



AGENDA
CITY OF GLENWOOD SPRINGS
Planning and Zoning Commission
Regular Meeting
APRIL 25, 2023
Council Chambers, First Floor
101 W. 8TH STREET
6:00 PM

1 Attendance Instructions

- A. This meetings is being held in person at City Hall as well as via ZOOM.

Please click the link below to join the webinar:

<https://us02web.zoom.us/j/83064330560?pwd=UUh3aINXaGJGeWc2T1d6dDdVK1g1Zz09>

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2 Roll Call

3 Receipt of the Minutes

- A. January 24, 2023 Planning and Zoning Commission Minutes Draft

4 Comments from citizens appearing for items not on the agenda

5 New Items

- A. Comprehensive Plan Update 2023 Brief to the Comprehensive Plan Update 2023
B. Land Use and Quasi-Judicial Hearings Training
C. Housing Update

6 Commissioner Comments

7 Director Comments

8 Adjournment



MINUTES
CITY OF GLENWOOD SPRINGS
Planning and Zoning Commission
Regular Meeting
JANUARY 24, 2023
Council Chambers, First Floor
101 W. 8TH STREET 6:00 PM P&Z

1) Roll Call

Present: Commissioners Carolyn Cipperly, Amy Connerton, Peter Waller, Joy White, Mitchell Weimer and Alternate April Davey.

Also present: Community Development Director Hannah Klausman, Long Range Principal Planner Jim Hardcastle, Economic Development Specialist Danielle Campbell, and Assistant City Attorney Richard J. Peterson-Cremer

2) Receipt of the Minutes: December 13, 2022 Draft Meeting Minutes

Commissioner Cipperly motioned to approve the minutes. Commissioner White seconded the motion. Motion passed unanimously 6-0.

3) Comments from citizens appearing for items not on the agenda

No Public Comments

4) New Items

- a. Glenwood Springs Comprehensive Plan Update 2023 to the Comprehensive Plan 2011

Long Range Principal Planner Jim Hardcastle presented background, process, efforts, and status of the plan process with a PowerPoint presentation.

Staff recommends approval with findings on page 4 of the staff report.

Commissioner questions and discussion included the following topics:

- Where are we with the condensed addendum which was discussed at the previous work session with City Council?
Staff response: It will be brought to the Planning and Zoning Commission in the near future.
- Are there any changes to the document about defining what Glenwood character is?
Staff response: Glenwood character will be in the Plan as seen before the City Council for approval.
- Would like to see the Policy Actions Items reviewed regularly and updated to the Planning and Zoning Commission on a yearly basis.

Staff response: The Policy Action items could be easily tracked to be aware of the success of the items.

- How will the condensed working addendum be approved?

Staff response: It will be brought back before the Planning and Zoning Commission for review with nothing new which wasn't part of the original plan approval.

5) Public Comments:

David Hauter: supports the condensed version. South Bridge could be the trigger to have to redo the entire plan. More housing exacerbates traffic congestion. Encourages City and staff to be champions of South Bridge as that is the only thing that is going to alleviate traffic congestion. The Public hearing was closed.

Commissioner Cipperly motions to recommend City Council Approve the Comprehensive Plan with staff recommended findings on page 18 of the presentation (same as page 4 of the staff report). Motion was seconded by Commissioner Connerton. Motion passed unanimously 6-0.

Commissioner Comments:

- P&Z uses the comprehensive plan to approve or deny applications. Session requested on the applicability of making those decisions on a legal basis and the comprehensive plan.
- Climate Action Plan questions noting that there are a lot of updates from 2009.
- Requested getting broad updates about what is going on in other commissions.
- Accountability on action plans and a place to update Community on plans.
- Can all the plans could be found in one place?

Staff response: Staff will look into this.

- Would like broad updates from what is going on in other commissions to help focus on how the Comprehensive Plan is playing out.
- Applauds the Comp Plan process and cites the process allowed so many opportunities for citizens and groups to be engaged and a part of this process.
- Legal training would be good to include the Rules and Regulations, by-laws of P&Z to go over as well.

Legal response: There has been discussion on using February's meeting to use the time for legal training involving quasi-judicial and legislative proceeding distinction.

6) Director Comments:

Community Development Director, Hannah Klausman, informed the Commission on:

- Request for Proposal for an update to the Climate Action Plan.
- 2C Housing Fund to prepare for a Committee Work and housing program to go along with voter approved ballot fundsfunds meeting on Thursday this week
- North Landing Project meeting at the Community Center
- February Meeting: A Variance Application
- City Manager welcoming Dr. Beverly Marshal will begin work in March.

7) Adjournment: 6:59 pm

Agenda Item:	Comprehensive Plan Update 2023 Brief to the Comprehensive Plan Update 2023
Action Requested:	City of Glenwood Springs
Department:	Economic and Community Development
Presented By:	
Strategic Goals:	Jim Hardcastle, Long Range Principal Planner Hannah Klausman, Director, Economic & Community Development
Background Info:	
Issues:	Approval of the newly created Comprehensive Plan Update 2023 Brief
Fiscal Impact:	In July of 2021, the City of Glenwood Springs began a 17-month public process to update its 2011 Comprehensive Plan. The Comprehensive Plan Update 2023 was approved by City Council on March 16, 2023, Resolution 2023-09.
Legal Review:	Planning and Zoning are to be presented at this meeting with the <u>Comprehensive Plan Update 2023 Brief</u> as per previous consideration and approvals.
Staff Recommendation:	NA

2023

GLENWOOD SPRINGS COMPREHENSIVE PLAN BRIEF

COMPREHENSIVE PLAN
ADOPTED
3.16.2023



Contents

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This document is designed to be a tool for quick reference of the full Comprehensive Plan. Also referred to as the Comprehensive Plan Brief. The Brief is NOT meant to replace or be utilized in lieu of the Comprehensive Plan. The full Comprehensive Plan document is available on the City of Glenwood Springs website.

Glenwood Character

We value living in a place with authentic character, a relaxed and friendly atmosphere, and that is easy to get around, access the outdoors, all of which contribute to our high quality of life.

We Value:	Referenced Page Numbers in Comprehensive Plan
Social diversity in residents, workers and visitors	25, 35, 39, 40, 50, 58, 74, 86, 93
Compact, walkable and talkable neighborhoods	40, 49, 50, 51, 58, 66
Sustainable tourism	61, 65, 81, 82, 103, 112, 113
Multimodal connectivity and safety	29, 38, 48, 66-68
Diverse and historic architecture & neighborhoods	22, 27, 38, 42, 51, 56
Arts, culture, and recreation businesses and amenities	61, 64, 65, 81, 84-86, 92, 93, 102, 103, 110, 111, 113
Connection and preservation of nature (rivers and natural resources)	7, 22, 28, 44, 50, 51, 84, 88
Resilient and sustainable economy and environment	39, 62, 69, 81, 94, 105, 108, 109, 111, 112, 114
Regionalism and partnerships	25, 29, 30, 47, 51, 54, 60-62, 66, 68, 87
Livability for all	7, 35, 42, 51, 61, 66-68, 74, 75, 78
Diversity and choice among small businesses	25, 30, 51, 57, 61, 62

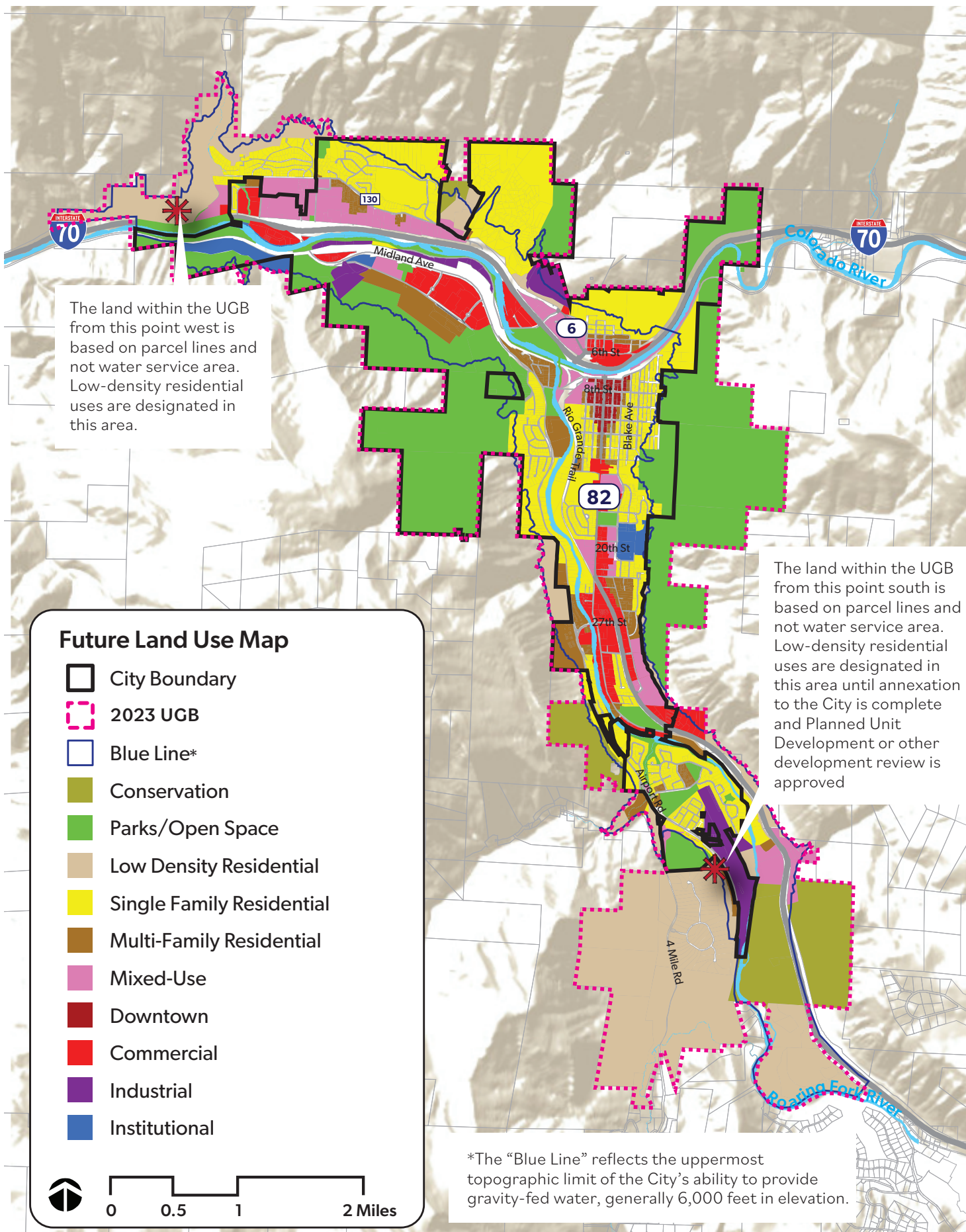
Vision

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

Future Land Use Map (FLUM)



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. Higher densities may be considered on a case-by-case basis if the development furthers the goals of the Comprehensive Plan. 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.

Action Plan Brief

The following Implementation Matrix is a tool to organize action steps that help implement the strategies outlined in the 2023 Comprehensive Plan. Every planning chapter strategy with appropriate action can be found in this section. The corresponding page number represent where more information can be found about the strategy and/or action in the Comprehensive Plan. An example of how the table reads is graphically represented below. All actions can be found on pages 98 to 114 in the Comprehensive plan.

Planning Framework *(Example)*

#	Policy/Action	Page
	Policy	pg. #
	Action	

Land Use & Future Growth

#	Policy/Action	Page
1.1	Promote Transit Oriented Development (TOD).	44
1.1.A	Plan for transit stations located in all mixed-use neighborhoods by incorporating principles of smart growth, new urbanism and green building.	
1.1.B	Concentrate growth in Glenwood Springs in locations that can be served by high-frequency transit.	
1.2	Encourage a compact urban form.	44
1.2.A	Increase allowable unit densities in areas where supporting infrastructure is available.	
1.2.B	Consider density or zoning bonuses to provide affordable and workforce housing.	
1.2.C	Identify opportunities for vertical mixed-use (residential over commercial) and live-work housing.	
1.3	Focus growth in Areas of Change.	44
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.	
1.3.B	Implement the annexation plan.	
1.3.C	Establish key metrics associated with growth scenarios and timelines to ensure ongoing, sustained infrastructure needs are met.	
1.4	Encourage redevelopment and prioritize public investment in identified revitalized areas to spur private investment	45
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.	
1.4.B	Implement 6th Street Master Plan.	

1.4.C	Implement the Confluence Riverfront Park and 8th Street Crossing Plan.	
1.5	Foster and protect vibrant, diverse, safe, and well-connected neighborhoods.	49
1.5.A	Ensure current development standards are consistent and promote high-quality design outcomes and climate resiliency.	
1.5.B	Update infill design standards to maintain and protect established neighborhood character, form, and resilience.	
1.5.C	Integrate emergency management into the review process for large new developments.	
1.5.D	Consider to amend the land use code to include evacuation planning for new development in vulnerable areas.	
1.6	Maintain the municipal airport.	49
1.6.A	Promote safe operations at the municipal airport.	
1.7	Preserve the hillsides.	49
1.7.A	Ensure growth includes green buildings, open space, trees and native vegetation to protect our natural resources.	
1.7.B	Maximize new open space/city parks on the edge of city boundaries.	
	Protect the rivesides.	49
1.8	Reduce light pollution.	49
1.8.A	Establish and enforce a citywide Dark Sky Ordinance to reduce light pollution.	

Community Character & Vitality

#	Policy/Action	Page
2.1	Support appropriate mass, scale and density of new development.	57
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.	
	Implement and enforce design standards.	57
2.2	Support neighborhood commercial mixed-use development.	57
2.2.A	Identify opportunity sites that can support neighborhood-level commercial goods and services, focusing first on increasing food access.	
2.3	Support social diversity.	58
2.3.A	Create a free or low cost clinic for people without health insurance.	
2.3.B	Build community trust in council and governance. Provide more engagement opportunities with the community within City and other planning processes.	
2.3.C	Identify opportunity sites that can support neighborhood-level commercial goods and services, focusing first on increasing food access.	

2.4	Create a community for all.	58
2.4.A	Support a livable community by providing safety, water, sanitation, mental health facilities, and housing options for those experiencing homelessness.	
2.4.B	Increase communication about all city programs offered with the community in Spanish and English.	
2.4.C	Hire multilingual staff or provide education for existing staff.	
2.4.D	Develop a community hub for a meeting space and an entertainment venue.	
2.5	Provide a multimodal mobility network.	58
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.	
2.6	Develop parking strategies and partnerships.	58
2.6.A	Create parking access along Devereux road for river access and/or parks.	
2.6.B	Continue to support the efforts of the Downtown Development Authority (DDA) in finding parking solutions in the Downtown core.	
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.	
2.6.D	Foster the formation of public/private partnerships to provide structured parking in mixed-use developments in all Areas of Change.	
2.7	Protect historic resources and buildings.	59
2.7.A	Implement the Citywide Historic Preservation Plan.	
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.	
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.	
2.7.D	Identify properties eligible for local landmark & pursue outreach with property owners for formal landmarking.	
2.8	Preserve the Cardiff Coke Ovens.	59
2.8.A	Continue to support the Historical Society for preservation and upkeep of the Cardiff Coke Ovens.	

Economic Development & Tourism Management

#	Policy/Action	Page
3.1	Retain Glenwood Springs' role as a regional commercial hub.	63
3.1.A	Identify gaps or missing opportunities that may exist in recreation/light manufacturing sectors.	
3.1.B	Encourage businesses to expand operational hours in the downtown core area.	

3.1.C	Encourage spending to support commercial development and businesses by improving and identify new wayfinding throughout town.	
3.2	Ensure adequate food access.	63
3.2.A	Actively attract new grocery large and neighborhood scale to increase food access in Glenwood Springs.	
	Focus on local-serving economic development.	63
3.3	Attract and retain diverse businesses and industries.	64
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.	
3.3.B	Explore the feasibility of an incubator 'makers' space tailored to fostering entrepreneurship.	
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.	
	Make space for new employers and the expansion of existing employment centers	64
3.4	Revitalize underutilized properties.	64
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.	
3.4.B	Implement the 6th Street Master Plan.	
	Encourage workforce training and development	65
3.5	Ensure adequate development of workforce housing.	65
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.	
3.6	Support the management of sustainable tourism in Glenwood Springs.	65
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.	
3.6.B	Increase promotion that supports historical tourism and sustainable recreation industries.	
3.6.C	Support and increase engagement with diverse visitors through multilingual marketing.	
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.	
3.6.E	Increase environmental stewardship promotion to minimize visitor impact	
3.6.F	Retain, enhance, and expand the long-standing diverse and sustainable tourist market	
3.6.G	Continue to implement recommendations from the Destination Recovery Workshop including attracting responsible visitors and educating them on responsible tourism.	

Transportation & Mobility

#	Policy/Action	Page
4.1	Continue to evaluate and monitor State Highway 82.	70
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.	
4.2	Focus on Transportation Demand Management (TDM).	70
4.2.A	Implement a Transportation Demand Management Plan to reduce vehicle miles traveled.	
4.2.B	Allocate adequate funding to maintain existing multimodal infrastructure.	
4.3	Develop a regional traffic model & Regional Transportation Master Plan.	71
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.	
	Expand and enhance regional transit to, from, and through Glenwood Springs.	71
4.4	Expand local transit and enhance regional transit to, from, and through Glenwood Springs.	71
4.4.A	Improve public transit access, infrastructure, frequency of local and regional service, and expand park and rides.	
4.4.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.	
4.4.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.	
4.5	Ensure Downtown is pedestrian-friendly and safe	71
4.5.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.	
4.6	Improve the regional trail network.	71
4.6.A	Support the development, connection, and completion of the LoVa Trail.	
4.7	Enhance the pedestrian and bicycle network.	72
4.7.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.	
4.7.B	Improve the Glenwood Springs multimodal system and urban trail network, including bike and pedestrian connectivity throughout town, and filling sidewalk gaps between neighborhoods.	
4.7.C	Establish a Vision Zero or Local Road Safety Plan policy to address pedestrian safety issues.	
4.7.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.	
4.7.E	Create a bike share system and last mile system in Glenwood Springs.	

4.8	Develop an efficient and interconnected road network to reduce gridlock, delays and trips per day.	72
4.8.A	Provide a resilient transportation network that supports safe and efficient emergency access and adequate evacuation routes.	
4.8.B	Complete critical street network connections to include the I-70 A-line breaks and South Bridge transportation projects.	
4.9	Expand and improve Ride Glenwood Transit.	73
4.9.A	Includes improving multi-modal transit to West and South Glenwood.	
4.9.B	Evaluate and expand Ride Glenwood to Regional Transit services and improve connections across the City.	
4.10	Plan for emergency evacuation.	73
4.10.A	Develop a regional emergency management evacuation plan and integrate planning into growth management.	
4.10.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.	
4.11	Support the expansion of green transportation options.	73
4.11.A	Plan and incentivize EV and E-bike growth and operations.	
4.11.B	As the City's fleet of vehicles reach the end of their lifespan, replace them with electric vehicles.	
4.11.C	Work with RFTA and regional partners to understand the feasibility of electric buses.	

Housing

#	Policy/Action	Page
5.1	Increase housing density.	76
5.1.A	Provide incentives for developers to build condos or townhouse units, including identifying and supporting condominiumization opportunities to increase homeownership .	
5.1.B	Support the ad hoc housing coalition to come up with affordable housing options.	
5.2	Encourage Accessory Dwelling Units (ADUs).	76
5.2.A	Consider policy changes to increase ADUs.	
5.2.B	Address barriers to ADUs such as parking and consider policy changes to increase ADUs in a housing strategy.	
5.3	Continue to utilize inclusionary zoning as a tool to produce more affordable and workforce housing.	76
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.	
5.3.B	Re-evaluate current deed restriction policies to determine effectiveness for homeownership and adjust City policy accordingly.	
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.	

5.3.D	Review the short term rental policy to determine impact in local housing market.	
5.4	Pursue a community land trust model.	76
5.4.A	Establish, or participate with an existing community land trust to expand homeownership opportunities.	
	Locate housing near jobs and transit.	76
5.5	Promote mixed-use development.	77
5.5.C	Require high-quality, energy efficient design for mixed-use and higher density housing projects.	
5.6	Provide diversity in housing types.	77
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.	
5.6.B	Establish baseline annual goals for housing production that promotes a mix of housing types.	
5.6.C	Identify potential parcels for the development of senior housing and identify partners to develop.	
5.6.D	Create a policy or program to preserve existing missing middle housing and explore ways to develop new missing middle housing.	
5.7	Preserve existing, naturally-occurring affordable housing.	77
5.7.A	Create a policy or program to preserve existing, naturally occurring affordable housing such as mobile homes.	
5.8	Address housing regionally.	77
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.	
5.8.B	Support the West Mountain Regional Housing Coalition in its efforts, including a regional buy-down program, rental assistance, and ADU assistance.	
5.9	Accommodate seasonal workers.	77
5.9.A	Explore alternative housing types that accommodate seasonal workers, including dormitories, hostels, camps, or other accommodations that employers could provide subsidy for.	

