 2010. These were the two largest independent waste haulers in the Roaring Fork Valley. The combination of the two companies has resulted in the birth of the single largest independent waste and recycling company ever to exist in the mountains of Colorado. In 2019 Mountain Waste & Recycling was acquired by Waste Connections, the third largest solid waste company in the US. With this merger Mountain Waste & Recycling continues with its local management and commitment to the communities we serve.

Mountain Waste & Recycling provides service to municipalities, residences, commercial businesses, contractors and most of the largest special events in an area stretching from the Town of Parachute in the west to No Name in the east and Aspen to the South. We are the provider of choice to these jurisdictions for residential waste and recycling collection, portable restroom services, facility waste and recycling services, and contract transportation of materials.

MWR serves more than 18,000 residential customers, more than 1,500 commercial customers and approximately 75% of the contractors who operate/build in the Roaring Fork and Grand Valley's. The company has significant scale in this region compared to its national competitors. We answer the phone locally and respond in a timely manner that brings a full scope of services to our customers. We have a superior local management team that includes people who have more than 75+ years of cumulative waste and recycling expertise. Our focus is on exceeding customer expectations about service, accountability and response. At Mountain Waste & Recycling we believe that developing a strong relationship with the communities we serve is important to our long-term partnership. Our priority is a thorough understanding of our customers' program goals and service expectation.

Municipal Experience: Mountain Waste & Recycling is the current service provider for the following:

Town of Carbondale – Municipality, Town locations & Portable toilets • Town of New Castle Municipality • Town of Silt Municipality • City of Rifle Municipality • City of Glenwood Springs – City contract for litter cans, city buildings, portable toilets and Recycle Center Material Management • Town of Basalt- City locations & portable toilets • City of Aspen- City locations & portable toilets • Many of the HOA communities in the Roaring Fork Valley

Mountain Town Servicing & Winter Experience

Mountain Waste & Recycling companies have been operating in the Roaring Fork River Valley for over 13 years. We are experienced with all seasonal challenges including ice, snow, rain, mudslides and wildlife. During the more extreme weather conditions, our drivers are empowered to adjust vehicles and service based on accessibility of certain customers. We take safety seriously and allow our drivers to call off a service if they believe it to be unsafe. Once that decision is made, drivers will communicate with our operations team who will then advise the customer. All trucks are equipped with tire chains, shovels, sand & communication tools to aid in dealing with these conditions.

Qualifications

Waste Connections, the parent company of Mountain Waste & Recycling is the third largest provider of municipal solid waste services in the United States. The company is publicly traded on the New York Stock Exchange under the symbol WCN. It has over \$6 billion of assets and is investment grade rated by Standard and Poor's, with one of the strongest credit ratings in the solid waste industry. WCN services over three million residential, commercial and industrial customers in 35 states with over 22,000 employees.

Waste Connections has a demonstrated commitment to providing comprehensive resource recovery management through its existing network of 334 solid waste collection operations; 195 transfer stations; 71 recycling operations, 42 E&P facilities and six composting operations. In addition, the company has an ongoing dedicated effort to identify new and emerging solid waste recovery technologies for cost effectiveness and scalability.

This Mountain Waste & Recycling proposal relies on a unique team of partners, which combines the nationwide experience, resources and financial strength of Waste Connections with the knowledge, facilities and experience of existing local service providers.

Event Support

Mountain Waste & Recycling is the service provider of choice for nearly every high-profile special event in the Roaring Fork Valley. We provide restroom, waste, recycling, and compost collection along with significant event management support for X Games, Food & Wine, U S Pro Cycling Challenge, Strawberry Days, and JAS Aspen Snowmass among many others

School District Experience: Mountain Waste & Recycling is the service provider for the: Garfield School District Re-2 • Roaring Fork School District • Aspen School District • Colorado Rocky Mountain School • Waldorf School • Two Rivers School • Carbondale Community School • Blue Lake preschool • Honey Tree Preschool

Principal Officials Involved with City of Carbondale Municipal Service

Bill Cira – District Manager: former local manager for Waste Connections in Denver, and more than 15 years of management in local transportation/service companies.

Herman Aardsma – Operations Manager – former operations leader at Waste Management, MRI and other valley waste companies. Mr. Aardsma brings over 40 years of waste experience to the team along with the knowledge of collection methods and practices unique to this valley.

Jeremy Frees – Event Specialist – former MRI and Waste Management “go to” liaison recognized nationally for his management of major special events such as X Games, Food & Wine, U S Pro Cycling Challenge, and JAS Aspen Snowmass. Mr. Frees has more than 20 years of waste experience in the Roaring Fork Valley.

Douglas Goldsmith –Sales Manager- former general manager Transit Waste & Recycling and the Bondad Landfill servicing the Four Corners area in Southwest Colorado. Mr. Goldsmith has more than 20 years’ experience managing municipalities contracts and events in Colorado

Shelby Miller –Office Manager – is our point of contact to the communities we serve. Regularly connecting with the representative’s from Carbondale, New Castle, Silt and Rifle to enhance the customer satisfaction in these communities.

Statement of Operating Values

Safety-We strive to assure complete safety of our employees, our customers and the public in all our operations. Protection from accident or injury is paramount in all we do.

Integrity We define integrity as “saying what you will do and then doing it.” We keep our promises to our customers, our employees and our stockholders. Do the right thing, at the right time, for the right reason

Customer Service We provide our customers the best possible service in a courteous, effective manner, showing respect for those we are fortunate to serve.

To be a Great Place to Work-We maintain a growth culture where our employees can maximize their potential personally and professionally. Our objective is to provide an inclusive environment where people enjoy what they do and take pride in their work. We wish to embody a work hard, play harder culture.

To be the Premier Waste Services Company in the U.S. We continue to provide superior returns, remain environmentally responsible, and continue to grow in a disciplined way, deploying resources intelligently and benefiting communities we live in.

Company Financials

See Waste Connections financial documents in appendix

The City of Glenwood Springs will be serviced from our local offices:

Mountain Waste & Recycling, 1058 County Road 100, Carbondale, CO 81623 Bill Cira - District Manager

Contract Compliance with City of Glenwood Springs

Mountain Waste & Recycling will comply with general terms & conditions of City of Glenwood Springs standard Contract.

Statement of Integrity

Mountain Waste & Recycling meets or exceeds all the standards and requirements set by state and local governments. The company has never filed for reorganization or bankruptcy nor have there been violations of health regulations. There have been no criminal, civil suits, or litigation brought against MWR; nor have there been any penalties imposed under any Municipal or County contracts. There has been no default, compliance issues or unresolved judgements.

References

See appendix section

Subcontracting

Mountain Waste will not be sub-contracting any services with the City of Glenwood Springs. All work will be done by Mountain Waste & Recycling personnel only.

Performance Bond

Performance bond ability letter addressed in section 5.2 of this response

APPENDIX

PRICING

APPENDIX E CONTRACT PRICING SHEETS

City of Glenwood Springs Request for Proposals Solid Waste Collection

Completed cost pricing sheets and the signatory information on the second page of this appendix shall be submitted with every proposal (except as noted) and shall represent all contractor rate schedules. All costs shall be provided in 2023\$.

RATE SCHEDULE for TRASH & EVERY-OTHER-WEEK (EOW) RECYCLABLES COLLECTION ONLY (required for all proposals)

<i>Regular Curbside Service (shall include pricing for trash & recyclable collection components of regular bundled collection)</i>	<i>Required Monthly Pricing Structure</i>	<i>Unit</i>
Super-saver – EOW trash & EOW recycling	<\$X	\$ 9.00 per month
Small weekly trash & EOW recycling	\$X	\$ 10.60 per month
Medium weekly trash & EOW recycling	\$X*2	\$ 21.20 per month
Large weekly trash & EOW recycling	\$X*3	\$ 31.80 per month
Super-saver – EOW wildlife trash & EOW recycling	<\$Y	\$ 19.00 per month
Small weekly wildlife trash & EOW recycling	\$Y	\$ 20.60 per month
Medium weekly wildlife trash & EOW recycling	\$Y*2	\$ 41.20 per month
Large weekly wildlife trash & EOW recycling	\$Y*3	\$ 61.80 per month
Additional weekly large trash & EOW recycling	\$X*6	\$ 63.60 per month
Additional weekly large wildlife trash & EOW recycling	\$Y*6	\$ 123.60 per month

Recycling containers may be small, medium or large for any trash service level

RATE SCHEDULE for TRASH & WEEKLY RECYCLABLES COLLECTION ONLY (required for all proposals)

<i>Regular Curbside Service (shall include pricing for trash & recyclable collection components of regular bundled collection)</i>	<i>Required Monthly Pricing Structure</i>	<i>Unit</i>
Super-saver - EOW trash & weekly recycling	<\$X	\$ 14.00 per month
Small weekly trash & weekly recycling	\$X	\$ 15.60 per month
Medium weekly trash & weekly recycling	\$X*2	\$ 31.20 per month
Large weekly trash & weekly recycling	\$X*3	\$ 46.80 per month
Super-saver – EOW wildlife trash & weekly recycling	<\$Y	\$ 24.00 per month
Small weekly wildlife trash & weekly recycling	\$Y	\$ 25.60 per month
Medium weekly wildlife trash & weekly recycling	\$Y*2	\$ 51.20 per month
Large weekly wildlife trash & weekly recycling	\$Y*3	\$ 76.80 per month
Additional weekly large trash & weekly recycling	\$X*6	\$ 93.60 per month
Additional weekly large wildlife trash & weekly recycling	\$Y*6	\$ 153.60 per month

Recycling containers may be small, medium or large for any trash service level

RATE SCHEDULE for PERIODIC COLLECTION SERVICES (required for all proposals)

<i>Periodic Collection Services</i>	<i>Unit</i>
Overflow trash (medium weekly trash & EOW recycling)	\$ 10.60 per collection
Overflow trash (medium weekly trash & weekly recycling)	\$ 15.60 per collection
Container delivery/exchange after 30 days & for default customers	\$ 25.00 per collection
Container replacement excludes delivery – small	\$ 45.00 per container
Container replacement excludes delivery – medium	\$ 50.00 per container
Container replacement excludes delivery – large	\$ 55.00 per container
Container replacement excludes delivery – small (wildlife)	\$ 200 per container
Container replacement excludes delivery – medium (wildlife)	\$ 215 per container
Container replacement excludes delivery – large (wildlife)	\$ 230 per container

DROP-SITE YARD WASTE COLLECTION (not required)

<i>Drop-Site Yard Waste Collection</i>	<i>Unit</i>
Drop-site staffing every-other Saturday morning May through September	\$300 per day
Haul boxes from yard waste drop site	\$285 per haul

**RATE SCHEDULE for TRASH, EVERY-OTHER-WEEK REYCLABLES
& WEEKLY FOOD WASTE (not required)**

<i>Regular Curbside Service (shall include pricing for trash, recyclable & organics collection components of regular bundled collection)</i>	<i>Required Monthly Pricing Structure</i>	<i>Unit</i>
Super-saver EOW trash, EOW recycling & weekly food waste	<\$X	\$ 14.00 per month
Small weekly trash, EOW recycling & weekly food waste	\$X	\$ 15.60 per month
Medium weekly trash, EOW recycling & weekly food waste	\$X*2	\$ 31.20 per month
Large weekly trash, EOW recycling & weekly food waste	\$X*3	\$ 46.80 per month
Super-saver EOW wildlife trash, EOW recycling & weekly food waste	<\$Y	\$ 24.00 per month
Small weekly wildlife trash, EOW recycling & weekly food waste	\$Y	\$ 25.60 per month
Medium weekly wildlife trash, EOW recycling & weekly food waste	\$Y*2	\$ 51.20 per month
Large weekly wildlife trash, EOW recycling & weekly food waste	\$Y*3	\$ 76.80 per month
Additional weekly large trash, EOW recycling & weekly food waste	\$X*6	\$ 93.60 per month
Additional weekly large wildlife trash, EOW recycling & weekly food waste	\$Y*6	\$ 153.60 per month

Recycling containers may be small, medium or large for any trash service level

Company Name

Authorized Signature

Name (please print)

Title D

LETTERS OF RECOMENDATION



January 18, 2023

RE: Letter of Recommendation for Mountain Waste

To whom it may concern,

The City of Rifle has contracted with Mountain Waste for trash and recycling services since 2017. Mountain Waste has been very responsive with any of our concerns and communicates well with our citizens. We are very impressed with the company's application for smartphones. Mountain Waste presents to our Council at least four times a year to provide updates and take questions.

In 2021, Rifle completed a survey of our citizens that covered multiple topics, to include ranking City services. Trash service was ranked the highest in customer satisfaction among all City services. In my view, this fact clearly demonstrates that Mountain Waste provides exceptional service.

Respectfully,

A handwritten signature in black ink, appearing to read "TAKO".

Tommy Klein
Manager
202 Railroad Avenue
Rifle, CO 81650
tklein@rifleco.org



TOWN OF CARBONDALE PUBLIC WORKS

511 Colorado Avenue
Carbondale, CO 81623

January 19, 2023

RE: Mountain Waste and Recycling Services

To Whom It May Concern,

This letter is being written to confirm that Mountain Waste and Recycling has provided numerous services to the Town of Carbondale for many years. These services include:

- Residential trash and recycling service (contract service began October 1, 2019)
- Waste hauling service at Town facilities (Town Hall, Public Works shop, Waste Water Treatment Plant, Rodeo Arena, etc.)
- Portable restroom services at various town parks (annually during winter months), and town-sponsored events
- Roll-off dumpsters for events (Spring Cleanup Day, Leaf Days, Christmas Tree recycling, etc.)

All services provided have met Town expectations, and any issues have been resolved in a timely manner. Mountain Waste and Recycling staff have been reasonable to work with and responsive.

If you have any questions, or need further information, please contact me at (970) 510-1217, or e-mail me at kschorzman@carbondaleco.net.

Sincerely,

Kevin Schorzman, PE
Public Works Director



TOWN OF CARBONDALE

511 Colorado Avenue
Carbondale, CO 81623

www.carbondalegov.org

(970) 510-1290 Fax: (970) 963-9140

January 3, 2023

To Whom It May Concern:

This letter serves as a verification of contracted work with Mt. Waste & Recycling, Inc., and as a positive recommendation of the quality work done by that company for the Town of Carbondale Parks & Recreation Department. My name is Eric Brendlinger and I am the Town of Carbondale's Parks & Recreation Director. I have worked with Mt. Waste and their representative, Doug Goldsmith, our service specialist, for 5 years.

Mt. Waste & Recycling, Inc. has served our trash, recycle and porta potty needs on numerous park projects, workdays and special events. We use their porta potty services on all our parks, when we shut down our seasonal bathrooms. Doug is very attentive to our needs and provides a weekly check-in to make sure we are covered over the weekends and prior to special events. We sometimes need to make quick and unforeseen changes in service or pick up frequencies and these are taken care of in a rapid and timely manner. Doug is professional and focused on providing great customer service.

I would recommend this company to anyone seeking trash and recycling hauling services due to the fact they are based locally and provide rapid customer service solutions to ever changing municipality needs.

Please contact me if you desire additional information.

Sincerely,

Eric Brendlinger
Town of Carbondale
Parks & Recreation Director



Town of New Castle
450 W. Main Street
PO Box 90
New Castle, CO 81647

Administration Department
Phone: (970) 984-2311
Fax: (970) 984-2716
www.newcastlecolorado.org

To: City of Glenwood Springs
From: David Reynolds
RE: Letter of Recommendation for Mountain Waste & Recycling
Date: January 3, 2023

To Whom it may concern,

Based on many years of experience using Mountain Waste & Recycling as our contracted trash and recycle hauler, the Town of New Castle can confidently provide this positive letter of recommendation.

For over twenty years, Mountain Waste & Recycling has been successful in winning competitive bid solicitations which have earned them ongoing service contracts with the Town of New Castle. During their years of service to the town, Mountain Waste has consistently met or exceeded the service levels required under their agreement. They have demonstrated a genuine care for the services that they provide to our community, while also showing a responsiveness in communicating with Town staff. Working as the single residential hauler contracted by the Town, Mountain Waste clearly understands the partnership between themselves and the Town of New Castle. They have shown a willingness to work proactively to bolster this partnership by providing customer education and outreach concerning recycling programs, bear education, and general trash hauling guidelines. They have coordinated well with Town staff and Town Council concerning billing, annual reporting, status updates, and other reports as requested.

The Town of New Castle will be working under our current service agreement with Mountain Waste for several more years, and can currently state that we would welcome bids for continued service by Mountain Waste & Recycling in the future.

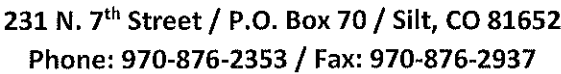
Best Regards,

A handwritten signature in blue ink, appearing to read "D. Reynolds", written over the printed name.

David Reynolds

Town Administrator

New Castle, CO





Mountain Waste & Recycling
PO Box 999
Carbondale, Colorado 81623

January 18, 2023

To Whom It May Concern,

The City of Aspen chose Mountain Waste & Recycling to be the hauler for our municipal properties in 2022. A deciding factor in Mountain Waste & Recycling being awarded the contract was their ability to provide locally based customer service. The City of Aspen has a dynamic set of systems which demands changes to services, often in a short time-frame. Mountain Waste & Recycling has been able to meet our requirements. Additionally, the City of Aspen values waste diversion as part of our environmental stewardship and Mountain Waste & Recycling has been an active partner in ensuring our recycling program is successful. Despite the continual challenges presented by our proximity to wildlife and winter weather interference in operations, Mountain Waste & Recycling has been responsive to our requests and communicative about their processes in addressing our needs.

Sincerely,

Ainsley Brosnan-Smith
Waste Reduction and Recycling Program
Administrator
City of Aspen



January 15, 2021

Ref:
Mountain Waste & Recycling
PO Box 999
Carbondale, CO 81623

To Whom It May Concern,

The Romero Group has worked with Mountain Waste over the past 5 years as the waste and recycling hauler for many of the properties that we manage. Mountain Waste has provided thoughtful solutions to waste and recycling challenges and has been very responsive to the needs of our clients. As a locally based service provider, Mountain Waste has demonstrated a customer service level that exceeds what the larger waste haulers from outside the Roaring Fork Valley can provide.

We can recommend them with confidence for your waste and recycling needs.

Sincerely,

A handwritten signature in black ink that reads 'Jim Korpela'. The signature is written in a cursive style with a large 'J' and 'K'.

Jim Korpela
Chief Operations Officer, Romero Group



April 4, 2018

To Whom It May Concern,

This letter of recommendation is being provided for Mountain Waste & Recycling. Be advised that Mountain Waste & Recycling has provided excellence service for the City of Glenwood Springs for trash removal and recycling services. Also, they have been very responsive to service issues as well as billing issues that always seem to arise. Therefore, I feel that I could whole heartily recommend Mountain Waste & Recycling to any public entity, municipality, or school district for trash removal and recycling services.

Feel free to contact me, if you need any additional information.

Ricky Smith
Procurement Manager

Cc: file

City of Glenwood Springs, Purchasing Department, 101 West 8th Street, Glenwood Springs, Colorado
81601, 970-384-6445, 970-945-2597 (fax)

Proposer Statement
Contract Certification
State Seal

OFFICE OF THE SECRETARY OF STATE
OF THE STATE OF COLORADO

CERTIFICATE OF FACT OF GOOD STANDING

I, Jena Griswold, as the Secretary of State of the State of Colorado, hereby certify that, according to the records of this office,

Mountain Waste & Recycling, Inc.

is a

Corporation

formed or registered on 05/21/2015 under the law of Colorado, has complied with all applicable requirements of this office, and is in good standing with this office. This entity has been assigned entity identification number 20151224364 .

This certificate reflects facts established or disclosed by documents delivered to this office on paper through 01/12/2023 that have been posted, and by documents delivered to this office electronically through 01/18/2023 @ 11:36:05 .

I have affixed hereto the Great Seal of the State of Colorado and duly generated, executed, and issued this official certificate at Denver, Colorado on 01/18/2023 @ 11:36:05 in accordance with applicable law. This certificate is assigned Confirmation Number 14618569 .



Jena Griswold

Secretary of State of the State of Colorado

*****End of Certificate*****

Notice: A certificate issued electronically from the Colorado Secretary of State's website is fully and immediately valid and effective. However, as an option, the issuance and validity of a certificate obtained electronically may be established by visiting the Validate a Certificate page of the Secretary of State's website, <https://www.coloradosos.gov/biz/CertificateSearchCriteria.do> entering the certificate's confirmation number displayed on the certificate, and following the instructions displayed. Confirming the issuance of a certificate is merely optional and is not necessary to the valid and effective issuance of a certificate. For more information, visit our website, <https://www.coloradosos.gov> click "Businesses, trademarks, trade names" and select "Frequently Asked Questions."

APPENDIX B PROPOSER STATEMENT

City of Glenwood Springs Request for Proposals Solid Waste Collection

The following signed statement shall be provided with each proposal.

The proposer identified below hereby proposes to furnish all labor, equipment, material management, transportation, fuel, tip fees, insurance, profit and other resources necessary to perform the services required in this request for proposals, the City of Glenwood Springs standard contract, exhibits and any addenda or attachments issued by the City of Glenwood Springs prior to the opening of proposals.

Such proposer will negotiate a service-specific contract with the City of Glenwood Springs that is based on the standard contract (see Exhibit B) within forty-five (45) business days of the issuance of Notice of Award by the City.

Said proposer further agrees to complete all services required under the contract within the time stipulated and to accept in full payment therefore the pricing established in the appropriate cost pricing sheet (see Appendix D).

MOUNTAIN WASTE & RECYCLE

Company Name

Bill E

Authorized Signature

Bill Ciera

Name (please print)

DISTRICT MANAGER

Title

1-18-23

Date

APPENDIX D
CONTRACT CERTIFICATION FORM
City of Glenwood Springs Request for Proposals Solid Waste Collection

The following signed certification form shall be provided with each proposal.