Public Utilities & Services

#	Policy/Action	Page
6.1	Direct growth to areas where utilities and services can be provided efficiently.	79
6.1.A	Connect the 4th electrical substation.	
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.	

6.2	Allocate land for utility expansion.	79
6.2.A	Determine where land acquisitions for utility expansion are needed and develop a plan accordingly.	
6.3	Consider fiscal impacts prior to expanding City water and sewer services.	79
6.3.A	Continue to set utilities and other fees adequately to cover cost impacts of development.	
6.4	Plan for increased landfill capacity.	79
6.4.A	Incentivize and require recycling and composting in public places and large-scale development projects.	
6.4.B	Revise and reinstate policies related to Spring Cleanup and Hazardous Waste Day to promote separate waste streams.	
6.4.C	Require all-compostable or reusable materials for events that sell food/beverages.	
6.4.D	Improve residential recycling by expanding the Recycling Center's operational hours.	
	Continue to support the expansion of broadband infrastructure.	80
6.5	Complete domestic water infrastructure improvements.	80
6.5.A	Address waterline improvements within annexations road networks.	
6.6	Plan and budget for electrical system improvements.	80
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).	
6.7	Promote water conservation.	80
6.7.A	Promote an ongoing citywide water conservation program, especially non-potable/irrigation water.	
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.	
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.	
6.8	Increase electrical efficiency.	81
6.8.A	Continue to purchase renewable/green energy. Consider the development and production of renewable energy when appropriate.	
6.8.B	Replace tall street lights in neighborhoods with a more aesthetic and energy efficient light.	
6.8.C	Establish and monitor energy conservation programs and reduce electrical consumption.	
6.9	Provide appropriate levels of service for emergency services.	82
6.9.A	Provide appropriate levels of service for emergency services such as police, fire protection, and hazard events services in response to growth.	
6.10	Assure appropriate levels of fire protection and emergency medical services.	82
6.10.A	Update development codes and Capital Improvement Plan to address fire prevention and possible new fire substation needs.	

6.11	Apply intergovernmental efforts toward regional wildfire fire protection.	83
6.11.A	Review current intergovernmental agreements to address regional wildfire protection needs.	
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.	

Parks, Recreation, Open Space & Trails

#	Policy/Action	Page
7.1	Focus on securing/maintaining sufficient parkland, greenspace and open space.	85
7.1.A	Review and update park land dedication requirements.	
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.	
7.1.C	Prepare a South Canyon Management Plan.	
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.	
7.1.E	Develop a funding program to support the maintenance of street trees.	
7.1.F	Update and monitor tree canopy coverage for climate/pest related infestations and develop educational and tree replacement programs.	
7.1.G	Develop an open space preservation strategy for open lands within and around the perimeter of the Urban Growth Boundary.	
7.1.H	Address the Wulfsohn Mountain Park's continuing maintenance and development.	
7.1.I	Disperse the same amount of parkland fairly to all areas of the City of Glenwood Springs.	
7.1.J	Evaluate existing landscaping requirements to address water conservation practices.	
7.2	Plan for the City-owned land adjacent to the River Trail.	85
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.	
7.3	Improve and expand facilities.	85
7.3.A	Provide sufficient public restrooms in all future public spaces.	
7.3.B	Consider expanding the community center to include a performing art space and events space.	
7.3.C	Upgrade maintenance and operation for parks facilities e.g., public restrooms, trails and bike paths.	
7.3.D	Improve and upgrade city parks to be ADA compliant.	

7.4	Coordinate trail planning, implementation, ongoing maintenance, and expansion.	86
7.4.A	Update the 1991 River Trails Master Plan in coordination with transportation plan	
7.4.B	Increase new recreational trail development for mountain biking and hiking to continue to be a recreational destination.	
7.4.C	Link Two Rivers Park to the proposed Confluence Riverfront Park as a contiguous park connecting Downtown to our two rivers.	
7.5	Protect and preserve recreational City water rights.	86
7.5.A	Utilize the Recreational In-Channel Diversion (RICD) recreational water rights on the Colorado River for additional outdoor recreation opportunities.	
7.6	Ensure safe and sustainable business operations for recreation based businesses.	86
7.6.A	Create a business resiliency plan to help businesses prepare for and deal with crises (pandemic, wildfires, etc.)	
	Promote economic diversification in the outdoor recreation sector.	86
7.7	Ensure underrepresented groups are included in the recreation economy.	86
7.7.A	Increase programs for all.	
7.7.B	Provide more inclusive program offering at the community center to reduce barriers to participation for community for all.	
7.7.C	Increase cultural and historic identity in existing parks and trails.	
	Continue to partner with the Roaring Fork RE-1 School District.	87
	Coordinate with other recreation providers and develop partnerships.	87

Natural Resources

#	Policy/Action	Page
8.1	Continue leadership in protecting the natural setting through a variety of programs, committees, and multi-jurisdictional agreements.	89
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.	
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.	
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	
8.2	Preserve and enhance the river corridors.	89
8.2.A	Support efforts to protect and manage usage of the Roaring Fork River, Colorado River Systems, and River Clean up.	

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.	
8.2.C	Continue to obtain access easements as opportunities arise along the Roaring Fork and Colorado Rivers for fishing access.	
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.	
8.2.E	Determine how the riparian habitat near the confluence could be impacted should it be developed in the future.	
8.3	Participate in regional planning efforts and work regionally to protect natural resources.	90
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).	
8.4	Minimize human/wildlife conflicts.	90
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.	
8.4.B	Require bear proof trash cans where appropriate.	

Cultural Resources & the Arts

#	Policy/Action	Page
9.1	Provide civic spaces: parks, promenades, and plazas.	93
9.1.A	Develop a master plan for civic spaces: parks, promenades, and plazas in the Downtown.	
9.2	Work regionally to protect cultural assets.	93
9.2.A	Work regionally with Garfield County and other organizations to promote arts and cultural assets.	
9.2.B	Support and increase funding for the Historical Society and Museum.	
9.3	Grow Glenwood Springs as a regional multicultural hub.	93
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.	
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.	
9.3.C	Develop 6th Street as an Arts corridor connection from the North Landing to the historic Downtown.	
9.3.D	Implement all-season events.	
9.3.E	Increase cultural events for the Hispanic & Latino/a community, for example, Cinco de Mayo, Independence days, and Hispanic Heritage Month.	

Climate & Hazards

#	Policy/Action	Page
10.1	Prioritize sustainable development practices.	95
10.1.A	Implement and update 2008 Climate Action Plan with equity goals.	
10.1.B	Encourage the adaptive re-use of existing vacant buildings.	
10.1.C	Encourage the use of green infrastructure over gray infrastructure.	
	Balance future growth and development with water resources and other resource capabilities.	95
10.2	Address resiliency planning, reduce and mitigate hazards, and develop emergency response system policies.	95
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.	
10.2.B	Improve emergency access communications.	
10.2.C	Develop wildfire and natural hazard defense plans.	
10.3	Reduce greenhouse gas emissions.	95
10.3.A	Establish accountability measures and procedures to monitor Climate and Resiliency progress. Update the GHG inventory for City government buildings and operations.	
10.3.B	Reconvene a permanent City Energy and Climate Commission.	
10.3.C	Replace city fleet of vehicles with electric and hybrid as feasible when existing vehicles need replacement.	
10.3.D	Develop community scale solar arrays or any another green generation.	
10.4	Increase energy efficiency.	95
10.4.A	Continue Glenwood Springs Electric Department program to provide rebates to offset capital cost for energy efficiency measures for residents and businesses.	
10.4.B	Update the investment-grade energy audit and greenhouse gas inventory for all City government operations.	
10.5	Address climate change impacts regionally	95
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.	
10.5.B	Facilitate private landowners entering into conservation easements on private property.	
10.5.C	Work with federal agencies and/or private land owners to thin wildfire vegetation on the surrounding hillsides.	

2023

GLENWOOD SPRINGS COMPREHENSIVE PLAN UPDATE

ADOPTED
3.16.2023



Acknowledgments

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Jonathan Godes (Mayor)
Charlie Willman (Mayor Pro Tem)
Marco Dehm
Tony Hershey
Shelley Kaup
Paula Stepp
Ingrid Wussow

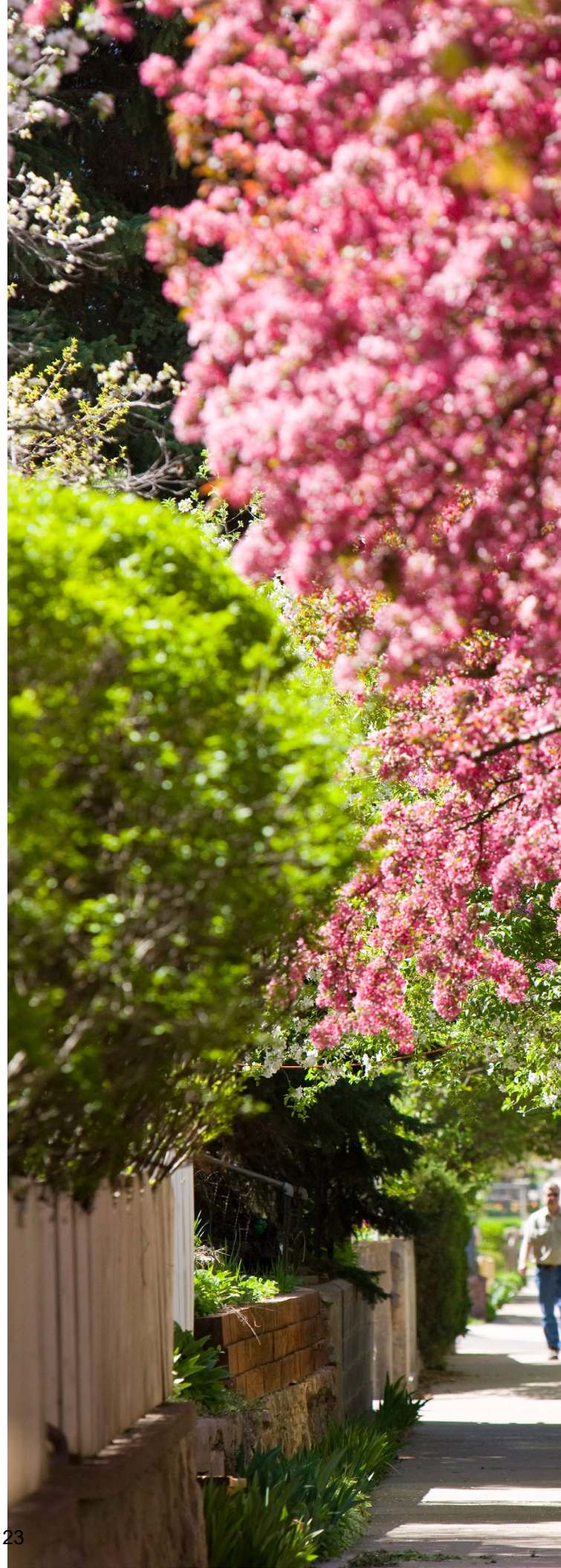
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EXECUTIVE SUMMARY

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

Figure 10: Plan Framework



Glenwood Character

We value living in a place with authentic character, a relaxed and friendly atmosphere, and that is easy to get around, access the outdoors, all of which contribute to our high quality of life.

We Value:	Referenced Page Numbers
Social diversity in residents, workers and visitors	25, 35, 39, 40, 50, 58, 74, 86, 93
Compact, walkable and talkable neighborhoods	40, 49, 50, 51, 58, 66
Sustainable tourism	61, 65, 81, 82, 103, 112, 113
Multimodal connectivity and safety	29, 38, 48, 66-68
Diverse and historic architecture & neighborhoods	22, 27, 38, 42, 51, 56
Arts, culture, and recreation businesses and amenities	61, 64, 65, 81, 84-86, 92, 93, 102, 103, 110, 111, 113
Connection and preservation of nature (rivers and natural resources)	7, 22, 28, 44, 50, 51, 84, 88
Resilient and sustainable economy and environment	39, 62, 69, 81, 94, 105, 108, 109, 111, 112, 114
Regionalism and partnerships	25, 29, 30, 47, 51, 54, 60-62, 66, 68, 87
Livability for all	7, 35, 42, 51, 61, 66-68, 74, 75, 78
Diversity and choice among small businesses	25, 30, 51, 57, 61, 62

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

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

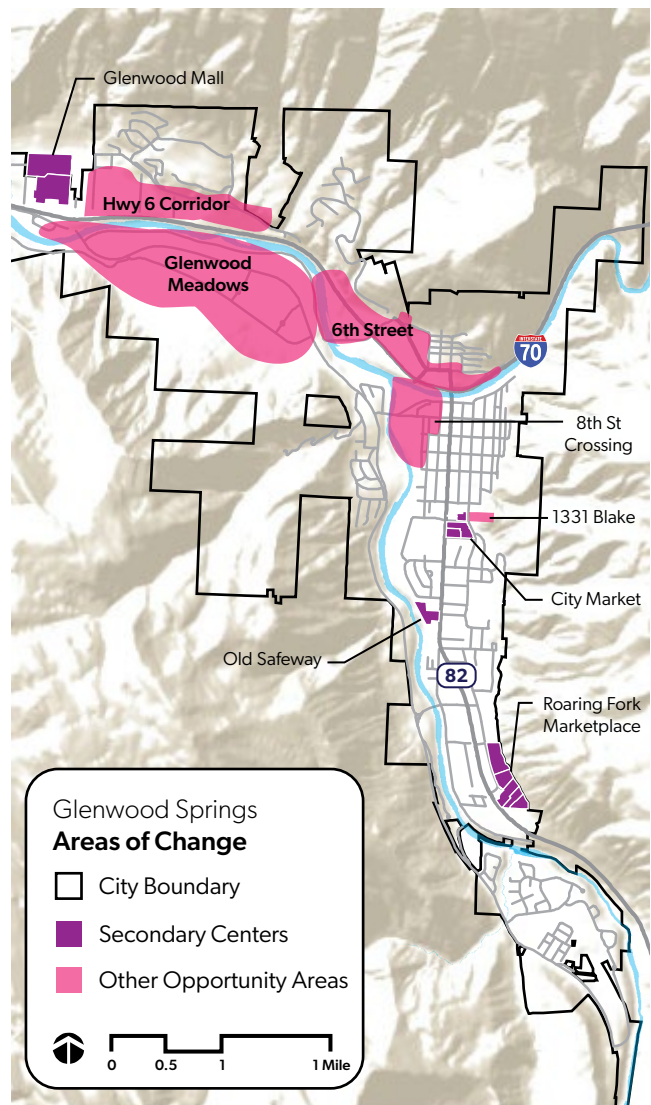
Identified Areas of Change are intended to accommodate future growth through infill and redevelopment, and are targeted for growth to address housing demand and provide a mix of uses that are compatible with existing character.

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



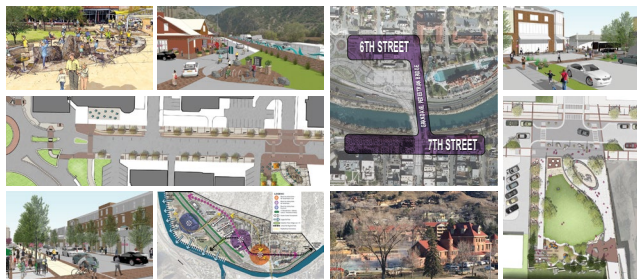
1.4 | Relationship to Other Plans

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 & recreation, and utilities & 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.

6th Street Master Plan (2017)



6th Street Corridor Master Plan

GLENWOOD SPRINGS, CO
FINAL PLAN - JUNE 1, 2017



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.

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

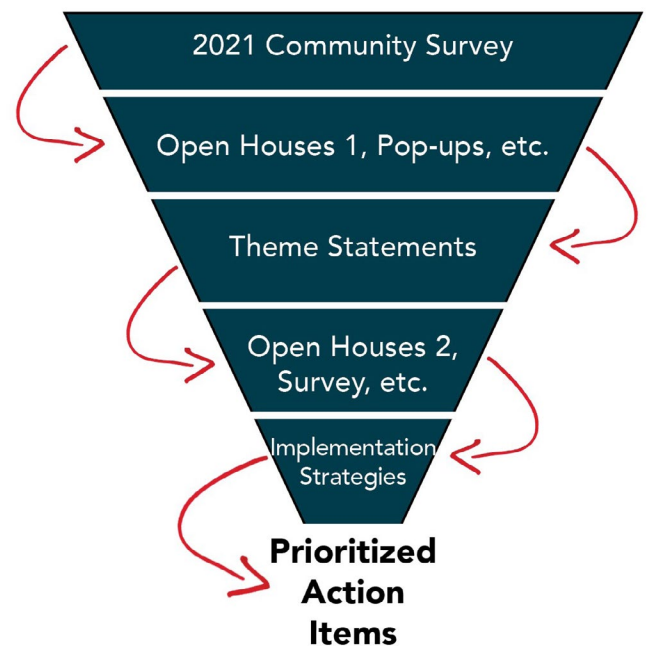
Overview

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:

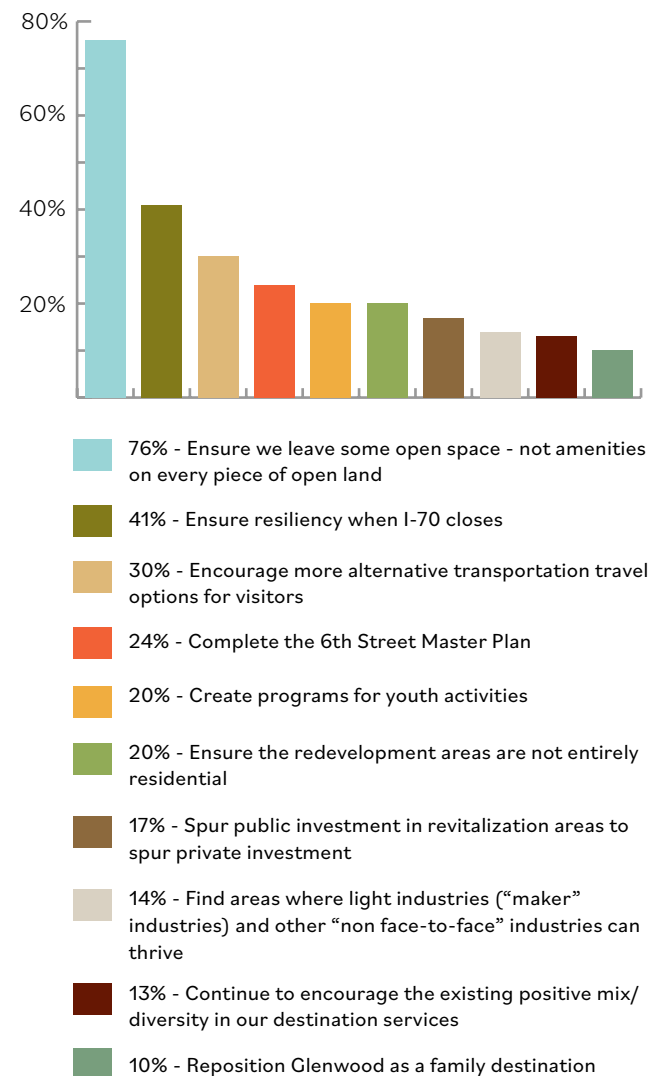
- Build upon the previous survey results
- Leverage the experts and resources of the City to bring valuable input to the plan
- Create a process that was both inclusive and understandable
- Focus on engaging a broad and diverse group of community members.

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.

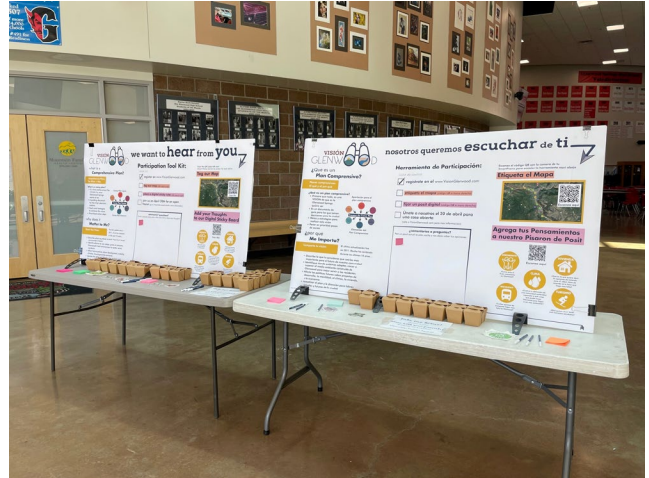
The third and final open house was held in person at Glenwood Springs' City Hall in August 2022. Again, two session times were offered, and a number of large boards provided visual content for consideration. At these events, the draft Future Land Use Map (FLUM) was introduced, and participants were asked 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



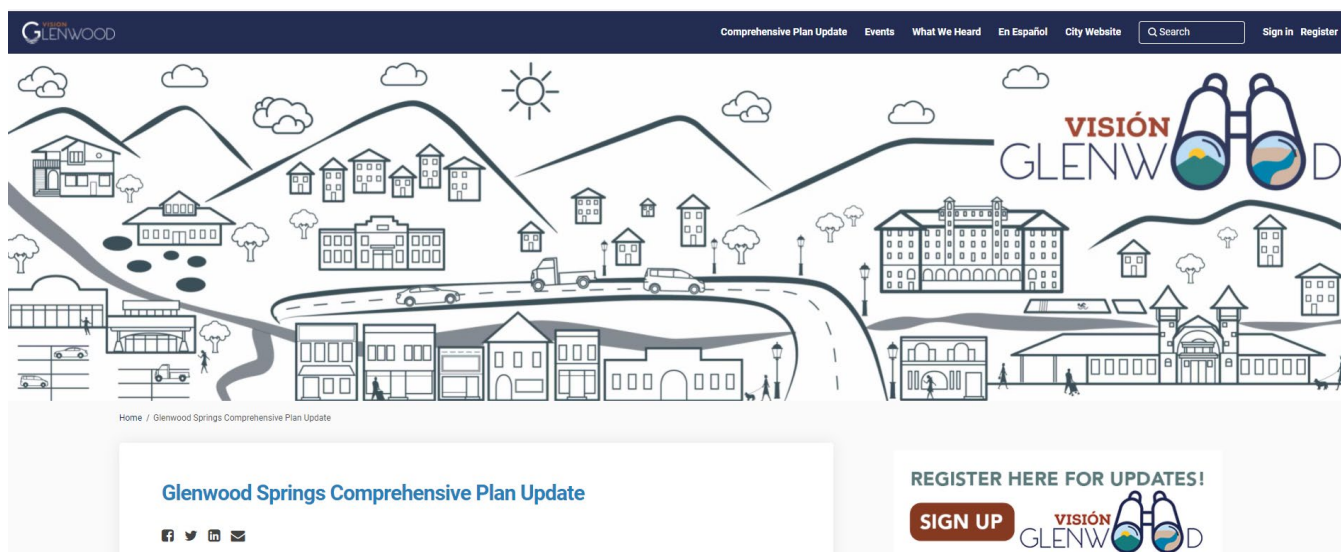


Figure 5: Vision Glenwood Website

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 Hispanic & Latino/a community picnic, allowing contributors that could not attend the in-person events to participate in the prioritization of implementation strategies.

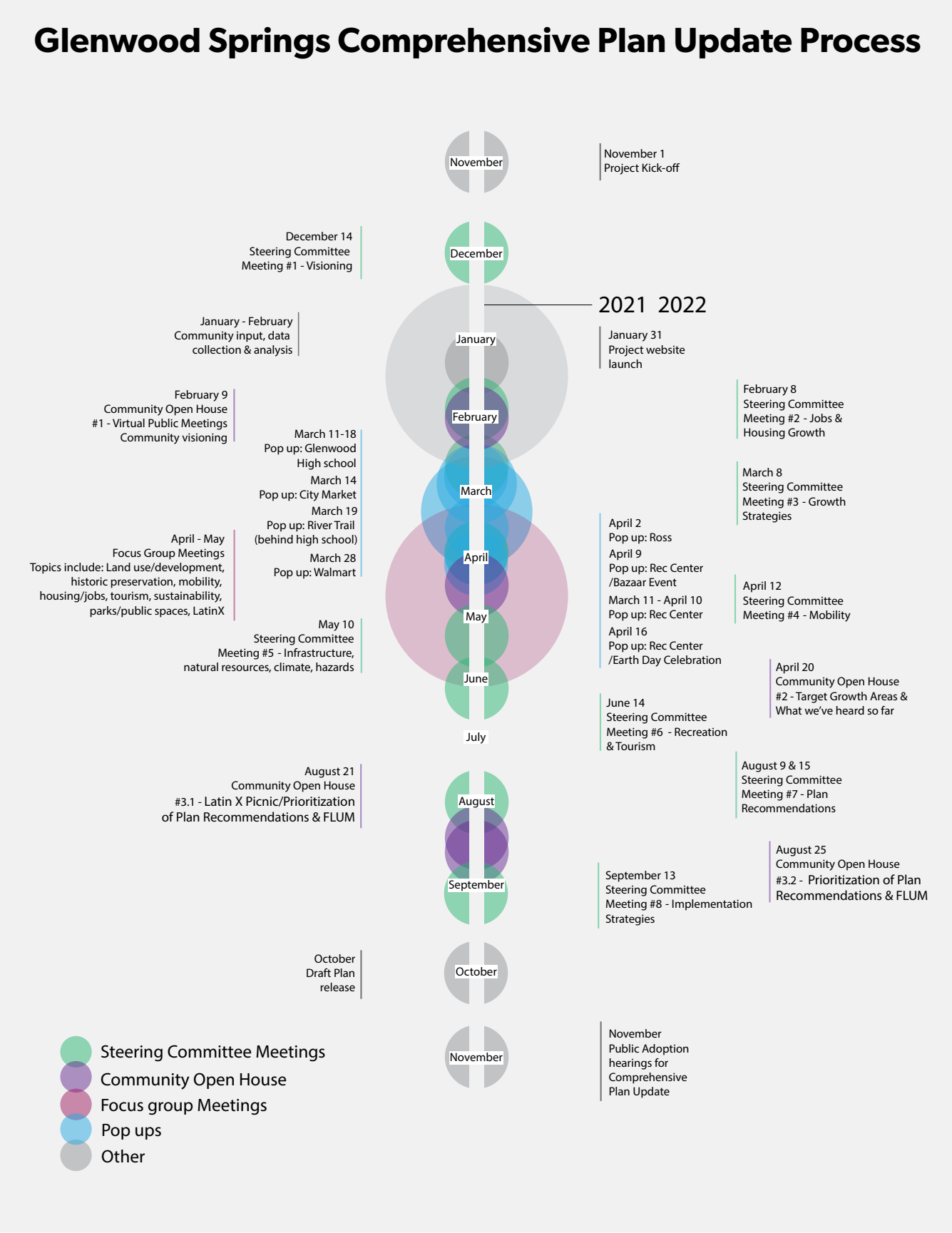
Throughout the engagement process, the community's desire to take care of current Glenwood residents was pronounced. Topics that rose to the top included:

- 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 project website at VisionGlenwood.com.

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 the 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.

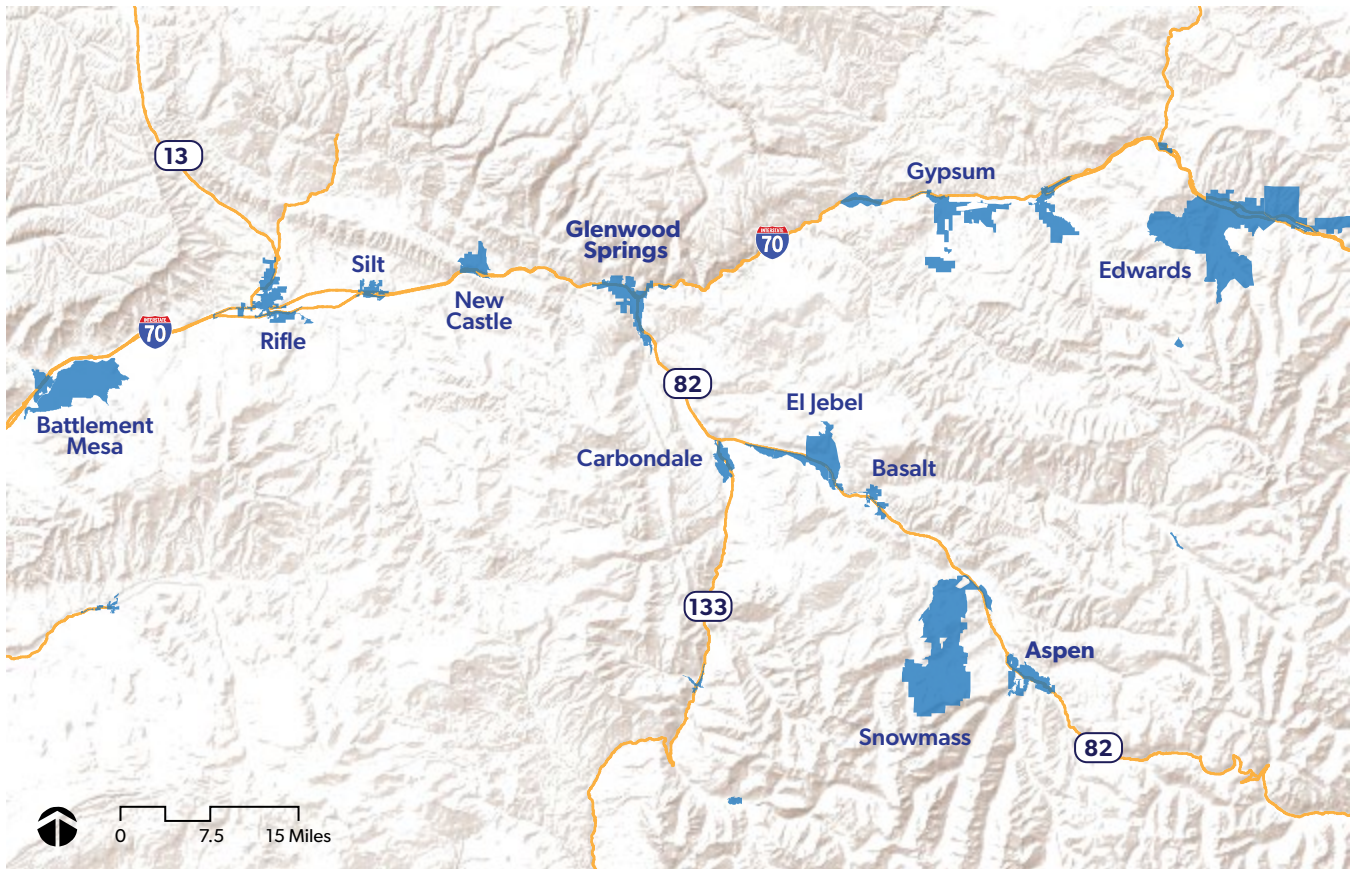


Figure 7: Glenwood Springs Regional Context

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.

Typical Victorian Architecture found throughout Downtown





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

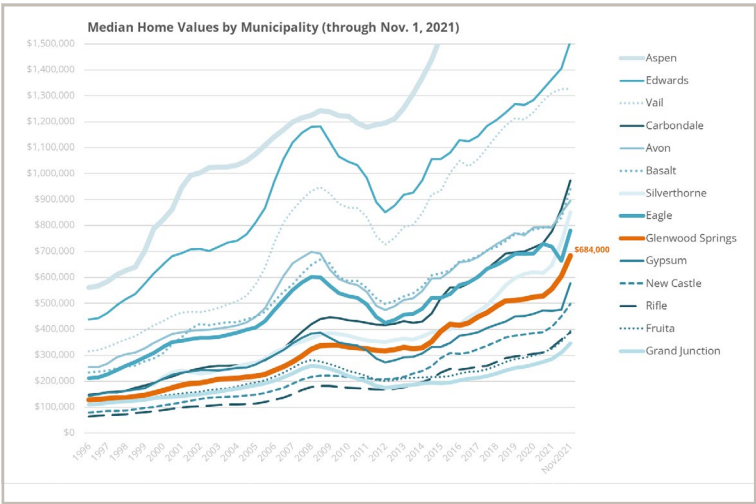
Additionally, nearly 60% of employed residents who live in Glenwood commute out of the City, mostly up-valley.⁷ This dynamic creates a condition of heavy southbound traffic congestion on CO 82 in the morning (from people commuting into, out of, and through Glenwood Springs), and heavy northbound congestion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

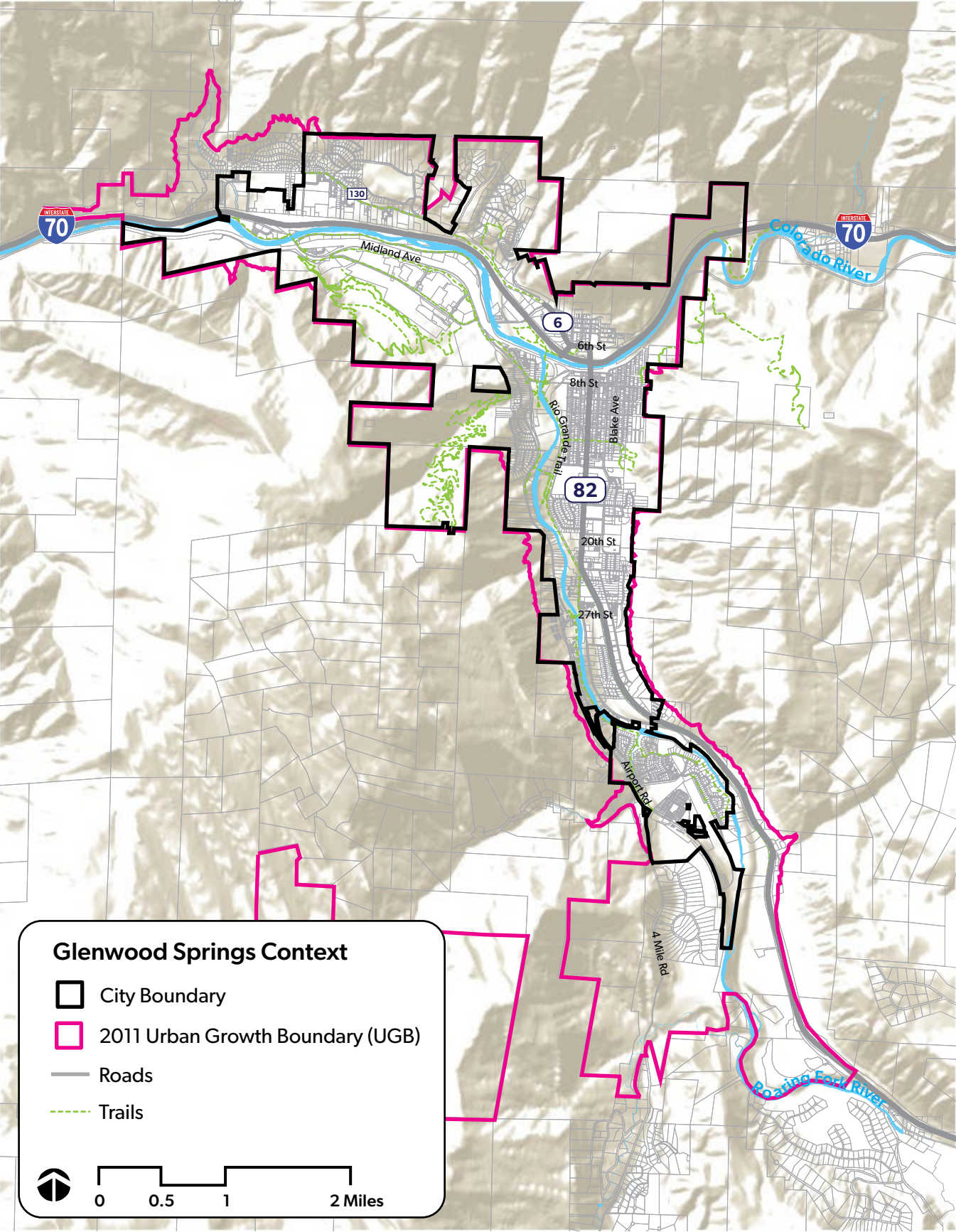
Regional Commercial Center

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).

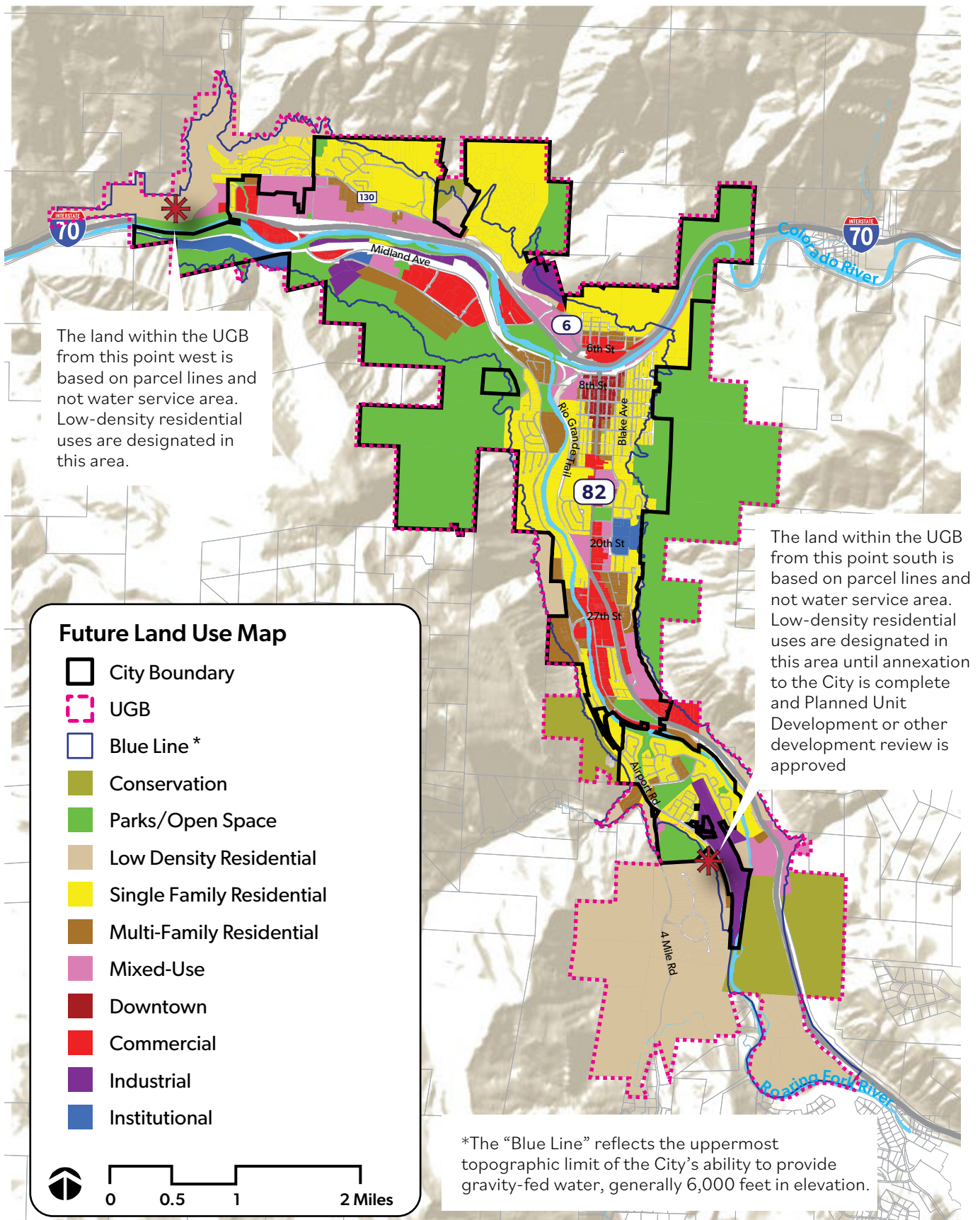
Future Land Use Map

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. Higher densities may be considered on a case-by-case basis if the development furthers the goals of the Comprehensive Plan. 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.

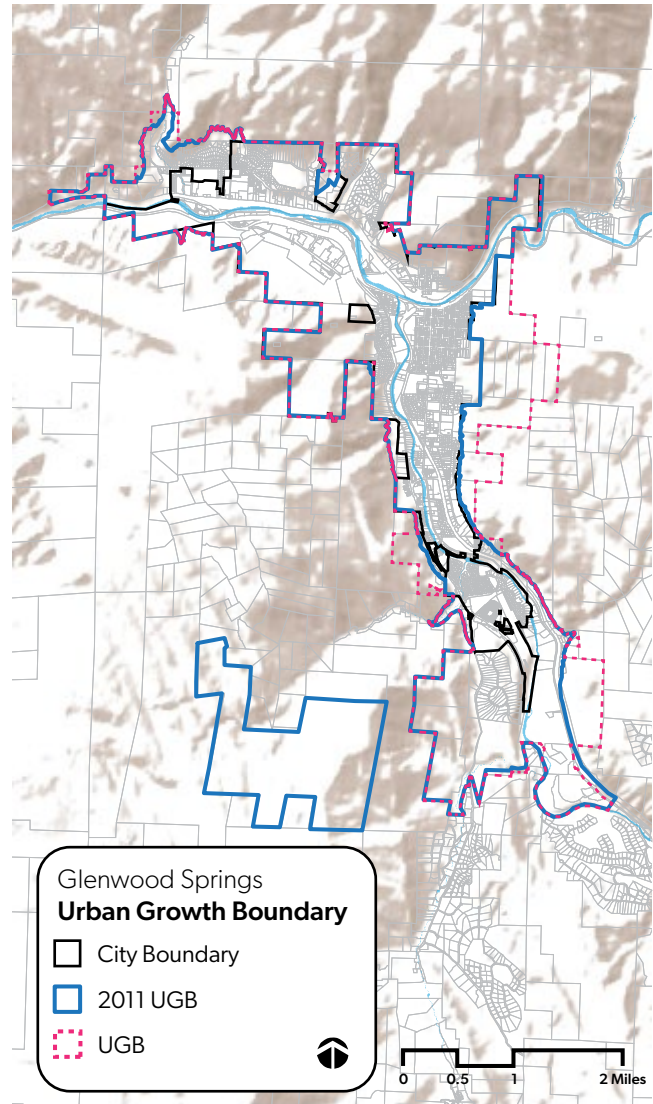
Urban Growth Boundary

The Urban Growth Boundary (UGB) represents an area outside of the City limits that can support the vision and goals of the plan as represented in the Future Land Use Map (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 existing City limits 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 one or more of 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).