The proposer identified below hereby certifies that the company has read a copy of the City of Glenwood Springs standard contract (attached as Exhibit B) and understands the terms and provisions contained in that contract. It further certifies that it is the proposer's intent to comply with each and every term and provision contained in the standard contract and proposes no modifications except as follows:

1. _____
2. _____
3. _____
4. _____
5. _____

Said proposer understands that the modifications stated above, if any, are offered for discussion purposes only and that the City of Glenwood Springs reserves the right to accept, reject or further negotiate any and all proposed modifications to the standard contract.

Mountain Waste & Recycling
Company Name

Bill C.
Authorized Signature

Bill Cern
Name (please print)

District Manager
Title

1-18-23
Date

RESUMES

BILL CIRA
1058 County Road 100
Carbondale Colorado 81623
970-601-2505
bill.cira@wasteconnections.com

PROFILE

Innovative management professional with record of developing and integrating resources, improving operations to support revenue generation and customer satisfaction. Unique blend of hands-on process improvement and relation-based selling. Proven initiator and strategic thinker with effective leadership, organizational, communication and problem-solving skills.

SKILLS

P&L	Employee Engagement	Cost Reduction
Safety	Forecasting	Revenue Growth
Operations	Project Management	Negotiation
Sales	Building Relationships	Logistics
Transportation	Business Review	Strong Analytical Skills

PROFESSIONAL SUMMARY

Waste Connections, Denver CO **6/20 - Present**
\$7.1 billion provider of non-hazardous solid waste collection, transfer, disposal, recycling, and energy services

District Manager, Mountain Waste & Recycle, Carbondale CO **2/22 – Present**

Provide leadership and oversight at hauling company in Carbondale and Rifle Colorado. District includes 75 employees, over 85 pieces of equipment, two truck shops with equipment technician team, container repair shop, full-service porta operation and in-house customer service team.

- Focused on safety performance driving year over year improvement in incident rate by 43%
- Quickly established relationships with contracted municipalities through council meetings and town visits
- Supported several community sponsorships including Farm Fest, Potato Day Festival and Garfield County 4H

Site Manager, Waste Connections of Colorado, Centennial, CO **6/20-1/22**

Provide leadership and oversight at hauling company and transfer operation in South Denver Metro. Site includes 70 employees, 62 power units and 3rd party transportation operation.

- Improved Safety performance by 23% year over year, have lowest incident rate in district
- Managing new waste/recycle collection program for new 3800 plus home HOA contract
- Built relationships with new team resulting in reduced driver turnover and increased engagement scoring at site year over year

Advanced Disposal Services, Irvine KY **9/18 – 6/20**
\$1.5 billion provider of non-hazardous solid waste collection, transfer, disposal, recycling, and energy services

General Manager, Eastern KY

Provide leadership and oversight at two hauling companies in Eastern Kentucky. Business unit includes \$20 million P&L, 72 employees and over 60 power units.

- Reduced operating expenses beating budgeted full year by \$570,000
- Re-negotiated customer contract to improve profit by \$100,000 annually
- Successfully managed relationship with business unit's largest municipal customer, recently completed 5 year commercial contract extension worth \$2 million in annual volume

Republic Services, Pimento IN

10/15 – 5/18

\$10 billion provider of non-hazardous solid waste collection, transfer, disposal, recycling, and energy services

General Manager, Western Indiana

Responsible for \$65 million P&L, 190 employees and over 120 power units. Business Unit consists of 4 hauling operations, 3 transfer stations, 2 landfills and a MRF.

- Drove 15% improvement in budgeted operating income year over year, adding \$1.6M in profit
- Improved profitability on Residential LOB from - 5.45% to 11.2% in less than one year
- Successfully managed GOE spend creating annual savings of more than \$925K by reducing labor, transportation, fleet and insurance expenses
- Generated \$425K in new revenue with third party hauling company
- Reduced employee turnover rate from 29.8 % to 12.9% representing a 56% improvement year over year
- Increased employee engagement scores from 77% to 86% in one year

Iron Mountain, Denver, CO

2009- 2015

\$3.5 billion international information protection and records Management Company.

Transportation Manager, General Manager of Transportation, Plant Manager

Managed Denver Shred Division which included plant, fleet and drivers. Supported Mountain West which included 90 plus trucks, 100 drivers, 20 plus managers, supervisors & coordinators.

- Improved operating metric performance by 37% to over 102% achievement
- Drove overall transportation audit scoring improvement of 19% year over year
- Reduced fleet units by 24%, reducing costs by \$600,000 annually and maintained 100 % service metric scoring
- Reduced amount of transportation Workmen's comp claims by 66% year over year
- Cut number of preventable accidents by 50% year over year
- Member of Corporate Accident Review Board, Transportation Training and Onboarding Synergy Value Team and lead several market transportation pilot programs

Waste Management, Denver, CO

2007-2009

\$13 billion national waste management and environmental solutions company.

District Manager, Recycle America Division

Supported operations at four processing facilities in Colorado. Led management team to productivity, safety and maintenance improvements. Partnered with key accounts and municipalities to build volume and revenue.

- Managed four processing facilities, 130 employees and \$60M budget. Responsible for multiple customer relations including City and County of Denver, Larimer County and City of Albuquerque.
- Reduced COGS by 60% in one quarter. Evaluated contract obligations and renegotiated where possible.
- Drove 26% reduction in maintenance & repair expenses.
- Expanded 3rd party hauler revenue base by \$700K.
- Increased media exposure for recycling efforts in Colorado. Completed the Waste Management media training course and became main contact for local news outlets. Participated in multiple in on camera appearances at the plants, in studio interviews and phone interviews supporting various recycling related events. Created script highlighting recycling facts.

United States Welding, Denver, CO

2004-2006

\$32 million regional distributor of industrial gases and welding supplies comprised of sixteen distribution centers in five state area.

Regional Manager, Eastern Division

Supervised sales, customer service, and warehousing and delivery activity at six retail distribution locations in Colorado.

- Grew revenue with regional distributor 600%. Organized distribution system to handle parts, labeling, inventory control and ordering. Implemented inventory tracking as product moved through US Welding locations. Increased outlets from two to ten.
- Increased oxygen supply market by 25%. Developed sales / marketing plan for Oxygen II system. Initiated test of several alternate oxygen dispensing product offerings. Evaluated feedback from end users. Managed internal team to pick best product with broadest appeal. Developed plan for new product launch. Trained sales on new product and monitored revenue results.
- 55% reduction in driver overtime by implementing new routing system.

Bunzl Distribution

1990-2004

\$6 billion national distributor of foodservice packaging, industrial packaging and janitorial supplies.

General Manager, Aurora CO

Managed \$30 million distribution center. Supported management team including sales, customer service, purchasing, warehouse and delivery. Maintained sales territory with key branch customers including Wild Oats, Wal-Mart, Kroger, and Nash Finch.

- Cut distribution operating expenses \$110K annually. Evaluated delivery routes, LTL freight costs and driver payroll. Conducted economic impact study and converted to direct delivery model. Analyzed overtime and productivity, eliminating night shift, staggering hours and redefining duties.
- Supervised acquisition and consolidation of multi-location janitorial supply business.
- Reduced annual branch operating expenses by 18%. Reorganized delivery routes and revamped branch schedule eliminating second warehouse shift.
- Secured multi-year \$4.5 million contract with Wild Oats Food Markets
- Negotiated four-year \$4 million contract with Buehler Foods.

EDUCATION

BS – Business/Marketing, Indiana University, South Bend, IN
Servant Leadership Development, Waste Connections, Denver CO
Breakthrough Performance Leadership, Waste Management, Houston TX
Effective Negotiating, Karrass, St. Louis, MO

Herman Aardsma

1058 County Road 100
Carbondale, CO. 81623
(970) 546-3007

herman.aardsma@mountainwaste.com

Operations Manager, Mountain Waste & Recycling, Carbondale, CO 2016 – Present

Manage all lines of Business (Commercial, Industrial, Residential, Portable Toilets) which includes training for all Drivers/Helpers, Routing & Service of all customers in the Colorado River and Roaring Fork Valleys. Implement and continually improve Safety program requirements.

Operations Manager, Mountain Roll-Off Inc., Carbondale, CO. 2010 – 2014

Manage all lines of Business (Commercial, Industrial, Residential, Portable Toilets) which includes training for all Drivers/Helpers, Routing & Service of all customers in the Colorado River and Roaring Fork Valleys. Implement and continually improve Safety program requirements.

Operations Manager, Waste Solutions, Carbondale, CO. 2006 – 2009

Manage all lines of Business (Commercial, Industrial, Residential) which includes training for all Drivers/Helpers, Routing & Service of all customers in the Colorado River and Roaring Fork Valleys. Implement and continually improve Safety program requirements.

Waste Management 1981 - 2005

Worked various positions with Waste Management for 24 years.

- Started as a Driver for 3 years. Dispatched for 3 Years.
- Supervisor for 2.5 years.
- Regional Productivity and Operation analysis Manager of 121 divisions for 4 years covering the states west of the Mississippi River down to Oklahoma and west to California and British Columbia, Alberta Provinces of Canada.
- Operations Manager of the Denver South division for 4 years.
- Site Manager of Carbondale, CO operations for 2 Years.
- Site Manager of Silverthorne division for 2 years.
- Special Services Manager (Street sweeping, Portable Toilet) for Chicago Area (7 divisions) for 1.5 years.
- General Manager for Carbondale, CO. for 2 years.

Douglas Goldsmith

1058 County Road 100, Carbondale Colorado 81623

H: (970) 340-7015 C: (970) 749-2802

doug.goldsmith@mountainwaste.com

Operations/Sales/ Sales Management Professional

****Career characterized by achievements in Operational Management and B2B sales ****

Strong Sales· Sales Team Development/Training · Sales Management· and key account acquisitions and retention

Self-motivated, results-driven leader with a solid background of success leading and managing both operations and sales teams. A Proven history of creating sustainability programs for small and medium sized communities and track record of penetrating new markets and developing strong customer relationships. Successful and diversified background encompassing operations, sales, sales management, new business development, marketing management, market research and sales training

AREAS OF EXPERTISE INCLUDE

Operations -- Operations Management--Sales- -Sales Management- -New Business Development- -Marketing- -Writing and Presenting Proposals --Corporate and Regional Sales Training—Site Management -- Excellent Problem Solving Skills

CURRENT POSITION

Sales Manager: Mountain Waste & Recycling (2015 –Present) Carbondale Colorado

PROFESSIONAL EXPERIENCE

Sales Manager: WCA Waste Corporation of Oldhoma/Colorado/New Mexico (2013 – 2015)

Recruit and manage a sales team responsible for more than 3million per month in revenue feeding three landfills and five hauling companies. Challenged to develop sales territories through B2B account development, and innovative sales and marketing strategies. Identify emerging opportunities, create high impact sales presentations, and repeatedly overcome competitor loyalty, and municipal contracts to win key accounts. Implement recycling operations to over 65,000 customers

Major Contributions:

- **Implement recycling operations to over 65,000 customers in 6 municipalities**
- Recruit, train, and lead an effective sales team
- Supervised the activities of the sales team to ensure that team members met or exceed sales call activity, sales pipeline growth, and new sales revenue as well as maintaining and reinforcing the corporate sales strategy
- Revamped pricing strategy, implemented effective promotional strategies, trained a high-performance sales team and helped boost corporate image
- Developed and implemented sound selling strategies to ensure revenue growth
- Achieved 6 quarters of double digit sales, profit, and revenue increases
- Demonstrated extensive understanding of all factors of the solid waste industry
- Maintain an intimate understanding of competitors offerings to effectively leverage differentiating factors to change the course of the sales cycle

Sales Manager, Corporate Sales Trainer: WCA Waste Corporation of Colorado/New Mexico (2010-2013)

Primary sales force of the highly successful regional solid waste company. Challenged to develop sales territory through B2B sales, municipal contracts, account development, and innovative sales and marketing strategies. Served as a corporate sales trainer and field trainer with WCA Waste Corporation a publicly traded company. (WCAA)

Major Contributions:

- Sustained record breaking sales gains, achieved 3 consecutive years of double digit sales gains
- Brought in municipal contracts and major accounts to grow and develop the region
- Developed and implemented sound selling strategies to ensure revenue growth
- Managed business and business relationships in order to achieve budgeted sales goals and developed sound retention strategies for our existing customer base.
- Served as a sales trainer and sales team leader for 40 rep sales force throughout the Southeast United States
- Maintain and reinforce the corporate sales strategy

General Manager: WCA Waste Corporation of Colorado /New Mexico (2008-2010)

Managed the day-to-day operations of a 31 route hauling operation. 50 plus employee region, including the Bondad Landfill and provide daily support to managers in ensuring quality and budget performance. Managed this division with full responsibility for revenue and the profit and loss of both the hauling company and Landfill. Monitored budget and operating metrics while diagnosing and improving processes, procedures, and performance. Oversaw personnel needs of the region including selecting, coaching, disciplining, and training employees and evaluating employee performance.

Major Contributions:

- Intergraded my division into the publically traded company
- Manage the day-to-day operations of the company, and provide daily support to managers in ensuring quality and budget performance
- Interact with local city, municipal, and county agencies to ensure customer satisfaction, improve efficiency, renew contracts and negotiate new contracts; establishes WCA Waste as a good corporate citizen and valued resource.
- Achieved WCA Circle of Safety
- Monitor budget and operating metrics while diagnosing and improving processes, procedures, and performance.

Sales Director: WCA Waste Corporation of Colorado/New Mexico (2000-2008)

Proven ability to lead sales teams to achieve multimillion-dollar revenue gains. Offer an in-depth understanding of the sales cycle process and remain focused on customer satisfaction throughout all stages. I have visited every brick and mortar business in the four corners, cold calling and account development

Sales & Revenue Generation · Account Management · Customer Relations · Development · Market Research and Analysis · Business Outreach Strategies · Promotion and Sales Tactics · Customer Service Tactics · New Business Development · Effective Presentation Skills · Performance Management

SKILLS

• Operations Management • P&L Management • Strategic Planning • New Business Development • Key Account Management • Competitive Market Growth	• Turnaround & High-Growth Strategies • Customer Relationship Management • Staff Training & Development • Contract Negotiations • Budgeting & Forecasting • Performance Management
---	--

PROFESSIONAL EXPERIENCE

2010 - 2015 **Regional Sales Manager** WCA Waste Corporation
2008-2010 **General Manager**, WCA, Colorado, New Mexico,
2002-2007 **Sales Manager**, WCA, Colorado/New Mexico
2001-2002 **Sales Rep**, WCA, Colorado/New Mexico
1998 -2000 **PGA Golf Professional** Troon Golf
1984 -1992 **Founder** Pacific Digital

PROFESSIONAL AFFILIATIONS

2001-present Rotary International Durango CO / Carbondale Co
2008-2014 US Green build Council
2007-2014 Association of General Contractors
2001-2014 National Waste and Recycling Association
Chambers of Commerce: Carbondale Co, Basalt CO, Glenwood Springs CO, Rifle CO, Durango, Bayfield CO: Aztec, Bloomfield NM: Oklahoma City, Edmond, Ada, Purcell, Chickasha, OK, Carbondale Co, Basalt CO, Glenwood Springs CO, Rifle CO

OUTSIDE INTERESTS

Skier, PSIA Rocky Mountain Division (Ski Instructor & Guest Services, Durango Mountain Resort, CO)
Golfer (PGA Golf Professional)

2001 Dalton Ranch Country Club, Shop Manager Golf Professional
2000 Durango Mountain Resort, Manager, Ski School Manager
1998-2000 PGA West, La Quinta, CA
Aspen Junior Golf Program, Aspen, CO (1987, 1988, 1990, 1991)
Mammoth Mountain, Mammoth, CA, Ski Instructor (1984-1986)

EDUCATION

College of the Desert, Palm Desert, CA- Marketing, (1999-2001)
UCLA Westwood CA --Business Administration 1981-1983
Santa Monica College, Santa Monica, CA -Business and Marketing, Computer Science, (1980-1981)

References available upon request.

FINANCIALS

UNITED STATES
SECURITIES AND EXCHANGE COMMISSION
Washington, D.C. 20549
FORM 10-Q

(Mark One)

☒ **QUARTERLY REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE ACT OF 1934**
For the quarterly period ended September 30, 2022

Or

☐ **TRANSITION REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE ACT OF 1934**
For the transition period from _____ to _____

Commission file number 1-34370



WASTE CONNECTIONS, INC.

(Exact name of registrant as specified in its charter)

Ontario, Canada

(State or other jurisdiction of incorporation or organization)

98-1202763

(I.R.S. Employer Identification No.)

6220 Hwy 7, Suite 600

Woodbridge

Ontario L4H 4G3

Canada

(Address of principal executive offices)

(905) 532-7510

(Registrant's telephone number, including area code)

Securities registered pursuant to Section 12(b) of the Act:

Title of each class	Trading Symbol(s)	Name of each exchange on which registered
Common Shares, no par value	WCN	New York Stock Exchange ("NYSE") Toronto Stock Exchange ("TSX")

Indicate by check mark whether the registrant: (1) has filed all reports required to be filed by Section 13 or 15(d) of the Securities Exchange Act of 1934 during the preceding 12 months (or for such shorter period that the registrant was required to file such reports); and (2) has been subject to such filing requirements for the past 90 days.

Yes ☒ No ☐

Indicate by check mark whether the registrant has submitted electronically every Interactive Data File required to be submitted pursuant to Rule 405 of Regulation S-T during the preceding 12 months (or for such shorter period that the registrant was required to submit such files).

Yes ☒ No ☐

Indicate by check mark whether the registrant is a large accelerated filer, an accelerated filer, a non-accelerated filer, a smaller reporting company, or an emerging growth company. See the definitions of "large accelerated filer," "accelerated filer," "smaller reporting company" and "emerging growth company" in Rule 12b-2 of the Exchange Act. (Check one):

☒ Large Accelerated
Filer

☐ Accelerated
Filer

☐ Non-accelerated
Filer

☐ Smaller Reporting
Company

☐ Emerging Growth
Company

If an emerging growth company, indicate by check mark if the registrant has elected not to use the extended transition period for complying with any new or revised financial accounting standards provided pursuant to Section 13(a) of the Exchange Act. ☐

Indicate by check mark whether the registrant is a shell company (as defined in Rule 12b-2 of the Exchange Act).

Yes ☐ No ☒

Indicate the number of shares outstanding of each of the issuer's classes of common shares:

As of October 21, 2022: 257,201,348 common shares

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PART I – FINANCIAL INFORMATION

Item 1. Financial Statements

WASTE CONNECTIONS, INC. CONDENSED CONSOLIDATED BALANCE SHEETS (Unaudited)

(In thousands of U.S. dollars, except share and per share amounts)

	September 30, 2022	December 31, 2021
ASSETS		
Current assets:		
Cash and equivalents	\$ 200,179	\$ 147,441
Accounts receivable, net of allowance for credit losses of \$20,512 and \$18,480 at September 30, 2022 and December 31, 2021, respectively	810,932	709,614
Prepaid expenses and other current assets	219,203	175,722
Total current assets	1,230,314	1,032,777
Restricted cash	108,194	72,174
Restricted investments	55,922	59,014
Property and equipment, net	6,353,367	5,721,949
Operating lease right-of-use assets	190,860	160,567
Goodwill	6,574,860	6,187,643
Intangible assets, net	1,489,242	1,350,597
Other assets, net	127,909	115,203
Total assets	<u>\$ 16,130,668</u>	<u>\$ 14,699,924</u>
LIABILITIES AND EQUITY		
Current liabilities:		
Accounts payable	\$ 507,899	\$ 392,868
Book overdraft	10,734	16,721
Deferred revenue	306,019	273,720
Accrued liabilities	457,904	442,596
Current portion of operating lease liabilities	34,526	38,017
Current portion of contingent consideration	54,867	62,804
Current portion of long-term debt and notes payable	6,718	6,020
Total current liabilities	1,378,667	1,232,746
Long-term portion of debt and notes payable	6,211,971	5,040,500
Long-term portion of operating lease liabilities	163,848	129,628
Long-term portion of contingent consideration	30,896	31,504
Deferred income taxes	986,252	850,921
Other long-term liabilities	415,664	421,080
Total liabilities	9,187,298	7,706,379
Commitments and contingencies (Note 18)		
Equity:		
Common shares: 257,183,663 shares issued and 257,118,204 shares outstanding at September 30, 2022; 260,283,158 shares issued and 260,212,496 shares outstanding at December 31, 2021	3,271,958	3,693,027
Additional paid-in capital	229,445	199,482
Accumulated other comprehensive income	(83,476)	39,584
Treasury shares: 65,459 and 70,662 shares at September 30, 2022 and December 31, 2021, respectively	—	—
Retained earnings	3,520,446	3,056,845
Total Waste Connections' equity	6,938,373	6,988,938
Noncontrolling interest in subsidiaries	4,997	4,607
Total equity	6,943,370	6,993,545
	<u>\$ 16,130,668</u>	<u>\$ 14,699,924</u>

The accompanying notes are an integral part of these condensed consolidated financial statements.

WASTE CONNECTIONS, INC.
CONDENSED CONSOLIDATED STATEMENTS OF NET INCOME
(Unaudited)
(In thousands of U.S. dollars, except share and per share amounts)

	Three Months Ended September 30,		Nine Months Ended September 30,	
	2022	2021	2022	2021
Revenues	\$ 1,879,868	\$ 1,597,168	\$ 5,342,558	\$ 4,527,042
Operating expenses:				
Cost of operations	1,120,629	946,098	3,198,039	2,673,209
Selling, general and administrative	186,887	155,520	518,705	454,885
Depreciation	193,287	171,965	562,174	498,588
Amortization of intangibles	38,859	35,337	113,956	100,237
Impairments and other operating items	13,438	3,104	19,467	9,819
Operating income	326,768	285,144	930,217	790,304
Interest expense	(51,161)	(40,418)	(137,565)	(124,171)
Interest income	1,784	495	2,574	2,342
Other income, net	8,487	3,140	2,373	5,452
Loss on early extinguishment of debt	—	(115,288)	—	(115,288)
Income before income tax provision	285,878	133,073	797,599	558,639
Income tax provision	(48,753)	(18,419)	(155,899)	(106,578)
Net income	237,125	114,654	641,700	452,061
Less: Net income attributable to noncontrolling interests	(213)	(273)	(390)	(325)
Net income attributable to Waste Connections	\$ 236,912	\$ 114,381	\$ 641,310	\$ 451,736
Earnings per common share attributable to Waste Connections' common shareholders:				
Basic	\$ 0.92	\$ 0.44	\$ 2.49	\$ 1.73
Diluted	\$ 0.92	\$ 0.44	\$ 2.49	\$ 1.72
Shares used in the per share calculations:				
Basic	257,197,010	260,550,774	257,438,756	261,372,827
Diluted	257,891,635	261,145,220	258,060,751	261,879,754
Cash dividends per common share	\$ 0.230	\$ 0.205	\$ 0.690	\$ 0.615

The accompanying notes are an integral part of these condensed consolidated financial statements.