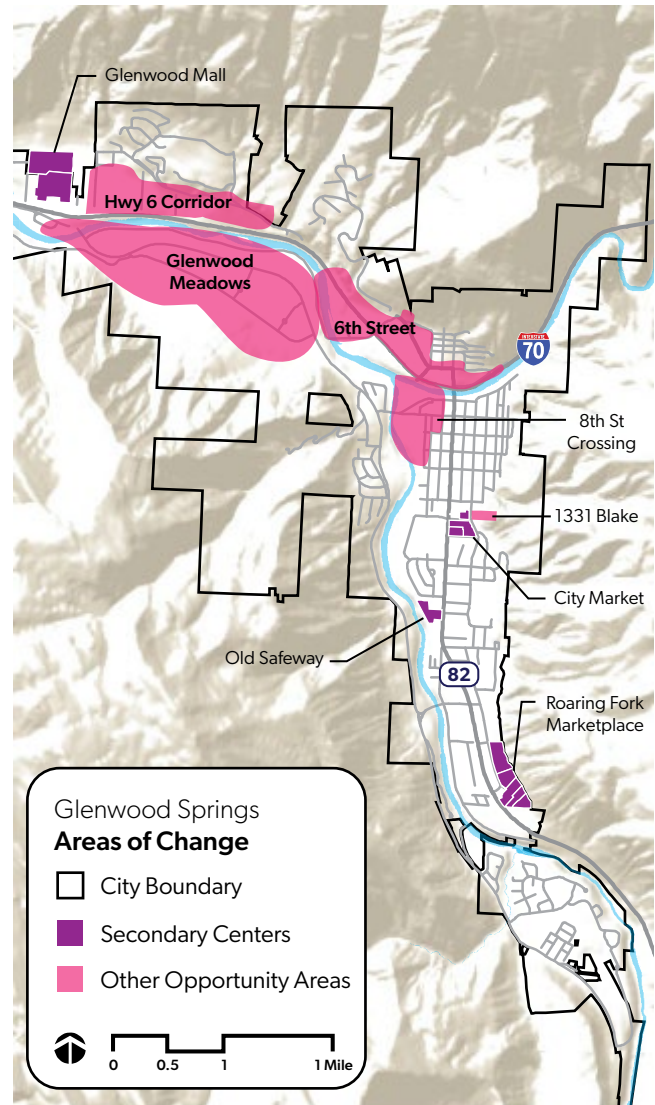
The location of land uses itself can be used as a strategy to address transportation issues. The location, density/intensity, mix/variety, and character/design of land uses dictate travel choices and patterns. Homes that are within walking distance of employment, shopping and services can reduce vehicle 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



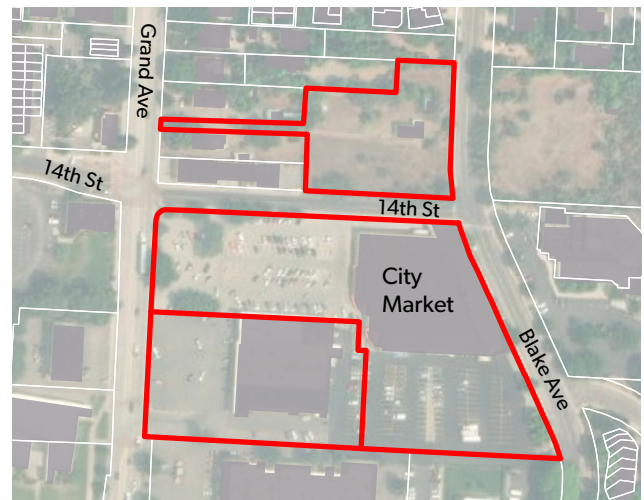
Encourage redevelopment and prioritize public investment in identified revitalized areas to spur private investment.

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 14 - 17 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 residential densities 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.

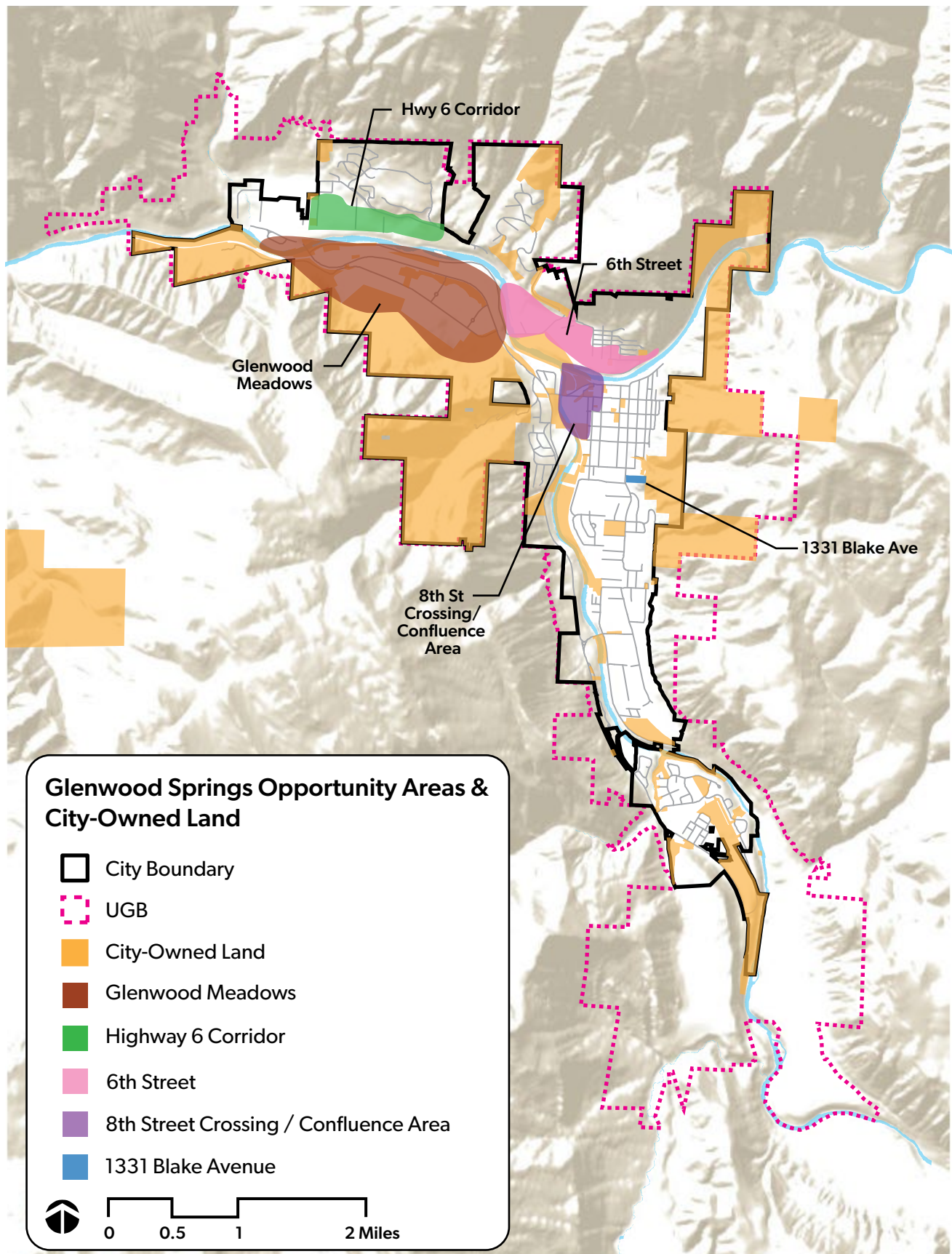
1331 Blake Avenue

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 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

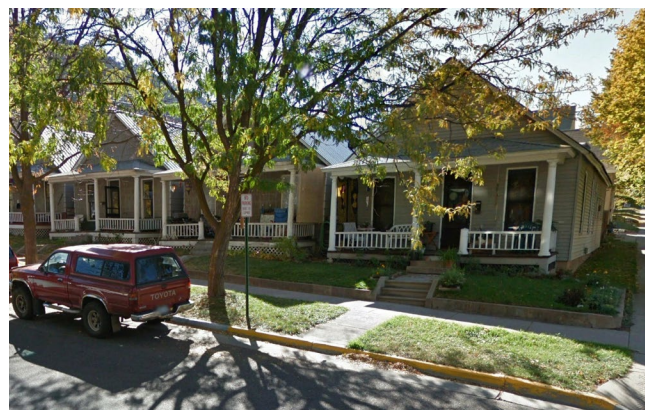
The main commercial core in Glenwood Springs, including the area north of the Colorado River, is the heart of the community and the place where the community comes together to live, interact, conduct business, entertain, and relax. This area includes the historic hot springs, Hotel Colorado, and many 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

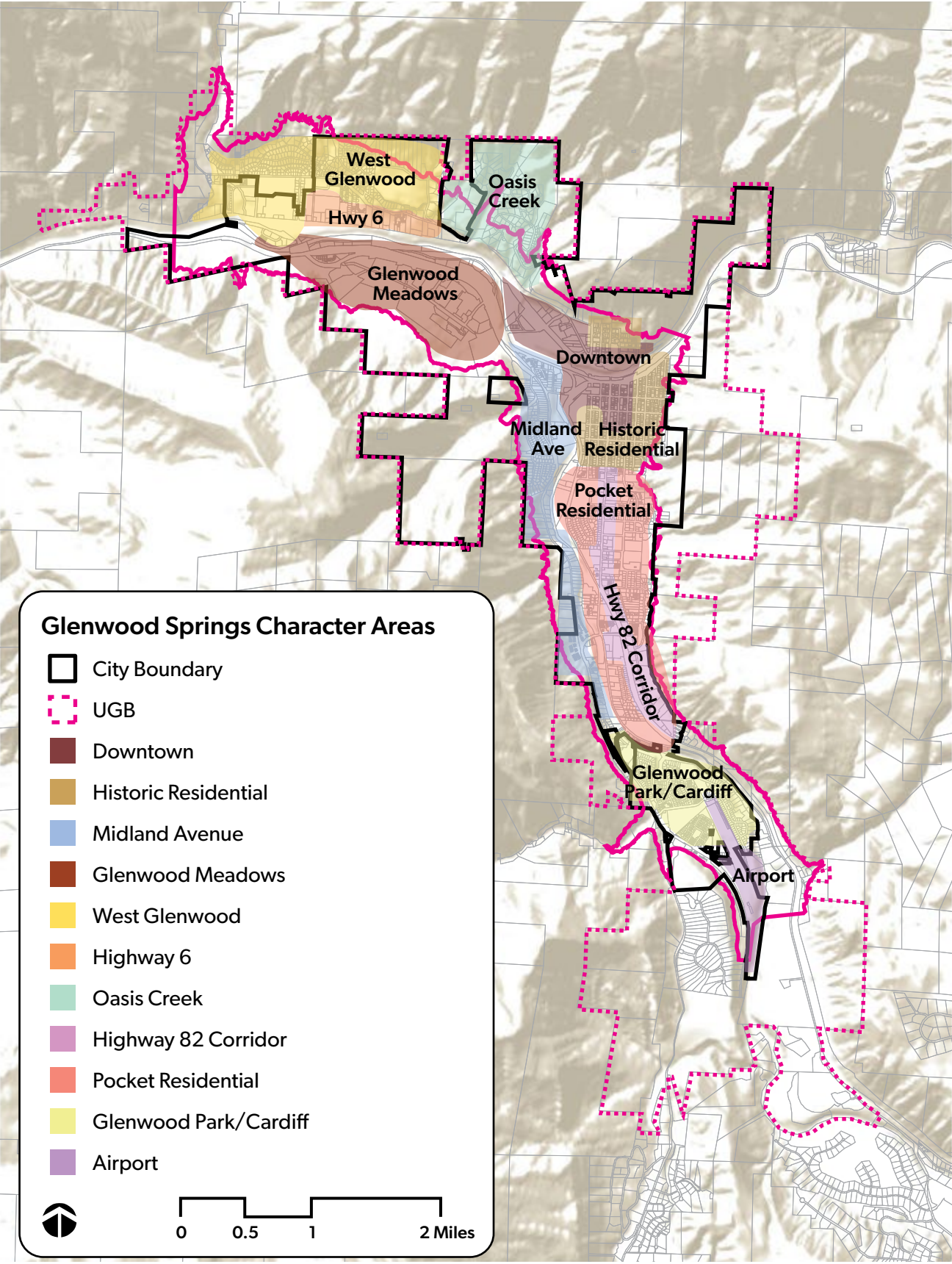
Historic Residential

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

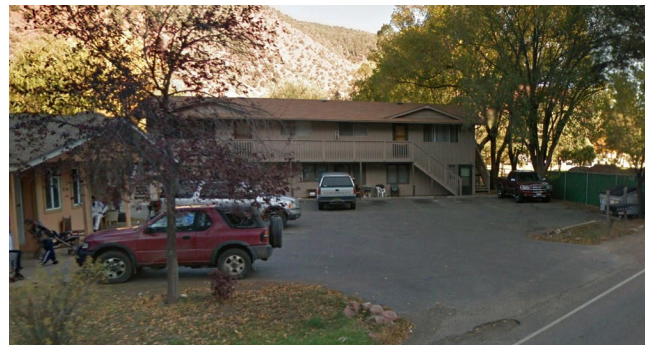
The Highway 82 Corridor (outside of Downtown) is characterized by predominantly auto-oriented commercial land uses and services. Large retailers are located along the corridor as well as smaller-scale commercial uses. The corridor is home to many of the destinations that make Glenwood Springs a regional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

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.



Glenwood Park/Cardiff

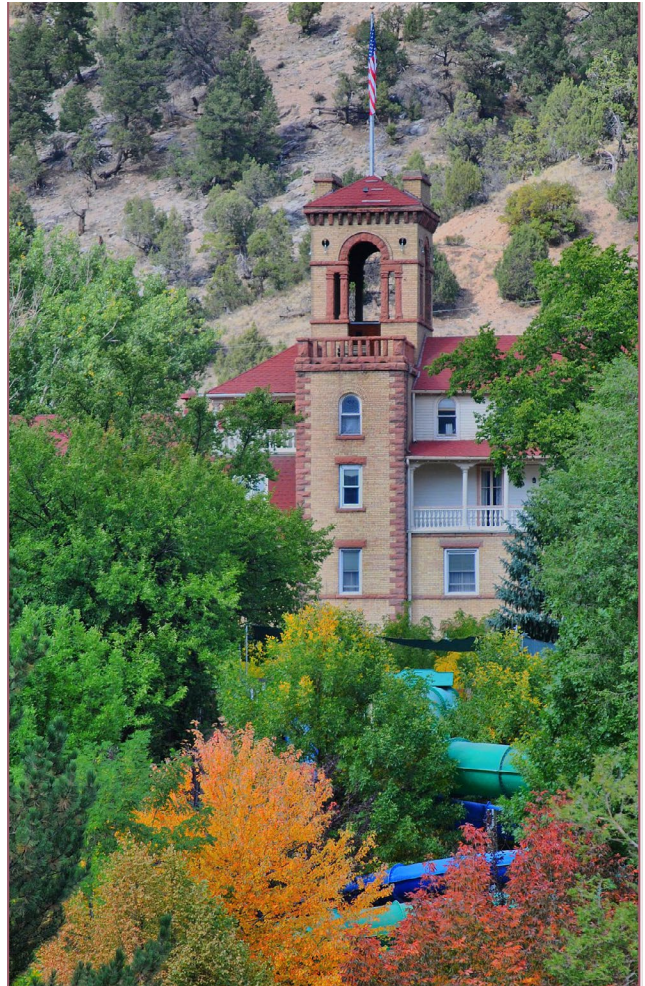


Airport

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.



Hotel Colorado is on the National Register of Historic Places

The South Canyon Bridge 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 measures have 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



Midland Trail

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.

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 throughs 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 as 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



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 facility can support redevelopment that intensifies land uses especially in the Downtown, the Confluence Area, and other Secondary Centers.

Allocate land 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. Wildfires 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.

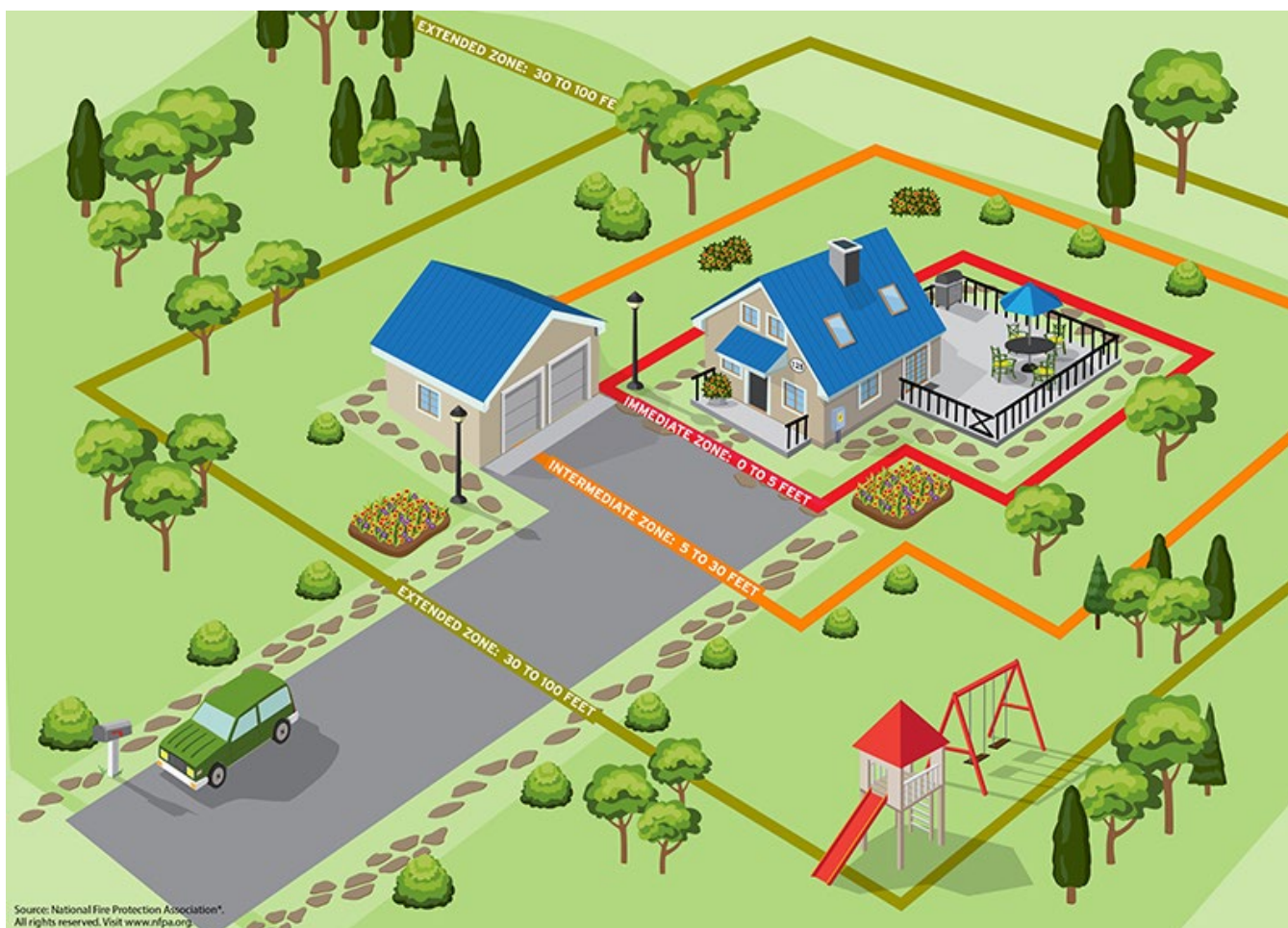


Figure 20: Firewise Diagram

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

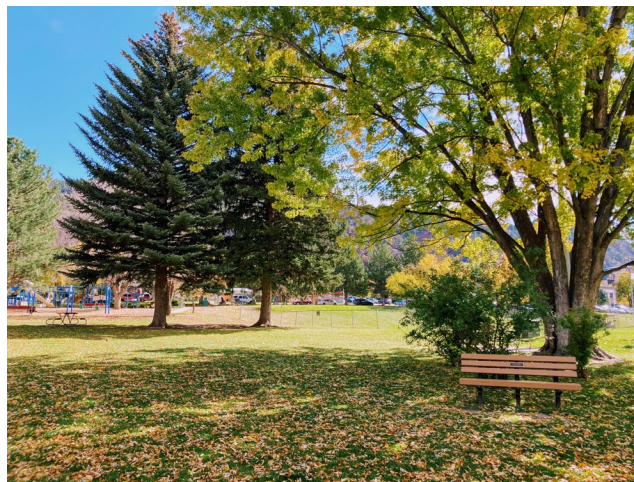
Parks/Open Space

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.



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 choose from three potential locations to create a single whitewater park 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 as 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 benefitting from the outdoor recreation economy.

Softball



Climbing wall at the Community Center



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 and access to shared performing arts spaces. 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.

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.

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.



Bighorn Sheep





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.



Latino/a Conservation Week



Public Art

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.

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 of new development.			
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 mobility 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	
2.8	Preserve the Cardiff Coke Ovens.			
2.8.A	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 adequate development of workforce housing.			
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 & Regional Transportation Master 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	Expand local transit and enhance regional transit to, from, and through Glenwood Springs.			
4.4.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
4.4.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
4.4.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	
4.5	Ensure Downtown is pedestrian and bicycle friendly.			
4.5.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	
4.6	Improve the regional trail network.			
4.6.A	Support the development, connection, and completion of the LoVa Trail.	City	Ongoing	

Transportation & Mobility

#	Policy/Action	Champion	Timeline	High Priority
4.7	Enhance the pedestrian and bicycle network.			
4.7.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
4.7.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
4.7.C	Establish a Vision Zero or Local Road Safety Plan policy to address pedestrian safety issues.	Engineering	Ongoing	x
4.7.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	
4.7.E	Create a bike share system and last mile system in Glenwood Springs.	City and RFTA	Long Term	
4.8	Develop an efficient and interconnected road network to reduce gridlock, delays and trips per day.			
4.8.A	Provide a resilient transportation network that supports safe and efficient emergency access and adequate evacuation routes.	City and CDOT	Ongoing	x
4.8.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	
4.9	Expand and improve Ride Glenwood Transit.			
4.9.A	Includes improving multi-modal transit to West and South Glenwood.	City, RFTA, CDOT, and GARCO	Near Term	
4.9.B	Evaluate and expand Ride Glenwood to Regional Transit services and improve connections across the City.	City, RFTA	Near Term	
4.10	Plan for emergency evacuation.			
4.10.A	Develop a regional emergency management evacuation plan and integrate planning into growth management.	Engineering, CDOT and FHWA	Ongoing	x
4.10.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	
4.11	Support the expansion of green transportation options.			
4.11.A	Plan and incentivize EV and E-bike growth and operations.	Community Development	Long Term	
4.11.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	
4.11.C	Work with RFTA and regional partners to understand the feasibility of electric buses.	City and RFTA	Long Term	

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 Accessory Dwelling Units (ADUs).			
5.2.A	Consider policy changes to increase ADUs.	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	Continue to purchase renewable/green energy. Consider the development and production of renewable energy when appropriate.	Public Works	Ongoing	x
6.8.B	Replace tall street lights in neighborhoods with a more aesthetic and energy efficient light.	Public Works	Long Term	
6.8.C	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 and events 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	
7.6	Ensure safe and sustainable business operations for recreation based businesses.			
7.6.A	Create a business resiliency plan to help businesses prepare for and deal with crises (pandemic, wildfires, etc.)	Economic Development, Chamber	Ongoing	
7.7	Ensure underrepresented groups are included in the recreation economy.			
7.7.A	Increase programs for all.	Parks and Recreation	Near Term	
7.7.B	Provide more inclusive program offering at the community center to reduce barriers to participation for community for all.	Parks and Recreation	Near Term	
7.7.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 Hispanic & 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:

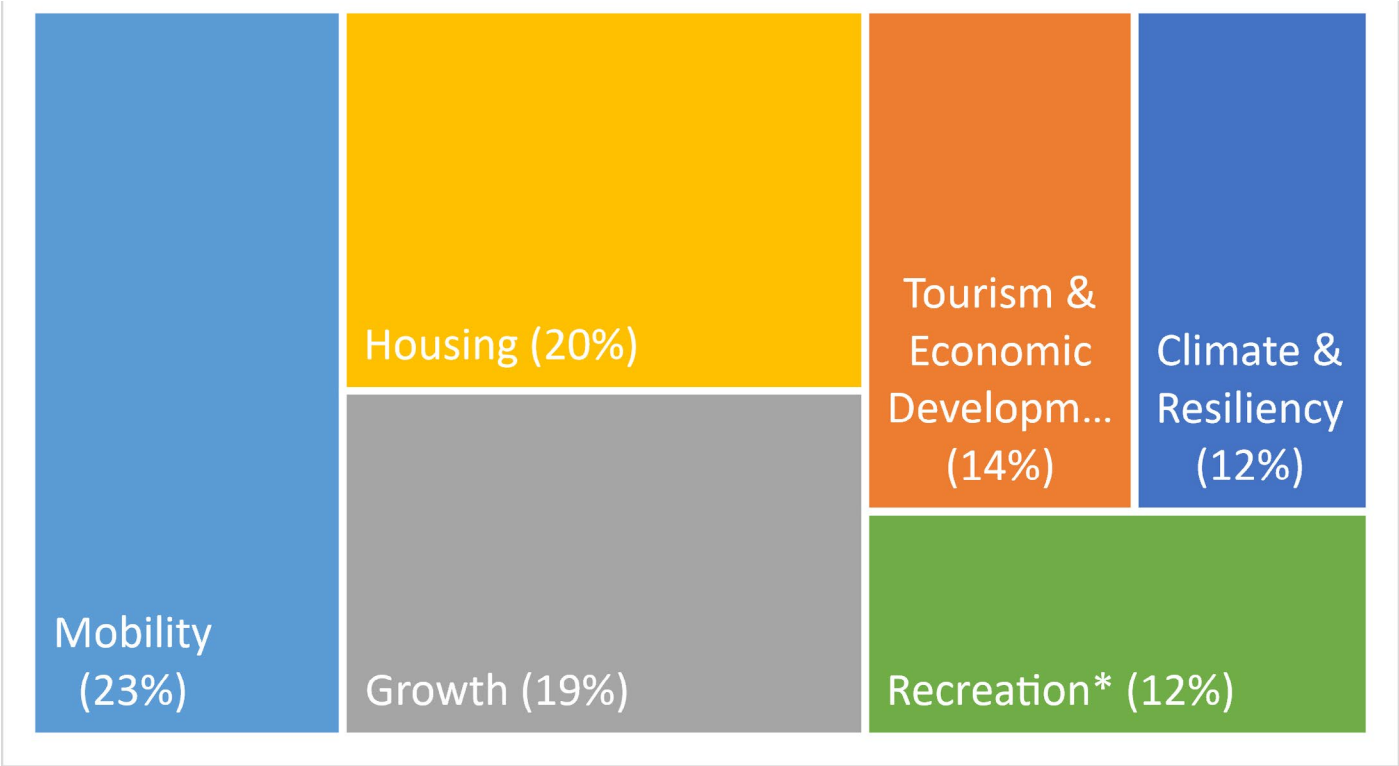
1. Build upon the previous survey results.
2. Leverage the experts and resources of the City to bring educated input to the plan.
3. Create a process that was both inclusive and understandable.
4. Focus on engaging a broad and diverse group of community members.

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

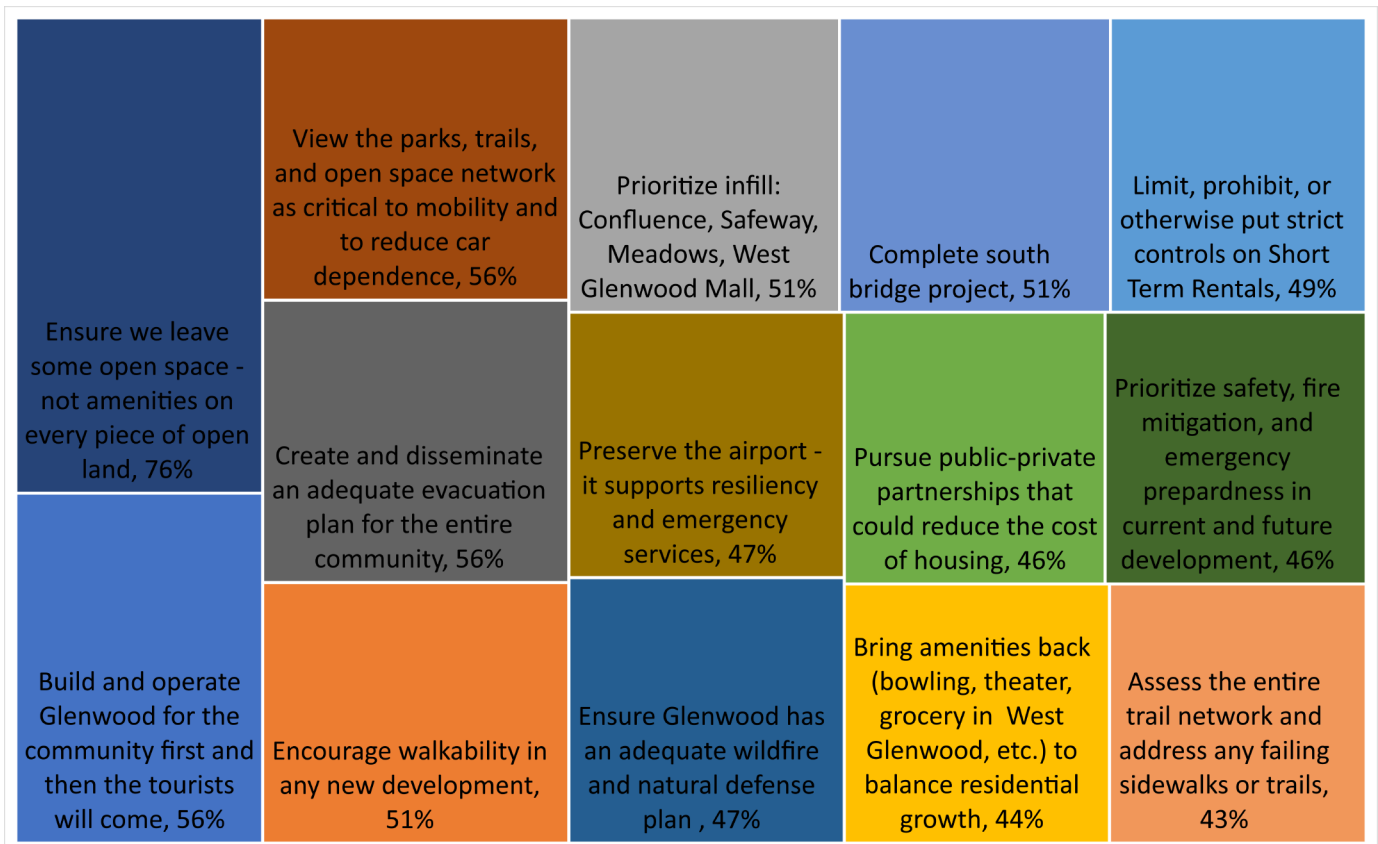
Over the course of the ten months and 4 events and additional recurring efforts, nearly 1,500 comments were received from the public. Comments were spread out over a broad range of topics. Comments were generally sorted into plan elements that mirrored the content of the Update Plan. Comments fell into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

VISIÓN GLENWOOD 

¡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
Regístrese 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

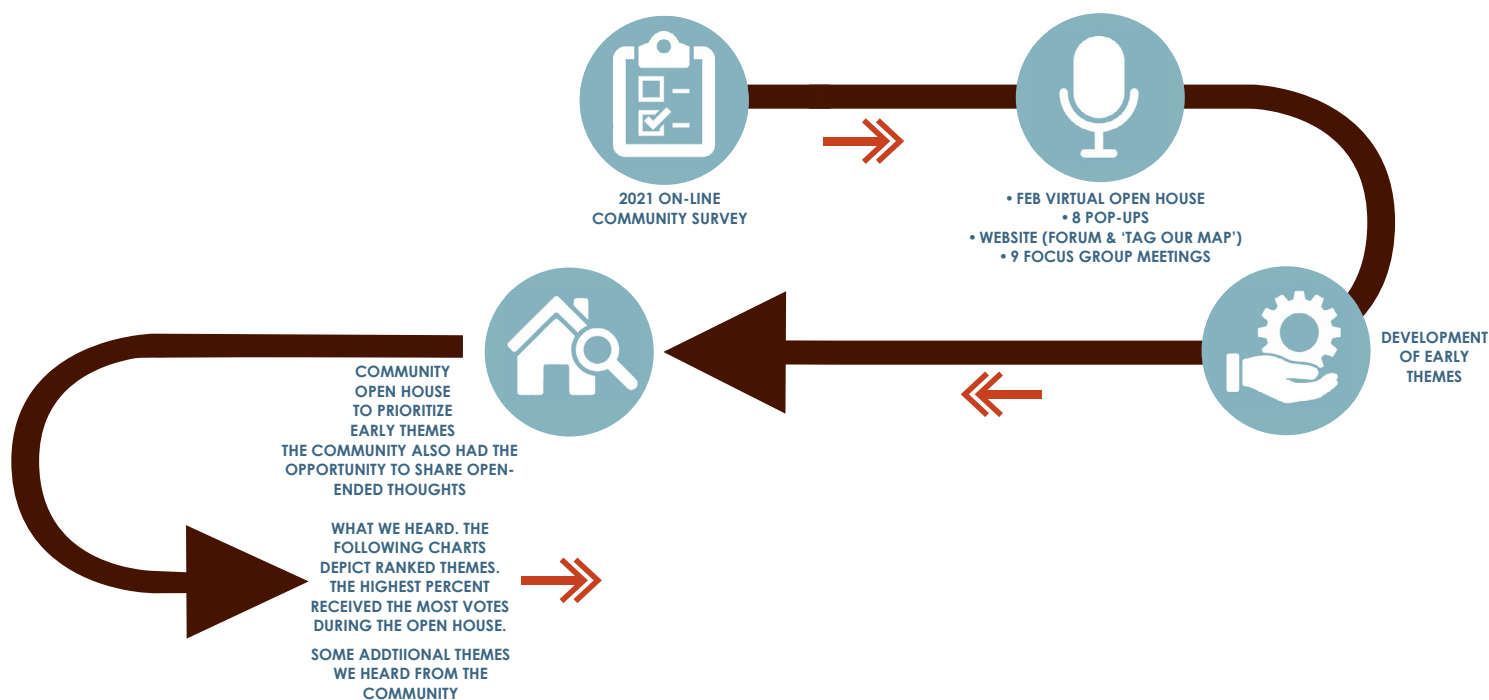
Overview

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.

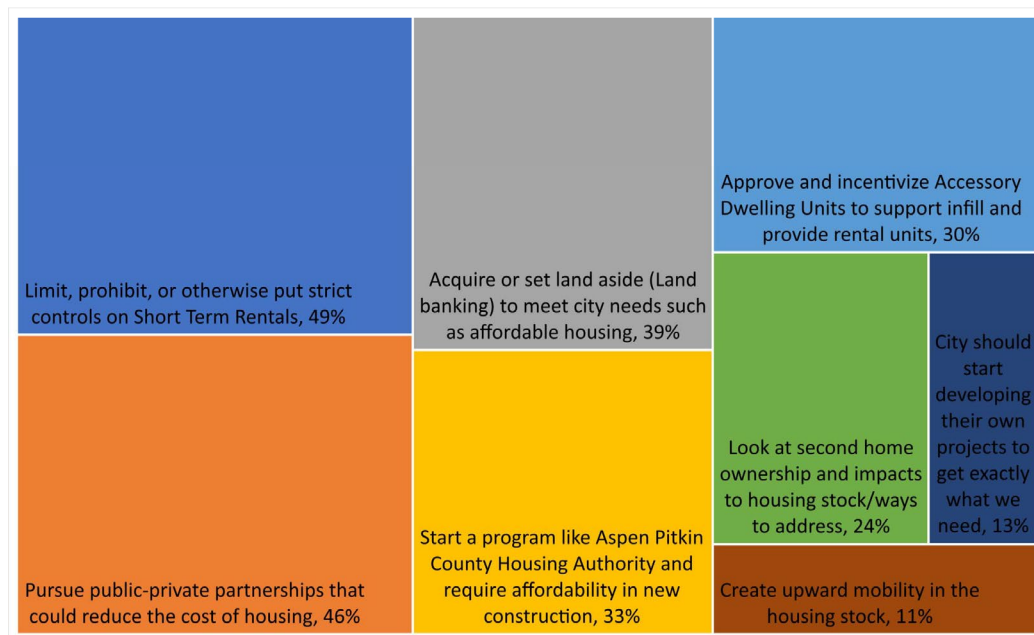
The third and final open house of the series was held in person at Glenwood Springs’ City Hall in August. Again, two session times were offered, and a number of large-scale boards provided visual content for consideration. At this third and final open house, the draft Future Land Use Map (FLUM) was introduced, 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