WASTE CONNECTIONS, INC.
CONDENSED CONSOLIDATED STATEMENTS OF COMPREHENSIVE INCOME
(Unaudited)
(In thousands of U.S. dollars)

	<u>Three Months Ended September 30,</u>		<u>Nine Months Ended September 30,</u>	
	<u>2022</u>	<u>2021</u>	<u>2022</u>	<u>2021</u>
Net income	\$ 237,125	\$ 114,654	\$ 641,700	\$ 452,061
Other comprehensive income (loss), before tax:				
Interest rate swap amounts reclassified into interest expense	948	5,143	9,344	15,000
Changes in fair value of interest rate swaps	27,679	(401)	74,969	14,081
Foreign currency translation adjustment	(145,955)	(64,197)	(185,030)	(3,170)
Other comprehensive income (loss), before tax	(117,328)	(59,455)	(100,717)	25,911
Income tax expense related to items of other comprehensive income	(7,586)	(1,257)	(22,343)	(7,707)
Other comprehensive income (loss), net of tax	(124,914)	(60,712)	(123,060)	18,204
Comprehensive income	112,211	53,942	518,640	470,265
Less: Comprehensive income attributable to noncontrolling interests	(213)	(273)	(390)	(325)
Comprehensive income attributable to Waste Connections	<u>\$ 111,998</u>	<u>\$ 53,669</u>	<u>\$ 518,250</u>	<u>\$ 469,940</u>

The accompanying notes are an integral part of these condensed consolidated financial statements.

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WASTE CONNECTIONS, INC. CONDENSED CONSOLIDATED STATEMENTS OF EQUITY (Unaudited) (In thousands of U.S. dollars, except share amounts)

	WASTE CONNECTIONS' EQUITY								
	COMMON SHARES		ADDITIONAL PAID-IN CAPITAL	ACCUMULATED OTHER COMPREHENSIVE INCOME	TREASURY SHARES		RETAINED EARNINGS	NONCONTROLLING INTERESTS	TOTAL
	SHARES	AMOUNT			SHARES	AMOUNT			
Balances at December 31, 2021	260,212,496	\$ 3,693,027	\$ 199,482	\$ 39,584	70,662	\$ —	\$ 3,056,845	\$ 4,607	\$ 6,993,545
Sale of common shares held in trust	2,203	305	—	—	(2,203)	—	—	—	305
Vesting of restricted share units	312,706	—	—	—	—	—	—	—	—
Vesting of performance-based restricted share units	57,677	—	—	—	—	—	—	—	—
Restricted share units released from deferred compensation plan	19,149	—	—	—	—	—	—	—	—
Tax withholdings related to net share settlements of equity-based compensation	(143,243)	—	(17,236)	—	—	—	—	—	(17,236)
Equity-based compensation	—	—	14,139	—	—	—	—	—	14,139
Exercise of warrants	11,560	—	—	—	—	—	—	—	—
Issuance of shares under employee share purchase plan	12,015	1,554	—	—	—	—	—	—	1,554
Repurchase of common shares	(3,388,155)	(424,999)	—	—	—	—	—	—	(424,999)
Cash dividends on common shares	—	—	—	—	—	—	(59,391)	—	(59,391)
Amounts reclassified into earnings, net of taxes	—	—	—	3,491	—	—	—	—	3,491
Changes in fair value of cash flow hedges, net of taxes	—	—	—	32,854	—	—	—	—	32,854
Foreign currency translation adjustment	—	—	—	34,429	—	—	—	—	34,429
Net income	—	—	—	—	—	—	180,324	44	180,368
Balances at March 31, 2022	257,096,408	3,269,887	196,385	110,358	68,459	—	3,177,778	4,651	6,759,059
Sale of common shares held in trust	3,000	355	—	—	(3,000)	—	—	—	355
Vesting of restricted share units	522	—	—	—	—	—	—	—	—
Tax withholdings related to net share settlements of equity-based compensation	(145)	—	(30)	—	—	—	—	—	(30)
Equity-based compensation	—	—	14,412	—	—	—	—	—	14,412
Exercise of warrants	806	—	—	—	—	—	—	—	—
Cash dividends on common shares	—	—	—	—	—	—	(59,421)	—	(59,421)
Amounts reclassified into earnings, net of taxes	—	—	—	2,680	—	—	—	—	2,680
Changes in fair value of cash flow hedges, net of taxes	—	—	—	1,904	—	—	—	—	1,904
Foreign currency translation adjustment	—	—	—	(73,504)	—	—	—	—	(73,504)
Net income	—	—	—	—	—	—	224,074	133	224,207
Balances at June 30, 2022	257,100,591	3,270,242	210,767	41,438	65,459	—	3,342,431	4,784	6,869,662
Vesting of restricted share units	4,135	—	—	—	—	—	—	—	—
Restricted share units released from deferred compensation plan	360	—	—	—	—	—	—	—	—
Tax withholdings related to net share settlements of equity-based compensation	(1,449)	—	(200)	—	—	—	—	—	(200)
Equity-based compensation	—	—	18,878	—	—	—	—	—	18,878
Issuance of shares under employee share purchase plan	14,567	1,716	—	—	—	—	—	—	1,716
Cash dividends on common shares	—	—	—	—	—	—	(58,897)	—	(58,897)
Amounts reclassified into earnings, net of taxes	—	—	—	697	—	—	—	—	697
Changes in fair value of cash flow hedges, net of taxes	—	—	—	20,344	—	—	—	—	20,344
Foreign currency translation adjustment	—	—	—	(145,955)	—	—	—	—	(145,955)
Net income	—	—	—	—	—	—	236,912	213	237,125
Balances at September 30, 2022	257,118,204	\$ 3,271,958	\$ 229,445	\$ (83,476)	65,459	\$ —	\$ 3,520,446	\$ 4,997	\$ 6,943,370

The accompanying notes are an integral part of these condensed consolidated financial statements.

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WASTE CONNECTIONS, INC.
CONDENSED CONSOLIDATED STATEMENTS OF EQUITY
(Unaudited)
(In thousands of U.S. dollars, except share amounts)
WASTE CONNECTIONS' EQUITY

	COMMON SHARES		ADDITIONAL	OTHER	TREASURY SHARES		RETAINED	NONCONTROLLING	TOTAL
	SHARES	AMOUNT	PAID-IN CAPITAL	COMPREHENSIVE INCOME (LOSS)	SHARES	AMOUNT	EARNINGS	INTERESTS	
Balances at December 31, 2020	262,824,990	\$ 4,030,368	\$ 170,555	\$ (651)	74,184	\$ —	\$ 2,659,001	\$ 4,165	\$ 6,863,438
Sale of common shares held in trust	1,318	131	—	—	(1,318)	—	—	—	131
Vesting of restricted share units	340,529	—	—	—	—	—	—	—	—
Vesting of performance-based restricted share units	154,251	—	—	—	—	—	—	—	—
Restricted share units released from deferred compensation plan	19,150	—	—	—	—	—	—	—	—
Tax withholdings related to net share settlements of equity-based compensation	(186,039)	—	(18,490)	—	—	—	—	—	(18,490)
Equity-based compensation	—	—	9,573	—	—	—	—	—	9,573
Exercise of warrants	3,490	—	—	—	—	—	—	—	—
Repurchase of common shares	(666,184)	(65,999)	—	—	—	—	—	—	(65,999)
Cash dividends on common shares	—	—	—	—	—	—	(53,909)	—	(53,909)
Amounts reclassified into earnings, net of taxes	—	—	—	3,525	—	—	—	—	3,525
Changes in fair value of cash flow hedges, net of taxes	—	—	—	15,243	—	—	—	—	15,243
Foreign currency translation adjustment	—	—	—	28,054	—	—	—	—	28,054
Net income (loss)	—	—	—	—	—	—	160,309	(2)	160,307
Balances at March 31, 2021	262,491,505	\$ 3,964,500	\$ 161,638	\$ 46,171	72,866	\$ —	\$ 2,765,401	\$ 4,163	\$ 6,941,873
Vesting of restricted share units	647	—	—	—	—	—	—	—	—
Fair value adjustment for common shares in deferred compensation plan exchanged for other investment options	—	—	(1,177)	—	—	—	—	—	(1,177)
Tax withholdings related to net share settlements of equity-based compensation	(176)	—	(20)	—	—	—	—	—	(20)
Equity-based compensation	—	—	11,791	—	—	—	—	—	11,791
Exercise of warrants	21,280	—	—	—	—	—	—	—	—
Repurchase of common shares	(2,079,806)	(239,641)	—	—	—	—	—	—	(239,641)
Cash dividends on common shares	—	—	—	—	—	—	(53,421)	—	(53,421)
Amounts reclassified into earnings, net of taxes	—	—	—	3,720	—	—	—	—	3,720
Changes in fair value of cash flow hedges, net of taxes	—	—	—	(4,599)	—	—	—	—	(4,599)
Foreign currency translation adjustment	—	—	—	32,973	—	—	—	—	32,973
Net income	—	—	—	—	—	—	177,047	54	177,101
Balances at June 30, 2021	260,433,450	\$ 3,724,859	\$ 172,232	\$ 78,265	72,866	\$ —	\$ 2,889,027	\$ 4,217	\$ 6,868,600
Vesting of restricted share units	1,525	—	—	—	—	—	—	—	—
Restricted share units released from deferred compensation plan	360	—	—	—	—	—	—	—	—
Tax withholdings related to net share settlements of equity-based compensation	(534)	—	(66)	—	—	—	—	—	(66)
Equity-based compensation	—	—	12,829	—	—	—	—	—	12,829
Exercise of warrants	8,304	—	—	—	—	—	—	—	—
Issuance of shares under employee share purchase plan	10,813	1,275	—	—	—	—	—	—	1,275
Cash dividends on common shares	—	—	—	—	—	—	(53,424)	—	(53,424)
Amounts reclassified into earnings, net of taxes	—	—	—	3,780	—	—	—	—	3,780
Changes in fair value of cash flow hedges, net of taxes	—	—	—	(295)	—	—	—	—	(295)
Foreign currency translation adjustment	—	—	—	(64,197)	—	—	—	—	(64,197)
Net income	—	—	—	—	—	—	114,381	273	114,654
Balances at September 30, 2021	260,453,918	\$ 3,726,134	\$ 184,995	\$ 17,553	72,866	\$ —	\$ 2,949,984	\$ 4,490	\$ 6,883,156

The accompanying notes are an integral part of these condensed consolidated financial statements.

WASTE CONNECTIONS, INC.
CONDENSED CONSOLIDATED STATEMENTS OF CASH FLOWS
(Unaudited)
(In thousands of U.S. dollars)

	Nine Months Ended September 30,	
	2022	2021
CASH FLOWS FROM OPERATING ACTIVITIES:		
Net income	\$ 641,700	\$ 452,061
Adjustments to reconcile net income to net cash provided by operating activities:		
Loss on disposal of assets and impairments	11,503	9,302
Depreciation	562,174	498,588
Amortization of intangibles	113,956	100,237
Loss on early extinguishment of debt	—	115,288
Deferred income taxes, net of acquisitions	91,098	(24,282)
Current period provision for expected credit losses	11,097	9,239
Amortization of debt issuance costs	3,879	3,887
Share-based compensation	48,395	42,694
Interest accretion	13,218	12,068
Payment of contingent consideration recorded in earnings	(2,982)	(520)
Adjustments to contingent consideration	(1,030)	89
Other	(8,412)	(1,286)
Net change in operating assets and liabilities, net of acquisitions	15,541	52,596
Net cash provided by operating activities	<u>1,500,137</u>	<u>1,269,961</u>
CASH FLOWS FROM INVESTING ACTIVITIES:		
Payments for acquisitions, net of cash acquired	(1,272,910)	(561,276)
Capital expenditures for property and equipment	(618,313)	(479,480)
Proceeds from disposal of assets	23,341	10,109
Other	9,296	(4,193)
Net cash used in investing activities	<u>(1,858,586)</u>	<u>(1,034,840)</u>
CASH FLOWS FROM FINANCING ACTIVITIES:		
Proceeds from long-term debt	3,148,624	1,943,192
Principal payments on notes payable and long-term debt	(2,052,412)	(1,814,034)
Premiums paid on early extinguishment of debt	—	(110,617)
Payment of contingent consideration recorded at acquisition date	(12,114)	(7,998)
Change in book overdraft	(5,983)	(563)
Payments for repurchase of common shares	(424,999)	(305,640)
Payments for cash dividends	(177,710)	(160,754)
Tax withholdings related to net share settlements of equity-based compensation	(17,466)	(18,576)
Debt issuance costs	(11,454)	(17,997)
Proceeds from issuance of shares under employee share purchase plan	3,271	1,275
Proceeds from sale of common shares held in trust	660	131
Net cash provided by (used in) financing activities	<u>450,417</u>	<u>(491,581)</u>
Effect of exchange rate changes on cash, cash equivalents and restricted cash	<u>(3,210)</u>	<u>443</u>
Net increase (decrease) in cash, cash equivalents and restricted cash	88,758	(256,017)
Cash, cash equivalents and restricted cash at beginning of period	219,615	714,389
Cash, cash equivalents and restricted cash at end of period	<u>\$ 308,373</u>	<u>\$ 458,372</u>
Non-cash financing activities:		
Liabilities assumed and notes payable issued to sellers of businesses acquired	\$ 179,126	\$ 103,016

The accompanying notes are an integral part of these condensed consolidated financial statements.

BONDABILITY LETTER



*Sacramento Branch Underwriting Office
8880 Cal Center Drive Suite 410 Sacramento, CA 95826*

January 13, 2023

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

Re: Mountain Roll-Offs, Inc. dba Mountain Waste & Recycling
Solid Waste Collections

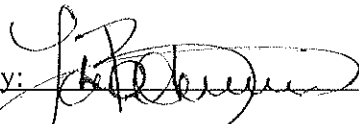
To Whom It May Concern:

Mountain Roll-Offs, Inc. dba Mountain Waste & Recycling is a highly regarded client of Western Surety Company for bonding purposes.

We understand that Mountain Roll-Offs, Inc. dba Mountain Waste & Recycling will be presenting a proposal to you for Solid Waste Collections. If the proposal is accepted and Mountain Roll-Offs, Inc. dba Mountain Waste & Recycling is asked to post a Performance Bond, Western Surety Company will issue this bond in an amount equal to six months of regular trash, recyclables and organics (if any) collection services per page 16 of the RFP, on our preferred annually renewable performance bond form, a copy of which is attached for your review.

If you have any questions about this fine client, please feel free to give me a call at 916.971.8843.

Sincerely,

By: 

Lisa Betancur, Attorney-In-Fact



Western Surety Company

POWER OF ATTORNEY APPOINTING INDIVIDUAL ATTORNEY-IN-FACT

Know All Men By These Presents, That WESTERN SURETY COMPANY, a South Dakota corporation, is a duly organized and existing corporation having its principal office in the City of Sioux Falls, and State of South Dakota, and that it does by virtue of the signature and seal herein affixed hereby make, constitute and appoint

David W Garese, Audrey C Skeen, Brooke A Skeen, Lisa Betancur, Alison Chambers, Individually

of Sacramento, CA, its true and lawful Attorney(s)-in-Fact with full power and authority hereby conferred to sign, seal and execute for and on its behalf bonds, undertakings and other obligatory instruments of similar nature

- In Unlimited Amounts -

and to bind it thereby as fully and to the same extent as if such instruments were signed by a duly authorized officer of the corporation and all the acts of said Attorney, pursuant to the authority hereby given, are hereby ratified and confirmed.

This Power of Attorney is made and executed pursuant to and by authority of the By-Law printed on the reverse hereof, duly adopted, as indicated, by the shareholders of the corporation.

In Witness Whereof, WESTERN SURETY COMPANY has caused these presents to be signed by its Vice President and its corporate seal to be hereto affixed on this 9th day of April, 2022.



WESTERN SURETY COMPANY

Paul T. Bruflat

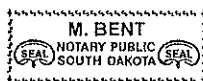
Paul T. Bruflat, Vice President

State of South Dakota }
County of Minnehaha } ss

On this 9th day of April, 2022, before me personally came Paul T. Bruflat, to me known, who, being by me duly sworn, did depose and say: that he resides in the City of Sioux Falls, State of South Dakota; that he is the Vice President of WESTERN SURETY COMPANY described in and which executed the above instrument; that he knows the seal of said corporation; that the seal affixed to the said instrument is such corporate seal; that it was so affixed pursuant to authority given by the Board of Directors of said corporation and that he signed his name thereto pursuant to like authority, and acknowledges same to be the act and deed of said corporation.

My commission expires

March 2, 2026



M. Bent

M. Bent, Notary Public

CERTIFICATE

I, L. Nelson, Assistant Secretary of WESTERN SURETY COMPANY do hereby certify that the Power of Attorney hereinabove set forth is still in force, and further certify that the By-Law of the corporation printed on the reverse hereof is still in force. In testimony whereof I have hereunto subscribed my name and affixed the seal of the said corporation this 13th day of January, 2023.



WESTERN SURETY COMPANY

L. Nelson

L. Nelson, Assistant Secretary

Form F4280-7-2012

Go to www.cnasurety.com > Owner / Oblige Services > Validate Bond Coverage, if you want to verify bond authenticity.

ACKNOWLEDGMENT

A notary public or other officer completing this certificate verifies only the identity of the individual who signed the document to which this certificate is attached, and not the truthfulness, accuracy, or validity of that document.

State of California
County of Sacramento

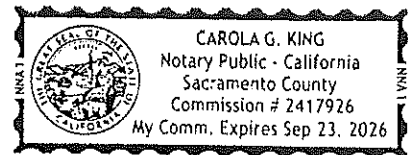
On January 13, 2023 before me, Carola G. King, Notary Public
(insert name and title of the officer)

personally appeared Lisa Betancur,
who proved to me on the basis of satisfactory evidence to be the person(s) whose name(s) is/are-
subscribed to the within instrument and acknowledged to me that he/she/they executed the same in
his/her/their authorized capacity(ies), and that by his/her/their signature(s) on the instrument the
person(s), or the entity upon behalf of which the person(s) acted, executed the instrument.

I certify under PENALTY OF PERJURY under the laws of the State of California that the foregoing
paragraph is true and correct.

WITNESS my hand and official seal.

Signature Carola G. King (Seal)



Bond No. _____
Premium \$ _____

PERFORMANCE BOND

KNOW ALL MEN BY THESE PRESENTS, that we, _____, as Principal, and _____, a corporation duly organized under the laws of the state of _____ and licensed to do business in the State of _____, as Surety, are held and firmly bound unto _____ (Obligee), in the penal sum of _____ (\$_____) Dollars, lawful money of the United States of America, for the payment of which sum, well and truly to be made, the Principal and Surety do bind themselves, their heirs, executors, administrators, and successors and assigns, jointly and severally, firmly by these presents.

THE CONDITION OF THIS OBLIGATION IS SUCH, that whereas the above bounden Principal has entered into a certain written Contract with the above named Obligee, for _____ and more fully described in said Contract, a copy of which is attached, which Agreement is made a part hereof and incorporated herein by reference, except that nothing said therein shall alter, enlarge, expand or otherwise modify the term of the bond as set out below.

NOW, THEREFORE, if Principal, its executors, administrators, successors and assigns shall promptly and faithfully perform the Contract, according to the terms, stipulations or conditions thereof, then this obligation shall become null and void, otherwise to remain in full force and effect. This bond is executed by the Surety and accepted by the Obligee subject to the following express condition:

Notwithstanding the provisions of the Contract, the term of this bond shall apply from _____, _____, until _____, _____, and may be extended by the Surety by Continuation Certificate. However, neither nonrenewal by the Surety, nor the failure or inability of the Principal to file a replacement bond in the event of nonrenewal, shall itself constitute a loss to the obligee recoverable under this bond or any renewal or continuation thereof. The liability of the Surety under this bond and all continuation certificates issued in connection therewith shall not be cumulative and shall in no event exceed the amount as set forth in this bond or in any additions, riders, or endorsements properly issued by the Surety as supplements thereto.

Sealed with our seals and dated this _____ day of _____, _____.

(Witness)

(Attest)

, Attorney-In-Fact

INFORMATIONAL LABELS

Informational Stickers for Glenwood Springs Customers



Cans
Food and Beverage Cans
empty and clean



Plastic
Bottles, Jars, Jugs and Tubs
empty and replace cap



Glass
Bottles and Jars
empty and clean



Paper & Cardboard
Mixed Paper, Newspaper,
Magazines, Boxes
empty and flatten



Latas
Latas de Alimentos y Bebidas
vacías y enjuagadas



Plástico
Botellas, Jarras y Contenedores
vacíos y con tapa reemplazada



Vidrio
Botellas y Jarras
vacías y enjuagadas



Papel y Cartón
Papel Mezclado, Periódico,
Revistas y Cajas
vacías y planas

ONLY THESE ITEMS ARE ACCEPTED
WARNINGS OR FINES MAY BE ISSUED FOR RECYCLING CARTS CONTAINING
OTHER THAN ABOVE LISTED ITEMS

SOLO ESTOS ARTÍCULOS SON ACEPTADOS
ADVERTENCIAS Y MULTAS SE PUEDEN EMITIR PARA CARROS DE RECICLAJE QUE CONTENGAN ARTÍCULOS
QUE NO MENCIONADOS EN ESTA LISTA

PLASTIC RESIN CODES



PETE

Polyethylene Terephthalate

soda bottles
water bottles
shampoo bottles
mayonnaise bottles
peanut butter jars



HDPE

High Density Polyethylene

milk, water and juice jugs
detergent bottles
yogurt and margarine tubs
grocery bags



V

Vinyl

clear food packaging
shampoo bottles



LDPE

Low Density Polyethylene

bread bags
frozen food bags
squeezeable bottles (mustard, honey)



PP

Polypropylene

ketchup bottles
yogurt and margarine tubs



PS

Polystyrene

meat trays
egg cartons
cups and plates



OTHER

Other

ketchup
3 & 5 gallon water bottles
some juice bottles

WHAT CAN I RECYCLE?



YARD WASTE ONLY

Leaves, Plants, Fruits, Vegetables,
Twigs with Diameter Less Than Thumb Size



Please Empty & Remove Bags



Oops!



Your solid waste, and recyclables did not meet the municipal guidelines and were not picked up for the following reasons:

SOLID WASTE

- ☐ 1. Container may not weigh more than 50 lbs.
- ☐ 2. Containers must not exceed 35 gallons.
- ☐ 3. Hazardous Materials; oil, gas, paint, acid automotive batteries, etc. are prohibited.
- ☐ 4. Large amounts of construction/demolition materials are prohibited.
- ☐ 5. Yard Waste cannot be mixed with garbage.
- ☐ 6. Please ensure that your solid waste is placed out prior to 7:00am.
- ☐ 7. Other: _____

RECYCLABLES

- ☐ 8. Materials not accepted in program. (NO POLYSTYRENE FOAM)
- ☐ 9. Materials not properly prepared.
- ☐ 10. Cardboard must be in 2' x 2' sections.
- ☐ 11. Non-recyclables (trash) may not be placed in the recycling container.
- ☐ 12. Other: _____

TRUCK #	TIME
	AM PM
DATE	

DRIVER'S SIGNATURE _____

Service Issue

Dear Customer / Estimado Cliente:

We had an issue with your service / Tuvimos un problema con su servicio

Trash and/or Recyclables / Basura y / o Reciclados:

- ☐ 1. Your can is overloaded or extra material is outside of container and a fee will be on your next utility bill / Su recipiente está sobrecargado o material está afuera del recipiente y se cobrará una tarifa en su próximo factura de servicios públicos
- ☐ 2. Bag or can too heavy / Muy pesado o esta sobrecargado
- ☐ 3. Improper container / El recipiente no es apropiado
- ☐ 4. No electronic devices / No aparatos electrónicos
- ☐ 5. Trash mixed with recyclables / Reciclables está mezclada con basura residencial
- ☐ 6. To schedule a "Bulk Item" collection call Mountain Waste & Recycling directly at 970-963-3435 / Para programar una recolección de "artículos a granel", llame a Mountain Waste & Recycling directamente al 970-963-3435
- ☐ 7. Other _____

Please correct the identified issues marked above for all future services.

Por favor corrige los problemas identificados marcados anteriormente para todos los servicios futuros.

Thank You / Gracias

TOWN OF CARBONDALE

970-510-1202

Trash@CarbondaleCO.net

Reminder: Containers must be out by 7:00am with the lids closed and everything in the containers.

Recordatorio: Los recipientes deben estar fuera a las 7:00 am con las tapas cerradas y todo en los recipientes.

**SUPER
SAVER**

**SOLID WASTE COLLECTION
REQUEST FOR PROPOSAL 2022-35P
INTERVIEW QUESTIONS
for Mountain Waste & Recycling**

After reviewing your proposal, we have a few questions and requests for additional information. Please provide a written response to each no later than 5 pm on Friday, February 3rd. Answers may be emailed to bidresponse@cogs.us.

1. Verify the recyclables contamination cap to be used for rejecting residential curbside collections (not to exceed 15%). How will the cap compliance be determined at each container? **As defined in the RFP, contamination shall not exceed 15% for collection. MWR driver will visually inspect containers as they are serviced. If we encounter containers that appear to have greater than 15% contamination, customer will be flagged with an "oops" tag and noted on their tablet. Repeat offenders will be flagged for additional scrutiny and education.**
2. MWR's proposal includes a detailed approach to organics collection service, container delivery, compliance, outreach, monitoring and reporting. Will all of these same activities and level of effort be applied to recyclables collection? **Yes that is our intent.**
3. Are MWR's proposed source reduction activities included in the Appendix E prices or are they alternatives to be considered as an add-on to the RFP services? **Yes, additional source reduction services are included in our proposed pricing.**
4. Provide proposed dates for each Transition Plan milestone based on the assumed contract effective and service start-up dates provided in the RFP (we understand that these dates are subject to change). Please note that that the wildlife-resistant container milestone refers to MWR's ability to service containers provided by residents, and a time frame for verifying PAYT sizing compliance and compatibility with collection equipment for these containers.
 - **Provide the city with existing customer base – April 30**
 - **Provide service level descriptions – May 15**
 - **Initial container roll out – October 9 through October 31**
 - **Verifying that existing contractor customer trash and recycling carts are compliant with Table 3-2 service levels – All containers for service will be supplied by MWR (including wildlife containers) and compliant with Table 3-2 – November 1**
 - **Removing containers for cleaning, repair or replacement – within 72 hours of notification**
 - **Delivering containers for cleaning, repair or replacement – same time as removal**
 - **After service start-up date, service level change requests will completed within one week**
6. Identify any inability to comply with all reporting requirements as described in the RFP. **MWR will comply with all required reporting to the City.**
7. Describe the proposed frequency for auditing contamination of aggregated City recyclables loads and generally how these will be conducted. **MWR proposes that each section of the City will have a recycling load inspected quarterly. These loads will be segregated in our transfer facility in Carbondale**

and visually inspected for contamination levels. Any load determined to be above the 15% threshold will trigger additional scrutiny and closer inspection of the containers on that particular route.

8. Please prioritize which three references the City should contact and identify sectors served and materials collected for each. Please provide current phone numbers.

- Kevin Schorzman, Public Works Director, Carbondale, CO 970-510-1217
Municipal Contract – trash, recycling, city locations, portable toilets
- Dave Reynolds, Town Manager, New Castle CO, 970-984-2311
Municipal Contract – trash, recycling, city locations, portable toilets
- Tommy Kline, Town Manager, Rifle CO, 970-665-6409
Municipal Contract – trash, recycling, city locations

9. Provide a signed copy of the Appendix E Pricing Sheet.

APPENDIX E CONTRACT PRICING SHEETS

City of Glenwood Springs Request for Proposals Solid Waste Collection

Completed cost pricing sheets and the signatory information on the second page of this appendix shall be submitted with every proposal (except as noted) and shall represent all contractor rate schedules. All costs shall be provided in 2023\$.

RATE SCHEDULE for TRASH & EVERY-OTHER-WEEK (EOW) RECYCLABLES COLLECTION ONLY (required for all proposals)

<i>Regular Curbside Service (shall include pricing for trash & recyclable collection components of regular bundled collection)</i>	<i>Required Monthly Pricing Structure</i>	<i>Unit</i>
Super-saver – EOW trash & EOW recycling	<\$X	\$ 9.00 per month
Small weekly trash & EOW recycling	\$X	\$ 10.60 per month
Medium weekly trash & EOW recycling	\$X*2	\$ 21.20 per month
Large weekly trash & EOW recycling	\$X*3	\$ 31.80 per month
Super-saver – EOW wildlife trash & EOW recycling	<\$Y	\$ 19.00 per month
Small weekly wildlife trash & EOW recycling	\$Y	\$ 20.60 per month
Medium weekly wildlife trash & EOW recycling	\$Y*2	\$ 41.20 per month
Large weekly wildlife trash & EOW recycling	\$Y*3	\$ 61.80 per month
Additional weekly large trash & EOW recycling	\$X*6	\$ 63.60 per month
Additional weekly large wildlife trash & EOW recycling	\$Y*6	\$ 123.60 per month

Recycling containers may be small, medium or large for any trash service level

RATE SCHEDULE for TRASH & WEEKLY RECYCLABLES COLLECTION ONLY (required for all proposals)

<i>Regular Curbside Service (shall include pricing for trash & recyclable collection components of regular bundled collection)</i>	<i>Required Monthly Pricing Structure</i>	<i>Unit</i>
Super-saver - EOW trash & weekly recycling	<\$X	\$ 14.00 per month
Small weekly trash & weekly recycling	\$X	\$ 15.60 per month
Medium weekly trash & weekly recycling	\$X*2	\$ 31.20 per month
Large weekly trash & weekly recycling	\$X*3	\$ 46.80 per month
Super-saver – EOW wildlife trash & weekly recycling	<\$Y	\$ 24.00 per month
Small weekly wildlife trash & weekly recycling	\$Y	\$ 25.60 per month
Medium weekly wildlife trash & weekly recycling	\$Y*2	\$ 51.20 per month
Large weekly wildlife trash & weekly recycling	\$Y*3	\$ 76.80 per month
Additional weekly large trash & weekly recycling	\$X*6	\$ 93.60 per month
Additional weekly large wildlife trash & weekly recycling	\$Y*6	\$ 153.60 per month

Recycling containers may be small, medium or large for any trash service level

RATE SCHEDULE for PERIODIC COLLECTION SERVICES (required for all proposals)

<i>Periodic Collection Services</i>	<i>Unit</i>
Overflow trash (medium weekly trash & EOW recycling)	\$ 10.60 per collection
Overflow trash (medium weekly trash & weekly recycling)	\$ 15.60 per collection
Container delivery/exchange after 30 days & for default customers	\$ 25.00 per collection
Container replacement excludes delivery – small	\$ 45.00 per container
Container replacement excludes delivery – medium	\$ 50.00 per container
Container replacement excludes delivery – large	\$ 55.00 per container
Container replacement excludes delivery – small (wildlife)	\$ 200 per container
Container replacement excludes delivery – medium (wildlife)	\$ 215 per container
Container replacement excludes delivery – large (wildlife)	\$ 230 per container

DROP-SITE YARD WASTE COLLECTION (not required)

<i>Drop-Site Yard Waste Collection</i>	<i>Unit</i>
Drop-site staffing every-other Saturday morning May through September	\$300 per day
Haul boxes from yard waste drop site	\$285 per haul

RATE SCHEDULE for TRASH, EVERY-OTHER-WEEK REYCLABLES & WEEKLY FOOD WASTE (not required)

<i>Regular Curbside Service (shall include pricing for trash, recyclable & organics collection components of regular bundled collection)</i>	<i>Required Monthly Pricing Structure</i>	<i>Unit</i>
Super-saver EOW trash, EOW recycling & weekly food waste	<\$X	\$ 14.00 per month
Small weekly trash, EOW recycling & weekly food waste	\$X	\$ 15.60 per month
Medium weekly trash, EOW recycling & weekly food waste	\$X*2	\$ 31.20 per month
Large weekly trash, EOW recycling & weekly food waste	\$X*3	\$ 46.80 per month
Super-saver EOW wildlife trash, EOW recycling & weekly food waste	<\$Y	\$ 24.00 per month
Small weekly wildlife trash, EOW recycling & weekly food waste	\$Y	\$ 25.60 per month
Medium weekly wildlife trash, EOW recycling & weekly food waste	\$Y*2	\$ 51.20 per month
Large weekly wildlife trash, EOW recycling & weekly food waste	\$Y*3	\$ 76.80 per month
Additional weekly large trash, EOW recycling & weekly food waste	\$X*6	\$ 93.60 per month
Additional weekly large wildlife trash, EOW recycling & weekly food waste	\$Y*6	\$ 153.60 per month

Recycling containers may be small, medium or large for any trash service level

MOUNTAIN WASTE : Recycling
 Company Name
Bill Cira
 Authorized Signature
Bill CIRA
 Name (please print)
District MANAGER
 Title D

CITY OF GLENWOOD SPRINGS

Solid Waste Collection
Request for Proposal 2022-35P
January 20, 2023

SUBMITTED BY

Waste Management of Colorado, Inc.

**Always Working For A
Sustainable Tomorrow**

CONTACT

Curtis Gardner,
Public Sector Solutions
Senior Account Executive
(720) 413-5511
cgardne7@wm.com





Waste Management of Colorado, Inc.
0062 County Road 113 Building L
Carbondale, CO 81623

January 20, 2023

City of Glenwood Springs

101 West 8th St.

Glenwood Springs, CO 81601

Attn: Ryan Muse, City of Glenwood Procurement Department

Dear Mr. Muse:

Waste Management of Colorado, Inc. (WM) is pleased to have the opportunity to provide the City of Glenwood Springs with the enclosed proposal for Solid Waste Collection in response to Request for Proposal 2022-35P.

WM is the leading provider of comprehensive waste and environmental services in North America. We are strongly committed to a foundation of financial strength, operating excellence, and professionalism. We are proud of the work we do, our dedicated staff, and the customers we serve.

We have a proven track record of providing our customers with waste and recycling programs that meet their goals for diversion, service optimization, and cost reduction. We have implemented programs for more than nearly 20 million customers across North America for whom we provide a variety of environmental solutions.

The offerings we provide to our customers clearly differentiate our company from our competitors and demonstrate the value, service, and sustainability solutions we will provide to Glenwood Springs if awarded this contract. As summarized in this response, we offer:

- A dedicated, experienced team to manage the day-to-day operations of your services
- State-of-the-art technology that increases economic and environmental efficiencies
- Minimal disruption to current service through tested and proven transition implementation plan
- Local operations resources – including trucks, equipment, and drivers – with an extensive national research and development network to drive efficiencies

Through our extensive experience servicing customers like Glenwood Springs, WM has the expertise and background to help you. We are well positioned to streamline best practices and provide you with reliable waste and recycling service, best-in-class pricing, and economic value-added services.

WM extends our appreciation for allowing us to provide the enclosed proposal to Glenwood Springs. We look forward to your feedback, and if you have any questions or need clarification regarding our proposal or the information provided, please do not hesitate to contact me.

Sincerely,

Curtis Gardner, Public Sector Solutions Senior Account Executive
(720) 413-5511, cgardne7@wm.com

1 | SERVICE INFORMATION

CARTS

• Provide description of trash, recyclables and organics (if applicable) cart manufacturer(s) and body/lid colors for each cart type or alternative recycling container (if applicable)

Cascade Carts: Built for Durability, Convenience, and Sustainability

WM will partner with our preferred cart supplier, Cascade Cart Solutions, to manufacture and deliver new carts for your City. Our longtime partnership spans more than 30 years with more than 17 million Cascade carts set out for WM customers to date. Cascade prides itself on having top-of-the-class quality control and performance standards and workmanship is backed by a 10-year warranty. We have successfully utilized Cascade carts for customers throughout North America and look forward to providing them to Glenwood Springs.

Primary features and benefits include:

- **Product Quality:** Cascade carts are produced using an injection molding process that allows for exact precision and product uniformity.
- **Durability:** Cascade carts are UV-stabilized and designed for optimal compatibility and functionality with both semi and fully automated lifter systems, including a wear strip to permanently protect the bottom of the cart from abrasion.
- **Minimal Assembly:** Cascade carts are quick and simple to assemble - requiring no tools; carts include snap on wheels, axles, and a one-piece lift bar.
- **Customer Convenience:** Cascade carts are easy to handle and provide an excellent balance between stability and maneuverability.
- **Customizable Design Options:** Carts are available in 20 standard color options with hot stamping and large in-mold labels to display key program instructions.



WM trash and recycling carts come in a variety of sizes and colors, with yellow lids designating recycling carts.

EcoCart™: A Visible Commitment to the Environment and Recycling

In the midst of market disruptions that are threatening recycling programs across North America, WM and Cascade Cart Solutions have teamed to create the EcoCart™ - the waste industry's first collection cart manufactured with at least 10% post-consumer plastic resin.

The EcoCart creates a closed loop system as it is manufactured with recycled residential curbside plastic - bulky, rigid plastics collected straight out of recycling programs across the country - without compromising durability or warranty standards. Additionally, the 96-gallon EcoCart is available in a wide range of colors for your choosing – WM green, black, dark blue, or medium grey.

WM is prioritizing the purchase of the EcoCart - one of our largest ever purchasing commitments - as part of a new commitment to the Association of Plastic Recyclers Demand Champion Program, which seeks to expand market demand for recycled resins and improve plastic recycling in North America.

Utilizing the EcoCart, Glenwood Springs can be a sustainability leader by being among the first communities to create a truly closed recycling loop with carts produced from consumer materials.

Cart Sustainability

It only makes sense that the collection carts we provide Glenwood Springs should be made as environmentally responsible as they are durable, convenient, and long lasting. When selecting Cascade Cart Solutions as our proposed cart manufacturer for Glenwood Springs, we considered the following environmental benefits:

- **End-of-Life Cart Recovery and Recycling.** The thermoplastic resin used to make Cascade carts is recyclable at the end of the cart's useful life. This helps create a closed loop system - reclaiming and recycling products at the end of their lifecycle for reuse in the production of new products.
- **Minimal Manufacturing Waste.** Cascade carts are injection molded and manufactured using thermoplastic resin. This allows the recyclability and reuse of any unused plastic and/or scraps. This reclaimed plastic can be melted down and reground for use in the manufacturing of new

CONTAMINATION THRESHOLD

• *Recyclables contamination threshold – and curbside organics contamination threshold (if applicable)*

WM proposes an evaluation of contamination levels on a semi-annual basis. This process could include selection of a random 20-yard container that would then be audited at a WM facility to find contamination levels. WM looks forward to discussing details with City staff, including the frequency of such audits.

FACILITIES

• *Identification of facility(ies) where recyclables will be delivered at service start-up*

Recyclables would be collected and brought to WM's Basalt Transfer Station (15 Park Avenue, Basalt, CO 81621) before transport to our WM Franklin Street Material Recovery Facility (5395 Franklin St., Denver, CO 80216). All WM facilities are permitted and licensed (WM can provide copies of permits and licenses upon request).

WM invites City of Glenwood Springs staff to tour our facilities so you can see firsthand the best-in-class technology and processes WM employs.

FLEET

• *Vehicle fleet description – including level of automation, communication and other features, schedule for cleaning and painting*

Your Route to Innovation: Automated Collection

Just as WM has transformed the way waste is managed, we have dramatically altered the way we collect and transport it. An outdated, manual, and tedious collection process has been replaced by a far safer, less time-intensive, and much more efficient collection process. Today, automated collection is leading the way and pushing the waste services industry forward because it is:

Safer: For our drivers, automated collection eliminates manual lifting and exposure to possible hazards such as sharp objects, exposure to pathogens in waste, and traffic accidents. Additionally, the steering wheel is on the right side of the cab so if the driver must get out of the truck for any reason, they are stepping out to the curb and not the road.

Faster: With improved collection efficiency, automated collection truck drivers can pick up more carts in a day, reducing operational and labor costs and helping to keep service rates competitive. The technology also allows for the truck to function at idle speeds, which reduces fuel consumption and keeps noise at a minimum.

Convenient: Customers are embracing the many conveniences and benefits of wheeled carts versus bags and cans. The carts are easy to roll, have larger capacities than most resident-provided containers, and are maintained by WM, eliminating the need for residents to worry about replacing cans as they age.

Aesthetically Appealing: Our automated collection carts improve the look of neighborhoods by providing a uniform look and cleaner streets, as waste carts eliminate the need to pile trash bags at the curb. The automated carts are also more resistant to tipping by animals than customer-owned containers, which reduces blown litter and strewn garbage. The articulating arm on the truck can lift up to 2,000 pounds, allowing residents to place more items inside their cart as opposed to large piles by the street.

Innovating Collection with the Automated Side Loader Truck

If Glenwood Springs moves forward with automated collection, WM will use the automated side loader to collect your City's waste and recyclables. Operated by a single driver from inside the truck, the automated side loader utilizes a mechanical arm with a claw to pick up a cart from the curb. When grasping onto the cart, the claw makes a secure grip around the widest part of the cart body. After gripping the cart, the mechanical arm lifts the cart up, dumping waste into the top front of the truck. Waste is then forced through an aperture into the main body and compacted toward the rear of the truck. The driver is able to then reset the cart in its original curbside position.



Materials Collected

Recyclables, Trash

Service Procedures

Services containers with mechanical arms that lift and tip contents into the body of the truck. Operated by the driver - on the right hand side of the cab - with controls inside the cab.

Type of Fuel

Diesel

Crew Size

1 driver

WM Smart TruckSM Technology: Smart Solutions to Drive Behavior

WM is always working for a sustainable tomorrow. The latest in these efforts is our WM Smart TruckSM program, which pairs innovative technology with strategic, targeted education to influence waste-related behaviors, making residential collection in Glenwood Springs smarter, safer, and more efficient.

At its essence, WM Smart TruckSM consists of cameras mounted on our collection vehicles that create a record of collection events and the contents of collected containers. Data captured - including vehicle location and photo and video documentation of service - then drives a targeted education strategy to reduce recycling contamination and container overages while also improving the customer experience through service verification notification.

WM Smart TruckSM technology on your streets means a cleaner, greener, safer Glenwood Springs with more power and efficiency in every pickup.



Our proprietary Smart TruckSM technology captures video and photo of every collection.

The Benefits and Value of Smart TruckSM

CUSTOMER SERVICE INNOVATION: WM Smart TruckSM technology documents every collection stop and shares that data – including real-time positive service verification and documentation of any collection issues – with customers through the notification channel of their choosing. This allows for a more open and transparent relationship with customers with consistent and direct communication.

COMMUNITY HEALTH & SAFETY: WM Smart TruckSM protects community aesthetics as camera monitoring allows us to proactively identify containers that are overflowing and cause unsightly litter and odors. It is safer by automating processes that keep our drivers in the cab so they can focus on operating their collection vehicle and monitoring their surroundings, decreasing injury risk as drivers are not exposed to traffic and avoid lifting containers manually.