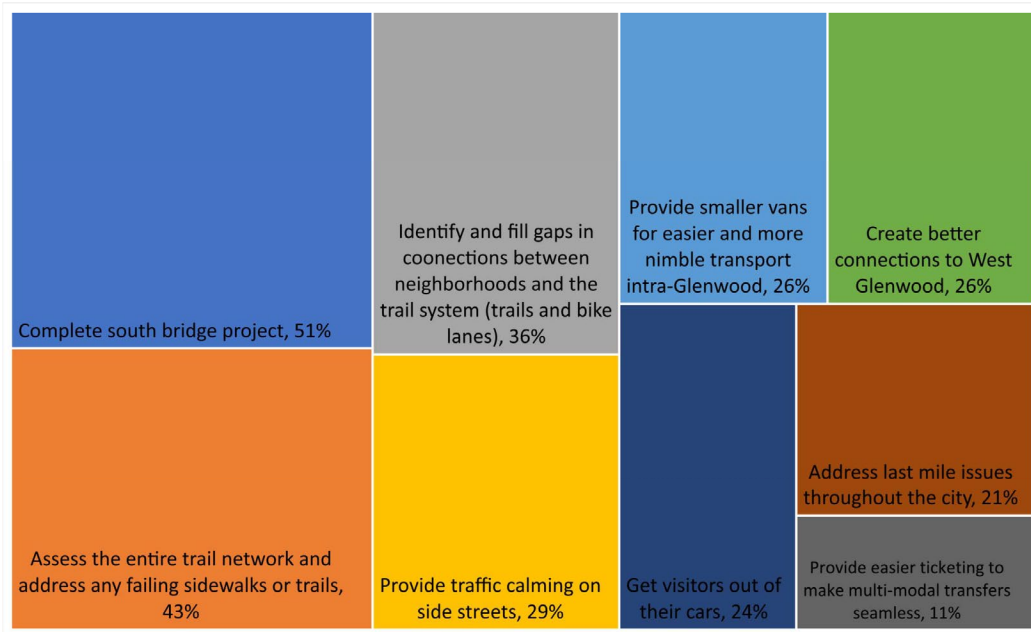
GROWTH



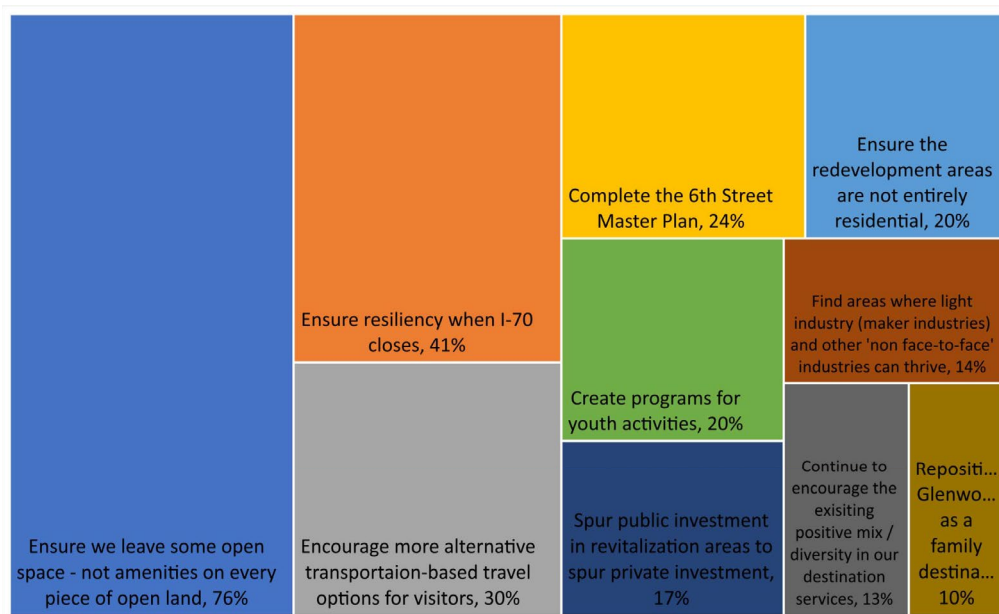
HOUSING



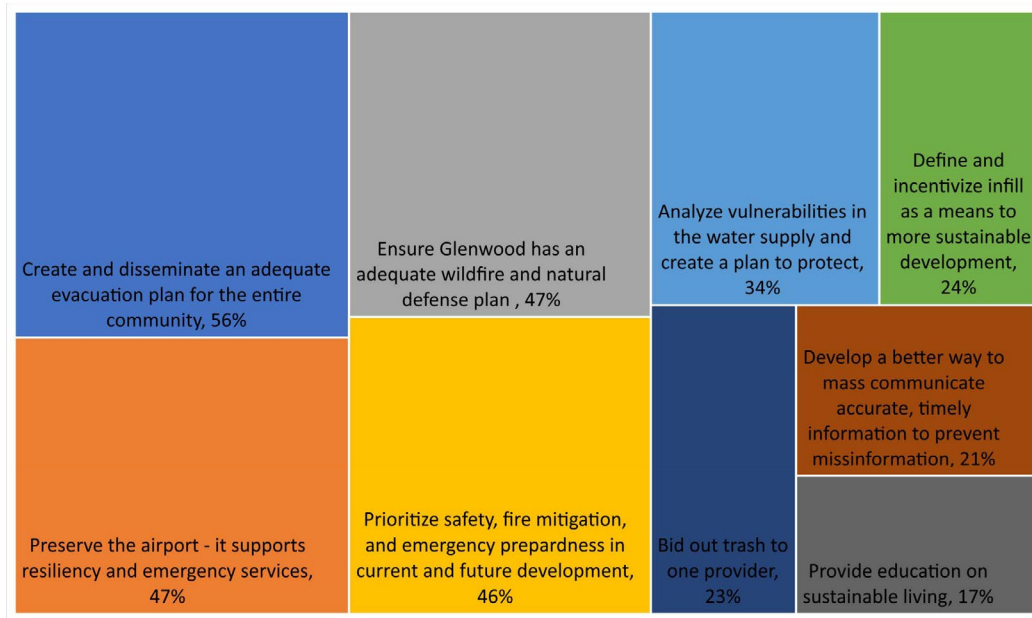
MOBILITY



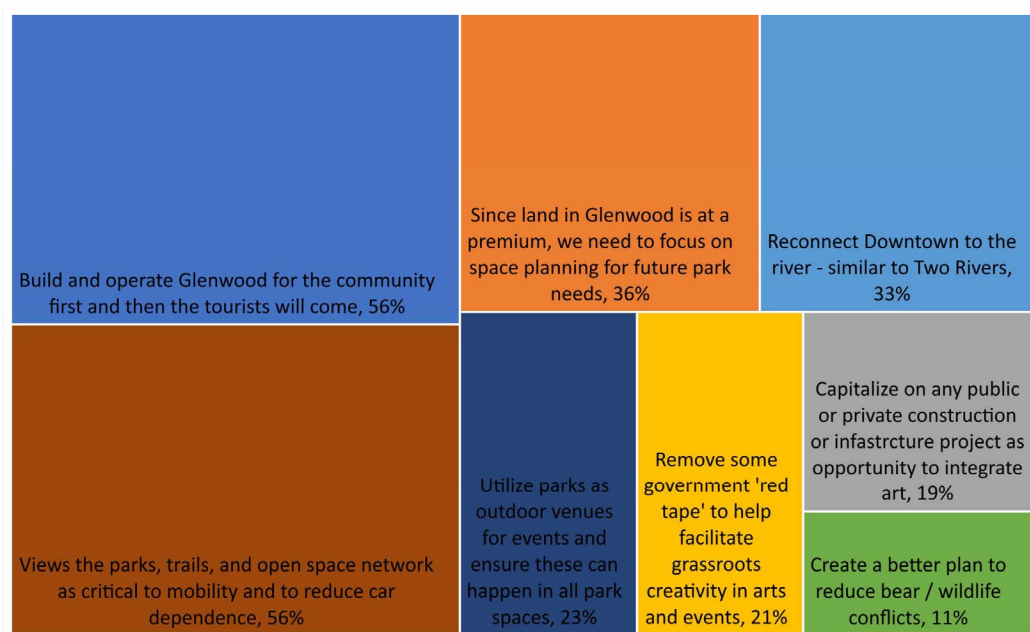
ECONOMIC DEVELOPMENT



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 Bacheldor
- 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 Obrequé
- 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 outs, 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
- Anecdotally - 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 Rippey 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

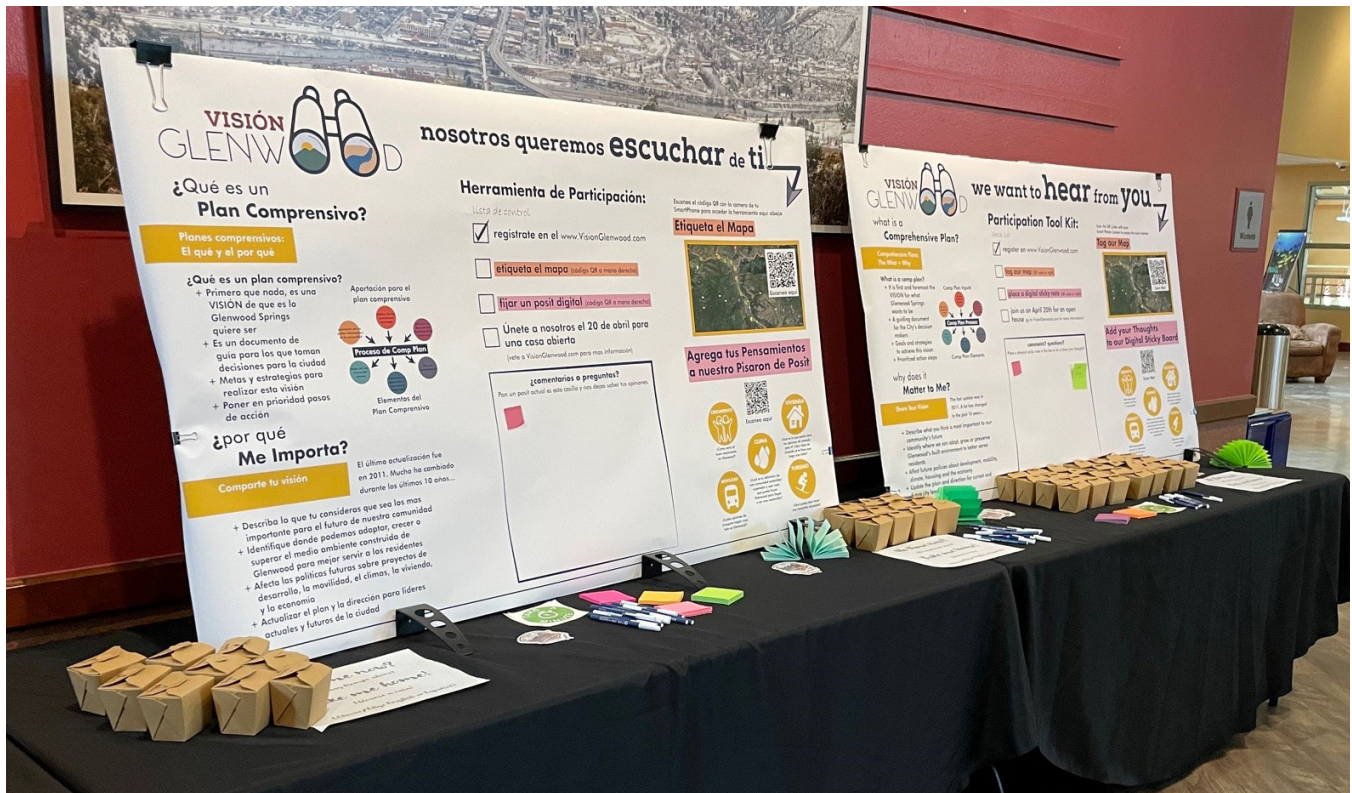
Potential Solutions

- 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 zoning 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 problerr	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	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
Balance Tourism - and marketing - with quality of life issues for existing 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 resiliency 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 resiliency 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 waste 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 restrictions 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.



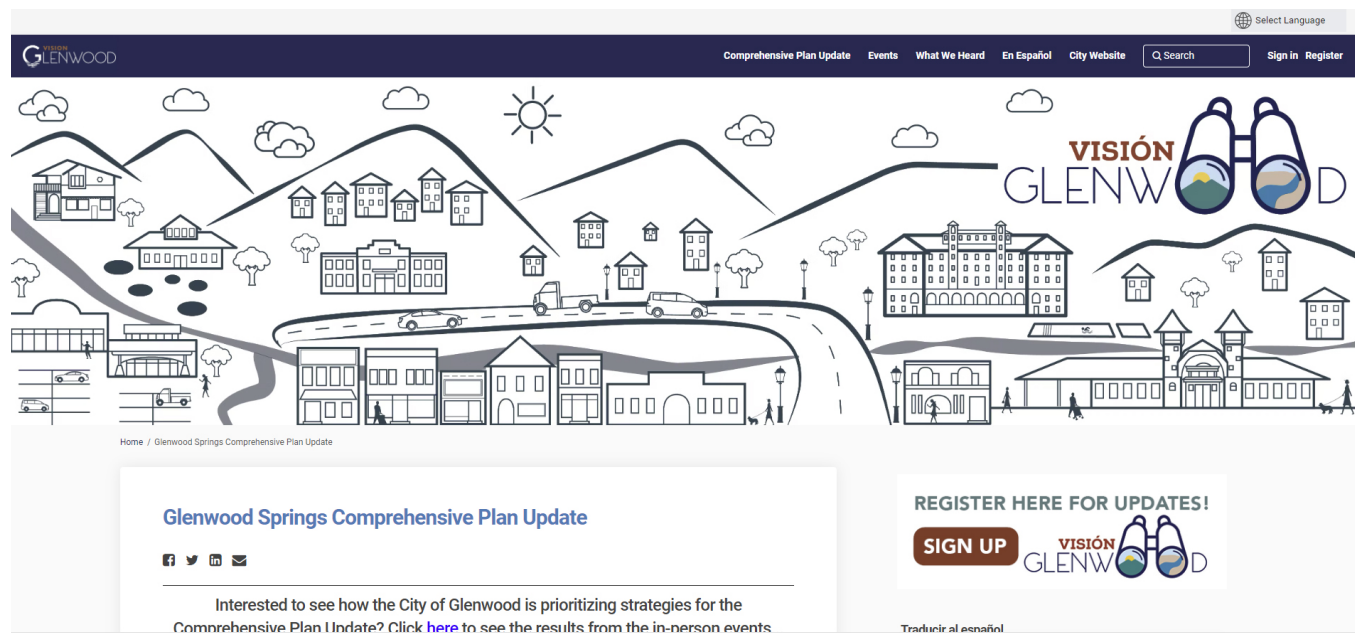
Vision Glenwood Website

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
Jan 16 22 08:36:20 am	SOCIO-ECONOMICThe 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 access 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 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 locate 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 regions 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 busses 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 cant 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 Im 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? Im 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 an 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
Feb 15 22 08:33:02 pm	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. 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 unsightly, 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, its 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 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.

Mar 03 22 08:50:26 am	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. 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 in 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 Ai 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. 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 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 are 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 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 creates 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 rvs 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 area 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 be 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 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 new 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. Could 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 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 can 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 former 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 Rivers 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 a 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. The 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 the 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 more 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.

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 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.

Draft Comprehensive Plan Survey

SURVEY OVERVIEW

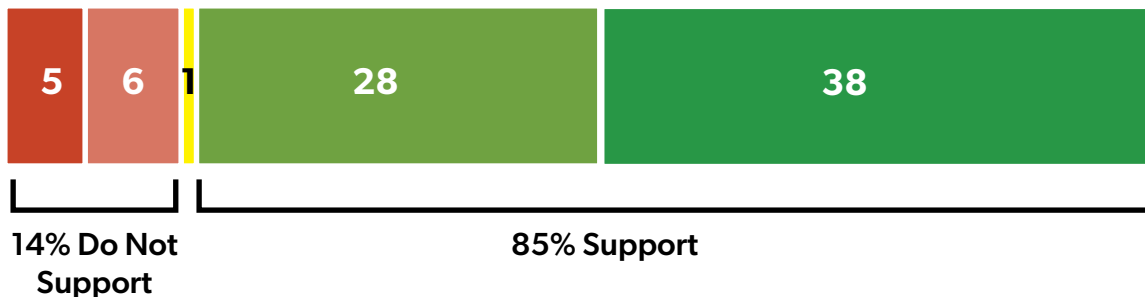
81 SURVEYS COMPLETED BETWEEN DEC 13, 2022 AND JAN 6, 2023

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 support it
 ■ I mostly support it
 ■ Neutral/Don't know
■ I mostly don't support it
 ■ I don't support it



#	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

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

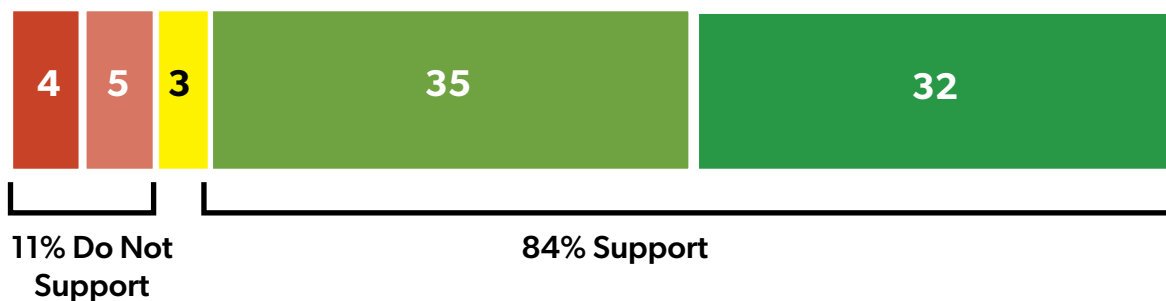
GOALS

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 support it ■ I mostly support it ■ Neutral/Don’t know
■ I mostly don’t support it ■ I don’t support it

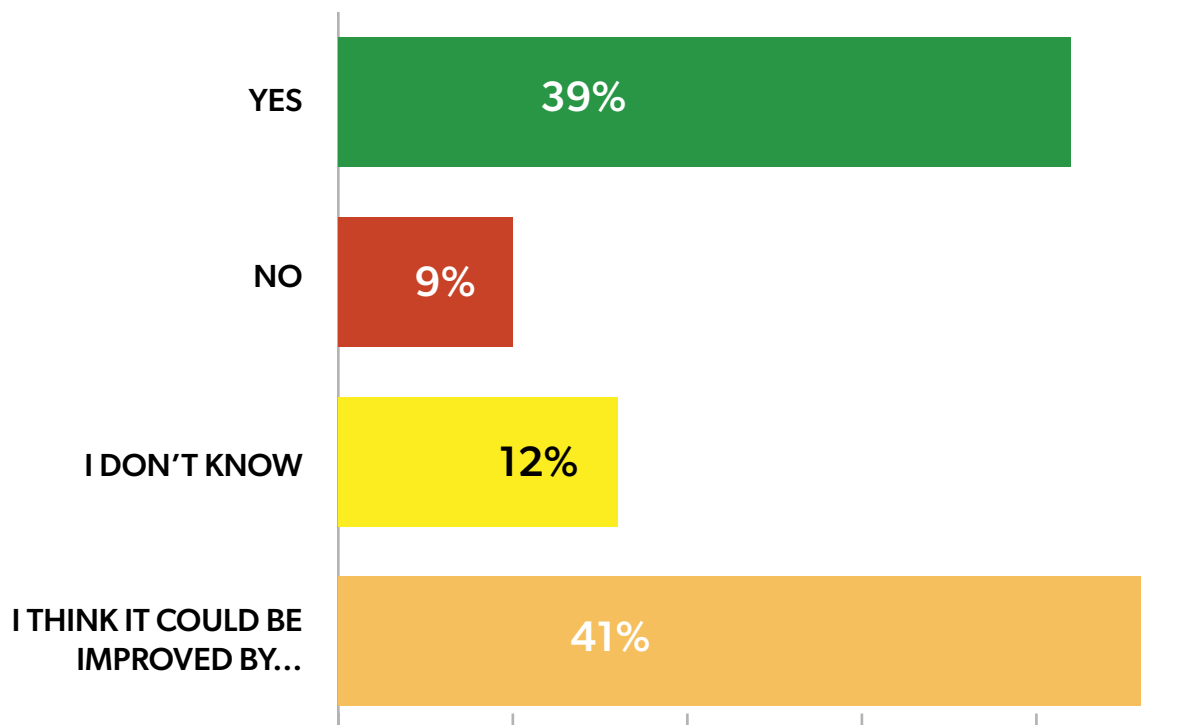


#	I THINK THEY COULD BE IMPROVED BY:	DATE
1	Less growth.	1/6/2023 4:45 PM
2	Change the order. While they are bulleted, and not numbered, economic development is not our community's top priority. The "ED" bullet should shift downward 2 to 3 spots.	1/6/2023 4:33 PM
3	Replace "Provide equitable and diverse 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 Wulfschon 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 bullit 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?

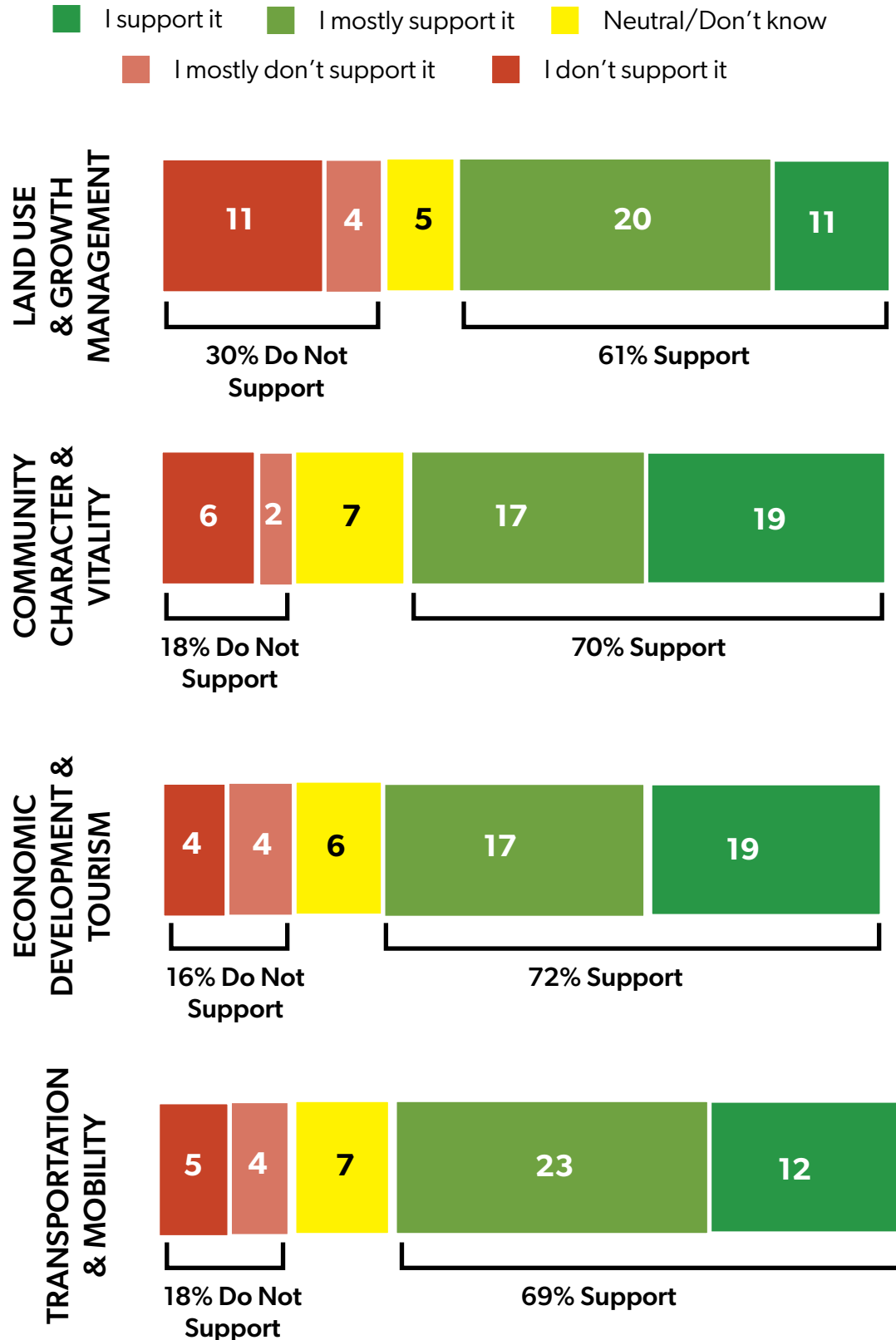


#	I THINK IT COULD BE IMPROVED BY:	DATE
1	The area between the Rio Grande trail and the river is currently shown as single-family residential, when it currently is a park. It should be redesignated as Parks/Open Space.	1/8/2023 9:46 PM
2	I couldn't find the map	1/7/2023 7:25 AM
3	Less development and 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.	1/5/2023 3:34 PM
5	A focus on density is 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