TARGETED EDUCATION & OUTREACH: WM Smart TruckSM improves waste-related decision-making with a focused, tailored education program in response to documented issues, such as contamination or overages. Direct notification with customized education messaging makes for a more personal connection with the customer and increases the likelihood they will take real action and change behavior, improving diversion from landfills, and right sizing their trash services.

RATE STABILIZATION: WM Smart TruckSM technology allows us to identify what residents put at the curb, confirming that customers are subscribed to the appropriate service levels based on their waste generation. After an initial 60-day intensive education and outreach campaign to launch the program, customers who continually overfill containers or place contamination in recycling or organics carts are subject to a charge, ensuring residents with incidents pay their fair share.

A Targeted Education Strategy

Key to the WM Smart TruckSM program is pairing innovative technology with a strategic, targeted education program. To shape waste-related decision-making and effect actual change, we must create a personal connection with the customer (custom messaging) while providing real data and feedback (photo) and clear education to follow. These efforts increase the likelihood that residents take real action.

Reducing Contamination for Cleaner Recycling Streams

Contamination can ruin entire loads of recyclable materials and causes extreme problems at recycling facilities, including safety issues such as fires from hazardous materials (batteries) or tangling (plastic bags) in sorters that must be manually cut out - a dangerous task for facility workers. With WM Smart TruckSM, contamination enforcement and education are made easy with:

- A standardized review process with checks and balances to identify contamination at the curb
- Account-specific photos that allow us to educate customers about contamination and recycling right
- Ability to identify top contaminants by route to target outreach in your community

Stopping Overages Helps Keep Your Community Clean and Safe

Overages from containers cause unsightly litter and odors, clog storm drains, and can attract pests and other vectors. WM Smart Truck can provide outreach to customers to prompt right-size adjustments that prevent overages and keep your community clean and safe.

STAFFING

• Staffing description including service center staff with working knowledge of the City and its contract

Introducing our Glenwood Springs Service Team

Your local Glenwood Springs service team brings a diversity of backgrounds, skillsets, and job responsibilities. However, we all connect back to a common denominator, you - our customer.

Your WM Glenwood Springs service team will include:

Public Sector Services

- Curtis Gardner, Public Sector Solutions Senior Account Executive

Operations

- Brad Kloos, Senior District Manager
- Nathan Reimers, District Manager
- Danny Ashinhurst, Driver Lead

Resumés have been included for our Glenwood Springs Service Team in the Appendix section.

Customer Service

- Amy Wenger, Colorado-based Public Sector Solutions Liaison

A Complete Customer Service Experience

Modern customers want to save time and expect 24/7 service and easily accessible solutions to their problems without wasting time on hold or explaining the same issue to multiple people. Our holistic strategy puts our customers in the driver's seat by allowing them to self-serve and handle routine issues at their convenience.

WM's Omnichannel Customer Service Platforms

WM.com	Offers seamless navigation and an intuitive way for customers to learn about services and solutions in their community.
AI-Powered Virtual Assistant Chatbot	Handles routine issues promptly and provides 24/7 customer service with automated responses to the most frequently asked customer questions.
Live Chat	Allows customers to skip email exchanges or wait in line in the call queue. With Live Chat, we can respond immediately to customer questions.
Interactive Voice Response System (IVR)	Seamlessly routes customers to self-service options and connects them with the right resources, links, or departments so we can limit call transfers and reduce wait times. Our IVR System is also equipped with convenient callback functionality, so customers never have to wait on hold during peak call hours. Customers can simply choose to be called back and "hold their place in line" while they continue with their day.
Call Center	Personal, one-on-one customer assistance for questions or service issues.
My WM	Offers simple and intuitive online account management for service requests, holiday schedules, online bill pay, autopay, notification preferences and more.

A Dedicated, Local Website for Local Services

As part of our digital transformation, WM has created dynamic, easy-to-navigate WM customer websites. These tailored-to-your-municipality websites provide a single access point for service information and 24/7 self-serve customer service solutions. With a WM customer website, you can:

Your community's website is the digital gateway for residents to self-serve through WM.com, make service requests, pay their bill, set personalized service notification preferences, and more.

- **Personalize your website:** Your WM customer website is designed and custom-built to showcase your community, services, solutions, and special programs.
- **Promote self-serve customer service solutions:** Your WM customer website is the first line of support, empowering customers to access information on demand, find answers on their own - at their convenience - request services, and resolve issues with zero to minimal waiting time.
- **Provide helpful resources and service information:** Your WM customer website is the information hub for all information regarding services - from collection schedules, including holidays or any special events such as holiday tree collection, to bulk item collection information (if applicable), to any service delays. The website can also inform of where to place carts/bins and acceptable and non-acceptable items.
- **Help lead the way to a more sustainable community:** Your WM customer website links directly to WM's Recycle Right® recycling education program, providing your community with access to recycling resources, making it even easier to recycle right and reduce contamination.



As an added convenience, WM staff will share access to our web content for cross-promotion on your website. Connecting directly to WM's information will save Glenwood Springs staff time and confirm your community continuously receives accurate and consistent information.

Answering questions, finding service information, and utilizing local services should be easy. WM's local website will give your community the information and tools they need - when they need them.

Cutting Edge Customer Service Center with Personalized, Convenient Solutions

At WM, we know that excellent customer service means going beyond meeting our customers' basic needs and providing personalized, knowledgeable, convenient, and proactive service. That's why our state-of-the-art Customer Service Center is equipped with the latest customer support software and a well-designed, intuitive call flow that allows our Customer Service Representatives (CSRs) to provide customers with the right information or resolution they are looking for right away.

City Staff can always reach WM for customer service-related matters via email at coutpss@wm.com.

Customer Service Center Availability

Our Customer Service Center is open Monday through Friday during normal business hours - the Center is closed on nationally observed holidays. However, our easy-to-use self-service channels - WM.com, My WM, Virtual Assistant chatbot and more - are available to support customers' needs 24 hours a day, seven days a week, 365 days a year.

A Nationwide Network for Redundancy When Our Customers May Need It Most

During a local power outage or natural disaster, our infrastructure routes call throughout our nationwide customer service network, allowing us to deal with customers' inquiries or requests effectively and timely. Customers can also access WM's self-service tools 24/7.

SAFETY

• *Description of safety training, implementation and enforcement program(s)*

Putting People First with Robust Safety Programs, Technology

Overall injury rates in our industry have improved substantially in recent years and WM's performance in this area has ranked among the best. You do not need to search long to see how we fulfill our commitment to safety – it is woven into everything we do – from hiring practices to training to advancing safety technologies to preventive maintenance.

Driver Safety

Drivers on their collection routes face many safety risks that are beyond WM's control on a daily basis. We prepare them for the risks they may face with in-depth training.

Regional Training Centers

In 2021, we were pleased to reopen our training centers for drivers and technicians after a closure early in the pandemic. The centers, located in Glendale, Arizona, and Fort Myers, Florida, include maintenance shops, driver training courses, classrooms, computer labs, and technician workstations to simulate typical experiences at WM facilities. Newly hired drivers and technicians selected from across the country travel to these centers for two-week, immersive onboarding programs designed to enhance their capabilities. Trainees spend their first week in the classroom learning and by week two transition into simulated driving courses and stations that provide scenarios reflective of day-to-day collection conditions and obstacles – from severe weather, traffic, and responding to other drivers' behavior. At the end of the two-week training course, drivers receive a comprehensive evaluation of performance in key safety areas.

Reinforcing Safety with Ongoing Training

Safety training is never “complete” at WM. All drivers participate in ongoing safety training, including:

- **‘Tailgate’ Meetings:** Every morning each of our drivers attends “tailgate” meetings where safety is a primary focus. Relevant and time-sensitive safety topics are often discussed, such as upcoming weather forecasts for conditions, scheduled community events that result in more pedestrian traffic, and road/bridge closures that may require alternative routes.
- **WM SAFETY Defensive Driving System:** Provides ongoing safe driving instruction specific to waste collection vehicles. The system is refreshed monthly with videos that address hazards in

drivers' daily operating environments. Topics include safe backing, following distances, pedestrians, bicyclists, and rollover prevention.

- **Observation Behavior Assessments:** On a regular basis, WM route managers and driver trainers provide on-the-job observation behavior assessments to evaluate driver knowledge, operating behaviors, and safety/best practice compliance.

COLLECTION SCHEDULE

• *Collection schedule for curbside trash and recyclables including day(s) of the week for discrete areas of the City with a map(s) showing all residential areas of Glenwood Springs – also organics schedule (if applicable)*

WM looks forward to working with City staff to produce a comprehensive routing schedule once your specific service needs are finalized. Typical service days are Monday through Friday with same day trash and recycling collection for residents.

TRANSITION PLAN

• *Proposed transition plan requirements as described in Section 3.4*

Commitment to a Successful, Stress-Free Service Transition

The goal of our implementation plan and process is to ease your transition worries by listening to your needs and using what our experience has taught us. We prepare for each of our implementations by assembling a fully-staffed transition team that can navigate through and tackle all the details. Your transition team will have access to all the resources available through WM to smoothly execute your transition. We have introduced our services to many communities and we have seen that a successful transition more often than not recognizes that:

- **Your community needs a customized plan.** We value the fact that Glenwood Springs is different and has specific service requirements and goals. We have learned that taking the time to ask questions, listen, and appreciate unique customer needs results in a smoother implementation. Together, we will anticipate and overcome hurdles before they become challenges.
- **Relevant local experience is key.** Our local team has expertise in new contract start-ups and relevant local experience with neighboring communities.
- **A smart approach includes proven processes and technologies.** From operations to customer service, you will find tested processes and innovative new technologies that allow us to bring Glenwood Springs a level of service reliability and customer satisfaction that is truly unmatched.

You will see these learnings intertwined throughout our implementation plan and within our entire proposal. First, we cover core administrative competencies like customer service and data integrity, and then we address our operational approach to Glenwood Springs-specific transition details such as how and when we will deliver new carts, develop routes, and purchase trucks. A transition will not be successful without both parts of the plan. Working with you, we are committed to a smooth introduction of WM, our employees, and our collection services to the Glenwood Springs community.

Education Shows Customers How Easy it is to do Business with WM

In today's world, we cannot rely on one form of customer communication, which is why we have many methods of connecting with our customers. All of our outreach efforts share a common goal - to provide clear, concise, and relevant service information. We will proactively engage customers in-person, online, through local news outlets, and by providing printed material via direct mail. Our public education resources and outreach efforts will include:

Welcome Postcard. WM will mail each customer a simple note to introduce ourselves, inform them of the upcoming transition, and reassure them that more information will be provided as we get closer to the implementation date. At this time, we will also direct customers to our website, contact information, and upcoming community meetings for more information.

A Comprehensive Welcome Packet. WM will mail each customer a welcome packet that contains an overview of key implementation information and dates, an overview of new services, rates, a collection schedule, recycling guide, and information on local resources and events. In the event a customer's service day is changing, we will also notify them of their new pickup day as part of this mailing.

Community Meetings. WM will hold community meetings at convenient and accessible locations to introduce residents to new service offerings and review key transition information. Each meeting, held at public locations across the community, will include a new service overview followed by an open question and answer session. Informational meeting dates will be included in all pre-implementation press releases and resident mailings. Throughout the transition, our Public Sector team will also be available to attend Glenwood Springs government meetings to provide updates and address questions from officials, City staff, and the community.

Media Outreach. We will collaborate with Glenwood Springs to conduct outreach to local news sources. Press releases will be distributed throughout the contract implementation to promote key implementation messages and dates, new service offerings, and community educational events. Below are samples of outreach materials:

Execution of Operational/Transition Plan

Building from years of experience we have with service transitions, we customize our operational tasks and timeline to your specific needs. Whether we are providing all new carts and adding new services or if we are keeping most items status quo, we still review each operation and service requirement to validate we are 100 percent ready to roll by day one of the new contract.



New Service Change Notice



ADDRESSHERE

YOURTOWNHERE Resident,
WM's garbage and recycling collection services will be provided weekly to YOURTOWN residents beginning DATEHERE.

New carts will be delivered to your homes on DATEHERE as part of this new service. Please place your carts at the curb for collection by 5 a.m. each collection day.

Be on the lookout! WM will soon mail a welcome packet detailing new services, collection days, acceptable materials, and customer service contacts.

We look forward to providing reliable garbage, recycling, and organics service in 2023 and beyond. If you have any questions, please visit _____ or call _____.

Sincerely,
Your Hometown WM Team

Implementation Meetings, Coordination, and Course Correction

WM's internal Glenwood Springs team will meet weekly throughout planning and implementation. At the onset, these meetings will include our regional team of experts. As the contract start date approaches, the local district operations team will meet daily to review the most critical components of service delivery.

Our team is committed to keeping Glenwood Springs informed of our implementation progress, and we will ask for your feedback as we customize our transition efforts to reflect the needs of your community. For example, if a proposed communication or outreach method is not working or does not make sense, we are not afraid to scratch the idea and discuss an alternative. From the onset of our transition, we propose meeting with Glenwood Springs staff regularly to review key implementation milestones, our progress, and any proposed changes. We can start with monthly meetings initially, and increase the frequency, if needed.

In addition to our internal meetings and meetings with staff, it is important for us to coordinate closely with your outgoing service provider. From our experience, the outgoing service provider has been cooperative and helpful during contract transitions, and we often make their exit easier and more efficient. We will coordinate with them on the removal of their carts and containers and customer data exchanges.

ADDITIONAL INFORMATION

• Any other information the City needs to understand the proposer's approaches or strategies

Recycle Right: Proactive Public Education for Your City

Preserving natural resources and virgin materials through recycling is at the heart of what our customers, communities, and WM want to accomplish. It is a key component of our business and it is what you, our customers, are requesting. But, recycling simply must be both environmentally and economically sustainable. By cleaning up collection, reducing contamination and limiting what we place in our carts to material that has a reliable market and can be reprocessed into new products, we can reduce the risk of recycling programs. A global effort is underway to move the needle in a more sustainable direction, and we know that this process starts with addressing contamination.

WM has dedicated manpower and made a significant investment in our Recycle Right education program. The comprehensive, complimentary offerings found on the Recycle Right website provide tailored tools for everyone from residents to businesses to educators to property managers as well as our government customers. Recycle Right is successful at getting customers to change their recycling habits because we: 1. Clearly define the problem (recycling confusion and contamination), 2. Give consumers a reason to do something, and 3.

Simplify the message with three simple rules: Recycle bottles, cans, paper and cardboard; keep food and liquid out of recycling; no loose plastic bags or bagged recyclables.



To view our Recycle Right website and all of its recycling education tools, scan the above QR code or visit wm.com/recycleright.

2 | SUGGESTIONS TO MODIFY REQUIRED SERVICES

The City understands that this request for proposals is fairly prescriptive. Responses are encouraged, however, to identify suggestions for modifying or augmenting services described herein to meet the City's operational, cost and sustainability goals more efficiently or cost-effectively (including but not limited to the public education strategies described in Section 3.3.4 and/or transition efforts in Section 3.4). Any potential cost impacts associated with these suggestions shall be described qualitatively but not included in the cost proposal (Appendix E pricing sheets). Qualitative recommendations will be considered as part of the overall evaluation process.

Alternative Proposal: Composting Program

WM is offering an alternative proposal to introduce a composting program to the City of Glenwood Springs. This program could include:

- Spring and fall cleanup events where residents could deposit food and yard waste into roll off boxes for eventual composting.
- Six-yard containers placed throughout the City where residents could dispose of food waste for eventual composting.
- A comprehensive yard and food waste program at the curbside (would require a mandatory minimum participation level).

WM looks forward to discussing these options and a potential program in more detail with the City.

3 | MINIMUM QUALIFICATIONS AND INFORMATION REQUIREMENTS

WM has provided the following information to fulfill the requirements includes in Table 7.1.

Please see the Appendix for the following submissions:

- Resumés
- Secretary of State Certification
- Financial Statements
- References
- Bondability

Company Mission and Commitment to Sustainability

Company mission, vision & operational commitment to sustainability & community involvement

WM's Mission Statement

WM is on a mission to maximize resource value, while minimizing - and even eliminating - environmental impact so that both our economy and our environment can thrive.

WM is Evolving from Service Provider to Sustainability Partner

WM is more than just a waste management company. We are advancing from a service provider to a true sustainability partner by making it easier for customers to reduce waste, decrease emissions, and use more recycled materials in a manner that is good for people, communities, and the environment.

Following are WM's five strategic sustainability growth areas that will continue to shape WM's path to a true sustainability partner.

Sustainability program partner	Our customers have expectations to reduce waste, enhance their sustainability reporting, and contribute to a circular economy. WM, in turn, is continuing to adapt to meet these needs and become a true sustainability partner to help our customers increase circularity and accelerate decarbonization goals.
Modern landfills and renewable energy	As part of our overarching company goals to reduce climate impact of our operations, by 2026 we expect to see six-fold growth in the amount of renewable natural gas (RNG) produced at WM landfills – growth capable through \$825 million in investments in our RNG infrastructure from 2022-25. We also aim to use 100% renewable electricity at facilities we control by 2025.
Recycling infrastructure	We plan to invest \$800 million in new and upgraded recycling infrastructure from 2022-25 – investments that will make our material recovery facilities more efficient so we can reduce contamination and recycle more. These investments will result in 25% expected growth in tons diverted from landfills from 2022-25.
Integrated organics	Creating new value from discarded materials goes beyond traditional recycling. A growing number of states and municipalities are enacting or considering regulations that would promote diversion of organics, particularly food waste. We are investing in a range of technologies and programs to proactively grow our infrastructure for handling food waste and other organic materials.
Circular logistics	By recycling materials, we help to avoid GHG emissions by preventing the mining and manufacture of products from virgin materials. The more we can recycle, the more materials we can keep in the circular economy and the more emissions we can avoid. From educating consumers on how to recycle right, to investing in technologies that allow us to divert from landfills, to helping create new markets for recyclables – WM participates in creating a circular economy.

Colorado Mountain Experience & Qualifications

Description of Colorado mountain experience & qualifications – ideally in winter seasons

WM has been servicing the Colorado mountain area and communities similar to yours for more than 20 years from our Carbondale Hauling District. Mountain area communities we currently service include Carbondale, Steamboat Springs, Hot Sulphur Springs, Aspen, Gypsum, Durango, Telluride, Salida, Breckenridge, Avon, Estes Park, and more.

Service Center

Internal service center located in Garfield County with normal Mountain Time business hours

Our Carbondale Hauling District is located at 0062 County Road 113, Building L, Carbondale, CO 81623.

Ability to Comply with General Terms & Conditions

Ability to comply with general terms & conditions of Town's standard contract (Appendix C)

See WM list of exceptions.

Compliance Statement

Statement verifying lack of any default, compliance issues or unresolved judgement

Due to the fact that we have thousands of customer agreements, we limited to scope of our inquiry to matters that are in litigation. There are no matters to report.

List of Subcontractors

List of subcontractors (if any) with specific services to be provided

WM will not require subcontractors to provide services.

4 | COMPLETED FORMS

PROPOSER STATEMENT

Please see the following page.

APPENDIX B
PROPOSER STATEMENT

City of Glenwood Springs Request for Proposals Solid Waste Collection

The following signed statement shall be provided with each proposal.

The proposer identified below hereby proposes to furnish all labor, equipment, material management, transportation, fuel, tip fees, insurance, profit and other resources necessary to perform the services required in this request for proposals, the City of Glenwood Springs standard contract, exhibits and any addenda or attachments issued by the City of Glenwood Springs prior to the opening of proposals.

Such proposer will negotiate a service-specific contract with the City of Glenwood Springs that is based on the standard contract (see Exhibit B) within forty-five (45) business days of the issuance of Notice of Award by the City.

Said proposer further agrees to complete all services required under the contract within the time stipulated and to accept in full payment therefore the pricing established in the appropriate cost pricing sheet (see Appendix D).

Waste Management of Colorado, Inc.

Company Name



Authorized Signature

Curtis Gardner

Name (please print)

Public Sector Solutions Senior Account Executive

Title

1/20/2023

Date

CONTRACT CERTIFICATION FORM

APPENDIX D
CONTRACT CERTIFICATION FORM
City of Glenwood Springs Request for Proposals Solid Waste Collection

The following signed certification form shall be provided with each proposal.

The proposer identified below hereby certifies that the company has read a copy of the City of Glenwood Springs standard contract (attached as Exhibit B) and understands the terms and provisions contained in that contract. It further certifies that it is the proposer's intent to comply with each and every term and provision contained in the standard contract and proposes no modifications except as follows:

1. Please see the following page for Exceptions.
2. _____
3. _____
4. _____
5. _____

Said proposer understands that the modifications stated above, if any, are offered for discussion purposes only and that the City of Glenwood Springs reserves the right to accept, reject or further negotiate any and all proposed modifications to the standard contract.

Waste Management of Colorado, Inc.
Company Name


Authorized Signature

Curtis Gardner
Name (please print)

Public Sector Solutions Senior Account Executive
Title

1/20/2023
Date

Exceptions

Waste Management of Colorado, Inc. (“WM”) Exceptions to Glenwood Springs Request for Proposals for Solid Waste Collection; RFP No. Request for Proposal 2022–35P; due January 20, 2023.

WM submits these exceptions in response to Glenwood Springs’s above-referenced RFP. WM hereby qualifies its proposal in accordance with the following comments and exceptions:

Exceptions to the draft Agreement included with the RFP:

- RFP Section 2.5: “The City does not intend to encourage use of resident-provided containers. However, some residents have previously invested in wildlife-resistant containers and will chose to continue using.” Regarding the above, if WM’s proposal is selected, we will utilize automated side-load collection trucks, and not a manual process. Therefore, residents will be required to use carts that are compatible with WM’s ASL trucks.
- WM will utilize collection trucks equipped with WM Smart TruckSM technology, which allows WM to view the contents of recyclables and organic waste containers as they are being emptied. If excessive contamination is identified (we software for the initial review and then live auditors to verify), WM will email the customer a notice (our driver will not exit the truck to leave an oops tag) and will change the customer a contamination fee. WM is willing to use a warning/no fee process at the start of the contract (e.g., for the first two violations).
- RPF Section 4.1: WM’s pricing proposal assumes that our rates will be adjusted each year by the year over year change in average CPI-U, Water and Sewer and Trash Collection Services index, and that there will be no 6% cap.
- RFP Section 4.2: WM would like to clarify that if it has provided the City with documentation showing how the uncontrollable event has increased WM’s costs, the City will not withhold or delay increases to WM’s compensation.
- RFP Section 5.3: WM believes several of these liquidated damage amounts are excessive and do not reflect a reasonable estimate of actual harm. If WM’s proposal is selected, we would like to discuss adjustment to more reasonable amounts.
- Sample contract, Section 2: We believe some if this language is not applicable (e.g., statement of employee time).
- Sample contract, Section 10: In the first paragraph, remove “and proof of professional liability insurance coverage of at least One Million Dollars (\$1,000,000)”, because such coverage is not applicable to this contract. In Section 10.3, remove “or non-renewed” and “or sustain a material change in coverage adverse to the City” because our insurers to not send these notices.
- Sample contract, Section 12: WM would like to modify this language so that City must give WM written notice of an alleged breach and 10 days to cure. WM would not agree to termination for convenience language based on the significant investments required.

WM’s response to Glenwood Springs’s RFP is conditioned on these exceptions. Waste Management of Colorado, Inc. agrees to work in good faith with Glenwood Springs to negotiate a mutually agreeable Contract that is acceptable to both parties.

ACKNOWLEDGMENT OF ADDENDA

WM acknowledges Addenda #1 through #3 and has provided the completed form for Addendum #1.

City of Glenwood Springs Procurement Department
101 West 8th Street
Glenwood Springs, Colorado 81601



ADDENDUM NUMBER ONE FOR Design of Solid Waste Collection BD 2022-35P

THIS ADDENDUM MUST BE ACKNOWLEDGED.

THIS ADDENDUM SHALL BECOME A PART OF THIS SOLICITATION.

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

1. The City will be the main billing agent for this project, haulers will bill the city directly for all monthly fees, charges, fines, etc. that may be incurred.
2. Curbside compost will become part of the escalator if proposed. i.e., bundled Trash, Recycling and Organics pricing would need to be 1x, 2x, 3x plus supersaver <1x
3. The landfill will be charging normal tipping fees to the hauler selected for all streams including organics.
4. Language in the RFP states that the weekend yard waste collection site roll-offs will be billed per ton but should state that the service will be billed per haul. The city will provide a yard that is fenced and gated so that the containers can be left until the following week to be removed. If the containers are not full after a weekend and could be left to the following weekend, this shall be reflected in a reduction of hauling fees to the city.
5. If a Recycle or Organic load is determined to be over 15% contaminated the load will still be accepted at the landfill, but the \$75 fee or going rate at that time, for contamination will be added to the charge for that load.
6. The text within the RFP is considered the guiding rules and information for the proposal. This text may be updated with addenda's during the question-and-answer period if necessary.
7. A city map will be added to the BidNet site so that the city boundary and streets within the city can be reviewed.
8. Resident communications regarding all regular and periodic services should be directed to the city staff, not the hauler. These will include service level changes, requests for cart exchanges, complaints, requests for replacing/repairing damaged carts, service holds, etc.
9. Will South Canyon Landfill hours be extended to allow roll-offs from weekend drop site (landfill hours 9am-1pm) to be tipped same day? No – on-site storage of containers at the yard waste drop site will be allowed.
10. Will city accept an alternate price proposal to service all residents on street only? Yes, provided a proposal is also provided that includes pricing for street plus alley collection as defined in the request for proposals. Due to the significant amount of on street parking the city has and the difficulty in moving containers from the alley to the front of a home, the street side collection would be as labor intensive as alleyway collection in the city's opinion.

8/7/2019

City of Glenwood Springs, Procurement Department, 101 W. 8th Street, Glenwood Springs, Colorado 81601
970-384-6445; 970-945-2597 (fax)

11. Will service agreements the successful contractor holds with group accounts be required to be terminated? Not necessarily, but all the same container sizing, pricing & services as delineated by the city contract shall be provided to group customers. Contractor shall not assess double fees or early agreement termination fees to same.
12. Where will the city's drop site location be? Either at the city's south yard or the community center; either location will be fenced/gated during all other hours to avoid illegal dumping & contamination.

This addendum must be acknowledged.

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

PRINT OR TYPE YOUR INFORMATION

Name of Company:	<u>Waste Management of Colorado, Inc.</u>	Fax:	<u>n/a</u>
Address:	<u>0062 County Road 113 Building L</u>	City/State:	<u>Carbondale, CO</u>
Contact Person:	<u>Curtis Gardner</u>	Zip:	<u>81623</u>
Authorized Representative's Signature:		Public Sector Solutions	Phone: <u>(720) 413-5511</u>
Printed Name:	<u>Curtis Gardner</u>	Title:	<u>Senior Account Executive</u>
			Phone: <u>(720) 413-5511</u>
			Date: <u>1/20/2023</u>

8/7/2019

City of Glenwood Springs, Procurement Department, 101 W. 8th Street, Glenwood Springs, Colorado 81601
970-384-6445; 970-945-2597 (fax)

APPENDIX

RESUMÉS

Name and resume of local project manager who will be the City's local point of contact; also operations manager & customer service or service center manager (resumes shall be appended to proposal)

Curtis Gardner, Public Sector Solutions Senior Account Executive

Curtis will serve the City of Glenwood Springs by overseeing the implementation of this agreement, ensuring the needs of the City and your residents are met. In addition to contract management, Curtis will engage with your community and manage sponsorship and contribution activities with civic partners that matter to your residents. He will oversee the efforts of the WM team to verify that contractual obligations, such as reporting, service verification and customer outreach, are completed in accordance with the contract, applicable law, and WM policy. Curtis maintains thorough knowledge about legislation, regulations, and local ordinances regarding delivery of waste service. He will oversee all aspects of the agreement and will work collaboratively with City staff to design and implement new services and programs in accordance with contractual requirements, changes in law, and your direction.

Brad Kloos, Senior District Manager

As District Manager, Brad oversees the day-to-day operations of our Carbondale Glenwood Springs Hauling District, including oversight of all of our team members that are responsible for collections in the Valley. He will provide leadership support to front-line managers for safety, operational, and service performance, while also diagnosing and improving processes and procedures. He will interact with your staff to maximize your satisfaction and improve service efficiency and the daily quality of contract services. During the implementation of the new agreement, Brad will oversee the completion of all operational tasks. Brad has been a valuable part of our WM operations management team for more than 30 years. He has served as District Manager of our local operations since 2006.

Operations staff will service the City from our Carbondale Glenwood Springs Hauling District in Carbondale.

Nathan Reimers, District Manager

As a District Manager, Nathan oversees all the day-to-day operations of the Carbondale Glenwood Springs Hauling District. Nathan is responsible for the Commercial and Residential collections in The Valley from Aspen Co to Parachute. Nathan brings 10 years of experience in operations. He provides operational support to front-line drivers for safety, operational, and service performance. Nathan is responsible for the District's overall service.

Danny Ashinhurst, Driver Lead

As a Operations lead, Danny oversees all the day-to-day operations of the Carbondale Glenwood Springs Hauling District. Danny brings 10 years of experience in the industry. Danny provides operational support to front-line drivers for safety, operational, and service performance.

Amy Wenger, Colorado-Based Public Sector Solutions Liaison

Amy will serve as WM's liaison and single point of contact to the City of Glenwood Springs staff, managing customer service and working with our Glenwood Springs operations team to ensure all needs are met and any potential issues are resolved.

City Staff can always reach WM for customer service-related matters via email at coutpss@wm.com.

SECRETARY OF STATE CERTIFICATION

Secretary of State certification (shall be appended to the proposal)

OFFICE OF THE SECRETARY OF STATE OF THE STATE OF COLORADO

CERTIFICATE OF FACT OF GOOD STANDING

I, Jena Griswold, as the Secretary of State of the State of Colorado, hereby certify that, according to the records of this office,

WASTE MANAGEMENT OF COLORADO, INC.

is a

Corporation

formed or registered on 07/01/1963 under the law of Colorado, has complied with all applicable requirements of this office, and is in good standing with this office. This entity has been assigned entity identification number 19871240963.

This certificate reflects facts established or disclosed by documents delivered to this office on paper through 12/29/2022 that have been posted, and by documents delivered to this office electronically through 01/03/2023 @ 09:33:12.

I have affixed hereto the Great Seal of the State of Colorado and duly generated, executed, and issued this official certificate at Denver, Colorado on 01/03/2023 @ 09:33:12 in accordance with applicable law. This certificate is assigned Confirmation Number 14576634.



Jena Griswold

Secretary of State of the State of Colorado

*****End of Certificate*****

Notice: A certificate issued electronically from the Colorado Secretary of State's website is fully and immediately valid and effective. However, as an option, the issuance and validity of a certificate obtained electronically may be established by visiting the Validate a Certificate page of the Secretary of State's website, <https://www.coloradosos.gov/biz/CertificateSearchCriteria.do> entering the certificate's confirmation number displayed on the certificate, and following the instructions displayed. Confirming the issuance of a certificate is merely optional and is not necessary to the valid and effective issuance of a certificate. For more information, visit our website, <https://www.coloradosos.gov> click "Businesses, trademarks, trade names" and select "Frequently Asked Questions."

FINANCIAL STATEMENTS

REPORT OF INDEPENDENT REGISTERED PUBLIC ACCOUNTING FIRM

To the Board of Directors and Stockholders of Waste Management, Inc.

Opinion on Internal Control over Financial Reporting

We have audited Waste Management, Inc.'s internal control over financial reporting as of December 31, 2021, based on criteria established in Internal Control-Integrated Framework issued by the Committee of Sponsoring Organizations of the Treadway Commission (2013 framework) (the COSO criteria). In our opinion, Waste Management, Inc. (the Company) maintained, in all material respects, effective internal control over financial reporting as of December 31, 2021, based on the COSO criteria.

We also have audited, in accordance with the standards of the Public Company Accounting Oversight Board (United States) (PCAOB), the 2021 consolidated financial statements of the Company, and our report dated February 15, 2022 expressed an unqualified opinion thereon.

Basis for Opinion

The Company's management is responsible for maintaining effective internal control over financial reporting and for its assessment of the effectiveness of internal control over financial reporting included in the accompanying Management's Report on Internal Control Over Financial Reporting. Our responsibility is to express an opinion on the Company's internal control over financial reporting based on our audit. We are a public accounting firm registered with the PCAOB and are required to be independent with respect to the Company in accordance with the U.S. federal securities laws and the applicable rules and regulations of the Securities and Exchange Commission and the PCAOB.

We conducted our audit in accordance with the standards of the PCAOB. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether effective internal control over financial reporting was maintained in all material respects.

Our audit included obtaining an understanding of internal control over financial reporting, assessing the risk that a material weakness exists, testing and evaluating the design and operating effectiveness of internal control based on the assessed risk, and performing such other procedures as we considered necessary in the circumstances. We believe that our audit provides a reasonable basis for our opinion.

Definition and Limitations of Internal Control Over Financial Reporting

A company's internal control over financial reporting is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles. A company's internal control over financial reporting includes those policies and procedures that (1) pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets of the company; (2) provide reasonable assurance that transactions are recorded as necessary to permit preparation of financial statements in accordance with generally accepted accounting principles, and that receipts and expenditures of the company are being made only in accordance with authorizations of management and directors of the company; and (3) provide reasonable assurance regarding prevention or timely detection of unauthorized acquisition, use, or disposition of the company's assets that could have a material effect on the financial statements.

Because of its inherent limitations, internal control over financial reporting may not prevent or detect misstatements. Also, projections of any evaluation of effectiveness to future periods are subject to the risk that controls may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

/s/ ERNST & YOUNG LLP

Houston, Texas
February 15, 2022

REPORT OF INDEPENDENT REGISTERED PUBLIC ACCOUNTING FIRM

To the Board of Directors and Stockholders of Waste Management, Inc.

Opinion on the Financial Statements

We have audited the accompanying consolidated balance sheets of Waste Management, Inc. (the Company) as of December 31, 2021 and 2020, the related consolidated statements of operations, comprehensive income, cash flows, and changes in equity for each of the three years in the period ended December 31, 2021, and the related notes (collectively referred to as the “consolidated financial statements”). In our opinion, the consolidated financial statements present fairly, in all material respects, the financial position of the Company at December 31, 2021 and 2020, and the results of its operations and its cash flows for each of the three years in the period ended December 31, 2021, in conformity with U.S. generally accepted accounting principles.

We also have audited, in accordance with the standards of the Public Company Accounting Oversight Board (United States) (PCAOB), the Company’s internal control over financial reporting as of December 31, 2021, based on criteria established in Internal Control-Integrated Framework issued by the Committee of Sponsoring Organizations of the Treadway Commission (2013 framework), and our report dated February 15, 2022 expressed an unqualified opinion thereon.

Basis for Opinion

These financial statements are the responsibility of the Company's management. Our responsibility is to express an opinion on the Company’s financial statements based on our audits. We are a public accounting firm registered with the PCAOB and are required to be independent with respect to the Company in accordance with the U.S. federal securities laws and the applicable rules and regulations of the Securities and Exchange Commission and the PCAOB.

We conducted our audits in accordance with the standards of the PCAOB. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement, whether due to error or fraud. Our audits included performing procedures to assess the risks of material misstatement of the financial statements, whether due to error or fraud, and performing procedures that respond to those risks. Such procedures included examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements. Our audits also included evaluating the accounting principles used and significant estimates made by management, as well as evaluating the overall presentation of the financial statements. We believe that our audits provide a reasonable basis for our opinion.

Critical Audit Matters

The critical audit matters communicated below are matters arising from the current period audit of the financial statements that were communicated or required to be communicated to the audit committee and that: (1) relate to accounts or disclosures that are material to the financial statements and (2) involved our especially challenging, subjective or complex judgments. The communication of critical audit matters does not alter in any way our opinion on the consolidated financial statements, taken as a whole, and we are not, by communicating the critical audit matters below, providing separate opinions on the critical audit matters or on the accounts or disclosures to which they relate.

Landfill Amortization

Description of the Matter At December 31, 2021, the Company's landfill assets, net of accumulated amortization, totaled \$7.3 billion and the associated amortization expense for 2021 was \$731 million. As discussed in Note 2 of the financial statements, the Company updates the estimates used to calculate individual landfill amortization rates at least annually, or more often if significant facts change. Landfill amortization rates are used in the computation of landfill amortization expense.

Auditing landfill amortization rates and related amortization expense is complex due to the highly judgmental nature of assumptions used in estimating the rates. Significant assumptions used in the calculation of the rates include: estimated future development costs associated with the construction and retirement of the landfill, estimated remaining permitted airspace and unpermitted expansion airspace, airspace utilization factors, projected annual tonnage intakes, and projected timing of retirement activities.

How We Addressed the Matter in Our Audit We obtained an understanding, evaluated the design, and tested the operating effectiveness of the Company's controls over determining landfill amortization rates and calculating amortization expense. Our audit procedures included, among others, testing controls over: the Company's process for evaluating and updating the significant assumptions used in the development of the landfill amortization rates, management's review of those significant assumptions, and the mathematical accuracy of the calculation and recording of amortization expense.

To test the landfill asset amortization rates, our audit procedures included, among others, assessing methodologies used by the Company and testing the significant assumptions discussed above, inclusive of the underlying data used by the Company in its development of these assumptions. We compared the significant assumptions used by management to historical trends and, when available, to comparable size landfills accepting a similar type of waste. Regarding unpermitted expansion airspace, we evaluated the Company's criteria for inclusion in remaining airspace. In addition, we considered the professional qualifications and objectivity of management's internal engineers responsible for developing the assumptions. We involved EY's engineering specialists to assist with the evaluation of the Company's landfill future development cost and airspace assumptions. We also tested the completeness and accuracy of the historical data utilized in the development of the landfill amortization rates.

Landfill – Final Capping, Closure and Post-Closure Costs

Description of the Matter At December 31, 2021, the carrying value of the Company’s landfill asset retirement obligations related to final capping, closure and post-closure costs totaled \$2.3 billion. As discussed in Note 2 of the financial statements, the Company updates the estimates used to measure the asset retirement obligations annually, or more often if significant facts change.

Auditing the landfill asset retirement obligation is complex due to the highly judgmental nature of the assumptions used in the measurement process. These assumptions include: estimated future costs associated with the capping, closure and post closure activities at each specific landfill; airspace consumed to date in relation to total estimated permitted airspace; the projected annual tonnage intake; and the projected timing of retirement activities.

How We Addressed the Matter in Our Audit We obtained an understanding, evaluated the design, and tested the operating effectiveness of the Company’s controls over the calculation of asset retirement obligations. Our audit procedures included, among others, testing the Company’s controls over the landfill asset retirement obligation estimation process and management’s review of the significant assumptions used in the estimation of the liability, including the amount and timing of retirement costs.

To test the landfill asset retirement obligation valuation, we performed audit procedures that included, among others, assessing methodologies used by the Company, testing the completeness of activities included in the estimate (e.g., gas monitoring and extraction), and testing the significant assumptions discussed above, inclusive of the underlying data used by the Company in its development of these assumptions. We compared the significant assumptions used by management to historical trends and, when available, to comparable size landfills accepting the same type of waste. In addition, we considered the professional qualifications and objectivity of management’s internal engineers responsible for developing the assumptions. We involved EY engineering specialists to assist us with these procedures. Specifically, we utilized the EY engineering specialists to evaluate the reasons for significant changes in assumptions from the historical trend, and to determine whether the change from the historical trend was appropriate and identified timely. We also tested the completeness and accuracy of the historical data utilized in preparing the estimate.

/s/ ERNST & YOUNG LLP

We have served as the Company’s auditor since 2002.

Houston, Texas
February 15, 2022

WASTE MANAGEMENT, INC.

CONSOLIDATED BALANCE SHEETS
(In Millions, Except Share and Par Value Amounts)

	December 31,	
	2021	2020
ASSETS		
Current assets:		
Cash and cash equivalents	\$ 118	\$ 553
Accounts receivable, net of allowance for doubtful accounts of \$25 and \$33, respectively	2,278	2,097
Other receivables, net of allowance for doubtful accounts of \$8 and \$7, respectively	268	527
Parts and supplies	135	124
Other assets	270	239
Total current assets	3,069	3,540
Property and equipment, net of accumulated depreciation and amortization of \$20,537 and \$19,337, respectively	14,419	14,148
Goodwill	9,028	8,994
Other intangible assets, net	898	1,024
Restricted trust and escrow accounts	348	347
Investments in unconsolidated entities	432	426
Other assets	903	866
Total assets	<u>\$ 29,097</u>	<u>\$ 29,345</u>
LIABILITIES AND EQUITY		
Current liabilities:		
Accounts payable	\$ 1,375	\$ 1,121
Accrued liabilities	1,428	1,342
Deferred revenues	571	539
Current portion of long-term debt	708	551
Total current liabilities	4,082	3,553
Long-term debt, less current portion	12,697	13,259
Deferred income taxes	1,694	1,806
Landfill and environmental remediation liabilities	2,373	2,222
Other liabilities	1,125	1,051
Total liabilities	21,971	21,891
Commitments and contingencies (Note 10)		
Equity:		
Waste Management, Inc. stockholders' equity:		
Common stock, \$0.01 par value; 1,500,000,000 shares authorized; 630,282,461 shares issued	6	6
Additional paid-in capital	5,169	5,129
Retained earnings	12,004	11,159
Accumulated other comprehensive income (loss)	17	39
Treasury stock at cost, 214,158,636 and 207,480,827 shares, respectively	(10,072)	(8,881)
Total Waste Management, Inc. stockholders' equity	7,124	7,452
Noncontrolling interests	2	2
Total equity	7,126	7,454
Total liabilities and equity	<u>\$ 29,097</u>	<u>\$ 29,345</u>

See Notes to Consolidated Financial Statements.

WASTE MANAGEMENT, INC.

CONSOLIDATED STATEMENTS OF OPERATIONS
(In Millions, Except per Share Amounts)

	Year Ended December 31,		
	2021	2020	2019
Operating revenues	\$ 17,931	\$ 15,218	\$ 15,455
Costs and expenses:			
Operating	11,111	9,341	9,496
Selling, general and administrative	1,864	1,728	1,631
Depreciation and amortization	1,999	1,671	1,574
Restructuring	8	9	6
(Gain) loss from divestitures, asset impairments and unusual items, net. . .	(16)	35	42
	<u>14,966</u>	<u>12,784</u>	<u>12,749</u>
Income from operations	<u>2,965</u>	<u>2,434</u>	<u>2,706</u>
Other income (expense):			
Interest expense, net.	(365)	(425)	(411)
Loss on early extinguishment of debt, net	(220)	(53)	(85)
Equity in net losses of unconsolidated entities	(36)	(68)	(55)
Other, net	5	5	(50)
	<u>(616)</u>	<u>(541)</u>	<u>(601)</u>
Income before income taxes	<u>2,349</u>	<u>1,893</u>	<u>2,105</u>
Income tax expense	<u>532</u>	<u>397</u>	<u>434</u>
Consolidated net income	<u>1,817</u>	<u>1,496</u>	<u>1,671</u>
Less: Net income (loss) attributable to noncontrolling interests	<u>1</u>	<u>—</u>	<u>1</u>
Net income attributable to Waste Management, Inc.	<u>\$ 1,816</u>	<u>\$ 1,496</u>	<u>\$ 1,670</u>
Basic earnings per common share	<u>\$ 4.32</u>	<u>\$ 3.54</u>	<u>\$ 3.93</u>
Diluted earnings per common share	<u>\$ 4.29</u>	<u>\$ 3.52</u>	<u>\$ 3.91</u>

CONSOLIDATED STATEMENTS OF COMPREHENSIVE INCOME
(In Millions)

	Year Ended December 31,		
	2021	2020	2019
Consolidated net income	\$ 1,817	\$ 1,496	\$ 1,671
Other comprehensive income (loss), net of tax:			
Derivative instruments, net	9	15	8
Available-for-sale securities, net.	(6)	11	15
Foreign currency translation adjustments	(28)	20	55
Post-retirement benefit obligation, net	3	1	1
Other comprehensive income (loss), net of tax	<u>(22)</u>	<u>47</u>	<u>79</u>
Comprehensive income	<u>1,795</u>	<u>1,543</u>	<u>1,750</u>
Less: Comprehensive income (loss) attributable to noncontrolling interests	<u>1</u>	<u>—</u>	<u>1</u>
Comprehensive income attributable to Waste Management, Inc.	<u>\$ 1,794</u>	<u>\$ 1,543</u>	<u>\$ 1,749</u>

See Notes to Consolidated Financial Statements.