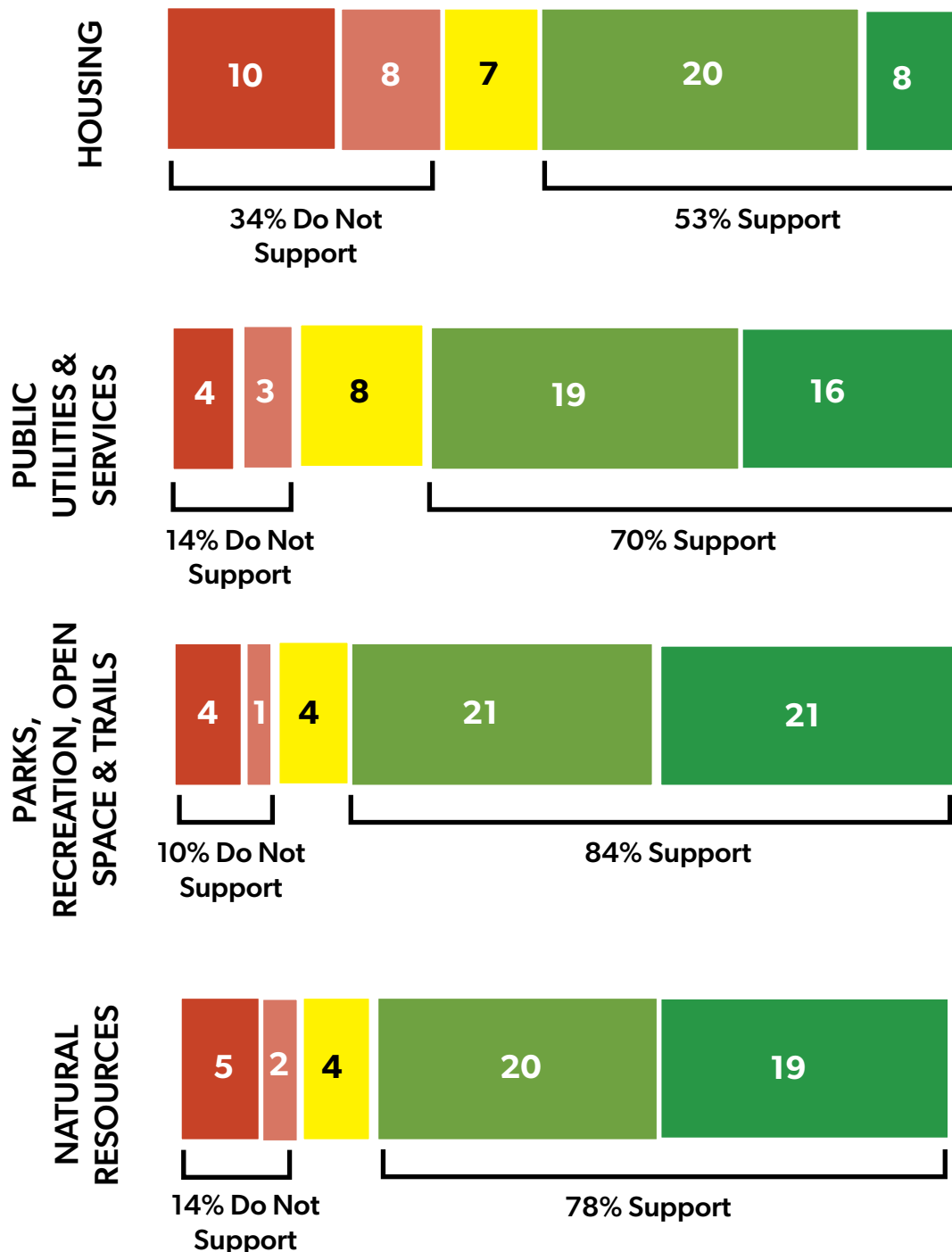
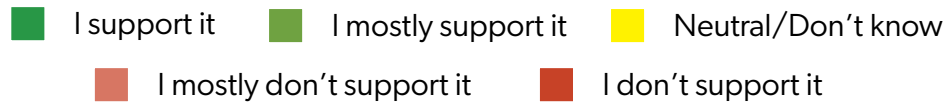
7	It would be helpful to compare to current land use map, but I don't see growth in commercial space. If we want to reduce travel and be self sustaining, we should encourage businesses to locate in GWS. Office space etc would help with that.	1/5/2023 8:44 AM
8	Adding transportation and mixed vertical 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

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

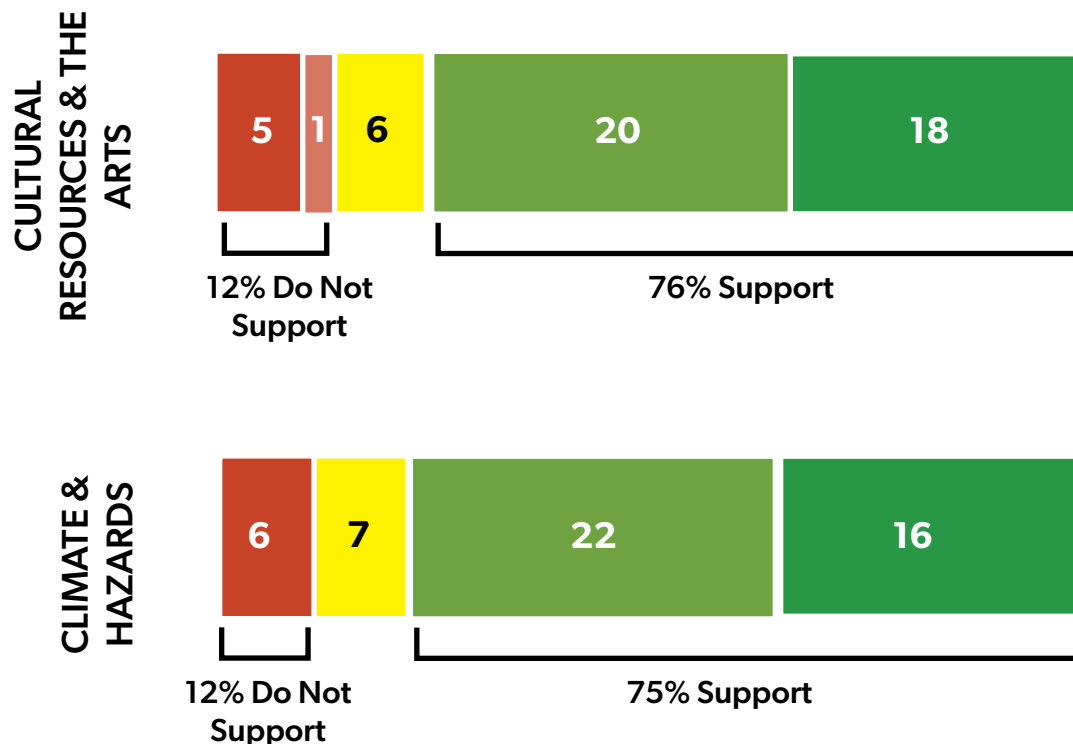


WHAT IS YOUR LEVEL OF SUPPORT FOR THE STRATEGIES IN EACH PLANNING ELEMENT?



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

■ I support it ■ I mostly support it ■ Neutral/Don't know
■ I mostly don't support it ■ I don't support it



#	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



Land Use and Quasi-Judicial Hearings

April 25, 2023



CRS 29-20-104

Each local government within its respective jurisdiction has the authority to plan for and regulate the use of land by:

- (a) Regulating development and activities in hazardous areas;
- (b) Protecting lands from activities which would cause immediate or foreseeable material danger to significant wildlife habitat and would endanger a wildlife species;
- (c) Preserving areas of historical and archaeological importance;
- (d) Regulating, with respect to the establishment of, roads on public lands administered by the federal government; this authority includes authority to prohibit, set conditions for, or require a permit for the establishment of any road authorized under the general right-of-way granted to the public by 43 U.S.C. 932 (R.S. 2477) but does not include authority to prohibit, set conditions for, or require a permit for the establishment of any road authorized for mining claim purposes by 30 U.S.C. 21 et seq., or under any specific permit or lease granted by the federal government;
- (e) Regulating the location of activities and developments which may result in significant changes in population density;
- (f) Providing for phased development of services and facilities;
- (g) Regulating the use of land on the basis of the impact thereof on the community or surrounding areas; and
- (h) Otherwise planning for and regulating the use of land so as to provide planned and orderly use of land and protection of the environment in a manner consistent with constitutional rights.





Land Use – Title 070

Glenwood Springs Municipal Code

- *Intent.* More specifically, this Code is intended to create the best built environment for the City by:
- Promoting orderly, efficient, and integrated development within the City;
- Providing for a variety of housing and neighborhood types and densities at a range of housing costs, including affordable workforce housing;
- Regulating the development and use of land based upon the impact of such development or use on surrounding areas or the City;
- Providing minimum standards for the design and improvement of land, subdivision, and development to ensure that each building site is capable of accommodating a structure devoted to the intended use of the land;
- Guarding against loss from natural hazards such as flooding, falling rock, landslides, snowslides, debris flow, and unstable soils;
- Ensuring equitable processing of development proposals by providing uniform procedures and standards; and
- Providing a legally accepted record of lot lines, easements, and dedications in accordance with this Code and Colorado law.

Quasi-Judicial Proceedings

Training from CIRSA:

- Consider land use and other quasi-judicial matters only at the duly noticed public hearing.
- Remain fair and unbiased; don't make up your mind before the hearing.
- Don't participate if you have a financial or other personal interest in the matter (code of ethics).
- Don't make your decision on the basis of irrelevant or non-existent criteria.
- Don't engage with one side or the other before a hearing (ex parte contacts).



Quasi-Judicial Proceedings

Don't engage with one side or the other before a hearing (ex parte contacts).

Examples of this include:

- Joining a Social Media Page managed by a group campaigning for a specific outcome.
- Setting up a meeting to listen to concerns from the opposition or support.
- Signing a petition with a specific outcome request.
- Participating in any events held in support/opposition on the topic.





020.040 Conflicts of Interest

020.040.040 - Appearances by appointees.

An appointee may appear or be affiliated with a person or organization appearing concerning any transaction with the City under the following circumstances only:

- (1) An appointee may appear on his/her or her own behalf before the body of which he/she or she is a member, subject to the procedures prescribed by Section 020.040.060 of this article, or before the City Council.
- (2) An appointee shall not appear on behalf of another person before the board or commission of which the appointee is a member or before the City Council. However, an appointee may appear on behalf of another person before any other board or commission of the City.
- (3) An appointee may be affiliated with a person or organization appearing on behalf of another person concerning any transaction before the City Council or the body of which the appointee is a member if the appointee does not personally appear on behalf of the person and follows the procedure prescribed by Section 020.040.060 of this article.
- (4) An appointee may appear before the Municipal Court and may be affiliated with a person or organization appearing before the Municipal Court.
- (5) Nothing contained herein shall be construed to prohibit an appointee from addressing the board or commission of which he/she is a member on a subject in which he/she does not have a substantial interest, or from addressing the City Council or other boards and commissions upon matters of general public policy.

(31-87 § 1)



020.040 Conflicts of Interest

020.040.060 - Disclosure and disqualification.

(a) Applicability. A Council Member or appointee shall follow the procedures set forth in this section if he/she has a substantial interest in a transaction with the City.

(b) Disclosure.

(1) Any Council Member with a substantial interest in a transaction with the City shall give notice of the interest to the City Council and to the City Manager as soon as reasonably possible after the interest has arisen.

(2) Any appointee with a substantial interest in a transaction before the board or commission of which he/she is a member shall give notice to the board or commission as soon as reasonably possible after the interest has arisen.

(c) Disqualification. Any Council Member or appointee with a substantial interest in a transaction with the City shall:

(1) Not discuss the matter with any other member of the City Council or of any board or commission involved in the transaction, except for appearances by appointees which are specifically permitted under Section 020.040.040.

(2) Refrain from voting upon or otherwise acting in an official capacity in such transaction.

*** *Substantial interest* means any present interest by a Council Member or appointee, including without limitation a pecuniary interest in the outcome of a transaction or a family relation with a person directly involved in a transaction, which would cause a reasonably prudent person observing the transaction to expect a marked tendency by the Council Member or appointee to make a decision other than an objective decision. The term substantial interest shall not be construed to include an interest which is purely speculative or hypothetical.

Sound Decision Making – Basing your decision on findings

PRINCIPLES OF FINDINGS (from Department of Local Affairs)

Your decisions must be based on facts

The facts must address the standards

The burden of proof is on the applicant

Information is not the same things as "facts"

Weighing of the evidence is your responsibility

You do not have to believe everything you hear

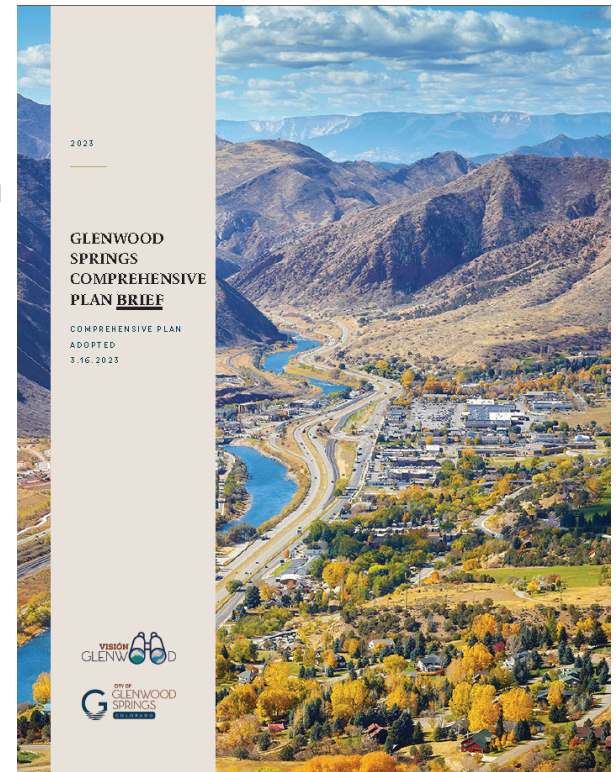
Opinions without a factual basis are without merit

Public sentiment is not a basis for decisions

You can rely on personal knowledge, but make it a part of the record

Comprehensive Plan

- Advisory document intended to guide City's growth and direction
 - Future land use map
 - Identifies challenges and goals/objectives to address them
 - Last update completed in 2023
- Project steering committee guides project direction
 - Made up of Planning and Zoning Commission members and other representatives of the public
- 2023 Goals/Objectives
 - Promote long-term, sustainable, 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 and provide multiple convenient travel choices
 - Direct development to locations and building forms that are cost-effective to serve
 - Provide equitable and diverse housing opportunities 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





COLORADO MUNICIPAL LEAGUE

100TH ANNUAL CONFERENCE

JUNE 21-24 | BRECKENRIDGE, CO

Land Use Liability and the Basics of Quasi-Judicial Decision-Making

Presented by Sam Light
CIRSA General Counsel
6.22.22



Introduction

- The power to make “quasi-judicial” (QJ) decisions affecting land use and development at a local level is a significant, important and cherished power.
- And there are high stakes involved in these decisions. Missteps in the quasi-judicial arena can be a significant source of claims, disputes and liability.
- In this training we will focus on the “rules of engagement” that govern your role as a quasi-judicial decision-maker, and suggest “best practices” that will reduce risk for your municipality and you individually.
- Presentation is a training resource only and not intended as legal advice. In case of any inconsistency between author’s remarks and views of your entity’s own attorney...your attorney’s views prevail!



Due Process and Elected Officials' Roles

Your responsibilities as an elected official can be broadly broken out into two arenas: **legislative and quasi-judicial**.*

- The quasi-judicial role tends to be one of the lesser-known aspects of being an elected official.
- Yet, the “rules of engagement” that apply to quasi-judicial decision-making are distinct from those that apply in other settings and are often counter-intuitive. And missteps with respect to these rules can have severe consequences.

It's critical to know, with respect to any given matter that may come before you, which of these two arenas is applicable.

*(For simplicity, we'll set aside legal distinctions related to “administrative” decisions.)



The Legislative Role

- As an elected official, you're often acting as a "legislator", and legislative activities are the ones that most likely came to mind as the "job description" when you thought about a run for office:
 - Listening to citizens who contact you in person, by email, on social media, etc.
 - Investigating the issues yourself and applying your own personal knowledge
 - Communicating early and often with your constituents
 - Lobbying and being lobbied—anywhere, anytime
 - Working in advance to build consensus (subject to open meetings laws)
 - Having strong convictions/opinions/prejudgments that you don't hesitate to voice and share...
- And then ultimately voting on an ordinance or other policy-making enactment that will have general and prospective application—that's legislation!
- The "rules of engagement" for legislative activities are easy and intuitive. The kinds of activities described above are OK!



The Quasi-Judicial Role

- But other times you're acting as a "judge," deciding specific cases where you're applying the established general rules—the legislation—to a specific person/property. These are "quasi-judicial" matters. More specifically, a QJ matter:
 - Involves a decision affecting property rights at an individual level
 - Provides for a decision made on the basis of specific criteria (the law) and the testimony and other evidence concerning the application of the criteria (the facts) that are brought forward at a hearing
 - Requires notice, a public hearing, and a decision based on the record of the hearing (what's submitted by testimony and other evidence at the hearing)
 - Requires the decision be made by a fair and impartial decision-maker—that's you!
- In this quasi-judicial arena—which includes most land use applications—you are essentially acting as judges and therefore must behave like judges.
- And in this arena, the above-described legislative activities are inappropriate; instead, you must follow the quasi-judicial "rules of engagement".



Honoring Due Process

- Why? The premise of the quasi-judicial “rules of engagement” is that your decision is affecting individual property rights.
- The rules of engagement have a familiar source: “No person shall be...deprived of life, liberty, or property, without due process of law.”
- At the local governmental level, for quasi-judicial land use decisions affecting individual property rights, the town board/city council and other quasi-judicial decision-making bodies and their members are responsible for delivering the due process required by the Constitution.
- All quasi-judges in the process—those making recommendations and those making final decisions—are required by law to provide “due process” and therefore must commit to providing it!



QJ Rules of Engagement: Personal Conduct

What are some of the key rules of engagement related to your own conduct?

- Don't make up your mind before the hearing.
- Don't make prejudicial pre-hearing statements.
- Don't speak with one side or the other before a hearing (ex parte contacts, more in a moment).
- Don't participate if you have a financial or other personal interest in the matter (code of ethics).
- Don't sign any "pro" or "con" petitions.
- Don't be a witness in your own hearing. Instead, have the parties provide you with information during the hearing.



QJ Rules of Engagement: Personal Conduct

- Discuss and consider quasi-judicial matters only at your duly noticed public hearing; that is:
 - Wait until the matter has arrived on your agenda and is “ripe” for you to hear, deliberate and decide.
 - Don’t engage in pre-hearing “buzz”—you get to make the decision but with that power comes the responsibility to be fair, unbiased and impartial. As an example, would jumping into the social media “fray” about an upcoming QJ matter be consistent with your “judge” role?
- Once your body has made its recommendation or decision, let the decision speak for itself. Even if you held a minority view, recognize the members’ need to respect the body’s decision.



QJ Rules of Engagement: Run a Good Hearing

- The way the quasi-judicial body runs its hearings—and how the members conduct themselves in hearings—significantly impacts your risk profile and the community’s trust and confidence in your work.
- Follow “best practices” for hearings:
 - Use your script and follow it throughout. Don’t be ad hoc.
 - Use and expect civility; that applies to all meetings and participants.
 - Chair: Recognize and exercise your prerogative to maintain order.
 - Maintain formality and engagement; limit distractions.
 - Identify speakers and documents and properly manage “record” issues.



Run a Good Hearing

- Stay focused on the matter and issues at hand and directly manage the crux issues to get the necessary and relevant information.
- Use opportunities to “recalibrate” if discussion is straying off topic/off task.
- Consider steps to manage the flow: e.g., don’t engage or allow others to engage in free-wheeling “back-and-forth” during staff, applicant, or public comments.
- Don’t stray the course for insistent questioners. Better to hold questions until a defined question period and to instead let the questioner know they’ve been heard and move on.



QJ Rules of Engagement: Avoid Ex Parte Communications

- A critical duty of the quasi-judge is to avoid “ex parte” contacts. Such a contact occurs when someone interested in a QJ matter communicates with you “outside the hearing” about the issues in the case. Examples:
 - Meeting with the applicant outside the hearing to discuss the pro/cons of the request and how you might decide the case.
 - E-mailing your fellow decision-makers before the hearing to persuade them why they should vote yes or no.
 - Attending meetings where folks for or against the application are discussing the application, even if you’re not participating.
- If it were your application and your property interests at stake, would these activities seem fair to you?



Avoid Ex Parte Communications

- A proceeding loaded with ex parte contacts is a clear path to having your decision overturned and, as important, having the integrity of your process eroded.
- When your attorney/staff advise against ex parte contacts, they are looking to protect your ability to participate in the decision-making, and your ultimate decision.
- An ex parte contact can be problematic whether with the applicant, citizens, or in some instances, staff.
- Or, even in the hearing itself (i.e., no texting or e-mailing about the subject matter of the hearing within the hearing itself).



Avoid Ex Parte Communications

- Arm yourself with knowledge you need when persons want to talk about a pending quasi-judicial matter outside the hearing. Keep some “talking points” ready; e.g.:
 - “Thanks for your interest [or e-mail, etc.] but I can’t talk with you about this application outside the upcoming hearing. I’d like to hear your views but because this is a specific property rights case, I need to hear and consider the evidence only through our public hearing process. Please plan to attend the hearing if you can. If you can’t attend, you can send written comments to our staff and they’ll include those comments in hearing materials.”
- Consider having a short explanation or “FAQs” on the quasi-judicial process on your website. Use staff as a resource to help you avoid ex parte problems.



Due Process: Summing Up Contrasting Roles

- For legislative (policy) decisions—for example, when the town board/city council is looking at generally applicable changes to the municipal code—it is okay: to base your decision on your own personal opinions and policy perspectives; to take your counsel as you wish; to lobby (and be lobbied) outside the meeting, and to base your decision on information obtained from most any source.
- But, for a quasi-judicial decision, it is not. Rather, just like a judge presiding over a trial, because of constitutional due process requirements, you must make your decision based on the evidence presented to you at the hearing, and you must base your decision upon the applicable legal standards rather than personal preferences, and you may not engage with interested parties about the case outside the hearing.



QJ Decision-Making: Deliberations Matter!

- Once you've heard the staff and applicant presentations, heard public comment and asked your questions, it's time to deliberate.
- Discussion of the evidence and the criteria is critical; this is where:
 - You as quasi-judges formulate the bases of your impending decision.
 - The applicant and others obtain an understanding of your position.
 - The reviewing judge looks to understand why you decided the matter as you did (and whether it comports with your criteria and the law).
- So Deliberate – Talk Amongst Yourselves!



Deliberations Matter!

- Focus on the key issues and relevant decision-making criteria:
 - In quasi-judicial matters, you must make your decision based on the relevant existing criteria and not on the basis of personal preferences, or irrelevant or non-existent standards, or considerations that don't apply to the application in front of you.
 - Have the criteria at the ready and ask questions as needed ("Staff, remind me, what's the rule that applies to this issue?")
- Discuss the relevant evidence that has been presented to you.
- Remember - when you are prepared to discuss the criteria, you will arrive at a discussion of the defensible reasons for your decision.



Deliberations Matter!



Deliberations Matter!

The Rule of Why In Action:

Mayor: "I'd like to thank everyone for their comments on this development plan. Now it's time for the Board to deliberate. Who would like to start?"

Member Sam: "I would, thank you Mayor. I think we've heard a lot of differing opinions here and I just want to say I'm adamantly opposed. I just don't like it and I'm voting no."

Member Tami: "Sam, may I ask: Why do you intend to vote no?"

Sam: "I'm voting no because it doesn't meet our standards."

Member Nile: "Sam, why doesn't it meet our standards? I have concerns too but if you'd tell us what standards concern you and why you think they aren't met, that will help frame our discussions."

Sam: "Yes, I'd be happy to. This project doesn't meet our design standards because..."



Deliberations and Closing Out the Hearing

- All quasi-judges should have—and take—the opportunity to speak during deliberations.
- When getting ready to act, make sure the decision document is accurate and reflects your criteria, findings, desired conditions, etc.
 - If conditions of approval are being added or revised, be sure they are appropriate; follow your attorney and staff suggestions on conditions.
- Take the time you need to prepare the proper decision document, even if it requires another meeting.



Land Use Liability? What Risk?

- State Claims: Certiorari (106(a)(4)); action for declaratory judgment (e.g., asserted violation of state law).
- Federal Claims: Due process, equal protection, regulatory taking, RLUIPA, etc.
- Potential Remedies: Decisions reversed; \$\$\$ damages; court order to do/not do something; attorneys' fees.
- Insurability issues: Not all land use risks are insurable and certain risks arising from land use decisions—e.g., takings claims—typically are not covered.
- Practical Risk: Loss of faith and trust in government, particularly as arising from real or perceived concerns of unfair or unpredictable process or outcomes.



Land Use Liability? What Risk?

- Recognize: quasi-judicial decisions aren't usually overturned because the judge didn't "like your decision."
- Rather, they are more likely overturned because the quasi-judges either made an arbitrary decision or—as a group or because of individual behavior—deprived the applicant or other participant of fundamental fairness.
 - The applicable legal presumptions and burdens of proof generally run in your favor, provided you're making the right decision for the right reasons through a fair and defensible process.
 - But court judges will keenly review the conduct of "quasi-judges".
- Therefore, individually and as a group, honor due process—do the things that judges would do, and don't do the things that judges wouldn't do!



Conclusion

- The most important job for quasi-judges to is provide great process!
- Therefore, respect, follow, and be a champion of the fair and due process that you are set up to provide. Avoid process flaws and other acts that can cast doubt or create a sense of unfairness.
- Know that *if* you've carried out your hearing fairly and properly, and *if* you've issued a decision that is based on your hearing record and the applicable criteria, then your decision will withstand legal challenge...
- ...And interested parties and citizens will have faith and trust in how you handle quasi-judicial matters concerning their property rights. That's a great place to be!



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THANK YOU!

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For more CIRSA training on quasi-judicial best practices and due process, see these CIRSA videos: https://www.youtube.com/watch?v=mPz-P7A_qIc and <https://www.cirsa.org/wp-content/uploads/2020/05/Quasi-Judicial-Proceedings.mp4>.

About CIRSA

Colorado Intergovernmental Risk Sharing Agency

- Public entity self-insurance pool for property, liability, and workers' compensation coverages.
- Formed by in 1982 by 18 municipalities pursuant to CML study committee recommendations.
- Not an insurance company, but an entity created by IGA of our members.
- Total membership today stands at 282 member municipalities & affiliated entities:
 - 278 are members of the PC pool
 - 139 are members of WC pool
- CIRSA views proactive approaches to risk management as critical member services – it's a win-win when issues can be addressed/resolved before they turn into more contentious disputes or litigation.
- For more information, visit www.cirsa.org.



City of Glenwood Springs Affordable Housing Measures Progress Report



Planning and Zoning Commission
April 25, 2023

Where we were, Where we are

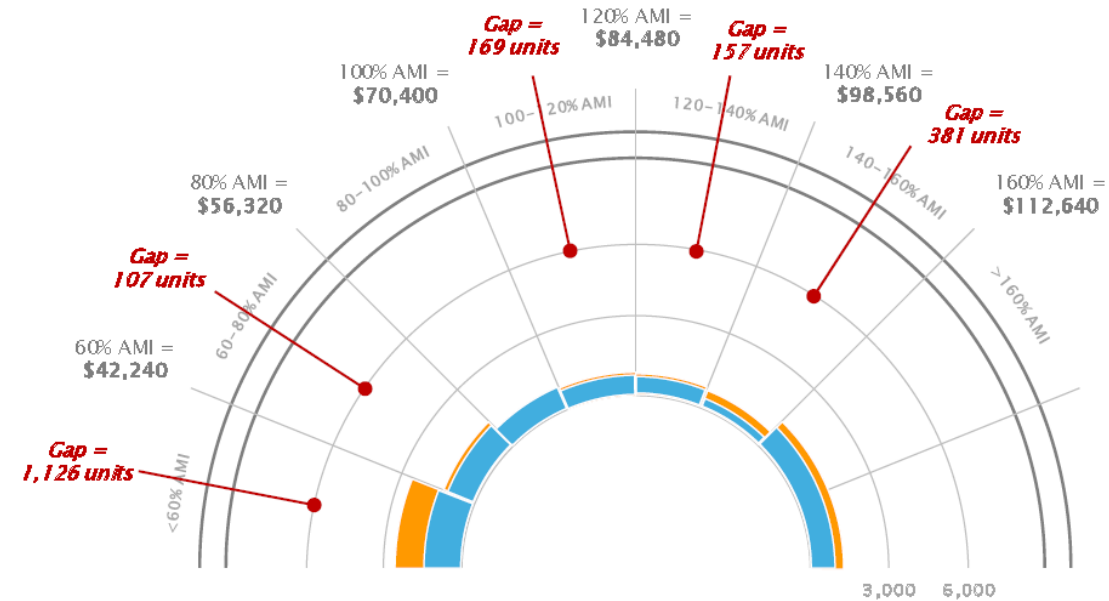
Table 6. Glenwood Springs Area Housing Units Needed by AMI, 2017 & 2027

Glenwood Springs	2017	2027
Less than 60% AMI	1,126	483
61% to 80% AMI	107	688
81% to 100% AMI	---	403
101% to 120% AMI	169	---
121% to 140% AMI	157	597
141% to 160% AMI	381	436
Greater than 160% AMI	301	---

Source: Economic & Planning Systems

Y:\Project &DEN\173102-RoaringFork Valley Regional Housing Needs&Data\173102-Housing Gaps-Version 2.xlsx\Housing Gaps Tables for

Figure 6. Glenwood Springs Overall Housing Gaps by AMI, 2017



Total Households (demand) and Total Housing Inventory (supply), 2017

Source: U.S. Census ACS 5-year estimates, B19019, B25063, B25118; Economic & Planning Systems

Housing Units by AMI
Households by AMI

Figure 2 –Housing market indicators during COVID

Δ median single-family sale price in 2019 to 2021, Garfield County	↑ 42% to \$686,419
Δ average rent for apartments 2019-2021, Glenwood Springs	↑ 42% to \$1,346
Δ average weekly wages, Q4-2019 to Q4- 2021, Garfield County	↑ 16% to \$1,197

2022 Rent and Income Limits

County	HERA	AMI	2022 Maximum Rents				
			0 Bdrm	1 Bdrm	2 Bdrm	3 Bdrm	4 Bdrm
Garfield		120%	1,980	2,121	2,544	2,940	3,279
Garfield		100%	1,650	1,767	2,120	2,450	2,732
Garfield		80%	1,320	1,414	1,696	1,960	2,186
Garfield		70%	1,155	1,237	1,484	1,715	1,912
Garfield		60%	990	1,060	1,272	1,470	1,639
Garfield		55%	907	972	1,166	1,347	1,502
Garfield		50%	825	883	1,060	1,225	1,366
Garfield		45%	742	795	954	1,102	1,229
Garfield		40%	660	707	848	980	1,093
Garfield		30%	495	530	636	735	819
Garfield		20%	330	353	424	490	546

Market Rents at Six Canyon

1 BR \$1850 (110% AMI)

2 BR \$2600 - \$3,000 (120-130% AMI)

Source: <https://sixcanyon.com/floor-plans/>

April 20, 2023



Multifamily Residential Projects in Glenwood Springs, 2016 - Present

Project Name	Unit type	Inclusionary Zoning /Deed Restricted	Total Units	Square footage	Acres	Units per acre	Total # of Parking Spaces	Parking Ratio Spaces per unit	Status
Oasis Creek duplexes-601 Traver Trail	for sale duplexes	0	2	2300-2400 sf	0.57	3.51	4	2.00	Approved subdivision. 4 units under construction.
BLD GW Meadows- Wulfsohn Rd	Multifamily	15 units at 100% AMI (Voluntary)	300		27.93	10.74	551.00	1.84	Building Permit Issued
405 Laurel	Multifamily	0	5	675-720 sf	0.46	10.87	15.00	3.00	TCO Issued
TBD S. Grand Ave	3 Townhomes	0	3	1,232-1,430 sf	0.21	14.29	6.00	2.00	Approved.
Cardiff Glen Lot 95 & 96	For sale townhouse units	0	29		1.95	14.87	64.00	2.21	Completed.
702 23rd Street	2 bedroom apartments	0	5	880-1320 sf	0.3	16.67	9.00	1.80	Approved. Not constructed.
Bell Rippy, MultiFamily	1-2 bedroom rentals in 5 buildings and 1 duplex	0	100	630 - 910 sf	5.63	17.76	151.00	1.51	TCO issued.
Caverns Village Mixed Use	1-2 bedroom rental units	15 @ 100% AMI (voluntary)	19	565 - 980 sf	0.98	19.39	30.00	1.58	Construction Complete, CO issued
WestLink, on CR 135	14 MF units, replacing 6 existing units		14		0.69	20.29	26	1.86	Approved. Not constructed.
2525 S Grand. Rivers Project	17 Townhomes	3 RO, 1 @100% AMI	17		0.67	25.37	38.00	2.24	Approved. Not constructed.
TB & SB LLC	1 bedroom condos	0	13	535-820 sf	0.47	27.66		0.00	Construction complete: CO issued
2512 S Grand	1 - 2 bedroom units	4 RO, 2 @ 100%AMI	20	586-750 sf	0.67	29.85	34.00	1.70	Approved. Not constructed.
Mountain View Flats	1-3 Bedroom	8 RO, 4 @ 100% AMI	40		1.29	31.01	63.00	1.58	Building Permit Issued.
Six Canyons	1-2 bedroom rentals	0	116	683-1064 sf	3.73	31.10		0.00	Construction complete; CO issued
Lofts Phase IV	Efficiency - 3 bedroom	0	36	454-1270 sf	0.96	37.50		0.00	Approved. Not Constructed
Lofts at Red Mountain, phase 1	Studio-1-2 bedroom rentals in 2 buildings	0	88	555-1270 sf	2	44.00		0.00	Construction complete; CO issued
Lofts at Red Mountain, phase 2	studio-1-2 bedroom rentals in 3 buildings	0	97	555-1270 sf	1.84	52.72		0.00	Construction complete: CO issued
Lofts at Red Mountain, phase 3	studio & 1 bedroom rentals in 1 building	0	88	535-720 sf	0.52	169.23		0.00	Construction complete: CO issued
Western Hotel	Multifamily	0	11		0.05	220.00		0.00	Under Construction
TOTAL		45 Resident Occupied 37 @ 100% AMI	1179						

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Western Hotel	Multifamily	0	11		0.05	220.00		0.00	Under Construction

TOTAL

45 Resident Occupied
37 @ 100% AMI

1179

Where we were, Where we are

Code Amendments & Policy Changes

2016	Voluntary Deed Restriction Program
2018	Development Code Rewrite
2019	Vacation Rentals
2020	Accessory Dwelling Units
2021	Inclusionary Zoning
2022	Affordable Housing Tax
2022	West Mountain Regional Housing Coalition
2022	Habitat for Humanity Project
2023	Inclusionary Housing % Update

On the Horizon:

Strategic Housing Plan Update

Packet Page 260



Voluntary Deed Restriction Program



System improvement fee waivers for voluntarily deed restricted rental prices to average 100% AMI for 30 years, or unless otherwise terminated.

- Primary occupancy requirements based on employment or student/retired/disability benefit status.
- Units must average 100% AMI
- 30 year Timeline
- Accessory Dwelling Units are Eligible
- Amortization begins in year 5 (Amended in 2020)



RESULTS:

45 Rental Units in the Program

Two Major Employers:

- Iron Mountain Hot Springs (15 Units)**
- Roaring Fork School District (23 Units)**

Parking

2018 Development Code Rewrite

- 1.5 spaces/unit + 1 space per 5 units for guest parking
- 30% Administrative reduction allowance
- Maximum reduction to 1.2 spaces/unit



Approved 2015
181 Parking Spaces for 116 Units
(1.6/unit)
Required Contentious Variance



Approved 2020
148 Parking Spaces for 100 Units
(1.48/unit)
20% reduction from required

Vacation Rentals



2019 Vacation Rental Policy and Code Update

OLD CODE:

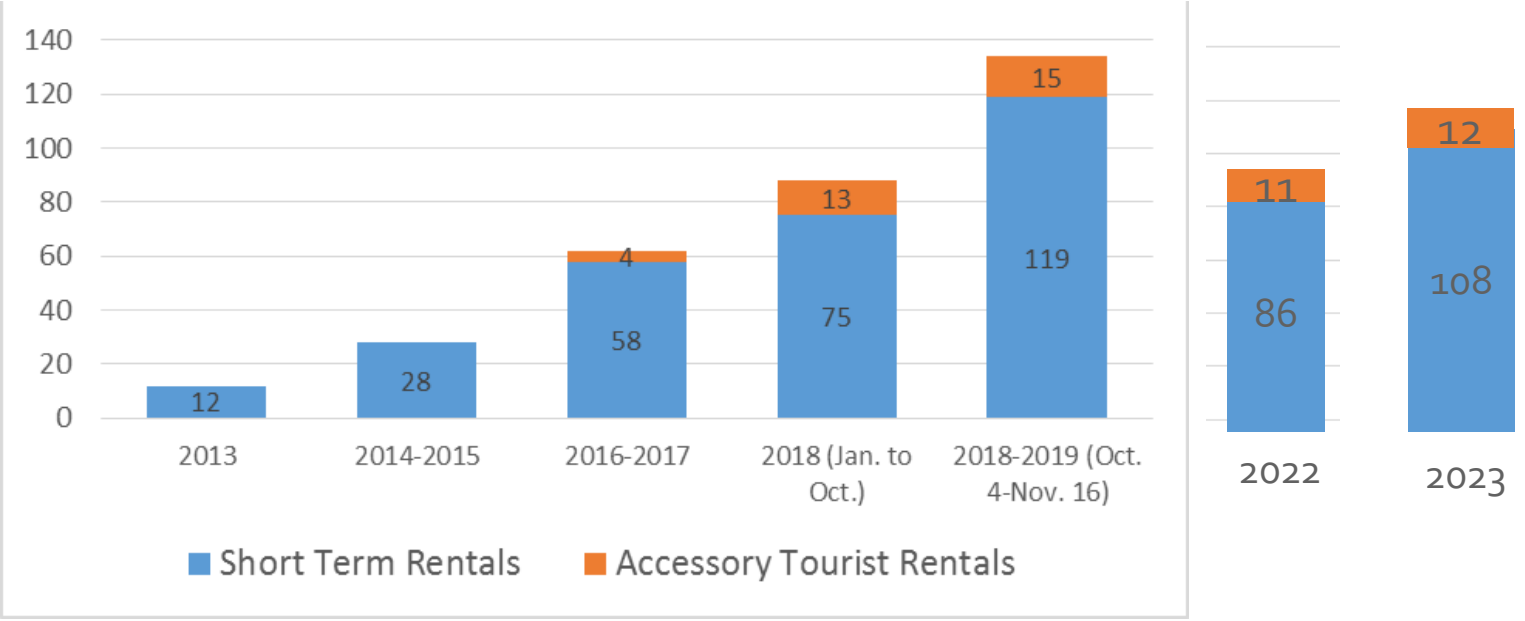
- \$100 Permit, One time
- No Building Inspection
- Not Permitted in ADU's
- Non-Transferable

NEW CODE:

- \$500 Permit, \$300 Renewal
- 250 Foot Buffer
- 10% Multifamily Cap
- Not Permitted in ADU's
- Non-Transferable
- Building Inspections
- City Permit Cap

RESULTS: 134 Permits in 2019

RESULTS: 120 Permits in 2023



Accessory Dwelling Units



Over the Garage



Garage Conversion



Stand-Alone Unit



Basement or Attic Conversion

- ⌘ Increasing maximum ADU size from 850 to 1000 square feet
- ⌘ Increasing % of Primary Dwelling from 49 to 55%
- ⌘ Adding Unit Size Exception for ADU conversions in existing homes without footprint increase, can be 50% of structure, up to maximum size allowance.
- ⌘ Front Yard Placement Exemption for detached product.
- ⌘ Reduced Rear Yard Setback allowance of 5 feet.

RESULTS: 7 Accessory Dwelling Units permitted that were not previously allowed.

On the Horizon: Concept Review of allowing more than 1 ADU on a lot



Inclusionary Zoning



RENTAL UNITS	FOR SALE UNITS
20% of units Resident Occupied	20% of units Resident Occupied
20% of units restricted to 100% AMI	10% of units restricted to 100% AMI

Occupancy requirement is tiered geographical employment:

- City Boundary
- 81601 Zip Code
- 30 miles of City Limit

RESULTS: All units have been APPROVED, but not built.

RENTAL, 12 Resident Occupied, 6 Deed Restricted to 100% AMI
FOR SALE, 3 Resident Occupied, 1 Deed Restricted to 100% AMI

TOTAL: 15 Resident Occupied, 7 Deed Restricted to 100% AMI