WASTE MANAGEMENT, INC.

CONSOLIDATED STATEMENTS OF CASH FLOWS
(In Millions)

	Year Ended December 31,		
	2021	2020	2019
Cash flows from operating activities:			
Consolidated net income	\$ 1,817	\$ 1,496	\$ 1,671
Adjustments to reconcile consolidated net income to net cash provided by operating activities:			
Depreciation and amortization	1,999	1,671	1,574
Deferred income tax expense (benefit)	(77)	165	100
Interest accretion on landfill and environmental remediation liabilities	111	103	98
Provision for bad debts	37	54	39
Equity-based compensation expense	108	94	86
Net gain on disposal of assets	(25)	(9)	(27)
(Gain) loss from divestitures, asset impairments and other, net	(16)	43	113
Equity in net losses of unconsolidated entities, net of dividends	38	60	55
Loss on early extinguishment of debt, net	220	53	85
Change in operating assets and liabilities, net of effects of acquisitions and divestitures:			
Receivables	28	(179)	(53)
Other current assets	(39)	10	(23)
Other assets	34	53	10
Accounts payable and accrued liabilities	206	(37)	243
Deferred revenues and other liabilities	(103)	(174)	(97)
Net cash provided by operating activities	<u>4,338</u>	<u>3,403</u>	<u>3,874</u>
Cash flows from investing activities:			
Acquisitions of businesses, net of cash acquired	(75)	(4,085)	(521)
Capital expenditures	(1,904)	(1,632)	(1,818)
Proceeds from divestitures of businesses and other assets, net of cash divested	96	885	49
Other, net	(11)	(15)	(86)
Net cash used in investing activities	<u>(1,894)</u>	<u>(4,847)</u>	<u>(2,376)</u>
Cash flows from financing activities:			
New borrowings	7,948	9,420	13,237
Debt repayments	(8,404)	(9,629)	(10,088)
Premiums and other paid on early extinguishment of debt	(211)	(30)	(84)
Common stock repurchase program	(1,350)	(402)	(248)
Cash dividends	(970)	(927)	(876)
Exercise of common stock options	66	63	67
Tax payments associated with equity-based compensation transactions	(28)	(34)	(33)
Other, net	49	(20)	(11)
Net cash (used in) provided by financing activities	<u>(2,900)</u>	<u>(1,559)</u>	<u>1,964</u>
Effect of exchange rate changes on cash, cash equivalents and restricted cash and cash equivalents	2	4	2
(Decrease) increase in cash, cash equivalents and restricted cash and cash equivalents	<u>(454)</u>	<u>(2,999)</u>	<u>3,464</u>
Cash, cash equivalents and restricted cash and cash equivalents at beginning of period	648	3,647	183
Cash, cash equivalents and restricted cash and cash equivalents at end of period	<u>\$ 194</u>	<u>\$ 648</u>	<u>\$ 3,647</u>
Reconciliation of cash, cash equivalents and restricted cash and cash equivalents at end of period:			
Cash and cash equivalents	\$ 118	\$ 553	\$ 3,561
Restricted cash and cash equivalents included in other current assets	7	28	15
Restricted cash and cash equivalents included in restricted trust and escrow accounts	69	67	71
Cash, cash equivalents and restricted cash and cash equivalents at end of period	<u>\$ 194</u>	<u>\$ 648</u>	<u>\$ 3,647</u>

See Notes to Consolidated Financial Statements.

WASTE MANAGEMENT, INC.

CONSOLIDATED STATEMENTS OF CHANGES IN EQUITY
(In Millions, Except Shares in Thousands)

	Waste Management, Inc. Stockholders' Equity								
		Common Stock		Additional	Retained	Accumulated	Treasury Stock		Noncontrolling
	Total	Shares	Amounts	Paid-In Capital	Earnings	Other Comprehensive Income (Loss)	Shares	Amounts	Interests
Balance, December 31, 2018 . .	\$ 6,276	630,282	\$ 6	\$ 4,993	\$ 9,797	\$ (87)	(206,299)	\$ (8,434)	\$ 1
Consolidated net income	1,671	—	—	—	1,670	—	—	—	1
Other comprehensive income (loss), net of tax	79	—	—	—	—	79	—	—	—
Cash dividends declared of \$2.05 per common share. . . .	(876)	—	—	—	(876)	—	—	—	—
Equity-based compensation transactions, net of tax	164	—	—	56	1	—	2,585	107	—
Common stock repurchase program	(244)	—	—	—	—	—	(2,247)	(244)	—
Other, net	—	—	—	—	—	—	5	—	—
Balance, December 31, 2019 . .	\$ 7,070	630,282	\$ 6	\$ 5,049	\$ 10,592	\$ (8)	(205,956)	\$ (8,571)	\$ 2
Adoption of new accounting standards	(2)	—	—	—	(2)	—	—	—	—
Consolidated net income	1,496	—	—	—	1,496	—	—	—	—
Other comprehensive income (loss), net of tax	47	—	—	—	—	47	—	—	—
Cash dividends declared of \$2.18 per common share. . . .	(927)	—	—	—	(927)	—	—	—	—
Equity-based compensation transactions, net.	172	—	—	80	1	—	2,158	91	—
Common stock repurchase program	(402)	—	—	—	—	—	(3,687)	(402)	—
Other, net	—	—	—	—	(1)	—	4	1	—
Balance, December 31, 2020 . .	\$ 7,454	630,282	\$ 6	\$ 5,129	\$ 11,159	\$ 39	(207,481)	\$ (8,881)	\$ 2
Consolidated net income	1,817	—	—	—	1,816	—	—	—	1
Other comprehensive income (loss), net of tax	(22)	—	—	—	—	(22)	—	—	—
Cash dividends declared of \$2.30 per common share. . . .	(970)	—	—	—	(970)	—	—	—	—
Equity-based compensation transactions, net.	198	—	—	110	(1)	—	2,049	89	—
Common stock repurchase program	(1,350)	—	—	(70)	—	—	(8,731)	(1,280)	—
Other, net	(1)	—	—	—	—	—	4	—	(1)
Balance, December 31, 2021 . .	\$ 7,126	630,282	\$ 6	\$ 5,169	\$ 12,004	\$ 17	(214,159)	\$ (10,072)	\$ 2

See Notes to Consolidated Financial Statements.

REFERENCES

Three references from clients for whom similar services were performed (mountain & service contract references preferred) – include project description & contact details (shall be appended to the proposal)

Customer	Contact	Phone	Email	Description of Services
Town of Crested Butte	Dara MacDonald, Town Manager	970-349-5338	dmacdonald@crestedbutte-co.com	Residential & Commercial Trash and Recycle Collection
City of Ouray	Bev Martensen, Deputy Clerk	970-325-7064	bmartensen@cityofouray.com	Residential & Commercial Trash and Recycle Collection
Town of Hayden	Sharon Johnson, Town Clerk	970-276-3741	Sharon.johnson@haydencolorado.com	Residential & Commercial Trash and Recycle Collection

BONDABILITY

Performance bond value estimate & bondability letter

Please see the following pages.

Endurance Assurance Corporation
4 Manhattanville Road
Purchase, NY 10577

Date: January 20, 2023

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

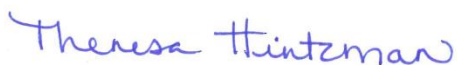
Principal: Waste Management of Colorado, Inc.
Bid Date: January 20, 2023
Description: Solid Waste Collection

Dear Sir/Madam:

We, Endurance Assurance Corporation, hereby agree that in the event an award is made to Waste Management of Colorado, Inc., on the project as captioned, we will execute the necessary Performance and/or Payment Bonds that may be required.

Sincerely,

Endurance Assurance Corporation



Theresa Hintzman
Attorney-in-Fact



SOMPO INTERNATIONAL
INSURANCE

POWER OF ATTORNEY

11078

KNOW ALL BY THESE PRESENTS, that **Endurance Assurance Corporation**, a Delaware corporation, **Endurance American Insurance Company**, a Delaware corporation, **Lexon Insurance Company**, a Texas corporation, and/or **Bond Safeguard Insurance Company**, a South Dakota corporation, each, a "Company" and collectively, "**Sompo International**," do hereby constitute and appoint: **Brook T. Smith, Raymond M. Hundley, Jason D. Cromwell, James H. Martin, Barbara Duncan, Mark A. Guidry, Jill Kemp, Lynnette Long, Amy Smith, Deborah Neichter, Theresa Hintzman, Beth Frymire, Leigh McCarthy, Michael Dix, Susan Ritter, Ryan Britt, Kelsy Hoagland, Jacob Motto, Jennifer Edwards** as true and lawful Attorney(s)-In-Fact to make, execute, seal, and deliver for, and on its behalf as surety or co-surety; bonds and undertakings given for any and all purposes, also to execute and deliver on its behalf as aforesaid renewals, extensions, agreements, waivers, consents or stipulations relating to such bonds or undertakings provided, however, that no single bond or undertaking so made, executed and delivered shall obligate the Company for any portion of the penal sum thereof in excess of the sum of **ONE HUNDRED MILLION Dollars (\$100,000,000.00)**.

Such bonds and undertakings for said purposes, when duly executed by said attorney(s)-in-fact, shall be binding upon the Company as fully and to the same extent as if signed by the President of the Company under its corporate seal attested by its Corporate Secretary.

This appointment is made under and by authority of certain resolutions adopted by the sole shareholder of each Company by unanimous written consent effective the 15th day of June, 2019, a copy of which appears below under the heading entitled "Certificate".

This Power of Attorney is signed and sealed by facsimile under and by authority of the following resolution adopted by the sole shareholder of each Company by unanimous written consent effective the 15th day of June, 2019 and said resolution has not since been revoked, amended or repealed:

RESOLVED, that the signature of an individual named above and the seal of the Company may be affixed to any such power of attorney or any certificate relating thereto by facsimile, and any such power of attorney or certificate bearing such facsimile signature or seal shall be valid and binding upon the Company in the future with respect to any bond or undertaking to which it is attached.

IN WITNESS WHEREOF, each Company has caused this instrument to be signed by the following officers, and its corporate seal to be affixed this 15th day of June, 2019.

Endurance Assurance Corporation

By: *Richard M. Appel*
Richard Appel, SVP & Senior Counsel



Endurance American Insurance Company

By: *Richard M. Appel*
Richard Appel, SVP & Senior Counsel



Lexon Insurance Company

By: *Richard M. Appel*
Richard Appel, SVP & Senior Counsel



Bond Safeguard Insurance Company

By: *Richard M. Appel*
Richard Appel, SVP & Senior Counsel



ACKNOWLEDGEMENT

On this 15th day of June, 2019, before me, personally came the above signatories known to me, who being duly sworn, did depose and say that he/she is an officer of each of the Companies; and that he executed said instrument on behalf of each Company by authority of his office under the by-laws of each Company.

By: *Amy Taylor*
Amy Taylor, Notary Public - My Commission Expires 5/9/23



CERTIFICATE

I, the undersigned Officer of each Company, DO HEREBY CERTIFY that:

1. That the original power of attorney of which the foregoing is a copy was duly executed on behalf of each Company and has not since been revoked, amended or modified; that the undersigned has compared the foregoing copy thereof with the original power of attorney, and that the same is a true and correct copy of the original power of attorney and of the whole thereof;
2. The following are resolutions which were adopted by the sole shareholder of each Company by unanimous written consent effective June 15, 2019 and said resolutions have not since been revoked, amended or modified:

"RESOLVED, that each of the individuals named below is authorized to make, execute, seal and deliver for and on behalf of the Company any and all bonds, undertakings or obligations in surety or co-surety with others: **RICHARD M. APPEL, BRIAN J. BEGGS, CHRISTOPHER DONELAN, SHARON L. SIMS, CHRISTOPHER L. SPARRO, MARIANNE L. WILBERT**

; and be it further

RESOLVED, that each of the individuals named above is authorized to appoint attorneys-in-fact for the purpose of making, executing, sealing and delivering bonds, undertakings or obligations in surety or co-surety for and on behalf of the Company."

3. The undersigned further certifies that the above resolutions are true and correct copies of the resolutions as so recorded and of the whole thereof.

IN WITNESS WHEREOF, I have hereunto set my hand and affixed the corporate seal this 20th day of January, 2023.

By: *Daniel S. Lurie*
Daniel S. Lurie, Secretary

NOTICE: U. S. TREASURY DEPARTMENT'S OFFICE OF FOREIGN ASSETS CONTROL (OFAC)

No coverage is provided by this Notice nor can it be construed to replace any provisions of any surety bond or other surety coverage provided. This Notice provides information concerning possible impact on your surety coverage due to directives issued by OFAC. Please read this Notice carefully.

The Office of Foreign Assets Control (OFAC) administers and enforces sanctions policy, based on Presidential declarations of "national emergency". OFAC has identified and listed numerous foreign agents, front organizations, terrorists, terrorist organizations, and narcotics traffickers as "Specially Designated Nationals and Blocked Persons". This list can be located on the United States Treasury's website - <https://www.treasury.gov/resource-center/sanctions/SDN-List>.

In accordance with OFAC regulations, if it is determined that you or any other person or entity claiming the benefits of any coverage has violated U.S. sanctions law or is a Specially Designated National and Blocked Person, as identified by OFAC, any coverage will be considered a blocked or frozen contract and all provisions of any coverage provided are immediately subject to OFAC. When a surety bond or other form of surety coverage is considered to be such a blocked or frozen contract, no payments nor premium refunds may be made without authorization from OFAC. Other limitations on the premiums and payments may also apply.

Any reproductions are void.

Surety Claims Submission: LexonClaimAdministration@sompo-intl.com

Telephone: 615-553-9500 Mailing Address: Sompo International; 12890 Lebanon Road; Mount Juliet, TN 37122-2870

COST PROPOSAL

CITY OF GLENWOOD SPRINGS

**Solid Waste Collection
Request for Proposal 2022-35P
January 20, 2023**

SUBMITTED BY

Waste Management of Colorado, Inc.

**Always Working For A
Sustainable Tomorrow**

CONTACT

**Curtis Gardner,
Public Sector Solutions
Senior Account Executive
(720) 413-5511
cgardne7@wm.com**





Waste Management of Colorado, Inc.
0062 County Road 113 Building L
Carbondale, CO 81623

January 20, 2023

City of Glenwood Springs

101 West 8th St.

Glenwood Springs, CO 81601

Attn: Ryan Muse, City of Glenwood Procurement Department

Dear Mr. Muse:

Waste Management of Colorado, Inc. (WM) is pleased to have the opportunity to provide the City of Glenwood Springs with the enclosed proposal for Solid Waste Collection in response to Request for Proposal 2022-35P.

WM is the leading provider of comprehensive waste and environmental services in North America. We are strongly committed to a foundation of financial strength, operating excellence, and professionalism. We are proud of the work we do, our dedicated staff, and the customers we serve.

We have a proven track record of providing our customers with waste and recycling programs that meet their goals for diversion, service optimization, and cost reduction. We have implemented programs for more than nearly 20 million customers across North America for whom we provide a variety of environmental solutions.

The offerings we provide to our customers clearly differentiate our company from our competitors and demonstrate the value, service, and sustainability solutions we will provide to Glenwood Springs if awarded this contract. As summarized in this response, we offer:

- A dedicated, experienced team to manage the day-to-day operations of your services
- State-of-the-art technology that increases economic and environmental efficiencies
- Minimal disruption to current service through tested and proven transition implementation plan
- Local operations resources – including trucks, equipment, and drivers – with an extensive national research and development network to drive efficiencies

Through our extensive experience servicing customers like Glenwood Springs, WM has the expertise and background to help you. We are well positioned to streamline best practices and provide you with reliable waste and recycling service, best-in-class pricing, and economic value-added services.

WM extends our appreciation for allowing us to provide the enclosed proposal to Glenwood Springs. We look forward to your feedback, and if you have any questions or need clarification regarding our proposal or the information provided, please do not hesitate to contact me.

Sincerely,

Curtis Gardner, Public Sector Solutions Senior Account Executive
(720) 413-5511, cgardne7@wm.com

COST PROPOSAL

APPENDIX E CONTRACT PRICING SHEETS

City of Glenwood Springs Request for Proposals Solid Waste Collection

Completed cost pricing sheets and the signatory information on the second page of this appendix shall be submitted with every proposal (except as noted) and shall represent all contractor rate schedules. All costs shall be provided in 2023\$.

RATE SCHEDULE for TRASH & EVERY-OTHER-WEEK (EOW) RECYCLABLES COLLECTION ONLY (required for all proposals)

<i>Regular Curbside Service (shall include pricing for trash & recyclable collection components of regular bundled collection)</i>	<i>Required Monthly Pricing Structure</i>	<i>Unit</i>
Super-saver – EOW trash & EOW recycling	<\$X	\$7.00 per month
Small weekly trash & EOW recycling	\$X	\$11.64 per month
Medium weekly trash & EOW recycling	\$X*2	\$23.28 per month
Large weekly trash & EOW recycling	\$X*3	\$34.92 per month
Super-saver – EOW wildlife trash & EOW recycling	<\$Y	\$17.00 per month
Small weekly wildlife trash & EOW recycling	\$Y	\$21.64 per month
Medium weekly wildlife trash & EOW recycling	\$Y*2	\$33.28 per month
Large weekly wildlife trash & EOW recycling	\$Y*3	\$44.92 per month
Additional weekly large trash & EOW recycling	\$X*6	\$69.84 per month
Additional weekly large wildlife trash & EOW recycling	\$Y*6	\$79.84 per month

Recycling containers may be small, medium or large for any trash service level

RATE SCHEDULE for TRASH & WEEKLY RECYCLABLES COLLECTION ONLY (required for all proposals)

<i>Regular Curbside Service (shall include pricing for trash & recyclable collection components of regular bundled collection)</i>	<i>Required Monthly Pricing Structure</i>	<i>Unit</i>
Super-saver - EOW trash & weekly recycling	<\$X	\$8.00 per month
Small weekly trash & weekly recycling	\$X	\$14.25 per month
Medium weekly trash & weekly recycling	\$X*2	\$28.50 per month
Large weekly trash & weekly recycling	\$X*3	\$42.75 per month
Super-saver – EOW wildlife trash & weekly recycling	<\$Y	\$18.00 per month
Small weekly wildlife trash & weekly recycling	\$Y	\$24.25 per month
Medium weekly wildlife trash & weekly recycling	\$Y*2	\$38.50 per month
Large weekly wildlife trash & weekly recycling	\$Y*3	\$52.75 per month
Additional weekly large trash & weekly recycling	\$X*6	\$85.50 per month
Additional weekly large wildlife trash & weekly recycling	\$Y*6	\$95.50 per month

Recycling containers may be small, medium or large for any trash service level

RATE SCHEDULE for PERIODIC COLLECTION SERVICES (required for all proposals)

Periodic Collection Services	Unit
Overflow trash (medium weekly trash & EOW recycling)	\$15 per collection
Overflow trash (medium weekly trash & weekly recycling)	\$15 per collection
Container delivery/exchange after 30 days & for default customers	1 Free/Yr
Container replacement excludes delivery – small	1 Free/Yr
Container replacement excludes delivery – medium	1 Free/Yr
Container replacement excludes delivery – large	1 Free/Yr
Container replacement excludes delivery – small (wildlife)	1 Free/Yr
Container replacement excludes delivery – medium (wildlife)	1 Free/Yr
Container replacement excludes delivery – large (wildlife)	1 Free/Yr

DROP-SITE YARD WASTE COLLECTION (not required)

Drop-Site Yard Waste Collection	Unit
Drop-site staffing every-other Saturday morning May through September	\$ per ton

**RATE SCHEDULE for TRASH, EVERY-OTHER-WEEK RECYCLABLES
& WEEKLY FOOD WASTE (not required)**

Regular Curbside Service (shall include pricing for trash, recyclable & organics collection components of regular bundled collection)	Required Monthly Pricing Structure	Unit
Super-saver EOW trash, EOW recycling & weekly food waste	<\$X	\$ per month
Small weekly trash, EOW recycling & weekly food waste	\$X	\$ per month
Medium weekly trash, EOW recycling & weekly food waste	\$X*2	\$ per month
Large weekly trash, EOW recycling & weekly food waste	\$X*3	\$ per month
Super-saver EOW wildlife trash, EOW recycling & weekly food waste	<\$Y	\$ per month
Small weekly wildlife trash, EOW recycling & weekly food waste	\$Y	\$ per month
Medium weekly wildlife trash, EOW recycling & weekly food waste	\$Y*2	\$ per month
Large weekly wildlife trash, EOW recycling & weekly food waste	\$Y*3	\$ per month
Additional weekly large trash, EOW recycling & weekly food waste	\$X*6	\$ per month
Additional weekly large wildlife trash, EOW recycling & weekly food waste	\$Y*6	\$ per month

Recycling containers may be small, medium or large for any trash service level

Waste Management of Colorado, Inc.

Company Name

Authorized Signature

Curtis Gardner

Name (please print)

Public Sector Solutions Senior Account Executive

Title

1/20/2023

Date

**SOLID WASTE COLLECTION
REQUEST FOR PROPOSAL 2022-35P
INTERVIEW QUESTIONS
for Waste Management of Colorado, Inc.**

After reviewing your proposal, we have several questions and requests for additional information. Please provide a written response to each no later than 5 pm on Friday, February 3rd. Answers may be emailed to bidresponse@coqs.us.

1. Identify the individual who will be the primary point of contact for the City's request for services, information or compliant resolution. Identify that person's daily office location.

In addition to our customer service center and Colorado-specific Public Sector service team, WM will have two individuals locally that will serve as primary point of contact for the City – Danny Ashinhurst and Delia Alvarado. Their physical address is 0062 County Rd 113 Bldg L Carbondale, CO 81623. Additionally, contract management and other changes will be managed by Curtis Gardner, Public Sector Solutions Manager, whose office is in Greenwood Village, CO.

2. Provide the Garfield County address of your internal service center and customer service manager's office.

Garfield County Office (service center and customer service): 0062 County Road 113 Bldg L Carbondale CO 81623

Public Sector Solutions Manager (contract management): 5500 S Quebec St Ste 250 Greenwood Village CO 80111

3. Verify that normal business hours will be in the Mountain Time Zone.

Yes, normal business hours are in Mountain Time Zone.

4. Verify the recyclables contamination cap to be used for rejecting residential curbside collections (not to exceed 15%).

WM utilizes start-of-the-art SmartTruck technology that allows identification of contaminated recycles. Contaminated material will be sorted out at a WM Materials Recovery Facility, ensuring that a maximum amount of material is diverted from the landfill. Additionally, utilizing the audit process described below, as well as SmartTruck contamination notifications to residents, contamination will be kept at a minimum.

5. Explain the steps Waste Management staff will take for timely communication of collection issues with customers who do not use apps, text or email (especially trash overflows and recyclables contamination)? How will this process provide effective education about proper set outs?

With our Smart Truck capabilities, we have an industry-leading contamination and overage notification system. After these events are verified, communications can be sent to customers in a variety of methods, including USPS mail for residents that do not utilize email.

6. What are the proposed details of cart delivery and exchange during start-up including staging area locations?

WM will coordinate a cart delivery team and will deliver & exchange all carts in the two weeks prior to the effective date of service. As part of the transition, we will request residents begin using their new WM containers the week prior to the first service date. It would be preferable to arrange a staging area in town; however, we can also deploy from our Carbondale location if necessary.

7. Provide proposed dates for each Transition Plan milestone based on the assumed contract effective and service start-up dates provided in the RFP. We understand that these dates are subject to change.

Proposed Transition Plan based upon stated start date in RFP of the “second half of 2023”:

Milestone	Proposed Date
Establish Implementation Timelines with City	March 2023
Coordinate data transfers of resident information	April 2023
Establish Codes for Service	May 2023
Designate Glenwood Springs Collection Vehicles	Summer 2023
Procurement of Cart Inventory/Verify Wildlife Carts	Summer 2023
Develop communication pieces	July 2023
Develop Collection Routes	August 2023
Community Meetings	Late Summer/Early Fall 2023
Cart Deliveries	September 2023
Service Start Date	October 2023

8. Your proposal included many potential public outreach and education activities but it wasn’t clear which would be provided to the City’s residents and included in your Appendix E prices. Please provide a succinct bullet list of activities to be provided under this contract that are specific to Glenwood Springs.

Public outreach and education activities would include the following:

- Welcome postcard mailed to all residents
- Welcome packet with additional details of all service offerings available mailed to all residents
- Custom website for residents of Glenwood Springs with information on all service offerings
- Community meetings to be hosted by WM and City staff for residents to received additional information and ask questions on services offered
- Presentation of new service offerings at a City Council meeting, if requested by City Council
- WM will create press releases to distribute to local media to announce the new program
- Periodic implementation meetings between WM and city staff before and after transition

9. Identify any inability to comply with all reporting requirements as described in the RFP.

WM can comply with the reporting requirements outlined in the RFP.

10. Describe the proposed frequency for auditing contamination of aggregated City recyclables loads and generally how these will be conducted.

WM is proposing semi-annual audits of recyclable material. Material collected for audit purposes will be delivered to our Grand Junction MRF. Full reporting will be available to the city, including stream composition. Additionally, we would invite city staff to participate in the audit process. Lastly, WM proposes segmenting the City into 4 segments for auditing purposes. This would allow WM and the City to identify specific areas with higher than expected contamination levels and we could develop specific communication tools to address those challenges. See attached for pictures of the audit process and a sample report from another community.

11. What specific liquidated damages would Waste Management like to see change and to what thresholds?

Liquidated damages should be in an amount equal to damage caused. Additionally, liquidated damages should be triggered based upon a percentage of a certain action, rather than a per occurrence. For example, the RFP stated missed collections are triggered at 8 occurrences. LDs should be triggered after a certain percentage, such as missing more than X% of collections. 8 occurrences is a very small number to trigger that LD based upon the total number of lifts that would be completed in 1 month.

12. If ASL trucks cannot be used in all parts of the city (especially alleys), will Waste Management's price proposal change? If so, please provide revised pricing based on working assumptions (such as percent street versus percent alley).

The pricing provided by WM assumes existing alley vs. curbside service will be maintained. There are no price adjustments needed for the scenario described. In the future, WM would like to work with City staff to identify additional areas where ASL trucks could be deployed.

13. Provide unit costs for the periodic services list provided as they could occur more than once per year.

After 1 free delivery or exchange per year, the cost will be \$10 per occurrence.

14. Appendix E Pricing Sheets are not responsive to the given RFP pricing multiplier requirements for service levels with wildlife-resistant trash carts. Please provide revised pricing. ***See next page***

Pricing proposed by WM for wildlife containers adds \$10 cost per month. Here is revised pricing to comply with multiplier requirement:

(required for all proposals)

<u>Regular Curbside Service</u> <i>(shall include pricing for trash & recyclable collection components of regular bundled collection)</i>	<i>Required Monthly Pricing Structure</i>	<i>Unit</i>
Super-saver – EOW trash & EOW recycling	<\$X	\$7.00 per month
Small weekly trash & EOW recycling	\$X	\$11.64 per month
Medium weekly trash & EOW recycling	\$X*2	\$23.28 per month
Large weekly trash & EOW recycling	\$X*3	\$34.92 per month
Super-saver – EOW wildlife trash & EOW recycling	<\$Y	\$17.00 per month
Small weekly wildlife trash & EOW recycling	\$Y	\$21.64 per month
Medium weekly wildlife trash & EOW recycling	\$Y*2	\$43.28 per month
Large weekly wildlife trash & EOW recycling	\$Y*3	\$64.92 per month
Additional weekly large trash & EOW recycling	\$X*6	\$69.84 per month
Additional weekly large wildlife trash & EOW recycling	\$Y*6	\$129.84 per month

Recycling containers may be small, medium or large for any trash service level

RATE SCHEDULE for TRASH & WEEKLY RECYCLABLES COLLECTION ONLY
(required for all proposals)

<u>Regular Curbside Service</u> <i>(shall include pricing for trash & recyclable collection components of regular bundled collection)</i>	<i>Required Monthly Pricing Structure</i>	<i>Unit</i>
Super-saver - EOW trash & weekly recycling	<\$X	\$8.00 per month
Small weekly trash & weekly recycling	\$X	\$14.25 per month
Medium weekly trash & weekly recycling	\$X*2	\$28.50 per month
Large weekly trash & weekly recycling	\$X*3	\$42.75 per month
Super-saver – EOW wildlife trash & weekly recycling	<\$Y	\$18.00 per month
Small weekly wildlife trash & weekly recycling	\$Y	\$24.25 per month
Medium weekly wildlife trash & weekly recycling	\$Y*2	\$48.50 per month
Large weekly wildlife trash & weekly recycling	\$Y*3	\$72.75 per month
Additional weekly large trash & weekly recycling	\$X*6	\$85.50 per month
Additional weekly large wildlife trash & weekly recycling	\$Y*6	\$145.50 per month

Recycling containers may be small, medium or large for any trash service level

WASTE MANAGEMENT MATERIAL COMPOSITION AUDIT PROGRAM

Information, that steers education!



A representative sampling of material is placed on table to begin hand sorting process. Sample size is pre-determined by customer and WM.

Material is hand-sorted into various containers by commodity, and weighed to one tenth of a lb.



Sample Confidence: 86%
Customer: WM GRAND JUNCTION-Loose Container Stream

Status	# of Audits	Total Audit Time (hr:min)	Avg Audit Time (hr:min)	# of Items	Material	Sub Type	Shape	Color	Min (lb)	Max (lb)	Avg (lb)	Total Weight (lb)
Complete	10	15:42	1:54	2505								
					Fiber	CCC			0.0	0.0	0.0	0.0
					Fiber	CRAP-DRUM			0.0	0.0	0.0	0.0
					Fiber	Mixed Paper			0.0	0.0	0.0	0.0
					Plastic	1 PET	Bottle/Jar	Natural	18.1	47.6	31.9	335
					Plastic	2 HDPE	Bottle/Jar	Natural	2.8	22.2	8.7	87.2
					Plastic	2 HDPE	Bottle/Jar	Colored	4.9	32.3	11.8	118.00
					Plastic	5 PP			2.1	12.7	5.7	56.10
					Plastic	Hard Film Plastic			0.0	0.0	0.0	0.0
					Plastic	Soft Film Plastic			0.0	0.0	0.0	0.0
					Plastic	Plastic 3, 4, 5, 7			0.0	4.0	2.2	21.80
					Metal	Aluminum	UBC		11.2	30.4	18.5	184.70
					Metal	Aluminum	NonUBC		0.0	0.0	0.0	0.00
					Metal	Steel Box			14.2	42.4	30.3	302.30
					Metal	Scrap Metal			0.0	0.0	0.0	0.00
					Glass	Thins and Glass			15.2	188.8	115.1	1155.30
					Glass	Clear Glass			0.0	0.0	0.0	0.00
					Glass	Glass Amber			0.0	0.0	0.0	0.00
					Residue	Plastic Bagged Ma			0.0	2.0	1.0	2.00
					Residue	Residue			10.1	65.8	24.8	247.70
					Residue	Residue			0.0	0.0	0.0	0.00

Most Common Contaminants
Keep these common contaminants OUT of your recycling bin:
No Beryllium Plastic Bags
No Food & Liquids
No Electronics & Small Appliances
No Tires, Battering Bags & Carpet

Let's Get Back To The Basics Of Recycling
Remember these three simple rules each time you recycle:
1. Keep your bin clean and free of trash.
2. No liquids or food in your bin.
3. No hazardous materials.

Once data is entered, a report is generated showing the various materials. This information can help decide which, if any, of the educational resources available by WM can be helpful to the program success!



Aggregated Customer Audit Report

Friday, February 3, 2023

9:02:11 AM

Location Grand Junction

Sample Confidence 86% Shift From 7/1/2022

Customer WM GRAND JUNCTION-Loose Container Stream To 12/31/2022

Status	# of Audits	Total Audit Time (hr.min)	Avg Audit Time (hr.min)	Total Weight (lbs)	Avg Weight (lbs)
Complete	10	15.42	1.54	2505.4	250.5

Material	Sub Type	Shape	Color	Min (lbs)	Max (lbs)	Avg (lbs)	Sum (lbs)	% of Total
Fiber	OCC			0.0	0.0	.0	.00	0.0%
Fiber	ONP8-SRPN			0.0	0.0	.0	.00	0.0%
Fiber	Mixed Paper 54			0.0	0.0	.0	.00	0.0%
Plastic	1 PET	Bottles-Jars-		18.1	47.6	31.9	318.80	12.7%
Plastic	2 HDPE	Bottles-Jars-	Natural	3.8	22.2	8.7	87.20	3.5%
Plastic	2 HDPE	Bottles-Jars-	Colored	4.5	22.3	11.8	118.00	4.7%
Plastic	5 PP			3.1	13.7	8.7	86.90	3.5%
Plastic	MRF Film Plastic			0.0	0.0	.0	.00	0.0%
Plastic	Bulky Rigid Plasti			0.0	0.0	.0	.00	0.0%
Plastic	Plastic 3,4,6,7			0.0	4.8	2.2	21.80	0.9%
Metal	Aluminum	UBC		11.2	20.4	16.5	164.70	6.6%
Metal	Aluminum	NonUBC		0.0	0.0	.0	.00	0.0%
Metal	Steel-Tin			14.2	63.6	30.3	303.20	12.1%
Metal	Scrap Metal			0.0	0.0	.0	.00	0.0%
Glass	Three Mix Glass >			55.2	188.8	115.5	1155.30	46.1%
Glass	Clear Glass			0.0	0.0	.0	.00	0.0%
Glass	Glass-Amber			0.0	0.0	.0	.00	0.0%
Residue	Plastic Bagged Ma			0.0	2.0	.2	2.00	0.1%
Residue	Residue			10.1	65.8	24.8	247.50	9.9%
Ewaste	Ewaste			0.0	0.0	.0	.00	0.0%
Total Sample Weighed							2,505.4	100.0%

WEEKLY TRASH + EVERY OTHER WEEKLY RECYCLING					
<i>Regular Curbside Service</i> (shall include pricing for trash & recyclable collection components of regular bundled collection)	Required	WASTE MANAGEMENT	MOUNTAIN WASTE & RECYCLING	TOWN OF CARBONDALE (med recycle)	TOWN OF CARBONDALE (large recycle)
	Monthly Pricing				
	Structure				
Super-saver – EOW trash & EOW recycling	<SX	\$7 (60% of small)	\$9 (85% of small)	\$15.66 (82% of small)	\$18.05 (81% of small)
Small weekly trash & EOW recycling	\$X	\$11.64	\$10.60	\$19.16	\$22.35
Medium weekly trash & EOW recycling	\$X*2	\$23.28	\$21.20	\$34.48	\$40.22
Large weekly trash & EOW recycling	\$X*3	\$34.92	\$31.80	\$51.22	\$58.33
Super-saver – EOW wildlife trash & EOW recycling	<SY	\$17 (65% of small)	\$19 (92% of small)	\$28.97 (89% of small)	\$31.35 (88% of small)
Small weekly wildlife trash & EOW recycling	\$Y	\$21.64	\$20.60	\$32.45	\$35.66
Medium weekly wildlife trash & EOW recycling	\$Y*2	\$43.28	\$41.20	\$47.49	\$53.53
Large weekly wildlife trash & EOW recycling	\$Y*3	\$64.92	\$61.80	\$64.52	\$71.64
Additional weekly large trash & EOW recycling	\$X*6	\$69.84	\$63.60		
Additional weekly large wildlife trash & EOW recycling	\$Y*6	\$129.84	\$123.60		

WEEKLY TRASH + WEEK RECYCLING			
<i>Regular Curbside Service</i> (shall include pricing for trash & recyclable collection components of regular bundled collection)	Required	WASTE MANAGEMENT	MOUNTAIN WASTE & RECYCLING
	Monthly Pricing		
	Structure		
Super-saver - EOW trash & weekly recycling	<SX	\$8 (56% of small)	\$14 (90% of small)
Small weekly trash & weekly recycling	\$X	\$14.25	\$15.60
Medium weekly trash & weekly recycling	\$X*2	\$28.50	\$31.20
Large weekly trash & weekly recycling	\$X*3	\$42.75	\$46.80
Super-saver – EOW wildlife trash & weekly recycling	<SY	\$18 (74% of small)	\$24 (94% of small)
Small weekly wildlife trash & weekly recycling	\$Y	\$24.25	\$25.60
Medium weekly wildlife trash & weekly recycling	\$Y*2	\$48.50	\$51.20
Large weekly wildlife trash & weekly recycling	\$Y*3	\$72.75	\$76.80
Additional weekly large trash & weekly recycling	\$X*6	\$85.50	\$93.60
Additional weekly large wildlife trash & weekly recycling	\$Y*6	\$145.50	\$153.60

2022 RESEARCH - MONTHLY RATES FOR LARGE TRASH + RECYCLING
MWR - \$87/mo (weekly Recycle)
MWR - \$54/mo w/o Recycle
WM - \$69 (EOW Recycle)
VWS - \$43/mo (EOW Recycle)
VIP - \$35/mo (weekly Recycle)
EGZW - \$18/mo curbside Organics

PERIODIC COLLECTION SERVICES AND CONTAINER FEES		
<i>Periodic Collection Services</i>	WASTE MANAGEMENT	MOUNTAIN WASTE & RECYCLING
Overflow trash (medium weekly trash & EOW recycling)	\$15	\$10.60
Overflow trash (medium weekly trash & weekly recycling)	\$15	\$15.60
Container delivery/exchange after 30 days & for default customers	\$10	\$25
Container replacement excludes delivery – small	\$10	\$45
Container replacement excludes delivery – medium	\$10	\$50
Container replacement excludes delivery – large	\$10	\$55
Container replacement excludes delivery – small (wildlife)	\$10	\$200
Container replacement excludes delivery – medium (wildlife)	\$10	\$215
Container replacement excludes delivery – large (wildlife)	\$10	\$230

Note on Yellow Boxes

The City never received a direct answer on what a can would cost to replace if someone destroyed it, only the delivery fee.

COSTS TO CITY - PER YEAR			TRASH AND RECYCLE HAULING SERVICES - BASED ON 3000 UNITS			
Full Time Employee with Benefits	\$	90,000.00		Low Bid	Units	Cost
Marketing and Education	\$	6,500.00	Super-saver – EOW trash & EOW recycling	\$	9.00	\$ 450.00
Time for Finance Person	\$	10,000.00	Small weekly trash & EOW recycling	\$	10.60	\$ 1,590.00
Contract Administration and Code Enforcement	\$	10,000.00	Medium weekly trash & EOW recycling	\$	21.20	\$55,120.00
Weekend Organics	\$	12,000.00	Large weekly trash & EOW recycling	\$	31.80	\$ 6,360.00
Recycle Center Partial Funding	\$	25,000.00			3000	\$63,520.00
Yearly Total:	\$	153,500.00			10%	\$ 6,352.00
					15%	\$ 9,528.00
					20%	\$12,704.00
						\$152,448.00

ORGANIC COSTS FOR DISCUSSION PURPOSES ONLY		
	MOUNTAIN WASTE & RECYCLING	
DROP-SITE YARD WASTE		
Drop site staffing	\$300/day	
Roll-off hauling	\$285/haul	
WEEKLY TRASH + EVERY-OTHER-WEEK RECYCLING + WEEKLY FOOD WASTE		
<u>Regular Curbside Service</u>	<u>Required</u>	MOUNTAIN WASTE & RECYCLING
<i>(shall include pricing for trash & recyclable collection components of regular bundled collection)</i>	<i>Monthly Pricing</i>	
	<i>Structure</i>	
Super-saver – EOW trash & EOW recycling	<\$X	\$14 (90% of small)
Small weekly trash & EOW recycling	\$X	\$15.60
Medium weekly trash & EOW recycling	\$Y*2	\$31.20
Large weekly trash & EOW recycling	\$X*3	\$46.80
Super-saver – EOW wildlife trash & EOW recycling	<\$Y	\$24 (94% of small)
Small weekly wildlife trash & EOW recycling	\$Y	\$25.60
Medium weekly wildlife trash & EOW recycling	\$Y*2	\$51.20
Large weekly wildlife trash & EOW recycling	\$Y*3	\$76.80
Additional weekly large trash & EOW recycling	\$X*6	\$93.60
Additional weekly large wildlife trash & EOW recycling	\$Y*6	\$153.60
		*same as MWR price for weekly trash + weekly recycling



City Council
STAFF REPORT
City of Glenwood Springs
March 2, 2023

Agenda Item: Digital Accessibility and CO HB 21-110 Update

Action Requested: NA

Department: City Administration

Presented By: Bryana Starbuck

Strategic Goals: Provide Efficient and Responsive City Government

Background Info: Colorado House Bill 21-1110 (HB 21-1110), Colorado laws for persons with disabilities, was signed into law on June 30, 2021 by Governor Jared Polis. The act adds language to strengthen current Colorado law related to protections against discrimination on the basis of disability for persons with disabilities, specifically as those laws relate to the accessibility of Government information technology.

The act applies to any Colorado state or local government, any department, agency, special district, or other instrumentality of a state or local government. Public entities and/or state agencies may not exclude any person with a disability from the use and benefits of their services, programs, and activities. All public entities and/or state agencies are required to develop an accessibility plan and fully comply with accessibility guidelines on or before July 1, 2024. Any Colorado government entity that does not meet the Colorado office of information technology's web Accessibility standards could be subject to injunctive relief. This includes a fine of \$3,500 payable to the plaintiff, a court order to fix the damages, and/or actual monetary damages.

Staff is providing an update on progress and implementation of compliance measures.

Compliance Measures and Efforts

- Creation of Accessibility Policy and updating procedures
- Staff training
- Accessibility widgets on cogs.us, GlenwoodRec.com and GSCBN.com
- Implementing best practices for accessibility on new content
- Updating or remediating content with a priority on business-critical content
- Discussions with vendors on accessibility compliance
- ADA Coordinator Team

Accessibility Policy

The City of Glenwood Springs ensures meaningful access to City programs, services, and activities to comply with the Americans with Disabilities Act (ADA) and reasonably provides: translation, interpretation, modifications, accommodations, alternative formats, auxiliary aids, and services. To request these services, email pio@cogs.us or call 970-384-6441. Please submit requests as soon as possible, but no later than 48 hours before scheduled events.

Issues: The City will be required to be compliant in June 2024.

Fiscal Impact: None that are known.

Legal Review: NA

Staff Recommendation: NA



City Council
STAFF REPORT
City of Glenwood Springs
March 2, 2023

Agenda Item:	Discussion of Position for Calling on Glenwood Canyon Fines and Speed Limits
Action Requested:	Determine whether Council wants to take an official position on matters related to Canyon closures from vehicular accidents.
Department:	City Administration
Presented By:	Steve Boyd
Strategic Goals:	Protect and Preserve our Quality of Life
Background Info:	On February 24th CDOT presented at a webinar held in the Community Center with local leaders. Several strategies to address crashes causing the closure of the canyon were discussed. This agenda item is a chance for Council to determine whether it wants the City to take a formal position on any initiatives related to Canyon management.
Issues:	NA
Fiscal Impact:	NA
Legal Review:	NA
Staff Recommendation:	NA



City Council
STAFF REPORT
City of Glenwood Springs
March 2, 2023

Agenda Item: Adjournment

Action Requested:

Department: City Clerk

Presented By:

Strategic Goals:

Background Info:

Issues:

Fiscal Impact:

Legal Review:

Staff Recommendation: