



AGENDA
CITY OF GLENWOOD SPRINGS
REGULAR CITY COUNCIL MEETING
AUGUST 3, 2023
101 W. 8TH STREET
6:15 p.m.

The agenda is subject to *change, including the addition of items 24 hours in advance or the deletion of items at any time.*

The order and times of agenda items listed are approximate and intended as a guideline for the City Council.

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

WORK SESSION

3:30	1. Election Discussion about Charter Amendments	Information/Discussion
4:15	2. Parking Downtown Area	Information/Discussion
4:30	3. Raw Water System Projects, Data Gathering and Reports	Information/Discussion
5:00	4. Budget	Information/Discussion

ZOOM INSTRUCTIONS

You are invited to a Zoom webinar. When: Aug 3, 2023 06:00 PM Mountain Time (US and Canada) Topic: 2023/8/3 Regular City Council Meeting
Please click the link below to join the webinar:

<https://us02web.zoom.us/j/83517762054?pwd=c0hXdDBmSzhBbkUdmhJNTBIbEFRQT09> Passcode: 336531 Or One tap mobile: +17193594580,,83517762054# US +12532158782,,83517762054# US (Tacoma) Or Telephone: Dial(for higher quality, dial a number based on your current location): +1 719 359 4580 US +1 253 215 8782 US (Tacoma) +1 346 248 7799 US (Houston) +1 669 444 9171 US +1 669 900 6833 US (San Jose) +1 253 205 0468 US +1 929 205 6099 US (New York) +1 301 715 8592 US (Washington DC) +1 305 224 1968 US +1 309 205 3325 US +1 312 626 6799 US (Chicago) +1 360 209 5623 US +1 386 347 5053 US +1 507 473 4847 US +1 564 217 2000 US +1 646 931 3860 US +1 689 278 1000 US Webinar ID: 835 1776 2054 International numbers available: <https://us02web.zoom.us/j/83517762054?pwd=c0hXdDBmSzhBbkUdmhJNTBIbEFRQT09>

REGULAR SESSION

- 6:15 5. Roll Call
- 6. Agenda Changes & Conflicts
- 7. Council Announcements
- 8. Citizens Appearing Before Council (for items not on the Agenda-comments limited to 3 minutes)
- 9. Consent Agenda
 - A. July 20, 2023 Council Minutes
 - B. Award Request for Proposal (RFP) 2023-26P; Energy and Climate Plan Update
 - C. Ordinance 2023-11; Fat, Oil, and Grease and Oil Sand Separator. Second Reading.
 - D. Resolution 2023-31; Pro-Rated Outdoor Dining Leasing Fee
 - E. Approval of 6th Street Right of Way Appropriation and Change Order

ACTIONS AND/OR PRESENTATIONS

- 10. Ordinance 2023-16 Quarter 2 Budget Amendment (ONE READING) Discussion and/or Action
- 11. Election Action on Charter Amendments Discussion and/or Action
 - A. Resolution 2023-28; Referring a Charter Amendment Moving the Regular Municipal Election to November of Even Numbered Years. Discussion and/or Action

- B. Resolution 2023-29 Referring a Charter Amendment Reducing Council by One Member and Providing for an Elected Mayor. Discussion and/or Action
- 12. 2C Workforce Housing Fund Advisory Board Appointments Discussion and/or Action
- 13. Ordinance 2023-13; Amend the Downtown Development Authority Board Structure Discussion and/or Action
- 14. Ordinance 2023-14; Adoption of the Model Traffic Code Discussion and/or Action
- 15. Resolution 2023-27; Supporting a Grant Application for a Department of Local Affairs (DOLA) More Housing Now Grant Discussion and/or Action
- 16. Resolution 2023-30; Selling Recycled Road Base at the Landfill. Discussion and/or Action
- 17. Council Comments
- 18. Report from City Administration
 - A. City Manager
 - B. City Attorney
 - C. Correspondence Incoming/Outgoing
- 19. Adjournment



City Council
STAFF REPORT
City of Glenwood Springs
August 3, 2023

Agenda Item: Election Discussion about Charter Amendments

Action Requested:

Department: City Administration

Presented By: Karl Hanlon

Strategic Goals: Provide Efficient and Responsive City Government

Background Info: Council requested two potential charter amendments be presented for Council discussion. 1) Moving the regular municipal election to November, and 2) At large election of Mayor. The necessary changes are attached and Resolutions 28 and 29 on the regular agenda contain the same language.

Issues: NA

Fiscal Impact: Moving to a coordinated election in November will reduce election related costs currently incurred by holding the regular municipal election in April.

Legal Review: Legal prepared the materials.

Staff Recommendation: NA

RESOLUTION 2023-28

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF GLENWOOD SPRINGS, COLORADO, REFERRING TO THE REGISTERED ELECTORS OF THE CITY OF GLENWOOD SPRINGS AT THE NOVEMBER 7, 2023 SPECIAL ELECTION A QUESTION WHETHER THE HOME RULE CHARTER OF THE CITY OF GLENWOOD SPRINGS SHALL BE AMENDED TO CHANGE THE MUNICIPAL ELECTION TO NOVEMBER AND AMEND THE TERMS OF OFFICE BASED ON THE NOVEMBER ELECTION DATE.

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

WHEREAS, the City Council wishes to require the general municipal election to take place in the month of November instead of April; and

WHEREAS, City Council has set a special election on November 7, 2023 to be part of the 2023 Coordinated Election; and

WHEREAS, City Council has determined that it is necessary and proper to add a question to the ballot regarding a charter amendment to change the general municipal election from taking place in the month of April to occurring in the month of November.

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

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

Section 2. The form of the ballot is attached as Exhibit A.

Section 3. Upon an affirmative vote of the Glenwood Springs electors, the Glenwood Springs Municipal Charter shall be amended.

INTRODUCED, READ AND PASSED THIS _____ DAY OF _____ 2023.

CITY OF GLENWOOD SPRINGS, COLORADO

ATTEST:

Ingrid Wussow, Mayor

Ryan Muse, City Clerk

RESOLUTION 2023-28 EXHIBIT A – FORM OF BALLOT

SHALL THE GLENWOOD SPRINGS MUNICIPAL CHARTER SECTIONS 2.3, 3.4 AND 3.8 BE AMENDED AS FOLLOWS:

SEC. 2.3 ELECTION DATE.

A GENERAL MUNICIPAL ELECTION SHALL BE HELD BIENNIALY ON THE ~~FIRST~~ TUESDAY AFTER THE FIRST MONDAY IN THE MONTH OF ~~APRIL~~ NOVEMBER IN ~~ODD~~ EVEN NUMBERED YEARS. SPECIAL MUNICIPAL ELECTIONS SHALL BE HELD IN ACCORDANCE WITH THE PROVISIONS OF THIS CHARTER. THE POLLING PLACES SHALL BE OPEN FROM SEVEN A.M. TO SEVEN P.M. ON ELECTION DAYS.

SEC. 3.4 TERMS OF OFFICE.

TERMS OF THE NEWLY ELECTED MEMBERS OF COUNCIL SHALL BEGIN UPON THEIR TAKING OATH AT THE FIRST REGULAR MEETING OF THE COUNCIL FOLLOWING THEIR ELECTION. COUNCIL MEMBERS ELECTED AT THE ~~NOVEMBER 6, 2007~~ APRIL 6, 2021 ELECTION (WARD ~~42~~, WARD ~~35~~, ~~WARD 4~~ AND AT LARGE) SHALL SERVE UNTIL THE FIRST REGULAR MEETING OF THE COUNCIL AFTER THE ~~APRIL, 2014~~ NOVEMBER, 2024 ELECTION. COUNCIL MEMBERS ELECTED AT THE ~~NOVEMBER 1, 2005~~ APRIL 4, 2023 ELECTION (WARD ~~21~~, WARD ~~53~~, ~~WARD 4~~, AND AT LARGE) SHALL SERVE UNTIL THE FIRST REGULAR MEETING OF THE COUNCIL AFTER THE ~~APRIL, 2009~~ NOVEMBER, 2026 ELECTION.

SEC. 3.8 COUNCIL MEETINGS.

(A) THE ORGANIZATIONAL MEETING OF THE COUNCIL SHALL BE HELD AT THE FIRST REGULAR MEETING ~~IN APRIL~~ FOLLOWING THE ~~REGULAR~~ GENERAL MUNICIPAL ELECTION. AT THE ORGANIZATIONAL MEETING, THE OUTGOING CITY COUNCIL SHALL MEET TO ACT UPON ANY ORDINANCES PENDING ON SECOND READING.

RESOLUTION 2023-29

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF GLENWOOD SPRINGS, COLORADO, REFERRING TO THE REGISTERED ELECTORS OF THE CITY OF GLENWOOD SPRINGS AT THE NOVEMBER 7, 2023 SPECIAL ELECTION A QUESTION WHETHER THE HOME RULE CHARTER OF THE CITY OF GLENWOOD SPRINGS SHALL BE AMENDED TO CHANGE THE MUNICIPAL ELECTION TO NOVEMBER AND AMEND THE TERMS OF OFFICE BASED ON THE NOVEMBER ELECTION DATE AND TO REQUIRE THAT THE MAYOR BE ELECTED BY THE CITY AT LARGE.

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

WHEREAS, the City Council wishes to require that the Mayor be elected by a majority of votes in an election by the City at large; and

WHEREAS, City Council has set a special election on November 7, 2023 to be part of the 2023 Coordinated Election; and

WHEREAS, City Council has determined that it is necessary and proper to add a question to the ballot regarding a charter amendment to require that the Mayor be elected by the City at large.

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

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

Section 2. The form of ballot is attached as Exhibit A.

Section 3. Upon an affirmative vote of the Glenwood Springs electors, the Glenwood Springs Municipal Charter shall be amended.

INTRODUCED, READ AND PASSED THIS _____ DAY OF _____ 2023.

CITY OF GLENWOOD SPRINGS, COLORADO

ATTEST:

Ingrid Wussow, Mayor

Ryan Muse, City Clerk

RESOLUTION 2023-29 EXHIBIT A – FORM OF BALLOT

SHALL THE GLENWOOD SPRINGS MUNICIPAL CHARTER SECTIONS 2.3, 2.6, 3.1, 3.3, 3.4,3.5 AND 3.8 BE AMENDED AS FOLLOWS:

SEC. 2.3 ELECTION DATE.

A GENERAL MUNICIPAL ELECTION SHALL BE HELD BIENNIALLY ON THE ~~FIRST~~ TUESDAY AFTER THE FIRST MONDAY IN THE MONTH OF ~~APRIL~~ NOVEMBER IN ~~ODD~~ EVEN NUMBERED YEARS. SPECIAL MUNICIPAL ELECTIONS SHALL BE HELD IN ACCORDANCE WITH THE PROVISIONS OF THIS CHARTER. THE POLLING PLACES SHALL BE OPEN FROM SEVEN A.M. TO SEVEN P.M. ON ELECTION DAYS.

SEC. 2.6 ELECTIVE OFFICERS.

THE ELECTIVE OFFICERS OF THE CITY SHALL BE ~~SEVEN~~ A MAYOR AND SIX COUNCILPERSONS. ONE MEMBER OF COUNCIL SHALL BE NOMINATED AND ELECTED FROM EACH OF THE SEVERAL WARDS OF THE CITY AND THE ~~REMAINDER OF THE MEMBERS~~ MAYOR AND ONE MEMBER OF COUNCIL SHALL BE NOMINATED AND ELECTED FROM THE CITY AT LARGE.

SEC. 3.1 CITY COUNCIL.

ALL POWERS OF THE CITY NOT OTHERWISE LIMITED OR CONFERRED UPON OTHERS BY THIS CHARTER SHALL BE VESTED IN A COUNCIL CONSISTING OF ~~SEVEN~~ SIX MEMBERS. IT SHALL HAVE THE POWER TO ENACT AND PROVIDE FOR THE ENFORCEMENT OF ALL ORDINANCES NECESSARY TO PROTECT LIFE, HEALTH AND PROPERTY; TO DECLARE, PREVENT AND SUMMARILY ABATE AND REMOVE NUISANCES; TO PRESERVE AND ENFORCE GOOD GOVERNMENT, GENERAL WELFARE, ORDER AND SECURITY OF THE CITY AND THE INHABITANTS THEREOF, TO ENFORCE ORDINANCES AND REGULATIONS BY ORDAINING FINES AND SENTENCING AS ESTABLISHED IN SECTION 13.12 OF THIS CHARTER; TO PROVIDE FOR THE GRANTING OF PROBATION AND THE CONDITIONAL SUSPENSION OF SENTENCES BY THE MUNICIPAL COURT; AND TO DELEGATE TO BOARDS AND COMMISSIONS, WITHIN LIMITATIONS OF THE CONSTITUTION AND THIS CHARTER, SUCH FUNCTIONS, POWERS, AND AUTHORITY OF THE CITY AS IT DEEMS PROPER AND ADVISABLE. NO ENUMERATION OF PARTICULAR POWERS GRANTED TO THE COUNCIL SHALL BE CONSTRUED TO IMPAIR ANY GENERAL GRANT OF POWER HEREIN CONTAINED OR GRANTED BY THE CONSTITUTION, NOR TO

LIMIT ANY SUCH GRANT TO POWERS OF THE SAME CLASS OR CLASSES AS THOSE SO ENUMERATED.

SEC. 3.3 MAYOR AND MAYOR PRO TEM.

THE MAYOR SHALL BE ELECTED FROM THE CITY AT LARGE AND MUST RECEIVE A MAJORITY OF THE VOTES CAST FOR ALL CANDIDATES FOR THAT OFFICE. IN THE EVENT NO CANDIDATE FOR MAYOR RECEIVES A MAJORITY OF THE VOTES CAST, A RUNOFF ELECTION BETWEEN THE TWO CANDIDATES RECEIVING THE TWO HIGHEST NUMBER OF VOTES SHALL BE HELD WITHIN NINETY DAYS OF THE CITY ELECTION. THE CANDIDATE RECEIVING A MAJORITY OF VOTES AT THE RUNOFF SHALL BE ELECTED MAYOR.

THE MAYOR SHALL BE THE PRESIDING OFFICER AND REQUIRED TO VOTE AND SHALL BE ELECTED FROM THE MEMBERS OF THE COUNCIL AT ITS ORGANIZATIONAL MEETING, BY A MAJORITY VOTE, AFTER EACH GENERAL MUNICIPAL ELECTION. THE MAYOR SHALL PRESIDE AT MEETINGS OF THE COUNCIL AND SHALL EXERCISE SUCH POWERS AND PERFORM SUCH OTHER DUTIES AS ARE OR MAY BE CONFERRED AND IMPOSED BY THIS CHARTER OR BY ORDINANCE OR OTHER APPLICABLE LAW. THE MAYOR SHALL HAVE ALL THE POWERS, RIGHTS AND PRIVILEGES OF A COUNCILMEMBER, EXCLUDING THEREFROM THE RIGHT TO VOTE. THE MAYOR SHALL VOTE ONLY IN THE CASE OF A TIE. THE MAYOR SHALL NOT BE COUNTED AS A MEMBER OF THE COUNCIL FOR PURPOSES OF ACHIEVING A QUORUM OR FOR CALCULATING THE REQUIRED NUMBER OF VOTES TO APPROVE ANY GIVEN MATTER. THE MAYOR SHALL BE RECOGNIZED AS HEAD OF THE CITY GOVERNMENT FOR ALL CEREMONIAL AND LEGAL PURPOSES, AND SHALL EXECUTE AND AUTHENTICATE LEGAL INSTRUMENTS REQUIRING THE MAYOR'S SIGNATURE AS SUCH OFFICIAL.

SEC. 3.4 TERMS OF OFFICE.

TERMS OF THE NEWLY ELECTED MEMBERS OF COUNCIL SHALL BEGIN UPON THEIR TAKING OATH AT THE FIRST REGULAR MEETING OF THE COUNCIL FOLLOWING THEIR ELECTION. COUNCIL MEMBERS ELECTED AT THE ~~NOVEMBER 6, 2007~~ APRIL 6, 2021 ELECTION (WARD ~~42~~, WARD ~~35~~, ~~WARD 4~~ AND AT LARGE) AND THE COUNCIL MEMBER FROM WARD 1 SHALL SERVE UNTIL THE FIRST REGULAR MEETING OF THE COUNCIL AFTER THE ~~APRIL, 2011~~ NOVEMBER, 2024 ELECTION. COUNCIL MEMBERS ELECTED AT THE ~~NOVEMBER 1, 2005~~ APRIL 4, 2023 ELECTION (WARD ~~23~~, WARD ~~54~~, AND AT LARGE, EXCLUDING WARD 1) SHALL SERVE UNTIL THE FIRST REGULAR MEETING OF THE COUNCIL AFTER THE ~~APRIL, 2009~~ NOVEMBER, 2026 ELECTION.

THE TERM OF OFFICE FOR MAYOR, COMMENCING WITH THE ELECTION HELD IN THE YEAR 2024, SHALL BE FOR FOUR YEARS.

THEREAFTER, ELECTION FOR THE MAYOR SHALL BE HELD AT THE GENERAL MUNICIPAL ELECTION EVERY FOURTH YEAR. AT EACH GENERAL MUNICIPAL ELECTION, THE TERMS OF OFFICE FOR WHICH THE COUNCILMEMBERS SHALL BE ELECTED SHALL BE FOUR YEARS.

SEC. 3.5 VACANCIES.

THE MAYOR'S OR A COUNCILMEMBER'S OFFICE SHALL BECOME VACANT WHENEVER HE OR SHE IS RECALLED, DIES, BECOMES INCAPACITATED, RESIGNS, MISSES THREE CONSECUTIVE REGULAR MEETINGS OF THE CITY COUNCIL, REMOVES FROM OR BECOMES A NON-RESIDENT OF THE CITY, OR REMOVES FROM THE WARD FROM WHICH HE OR SHE WAS ELECTED. VACANCIES SHALL BE FILLED IN THE FOLLOWING MANNER:

(A) IN THE EVENT THAT THE VACANCY OCCURS IN THE OFFICE OF COUNCIL MEMBER MORE THAN NINETY DAYS BEFORE THE NEXT GENERAL MUNICIPAL ELECTION, THE OFFICE SHALL BE FILLED BY APPOINTMENT BY COUNCIL IF THE VACANCY OCCURS MORE THAN NINETY DAYS BEFORE THE NEXT GENERAL MUNICIPAL ELECTION. THE APPOINTEE SHALL BE SELECTED BY A MAJORITY VOTE OF COUNCIL AND SUCH APPOINTMENT SHALL BE MADE WITHIN THIRTY DAYS AFTER SUCH VACANCY OCCURS. ALL SUCH APPOINTMENTS SHALL BE UNTIL A SUCCESSOR IS ELECTED AND QUALIFIED AT THE NEXT GENERAL MUNICIPAL ELECTION. VACANCIES OCCURRING IN THE OFFICES OF COUNCILPERSONS ELECTED FROM THE SEVERAL WARDS OF THE CITY SHALL BE FILLED AS HEREIN PROVIDED BY THE APPOINTMENT OF A PERSON RESIDING IN THE WARD WHEREIN THE VACANCY OCCURS AND WHO IS OTHERWISE QUALIFIED, AS PROVIDED IN ARTICLE 3, SECTION 2, OF THIS CHARTER. IF THE VACANCY IS WITHIN NINETY DAYS OF A GENERAL MUNICIPAL ELECTION, THEN THE VACANCY SHALL BE FILLED BY ELECTION AT THE NEXT GENERAL MUNICIPAL ELECTION.~~IN THE EVENT THAT A VACANCY OCCURS IN THE OFFICE OF MAYOR, THE APPOINTMENT SHALL BE FOR THE OFFICE OF COUNCILPERSON ONLY AND THE MAYOR PRO TEM SHALL ASSUME THE DUTIES OF MAYOR.~~

~~(B) — BY ELECTION AT THE NEXT GENERAL MUNICIPAL ELECTION IF THE VACANCY OCCURS WITHIN THE NINETY DAYS IMMEDIATELY PRECEDING SAID ELECTION.~~

(B) IN THE EVENT THAT A VACANCY OCCURS IN THE OFFICE OF MAYOR, THE MAYOR PRO TEM SHALL ASSUME THE DUTIES OF MAYOR UNTIL THE NEXT GENERAL MUNICIPAL ELECTION. IF THE VACANCY OCCURS MORE THAN SIX MONTHS PRIOR TO THE GENERAL MUNICIPAL ELECTION, A SPECIAL ELECTION SHALL BE HELD TO ELECT A MAYOR, BEFORE WHICH THE MAYOR'S SEAT SHALL REMAIN VACANT. IN THE EVENT THERE WILL BE REMAINING UNEXPIRED TIME IN THE THEN CURRENT MAYOR'S TERM AFTER THE

NEXT GENERAL MUNICIPAL ELECTION, CANDIDATES FOR THE OFFICE OF MAYOR AT THAT ELECTION SHALL RUN FOR A FOUR-YEAR TERM. IN SUCH EVENT, THE SCHEDULE FOR ELECTION OF THE MAYOR BY SECTION 3.4 SHALL BE SUPERSEDED BY THIS SECTION.

SEC. 3.8 COUNCIL MEETINGS.

(A) THE ORGANIZATIONAL MEETING OF THE COUNCIL SHALL BE HELD AT THE FIRST REGULAR MEETING IN ~~APRIL~~ NOVEMBER FOLLOWING THE ~~REGULAR~~ GENERAL MUNICIPAL ELECTION. AT THE ORGANIZATIONAL MEETING, THE OUTGOING CITY COUNCIL SHALL MEET TO ACT UPON ANY ORDINANCES PENDING ON SECOND READING.



City Council
STAFF REPORT
City of Glenwood Springs
August 3, 2023

Agenda Item: Parking Downtown Area

Action Requested: Staff requests that the Council discuss parking in and around the downtown area, various concerns that have been voiced by the community, and provide direction to staff.

Department: City Administration

Presented By: Beverli Marshall

Strategic Goals: Generate Sustainable Economic Development
Ensure Public Safety

Background Info: Council members have relayed to staff a wide variety of concerns from the community regarding availability of parking, time-limited parking, residential permitted spaces, and enforcement (i.e., ticketing). Each of these issues has a different background and potential solution(s). The sum of these issues points to a need for a broader policy approach to parking in and around the downtown area. Parking is at a premium in Glenwood Springs, whether in a traditional commercial or residential area or areas that blend these two purposes. In October 2019, the current guidelines for residential parking permits were approved, designating specific blocks in the downtown area to be managed with a limit of two permits per residential unit (see attached guidelines). Police Department staff manage this permit system and enforcement is per the guidelines and appropriate designation and location. As part of the MOVE study in 2021, parking spaces in the downtown area (North/South between 6th and 14th Streets and East/West between Pitkin Avenue and Blake Avenue) were assessed to determine which ones were used, when, and how frequently (see attached maps). While current parking trends may vary from the 2021 analysis, it is a good starting point for the purpose of this discussion.

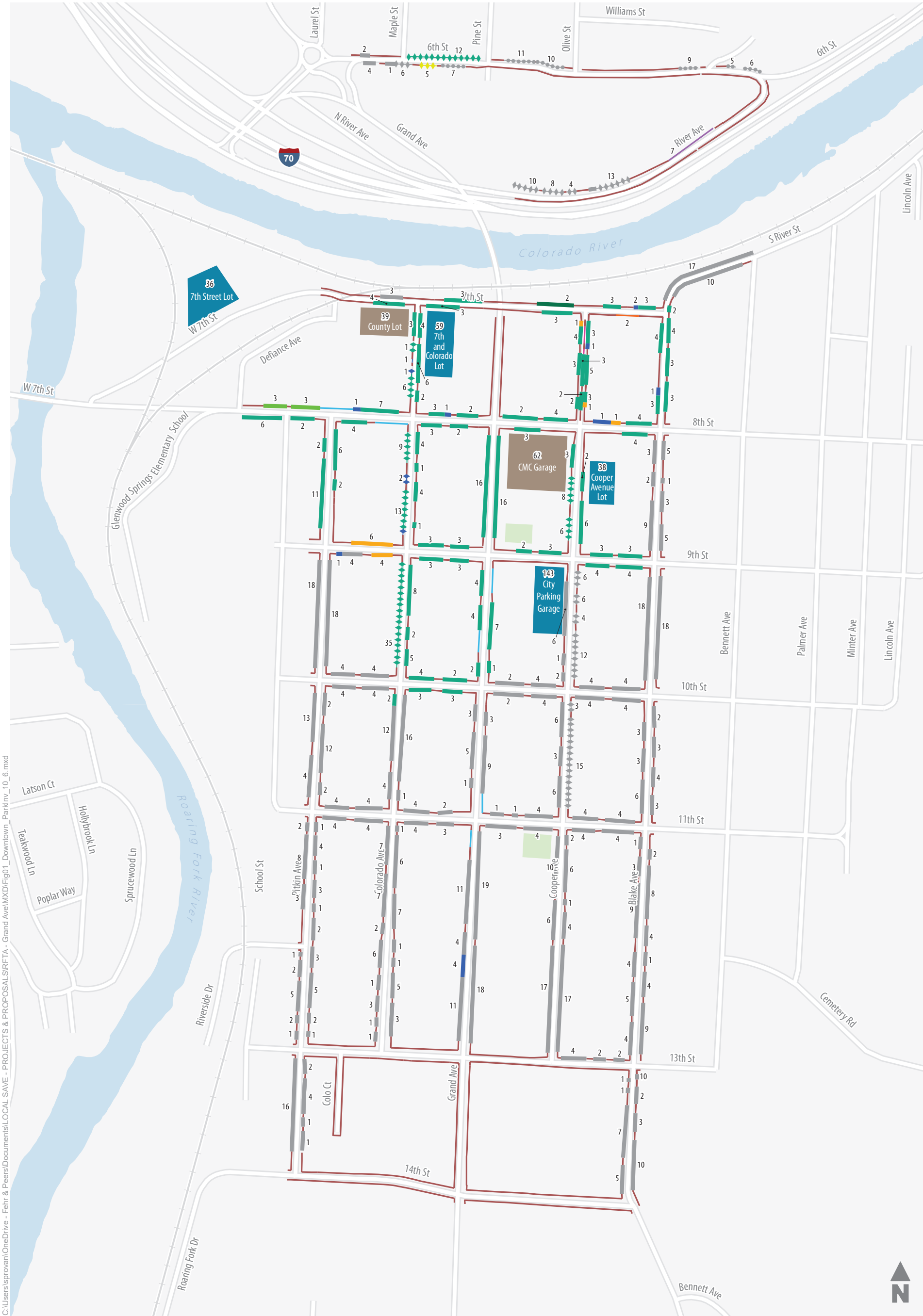
In January 2022, the Council discussed a paid parking management program and directed staff to look into the various options. Earlier this year, staff sent out a Request for Proposals to identify and select a firm to run the program. In March, the City received three proposals, but the process was placed on hold due to staff and Council member turnover. The paid parking program is scheduled for the September 21 work session for further discussion.

Issues:

Fiscal Impact: There is no fiscal impact at this time.

Legal Review:

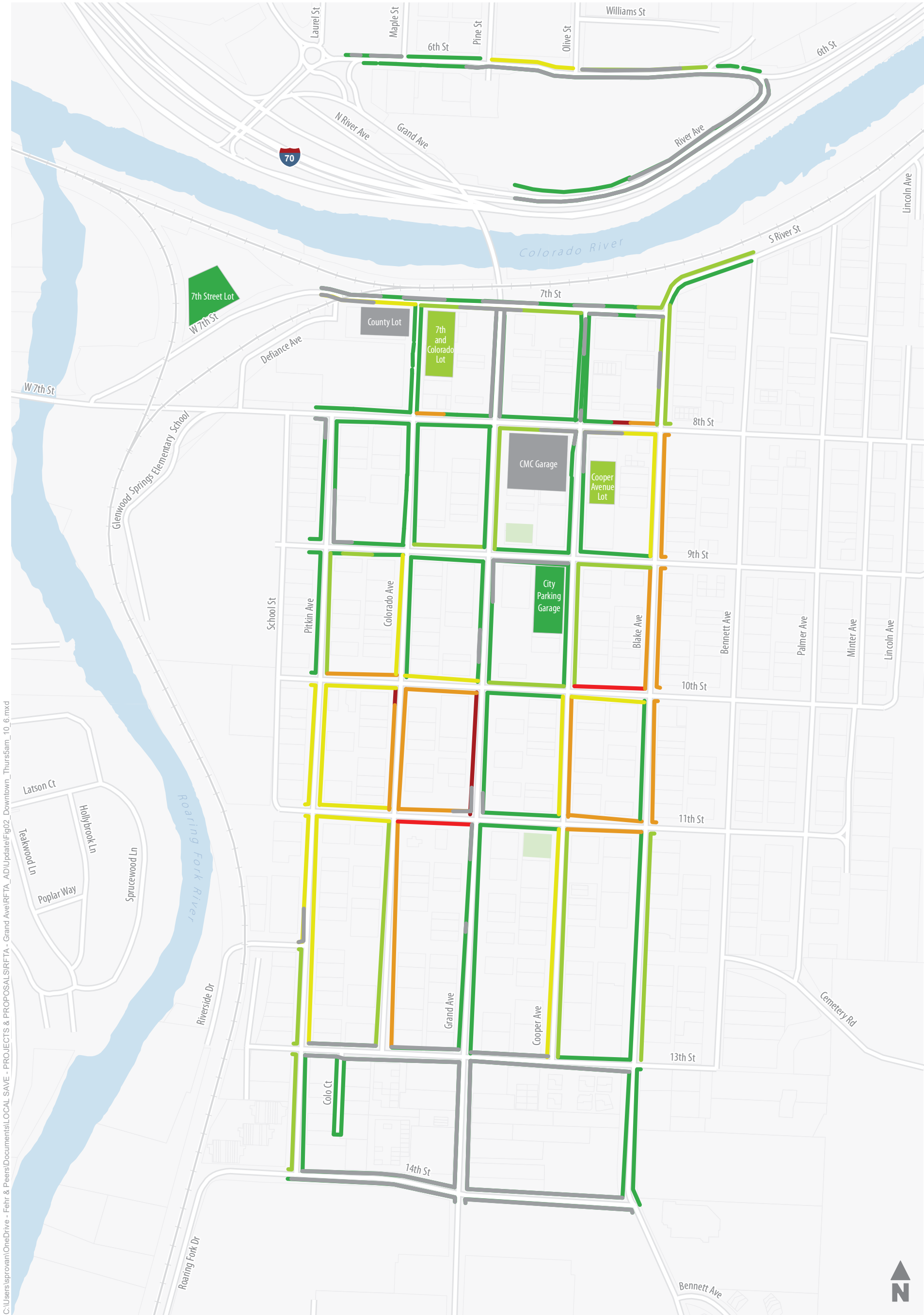
Staff Recommendation:



On-Street Parking Type	On-Street Parking Classification	Other Curb Space Type Classification	Off-Street Parking Classification
◆◆◆◆ Diagonal Parking	— Unrestricted Parking	— Bus Loading	■ Public Parking
— Parallel Parking	— 2-Hour Parking 8AM-10PM	— Pick-up and Drop-off Only	■ Shared Parking
◆◆◆◆ Perpendicular Parking	— 2-Hour Parking 9AM-6PM	— 10-Minute Loading	
— Other Curb Space Type	— 15-Minute Parking	— Loading Only	
x Number of Parking Spaces	— 1-Hour Parking	— No Parking	
	— 15-Minute Parking		
	— Disability Reserved Parking		

Figure 1

Downtown Glenwood Springs - Winter Parking Inventory



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

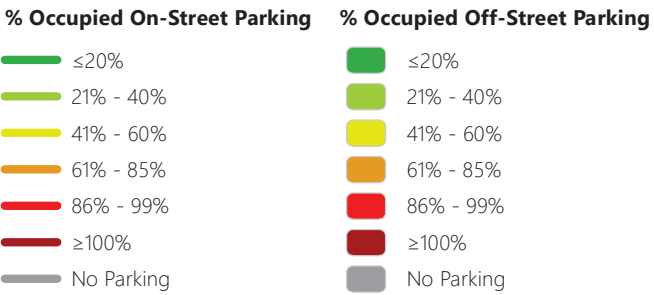
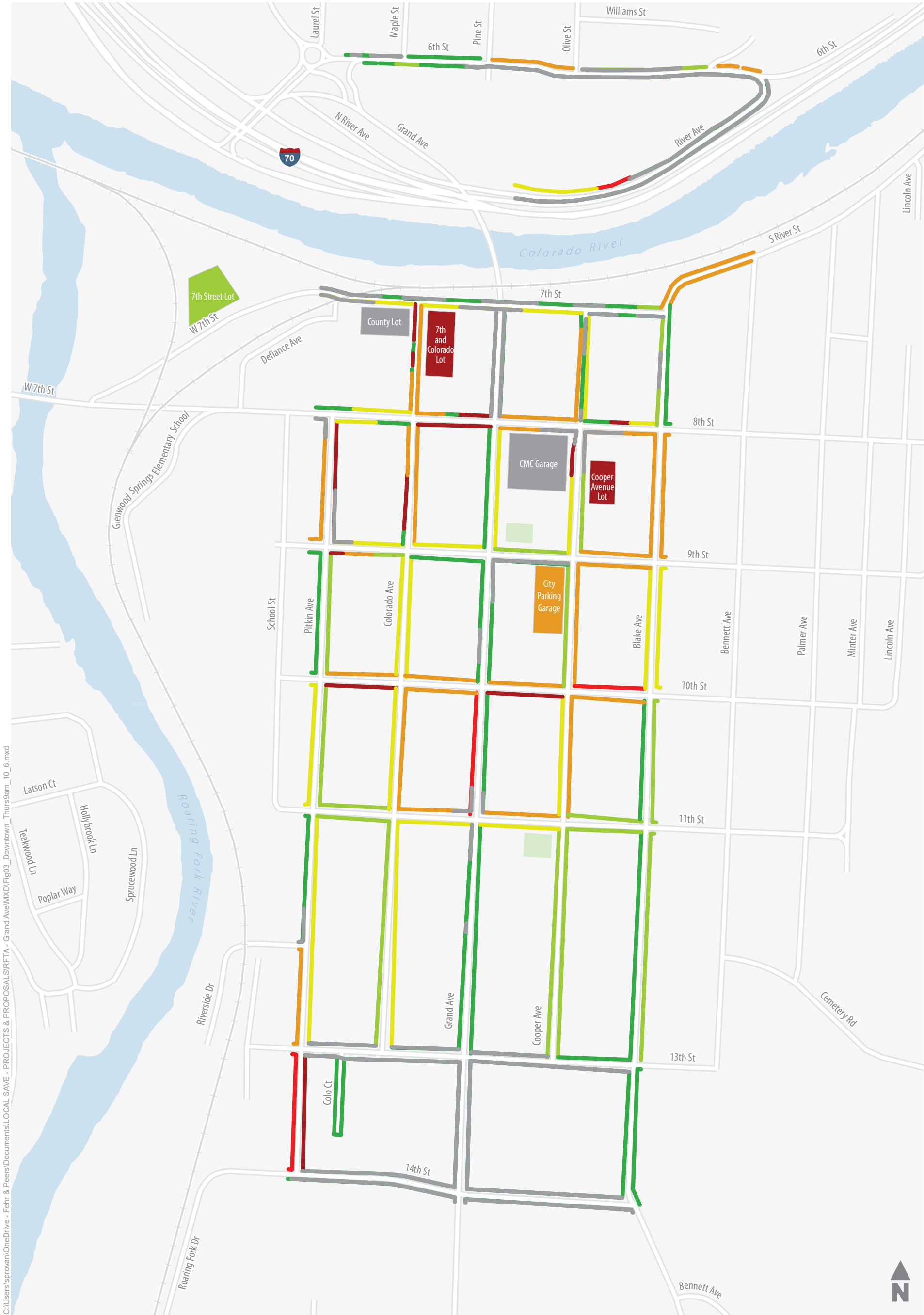
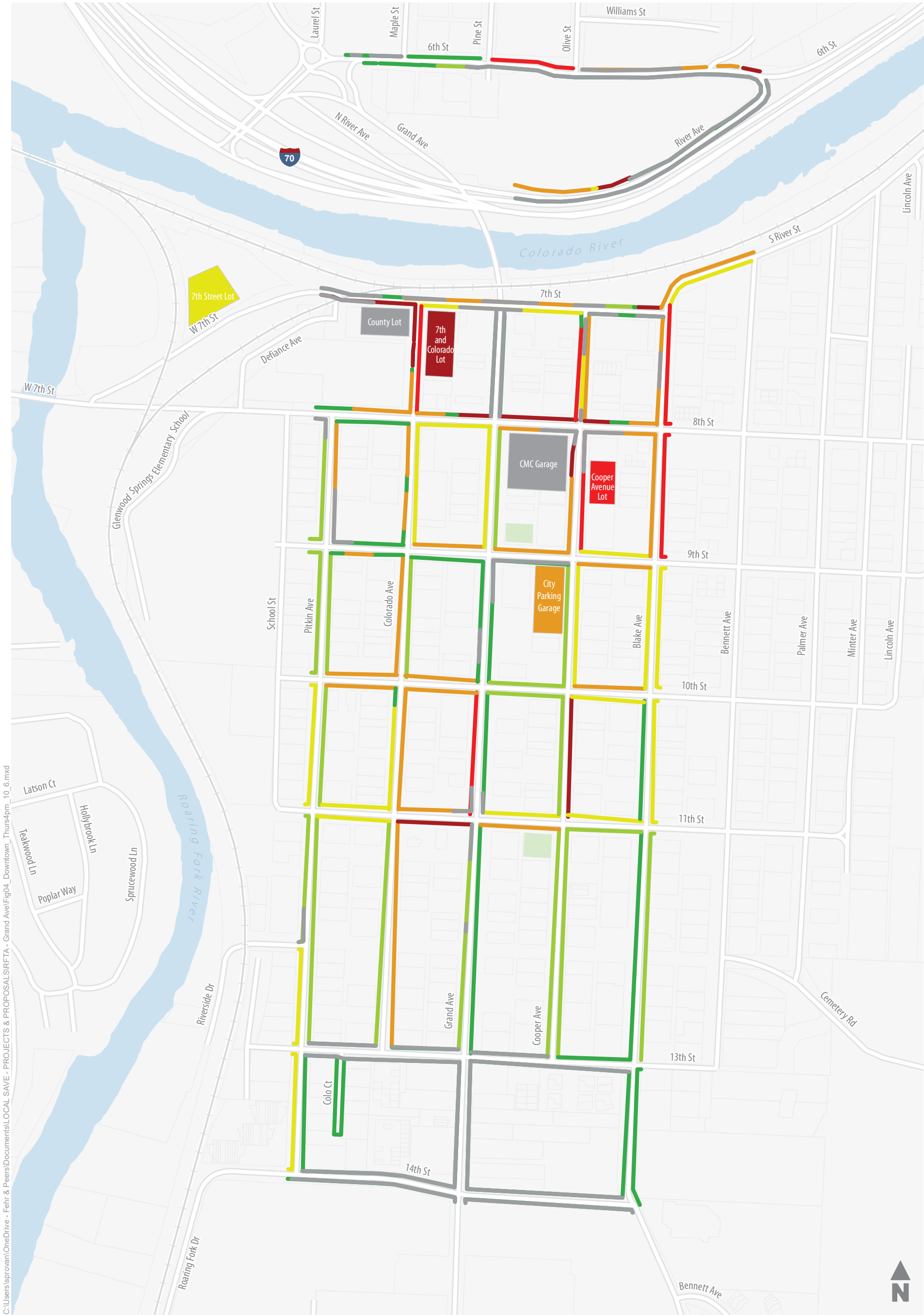


Figure 3

Downtown Glenwood Springs -
Winter Parking Utilization, Thursday 9am



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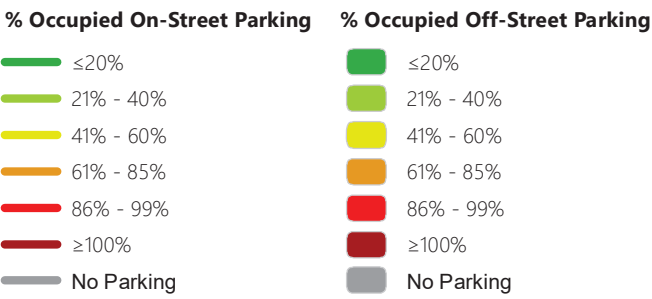
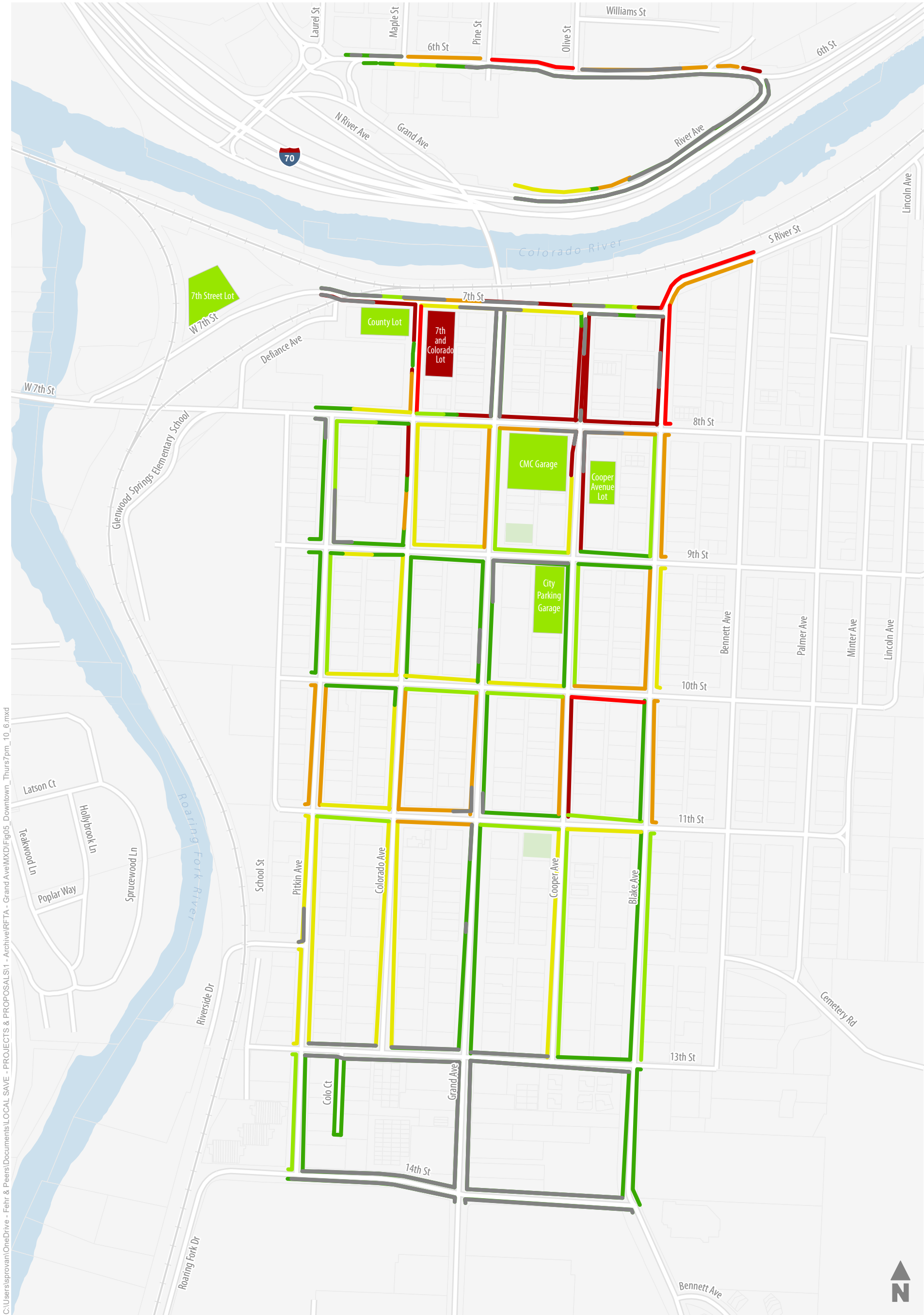


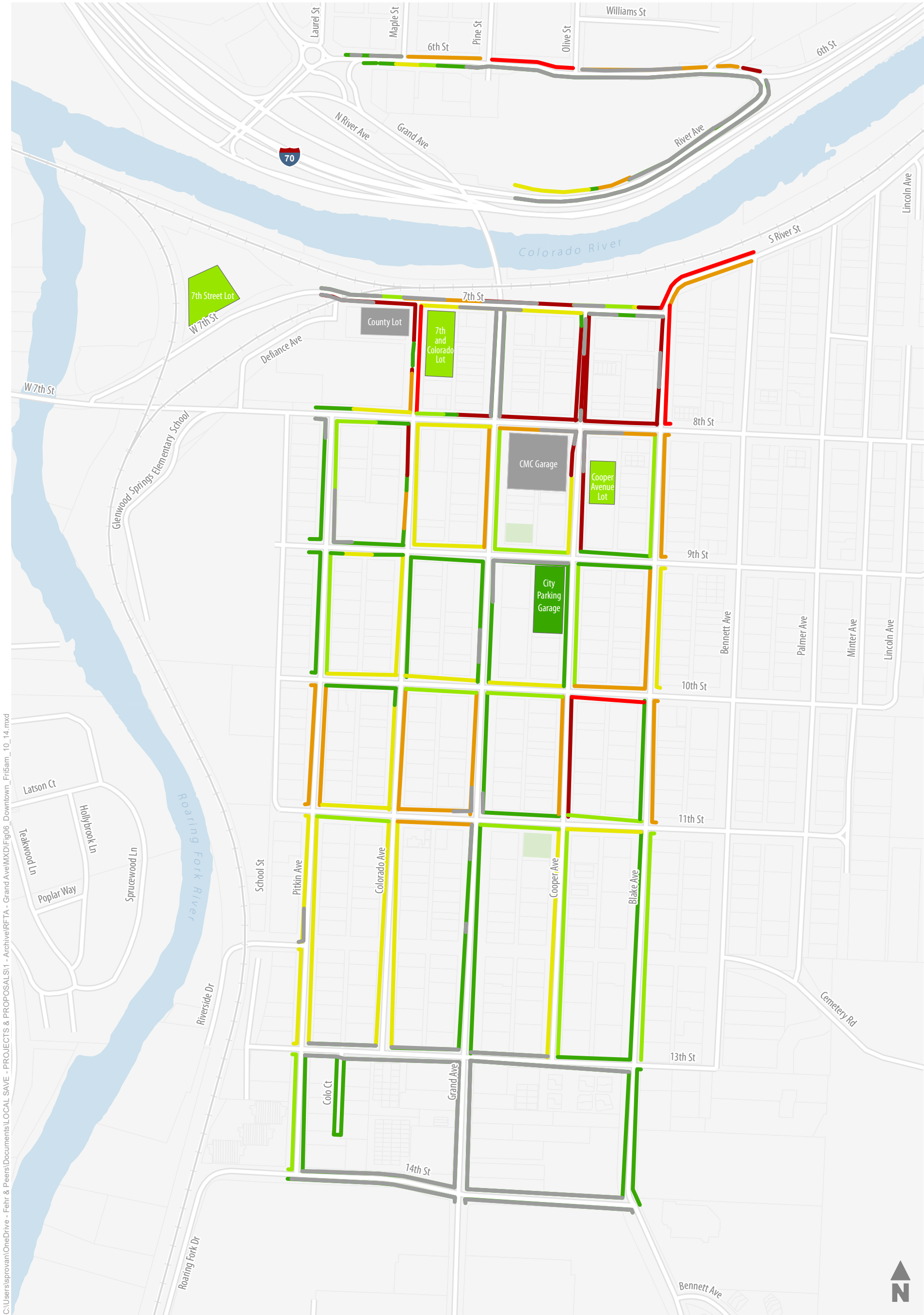
Figure 4
Downtown Glenwood Springs -
Winter Parking Utilization, Thursday 4pm



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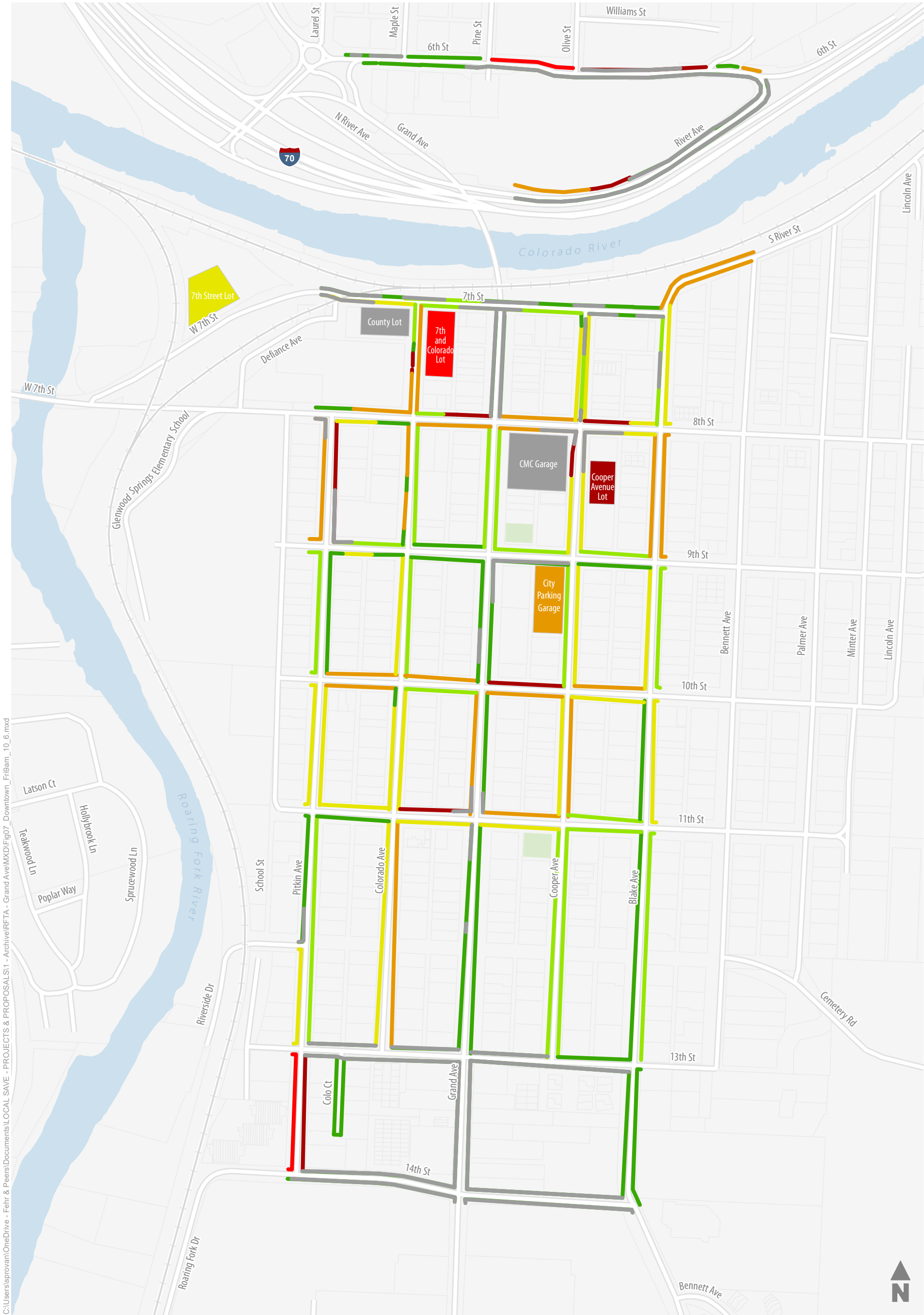
Figure 5
Downtown Glenwood Springs -
Winter Parking Utilization, Thursday 7pm



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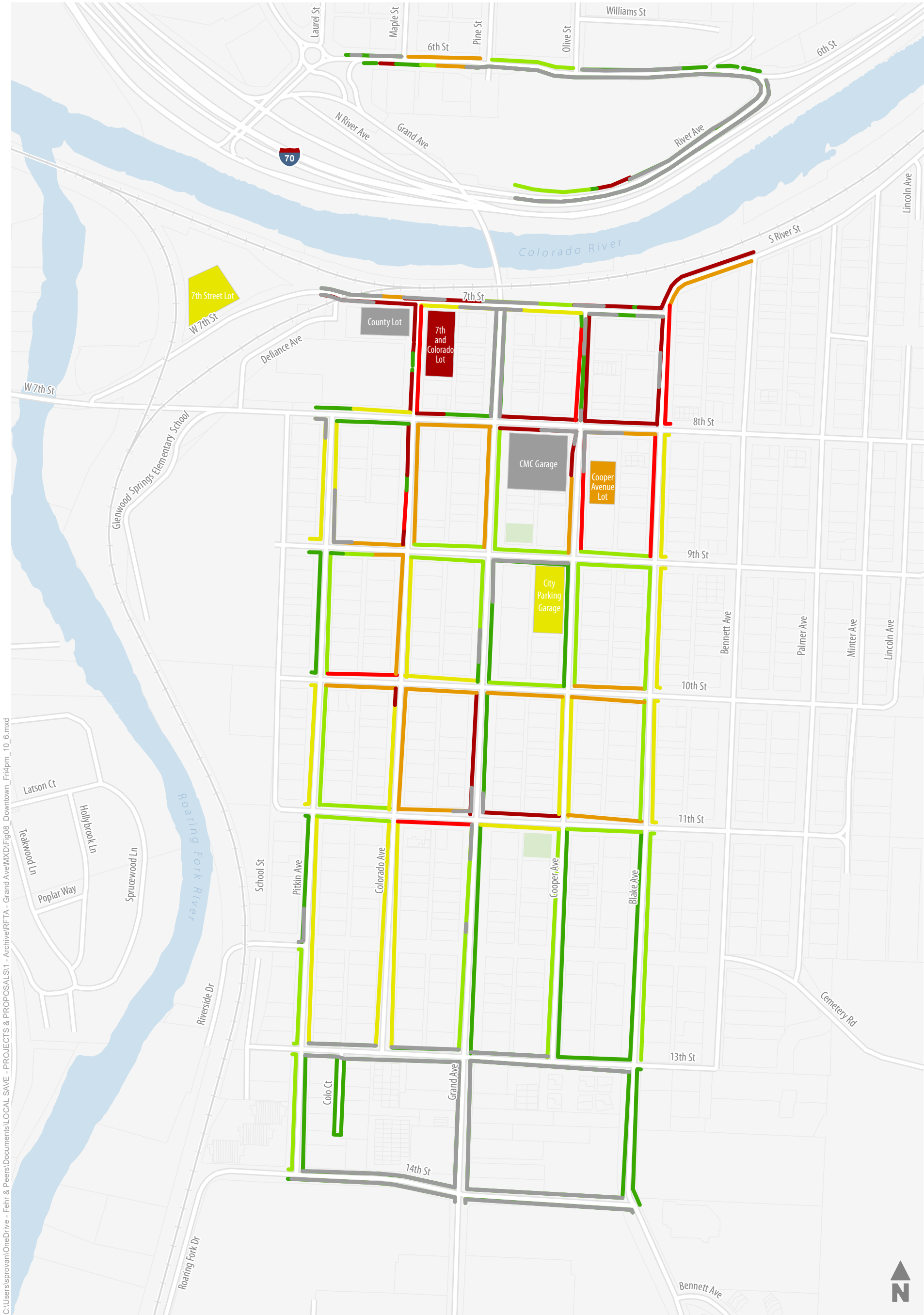
Figure 5
Downtown Glenwood Springs -
Winter Parking Utilization, Friday 5am



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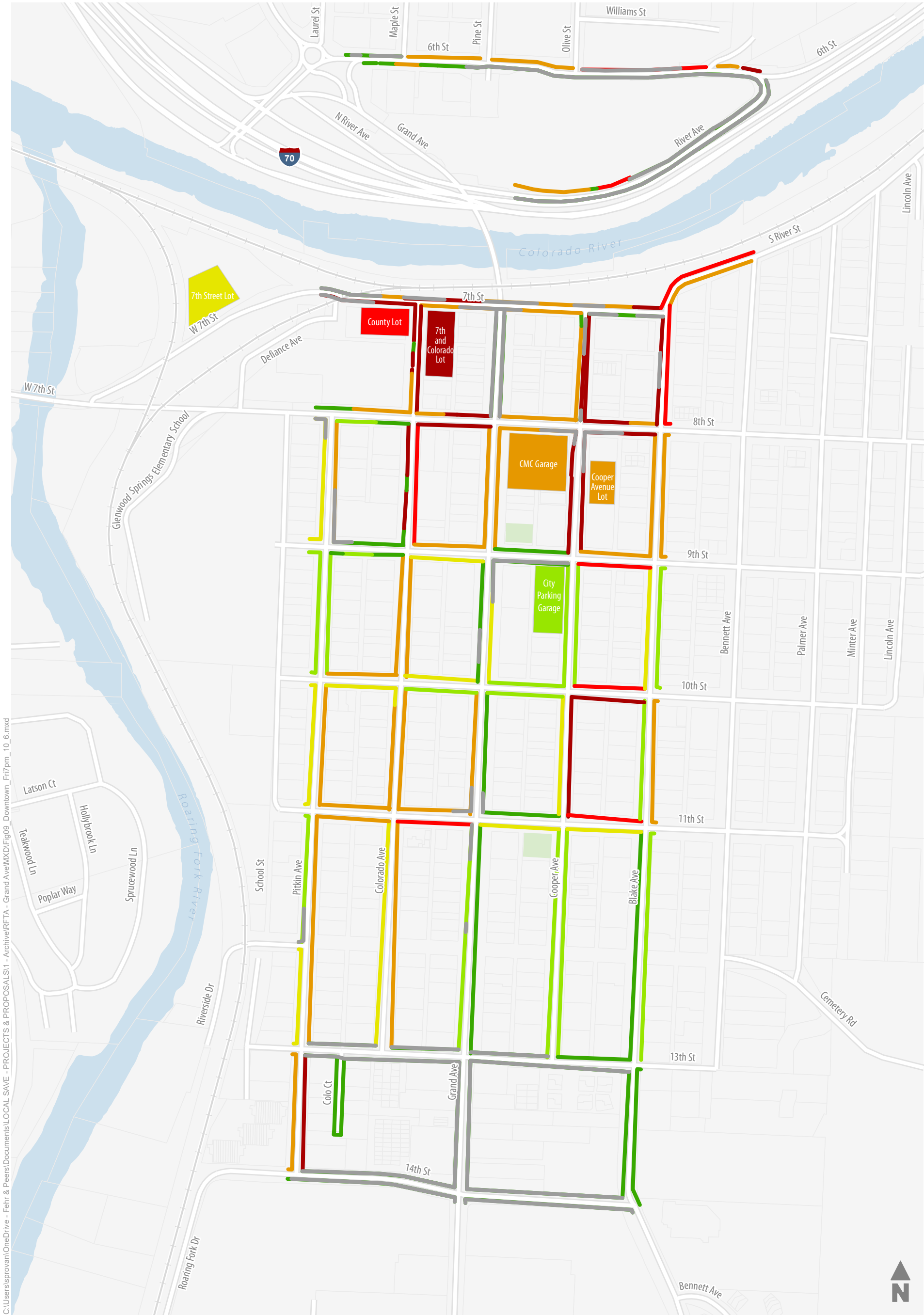
Figure 7
Downtown Glenwood Springs -
Winter Parking Utilization, Friday 9am



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



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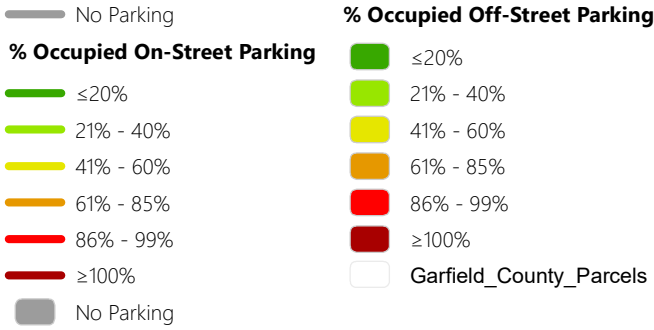


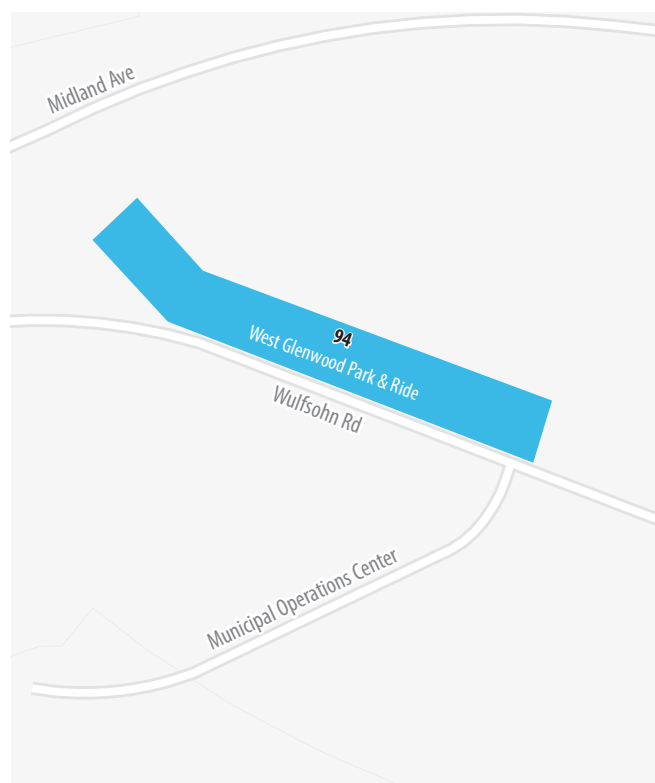
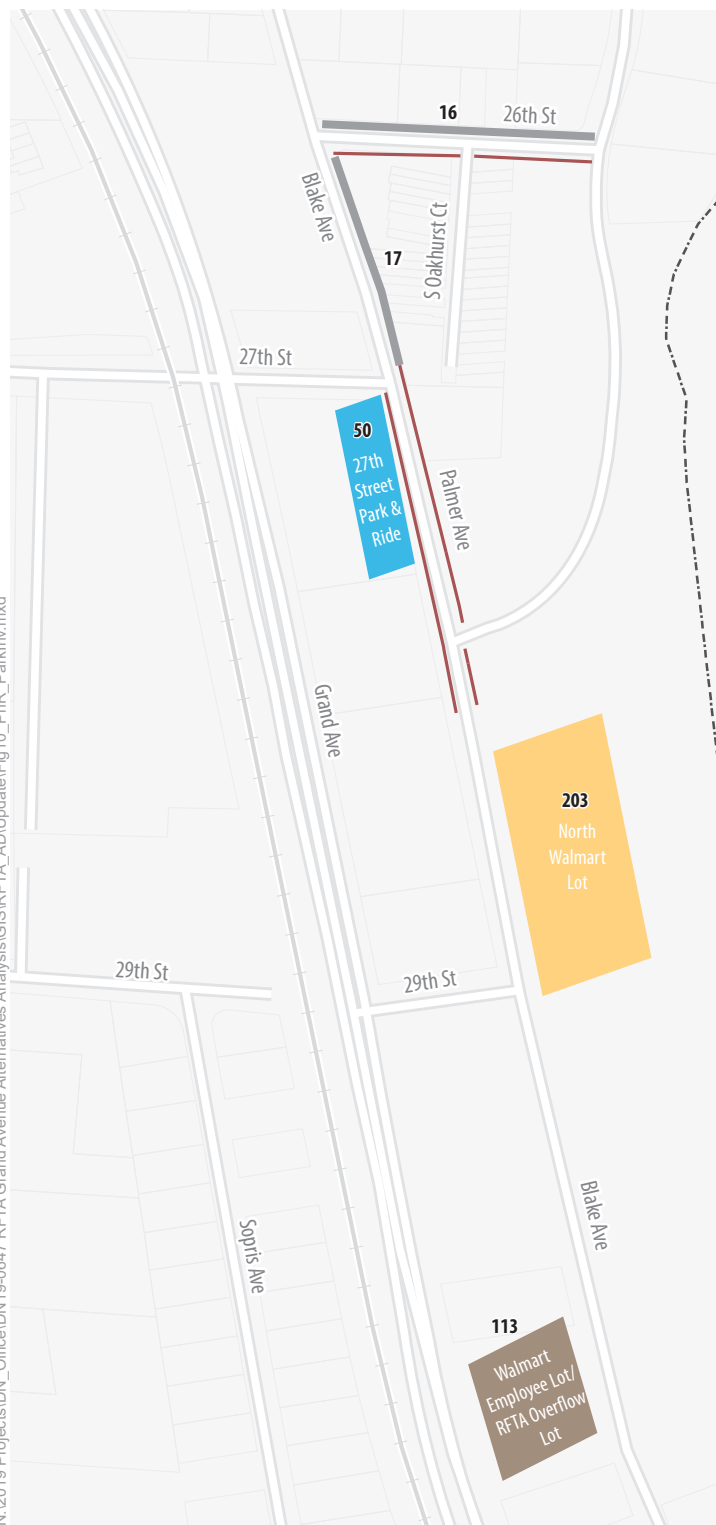
Figure 9

Downtown Glenwood Springs -
Winter Parking Utilization, Friday 7pm

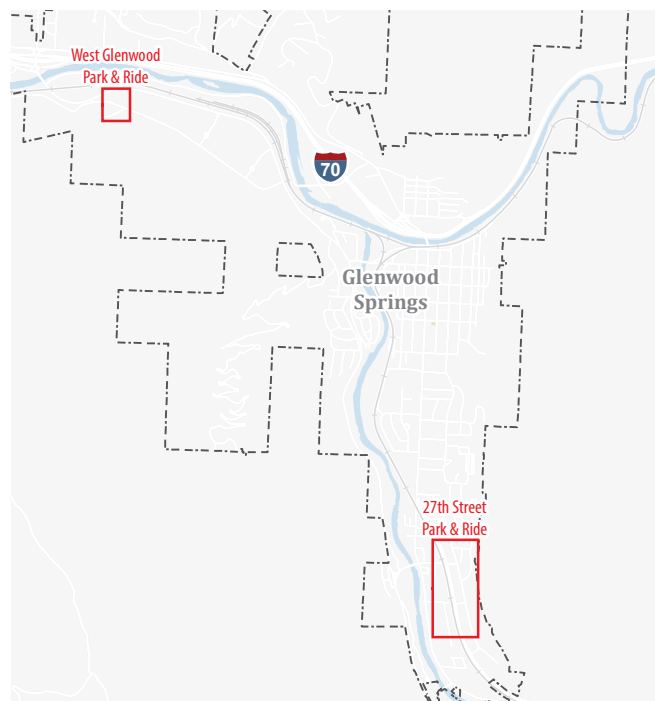
27th Street Park & Ride

West Glenwood Park & Ride

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Location Overview



x Number of Parking Spaces

On-Street Parking Classification Off-Street Parking Classification

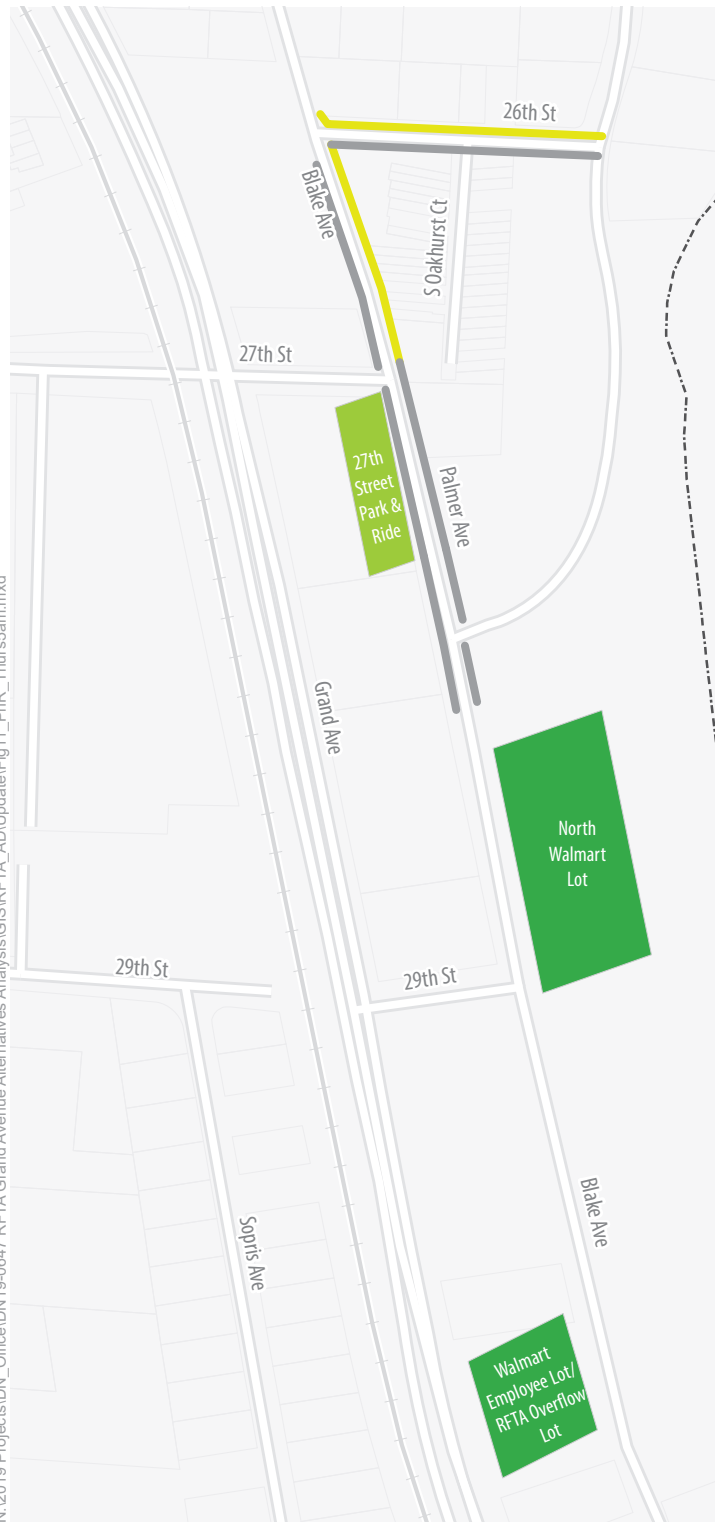
- | | |
|-------------------------------|-----------------|
| Unrestricted Parallel Parking | Private Parking |
| No Parking | Shared Parking |
| | Transit Parking |



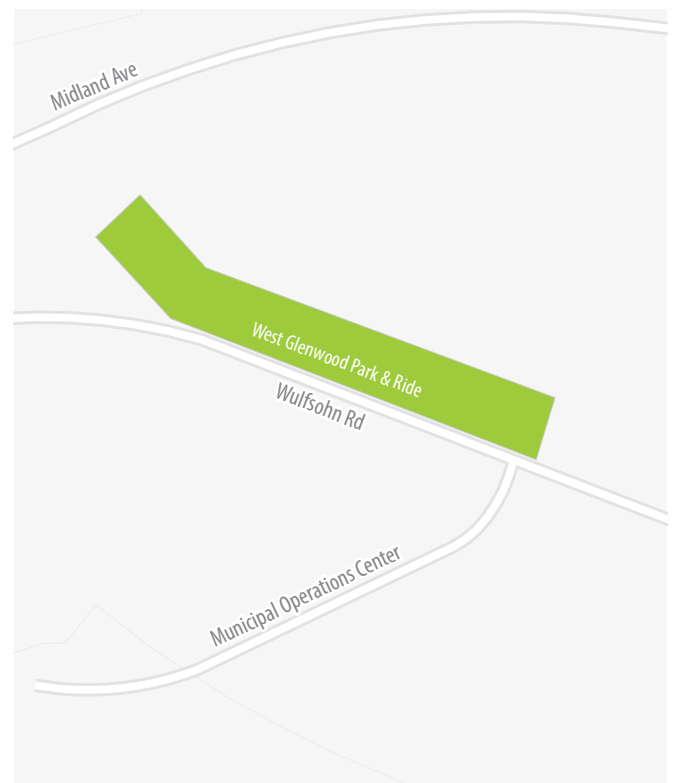
Figure 10

Glenwood Springs Park & Rides- Winter Parking Inventory

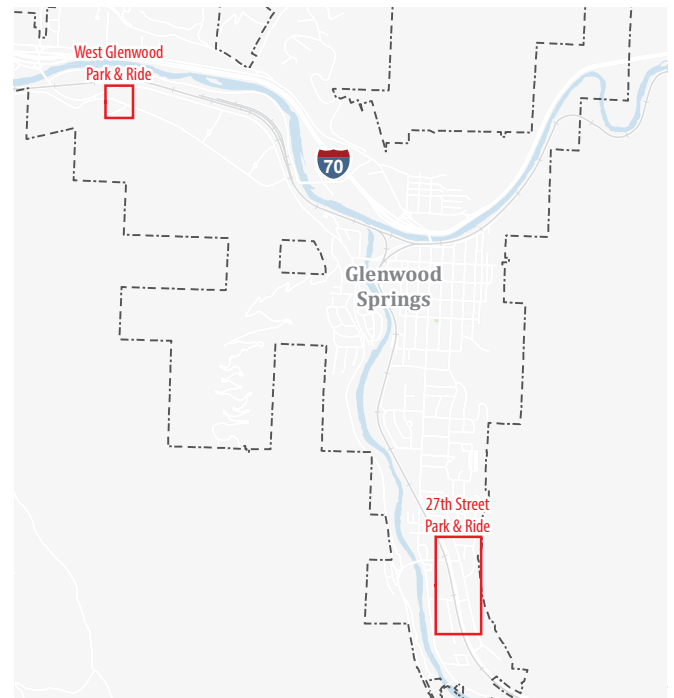
27th Street Park & Ride



West Glenwood Park & Ride



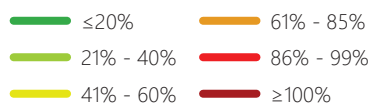
Location Overview



x Number of Parking Spaces

— No Parking

% Occupied On-Street Parking



% Occupied Off-Street Parking

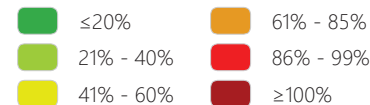
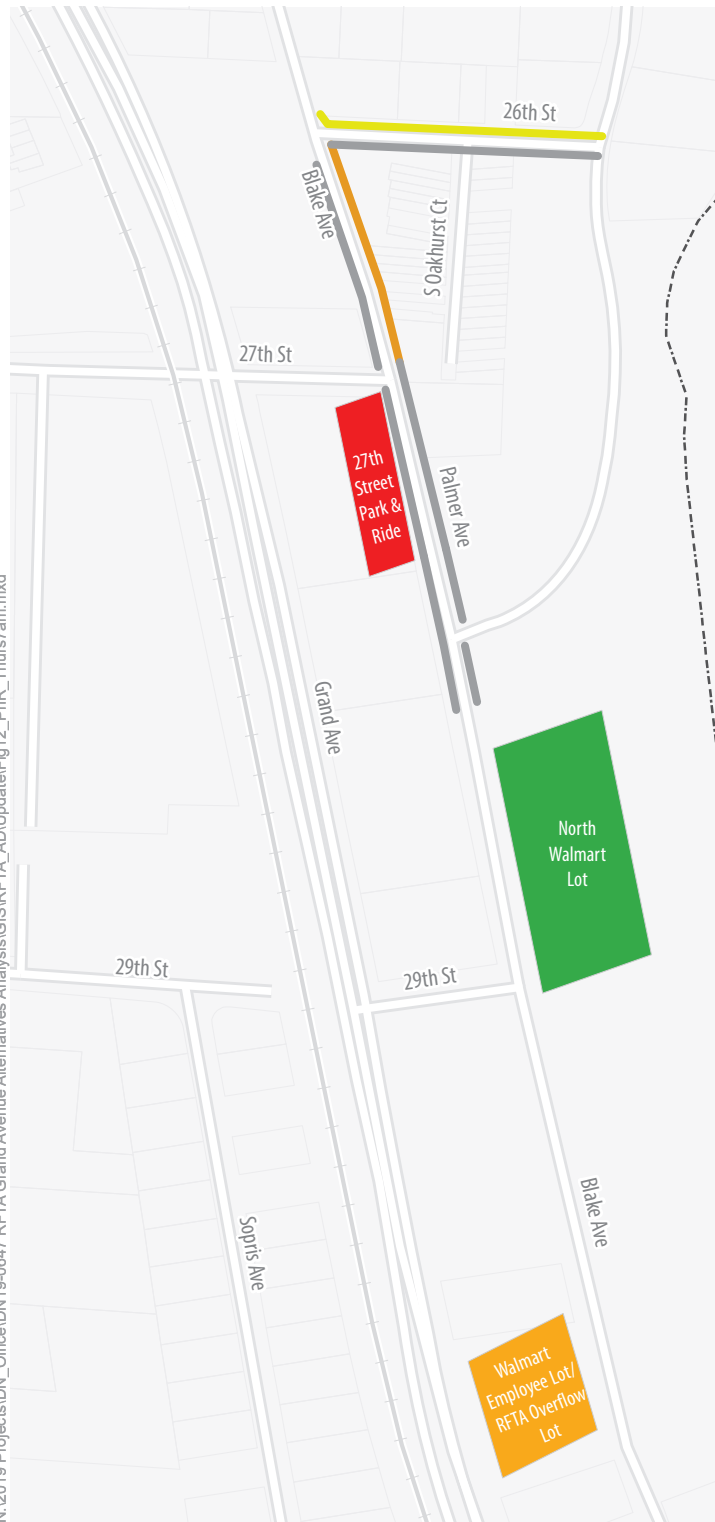


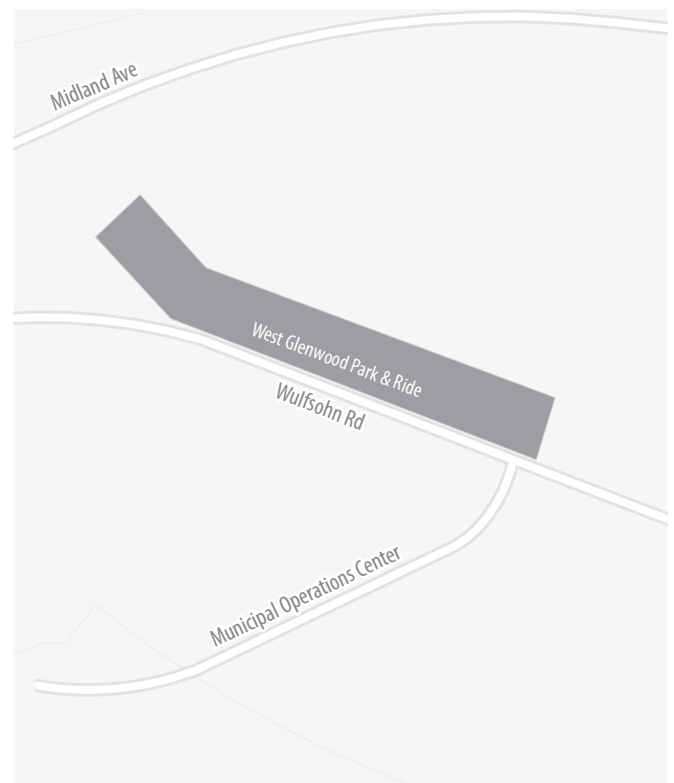
Figure 11

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

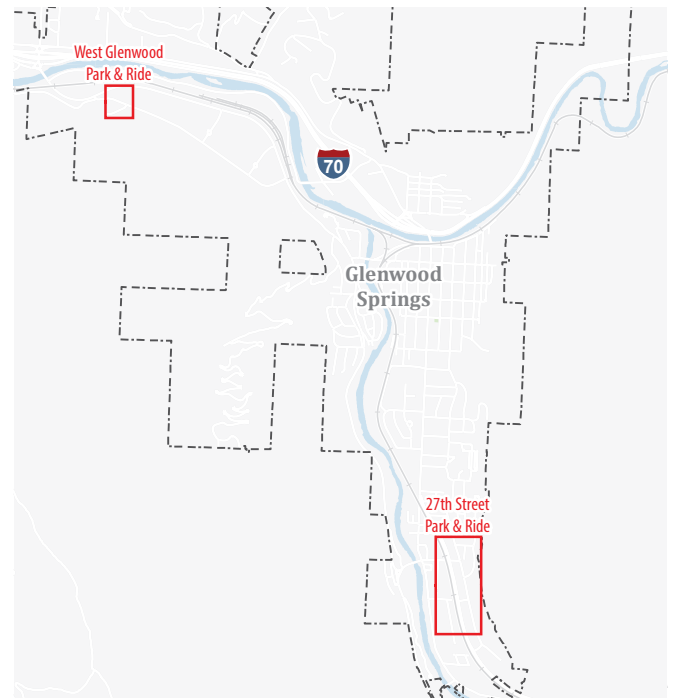
27th Street Park & Ride



West Glenwood Park & Ride



Location Overview



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

% Occupied On-Street Parking

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

% Occupied Off-Street Parking

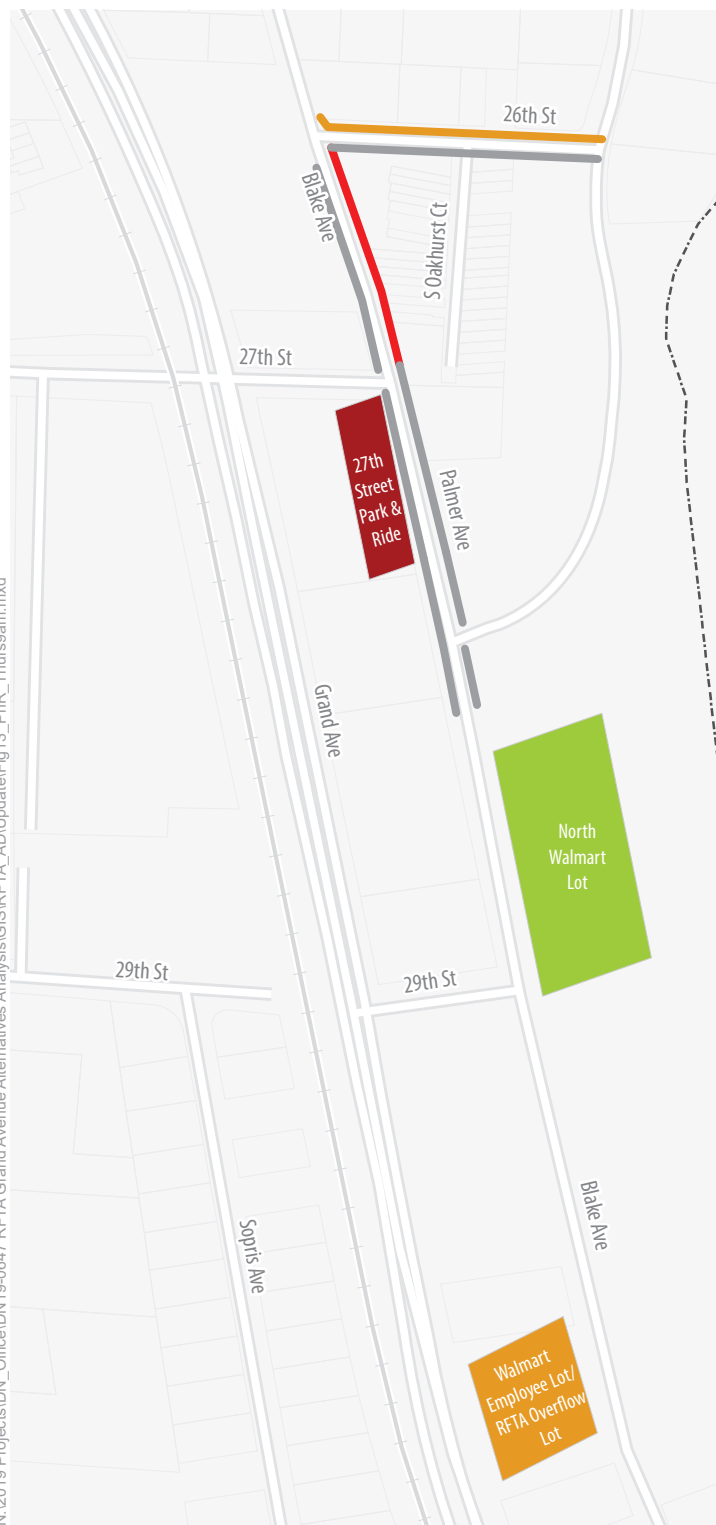
- ≤20%
- 21% - 40%
- 41% - 60%
- 61% - 85%
- 86% - 99%
- ≥100%



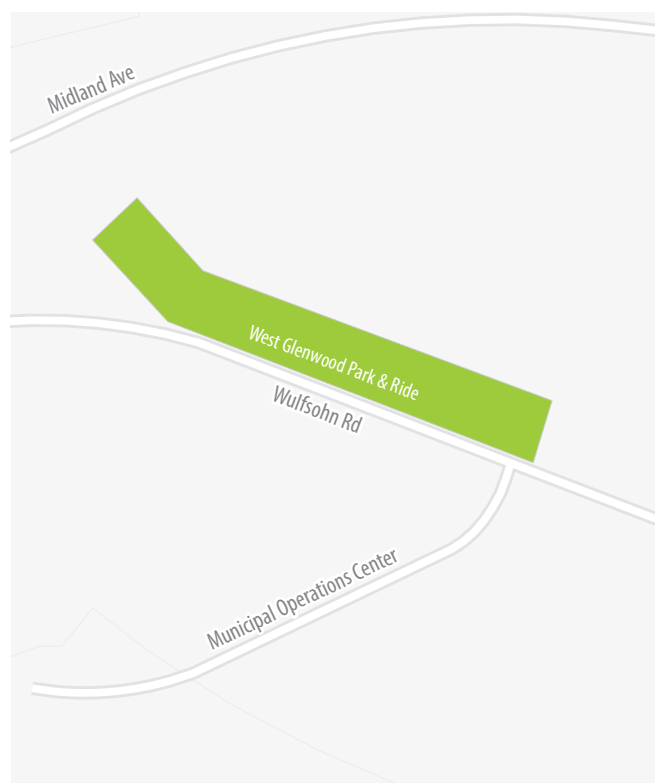
Figure 12

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

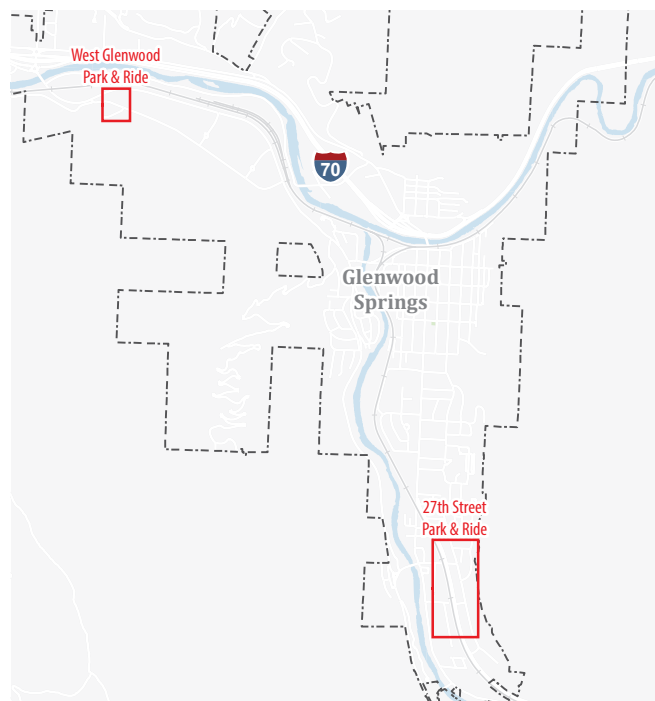
27th Street Park & Ride



West Glenwood Park & Ride



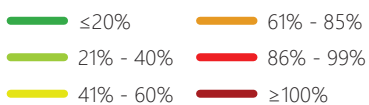
Location Overview



x Number of Parking Spaces

— No Parking

% Occupied On-Street Parking



% Occupied Off-Street Parking

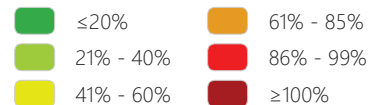
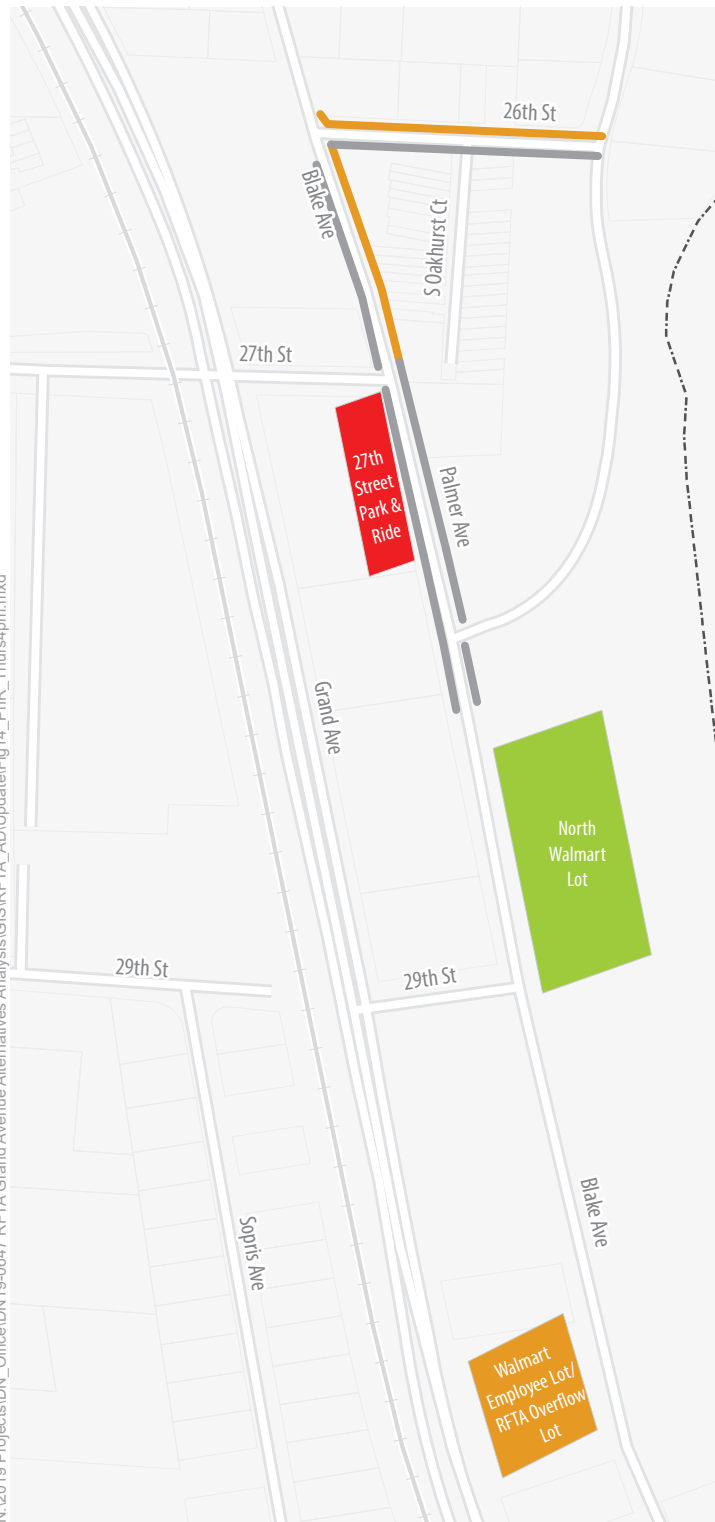


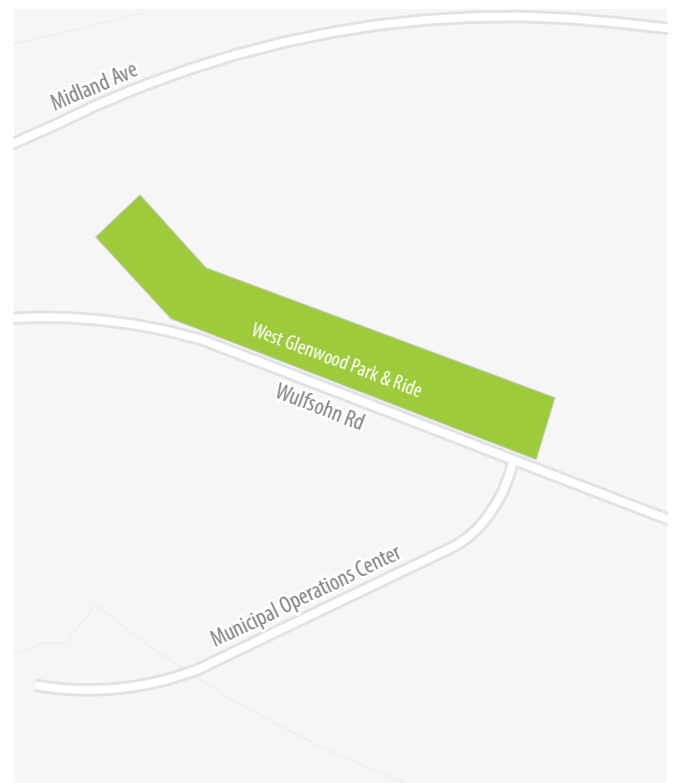
Figure 13

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

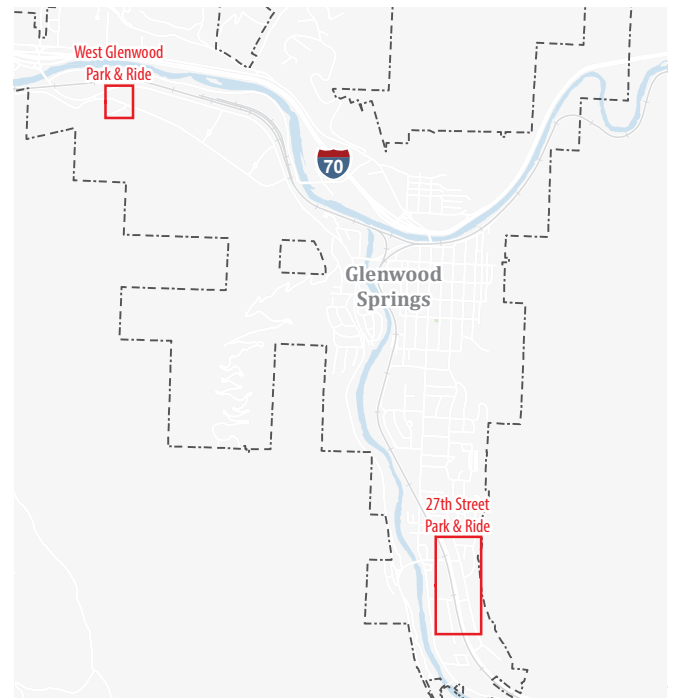
27th Street Park & Ride



West Glenwood Park & Ride



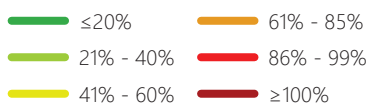
Location Overview



x Number of Parking Spaces

— No Parking

% Occupied On-Street Parking



% Occupied Off-Street Parking

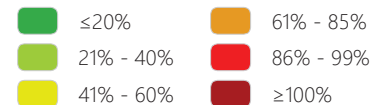
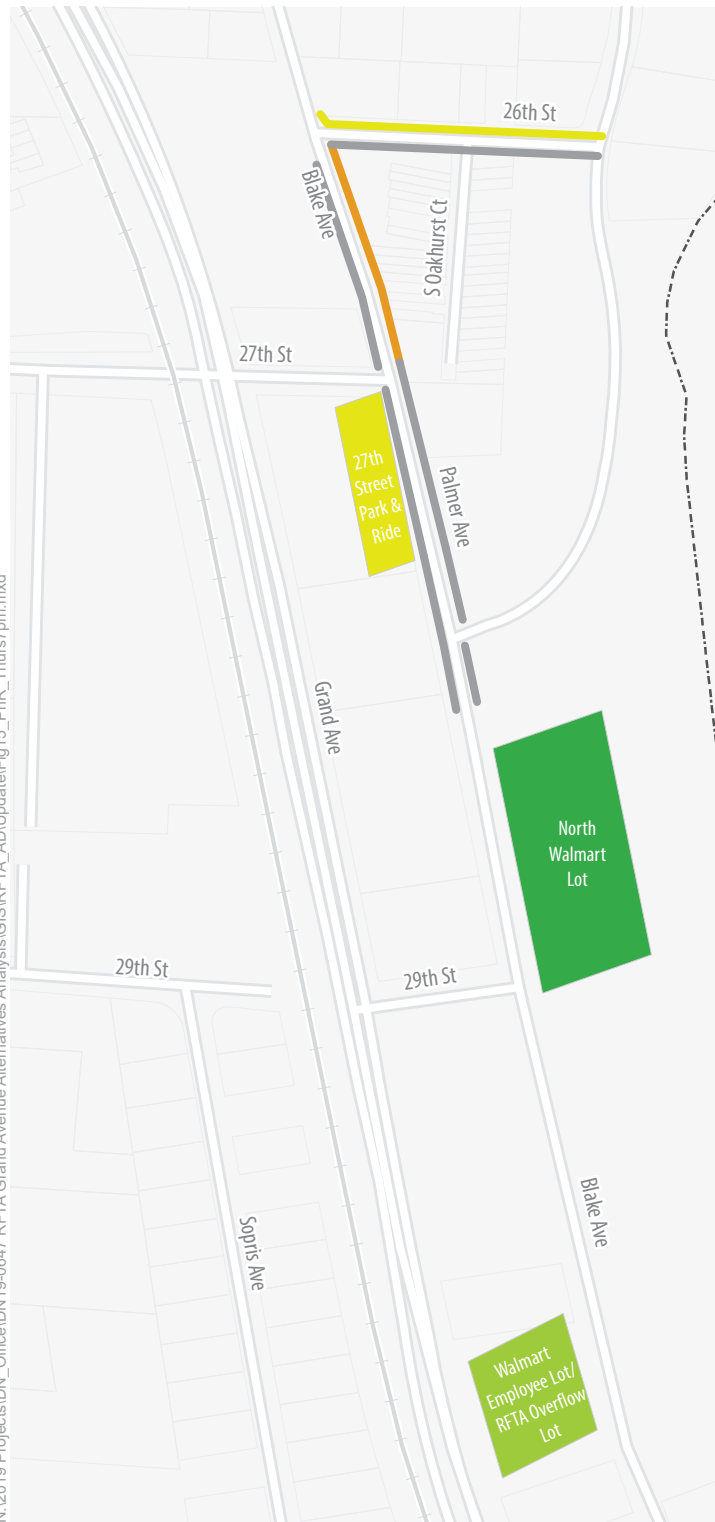


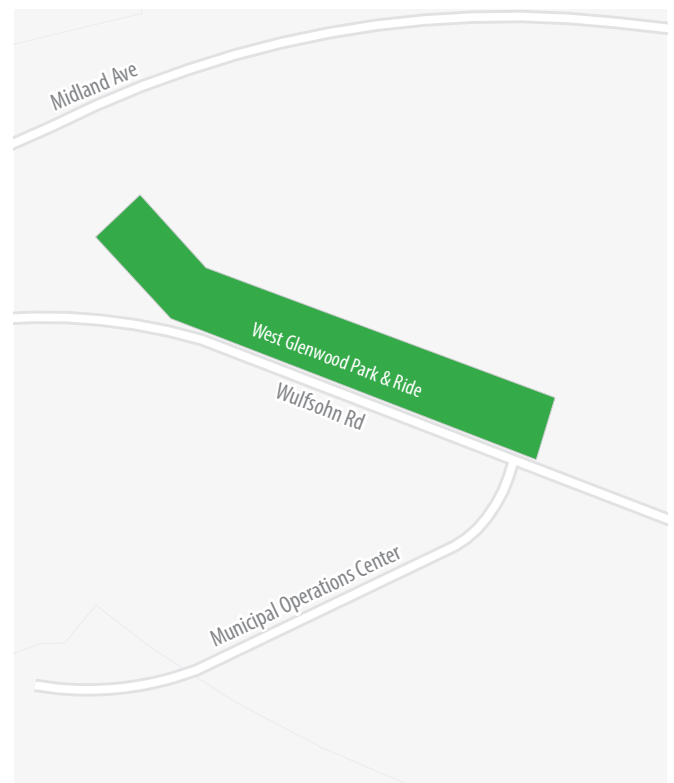
Figure 14

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

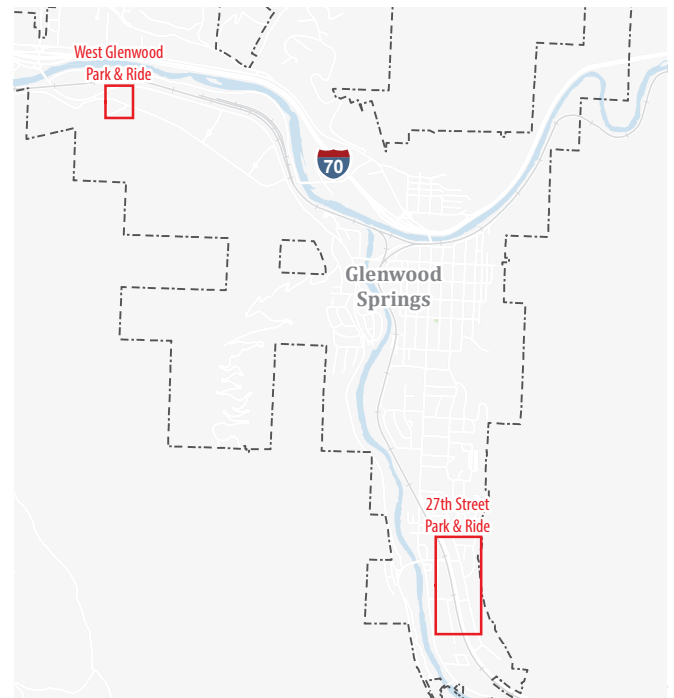
27th Street Park & Ride



West Glenwood Park & Ride



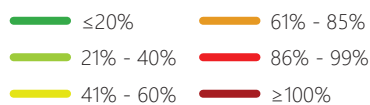
Location Overview



x Number of Parking Spaces

— No Parking

% Occupied On-Street Parking



% Occupied Off-Street Parking

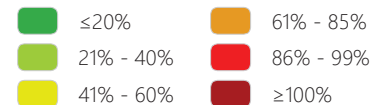
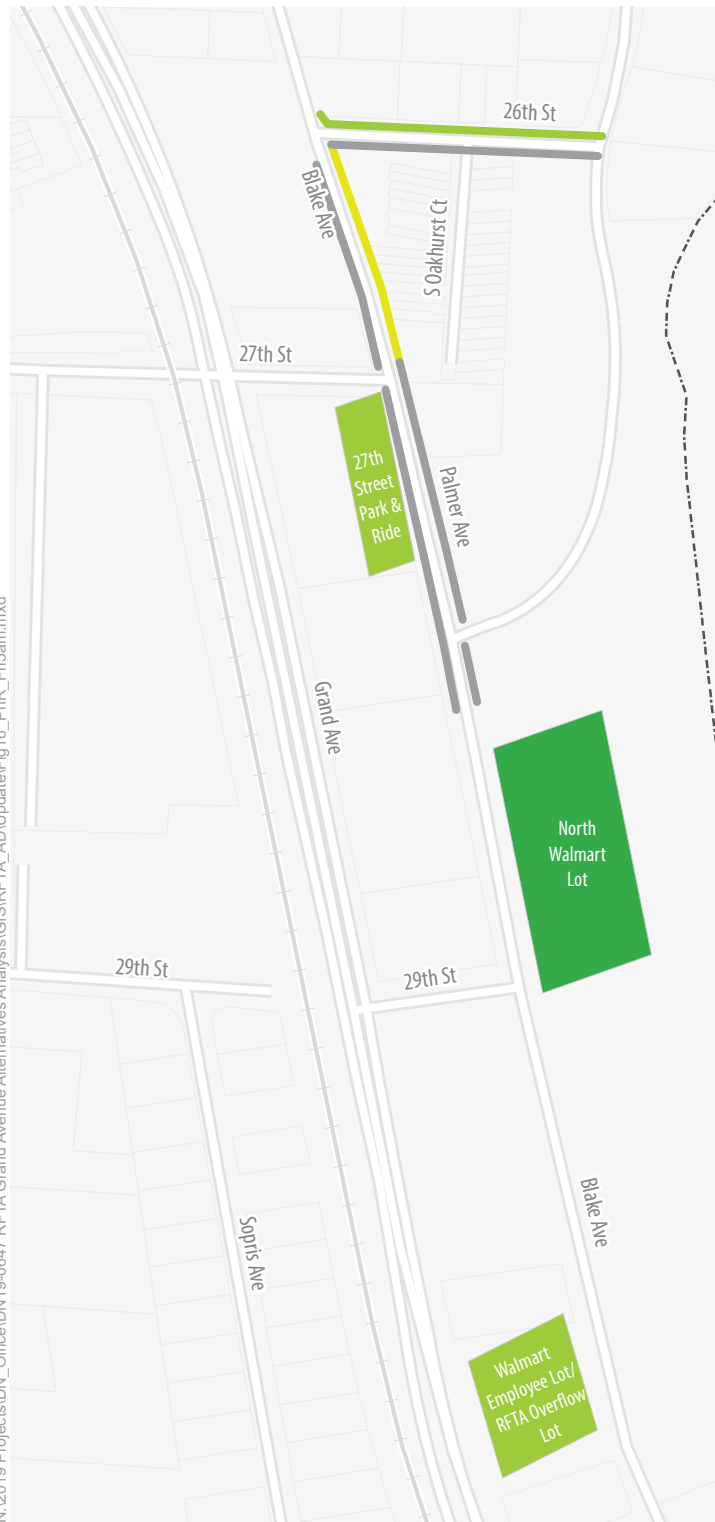


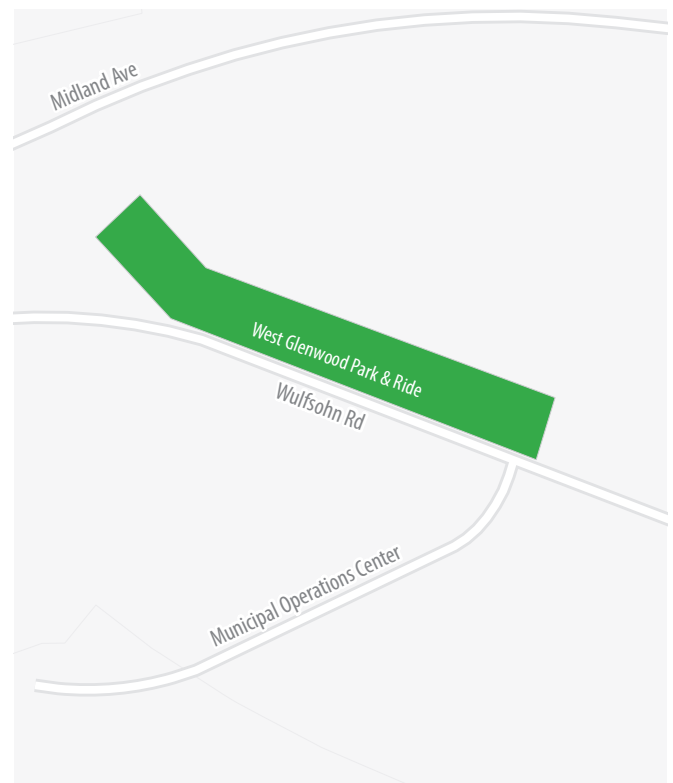
Figure 15

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

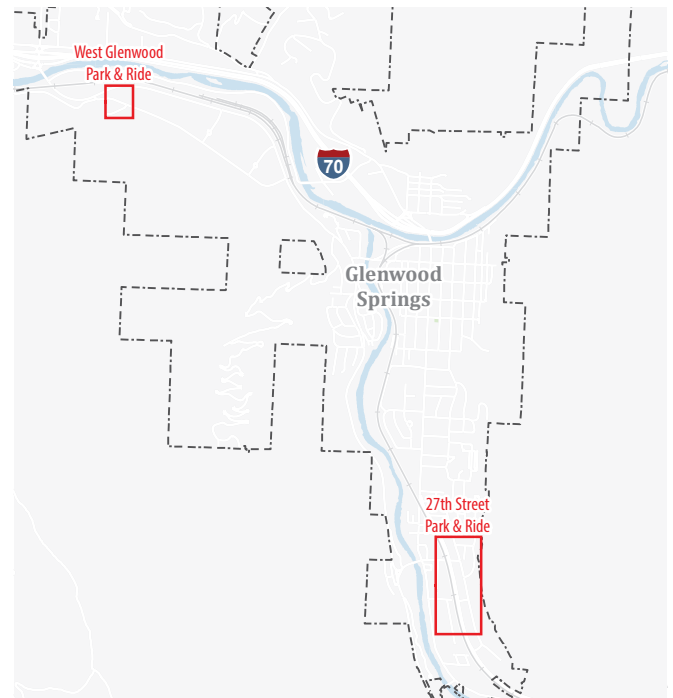
27th Street Park & Ride



West Glenwood Park & Ride



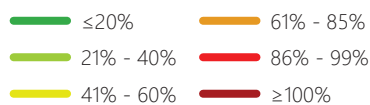
Location Overview



x Number of Parking Spaces

— No Parking

% Occupied On-Street Parking



% Occupied Off-Street Parking

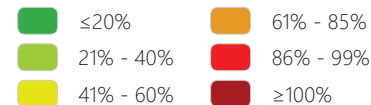


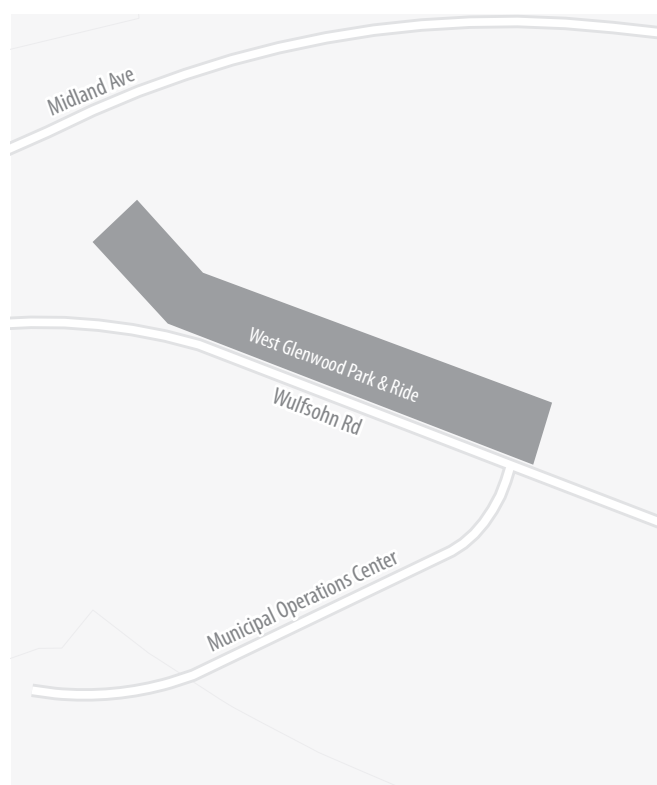
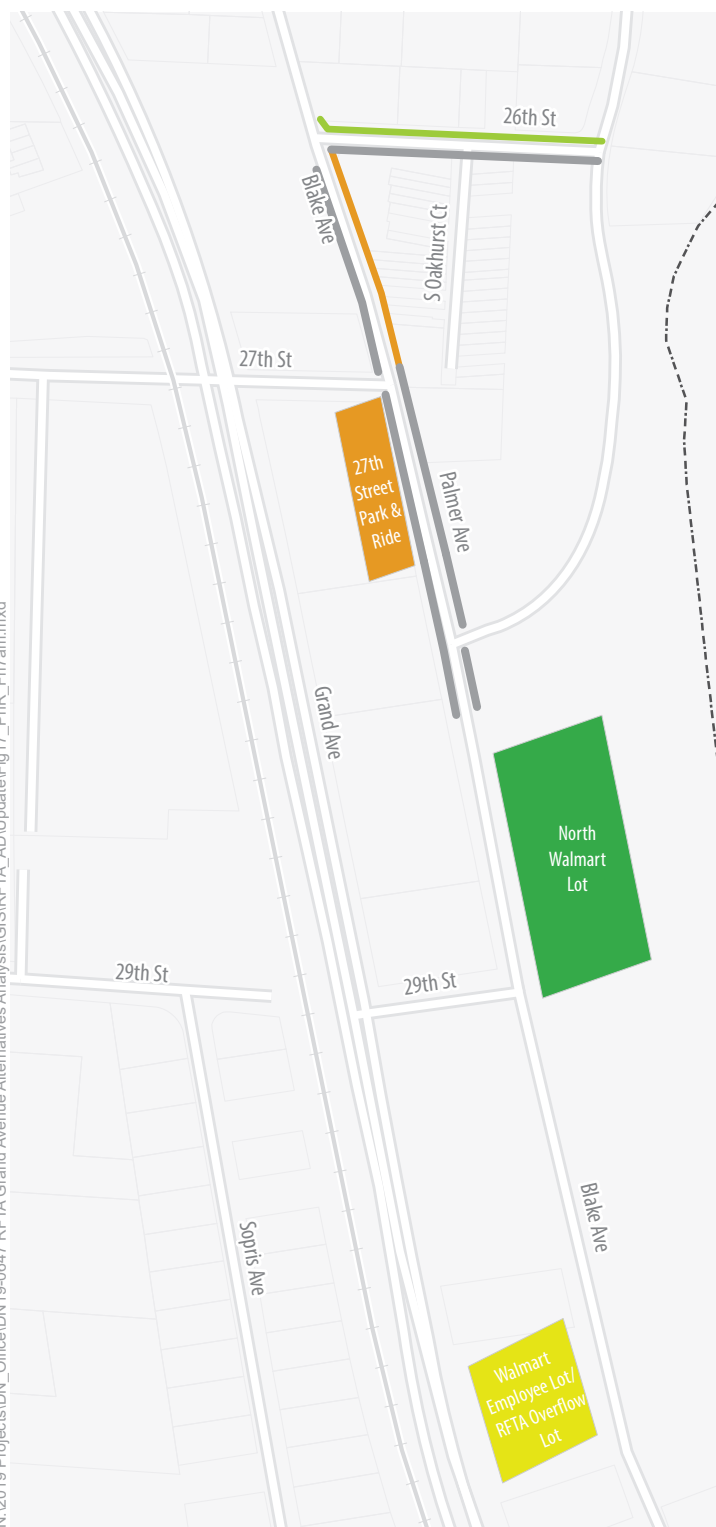
Figure 16

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

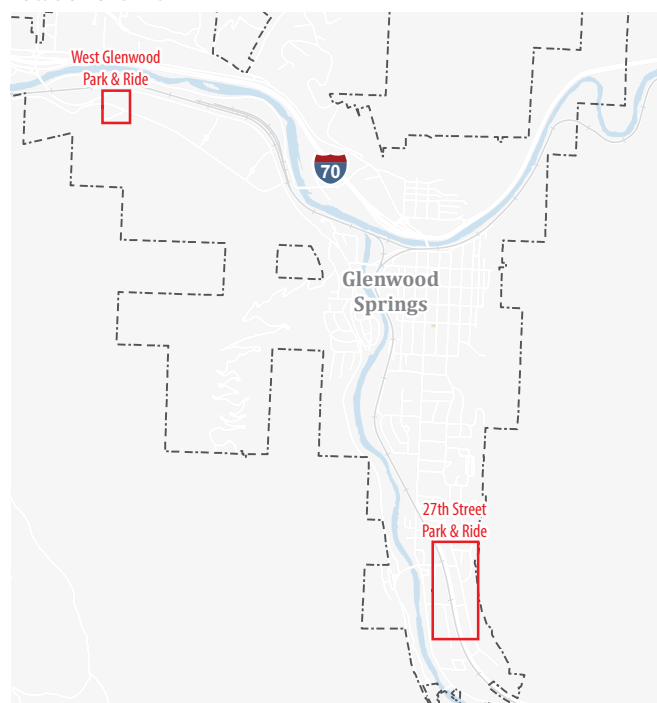
27th Street Park & Ride

West Glenwood Park & Ride

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Location Overview



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

% Occupied On-Street Parking

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

% Occupied Off-Street Parking

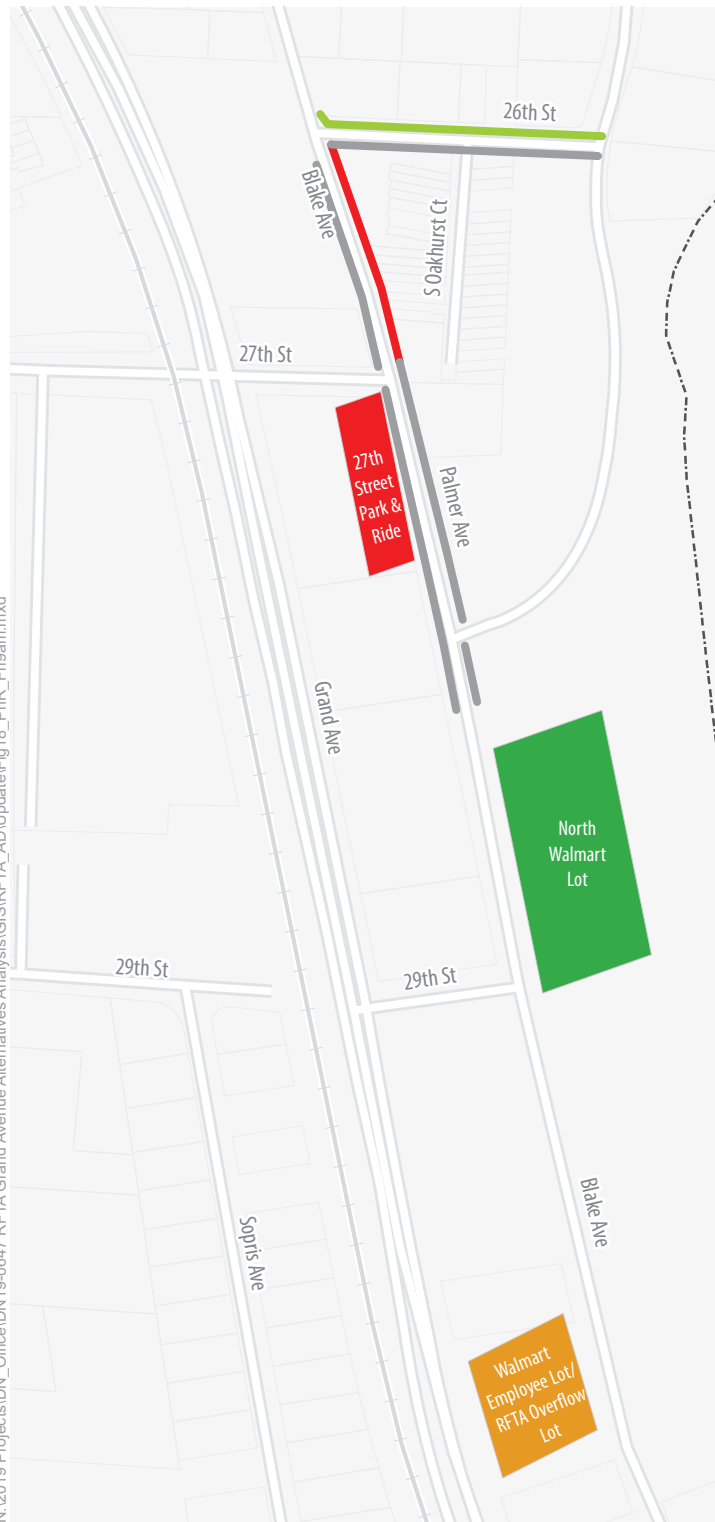
- ≤20%
- 21% - 40%
- 41% - 60%
- 61% - 85%
- 86% - 99%
- ≥100%



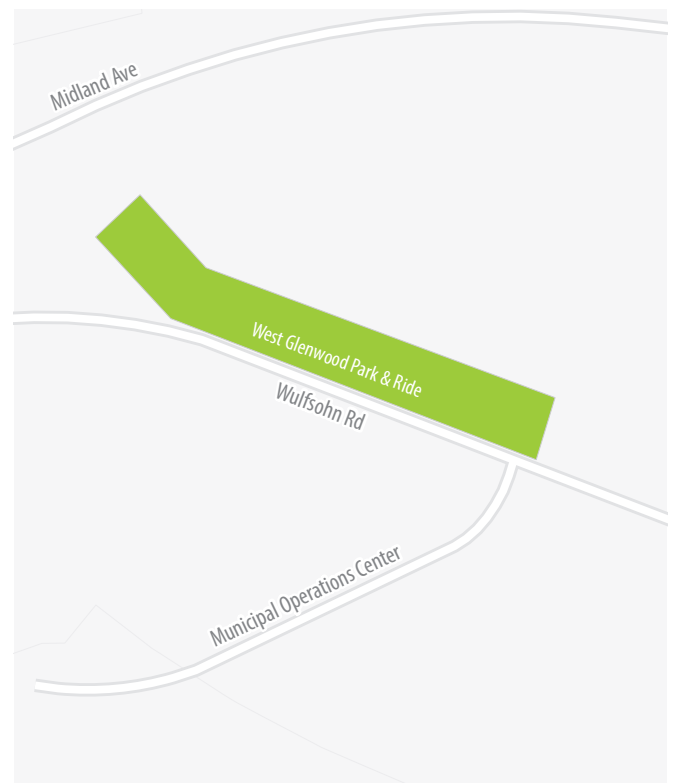
Figure 17

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

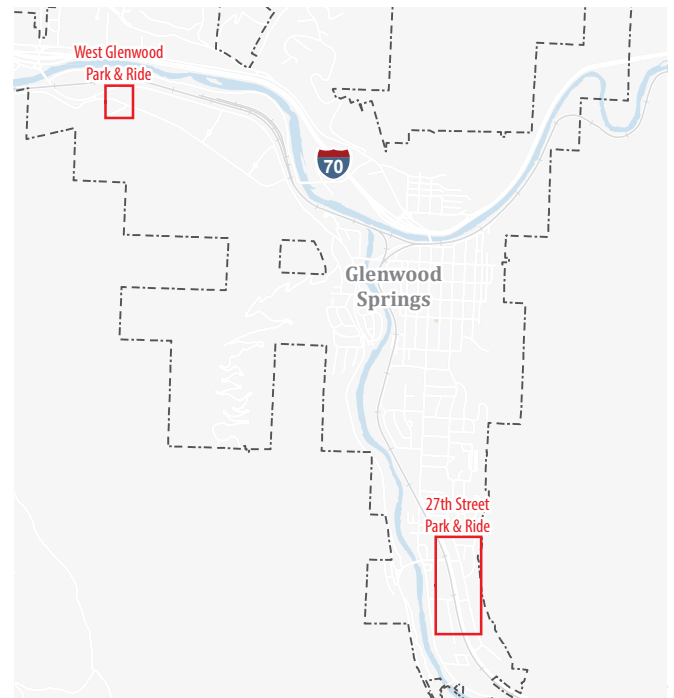
27th Street Park & Ride



West Glenwood Park & Ride



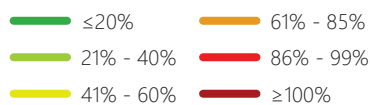
Location Overview



x Number of Parking Spaces

— No Parking

% Occupied On-Street Parking



% Occupied Off-Street Parking

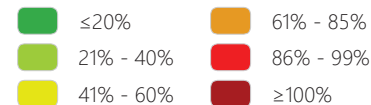
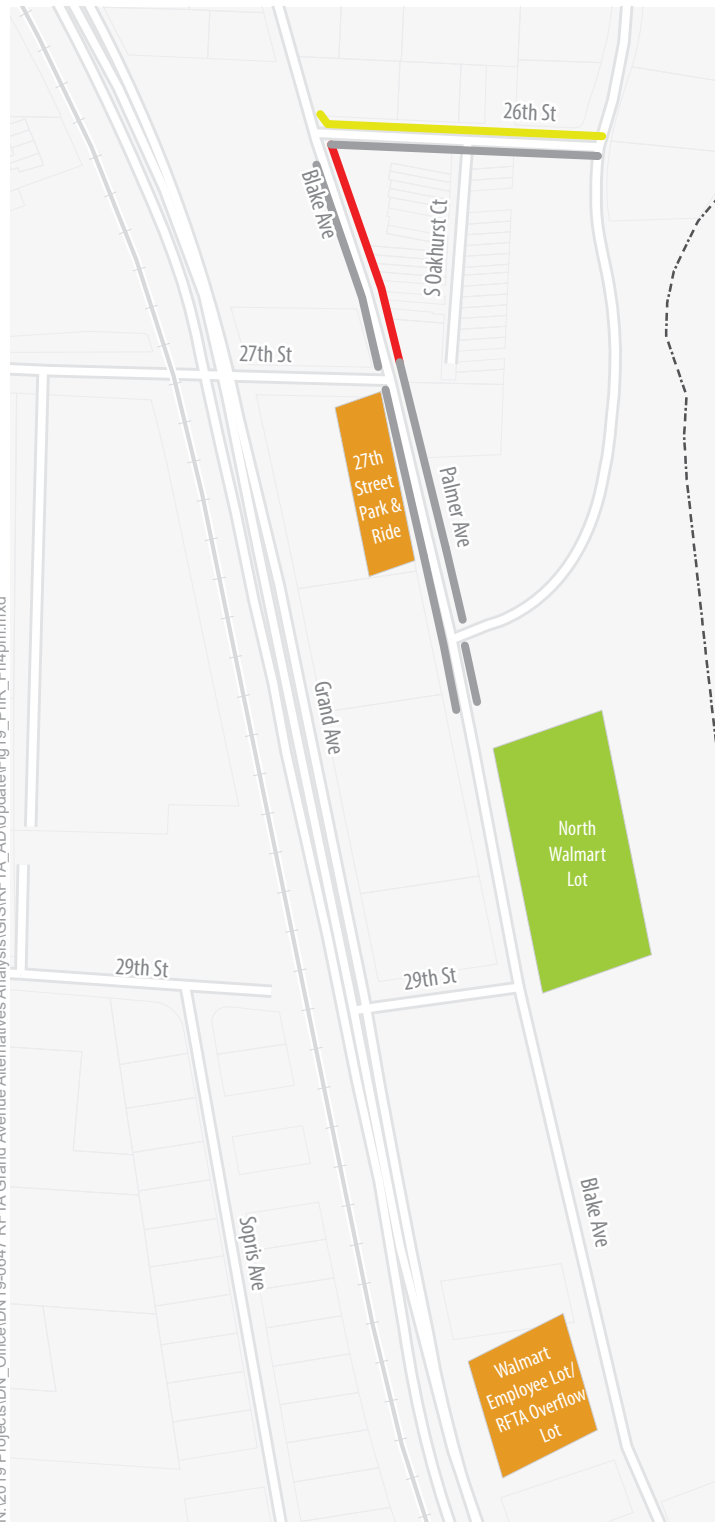


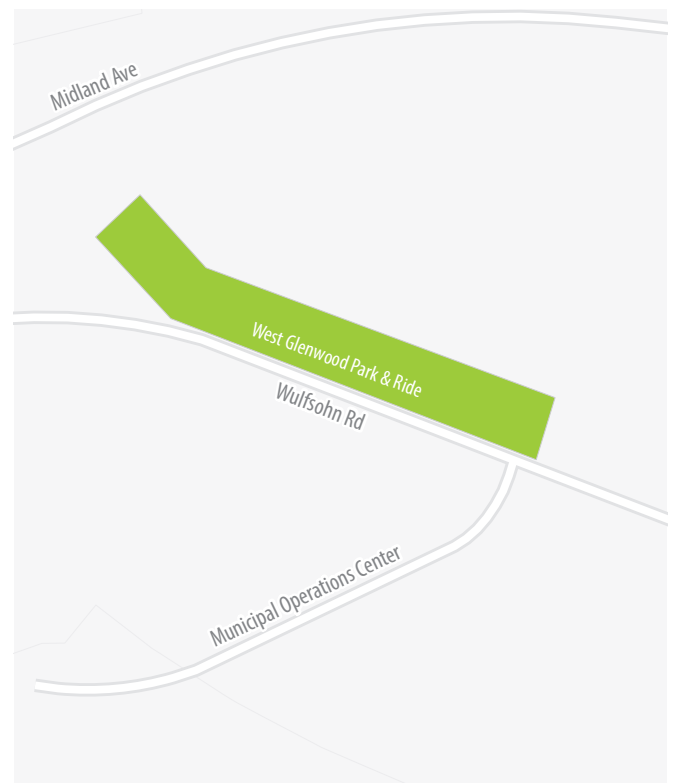
Figure 18

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

27th Street Park & Ride



West Glenwood Park & Ride



Location Overview

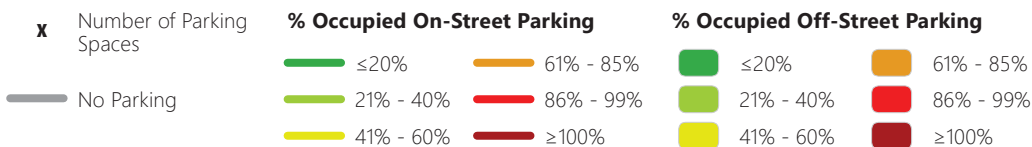
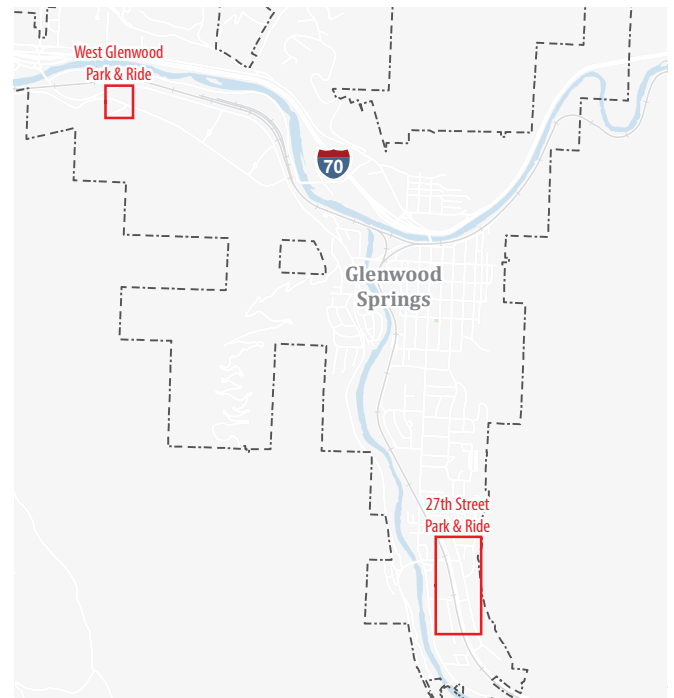
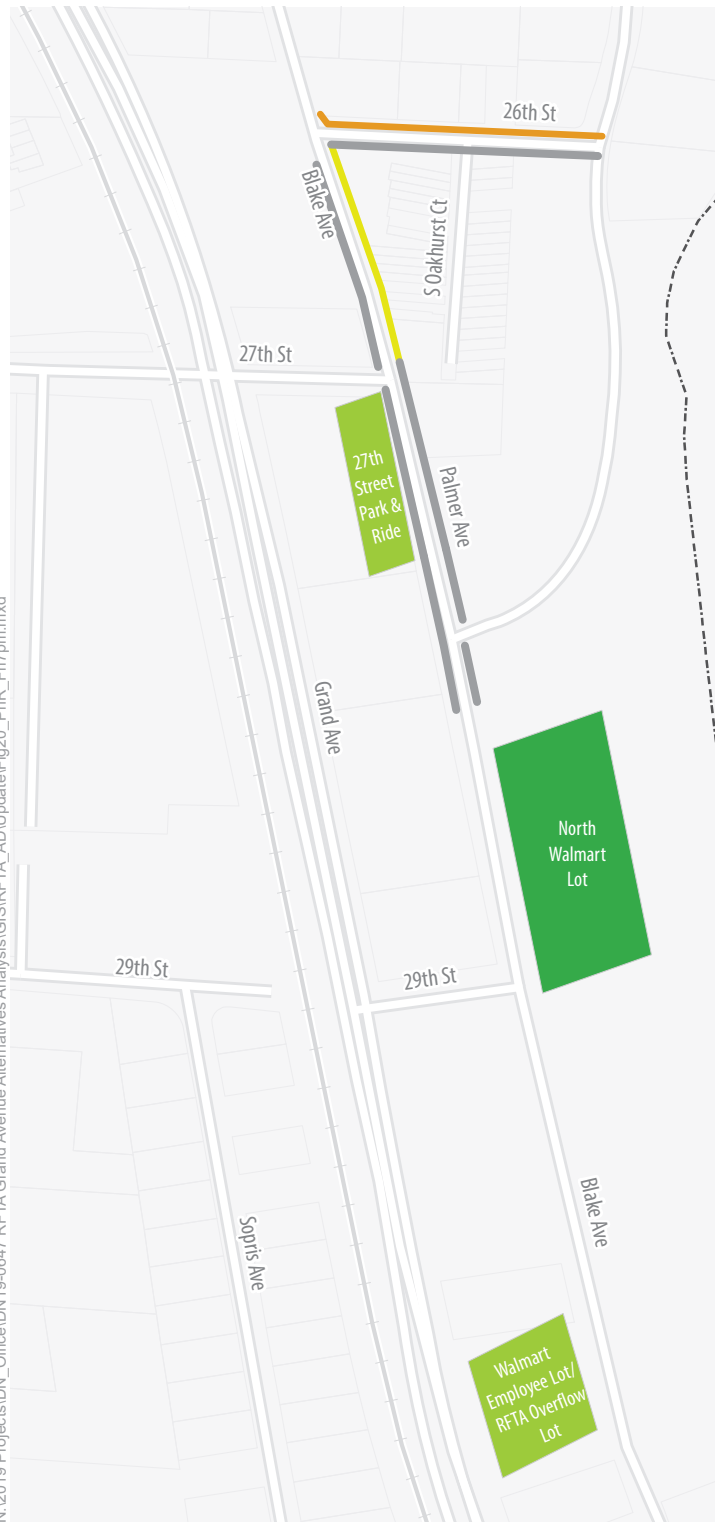


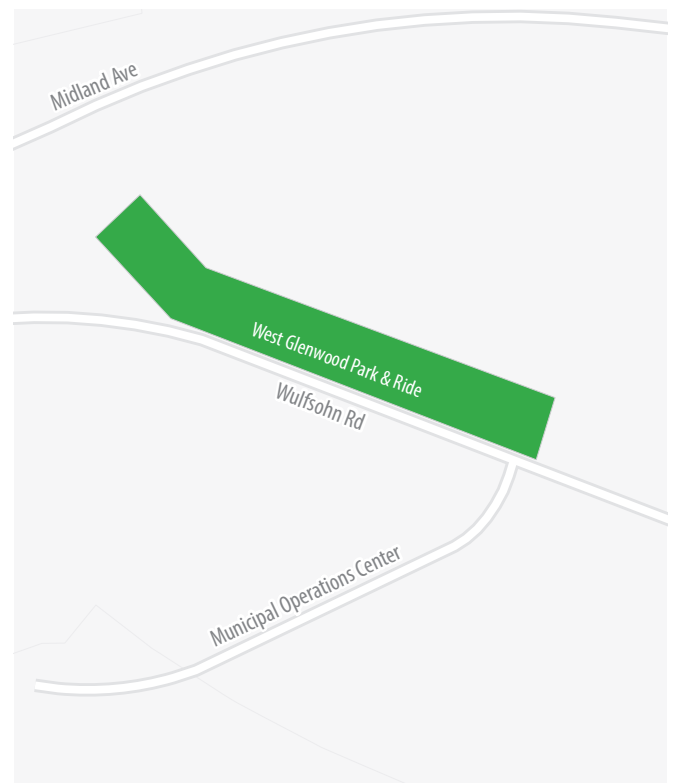
Figure 19

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

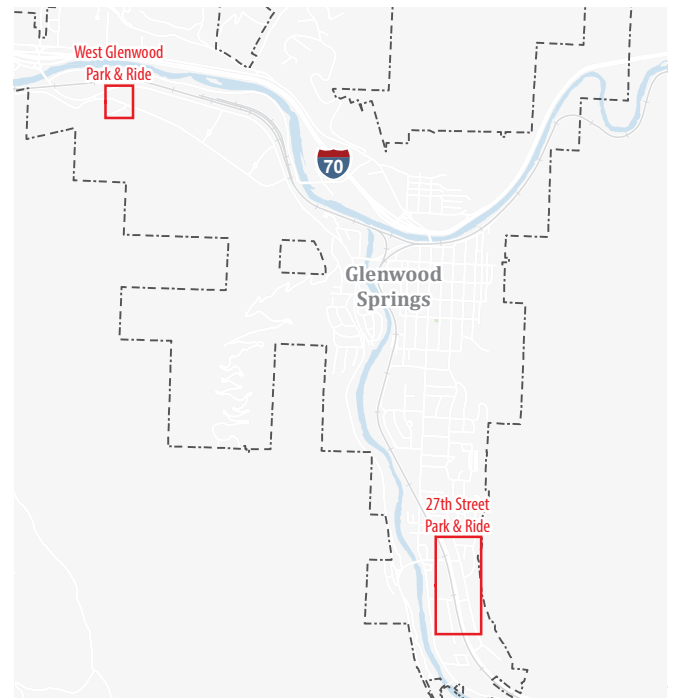
27th Street Park & Ride



West Glenwood Park & Ride



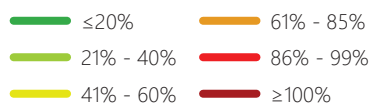
Location Overview



x Number of Parking Spaces

— No Parking

% Occupied On-Street Parking



% Occupied Off-Street Parking

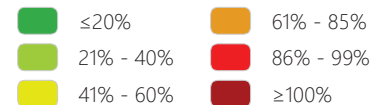
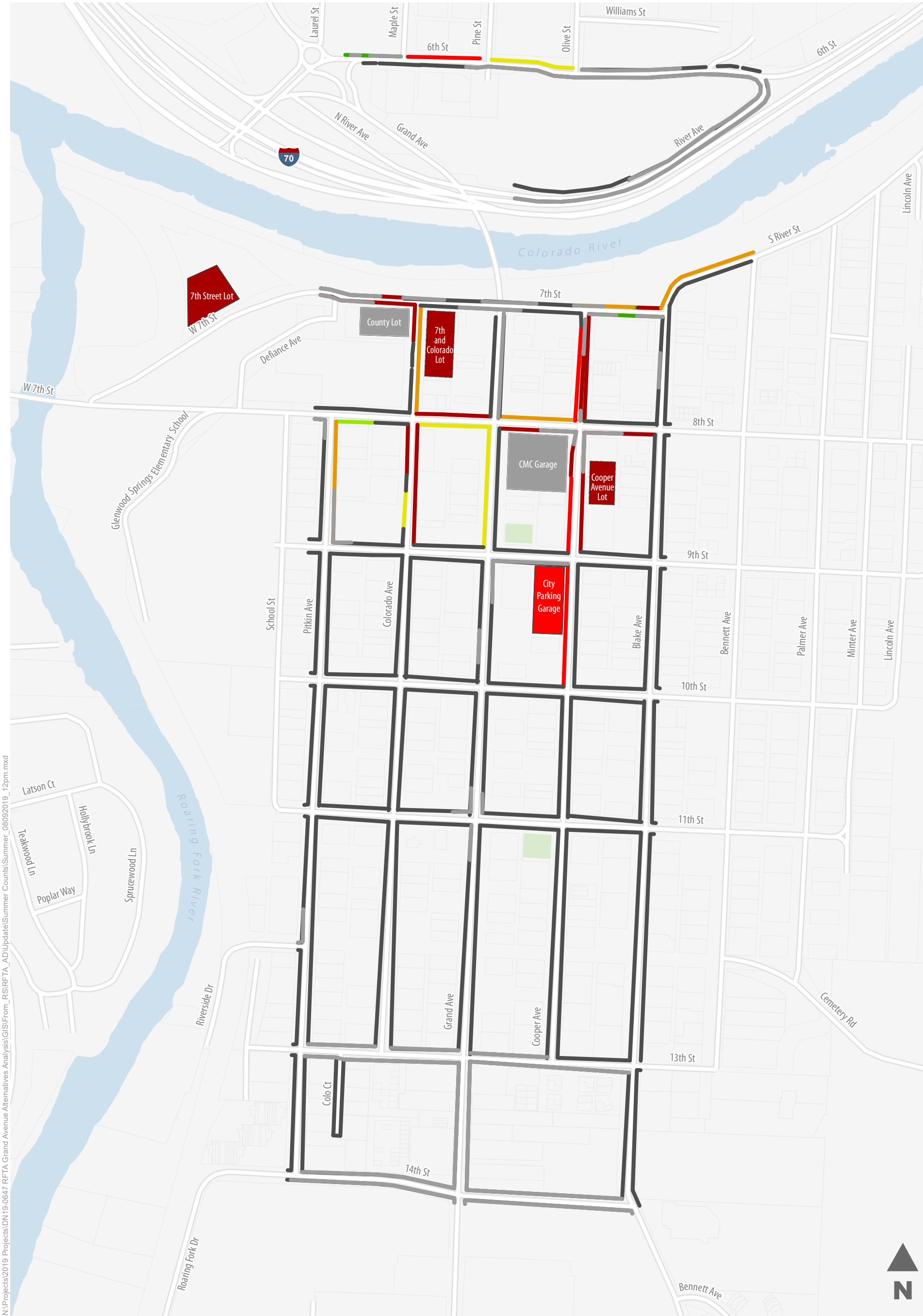


Figure 20

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



N:\Projects\2019 Projects\DN19-0647 RFTA Grand Avenue Alternatives Analysis\GIS\From_RSI\RFTA_AD\Update\Summer Counts\Summer_08092019_12pm.mxd

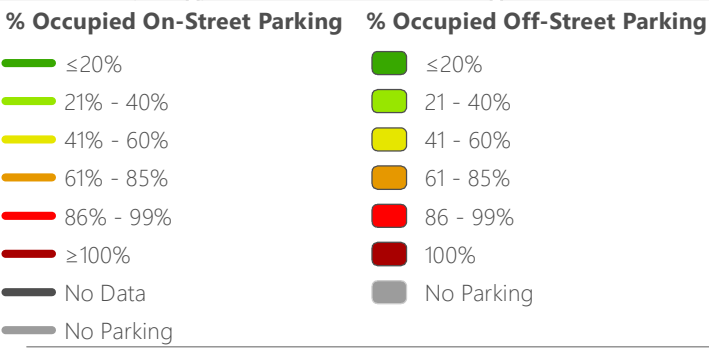
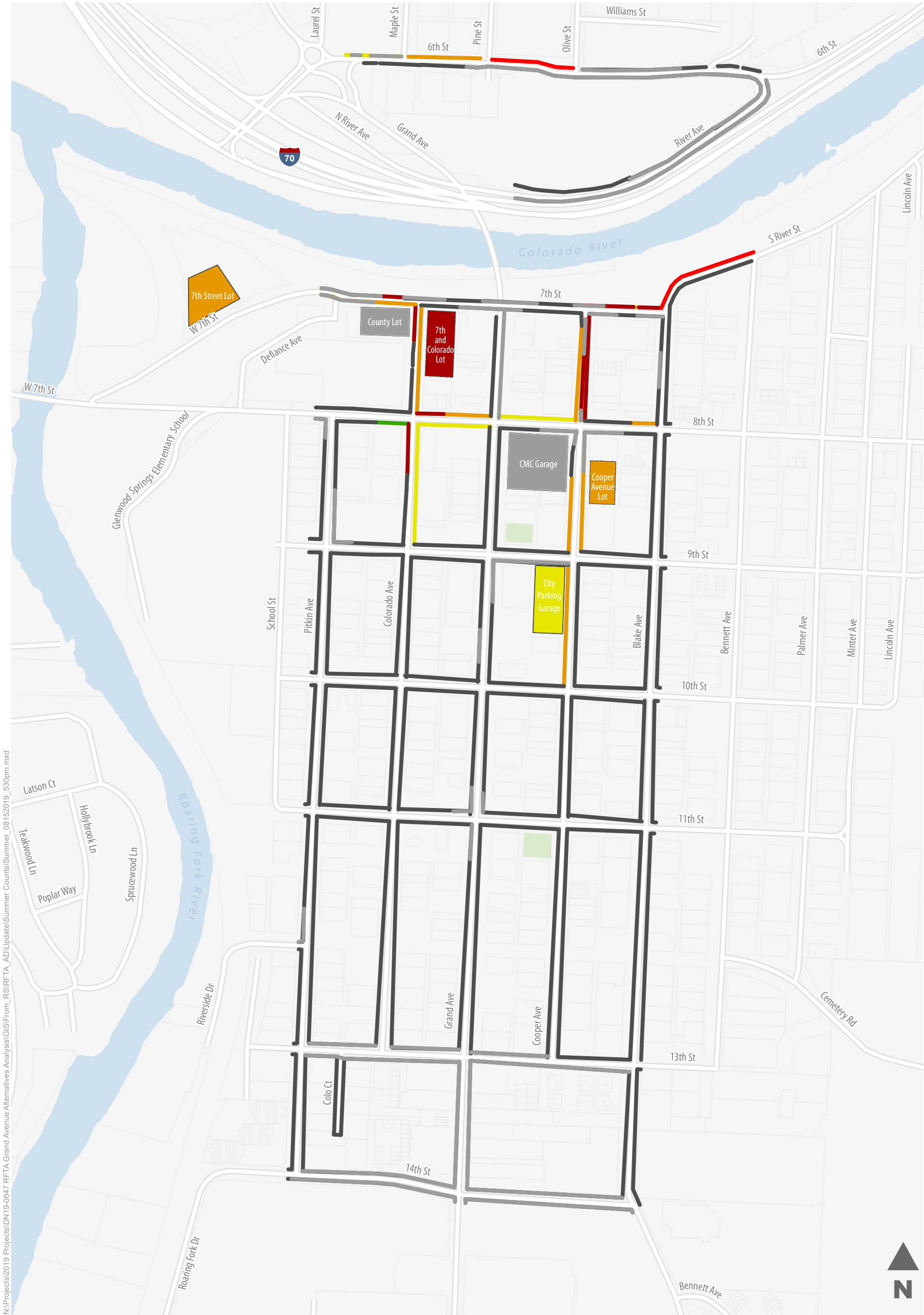


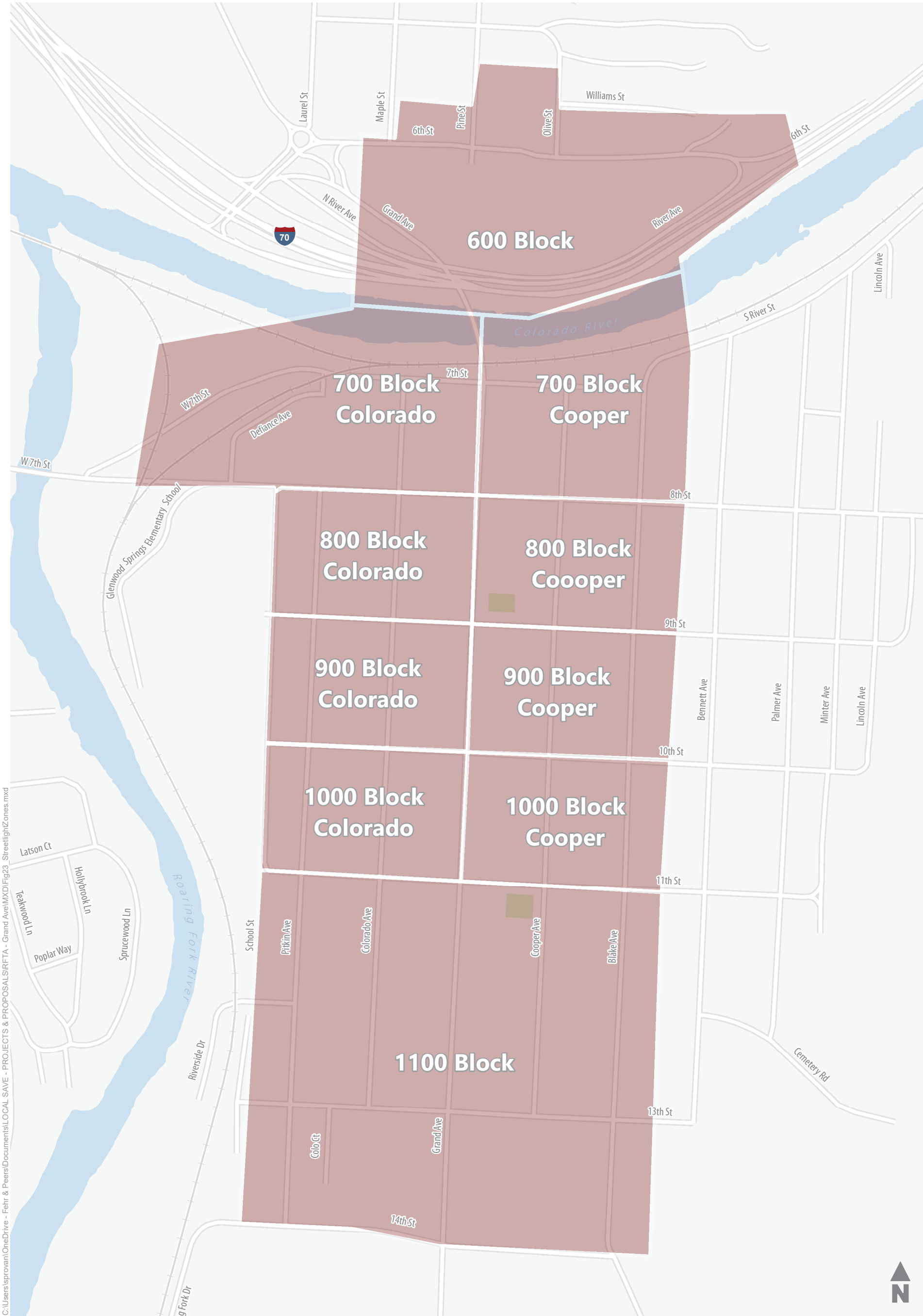
Figure 21
Downtown Glenwood Springs -
Summer Parking Utilization, Friday 12 pm



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Figure 22
Downtown Glenwood Springs -
Summer Parking Utilization, Thursday 5:30 pm



StreetLight Zones



Figure 23
Downtown Glenwood Springs -
StreetLight Zones



City of Glenwood Springs Residential Parking Permits

1. Residents residing in the following areas may apply for a residential permit:
 - a. Pitkin Avenue – 800 and 900 blocks
 - b. Colorado Avenue – 700, 800 and 900 blocks
 - c. Grand Avenue – 700, 800 and 900 blocks
 - d. Cooper Avenue – 700, 800 and North half of 900 block (900 – 916)
 - e. Blake Avenue – 700 block
 - f. 7th Street – 200, 300 and 400 blocks
 - g. 8th Street – 100, 200, 300 and 400 blocks
 - h. 9th Street – 100, 200, 300 and 400 blocks
 - i. 10th Street – 200 block
2. A maximum of 2 permits will be issued per residential unit.
3. Residents will be required to apply for permits in person at the Police Department, show proof of residency, and registration of vehicle.
4. Permits will be issued for a maximum of 1 year, with renewals processed by the original application standards within 30 days of expiration. Expiring permits must be returned to the Police Department upon renewal.
5. Permits will only be valid upon the vehicle matching the registration listed upon issuance.
6. Permits will only apply to exemption from the 2 Hour limits for parking in the downtown zone, and will NOT exempt parking in short-term loading zones, no parking zones or handicap spaces.
7. Parking on public streets is limited to 72 hours under State Law and City Ordinances, and permit holders must still comply with this requirement.
8. Parking permits must be hung from the rearview mirror or otherwise prominently displayed for inspection of all permit information by Parking Enforcement personnel.
9. Residential Parking Permits are not transferrable. Abuse or “loaning” of permits will result in revocation of all permits issued to a resident.
10. **Residential Parking Permits shall not be valid in the 700 block of Cooper Avenue or the City/ County parking lot in the 700 block of Colorado Avenue on the East side of Colorado Avenue. Vehicles with permits that park in those locations shall be treated as vehicles without permits for purposes of enforcement.**
11. **Residential Parking Permits shall not be valid in the 200, 300, and 400 Block of 7th Street. Vehicles with permits that park in those locations shall be treated as vehicles without permits for purposes of enforcement.**
12. Other City parking lots or structures that are signed for 24-hour parking will be allotted for 72 hour parking by permitted vehicles.

Tracking of permits will be the responsibility of the Police Department and a database of issued permits with permit numbers, permit holders address and contact information, and permitted vehicle information will be contained. Changes in information, such as a new vehicle, license plate or applicant phone number, must be reported to the Police Department to maintain accurate information.

To apply for a residential permit, update permit information, or ask questions about the program, contact the Police Department at (970) 384-6500, or at 101 W. 8th Street, Glenwood Springs.



City Council
STAFF REPORT
City of Glenwood Springs
January 6, 2022

Agenda Item:	Paid Parking Decision to Move Forward with Pricing
Action Requested:	Decision to move forward or not with the pricing of a small program. See options below.
Department:	Engineering
Presented By:	Terri Partch, City Engineer
Background Info:	At the November 10th meeting, staff presented the connection between community concern regarding current and increasing congestion and transportation demand management as a group of measures to reduce the use of single occupancy vehicles. As stated in the last presentation, paid parking, along with increasing congestion on the roadways, are two of the most effective measures to incentivize people to drive less. Staff also presented the results of the community input sessions regarding paid/managed parking. At the Council work session, it seemed that some of the Council wanted to have an option of moving forward slowly with a paid/managed parking program, while some of the Council were opposed to paid parking entirely. Here are a few suggestions for small programs to move forward with: Program 1- Not budget neutral Enforce the regulations we have. - Add another parking management officer for the downtown area. - Add license plate recognition vehicles and software for two officers - Add software for ticket management to allow easier collection and the ability to increase fines for repeat offenders. The DDA has indicated that they may be willing to help the City with the costs of better managing the regulations we have. Program 2 - Potentially budget neutral - Add all of the items from Program 1 - Add paid parking from 9th to 7th, as well as paid parking in the City's parking structure and off street lots. - Add management of free employee permits at the WW lift station lot.
Issues:	None at this time.
Staff Recommendation:	Staff recommends that the Council take the next step to price a small paid /managed parking program.



City Council
STAFF REPORT
City of Glenwood Springs
August 3, 2023

Agenda Item: Raw Water System Projects, Data Gathering and Reports

Action Requested: None at this time.

Department: Public Works

Presented By: Matthew Langhorst

Strategic Goals: Preserve and Improve Infrastructure

Background Info: Staff has been working with consultants to review several raw water options that the city has available to us. These options range from raw water collection and distribution systems, raw water collection for domestic use and some storage options that are available to us. The two main projects currently in process are well field investigations at Veltus Park and raw water collection options on the south side of town.

Staff has been working with LRE Engineering to complete river water sampling up and down the Roaring Fork River to test water content/materials to locate feasible areas within City limits for collection of river water. This work was mainly completed at the south end of town to determine if the failed Park East raw water pump system could be salvaged, if the intake for the collection system could be moved/realigned so that the current wet well could be utilized, or if it made more sense to relocate this system up or down stream from the current location. Staff will go over the process that was completed and the attached reports with the council during the work session.

Staff is also working with LRE on water sampling farther down stream, around the 14th Street Bridge area, Veltus Park and Two Rivers Park. LRE has completed a preliminary investigation, prior to starting drilling work, to help determine if any locations adjacent to the 8th Street Pump Station have the right geologic formations and water quality at the river bank to possibly install a small well field. The reason for this work being adjacent to the pump station is that the well field would only have to pump water to the pump station, which has already been designed to carry water to the plant. Other locations would involve significant capital improvements, and locations farther south than the 27th Street Bridge are known to have water quality issues. The river water adjacent to Veltus Park and coming from the banks in the park have shown promise to be clean, usable water and the geology in this location appears to have a deep enough lens of granular material that it could be a promising well location. Staff has progressed this report and design to the next level, which is two - two inch monitoring wells, being drilled at the park to record water depths, water table height, water quality flowing through the lens of material prior to moving forward with a larger pump type well. These wells will be monitored for a year, during high water, low water and periodic times in between, to determine if a larger pump well should be installed and further testing completed. The staff is looking for a small well field that can pump approximately 1.2 to 1.5 million gallons of water a day as a back up, clean water supply for the times of year that No Name, Grizzly or the Roaring Fork River water is not suitable for the plant to process. Wells also have a better rate of reliability for lower water years, so they will also help drought proof the city further. Staff will go over the process that was completed and the attached reports with the council during the work session.

Storage options will be covered at the work session.

Issues: None at this time.

Fiscal Impact: The Costs of Reports and Data Collection are Budgeted Each Year.

Legal Review: None at this time, but water rights review will be required later in 2023 and 2024.

Staff Recommendation: Discussion.



City Council
STAFF REPORT
City of Glenwood Springs
August 3, 2023

Agenda Item:	Budget
Action Requested:	NA
Department:	City Administration
Presented By:	Steve Boyd, Yvette Gustad, Beverli Marshall
Strategic Goals:	Provide Efficient and Responsive City Government Preserve and Improve Infrastructure Protect and Preserve our Quality of Life Generate Sustainable Economic Development Ensure Public Safety
Background Info:	Each year Council approves a spending plan for the following fiscal year. We will discuss this budget during this work session and the next three. This work session will cover public works.
Issues:	None.
Fiscal Impact:	NA
Legal Review:	NA
Staff Recommendation:	NA

STREET TAX FUND

	2020 Actual	2021 Actual	2022 Actual	2023 Budget	2023 Revised Budget	2024 Budget
Revenue	\$2,785,765	\$3,232,089	\$3,791,307	\$3,727,078	\$6,497,322	\$4,442,179
Expenditures	<u>(\$3,463,192)</u>	<u>(\$2,816,784)</u>	<u>(\$3,251,912)</u>	<u>(\$3,380,458)</u>	<u>(\$6,256,361)</u>	<u>(\$5,345,774)</u>
Change in Fund Balance	<u>(\$677,427)</u>	\$415,305	\$539,395	\$346,620	\$240,961	<u>(\$903,595)</u>
Beginning Fund Balance	\$2,454,430	\$1,777,003	\$2,192,308	\$2,731,703	\$2,731,703	\$2,972,664
Ending Fund Balance	\$1,777,003	\$2,192,308	\$2,731,703	\$3,078,323	\$2,972,664	\$2,069,069
Reserves:						
Developer Contributions	(\$25,000)	(\$25,000)	(\$25,000)	(\$25,000)	(\$25,000)	(\$25,000)
Springridge Traffic Fees	(\$249,941)	(\$276,839)	(\$276,839)	\$0	(\$276,839)	(\$276,839)
Available Fund Balance	\$1,502,062	\$1,890,469	\$2,429,864	\$3,053,323	\$2,670,825	\$1,767,230
Cash Balance as of 12/31/22	\$2,462,663					

2024 BUDGET

Account	Account Description	2021 Actual	2022 Actual	2023 Revised Budget	2024 Request	Description
13 STREET TAX FUND - 000						
1330-60000	PROJECT	\$1,617,147	\$1,468,182	\$1,830,000	\$2,500,000	Blake Ave 24th to 27th
					\$150,000	Lincolnwood Repave
					\$750,000	Devereux Bridge (50% grant funded)
					\$240,000	Riverview Storm Sewer (50% grant funded)
	TOTAL PROJECT	\$1,617,147	\$1,468,182	\$1,830,000	\$3,640,000	
	TOTAL 000 -	\$1,617,147	\$1,468,182	\$1,830,000	\$3,640,000	
13 STREET TAX FUND - 253 STREET TAX FUND						
13253-51610	SUPPLIES	\$63,374	\$82,782	\$90,500	\$100,000	Traffic control devices, traffic flagger, deicer, thermal plastic,
13253-51710	PROFESSIONAL SERVICES	\$9,887	\$19,067	\$122,500	\$100,000	Storm sewer survey
					\$15,000	Sustainable Strategies
	TOTAL PROFESSIONAL SERVICES	\$9,887	\$19,067	\$122,500	\$115,000	
13253-51810	MAINTENANCE & REPAIR	\$394,317	\$862,157	\$649,500	\$600,000	Crack seal, street striping, traffic signal maintenance, asphalt program, snow removal, traffic calming, sign replacement program, roadway mowing program, guardrail replacement, safe routes to school, handicap ramp replacements, right of way St. sidewalk and curb, alleyway replacement program
					\$30,000	Fleet
	TOTAL MAINTENANCE & REPAIR	\$394,317	\$862,157	\$649,500	\$630,000	
13253-51920	RENT/LEASE - EQUIPMENT	\$0	\$0	\$20,000	\$0	
13253-52510	GRANTS	\$21,050	\$24,000	\$0	\$24,000	
13253-52610	TECHNOLOGY	\$5,000	\$0	\$3,500	\$0	
13253-52710	CREDIT CARD FEES	\$440	\$953	\$0	\$1,000	
13253-52810	OTHER OPERATING EXPENSE	\$6,219	\$124	\$0	\$5,000	
13253-52820	TIF TO DDA	\$42,259	\$139,813	\$162,162	\$167,406	5% over 2023 forecast
13253-52825	ECONOMIC INCENTIVE REBATE	\$29,967	\$22,961	\$27,027	\$25,000	
13253-53910	PRINCIPAL - BONDS	\$280,000	\$285,000	\$275,000	\$280,000	2015 Sales and Use Tax bonds
13253-53930	INTEREST - BONDS	\$40,242	\$33,858	\$47,000	\$29,775	2015 Sales and Use Tax bonds
13253-53950	ISSUANCE COSTS	\$300	\$0	\$300	\$0	
13253-53960	ADMIN SERVICE FEES	\$0	\$300	\$0	\$0	
13253-54310	INTERFUND COST OF SERVICE	\$306,584	\$312,715	\$318,969	\$328,593	
13253-59520	CAPITAL OUTLAY	\$0	\$0	\$14,000	\$0	
	TOTAL 253 - STREET TAX FUND	\$1,199,639	\$1,783,730	\$1,730,458	\$1,705,774	
		\$2,816,786	\$3,251,912	\$3,560,458	\$5,345,774	

BUS TAX FUND

	2020 Actual	2021 Actual	2022 Actual	2023 Budget	2023 Revised Budget	2024 Budget
Revenue	\$2,264,487	\$2,153,771	\$2,422,146	\$2,314,857	\$2,352,955	\$3,303,510
Expenditures	<u>(\$1,984,380)</u>	<u>(\$1,490,905)</u>	<u>(\$1,714,219)</u>	<u>(\$2,062,936)</u>	<u>(\$2,207,049)</u>	<u>(\$3,497,193)</u>
Change in Fund Balance	\$280,107	\$662,866	\$707,927	\$251,921	\$145,906	(\$193,683)
Beginning Fund Balance	\$813,784	\$1,093,891	\$1,756,757	\$2,464,684	\$2,464,684	\$2,610,590
Ending Fund Balance	\$1,093,891	\$1,756,757	\$2,464,684	\$2,716,605	\$2,610,590	\$2,416,907
Reserves:						
Bike Path Reserve				(\$50,000)	(\$50,000)	(\$50,000)
Available Fund Balance	\$1,093,891	\$1,756,757	\$2,464,684	\$2,666,605	\$2,560,590	\$2,366,907
Cash Balance as of 12/31/22	\$2,573,470					

2024 BUDGET

Account	Account Description	2021 Actual	2022 Actual	2023 Revised Budget	2024 Request	Description
18 BUS TAX FUND - 170 BUS TAX FUND						
18170-51110	REGULAR EMPLOYEES	\$0	\$0	\$0	\$110,000	Transportation Engineer
18170-51210	HEALTH INSURANCE PREMIUMS	\$0	\$0	\$0	\$27,875	
18170-51220	LONG TERM DISABILITY	\$0	\$0	\$0	\$200	
18170-51230	BASIC LIFE INSURANCE	\$0	\$0	\$0	\$150	
18170-51250	FICA CONTRIBUTIONS	\$0	\$0	\$0	\$8,415	
18170-51260	RETIREMENT CONTRIBUTIONS	\$0	\$0	\$0	\$7,700	
18170-51270	UNEMPLOYMENT COMPENSATION	\$0	\$0	\$0	\$330	
18170-51280	WORKERS' COMPENSATION	\$0	\$0	\$0	\$198	
18170-51410	UTILITIES	\$11,575	\$10,327	\$13,000	\$15,000	
18170-51710	PROFESSIONAL SERVICES	\$76,911	\$39,591	\$314,601	\$0	
18170-52210	PROFESSIONAL DEVELOPMENT	\$558	\$0	\$3,000	\$200,000	Contractors for transportation management and design
18170-52710	CREDIT CARD FEES	\$176	\$381	\$300	\$0	
18170-52810	OTHER OPERATING EXPENSE	\$5,722	\$5,751	\$20,000	\$0	
18170-52820	TIF TO DDA	\$16,902	\$55,921	\$64,865	\$66,958	5% over 2023 forecast
18170-52825	ECONOMIC INCENTIVE REBATE	\$16,348	\$9,184	\$10,810	\$0	
18170-53510	PROPERTY INSURANCE	\$7,000	\$7,100	\$7,200	\$8,200	
18170-53710	CONTRIBUTIONS/DONATIONS	\$0	\$0	\$100,000	\$0	
18170-54310	INTERFUND COST OF SERVICE	\$134,238	\$136,922	\$139,660	\$143,850	
18170-56510	FIXED LABOR COSTS	\$412,155	\$451,476	\$475,000	\$496,624	
18170-56515	DIRECT LABOR COSTS	\$410,598	\$491,074	\$525,000	\$540,181	
18170-56520	EMPLOYEE BUS PASSES	\$754	\$732	\$1,000	\$805	
18170-56525	TDM PROGRAM EXPENSE	\$1,075	\$447	\$5,000	\$500	
18170-56530	DIRECT MILEAGE COSTS	\$223,334	\$239,315	\$250,000	\$263,246	
18170-56535	ALLOCATED TRAINING & OTHER COS	\$90,746	\$128,872	\$135,000	\$141,759	
18170-56540	VAN MAINTENANCE	\$1,164	\$1,278	\$3,500	\$1,406	
18170-56545	PARA-TRANSTI SERVICE	\$30,000	\$81,848	\$30,000	\$90,033	
18170-56555	ALLOCATED CAPITAL COSTS	\$51,647	\$53,999	\$65,000	\$59,398	
18170-60000	PROJECTS	\$0	\$0	\$0	\$825,304	Bus shelter gant
					\$489,061	Grant match
	TOTAL PROJECTS	\$0	\$0	\$0	\$1,314,365	
TOTAL 170 - BUS TAX FUND		\$1,490,903	\$1,714,219	\$2,162,936	\$3,497,193	
		\$1,490,903	\$1,714,219	\$2,162,936	\$3,497,193	

WATER AND WASTEWATER FUND

	2020 Actual	2021 Actual	2022 Actual	2023 Budget	2023 Revised Budget	2024 Budget
Revenue	\$7,003,974	\$8,255,787	\$9,294,501	\$8,413,500	\$8,413,500	\$13,211,000
Expenditures	<u>(\$6,618,787)</u>	<u>(\$7,507,487)</u>	<u>(\$8,341,677)</u>	<u>(\$12,140,248)</u>	<u>(\$12,340,248)</u>	<u>(\$11,650,533)</u>
Change in Fund Balance	\$385,187	\$748,300	\$952,824	<u>(\$3,726,748)</u>	<u>(\$3,926,748)</u>	\$1,560,467
Beginning Fund Balance	\$35,933,311	\$36,318,498	\$37,066,798	\$38,019,622	\$38,019,622	\$34,092,874
Ending Fund Balance	\$36,318,498	\$37,066,798	\$38,019,622	\$34,292,874	\$34,092,874	\$35,653,341
Reserves:						
Operations and Maintenance Reserve		<u>(\$1,250,000)</u>	<u>(\$1,250,000)</u>	<u>(\$1,250,000)</u>	<u>(\$1,250,000)</u>	<u>(\$1,250,000)</u>
Restricted Water Fees		<u>(\$3,007,224)</u>	<u>(\$3,007,224)</u>	<u>(\$3,007,224)</u>	<u>(\$3,007,224)</u>	<u>(\$3,007,224)</u>
Restricted Sewer Fees		<u>(\$1,893,175)</u>	<u>(\$1,893,175)</u>	<u>(\$1,893,175)</u>	<u>(\$1,893,175)</u>	<u>(\$1,893,175)</u>
Available Fund Balance	\$36,318,498	\$30,916,399	\$31,869,223	\$28,142,475	\$27,942,475	\$29,502,942
Cash Balance as of 12/31/22	\$6,656,715					

2024 BUDGET

Account	Account Description	2021 Actual	2022 Actual	2023 Revised Budget	2024 Request	Description
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21 WATER, SEWER AND SANITATION - 000

2145-60000	PROJECTS	\$4,346,052	\$2,695,996	\$2,245,000	\$100,000	System Improvement
					\$50,000	SCADA Upgrades
					\$100,000	Raw Water System Upgrades
					\$150,000	Blake Avenue Upgrades
					\$30,000	7th Street Parking Lot Water Drop
					\$50,000	Water Plant Lighting Upgrades
					\$25,000	Water Plant Flooring and Office Furniture
					\$75,000	Flocculant Equipment Upgrades
					\$95,000	Palmer Thin Wall Steel Pipe Replacement
					\$85,000	Bennett Waterline Replacement - 2" to 6"
					\$1,750,000	Pump Station No. 2 Replacement
TOTAL PROJECTS		\$4,346,052	\$2,695,996	\$2,245,000	\$2,510,000	
TOTAL 000 -		\$4,346,052	\$2,695,996	\$2,245,000	\$2,510,000	

21 WATER, SEWER AND SANITATION - 000

2146-60000	PROJECTS	\$808,789	\$916,550	\$1,950,000	\$150,000	Sewer Rehabilitation Program
					\$100,000	System Improvements
					\$50,000	WWTF Lighting Upgrades
					\$50,000	Grit System Repairs
					\$60,000	Grinder Pump Upgrades
					\$85,000	6" Clay Pipe Replacement Projects - 400'
TOTAL PROJECTS		\$808,789	\$916,550	\$1,950,000	\$495,000	
TOTAL 000 -		\$808,789	\$916,550	\$1,950,000	\$495,000	

21 WATER, SEWER AND SANITATION - 211 WATER & SEWER ADMINISTRATION

21211-51110	REGULAR EMPLOYEES	\$332,447	\$351,344	\$361,959	\$316,233	Public Works Director (50%) WA/WW Plant Ops Superintendent WA/WW Field Ops Superintendent GIS Administrator
21211-51210	HEALTH INSURANCE PREMIUMS	\$62,641	\$57,979	\$69,624	\$53,154	
21211-51220	LONG TERM DISABILITY	\$881	\$881	\$400	\$949	
21211-51230	BASIC LIFE INSURANCE	\$768	\$764	\$907	\$790	
21211-51250	FICA CONTRIBUTIONS	\$23,149	\$25,387	\$31,075	\$24,192	
21211-51260	RETIREMENT CONTRIBUTIONS	\$25,462	\$24,145	\$28,435	\$22,137	
21211-51270	UNEMPLOYMENT COMPENSATION	\$891	\$670	\$985	\$632	
21211-51280	WORKERS' COMPENSATION	\$7,523	\$9,814	\$9,000	\$12,500	
21211-51290	OTHER EMPLOYEE BENEFITS	\$0	\$18,915	\$0	\$0	
21211-51370	EMPLOYEE HOUSING GRANT	\$312	\$0	\$0	\$0	

2024 BUDGET

Account	Account Description	2021 Actual	2022 Actual	2023 Revised Budget	2024 Request	Description
21211-51380	UNIFORM ALLOWANCE	\$700	\$0	\$1,000	\$1,000	
21211-51410	UTILITIES	\$1,317	\$1,525	\$1,500	\$1,500	
21211-51610	SUPPLIES	\$3,351	\$1,901	\$3,600	\$3,000	Uniforms, Shirts, hats, PPE
21211-51710	PROFESSIONAL SERVICES	\$88,804	\$50,439	\$61,600	\$50,000	Consulting, Water Model Updates, Plan Printing, Other Services
21211-51810	MAINTENANCE & REPAIR	\$14,392	\$15,892	\$30,000	\$20,000	Building, Equipment, Trucks and fuel
21211-52110	PUBLIC NOTICES	\$893	\$0	\$0	\$0	
21211-52120	EMPLOYMENT POSTING	\$0	\$0	\$250	\$0	
21211-52140	PROCUREMENT ADVERTISING	\$65	\$0	\$0	\$0	
21211-52210	PROFESSIONAL DEVELOPMENT	\$569	\$2,349	\$6,000	\$5,000	Training, Travel, Certification renewals
21211-52410	PROFESSIONAL DUES AND MEMBERSH	\$0	\$0	\$3,500	\$3,000	
21211-52420	ORGANIZATIONAL DUES AND MEMBER	\$100	\$355	\$3,000	\$0	
21211-52440	PROFESSIONAL SUBSCRIPTION	\$0	\$35	\$500	\$0	
21211-52510	GRANTS	\$27,970	\$23,316	\$30,000	\$28,000	
21211-52610	TECHNOLOGY	\$15,551	\$10,001	\$10,000	\$10,000	VueWorks software
21211-52810	OTHER OPERATING EXPENSE	\$1,710	\$391	\$20,000	\$20,000	Homeless camp and Mudslide Cleanup
21211-53510	PROPERTY INSURANCE	\$113,805	\$93,989	\$80,000	\$110,000	
21211-53520	LIABILITY AND CASUALTY INSURA	\$11,811	\$6,913	\$10,800	\$8,000	
21211-53950	ISSUANCE COSTS	\$105,919	\$0	\$0	\$0	
21211-54310	INTERFUND COST OF SERVICE	\$405,803	\$413,919	\$422,197	\$434,863	
21211-54610	ENERGY CONSERVATION	\$0	\$0	\$50,000	\$25,000	
21211-54810	WATER ASSESMENTS	\$16,596	\$9,001	\$5,000	\$10,000	
21211-55110	SAFETY PROGRAMS	\$121	\$0	\$0	\$0	

TOTAL 211 - WATER & SEWER ADMINISTRATION

\$1,263,548	\$1,119,925	\$1,241,332	\$1,159,950
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21 WATER, SEWER AND SANITATION - 240 CUSTOMER ACCOUNTS WATER

21240-51710	PROFESSIONAL SERVICES	\$5,050	\$4,038	\$0	\$35,000	Annual water Model Update, Meter Reads, Consulting On Call
21240-54310	INTERFUND COST OF SERVICE	\$182,569	\$186,220	\$189,944	\$195,642	

TOTAL 240 - CUSTOMER ACCOUNTS WATER

\$187,619	\$190,258	\$189,944	\$230,642
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21 WATER, SEWER AND SANITATION - 260 WATER INTERFUND

21260-55710	ALLOCATED ORGANIZATION COST	\$95,000	\$120,264	\$133,500	\$126,500	
21260-55810	INTERFUND FRANCHISE FEE	\$95,000	\$120,264	\$133,500	\$126,500	

TOTAL 260 - WATER INTERFUND

\$190,000	\$240,528	\$267,000	\$253,000
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21 WATER, SEWER AND SANITATION - 261 WASTEWATER INTERFUND

2024 BUDGET

Account	Account Description	2021 Actual	2022 Actual	2023 Revised Budget	2024 Request	Description
21261-55710	ALLOCATED ORGANIZATION COST	\$95,000	\$120,264	\$132,300	\$126,500	
21261-55810	INTERFUND FRANCHISE FEE	\$95,000	\$120,264	\$132,300	\$126,500	
TOTAL 261 - WASTEWATER INTERFUND		\$190,000	\$240,528	\$264,600	\$253,000	
21 WATER, SEWER AND SANITATION - 270 INTEREST						
21270-53930	INTEREST - BONDS				\$185,992	Bank of Colorado (\$8.1 million)
		\$242,816	\$501,408	\$461,605	\$625,000	Colorado Water Resources and Power Development Authority bond. Principle reduced of \$775,000
	TOTAL INTEREST - BONDS	\$242,816	\$501,408	\$461,605	\$810,992	
21270-53940	INTEREST - OTHER DEBT	\$0	\$16,933	\$0	\$15,852	2021 CWCB loan
	TOTAL INTEREST - OTHER DEBT	\$0	\$16,933	\$0	\$15,852	
	TOTAL 270 - INTEREST	\$242,816	\$518,341	\$461,605	\$826,844	
21 WATER, SEWER AND SANITATION - 275 DEPRECIATION/AMORTIZATION						
21275-55610	DEPRECIATION	\$787,079	\$864,909	\$675,000	\$920,000	
21275-59599	CAPITALIZED ASSETS	(\$4,961,311)	(\$2,779,752)	\$0	\$0	
	TOTAL 275 - DEPRECIATION/AMORTIZATION	(\$4,174,232)	(\$1,914,842)	\$675,000	\$920,000	
21 WATER, SEWER AND SANITATION - 276 DEPRECIATION/AMORTIZATION - WA						
21276-55610	DEPRECIATION	\$1,137,369	\$1,139,107	\$1,200,000	\$1,200,000	
21276-59599	CAPITALIZED ASSETS	\$0	(\$220,560)	\$0	\$0	
	TOTAL 276 - DEPRECIATION/AMORTIZATION - WA	\$1,137,369	\$918,547	\$1,200,000	\$1,200,000	
21 WATER, SEWER AND SANITATION - 410 WATER TREATMENT						
21410-51110	REGULAR EMPLOYEES	\$272,353	\$297,992	\$302,556	\$322,384	Chief Operator Water Treatment Water Treatment Operator II B (2) WA/WW Treatment Operator I D Plus Water Treatment Operation I D
21410-51140	OVERTIME	\$6,036	\$4,858	\$17,500	\$10,000	
21410-51150	STANDBY AND CALLBACK PAY	\$17,708	\$19,772	\$20,000	\$20,000	
21410-51210	HEALTH INSURANCE PREMIUMS	\$53,249	\$56,731	\$58,524	\$88,854	
21410-51220	LONG TERM DISABILITY	\$709	\$784	\$858	\$1,097	
21410-51230	BASIC LIFE INSURANCE	\$560	\$678	\$739	\$828	
21410-51250	FICA CONTRIBUTIONS	\$22,563	\$23,957	\$20,504	\$24,663	
21410-51260	RETIREMENT CONTRIBUTIONS	\$21,453	\$19,783	\$21,410	\$22,567	
21410-51270	UNEMPLOYMENT COMPENSATION	\$854	\$646	\$900	\$645	
21410-51280	WORKERS' COMPENSATION	\$8,914	\$9,063	\$9,000	\$10,000	
21410-51290	OTHER EMPLOYEE BENEFITS	\$0	\$0	\$15,000	\$0	

2024 BUDGET

Account	Account Description	2021 Actual	2022 Actual	2023 Revised Budget	2024 Request	Description
21410-51360	EMPLOYEE ONBOARDING	\$20	\$0	\$0	\$0	
21410-51380	UNIFORM ALLOWANCE	\$1,517	\$0	\$2,000	\$2,000	
21410-51410	UTILITIES	\$129,343	\$124,662	\$112,550	\$130,000	
21410-51610	SUPPLIES	\$7,124	\$4,432	\$10,000	\$7,000	
21410-51710	PROFESSIONAL SERVICES	\$48,760	\$55,527	\$64,400	\$60,000	SCADA and control work / HVAC
21410-51810	MAINTENANCE & REPAIR	\$78,000	\$96,201	\$110,000	\$110,000	Equip, Bldg, Vehicle maint, / fire and weed mitigation
21410-51920	RENT/LEASE - EQUIPMENT	\$122	\$1,339	\$1,000	\$1,000	
21410-52210	PROFESSIONAL DEVELOPMENT	\$2,150	\$1,846	\$10,000	\$8,000	
21410-52410	PROFESSIONAL DUES AND MEMBERSH	\$683	\$103	\$0	\$0	
21410-52610	TECHNOLOGY	\$3,534	\$3,703	\$4,500	\$10,000	VueWorks
					\$2,000	GIS, Replace XC2
	TOTAL TECHNOLOGY	\$3,534	\$3,703	\$4,500	\$12,000	
21410-52810	OTHER OPERATING EXPENSE	\$4,398	\$3,951	\$5,000	\$5,000	
21410-53230	OTHER CHEMICALS	\$166,630	\$136,144	\$210,000	\$150,000	
21410-53240	LABORATORY	\$4,001	\$2,100	\$6,000	\$5,000	
21410-54820	LAB SUPPLIES	\$16,531	\$10,458	\$13,000	\$16,000	
21410-55110	SAFETY PROGRAMS	\$3,906	\$0	\$0	\$4,000	
21410-59520	CAPITAL OUTLAY	\$7,522	\$11,615	\$12,000	\$12,000	VFD's for pre-treatment service water pumps
TOTAL 410 - WATER TREATMENT		\$878,639	\$886,344	\$1,027,441	\$1,023,038	

21 WATER, SEWER AND SANITATION - 420 WATER TRANSMISSION & DISTRIBUTION

21420-51110	REGULAR EMPLOYEES	\$296,573	\$311,161	\$341,319	\$340,846	Water Utility Worker IV Water Util Maint Coord II Water/WW Equipment Operator III (50%) Water Utility Worker I (2)
21420-51140	OVERTIME	\$6,395	\$4,453	\$4,500	\$6,000	
21420-51150	STANDBY AND CALLBACK PAY	\$12,350	\$12,460	\$12,000	\$12,000	
21420-51210	HEALTH INSURANCE PREMIUMS	\$86,205	\$82,762	\$87,012	\$68,478	
21420-51220	LONG TERM DISABILITY	\$789	\$826	\$924	\$1,160	
21420-51230	BASIC LIFE INSURANCE	\$576	\$671	\$806	\$876	
21420-51250	FICA CONTRIBUTIONS	\$23,190	\$25,259	\$22,099	\$26,075	
21420-51260	RETIREMENT CONTRIBUTIONS	\$20,760	\$19,594	\$20,221	\$23,860	
21420-51270	UNEMPLOYMENT COMPENSATION	\$880	\$680	\$880	\$681	
21420-51280	WORKERS' COMPENSATION	\$9,868	\$7,085	\$10,000	\$8,000	
21420-51290	OTHER EMPLOYEE BENEFITS	\$228	\$0	\$6,000	\$0	
21420-51360	EMPLOYEE ONBOARDING	\$0	\$25	\$0	\$0	
21420-51380	UNIFORM ALLOWANCE	\$1,575	\$146	\$2,000	\$2,000	
21420-51410	UTILITIES	\$31,072	\$33,181	\$26,000	\$37,500	Tanks, pump stations, landfill, trash, phones

2024 BUDGET

Account	Account Description	2021 Actual	2022 Actual	2023 Revised Budget	2024 Request	Description
21420-51610	SUPPLIES	\$6,340	\$7,740	\$9,250	\$8,000	
21420-51710	PROFESSIONAL SERVICES	\$10,585	\$7,330	\$35,520	\$20,000	
21420-51810	MAINTENANCE & REPAIR	\$67,677	\$99,565	\$99,000	\$110,000	Building, Fire extinguishers, Bldg Supplies, Vehicles, Fuel, Fire Hydrant Upkeep
21420-51920	RENT/LEASE - EQUIPMENT	\$8,259	\$15,688	\$102,000	\$52,000	Cat 926
21420-52120	EMPLOYMENT POSTING	\$0	\$399	\$0	\$0	
21420-52210	PROFESSIONAL DEVELOPMENT	\$2,054	\$200	\$11,500	\$11,500	Training, Travel, Certification renewals
21420-52410	PROFESSIONAL DUES AND MEMBERSH	\$50	\$77	\$0	\$0	
21420-52610	TECHNOLOGY	\$1,488	\$5,197	\$10,000	\$10,000	VueWorks
					\$2,000	GIS, Replace XC2,
	TOTAL TECHNOLOGY	\$1,488	\$5,197	\$10,000	\$12,000	
21420-52810	OTHER OPERATING EXPENSE	\$244	\$36	\$1,200	\$1,200	
21420-53240	LABORATORY	\$3,810	\$6,852	\$5,500	\$7,500	
21420-53530	DAMAGE CLAIMS	\$0	\$0	\$3,000	\$3,000	
21420-54330	FORCE CONSTRUCTION	\$0	\$50,000	\$50,000	\$0	
21420-55110	SAFETY PROGRAMS	\$675	\$1,379	\$4,000	\$4,000	
21420-55210	FIRE HYDRANT REPLACEMENT	\$0	\$0	\$0	\$20,000	4 hydrants
21420-55220	METERS	\$51,168	\$65,754	\$50,000	\$60,000	
21420-55230	LEAK DETECTION	\$5,198	\$5,000	\$7,500	\$8,000	
21420-59520	CAPITAL OUTLAY	\$10,024	\$0	\$15,000	\$20,000	Noise Data Logger / Correlator
TOTAL 420 - WATER TRANSMISSION & DISTRIBUT		\$658,032	\$763,519	\$937,231	\$864,676	
21 WATER, SEWER AND SANITATION - 430 WASTEWATER TREATMENT						
21430-51110	REGULAR EMPLOYEES	\$268,065	\$276,354	\$283,308	\$287,526	Chief Operator WW Treatment WW Treatment Operator II B (2) WA/WW Treatment Operator I D Plus (50%) WW Treatment Operator I D
21430-51140	OVERTIME	\$2,633	\$2,271	\$2,500	\$4,000	
21430-51150	STANDBY AND CALLBACK PAY	\$18,505	\$18,979	\$20,000	\$20,000	
21430-51210	HEALTH INSURANCE PREMIUMS	\$74,857	\$87,727	\$106,932	\$121,746	
21430-51220	LONG TERM DISABILITY	\$683	\$717	\$837	\$978	
21430-51230	BASIC LIFE INSURANCE	\$526	\$612	\$706	\$750	
21430-51250	FICA CONTRIBUTIONS	\$21,770	\$21,277	\$19,998	\$21,997	
21430-51260	RETIREMENT CONTRIBUTIONS	\$21,349	\$17,385	\$18,299	\$20,128	
21430-51270	UNEMPLOYMENT COMPENSATION	\$825	\$575	\$825	\$575	
21430-51280	WORKERS' COMPENSATION	\$6,555	\$6,253	\$6,600	\$7,500	
21430-51290	OTHER EMPLOYEE BENEFITS	\$0	\$0	\$28,000	\$0	
21430-51360	EMPLOYEE ONBOARDING	\$0	\$37	\$0	\$0	
21430-51380	UNIFORM ALLOWANCE	\$1,575	\$117	\$2,000	\$2,000	

2024 BUDGET

Account	Account Description	2021 Actual	2022 Actual	2023 Revised Budget	2024 Request	Description
21430-51410	UTILITIES	\$249,371	\$321,316	\$233,000	\$300,000	Water, Electric, Natural Gas, Phones
21430-51610	SUPPLIES	\$12,269	\$15,463	\$14,250	\$16,000	
21430-51710	PROFESSIONAL SERVICES	\$46,605	\$45,995	\$50,250	\$50,000	SCADA and Controls, HVAC, Engineering, Consultants, CDL Testing
21430-51810	MAINTENANCE & REPAIR	\$239,536	\$175,689	\$144,350	\$185,000	WWTF Buildings & Equipment, LS 13000 Building & Equipment, Vehicles, Fleet Fees
21430-51920	RENT/LEASE - EQUIPMENT	\$2,823	\$1,643	\$1,500	\$1,500	
21430-52210	PROFESSIONAL DEVELOPMENT	\$3,086	\$4,064	\$11,500	\$10,000	Training, Travel, Certification renewals
21430-52610	TECHNOLOGY	\$4,266	\$4,050	\$3,500	\$5,000	
21430-52810	OTHER OPERATING EXPENSE	\$8,802	\$7,963	\$11,000	\$8,000	Regulatory and Misc.
21430-53230	OTHER CHEMICALS	\$29,256	\$22,558	\$35,000	\$25,000	
21430-53240	LABORATORY	\$7,875	\$9,321	\$11,500	\$12,000	
21430-54820	LAB SUPPLIES	\$20,232	\$17,552	\$15,000	\$20,000	
21430-55110	SAFETY PROGRAMS	\$5,210	\$6,794	\$4,000	\$5,000	
21430-59520	CAPITAL OUTLAY	\$5,415	\$2,163	\$12,000	\$15,000	

TOTAL 430 - WASTEWATER TREATMENT	\$1,052,087	\$1,066,875	\$1,036,855	\$1,139,700
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21 WATER, SEWER AND SANITATION - 440 WASTEWATER COLLECTION & TRANSMISSION

21440-51110	REGULAR EMPLOYEES	\$220,025	\$279,525	\$306,414	\$302,738	Wastewater Utility Worker II WW Utility Maint Coord I Water/WW Equipment Operator III (50%) WW Utility Worker (2)
21440-51140	OVERTIME	\$4,861	\$4,323	\$4,000	\$5,000	
21440-51150	STANDBY AND CALLBACK PAY	\$7,853	\$10,123	\$7,500	\$8,000	
21440-51210	HEALTH INSURANCE PREMIUMS	\$50,539	\$73,258	\$87,012	\$105,726	
21440-51220	LONG TERM DISABILITY	\$574	\$744	\$841	\$1,029	
21440-51230	BASIC LIFE INSURANCE	\$456	\$654	\$739	\$782	
21440-51250	FICA CONTRIBUTIONS	\$17,176	\$21,941	\$20,094	\$23,159	
21440-51260	RETIREMENT CONTRIBUTIONS	\$12,552	\$16,503	\$18,387	\$21,193	
21440-51270	UNEMPLOYMENT COMPENSATION	\$649	\$586	\$753	\$606	
21440-51280	WORKERS' COMPENSATION	\$7,049	\$7,486	\$7,000	\$7,500	
21440-51290	OTHER EMPLOYEE BENEFITS	\$0	\$0	\$6,000	\$0	
21440-51360	EMPLOYEE ONBOARDING	\$0	\$21	\$0	\$0	
21440-51380	UNIFORM ALLOWANCE	\$1,225	\$248	\$2,000	\$2,000	
21440-51410	UTILITIES	\$16,155	\$19,019	\$23,000	\$21,500	
21440-51610	SUPPLIES	\$5,938	\$5,003	\$6,200	\$6,200	
21440-51710	PROFESSIONAL SERVICES				\$15,000	Engineering, Consultants, CDL Training and Testing, SCADA & Control
		\$7,107	\$7,105	\$17,250	\$60,000	7th Street Lift Station Parking Design
	TOTAL PROFESSIONAL SERVICES	\$7,107	\$7,105	\$17,250	\$75,000	
21440-51810	MAINTENANCE & REPAIR	\$65,704	\$88,950	\$72,750	\$95,000	Lift Stations, Shop, Vehicles, Equipment, Fuel, Fleet Fees

2024 BUDGET

Account	Account Description	2021 Actual	2022 Actual	2023 Revised Budget	2024 Request	Description
21440-51920	RENT/LEASE - EQUIPMENT	\$8,259	\$15,741	\$102,000	\$52,000	926 Loader
21440-52210	PROFESSIONAL DEVELOPMENT	\$1,032	\$805	\$10,000	\$6,000	Training, Travel, Certification renewals
21440-52410	PROFESSIONAL DUES AND MEMBERSH	\$0	\$77	\$0	\$0	
21440-52610	TECHNOLOGY	\$3,010	\$4,305	\$3,500	\$6,000	VueWorks
21440-52810	OTHER OPERATING EXPENSE	\$1,249	\$1,371	\$1,500	\$1,500	
21440-53530	DAMAGE CLAIMS	\$0	\$0	\$1,000	\$1,000	
21440-54330	FORCE CONSTRUCTION	\$0	\$300	\$300	\$0	
21440-54910	ROOT CONTROL	\$9,354	\$0	\$10,000	\$10,000	
21440-54920	BACKFLOW DEVICE	\$452	\$0	\$0	\$750	
21440-55110	SAFETY PROGRAMS	\$772	\$2,244	\$4,000	\$4,000	
21440-59520	CAPITAL OUTLAY	\$6,413	\$8,777	\$10,000	\$18,000	Jetter Cart Portable
TOTAL 440 - WASTEWATER COLLECTION & TRANSMISSION		\$448,403	\$569,106	\$722,240	\$774,683	
21 WATER, SEWER AND SANITATION - 999 INTERFUND TRANSFERS						
21999-55910	TRANSFER TO FLEET SERVICE	\$0	\$100,000	\$72,000	\$0	
21999-55980	TRANSFER TO OTHER FUNDS	\$262,000	\$30,000	\$50,000	\$0	
TOTAL 999 - INTERFUND TRANSFERS		\$262,000	\$130,000	\$122,000	\$0	
		\$7,491,124	\$8,341,677	\$12,340,248	\$11,650,533	

BROADBAND

	2020 Actual	2021 Actual	2022 Actual	2023 Budget	2023 Revised Budget	2024 Budget
Revenue	\$0	\$11,551,246	\$1,043,837	\$1,863,682	\$1,863,682	\$1,412,278
Expenditures	<u>\$0</u>	<u>(\$1,434,831)</u>	<u>(\$1,758,454)</u>	<u>(\$2,341,783)</u>	<u>(\$2,341,783)</u>	<u>(\$2,417,475)</u>
Change in Fund Balance	\$0	\$10,116,415	(\$714,617)	(\$478,101)	(\$478,101)	(\$1,005,197)
Beginning Fund Balance	\$0	\$0	\$10,116,415	\$9,401,798	\$9,401,798	\$8,923,697
Ending Fund Balance	\$0	\$10,116,415	\$9,401,798	\$8,923,697	\$8,923,697	\$7,918,500
Available Fund Balance	\$0	\$10,116,415	\$9,401,798	\$8,923,697	\$8,923,697	\$7,918,500
Cash Balance as of 12/31/22		\$4,095,836				

2024 BUDGET

Account	Account Description	2021 Actual	2022 Actual	2023 Revised Budget	2024 Request	Description
22 BROADBAND - 227 BROADBAND						
22227-51110	REGULAR EMPLOYEES	\$388,845	\$621,841	\$737,181	\$739,364	Customer Service Representative/Team Lead Broadband Fiber Plant Technician Broadband Superintendent Broadband Service Technician Broadband Commercial Acct Rep/Marketing Utility Line Locator Broadband Systems Technician
22227-51120	PART-TIME EMPLOYEES	\$33,777	\$20,802	\$0	\$0	
22227-51140	OVERTIME	\$1,478	\$4,108	\$1,500	\$5,000	
22227-51150	STANDBY AND CALLBACK PAY	\$30,921	\$37,266	\$30,000	\$40,000	
22227-51210	HEALTH INSURANCE PREMIUMS	\$82,190	\$115,056	\$133,464	\$167,040	
22227-51220	LONG TERM DISABILITY	\$1,036	\$1,675	\$1,658	\$2,378	
22227-51230	BASIC LIFE INSURANCE	\$876	\$1,422	\$1,000	\$1,894	
22227-51250	FICA CONTRIBUTIONS	\$33,104	\$51,116	\$52,413	\$56,561	
22227-51260	RETIREMENT CONTRIBUTIONS	\$22,859	\$32,957	\$45,860	\$51,756	
22227-51270	UNEMPLOYMENT COMPENSATION	\$1,265	\$1,355	\$1,445	\$1,478	
22227-51280	WORKERS' COMPENSATION	\$693	\$3,043	\$1,250	\$3,000	
22227-51360	EMPLOYEE ONBOARDING	\$577	\$66	\$0	\$0	
22227-51380	UNIFORM ALLOWANCE	\$102	\$0	\$0	\$4,000	
22227-51410	UTILITIES	\$225,519	\$193,860	\$155,000	\$210,000	
22227-51610	SUPPLIES	\$55,216	\$87,496	\$38,000	\$30,000	
22227-51710	PROFESSIONAL SERVICES	\$35,281	\$40,844	\$40,000	\$7,500	Sustainable Strategies
22227-51810	MAINTENANCE & REPAIR	\$6,781	\$12,792	\$50,000	\$50,000	Fleet
22227-51930	RENT/LEASE - BUILDING	\$28,165	\$33,768	\$30,000	\$0	
22227-52120	EMPLOYMENT POSTING	\$500	\$0	\$0	\$0	
22227-52210	PROFESSIONAL DEVELOPMENT	\$2,112	\$12,549	\$2,000	\$15,000	
22227-52310	MISC. TRAVEL	\$0	\$0	\$4,000	\$6,000	
22227-52510	GRANTS	\$0	\$0	\$7,500	\$0	
22227-52610	TECHNOLOGY	\$113,054	\$85,383	\$111,500	\$30,000	
22227-52710	CREDIT CARD FEES	\$815	\$10,960	\$0	\$10,000	
22227-52810	OTHER OPERATING EXPENSE	\$15,440	\$18,458	\$10,000	\$10,000	
22227-53520	LIABILITY AND CASUALTY INSURA	\$0	\$24,577	\$38,398	\$29,000	
22227-54110	BAD DEBTS	\$0	\$0	\$40,000	\$0	
22227-54310	INTERFUND COST OF SERVICE	\$16,049	\$16,370	\$16,697	\$17,198	
22227-55610	DEPRECIATION	\$103,862	\$0	\$0	\$0	
22227-55910	TRANSFER TO FLEET SERVICE	\$45,900	\$0	\$72,000	\$0	
22227-59520	CAPITAL OUTLAY	\$0	\$0	\$80,000	\$0	
22227-60000	PROJECTS	\$0	\$49,162	\$235,000	\$300,000	Complete Build-out

TOTAL 227 - BROADBAND

\$1,246,419 \$1,476,926 \$1,935,866 \$1,787,169

2024 BUDGET

Account	Account Description	2021 Actual	2022 Actual	2023 Revised Budget	2024 Request	Description
22 BROADBAND - 999 INTERFUND TRANSFERS						
22999-55910	TRANSFER TO FLEET SERVICE	\$0	\$100,000	\$0	\$0	
22999-55945	TRANSFER TO ELECTRIC	\$184,049	\$181,528	\$405,917	\$172,887	Broadband loan interest
					\$457,419	Broadband loan principal
	TOTAL TRANSFER TO ELECTRIC	\$184,049	\$181,528	\$405,917	\$630,306	
	TOTAL 999 - INTERFUND TRANSFERS	\$184,049	\$281,528	\$405,917	\$630,306	
		\$1,430,468	\$1,758,454	\$2,341,783	\$2,417,475	

ELECTRIC FUND

	2020 Actual	2021 Actual	2022 Actual	2023 Budget	2023 Revised Budget	2024 Budget
Revenue	\$18,627,036	\$14,924,458	\$15,408,700	\$16,453,417	\$16,453,417	\$18,182,166
Expenditures	<u>(\$16,824,882)</u>	<u>(\$25,803,642)</u>	<u>(\$15,850,313)</u>	<u>(\$21,874,912)</u>	<u>(\$21,874,912)</u>	<u>(\$16,894,459)</u>
Change in Fund Balance	(\$1,802,154)	(\$10,879,184)	(\$441,613)	(\$5,421,495)	(\$5,421,495)	\$1,287,707
Beginning Fund Balance	\$25,550,579	\$23,748,425	\$12,869,241	\$12,427,628	\$12,427,628	\$7,006,133
Ending Fund Balance	\$23,748,425	\$12,869,241	\$12,427,628	\$7,006,133	\$7,006,133	\$8,293,840
Available Fund Balance	\$23,748,425	\$12,869,241	\$12,427,628	\$7,006,133	\$7,006,133	\$8,293,840
Cash Balance as of 12/31/22	\$6,644,808					

2024 BUDGET

Account	Account Description	2021 Actual	2022 Actual	2023 Revised Budget	2024 Request	Description
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24 ELECTRIC UTILITY - 000

2450-60000	PROJECTS	\$71,376	\$584,223	\$5,705,000	\$50,000	General System Improvments
					\$20,000	Red Mountain Upgrades
					\$20,000	6th Street Upgrades
					\$100,000	500 MCM Meadows Cable Upgrades
					\$150,000	130 Road and Hwy 6 Undergrounding
					\$225,000	Cardnell Circuit #2 Cable
TOTAL PROJECTS		\$71,376	\$584,223	\$5,705,000	\$565,000	
TOTAL 000 -		\$71,376	\$584,223	\$5,705,000	\$565,000	

24 ELECTRIC UTILITY - 220 ELECTRIC ADMINISTRATION

24220-51110	REGULAR EMPLOYEES	\$164,199	\$172,880	\$194,246	\$136,859	Public Works Director (50%) Electric Administrative Assistant
24220-51150	STANDBY AND CALLBACK PAY	\$0	\$0	\$65,000	\$0	
24220-51210	HEALTH INSURANCE PREMIUMS	\$20,327	\$20,520	\$33,696	\$38,076	
24220-51220	LONG TERM DISABILITY	\$455	\$464	\$525	\$465	
24220-51230	BASIC LIFE INSURANCE	\$396	\$407	\$470	\$350	
24220-51250	FICA CONTRIBUTIONS	\$12,502	\$13,059	\$17,326	\$10,470	
24220-51260	RETIREMENT CONTRIBUTIONS	\$12,680	\$12,029	\$15,854	\$9,581	
24220-51270	UNEMPLOYMENT COMPENSATION	\$480	\$346	\$493	\$273	
24220-51280	WORKERS' COMPENSATION	\$350	\$2,540	\$600	\$2,500	
24220-51410	UTILITIES	\$13,020	\$13,649	\$14,500	\$30,000	
24220-51610	SUPPLIES	\$3,351	\$4,216	\$8,500	\$5,000	
24220-51710	PROFESSIONAL SERVICES	\$106,502	\$22,557	\$50,000	\$25,000	
24220-51810	MAINTENANCE & REPAIR	\$0	\$0	\$120,000	\$0	
24220-51920	RENT/LEASE - EQUIPMENT	\$30,675	\$30,440	\$30,000	\$30,000	
24220-52140	PROCUREMENT ADVERTISING	\$51	\$0	\$0	\$0	
24220-52210	PROFESSIONAL DEVELOPMENT	\$3,234	\$8,147	\$10,000	\$10,000	
24220-52410	PROFESSIONAL DUES AND MEMBERSH	\$9,181	\$9,439	\$10,000	\$10,000	
24220-52420	ORGANIZATIONAL DUES AND MEMBER	\$0	\$3,960	\$0	\$4,000	
24220-52510	GRANTS	\$13,831	\$15,000	\$0	\$10,000	
24220-52610	TECHNOLOGY	\$6,886	\$3,716	\$7,000	\$4,500	VueWorks
24220-52810	OTHER OPERATING EXPENSE	\$12,693	\$1,236	\$0	\$0	
24220-53510	PROPERTY INSURANCE	\$76,167	\$67,974	\$80,000	\$78,000	
24220-53520	LIABILITY AND CASUALTY INSURA	\$11,366	\$6,221	\$9,720	\$7,000	
24220-53950	ISSUANCE COSTS	\$0	\$107,888	\$0	\$0	
24220-54310	INTERFUND COST OF SERVICE	\$336,192	\$342,915	\$349,773	\$360,266	

2024 BUDGET

Account	Account Description	2021 Actual	2022 Actual	2023 Revised Budget	2024 Request	Description
24220-54410	REGULATORY EXPENSE	\$4,628	\$2,663	\$6,500	\$3,000	
24220-54510	LOSS ON ASSET DISPOSITION	\$40,714	\$0	\$0	\$0	
24220-54610	ENERGY CONSERVATION	\$167,041	\$112,353	\$155,000	\$140,000	
24220-54750	PURCHASED POWER	\$9,744,328	\$10,031,327	\$10,000,000	\$10,200,000	
TOTAL 220 - ELECTRIC ADMINISTRATION		\$10,791,249	\$11,005,946	\$11,179,203	\$11,115,340	

24 ELECTRIC UTILITY - 245 CUSTOMER ACCOUNTS ELECTRIC

24245-51110	REGULAR EMPLOYEES	\$135,024	\$157,215	\$155,350	\$162,689	Electric Meter Technician - Journeyman Electric Meter Technician
24245-51140	OVERTIME	\$212	\$0	\$0	\$0	
24245-51210	HEALTH INSURANCE PREMIUMS	\$42,467	\$44,749	\$45,564	\$51,504	
24245-51220	LONG TERM DISABILITY	\$354	\$381	\$451	\$553	
24245-51230	BASIC LIFE INSURANCE	\$291	\$339	\$403	\$410	
24245-51250	FICA CONTRIBUTIONS	\$9,793	\$10,900	\$10,779	\$12,446	
24245-51260	RETIREMENT CONTRIBUTIONS	\$10,798	\$10,413	\$9,864	\$11,388	
24245-51270	UNEMPLOYMENT COMPENSATION	\$370	\$294	\$423	\$325	
24245-51280	WORKERS' COMPENSATION	\$1,548	\$1,050	\$1,600	\$1,000	
24245-51380	UNIFORM ALLOWANCE	\$300	\$0	\$0	\$300	
24245-51610	SUPPLIES	\$0	\$0	\$2,750	\$0	
24245-52210	PROFESSIONAL DEVELOPMENT	\$0	\$0	\$1,500	\$3,000	
24245-52610	TECHNOLOGY	\$6,307	\$51,329	\$45,500	\$50,000	
24245-54110	BAD DEBTS	\$85,049	\$14,790	\$0	\$0	
24245-54320	INTERFUND BILLING	\$341,796	\$348,632	\$355,604	\$366,273	
24245-54340	NONRECIPROCAL INTERFUND ACTIVI	\$503,071	\$513,132	\$473,850	\$539,096	
24245-54760	CUSTOMER DEPOSIT INTEREST	\$1,546	\$1,849	\$0	\$0	
24245-55810	INTERFUND FRANCHISE FEE	\$503,071	\$513,132	\$473,850	\$539,096	
TOTAL 245 - CUSTOMER ACCOUNTS ELECTRIC		\$1,641,997	\$1,668,205	\$1,577,488	\$1,738,080	

24 ELECTRIC UTILITY - 270 INTEREST

24270-53930	INTEREST - BONDS	\$184,049	\$184,049	\$0	\$172,887	Broadband loan interest
TOTAL INTEREST - BONDS		\$184,049	\$184,049	\$0	\$172,887	
24270-53940	INTEREST - OTHER DEBT ALPINE	\$0	\$124,475	\$266,341	\$199,146	EOC sale leaseback
					\$221,106	EOC sale leaseback
TOTAL INTEREST - OTHER DEBT ALPINE		\$0	\$124,475	\$266,341	\$420,252	
TOTAL 270 - INTEREST		\$184,049	\$308,524	\$266,341	\$593,139	

24 ELECTRIC UTILITY - 275 DEPRECIATION/AMORTIZATION

2024 BUDGET

Account	Account Description	2021 Actual	2022 Actual	2023 Revised Budget	2024 Request	Description
24275-55610	DEPRECIATION	\$955,621	\$982,002	\$1,100,000	\$1,025,000	
24275-59599	CAPITALIZED ASSETS	\$0	(\$455,231)	\$0	\$0	
TOTAL 275 - DEPRECIATION/AMORTIZATION		\$955,621	\$526,771	\$1,100,000	\$1,025,000	

24 ELECTRIC UTILITY - 380 MAINTENANCE & DISTRIBUTION

24380-51110	REGULAR EMPLOYEES	\$587,968	\$662,384	\$814,531	\$971,394	Electric Line Superintendent Electric Crew Leader (3) Electric Apprentice Lineman (4)
24380-51140	OVERTIME	\$3,138	\$2,659	\$0	\$4,000	
24380-51150	STANDBY AND CALLBACK PAY	\$61,447	\$63,477	\$60,000	\$65,000	
24380-51160	PROJECT ALLOCATION WAGES	(\$53,351)	(\$41,991)	\$0	\$0	
24380-51210	HEALTH INSURANCE PREMIUMS	\$117,349	\$143,725	\$154,920	\$158,976	
24380-51220	LONG TERM DISABILITY	\$2,025	\$2,135	\$965	\$2,859	
24380-51230	BASIC LIFE INSURANCE	\$1,724	\$1,933	\$2,117	\$2,419	
24380-51250	FICA CONTRIBUTIONS	\$62,830	\$65,171	\$57,707	\$74,311	
24380-51260	RETIREMENT CONTRIBUTIONS	\$71,328	\$60,316	\$52,803	\$68,000	
24380-51270	UNEMPLOYMENT COMPENSATION	\$2,388	\$1,751	\$2,387	\$1,941	
24380-51280	WORKERS' COMPENSATION	\$11,191	\$11,098	\$11,500	\$11,000	
24380-51290	OTHER EMPLOYEE BENEFITS	\$0	\$0	\$15,000	\$0	
24380-51380	UNIFORM ALLOWANCE	\$1,200	\$25	\$0	\$2,000	
24380-51410	UTILITIES	\$1,699	\$3,799	\$0	\$4,000	
24380-51610	SUPPLIES	\$48,443	\$29,147	\$41,700	\$30,000	
24380-51710	PROFESSIONAL SERVICES	\$18,286	\$50,694	\$35,500	\$20,000	
24380-51810	MAINTENANCE & REPAIR	\$230,523	\$181,617	\$231,250	\$225,000	
24380-52210	PROFESSIONAL DEVELOPMENT	\$3,654	\$2,459	\$8,500	\$10,000	
24380-52610	TECHNOLOGY	\$9,461	\$0	\$10,000	\$3,500	
24380-52810	OTHER OPERATING EXPENSE	\$1,147	\$316	\$2,000	\$2,500	
24380-53530	DAMAGE CLAIMS	\$0	\$0	\$0	\$1,000	
24380-59520	CAPITAL OUTLAY	\$195,167	\$206,226	\$200,000	\$200,000	
24380-59599	CAPITALIZED ASSETS	(\$195,167)	(\$178,840)	\$0	\$0	
TOTAL 380 - MAINTENANCE & DISTRIBUTION		\$1,182,450	\$1,268,101	\$1,700,880	\$1,857,900	

24 ELECTRIC UTILITY - 999 INTERFUND TRANSFERS

24999-55910	TRANSFER TO FLEET SERVICES	\$115,000	\$300,000	\$321,000	\$0	
24999-55930	TRANSFER TO CAPITAL PROJECTS	\$50,000	\$0	\$25,000	\$0	
24999-55990	TRANSFER TO BROADBAND	\$10,798,603	\$0	\$0	\$0	
TOTAL 999 - INTERFUND TRANSFERS		\$10,963,603	\$300,000	\$346,000	\$0	

2024 BUDGET

Account	Account Description	2021 Actual	2022 Actual	2023 Revised Budget	2024 Request	Description
		\$25,790,345	\$15,661,771	\$21,874,912	\$16,894,459	

LANDFILL FUND

	2020	2021	2022	2023	2023 Revised	2024
	Actual	Actual	Actual	Budget	Budget	Budget
Revenue	\$2,874,057	\$2,656,278	\$3,024,899	\$2,848,210	\$3,324,899	\$2,889,500
Expenditures	<u>(\$2,691,078)</u>	<u>(\$2,566,127)</u>	<u>(\$3,059,731)</u>	<u>(\$3,370,684)</u>	<u>(\$3,800,034)</u>	<u>\$3,139,222</u>
Change in Fund Balance	\$182,979	\$90,151	(\$34,832)	(\$522,474)	(\$475,135)	\$6,028,722
Beginning Fund Balance	\$2,989,453	\$3,172,432	\$3,262,583	\$3,227,751	\$3,227,751	\$2,752,616
Ending Fund Balance	\$3,172,432	\$3,262,583	\$3,227,751	\$2,705,277	\$2,752,616	\$8,781,338
Available Fund Balance	\$3,172,432	\$3,262,583	\$3,227,751	\$2,705,277	\$2,752,616	\$8,781,338
Cash Balance as of 12/31/22		\$1,135,751				

2024 BUDGET

Account	Account Description	2021 Actual	2022 Actual	2023 Revised Budget	2024 Request	Description
29 LANDFILL ENTERPRISE FUND - 000						
2960-60000	PROJECTS	\$42,000	\$32,310	\$150,000	\$130,000	
TOTAL 000 -		\$42,000	\$32,310	\$150,000	\$130,000	
29 LANDFILL ENTERPRISE FUND - 610 LANDFILL ADMINISTRATION						
29610-51110	REGULAR EMPLOYEES	\$707,415	\$753,880	\$770,000	\$844,059	Deputy Public Works Director (50%) Landfill Manager Crew Leader - Landfill Accounting Technician/Cashier Landfill Recycling Technician Equipment Operator III - Landfill (3) Equipment Operator II - Landfill Equipment Operator I - Landfill
29610-51120	PART-TIME EMPLOYEES	\$3,211	\$0	\$0	\$0	
29610-51140	OVERTIME	\$22,615	\$15,800	\$30,000	\$16,000	
29610-51210	HEALTH INSURANCE PREMIUMS	\$167,536	\$180,013	\$196,776	\$182,922	
29610-51220	LONG TERM DISABILITY	\$1,830	\$2,009	\$1,918	\$2,801	
29610-51230	BASIC LIFE INSURANCE	\$1,493	\$1,730	\$1,982	\$2,168	
29610-51250	FICA CONTRIBUTIONS	\$57,374	\$57,619	\$56,087	\$64,570	
29610-51260	RETIREMENT CONTRIBUTIONS	\$42,655	\$47,331	\$51,322	\$59,085	
29610-51270	UNEMPLOYMENT COMPENSATION	\$2,177	\$1,550	\$640	\$1,689	
29610-51280	WORKERS' COMPENSATION	\$9,752	\$25,126	\$24,000	\$25,000	
29610-51360	EMPLOYEE ONBOARDING	\$106	\$40	\$400	\$100	
29610-51380	UNIFORM ALLOWANCE	\$3,996	\$263	\$4,000	\$4,000	
29610-51410	UTILITIES	\$20,981	\$24,821	\$29,000	\$25,000	
29610-51610	SUPPLIES	\$13,489	\$14,001	\$22,200	\$14,000	
29610-51710	PROFESSIONAL SERVICES	\$230,329	\$143,213	\$198,200	\$145,000	Engineering, groundwater, CDL, permitting, E-recycling, testing and compost.
29610-51810	MAINTENANCE & REPAIR	\$309,030	\$408,304	\$346,500	\$400,000	Fuel, hardware, supplies, vehicle, heavy equipment, landscaping litter pickers, miscellaneous parts.
29610-51920	RENT/LEASE - EQUIPMENT	\$294,480	\$580,631	\$554,045	\$500,000	Grinder rental, 25 ton six wheel articulating truck, 938 loader, 950 loader, D6 dozer, rent GEM 5000, grader, Bomag.
29610-51930	RENT/LEASE - BUILDING	\$4,675	\$5,100	\$5,300	\$5,100	
29610-52110	PUBLIC NOTICES	\$64	\$0	\$5,000	\$0	
29610-52120	EMPLOYMENT POSTING	\$504	\$0	\$150	\$0	
29610-52210	PROFESSIONAL DEVELOPMENT	\$11,577	\$6,854	\$19,200	\$6,000	
29610-52410	PROFESSIONAL DUES AND MEMBERSH	\$0	\$1,318	\$2,000	\$2,000	
29610-52420	ORGANIZATIONAL DUES AND MEMBER	\$653	\$1,506	\$2,000	\$15,000	
29610-52810	OTHER OPERATING EXPENSE	\$4,371	\$670	\$2,000	\$0	
29610-53510	PROPERTY INSURANCE	\$415	\$303	\$2,000	\$3,000	

2024 BUDGET

Account	Account Description	2021 Actual	2022 Actual	2023 Revised Budget	2024 Request	Description
29610-53520	LIABILITY AND CASUALTY INSURA	\$27,669	\$32,417	\$35,000	\$38,000	
29610-54110	BAD DEBTS	\$5,560	\$0	\$2,500	\$0	
29610-54310	INTERFUND COST OF SERVICE	\$142,777	\$145,632	\$148,545	\$153,000	
29610-54320	INTERFUND BILLING	\$4,728	\$4,728	\$4,919	\$4,728	
29610-55320	SEPTIC AND CAR WASH	\$0	\$0	\$3,500	\$0	
29610-55330	COMPOSTING FEES	\$513	\$0	\$0	\$0	
29610-55340	TIRE DISPOSAL	\$20,238	\$13,637	\$22,000	\$20,000	
29610-55350	CONCRETE CRUSHING AND RECYCLIN	\$0	\$57,167	\$273,500	\$0	
29610-55360	LANDFILL CLOSURE COSTS	\$87,087	\$124,830	\$65,000	\$100,000	
29610-55370	LANDFILL POSTCLOSURE COSTS	\$46,745	\$67,003	\$35,000	\$125,000	
29610-55380	WEED CONTROL	\$3,200	\$3,000	\$5,000	\$6,000	
29610-55390	RECYCLING PROGRAM	\$119,827	\$86,915	\$95,000	\$120,000	
29610-55510	HOUSEHOLD HAZARDOUS WASTE	\$15,443	\$21,169	\$20,000	\$0	
29610-55610	DEPRECIATION	\$121,793	\$173,151	\$125,000	\$125,000	
29610-55910	TRANSFER TO FLEET SERVICE	\$25,000	\$100,000	\$0	\$0	
29610-59520	CAPITAL OUTLAY	\$0	\$408,899	\$0	\$0	
29610-59599	CAPITALIZED ASSETS	(\$42,000)	(\$483,209)	\$5,500	\$0	
TOTAL 610 - LANDFILL ADMINISTRATION		\$2,489,309	\$3,027,420	\$3,165,184	\$3,009,222	
29 LANDFILL ENTERPRISE FUND - 999 INTERFUND TRANSFERS						
29999-55930	TRANSFER TO CAPITAL PROJECTS	\$25,000	\$0	\$25,000	\$0	
TOTAL 999 - INTERFUND TRANSFERS		\$25,000	\$0	\$25,000	\$0	
		\$2,556,309	\$3,059,730	\$3,340,184	\$3,139,222	



City Council
STAFF REPORT
City of Glenwood Springs
August 3, 2023

Agenda Item: July 20, 2023 Council Minutes
Action Requested: July 20, 2023 City Council Minutes
Department: City Clerk

Presented By:

Strategic Goals:

Background Info:

Issues:

Fiscal Impact:

Legal Review:

Staff Recommendation:



MINUTES
CITY OF GLENWOOD SPRINGS
REGULAR CITY COUNCIL MEETING

JULY 20, 2023

6:15 PM

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

REGULAR SESSION

Item 5. :04 Roll Call

Present: Mayor Wussow, Councilor Schachter, Councilor Kaup, Councilor Weimer, Councilor Godes, and Councilor Zalinski. Also present were; Beverli Marshall, City Manager; Joseph Deras, Chief of Police; Steve Boyd, Chief Operating Officer; Ryan Muse, City Clerk; Wendy Bautista, Assistant City Clerk; Yvette Gustad, Finance Director; Matt Langhorst, Director of Public Works; Hannah Klausman, Director of Economic and Community Development; and Karl Hanlon, City Attorney.

Item 6. :05 Agenda changes and conflicts

:05 Councilor Godes asked to move item H Resolution 2023-25; Authoring Mayor to Sign 1205 Riverside Drive Acquisition to the regular agenda and move it between items 15 and 16.

Item 7. :06 Council Announcements

None.

Item 8. :06 Citizens Appearing Before Council (for items not on the agenda-comments limited to 3 minutes)

Citizen comments was made.

Comments were made by City Attorney Karl Hanlon and Mayor Wussow.

Item 9. :45 Consent Agenda

:45 Councilor Kaup moved, seconded by Councilor Schachter, to approve the consent agenda minus item H.

Motion passed unanimously.

Item 10. :45 27th Street Underpass Update

Ben Ludlow, Project Manager for the Roaring Fork Transportation Authority and Tracy Truelove, Project Information Manager for the 27th Street Project presented.

Comments were made by Councilor Godes, Councilor Zalinski, Project Manager Ben Ludlow, and Mayor Wussow.

Item 11. 1:06 Strategic Housing Plan Update

Watkins Fulk-Gray, Senior Planner, and Andrew Knudtsen and Carson Bryant, consultants with Economic & Planning Systems, Inc. presented.

Comments were made by Councilor Weimer, Councilor Kaup, Senior Planner Watkins Fulk-Gray, Consultant Andrew Knudtsen, Consultant Carson Bryant, Councilor Schachter, Mayor Wussow, Councilor Zalinski, and Councilor Godes.

1:58 Councilor Kaup moved, seconded by Councilor Schachter, to adopt Resolution 2023 as a guiding document as presented.

Comments were made by Councilor Godes, Councilor Schachter, Mayor Wussow, and City Clerk Ryan Muse.

2:03 Councilor Kaup moved to amend the motion to set the Resolution as 2023-26, Councilor Schachter seconded amend.

Comments were made by Councilor Zalinski, Councilor Godes, Councilor Schachter, and Councilor Kaup.

Motion passed unanimously.

Item 12. 2:10 West Mountain Regional Housing Coalition Update

Hannah Klausman, Director of Economic and Community Development presented.

Comments were made by Councilor Godes, Director of Economic and Community Development Hannah Klausman, and Mayor Wussow.

2:21 Council took a short recess.

Item 13. 2:33 Ordinance 2023-11; Fat, Oil, and Grease and Oil Sand Separator

Matthew Langhorst, Public Works Director presented.

2:35 Mayor Wussow opened the item for public comment.

No public comment was made.

2:36 Mayor Wussow closed the item for public comment.

2:36 Councilor Zalinski moved, seconded by Councilor Godes, to approve Ordinance 2023-11; Fat, Oil, and Grease and Oil Sand Separator.

Motion passed unanimously.

Item 14. 2:37 Fee Waiver Agreement for "The Benedict" Affordable Senior Housing Project

Watkins Fulk-Gray, Senior Planner presented.

Comments were made by Councilor Kaup, Senior Planner Watkins Fulk-Gray, Councilor Zalinski, Councilor Godes, Mayor Wussow, City Attorney Karl Hanlon, Councilor Schachter, Councilor Weimer.

Comments were made by applicant, Justin Raddicks, Vice President of Catholic Charities Housing.

Comments were made by City Manager Beverli Marshall, Mayor Wussow, Senior Planner Watkins Fulk-Gray, Vice President of Catholic Charities Housing Justin Raddicks, Councilor Schachter, Councilor Godes, Councilor Zalinski, and Councilor Kaup.

2:59 Councilor Godes moved, seconded by Councilor Schachter, to approve Fee Waiver Agreement for "The Benedict" Affordable Senior Housing Project with the parkland dedication fee paid for by some other fund to be determined as long as it's not the general fund.

Comments were made by Councilor Godes, Councilor Zalinski, Councilor Schachter, Councilor Kaup, and City Manager Beverli Marshall.

Ayes: Zalinski, Wussow, Godes, Kaup, Schachter

Nays: Weimer

Motion passes 5-1

Item 15. 3:04 Resolution 2023-24 Glenwood Devolution - US Highway 6 and I-70 Frontage Road

Ryan Gordon, City Engineer presented.

Comments were made by Councilor Schachter, City Manager Beverli Marshall, and City Engineer Ryan Gordon.

3:08 Councilor Kaup moved, seconded by Councilor Zalinski, to approve Resolution 2023-24 Glenwood Devolution - US Highway 6 and I-70 Frontage Road.

Ayes: Zalinski, Wussow, Weimer, Kaup, Schachter

Nays: Godes

Motion Passes 5-1

3:10 Comments were made by City Attorney Hanlon. Mayor Wussow moved item H to after item 16.

Item 16. 3:10 Letter to Transportation Secretary Buttigieg regarding the proposed use of Private Activity Bonds by the Uinta Railroad

Comments were made by City Attorney Karl Hanlon.

Summer Associate at Karp, Neu, and Hanlon, Harper Powell presented.

Comments were made by City Attorney Karl Hanlon, Councilor Godes, Councilor Weimer, Harper Powell, Mayor Wussow, Councilor Kaup.

3:22 Councilor Godes moved, seconded by Mayor Wussow, to send two letters of support to Transportation Secretary Buttigieg regarding proposed use of Private Activity Bonds by the Uinta Railroad.

Comments were made by Councilor Zalinski, City Attorney Karl Hanlon, and Summer Associate Harper Powell.

Motion passed unanimously.

Item H. 3:25 Resolution 2023-25; Authoring Mayor to Sign 1205 Riverside Drive Acquisition

Karl Hanlon, City Attorney presented.

Comments were made by Councilor Godes.

3:28 Councilor Godes moved, seconded by Mayor Zalinski, to approve Resolution 2023-25; Authoring Mayor to Sign 1205 Riverside Drive Acquisition.

Motion passed unanimously.

Item 17. 3:29 Council Comments

Comments were made by Councilor Kaup and City Manager Beverli Marshall.

Comments were made by Councilor Zalinski.

Comments were made by Godes, City Attorney Karl Hanlon, Mayor Wussow, City Manager Beverli Marshall, and City Clerk Ryan Muse.

Comments were made by Mayor Wussow.

Item 18. 3:38 Report from City Administration

None.

Item 19. 3:38 Adjournment

3:38 Councilor Kaup moved, seconded by Councilor Weimer, to adjourn.

Motion passed unanimously.



City Council
STAFF REPORT
City of Glenwood Springs
August 3, 2023

Agenda Item:	Award Request for Proposal (RFP) 2023-26P; Energy and Climate Plan Update
Action Requested:	Award of Proposal (RFP) 2023-26P; Energy and Climate Plan Update to Blue Strike Environmental
Department:	Economic and Community Development
Presented By:	Jim Hardcastle
Strategic Goals:	Provide Efficient and Responsive City Government Preserve and Improve Infrastructure
Background Info:	The City of Glenwood Springs (the City) has sought proposals from qualified professionals for services to update the City's current Energy & Climate Action Plan (ECAP) March 5, 2009. Proposers were encouraged to develop a project approach that best meets the City's goals for energy consumption reduction. The ECAP will be developed with a focus on equity and environmental justice to ensure all populations in the City have access to the benefits of climate action. The City's 2023 Approved Budget 11/3/2022 allocated \$75,000 for this update. Nearly 20 interested consultants attended a pre-Proposal Meeting held online May 10, 2023, where they had a chance to ask clarifying questions to help refine their RFPs prior to submittal. We received seven RFPs on June 7, 2023, that were reviewed by a group comprised of City staff and three outside volunteers who were integral to the creation of the previous Climate Action Plan 2009. The group unanimously selected Blue Strike Environmental as the primary contractor on the project with assistance from Clean Energy Economy from the Region (CLEER). Bids for the project came in as low as \$74,995 and as high as \$173,509. City administration worked with the selected bidder, Blue Strike Environmental, to modify their initial bid price of \$117,650.00 based on the elimination of various unneeded elements to arrive at a final cost of \$99,080. They were the 4th lowest bidder but had significant benefits to their proposal which made their submittal the best value for the City. Final Plan conversion in Spanish and digital accessibility compliance will be an additional cost but is not expected to be exorbitant. Staff is recommending the Council appropriate the project and award it to Blue Strike Environmental as the bidder with he most to offer the City of Glenwood Springs at \$99,080 with a smaller supporting contract with CLEER and add an appropriation of \$40,000 to cover language and accessibility requirements and an agreement with CLEER.
Issues:	None at this time.
Fiscal Impact:	Our current 2023 budget includes a \$75,000.000 line item for this project. The winning proposal in the amount \$99,080.00 was submitted by Blue Strike Environmental.
Legal Review:	Legal will review any contract awarded.
Staff Recommendation:	Staff is recommending Proposal (RFP) 2023-26P; Energy and Climate Plan Update be awarded to Blue Strike Environmental for \$99,080.



**Request for Proposal 2023-26P
Energy and Climate Action Plan Update**

Buyer:
City of Glenwood Procurement Department
101 West 8th St / Glenwood Springs, CO 81601 / ryan.muse@cogs.us



RFP 2023-26P Energy and Climate Action Plan Update

Section I: Introduction

The City of Glenwood Springs uses the Rocky Mountain E-Purchasing System ("BidNet") to post solicitations and any supporting or additional information, including Addenda, Bid Sheets and awards. Proposals must be submitted prior to close on BidNet. The City of Glenwood cannot accept a response that did not come through the right channel on time. All documents and information are available at

www.bidnetdirect.com/cityofglenwoodsprings. If you require additional information regarding BidNet call Vendor Support at 800-835-4603 anytime Monday-Friday from 6:00 am to 6:00 pm Mountain Time.

Project Summary

The City of Glenwood Springs (the City) is seeking proposals from qualified professionals for services to update the City's current Energy & Climate Action Plan (ECAP) March 5, 2009. Proposers are encouraged to develop a project approach that best meets the City's goals. The ECAP will be developed with a focus on equity and environmental justice to ensure all populations in the City have access to the benefits of climate action.

Section II: Timeline

a. Proposal Timeline.

ACTIVITY	DATE	TIME
Pre-Proposal Meeting, Zoom Meeting	MAY 10, 2023	11:00 a.m.
Questions and Clarifications Due	MAY 16, 2023	2:30 p.m.
Answer Addendum Posted to Bidnet	MAY 18, 2023	4:00 p.m.
Request for Proposal (RFP) Due http://www.bidnetdirect.com/cityofglenwoodsprings	JUNE 7, 2023	2:30 p.m.
Interviews can be via Zoom for firms located more than 100 miles away; in person for local firms.	JUNE 19-20, 2023	
Target Award Date (Subject to Change)	JULY 06, 2023	8:00 p.m.

The pre-proposal Zoom meeting will begin at 10am and will only be available on the Zoom meeting link. This meeting is not mandatory but highly recommended. A recording of the meeting will be placed on BidNet as an addendum.

<https://us02web.zoom.us/j/82157093373?pwd=WmlHZWY3Si9jT0pXdGNlbUVaOVEvQT09>



RFP 2023-26P Energy and Climate Action Plan Update

Section III: Instructions to Submitters

- a. The City of Glenwood Springs endeavors to provide a uniform distribution of information to vendors and conduct a fair selection process. We ask that you please follow these instructions carefully. Any submittal that does not meet the requirements set forth in this document and any addenda will not be considered by the Selection Committee.
- b. We ask that you do not contact any member of staff directly with questions or comments about the RFP other than Ryan Muse, City Clerk. Any attempts to contact City personnel other than the Clerk will result in disqualification. Please send questions to bidresponse@cogs.us and they will be answered as addendums on the BidNet site.
- c. Please upload your submittal to BidNet in one single PDF file.
- d. Questions regarding this RFP should not be submitted to BidNet, but submitted to bidresponse@cogs.us
- e. All addenda issued by The City of Glenwood Springs will be placed on the BidNet site prior to the time that proposals are received and shall be considered part of the RFP. It shall be the Bidder's responsibility to view all documents posted at BidNet. The City may issue several addenda during the process as needed for clarification.
- f. BidNet will automatically stop allowing uploads at the date and time of closing. Sometimes the process takes a few minutes so please upload your proposal well ahead of the closing time. The City of Glenwood cannot see who or how many responses have been submitted to BidNet prior to the closing date so we are unable to confirm receipt. However, you may assume your upload was successful if BidNet accepts the document.
- g. The City of Glenwood Springs makes no guarantee that an award will be made as a result of this RFP and reserves the right to accept or reject any or all proposals, waive any formalities or technical inconsistencies, or delete any item/requirements from this RFP or resulting contract when deemed to be in the City's best interest.
- h. From the responses received, the City will rank the responses and schedule oral interviews with the top-ranked firms. After completing the interviews, the City will select a firm, then negotiate and finalize the specific work plan with the selected firm. Council may, in its sole discretion, expand or reduce the criteria upon which it bases its final decisions regarding selection of the consultant.
- i. The Bidder shall purchase and maintain at its own insurance which is at least as broad, and with limits at least as great as outlined in Section VII: If your proposal is successful and a contract awarded, a compliant certificate of insurance will be required with all endorsements at that time.
- j. Representations made within the proposal will be binding on Bidder. Failure to comply with the requirements contained in this RFP will result in the rejection of your proposal.
- k. Bidder recognizes and understands that any costs incurred by the Bidder from submitting a response to this RFP are the responsibility of the bidder.



RFP 2023-26P Energy and Climate Action Plan Update

Section IV: Submittal Criteria

Please include the following information in your submittal on BidNet:
Proposals shall be submitted in the specified form below. Submittals shall be a maximum of 20 pages.

Please list responses under headings and numerical and alphabetical sections sequentially, as follows:

1. Introduction and Organization Information:
 - a. Title of this RFP
 - b. Name and mailing address of principal organization making this proposal.
 - c. Form of the organization. Please check one:
 - i. Non-profit
 - ii. For-profit Corporation or LLC
 - iii. Partnership
 - iv. Sole Proprietor
 - d. Incorporated or registered in (state)
 - e. Website address
 - f. Names and contact information of the principal(s) of the business: Owner, president, CEO, partners, general partner or sole proprietor.
 - g. Contact person, including email and phone number.
2. Signature Requirements:
 - a. The Cover Letter must be signed by an officer empowered by the applicant to sign such material and thereby commit the consultant to the obligations contained in the Proposal and in the resulting contract. Further, the signing and submission of the Proposal shall indicate the intention of the applicant to adhere to the provisions described in this RFP, including the required certifications.
3. Consultant Qualifications:
 - a. Provide a statement of your organization's qualifications to perform requested climate action plan update services. Please address how your firm meets the selection criteria.
4. Team Qualifications:
 - a. Please include resumes of key principals and individuals who will be overseeing or involved with the Project.
5. Project Experience:
 - a. Please describe your team's experience with municipal climate action plans, and any experience in Colorado specifically.
 - b. The City is committed to a policy of non-discrimination and prefers to work with a consultant that has a track record and commitment to the use of Locally Owned Small Businesses (LOSB's) and Minority/Woman Business Enterprises (M/WBE). Please provide any relevant experience and/or plans to address this business preference.
 - c. Please describe your firm's approach to community engagement and outreach using specific examples.



RFP 2023-26P Energy and Climate Action Plan Update

- d. Specifically, experience with electric utility data collection.
6. Associations:
 - a. Please provide a description of any associations with other individuals or firms or any form of subcontracting that is planned for the Project.
7. References:
 - a. Provide a minimum of three references for related projects where your team has planned, developed, and managed a similar project. Please include Colorado references when possible.
8. Project Plan and Schedule:
 - a. Provide a brief discussion of your team's approach to the successful development and transition to implementation and long-term sustainability of the final updated plan.
 - b. Provide a visual table style calendar for the entirety of the project, including as many elements from this RFP as necessary to demonstrate diversity of activities necessary to lead to a successful plan update.
9. Optional additional add-on:
 - a. The ability and cost of producing outreach materials in English and Spanish.
10. Disclosures:
 - a. Please disclose any claims, lawsuits, formal disputes for work or services previously or currently being performed. Please disclose any loss of funding NOT due to budget cuts or cuts to programs.

Consultant Team and Approach

1. Proposers shall highlight their experience and expertise in:
 - a. Conducting similar projects related to municipal greenhouse gas (GHG) emissions inventories and climate action plans.
 - b. Stakeholder engagement strategies emphasizing equitable approaches to meaningfully engage the community such as public surveys.
 - c. Broadly inclusive stakeholder engagement with community visioning projects or outreach campaigns.
 - d. Project websites with virtual public engagement features intended to reach all community members.
 - e. Climate related legislation passed in Colorado.
 - f. Graphic design portfolio and website design capabilities.
 - g. Ability to produce outreach materials in English and in Spanish.
2. Proposers should describe their expertise in:
 - a. Identifying and prioritizing initiatives for GHG mitigation at a community scale.
 - b. Updating GHG emission inventories.
 - c. Aligning GHG reduction impacts and targets with budgets.



RFP 2023-26P Energy and Climate Action Plan Update

- d. Conducting gap analysis.
- e. Creating conceptual work plans and strategies.

Section V: Project Goals and Objectives

Community Background

Glenwood Springs is a beautiful mountain community located at the confluence of the Roaring Fork and Colorado Rivers. The area was originally inhabited by Ute Native Americans whose descendants now live in southern Colorado and northeastern Utah.

The city was founded in the 1880s as a hot springs resort and trading center and remains so today. Geothermal energy supplies bubbling hot water for the Glenwood Hot Springs Pool, Iron Mountain Hot Springs, and Yampah Vapor Caves. Nearby attractions include Sunlight Mountain Resort, Glenwood Canyon, and the Hanging Lake trail. Access to the nearby White River National Forest and BLM lands grants visitors access to seemingly endless forest and wilderness area. The Rio Grande Trail allows paved access on a maintained asphalt path which follows the Roaring Fork River at times from Glenwood Springs to Aspen and supports bicyclists, hikers, walkers, and runners, offering casual viewpoints of the valley and wildlife. The city is a popular destination for tourists, who enjoy skiing, hiking, bicycling, golf, hunting, fishing on Gold-Medal streams, and rafting and kayaking. Glenwood Springs also hosts eclectic shops and boutiques and a vibrant dining scene.

The City of Glenwood Springs is a home rule municipality led by a seven-member City Council. It also serves as the county seat for Garfield County. The 2020 U.S. Census counted 9,963 residents. U.S. Interstate 70 passes through Glenwood Springs parallel to the Colorado River, and Colorado Highway 82 connects the city to Carbondale, Aspen, and Marble among others, as well as Independence and McClure Passes.

Glenwood Springs owns its municipal electric utility, Glenwood Springs Electric, which serves residential and commercial customers in the City and in certain areas beyond the jurisdictional limits. The City also operates its own water and wastewater treatment plants and a municipal landfill, and contracts with the Roaring Fork Transportation Authority to operate the Ride Glenwood bus system.

Existing Energy Efforts

The City's citizen-led Energy and Climate Action Plan of 2009 helped launch several clean energy initiatives for the City, for its utility customers, and taxpayers, and for the Garfield County region. Acting on the City Council-approved plan, city staff began by offering rebates to residents and businesses for a variety of energy efficiency measures and solar electric installations. City staff also pursued the purchasing of wind power from its electric wholesaler, the Municipal Energy Agency of Nebraska (MEAN), achieving 35% renewable energy by 2013.

Also in 2009, the State of Colorado awarded a \$1.6 million New Energy Communities grant to Garfield County and its six municipalities, including Glenwood Springs. The City provided local match money and leadership for the new county-wide effort. The initiative formed an intergovernmental entity called Garfield Clean Energy, which continues to advance energy efficiency, renewable energy, clean transportation, and economic development. Glenwood Springs continues to be an active member of Garfield Clean Energy.

Since 2012, Glenwood Springs has also contracted with CLEER, a nonprofit based in Carbondale that works to accelerate the transition to a clean energy economy, increase energy independence, and reduce our contribution to climate change, to provide a higher level of rebates and energy coaching to the city's electric customers, with specific programs aimed at solar energy to power businesses and efficiency upgrades for income-qualified households.

In June 2019, Glenwood Springs signed a new contract with MEAN for the purchase of 100% wind power, becoming the second city in Colorado and seventh in the nation to be powered by 100% renewable energy.



RFP 2023-26P Energy and Climate Action Plan Update

Project Purpose

The City of Glenwood Springs is seeking to update its Energy and Climate Action Plan of 2009 with a plan that supports and expands the climate actions taken by the City in the years since 2009. Through this updated Energy and Climate Action Plan (ECAP), the City is seeking a robust set of goals, targets, and strategies that will guide City leaders in actions and policies that will reduce greenhouse gas (GHG) emissions. A successful update to the ECAP will also inspire businesses, residents, and visitors to reduce their carbon footprints.

Section VI: Project Scope

Project Task progression to generally be followed:

Task 1: Project Initiation and Stakeholder Engagement

- **Deliverables:**
 - The Consultant with City staff support will develop and form a diverse and broadly representative stakeholder group.
 - The consultant will design a Stakeholder Engagement Strategy and execute and lead the activities with City Staff support.

Task 2: Review of City of Glenwood Springs Energy & Climate Action Plan, March 5, 2009

- **Deliverables:**
 - City Building/Operations Energy Inventory in ECAP and presented in graphic form.
 - Review of the 2009 ECAP and a checklist of progress to date.

Task 3: Determine ECAP framework and scope, draft strategy and identify sectors

- **Deliverables:**
 - A well organized, logical, and comprehensive ECAP framework that meets the expectations of City staff and the stakeholder group.

Task 4: Conduct public surveying and research to identify potential initiatives

- **Deliverables:**
 - Stakeholder and community outreach, with website content, completed per the Stakeholder Engagement Strategy with documentation to be provided to the City.

Task 5: Prioritize Initiatives

- **Deliverables:**
 - Prioritized Goals, Focus Areas, Targets, and Strategies.
 - Approved Goals, Focus Areas, Targets, and Strategies.
 - Stakeholder engagement documentation.

Task 6: Develop Implementation Plan for each initiative

- **Deliverables:**
 - Implementation Plan for prioritized targets and strategies.
 - Performance metrics to guide an ongoing monitoring plan.

Task 7: Develop Final Community Climate Action Plan

- **Deliverables:**
 - Draft plan presentation at an open house prior to final plan.



RFP 2023-26P Energy and Climate Action Plan Update

- Finalized Updated Energy & Climate Action Plan.
 - Provide digital versions for web and print.
- Provide user-friendly ECAP project webpage content.
- Work with City staff on preparation of final meeting and presentation to City Council.

Task 1: Project Initiation and Stakeholder Engagement

After contract execution, the consultant will meet with the key City staff contacts and other senior leaders including Community Development to discuss project initiation. The Consultant will facilitate public meetings. City staff will provide a co-leading role in public meetings and otherwise will provide developmental and administrative support.

The Consultant with City staff support will develop and appoint a diverse and broadly representative stakeholder group. It shall involve an equitable cross-section of residents to make the plan relevant and successful. The consultant shall confer with the stakeholder group and staff. Members can be recruited from these entities.

- City boards and commissions
- Other energy utilities
- City area residents, businesses, industry, non-profits, schools/institutions, and other organizations

The project will be guided by a Stakeholder Engagement Strategy (SES), to be developed and carried out by the consultant. The consultant project team will align the project with a community driven planning process. The consultant will be expected to reach all demographics of the City's population.

The SES will include engagement methods and stakeholder participation activities across all project levels, tasks, and duration. Multiple opportunities for public participation and feedback should be provided. Engagement events should have in-person and virtual options where feasible and be available throughout the City and at a variety of times.

Stakeholder engagement support and activities should include:

- Check-in meetings with City Staff at regular intervals to report on public engagement.
- Public survey(s) and other forms of public comment such as, social media, workshop(s), open houses, and presentation(s).
- Draft ECAP to be made available for public review and comment at various times once developed in the later phasing of the project.
- Draft project materials to be published on dedicated City hosted project webpage.
- Language translation services in Spanish for outreach materials and in-person engagement activities (as needed) shall be included.

City staff contact and support team will review the SES proposal and suggest modifications for the purpose of strengthening engagement outcomes.

- **Task 1 Deliverables:**
 - The Consultant with City staff support will develop and form a diverse and broadly representative stakeholder group.
 - The consultant will design a Stakeholder Engagement Strategy and execute and lead the activities with City Staff support.

Task 2: Conduct energy inventory and review Energy & Climate Action Plan achievements since 2009



RFP 2023-26P Energy and Climate Action Plan Update

Conduct an energy inventory of City buildings, facilities, and operations. The inventory should include achievements to date highlighted in the Energy & Climate Action Plan, March 5, 2009.

Task 2 Deliverables:

- City Building/Operations Energy Inventory in ECAP and presented in graphic form.
- Review of the 2009 ECAP and a checklist of progress to date.

Task 3: Determine ECAP framework

The consultant team will work with the City to develop the ECAP framework to include sustainable Goals, Focus Areas, Targets, and Strategies. The framework should describe how the City can meet specific GHG reduction targets. The ECAP should be able to serve as a roadmap for the City to implement municipal and community-wide programs, projects and policies that result in GHG emissions reduction through mitigation initiatives. Strategies should focus on initiatives that can be implemented by City government or through coordination between local government leadership and the community. The draft strategy should identify trends influenced by population change, economic conditions, and infrastructure developments.

The ECAP should draw from existing plans and policies as seen in the table below, and any other relevant Federal or State of Colorado climate action initiatives.

We are seeking proposals that would be consistent with the following goals and policies:

Existing Relevant Plans and Policies

Title	Adoption Date	Viewing Location
Comprehensive Plan Update	2023	https://cogs.us/DocumentCenter/View/9021/Glenwood-Springs-Comprehensive-Plan-Update-2023-March-16-2023---FINAL?bidId=
An Energy Action Plan Update for Garfield Clean Energy	2023	Garfield-County-EAP-2023.pdf (garfieldcleanenergy.org)
City Strategic Vision	2020-25	https://www.cogs.us/DocumentCenter/View/6169/2020-2025-Strategic-Vision
Parks & Recreation Master Plan	2016	https://cogs.us/ArchiveCenter/ViewFile/Item/98
Downtown Plan	1998	https://cogs.us/DocumentCenter/View/453/Downtown-Plan?bidId=
Economic Development Strategy	2018	https://cogs.us/DocumentCenter/View/4755/Economic-Development-Strategy_Final
Regional Housing Study	2019	https://cogs.us/DocumentCenter/View/7096/Greater-Roaring-Fork-Regional-Housing-Study---April-1-2019?bidId=
RFTA Climate Action Plan	2023	TBD

Task 3 Deliverables:

- A well organized, logical, and comprehensive ECAP framework that meets the expectation of City staff and the stakeholder group.



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Task 4: Conduct public surveying and research to identify potential initiatives

The consultant team will:

1. Identify known climate action initiatives from other similar Colorado communities and develop a meaningful survey for the community to respond to.
2. Conduct public outreach through surveys and additional engagement activities to gather additional existing or potential initiative ideas from the public.
3. Initiatives should address challenges facing low-and moderate-income households and disadvantaged communities.
4. Conduct a gap analysis to identify additional initiatives as needed and where appropriate.

Task 4 Deliverables:

- Stakeholder and community outreach, with website content, completed per the Stakeholder Engagement Strategy with documentation to be provided to the City.

Task 5: Organizing and Prioritizing Sustainable Goals, Focus Areas, Targets, and Strategies

Existing and potential sustainable Goals, Focus Areas, Targets, and Strategies, which were aggregated into a comprehensive list in Task 4, are then to be prioritized by the consultant team through conducting an internal/external prioritization process. Prioritization methodology should be identified with the project team and documented. Prioritizing could be guided by potential GHG emissions reduction and performance metrics. The consultant will conduct a feasibility review of survey results. After prioritization and stakeholder input activities are completed, the consultant should present a list of recommended Goals, Focus Areas, Targets, and Strategies to City Staff and the Stakeholder Group for approval.

Task 5 Deliverables:

- Prioritized Goals, Focus Areas, Targets, and Strategies.
- Approved Goals, Focus Areas, Targets, and Strategies.
- Stakeholder engagement documentation.

Task 6: Develop Sustainable Implementation Plan for each initiative

The consultant will work with the City staff to develop an implementation plan for each strategy on the finalized list. City staff and stakeholders must be consulted to discuss details for implementing each item. The ECAP should identify the appropriate government body or public entity to lead each respective target and strategy.

A procedure for updating metrics data and reporting progress for each initiative should be included with performance metrics to enable the City to determine if emission reductions goals are being met over time. The consultant should verify that the implementation of the selected targets and strategies will meet Federal, State, and the City's GHG reduction goals over the term of the ECAP's implantation phase.

Task 6 Deliverables:

- Implementation Plan for prioritized targets and strategies.
- Performance metrics to guide an ongoing monitoring plan.



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Task 7: Develop Final Climate Action Plan

The consultant team will complete a draft plan narrative and present the draft plan to City staff and the Stakeholder group for review. A revised version shall be provided to the public for additional comment. The consultant team will incorporate City staff, Stakeholder, and public comments to provide a final updated Plan.

The consultant team will work with the City to present the draft plan in an open house, supported by a press release and social media. This may include both virtual and in-person methods. The final plan will be developed in a handbook format with a dedicated City-hosted webpage. Work with City staff to update ECAP project website pages and other digital platforms.

The consultant team and/or graphic design subcontractor will complete graphic design component of the project to improve presentation and readability for audiences and users for both the ECAP handbook and accompanying project webpage.

The final Energy & Climate Action Plan should include, at a minimum, the following chapters:

- 1) Executive Summary, with a Summary Booklet.
- 2) Introduction with framework of plan.
 - o Goals, Focus Areas, Targets, and Strategies.
- 3) City Energy Inventory and Climate Achievements to date.
- 4) ECAP Goals, Focus Areas, Targets, and Strategies.
- 5) ECAP Implementation Plan.

Task 7 Deliverables:

- Outreach and open houses prior to final plan.
- Finalized Updated Energy & Climate Action Plan
 - o Digital versions for web and printing
- ECAP project webpage content.
- Final meetings and presentation to City Council.

Section VII: Insurance Requirements

General Liability

Policy form:	Occurrence
Policy Aggregate	\$ 2,000,000
Products/completed operations aggregate	2,000,000
Each occurrence limit	1,000,000
Personal & advertising injury limit	1,000,000
Products/completed operations	
Defense in excess of limits	
Per location / per job aggregate limit	
Blanket contractual	
Independent contractors	
Primary & non-contributory	
Show Waiver of Subrogation in favor of the City	
All locations / operations (if not, show city job/location specifically)	



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Name the City as "Additional Insured"

Automobile Liability:

Combined single limit:..... \$ 1,000,000
Any auto (or Hired & Non-owned, if you own no vehicles)
Show Waiver of Subrogation in favor of the City
Primary & non-contributory
Auto pollution liability (IF you carry any hazardous cargo)
(If the Vendor is providing repairs to City vehicles on the Vendor's property, the Vendor shall possess Garage Liability Insurance, covering premises, auto and completed operations)
Name the City as "Additional Insured"

Pollution Liability:

Policy form: Occurrence
(if not, claims-made retro date must predate our contract or date of service)
Per claim or occurrence limit..... \$ 1,000,000

Blanket contractual
Primary & non-contributory
Show Waiver of Subrogation in favor of the City Per location / per job aggregate limit
Defense in excess of limits
Designated Location or Operation must e shown as per your contract for the City
Name the City as "Additional Insured"

Umbrella:

Policy form: Occurrence - Umbrella
Each occurrence or claim limit: \$ 1,000,000
Excess commercial general liability
Excess Products/completed operations
Show Waiver of Subrogation in our favor
Excess automobile liability
Excess professional liability (if you provide professional services)
Excess pollution liability (if any pollution exposure exists)
Excess employer's liability
Blanket contractual
Per location / per job aggregate limit
Defense in excess of limits
Primary & non-contributory
All locations / operations (if not, designate specific project or location)
Name the City as Additional Insured including Products/Completed Operations

Workers' Compensation:

Workers Compensation benefits: per Colorado Statute
Employers liability – limit per accident \$ 100,000
Employers liability – limit per disease 100,000
Employers liability – disease aggregate 500,000
All owners/officers who will be on City property or job site must be covered
Show Waiver of Subrogation in favor of the City
Coverage must apply to workers in Colorado



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Insurance companies providing the coverage's specified above must be authorized to do business under the laws of the State of Colorado and must be rated no less than "A-" by A.M. Best Company. Issuance of a contract is contingent upon verification of all required coverage.

Section VI: Selection Criteria

In evaluating Proposals, the City shall consider the qualifications of the Submitters, whether or not the Proposals comply with the prescribed requirements, and alternates and unit prices if requested in the Proposal forms. The City may consider the qualifications and experience of sub-contractors/consultants and other persons and organizations within the Proposals proposed for those portions of the work. The identity of sub-contractors/consultant and other persons and organizations must be submitted as specified in the Supplementary Conditions. The City is looking to award the project to the firm offering the best value. Price is a consideration but not the only one.

The City may conduct such investigations as it deems necessary to establish the responsibility, qualifications, and financial ability of the Proposers, proposed sub-contractors and other persons and organizations to do the Work in accordance with the Contract Documents to the City's satisfaction within the prescribed time. The City reserves the right to reject the Proposal of any firm that does not pass any such evaluation to the City's satisfaction.

Section VII: RFP Terms & Conditions

Schedule

The contractor shall submit a schedule showing the order in which the contractor proposes to carry on the work including the estimated number of working days elapsed, when the critical parts are to begin, and the estimated number of calendar days required to complete the critical parts. Said schedule shall be subject to the approval of the city. Should the city be of the opinion that any schedule of operation as submitted is inadequate to secure the completion of the work in the time agreed upon or otherwise not in accordance with the specifications or the work is being inadequately or improperly prosecuted in any respect, the City may ask that the contractor submit a new schedule.

Discussions/Negotiations

The City of Glenwood Springs reserves the right to contact any Bidder for clarification of information submitted and to conduct discussions with Bidders, to accept or not accept revisions of Proposals, and to negotiate any point in the proposal or the subsequent contract at the sole discretion of the City's Chief Operating Officer. Due to budget restrictions, this project may not be awarded in full to the selected contractor.

Indemnification

If any litigation from any claims, disputes or other matters in question arising out of or relating to this agreement, or the breach thereof, the successful party in the litigation shall be entitled to reasonable legal expenses as part of any judgment.

Performance Bond



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The successful contractor may be required to provide a performance bond equal to 100% of the contract amount. If required, the performance bond shall remain in full force and effect through the guarantee period.

Proprietary Information

It is understood that the City is a public institution and, as such, is subject to the Colorado Open Records Act, CRS §§ 24-72-101 et. seq. ("CORA"). Any information uploaded to BidNet or otherwise submitted will become a public record and subject to inspection following the final selection of a bidder and the award of a contract. Bid tabulations and results will be posted to BidNet. Except as otherwise agreed prior to the award or finalization of any vendor transaction, the City shall provide upon request by any third party all information pertaining to such transaction which must be disclosed pursuant to CORA, and the City's obligations under CORA supersede its obligations under any agreement, contract, purchase order or negotiated transaction. If you object to the disclosure of any confidential or privileged information as such is defined in CORA, any such pages must be marked confidential and submitted as outlined herein. If you fail to mark the documents confidential and fail to include the explanation, any objection to the release of any information will be deemed waived by the City. Please note that your objection will be considered but is not binding on the City. The City is required to make a determination under CORA, and may only withhold documents that are confidential under the law. If the City releases documents marked as confidential in compliance with CORA, the Bidder waives any claims for liability or damages. To avoid disclosure of trade secrets, privileged information, or confidential commercial, financial, geological, or geophysical data ("Confidential Information"), the Bidder must clearly mark all Confidential Information as such and provide a written, detailed justification with its proposal of the protected nature of the Confidential Information under CORA. This justification must address, at a minimum, the specific competitive harm that may result from any disclosure, the intrinsic value of the Confidential Information to the Bidder, and any safeguards used to protect the Confidential Information from disclosure. By submitting a proposal, the firm agrees to hold the City harmless from any claim arising from the release of Confidential Information not clearly marked as such by the Bidder or lacking written, detailed justification as supported by CORA.

Section VII: Warranties, Representations and Acknowledgements of Bidder

- a. Bidder acknowledges and agrees that (1) this RFP is a solicitation for proposal and is not a contract or an offer to contract and (2) the submission of a proposal by Bidder in response to this RFP will not create a contract between the City of Glenwood and Bidder.
- b. Bidder offers and agrees to furnish to the City of Glenwood with the products and/or services described in its proposal, at the prices quoted in the proposal, and to comply with all terms, conditions, and requirements set forth in the RFP documents and contained herein.
- c. Bidder represents and warrants that (1) Bidder is a reputable company regularly engaged in providing products and/or services necessary to meet the terms, conditions, and requirements of the RFP; (2) Bidder has the necessary experience, knowledge, abilities, skills, and resources to satisfactorily perform the terms, conditions and requirements of the RFP; (3) Bidder is aware of, is fully informed about, and is in full compliance with all applicable federal, state, and local laws, rules, regulations, and ordinances; (4) Bidder understands the requirements and specifications set forth in this RFP and the terms and conditions set forth; and (5) all statements, information, and representations prepared and submitted in response to this RFP are current, complete, true, and accurate. Bidder acknowledges that the City of Glenwood will rely on such statements, information, and representations in selecting



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the successful Bidder. If selected by the City the Bidder will notify the City immediately of any material change in any matters with regard to which Bidder has made a statement or representation or provided information.

d. Bidder agrees to be in compliance with all federal laws and regulations pertaining to Equal Employment Opportunities and Affirmative Action.

**DELIVERY IN ELECTRONIC COPY
14:30 MDT, 7 JUNE, 2023 TO:**
City of Glenwood Springs, CO
Attn: *Procurement Department*
101 West 8th St
Glenwood Springs, CO 81601



RESPONSE TO RFP 2023-26P FOR
**ENERGY AND CLIMATE
ACTION PLAN UPDATE**

PRESENTED BY:  blue strike



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1

INTRODUCTION AND ORGANIZATION INFORMATION

a. Title of this RFP

RFP 2023-26P Energy and Climate Action Plan Update

b. Name and mailing address of principal organization making this proposal.

Blue Strike Environmental, Inc.
126 Bonifacio Pl., Ste. G
Monterey, CA 93940

c. Form of the organization:

For-profit Corporation or LLC

d. Incorporated or registered in

California

e. Website address:

www.bluestrikeenvironmental.com

f. Names and contact information of the principal(s) of the business:

Kristin Cushman, Founder & CEO
kristin@bluestrikeenvironmental.com
(831) 277-0167

g. Contact person, including email and phone number.

Rich Swanson, Director of Climate & Energy
rich@bluestrikeenvironmental.com
(781) 439-9366



COVER

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LETTER

June 7, 2023

Attn: Ryan Muse, City Clerk
City of Glenwood Springs, CO
Attn: Procurement Department
101 West 8th St
Glenwood Springs, CO 81601

Subject: Proposal for RFP 2023-26P Energy and Climate Action Plan Update

Dear Mr. Muse,

We are delighted to present this response to the Request for Proposal (RFP) regarding the update of the Energy and Climate Action Plan (ECAP) for the City of Glenwood Springs (the City). We are truly impressed by the City's ongoing dedication to responsible practices, such as being a founding partner of Garfield Clean Energy, collaborating with regional tourism organizations to establish the Roaring Fork Valley Destination Alliance (RFVDA) aimed at promoting sustainable tourism practices, providing 100% renewable energy through its electric utility, and demonstrating commitment to urban forestation by participating in the Tree City USA program. We would be honored to assist the City further reduce its environmental impact and improve quality of life for its residents and businesses.

Blue Strike Environmental (Blue Strike) will bring a unique, comprehensive, and award-winning array of skills and experiences to create an actionable roadmap for the City. We combine our deep background in greenhouse gas inventories and climate planning, with considerable experience in energy frameworks, local and regional planning and development, and innovation. We are a group of economists, engagement specialists, and policy experts that can deliver comprehensive solutions, through a friendly and efficient process. We feel our greatest strength is our people, who create a collegial, yet professional environment in which to deliver excellent products. When it comes to Climate Action, we do not take a one-size-fits-all approach. We are constantly looking for ways to innovate as a means of developing more progressive objectives and implementing real change. The strategy for the City's ECAP will be no different.

By submitting this proposal, our team seeks to build on the progressive work the City has already set in motion with the adoption of its 2009 ECAP, and work closely with the City to take those efforts to the next level. We appreciate the opportunity to submit this proposal. Please reach out at any time with follow-up questions to **rich@bluestrikeenvironmental.com**.

Sincerely,

Rich Swanson, *Director of Climate & Energy Division*
Woman-Owned Small Business Enterprise | Certified Green Business, California Green Business Network



CONSULTANT QUALIFICATIONS

- a. Provide a statement of your organization's qualifications to perform requested climate action plan update services. Please address how your firm meets the selection criteria.**

Since 2007, Blue Strike Environmental has offered award-winning strategy, research, technical analysis, communications, and organizational development services in sustainability, climate change, and clean energy. We bring expertise in a wide range of fields including climate action and sustainability planning, carbon accounting, life-cycle analysis, strategic electrification, climate resiliency, monitoring and verification, and green technology solutions. We are a Woman-Owned Small Business Enterprise and California Green Business Network Certified Green Business with primary offices in Monterey California, and satellite offices across the U.S., including Akron, Ohio, Dallas, Texas and Boston, Massachusetts.

Over the past decade, our commitment to climate-related activities, specifically energy and waste, has been evident through our work on state-mandated programs. Our professionals are industry pioneers known for designing program activities, setting best practices, and innovating policy and reporting frameworks. Our cutting-edge industry knowledge enables us to convert goals into practical plans, and we excel in developing data models to calculate, track, and report on an array of sustainability metrics, including electricity and fuel consumption, waste diversion, and greenhouse gas emissions. We also possess comprehensive knowledge of regional, state, federal, and international regulations, funding mechanisms, and innovative pilot projects, enabling us to assist cities in leading the charge in climate action planning.

Our GHG inventory experience is long-standing and includes one of the first implementations of the International Council for Local Environmental Initiatives (ICLEI) U.S. Community Protocol using the ClearPath platform, which was completed in 2015 for the City of Mountain View, CA. Blue Strike was also an early beta tester of ICLEI's ClearPath platform, and used it to support the development of Community GHG Inventories and Energy Action Plans for all 21 jurisdictions in the Association of Monterey Bay Area Governments (AMBAG) territory (18 cities and 3 counties).

In 2016, our staff wrote the first-of-its-kind Local Business Development Plan for East Bay Community Energy to help the emerging CCA determine a roadmap and time horizon for local renewable energy deployment. In 2019, we launched an Advanced Energy Community project for the City of Lancaster, CA, showcasing new innovations in energy such as microgrid load shaping and rate design, and recently launched a similar project for the City of Richmond, CA. We also conduct scenario analysis for many of our clients to help prioritize the social, economic and environmental benefits for potential climate and energy projects. Finally, and most importantly, we have developed Climate Action Plans and similar strategy pathways for Durham County (NC), La Canada (CA), Mono County (CA), San Luis Obispo (CA), Orange County (NC), the University of Colorado, California Polytechnic University, and many more. Plans and strategies have ranged from highly technical/specific to policy/goal in their orientation, with many somewhere in between. Our strength lies in our capacity to weave together previous plans, policies, organizational and community feedback, and technical analysis to create equitable, actionable and practical solutions.



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TEAM QUALIFICATIONS

a. Please include resumes of key principals and individuals who will be overseeing or involved with the Project.

Rich Swanson, PhD (from University of Colorado, Boulder), is the leader of Blue Strike’s Climate and Energy Practice, and a senior economist and GHG analyst for energy and climate-related projects and policy. His economic experience includes extensive work in climate-related endeavors including GHG inventories and analyses, policy formulation, cost-benefit assessments (CBA), and scenario optimization. His financial experience includes climate finance for renewable energy, financial modeling, and return on investment analysis. Rich has a strong technical, statistical and analytical background with a Ph.D. in Civil Systems Engineering, an M.A. in International Affairs, and a B.A. in Economics. Before joining Blue Strike, Rich worked as an energy economist for the World Bank, the Asian and African Development Banks, and several other international financiers performing analysis on energy and climate-related investments.

Besides his international work, Rich has provided dozens of domestic climate and energy plans, and currently serves as lead economic analyst for Colorado University’s Climate Action Plan. Rich will serve as Project Manager and primary day-to-day point of contact. He has extensive project management experience, including managing the development of Climate Action Plans and carbon reduction strategies for California Polytechnic University, the Research Triangle Institute and San Diego State University, and City of Fairfield, Ohio.

Brennen Jensen, MS, is Blue Strike’s Engagement & Resilience Director. For nearly 20 years, Ms. Jensen has concentrated her work in the fields of zero waste, renewable energy and environmental behavior change to guide government agencies, businesses and nonprofit organizations in the design, adoption and implementation of localized and scalable climate solutions. Ms. Jensen holds a M.S. in Biomimicry from Arizona State University, a B.S. in Environmental Science Technology and a B.A. in Spanish from Humboldt State University. She has a cooperative facilitative approach that seeks to find creative solutions to complex problems. Her strengths lie in strategic planning, systems thinking, policy synthesis, partnership building, and funding acquisition. Her work in zero waste recycling, waste reduction, extended producer responsibility and climate solutions have earned awards from the Department of Conservation, California Air Resources Board, CalRecycle, Romero Institute, and Monterey Bay Area Air Resources District. She led complex industry and stakeholder coordination to assist businesses in complying with and managing regulatory requirements, set policy goals and design program implementation for two statewide conservation programs including California Carpet Stewardship Program and Energy Upgrade California.

Ms. Jensen leads Blue Strike’s engagement and innovation programs with a focus on resilience, zero waste, circular economies, carbon farming and extended producer responsibility. She will serve as Senior Engagement Advisor for this project.

Kristin Cushman, CEO, focuses on engaging community partners to help build climate mitigation and adaptation strategies that combine community priorities with local climate and energy planning projects. Ms. Cushman has built lasting and effective public-private partnerships to leverage combined resources and build innovative programs. Ms. Cushman has chaired the Monterey Bay Climate Action Compact which is a network of 21 local jurisdictions working collaboratively on climate mitigation, adaptation and carbon farming initiatives. In 2016, she sat on Monterey County’s Community Climate Action Plan Steering Committee to prioritize mitigation strategies and incentives. In 2017, she helped coordinate the stakeholder engagement for East Bay Community Power to

determine local renewable energy portfolio strategies with an emphasis on low-income community benefits. She currently manages stakeholder engagement for the City of La Cañada Flintridge, CA's Climate Action & Adaptation Plan and Orange County, NC's Climate Action Plan, and will serve as Senior Advisor for this project.

Sol Shepherd is a Climate & Energy Analyst with Blue Strike. His expertise includes greenhouse gas accounting, scenario analysis, and program evaluation. He currently leads greenhouse gas accounting for the Town of Davidson, NC and Orange County, NC and provides Climate Action Plan and Sustainability Planning support for Cal Poly San Luis Obispo, San Diego State University, and University of Colorado Boulder. Sol will serve as a Technical Analyst on this project.

Sandrine Mallet, MS is a Climate & Energy Analyst with Blue Strike, with specialties in carbon management, climate and renewable energy economics, and stakeholder engagement. She currently supports climate and energy projects for Blue Strike's international and domestic clients. We will serve as a Climate Lead on this project.



5

PROJECT EXPERIENCE

a. Please describe your team's experience with municipal climate action plans, and any experience in Colorado specifically.

Our team has extensive experience in municipal climate action planning, including specific expertise in Colorado. We are currently developing Climate Action Plans for La Canada Flintridge, CA, Orange County, NC, Town of Davidson, NC and City of Fairfield, OH, and recently completed plans for San Luis Obispo, CA, Mono County, CA and Los Altos, CA. Our track record includes developing community-driven plans for cities similar in size to Glenwood Springs, making us well-suited for this project. We are currently developing an updated Climate Action Plan for the University of Colorado Boulder. Furthermore, our project manager for this project, Rich Swanson, grew up in nearby Evergreen, Colorado, went to the University of Colorado, and has spent many vacations in Glenwood Springs and the surrounding area. Blue Strike Environmental has experience with the following agencies in the preparation of GHG inventory, Sustainability Plans, and/or CAPs.

- Orange County, NC
- Durham County, NC
- Town of Davidson, NC
- City of Fairfield, OH
- Mono County, CA
- City of San Luis Obispo, CA
- City of Mountain View, CA
- City of Santa Clarita, CA
- City Of Oxnard, CA
- City of La Cañada Flintridge, CA
- City of Los Altos, CA
- City of Lancaster, CA
- City of Richmond, CA
- City of Lancaster, CA
- City of Los Angeles, CA
- University of Colorado Boulder
- Sonoma State University
- Kennesaw State University
- California State University, Monterey Bay
- University of California Santa Cruz
- California State University, Long Beach
- Cal Poly San Luis Obispo
- San Diego State University
- San Francisco International Airport
- Beneficial State Bank
- East Bay Community Energy
- Association of Monterey Bay Area Governments
- Las Vegas Convention and Visitors Authority

b. The City is committed to a policy of non-discrimination and prefers to work with a consultant that has a track record and commitment to the use of Locally Owned Small Businesses (LOSB's) and Minority/Woman Business Enterprises (M/WBE). Please provide any relevant experience and/or plans to address this business preference.

Blue Strike is a Certified Women-Owned Business (MWBE) and Small Business Enterprise (certified by the Supplier Clearinghouse for the Utility Supplier Diversity Program of the California Public Utilities Commission) and will be a primary provider for work proposed under this project. Blue Strike is also a Certified Green Business by the California Green Business Network. Among many awards received by the organization, principals Brennen Jensen and Kristin Cushman, CEO, were awarded the Berta Cáceras Award for Environmental Justice by Romero Institute for their role in leading Monterey Bay Climate Action Compact in agency and community engagement efforts in the formation of the Monterey Bay Community Power CCA program (now known as Central Coast Clean Energy).

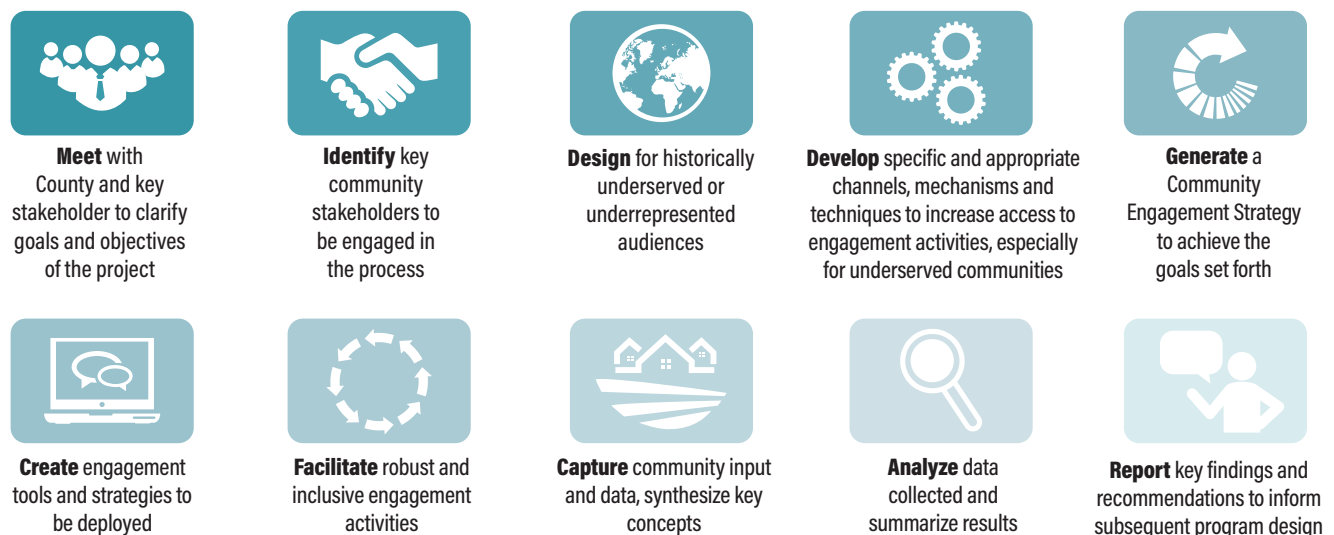
To the degree possible, Blue Strike will seek to support MWBE businesses or subcontractors for any necessary additional expenditures or services identified during the course of the project. Blue Strike is an equal opportunity employer and maintains ongoing efforts to support the subcontracting, hiring and the professional advancement of women and BIPOC individuals and organizations. Blue Strike may utilize additional specialized services such as but not limited to translation/interpretation or cultural support services to further increase our stakeholder reach during the project term, based on the needs of the client.

c. Please describe your firm's approach to community engagement and outreach using specific examples.

At Blue Strike, we firmly believe that effective climate action can only be achieved through the active support and involvement of the entire community. In line with this vision, we have identified three key categories of stakeholders who will play vital roles in implementing the City's ECAP: 1) community and representative organizations, 2) businesses/corporations, and 3) City/agencies/public facilities. Our team has extensive experience and established relationships with a range of stakeholders, including community-based organizations (CBOs), non-governmental organizations (NGOs), and other business and community entities.

Collaboration and partnership are at the core of our approach. We will work closely with the City staff to develop and implement a community engagement strategy that builds upon the City's past efforts as much as possible. Our aim is to learn from and collaborate with the City staff, elected officials, and the community at large, including residents, businesses, and key stakeholders. By engaging in this process, we seek to understand the current pulse of the community, identify successful practices, and discover opportunities for improvement. Figure A illustrates Blue Strike's approach to community engagement.

FIGURE A: BLUE STRIKE'S APPROACH TO COMMUNITY ENGAGEMENT



In developing our stakeholder engagement process, we are committed to several principles:

1. **Fostering a sense of ownership:** We believe it is crucial for the community to feel a sense of ownership over the ECAP's development. By actively involving stakeholders, we will ensure that their perspectives are heard and valued throughout the process.
2. **Prioritizing community solutions and input:** We recognize the importance of community-driven solutions and input. We will prioritize and incorporate the ideas and suggestions put forth by the community in shaping the ECAP, ensuring it reflects their aspirations and addresses their unique needs.
3. **Engaging hard-to-reach communities:** We are dedicated to engaging with members of the community who have historically been marginalized or have had limited involvement in planning processes. We will make special efforts to reach out to and include individuals from traditionally underrepresented populations, including underserved communities, low-income communities, seniors, individuals with disabilities, limited English speakers, day workers, and homeless populations.

At Blue Strike, we prioritize inclusive and equitable stakeholder engagement in all our planning efforts. This approach is particularly crucial in climate, sustainability, and adaptation planning to develop resilient solutions that meet the needs of all stakeholders while advancing community upliftment and resilience goals. We employ innovative strategies, combining in-person and remote engagement methods, to collaborate with partners and ensure diverse, marginalized, and underrepresented voices have a meaningful role in project ideation, design, and implementation. An example of our work is the current development of an updated Climate Action Plan (CAP) with a focus on Diversity, Equity, and Inclusion (DEI) for the University of Colorado Boulder. Through surveys, discussions, workshops, and town halls, we engage stakeholders inclusively. The resulting CAP incorporates DEI as a guiding principle, featuring a dedicated chapter and an Equity Index scoring system. This system prioritizes strategies aligned with DEI goals, fostering a just and equitable future for the university and its communities.

D. Specifically, experience with electric utility data collection.

Blue Strike has extensive experience in gathering data from electric utilities of all types and sizes. We have provided data collection forms, official requests, and other petitions to utilities such as PG&E, Duke Energy, Xcel Energy, and many smaller utilities, all with the result of obtaining the data that is required. Sometimes the request process involves several steps, forms, and permissions, and it can occasionally take some time. However, we have never found ourselves significantly behind schedule, or with data gaps, due to an inability to access/collect the necessary data from a utility. Through adept project management and robust utility expertise, we ensure projects remain on schedule, providing essential data collection for analysis and actionable decision making.

6

ASSOCIATIONS

a. Please provide a description of any associations with other individuals or firms or any form of subcontracting that is planned for the Project.

For this project, we do not have plans to collaborate with other firms directly as we possess the necessary in-house capacity. However, if deemed necessary, various Blue Strike analysts or subject matter experts may contribute to the project.



7

REFERENCES

a. Provide a minimum of three references for related projects where your team has planned, developed, and managed a similar project. Please include Colorado references when possible.

University of Colorado Boulder, CO (2022 - Present) • Climate Action Plan

Contact: Dave Newport, *Director, Environmental Center*

Email: Dave.newport@colorado.edu



Boulder

Blue Strike and Glumac are developing an updated CAP centered on Diversity, Equity and Inclusion (DEI). Our team is working closely with CU Boulder to inform stakeholder engagement from the outset of the climate action planning project to ensure that climate justice, community health and resilience is appropriately incorporated into all aspects of the updated CAP. We utilize just and inclusive approaches to engagement by drawing on our extensive background in facilitation, ideation and community engagement strategies, and guided by the specific needs of the university community in collaboration with the campus community. The resulting CAP incorporates DEI as a guiding principle of plan development, with a dedicated DEI chapter and the development of an Equity Index scoring system guided by Blue Strike in cooperation with the university's sustainability and diversity staff. Each CAP strategy will be given an equity index score as a tool for prioritizing practice selection and implementation over time in line with DEI goals.

City of La Cañada Flintridge, CA (2022 - Present) • Climate Action & Adaptation Plan

Contact: Emily Stadnicki, *Principal Planner*

Email: estadnicki.lcf.ca.gov • **Phone:** (818) 790-8881



Blue Strike is developing a Climate Action & Adaptation Plan for the City of La Canada Flintridge in partnership with Fehr & Peers and Impact Sciences. Building upon the City's 2016 Climate Action Plan, the goal of this project is to simultaneously plan the City's climate action and adaptation strategies, improve quality of life at the local scale, and influence the broader networks and efforts for social and environmental change. For this project, our team is developing a plan which includes a vulnerability assessment, set of adaptation goals, policies and objectives, and a set of feasible implementation measures required to meet compliance with California's SB 379.

Orange County, NC (2022 - Present) • Climate Action Plan

Contact: Amy Eckberg, *Sustainability Program Manager, Orange County, NC*

Email: aeckberg@orangecountync.gov • **Phone:** (919) 245-2626



Blue Strike is developing an equity-focused, community driven planning process that will help set climate adaptation and greenhouse gas-reduction goals, develop strategic pathways including goals and specific actions for the County to take, and a detailed implementation plan to ensure the CAP stays up-to-date and relevant. Through this process, the County will move closer to becoming carbon neutral in alignment with IPCC targets, as well as preparing for the future impacts of climate change.

San Luis Obispo, CA (2022-2023)**Climate Action Planning, Building Decarbonization, City Carbon Neutrality Plan****Contact:** Chris Read, *Sustainability Manager, City of San Luis Obispo, CA***Email:** cread@slocity.org • **Phone:** (805) 781-7151

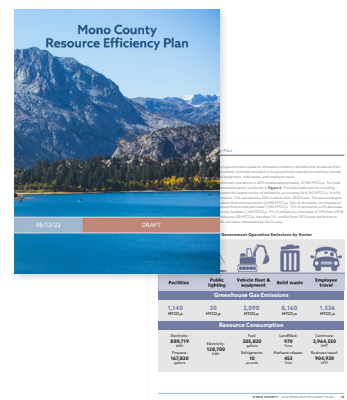
Blue Strike and its partners are working with the City of San Luis Obispo to develop a carbon neutrality plan for the municipality. The planning process involves the evaluation of a host of action steps including building decarbonization, fleet electrification and renewable energy installations and procurement. The City has established a zero emission goal for 2030. Our work has been to establish a GHG inventory, and then to aggregate and evaluate high priority actions that will deliver significant carbon savings.

Durham County, NC (2021–2022) • Renewable Energy Plan**Contact:** Tobin Fried, *Sustainability Director***Email:** tfried@dconc.gov • **Phone:** (919) 560-7999

Blue Strike (dba EcoShift) worked with Durham County to develop a renewable energy plan designed to help the County reach 100% renewable energy use in its operations. The plan serves as the County's building energy and fleet vehicle planning document for County-owned operations. Creation of the plan entailed collecting data, conducting an analysis of current renewable energy mix and forecasts, developing renewable energy targets, and conducting scenario analysis to determine the optimal pathway to reaching the County's targets.

**Mono County, CA (2021-2022) - Resource Efficiency Plan Update****Contact:** Wendy Sugimura, *Community Development Director, Mono County, CA***Email:** wsugimura@mono.ca.gov • **Phone:** (760) 924-1814

Blue Strike (dba EcoShift) and DKS partnered with Panorama Environmental to update the County's Resource Efficiency Plan, which serves as the County's GHG reduction and climate action planning document. The update entailed collecting data, conducting updated community and municipal operations GHG inventories and forecasts, updating the County's GHG reduction targets in alignment with CARB's 2017 Scoping Plan, and providing CEQA streamlining analysis. EcoShift performed GHG consulting services, and DKS provided VMT analysis for this project.

**City of Los Altos, CA (2021 - 2022) - Climate Action & Adaptation Plan****Contact:** Laura Simpson, *Interim Sustainability Director***Email:** lsimpson@losaltosca.gov • **Phone:** (650) 947-2700

Blue Strike (dba EcoShift) developed the Climate Action & Adaptation Plan for the City of Los Altos, CA. The goal was to create a forward-thinking, accelerated plan with actionable steps to reduce greenhouse gas emissions and establish clear metrics for achieving these goals. Blue Strike incorporated state requirements, including safety elements, climate resilience, and adaptation strategies. The plan included a vulnerability assessment, resilience and adaptation goals, policies, and feasible implementation measures. Our work involved evaluating the existing 2013 Climate Action Plan, analyzing cost and emission data, and suggesting refinements and innovative measures for a comprehensive update.



8

PROJECT PLAN AND SCHEDULE

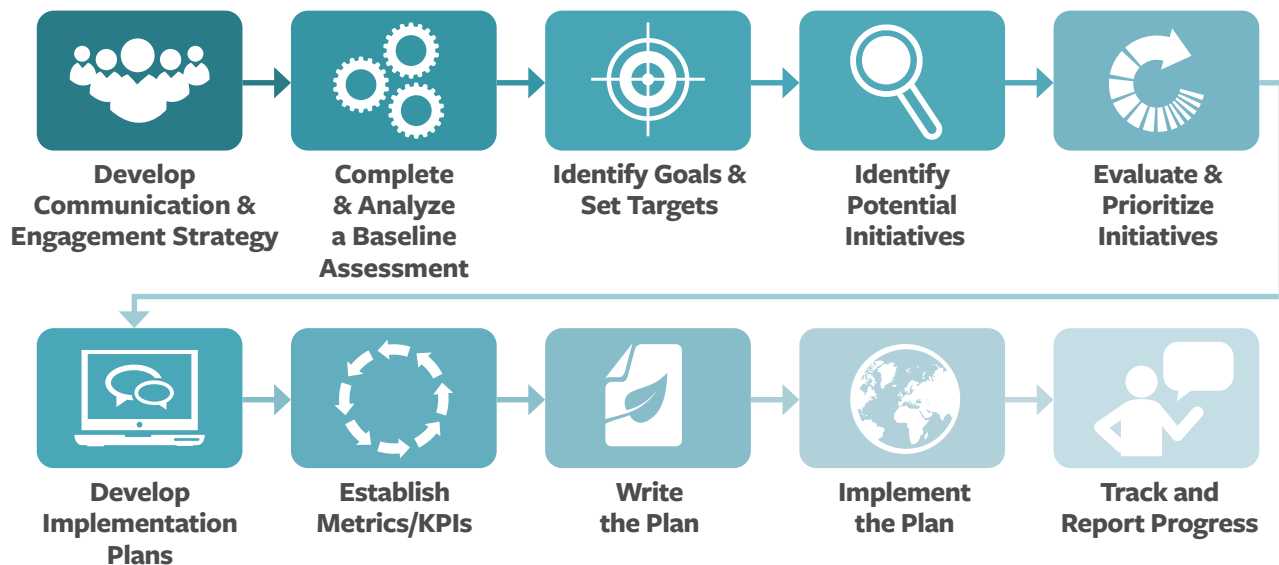
a. Provide a brief discussion of your team’s approach to the successful development and transition to implementation and long-term sustainability of the final updated plan.

PROJECT APPROACH

Our Team has deep experience helping clients develop GHG emission goals. We have worked with cities, counties, universities, airports, and community energy agencies across the country to perform GHG inventories, forecast emissions, derive reduction goals and formulate strategies to meet those goals. While our process is rooted in experience, we maintain intimate knowledge of best practices in setting reduction targets and achieving them.

For this project, our team will build on the City’s existing efforts to create an Energy & Climate Action Plan which will include a set of GHG mitigation goals, targets and strategies. The following figure highlight’s our team’s approach to Climate Action Planning:

FIGURE B: APPROACH TO CLIMATE ACTION PLANNING



TASK 1 ■ PROJECT INITIATION AND STAKEHOLDER ENGAGEMENT

Project Initiation. Our approach to delivering the Glenwood Springs Climate & Energy Action Plan will be built on a close collaboration with the community. We prioritize effective communication among the Project Team, City staff, officials, stakeholders, and the public, ensuring transparency throughout the engagement. To facilitate this process, we will establish a comprehensive communication plan, including regular meetings, timely updates, and engagement through various channels such as public meetings and online platforms. Through two-way communication, we aim to foster collaboration and understanding among all parties involved. A Project Kickoff meeting will be scheduled to align project goals, milestones, timeline, and roles and responsibilities, while also seeking input and guidance from the City. This will allow us all to dive into the project in the most transparent way helping ensure we keep to the project schedule and budget. We will provide meeting coordination, agendas, and written summaries to ensure clear understanding and agreement on project details.

Stakeholder Group. We will form a diverse and broadly representative stakeholder group for the development of the Plan in Glenwood Springs, prioritizing inclusivity and transparency. Working closely with City staff, we will identify key stakeholders and actively seek input and nominations from the community to ensure diverse voices are represented. The stakeholder group will be selected through a thoughtful and inclusive process, considering factors such as demographics, expertise, and perspectives. Regular meetings and workshops will be facilitated to gather input, feedback, and guidance from the group. This collaborative approach will result in an ECAP that truly reflects the needs and aspirations of Glenwood Springs and its stakeholders.

Our goal is to create a stakeholder group that represents the diverse fabric of Glenwood Springs. Through targeted outreach, public announcements, and collaboration with local organizations, we will ensure that the group includes community members, businesses, non-profit organizations, educational institutions, and government agencies. Inclusivity will be prioritized by considering factors such as geography, industry, demographics, and expertise. The stakeholder group will play an active role in shaping the ECAP through their input, insights, and perspectives. Regular meetings and open communication will foster an environment of collaboration, transparency, and meaningful participation. By embracing diverse voices, we will create an inclusive Plan that reflects the collective vision and aspirations of Glenwood Springs.

Stakeholder Engagement Strategy. Our Team will work closely with City staff and stakeholders to develop and implement a Stakeholder Engagement Strategy (SES) that builds upon past work conducted by the community. Aligning community values with environmental and economic outcomes must be a priority: a successful ECAP can only be achieved through collaboration that crosses boundaries, finds solutions, and promotes change. The SES will encompass the following elements:

- Purpose, objectives, and desired outcomes of the strategy.
- Public outreach methods, including announcements on the City website, distributing flyers, utilizing QR codes for posting, direct mailers, newspaper advertisements, email blasts, and social media engagement.
- Forms of engagement, such as surveys, data collection forms, and both in-person and virtual community meetings.
- Logistics and schedule of community outreach activities.
- Identification and consideration of vulnerable communities.

The SES will ensure the fulfillment of specific objectives and completion of tasks. We will design the Plan to engage a diverse cross-section of the City's population and stakeholders through various channels and events. Community members will have the opportunity to provide input on key issues and desired outcomes for inclusion in the ECAP. This input will be integrated into the ECAP development process to ensure a locally-attuned and community-responsive final plan.

To ensure broad community participation, stakeholder engagement will occur throughout the entire development process. We will build upon the County's efforts by actively inviting the input and involvement of key community groups, government officials, representatives, business associations, target audiences, and others. Working closely with County Staff, we will identify representative stakeholder groups and develop an engagement plan. Strategic discussions will then take place at intervals to ensure effective collaboration.

To facilitate effective outreach, our team will provide a range of collateral materials, including traditional and innovative flyers, publications, email blasts, web-based announcements, and social media outreach. We will collaborate with stakeholder group leaders to distribute meeting invitations and project communications to their respective memberships. Additionally, we will identify specific stakeholder groups within the community to ensure comprehensive representation and address equity issues. These groups may include local foundations, the Glenwood Springs Chamber Resort Association, faith-based organizations, the Roaring Fork School District, cultural resource centers, communications and data providers, major employers, community leaders, and limited English speakers. We will establish a meeting schedule that aligns with specific objectives and task

completion, ensuring the involvement of a diverse cross-section of the City's population and stakeholders. Throughout these meetings and events, we will actively seek community input on key issues and desired outcomes for the ECAP. This valuable input will be carefully captured and integrated into the ECAP development process, ensuring that the final plan reflects the aspirations of the community and is tailored to local needs.

Throughout the engagement process, we will give special attention to the needs, priorities, and values of traditionally underrepresented populations. We are committed to hearing their voices and incorporating their perspectives into the updated ECAP measures. This commitment extends to underserved communities, historically marginalized populations, low-income communities, seniors, individuals with disabilities, individuals with limited mobility, day workers, and homeless populations.

TASK 1 DELIVERABLES:

- The Consultant with City staff support will develop and form a diverse and broadly representative stakeholder group
- The consultant will design a Stakeholder Engagement Strategy and execute and lead the activities with City Staff support.

TASK 2 ■ CONDUCT ENERGY INVENTORY AND REVIEW ENERGY & CLIMATE ACTION PLAN ACHIEVEMENTS SINCE 2009

GHG Inventory. The first step towards greenhouse gas (GHG) reduction is conducting a comprehensive GHG inventory. Our team will calculate emissions from Scope 1 (direct, on-site burning of fossil fuels) and Scope 2 (emissions from purchased electricity). These sources typically account for around 95% of GHG emissions from municipal operations. We will employ accurate data and best-in-class methods for precise calculations. If desired, we can collaborate with the City to explore Scope 3 emissions and low-emission alternatives.

To facilitate effective data collection, we will create a shared online platform for collaboration and easy access. Close coordination with City staff and stakeholders will be maintained to determine relevant data, identify currently available or obtainable data, and establish proper data collection practices for future use. Examples of relevant data include electricity usage, onsite renewable generation (if any), natural gas usage, liquid fuel usage in City fleet vehicles, employee travel expenses, annual solid waste volume (Scope 3), and employee commute data (Scope 3). Our team has a proven track record in data collection practices and will ensure a streamlined process.

Once the activity data is collected, we will develop a GHG inventory to calculate the baseline emissions for Municipal operations. If the City is a member or chooses to join the ICLEI (International Council for Local Environmental Initiatives), we can utilize their ClearPath tool, which aligns with the Global Protocol for Community-Scale Greenhouse Gas Emission Inventories (GPC) protocols. This tool provides an all-in-one suite of online resources to complete government operations and community-wide GHG inventories, forecasts, and climate action plans. If there are discrepancies between the methodologies or categories used in the 2007 GHG Inventory and the GPC protocols, we will reconcile them to ensure accurate year-over-year comparisons. This may involve updating the previous inventory or describing methodological differences and their potential impacts. Our team has experience in developing baseline inventories and updating outdated or obsolete inventories using a similar process. For example, we used the following categories for the City of Mountain View, Municipal GHG Inventory:

TABLE A: GREENHOUSE GAS INVENTORIES SOURCES

Government Operations Emissions	
Source	Subsectors
Solid Waste	Solid Waste Alternate Daily Cover
Water	Water Demand Wastewater Treatment
Off-Road Mobile	Construction Lawn & Garden Equipment
Fleet	Fuel
Municipal-owned buildings & facilities	Electricity, Natural Gas Construction Materials & Codes
Employee commutes	Vehicle Miles Traveled

Once completed, we will incorporate a narrative describing the inventory update, methodology, emissions factors, and protocol compliance into the draft and final ECAP. This narrative will provide a transparent account of the GHG inventory process and findings, ensuring a comprehensive approach to emissions tracking.

Review of the 2009 ECAP. Blue Strike will adopt a structured and detail-oriented approach to comprehensively evaluate the 2009 Energy Climate Action Plan (ECAP) and identify areas for improvement. Our analysis will involve an extensive examination of the ECAP document, focusing on goals, targets, strategies, and action items. We will employ both quantitative and qualitative methods, collecting and reviewing data on energy consumption, greenhouse gas emissions, and renewable energy capacity. Additionally, interviews and consultations with stakeholders will provide valuable insights into their perspectives and experiences with the plan's implementation. Benchmarking against best practices and industry standards will enhance our analysis, identifying successes and areas for enhancement. We will critically assess the effectiveness of strategies and policies, evaluating their impact on energy conservation, carbon reduction, and community resilience. Collaboration and communication with the city of Glenwood Springs will be emphasized throughout the process, ensuring regular updates and aligning with evolving priorities. Our goal is to deliver a comprehensive assessment that forms the foundation for an updated and robust Energy Climate Action Plan, aligned with the city's vision for a sustainable future, and promoting a greener and more resilient community.

TASK 2 DELIVERABLES:

- City Building/Operations Energy Inventory in ECAP and presented in graphic form.
- Review of the 2009 ECAP and a checklist of progress to date.

TASK 3 ■ DETERMINE ECAP FRAMEWORK AND SCOPE, DRAFT STRATEGY AND IDENTIFY SECTORS

Existing Conditions Assessment. Our team will conduct a systematic review of relevant City plans, policies, programs and codes in order to gain an understanding of what has been done in the past, what can be built on, and areas that may need to be addressed. Additionally, we will conduct an extensive literature review of cities with similar profiles to Glenwood Springs. This process will be documented and captured in a matrix, known as the Sustainability Tracker (refer to Figure C). The purpose of the Sustainability Tracker is to identify all the steps that have been taken by the City to reduce emissions, comparing them to best practice. This exercise allows the Team to identify gaps in policy, action and investment. The Tracker also serves an operational role by providing a central document so staff, and selected stakeholders, can engage by updating with current and past efforts. For example, the Tracker will include a list of future strategies within each sector (waste, water, energy, transportation, etc.), with the ability to report progress over time. This Sustainability Tracker will become a foundational document which will be revised as additional review and analysis occurs. The following non-exhaustive list of City documents will be reviewed:

- 2023 Comprehensive Plan Update
- 2023 Energy Action Plan Update for Garfield Clean Energy
- 2020-25 City Strategic Vision
- 2016 Parks & Recreation Master Plan
- 1998 Downtown Plan
- 2018 Economic Development Strategy
- 2019 Regional Housing Study
- 2023 RFTA Climate Action Plan

FIGURE C: SUSTAINABILITY TRACKER SAMPLE

CLIMATE ACTION PROGRESS	OBJECTIVES	TACTICS	GOAL TYPE	METRICS	GROUPS INVOLVED
Energy & Emissions					
Develop CAP/Achieve Neutrality by 2035	Develop CAP/Achieve Neutrality by 2035				
Develop GHG emission inventory reporting protocol	Expand GHG accounting to include the entire ir	Collect & report resultant GHG emissions for domestic regional	Contingent	Emissions using CES, Sustainability, HR, Regional	
		Collect & report GHG emissions for all leased facilities	Future	0	Sustainability, HR, Regional
Reduce Scope 1 & 2 emissions by 25% by 2025	Established a Green Revolving Fund	Create Internal Financial Structure	Future	\$ awarded/planned	
		Create application & distribution procedure & schedule			
		Identify staff oversight/governance structure			
	Consider Renewable Energy Procurement	Purchase premium renewable energy products in all domestic c	Current	MTCO2 avoided, \$	
		Purchase utility partners & Identify cost of premium	Future	MTCO2 avoided, \$	
5% reduction in natural gas from 2019 levels by 2022	Consider heat pumps as a replacement option		Current	0	
	Consider switching to renewable natural gas		Current	0	
5% reduction of electricity from 2019 levels by 2022	Increase Energy Efficiency projects	Perform energy audit on X campus	Current	MTCO2 avoided, \$	
	Install 1 MW solar on main campus by 2025	Solar PC fitting survey	Current	0	
Built Environment					
Identify one sustainable building material that the			Current	0	Eng.
Incorporate reporting and certification structures to			Current	0	Eng.

Goals, Focus Areas, Targets, and Strategies. The final ECAP will be the result of aligning the City's and residents' aspirations. To achieve the City's climate goals, our Project team will follow a roadmap process that identifies critical pathways, addresses issues and barriers, and recommends mitigation strategies. This vision-setting process will involve the following steps:

- Identifying relevant tools by evaluating various frameworks in collaboration with the Stakeholder Group and City staff.
- Assessing resources and challenges.
- Defining sets of goals, strategies, and tactics to achieve ECAP goals.
- Establishing a set of key performance indicators (KPIs) to measure and track progress over time.

Through quantitative and qualitative analysis, stakeholder engagement, and a survey of best practices, we will identify potential revised and new measures for the ECAP. Some measures may build upon existing efforts within the City, while others may be adapted from other CAPs. In our analysis, we will consider areas such as:

- Building electrification
- Streamlining of retrofitting permit process
- Development of a Net Zero pledge
- Community composting programs
- Fuel switching programs for vehicles and buildings
- Residential solar and solar + storage programs
- The potential for microgrid/community resiliency projects
- Programs to speed up EV adoption
- Programs to promote alternative means of transportation
- Expansion in the number of EV charging stations
- Opportunities for co-benefits (health and mobility, clean energy and cost savings, synergies between City divisions and community partners)

We will evaluate the appropriateness of each proposed measure, providing SMART recommendations that are Specific, Measurable, Achievable, Relevant, and Timely. Considerations will include regulatory and technical feasibility, barriers and resources, prioritization with starting dates and durations, relevant quantitative metrics (e.g., energy consumption, GHG emissions), milestones for verification and evaluation, involvement of community groups, and leveraging co-programming opportunities to promote the ECAP's goals and development.

Our team will collaborate with the City to refine the list of strategies and actions, ensuring they align with the City's climate goals and meet established timelines. This process involves identifying policies, programs, measures, and projects, as well as calculating the expected reductions in greenhouse gas emissions. Once quantified, each proposed measure will be re-evaluated within the context of the ECAP, and modeling will be conducted to assess the combined effect on the City's operations.

Upon completion, our team will assist the City in organizing the strategies and measures into a comprehensive, well-structured ECAP framework that satisfies the expectations of City staff and the stakeholder group. An example of the organization of focus areas and strategies to the right:

FIGURE D: EXAMPLE OF STRATEGY AND MEASURE ORGANIZATION

STRATEGIES BY FOCUS AREA	
Focus Area	Strategies
Transportation	Reduce City-Wide Vehicle Miles Traveled by 25% by 2035
	Electrify Transportation
	Electrify Off-Road Mobile Sources
Energy	Reduce Emissions from Energy Consumption
	Facilitate Building Decarbonization
	Increase Solar Energy Production
Resource Conservation	Reduce Consumption and Waste
Municipal Operations	Operate Sustainable Municipal Buildings
	Promote Green Municipal Practices
	Reduce Municipal VMT
	Integrate Climate Action and Adaptation into City Functions

TASK 3 DELIVERABLE:

- A well organized, logical, and comprehensive ECAP framework that meets the expectations of City staff and the stakeholder group.

TASK 4 ■ CONDUCT PUBLIC SURVEYING AND RESEARCH TO IDENTIFY POTENTIAL INITIATIVES

Existing Conditions. As outlined in Task 3, we will conduct an extensive literature review of cities with similar profiles to Glenwood Spring and capture the findings in the Sustainability Tracker. This will provide valuable insights into successful strategies and best practices that can be adapted to the local context.

Conduct public outreach. Blue Strike's proposed engagement activities for this project encompass the following key components:

Collaboration – Leading the discussions with Stakeholder Group, City Staff and key stakeholders to guide specific engagement plan design and execution, identify stakeholder audiences, solidify key questions and concepts to be explored, and refine goals and objectives of the project.

Two (2) Community Surveys – Utilizing our expertise in designing, implementing, and analyzing web-based surveys for diverse audiences. Primarily distributed online, with the option of hard copies if necessary, the two surveys will play a vital role in gathering crucial information and data to inform program design and shape the climate action planning processes. The first survey will focus on engaging the broader community, empowering residents to voice their perspectives on climate-related issues and shape the future of climate action in Glenwood Springs. The second survey will be primarily geared towards City staff and key leaders, incorporating a qualitative approach with a greater number of open-ended questions to facilitate robust feedback. This survey will tap into the expertise and offer nuanced insights into specific climate actions, local resources, and operational areas.

Two (2) Symposia - Designing and facilitating symposia to engage key stakeholders, foster collaborative discussions, and generate innovative ideas. During the symposia, participants will have the opportunity to share their expertise, experiences, and visions for climate action in Glenwood Springs. Each symposium may begin with an opening session featuring keynote speakers who are experts in the field of climate action. These speakers could inspire and set the tone for the event, highlighting successful case studies and best practices from similar communities. Following the opening session, breakout sessions could be organized, focusing on specific topics or sectors, such as renewable energy and transportation. These sessions would provide participants with the opportunity to engage in focused discussions, share insights, and propose innovative solutions. The symposia would conclude with a closing session that recaps the key takeaways and outlines the next steps in the planning process. Each symposia may target a distinct community sector(s) or audience(s), or may be separated in time to serve first primarily as a community listening and ideation approach in the beginning stages of the plan and later as a feedback mechanism for community refinement as the plan is further developed. Timing and/or target audience(s) focus will be refined in cooperation with the City during the SES planning phase.

Four (4) Community Workshop Series – Leveraging our experience in designing, implementing, and analyzing community conversations through facilitated workshops or focus groups, and individual interviews. The four workshops will be conducted virtually, with the possibility of in-person sessions based on the City's preferences and available budget. They may target specific audiences, such as sectors or stakeholder audience(s), and/or can be scheduled at different stages of the planning process to facilitate ideation, refinement, and prioritization of mitigation initiatives. The specifics of the workshop schedule and target audience will be determined in collaboration with City staff.

Reporting – Summarizing data collection analysis and findings. We will create an Stakeholder Engagement Report that will serve as a valuable resource for the ECAP, offering insights and recommendations based on the engagement activities conducted. It will provide a clear overview of the community's perspectives, priorities, and ideas gathered from surveys, symposiums, and community workshops.

■ TASK 4 DELIVERABLE:

- Stakeholder and community outreach completed per the Stakeholder Engagement Strategy with documentation to be provided to the City.

TASK 5 ■ PRIORITIZE INITIATIVES

A framework to prioritize the mitigation initiatives will be developed. The framework will enable the City to continue adding actions over time and use a standardized process to prioritize. We typically recommend six prioritization criteria, each with a set of metrics and associated weights and scoring, be used to prioritize each strategy. Each strategy will have a prioritization score calculated, and ultimately a total project ranking.

- Benefits – Avoided losses to include risk reduction and address criticality of assets/functions; identification of any operational savings
- Cost – Existing adaptation measure costs will be leveraged; if not provided by the installation/community/City, qualitative ratings (i.e., high, medium, low) will be used with corresponding cost thresholds
- Climate Resiliency – Reduction in climate risk or level of protection of the adaptation strategy, and future adaptability to changing conditions
- Social Resiliency – Inclusive of social and cultural benefits, social equity, and community input
- Integration & Capacity – Alignment with existing programs/policies, dependencies, adaptive capacity to implement & maintain, funding availability
- Timeline – Sense of urgency to implement the adaptation measure/project

The graphic to the right shows an example of the results of this type of scoring system. Results are tallied and averaged across all stakeholder responses, resulting in a range of scores that can be categorized as the City pleases. In this example, actions were ranked as either Priority 1 (highest priority), Priority 2 (medium priority), or Priority 3 (lowest priority). This type of scoring and ranking process will allow the City to determine the most relevant strategies and actions to meet its unique needs.

■ TASK 5 DELIVERABLES:

- Prioritized Goals, Focus Areas, Targets, and Strategies
- Approved Goals, Focus Areas, Targets, and Strategies
- Stakeholder engagement documentation

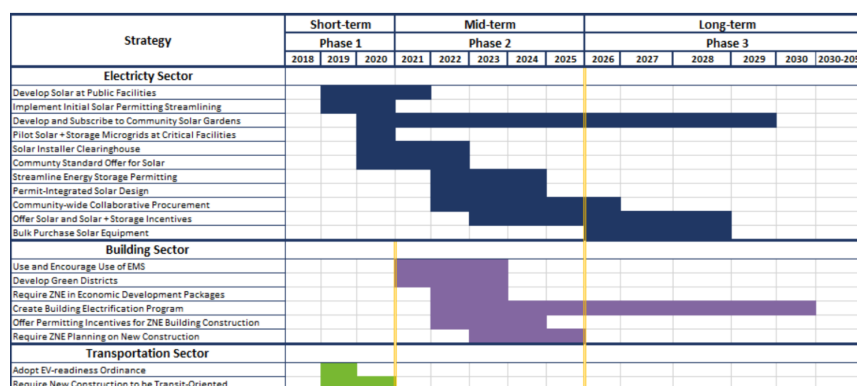
TASK 6 ■ DEVELOP IMPLEMENTATION PLAN FOR EACH INITIATIVE

Our team aims to deliver a cost-effective, living plan that includes iterative steps for evaluating implementation and investment costs at key points. We will gather information, case studies, and costs of each mitigation and adaptation strategy to determine budgetary impacts and goal achievement. By mapping goals onto phases, the ECAP will be an interconnected document with strategies building upon each other. Refer to Figure E for the timeline of sub-strategy implementation.

Goals and timelines.

Establishing goals and timelines for each initiative will allow the City to monitor progress, allocate resources, and understand implementation requirements. Our team is skilled in establishing goals and timelines tailored to each city's circumstances, and we will work closely with the City to develop appropriate ones.

FIGURE E: TIMELINE OF SUB-STRATEGY IMPLEMENTATION BY PHASE



Funding the plan. We will develop a comprehensive strategy to fund ECAP actions that includes identifying local, state, and federal grants, rebate and incentive programs, and internal funding mechanisms (bonds, taxes, fees, funds, etc.). Funding sources will be linked to ECAP strategies to create a comprehensive plan to fund the ECAP's implementation. Our recent experience in conducting a comprehensive analysis of funding sources for the implementation of the University of Colorado Boulder's Climate Action Plan (CAP), in addition to our extensive work with other agencies and plans, has equipped us with extensive knowledge of state and federal funding opportunities, emerging private capital solutions, and many other options. We will leverage this expertise to provide valuable insights and strategies tailored to this project, ensuring a seamless transfer of funding-related insights. As a possible additional service, our team, which includes experts in climate finance, can assist with creating terms sheets, grant proposals, and financial models to support fund acquisition.

Clear Role & Responsibilities. In developing the implementation plan, we will establish clear roles and responsibilities for each target and strategy. It is crucial to identify the appropriate government body or public entity that will lead and oversee the implementation efforts. This will ensure accountability and effective coordination throughout the implementation phase.

Metrics & Reporting. The implementation plan will also include metrics for tracking progress over time. These metrics will help monitor the success of the plan and assess the impact of the strategies implemented. We will establish performance metrics related to the natural environment (e.g., percentage of protected green spaces, air quality index, carbon footprint per capita), transportation infrastructure (e.g., mode share of active transportation, average commuting time, road conditions, electric vehicle charging stations), waste generation and recycling (e.g., municipal waste generation per capita, recycling rate, community composting programs) and built environment (e.g., energy-efficient buildings, LEED-certified structures, parkland per capita). Regular updates and reporting procedures will enable the City to track and evaluate progress, make necessary adjustments, and assess the effectiveness of the strategies in achieving emission reduction goals.

■ TASK 6 DELIVERABLES:

- Implementation Plan for prioritized targets and strategies
- Performance metrics to guide an ongoing monitoring plan

TASK 7 ■ DEVELOP FINAL CLIMATE ACTION PLAN

Our team will finally deliver a comprehensive and robust Energy & Climate Action Plan that relies on graphs, charts, infographics, and other data visualization tools to convey information rather than large blocks of text. The final plan will be designed to be complementary to existing policies. Specific sections will address implementation, ongoing tracking and community involvement, potential costs and funding, and a timeline for updating the plan. In addition, our team will develop content for the ECAP project webpage, ensuring that it is user-friendly, informative, and engaging. The webpage will serve as a valuable resource for stakeholders and the public to access relevant information about the ECAP, its implementation, and progress tracking.

To ensure transparency and gather feedback, all ECAP documents will be presented at an open house in preliminary draft format. Following the open house, a comment period will allow stakeholders to provide their input. Our team will diligently incorporate all recommended changes and maintain a record of all comments received. A comprehensive description of how each comment has been addressed will be included in the Final ECAP delivered to the City. The final ECAP will be provided in both digital and print formats.

Our team will then facilitate a meeting to present the final ECAP to the City Council and key community stakeholders. This presentation will provide an opportunity to highlight the key elements of the plan, address any questions or concerns, and seek endorsement from the City Council.

■ TASK 7 DELIVERABLES:

- Draft plan presentation at an open house prior to final plan
- Finalized Updated Energy & Climate Action Plan (digital and print versions)
- Provide user-friendly ECAP project webpage content.
- Final meeting and presentation to City Council



b. Provide a visual table style calendar for the entirety of the project, including as many elements form this RFP as necessary to demonstrate diversity of activities necessary to lead to a successful plan update

TASKS/DELIVERABLES	2023							2024					
	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Contract Execution													
Task 1: Project Initiation and Stakeholder Engagement													
Develop and form a diverse and broadly representative stakeholder group													
Design a Stakeholder Engagement Strategy													
Task 2: Review of City of Glenwood Springs 2009 ECAP													
City Building/Operations Energy Inventory in ECAP (graphic form)													
Review of the 2009 ECAP and a checklist of progress to date													
Task 3: Determine ECAP framework and scope, draft strategy and identify sectors													
Comprehensive ECAP framework													
Task 4: Conduct public surveying & research to identify potential initiatives													
Stakeholder and community outreach													
Task 5: Prioritize Initiatives													
Prioritized Goals, Focus Areas, Targets, and Strategies.													
Approved Goals, Focus Areas, Targets, and Strategies.													
Task 6: Develop Implementation Plan for each initiative													
Implementation Plan for prioritized targets and strategies.													
Performance metrics to guide an ongoing monitoring plan.													
Task 7: Develop Final Community Climate Action Plan													
Draft plan presentation at an open house prior to final plan.													
Finalized Updated Energy & Climate Action Plan													
Provide user-friendly ECAP project webpage content													
Work with City staff on preparation of final meeting and presentation to City Council													

9

OPTIONAL ADDITIONAL ADD-ON

a. The ability and cost of producing outreach materials in English and Spanish

We recognize the importance of producing outreach materials in both English and Spanish. While our team possesses experience in bilingual communication, we are also open to collaborating with a subconsultant who specializes in language translation and cultural adaptation. This collaborative approach ensures that the outreach materials are of the highest quality and accurately convey the intended messages in both languages. The cost associated with this collaboration will depend on the scope and complexity of the required translations for outreach material(s) and/or interpretation services for stakeholder workshop(s), as deemed appropriate. Our aim is to foster comprehensive and inclusive outreach efforts that effectively engage English and Spanish-speaking communities, and we are committed to finding the most suitable collaboration to achieve this goal.

10

DISCLOSURES

a. Please disclose any claims, lawsuits, formal disputes for work or services previously or currently being performed. Please disclose any loss of funding NOT due to budget cuts or cuts to programs.

Blue Strike does not have any claims, lawsuits, formal disputes for work or services previously or currently being performed, nor have they experienced any loss of funding unrelated to budget cuts or program reductions.



ENERGY & CLIMATE ACTION PLAN UPDATE

PRESENTED BY:  blue strike
environmental

BLUE STRIKE Team



Rich Swanson, PhD
Project Manager



Brennen Jensen, MS
Senior Engagement Advisor



Kristin Cushman
CEO
Senior Advisor



Sandrine Mallet, MS
Engagement & Climate Analyst



Sol Shepherd
Data & Strategy Analyst



SELECTED Experience



CITIES & COUNTIES

- Fairfield, OH
- La Canada Flintridge, CA
- Orange County, NC
- Town of Davidson, NC
- Los Altos
- LA County
- Santa Clarita
- Oxnard
- San Luis Obispo
- Mono County

UNIVERSITIES

- University of Colorado, Boulder
- Sonoma State University
- Kennesaw State University
- San Diego State University
- Cal Poly, San Luis Obispo

ENTERPRISES

- Research Triangle Institute
- Unified Green Energy
- San Francisco Airport
- Las Vegas Convention & Visitors Authority
- Beneficial State Bank
- East Bay Community Energy

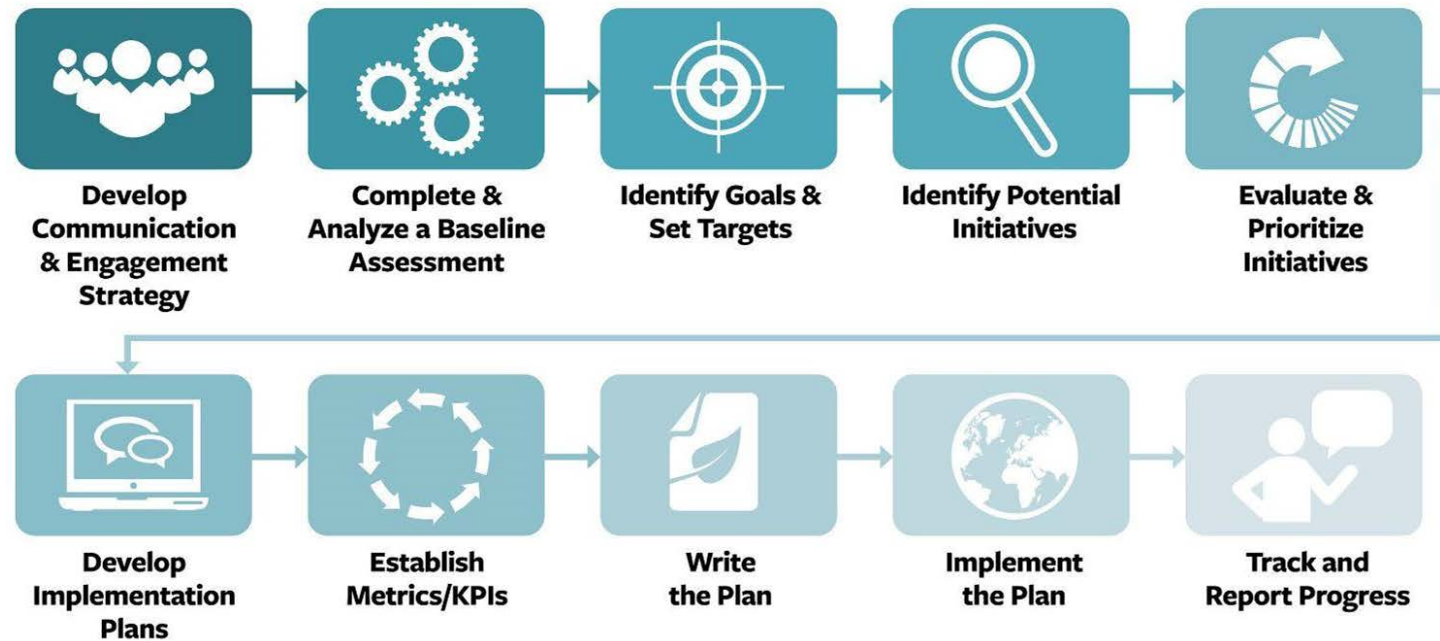
PROJECT Understanding

Create a practical Energy & Climate Action Plan that accomplishes the following:

- Enhances and builds upon the City's previous climate initiatives implemented since 2009.
- Establishes a comprehensive framework of objectives, milestones, and tactics to direct City officials in implementing effective measures and policies for decreasing greenhouse gas (GHG) emissions.
- A successful revision of the ECAP will additionally motivate businesses, residents, and visitors to actively participate in reducing their carbon footprints

We acknowledge that the ECAP's scope is limited to the city's operations and does not encompass the broader community.

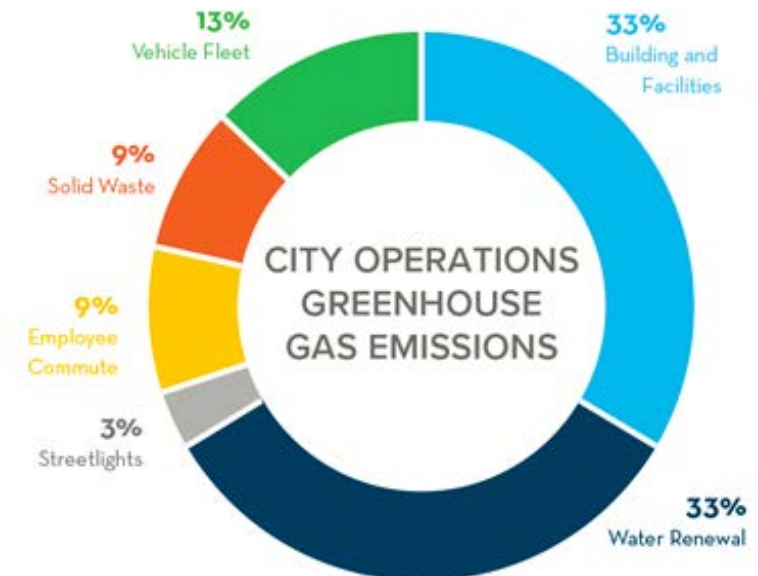
BLUE STRIKE'S Approach



CITY OPERATIONS GHG Inventory

- Recommend using ICLEI ClearPath tool
- Data collection
 - Scope 1: Operational emissions
 - Scope 2: Emissions from purchased electricity
 - Scope 3: Emissions outside of the City's direct control^{*}
- GHG Inventory Report

City Operations Emissions	
Source	Subsectors
Solid Waste	Solid Waste Alternate Daily Cover
Water	Water Demand Wastewater Treatment
Off-Road Mobile	Construction Lawn & Garden Equipment
Fleet	Fuel
Municipal-owned buildings & facilities	Electricity, Natural Gas Construction Materials & Codes
Employee commutes	Vehicle Miles Traveled



REVIEW OF 2009 ECAP

Existing Conditions Assessment/Climate Action Tracker

- Identify areas for improvement.
- Checklist of progress to date.
- Review of City planning documents
- Review of cities with similar profiles



CLIMATE ACTION PROGRESS	OBJECTIVES	STRATEGIES	GOAL TYPE	METRICS	GROUPS INVOLVED
ENERGY & EMISSIONS					
DEVELOP CAP/ACHIEVE NEUTRALITY BY 2035					
Develop GHG emission inventory reporting protocol	Expand GHG accounting to include the entire institute	Collect and report resultant GHG emissions for domestic regional leased facilities	Contingent	Emissions using CESA	Sustainability, HR, Regional
		Collect & report GHG emissions for all leased facilities	Future	Emissions using CESA	Sustainability, HR, Regional
Reduce Scope 1 & 2 emissions by 25% by 2025	Established a Green Revolving Fund	Create Internal Financial Structure	Future	\$ awarded/planned	Sustainability
		Create application & distribution procedure & schedule	Contingent		
		Identify staff oversight/governance structure	Future		
	Consider Renewable Energy Procurement	Purchase premium renewable energy products in all domestic offices	Current	MTCO2 avoided, \$	
		Purchase utility partners & Identify cost of premium	Future	MTCO2 avoided, \$	
5% reduction in natural gas from 2019 levels by 2022	Consider heat pumps as a replacement option		Current	0	
	Consider switching to renewable natural gas		Current	0	
5% reduction of electricity from 2019 levels by 2022	Increase Energy Efficiency projects	Perform energy audit on X campus	Current	MTCO2 avoided, \$	
	Install 1 MW solar on main campus by 2025	Solar PC fitting survey	Current	0	
BUILT ENVIRONMENT					
Identify one sustainable building material			Current	0	Eng.
Incorporate reporting and certification structures			Current	0	Eng.

FRAMEWORK & SCOPE, **Strategy & Sectors**

Focused on BUFF operations

(buildings, utilities, facilities & fleet)

Considerations:

- Alignment with budgets
- SMART approach
- Regulatory and technical feasibility
- Barriers and resources
- Relevant quantitative metrics
- Leveraging co-programming opportunities

STRATEGY 1 Operate Sustainable Municipal Buildings

MUNICIPAL OPERATIONS

GOAL 4.1 REDUCE MUNICIPAL
BUILDING ENERGY
USE BY 30%
BY 2035

4.1 A



ACTION

**Audit appropriate
City facilities
and conduct
comprehensive
energy efficiency
upgrades**

PRIORITY: 2

Audit appropriate City facilities and conduct comprehensive energy efficiency upgrades focusing on energy-efficient lighting, motion sensors, appliances, and HVAC systems. Develop a 10-year phase-out program in which all existing methane gas appliances are replaced with comparable electric alternatives.

CO-BENEFITS: 

RENEWABLE ENERGY & **Solar Roadmap**

Framework

- Review and update regulatory policy framework
- Assess solar potential
- Provide financial incentives (tap into IRA and other state/federal programs)

Strategies:

- Provide rebates to offset solar installation costs
- Establish a financing window for energy conservation and renewable energy projects
- Streamline permitting process

Experience:

- Durham County, NC: Renewable Energy Plan
- University of Colorado: Renewable energy feasibility and financing recommendations
- Lancaster Advanced Energy Community Project
- Barbados



FUEL USAGE & **Practices by Fleet**



Framework

- Fleet conversion
- IRA funding
- Vehicle selection and tracking practices

Strategies

- Fleet conversion roadmap
- Charging station feasibility and installations
- Fuel Efficiency and Vehicle Maintenance
- Right-Sizing and Vehicle Selection
- Route optimization and vehicle tracking

Experience

- University of Colorado
- San Luis Obispo, CA
- City of Fairfield, OH
- Orange County, NC

WATER AND WASTEWATER **Treatment Plan**

Framework

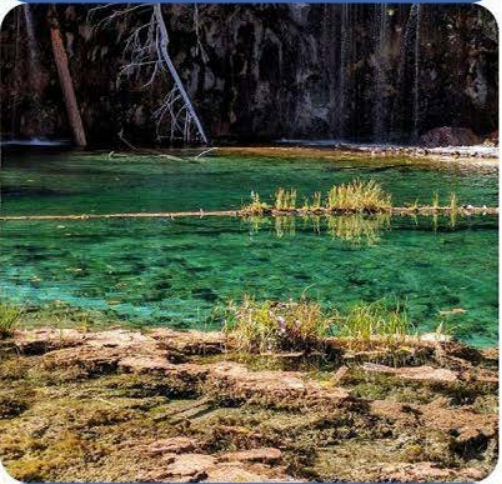
- Resource Recovery
- Process Optimization
- Biogas and Biosolids Management

Strategies

- Adopt ordinances that prohibit water wasting
- Require water-efficient design in new construction
- Design and implement water conservation programs

Experience

- Fairfield, OH
- Orange County, NC
- La Cañada Flintridge, CA



STREET LIGHT PORTFOLIOS

Framework

- Efficient Maintenance Practices
- Light Dimming and Motion Sensors
- LED Conversion
- Smart Lighting Solutions

Strategies

- Upgrade streetlight and signal lighting to energy efficient fixtures within the city.
- Review and improve city's exterior lighting code on public and private property
- Outdoor lighting conservation program

Experience

- Fairfield, OH
- Orange County, NC
- La Cañada Flintridge, CA

MUNICIPAL Landfills

Framework

- Public Awareness and Education
- Source Reduction Strategies
- Recycling Infrastructure
- Composting Programs

Strategies

- Leverage waste reduction, accessible recycling, composting programs
Improve collection and diversion programs to extend the life of South Canyon

Experiences

- Mono County, CA
- Los Altos, CA
- Monterey Regional Waste District

TRACKING & **Monitoring**



ICLEI ClearPath tool / Monitoring Module

- Active monitoring and tracking of city operations implementation measures
- Helps interpret data and support continuous improvement in climate performance
- Extensive monitoring reports allow for comparison of actual implementation measures with adopted action plans

Specific energy use tracking softwares include:
Siemens Navigator, Schneider Electric EcoStruxure,
Honeywell Energy Manager, Johnson Controls
Metasys, and many others.

We can recommend a system based on your needs.

STAKEHOLDER Engagement

We are committed to:

- Actively involve City staff, Stakeholder Groups, elected officials, community residents, businesses, and other stakeholders throughout the process
- Work closely with city staff and stakeholders to conduct research and identify potential climate initiatives that can be implemented by the City and its leadership
- Prioritize solutions, input, feedback received from multiple stages of the engagement process

Engagement primary activities

- Stakeholder Engagement Strategy
- Creation Stakeholder Group
- Staff Survey
- Focus Groups
- Stakeholder Engagement Report

PRIORITIZE Initiatives

○ Prioritization matrix

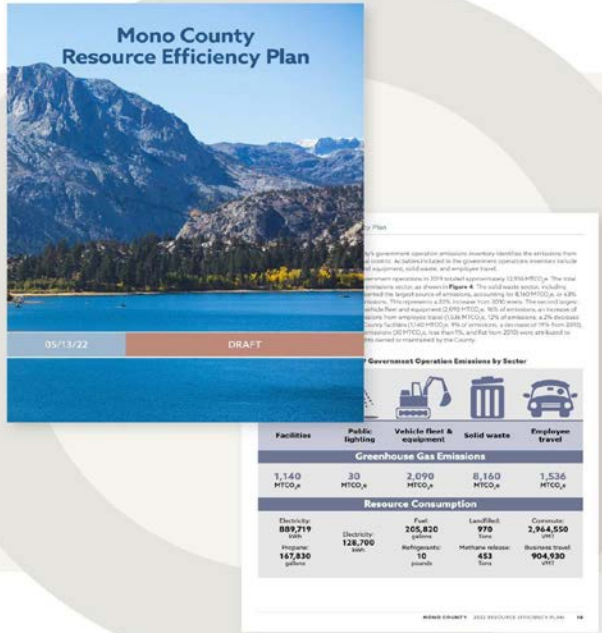
- Potential cost
- Greenhouse gas reduction potential
- Capacity/Internal support
- Co-benefits (health, cleaner air, economic benefits, etc.)
- Alignment with neighboring city or regional efforts

STRATEGIES	GHG REDUCTION POTENTIAL	INCREASES RESILIENCE	IMPROVES MISSION	ENHANCES CORE VALUES OF DIVERSITY, FLEXIBILITY AND STAFF	FUNDING IS AVAILABLE?	IS THIS SOMETHING OUR COMPETITORS ARE DOING?	CAPACITY/ INTERNAL SUPPORT	WILL ELT SUPPORT POLICY CHANGES?	PRIORITY SCORE
Collect and report resultant GHG emissions for domestic regional leased facilities	LOW	LOW	YES	LOW	YES	YES	MEDIUM	YES	4.5
Collect and report resultant GHG emissions for international regional leased facilities	LOW	LOW	YES	LOW	YES	YES	MEDIUM	YES	4.5
Purchase premium renewable energy products in all domestic offices	HIGH	LOW	YES	LOW	NO	YES	MEDIUM	NO	3.5

IMPLEMENTATION Plan

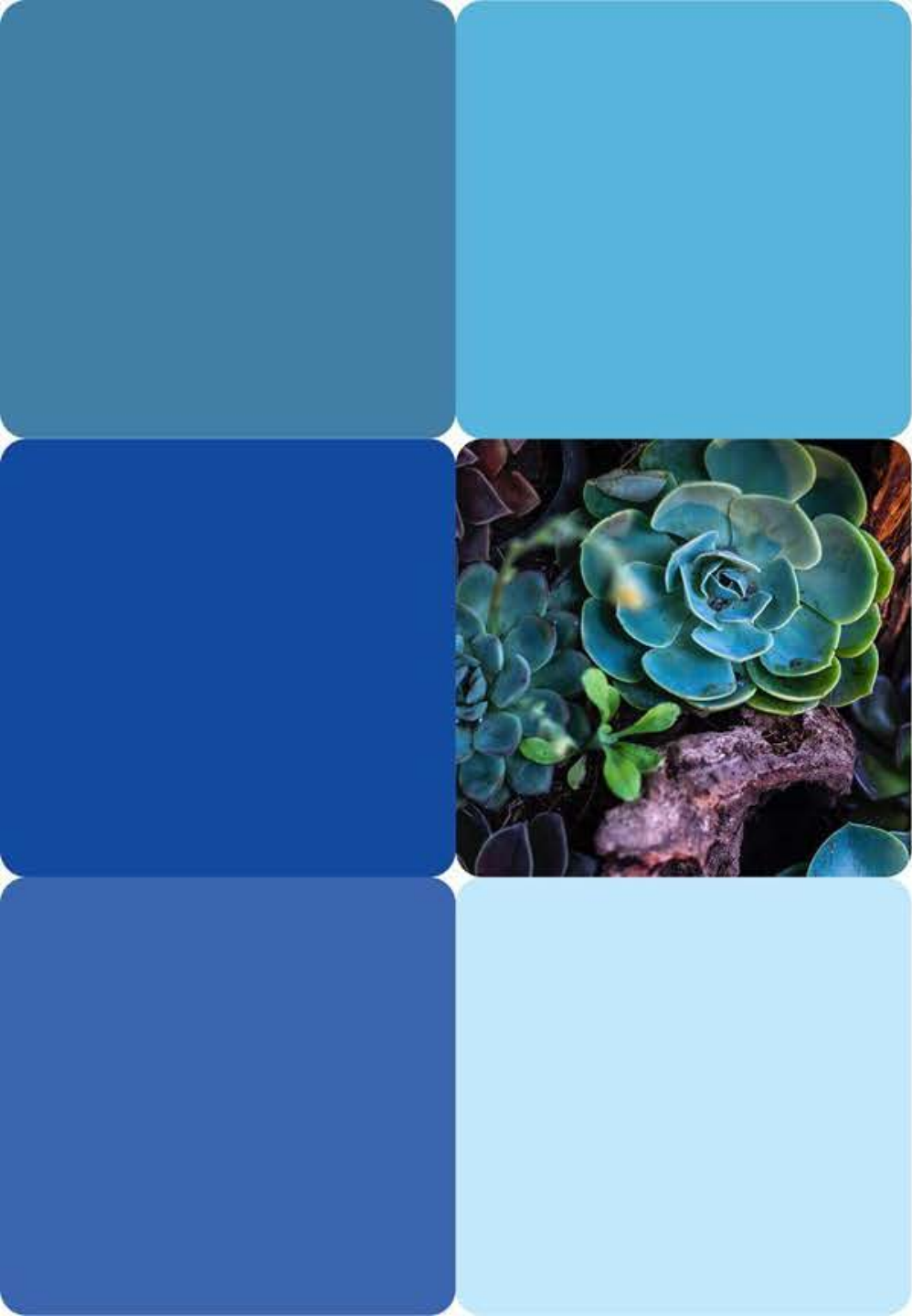
- Goals & timelines
- Funding the plan
- Role & Responsibilities
- Metrics for reporting

Actions	Implementation Lead	Implementation Partners	KPI	Implementation Date	Estimated Cost	Funding Source(s)	Funding Program(s)
4.1 Develop a phase-out schedule to replace all City-owned fleet vehicles with electric vehicles	Maintenance/Finance	Executive	% of municipal fleet that is electric	2022-2030	\$700,000	BAAQMD	Carl Moyer Program
4.2 Build new City buildings to Net Zero standards	Building	Planning	Number of new municipal buildings	2022-2035	\$10,000	California Energy Commission	CEC grants
4.3 Audit appropriate City facilities and conduct comprehensive energy efficiency upgrades	Building/Planning	SVCE/PG&E	Number of audits performed % reduction in energy use ¹⁰	2022-2030	\$600,000		



FINAL Plan

- Draft plan presentation at an open house prior to final plan
- Finalized Graphic-rich, easy to understand ECAP
- User-friendly ECAP project webpage content
- Final meeting and presentation to City Council



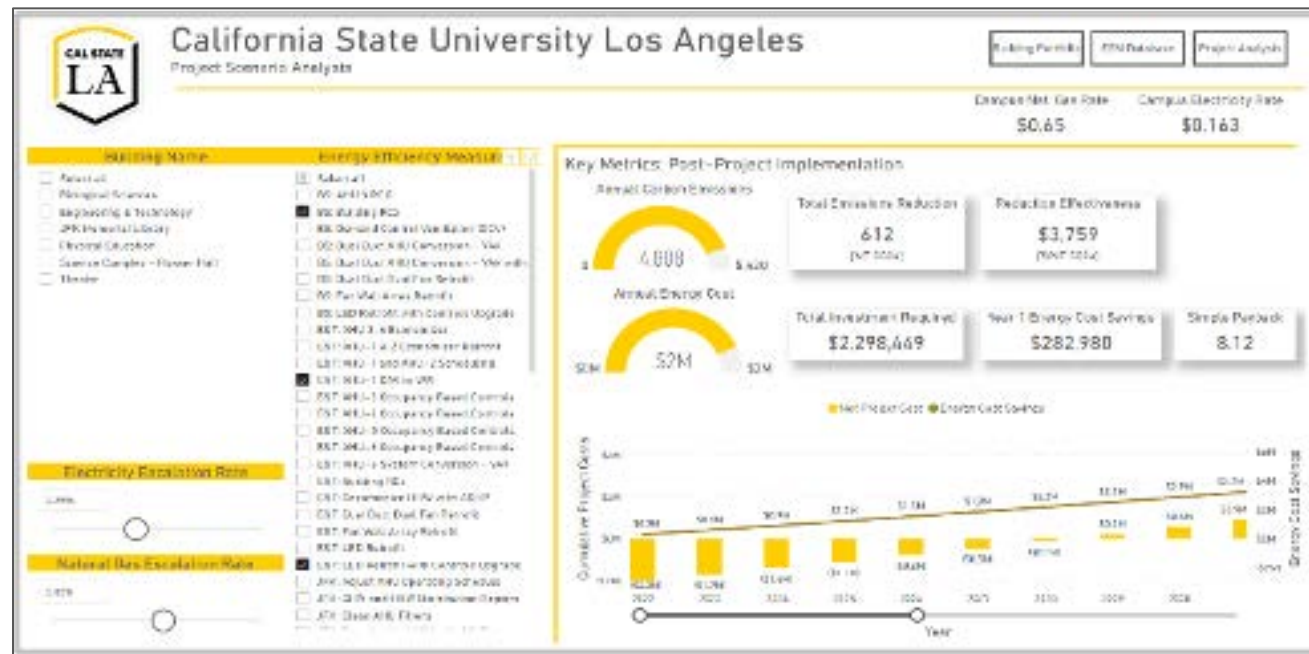
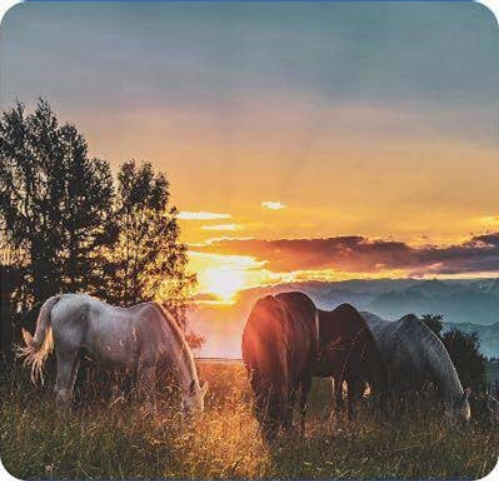
ANY
Questions?

BUDGET Breakdown



TASKS	FEE
Task 1: Project Initiation and Stakeholder Engagement	\$7,200
Task 2: Municipal GHG Inventory & Review of City of Glenwood Springs 2009 ECAP	\$13,925
Task 3: Determine ECAP framework and scope, draft strategy and identify sectors	\$15,400
Task 4: Conduct research to identify potential initiatives	\$18,750
Task 5: Prioritize Initiatives	\$7,780
Task 6: Develop Implementation Plan for each initiative	\$8,850
Task 7: Develop Final Energy & Climate Action Plan	\$15,675
FIXED FEES (Graphic designer / Travel (assumption 3 in-person meetings)	\$11,500
TOTAL	\$99,080

MONITORING Dashboard





City Council
STAFF REPORT
City of Glenwood Springs
August 3, 2023

Agenda Item: Ordinance 2023-11; Fat, Oil, and Grease and Oil Sand Separator. Second Reading.

Action Requested: Pass first reading.

Department: Public Works

Presented By: Matthew Langhorst

Strategic Goals: Protect and Preserve our Quality of Life

Background Info: In follow up to the Sand Oil Separator (SOS) resolution approved on June 6, which is attached, this is the ordinance language that provides code enforcement the ability to issue fines if the business or owner is not following the Fats, Oils and Grease (FOG) and SOS guidelines and reporting forms. The ordinance also sets the Best Management Practices (BMPs) for FOG and SOS systems to help the business or owner learn how to best manage their systems.

Issues: None at this time.

Fiscal Impact: None at this time.

Legal Review: None at this time.

Staff Recommendation: None at this time.

ORDINANCE NO. 11

Series of 2023

**AN ORDINANCE OF THE CITY OF GLENWOOD SPRINGS,
COLORADO, AMENDING SECTIONS 080.010.010 AND 080.030.030 OF
THE GLENWOOD SPRINGS MUNICIPAL CODE.**

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

WHEREAS, Section 080.010.010 of the Municipal Code addresses definition of terms regarding utilities the within the City; and

WHEREAS, Section 080.030.030 of the Municipal Code addresses the waste discharge regulations within the City; and

WHEREAS, City Council finds and declares that the amendments to Sections 080.010.010 and 080.030.030 of the Municipal Code the Development Code regarding definitions and waste discharge regulations within the City, as set forth herein are proper and necessary to advance the public health, safety and welfare of the City’s residents.

NOW, THEREFORE, THE CITY COUNCIL OF THE CITY OF GLENWOOD SPRINGS, COLORADO, ORDAINS:

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

Section 2. Sections 080.010.010 and 080.030.030 are hereby amended as set forth on **Exhibit A** attached hereto.

Section 3. The amendments to Sections 080.010.010 and 080.030.030 shall become effective on _____.

INTRODUCED, READ ON FIRST READING, PASSED AND ORDERED
PUBLISHED BY TITLE ONLY THIS ____ DAY OF _____ 2023.

CITY OF GLENWOOD SPRINGS, COLORADO

Ingrid Wussow, Mayor

ATTEST:

Ryan Muse, City Clerk

INTRODUCED, READ ON SECOND READING, AND ORDERED PUBLISHED BY
TITLE ONLY TO BE EFFECTIVE TEN DAYS FOLLOWING THE DATE OF SECOND
PUBLICATION THIS ____ DAY OF _____ 2023.

CITY OF GLENWOOD SPRINGS, COLORADO

Ingrid Wussow, Mayor

ATTEST:

Ryan Muse, City Clerk

EXHIBIT A

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

080.010.010 - Definitions.

Best Management Practices (BMP): The purpose of kitchen BMPs is to minimize the discharge of Fats, oil and grease (FOG) and other prohibited materials into the interceptor and the sanitary sewer system.

Fats, oil and grease (animal/vegetable) (FOG): Is equivalent to the nonpetroleum organic polar fraction of hexane extractable material (HEM, polar material) derived from animal or plant sources such as fats, non-hydrocarbons, fatty acids, soaps, waxes, and oils that contain multiple carbon chain triglyceride molecules using methods approved in 40 CFR Part 136 as amended.

080.030.030 - Waste discharge regulations.

- (a) *Storage of wastewater lines prohibited.* It shall be unlawful for any person to place or cause to be placed any solids or insoluble matter of any kind or nature whatsoever within any wastewater line belonging to the City or any part thereof or within any connection thereto.
- (b) *Discharge of nonacceptable wastes into wastewater system prohibited.* The discharge of nonacceptable wastes into the City wastewater system, whether directly or indirectly, is prohibited; and, where investigation reveals the presence in the system of nonacceptable wastes emanating from any lot, land, building or premises, the owner, lessor, renter or occupant of such lot, land, building or premises shall be required at his/her own expense to treat, neutralize or in other ways prepare the noxious substance therein to the satisfaction of the City Manager in order to convert the same into acceptable wastes. Nonacceptable wastes are herein defined as follows:
 - (1) Any liquid or vapor having a temperature higher than one hundred fifty (150) degrees Fahrenheit;
 - (2) Any water or waste having a five-day Biochemical Oxygen Demand which may contain more than ~~one thousand (1,000)~~ five hundred (500) parts per million by weight as averaged during any twelve-hour period,
 - (3) Any gasoline, benzene, naphtha, fuel oil or other flammable or explosive liquid, solid or gas;
 - (4) ~~Any garbage that has not been properly shredded~~ Any solid waste;
 - (5) Any ashes, cinders, sand, mud, straw, shavings, metal, glass, rags, feathers, tar, plastics, wood, paunch, manure, grit, brick, cement, onyx, carbide or any other solid or viscous substance capable of obstruction of the flow of the wastewater lines or other interference with the proper operation of the wastewater system;

- (6) Any water or waste having a pH lower than ~~five~~ six and one-half (5.5 6.6) or higher than nine (9), or having any other corrosive property capable of causing damage or hazard to structures, equipment or personnel of the wastewater system;
- (7) Any water or waste containing a toxic or poisonous substance in sufficient quantities to injure or interfere with the wastewater process, instituting a hazard to humans or animals or creating any hazard in the receiving water at the City's wastewater treatment facility;
- (8) ~~Any water or waste containing suspended solids~~ Any water or waste containing Total Suspended Solids (TSS) of such character or quantity that unusual attention or expense is required to handle such materials at the City's wastewater treatment facility;
- (9) Any noxious or malodorous gas or substance capable of creating a public nuisance;
- (10) Any surface or ground water; or

(11) Any toxic or poisonous pollutant which causes an increase in the cost of operation and maintenance ~~for treating and managing the sludge~~ at the City's wastewater treatment facility. Upon violation of this paragraph, in addition to all other remedies of the City, the City shall require the violator to pay the ~~increased costs in managing and treating such toxic or poisonous pollutants~~ incremental fines as noted in Section (f). In the event the above-described nonacceptable wastes cannot be treated, neutralized or in other ways prepared to the satisfaction of the City Representative, the City Representative may order the building discharging such nonacceptable wastes disconnected from the City's wastewater system until such wastes can be eliminated, treated, neutralized or in other ways prepared to the satisfaction of the City Representative.

~~In the event the above-described nonacceptable wastes cannot be treated, neutralized or in other ways prepared to the satisfaction of the City Manager, the City Manager may order the building discharging such nonacceptable wastes disconnected from the City's wastewater system until such wastes can be eliminated, treated, neutralized or in other ways prepared to the satisfaction of the City Manager.~~

- (c) *Use of grease, oil, sand traps.* Grease, oil and sand traps or other appurtenances shall be provided when, in the opinion of the City Manager Representative, they are necessary for the proper handling of any liquid waste containing grease in excessive amounts or any flammable waste, sand or other harmful ingredients. All traps shall be of a type and capacity approved by the City Manager Representative and shall be located as to be readily and easily accessible for cleaning and inspection.
- (d) *Control manhole required.* When required by the City Manager Representative, the owner of any property served by a building wastewater line carrying industrial waste or nonacceptable waste, as defined in this section, shall install a suitable control manhole in the building wastewater line to facilitate observation and sampling of the waste by the City. Such manholes, when required, shall be accessible and safely located and shall be constructed in accordance with the plans approved by the City Manager Representative. The manholes shall be installed and maintained by the owner at his/her expense.
- (e) Best management practices (BMP). Fats, oils and grease (FOG).
 - (1) Kitchen BMP; The purpose of kitchen BMPs is to minimize the discharge of FOG and other prohibited materials into the interceptor and the sanitary sewer system. The following BMPs shall be implemented by applicable facilities:

- a. Installation of drain screens. Drain screens shall be installed on all entryways to drainage pipes in food preparation areas. This includes kitchen sinks, floor drains and mop sinks. Drain screens shall be cleaned as needed.
- (2) Segregation and collection of waste cooking oil and grease. All waste cooking oil and grease shall be collected, segregated and stored properly in waste grease bins (WGB) or similar devices.
 - a. WGBs shall be maintained and secured to ensure that they do not leak or be turned over and are weather-tight.
 - b. WGBs shall have a cover or lid which is to remain in place at all times when the WGB is not being used.
 - c. WGBs shall be located in an area that is clean and easily accessible.
 - d. WGBs shall be pumped before they are 90% full by a licensed waste hauler or an approved recycler to dispose of waste cooking oil.
 - e. WGB waste hauling manifests shall be retained onsite for three (1) year.
- (3) Disposal of food waste. Food waste shall be disposed of directly into a solid waste container or compost bin and not in the drain.
- (4) Kitchen signage: Signs shall be posted above all sinks prohibiting the discharge of FOG and food waste in violation of this Policy down the drains.
- (5) Employee training. Employee training shall be provided as part of the normal orientation process and annually thereafter.
- (6) Records must be kept at the facility for up to one (1) year and available for review upon request by the City.
- (7) Interceptor repairs must be completed within fifteen (15) business days.
- (f) Recommended Best Management Practices (BMPs) for sand oil separators to reduce pumping frequency.
 - Don't wash spills into the sand oil separator. Instead, use dry clean-up methods.
 - Wash vehicles and engines less often.
 - Filter solids out of the sand oil separator using grates and screens over floor drains.
 - Use reusable absorbent pads that absorb only floating oil and grease. Once saturated, squeeze the oil into your used oil drum.
 - The use of any product that facilitates the bypass of the separator to the wastewater mainline is strictly prohibited.
 - Post signage near floor drains to remind employees to follow BMP's.
 - Chemicals should not be stored or used near the sand/oil separator's floor drains.
 - Contain leaks or spills if it can be done so safely.
 - Report any significant spill into the sanitary sewer to the City of Glenwood Springs Water/Wastewater Department immediately. Spills or leaks shall be cleaned-up immediately;
 - Records, receipts, and/or manifests of interceptor maintenance not available for review upon inspection must be provided to the City within five (5) business days;
 - Interceptor pumping must be completed within ten (10) business days;
 - Missing drain screens must be replaced within ten (10) business days;

- Missing signage must be replaced within ten (10) business days;
 - Violations involving improper employee BMP adherence shall require retraining of the employee with documentation of such training to be provided to the City within ten (10) business days; and
- (g) Penalty schedule for Section 080.030.030 violations. It shall be unlawful for any person to place or cause to be placed any solids or insoluble matter of any kind or nature whatsoever within any wastewater line belonging to the City or any part thereof or within any connection thereto. A person violating this section shall be subject to the Penalty Assessment fines outlined below. Penalty Assessment fines shall be determined within a one-year period measured from the date of any prior violation of this section. Any violation may also result in discontinuation of service.
- (1) First offense: Verbal or written notice to comply with violation by the following deadlines. Corrective deadlines for violations are as follows:
 - (2) Second offense: Two Hundred and fifty dollar (\$250.00) fine.
 - (3) Third offense: Five hundred dollar (\$500.00) fine.
 - (4) Subsequent offense: The Municipal Court may impose such fines and penalties as it is authorized pursuant to Municipal Code [Section 010.020.080](#).

RESOLUTION 2023-21

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY
OF GLENWOOD SPRINGS, COLORADO, ADOPTING
SAND, OIL SEPARATOR GUIDELINES AND AN
INSPECTION REPORT FORM.**

WHEREAS, Section 080.030.030 of the Glenwood Springs Municipal Code regulates the use of grease, oil, sand separators (“SOS”) for the proper handling of any liquid waste containing grease in excessive amounts or any flammable waste, sand, or other harmful ingredients into the City of Glenwood Springs wastewater system; and

WHEREAS, City staff recommends that City Council adopt SOS guidelines that set forth citizen’s responsibilities regarding the maintenance of SOS and record-keeping requirements and inspection procedures; and

WHEREAS, the Glenwood Springs City Council, after consideration of the SOS Guidelines attached as **Exhibit A**, desires to approve adoption of the same as well as the SOS Inspection Report form attached as **Exhibit B**.

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

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

Section 2. The SOS Guidelines as set forth in **Exhibit A**, attached hereto, and the SOS Inspection Report form as set forth in **Exhibit B**, attached hereto, are hereby adopted and approved.

INTRODUCED, READ, AND PASSED THIS 6th DAY OF JULY 2023.

CITY OF GLENWOOD SPRINGS, COLORADO



Ingrid Wussow, Mayor

ATTEST:



Ryan Muse, City Clerk

Sand/Oil Separator Policy and Guidance

Sand/oil Separators are below ground tanks designed to capture dirt, sand, sweepings, minor petroleum spills, etc. from vehicle maintenance facilities to keep these substances out of the wastewater system. The separator treats these wastes by allowing substances lighter than water (such as oil) to float and substances heavier than water (such as sand) to sink.

Only the gray water between these two zones should flow to the wastewater system.

Why is maintenance needed?

If the sand/oil separators are not pumped frequently enough, the heavier dirt, sand, sweepings (sludge) and/or the lighter oil and grease will occupy too much space in the tank and be siphoned through the outlet pipe to the wastewater system. If the separator is not maintained properly, waste can also cause a blockage and/or odor problems and public health issues.

What are your responsibilities?

Inspect and log your sand/oil separator inspections monthly to assure that it is pumped as needed to keep prohibited waste out of the City's wastewater system. Refer to City of Glenwood Springs Municipal Code 080.030.030 for a list of prohibited discharges.

Immediately following pumping, make sure the "tee" on the outlet pipe of the sand/oil separator is present, is properly secured to the wall, to make sure the tank is not being bypassed. The primary purpose of the "tee" is to trap floating materials and keep them from exiting the tank.

Sand/oil separator maintenance records must be kept on site for at least three (3) years and shall be available upon request.

All cleanout of sand/oil separators must be performed by a contracted company. This company must be a reliable and trustworthy hauler authorized to pump out sand/oil separators and permitted to properly dispose of the waste.

The contracted company will be responsible for the collection and analysis of oily liquid from the separator. Typically, this involves using on-site qualitative procedures, and when those indicate that the tested materials may be classified as hazardous waste, a verification sample will be collected, and a verification test shall be performed by an accredited laboratory. Avoid using any chemicals that have hazardous characteristics.

When should the sand/oil separator be pumped?

Sand/oil separators are required to be pumped frequently (at least every 4 months unless a different pumping frequency has been allowed by the City of Glenwood Springs Inspector) to prevent the discharge of waste materials into the sanitary sewer system.

The separator must be cleaned when the total accumulation of surface oil and settled solids reaches twenty-five percent (25%) of the sand-oil separator's overall liquid depth. The chart below provides you with different vertical distances from the bottom of the outlet "tee" (same as water level) to the floor of the sand/oil separator. If the bottom of your outlet "tee" is 24 inches from the floor of the interceptor, then the bottom sludge layer or the floating

materials layer shall not occupy a depth within six (6) inches from the bottom of the “tee”.

Sand/Oil Separator Maintenance Chart

Water Level (inches)	24	36	42	48	54	60	66	72	inches
Max capacity (top & bottom) 25% (inches)	6	9	10.5	12	13.5	15	16.5	18	inches

*The amount of waste in the sand/oil interceptor can be determined by using a tape measure or long rod.

Remember: It could cost you more money in the long run to wait until the last minute to have your sand/oil separator pumped. Pumping it regularly to avoid potential damage to your system, facilities, or the local utilities wastewater collection system.

Recommended Best Management Practices (BMPs) to reduce pumping frequency.

- Don't wash spills into the sand/oil separator. Instead, use dry clean-up methods.
- Wash vehicles and engines less often.
- Filter solids out of the sand/oil separator using grates and screens over floor drains.
- Use reusable absorbent pads that absorb only floating oil and grease. Once saturated, squeeze the oil into your used oil drum.
- The use of any product that facilitates the bypass of the separator to the wastewater mainline is strictly prohibited.
- Post signage near floor drains to remind employees to follow BMP's.
- Chemicals should not be stored or used near the sand/oil separator's floor drains.
- Contain leaks or spills if it can be done so safely.
- Report any significant spill into the sanitary sewer to the City of Glenwood Springs Water/Wastewater Department immediately.

Inspection Program

The City of Glenwood Springs will inspect the initial installation of a sand oil separator and perform regular inspections, thereafter. New sand oil separators will be inspected 3 months after installation and every 6 months, thereafter. Should a facility have a history of non-compliance, more frequent observations will be performed. The City of Glenwood Springs will review maintenance records at the time of inspection, which are required to be stored on-site and available for review as noted above.

Owner Recordkeeping and Submittal Requirements

- Pumping intervals shall be adjusted, as necessary such that the sand oil separator has no more than 25% solids/grease at any one time.
- Maintain records on-site (not at corporate headquarters, etc.) of all maintenance and hauling activities for a minimum of three years.
- All sand oil separators and associated plumbing shall be installed by a licensed plumber or contractor.
- Maintenance records shall be submitted within 10 days after each service.
- Records shall be submitted to Lynne Springer Neighborhood Services Specialist, lynne.springer@cogs.us and Matt Langhorst Public Works Director, matthew.langhorst@cogs.us

Policy Enforcement

- Owners that receive a failing inspection will be provided a copy of the inspection report. The inspection report will include instructions and a deadline for correcting the deficiency.
- Violations will be subject to City code 080.030.030(g).

MAINTENANCE LOG FOR SAND/OIL SEPERATOR

PLEASE WRITE CLEARLY

BUSINESS NAME _____ ADDRESS _____

LOCATION OF TRAP/INTERCEPTOR _____
(For example: In parking lot on northwest side of building)

DATE OF CLEANING OR INSPECTION?	NAME OF PERSON OR COMPANY WHO INSPECTED OR CLEANED UNIT?	APPROXIMATE GALLONS OF OIL & DEBRIS REMOVED? (IF CLEANED)	HOW WAS THE WASTE DISPOSED? (IF CLEANED)

MAKE ADDITIONAL COPIES AS NECESSARY

CERTIFICATION: I certify under penalty of law that the above information is true and accurate and complete to the best of my knowledge. I am aware that there are significant penalties for submitting false information including the possibility of fine and/or imprisonment for knowing violations.

Signature of Authorized Representative Title / Date

CERTIFICATION OF INSPECTION: I certify under penalty of law that the above indicated sand/oil trap/interceptor has been inspected on the above indicated date(s). The sand/oil trap/interceptor contains oil & debris which occupy less than 25% of the holding capacity of the trap/interceptor.

Signature of Authorized Representative Title / Date

Date of last cleaning Approx. inches of oil & debris



City Council
STAFF REPORT
City of Glenwood Springs
August 3, 2023

Agenda Item:	Resolution 2023-31; Pro-Rated Outdoor Dining Leasing Fee
Action Requested:	Consideration of prorating the lease rate for leasing of on-street parking spaces for the outdoor dining program to not include the time period of November 1 to March 31. This would reduce the annual lease rate from \$1.75 per square foot to \$0.72 per square foot.
Department:	Economic and Community Development
Presented By:	Emery Ellingson
Strategic Goals:	Provide Efficient and Responsive City Government Generate Sustainable Economic Development Ensure Public Safety
Background Info:	In 2014 City Council created an outdoor dining program. This dining program was greatly expanded during COVID in the summer of 2020. Some businesses have entered leases with the City for on-street parking spaces for use as outdoor seating. These parking spaces are not available year round due to the need to clear the street of snow. Leases are currently assessed and charged at the rate of \$1.75 per square foot. This resolution proposes prorating the rental rate for outdoor dining in on-street parking spaces in recognition that these spaces are not allowed to be used on an annual basis. This contrasts with sidewalk leases because those businesses are not required to vacate their lease spaces during the winter months. Adjusting the lease term is complicated by state liquor licensing laws so adjusting the lease rate would be the method to prorate these leases. The proposed timeline for proration would be to subtract the time period of November 1 to March 31 from the number of days and prorate the lease rate accordingly, which would result in a lease rate for off-street parking spaces of \$0.72 per square foot.
Issues:	Possible issues include additional staff oversight to ensure a different rate is charged for parking spaces. It may also result in interest from owners with sidewalk leases to also prorate their leases.
Fiscal Impact:	This will decrease the amount received by the City for those leases which utilize parking spaces. Currently, there are only two businesses which have leases for parking spaces, Rocky Mountain Pizza and Masala & Curry. For Rocky Mountain Pizza, the lease amount would decrease from \$645.75 to \$265.68. For Masala and Curry the lease amount would decrease from \$885.50 to \$364.32. Administrative fees which are \$75.00 annually for the outdoor dining program would be unaffected.
Legal Review:	Legal has reviewed.
Staff Recommendation:	Staff recommends approval because these businesses cannot utilize their spaces on an annual basis. Prorating the fee will allow business owners to only pay for the lease period they are allowed to use.

RESOLUTION NO. 2014-9

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF
GLENWOOD SPRINGS, COLORADO, ADOPTING A GLENWOOD
SPRINGS OUTDOOR DINING PROGRAM; SUMMARY, CHECKLIST,
APPLICATION AND FORM LEASE.**

WHEREAS, goals of the City Council are to encourage economic vitality and enliven the city's commercial district while protecting the historic character of the city;

WHEREAS, the City Council believes that locating outdoor dining spaces on public property which adjoins an operating restaurant will further these goals;

WHEREAS, City staff have worked to draft an Outdoor Dining Program to provide interested restaurant owners with parameters and expectations for expanding their restaurant service area onto adjoining public right of way;

WHEREAS, the City Council, at three meetings, heard comments as to the various issues involved in instituting of this Program from City staff and members of the public; and

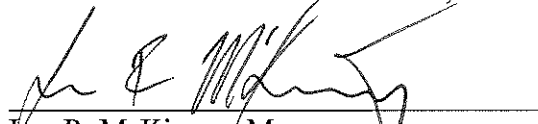
WHEREAS, the City Council finds that the proposed Glenwood Springs Outdoor Dining Program is consistent with the City's goals and policies and is in the best interest of the health, safety and welfare of the citizens of the City of Glenwood Springs.

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

The City Council of the City of Glenwood Springs hereby adopts the Glenwood Springs Outdoor Dining Program Summary, Checklist, Application and form lease attached hereto and incorporated herein as Exhibit A.

INTRODUCED, READ AND PASSED THIS 17th DAY OF April,
2014.

CITY OF GLENWOOD SPRINGS, COLORADO

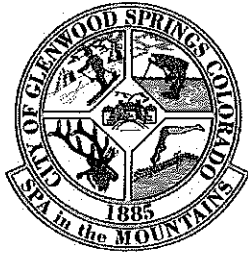


Leo R. McKinney, Mayor

ATTEST:



Ann Green, Deputy City Clerk



DRAFT #6 –City Council Review – April 17, 2014

**Outdoor Dining Program
Summary, Application & Checklist**

City of Glenwood Springs
101 W 8th Street
(970)384-6411

PROGRAM OVERVIEW

Purpose: To enliven the city's commercial districts by encouraging outdoor dining on publically-owned property within a framework that enhances the historic character of the city, promotes economic vitality, and protects the health, safety and welfare of residents, businesses, and visitors.

Applicability: Outdoor dining and seating on public property will be allowed in the City's commercial zone districts, subject to the administrative review and approval of an application and execution of a lease.

Eligibility: Licensed retail food establishments (as defined by 6CCR 1010-2) and retail establishments that serve specialty foods and beverages (e.g. ice cream shops, coffee houses, bars/brew pubs) are eligible for the outdoor dining program. Mobile food vendors are not eligible for outdoor dining under this program.

Application & Lease required: Use of sidewalks, plazas, alleys and other property owned or under the control of the City of Glenwood Springs requires the following:

- A completed application demonstrating compliance with these design standards;
- A scaled diagram of the lease area;
- Execution of a non-transferrable or non-assignable lease agreement;
- Evidence of liability insurance; and
- Execution of an indemnification agreement.

Outdoor Dining Season & Hours of Operation:
Outdoor dining will be allowed year-round.

Outdoor dining is permitted only when the primary food establishment or its kitchen is open.



Alternative Methods, Designs and Materials

These design standards were created for building frontages and sidewalks typically found in downtown Glenwood Springs. Where buildings, seating areas, and sidewalks do not conform to typical situations, building owners and tenants are encouraged to suggest alternative designs and materials that would meet the overall intent of these regulations. City staff will consider design and material alternatives on a case by case basis.

Appeals

City staff reviews and approves outdoor seating applications. Any owner or operator that feels aggrieved by a staff decision may appeal to City Council.

DESIGN STANDARDS:

General Requirements:

1. In most cases, the outdoor dining area shall be against the side of the building and immediately adjacent to, and in front of, the restaurant to which it is appurtenant. However, a restaurant that is located adjacent to a public plaza may separate the outdoor seating area from the building. In no case shall the outdoor seating area encroach into the public frontage of another property or business.
2. The outdoor dining area shall not be located such that it impedes access to any other business; interferes with access to curbs, ramps or driveways; obstructs emergency access or circulation; or limits city access to utilities for maintenance. Aisles and table/chair placement within the outdoor dining area shall comply with International Building Code requirements.
3. Where a restaurant is located on a corner, the outdoor dining area shall not interfere with vehicular sight distances, as determined by the City Engineer.
4. The outdoor dining area shall be located so that the remaining public sidewalk has a minimum 5-foot wide continuous pedestrian throughway, free from all obstruction.
5. At the end of the lease term, or upon termination of the lease agreement, all furnishings, structures, barriers, platforms and other items shall be removed and the sidewalk shall be returned to original condition at the sole expense of the lessee or building owner.
6. The outdoor dining area must remain clear of litter at all times. No trash container shall be stored in the outdoor dining area when the restaurant is closed for business. City-owned and maintained trash containers shall not be used for restaurant waste.
7. The outdoor dining area must meet all City of Glenwood Springs building code and Americans with Disabilities Act requirements for location, spacing, and access.
8. The outdoor dining area shall not be used for storage.
9. All furnishings including umbrellas shall be contained within the outdoor dining area.
10. Outdoor lighting shall comply with Municipal Code 070.140-Exterior Lighting Standards.
11. The outdoor dining area is subject to compliance with the City's noise ordinance, 100.070 of the Municipal Code.
12. No smoking is allowed in the outdoor dining area.
13. Signs, shall comply with Section 070.030.158- Downtown Design Standards, Article 070.060-Sign Code. In no case shall banners or signs hang from or be attached to a barrier, except for those required for alcohol service.
14. Outdoor portable heaters shall be reviewed and approved by the Fire Department.



Tables, Chairs & Umbrellas

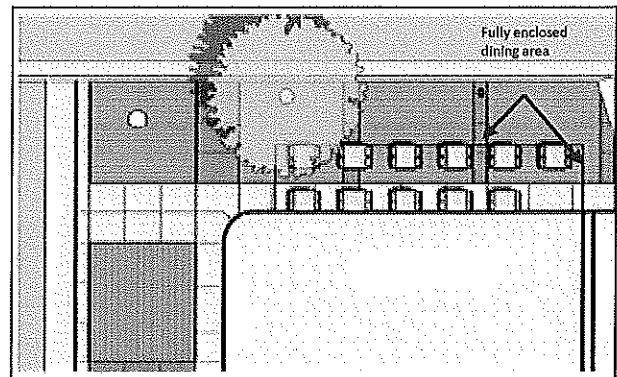
1. Tables and chairs shall be made of high quality natural products such as metal, wood, stone, masonry and shall have an ability to withstand the elements. Engineered and plastic products shall be considered on a case by case basis. All tables and chairs within each outdoor seating area shall be of a consistent style and color.

2. White or fluorescent-colored tables and chairs are not allowed.
3. Use of umbrellas in the outdoor dining area is encouraged. Umbrella colors shall be compatible with the surrounding commercial district, and the overall color scheme of the building. Square or rectangular umbrella shapes, and solid colors or subtle patterns of fabric are preferred.
4. Umbrellas may overhang the barrier however the overhanging area will be included in the lease area.
5. Umbrellas may include advertisement on the valance. However if the name of the primary restaurant is used, it must comply with the square footage requirements provided for in Article 070.060-the Sign Code.
6. Awnings or canopies that are attached to the building require application of a building permit. In no case shall awnings or canopies have support posts within the public right-of-way.
7. All outdoor furnishings shall be adequately secured during high winds.
8. Pop-up shade structures shall not be allowed, with the exception of umbrellas.
9. Furniture must not be roped, cabled or otherwise secured to trees, street lights, street signs, hydrants or any other infrastructure, both during operating hours or at times when the restaurant is closed. Furniture may be secured to barrier fencing.



Barriers

1. All barriers shall meet the following design requirements –
 - a. Barriers, with the exception of planters, shall be between 36 and 42 inches in height, and shall be mostly transparent (see-through) to maintain visibility of sidewalk activity.
 - b. Barriers must be sturdy, stable and of sufficient weight so as not to tip or be up-ended in the wind.
 - c. Barriers may be semi-permanently bolted or adhered to the sidewalk, however at the end of the lease term, or upon termination of the lease agreement the barrier shall be removed and the sidewalk shall be returned to original condition at the sole expense of the lessee or building owner.
 - d. Fencing with natural or synthetic fabric inserts is not permitted.
 - e. Chain link, chicken wire or similar fencing materials are not permitted.
 - f. Use of planter boxes containing colorful annual and perennial plants is encouraged, subject to the following:
 - i. Planters, excluding the plants, must be between 30 and 42 inches in height.
 - ii. Planters must contain living plants. Diseased or dead plants must be removed immediately and replaced with new, live plants.
 - iii. Seasonal displays or decorations are allowed during winter months.
 - iv. Planters of bare dirt, mulch rocks or other similar material are not allowed.
2. Restaurants that do not serve alcohol shall construct a barrier that extends perpendicularly from the building to the outside limits of the outdoor dining area. This is to insure that visually



impaired pedestrians can detect the limits of the outdoor seating as well as to insure that tables and chairs are contained within the leased outdoor seating area. These restaurants may also fully enclose the outdoor dining area, but it is not required. When the seating area extends 3 feet or less from the building, no barrier is required.

3. Establishments that serve alcoholic beverages in the outdoor dining area, shall construct a barrier that fully encloses the outdoor dining area and that meets the requirements of the local and state liquor licensing authority, City of Glenwood Springs building code and Americans with Disabilities Act. The enclosed area may include one access point to the public sidewalk, and if gated, the gate shall swing into the seating area and not outward to the public right-of-way, unless otherwise required by the International Building Code.
4. Restaurants that are located adjacent to a public plaza may separate the outdoor seating area from the building. Barriers shall be constructed to adequately define the limits of the seating area. This is to insure that visually impaired pedestrians can detect the seating area and to insure that tables and chairs do not encroach into the accessible public walkway. In no case can alcohol service be extended to this area. The separation from the main liquor license premises may preclude liquor service in the separated outdoor seating area.



DRAFT

Outdoor Dining Program Checklist & Application

The Community Development Department requires the following information to process your application for outdoor dining. City staff will review your information for compliance with the eligibility criteria, applicable Municipal Code requirements, and the design standards. To avoid delays, it is imperative that you provide an application that contains all of the required information. While City staff may be able to process some applications within 3 to 4 weeks of receipt, we highly recommend that you budget at least 6 weeks for this review, especially if your application requires a building permit.

____ Planning Application:

- Complete and sign the form. If you do not own the building, you and the building owner must sign the application. A copy of the Planning application is available on the City's website at www.cogs.us. Click on "City Forms Portal" - "Community Development Forms". Scroll through the list to "Planning Application".

____ Narrative description:

- Provide a brief written description of your restaurant and how you intend to utilize the outdoor dining area. For instance, discuss hours of operation; how many tables and chairs will you be adding; how will the furnishings be secured; do you plan to have music; will you be adding lighting, if so, where will the fixtures be located and how will you obtain electricity; do you need to construct a platform because of uneven sidewalk grade; will you be adding any signs; and any other information that you want to include to help the City understand how you intend to utilize the outdoor space.

____ Diagram:

- Provide one or two diagrams to scale that include the following (See Figure 1 and 2 for example diagrams)-
 - ✓ North arrow.
 - ✓ Property lines.
 - ✓ Building and proposed outdoor dining area. Include dimensions of the seating area and length of building frontage.
 - ✓ Sidewalk from face of building to nearest curb. Include the sidewalk width and location of any obstructions in the immediate vicinity of the proposed outdoor dining area including street trees, sign posts, fire hydrants, flower planters.
 - ✓ Tables and chairs, and other furnishings including umbrellas, you propose to locate within the outdoor dining area.
 - ✓ Location of building entrance.
 - ✓ Barrier, with dimensions (width and length) noted. Include a detail of how the barrier will be attached to the sidewalk or pavement.

____ Photos, Drawings, or Cut Sheets:

- Provide photos, drawings of manufacturer cut sheets of all the furnishings you propose using in the outdoor dining area. This includes but is not exclusive of tables, chairs, barriers, umbrellas, light fixtures, and heaters.

____ Construction details:

- If your project involves construction of a temporary or permanent platform, you are required to submit a building permit application and construction drawings. Building permit applications

are available on line at www.cogs.us. Click on "City Forms Portal" - "Community Development Forms"; scroll down the list to "Building Permit Forms".

_____Insurance:

- Provide proof of liability insurance in the amount of \$1 million, with the City of Glenwood Springs named as an additional insured party.

_____Administrative Fee: \$75.00

Draft

Figure 1-Sample Diagram

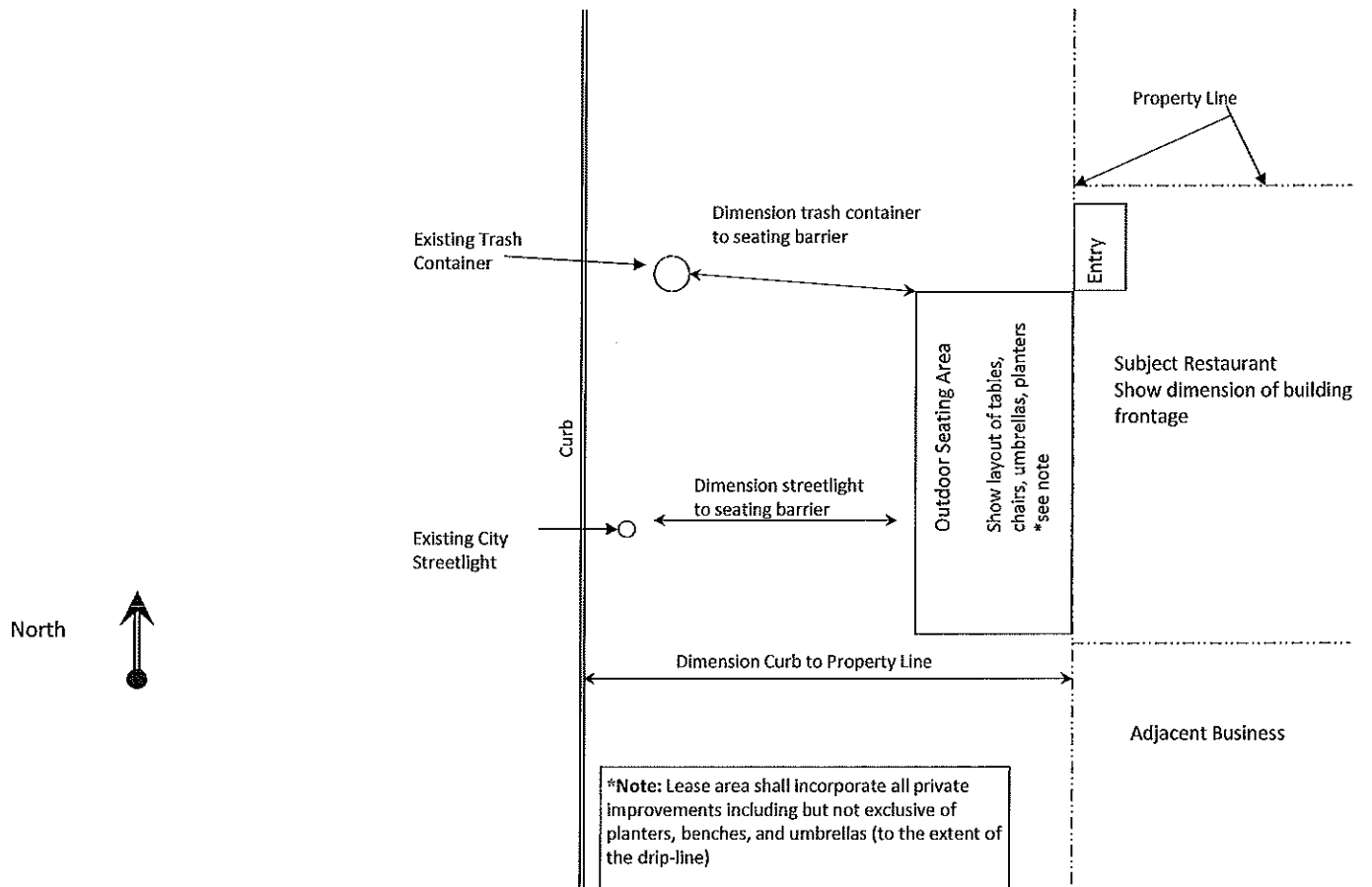
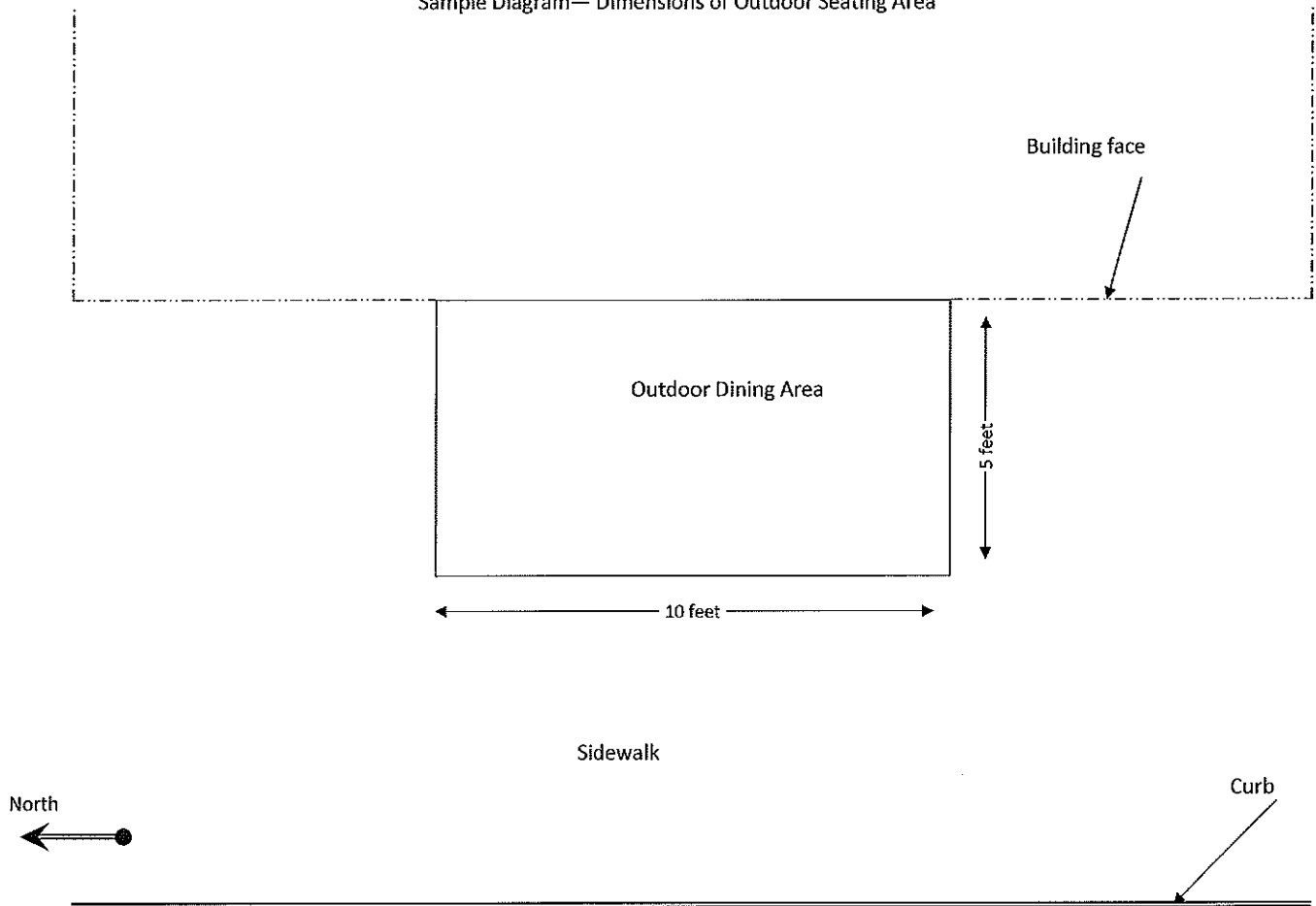


Figure 2
Sample Diagram— Dimensions of Outdoor Seating Area



AGREEMENT FOR LEASE OF PROPERTY

This AGREEMENT FOR LEASE OF PROPERTY (the "Agreement") is made this _____ day of _____, 2014, between the CITY OF GLENWOOD SPRINGS, a Colorado home rule city ("Lessor"), and _____ ("Lessee").

WITNESSETH:

WHEREAS, Lessee desires to lease Lessor's property located at _____ in Glenwood Springs, Garfield County Colorado and as described in Exhibit A attached hereto and incorporated herein ("Property"), for use as an outdoor dining area; and

WHEREAS, Lessee occupies, either through ownership or lease, and runs an ongoing restaurant operation in property adjoining Property; and

WHEREAS, Lessee desires to lease the Property from Lessor and Lessor desires to lease the Property to Lessee on the terms and conditions contained herein.

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

1. Scope of Agreement. Lessee hereby agrees to utilize the Property as a temporary outdoor dining space for the service and consumption of food prepared in Lessee's adjoining restaurant operation that may or may not include the service of alcoholic beverages.

2. Consideration. Lessee agrees to annually pay Lessor _____ Dollars (\$_____) equal to the total of \$75 administration fee plus _____ square feet times \$1.75, due and payable on or before the effective date of this Agreement.

3. System Improvement Fee. Lessee agrees to pay a system improvement fee calculated in accordance with Article 080.060 of the Glenwood Springs Municipal Code. The fee shall be calculated on an EQR level as of _____ and shall be based upon the 2014 actual increase in metered water consumption compared to the historic water use (presumed to be five years). The fee shall be paid on or before _____.

4. Term. The initial term of this Agreement shall be effective as of _____, 2014 and shall be for the term of _____. As determined in the exercise of Lessor's sole discretion, Lessor may approve in writing successive _____ terms, subject to Lessee satisfying the following conditions precedent: (a) Lessee's use of Property has not been the subject of any violation of the Glenwood Springs Municipal Code, the State of Colorado Liquor and Beer Codes and Regulations, the Glenwood Springs Outdoor Dining Program and administrative permit, and this Agreement and (b), if applicable, the liquor license issued to

Lessee is renewed for the successive term. Notwithstanding anything to the contrary contained herein, this Agreement will automatically terminate if the term of this Agreement is not extended.

5. Improvements and Personal Property. All construction, improvements, installations, furniture, fixtures and/or equipment on the Property shall, at all times, comply with the Glenwood Springs Municipal Code (not limited to, but including all building and fire codes as adopted into Title 060), the Glenwood Springs Outdoor Seating Program, and the following:

5.1 Lessee accepts the Property as it is currently improved, and Lessor shall not be required to make any improvements thereon. Lessee, at its sole expense, shall erect, retain and maintain a perimeter enclosure not more than forty-two inches (42") in height and not less than thirty-six inches (36") in height. The perimeter enclosure material, design, and installation shall be approved by Lessor. The perimeter enclosure shall also be located to facilitate monitoring of potential encroachments beyond the Property. The perimeter enclosure must be approved by Lessor for egress purposes. Openings in the enclosure shall not be less than thirty-six inches (36") wide. Unless otherwise required, if there is a gate it must swing inward to prevent obstruction of the public right-of-way. The perimeter enclosure shall not be affixed to the public right-of-way or in any way damage the existing surface of the Property or surrounding area, unless approved in writing by the Public Works Department.

5.2 Lessee may place furniture, fixtures and equipment on the Property so long as the same do not endanger any passersby or patrons, and are secured to resist wind. No portion of Lessee's furniture, fixtures or equipment shall extend beyond the boundaries of the Property nor impede pedestrian traffic on the public right-of-way adjoining the Property. The terms of this paragraph shall include, but not be limited to, perimeter enclosures, planters, signs, tables, chairs, shade structures, umbrellas while closed or open, outdoor portable heaters and any other furniture or equipment placed or utilized by Lessee. Lessee's furniture may remain on the Property during hours not in operation at Lessee's own discretion and Lessee shall accept and retain full responsibility and liability for any damage or theft. Lessee shall not store furniture, fixtures or equipment on the Property when not being used as an outdoor dining area. Required perimeter enclosures shall be continuously maintained during the term of this Agreement.

5.3 If alcohol service is permitted on the Property, the perimeter of the Property shall be enclosed by a fixed perimeter enclosure no less than ____ inches (____") in height, the material, design and installation of which shall be approved by Lessor and the Glenwood Springs Local Liquor Licensing Authority. Signs notifying customers of entrance into or exit from the limits of the liquor licensed premises shall be posted on Property as required by the State of Colorado Liquor and Beer Codes and Regulations and/or the Local Liquor Licensing Authority.

5.4 All lighting shall comply with Article 070.140 of the Glenwood Springs Municipal Code. Under no circumstances shall electrical wires, extension cords or similar wiring, cables or conduit extend beyond the Property into the public way, nor cross pedestrian paths, nor be placed so as to create a tripping hazard.

5.5 Signs are expressly prohibited on the Property except in compliance with the Glenwood Springs Municipal Code and the Outdoor Seating Policy. Lessee shall submit and obtain approval of a City sign permit before installing any signage, except that required in 5.3 above.

5.6 Lessee shall not utilize sidewalk trash and/or recycling receptacles for refuse generated within the Property. Lessee may provide a private trash and/or recycling receptacle within the Property provided that it is emptied and maintained on a regular basis. All trash and/or recycling receptacles must be emptied or pulled into an enclosed area at the close of business each day. Lessee shall at all times ensure that refuse generated within the Property does not transfer to the adjoining public right-of-way and does not attract wildlife.

5.7 Lessee understands this Property may be subject to temporary or permanent closure due to replacement of the Grand Avenue bridge which may affect this Agreement pursuant to sections 6. (temporary closure) and 9.2 (permanent closure) below.

6. Lessor's Access; Repairs. Lessor and Lessor's agents shall have the right to enter the Property at any time to inspect the same and make any necessary repairs or alterations to the sidewalks, utilities, meters or other public facilities as Lessor may deem necessary or proper for the safety, improvement, maintenance or preservation thereof. Lessee further agrees that if Lessor shall determine it necessary to make changes or improvements affecting the Property which may affect any improvements placed by Lessee, that the Lessee, by execution of this Agreement, hereby waives any and all right to make any claim for damages to the improvements and agrees to promptly remove any furniture, fixtures, equipment and structures as necessary during such necessary repair or alteration periods. Lessor agrees to prorate rent due in the event it undertakes major structural changes that continue for a period in excess of fourteen (14) consecutive days during a lease period.

7. Quiet Possession. Lessor covenants and agrees that so long as Lessee observes and performs all of the agreements and covenants required of it hereunder, Lessee shall peaceably and quietly enjoy use of the Property for the term without any encumbrance, interference or hindrance by Lessor other than as detailed in this Agreement. If Lessee's use of the Property is limited or denied through rezoning, environmental impact edict, or other action of any public or quasi-public agency or governmental authority, this Agreement, at the sole option of Lessee, shall terminate as of the effective date of such action provided that the Lessor may not use this process to solely terminate this Agreement.

8. Indemnity; Insurance; Governmental Immunity.

8.1 Indemnity. The Lessee shall be responsible for all damages to persons or property caused by the Lessee, its agents, employees or subcontractors, which may result from its negligent acts, errors and omissions hereunder, and to the extent permitted by law shall indemnify and hold harmless Lessor from any claims or actions brought against Lessee or Lessor by reason thereof.

8.2 Insurance. Lessee shall provide proof of general liability insurance to the Lessor upon execution of this Agreement. The liability insurance shall name the Lessor as an "additional insured" thereunder, with appropriate endorsements and with single limit liability coverage of at least One Million Dollars (\$1,000,000.00). Lessee shall maintain this insurance for the term of this Agreement.

8.3 Governmental Immunity. Nothing in this Agreement shall be interpreted as a waiver of governmental immunity, to which Lessor would otherwise be entitled under Section 24-10-101, C.R.S., et seq., as amended.

9. Termination.

9.1 With Notice. This Agreement may be terminated for any reason whatsoever, at Lessor's sole discretion, upon ninety (90) days written notice.

9.2 Immediate. In the event Lessor determines that continued use of the Property poses an undue threat to the public health and welfare or other cause exists, this Agreement may be immediately terminated.

10. Removal of Lessee Improvements and Personal Property. Lessee shall promptly, but in no event more than 10 days after termination, expiration or non-renewal of this Agreement, remove all personal property, including but not limited to improvements, enclosures, furniture, fixtures, equipment or structures installed by it or at its direction on the Property and restore Property to its condition before Lessee's use under this Agreement. Failure to remove said Lessee property within ten (10) days shall be deemed abandonment of said Lessee property and result in the ownership thereof transferring to Lessor which shall have the right to dispose of said property as its own. If Lessee fails to remove Lessee property and restore Property to its pre-existing condition, Lessee shall reimburse Lessor for all costs associated with its failure to restore Property.

11. Default; Breach; Remedies.

11.1 Default. The occurrence of any of the following events constitutes cause to terminate this Agreement:

- (a) The failure by Lessee to maintain insurance.

(b) The revocation or suspension of Lessee's liquor license or other operating permits or licenses.

(c) The making by Lessee of any general assignment or general arrangement for the benefit of creditors; the filing by Lessee of a petition to have Lessee adjudged a bankrupt, or the judicial declaration of Lessee as bankrupt.

(d) The appointment of a trustee or receiver to take possession of substantially all of Lessee's assets located at the Property or Lessee's adjoining business or of Lessee's interest in this Agreement, if possession is not restored to Lessee within thirty (30) days.

(e) The attachment, execution or other judicial seizure of substantially all of Lessee's assets located at the Property or Lessee's adjoining business or of Lessee's interest in this Agreement, if the seizure is not discharged within thirty (30) days.

(f) If Lessee vacates or abandons the Property for a period of _____ or more.

(g) The failure by Lessee to observe or perform any of the covenants, conditions or provisions of this Agreement to be observed or performed by Lessee, other than those described in subparagraph (a) through (f) above, where the failure continues for a period of thirty (30) days after Lessee receives notice thereof from Lessor; provided, however, that if the nature of Lessee's default is such that more than thirty (30) days are reasonably required for its cure, then Lessee shall not be deemed to be in default if Lessee commences such cure within the thirty (30) day period and thereafter diligently completes the cure.

11.2 Remedies upon Lessee's Default. In the event of any such Default by Lessee, Lessor may, after giving notice as provided above, terminate this Agreement and require Lessee to remove the improvements as discussed herein. Lessor may enter onto the Property, remove Lessee's property, take and hold possession of Lessee's property, and expel Lessee and pursue those remedies available to Lessor under the laws of the State of Colorado.

11.3 Default by Lessor. Lessor shall not be in default unless Lessor fails to perform any covenants, terms, provisions, agreements or obligations required of it within a reasonable time, but in no event later than thirty (30) days after notice by Lessee to Lessor; provided that if the nature of Lessor's obligation is such that more than thirty (30) days are reasonably required for performance, then Lessor shall not be in default if Lessor commences performance within the thirty (30) day period and thereafter diligently completes performance.

11.4 Remedies upon Lessor's Default. If Lessor defaults in the performance of any of the obligations or conditions required to be performed by Lessor under this Agreement, Lessee may elect to terminate this Agreement upon giving thirty (30) days' notice to Lessor of its intention to do so, with return of prorated annual rent payment.

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

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

Copy to: City Attorney
 City of Glenwood Springs
 101 West 8th Street
 Glenwood Springs, Colorado 81601

To the Lessee:

Copy to:

13. Entire Agreement. This Agreement constitutes the entire agreement between the parties. The parties shall not be bound by any other agreements, either written or oral, except as set forth in this Agreement.

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

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

16. Attorneys' Fees. Should this Agreement become the subject of litigation between Lessor and Lessee, the prevailing party shall be entitled to recovery of all actual costs in connection therewith, including but not limited to reasonable attorneys' fees and expert witness

fees. All rights concerning remedies and/or attorneys' fees shall survive any termination of this Agreement.

17. Assignment. Lessee may not assign this Agreement without written Lessor approval.

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

IN WITNESS WHEREOF, the parties hereto have hereunto set their hands this _____ day of _____, 2014.

LESSOR – CITY OF GLENWOOD SPRINGS

ATTEST:

By: _____
Jeff Hecksel, City Manager

Robin S. Unsworth, City Clerk

APPROVED AS TO FORM:

By: _____
Janette H. Shute, City Attorney

LESSEE – _____

By: _____
Name: _____
Title: _____

RESOLUTION 2023-31

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF GLENWOOD
SPRINGS COLORADO, AMENDING GLENWOOD SPRINGS OUTDOOR
DINING PROGRAM AND ASSOCIATED LEASING FEES**

WHEREAS, City has instituted an Outdoor Dining Program to provide interested restaurant owners with parameters and expectation for expanding their restaurant service area onto adjoining public right of way including street parking spaces

WHEREAS, the City Council believes that locating outdoor dining spaces on public property which adjoins or is in proximity to an operating restaurant furthers these goals;

WHEREAS, the City has leased street parking spaces to restaurant owners for purposes of outdoor dining which are not available year-round due to street cleaning and plowing needs during winter months

WHEREAS, goals of the City Council are to encourage economic vitality and enliven the city's commercial district

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

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

Section 2. The leasing rate for outdoor dining for a year long rate is \$1.75 per square foot. In interest of keeping leases on an annual basis and to relieve financial burden on business owners from paying for space they cannot use, the leasing rate of any outdoor dining space located in a street parking space shall be pro-rated to reflect the numbers of days allowed to operate in that space.

Section 3. The dates which will be paid for shall exclude November 1 to March 31st.

INTRODUCED, READ, AND PASSED THIS 3rd DAY OF AUGUST 2023.

CITY OF GLENWOOD SPRINGS, COLORADO

Ingrid Wussow, Mayor

ATTEST:

Ryan Muse, City Clerk



City Council
STAFF REPORT
City of Glenwood Springs
August 3, 2023

Agenda Item:	Approval of 6th Street Right of Way Appropriation and Change Order
Action Requested:	Approval of budget appropriation for right of way acquisition for construction and permanent easements included in the 6th Street project.
Department:	City Administration
Presented By:	Steve Boyd, Ryan Gordon
Strategic Goals:	Protect and Preserve our Quality of Life
Background Info:	Design of the 6th Street project is being split between funds budgeted from the Downtown District Authority (DDA) and the Acquisition and Improvement (A&I) funds. We have to acquire rights of way for construction and permanent easements for light poles that require the services of a utility engineer estimated at \$80,000. This cost covers obtaining title insurance commitments, developing property appraisals, issuing offers and negotiating with affected property owners and delivering final closing documents. This cost does not include the actual purchase of the ROW. In addition we need to dig test holes that require traffic management costs not originally included in the budget. This request is to approve the right of way services contract with T2 Utility Engineers for \$80,000 and the change order of \$26,000, and amend the budget to split the costs equally between the DDA and A&I Funds resulting in a supplemental appropriation of \$53,000 in each fund.
Issues:	A motion was passed in the June 20, 2023 regular DDA Board meeting to appropriate \$53,000 as its half of the cost.
Fiscal Impact:	\$53,000 from reserves in each of the A&I and DDA funds.
Legal Review:	Legal has reviewed the change orders and been involved in the right of way and easement process.
Staff Recommendation:	Approval of change orders and appropriations.

T2 Utility Engineers
Scope of Work
City of Glenwood Springs

JUNE 8, 2023



Deric Walters, PE

ATTN: Boundaries Unlimited Inc.

923 Cooper Avenue Suite 201

Glenwood Springs, CO 81601

Email: deric@bu-inc.com

Phone: 970-945-5252 x 01 Cell: 970-618-7035

**RE: 6th Street Improvements between Laurel and Pine Streets –
Request for Traffic Control Costs**

Dear Mr. Walters:

Enclosed below is our request for change order covering the traffic control costs needed to safely perform the remaining test hole work associated with the SUE investigation of 6th Street Improvements between Laurel and Pine Street. This change order respectfully requests fees associated with the actual traffic control costs associated with the test hole locations (actual traffic control costs were greater than the estimated fees). T2 Utility Engineer's is not seeking additional fees regarding vacuum truck or personnel hours nor are we seeking additional administrative mark up for the traffic control subcontractor.

This change order respectfully requests **\$9,272.50** to cover the additional traffic control costs as detailed below.

Sincerely,

T2 UES Inc.

A handwritten signature in black ink, appearing to read 'Shauna L. Weinmann'.

Shauna L. Weinmann, PE

Sr. Project Manager

150 Capital Drive, Suite 190

Golden, CO 80401

Attachments:

A. Traffic Control Invoices

APPROVED AND ACCEPTED:

Client: **Boundaries Unlimited Inc.**

By:

Authorized Client Representative

Name:

Title:

Date:



CHANGE ORDER REQUEST NO. 2

Actual traffic controls fees to complete the test holes amounted to \$19,272.50, the Test Hole Control Change (Detailed in CHANGE ORDER 1 SUMMARY) detailed below estimated \$10,000.00 in traffic control fees. In performing the test hole work, the actual fees equated to a difference of an additional \$9,272.50. Further clarification explaining the project's team traffic control costs included the available test hole days and T2ue's multiple mobilize/demobilized due to winter weather. T2ue completed this work in good faith effort during the period of seasonal snow to get the City's test hole information needed for design.

T2ue's estimate for the utility mapping and test holes was submitted on March 17, 2022. The estimate requested 12 test holes and was expected to take place during summer time months. Initial test hole locations were provided to T2ue on September 26, 2022 and totaled 27 test holes. The process for permitting began shortly after. Revised test hole locations were given on October 21, 2022 bringing the test hole total to 31. T2ue started test hole work the week of October 24, 2022. T2ue was then struck with snowy conditions that first week, which forced us to demobilize on the third day. T2ue returned the following week of October 31, 2022 and more winter weather caused us to demobilize again after 3 days of work.

T2ue was not able to return until the week of November 14, due to availability of traffic control. Truck maintenance issues did not allow us to continue that week, instead, T2ue cored all test hole locations to keep progressing with the test hole work.

T2ue was not able to return the following week, as it was Thanksgiving Holiday.

Due to the original estimate being only for 12 test holes, T2ue did not remobilize until a change order was approved for the additional test holes.

CHANGE ORDER 1 SUMMARY

The project team has exhausted the available test hole days and has had to mobilize/demobilized due to weather. The summary of work to date is as follows:

Week 1

October 24- T2ue crew mobilized to site - TH 0 (originally TH 1). We did the site layout and started the first test hole. The updated test hole locations were sent on the afternoon of Oct 21st, which changed all test hole locations. This change in information caused additional time for TH layout and readjustment.

October 25- T2ue completed TH3 and TH1 with traffic control.

October 26- Demobilized from the site. Snow in the morning caused traffic control contractor to pull off site, T2ue unable to work. ***No time was billed to the client or City for this travel/delay.**

Week 2

October 31- T2ue mobilized to site and completed TH 4 and TH 9.

November 1- T2ue completed TH 5, TH 8, TH 7, and TH 6.

November 2- T2ue completed TH 12, TH 13, and TH 15.

November 3- T2ue unable to continue with work due to snowy weather. Traffic control unable to set up.
***No time was billed to the client or City for this travel/delay.**

Week 3 –T2ue progressed with test hole work but did not bill to client or City but continued to work proactively to complete remaining test holes in timely fashion.

November 14- T2ue mobilized to site and cored test holes in anticipation of vacuum truck to be mobilized to site (waiting for repairs, expected to be repaired by November 15).

November 15- T2ue continued to core remaining test hole locations.

November 16- T2ue demobilized due to vacuum truck repairs not yet completed.

Thanksgiving Week – Crew did not mobilize to site due to shortened work week.

November 25- T2ue notified by City of core repair required. T2ue promptly addressed.

T2ue has 21 test holes remaining which is expected to take an addition 5 days to complete. These locations will require traffic control. The breakdown of requested costs are detailed in the cost table.

**Subsurface Utility Engineering
Change Order 1 - SUE Quality Levels "A" (Locating) Additional Test Holes
T2 UES, Inc. Proposal**

PROJECT ESTIMATE					
SUE Quality Level "A" - Test Hole Excavation					
Quality Level "A" Test Hole Estimate	5	day rate @	\$2,750	per each day	\$13,750.00
Subtotal:					\$13,750.00
Professional Services					
Professional Engineer	1.0	hours @	\$175	per hour	\$175.00
Project Manager	4.0	hours @	\$145	per hour	\$580.00
SUE Manager	2.5	hours @	\$135	per hour	\$337.50
SUE Supervisor	0.0	hours @	\$105	per hour	\$0.00
CADD Technician	1.0	hours @	\$95	per hour	\$95.00
Administration	1.0	hours @	\$85	per hour	\$85.00
Subtotal:					\$1,272.50
Permits, Maintenance of Traffic, & Miscellaneous Expenses					
*Permits: (City)	Reimbursable @ Cost + 10%				\$0.00
*Permits: (CDOT)	Reimbursable @ Cost + 10%				\$0.00
*Traffic Control + MOT Plan (assumes 5 days)	Reimbursable @ Cost + 10%				\$10,000.00
Hotels (Assumes 4 night for 2 people)	Reimbursable @ Cost + 10%				\$1,056.00
Per Diem (Assumes 4.5 day for 2 people)	Reimbursable @ Cost + 10%				\$1,327.50
3rd Party Surveyor	Reimbursable @ Cost + 10%				\$0.00
Subtotal:					\$12,383.50
	SUE Quality Level "A" Total				\$27,406.00

DELIVERABLES

Deliverables produced from this SUE investigation were delivered on February 23, 2023.

TRAFFIC CONTROL SPECIALISTS, LLC

526 PERKINS COURT
GRAND JUNCTION, CO 81504

Invoice

Date 2/6/2023**Phone #** 9702577400**Invoice #** 5864**Bill To**

T2 UTILITY ENGINEERS
2603 E. CAVALIER DRIVE
COTTONWOOD HEIGHTS, UTAH 84121

P.O. No.**Terms**

Net 30

Job

6TH ST, GLENWOOD

Job No.:

TC050322-08C

Quantity	Description	U/M	Rate	Amount
4.5	Flagging Operation Weekdays	day	2,305.00	10,372.50
4.5	Additional Flagger	day	500.00	2,250.00
	01/23-01/27/2023			
Total				\$12,622.50

Thank you.
We appreciate your business.

TRAFFIC CONTROL SPECIALISTS, LLC

526 PERKINS COURT
GRAND JUNCTION, CO 81504

Invoice

Date 2/10/2023**Phone #** 9702577400**Invoice #** 5893**Bill To**

T2 UTILITY ENGINEERS
2603 E. CAVALIER DRIVE
COTTONWOOD HEIGHTS, UTAH 84121

P.O. No.**Terms**

Net 30

Job

6TH ST, GLENWOOD

Job No.:

TC050322-08C

Quantity	Description	U/M	Rate	Amount
2	Shoulder Work Operation Weekdays 02/07-02/08/2023	day	1,305.00	2,610.00
			Total	\$2,610.00

Thank you.
We appreciate your business.

TRAFFIC CONTROL SPECIALISTS, LLC

526 PERKINS COURT
GRAND JUNCTION, CO 81504

Invoice

Date 12/19/2022**Phone #** 9702577400**Invoice #** 5739**Bill To**

T2 UTILITY ENGINEERS
2603 E. CAVALIER DRIVE
COTTONWOOD HEIGHTS, UTAH 84121

P.O. No.**Terms**

Net 30

Job

W 6TH STR., GLENWOOD

Job No.:

TC050322-08B

Quantity	Description	U/M	Rate	Amount
2	Mobilization	ea	130.00	260.00
2	Traffic Control Supervisor	day	840.00	1,680.00
2	Flaggers - 3	day	990.00	1,980.00
2	Equipment - Signs/Cones	day	60.00	120.00
	11/14 - 11/15/22			
			Total	\$4,040.00

Thank you.
We appreciate your business.

MEETING MINUTES
DOWNTOWN DEVELOPMENT AUTHORITY MEETING
June 20, 2023
101 W. 8TH STREET, GLENWOOD SPRINGS, CO
11:30 AM – 1:30 PM

ITEM NO. 1 - Meeting called to order and roll call

Chad Lee, Board Chair, called the meeting to order at 11:34 AM. Meeting Notice and Agenda were posted on the City website with instructions for attending today's meeting at City Hall.

DDA members present: Jillian Sutherland, Executive Director; Chad Lee, Board Chair; Kevin Flohr, Board Member; Matt Cooke, Board Member; Kurt Carruth, Board Vice Chair; Kevin Brady, Board Member

Council members present: Marco Dehm

City staff present: Hannah Klausman, Danielle Campbell, Ryan Gordon

General public present:

ITEM NO. 2 – Public Comment Limited to 3 Minutes Per Contributor:

ITEM NO. 3 – Approve Consent Agenda

Items may be removed from Consent Agenda for discussion on request of any Board member.

Items not removed may be adopted by general consent without debate.

- A. Approval of Invoices for the following:
 - a. Garfield & Hecht (Legal Services)
 - b. Elevate Planning & Facilitation LLC (Executive Director Reimbursables)
 - c. Studio Seed (Cooper Avenue Street Design)
 - d. Blizzard Press (Website Support & Design)
 - e. Always Mountain Time News (Market on 7th Spanish Radio Ad)
 - f. Glenwood Springs Parks & Recreation Department (Market on 7th Permit Fees)
 - g. Debra Wallace (Minutes)

- B. Approval of Minutes for May 16, 2023 Board Meeting

Kevin made a Motion to approve the Consent Agenda and Invoices; seconded by Matt.

The Motion passed unanimously.

ITEM NO. 4 – Ross Bond/Cotton Candy Lofts Building Design Assistance Grand

Fulfillment – Jillian Sutherland: Proof of payment has been submitted in the amount of \$1,927. Jillian reviewed the design ideas submitted for Board review. The Board did not agree

DDA Action Meeting Minutes
6/20/2023
Page of 3

with the request for funds from the façade improvement fund to be applied to an interior improvement project.

Chad made a Motion to approve \$1,927 for the design assistance program; seconded by Matt.

The Motion passed unanimously.

ITEM NO. 5 – Board Composition Discussion – Jillian Sutherland: Paula Gorra, who owns a structural engineering firm on Pitkin, as well as Charlie William, applied for the vacant Board position. The State statute allows for alternate Board members and/or expansion. The Board decided to increase the size to 8 members and keep the quorum at 4.

Chad made a Motion to direct the Board attorney to amend the Bylaws to expand the number of Board members to 8; seconded by Matt.

The Motion passed unanimously.

ITEM NO. 6 – Cooper Avenue Street Design Preferred Concept Review – Jillian Sutherland: Jillian reviewed the design. Drawings will be available at the next meeting.

ITEM NO. 7 – 6th Street Project Next Steps – Ryan Gordon & Jillian Sutherland:

- Right of Way Services Contract – This is for acquisition for construction and permanent easements for light poles. To get ready to purchase the right of way, a request is being made for \$79,520. The right of way process is approximately 8 months to 18 months out, most likely one year.
- Change Order Approval – Boundaries Unlimited has a change order request for just under \$26K. Some of this is due to City requirements for wastewater. Board contingency funds for this project are around \$23K. 2023 budget contingency is approximately \$26,000. Budget reallocation will most likely need to be done. The Board decided to keep the contingency money and reallocate from elsewhere.
- Project Progress

Chad made a Motion that Council approve the change order in the amount of \$106,000 and appropriation from the DDA fund for 50% of that amount and appropriation from the A&I fund; seconded by Kurt.

The Motion passed with one opposed (Kevin Flohr).

ITEM NO. 8 – 2024 Budget Preliminary Discussion – Jillian Sutherland: Jillian reviewed previous budgets and previous discussions by the Board. The 2024 budget revenue projection (sales tax) is \$1.4 million. The Board's existing reserve is \$478K. There is \$420K remaining from the Bethel lot sale. \$1.4 million is the approximate 2024 revenue anticipated. The direction from the Board was to look at the strategic plan/work plan and come back to the Board with a draft budget in July. Jillian suggested canceling the August Board meeting and having

everyone attend the joint work session with Council instead on August 17th. This was generally agreed upon.

ITEM NO. 9 – Downtown Commercial Overlay Update – Hannah Klausman & Danielle Campbell: In May 2022, the DDA recommendation was an add on to the zoning code meant to prevent the loss of retail and restaurant spaces downtown. Hannah and Danielle gave a high-level overview on how ground floor use percentages have changed to 50/50 (from 75/25) with a set of specific uses, i.e., retail, recreation, indoor entertainment & personal services. The boundaries have expanded. Parking reductions were discussed as well as special use permits, thresholds and trigger points. The Board's overall impression was that the boundary is too large creating too much restriction.

ITEM NO. 8 – Adjourn; Future Meetings Relevant to the DDA

- Next Board Meeting: July 18, 2023, 11:30am - 1:30pm.
- DDA/City Council Joint Work Session: Thursday, August 17, 2023

Chad made a Motion to adjourn the meeting, seconded by Kurt.

The Motion passed unanimously.



City Council
STAFF REPORT
City of Glenwood Springs
August 3, 2023

Agenda Item:	Ordinance 2023-16 Quarter 2 Budget Amendment (ONE READING)
Action Requested:	Approval of budget amendment
Department:	City Administration
Presented By:	Steve Boyd
Strategic Goals:	Provide Efficient and Responsive City Government Preserve and Improve Infrastructure Protect and Preserve our Quality of Life Generate Sustainable Economic Development Ensure Public Safety
Background Info:	Each quarter we amend the budget to account for revenues and expenditures that were not included in the original budget.
Issues:	NA
Fiscal Impact:	Detailed in Exhibit A
Legal Review:	NA
Staff Recommendation:	Approval of Ordinance 2023-16 Q2 Budget Amendment

ORDINANCE NO. 16

Series of 2023

**AN ORDINANCE OF THE CITY OF GLENWOOD SPRINGS,
COLORADO, AMENDING THE 2023 APPROPRIATION ORDINANCE
TO REFLECT CARRYOVERS FROM THE 2022 BUDGET,
REALLOCATION OF FUNDS, AND EXPENDITURES APPROVED
AFTER SUBMISSION OF THE 2023 BUDGET.**

INTRODUCED, READ, PASSED, AND ORDERED PUBLISHED BY TITLE ONLY
THIS 3RD DAY OF AUGUST, 2023.

CITY OF GLENWOOD SPRINGS, COLORADO

ATTEST:

Ingrid Wussow, Mayor

Ryan Muse, City Clerk

Exhibit A
Ordinance 16 - Series of 2023
3-Aug-23

GENERAL FUND

<u>Revenues</u>		\$2,781,634.07	
(1)	COVID Stimulus General Fund	\$2,495,903.07	0100040 - 42310 Grants
	Sales Tax Increase	\$285,731	0100020 - 41210 General Sales Tax
			Moved from deferred revenue to recognized revenue Actual Increase through June
<u>Expenditures</u>		\$2,517,959.32	
(1)	Stimulus Funds to Street Tax	\$2,495,903.07	01999 - 55925 Transfer to Street Tax Fund
	Emergency operations and safety plan	\$22,056	01131 - 51710 Professional Services
			Transfers stimulus money for Meadows Streets project RFP 2023-02P Awarded May 4, 2023

TOURISM FUND

<u>Revenues</u>		\$100,000	
	Sales Tax Increase	\$100,000	0500020 - 41410 Accommodations Tax
			Year to Date Increase through June

STREET TAX FUND

<u>Revenues</u>		\$2,591,147.07	
(1)	Transfer from General Fund	\$2,495,903.07	1300070 - 44370 Transfer in from Gen Fund
	Sales Tax Increase	\$95,244	1300020 - 41210 General Sales Tax
			Recognizes revenue in Street Tax Fund Actual Increase through June
<u>Expenditures</u>		\$2,695,903.07	
(1)	Meadows Street Project	\$2,495,903.07	1330 - 60000 Projects
	Mount Sopris Drive Roadway and Drainage	\$200,000	1330 - 60000 Projects
			Appropriates expenditure in Street Tax Fund RFP 2022-34P Awarded March 16, 2023

BUS TAX FUND

<u>Revenues</u>		\$38,098	
	Sales Tax Increase	\$38,098	1800020 - 41210 General Sales Tax
			Actual Increase through June
<u>Expenditures</u>		\$44,113	
	Emergency operations and safety plan	\$44,113	18170 - 51710 Professional Services
			RFP 2023-02P Awarded May 4, 2023

LANDFILL FUND

<u>Revenues</u>		\$300,000	
	Department of Agriculture Grant	\$300,000	2960060 - 42310 Grants
			Grant for Compost Pad Project
<u>Expenditures</u>		\$459,850	
	Compost Pad Project	\$400,000	2960 - 60000 Projects
	Landfill Seeding of Phase 5 area	\$59,850	2960 - 60000 Projects
			RFP 2023-10P Awarded March 16 RFP 2023-19P Awarded April 20, 2023

CAPITAL PROJECTS FUND

<u>Revenues</u>		\$148,516	
	Alpine Slide in South Canyon	\$53,272	3100060 - 43710 Contributions/Donations
	Sales Tax Increase	\$95,244	3100020 - 41210 General Sales Tax
			Approved June 1, 2023 donation from RFMBA Actual Increase through June
<u>Expenditures</u>		\$61,492	
	Transfer funds out to Fleet Fund	\$8,220	3120 - 55910 Transfer to Fleet Fund
	Alpine Slide in South Canyon	\$53,272	3135 - 60000 Projects
			Crime scene trailer for Police Department Approved June 1, 2023 funded by RFMBA

A&I FUND

<u>Revenues</u>		\$190,488	
	Sales Tax Increase	\$190,488	3300020 - 41210 General Sales Tax
			Actual Increase through June
<u>Expenditures</u>		\$2,135,849	
	Southbridge design	\$249,004	3330 - 60000 Projects
	Property Acquisition - Riverside Drive	\$1,800,000	33300 - 59525 Land Acquisition
	Historical Frontier Museum	\$40,000	33300 - 53710 Contributiond/Donations
	Historical Frontier Museum	\$20,000	33300 - 51710 Professional Services
	Trail Maintenance	\$10,000	33302 - 51810 Maintenance and Repair
	Trail Maintenance	\$16,845	33302 - 51810 Maintenance and Repair
			Rollover from 2022 Approved June 15, 2023 \$20,000 contribution, \$20,000 grant match, \$20,000 professional services. Council meeting May 18 2023. Rollover for Grandstaff trail re-route Rollover from 2022 - work completed in 2023

FIRE EMS FUND

		\$22,056	
	Emergency operations and safety plan	\$22,056	43133 - 51710 Professional Services
			RFP 2023-02P Awarded May 4, 2023

FLEET FUND

<u>Revenues</u>		\$8,220	
	Transfer from Capital Projects	\$8,220	6420070 - 44420 Funding Public Safety
			Crime scene trailer for Police Department
<u>Expenditures</u>		\$8,220	
	Police trailer	\$8,220	64110 - 59520 Capital Outlay
			Crime scene trailer for Police Department

DDA FUND

		\$36,753	
	Safety cameras and installation	\$36,753	8630- 60000 Projects
			DDA meeting May 16, 2023

- (1) These funds were received in 2021 and 2022 from a federal COVID grant program and set aside in a General Fund reserve for reconstruction of streets in the Meadows.



City Council
STAFF REPORT
City of Glenwood Springs
August 3, 2023

Agenda Item:	Resolution 2023-28; Referring a Charter Amendment Moving the Regular Municipal Election to November of Even Numbered Years.
Action Requested:	Determine whether to pass resolution.
Department:	Attorney
Presented By:	Karl Hanlon
Strategic Goals:	Provide Efficient and Responsive City Government
Background Info:	Council requested proposed ballot language be presented for consideration, moving the regular municipal election from April of odd years to November of even years.
Issues:	NA
Fiscal Impact:	Election costs should be reduced by holding coordinated elections with Garfield County.
Legal Review:	Legal prepared.
Staff Recommendation:	Staff defers to Council

RESOLUTION 2023-28

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF GLENWOOD SPRINGS, COLORADO, REFERRING TO THE REGISTERED ELECTORS OF THE CITY OF GLENWOOD SPRINGS AT THE NOVEMBER 7, 2023 SPECIAL ELECTION A QUESTION WHETHER THE HOME RULE CHARTER OF THE CITY OF GLENWOOD SPRINGS SHALL BE AMENDED TO CHANGE THE MUNICIPAL ELECTION TO NOVEMBER AND AMEND THE TERMS OF OFFICE BASED ON THE NOVEMBER ELECTION DATE.

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

WHEREAS, the City Council wishes to require the general municipal election to take place in the month of November instead of April; and

WHEREAS, City Council has set a special election on November 7, 2023 to be part of the 2023 Coordinated Election; and

WHEREAS, City Council has determined that it is necessary and proper to add a question to the ballot regarding a charter amendment to change the general municipal election from taking place in the month of April to occurring in the month of November.

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

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

Section 2. The form of the ballot is attached as Exhibit A.

Section 3. Upon an affirmative vote of the Glenwood Springs electors, the Glenwood Springs Municipal Charter shall be amended.

INTRODUCED, READ AND PASSED THIS _____ DAY OF _____ 2023.

CITY OF GLENWOOD SPRINGS, COLORADO

ATTEST:

Ingrid Wussow, Mayor

Ryan Muse, City Clerk

RESOLUTION 2023-28 EXHIBIT A – FORM OF BALLOT

SHALL THE GLENWOOD SPRINGS MUNICIPAL CHARTER SECTIONS 2.3, 3.4 AND 3.8 BE AMENDED AS FOLLOWS:

SEC. 2.3 ELECTION DATE.

A GENERAL MUNICIPAL ELECTION SHALL BE HELD BIENNIALY ON THE ~~FIRST~~ TUESDAY AFTER THE FIRST MONDAY IN THE MONTH OF ~~APRIL~~ NOVEMBER IN ~~ODD~~ EVEN NUMBERED YEARS. SPECIAL MUNICIPAL ELECTIONS SHALL BE HELD IN ACCORDANCE WITH THE PROVISIONS OF THIS CHARTER. THE POLLING PLACES SHALL BE OPEN FROM SEVEN A.M. TO SEVEN P.M. ON ELECTION DAYS.

SEC. 3.4 TERMS OF OFFICE.

TERMS OF THE NEWLY ELECTED MEMBERS OF COUNCIL SHALL BEGIN UPON THEIR TAKING OATH AT THE FIRST REGULAR MEETING OF THE COUNCIL FOLLOWING THEIR ELECTION. COUNCIL MEMBERS ELECTED AT THE ~~NOVEMBER 6, 2007~~ APRIL 6, 2021 ELECTION (WARD ~~42~~, WARD ~~35~~, ~~WARD 4~~ AND AT LARGE) SHALL SERVE UNTIL THE FIRST REGULAR MEETING OF THE COUNCIL AFTER THE ~~APRIL, 2014~~ NOVEMBER, 2024 ELECTION. COUNCIL MEMBERS ELECTED AT THE ~~NOVEMBER 1, 2005~~ APRIL 4, 2023 ELECTION (WARD ~~21~~, WARD ~~53~~, ~~WARD 4~~, AND AT LARGE) SHALL SERVE UNTIL THE FIRST REGULAR MEETING OF THE COUNCIL AFTER THE ~~APRIL, 2009~~ NOVEMBER, 2026 ELECTION.

SEC. 3.8 COUNCIL MEETINGS.

(A) THE ORGANIZATIONAL MEETING OF THE COUNCIL SHALL BE HELD AT THE FIRST REGULAR MEETING ~~IN APRIL~~ FOLLOWING THE ~~REGULAR~~ GENERAL MUNICIPAL ELECTION. AT THE ORGANIZATIONAL MEETING, THE OUTGOING CITY COUNCIL SHALL MEET TO ACT UPON ANY ORDINANCES PENDING ON SECOND READING.



City Council
STAFF REPORT
City of Glenwood Springs
August 3, 2023

Agenda Item:	Resolution 2023-29 Referring a Charter Amendment Reducing Council by One Member and Providing for an Elected Mayor.
Action Requested:	Determination of whether to approve resolution
Department:	Attorney
Presented By:	Karl Hanlon
Strategic Goals:	Provide Efficient and Responsive City Government
Background Info:	Council requested proposed Charter language be presented for consideration reducing Council membership to six and providing for an elected Mayor.
Issues:	NA
Fiscal Impact:	NA
Legal Review:	Legal prepared the draft.
Staff Recommendation:	Staff defers to Council

RESOLUTION 2023-29

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF GLENWOOD SPRINGS, COLORADO, REFERRING TO THE REGISTERED ELECTORS OF THE CITY OF GLENWOOD SPRINGS AT THE NOVEMBER 7, 2023 SPECIAL ELECTION A QUESTION WHETHER THE HOME RULE CHARTER OF THE CITY OF GLENWOOD SPRINGS SHALL BE AMENDED TO CHANGE THE MUNICIPAL ELECTION TO NOVEMBER AND AMEND THE TERMS OF OFFICE BASED ON THE NOVEMBER ELECTION DATE AND TO REQUIRE THAT THE MAYOR BE ELECTED BY THE CITY AT LARGE.

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

WHEREAS, the City Council wishes to require that the Mayor be elected by a majority of votes in an election by the City at large; and

WHEREAS, City Council has set a special election on November 7, 2023 to be part of the 2023 Coordinated Election; and

WHEREAS, City Council has determined that it is necessary and proper to add a question to the ballot regarding a charter amendment to require that the Mayor be elected by the City at large.

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

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

Section 2. The form of ballot is attached as Exhibit A.

Section 3. Upon an affirmative vote of the Glenwood Springs electors, the Glenwood Springs Municipal Charter shall be amended.

INTRODUCED, READ AND PASSED THIS _____ DAY OF _____ 2023.

CITY OF GLENWOOD SPRINGS, COLORADO

ATTEST:

Ingrid Wussow, Mayor

Ryan Muse, City Clerk

RESOLUTION 2023-29 EXHIBIT A – FORM OF BALLOT

SHALL THE GLENWOOD SPRINGS MUNICIPAL CHARTER SECTIONS 2.3, 2.6, 3.1, 3.3, 3.4,3.5 AND 3.8 BE AMENDED AS FOLLOWS:

SEC. 2.3 ELECTION DATE.

A GENERAL MUNICIPAL ELECTION SHALL BE HELD BIENNIALLY ON THE ~~FIRST~~ TUESDAY AFTER THE FIRST MONDAY IN THE MONTH OF ~~APRIL~~ NOVEMBER IN ~~ODD~~ EVEN NUMBERED YEARS. SPECIAL MUNICIPAL ELECTIONS SHALL BE HELD IN ACCORDANCE WITH THE PROVISIONS OF THIS CHARTER. THE POLLING PLACES SHALL BE OPEN FROM SEVEN A.M. TO SEVEN P.M. ON ELECTION DAYS.

SEC. 2.6 ELECTIVE OFFICERS.

THE ELECTIVE OFFICERS OF THE CITY SHALL BE ~~SEVEN~~ A MAYOR AND SIX COUNCILPERSONS. ONE MEMBER OF COUNCIL SHALL BE NOMINATED AND ELECTED FROM EACH OF THE SEVERAL WARDS OF THE CITY AND THE ~~REMAINDER OF THE MEMBERS~~ MAYOR AND ONE MEMBER OF COUNCIL SHALL BE NOMINATED AND ELECTED FROM THE CITY AT LARGE.

SEC. 3.1 CITY COUNCIL.

ALL POWERS OF THE CITY NOT OTHERWISE LIMITED OR CONFERRED UPON OTHERS BY THIS CHARTER SHALL BE VESTED IN A COUNCIL CONSISTING OF ~~SEVEN~~ SIX MEMBERS. IT SHALL HAVE THE POWER TO ENACT AND PROVIDE FOR THE ENFORCEMENT OF ALL ORDINANCES NECESSARY TO PROTECT LIFE, HEALTH AND PROPERTY; TO DECLARE, PREVENT AND SUMMARILY ABATE AND REMOVE NUISANCES; TO PRESERVE AND ENFORCE GOOD GOVERNMENT, GENERAL WELFARE, ORDER AND SECURITY OF THE CITY AND THE INHABITANTS THEREOF, TO ENFORCE ORDINANCES AND REGULATIONS BY ORDAINING FINES AND SENTENCING AS ESTABLISHED IN SECTION 13.12 OF THIS CHARTER; TO PROVIDE FOR THE GRANTING OF PROBATION AND THE CONDITIONAL SUSPENSION OF SENTENCES BY THE MUNICIPAL COURT; AND TO DELEGATE TO BOARDS AND COMMISSIONS, WITHIN LIMITATIONS OF THE CONSTITUTION AND THIS CHARTER, SUCH FUNCTIONS, POWERS, AND AUTHORITY OF THE CITY AS IT DEEMS PROPER AND ADVISABLE. NO ENUMERATION OF PARTICULAR POWERS GRANTED TO THE COUNCIL SHALL BE CONSTRUED TO IMPAIR ANY GENERAL GRANT OF POWER HEREIN CONTAINED OR GRANTED BY THE CONSTITUTION, NOR TO

LIMIT ANY SUCH GRANT TO POWERS OF THE SAME CLASS OR CLASSES AS THOSE SO ENUMERATED.

SEC. 3.3 MAYOR AND MAYOR PRO TEM.

THE MAYOR SHALL BE ELECTED FROM THE CITY AT LARGE AND MUST RECEIVE A MAJORITY OF THE VOTES CAST FOR ALL CANDIDATES FOR THAT OFFICE. IN THE EVENT NO CANDIDATE FOR MAYOR RECEIVES A MAJORITY OF THE VOTES CAST, A RUNOFF ELECTION BETWEEN THE TWO CANDIDATES RECEIVING THE TWO HIGHEST NUMBER OF VOTES SHALL BE HELD WITHIN NINETY DAYS OF THE CITY ELECTION. THE CANDIDATE RECEIVING A MAJORITY OF VOTES AT THE RUNOFF SHALL BE ELECTED MAYOR.

THE MAYOR SHALL BE THE PRESIDING OFFICER AND REQUIRED TO VOTE AND SHALL BE ELECTED FROM THE MEMBERS OF THE COUNCIL AT ITS ORGANIZATIONAL MEETING, BY A MAJORITY VOTE, AFTER EACH GENERAL MUNICIPAL ELECTION. THE MAYOR SHALL PRESIDE AT MEETINGS OF THE COUNCIL AND SHALL EXERCISE SUCH POWERS AND PERFORM SUCH OTHER DUTIES AS ARE OR MAY BE CONFERRED AND IMPOSED BY THIS CHARTER OR BY ORDINANCE OR OTHER APPLICABLE LAW. THE MAYOR SHALL HAVE ALL THE POWERS, RIGHTS AND PRIVILEGES OF A COUNCILMEMBER, EXCLUDING THEREFROM THE RIGHT TO VOTE. THE MAYOR SHALL VOTE ONLY IN THE CASE OF A TIE. THE MAYOR SHALL NOT BE COUNTED AS A MEMBER OF THE COUNCIL FOR PURPOSES OF ACHIEVING A QUORUM OR FOR CALCULATING THE REQUIRED NUMBER OF VOTES TO APPROVE ANY GIVEN MATTER. THE MAYOR SHALL BE RECOGNIZED AS HEAD OF THE CITY GOVERNMENT FOR ALL CEREMONIAL AND LEGAL PURPOSES, AND SHALL EXECUTE AND AUTHENTICATE LEGAL INSTRUMENTS REQUIRING THE MAYOR'S SIGNATURE AS SUCH OFFICIAL.

SEC. 3.4 TERMS OF OFFICE.

TERMS OF THE NEWLY ELECTED MEMBERS OF COUNCIL SHALL BEGIN UPON THEIR TAKING OATH AT THE FIRST REGULAR MEETING OF THE COUNCIL FOLLOWING THEIR ELECTION. COUNCIL MEMBERS ELECTED AT THE ~~NOVEMBER 6, 2007~~ APRIL 6, 2021 ELECTION (WARD ~~42~~, WARD ~~35~~, ~~WARD 4~~ AND AT LARGE) AND THE COUNCIL MEMBER FROM WARD 1 SHALL SERVE UNTIL THE FIRST REGULAR MEETING OF THE COUNCIL AFTER THE ~~APRIL, 2011~~ NOVEMBER, 2024 ELECTION. COUNCIL MEMBERS ELECTED AT THE ~~NOVEMBER 1, 2005~~ APRIL 4, 2023 ELECTION (WARD ~~23~~, WARD ~~54~~, AND AT LARGE, EXCLUDING WARD 1) SHALL SERVE UNTIL THE FIRST REGULAR MEETING OF THE COUNCIL AFTER THE ~~APRIL, 2009~~ NOVEMBER, 2026 ELECTION.

THE TERM OF OFFICE FOR MAYOR, COMMENCING WITH THE ELECTION HELD IN THE YEAR 2024, SHALL BE FOR FOUR YEARS.

THEREAFTER, ELECTION FOR THE MAYOR SHALL BE HELD AT THE GENERAL MUNICIPAL ELECTION EVERY FOURTH YEAR. AT EACH GENERAL MUNICIPAL ELECTION, THE TERMS OF OFFICE FOR WHICH THE COUNCILMEMBERS SHALL BE ELECTED SHALL BE FOUR YEARS.

SEC. 3.5 VACANCIES.

THE MAYOR'S OR A COUNCILMEMBER'S OFFICE SHALL BECOME VACANT WHENEVER HE OR SHE IS RECALLED, DIES, BECOMES INCAPACITATED, RESIGNS, MISSES THREE CONSECUTIVE REGULAR MEETINGS OF THE CITY COUNCIL, REMOVES FROM OR BECOMES A NON-RESIDENT OF THE CITY, OR REMOVES FROM THE WARD FROM WHICH HE OR SHE WAS ELECTED. VACANCIES SHALL BE FILLED IN THE FOLLOWING MANNER:

(A) IN THE EVENT THAT THE VACANCY OCCURS IN THE OFFICE OF COUNCIL MEMBER MORE THAN NINETY DAYS BEFORE THE NEXT GENERAL MUNICIPAL ELECTION, THE OFFICE SHALL BE FILLED BY APPOINTMENT BY COUNCIL IF THE VACANCY OCCURS MORE THAN NINETY DAYS BEFORE THE NEXT GENERAL MUNICIPAL ELECTION. THE APPOINTEE SHALL BE SELECTED BY A MAJORITY VOTE OF COUNCIL AND SUCH APPOINTMENT SHALL BE MADE WITHIN THIRTY DAYS AFTER SUCH VACANCY OCCURS. ALL SUCH APPOINTMENTS SHALL BE UNTIL A SUCCESSOR IS ELECTED AND QUALIFIED AT THE NEXT GENERAL MUNICIPAL ELECTION. VACANCIES OCCURRING IN THE OFFICES OF COUNCILPERSONS ELECTED FROM THE SEVERAL WARDS OF THE CITY SHALL BE FILLED AS HEREIN PROVIDED BY THE APPOINTMENT OF A PERSON RESIDING IN THE WARD WHEREIN THE VACANCY OCCURS AND WHO IS OTHERWISE QUALIFIED, AS PROVIDED IN ARTICLE 3, SECTION 2, OF THIS CHARTER. IF THE VACANCY IS WITHIN NINETY DAYS OF A GENERAL MUNICIPAL ELECTION, THEN THE VACANCY SHALL BE FILLED BY ELECTION AT THE NEXT GENERAL MUNICIPAL ELECTION.~~IN THE EVENT THAT A VACANCY OCCURS IN THE OFFICE OF MAYOR, THE APPOINTMENT SHALL BE FOR THE OFFICE OF COUNCILPERSON ONLY AND THE MAYOR PRO TEM SHALL ASSUME THE DUTIES OF MAYOR.~~

~~(B) — BY ELECTION AT THE NEXT GENERAL MUNICIPAL ELECTION IF THE VACANCY OCCURS WITHIN THE NINETY DAYS IMMEDIATELY PRECEDING SAID ELECTION.~~

(B) IN THE EVENT THAT A VACANCY OCCURS IN THE OFFICE OF MAYOR, THE MAYOR PRO TEM SHALL ASSUME THE DUTIES OF MAYOR UNTIL THE NEXT GENERAL MUNICIPAL ELECTION. IF THE VACANCY OCCURS MORE THAN SIX MONTHS PRIOR TO THE GENERAL MUNICIPAL ELECTION, A SPECIAL ELECTION SHALL BE HELD TO ELECT A MAYOR, BEFORE WHICH THE MAYOR'S SEAT SHALL REMAIN VACANT. IN THE EVENT THERE WILL BE REMAINING UNEXPIRED TIME IN THE THEN CURRENT MAYOR'S TERM AFTER THE

NEXT GENERAL MUNICIPAL ELECTION, CANDIDATES FOR THE OFFICE OF MAYOR AT THAT ELECTION SHALL RUN FOR A FOUR-YEAR TERM. IN SUCH EVENT, THE SCHEDULE FOR ELECTION OF THE MAYOR BY SECTION 3.4 SHALL BE SUPERSEDED BY THIS SECTION.

SEC. 3.8 COUNCIL MEETINGS.

(A) THE ORGANIZATIONAL MEETING OF THE COUNCIL SHALL BE HELD AT THE FIRST REGULAR MEETING IN ~~APRIL~~ NOVEMBER FOLLOWING THE ~~REGULAR~~ GENERAL MUNICIPAL ELECTION. AT THE ORGANIZATIONAL MEETING, THE OUTGOING CITY COUNCIL SHALL MEET TO ACT UPON ANY ORDINANCES PENDING ON SECOND READING.



City Council
STAFF REPORT
City of Glenwood Springs
August 3, 2023

Agenda Item:	2C Workforce Housing Fund Advisory Board Appointments
Action Requested:	Appointment approval of seven (7) members and up to three (3) alternates to the 2C Workforce Housing Fund Advisory Commission
Department:	Economic and Community Development
Presented By:	Hannah Klausman
Strategic Goals:	Provide Efficient and Responsive City Government Generate Sustainable Economic Development Protect and Preserve our Quality of Life
Background Info:	In November, Glenwood Springs residents approved a ballot measure establishing an affordable/workforce housing tax fund. The 2C Workforce Housing Fund Advisory Commission will be a recommending body to City Council and an implementation body of approved projects for funding. The approved composition and duties of the board are attached for reference as is the applications for appointment with sensitive information redacted.
Issues:	There are nine (9) applicants for the seven (7) seats. Two seats are allowed to be for applicants that reside outside of the City of Glenwood Springs. Three of the applicants reside outside of the City including Mark Gould, Ellen Dole, and Carolyn Meadowcroft.
Fiscal Impact:	The Commission itself will not have a fiscal impact, but will be making decisions on how funds from the tax measure are spent.
Legal Review:	N/A
Staff Recommendation:	Staff defers to Council for the appointments.

Exhibit A

Workforce Housing Fund Advisory Board

Meetings.

- Monthly, with additional meetings as necessary for project funding timelines

One to two meetings per month. Scheduling frequent meetings could result in a more coherent and mission-oriented group, but more often than once a month may be difficult for members to commit to. The board could meet more often for parts of the year, such as when applications to programs are due. The group could also meet more often in the beginning of its existence in order to find its footing.

Size of committee.

- 7 members
- Five in-town members, two out-of-town members allowed so long as they live in Garfield County

Seven will allow for a diversity of viewpoints, which was important to Housing Commission, and could still be a functional group if members need to recuse themselves from discussions or votes. It might be difficult to find more than seven members that are qualified to serve, and could also siphon off potential City Council or Housing Commission members.

Expertise of members.

- Diverse backgrounds

The board shall seek diverse backgrounds, both in professional and lived experiences. Some of the desired professional backgrounds include real estate, development, education, medical, housing, finance, and accounting. The board's membership should be inclusive and representative of the demographics, needs, and lived experiences of the City's population.

Authority of the board.

The WHFAB's primary role will be to administer workforce housing programs and projects, as they are created and refined, consistent with the 2C ballot measure. The board will also advise City Council on the feasibility of workforce housing programs and projects and offer strategic guidance. It will have the authority to make funding decisions pursuant to the eventual programs.

- Advise City Council on the creation of workforce housing programs using 2C funds
- Evaluate eligibility of projects for 2C funding
- Make sure funding is being used as intended

- Evaluate projects for 2C funding within the approved housing plan
- Make decisions within parameters of established housing programs
- Create mission statement and goals for recommendation and approval to Council
- Reporting on expended funds and program metrics.

Possible programs to be overseen by WHFAB

- Property acquisition (including land banking)
- Property preservation (including mobile home park preservation, housing rehabs, hotel conversions, and more)
- Public private partnerships (for infrastructure, loans, incentives, cash subsidy, other gap financing, and more)
- Down payment assistance
- Buy-down programs
- Education and support to navigate programs
- Outreach and program support

These types of programs were recommended by the Glenwood Community Housing Coalition and the City's Housing Commission.

Staffing for programs funded by 2C money

The Glenwood Community Housing Coalition and the Housing Commission strongly recommend that a dedicated staff member should be funded to implement new housing programs, possibly with a title such as Housing Director. Funding could come all or in part from the 2C funds. This position should be funded no later than 2024 in order to begin utilizing the 2C funds that are being collected.

[View results](#)

Respondent

3

Anonymous

11:00

Time to complete

Workforce Housing Fund Advisory Board (WHFAB) Application

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

Composition of the Workforce Housing Fund Advisory Board:

(Per the Glenwood Springs, CO Municipal Code 020.020.040)

- Seven citizens, at least five who are residents of the City and two who may reside outside of the City but within Garfield County.
- Membership should include people of diverse backgrounds, both in professional and lived experiences. The board's membership should be inclusive and representative of the demographics, needs, and lived experiences of the City's population.

Personal Information

1. Membership Qualifications *

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

☒ Resident of Glenwood Springs within city limits.

☐ Resident outside of Glenwood Springs city limits, but within Garfield County.

2. Name *

Matt Spidell

3. Home Address *

[REDACTED]

4. Mailing Address *

[REDACTED]

5. Home Phone *

6. Work Phone *

7. Mobile Phone *

8. Email Address *

9. Occupation *

Local Glenwood Springs Business Owner and Team Developer

Personal and Professional Interests

10. What experience do you have with the housing market or affordable housing, either personally or professionally, that would make you a good member of this Board? *

Currently on the Housing Commission. I love Leadership and have a true passion to selflessly help others.

11. What experience do you have relative to making financial recommendations? *

I run a business so I think like a private business every day. I have an MBA through UCCS.

12. Are you able to commit to two meetings per month? Please also indicate if you are available only outside of business hours. *

Yes, but I may need to step back from or not attend all the Housing Commission Meetings.

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

GWS Housing Commission - Board Member

14. Have you worked for an organization or business that provides or develops housing for its employees? *

I provide subsidies for 5 current Team Members

15. Have you experienced housing instability in your adult life? How has that shaped your outlook? *

No, but I see it through my Team Members

16. Are you part of an underrepresented group in the Glenwood Springs area? Please explain. *

No, but I work with some.

17. What do you see as the housing needs in Glenwood Springs? *

I think we need 25% plus dedicated to some sort of price or rent cap.

18. Please select today's date. *

6/8/2023



19. Have you served on the Workforce Housing Fund Advisory Board before? *

☒ No

☐ Yes

Powers and Duties of the Workforce Housing Fund Advisory Board

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

- To advise City Council on the creation of workforce housing programs using 2C funds
- To evaluate and make recommendations regarding eligibility of projects for 2C funds and if funding is within the approved housing plan.
- To ensure and advise City Council regarding whether funding is being used as intended.
- Evaluate projects for 2C funding within the approved housing plan
- To make recommendations within parameters of established housing programs
- To report on expended funds and program metrics to City Council on a twice-yearly basis, which report shall be made public.

Appointment, Removal, Term and Vacancies of Boards and Commissions

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

(3) April:

Workforce Housing Fund Advisory Board

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

(c) Limit to term of members. No board member shall serve more than two (2) successive terms on the same board or commission.

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

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

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

[View results](#)

Respondent

5

Anonymous

09:58

Time to complete

Workforce Housing Fund Advisory Board (WHFAB) Application

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

Composition of the Workforce Housing Fund Advisory Board:

(Per the Glenwood Springs, CO Municipal Code 020.020.040)

- Seven citizens, at least five who are residents of the City and two who may reside outside of the City but within Garfield County.
- Membership should include people of diverse backgrounds, both in professional and lived experiences. The board's membership should be inclusive and representative of the demographics, needs, and lived experiences of the City's population.

Personal Information

1. Membership Qualifications *

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

- ☐ Resident of Glenwood Springs within city limits.
- ☒ Resident outside of Glenwood Springs city limits, but within Garfield County.

2. Name *

Mark Gould

3. Home Address *

[REDACTED]

4. Mailing Address *

[REDACTED]

5. Home Phone *

6. Work Phone *

7. Mobile Phone *

8. Email Address *

9. Occupation *

Chairman of Gould construction

Personal and Professional Interests

10. What experience do you have with the housing market or affordable housing, either personally or professionally, that would make you a good member of this Board? *

Employ 100+ workers in the valley.

11. What experience do you have relative to making financial recommendations? *

I have served on two bank boards and Valley View Hospital Board

12. Are you able to commit to two meetings per month? Please also indicate if you are available only outside of business hours. *

No, I travel 100 days a year

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

worked on the workforce housing campaign 2C

14. Have you worked for an organization or business that provides or develops housing for its employees? *

Yes

15. Have you experienced housing instability in your adult life? How has that shaped your outlook? *

No

16. Are you part of an underrepresented group in the Glenwood Springs area? Please explain. *

No

17. What do you see as the housing needs in Glenwood Springs? *

need for workforce housing

18. Please select today's date. *

6/14/2023



19. Have you served on the Workforce Housing Fund Advisory Board before? *

☒ No

☐ Yes

Powers and Duties of the Workforce Housing Fund Advisory Board

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

- To advise City Council on the creation of workforce housing programs using 2C funds
- To evaluate and make recommendations regarding eligibility of projects for 2C funds and if funding is within the approved housing plan.
- To ensure and advise City Council regarding whether funding is being used as intended.
- Evaluate projects for 2C funding within the approved housing plan
- To make recommendations within parameters of established housing programs
- To report on expended funds and program metrics to City Council on a twice-yearly basis, which report shall be made public.

Appointment, Removal, Term and Vacancies of Boards and Commissions

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

(3) April:

Workforce Housing Fund Advisory Board

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

(c) Limit to term of members. No board member shall serve more than two (2) successive terms on the same board or commission.

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

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

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

[View results](#)

Respondent

2

Anonymous

23:42

Time to complete

Workforce Housing Fund Advisory Board (WHFAB) Application

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

Composition of the Workforce Housing Fund Advisory Board:

(Per the Glenwood Springs, CO Municipal Code 020.020.040)

- Seven citizens, at least five who are residents of the City and two who may reside outside of the City but within Garfield County.
- Membership should include people of diverse backgrounds, both in professional and lived experiences. The board's membership should be inclusive and representative of the demographics, needs, and lived experiences of the City's population.

Personal Information

1. Membership Qualifications *

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

☒ Resident of Glenwood Springs within city limits.

☐ Resident outside of Glenwood Springs city limits, but within Garfield County.

2. Name *

Katie Narvaez

3. Home Address *

[REDACTED]

4. Mailing Address *

[REDACTED]

5. Home Phone *

6. Work Phone *

7. Mobile Phone *

8. Email Address *

9. Occupation *

Early Childhood program operations coordinator

Personal and Professional Interests

10. What experience do you have with the housing market or affordable housing, either personally or professionally, that would make you a good member of this Board? *

I work for an Early Head Start program and 75% of our families experience some form of housing instability. Whether that be renting a space in a trailer with 20 other people, constant threat of being evicted due to not being on the lease, inability to afford the cost of applying for housing with 2-3 year long waitlists, and slumlord issues, just to name a few. Many of the families I work with have no voice and the conversations around housing are taken over by more privileged voices. Everyone deserves a safe place to call home.

11. What experience do you have relative to making financial recommendations? *

I have worked in early childhood/nonprofit organizations for 25 years in the RF and Eagle River valleys. Most of my financial recommendations have been around grant or annual budgets within these spheres.

12. Are you able to commit to two meetings per month? Please also indicate if you are available only outside of business hours. *

I could be available twice per month. My availability would be in the evenings as I work full time.

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

n/a

14. Have you worked for an organization or business that provides or develops housing for its employees? *

I am a current employee of Eagle County, who is doing amazing work around housing, however, the housing department is not directly connected to my department.

15. Have you experienced housing instability in your adult life? How has that shaped your outlook? *

I have not, I have been lucky to be very privileged in this aspect. Working with families that do and my passion for social justice issues and seeing how complex housing has become in our community has sparked my interest in this area. My son, who is 21 and going away to college may want to move back to the valley some day. I'm not sure he'd ever be able to break into the real estate housing market, let alone even find an apartment to rent. For lower income families, the struggle is even more difficult.

16. Are you part of an underrepresented group in the Glenwood Springs area? Please explain. *

No, white lady in her 40's here.

17. What do you see as the housing needs in Glenwood Springs? *

Housing is complex. We need a mix of housing options for people, ones that reflect the job salaries, which have not matched for years. Sure, apartments are needed, but that's all that seems to be on the table. What about affordable condos so that people can start dipping their toe in the market? We do not need \$2 million dollar condos. We need smart growth that reflects the actual needs and pocketbooks of the people who call this valley home.

18. Please select today's date. *

6/8/2023



19. Have you served on the Workforce Housing Fund Advisory Board before? *

☒ No

☐ Yes

Powers and Duties of the Workforce Housing Fund Advisory Board

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

- To advise City Council on the creation of workforce housing programs using 2C funds
- To evaluate and make recommendations regarding eligibility of projects for 2C funds and if funding is within the approved housing plan.
- To ensure and advise City Council regarding whether funding is being used as intended.
- Evaluate projects for 2C funding within the approved housing plan
- To make recommendations within parameters of established housing programs
- To report on expended funds and program metrics to City Council on a twice-yearly basis, which report shall be made public.

Appointment, Removal, Term and Vacancies of Boards and Commissions

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

(3) April:

Workforce Housing Fund Advisory Board

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

(c) Limit to term of members. No board member shall serve more than two (2) successive terms on the same board or commission.

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

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

[View results](#)

Respondent

4

Anonymous

25:07

Time to complete

Workforce Housing Fund Advisory Board (WHFAB) Application

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

Composition of the Workforce Housing Fund Advisory Board:

(Per the Glenwood Springs, CO Municipal Code 020.020.040)

- Seven citizens, at least five who are residents of the City and two who may reside outside of the City but within Garfield County.
- Membership should include people of diverse backgrounds, both in professional and lived experiences. The board's membership should be inclusive and representative of the demographics, needs, and lived experiences of the City's population.

Personal Information

1. Membership Qualifications *

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

☒ Resident of Glenwood Springs within city limits.

☐ Resident outside of Glenwood Springs city limits, but within Garfield County.

2. Name *

Kathryn Grosscup

3. Home Address *

[REDACTED]

4. Mailing Address *

[REDACTED]

5. Home Phone *

[Redacted]

6. Work Phone *

[Redacted]

7. Mobile Phone *

[Redacted]

8. Email Address *

[Redacted]

9. Occupation *

CHFA

Personal and Professional Interests

10. What experience do you have with the housing market or affordable housing, either personally or professionally, that would make you a good member of this Board? *

I have a multi-decade career in affordable housing working with CHFA, DOLA, HUD, and with federal, state, and local funding sources, and in administrative and development roles.

11. What experience do you have relative to making financial recommendations? *

I experience in leadership roles making CHFA and DOLA funding recommendations and investments in affordable housing.

12. Are you able to commit to two meetings per month? Please also indicate if you are available only outside of business hours. *

Yes but primarily outside of business hours and I would appreciate occasional options to participate virtually.

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

Yes, locally I spent two terms on the City's Planning and Zoning Commission and earlier terms on the Housing Commission. Professionally, I currently help make policy decisions for Housing Tax Credits, and other CHFA direct and managed resources. I also have experience advising on housing policy in my current and previous roles at DOLA - Division of Housing.

14. Have you worked for an organization or business that provides or develops housing for its employees? *

No.

15. Have you experienced housing instability in your adult life? How has that shaped your outlook? *

I personally do not have this lived experience. I have family members who have experienced homelessness, and others who are housing cost burdened, including in retirement.

16. Are you part of an underrepresented group in the Glenwood Springs area? Please explain. *

No, but I appreciate that this question is included in this application to gain multiple perspectives.

17. What do you see as the housing needs in Glenwood Springs? *

Glenwood Springs has a wide spectrum of housing needs by income affordability, tenure type (rental and ownership), and built environment. Response will need to be multifaceted with a focus on impact to the City's character, consensus, and benefitting a spectrum of needs. Decision making will need to emphasize pragmatic steps with realizable outcomes.

18. Please select today's date. *

6/8/2023



19. Have you served on the Workforce Housing Fund Advisory Board before? *

☒ No

☐ Yes

Powers and Duties of the Workforce Housing Fund Advisory Board

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

- To advise City Council on the creation of workforce housing programs using 2C funds
- To evaluate and make recommendations regarding eligibility of projects for 2C funds and if funding is within the approved housing plan.
- To ensure and advise City Council regarding whether funding is being used as intended.
- Evaluate projects for 2C funding within the approved housing plan
- To make recommendations within parameters of established housing programs
- To report on expended funds and program metrics to City Council on a twice-yearly basis, which report shall be made public.

Appointment, Removal, Term and Vacancies of Boards and Commissions

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Workforce Housing Fund Advisory Board

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

[View results](#)

Respondent

1

Anonymous

15:30

Time to complete

Workforce Housing Fund Advisory Board (WHFAB) Application

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Composition of the Workforce Housing Fund Advisory Board:

(Per the Glenwood Springs, CO Municipal Code 020.020.040)

- Seven citizens, at least five who are residents of the City and two who may reside outside of the City but within Garfield County.
- Membership should include people of diverse backgrounds, both in professional and lived experiences. The board's membership should be inclusive and representative of the demographics, needs, and lived experiences of the City's population.

Personal Information

1. Membership Qualifications *

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

☒ Resident of Glenwood Springs within city limits.

☐ Resident outside of Glenwood Springs city limits, but within Garfield County.

2. Name *

Genesis Ramos

3. Home Address *

[REDACTED]

4. Mailing Address *

[REDACTED]

5. Home Phone *

6. Work Phone *

7. Mobile Phone *

8. Email Address *

9. Occupation *

Accountant

Personal and Professional Interests

10. What experience do you have with the housing market or affordable housing, either personally or professionally, that would make you a good member of this Board? *

I have lived on my own since I arrived in Glenwood Springs back in 2019. I have noticed exponential price growth in the area throughout these years, and it still amazes me how families are being pushed toward the west of the county, where it is "cheaper" but further from their jobs, similar to larger cities. It's taking away the essence of a valley.

11. What experience do you have relative to making financial recommendations? *

Since I have managed my finances well in the Valley, including the high cost of living, I'd say I have great advice to share with others. I do it with my co-workers, friends, and family.

12. Are you able to commit to two meetings per month? Please also indicate if you are available only outside of business hours. *

Yes I am; I can flex my schedule to have open availability as well.

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

No.

14. Have you worked for an organization or business that provides or develops housing for its employees? *

No.

15. Have you experienced housing instability in your adult life? How has that shaped your outlook? *

Yes, with the high housing cost and demand, plus inflation, it has been challenging to find a place that accommodates my and my family's needs. Now, I focus more on the long-term run to establish secure plans.

16. Are you part of an underrepresented group in the Glenwood Springs area? Please explain. *

No.

17. What do you see as the housing needs in Glenwood Springs? *

I see we're in desperate need of affordable housing for all income wages within the Valley. It would be great to live where you work and go to school and not drive 50 minutes to your job. Also, paying for housing should not take over 70% of your income either. That's why families are constantly being evicted of their homes for not being able to pay rent/mortgage.

18. Please select today's date. *

6/7/2023



19. Have you served on the Workforce Housing Fund Advisory Board before? *

☒ No

☐ Yes

Powers and Duties of the Workforce Housing Fund Advisory Board

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

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

[View results](#)

Respondent

8

Anonymous

33:22

Time to complete

Workforce Housing Fund Advisory Board (WHFAB) Application

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

Composition of the Workforce Housing Fund Advisory Board:

(Per the Glenwood Springs, CO Municipal Code 020.020.040)

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- Membership should include people of diverse backgrounds, both in professional and lived experiences. The board's membership should be inclusive and representative of the demographics, needs, and lived experiences of the City's population.

Personal Information

1. Membership Qualifications *

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

- ☐ Resident of Glenwood Springs within city limits.
- ☒ Resident outside of Glenwood Springs city limits, but within Garfield County.

2. Name *

Ellen Dole

3. Home Address *

[REDACTED]

4. Mailing Address *

[REDACTED]

5. Home Phone *

[Redacted]

6. Work Phone *

[Redacted]

7. Mobile Phone *

[Redacted]

8. Email Address *

[Redacted]

9. Occupation *

retired. I was an attorney with the U.S. Department of Housing and Urban Development (1979-2016); my last position with HUD was as Regional Counsel (Region VIII, Denver) from 2000-2016.

Personal and Professional Interests

10. What experience do you have with the housing market or affordable housing, either personally or professionally, that would make you a good member of this Board? *

My entire professional career (1979-2016) was spent as an attorney with HUD; when I retired I had served as HUD's Regional Counsel for 16 years. I led HUD's national team to re-write its multifamily documents and have particular experience with multifamily, single family, public housing, section 8, Fair Housing, Community Development and Native American housing programs. I received both the Curry Award (the highest HUD award granted to a HUD attorney) and the HUD Distinguished Service Award. I also have a Masters in City Planning from MIT.

11. What experience do you have relative to making financial recommendations? *

I do not have a financial background but am familiar with financial issues relative to housing management and development.

12. Are you able to commit to two meetings per month? Please also indicate if you are available only outside of business hours. *

Yes, including during business hours.

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

I now serve on the GS Housing Commission. I provided policy advice and guidance in my role as a HUD attorney as well, but my focus was legal advice.

14. Have you worked for an organization or business that provides or develops housing for its employees? *

No

15. Have you experienced housing instability in your adult life? How has that shaped your outlook? *

No

16. Are you part of an underrepresented group in the Glenwood Springs area? Please explain. *

No

17. What do you see as the housing needs in Glenwood Springs? *

Glenwood Springs' housing needs have been well described in the revised Strategic Plan and are quite simply stated: affordable housing, which would allow people of all income levels and generations to live, work and retire in Glenwood Springs, is scarce. How to address this need is complex. I spent many months with the Ad Hoc Committee, the expanded Team and then the 2C Implementing Team working to develop mechanisms to best address these needs. I believe I have skills to help the City to begin implementing these various mechanisms and request the opportunity to help the City in this new and unique endeavor.

18. Please select today's date. *

6/20/2023



19. Have you served on the Workforce Housing Fund Advisory Board before? *

☐ No

☒ Yes

Reappointment Applicants

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

not applicable

21. Have you served two full successive terms on the Workforce Housing Fund Advisory Board? *

not applicable

Powers and Duties of the Workforce Housing Fund Advisory Board

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

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

[View results](#)

Respondent

7

Anonymous

86:46

Time to complete

Workforce Housing Fund Advisory Board (WHFAB) Application

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

Composition of the Workforce Housing Fund Advisory Board:

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Personal Information

1. Membership Qualifications *

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

- ☐ Resident of Glenwood Springs within city limits.
- ☒ Resident outside of Glenwood Springs city limits, but within Garfield County.

2. Name *

Carolyn Meadowcroft

3. Home Address *

[REDACTED]

4. Mailing Address *

[REDACTED]

5. Home Phone *

6. Work Phone *

7. Mobile Phone *

8. Email Address *

9. Occupation *

Homeowner Services Director & Community Outreach for Habitat for Humanity

Personal and Professional Interests

10. What experience do you have with the housing market or affordable housing, either personally or professionally, that would make you a good member of this Board? *

I served on the Glenwood Community Housing Coalition from its inception as an ad-hoc committee exploring affordable housing funding options through approval of the 2C accommodation tax and establishment of the Workforce Housing Fund Advisory Board.

In my current position as Homeowner Services Director with Habitat for Humanity I work with homeowners purchasing affordable housing from HFH. I chair a homeowner selection committee that reviews applications and selects the families, then I work with them through the purchase, construction, and financing processes. I assist homebuyers with USDA Direct financing. I have only been in this position for 2 years, but prior to becoming employed by HFH I was a Board member for 20 years, serving on the selection committee and was involved in some way with every home HFH has built in the valley.

Until I retired 2 years ago I was employed for 22 years as a mortgage lender with Vectra Bank, prior to that I worked for a mortgage broker for 10 years and a bank for 12 years. I am an experienced loan officer and have handled every aspect of the loan process and closing. I specialized in working with first-time homebuyers, deed restricted properties, down payment assistance, and government financing. I understand the guidelines for condominiums, manufactured homes, and product guidelines established by HUD, VA, USDA, Fannie Mae and Freddie Mac.

I have personal experience with HOAs as the secretary for the HOA in the subdivision where I live. I have professional experience working with the legal firm and a property management company for two HOAs connected with HFH projects. I also worked with legal council in developing the deed restriction for HFH's current development and MOUs with HFH's housing partners.

I teach homebuyer education classes to HFH homebuyers and on numerous occasions have assisted HUD certified instructors by teaching the budget, credit, and finance sections of classes they sponsored.

I have lived in Glenwood Springs since 1988 and have rented a condo, owned a mobile home in a park and built a house. I have owned my current home for almost 25 years.

11. What experience do you have relative to making financial recommendations? *

In my 30+ year career as a mortgage lender I have analyzed income, assets, and credit history in connection with a variety of mortgage programs including FHA, VA, USDA, Conventional and portfolio products as well as new construction financing and processes. I have expertise with reviewing tax returns and financial statements for individuals, partnerships, and S-corps. I understand AMI limits and how they relate to housing, financing options, and grants.

Many aspects of my job with HFH and my previous job as a mortgage lender revolved around making financial decisions and recommendations.

12. Are you able to commit to two meetings per month? Please also indicate if you are available only outside of business hours. *

Yes, I can commit to two meetings per month during business hours or after. I may occasionally have a conflict during business hours but can usually make it work.

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

I currently serve on the Eagle County Home Buyer Assistance Committee for the Eagle County Loan Fund down payment assistance program as the representative from this side of Eagle County. Through this committee I stay informed on other affordable housing programs that Eagle County has in place.

I am an active member of the Glenwood Association of Realtors Government Affairs Committee.

I served on the Colorado Housing & Finance Authority (CHFA) Lenders Advisor Group for 4 years.

I worked with the developer of affordable housing in Ironbridge in determining the sales price they should set for their neighborhood on Fox Court.

14. Have you worked for an organization or business that provides or develops housing for its employees? *

Not exactly, however HFH develops housing and is looking into providing some units for their employees. Through my position with HFH I have worked with Roaring Fork School District and Pitkin County so am familiar with their housing projects and policies.

15. Have you experienced housing instability in your adult life? How has that shaped your outlook? *

As a child my family was considered very low income, we moved frequently and I grew up in rentals that were often crowded and in poor condition. Although I did not experience instability as a child it helps me understand the financial difficulties many families face.

As an adult I haven't actually experienced housing instability, however I was greatly affected by a situation where my husband owned a business that failed and I was faced with the possibility of filing for bankruptcy and jeopardizing my home. My home has always been extremely important to me, I spent several years saving and planning for it, we built our house doing a lot of the work ourselves, and I have invested considerable time and money in making it a comfortable home. I was resolved not to lose my home so I personally took on additional financial obligations connected to my husband's business loss and worked very hard for many years to payoff the debt. This experience emphasized the commitment it takes to own a house, made me appreciate my home even more, and definitely shaped my outlook on housing.

16. Are you part of an underrepresented group in the Glenwood Springs area? Please explain. *

No

17. What do you see as the housing needs in Glenwood Springs? *

The need for housing, and in particular affordable/attainable housing, in Glenwood Springs has never been greater. With construction of new rentals, Glenwood has added some necessary housing but unfortunately very little has been affordable. There is a need to incentive developers and landlords to reduce rent costs, but also to respect property owners rights. There is also a need for ownership housing for workforce families, young professionals starting out and older adults wanting to downsize. We need a wide variety of housing in Glenwood so it is important to be open to new ideas and opportunities.

18. Please select today's date. *

6/15/2023



19. Have you served on the Workforce Housing Fund Advisory Board before? *

☒ No

☐ Yes

Powers and Duties of the Workforce Housing Fund Advisory Board

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

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

[View results](#)

Respondent

9

Anonymous

117:02

Time to complete

Workforce Housing Fund Advisory Board (WHFAB) Application

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Personal Information

1. Membership Qualifications *

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☒ Resident of Glenwood Springs within city limits.

☐ Resident outside of Glenwood Springs city limits, but within Garfield County.

2. Name *

Brianda Cervantes

3. Home Address *

[REDACTED]

4. Mailing Address *

[REDACTED]

5. Home Phone *

6. Work Phone *

7. Mobile Phone *

8. Email Address *

9. Occupation *

Community Organizer/Property manager

Personal and Professional Interests

10. What experience do you have with the housing market or affordable housing, either personally or professionally, that would make you a good member of this Board? *

I was a member of the GWS Ad-Hoc Housing Committee, and stayed on as an active participant in the Glenwood Community Housing Coalition, representing Mountain Voices Project (MVP). I also was part of MVP's Get Out The Vote effort to ensure that 2C passed. Additionally, I'm now Property Manager of 3 Mile Mobile Home Park in Glenwood Springs. Our goal for this community is to preserve affordable housing. We work with residents to shift from renter to a resident-ownership model. I believe in the importance of preserving communities, keeping families together and having affordable housing.

11. What experience do you have relative to making financial recommendations? *

I learned much through the Glenwood Community Housing Coalition, because so much of that work was new for me. My experience has been limited to figuring out the financial struggles that I've dealt with as a single parent living in this Valley. I count with the full support of talented leaders from Manaus, MVP and other organizations whose leaders are investing in my success. I look forward to learning a new set of skills, as well as contributing with my personal experience.

12. Are you able to commit to two meetings per month? Please also indicate if you are available only outside of business hours. *

I am able to commit. And I am available during business hours.

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

I served the Glenwood Community Housing Coalition. My role was to make sure the interests of the Roaring Fork Schools' parents, and the larger Hispanic community, were represented in the decision-making.

14. Have you worked for an organization or business that provides or develops housing for its employees? *

I worked for the Roaring Fork School District for 6 years, in which I had housing through the staff housing program. I believe RFSD it's the biggest entity that helps their employees with housing in Garfield County.

15. Have you experienced housing instability in your adult life? How has that shaped your outlook? *

Yes, I have experienced housing instability. The pandemic put me in a difficult journey with regards to housing. I was very unstable, jumping from one house to another for about a year until I got selected for staff housing with the RFSD. This year I decided to pursue a new job opportunity and so lost employee housing, putting me in a difficult situation again. Housing is expensive and unaffordable, but also simply unavailable. Luckily I was able to find a place in Glenwood Springs. I personally know a lot of people still searching for housing opportunities in Glenwood Springs, many of whom will end up being pushed to live down valley.

16. Are you part of an underrepresented group in the Glenwood Springs area? Please explain. *

Yes I am. I was born and raised in Mexico, I came to this country 9 years ago and I became an American citizen two years ago. I am part of the Latino/immigrant community; I am a woman and a single mom. I am part of multiple underrepresented groups.

17. What do you see as the housing needs in Glenwood Springs? *

I believe in preserving what affordable housing is available, keeping families together. I believe that people who work in Glenwood springs deserve to live in Glenwood Springs if they so choose. I believe in supporting our workforce in finding dignified, affordable and stable housing.

18. Please select today's date. *

6/25/2023



19. Have you served on the Workforce Housing Fund Advisory Board before? *

☒ No

☐ Yes

Powers and Duties of the Workforce Housing Fund Advisory Board

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

- To advise City Council on the creation of workforce housing programs using 2C funds
- To evaluate and make recommendations regarding eligibility of projects for 2C funds and if funding is within the approved housing plan.
- To ensure and advise City Council regarding whether funding is being used as intended.
- Evaluate projects for 2C funding within the approved housing plan
- To make recommendations within parameters of established housing programs
- To report on expended funds and program metrics to City Council on a twice-yearly basis, which report shall be made public.

Appointment, Removal, Term and Vacancies of Boards and Commissions

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

(3) April:

Workforce Housing Fund Advisory Board

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

(c) Limit to term of members. No board member shall serve more than two (2) successive terms on the same board or commission.

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

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

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

[View results](#)

Respondent

6

Anonymous

42:55

Time to complete

Workforce Housing Fund Advisory Board (WHFAB) Application

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

Composition of the Workforce Housing Fund Advisory Board:

(Per the Glenwood Springs, CO Municipal Code 020.020.040)

- Seven citizens, at least five who are residents of the City and two who may reside outside of the City but within Garfield County.
- Membership should include people of diverse backgrounds, both in professional and lived experiences. The board's membership should be inclusive and representative of the demographics, needs, and lived experiences of the City's population.

Personal Information

1. Membership Qualifications *

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

☒ Resident of Glenwood Springs within city limits.

☐ Resident outside of Glenwood Springs city limits, but within Garfield County.

2. Name *

Ben West

3. Home Address *

4. Mailing Address *

5. Home Phone *

[Redacted]

6. Work Phone *

[Redacted]

7. Mobile Phone *

[Redacted]

8. Email Address *

[Redacted]

9. Occupation *

Realtor, developer

Personal and Professional Interests

10. What experience do you have with the housing market or affordable housing, either personally or professionally, that would make you a good member of this Board? *

I am a Realtor, real estate investor and builder. I understand the development process, the costs associated with construction and the need for housing in Glenwood Springs.

11. What experience do you have relative to making financial recommendations? *

It is my profession - I have been a Realtor for 5 years and I have been investing in real estate for 15+ years. I live and breathe financials.

12. Are you able to commit to two meetings per month? Please also indicate if you are available only outside of business hours. *

I am and would prefer to have the meetings, at least one of them, during business hours.

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

Planning and Zoning

14. Have you worked for an organization or business that provides or develops housing for its employees? *

Yes, I am personally a builder

15. Have you experienced housing instability in your adult life? How has that shaped your outlook? *

I am very lucky to not have had housing instability but I see it in my profession on a daily basis. I understand the need and would love to help Glenwood make intentional decisions about its future.

16. Are you part of an underrepresented group in the Glenwood Springs area? Please explain. *

No

17. What do you see as the housing needs in Glenwood Springs? *

We need more workforce housing. Housing is incredibly unaffordable and if we don't act fast, our community will consist only of those wealthy enough to own or rent and that will not include those employed at many of Glenwood's businesses.

18. Please select today's date. *

6/14/2023



19. Have you served on the Workforce Housing Fund Advisory Board before? *

☒ No

☐ Yes

Powers and Duties of the Workforce Housing Fund Advisory Board

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

- To advise City Council on the creation of workforce housing programs using 2C funds
- To evaluate and make recommendations regarding eligibility of projects for 2C funds and if funding is within the approved housing plan.
- To ensure and advise City Council regarding whether funding is being used as intended.
- Evaluate projects for 2C funding within the approved housing plan
- To make recommendations within parameters of established housing programs
- To report on expended funds and program metrics to City Council on a twice-yearly basis, which report shall be made public.

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(3) April:

Workforce Housing Fund Advisory Board

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

(c) Limit to term of members. No board member shall serve more than two (2) successive terms on the same board or commission.

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

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

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



City Council
STAFF REPORT
City of Glenwood Springs
August 3, 2023

Agenda Item: Ordinance 2023-13; Amend the Downtown Development Authority Board Structure

Action Requested: Determination of DDA board structure.

Department: Attorney

Presented By: Karl Hanlon

Strategic Goals: Provide Efficient and Responsive City Government

Background Info: The DDA Board requested that the Board structure be modified to conform to the State statute, allowing more flexibility on the number of members and allowing for greater participation.

Issues: NA

Fiscal Impact: None

Legal Review: No issues.

Staff Recommendation: Staff defers to Council

ORDINANCE NO. 13

Series of 2023

AN ORDINANCE OF THE CITY OF GLENWOOD SPRINGS, COLORADO, EXPANDING THE NUMBER OF BOARD MEMBERS FOR THE GLENWOOD SPRINGS DOWNTOWN DEVELOPMENT AUTHORITY.

WHEREAS, at the general election of 2000 the voters of Glenwood Springs approved the formation and boundaries of the Glenwood Springs Downtown Development Authority (DDA); and

WHEREAS, by Ordinance No. 44, Series of 2000 City Council established the powers, duties, board size and administration of the DDA, setting the number of DDA board members at eleven (11), two (2) being members of City Council; and

WHEREAS, by Ordinance No. 13, Series of 2005, City Council reduced the DDA board size to seven (7) members, one (1) being a member of City Council appointed solely as a liaison; and

WHEREAS, by Ordinance No. 30, Series of 2009, City Council confirmed the seven (7) member board size for the DDA; and

WHEREAS, C.R.S. § 31-25-805(1) provides that the DDA board shall have “not less than five nor more than eleven members appointed by the governing body;” and

WHEREAS, the City has received applications from qualified individuals to serve on the DDA Board in excess of the current seven seats; and

WHEREAS, the City Council wishes to allow the DDA Board to have up to the maximum number of board members as allowed by statute.

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

Section 1. The recitals above are hereby incorporated as findings.

Section 2. The DDA Board must have no less than five (5) nor more than eleven (11) members, one (1) of whom shall be a member of City Council appointed to serve solely as a liaison between City Council and the DDA Board and shall not be a voting member of the DDA Board except when there is a tie vote amongst the Board.

Section 4. Any and all ordinances or parts of ordinances in conflict herewith shall hereby be repealed to the extent of the conflict only.

INTRODUCED, READ, AND PASSED ON THE FIRST READING. ORDERED PUBLISHED IN FULL THIS _____, 2023.

CITY OF GLENWOOD SPRINGS, COLORADO

MAYOR

ATTEST:

CITY CLERK

Glenwood Springs – Main Office

201 14th Street, Suite 200
P. O. Drawer 2030
Glenwood Springs, CO 81602

Aspen

323 W. Main Street
Suite 301
Aspen, CO 81611

Montrose

1544 Oxbow Drive
Suite 224
Montrose, CO 81402

Office: 970.945.2261

Fax: 970.945.7336

*[*Direct Mail to Glenwood Springs](#)*

DATE: July 27, 2023
TO: Glenwood Springs Mayor and City Council
FROM: Karp Neu Hanlon, P.C.
RE: Model Traffic Code

The City is currently governed under the Colorado Model Traffic Code, 2010 Edition as has been amended in the Municipal Code. Ordinance No. 14, Series 2023 will adopt the updated Colorado Model Traffic Code, 2020 Edition and carry through the existing local amendments as well as some additional amendments suggested by the police department and the municipal judge. The new amendments are found in 120.10.030 (11), (15), and (16). All other changes were made to simply conform numbering and titles to the 2020 Edition.



City Council
STAFF REPORT
City of Glenwood Springs
August 3, 2023

Agenda Item: Ordinance 2023-14; Adoption of the Model Traffic Code

Action Requested: Approval of ordinance updating the traffic code.

Department: Attorney

Presented By: Karl Hanlon

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

Background Info: See legal memo

Issues:

Fiscal Impact: NA

Legal Review: Legal drafted the ordinance with the Police Chief and Municipal Judge

Staff Recommendation: Approval of ordinance

ORDINANCE NO. 14
Series of 2023

AN ORDINANCE OF THE CITY OF GLENWOOD SPRINGS, COLORADO, REPEALING AND REENACTING ARTICLE 120.040 OF THE GLENWOOD SPRINGS MUNICIPAL CODE TO ADOPT BY REFERENCE THE 2020 EDITION OF THE MODEL TRAFFIC CODE FOR COLORADO; REPEALING ALL ORDINANCES OF THE CITY OF GLENWOOD SPRINGS, COLORADO IN CONFLICT THEREWITH; AND PROVIDING PENALTIES FOR VIOLATION THEREOF.

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

WHEREAS, C.R.S. § 42-4-110 provides for uniform traffic regulations throughout the state and C.R.S. § 31-16-201 *et seq.* authorizes local governments to adopt uniform codes by reference, including the Model Traffic Code; and

WHEREAS, by Ordinance No. 2-11, the City adopted by reference the Model Traffic Code for Colorado, 2010 Edition, which regulations are now codified at Article 120.040 of the Glenwood Springs Municipal Code, as it has been further amended; and

WHEREAS, the Colorado Department of Transportation has recently revised the Model Traffic Code and published the Model Traffic Code, 2020 Edition; and

WHEREAS, City staff has undertaken a review of the Model Traffic Code, 2020 Edition and recommends to the City Council that it be adopted by the City as amended below; and

WHEREAS, the City Council desires to adopt by reference and make local amendments to the Model Traffic Code, 2020 Edition; and

WHEREAS, the City Council finds and determines that the adoption of the 2020 Model Traffic Code is in the best interest of the public health, safety and welfare of the citizens of Glenwood Springs.

NOW, THEREFORE, THE CITY COUNCIL OF THE CITY OF GLENWOOD SPRINGS, COLORADO, ORDAINS:

Section 1. The foregoing recitals are incorporated by reference as findings and determinations of the City Council.

Section 2. Section 120.040.010 of the Glenwood Springs Municipal Code is hereby repealed and reenacted to read as follows:

Section 120.040.010 – Model Traffic Code adopted.

- (a) *Adoption.* Pursuant to Parts 1 and 2 of Article 16 of Title 31 and Part 4 of Article 15 of Title 30, C.R.S., there is hereby adopted by reference the 2020 edition of the *Model Traffic Code for Colorado*, together with the appendices thereto, promulgated and published as such by the Colorado Department of Transportation, Traffic Safety and Engineering Services, 2829 W Howard Place, Denver, CO 80204. The purpose of this Ordinance and the Code adopted herein is to provide a system of traffic regulations consistent with state law and generally conforming to similar regulations throughout the state and the nation.
- (b) *Application.* This Article shall apply to every street, alley, sidewalk area, driveway, park and every other public way, public place or public parking area, either within or outside the corporate limits of the City, the use of which the City has jurisdiction and authority to regulate. The provisions of Sections 1401, 1402, and 1413 of the adopted Model Traffic Code, respectively concerning reckless driving, careless driving and eluding police officers, shall apply not only to public places and ways but also throughout the City.
- (c) *Conflicts.* If the provisions of the Model Traffic Code, 2020 Edition, as adopted in this article, conflict with any other provisions of this Municipal Code, then other provisions of this Municipal Code shall control to the extent allowed by law.
- (d) *Amendments.* Except as expressly modified in Section 120.040.020, the Model Traffic Code is adopted as if set forth in full.
- (e) *Interpretation.* This Article shall be so interpreted and constructed as to effectuate its general purpose to conform with the State's uniform system for the regulation of vehicles and traffic. Article and section headings of this article and adopted Model Traffic Code shall not be deemed to govern, limit, modify or in any manner affect the scope, meaning or extent of the provisions of any article or section thereof.
- (f) *How cited.* The Model Traffic Code, as adopted in this article, may be known and cited as the Model Traffic Code, and may be cited as the MTC.
- (g) *Violation.* It shall be unlawful for any person to violate any of the provisions of the Model Traffic Code.
- (h) *Copies.* Copies of the Model Traffic Code, as adopted by this article, are available for inspection in the office of the City Clerk at 101 W. 8th Street, Glenwood Springs, Colorado.

Section 3. Section 120.040.020 of the Glenwood Springs Municipal Code is hereby repealed and reenacted to read as follows:

Section 120.040.020 – Additions, deletions, or modifications to Model Traffic Code.

The following sections of the Model Traffic Code are hereby amended to read as follows:

- (1) Part 1 Section 109 of the Model Traffic Code is hereby amended by the addition of a new subsection (14) as follows:

"Section 109(14). Low-Power Scooters, Animals, Skis, Skates, Toy Vehicles and All-Terrain Recreational Vehicles on Highways.

"(14) Skating and Skateboarding Prohibited on Pedestrian Bridge. It shall be unlawful for any person to travel upon the Colorado River pedestrian/bicycle bridge on skates, skateboards or similar devices. For purposes of this section, the Colorado River pedestrian/bicycle bridge is defined to include any and all portions of the bridge existing and in place (easterly of the Colorado Highway 82 bridge), including all ramps, approaches, landings and stairways appurtenant thereto."

- (2) Part 6, Subsection 225(3) of the Model Traffic Code is hereby amended as follows:

"(3) Any person who violates subsection (1) of this section commits a class B traffic infraction. Any person who violates subsection (1.5) of this section shall, upon conviction, be punished by a fine of five hundred dollars (\$500.00)."

- (3) Part 6, Section 603 of the Model Traffic Code is hereby amended by the addition of subsection (6) as follows:

"Section 603(6). Obedience to Official Traffic Control Devices.

"(6) Obedience to Turn Prohibition Signs. Whenever official signs are erected prohibiting or restricting a right or left turn, a U-turn, or all turns, as authorized in Section 601, no driver shall disobey the directions of any such sign. Whenever an official sign prohibits right turns by oversized vehicles, the term "oversized vehicle" shall mean any vehicle which, due to excessive length or limitations in turning radius, is incapable of executing a right turn in the extreme right-hand lane lawfully available to traffic without breaching the adjacent curb or shoulder and without encroaching into oncoming lanes of traffic."

- (4) Part 6, Section 614 of the Model Traffic Code is hereby amended, as follows:

"Section 614. Designation of Highway Maintenance, Repair, or Construction Zones - Signs - Increase in Penalties for Speeding Violations.

"(1) If maintenance, repair, or construction activities are occurring or will be occurring within four hours on a state highway or municipal street, the Department of Transportation or municipal authorities, within their respective jurisdictions, may designate such portion of the highway as a highway maintenance, repair, or construction zone. Any person who commits a speeding violation in a maintenance, repair, or construction zone that is designated pursuant to the provisions of this section is subject to increased penalties and surcharges.

"(2) The Department of Transportation or municipal authorities, within their respective jurisdictions, shall designate by appropriate signs that a maintenance, repair, or construction activity is taking place within four hours. Such sign shall notify the public that increased penalties for speeding violations are in effect in such zone. Local authorities shall erect or place a second sign after such zone indicating that the increased penalties for speeding violations are no longer in effect. A maintenance, repair, or construction zone begins at the location of the sign indicating that increased penalties are in effect and ends at the location of the sign indicating that the increased penalties are no longer in effect.

"(3) Signs used for designating the beginning and end of a maintenance, construction, or repair zone shall conform to Department of Transportation requirements. The

Department of Transportation or local authority may display such signs on any fixed, variable, or moveable stand. The Department of Transportation or local authority may place such a sign on a moving vehicle if required for certain activities, including, but not limited to, highway painting work."

- (5) Part 6, Section 615 of the Model Traffic Code is hereby amended, as follows:

"Section 615. School Zones – Increase in Penalties for Moving Traffic Violations

"(1) Any person who commits a moving traffic violation in a school zone is subject to double penalties and surcharges.

"(2) For the purposes of this section, "School Zone" means an area that is properly designated by the City as a school zone and has appropriate signs posted indicating that the penalties and surcharges will be doubled.

"(3) This Section does not apply if the penalty and surcharge for a violation has been doubled pursuant to section 614 of this Code or C.R.S. § 42-4-614 because such violation also occurred within a highway maintenance, repair, or construction zone."

- (6) Part 11, Section 1102 of the Model Traffic Code is hereby amended by the addition of a subsection (8) to read as follows:

"Section 1102(8). Altering of Speed Limits - When.

"(8) It is hereby determined upon the basis of an engineering and traffic investigation that the prima facie speed hereinbefore set forth is greater than reasonable or safe under the conditions found to exist upon certain streets and intersections described in traffic control schedules herein or otherwise recorded, as provided in Sections 1101 and 1102 of this Model Traffic Code, and it is hereby declared that the prima facie speed limit upon every street and intersection so designated shall be as stated in said schedules or records, which speed so declared shall be effective when signs are erected giving notice thereof; provided, however, that decreased speed limits on streets which are a part of the state highway system shall be subject to the approval of the said Department of Highways, as specified in Section 1102(4) of this Model Traffic Code."

- (7) Part 12, Section 1204 is hereby amended by the addition of subsections (9) and (10) to read as follows:

"Section 1204(9). Parking Not to Obstruct Traffic or Maintenance.

"(a) No person shall park any vehicle upon a street or highway in such a manner or under such conditions as to interfere with the free movement of vehicular traffic or proper street or highway maintenance.

"(b) It shall be unlawful for any person to park any vehicle, farm tractor, any implement of husbandry designed primarily or exclusively for use and used in agricultural operations, or trailer from 4:00 a.m. to 7:00 a.m. on Grand Avenue from 7th to 10th Street; and on 8th and 9th Streets from Cooper Avenue to Colorado Avenues."

"Section 1204(10) Stopping, Standing, or Parking Prohibited in Specified Places.

"(a) On any street or at any place within this municipality where official signs are posted giving notice of stopping, standing or parking restrictions or prohibitions as

Commented [HEP1]: Why are these all out of order?

authorized in C.R.S. § 42-4-111(a) and described in traffic control schedules, no person shall stop, stand or park a vehicle in any manner in violation of the provisions contained on such sign or signs except when necessary to avoid conflict with other traffic, or in compliance with the directions of a police officer or official traffic control device or except for the purpose of loading or unloading passengers when such standing does not obstruct, impede or endanger any traffic.

"(b) In any private parking area within this municipality where signs are posted sufficient to inform the public of the parking restrictions thereon and the penalties for violation thereof, where the vehicles properly parking thereon are obviously marked as such in the front driver's side window, and where such signs and markings have first been approved in writing by the City's Chief of Police or his/her designee. The owner of the vehicle in violation of this provision is liable for the payment of the respective fine(s) unless he/she can furnish sufficient evidence that the vehicle was, at the time of the violation, in the care, custody or control of another person. To avoid liability for payment, the owner of the vehicle must provide, within three (3) days after receiving notification of the violation, the City Attorney with the name and address of the person who had care, custody or control of the vehicle at the time of the violation."

"(c) No person shall park a vehicle within an alley except during the necessary and expeditious loading and unloading of merchandise or freight. No person shall stop, stand or park a vehicle within an alley in such position as to block the driveway entrance to any abutting property."

- (8) Part 12, Section 1205 of the Model Traffic Code is hereby amended by the addition of subsections 1205(5) and (6) to read as follows:

"Section 1205(5) Parking at Curb or Edge of Roadway.

"(5) No person shall park a vehicle upon a roadway for the purpose of:

"(a) Displaying such vehicle for sale;

"(b) Greasing, painting, or repairing such vehicle, except repairs necessitated by an emergency; or

"(c) Displaying advertising.

"Section 1205(6) Parking of Certain Vehicles for More than two Hours; Seventy-two Consecutive Hours Adjacent to Dwelling; Parking Permit for Storage of Construction Vehicles.

"(6) (a) Parking of Certain Vehicles.

"(1) Definitions.

"a. Certain Vehicles. Any 'bus,' 'commercial vehicle,' 'road machinery,' 'trailer,' 'trailer coach' or 'mobile home,' 'truck tractor,' 'semitrailer,' as defined by the Model Traffic Code.

"b. The term 'construction equipment' shall mean, 'trailers regardless of design which are used primarily for construction; excavation equipment, backhoes, dump trucks, bulldozers, graders, front-end loaders, trackhoes, asphalt kettles and dumpsters.'

Commented [HEP2]: Is this 1206(6)? Or 1205(6)?
Because up above it says adding to 1205. So, if it's 1205,
then does the subsection (6) have the long title?

"c. Park. The standing of a vehicle, whether occupied or not, other than very briefly for the purpose of and while actually engaged in loading or unloading property or passengers.

"(2) Prohibition. It shall be unlawful for any person to park certain vehicles, any trailer having an empty weight of more than 250 pounds which is capable of carrying recreational vehicles such as ski-mobiles or motorcycles, and trucks exceeding six thousand (6,000) pounds empty weight, or a self-contained motor home with its own motive power exceeding twenty-two feet overall length for an aggregate period of time longer than two (2) hours during any given twenty-four-hour period upon any street, alley, municipal parking lot, parkland or other public place.

"(b) Exception - Parking Adjacent to Dwelling. A person may park on a public street, alley or other public place, certain vehicles, any trailer having an empty weight of more than 250 pounds which is capable of carrying recreational vehicles such as ski-mobiles or motorcycles, hand trucks exceeding six thousand (6,000) pounds empty weight, or a self-contained motorhome with its own motive power, exceeding twenty-two (22) feet in overall length, adjacent to a dwelling occupied by the owner of the noncommercial recreational vehicle or his/her invitee, for a period not to exceed seventy-two (72) consecutive hours during any thirty-consecutive-day period.

"(c) Safety Hazard. If a determination is made by the traffic engineer, upon receipt of a written complaint, that the parking of the types of vehicle as set forth in this section obstructs the flow of traffic, or is a safety hazard for whatever reason, it shall be unlawful to park such vehicles upon any street, alley, municipal parking lot, parkland or other public place. The traffic engineer shall post notice on said vehicle and by certified letter to the registered owner of such vehicle, giving such owner three (3) calendar days from the date of such notice to move said vehicle. In the event said vehicle is not moved, the Police Department shall have the authority to issue a ticket for violation of this section and have said vehicle towed at the owner's expense.

"(d) Parking of Construction Equipment.

"1. Prohibition. It shall be unlawful to park construction equipment on any public street, alley, municipal parking lot, parkland or other public place.

"2. Exception - Permit. A person may park construction equipment on a public street, alley, municipal parking lot, parkland or other public place if such person has obtained a parking permit, at the time of issuance of a building permit, which shall state that identified construction equipment shall be allowed to be parked on the street directly adjacent to the address on the building permit during the period of active construction.

"3. Safety Hazard. If it is the determination of the traffic engineer, upon receipt of a written complaint, that construction equipment parked pursuant to permit conflicts with other traffic or creates a safety hazard for whatever reason, it shall be unlawful to park such construction equipment upon any street, alley, municipal parking lot, parkland or other public place, and any parking permit issued for said location shall be deemed revoked. The traffic engineer and police department shall follow the procedures set forth in (c)."

(9) Part 12 of the Model Traffic Code is hereby amended by the addition of Section 1214 as follows:

"Section 1214. Abandoned, Junked, Dismantled and Wrecked Motor Vehicles.

"(1) Short Title. This ordinance shall be known and may be cited as the 'Inoperable Vehicle Ordinance.'

"(2) Definitions. For the purposes of this ordinance, the following terms, phrases, words and their derivations shall have the meaning given herein.

"(a) 'Vehicle' is any vehicle which is designed to travel along the ground and shall include, but not be limited to, automobiles, buses, motor-bikes, motorcycles, motorscooters, trucks, tractors, campers, motor homes, and trailers.

"(i) 'Inoperable vehicle' is any vehicle, as defined by subsection (a) above, which does not have lawfully affixed thereto unexpired license plates, or the condition of which is wrecked, dismantled, partially dismantled, inoperative, abandoned, or discarded.

"(ii) Exemption: 'Inoperable vehicle,' as used in this section, shall not include: vehicles exempt from registration under the laws of the State of Colorado and specifically including those vehicles exempted by C.R.S. § 42-3-103, as the same may be now or hereafter amended; vehicles defined and registered as 'collector's items,' pursuant to C.R.S. § 42-12-101, et seq., as the same may be now or hereafter amended; and special interest vehicles. Special interest vehicles shall include, but shall not be limited to, racing vehicles, stock cars, classic, and antique cars, all of which special interest vehicles shall be maintained in good operating condition.

"(b) 'Person' shall mean any person, firm, partnership, association, corporation, company or organization of any kind.

"(c) 'Public property' shall mean any alley, street or highway which shall include the entire width between the boundary lines of every way publicly maintained for the purposes of vehicular travel and shall also mean any other publicly owned property or facility.

"(3) Storing, Parking, or Leaving Inoperable, Dismantled, or Other Such Vehicles Prohibited; and Declared Nuisance; Exceptions. No person shall park, store, leave, or permit the parking, storing, or leaving of any vehicle of any kind which is in an inoperable, abandoned, wrecked, dismantled, rusted, junked, or partially dismantled condition, whether attended or not, upon any public property within the City for a period of time in excess of seventy-two (72) hours. The presence of an inoperable, abandoned, wrecked, dismantled, rusted, junked, or partially dismantled vehicle or parts thereof, in public property is hereby declared a public nuisance which may be abated as such in accordance with the provisions of this ordinance.

"(4) Notice to Remove. Whenever it comes to the attention of the Police Department that any vehicle is an inoperable vehicle as defined in Section (a)(i) above, and is therefore a nuisance, a written notice shall be affixed to the vehicle where the nuisance exists requiring its removal. In the event said vehicle, after the Police Department has affixed written notice, has not been moved for a period of seventy-two (72) hours, said vehicle shall be subject to being towed by the Police Department and impounded. Within five (5) days after the vehicle has been towed, the Police Department shall send a written letter to the registered owner of said vehicle advising them that the vehicle

Commented [HEP3]: Part 18 of MTC has Vehicles Abandoned on Public Property.

Commented [HEP4R3]: Also, by "the addition of Section 1203" are they wanting to replace the existing 1203, which is Ski Areas to Install Signs? If wanting to add on to part 12, then it would be 1214.

has been towed and stored in the impound lot or other location and that such vehicle shall be disposed of in accordance with law on a specific date.

"(5) Penalty. Any person violating any of the provisions of this ordinance shall be guilty of a misdemeanor and, upon conviction, shall be subject to a fine as set forth in Section 010.020.080 of the Municipal Code. Each act in violation of any of the provisions hereof shall be deemed a separate offense."

- (10) Part 12, of the Model Traffic Code is amended by the addition of Section 1215 to read as follows:

"Section 1215. Parking Permits.

"The City Council may provide by resolution for parking permits granting exemption from time parking regulations on such terms and conditions and for such fees as Council may determine appropriate from time to time."

- (11) Part 12, of the Model Traffic Code is hereby amended by the addition of Section 1216 (1) and (2) to read as follows:

"Section 1216(1) Notice on Illegally Parked Vehicles.

"(1) Whenever any motor vehicle without driver is found parked or stopped in violation of any of the restrictions imposed by the ordinances of the City of Glenwood Springs, the officer finding such vehicle shall take its registration number and may take any other information displayed on the vehicle which may identify its driver or owner, and shall conspicuously affix to such vehicle a penalty assessment notice directing the driver or owner thereof to respond to and answer the charge against him or her at a place and at a time specified in said notice.

In any prosecution of any of the provisions governing unattended vehicles, proof that the particular vehicle described in the penalty assessment notice was left unattended in violation of any such law or regulation, together with proof that the defendant named in the penalty assessment notice was, at the time of violation, the registered owner of such vehicle, shall constitute in evidence a prima facie rebuttable presumption that the registered owner of such vehicle was the person who left the vehicle unattended at the place where, and for the time during which, such violation occurred."

"Section 1216(2) Failure to Comply with Notice on Parked Vehicle.

"(2) If the driver or owner of an unattended motor vehicle charged with an apparent violation of the restrictions on stopping, standing or parking under the traffic ordinances of the City of Glenwood Springs does not respond within the time specified to a penalty assessment notice affixed to such vehicle, as provided in section 1210(2) hereof, by appearance and payment at the City of Glenwood Springs Municipal Court; by mailing payment by means of the United States Mail; or by disposition of the charge as provided by law, the clerk of said court or the Parking Enforcement Officer shall send a late notice by mail to the registered owner of the vehicle to which the original notice was affixed. If the registered owner of the vehicle does not respond within the time specified to the (late) notice, the clerk of the said court may, at his or her discretion, issue a summons and complaint to appear in court."

- (13) Part 14, Section 1408 of the Model Traffic Code is hereby amended by the addition of subsection (4) as follows:

Commented [HEP5]: Is this to replace MTC 1212 - Pay parking access for disabled?

(1) A person who owns, operates, or manages a parking space that requires remuneration shall not tow, boot, or otherwise take adverse action against an individual or motor vehicle parking in the space for failure to pay the remuneration if the motor vehicle bears a remuneration-exempt identifying placard issued pursuant to section 42-3-204, C.R.S.. (2) Notwithstanding any statute, resolution, or ordinance of the state of Colorado, a political subdivision of Colorado, or a governing board of a state institution of higher education, parking in a space without paying the required remuneration is not a violation of the statute, resolution, or ordinance if the conditions specified in subsection (1) of this section are met. (3) A law or parking enforcement agency shall withdraw any penalty assessment notice or summons and complaint that is deemed not to be a violation under subsection (2) of this section within five business days after being shown proof that the individual cited has a valid remuneration-exempt identifying placard.

Commented [HEP6]: MTC - Section 1213 is Parking in electric motor vehicle charging stations. Not sure if they're wanting to create a new section. If so, it would be 1214 or 1215, depending on whether they were creating a new one above. See comment above.

"Section 1408 (4). Traffic Regulations in Parklands.

"(4) (a) It shall be unlawful for any person operating a vehicle in or upon park lands as established in 090.030.010 of the Municipal Code to fail or refuse to obey all traffic signs or other traffic-control devices regulating the operation, stopping or parking of vehicles.

"(b) It shall be unlawful for other than authorized personnel to park or drive on lawns, fields or any other places other than upon roadways and parking areas clearly constructed and established for such purposes within the park lands.

"(c) All traffic ordinances adopted pursuant to this article shall have full application and effect within all park and recreation areas."

(14) Part 14, Section 1409 of the Model Traffic Code is hereby amended by deleting subsection (9).

(15) A new Section 1417 of the adopted code is hereby adopted, to read as follows:

"1417. Operator's license required.

"No person who has been issued a currently valid driver's or minor's driver's license or an instruction permit shall operate a motor vehicle upon a highway in this city without having such license or permit in such person's immediate possession."

(16) A new Section 1418 of the adopted code is hereby adopted, to read as follows:

"1418. Driving under restraint.

"(1) Any person who drives a motor vehicle or off-highway vehicle with knowledge that the person's license or privilege to drive, either as a state resident or a non-resident is under restraint for an outstanding judgment is guilty of a Class A Traffic Infraction.

"(2) Except as provided in subsection (1) of this section, any person who drives a motor vehicle or off-highway vehicle upon any highway of this state with knowledge that the person's license or privilege to drive, either as a resident or a nonresident, is under restraint for any reason other than conviction of DUI, DUI per se, DWAI, or UDD is guilty of a criminal offense. A court may sentence a person convicted of this criminal offense to imprisonment for a period of not more than six months and may impose a fine of not more than five hundred dollars.

"(3) The Court shall not waive or reduce the three-point penalty imposed under state law."

(17) Part 18 of the Model Traffic Code is hereby amended, by the addition of Sections 1815 and 1816 to read as follows:

"Section 1815. Authority to Impound Vehicles:

"Whenever any police officer finds a motor vehicle, vehicle, cargo or debris, attended or unattended, standing upon any portion of a street or highway right-of-way in such a manner as to constitute an obstruction to traffic or proper street or highway maintenance, such officer is authorized to cause the motor vehicle, vehicle, cargo or debris to be moved to eliminate any such obstruction; and neither the officer, nor anyone acting under the direction of such officer, shall be liable for any damage to such

Commented [HEP7]: MTC: 1801 is Legislative Declaration and 1802 is Definitions. Are they wanting to replace those with these two and then keep or omit the rest of Part 18 of MTC, which goes to 1814?

motor vehicle, vehicle, cargo or debris occasioned by such removal. The removal process is intended to clear the obstruction, but such activity should create as little damage as possible to the vehicle or cargo or both.

"Any police officer who finds a motor vehicle, which officer has reasonable grounds to believe has been abandoned upon any portion of a street or highway right-of-way within the municipality in such a manner or under such conditions as to interfere with the free movement of vehicular traffic or proper street or highway maintenance, or left unattended and presumed to be abandoned shall require such motor vehicle to be removed or cause the same to be removed and placed in any impound lot designated or maintained by the City of Glenwood Springs.

"A motor vehicle shall be considered to be abandoned under the following conditions:

"(a) Any motor vehicle left unattended on public property, including any portion of a highway right-of-way, within the limits of any incorporated town or city for a period longer than any limit prescribed by any local ordinance concerning the abandonment of motor vehicles or, if there is no such ordinance, for a period of seventy-two hours or longer;

"(b) Any motor vehicle stored in an impound lot at the request of its owner or the owner's agent or a law enforcement agency and not removed from the impound lot according to the agreement with the owner or agent or within seventy-two hours of the time the law enforcement agency notifies the owner or agent that the vehicle is available for release upon payment of any applicable charges or fees.

"Section 1816. Impoundment of Vehicles.

"(a) Notice. Whenever a police officer orders the towing of a vehicle pursuant to C.R.S. § 42-4-1803, the Police Department shall follow the procedures for determination and notification of the owner as set forth in C.R.S. § 42-4-1804. Notification of the owner shall be made upon forms supplied by the Colorado Department of Motor Vehicles pursuant to C.R.S. § 42-4-1804(5), and shall include the following statement:

"A Police Officer has ordered the towing of your vehicle. If you feel that the impoundment of your vehicle is improper, you have ten (10) days from the date of this notice to file a written request with the Glenwood Springs Municipal Court located at 101 W. 8th Street, for a hearing regarding the propriety of this impoundment. Such hearing shall be scheduled within three (3) days, excluding Saturday, Sunday and City holidays, of the date your written request is received by the Glenwood Springs Municipal Court. The Court shall be empowered to waive the towing and storage fees if it is found that the impoundment was improper. The retrieval of your vehicle from impoundment does not waive your right to a subsequent hearing and reimbursement. In conjunction with a request for a hearing, you are encouraged to also contact the Police Department of the City of Glenwood Springs for purposes of resolving a dispute concerning the impoundment of your vehicle without the necessity of having a formal hearing.

"(b) Hearing. A hearing shall be conducted before the Glenwood Springs Municipal Court within three (3) days of receipt of a written demand therefor from the person seeking the hearing, unless such person waives the right to a speedy hearing in writing.

Saturdays, Sundays and City holidays are to be excluded from the calculation of the three-day period. The sole issue before the Court shall be whether there was probable cause to impound the vehicle in question.

"Probable cause to impound' shall mean such a state of facts as would lead a person of ordinary care and prudence to believe that there was sufficient breach of law to grant legal authority for the removal of the vehicle.

"The Court shall conduct the hearing in an informal manner and shall not be bound by technical rules of evidence. The person demanding the hearing shall carry the burden of establishing that such person has the right to possession of the vehicle. The City shall carry the burden of establishing that there was probable cause to impound the vehicle in question. The burden of proof shall be by a preponderance of the evidence. Failure of the registered or legal owner or their agent to request or attend a scheduled post-seizure hearing shall be deemed a waiver of the right to such hearing.

"(c) Reimbursement for Improper Towing. Upon a determination by the court that the subject vehicle was improperly towed, the City shall either fully reimburse the owner of the impounded vehicle for all towing and storage fees paid by the owner or directly pay the towing and storage company for accrued fees.

"(d) Applicability. The hearing and reimbursement provisions contained in this section shall only be applicable to vehicles which have been impounded by order of a police officer.

"(e) Compliance with Time Requirements. The requirements contained within this section relating to compliance with time periods are directory in nature. Failure of the City to strictly comply with said time periods shall not cause an automatic forfeiture of the City's rights pursuant to this section.

"(f) Disposal of Abandoned Vehicles. Vehicles removed from streets or highways and other public property within this municipality and placed in storage as provided in Section 1802(a) shall be disposed of in accordance with one or more of the following methods:

"(1) By Sealed Bid. The City Manager or his/her designee may sell abandoned vehicles after first advertising them for sale in the official newspaper of the City.

"All bids shall be sealed and shall be opened in public at a designated time and place. The City Manager or his/her designee may reject all bids and advertise and give notice again. If sold, a vehicle shall be sold for cash, money order or cashier's check to the highest responsible bidder.

"(2) By Auction. After giving notice as described in paragraph 1802(f)(1), the City Manager or his/her designee may conduct a public auction for the sale of abandoned vehicles. Each vehicle, if sold, shall be for cash, money order or cashier's check to the highest bidder."

(18) The Appendix of the Model Traffic Code is hereby amended by the addition of Part H, as follows:

"Appendix Part H Schedules Adopted.

"Pursuant to C.R.S. § 42-4-111, the following traffic schedules, as amended from time to time at the discretion of the traffic engineer, are hereby adopted and the noted sections are added to said Model Traffic Code.

"(Traffic Schedules Available from the Traffic Engineer)"

- (19) Part 19, Section 1903 of the Model Traffic Code is hereby amended by the addition of Subsection (8):

"(8) Any person convicted of violating any provision of this section shall be subject to doubling of the respective fine."

Section 4. Section 120.040.030 of the Glenwood Springs Municipal Code is hereby repealed and reenacted to read as follows:

Section 120.040.030 – Penalties.

The following sections of the Model Traffic Code are hereby amended to read as follows:

- (1) Part 17, Section 1701 of the Model Traffic Code is hereby amended by the addition of a new subsection (9) as follows:

“Section 1701. Traffic offenses and infractions classified - penalties - penalty and surcharge schedule - repeal..

“(9)(a) It is a traffic infraction for any person to violate any of the provisions of the Model Traffic Code as adopted and amended herein except for the following Sections which shall remain misdemeanors:

“(i) 707, Certain vehicles must stop at railroad grade crossings;

“(ii) 1903, School buses - stops - signs - passing;

“(iv) 1101 and 1102, Driving 25 to 39 miles per hour in excess of the reasonable and prudent speed;

“(v) 1101 and 1102, Driving 40 or more miles per hour over the maximum lawful speed limit;

“(vi) 1105, Speed contest;

“(vii). 1401, Reckless Driving;

“(ix) 1402, Careless Driving;

“(x) 607, Interference with Official Devices;

“(xi) 1409, Compulsory Insurance;

“(xii) 1413, Eluding or Attempting to Elude a Police Officer;

“A traffic infraction shall constitute a civil matter. The procedures set forth herein for traffic infractions shall replace and supersede those procedures set forth in Part 17 of the Model Traffic Code.

“(b) Except as provided in subsection (c) of this section, traffic infractions shall be subject to a minimum penalty of \$40.00 and a maximum penalty of \$150.00 which is authorized upon entry of judgment against the defendant.

“(c) Except as provided in paragraph (d)(3) of this section, every person who is convicted of, who admits liability for, or against whom a judgment is entered for commission of a traffic infraction shall be fined or penalized as set forth in the fee schedule established by City Council; or, if no penalty is specified, the penalty shall be \$40.00. Penalties shall apply whether the defendant acknowledges guilt, is found guilty by a court of competent jurisdiction or has judgment entered against him/her by the municipal court.

“The penalty schedule shall not apply when the provisions of paragraph (d)(3) prohibit the issuance of a penalty assessment notice.

“(d)(1) At any time that a person is charged with the commission of a traffic infraction, the police officer shall, except when the provisions of paragraph (d)(3) prohibit it, give a penalty assessment notice to the defendant. Such penalty assessment notice shall contain all the information required by Section 1709. The police officer shall advise the person cited of the points to be assessed in accordance with applicable state law. The penalty specified in subsection (c) for the violation charged may be paid at the office of the Municipal Court Clerk, either in person or by postmarking such payment within twenty days from the date the penalty assessment notice is served upon the defendant. Acceptance of a penalty assessment notice and payment of the prescribed penalty thereon to the Municipal Court shall be deemed a complete satisfaction for the violation, and the defendant shall be given a receipt which so states when such penalty thereon is paid in currency or other form of legal tender. Checks tendered by the defendant to and accepted by the Municipal Court and on which payment is received by the municipal court shall be deemed sufficient receipt.

“(2) Should the defendant charged with a traffic infraction accept the notice but fail to post the prescribed penalty thereon within twenty days thereafter, he/she shall be allowed to pay such penalty and surcharge thereon, plus court costs, to the Clerk of the Municipal Court prior to the time for appearance as specified in the notice. If the penalty is not timely paid, the case shall thereafter be heard in the Municipal Court in accordance with applicable Municipal Court Rules of Procedure. In such case, the maximum penalty which may be imposed shall not exceed the penalty set forth in the applicable penalty schedule. (A 11-09 §2)

“(3) The penalty schedule shall not apply to traffic infractions specified in said schedule when it appears that:

“(a) The alleged violation has caused, or contributed to the cause of, an accident resulting in appreciable damage to property of another or an injury or death to any person; or

“(b) The defendant has, in the course of the same transaction, violated one of the provisions of the Model Traffic Code set forth in said schedule and has also violated one or more provisions of the Model Traffic Code not so specified, and the police

officer charges such defendant with two or more violations, any one of which is not specified in said schedule.

“(4) In all cases where paragraph (d)(3) prohibits the issuance of a penalty assessment notice, the penalty contained in the penalty assessment schedule shall be inapplicable.

“(e)(1) If a person receives a penalty notice for a violation under Section 1701 herein and such person pays the fine and surcharge for the violation on or before the date the payment is due, the points assessed for the violation are reduced as follows:

“(i) For a violation having an assessment of three or more points, the points are reduced by two points;

“(ii) For a violation having an assessment of two points, the points are reduced by one point.”

- (2) Part 17, Section 1705 of the Model Traffic Code is hereby amended by the deletion and replacement Section 1705 with the language as follows:

“Section 1705. Traffic Infractions – Municipal Court Jurisdiction.

“(1) Every hearing upon a traffic infraction shall be held before the Municipal Court pursuant to applicable Municipal Court Rules of Procedure. Whenever an infraction and a misdemeanor are charged in the same summons and complaint, all charges may be adjudicated simultaneously as a criminal matter by the Municipal Court and the Municipal Court Rules and Procedures shall apply.

“(2) When the Municipal Court determines that a person charged with a misdemeanor is guilty of a lesser included traffic infraction, the court may enter a judgment as to such lesser charge.

“(3) The burden of proof shall be upon the people, and the Municipal Court shall enter judgment in favor of the defendant unless the people prove the liability of the defendant beyond a reasonable doubt. The City Attorney may, in his/her discretion, engage in plea discussions and shall represent the City at trials conducted by the Municipal Court on traffic infraction matters.

“(4) Appeals from judgments of the Municipal Court on traffic infraction matters shall be made in accordance with the Municipal Court Rules of Procedure.

“(5)(a) Except as otherwise provided in paragraph (2) of this subsection, no person against whom a judgment has been entered for a traffic infraction shall collaterally attack the validity of that judgment unless such attack is commenced within six months after the date of entry of the judgment.

“(b) In recognition of the difficulties attending the litigation of stale claims and the potential for frustrating various statutory provisions at repeat offenders, former offenders and habitual offenders, the only exceptions to the time limitations specified in paragraph (1) of this section shall be:

“(i) A case in which the court entering judgment did not have jurisdiction over the subject matter of the alleged infraction;

“(ii) A case in which the court entering judgment did not have jurisdiction over the person of the violator;

“(iii) Where the court hearing the collateral attack finds by a preponderance of the evidence that the failure to seek relief within the applicable time period was caused by an adjudication of incompetence or by commitment of the violator to an institution for treatment as a mentally ill person; or

“(iv) Where the court hearing the collateral attack finds that the failure to seek relief within the applicable time period was the result of circumstances amounting to justifiable excuse or excusable neglect.”

(3) Part 17, Section 1709 of the Model Traffic Code is hereby amended, as follows:

“Section 1709. Penalty Assessment Notice for Traffic Offenses – Violations of Provisions by Officer – Driver’s License.

“(1) Whenever a penalty assessment notice for a traffic infraction is issued pursuant to Section 1701, the penalty assessment notice which shall be served upon the defendant by the police officer shall contain:

“(a) The name and address of the defendant;

“(b) The license number of the vehicle involved, if any;

“(c) The number of the defendant's drivers license, if any;

“(d) A citation of the ordinance alleged to have been violated;

“(e) A brief description of the traffic infraction;

“(f) The date and approximate location thereof;

“(g) The amount of the penalty prescribed for such infraction;

“(h) The number of points, if any, prescribed for such traffic infraction pursuant to C.R.S. § 42-2-127; and

“(i) The date the penalty assessment notice is served on the defendant.

“(2) The penalty assessment notice shall direct the defendant to appear in the Municipal Court at a specified time and place, in the event such penalty thereon is not paid. The penalty assessment notice shall be signed by the peace officer. The penalty assessment notice shall contain a place for the defendant to elect to execute a signed acknowledgment of liability and an agreement to pay the penalty prescribed therein within twenty days, as well as such other information as may be required by law to constitute such penalty assessment notice to be a summons and complaint, should the prescribed penalty not be paid within the time allowed in Section 1705.

“(3) A penalty assessment notice issued and served pursuant to subsection (a) of this section on a minor under the age of eighteen (18) years shall also contain or be accompanied by a document containing:

“(a) A preprinted declaration stating that the minor's parent or legal guardian has reviewed the contents of the penalty assessment notice with the minor;

“(b) Preprinted signature lines following the declaration on which the reviewing person described in paragraph (1) of this subsection (b) shall affix his or her signature and for a notary public to duly acknowledge the reviewing person's signature; and

“(c) An advisement to the minor that:

“(i) the minor shall, within seventy-two (72) hours after service of the penalty assessment notice, inform his or her parent or legal guardian that the minor has received a penalty assessment notice;

“(ii) the parent or legal guardian of the minor is required by this Code to review and sign the penalty assessment notice and to have his or her signature duly acknowledged by a notary public; and

“(iii) noncompliance with the requirement set forth in subparagraph (II) of this paragraph (3) shall result in the minor and the parent or legal guardian of the minor being required to appear in court pursuant to sections 1710(b) and 1710(c).

“(4) One copy of said penalty assessment notice shall be served upon the defendant by the police officer and one copy sent to the Chief of Police and such other copies sent as may be required by the Municipal Court and the City Attorney.

“(5) The time specified in the summons portion of said penalty assessment notice must be at least twenty-one days but not more than ninety days after the date such penalty assessment notice is served, unless the defendant shall demand an earlier hearing.

“(6) Whenever the defendant refuses to accept service of the penalty assessment notice, tender of such notice by the police officer to the defendant shall constitute service thereof upon the defendant.

“(7) Notwithstanding any provision hereof to the contrary, penalty assessment notices for parking infractions as set forth in Part 12 of the Model Traffic Code shall require the defendant to pay the applicable fine or appear at the Municipal Court within seven days of issuance. If the defendant fails to pay or appear as required, the Municipal Court Clerk shall proceed to notify and summons the defendant as more fully set forth in the Model Traffic Code.

(4) Part 17, Section 1710 of the Model Traffic Code is hereby amended, as follows:

“Section 1710. Failure to Pay Penalty for Traffic Infractions – Procedures.

“(1) Unless a person who has been cited for a traffic infraction pays the penalty assessment, the person shall appear at a hearing date on the date and time specified on the citation and answer the complaint against him/her.

“(2) Notwithstanding the provisions of paragraph (a) of this section, a minor under the age of eighteen (18) years shall be required to appear at the hearing on the date and time specified in the citation and answer the complaint if the penalty assessment was timely paid but not signed and notarized in the manner required by section 1709(3)(b).”

“(3) If a minor under the age of eighteen (18) years is required to appear at a hearing pursuant to subsection (1) of this section, the minor shall so inform his or her parent or legal guardian, and the parent or legal guardian shall also be required to appear at the hearing.

“(4) If the violator answers that he/she is guilty, or if the violator fails to appear for the hearing, judgment shall be entered against him/her.

“(5) If the violator denies the allegations in the complaint, a final hearing on the complaint shall be held subject to the provisions regarding a speedy trial which are contained in the Municipal Court Rules of Procedure. If the violator is found guilty or liable at such final hearing or if the violator fails to appear for a final hearing, judgment shall be entered against the violator.

“(6) If judgment is entered against the violator, he/she shall be assessed an appropriate penalty plus applicable court costs. The penalty shall be no more than the amount specified in the penalty assessment notice.

“(7) A defendant's failure to appear upon a penalty assessment notice for a traffic infraction shall not constitute a criminal offense.”

- (5) Part 17 of the Model Traffic Code is hereby amended by the addition of Section 1720, as follows:

“Section 1720. Violations of Title.

“Except as otherwise provided in Section 1701 of the Model Traffic Code, any person violating any provision of this title punishable as a misdemeanor shall be deemed guilty of a misdemeanor and, upon conviction for same, shall be punished in accordance with the provision of Section 010.020.080 of the Glenwood Springs Municipal Code, unless a different penalty is expressly provided for in this title.”

INTRODUCED, READ ON FIRST READING, PASSED AND ORDERED PUBLISHED BY TITLE ONLY THIS 3RD DAY OF AUGUST 2023.

CITY OF GLENWOOD SPRINGS, COLORADO

Ingrid Wussow, Mayor

ATTEST:

Ryan Muse, City Clerk

INTRODUCED, READ ON SECOND READING, AND ORDERED PUBLISHED BY TITLE ONLY TO BE EFFECTIVE TEN DAYS FOLLOWING THE DATE OF SECOND PUBLICATION THIS ____ DAY OF _____ 2023.

CITY OF GLENWOOD SPRINGS, COLORADO

ATTEST:

Ingrid Wussow, Mayor

Ryan Muse, City Clerk



City Council
STAFF REPORT
City of Glenwood Springs
August 3, 2023

Agenda Item:	Resolution 2023-27; Supporting a Grant Application for a Department of Local Affairs (DOLA) More Housing Now Grant
Action Requested:	The City seeks a \$270,000 grant from DOLA EIAF More Housing Now and Land Use Initiative grant funds with \$30,000 in local match to complete conceptual design plans, a geothermal energy feasibility study, an environmental assessment, and engineering/design for the development of walkable, energy-efficient workforce housing on the Vogelaar Park property.
Department:	City Administration
Presented By:	Beverli Marshall
Strategic Goals:	Generate Sustainable Economic Development Provide Efficient and Responsive City Government Protect and Preserve our Quality of Life
Background Info:	The City of Glenwood Springs sought and received voter approval in 2015 to trade the recycling center property on School Street near the Glenwood Springs Elementary School for an area in the Confluence, allowing room for the school to expand and the city the opportunity to redevelop the Confluence Area with new residential housing. In May of 2016, the City Council approved an IGA with the School District regarding the Confluence Area Land Exchange for the City to take possession of approximately half of the 6.1 acre Vogelaar Park site. In March of 2023, the 6F exchange of the remaining half was approved by the National Park Service.
Issues:	None at this time.
Fiscal Impact:	The \$30,000 will be taken out of the funds received from 2C.
Legal Review:	Legal has reviewed.
Staff Recommendation:	Staff recommends approval of the Resolution.

The Vogelaar Climate-Smart Workforce Housing Planning Project

The City of Glenwood Springs Seeks to Advance an Innovative Workforce Housing Infill Project at the Confluence Area in Glenwood Springs' Downtown Core

The City of Glenwood Springs seeks \$270,000 in DOLA EIAF More Housing Now & Land Use Initiative grant funds with \$30,000 in local match to complete conceptual design plans, a geothermal energy feasibility study, an environmental assessment, and engineering/design for the development of walkable, energy-efficient workforce housing on the Vogelaar Park property at the Confluence Area in Glenwood Springs. The Confluence Area is located adjacent to Glenwood's historic downtown, the Roaring Fork and Colorado rivers, local and regional trail systems, and local schools. Guided by two community-driven Confluence Area redevelopment plans, the City of Glenwood Springs has made significant progress toward facilitating climate-smart, infill development at the Confluence by improving transportation connectivity, assessing and remediating environmental hazards at the former wastewater treatment plant site, and swapping land to enable the renovation of Glenwood Springs Elementary School and reconfiguration of Vogelaar Park.



Located just north of Glenwood Springs Elementary School, Vogelaar Park is a roughly 6.1-acre, publicly owned site envisioned for workforce housing development that will add 100+ units of much needed housing stock to downtown Glenwood. Housing affordability is a top challenge for the City of Glenwood Springs, which is geographically constrained by valley walls and the highways and rivers that bisect the community. There are few areas to create new neighborhoods and increase the number of housing units within existing city limits, particularly in close-in locations where demand is highest. Vogelaar Park represents a prime opportunity for an innovative infill development with walkable connections to trail networks, transit, the civic center, and the downtown core. The public ownership of Vogelaar Park presents an opportunity to reduce development costs and provide housing options at costs that may not otherwise be feasible.

With DOLA EIAF More Housing Now & Land Use Initiative Funds, the City of Glenwood Springs will build upon the Confluence Area conceptual plans to conduct planning, environmental assessment, and design/engineering for the proposed housing development. The planning effort will consider a site design that uses the Vogelaar Park property in an efficient manner, integrates the new housing with the surrounding neighborhood, and achieves community goals. The development will not only be climate-smart in terms of land-use but will also be energy efficient with the potential for localized, carbon-free renewable energy use. DOLA funds will also support a feasibility assessment for deploying geothermal energy as a renewable energy source for the housing development, which could help create a model for decarbonizing the building and housing sectors in Glenwood Springs.

The planning project will enable Glenwood Springs to advance the Vogelaar Climate-Smart Workforce Housing Development project in time to meet the moment of unprecedented availability of affordable housing funds and environmental sustainability funds in the State of Colorado. The project will advance efforts to provide relief to Glenwood Springs' housing cost-burdened workforce, promote economic vitality by helping local businesses to recruit and retain employees, and reduce greenhouse gas emissions through sustainable design.

*For additional information, please contact **Dr. Beverli A. Marshall**, City Manager, at 970-384-6401 or Beverli.Marshall@coqs.us.*

RESOLUTION 2023 - 27

A RESOLUTION OF THE CITY COUNCIL OF GLENWOOD SPRINGS, COLORADO, SUPPORTING A MORE HOUSING NOW AND LAND USE INITIATIVE GRANT APPLICATION TO THE DEPARTMENT OF LOCAL AFFAIRS AND THE ACCEPTANCE AND APPROPRIATION OF ANY GRANT FUNDS AWARDED

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

WHEREAS, on September 8, 2015, the citizens of Glenwood Springs approved Ballot Question 1, “School Land Swap”, giving the City authority to trade the recycling center property on School Street for an area on the confluence North of Glenwood Springs Elementary School, known as Vogelaar Park, with the Roaring Fork School District.

WHEREAS, the City of Glenwood Springs intends to submit a \$270,000 EIAF More Housing Now and Land Use Initiative grant application to DOLA to complete conceptual design plans, a geothermal energy feasibility study, an environmental assessment, and engineering/design for the development of walkable, energy-efficient workforce housing on the Vogelaar Park property; and

WHEREAS, the City will provide \$30,000 in a local match for the \$270,000 Grant; and

WHEREAS, the City Council strongly supports the need to build affordable housing in Glenwood Springs.

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

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

Section 2. The City strongly supports the DOLA EIAF More Housing Now and Land Use Initiative Grant application.

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

Section 4. If a grant is awarded, the City Council of the City of Glenwood Springs hereby authorizes the Mayor or Mayor Pro Tem to sign a Grant Agreement with DOLA.

INTRODUCED, READ, AND PASSED THIS 3rd DAY OF AUGUST 2023.

CITY OF GLENWOOD SPRINGS, COLORADO

Ingrid Wussow, Mayor

ATTEST:

Ryan Muse, City Clerk



Glenwood Springs, Colorado

Moving Forward Together | U.S. EPA Brownfields Area-Wide Plan

ACKNOWLEDGEMENTS

A project of this scope and magnitude could not be realized without the support and commitment of many individuals. It is important to acknowledge the vision and leadership of those that assisted in the preparation of this plan, especially the elected officials of Glenwood Springs, as well as the City staff that supported technical work required.

All of the participants that played a valuable role in the project, including government, institutional, and community leaders, are too numerous to list.

This project was made possible by a grant provided by The United States Environmental Protection Agency through its Brownfields Program.

PROJECT CONSULTANT TEAM

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EXECUTIVE SUMMARY

THE HISTORY - WHY PREPARE THIS PLAN?

This plan addresses what is likely one of the most significant changes to Glenwood Springs’ development pattern and economy in recent years. The key aspect of this effort is the fact that the City is not only responding to new opportunities but also looking at how rethinking large swaths of land can set the stage for making its downtown ever more vibrant. Community planning is more than preparing a preferred development proposal. Instead, it represents the proactive role government can take in working with property owners and developers to ensure that the redevelopment of former or under-utilized industrial/brownfield sites is undertaken in a manner that fully maximizes their potential with regards to meeting community needs and providing a greater quality-of-life. Complimenting the existing neighborhood development patterns and melding the new with the existing are two primary outcomes that will provide an overall benefit to everyone.

WHAT IS A BROWNFIELDS AREA-WIDE PLAN?

This Brownfields Area-Wide Plan (AWP) is focused on a defined area that includes brownfields properties. The planning aspects of the project are not limited solely to those properties but evaluates a larger area that may have been influenced by the presence of environmental contaminants or other environmental and physical constraints impairing the ability for redevelopment to occur.

In order to promote redevelopment activities that are context-sensitive and mesh well with their surroundings, the City took the lead in undertaking the preparation of the AWP. It advances initiatives that integrate land use, transportation, and economic development elements to create a comprehensive urban redevelopment strategy. It considers site specific redevelopment and neighborhood improvements, including broader infrastructure needs required to attract and support private investment.

THE CATALYST BROWNFIELD SITES

- The Former Wastewater Treatment Plant** – This 5-acre property was utilized as a wastewater treatment plant from 1968 until 2012. The City is in the process of demolition and abatement of this site to make it development-ready. This site and its surrounding context, including other brownfields parcels associated with former railroad related parcels, is the primary focus of the AWP reuse planning effort.
- The Active Colorado Department of Transportation (CDOT) Engineering & Maintenance Center** – In use by CDOT since the 1970s, this active facility was identified as a potential opportunity for redevelopment as a higher and better use. After meeting with CDOT officials, it appears that due to multiple service requirements needed for such as facility, the ability to relocate the complex to another location is not feasible at this time.

The Former Holly Quarry – Formerly owned by the Pitkin Iron Corporation, this 27-acre former limestone quarry closed in 1991 and is currently vacant and unused. The current owners have expressed an interest in determining what development potential exists on the site. Based on available information it appears that there are no known environmental issues associated with the mining operation that would impact the site’s ability to be developed for other commercial or residential uses.



Former Wastewater Treatment Plan prior to demolition.



View of the CDOT site with Two Rivers Park, the Colorado River, and Midland Avenue in the distance.

WHAT ARE THE PLAN’S LIMITATIONS?

The recommendations in this document are purely for guidance in decision-making; the plan is not the letter of the law. The decision-makers include multiple parties including but not limited to City leaders, Garfield County, and RFTA, and therefore the plan should serve as a common reference for all parties, as step-by-step decisions are made.

The reuse plans developed for the targeted reuse areas within the overall AWP study area illustrate one or more potential build-out scenarios for the properties that are the focus of redevelopment efforts. The proposed physical layouts depicted on the plans were developed in conjunction with the input from a diverse group of stakeholders, including city residents. Ultimately though, the final configurations of the development plans will change as the level of design progresses. So why is this effort important? Developing a likely build-out scenario for each targeted reuse area allows the City and other public agencies to fully understand the real physical and economic constraints and opportunities for each of the targeted reuse areas and their key sites. Most importantly it provides a tool for working with the private sector as development proposals are prepared and submitted to the City for review and approval.

This effort is not one that can lead directly to bricks and mortar building. Although it does focus on key next steps, it is a plan that organizes an overall strategy with priorities to establish a focused list of actions, especially for public infrastructure. It provides context within which decision-making can occur over time, including for opportunities or issues that might arise that could not be anticipated at the time this plan was developed. The plan also outlines the strategic next steps for the key priority projects, which may include performing the detailed design and engineering required to permit and construct physical improvements.

The plan illustrates market-supported redevelopment which is not consistent with the current zoning of some of the targeted reuse areas. The City will need to evaluate its recent comprehensive city-wide zoning update in relation to the proposed site reuse plans and determine which district designations are most appropriate, as it updates its city-wide zoning map.

Although there is a desire by many to see immediately implementable projects, an effort of such magnitude inevitably results in a series of recommendations that require further effort to advance toward true realization. In the vast majority of cases, the next steps require determining

specific details through a design and engineering process, together with a focused effort to secure financing and other resources needed for implementation. These steps will determine how a project should be realized, its functional refinements, and the exact specifications needed to advance towards construction. This AWP does not, however, go “back to the drawing board” with regard to recommending to conduct further analysis as to whether or not a specific recommendation should be pursued at all. In most cases this planning effort is the culmination of other early efforts, so the time is here to move towards implementation and realization – not to pursue more high-level planning.

THE PRIORITY ACTIONS

Due to the complex nature of all of the inter-related factors and considerations needed to develop an economically viable and physically construct-able list of improvements, it is important to have a focused set of actions needed to support moving the plan from vision to reality. The following is a list of suggested high-priority actions that can serve as a roadmap for what needs to happen first, who is needed to lead each effort, and a potential strategy for how to undertake each effort. Emphasis is placed on those aspects that will be needed by the private sector to be able to prepare an accurate and informed development plan and pro forma, and also considering public infrastructure that will be needed to attract and support private investment. All of the priority actions focus on the Confluence Area of the AWP study area.

The Priority Actions

- 1. **Brownfields Environmental Assessments & Remedial Plans** – The former railroad properties now owned by the City require environmental assessment activities. Based on the known previous railroad activities that occurred, it is suspected that there are environmental issues with the existing soils on these parcels. The City should perform a Phase I Environmental Site Assessment (ESA) and likely a Phase II ESA to support soil excavation. The site reuse plans for the Confluence Area recommend development on these parcels that would necessitate significant soil excavation and removal to accommodate underground parking which is facilitated by the topography of the site.
- 2. **Traffic Study** – Based on the scale, density, and mix of uses proposed, there is a need to perform a traffic study to determine how to best manage new traffic generation

and mitigate its impact to the downtown. This study should look at an area larger than the Confluence Area itself and include the key intersections along Grand Avenue as well as 8th Street and Midland Avenue. A major challenge for traffic flow is the bottle-neck that is created by the 8th Street bridge over the Roaring Fork River. Due to the bridge’s width, turning movements for traffic travelling east on 8th Street and desiring to turn left onto the proposed Riverside Drive (current location of the 7th Street intersection) cannot be accommodated. Therefore, left turn movements will need to be accommodated at the intersections of 8th Street and Defiance and Colorado Avenues. A traffic study will determine how to facilitate traffic flow, where turning lanes are optimal and their lengths, as well as if other traffic control devices, such as traffic signals, are warranted. In addition, a traffic model will make recommendations to ensure the safe and ample pedestrian flow is accommodated at all intersections, ensuring that automobile flow is not given sole preference in decision-making.

- 3. **Riverfront Schematic Programming & Master Plan Design** – Refining the parameters of riverfront park to ensure that private development works seamlessly with the desired park design and conditions will be critical. The development for the entire Confluence Area should be planned from the riverfront inland. The relationship of buildings especially, will be dependent upon the water line, the flood elevation, and the final elevation of the roadways, all of which will be informed by the park design. This effort should include finalizing a recreational facilities program for the park to determine what uses and facilities are most desirable in this location from the perspective of the City’s overall park system.
- 4. **Perform a Comprehensive Physical ALTA - Level Survey for the Confluence Area** – The only way all of the various design engineering elements can be advanced is with real survey information based on current conditions. This can be performed in several steps, i.e. topographic and boundary first and then underground utility work later, as necessary. So many aspects of how everything can be located is dependent upon fixed site elements, the only way to ensure that all elements work together is to start with one current and cohesive survey for the area. This includes a collecting bathymetric data along the shoreline of the river to determine how to interface park elements with the water.



View of former Holly Quarry and mountainside from The Meadows.

5. Preliminary Engineering of the Street Network – A major challenge in advancing development in the Confluence Area is the fact that so many different but interconnected elements need to be determined before any buildings can be built. This is especially true for the street network. All of the proposed streets should be taken through a preliminary engineering phase in order to establish final rights-of-way and to set grades for land development purposes, even if all of the roads are not completely engineered and constructed at the same time. Again, this is challenging because no developer will likely be willing to construct all of the public infrastructure, especially in the early phases of development, so this work will need to be led by the City in order to ensure everything works together in the best possible fashion.

6. Comprehensive Utility Plan – Underground utilities in the Confluence Area are especially challenging. As the Constraints Diagram in Chapter 2 illustrates, there is a complex web of underground utilities in this area partially as a result of the former wastewater treatment plant and the newer pumping station. A comprehensive utility plan will evaluate each utility and determine its best location, including if it can remain in its current state, or if it should be relocated. This can only be performed once street rights-of-way are finalized. The site reuse plans will also provide guidance as to the level of utility service needed to support each individual lot and building, based on the likely use and density.

7. Downtown Parking Study Update – A great deal of time and effort during this planning process was spent discussing parking needs and approaches. The reuse plans illustrate various options for how to address the need to provide off-street parking to incrementally serve new development that occurs within the Confluence Area, as well as to support the parking supply needs of existing businesses in the downtown and to serve transit ridership. A Comprehensive Downtown Park Study which updates the 2012-13 study with all of the new conditions should be undertaken. RFTA is also planning to undertake a Corridor Service Study which could include a transit center in the downtown. Parking is an important part of any consideration of transit service, especially for a transit center, so it is important that these efforts work together to ensure that maximum opportunities to link transit service with a downtown parking strategy, is achieved.

8. Land Assemblage – The reuse plans depicted in this report assume that some of the current privately-owned property in the Confluence Area are brought into the redevelopment. There are several ways this could occur. The first step is for the City to resume discussions with individual property owners about their role in the redevelopment. These discussions are not limited to the private sector, since the County owns critical parcels needed to fully achieve the vision of a continuous development connection between the core of downtown and the riverfront, via 7th Street.

9. Obtain Voter Approval for Land Transfer - The Charter of Glenwood Springs requires that publicly-owned property that has been used for a public purpose receive public approval through an election before being sold. The portions of the Confluence Area used as a public wastewater treatment facility are subject to this approval requirement. The remainder of the property has not been put to a public use by the City and is not subject to this requirement. The City should consider transferring the land that has not been put to a public use to the Downtown Development Authority or a similar organization that does not share the same requirement.

10.Zoning – The City has already completed the hard part of updating its zoning ordinance. As a next step in that process, the City will be evaluating its city-wide zoning map. All of the targeted reuse areas in the AWP study area should be carefully evaluated to determine the best district designation to promote the desired development outcome.

11.RFTA Right-of-Way – The reuse alternative considers various ways to approach the RFTA right-of-way through the Confluence Area, north of 8th Street. As a starting point, it is recommended that the City pursue discussions with RFTA to acquire the sliver portions along the river side of the right-of-way (as depicted in Chapter 2) to greatly increase the development potential of the development parcels.

12.Transit Service Improvements – Transit service is critical to the long-term success and vitality of the downtown and development within the Confluence Area. The City should work closely with RFTA on its upcoming Corridor Service Study, especially to consider the potential to include a transit center facility within the downtown, possibly

within the Confluence Area and how it relates to potential structured parking facilities.

13.Capital Improvement Programming CIP and Funding/ Financing Plan – As is depicted in Chapter 3 of this report, all of the follow-up design and engineering, as well as construction, will require significant capital expenditures. The City should prepare a comprehensive CIP that is reviewed annually, at a minimum. The CIP should program capital costs for public investments and determine what will be public and also how private investitures relate, in order to maximum the ability to leverage all expenditures as match for public funding applications. This work should be done in conjunction with the City's public funding and advocacy team to ensure the programming of capital projects is timed with the development phasing and the ability to maximize the ability to garner public funds to undertake all of the required investments.

14.Master Developer Request for Proposals (RFP) and Developer Agreement Process – Using the AWP as basis for soliciting developer proposals will aid in determining modifications to the plan that may be required to fully respond to market conditions, understanding that the overall development goals should not be significantly compromised. Ultimately, a preferred developer could be selected as the master developer for the entire area, including the Vogelaar Park redevelopment south of 8th Street, and a formal master agreement between the City and developer could be executed. This agreement would initially define the parameters of what elements the developer will be responsible to design and construct and those that the City would do the same.

15.Project Action Team and Dedicated Project Manager – Finally, a project of this scale and magnitude requires a dedicated team to oversee and coordinate. A dedicated project manager within the City should be identified to coordinate all activities, both public and ultimately private. This person would also serve as the leader of a Project Action Team consisting of key department representatives that meet on a regular basis. In addition, it is likely that outside consultants will be needed for specialty expertise beyond the typical disciplines of design and engineering. This could include experts in public financing, negotiating developer agreements, etc.

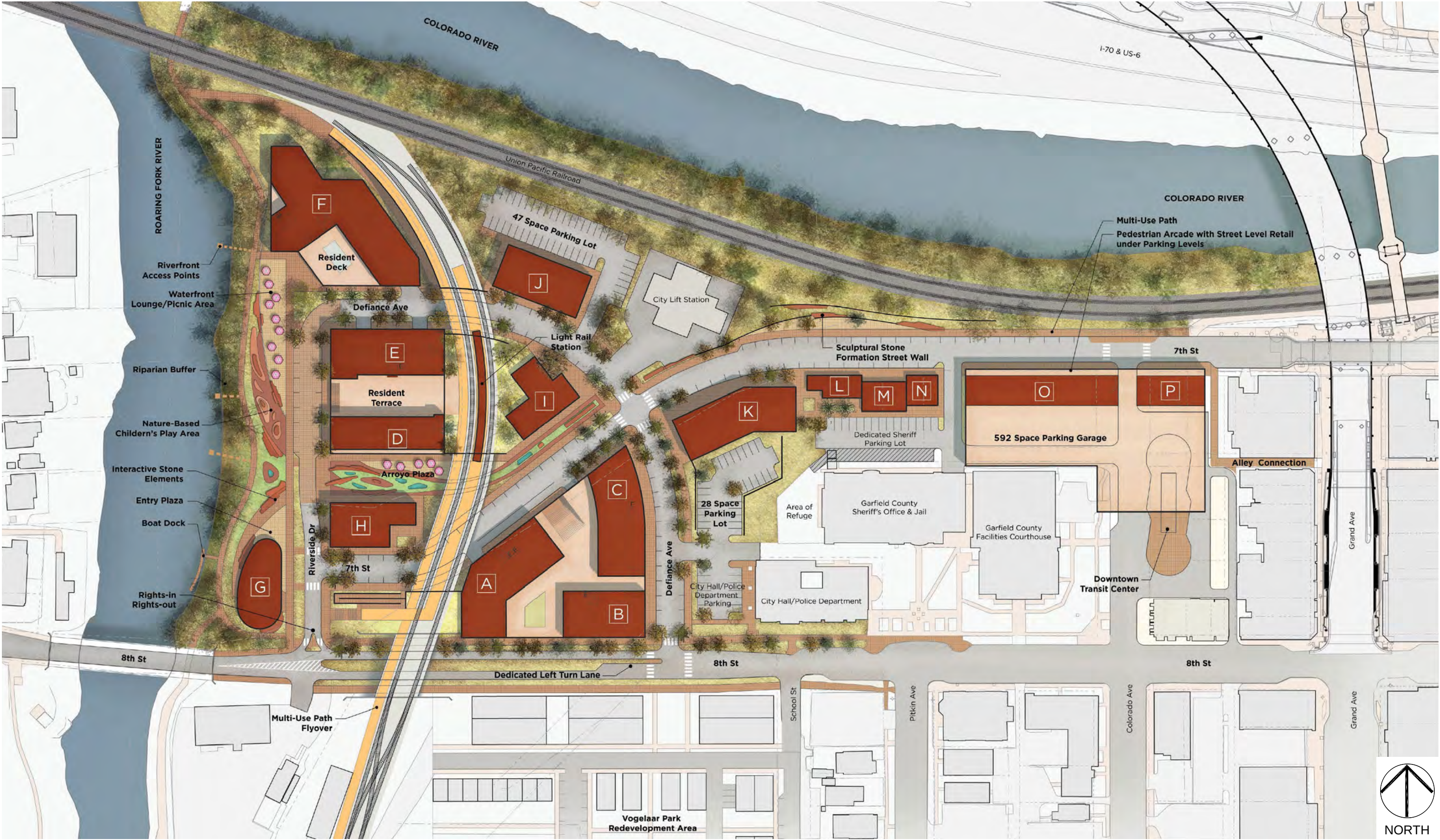
COMMUNICATION AND COORDINATION

Building on the notion of a creating a dedicated team focused on the implementation of the recommendations in this plan there are three key elements that will be important to that group's success.

Communication - In order to fully realize this plan, it is recommended that a formal communication strategy be considered that provides regular community updates on all of the steps and projects. This includes requiring that private developers provide public engagement as a part of their development process, including more than just the meetings required for plan and permit approvals.

Coordination - It is also recommended that this project coordinates closely with all of the partners required to make the ultimate realization of the development truly great; this includes the DDA, RFTA, and Garfield County, as well as many others.

A Guiding Document - This AWP plan is purely meant to guide decision-makers in the redevelopment of the study area, it is not the letter of the law. This makes coordination and communication critical. Key stakeholders are wide-ranging, both public and private, and so it is important that this document serves as a common reference and a starting point for decision making. It will need to be regularly review and modified so the recommendations and proposed reuse strategies respond to conditions based on greater technical data and design activities.







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THE AREA-WIDE PLAN

1.1 BACKGROUND

The City of Glenwood Springs in partnership with the Downtown Development Authority (DDA), was awarded a Brownfields Area-Wide Planning (AWP) Grant by the U.S. Environmental Protection Agency in 2016. This AWP project advances recent planning efforts to address long-term redevelopment planning needs for a large area of the downtown, with special emphasis on the Confluence Area of the Colorado and Roaring Fork Rivers. This AWP effort focuses on determining the overall public infrastructure and actions needed to advance private investment and vertical construction.

1.2 TARGET REUSE PLANNING AREAS

Based on the location of the three catalyst brownfield sites, targeted reuse use planning areas were identified. The Confluence Area includes the former wastewater treatment plant as well as several other parcels, including the former railroad rights-of-way. The reuse plan alternatives in this AWP report advance the concepts developed in the 2017 Confluence Redevelopment Plan. The West 6th Street Area was identified based on its relationship between the CDOT site and the downtown, specifically the efforts to promote mixed-use infill redevelopment along the entire 6th Street Corridor as identified in the 2017 6th Street Corridor Master Plan. A cursory evaluation of the Holly Quarry was also performed, considered it mostly as an independent site from downtown and the rest of the study area.

1.3 MARKET SUMMARY – WHAT IS DRIVING REUSE OPPORTUNITIES?

The market analysis work performed as a part of the AWP planning process informed the reuse planning alternative developed for each of the targeted reuse areas. It also informed City leaders, City staff, business and property owners, and residents on economic assets, opportunities, and challenges.

This market study evaluated the retail-commercial, housing, and hospitality markets. It assessed:

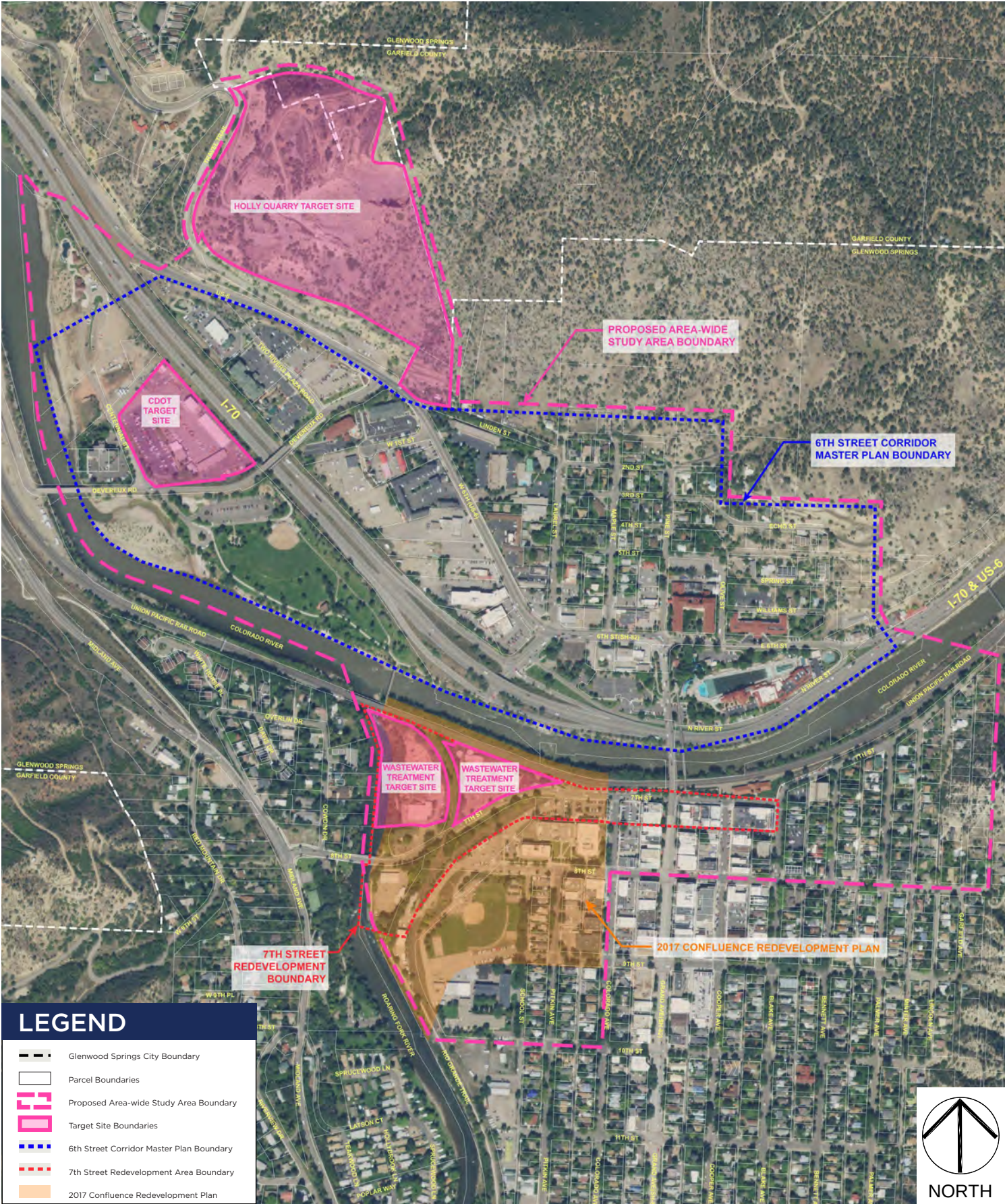
- The current baseline market conditions.
- Market assets, challenges, and opportunities.
- Market drivers.
- Market demand and supply including current unmet demand.
- Market trends and opportunities for retail, commercial, and residential development opportunities.

Note: The Regional Market includes Garfield and Eagle Counties.

KEY MARKET SECTOR CHARACTERISTICS, OPPORTUNITIES, AND CONCLUSIONS:

- A. Glenwood Springs is a hub for the Garfield/Eagle County/ Highway 82 Region.** There is an opportunity to grow businesses providing diverse goods and services. Local spending is leaving the City for: books and periodicals; music and instruments; office supplies, stationary and gifts, furniture, shoes, specialty food, vehicle dealerships, sporting goods and hobbies, and beverages. Not all of these items represent an opportunity within the AWP study but inform potential retail opportunities.
- B. Glenwood Springs captures an estimated 16% of regional household consumption spent within the region.** Regional consumers are especially coming to Glenwood Springs for: auto parts; clothing, health, and personal care; florists; groceries; restaurants; jewelry and leather goods, lawn and garden supplies, used merchandise; building materials and supplies; and home furnishings.
- C. Increased economic opportunity in Glenwood Springs is primarily driven by population growth and new destination tourism.** More residents, many of which would locate in the Confluence Area, would support Glenwood Springs businesses especially within the downtown. More residents will also enable more diverse goods and services to be provided including both necessities and lifestyle products. More choices will also improve the local shopping experience which will also bring more regional shoppers.

Study Area



Composite Plan

The Composite Plan shows AWP reuse plan components and previous redevelopment planning efforts



- D. Growing Glenwood Springs’ “economic pie” provides the City increased revenue that enables the City to further improve infrastructure and services.** With the addition of a new and complimenting business, the downtown becomes a stronger regional destination.
- E. The downtown and the 6th Street Corridor can complement each other.** There is an opportunity to serve residents and visitors with recreation, arts, evening entertainment, and family activities. Glenwood Springs can grow as a regional destination for experiential-oriented goods and services such as food, beverage, and entertainment by adding to the supply of existing attractions. This includes thinking about all segments of the market, allowing the City to continue to serve the budget-minded visitors seeking outdoor recreation and experiential-oriented goods and services.
- F. The City’s unique living experience can provide an enhanced local lifestyle that will be attractive to entrepreneurs, diverse employers, workers, and families.** The more Glenwood Springs can promote is brand as a desirable and attractive place to be, the more it will be able to sustain and support long-term economic goals

SUMMARY OF REAL ESTATE MARKET OPPORTUNITIES

The market sector opportunities and conclusions provide the basis to determine real estate market opportunities that can drive a redevelopment program. The following elements were determined to inform the development scale, type, and potential phasing over time and were used as the basis for the AWP site reuse plans.

Housing Market

The City of Glenwood Springs is the largest population center in Garfield County and is located at the crossroads of Interstate 70 and Colorado Highway 82, providing access to Aspen and U.S. Highway 24. Garfield County population is anticipated to grow by about 5% to 6% annually, representing approximately 500 more households and 1,200 additional persons per year. Glenwood Springs is anticipated to capture about 17% of the growth in the County.

Glenwood Springs’ housing vacancy has been below 4% since 2014 and below 3% since 2015. Detached single-family housing has seen a steady price increase and virtually zero vacancy. Attached ownership housing has seen steady demand with rising prices and low vacancy. Similarly, multi-

family rentals have also been experiencing rising rental rates and low vacancy.

This indicates not only a residential undersupply, but pent up demand for new units. Housing demand by residents is augmented by demand from second-home owners and those seeking vacation rent-by-owner investment opportunities.

This translates into demand for 80 to 100 units annually. Pent up demand is expected to bring absorption 25% to 50% higher than the average demand in a normalized market. Glenwood Springs could absorb an estimated 120 residential units annually for the next five years, and then settle into about 80 units annually in the long-term.

Commercial Market

Glenwood Springs serves as a commercial and retail hub for Garfield and Eagle Counties, and is a lifestyle and tourist destination for experience seekers. Businesses that provide shopping, recreational, and entertainment experiences will complement Glenwood Springs’ character.

Data related to retail market opportunities was gathered in several ways, ranging from anecdotal to quantitative. Needed goods and services stated by various residents in the Community Survey match closely with what the Capture-Leakage analysis showed to be under-served in the City, validating both methodologies. Glenwood Springs is well suited for experiential retailers such as:

Food & Beverage	Destinations	Entertainment
Specialty Food	Books	Sports & Crafts
Butcher Shops	Music	Performing Arts
Bakeries	Culinary Arts	Evenings Out
Fish and Seafood	Attractions	
Spice Shops		
Craft		

Local household-serving business categories were also evaluated, such as doctors, dentists, optometrists, lawyers, banks, and computer systems design. Sources for retail goods and household services demand were evaluated and business development opportunities were translated into demand for real estate space.

Projected Commercial Absorption in Glenwood Springs (SF)

Time Period	Years 1 to 5	Years 6+ (annually)
Regional Retail Demand in Glenwood Springs Real Estate Product Type: Retail Storefront		
Estimated Absorption(sf):	Over 5 years	Annually starting year 6
Latent Local Demand:	57,000 sf	8,000 sf
Household Growth:	84,000 sf	11,000 sf
Visitors:	54,000 sf	19,000 sf
Total Retail Absorption:	195,000 sf	
Regional Household Services Demand in Glenwood Springs Real Estate Product Type: Office Space and/or Office-Storefront		
Estimated Absorption(sf):	Over 5 years	Annually starting year 6
Latent Local Demand:	61,000 sf	na
Household Growth:	28,000 sf	6,000 sf
Visitors:	na	na
Total Household Services Absorption:	89,000 sf	6,000 sf
Total Projected Commercial Absorption in Glenwood Springs (SF)		
Absorption (SF):	284,000 sf	25,000 sf

The analysis concluded that Glenwood Springs could absorb 284,000 square feet of commercial space during the next five years, and then an additional 25,000 square feet per year in year 6 and beyond, as indicated in the following table.

Projected Commercial Absorption in Glenwood Springs (SF)

Lodging Market

The lodging market has been slowly gaining strength over the past five years with both rental rates and occupancy trending higher each year. Overall occupancy is around 65%, similar to the national average, but still leaving notable capacity to fill rooms. Average daily rates are now hovering around \$112 per room night, which is also in line with the national average.

Glenwood Springs has accommodations for business, historical-stay, and budget travelers. However, while the occupancy rates indicate surplus capacity, the research

survey shows many aging low-budget motels and expensive historic hotels. There is a lack of lodging diversity that easily integrates with Downtown and 6th Street attractions. Glenwood Springs should retain its independent and historic hotels and budget-minded accommodations. However, adding modern mid-priced lodging options, walkable from downtown and 6th Street, would fill a market niche missing in the market. Perhaps even diversifying this market niche would support multiple properties over time. The City may be more attractive for a wider variety of visitors and would bring visitor dollars right to the core commercial district.

More focused market analysis is required to estimate an exact number of new lodging rooms that are feasible. Based on accessibility to the City’s destinations, it seems likely that a mid-priced boutique hotel could be supported in the 6th Street Corridor, and that new development in the Confluence Area would support a boutique hotel as part of that project.

1.4 COMMUNITY ENGAGEMENT & GUIDING PRINCIPLES FOR REUSE PLANNING

At the commencement of this project, City leaders and stakeholders agreed that this project must be focused on action, especially in light of the fact that momentum has been created by the completion of the 2017 Confluence Redevelopment Plan and all of the recent downtown improvements completed or underway, especially the Grand Avenue bridge project, improvements to 7th Street, and demolition activities at the former wastewater treatment plant site. The AWP strives to achieve both a visionary future, firmly reinforcing the community as a diverse and vibrant, while addressing fundamental issues of available resources to achieve real results and specifically advancing the effort to get new development occurring in the Confluence Area.

Developing a successful brownfields redevelopment plan requires an understanding of physical characteristics, market factors, and buy-in from the community, including residents, business owners, and property owners. From the outset of this effort the City decided that public involvement, at all levels, should form the basis of the recommendations of the plan. Considering the magnitude of reinvestment and transformation that will occur, to ensure that there is a formation of a strategy that has specific “tangible” outcomes based on broad community desires for the future of the downtown and the redevelopment within the target reuse areas.

The planning process employed a strategy of inclusiveness, transparency, education, careful design, and a commitment to identifying real and implementable actions. Over the course of the AWP planning process started in October 2017, the project brought together public, private, and civic interests to give form to a vision and to prioritize the numerous elements needed to ultimately achieve the vision. The over-arching intent is to create a comprehensive redevelopment strategy that includes the redevelopment of catalyst brownfield sites in a manner that is fully inter-connected with the surrounding context, is complimentary between the existing downtown and the redevelopment (so they are not in essence competing with each other for market share), and compliments the overall economy of the City.

The public engagement process provided community input that informed the planning processes, especially as the plans evolved and were refined from the 2017 Confluence Redevelopment Plan starting point. In the end, the Community

Goals defined in the 2017 plan were confirmed and remain the primary guidance for reuse plan development.

Guiding Principles for Reuse Planning

In addition to the Community Goals, specific reuse planning principles were defined through the community engagement process of the AWP.

Overall Design

- A. The new development should form a logical extension of the City’s downtown street network to establish a block-like structure as the basis of a connected yet distinct neighborhood within downtown.
- B. Buildings should be grouped so they form varying types of public spaces and re-enforce the street wall and pedestrian experience along sidewalks.
- C. Landscape/urban design elements should expand the reach of the river’s edge qualities through the Confluence Area and into downtown and also beckon people along 7th Street, from the downtown to the riverfront.
- D. Locations along 7th Street that provide a clear transition threshold between the downtown core and the riverfront should occur. Based on topography, the most likely location for this to occur is the area around the Defiance Avenue intersection, where the first glimpses of the riverfront can occur.

Building Type, Scale, Form, and Massing

- E. Although a mix of uses should be promoted, the predominate use should be residential to give the area a neighborhood feeling. Residential unit types should vary as much as possible in terms of type, size, and income level to provide diversity and broad economic opportunity.
- F. Commercial and retail uses should be sensitively inter-mixed within the neighborhood, with the emphasis on the south side of 7th Street from Colorado Street to the river.
- G. Buildings should vary in height, scale, and character to avoid an overt uniformity as the resultant effect once the neighborhood has been built-out. Variation, however, should not rely on over-burdening each building’s architectural design with cliché elements such as multiple

dormers, excessive use of varying materials, etc.

- H. Buildings can be multi-story but great care should be placed on nestling buildings into the site and the landscape to visually minimize their scale. Buildings should respond to the elevations of the topography with the larger buildings in the lower areas. This will also be necessary within the flood zones which may have slightly elevated ground floor elevations to achieve flood resiliency.

Public and Open Spaces

- I. A clearly defined and purely publicly-accessible and publicly-owned band of naturalized landscape should occur along the riverfront and function as part of the City’s park system.
- J. A signature events space(s) should be provided within the core of the Confluence neighborhood that may or may not be publicly-owned but must be publicly accessible every day, all day, and year-round.
- K. Varying types of smaller scale public spaces should also occur, most likely privately-owned and with a mix of private spaces to serve the needs of local residents. Semi-private areas may or may not be accessible by the public, dependent upon defined parameters and adjacent uses and conditions.

2017
CONFLUENCE
REDEVELOPMENT PLAN

Glenwood Springs, Colorado



Community Goals from the 2017 Confluence Redevelopment Plan



Connect to the River
Embrace and enhance the rivers, and improve access and recreation.



Create Connections
Improve circulation and connectivity within the area and to nearby commercial centers, parks, and neighborhoods.



Prioritize the Pedestrian
Design for complete streets to create safe, walkable and bikeable connections within and to the area.



Promote Catalytic Development
Provide a mix of uses and development types to activate the area and create economic vitality.



Authentic Design
Incorporate authentic, visually appealing design that complements the historic character of the downtown.



Create Community Spaces
Design public spaces and facilities where people can gather, relax and recreate.



Complement the Downtown
Encourage uses and amenities that support the downtown.



Expand Housing Choices
Expand and diversify local housing options.





02

I Executive Summary

01 The Area-Wide Plan

02 Site Reuse Planning

2.1 Placemaking and Brownfields Redevelopment

2.2 The Confluence Area

2.3 The West 6th Street Corridor Area

2.4 The Former Holly Quarry

03 Public Facilities and Implementation Strategies

Appendix A Background Report

Appendix B Business Development Opportunities Report

SITE REUSE PLANNING

2.1 PLACEMAKING AND BROWNFIELDS REDEVELOPMENT

The Confluence Area Design Considerations

The proposed reuse strategy for the Confluence Area follows specific placemaking principals and speculates a potential build-out based on a physical assessment of all of the study areas, the context, and the overall intention to create a high quality-of-life mixed-use neighborhood as a seamless extension of downtown. This action, in turn, will support the broader goal of continuing to increase vibrancy in the downtown as a residential, commercial, cultural, and social hub of Glenwood Springs and the region.

The reuse plan for the entire AWP study area and especially the Confluence Area is based on a fundamental approach emphasizing the notion of the creation of new “places” versus parcel-by-parcel “developments.” The foundation of this idea is the desired outcome that both public and private activities should result in the creation of highly desirable places for people, and as they are expanded, ones that mesh seamlessly with the surrounding context. This will be especially challenging in the Confluence Area because there is a potential disconnection between the desire to achieve

significant economic impact, especially through residential density, as well as promoting commercial development. Of all of the factors, the most critical is to ensure that how development occurs is balanced with how much. Specifically, the balance between the scale, mass, height, and form of buildings and their relationship to each other, public spaces, streets, and the existing downtown, will determine how successful the future development will be viewed once completed.

The creation of successful places is a function of a thoughtfully considered mix of uses, and the location, design, and supporting infrastructure systems; working together these two elements form economically vibrant and sustainable building blocks of an overall town. As Glenwood Springs grows from within, new development should feel like an expansion of the historic, well-established and highly functional pattern of the city versus an older downtown core adjacent to a dramatically larger-scaled development with little physical, functional, or social connection to the core of downtown and the City’s traditional sense of its identity.

Great places are not easily formed. For projects such as those proposed within the AWP, they are certainly not created by policy alone, but rely on strong partnerships between many



The ability to shape development that connects the Roaring Fork Riverfront to the core of downtown, must be a signature aspect of any redevelopment within the Confluence Area.



The RFTA Right-of-Way, referred to as the “berm” is a major element that any redevelopment plan must address.

public-sector partners, at all levels of government, combined with private land owners and the development and business communities. The overall reuse and redevelopment strategies presented, including for the catalyst brownfield sites, considers all aspects of the placemaking equation. They include those aspects that can be most defined and shaped by the public sector and the elements that will mostly be the purview of the private developers. These components must work together, so the follow design considerations are presented to aid the City in evaluating each project, whether lead by the City or by a private sector partner. In some cases, the division between public and private sector activities are well defined, but in other instances they are a function of inter-related aspects which when combined, add up to a result that is greater than the sum of the individual pieces; serving the notion of forming truly great places that further elevates Glenwood Springs’ reputation as an attractive and desirable community to live, work, and play.

The public engagement process employed in the preparation of this AWP included many voices and opinions regarding all aspects of the planning, and ultimately the character of what is achieved in the Confluence Area. Overall, the feedback received through the AWP planning process is consistent with the community expressions and conclusions presented in the 2017 Confluence Redevelopment Plan. The following design considerations build upon the eight guiding principles defined in the Community Goals and the key Placemaking Framework Strategies described in the 2017 Plan and in Chapter 1 of this report. They reflect the continued evolution of the reuse plan based on more detailed level of study and design. These design elements reinforce the notion that in order to achieve the full potential of the area, emphasis needs to focus on the big picture and the details. A good plan will only achieve a certain amount of success on its own; the attention to details at each step in the process will ensure the most desirable outcome, especially considering that this development could be the largest development activity to occur in the downtown for the next 100 years. Decisions made now will have long-standing impacts, good and bad.

Building Scale and Orientation

1. Buildings need to be large enough to achieve adequate density yet not be out of proportion with the character of downtown. Because of the descending grade from downtown to the river, the Confluence Area has the ability to accommodate taller buildings in a manner that mitigates their scale in relationship to existing buildings. This is also supported by the fact that the City Hall and County buildings are some of the largest buildings in the downtown and are part of the immediate context.
2. Roof lines may be as important of a design feature as building heights, as result of the lowering of the grade as the buildings get closer to the river. Building roof lines can be within a consistent range, yet an additional floor can be accommodated as grades lower towards the river, reducing the potential that taller buildings will overwhelm the place.
3. In general, the taller buildings should front onto larger public spaces or more significant streets. Tall buildings on narrow streets are out of character for the City and will lead to dark streetscapes, especially in the winter. The City and developers should look at some of the more monumental buildings in the downtown and evaluate them for what works and what doesn’t to determine how to respond to building scale in the Confluence Area. For example, there are very few buildings that exceed three stories in or near the downtown and most of them are hotels ranging from the Hotel Colorado, the LaQuinta Inn, and the newer Marriott buildings in the Meadows development.
4. The scale and placement of buildings should be evaluated based on the actual design of structures for each lot. Great care should be given to ensure that taller buildings do not create a “crammed” effect along the riverfront. Alternative A especially orients the narrow ends of buildings along the frontage of the riverfront to reduce the potential of creating a long and continuous wall of buildings along the river’s edge. There will be a temptation by developers to turn buildings so their long facades front the river to capitalize on views in order to create greater perceived tenant value. If the overall Confluence Area is as desirable as is expected, with high quality public space throughout and an equitable approach to the riverfront, the desirability will be so high that the orientation of views does not need to be persued and would actually compromise the quality of the place.

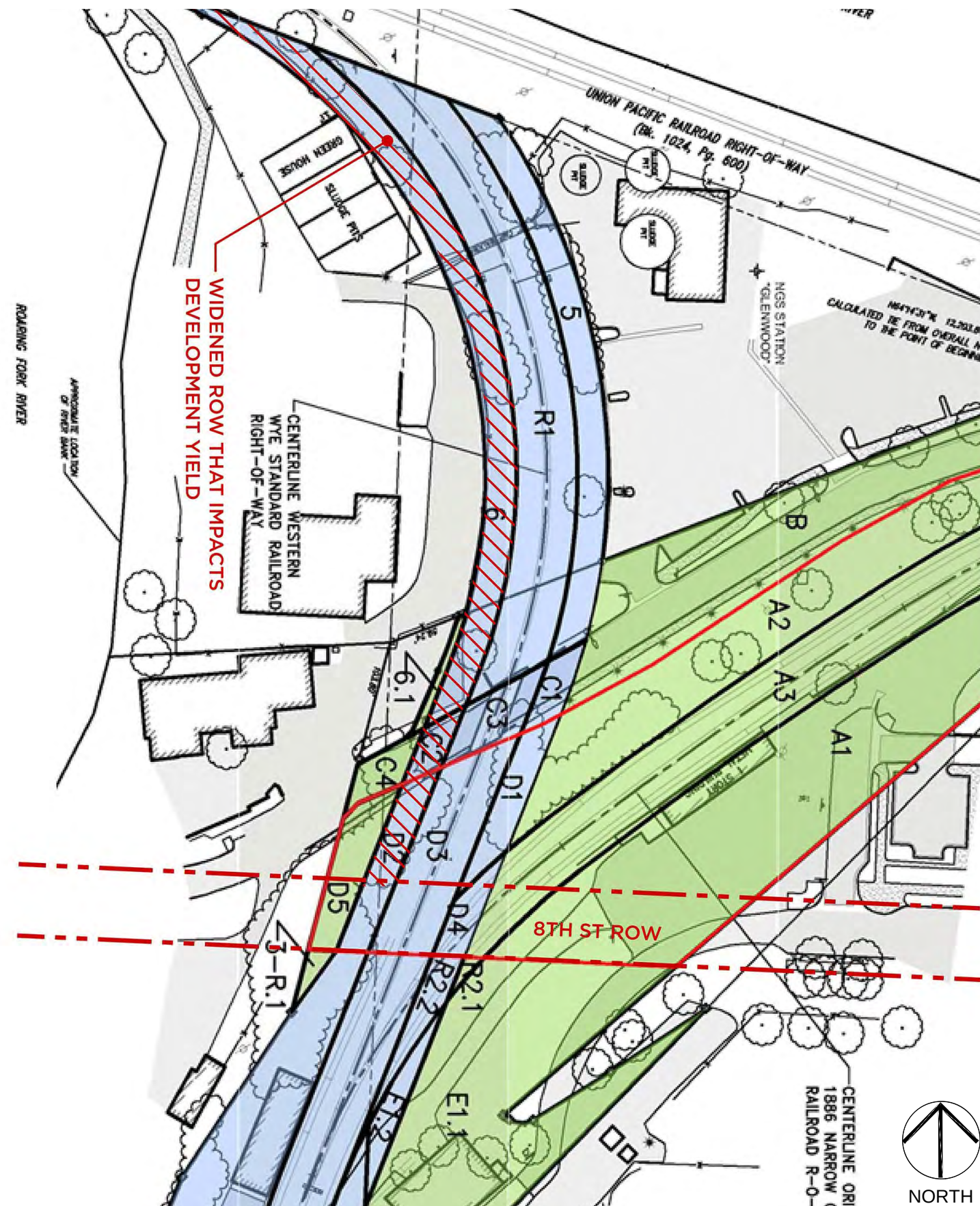
5. The design of the street wall of buildings should be given primary attention, however, in the case of the Confluence Area, for many of the buildings each face of the building has some aspect of important frontage. They either face internal public spaces, courtyards, or are at least very visible from another significant structure. Very few of the buildings will have what could functionally or visually be defined as a “back.”

Building Form and Architectural Elements

6. The plan promotes mixed-use buildings as much as possible, with parcel specific constraints being the primary factor limiting the ability to achieve the mixing of uses within a single building. Equally important to the mix of uses is the mixing of building forms and types. This means that buildings should have a fairly eclectic mix of building styles. This will achieve an aggregation of effect that will make the place feel like it evolved over time by multiple parties, the way the existing downtown evolved and appears today.
7. Due to building codes and fire rating requirements, building construction techniques, combined with the desire for efficient unit yields, tends to result in fairly “boxy” forms of architecture. Examples of boxy multi-family buildings have become very prevalent and ubiquitous in places like Denver. A mix of flat and pitch roofs should be considered, although false, non-functional roof effects are general not ideal. The over use of redundant architectural elements such as roof dormers, should be discouraged.
8. A mix of traditional and modern window systems should be considered since that can greatly influence the character and mix of building types.
9. There may be a tendency to promote a uniform palette of building materials. This can be helpful to achieve visual relationships, but it should be considered sparingly. Too much reliance on prescribed materials can result in overt attempt to create character that can actually make a place too visually rigid, forced, and uniform and could promote an unintended “housing complex” effect. One option might be to promote the uniform use of native stone on the bottom story of buildings, where there will be a high-use of glass as the dominant material, and then allow as much open design expression in the architecture and materials for the upper floors.

The Public Realm

10. The riverfront and 7th Street are the priorities with regards to creating an active and inviting public realm. These two elements form the spine of connectivity upon which all of the development is structured. Care should be taken to ensure that the pedestrian-level experience along 7th Street is extremely inviting and promotes walking and movement. The riverfront is the signature public space and attraction within the Confluence Area and the downtown.
11. With regards to treatment, there should be a gradation of formality and design aesthetic within the public space(s), starting from the riverfront and ascending east on 7th Street. The riverfront park should be about the broadest audience, meaning it is about the environmental aspects of the river and ecology and river-oriented recreation of all kinds, including just sitting and experiencing the place. The farther away from the river the public spaces are located, the more formal they can be in terms of design programming and treatment. They may be more accommodating for major gatherings and intense use or service for the immediate residents of the neighborhood.
12. The interface of the development with the riverfront park should be carefully considered. Although this will also likely be the interface of the public with the private in terms of ownership, they should feel seamless and be fully functional as one overall unit.
13. Opportunities to address flood zones and stormwater management should be integrated into the design of the public spaces. This includes integrating resiliency aspects as well as considering grading of the site to mitigate the elevated grades of some of the building floor elevations to make them seem naturally-occurring and not artificially elevated.
14. A diversity of public spaces from large to small should be promoted with the goal of interconnectivity even for smaller, more resident used courtyards, for example. All of the spaces should be interconnected as much as possible, including spaces between buildings and elevated terraces above parking levels.
15. The proposed multi-use path “flyover” has the potential to become a truly unique asset. If designed properly it could be a cool landscaped park/promenade in the air, creating a multi-layered park event space. It would



The area hatched in red depicts widened RFTA right-of-way that has a major impact on the development potential of land on the riverside of the berm (Base exhibit from Intergovernmental Agreement Between the City of Glenwood Springs and the Roaring Fork Transportation Authority to Acquire Easements and Develop Transportation Infrastructure).

also afford great views through the adjacent plazas and terraces to the riverfront and beyond. As people walk down 7th Street, from the core of downtown, they would catch views of bikes and pedestrians strolling along the elevated park. The multi-use path can be constructed so it does not preclude future rail re-activation.

Transportation Connectivity

- 16. The existing street grid of the downtown provides the basis for a sound transportation network. The challenge is the configuration of the Confluence area and specifically the RFTA ROW severally impact the ability to logically extend the overall grid pattern into the Area. Creating a connected network of streets and thoroughfares that establishes a sense of a block and grid structure through the new development is very desirable. Having more than one street access to the riverfront provides greater connectivity and circulation choices and reduces the effect of the riverfront being an out-of-the-way place at the end of the line. It also provides greater safety for emergency and fire vehicles, especially when considering the number of residential units proposed in the multi-story buildings.
- 17. Street and thoroughfare typologies should be determined in relation to both multi-modal transportation needs and urban design consideration for ground floor uses in buildings that front onto each street. Employing a “complete streets” approach to the design of all streets and thoroughfares will provide the maximum opportunity of a balanced benefit to all modes. Ensuring that streets are constructed to include the appropriate number and limited widths of travel/parking lanes, bicycle and pedestrian facilities, as well as supporting streetscaping and green infrastructure elements such as street trees, landscaping, street fixtures, flow-through stormwater planters, etc. will support the redevelopment goals of this plan.
- 18. In the context of the Confluence, a complete streets approach should be broadened to consider ways that streets can also function as quality public spaces. The proposed Riverside Drive, with its proximity to the riverfront park, should be functional on a day-to-day basis and provide valuable connectivity through the area. On weekends and during special events, portions of this street should function more like a public plaza and designed accordingly.

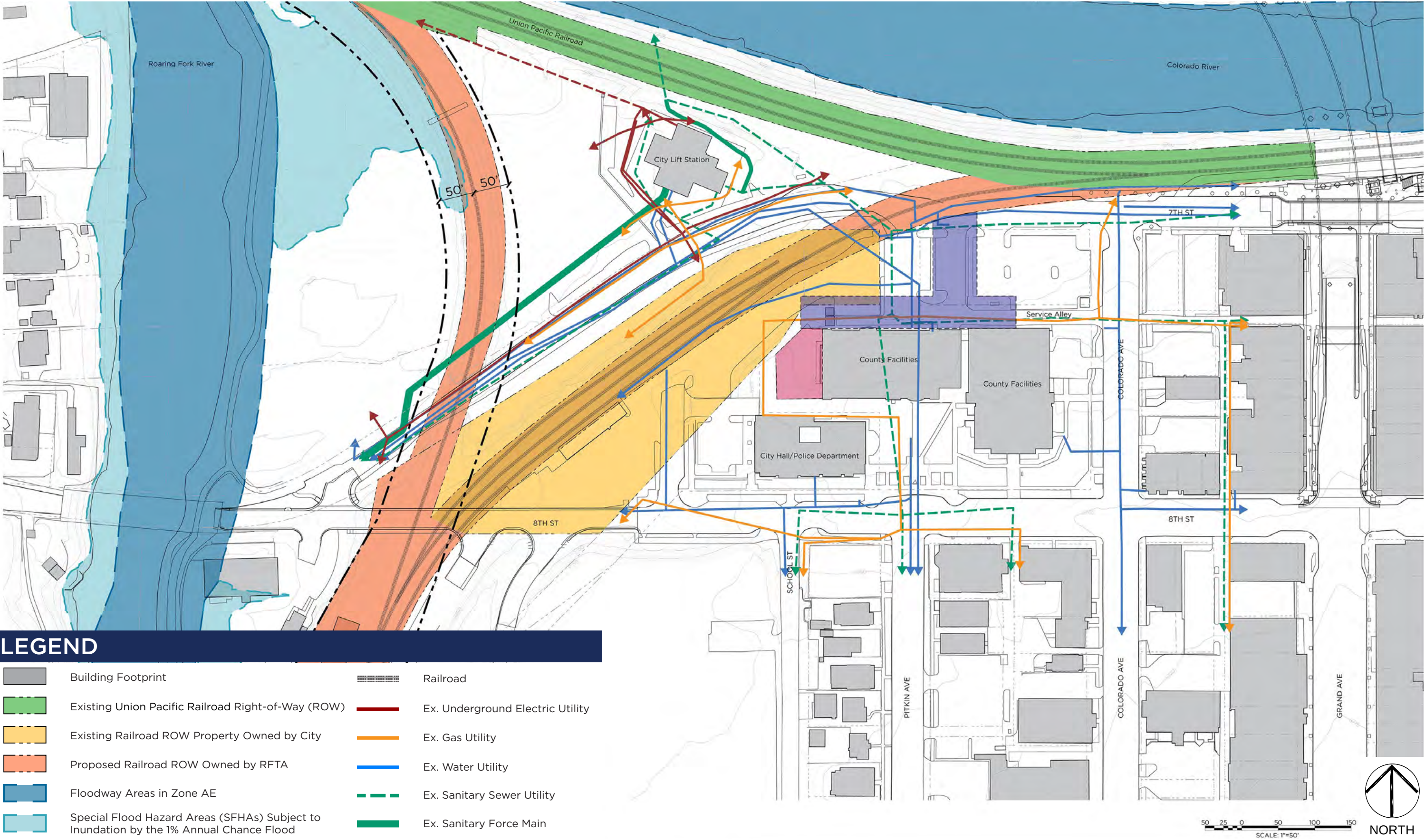
2.2 THE CONFLUENCE AREA

Three different schematic plan alternatives were developed for the Confluence Area through the AWP planning effort. Typically, several alternatives would be developed and reviewed for pros and cons and a “preferred” plan would be selected. In this case there are several variables to consider, all of which cannot be fully decided upon within the timeline of this planning effort. Depending on the outcomes of decisions, many of which include significant and highly varied short and long-term cost implications, very different development configurations can be achieved. In addition, some of the conclusions, for example the location of parking structures, will require input from separate processes such as RFTA’s study of a downtown transit center facilities and feedback from the private development community. Therefore, it was decided to present three alternatives based on several key variables/factors, including but not limited to, the future of the RFTA right-of-way (ROW) north of the 8th Street, the ultimate width of the RFTA ROW, the preferred location of parking structure, the supply of off-street parking needed, and ideal location for a multi-modal transit center within the downtown.

During the vetting of conceptual reuse plans, variables mostly related to the discovery of additional, previously unknown underground utilities, significant factors related to the RFTA right-of-way (ROW) (as result of multiple follow-up meetings including with RFTA’s rail counsel), and special design parameters related to the County’s jail facility and courthouse, were discovered.

The three alternatives illustrate options for the variables and provide to the City with an understanding of the potential benefits and limitations of the various options in terms of several over-arching decision-making considerations, including but not limited to: costs, timeframe, qualitative outcomes, and short and long-term economic costs versus benefits. All of the alternatives are based on achieving the vision and goals determined through the planning process. The ability to achieve these and other benefits as well as potential limitations are described for each plan alternative.

The outcome of this effort illustrates that Alternative A achieves the core goals identified through planning process and represents a realistic middle-ground in terms of development yield and infrastructure hurdles to be overcome so it is generally the best plan to follow for decision-making guidance. The real value of this effort, however, is the series



LEGEND

- | | | | |
|--|--|--|----------------------------------|
| | Building Footprint | | Railroad |
| | Existing Union Pacific Railroad Right-of-Way (ROW) | | Ex. Underground Electric Utility |
| | Existing Railroad ROW Property Owned by City | | Ex. Gas Utility |
| | Proposed Railroad ROW Owned by RFTA | | Ex. Water Utility |
| | Floodway Areas in Zone AE | | Ex. Sanitary Sewer Utility |
| | Special Flood Hazard Areas (SFHAs) Subject to Inundation by the 1% Annual Chance Flood | | Ex. Sanitary Force Main |

of universal recommended design considerations, actions, and projects which in themselves will require significant effort to advance the overall effort.

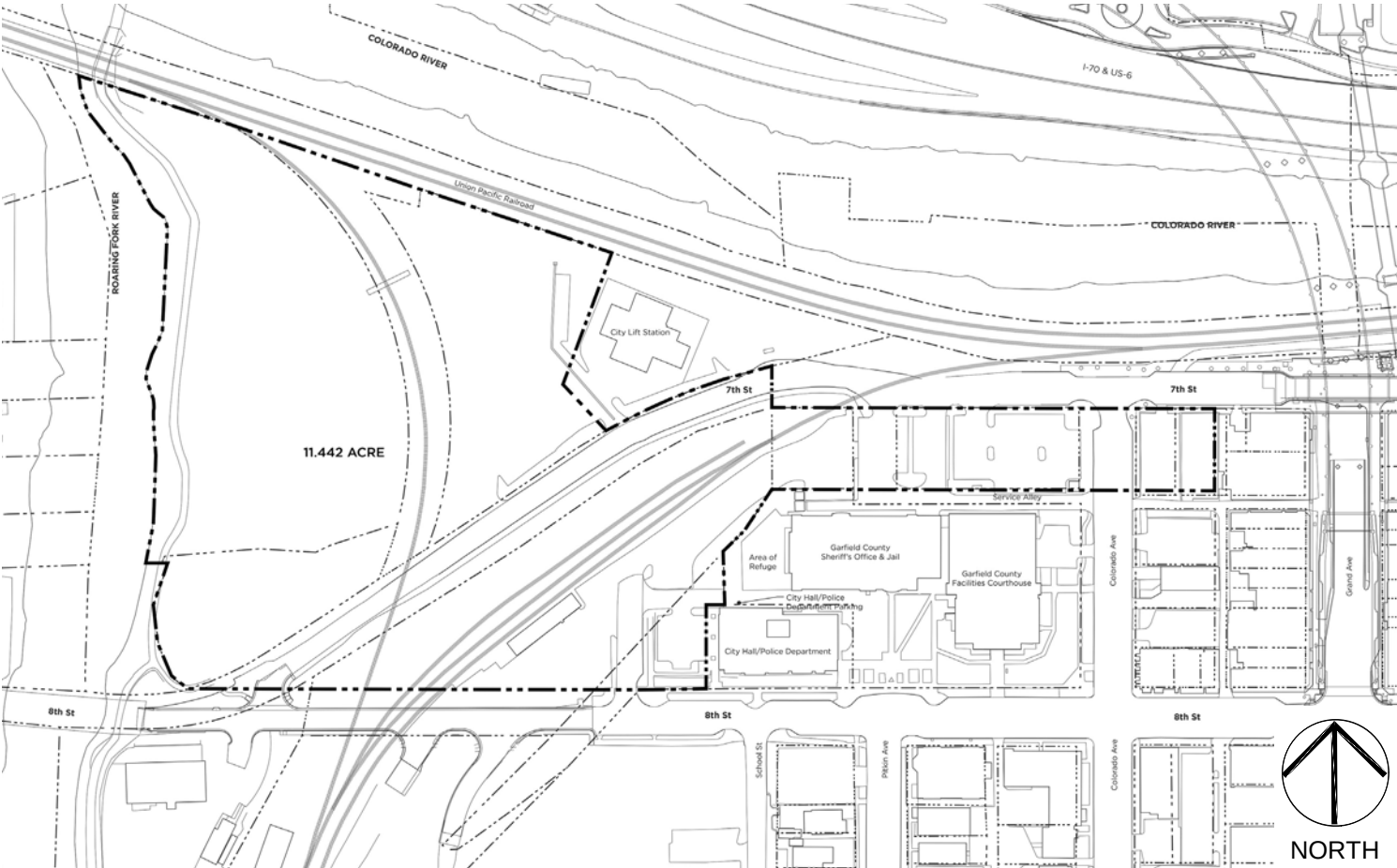
- Site Reuse Planning Variables
- A few specific factors are important to note related to the development of these plan alternatives, including:
- Various approaches were taken related to the RFTA ROW. In addition to physical modifications to the ROW boundaries and the berm, various scenarios for freight or passenger rail were considered and depicted.
 - Each of the alternatives takes into account issues related to flooding and the need for resiliency.
 - Underground utilities represent a major challenge for the redevelopment of the area. Each of the alternatives took a different approach to the complicated network of crisscrossing utility lines, ranging from avoid moving any lines to assume all will be relocated to new public rights-of-way within new street configurations.
 - The desire for a multi-use trail “flyover” of 8th Street to enhance the Rio Grande Trail, as well as a bicycle-friendly connection from the riverside into downtown, were included.
 - All alternatives assume a 50’ setback from the ROW line is not required for residential uses along the inactive RFTA ROW but is required from the UPRR active ROW.
 - The inclusion of affordable housing units is considered in each alternative and is reflected in the unit yield counts.
 - The accommodation of various safety, regulatory, functional, and procedural-related requirements provided by Garfield County associated with any future modification to their complex, were made.
 - Potential building heights are listed in the yield tables to show how they relate to the requirements of the recently adopted zoning ordinance.

The conclusion of this effort illustrates that all three alternatives provide a significant amount of new development square footage as an extension of the downtown, although the ultimate range of the total square footage for each alternative varies widely; ranging from approximately 260,000 SF to 500,000 SF of total building space. Specific development program yields range from approximately 100 to 300 residential units, 76,000 SF to 113,000 SF of new

commercial/retail space, and a 35 to 50 room boutique hotel. Schematic Reuse Plan alternatives and corresponding Development Parcel Maps with proposed development lots and area calculations are provided for comparison and referenced throughout.

In the end, the best course of action moving forward will be determined as the City weighs the costs to gain greater development yield against the long-term economic and tax benefit from the additional development created for those costs. The findings of this AWP can serve as a basis to evaluate private development proposals based on parameters defined by the plan alternatives. It will also aid the City analyzing, in detail, the true cost-benefit of the three plan alternatives and therefore the likely real costs, especially for cost-intense items such as the modifications to the existing RFTA ROW north of 8th Street. In addition, there is the ability to mix some of the flexible recommendations of the three alternatives based on other potential driving factors.

- Factors Informing Site Reuse Elements
- The ability to work-out agreements with the County to develop mixed-use buildings of their properties along 7th Street and create the needed activity connection between the downtown and the Confluence Area.
 - The operational and ridership evaluations by RFTA as to which location is most suitable and the type facilities required for a transit center (including the need for a park-and-ride facility). RFTA is planning on commencing a Corridor Service Study that focuses on service and facilities within the downtown, including improved BRT facilities. This study should be done with close coordination between the RFTA and the City to ensure that goals and opportunities are well defined at the outcome of the effort since the future build-out of the Confluence Area could dramatically impact transit demand and ridership.
 - More detailed feasibility and traffic analysis information regarding the preferred location of a parking structure and the location’s impact on levels-of-service.
 - The potential build-out of the Vogelaar Park development and its needs as it relates to the Confluence, for items such as parking supply, connectivity, and the future character of 8th Street.



Approximate development area used as the basis of developable land calculations. It includes both City, County, and privately-owned properties. The planned redevelopment of the land south of 8th Street referred to as Vogelaar Park is not included in the area and yield calculations.



The ability to promote retail/commercial development along the south side of 7th Street, on mostly Garfield County-owned land, will be one of the factors that will inform the overall development pattern and the ability to create a land use connection between the downtown and the Confluence Area.

ALTERNATIVE A

This alternative can be considered the “middle ground” alternative in terms of development yield and the ability to achieve the overall community-desired character for the area. The approach of this alternative works with the RFTA ROW to create a logical interconnected city block/street structure. This is important in the creation of an urban design relationship between the development that occurs at the Confluence Area and the existing character of the downtown. The two places will clearly be distinct, however, the ability to formulate a sense of street blocks with intersecting streets and multiple ways to circulate are both critical elements in forging a strong relationship between the two and also for promoting walkability. Street blocks, especially one with short distances between intersections, are effective in creating a sense of walkability because they provide pedestrians with a sense of progress, i.e. getting somewhere they can see in the distance, as they walk.

Key Design Parameters

- **RFTA ROW – The ROW is reduced back to 55’ wide as it was originally and how it is depicted in the City’s GIS data. This would require a transfer back from RFTA to the City of several slivers of property along the western side of the ROW. In this scenario a future restoration of a single-track freight rail line with a parallel multi-use trail as a “flyover” via the berm, is shown. This would create a rail-and-trail scenario and an improved routing of the Rio Grande Trail through the Confluence.**
- **County Complex - The alternative is updated to include requirements provided by Garfield County regarding the Courthouse and Sheriff’s/jail complexes. Specifically, it adjusts the layout of frontage buildings along 7th Street on lot 9 (see Alternative A Development Parcel Diagram) to accommodate the specific safety, access, parking, and utility conditions within the government complex block.**
- **Structured Parking - A parking structure is proposed on County-owned land at the intersection of 7th Street and Colorado Avenue.**
- **Street Pattern/Vehicular Circulation - The concept of a proposed street “grid” is maintained as previously presented, via the Defiance Avenue extension to the riverfront. This plan alternative assumes that the vertical clearance of the Defiance Avenue extension under the rail line can be achieved. The feasibility can only be determined, however, by performing a detailed engineering study of both the future top of rail elevation based on railroad engineering requirements in terms of grade, and in this rail scenario, the ability to meet the existing railbed grade of the UPRR. This determination will also be a function of the site regrading required to accommodate the extension of Defiance Avenue towards the river. The approach looked at the ability to lower the grade of Defiance Avenue as much as possible, at the point it crosses the RFTA ROW to gain overhead clearance, understanding that flooding issues will also need to be considered if the grade is too low.**
- **Utilities – This plan alternative takes the approach that conflicts with existing underground utilities are to be avoided so the location and shape of lots and buildings respond to the location of underground utilities. These determinations, however, as based on a combination of actual site survey information combined with GIS data, so a comprehensive site survey locating all of the underground utilities will be needed to fully validate the plan’s configuration.**

Alternative A Yield Table

Map Key	Uses	Building Footprint S.F.	Stories/ Levels	Commercial S.F.	Total S.F.	Dwelling Units	Notes
A	Boutique Hotel	11,390	4	3,000	45,560		40 - 45 Unit Hotel over lobby, retail, and parking. Total Building Height 42'.
B	Mixed-Use: Multi-Family Housing & Limited Commercial/Retail	6,930	5	3,000	37,650	24	Ground Floor retail with building amenities for the remainder. Total Building Height 52'.
C	Mixed-Use: Multi-Family Housing & Commercial/Retail	11,240	5	8,000	64,200	30	Ground Floor retail with building amenities for the remainder. Stepped building grade will require retail on 1st and 2nd levels. Total Building Height 52'.
D	Mixed-Use: Town Houses & Commercial/Retail	6,800	3	4,000	17,090	10	Park level resturant/retail. Two story loft-style townhouse units above. Total Building Height 32'.
E	Mixed-Use: Multi-Family Housing & Limited Commercial/Retail	9,670	4	1,800	38,680	24	Units overlooking semi-private terrace
F	Mixed-Use: Multi-Family Housing & Limited Commercial/Retail	19,380	5	3,200	96,900	60	Parkside dining/ entertainment/commercial
G	Commercial/Restaurant	6,000	1	6,000	6,000		Signature riverfront dining venue with river access.
H	Mixed-Use: Multi-Family Housing & Commercial/Retail	4,800	4	2,000	19,200	15	Four signature units per floor on the upper three floors.
I	Commercial/Retail	5,400	1	5,400	5,400		This could be a private recreation entertainment venue, like a beer or banquet hall.
J	Mixed-Use: Affordable Housing & Commercial/Retail	4,800	5	4,800	24,000	24	Total Building Height 52'.
K	Mixed-Use: Affordable Housing & Commercial/Retail	9,780	4	39,120	39,120	39	Total Building Height 42'.
L	Commercial/Retail	2,000	1	2,000	2,000		Simple one-story infill. Due to Sheriff/Jail Complex, rear access very limited.
M	Commercial/Retail	2,400	1	2,400	2,400		Simple one-story infill. Due to Sheriff/Jail Complex, rear access very limited.
N	Commercial/Retail	1,700	1	1,700	1,700		Simple one-story infill. Due to Sheriff/Jail Complex, rear access very limited.
O	7th and Colorado Parking Garage w/Retail	8,220	1	8,220	8,220		Ground Floor retail arcade under parking along 7th Street.
P	7th and Colorado Parking Garage w/Retail	3,650	1	3,650	3,650		Ground Floor retail arcade under parking along 7th Street.
Totals		114,160		98,290	411,770	226	

Development Yield

An estimated development yield, by building and end-use, was generated to determine the potential development that can be achieved. This alternative yields a moderate level of development when compared to Alternatives B and C. See yield table above.

Plan Benefits

1. **Overall Urban Form & Street Pattern –** The proposed site reuse plans within the Confluence Area explore opportunities to re-establish a full street grid. This is challenging throughout the AWP study area and especially within the Confluence Area as result of the RFTA right-of-way and its shape. The “Figure/Ground” diagrams shown with the proposed site resuse plans are very basic but valuable comparative tools that illustrate the relationship the proposed block structures create within the redevelopment area, versus the surrounding context. The more the patterns match, the more likely the new development will function and appear to complement the

existing. The patterns can be further evaluated when the building footprints that would occur within each block are compared. Again, the comparative scale, form, and overall pattern illustrates how the new and the existing may relate, once constructed. The “form” of the development is primarily a response to the street pattern upon which the development is structured. In this alternative a logical and complete block structure is achieved by extending Defiance Avenue down, descending towards the river and underneath the RFTA ROW. A new “events” street would be created (referred to as Riverside Drive on the plans) that parallels the Roaring Fork River. This street provides a valuable vehicular and emergency vehicle connection to buildings and creates a clear distinction between the public riverfront and the private development.

Beyond the street pattern, the layout of public spaces provides a secondary organizational structure to the area. The concept focuses on pulling public space into the development from the river, with an Events Green in the lower area of the development (riverside of the berm),

and extending up, underneath a widened structure providing continuity for the rail, and along 7th Street towards the downtown. The linear alignment of the public space is placed on top of the underground utilities along 7th Street.

- 2. Connectivity to Downtown** – As with all of the alternatives, Alternative A focuses on 7th Street as the primary connection corridor between the downtown and the Confluence. The metric of this connection is the ability to load the corridor with ground floor commercial/retail uses and an inviting pedestrian realm, including signature places (or moments) along the way. Travelling from Grand Avenue, a pedestrian arcade would be created along the sidewalk underneath the structured parking garage along the south side of 7th Street, on both sides of Colorado Avenue. Special architectural care will be needed to make this a special and inviting space because of the overhanging aspect of the upper floors of the garage. Further down 7th Street from the intersection of Defiance Avenue and the berm, there would be a variety of ground floor retail spaces, as well as public space amenities, including the lobby entrance to the hotel and an outdoor staircase to the quadrangle of buildings created by buildings A, B, and C on lot 1. The ability to have a generous ground level opening underneath the rail line, opening a wide view towards the river will be important from a functional and visual standpoint. The concept focuses on the idea that as pedestrians travel down 7th Street the public spaces continually widens until they crescendo at the river’s edge.
- 3. Relationship of Development to the Riverfront** – The concept allows buildings fronting along the riverfront to have varied setbacks and scales in order to provide greater visual variability. Building F is depicted as the tallest building, located in a way that it creates a backdrop as one views the area from Riverside Drive and blocks views of the active UPRR railroad and the berm. The treatment of the landscape from the river’s edge could vary from highly naturalized to more manicured, the further away from the river the spaces are located. At the core of the area, Riverside Drive should be thought of not as a street, but as a public plaza that allows for vehicles to traverse when not used for events. The extension of Defiance Avenue to Buildings E and F would allow for Riverside Drive to be closed for events north of 7th Street, and still provide resident and emergency vehicle access to the buildings.

- 4. Public Space** – This plan alternative proposes that all of the land between the river and Riverside Drive remain in public ownership. Building G could either be a leased pad to a private developer/business or be developed by the City with leased tenancy. All of the remaining public open space would be privately developed and maintained with the stipulation of public access.
- 5. Parking Supply and Service** – This plan alternative focuses on creating one large parking structure, integrated into a downtown transit hub, at the intersection of Colorado Avenue and 7th Streets. The plan allows for the creation of 592 space garage with ground floor retail along 7th Street and a transit center along Colorado Avenue. It also provides for the ability to set back the structure from the rear windows of the County Courthouse. A large parking facility in this location would serve the core of downtown, the City and County Complex, and the new development at the Confluence.
- 6. Major Centralized Downtown Transit Center(s)** – There is a desire by the City and RFTA to create a downtown transit center. In the preparation of the reuse alternatives several factors were considered including: the ability to locate a facility that would be functionally efficient in terms of transit operations (i.e. easily accessible by the primary transit routes along Grand Avenue and 8th Street); the ability to have signalized access to allow for signal preemption or privatization to maintain schedules and headways; and especially important, be geographically convenient to serve all of the downtown and the Confluence Area. The proposed location on the existing parking lot along Colorado Avenue between 7th and 8th Streets achieves all of these locational criteria. With the proposed integration of the large parking structure with the transit center, the ability to provide park-and-ride facilities at this location is also possible.

In addition to the bus transit center, this plan depicts a potential future elevated light rail transit station on the top of the berm. This would make the Confluence Area a highly functional transit-oriented development, with excellent rail and bus transit within an 1/8 mile walk of the entire development and downtown.

- 7. Ability to Phase Development** – This plan alternative provides for a highly flexible phasing of development. Buildings A, B, and C located on lot 1 could be advanced

towards development with the only major limiting factor being the environmental status of the site as a former railroad property. Prior to development, Defiance Avenue from 7th to 8th Streets will need to be upgraded. In order for the new development to accommodate the grade changes from the high point at the intersection of 8th Street and Defiance Avenue to the lot’s frontage along 7th Street, the entire roadway system within the Confluence Area should be engineered to a level to determine that all grading related to the underpasses meets design requirements. 7th Street and the portion of Defiance Avenue between 7th and 8th Streets will need to be constructed.

As with all three alternatives, buildings K through N, on lots 2 and 9 should be advanced to create continuous development along 7th Street from the downtown to the Confluence.

Development of lots 5, 6, and 8 will necessitate the acquisition of private property, either by a developer directly or by the City. The proposed Riverside Drive would bisect the private property and require public right-of-way.

- 8. Existing Utilities** – Based on the information provided, this plan configuration would not require significant relocation of underground utilities although re-routing into new street rights-of-way may be desirable.



The naturalized aspects of the river’s edge will need to be maintained through creative design and ecologic enhancement, while providing public access to the water.

Plan Limitations

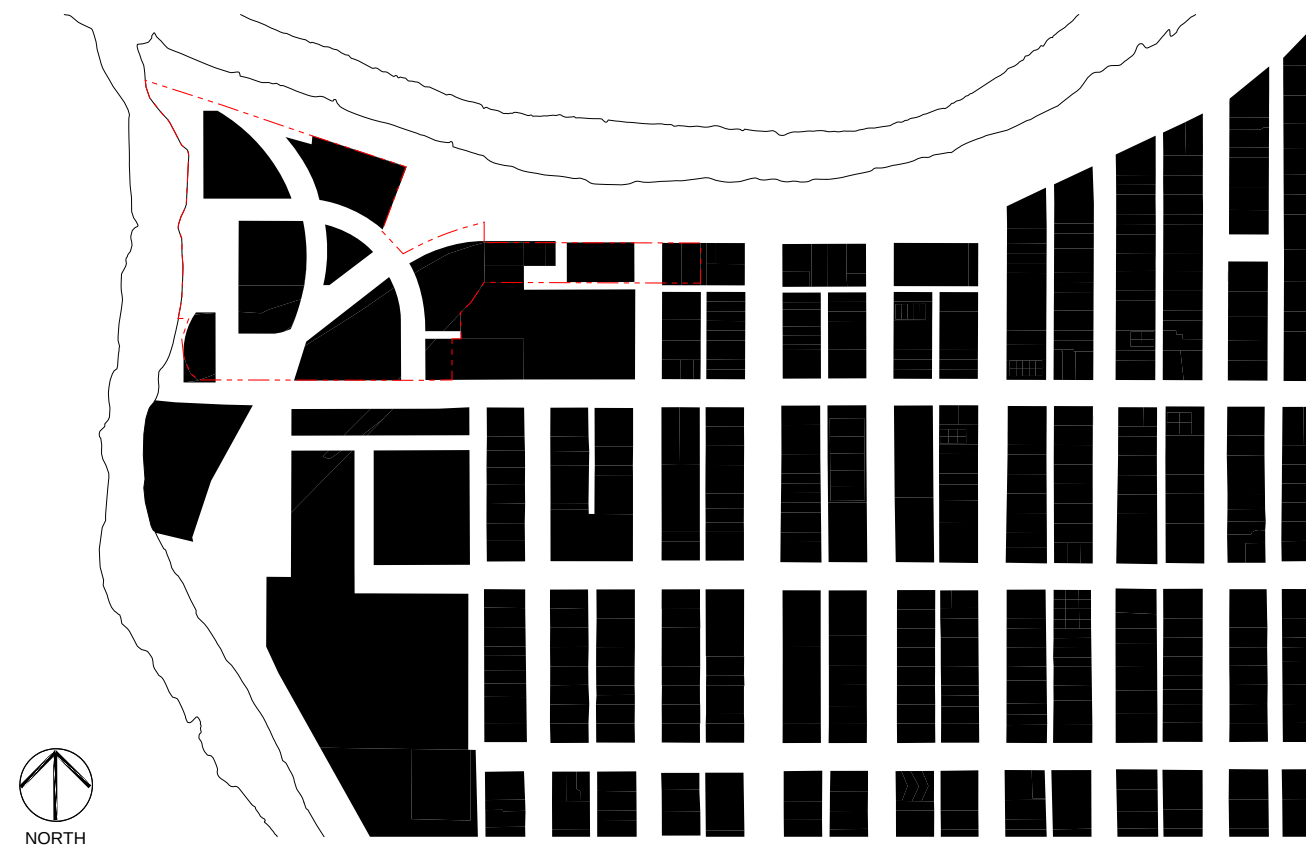
- 1. Reduction in RFTA ROW Width** – The awkward shape of lots 5 and 8 makes them challenging to develop. The ability to obtain the additional parcels amended to the RFTA ROW to create the 100’ ROW width provides great value in achieving additional building yield, especially on lot 5.
- 2. Modification to RFTA Berm** – In order to create a street grid, two underpasses of the railroad are required. The underpass at 7th Street is proposed to be significantly widened, likely achieved by two bridge spans with a central pier. A new underpass would be required at the location where the Defiance Avenue is extended to meet the proposed Riverside Drive.
- 3. Existing Utilities** – Keeping the underground utilities in the current configuration reduces the overall development potential of this layout. If some utilities can be relocated, the footprints of buildings H and I may be increased. In addition, the recently identified sewer line paralleling the UPRR ROW on lot 3 precludes the ability to create a practical parking structure in this location, as previously proposed. This plan alternative depicts a potential light rail transit station in the center of the Confluence Area on top of the berm. Ideally, if a parking structure could be located on lot 3 it would provide park-and-ride facilities with direct access to platform elevation if rail transit were constructed in the future.



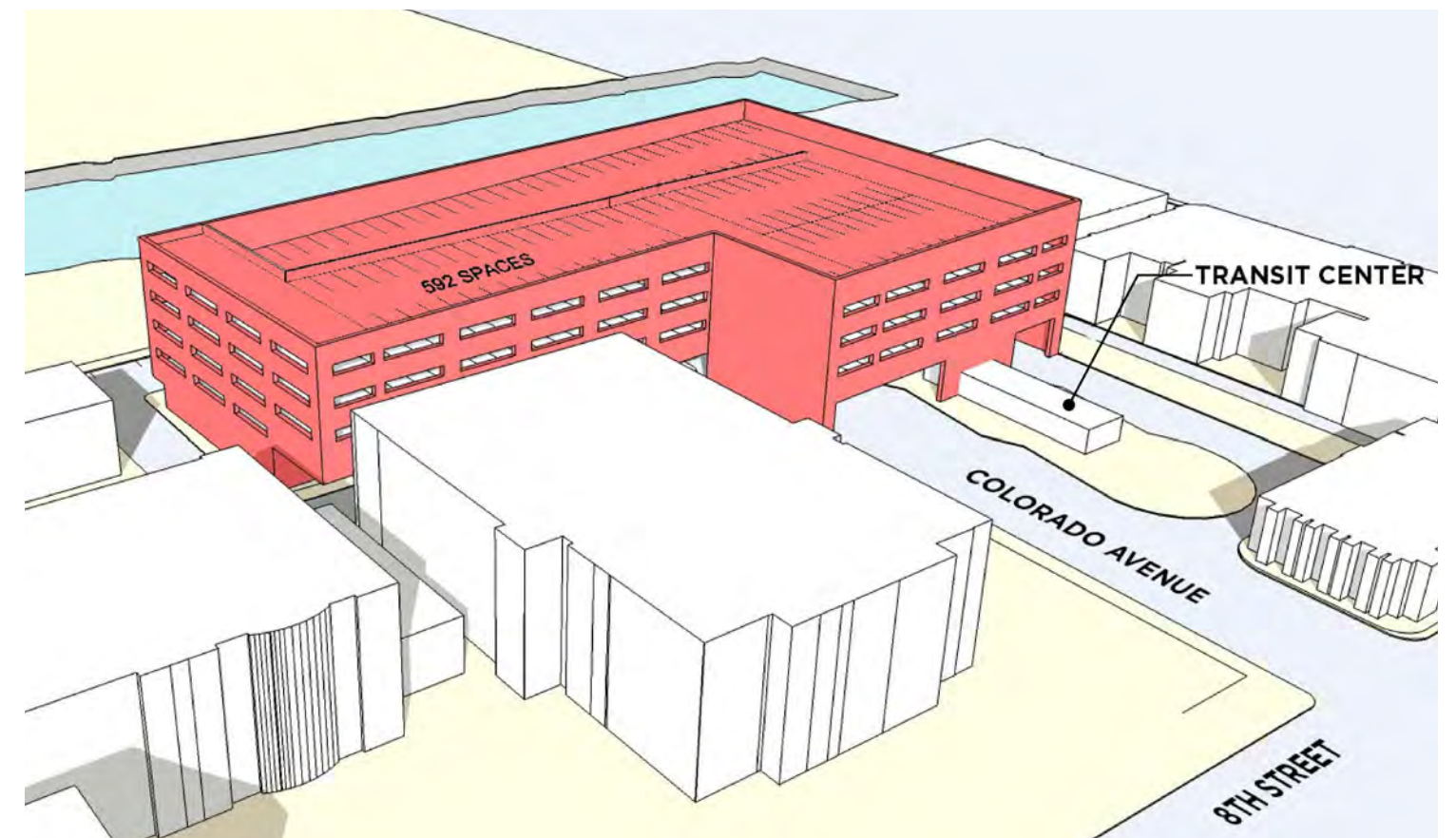
Alternative A - Building Footprint Figure/Ground Diagram



Plan view of parking structure spanning Colorado Avenue and incorporating a potential RFTA Transit Center

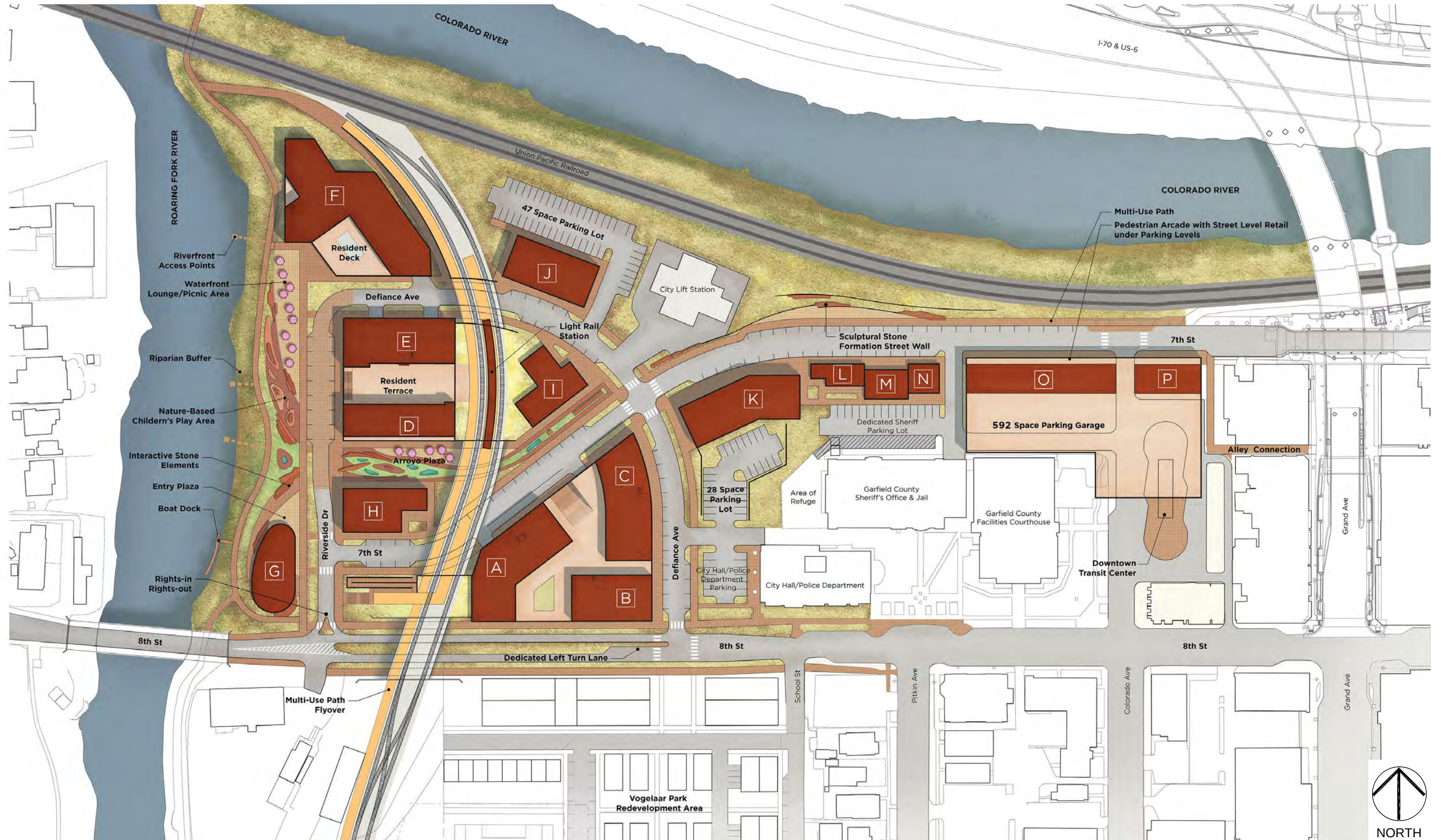


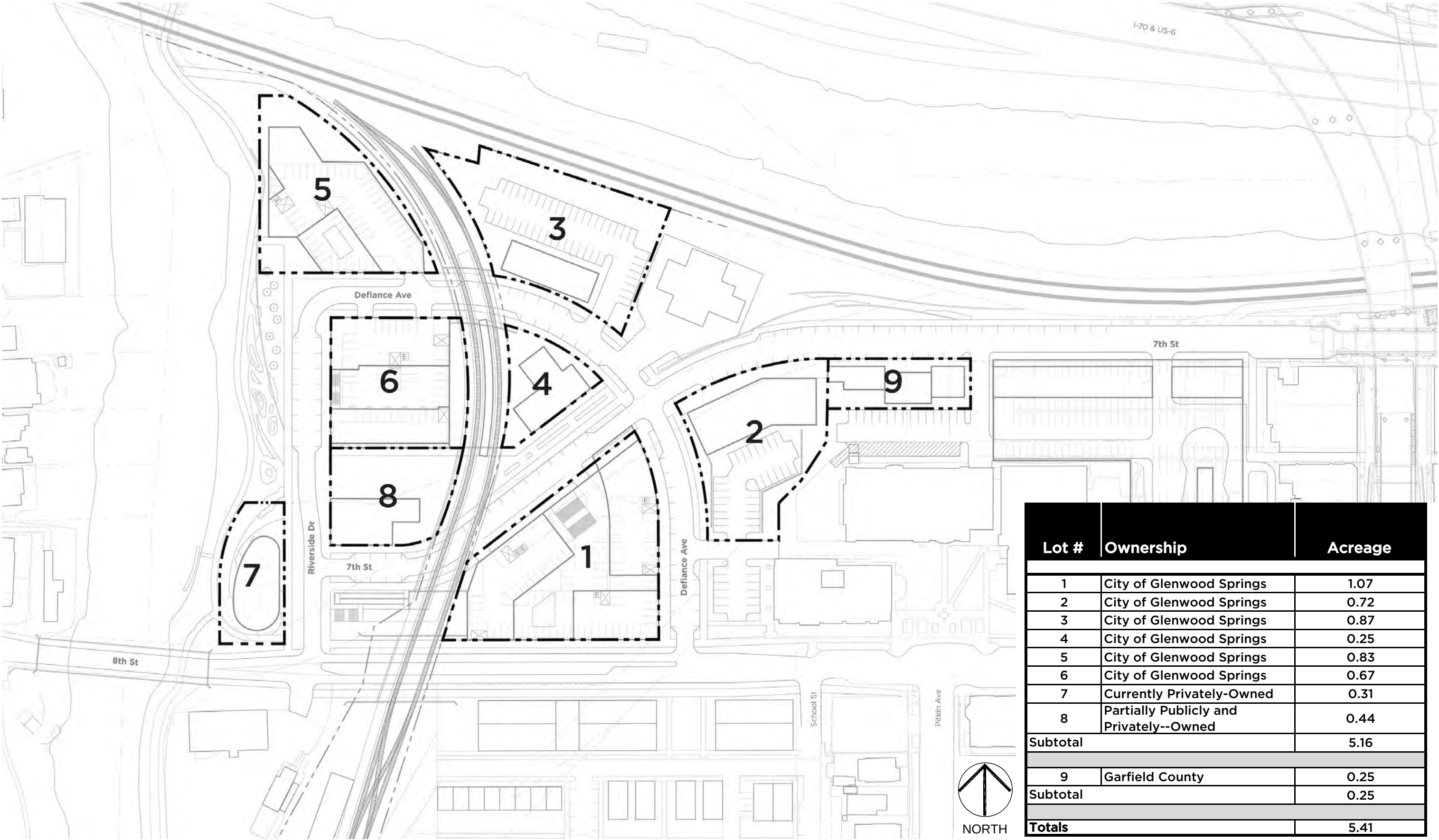
Alternative A - Block Structure Figure/Ground Diagram



Oblique view of parking structure spanning Colorado Avenue and incorporating a proposed RFTA Transit Center.

Alternative A - Site Reuse Plan





Lot #	Ownership	Acreage
1	City of Glenwood Springs	1.07
2	City of Glenwood Springs	0.72
3	City of Glenwood Springs	0.87
4	City of Glenwood Springs	0.25
5	City of Glenwood Springs	0.83
6	City of Glenwood Springs	0.67
7	Currently Privately-Owned	0.31
8	Partially Publicly and Privately--Owned	0.44
Subtotal		5.16
9	Garfield County	0.25
Subtotal		0.25
Totals		5.41

ALTERNATIVE B

This alternative considers the potential future elimination of the RFTA ROW, i.e. removal of the berm entirely from 8th Street to the UPRR ROW. The elimination of this major physical impediment, especially due to its central location and awkward shape, allows for a dramatically different development in terms of character, efficiency, and density, all of which are improved in this plan alternative.

- Key Design Parameters
- RFTA ROW – This alternative explores the potential value of eliminating the RFTA ROW north of 8th Street and the berm within it.

■ Structured Parking - A parking structure is located adjacent to the City Building, at Defiance Avenue and 7th Street. A percentage of the parking within this structure could be dedicated to the Vogelaar Park redevelopment south of 8th Street as well as serving the City and County Complex.

■ Street Pattern/Vehicular Circulation – A street pattern that extends and replicates the typical block dimensions and pattern of the downtown is utilized as the basis of the street grid and the urban block form.

■ Rail Transit - This alternative is based on a future rail transit line and station terminating at 8th Street and the RFTA ROW.

■ Utilities – This alternative assumes that significant utility relocation would be possible and therefore, not a limiting constraint.

Plan Benefits

1. **Overall Urban Form & Street Pattern** – What the community expressed that they desired is the creation of a neighborhood that evokes a consistent character of Glenwood Springs’ downtown, yet also takes advantage of unique aspects of the Confluence Area. In essence, this means - unique yet complimentary. Once the berm and its related impacts are removed from the equation, a geometry that follows the traditional form and pattern of the downtown can be easily extended into the area. A major opportunity that opens up in this alternative is the ability to relocate Defiance Avenue to the west, aligning it with the proposed north-south street on the Vogelaar Park site and making blocks along 8th Street that are closer to the typical 250’ east-west length.

At the point that 7th Street intersects with Defiance Avenue; a central cobblestone courtyard can be created as a defining urban design entrance feature. From this point, a triangular public space expands towards the riverfront. This central public space could be lined with mixed-use buildings creating a well-organized development plan focused on a logical progression of public spaces. This approach provides for abundant and flexible opportunities for special events and daily use by local residents. In essence the space would function as a formal central square and then transitions into a naturalized park experience as it progresses to the river’s edge.

Another benefit of the elimination of the berm is the ability to fully engage 8th Street with active and vibrant ground floor frontage. Due to the grade implications of the berm, it would be very difficult to create an activated retail and pedestrian realm along this frontage in other scenarios. In this case, the 8th Street frontage could be a “complete street” from an urban design perspective with ground floor retail storefronts. In this scenario a central median along 8th Street is less desirable in order to reduce the width of the street to promote the relationship of development on both sides of the street.

Finally, the resultant street layout creates numerous rectilinear development lots (see Alternative B Development Parcel Diagram) that form efficient development parcels of varying sizes.

2. **Development Yield** – This plan alternative provides the greatest potential development yield compared to alternatives A and C, for both housing units and commercial/retail square footage.
3. **RFTA ROW** – With the elimination of the RFTA ROW and the berm within it, the most ideal location and configuration of streets and circulation through the area can be achieved. Not only does this plan create a highly functional street pattern for traffic flow, it provides for highly efficient block dimensions. This results in a denser development in a manner that does not feel out of proportion or scale with its context. The cost per foot to construct many of the buildings would also likely be lower because larger footplates with simple geometries can be achieved. It also allows for substantial buildings to be located as bookends in a highly valuable location near the riverfront, yet provides the opportunity for an expansive stretch of public open space to extend back from the

Alternative B Yield Table

Map Key	Uses	Building Footprint S.F.	Stories/ Levels	Commercial S.F.	Total S.F.	Dwelling Units	Notes
A	Mixed-Use: Multi-Family Housing & Commercial/Restaurant	13,550	5	6,000	67,750	40	Ground Floor retail with building ammenities for the remainder. Total Building Height 52’.
B	Mixed-Use: Multi-Family Housing & Limited Commercial/Retail	13,200	5	11,200	66,000	40	Ground Floor retail with building ammenities for the remainder. Total Building Height 52’
C	Mixed-Use: Multi-Family Housing & Commercial/Restaurant	14,400	5	12,600	72,000	48	Ground Floor signature riverfront dining with dock and building ammenities for the remainder. Total Building Height 52’.
D	Mixed-Use: Multi-Family Housing & Commercial/Retail	16,545	5	12,000	79,725	56	Ground Floor retail with building ammenities for the remainder. Could have retail on 2nd floor facing courtyard. Total Building Height 52’.
E	Boutique Hotel & Commercial/Restaurant	7,690	5	1,500	38,450		35 - 40 Room Hotel with Ground Floor Lobby and Retail. Total Buidling Height 52’.
F	Mixed-Use: Multi-Family Housing & Commercial/Retail	9,200	4	7,000	36,800	24	Ground Floor retail with building ammenities for the remainder. Could have retail facing courtyard. Total Building Height 42’.
G	Mixed-Use: Multi-Family Housing & Commercial/Retail	6,600	4	3,000	26,400	24	Ground Floor retail with building ammenities for the remainder. Could been affordable units which would increase unit yield. Total Building Height 42’.
H	Mixed-Use: Multi-Family Housing & Commercial/Retail	6,000	4	2,800	24,000	21	Ground Floor retail with building ammenities for the remainder. Could been affordable units which would increase unit yield. Total Building Height 42’.
I	Mixed-Use: Affordable Housing & Commercial/Retail	11,110	4	9,000	44,440	27	Ground Floor retail with building ammenities for the remainder. Total Building Height 42’
J	Commercial/Retail	4,000	1	4,000	4,000		
K	Commercial/Retail	2,400	1	2,400	2,400		
L	Commercial/Retail	1,700	1	1,700	1,700		
M	Commercial/Retail	2,400	1	2,400	2,400		
N	Commercial/Retail/Office	7,500	3	22,500	22,500		Ground floor retail with office space on two floors above. Could provide office space for County Complex. Total Building Height 32’.
O	Commercial/Retail/Office	5,000	3	15,000	15,000		Ground floor retail with office space on two floors above. Could provide office space for County Complex. Total Building Height 32’.
Totals		121,295		113,100	503,565	280	

riverfront into the core of the development, along the 7th Street axis.

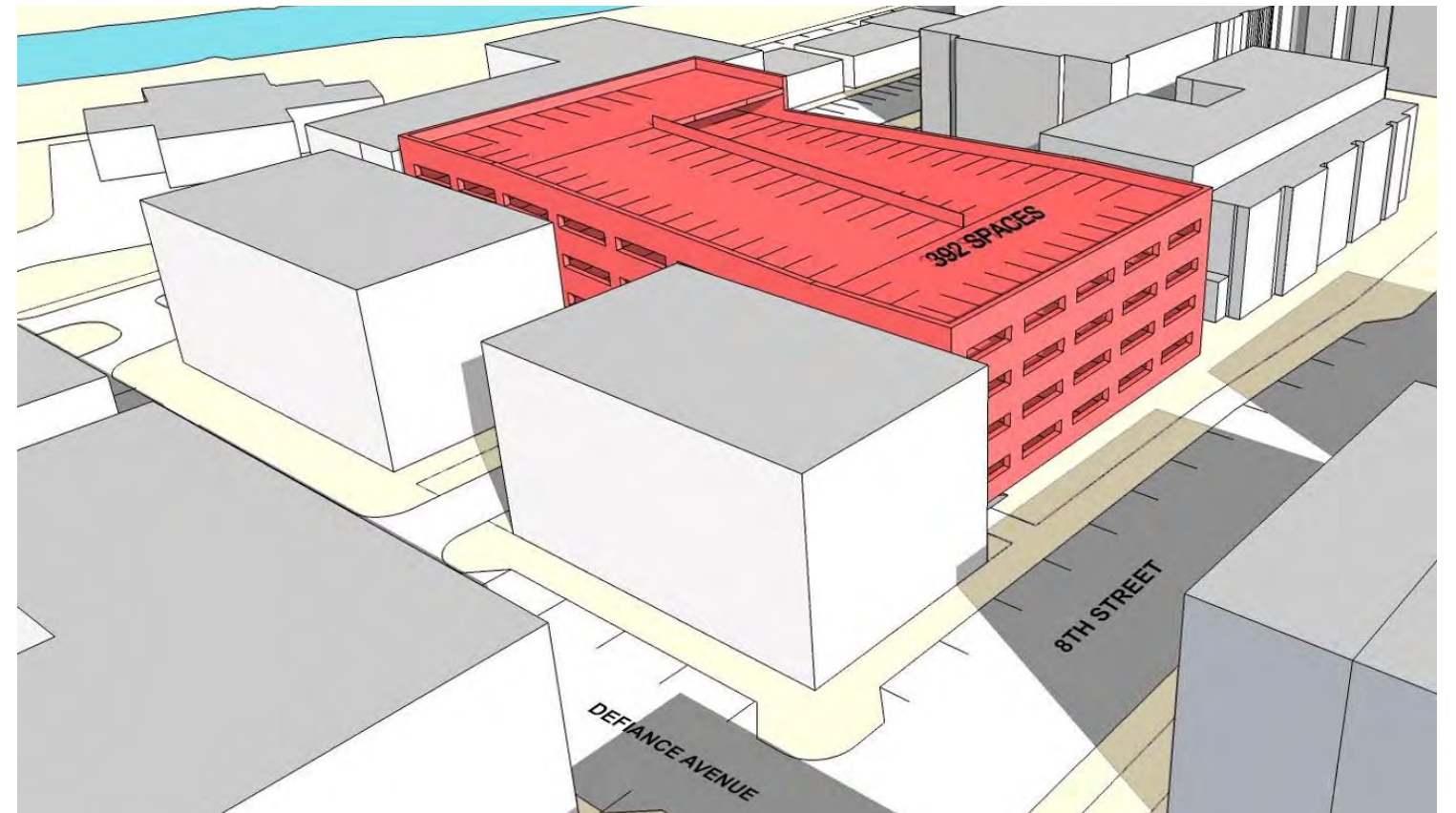
4. **County Complex** – All of the criteria provided from the County related to its complex are accommodated. As a result of shifting Defiance Avenue to the west, a highly efficient parking structure is to be provided adjacent to City Hall. The garage can be located to provide surface parking for the police department and also provide additional buffer for the area of exterior emergency refuge for the jail.
5. **Major Centralized Downtown Transit Hubs** – This alternative depicts a regional commuter rail facility terminating at a station on the south side of 8th Street. This station would be within a 1/4-mile walking radius of most of the downtown.
6. **Parking Supply and Service** – Two parking structures are provided in this plan alternative. They are located in areas that are least desirable for higher valued land uses. The first is located on lot 4 adjacent to the police department entrance to City Hall, creating a physical buffer between that use/activity and new mixed-use development. The

second is located on lot 7, adjacent to the active UPRR ROW. In both cases, the structures can be configured in standard garage modular depths to create cost-effective and efficient layouts for each facility. The structures also provides ample parking for both the new development and the existing downtown. The structure on lot 4 could serve the adjacent housing, the government complex, and provide commercial/retail parking. The structure on lot 7 could be primarily for residential parking and also provide overflow commercial/retail parking. It is also located close enough to the Rio Grande Trail it could provide off-site parking for events in Two Rivers Park. Both structures could be wrapped with development on their primary sides.

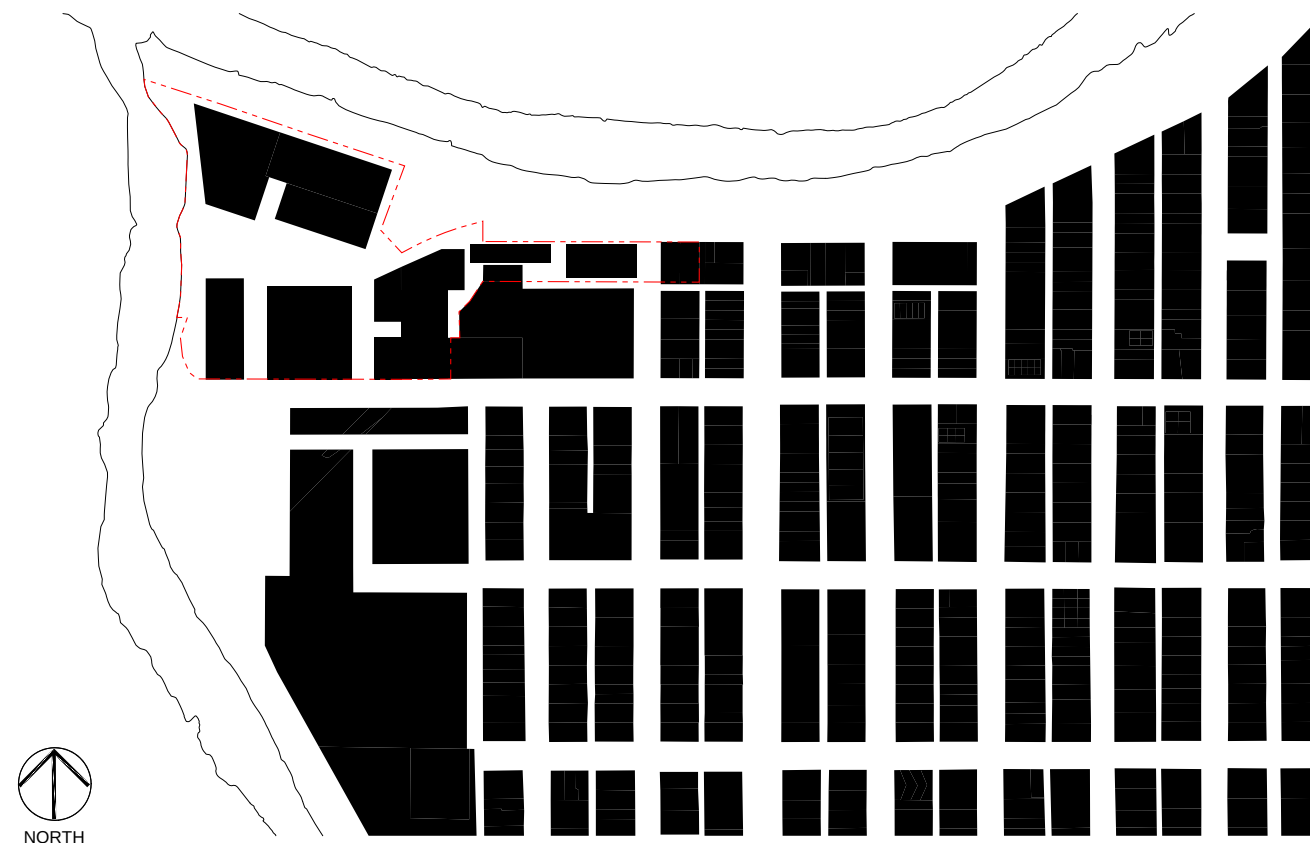
7. **Costs and Time** – This alternative potentially yields an additional 100,000 SF of development yield and 50 to 60 additional residential units. However, the likely costs to achieve this additional development yield will be substantial. In addition to the direct acquisition costs of the RFTA ROW in this area, the value of the time it takes to achieve and the value of the lost return from development that could occur sooner, will need to be taken into account.



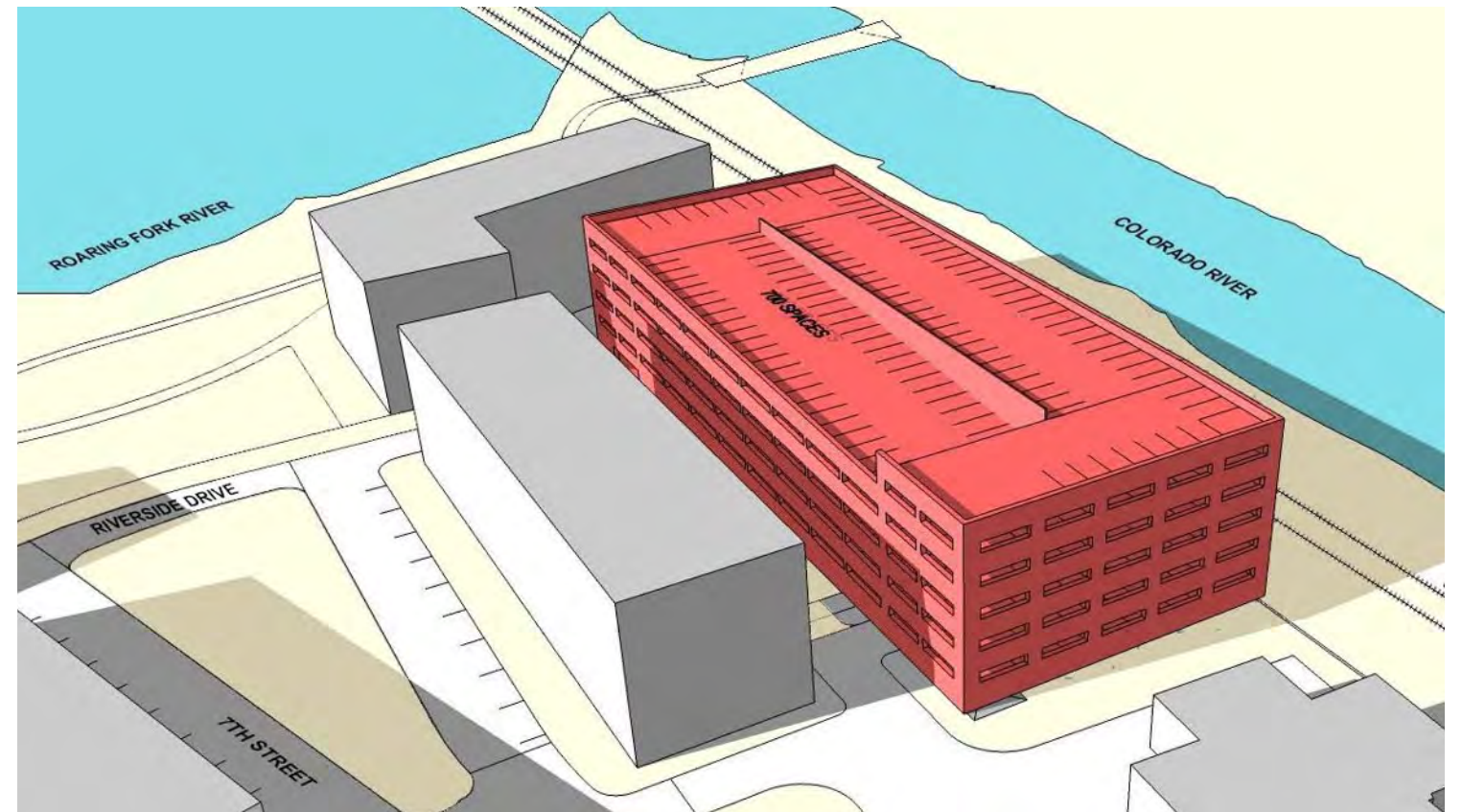
Alternative B - Building Footprint Figure/Ground Diagram



Oblique view of parking structures on lot 1 showing City Hall and new housing fronting a relocated Defiance Avenue.

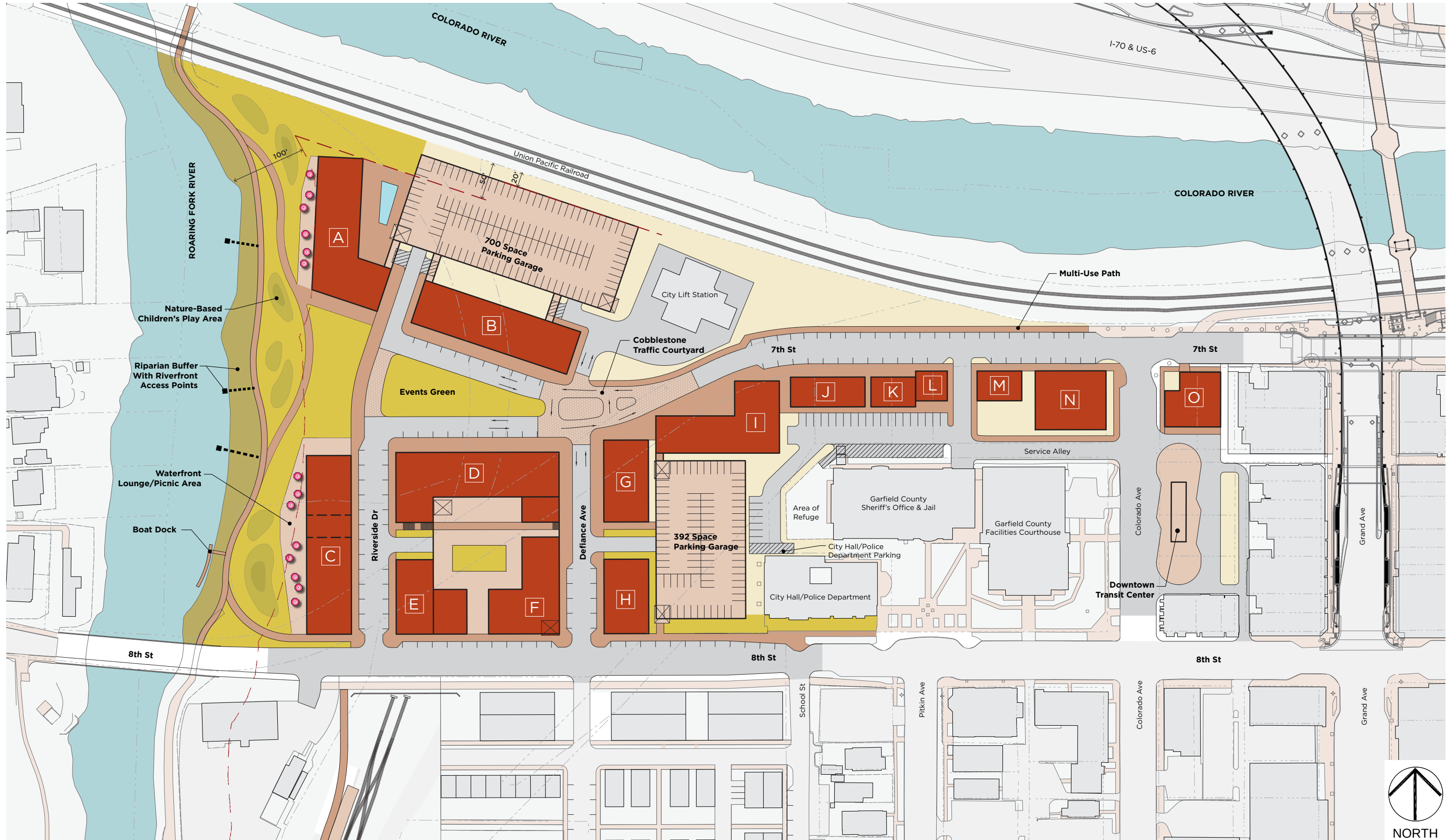


Alternative B - Block Structure Figure/Ground Diagram



Oblique view of parking structure on Lot 7 showing buildings wrapping the facility.

Alternative B - Site Reuse Plan





Lot #	Ownership	Acreage
1	City of Glenwood Springs	1.23
2	City of Glenwood Springs	0.18
3	City of Glenwood Springs	0.20
4	City of Glenwood Springs	0.64
5	City of Glenwood Springs	0.35
6	City of Glenwood Springs	0.56
7	City of Glenwood Springs	0.85
8	City of Glenwood Springs	1.02
9	Partially Publicly and Privately--Owned	0.83
Subtotal		5.86
10	Garfield County	0.23
11	Garfield County	0.37
12	Garfield County	0.13
Subtotal		0.73
Totals		6.59

ALTERNATIVE C

This alternative shows what could be achieved if the current 100’ RFTA ROW is maintained and the existing 7th Street underpass of the rail is upgraded but not widened. It also assumes that the relocation of underground utilities is avoided as much as possible. The suggestion to have a series of buildings fronting on the riverfront that are serviced by access drive on the berm side of the development is incorporated. This alternative represents what might be able to occur with the least amount of upfront actions on the part of the City or a developer.

Key Parameters

- Overall Urban Design Approach – Since the berm is left essentially intact as it exists today, the area is significantly divided by this major landform element. As a result, instead of trying to create one cohesive design approach each area is made to be very distinctive with the hopes that these aspects make them destinations worth “seeking out.” Emphasis is placed on two areas: the river frontage (as an elevated promenade with terraces) and the intersection of 7th Street and Defiance Avenue.
- RFTA ROW – With the exception of minor functional, safety, and aesthetic modifications, and the inclusion of a multi-use path, the RFTA ROW berm is left intact.
- Structured Parking – These alternative focuses on creating a single, large structured parking facility on lot 1 at Defiance Avenue between 7th and 8th Streets. Minimal ground floor retail options for the structure are considered in order to maximize the parking yield within the structure.
- Street Pattern/Vehicular Circulation – The notion of a gridded street layout is abandoned and Defiance Avenue terminates at a surface parking lot on lot 3. 7th Street follows its current alignment terminating at a “rights-in, rights-out” intersection with 8th Street. Development between the RFTA ROW and the river’s edge is accessed via a service drive that parallels the RFTA ROW line.

Plan Benefits

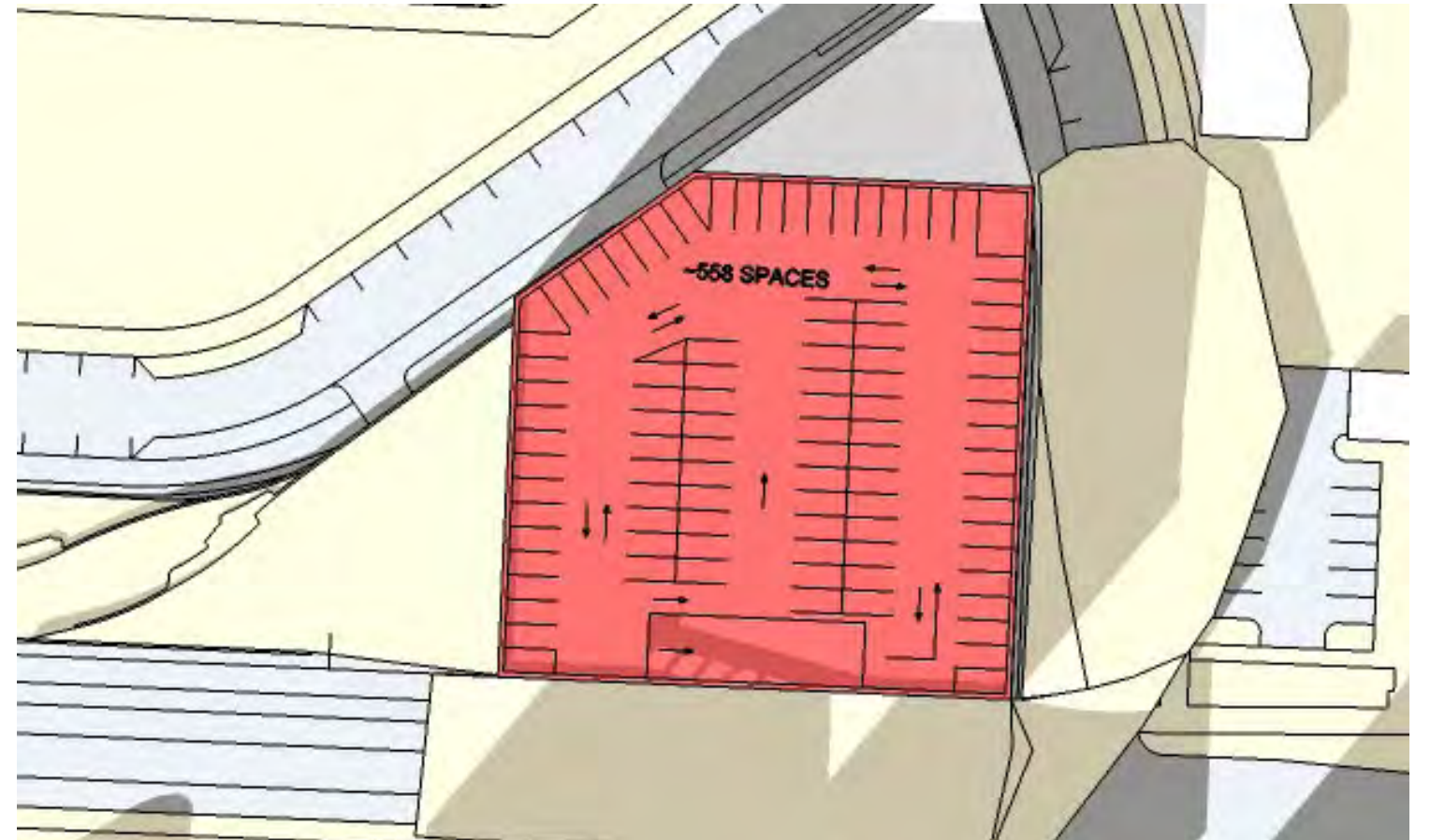
- Overall Urban Form & Street Pattern** – This alternative creates a very strong emphasis directly onto the riverfront. Three of the largest buildings line the river’s edge. This alternative relies heavily on creating a seamless transition between the character and design of the riverfront public park and the elevated promenade and terraces that would be part of the private development. If successful, this area would be very intensely utilized with high concentration events, etc. so great care would be needed to balance the desire of the community to see the river’s edge be naturalized while providing ample hardscaping to support intense use.
- RFTA ROW** – No major actions are required to implement this plan alternative. The alternative depicts the potential restoration of freight rail along with a multi-use path on the top of the berm, creating a rail-and-trail condition.
- Relationship of Development to the Riverfront** – The “front” of the development actually faces the riverfront with an elevated promenade fronted with commercial/retail uses overlooking the river.
- Parking Supply and Service** – The proposed parking structure on lot 1 allows for the creation of a large parking supply that can service the commercial/retail riverfront demand from the development on lot 4, as well as the other mixed-use development along 7th Street. It could also provide supplemental parking for the development south of 8th Street at Vogelaar Park and the City and County Complex. Parking for buildings A, B, and C on lot 4 is provided in one interconnected at-grade parking area below the promenade and is supplemented with a surface lot on the RFTA ROW side of the building complex. An additional surface lot, primarily to serve the housing in building D on lot 3, is provided adjacent to the UPRR active rail line.

It is possible to integrate the structured parking garage scenario from Alternative C with the remainder of the Alternative A reuse plan. This determination could be an outcome of the RFTA Corridor Service Study.

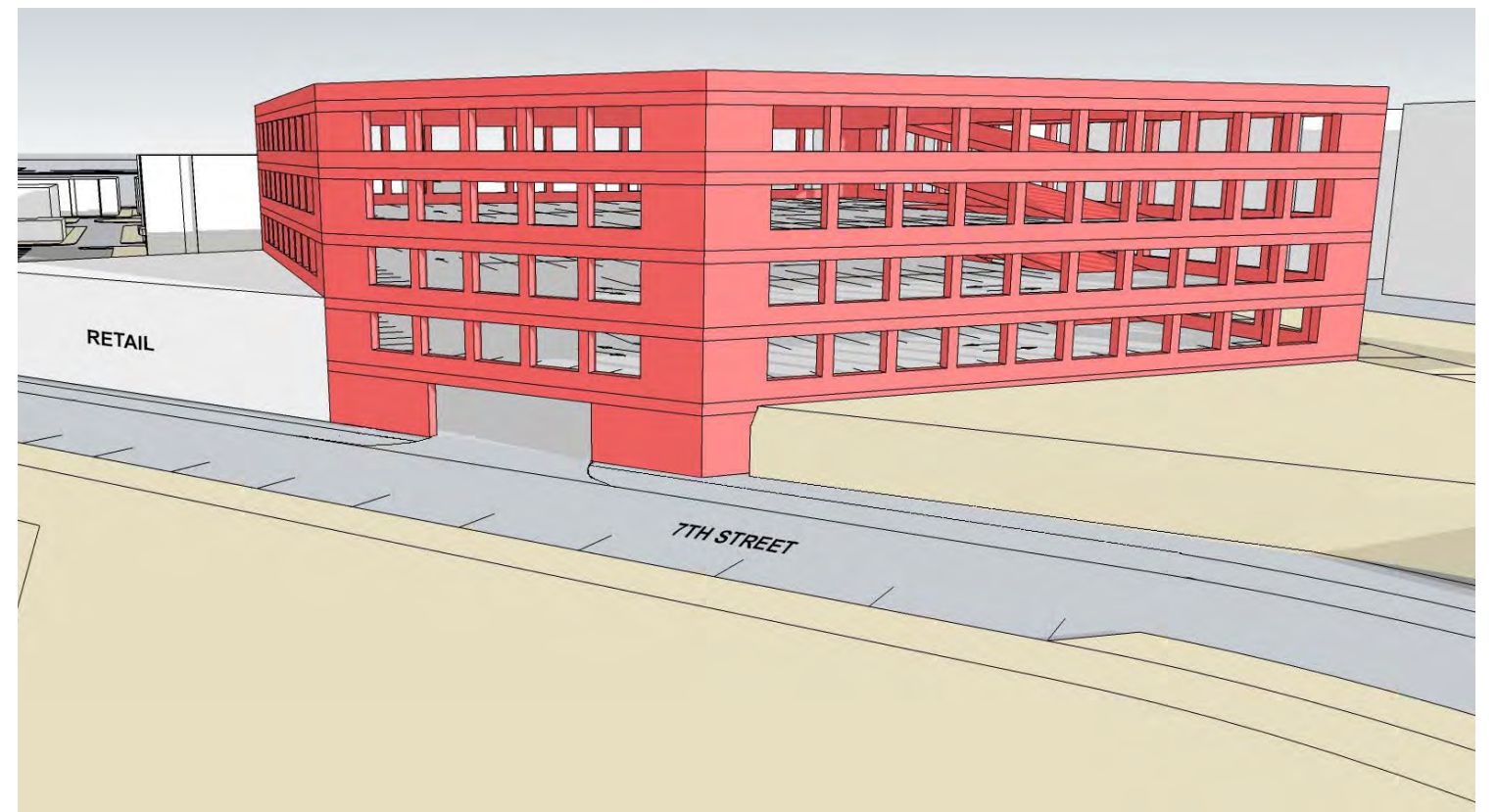
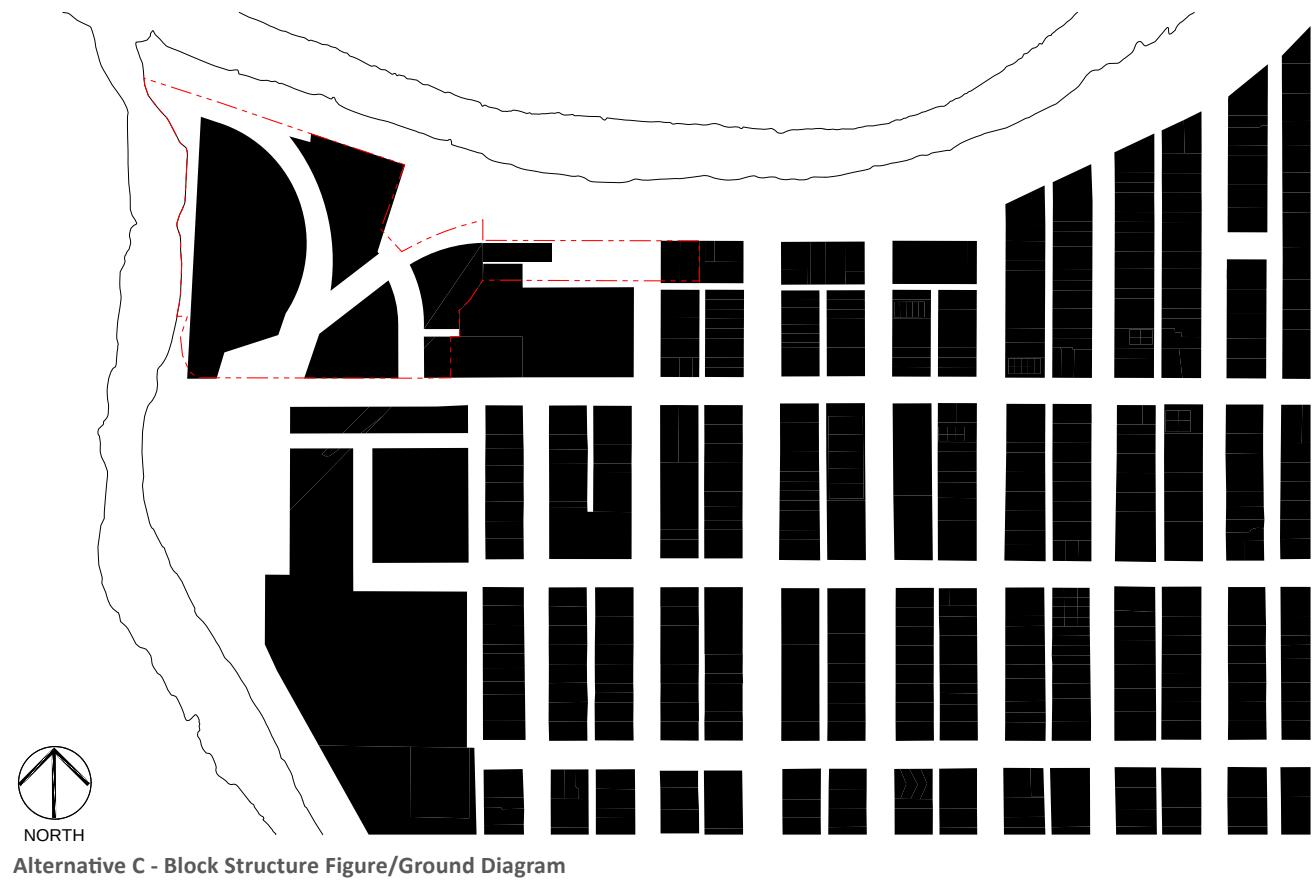
Alternative C Yield Table

Map Key	Uses	Building Footprint S.F.	Stories/ Levels	Commercial S.F.	Total S.F.	Dwelling Units	Notes
A	Mixed-Use: Multi-Family Housing & Commercial/Restaurant	9,000	5	5,000	45,000	28	Buildings A, B, & C would sit on top one interconnected parking level pedestal with a public promenade overlooking the river as the "Ground Floor" for the buidlings. Total building Height 52'.
B	Mixed-Use: Multi-Family Housing & Limited Commercial/Retail	7,200	5	5,000	36,000	24	
C	Mixed-Use: Multi-Family Housing & Commercial/Restaurant	7,200	5	6,500	36,000	24	
D	Boutique Hotel & Commercial/Restaurant	12,060	4	3,000	48,240		40 - 50 Room Hotel with Ground Floor Lobby and Retail. Total Buidling Height 42'.
E	Commercial/Retail	4,900	1	4,900	4,900		One-story Commercial/Retail wrapping parking structure.
F	Mixed-Use: Affordable Housing & Commercial/Retail	11,360	4	8,000	45,440	27	Affordable Housing on upperf floor. Total building Height: 42'
G	Commercial/Retail	2,400	1	2,400	2,400		
H	Commercial/Retail	1,700	1	1,700	1,700		
I	Commercial/Retail	5,400	1	5,400	5,400		
J	Commercial/Retail	2,000	1	2,000	2,000		
K	Commercial/Retail	7,500	3	22,500	22,500		
L	Commercial/Retail	5,000	2	10,000	10,000		
Totals		75,720		76,400	259,580	103	

- Downtown Transit Center** – This plan alternative also shows a RFTA bus transit center in conjunction with the large parking structure on lot 1. Bus pick-up and drop-off would occur along Defiance Avenue. The ability to provide efficient operations and routing back onto 8th Street in each direction will need to be evaluated since the only signalized intersection is at 8th Street and Colorado Avenue. Direct BRT transit stop service could also be provided on both sides of 8th Street in conjunction with the garage, to facilitate express bus routing
- Utilities** – This plan alternative doesn’t anticipate the need to make any major modifications to underground utilities.
- Costs, Time, and Phasing** – A significant amount of this development could advance in the near-term. With the exception of the need to acquire additional private property at the intersection of 7th and 8th Streets and the riverfront, the development on lot 4 could proceed. Phasing of development could occur and correspond to the development of Vogelaar Park and the parking structure on lot 1. Lot 3 could also be developed entirely as a surface parking lot as an interim use until the parking structure is constructed on lot 1.

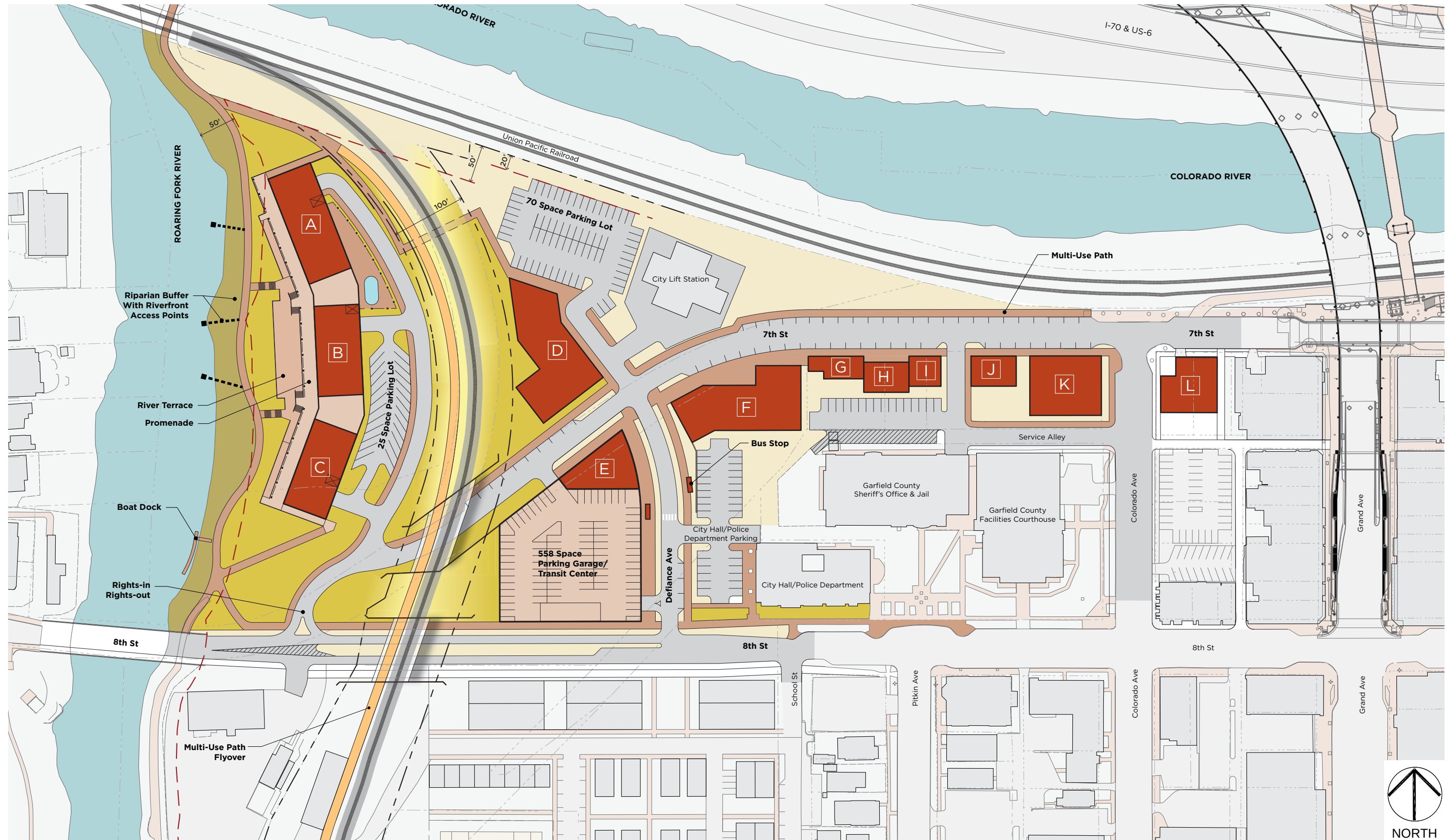


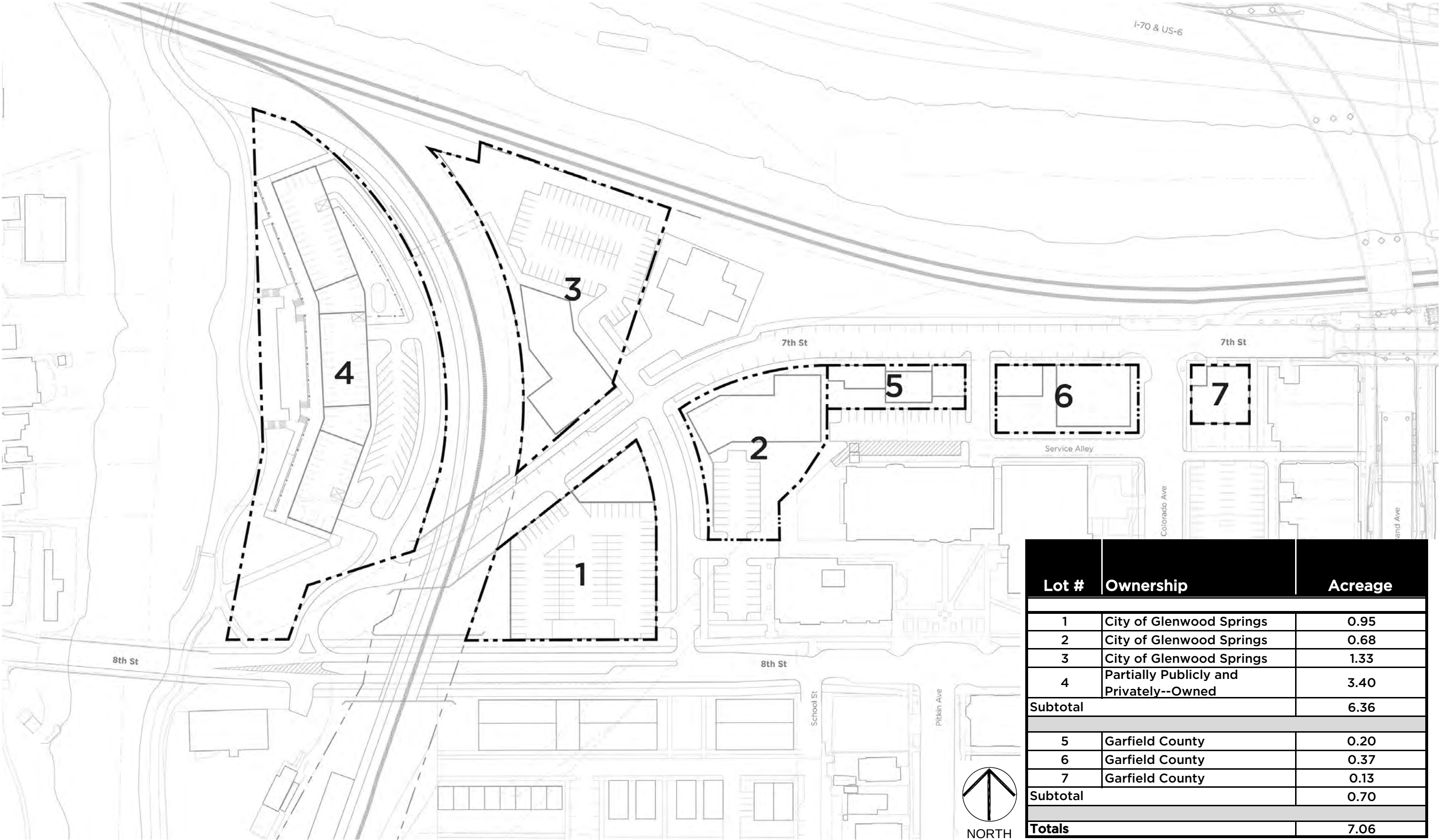
Plan view of the parking structure on lot 1.



Oblique view of parking structure on lot 1 showing 7th Street frontage and lower level access.
Note: RFTA ROW and berm are excluded for visualization purposes

Alternative C - Site Reuse Plan





Lot #	Ownership	Acreage
1	City of Glenwood Springs	0.95
2	City of Glenwood Springs	0.68
3	City of Glenwood Springs	1.33
4	Partially Publicly and Privately--Owned	3.40
Subtotal		6.36
5	Garfield County	0.20
6	Garfield County	0.37
7	Garfield County	0.13
Subtotal		0.70
Totals		7.06

2.3 THE WEST 6TH STREET AREA

This area was originally evaluated because of its value for redevelopment in relationship to the CDOT site as one the three catalyst brownfield sites. It was thought that in order to determine the ultimate reuse value for the CDOT site, it was important to look at how it connects more directly to North Glenwood Springs and the downtown. This meant that the West 6th Area, and what that area's potential could be, became as crucial as what occurs on the CDOT site itself. The West 6th Street Area was evaluated starting with the recommendations from the 2017 6th Street Corridor Master Plan as a basis. In addition, it is believed that based on some of the historical uses in this area, a few of the properties maybe brownfields, although no actual environmental assessment data was available to substantiate this possibility.

The 2017 6th Street Corridor Master Plan report focused heavily on the area of the 6th Street east of Laurel Street. It especially advocates creating a more traditional urban development pattern in the two blocks from Laurel Street to Pine Street, connecting to the pedestrian bridge north "landing" area. For the area west of Laurel Street, the plan mostly focuses on ways to improve the multi-modal transportation aspects of West 6th Street with an emphasis of introducing intersecting streets to form more typical street blocks, in order to reduce the highway-like suburban condition that current exists. This would also create a new traditional downtown block framework to shape new infill development that is oriented towards a pedestrian streetscape.

With the goal of promoting greater infill development in a denser, more walkable pattern, this project looked in more detail at the recommendations of the 2017 6th Street Master Plan to determine if new public streets and facilities could be introduced into the area to begin to foster a transformation of the area, especially for some of the parcels that have a history of auto-related uses and other potential brownfields aspects.

The proposed AWP reuse scheme for this area evaluates how a new local street network could be introduced. The proposed layout of the local streets works around the existing uses that are anticipated to remain and are active businesses. The concept is based on creating traditional complete streets with two-way traffic, on-street parking, few if any curb cuts, and sidewalks and streetscaping. New infill development would front onto these streets with zero setbacks and in some cases mixed-use development with ground floor

commercial uses and upper floor residential. Since this area already has a concentration of lodging uses and the market analysis performed as a part of the AWP showed that there may be demand for additional hotels, a potential hotel could certainly fit within the proposed reuse framework, most likely fronting onto West 6th Street, at a newly created corner.

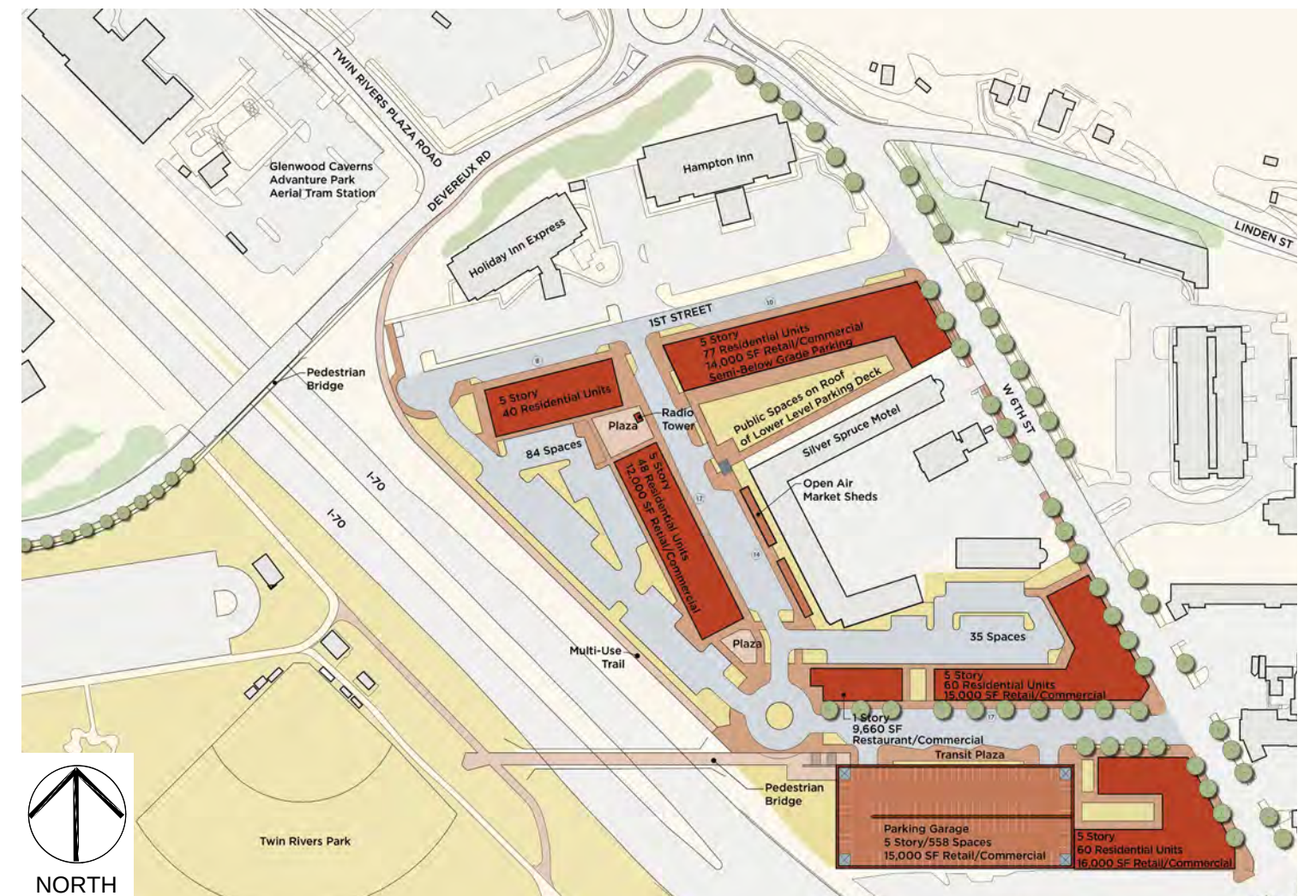
Throughout the AWP planning process there were discussions regarding the possible placement of a larger parking structure to function as a park-and-ride connected to RFTA transit service, somewhere within the AWP study area. In addition to the various alternatives for structured parking explored within the Confluence Area, the possibility of locating a large structured facility in this area was also considered. The reuse plan shows the placement of an approximately 558 space, five-story garage, with ground floor retail and transit facilities. A facility of this type in this location would have the benefit of being directly accessible for vehicular traffic exiting in both directions from I-70, as well as being easily served by existing RFTA transit routes. As a part of the RFTA pending Corridor Service Study, additional service may be considered for the 6th Street Corridor now that the Grand Avenue Bridge Replacement Project is complete. The presence of a parking structure of this scale in this location would also support the ability to build much denser infill in this area. This could transform it from a land use pattern mostly focused upon automobiles using off-street surface parking lots, to one that is more multi-modal and pedestrian, bicycle, and transit friendly.

The AWP reuse scheme also shows how a potential pedestrian/bicycle bridge over I-70 directly from the garage, could serve Two Rivers Park with greatly expanded parking supply. This would alleviate the undersupply of parking in the City's signature destination park, especially during major events.



View of the West 6th Street Area from the Holly Quarry.

West 6th Street Area Reuse Plan



2.4 THE FORMER HOLLY QUARRY

This site was included as part of the AWP study area as a result of its post-industrial mining operation condition. It was not known if environmental conditions currently existed as a result of the historic activities that occurred on the site, and what impacts those might have on its reuse. Based on information provide by the current property owners not responsible for any of the mining activities that occurred previously, it is believe that there are no environmental conditions that exist that would require specific permitting or other related site remediation activities. Due to its location and the large-scale earth disturbance activities that occurred, the site has challenges that impact its ability to be developed for non-mining activities.

After discussions with the property owners and findings from the market analysis, one potential reuse scenario that was considered was residential. Again, due to its location and topographic conditions, any development that might occur on the site would need to work with, and ideally try to take advantage of, the unique mountainside condition and location. The views afforded from the site into downtown, for example, are an excellent attribute that could provide immense value for a residential development.

Historically models for how mountainside or mountain-top residential could be constructed were researched. The town of Sassi di Matera in southern Italy (see www.sassidimatera.net for images) was one location that provided an interesting case study for the type of unique character that could be

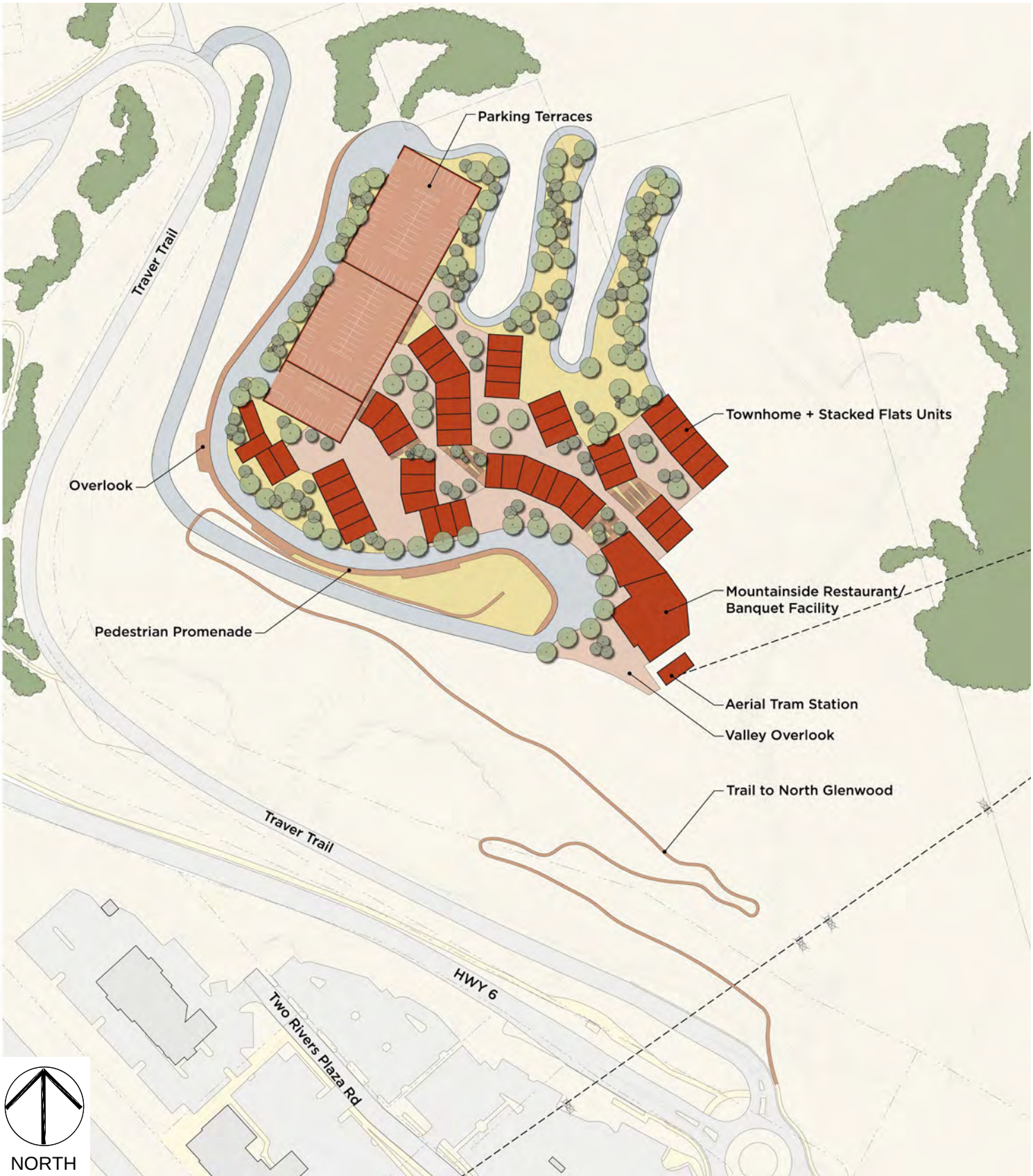
achieved by a new residential development on the quarry site. Large areas of the town are designated as a World Heritage Site by UNESCO, an organization of the United Nations. The intention of the proposed reuse plan for the quarry site is not to create a fake historic town, but instead to look at how new buildings could relate to a site with similar topography and create a very interesting pedestrian-oriented community.

The reuse plan for the site shows how clusters of residential dwellings might be stacked up the sloping site to create interesting spaces and courtyards, while affording scenic views from the units. The bulk of the site would be pedestrian-only, which would make it a unique place to live, and likely not the place for everyone, but the unique aspects would make it so attractive that demand for units would exist. The plan shows what appears to be a large blocky parking structure to accommodate vehicles of residents and visitors. In fact, this facility would be a series of parking terraces stacked one on top of another in a staged manner to use the grade of the site to provide access to each level. Ideally, the facility would have a landscaped roof to minimize its visual impact on the site and from a distance, since the site would be visible from across the valley.

Access to the site is provided by a ring-road with a mountainside pedestrian promenade. This public space, including several projecting overlooks, would become a destination for visitors, so it is possible that some limited commercial, most likely restaurants, could occur along the lowest terrace of units. Again, the views from these European café-like venues would be spectacular.



Vista up and down the Colorado River valley would be unmatched for any development that might occur on the Holly Quarry site.







03

I Executive Summary

01 The Area-Wide Plan

02 Site Reuse Planning

03 Public Facilities and Implementation Strategies

3.1 Brownfield Environment Site Assessment Activities

3.2 Multi-Modal Transportation Connectivity

3.3 Public Parks and Open Spaces

3.4 Stormwater and Resiliency

3.5 Public Projects and Implementation

3.6 Potential Implementation Funding Sources

Appendix A Background Report

Appendix B Business Development Opportunities Report

PUBLIC FACILITIES AND IMPLEMENTATION STRATEGIES

In addition to the site reuse plans described in the prior chapter, a major focus of the overall AWP planning effort will be placed on the broader public site preparation actions and infrastructure work needed to support the site reuse recommendations. The following information summarizes the key strategies for advancing projects by topic area.

3.1 BROWNFIELD ENVIRONMENTAL SITE ASSESSMENT ACTIVITIES

Although extensive environmental site assessment (ESA) work has been performed on the former wastewater treatment plant site, there are other parcels where a Phase I ESA will be required or is recommended. The east leg of the former railroad right-of-way that was acquired by the City from RFTA will need to be evaluated. Based on the site’s historical railroad use and associated activities, a Phases I ESA and likely a Phase II ESA will need to be performed. Since a Phase I ESA was not performed prior to the transfer of ownership to the City, the site is not eligible for U.S. EPA brownfields assessment funding, however other potential funding sources for these activities are described later in this chapter. The reuse of most of this property includes the construction of parking underneath buildings, therefore significant soil excavation will be required. In order for this work to be performed, depending on the results of soil sampling under a Phase II ESA, Soil Management and Remedial Action Plans will likely be required.

Because of the prevalence of railroad activities within this area and the former conditions at the wastewater treatment plant, the City should also consider performing Phase I ESAs prior to acquiring any additional properties. Soil sampling is also advisable along the riverfront prior to any major earth disturbance as a part of any park construction or shoreline restoration activities.

3.2 MULTI-MODAL TRANSPORTATION CONNECTIVITY

The focus of the AWP transportation framework is to improve mobility for people and goods moving throughout the AWP study area, especially in relation to the north and south sides of the downtown. Through the establishment of new

connections, increased consideration for promoting multi-modal transportation, and the upgrading of existing roads and intersections, it is possible to improve upon current transportation conditions. This includes providing increased traffic volumes associated with infill development while making the town increasingly more attractive for walking, bicycling, and transit use.

With regards to the Confluence Area and the West 6th Street Areas the establishment of a sense of true neighborhoods, including those that consist of a vibrant mix of uses, depends upon a consistently good pedestrian experience. Complete neighborhoods require a mix of land uses (residential, retail, office, civic uses, etc.) and a mix of housing types and household income levels arranged to provide a variety of living and working options, all within walking distance of each other. The value of high-quality multi-modal streets in supporting the redevelopment efforts of this plan cannot be understated. The prime determinant of the pedestrian experience is the quality of the streetscape; “complete” walkable streets are visually stimulating, while environments that are hostile or uninteresting immediately turn pedestrians away. Specifically, the most important element of a good streetscape is the quality of street frontage – the manner in which the public realm of the street and sidewalk meet the private line of building facades. Streets and other thoroughfares are public spaces balanced for function and character. Streets shape blocks. Larger voids in the block structure should generally only exist as public spaces such as plazas, playgrounds, and parks, not as pedestrian “dead zones.” Promoting a safe and quality pedestrian experience, however, does not mean that efficient vehicular traffic circulation must suffer. Instead, it advocates the desire of a high-quality pedestrian environment not be immediately sacrificed for the sake of the automobile. Transportation design decision-making must be made using a balanced approach between all modes, considering that a minimum base-line of pedestrian services be achieved that are above the typical norm. This multi-modal approach is the fundamental basis for all transportation recommendations in the AWP and can be used to inform future schematic designs and engineered plans.

Through the AWP planning effort specific transportation improvements were explored for critical connector streets and intersections within the study area. Specifically, in and around West 6th Street, 7th Street, 8th Street, and Defiance Avenue. The key steps needed to advance the priority transportation improvements, specifically within

the Confluence Area are described on the Implementation Action and Public Infrastructure CIP Project Table later in this chapter.

There was a strong desire to enhance connectivity of the existing Rio Grande Trail through the Confluence Area and provide improved multi-use path connections into the core of downtown. The various alternatives show how a “flyover” multi-use path could be achieved via the RFTA ROW while also accommodating future rail operations. In essence this would create a rail-and-trail configuration and provide for a very unique pedestrian and bicycle experience through the area. It would also reduce bicycle and pedestrian conflicts on the existing Rio Grande Trail as it travels underneath the 8th Street bridge, along the riverfront. An expanded sidewalk, formally designated as a multi-use side path, is possible along Defiance Avenue, north of 7th Street, and on the north side of 7th Street between Defiance and Colorado Avenues, to provide a dedicated bicycle supportive facility as close to Grand Avenue, as possible. If the structured parking garage alternative that would have a structure built at Colorado Avenue and 7th Street were constructed, special bicycle parking within the garage should be explored. Less useable space, such as space underneath the ground level ramp to the second level could be a bicycle parking or bicycle corral as a way to promote safe parking for bicycles.

Transit and parking facilities

All of the reuse plan alternatives consider the opportunities to increase transit service, facilities, and ridership. In essence all of the alternatives consider the Confluence Area redevelopment as a model Transit Oriented Development (TOD). All of the urban design scenarios promote density that supports transit ridership and utilization and all of the street infrastructure would provide complete pedestrian facilities facilitating direct connections to transit service.

There are various opportunities to locate a transit center, of varying scales and service levels, including a potential park-and-ride parking structure. Based on the numerous discussions with RFTA representatives, there is an interest in exploring the viability of the various alternatives. RFTA has suggested to incorporate an evaluation of the various options into its pending Corridor Service Study planned for later in 2019. It is important for the City to play an active role in developing the parameters of the various alternatives considered and reviewing findings as they are evaluated. RFTA will need to consider a wide range of factors, especially their

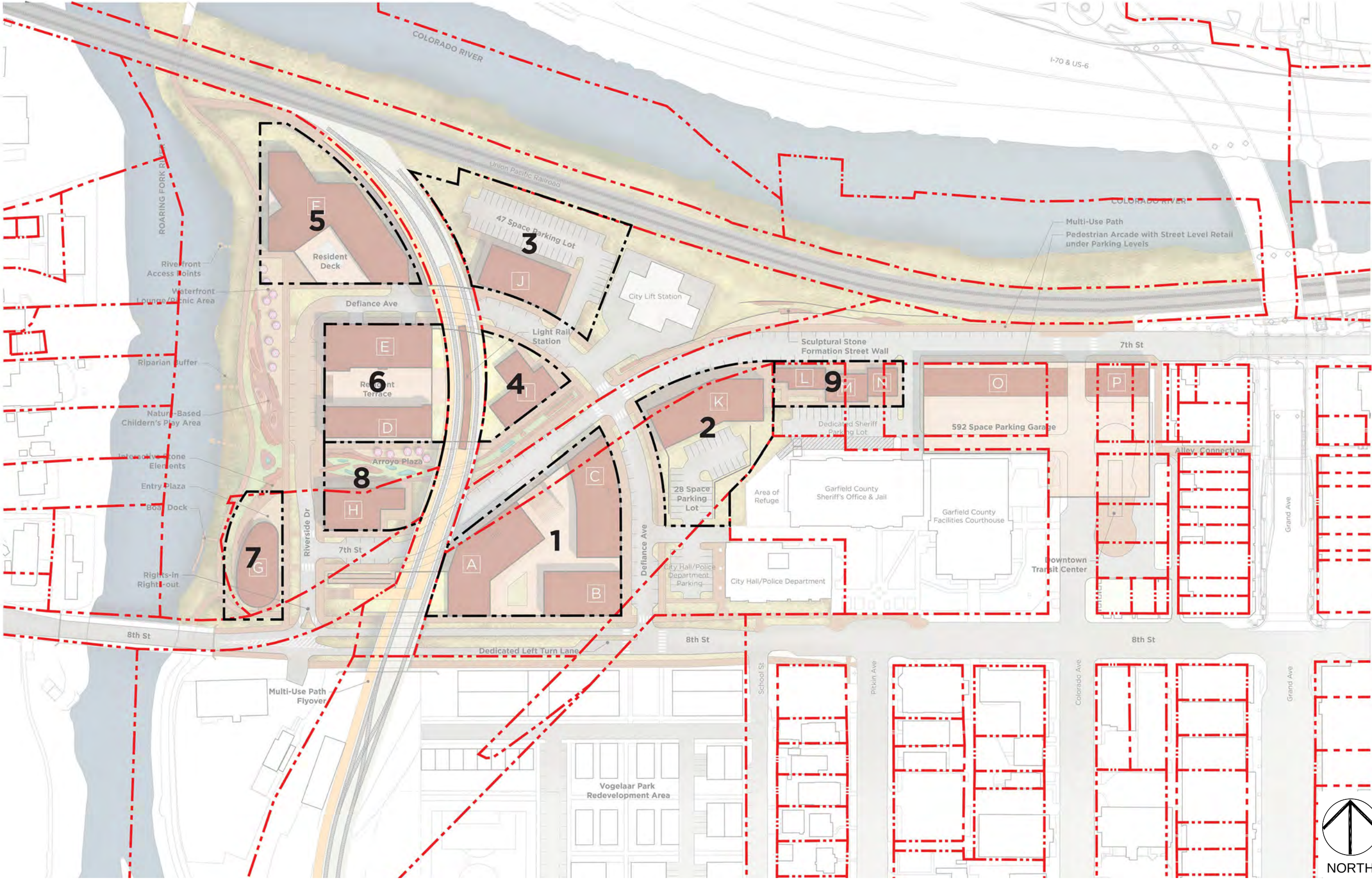
ability to provide efficient and effective service. Of course, the City’s desire to create a parking structure that primarily serves existing and proposed development will inform the decision-making as to the ultimate location of a large parking facility and/or a transit center are co-located. They may be one conjoined facility or two independent elements that locate based on their individual performance criteria, to be determined.

3.3 PUBLIC PARKS AND OPEN SPACES

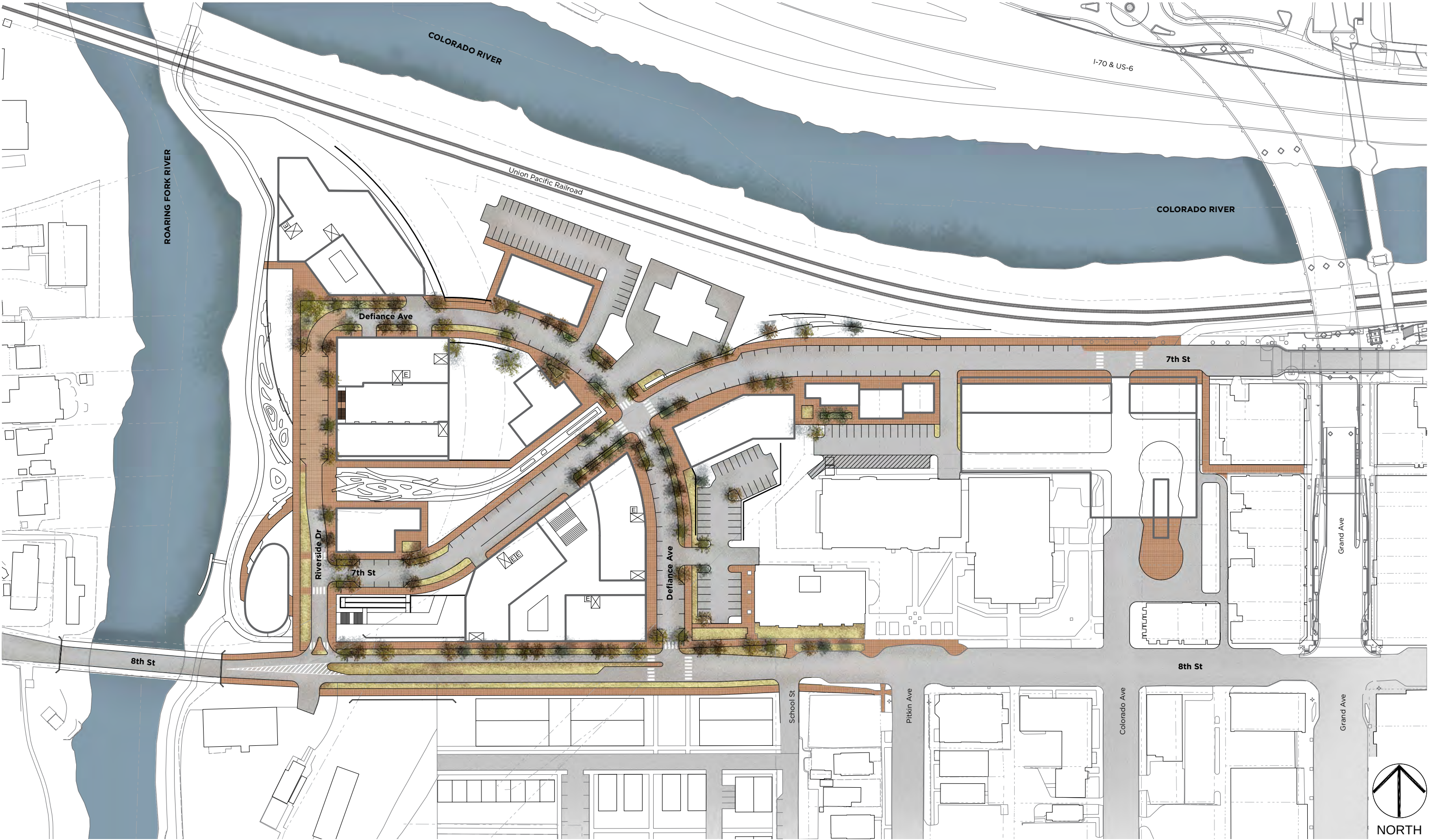
Public open space is an important aspect of the overall urban design organization of all of the proposed reuse scenarios within the AWP study area. This is especially true in the Confluence Area, with each reuse alternative providing a publicly-owned riverfront park and various forms of public or privately-owned public spaces within the development. The key aspect of all of these approaches is the idea that the overall developments are formed as much as possible around a cohesive network of public spaces. The riverfront park should remain as City-owned and form the starting point of an interconnected public space network throughout the Confluence Area, linking the riverfront to downtown and vice-versa.

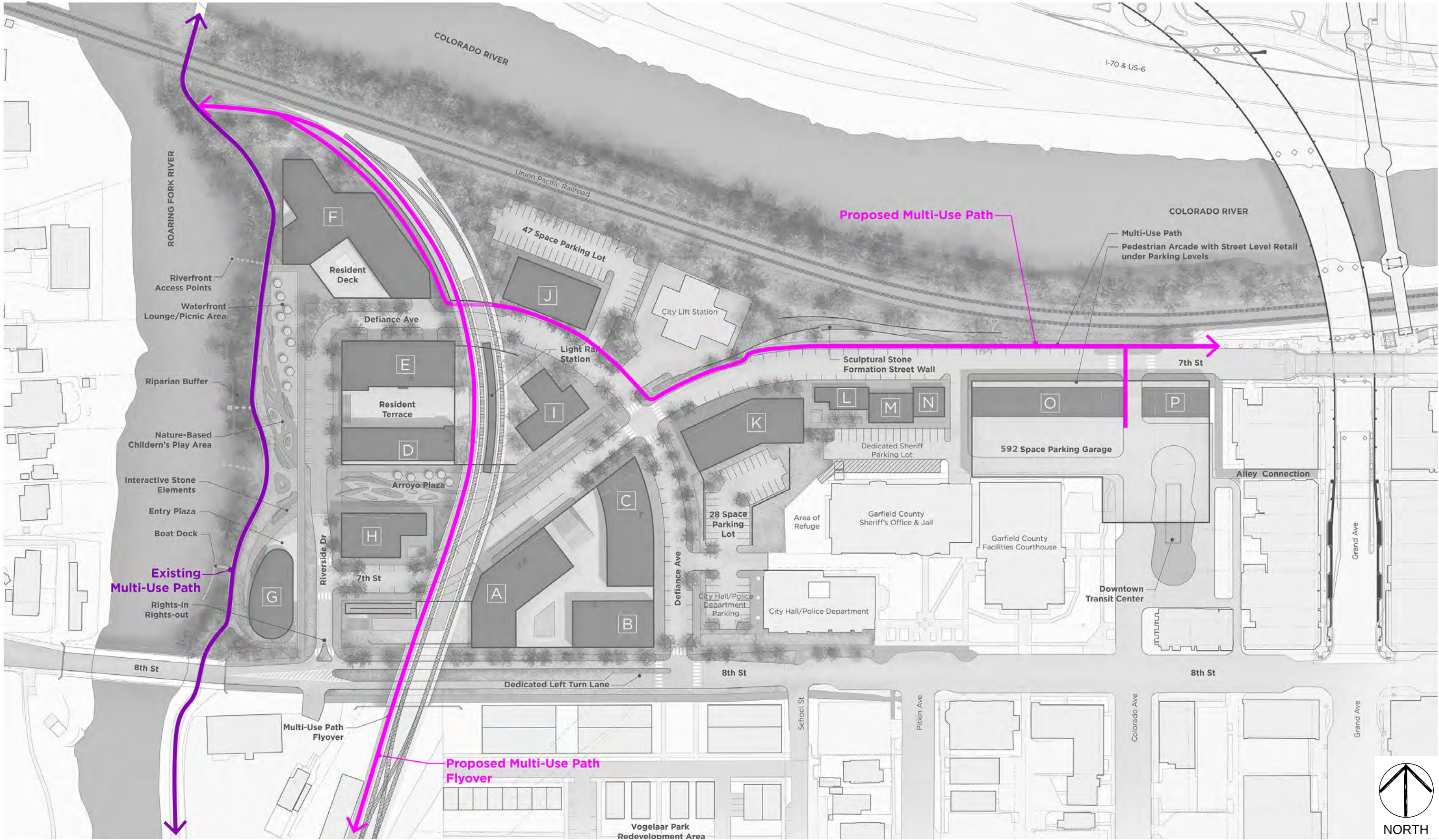
With the creation of a true park along the downtown side of the Roaring Fork River, Glenwood Springs has the opportunity to create a signature riverfront park within the reach of the core of its downtown. An asset that will further distinguish Glenwood Springs within the region. In addition, thanks to the greenway along the riverfront and the direct pedestrian and bicycle bridge connection to Two Rivers Park, the new park would provide the ability to extend Two Rivers Park to the doorstep of downtown, which should greatly expand the programming potential for all of the parks in and around the Confluence. The form of the proposed riverfront park should be one that responds to the flooding dynamics of the river’s edge and appear very natural and somewhat “wild.”

Creating a high-quality and flexible central gathering space within the development will provide the connectivity thread that weaves everything together. This notion is further augmented by the opportunity to create a unique linear park-like streetscape along both sides of 7th Street to Colorado Avenue, especially on the north side, as a way to also buffer the active railroad line from the new development.

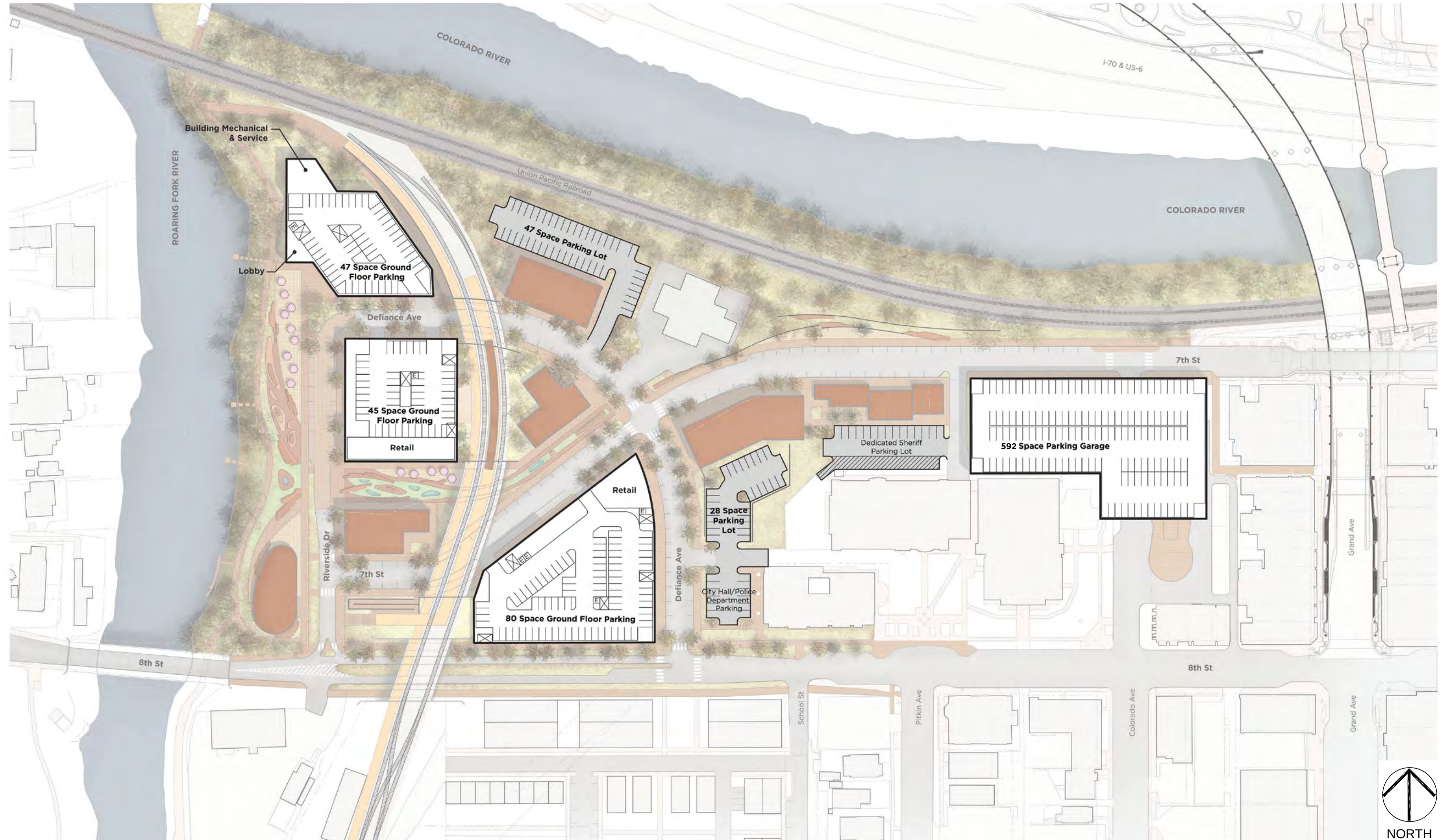


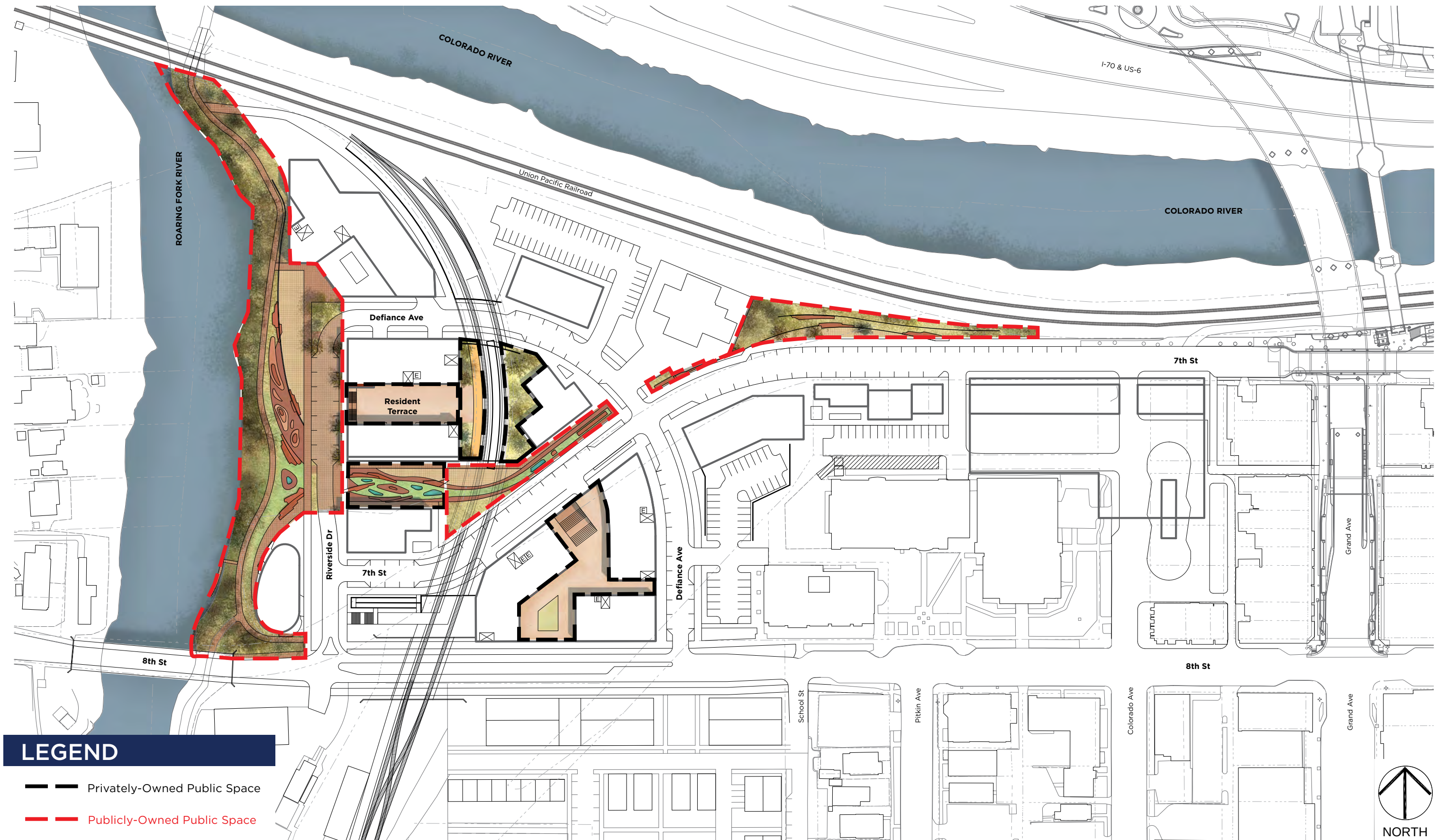
NORTH





Parking Facilities Diagram





3.4 STORMWATER AND RESILIENCY

The AWP reuse alternatives promote the integration of blue/green infrastructure elements into the ultimate design and execution of projects, especially within public spaces. Based on the local and regional conditions there are several factors that should be considered when designing public infrastructure and private site development projects throughout the City and especially within the AWP study area. These elements are also especially important to support funding strategies, since many state and federal agencies place emphasis on projects which include such green infrastructure measures.

An important consideration when utilizing numerous smaller stormwater elements as a part of a system-wide approach is the fact that stormwater and drainage are inherently part of networks. Water flows downhill into continually larger, more concentrated conveyance systems. If stormwater management systems are treated as an area-wide network of interconnected components, it ensures effectiveness while providing the benefit of overlaying other uses that also want to interconnect. This is especially true for parks, public spaces, trails, and greenways that may connect from a public space function as well as serve as an inter-connected chain of stormwater management facilities if they are designed to function in that manner. In the case of the Confluence Area, the ability to engage stormwater at the most local level, will improve overall environmental quality. This will require special cares, since the seasonal rainfall dynamic make it more challenging to create natural vegetative systems that can tolerate both the urbanized conditions and the significant seasonal moisture gradients.

Stormwater is often considered a liability that must be “mitigated,” but it can also be viewed as a vital asset. The creative storage and reuse of stormwater runoff from buildings and paved surfaces to irrigate civic landscapes, streetscape, and urban beautification plantings, parks, and community gardens can offer cost-savings and should be encouraged.

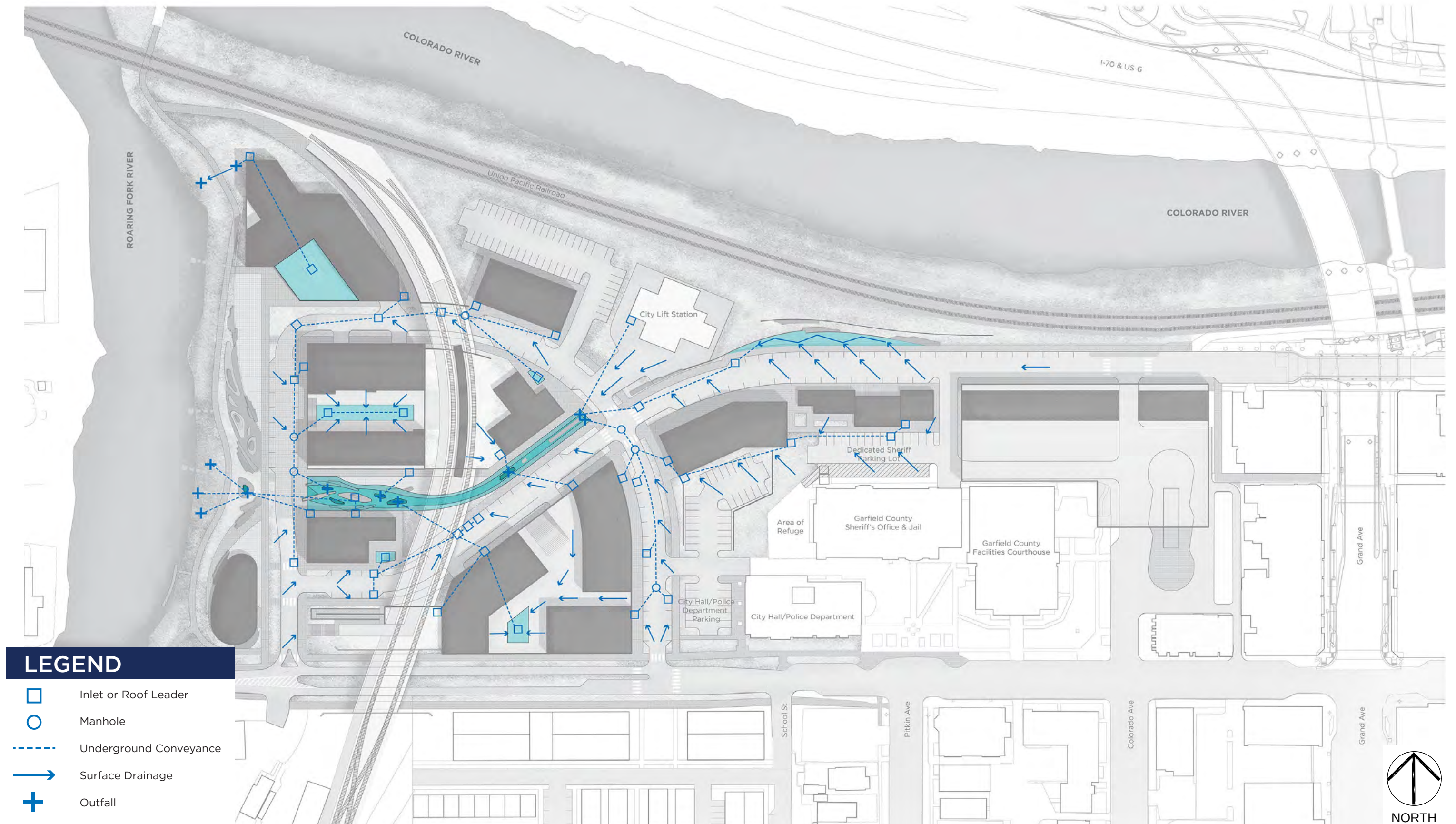
Beyond stormwater, there are other sustainable principles that the City and developers can implement during the redevelopment of areas. Street trees utilized as a beneficial feature for stormwater management are also helpful for improving air quality and reducing heat island effect by providing shade. The City can also consider the use of technologies such as LED lighting to reduce energy consumption. On the private-sector side, developers should

be encouraged to strive for LEED or Sustainable Sites accreditation or at least employ some principles of sustainable design to reduce energy usage and conserve resources.

With regards to resiliency, the AWP reuse alternatives consider ways to locate buildings within flood zone. These buildings will need to be elevated as much as possible in response to the actual flood elevation, which is also ultimately tied to the elevation of the new streets. In addition, all of the buildings proposed that are within this flood zone would either have parking underneath residential floors, or have limited commercial uses that could be designed to accommodate and respond to potential flood conditions. All new buildings should be resilient to known flood conditions.

Key Stormwater Elements to Consider:

- Filtration BMPs which improve water quality of runoff by removing sediment and nutrients should be employed where there are opportunities since this aspect is especially relevant based on the local conditions within the AWP study area. The goal should be to remove sediment and pollutants in runoff before these negative elements end up in surface water bodies.
- Stormwater planters and detention areas do not have to be underlined, but can include underdrains to return portions of the water to the drainage system after treatment.
- Filtration BMPs can also provide storage/detention for the purposes of reducing local flooding in large storm events.
- Runoff from roads and sidewalks is particularly important to capture as de-icing materials and other runoff from roadways can be harmful to water quality, especially considering the close proximity of the Roaring Fork and Colorado Rivers, if direct discharge were to occur. Systems and flow should foster natural drainage patterns as much as possible and prevent runoff from directly entering the river(s) from road to pipes to outfall.
- Water can be captured for reuse but should ultimately be used in a way that returns it to the ground/surface waters of the region; replenishing the source of potable water.
- Vegetated swales with micro-pools, flow-through planters, and other similar facilities should be integrated into transportation facilities where possible. Flow-through planters can be placed along street edges with underdrain connections back to conveyance system or for landscape irrigation storage devices.
- Protection and improvement of the river riparian buffers at the Confluence will improve the health and habitat along the rivers and prevent erosion of riverbanks during flooding events.
- Incorporating other structural technologies such as green roofs or grey water capture within buildings will maximize local utilization and detention capacity during major storm events.



3.5 PUBLIC PROJECTS AND IMPLEMENTATION

The following table outlines the key projects and elements needed to advance development activities within the Confluence Area and to some extent broader projects which will impact the entire study area, such as improved transit services, traffic management, and parking supply and facilities.

Project Key #	Description	Design/Eng. Projection	LOM CIP Projection	Total	Notes
Limits TBD	Environmental Assessment & Remedial Plan -Conduct supplemental hazardous/environmental assessment work to ensure proper due diligence and the development of a preliminary Remedial Action Plan strategy for the relevant Confluence Area parcels.	\$140,000.00	\$-	\$140,000.00	The Environmental Assessments and Remedial Action Plans will establish the remedial approach necessary to achieve redevelopment end-use as well determine what if any remediation needs to occur prior to acquisition or conveyance of properties. Based on the 2 Phase I ESAs, 2 Phase II ESA and additional Sampling & Analysis, and Remedial Action Plans for former RR ROW.
Limits TBD	Perform a Downtown Parking Study Update to ensure parking supply needs are accommodated for existing businesses in the downtown, serve potential transit ridership, and to incrementally accommodate proposed Confluence Area redevelopment.	\$100,000.00	\$-	\$100,000.00	The parking study should be coordinated with RFTA’s Corridor Service Study that could in a transit center in the downtown. Needs to include parking generation based on full occupancy of existing and proposed development projects downtown with the goal of not creating an oversupply of parking. Should include identifying size and location of preferred structured facility and cover fee structure and O&M.
Limits TBD	Undertake a Downtown Traffic Study that models the impacts to existing traffic patterns and increased traffic generation from the proposed Confluence Area redevelopment.	\$180,000.00	\$-	\$180,000.00	The traffic study should include modelling key intersections along Grand Avenue, 8th Street, and Midland Avenue. Final limits should be worked out with CDOT input recommended from Bennett Avenue to Midland Avenue and south to at least 14th Street.
AP-3/AP-6	Undertake Riverfront and 7th St. central public space Schematic Programming & Master Plan Design (30% Design)(See note G below).	\$75,000.00	\$-	\$75,000.00	The Master Plan should include a community workshop to determine waterfront programming. The plan should include preliminary level-of-Magnitude CIP costs to develop a funding and financing campaign for the riverfront master plan
Limits TBD	Perform Comprehensive Survey (topographic, photometric, boundary, and bathymetric) and assemble a composite master survey for Confluence Area redevelopment.	\$150,000.00	\$-	\$150,000.00	The composite master survey should include all projects undergoing engineering and construction as well as recently completed as-builts. Should include incorporating existing 8th Street project survey.
Limits TBD	Perform a Comprehensive Utility Survey to be incorporated into the composite master survey for the Confluence Area redevelopment.	\$50,000.00	\$-	\$50,000.00	Should include Vogelaar Park Area and School District property utility information.
Limits TBD	Undertake the development of Utility Master Plan for the Confluence Area.	\$100,000.00	\$-	\$100,000.00	Determine the most efficient and cost-effective long term strategies for utilities with the overall redevelopment area and it surrounding service area.
AP-1	Undertake Preliminary Engineering (60% Design) of confluence redevelopment area public infrastructure multi-modal transportation, riverfront park, multi-use trail, utility, resiliency/ sustainability design elements, etc.	\$2,135,200.00	\$-	\$2,135,200.00	It is recommended the preliminary engineering of the public infrastructure is a single project undertaking. This will ensure project horizontal and vertical design is properly coordinated; NPDES permitting structure is established; utility realignments, access agreements, and easements are identified, rights-of-way and setbacks are delineated; and boundaries for proper subdivision are delineated.
AP-2	Advance the construction of 8th Street Transportation Improvement Project.	\$40,000.00	\$2,180,447.85	\$2,220,447.85	Ensure traffic study, parking study, utility master plan and Confluence Area roadway preliminary engineering are completed and the public ROW are delineated prior to advancing 8th Street to construction.
Limits TBD	The flyover multi-use path preliminary engineering to finalize costs for capital programming.	\$75,000.00	\$-	\$75,000.00	Define limits of project, length of trail and number of flyover bridges needed after 60% preliminary engineering of Confluence Area transportation network. Construction cost count vary widely dependent on length of dedicated spans and need for retaining walls so a construction number not included.

Project Key #	Description	Design/Eng. Projection	LOM CIP Projection	Total	Notes
N/A	Perform a Geotechnical Study for Confluence Area to inform the design engineering of public infrastructure and amenities.	\$80,000.00	\$-	\$80,000.00	The characterization should include the site specific soil and bedrock conditions as well as rail ROW berm conditions (will requires RFTA access agreement).
AP-3	Perform Geophysical Soil Characterization and Analysis along Roaring Fork River and associated floodplain areas.	\$40,000.00	\$-	\$40,000.00	Geophysical Soil Characterization should follow agency requirements and procedures for floodplain regions and along rivers.
AP-1	Capital Improvement Programming Plan - Refine and determine multi-project capital improvement phasing and implementation strategy that establishes packaged projects with preliminary cost estimates, project ordering, implementation schedule, and funding and financing tracking.	\$-	\$-	\$-	Performed by in-house staff and contract funding specialist. Cost for funding specialist covered under annual services contract.
	Undertake Land assemblage, establish access agreements with RFTA, delineate utility easements, and preform legal subdivision for conveyance/sale of property.	\$-	\$-	\$-	Performed by in-house staff and legal counsel.
AP-1	Advance utility coordination with utility companies and authorities. Complete final design (100%), permitting, and construction.	\$1,026,000.00	\$8,550,000.00	\$9,576,000.00	Responsibilities for engineering and constructions costs for utility infrastructure and service upgrade improvements will need to be determined based on utility ownership, especially dry utilities.
AP-3	Final design (100%), permitting and construction of Riverfront Park.	\$960,000.00	\$8,000,000.00	\$8,960,000.00	
AP-4	Final design (100%), permitting and construction 7th St. from Colorado Ave. to the west side of the RFTA ROW underpass, as well as Defiance Ave. from 8th St. intersection to the entrance of the City pump station.	\$636,000.00	\$5,300,000.00	\$5,936,000.00	
AP-5	Final design (100%), permitting and construction of Riverside Dr. from 8th St. intersection to extension of Defiance Ave.; the realignment and extension of 7th St. from the west side of the RFTA Berm to Riverside Dr.; and the extension Defiance from the entrance of the City sanitary lift station entrance to Riverside Dr.	\$390,000.00	\$3,250,000.00	\$3,640,000.00	
AP-6	Final design (100%), permitting and construction of civic pubic spaces along 7th St.	\$190,800.00	\$1,590,000.00	\$1,780,800.00	
	TOTALS	\$5,948,000.00	\$28,870,447.85	\$34,818,447.85	

Clarifications:

A. This level-of-magnitude cost breakdown is intended to inform the client, design team, and other involved parties of the potential costs associated with this project. Opinions of probable costs provided are based on preliminary design efforts and historical cost data. Quantities, unit prices, and specific line items are all subject to change as the design becomes more refined. This cost evaluation represents the judgement of the design professional, who does not guarantee that proposals, bids, or actual construction costs will not vary from their original opinion of the probably project costs.

B. This cost breakdown does not include costs for property acquisition and land assemblage.

C. Utility relocation allowances are based on relocation activities which would occur within the study area only. Changes necessitated by the work within the study area to utilities and utility support structures/facilities outside of the study area have not been accounted for.

D. Design and engineering costs do not include fees and other costs associated with permitting requirements.

E. Costs are likely to be incurred with environmental mitigation and cleanup but are difficult to predict at this level of design.

Therefore, the design team has listed this item as a cost item for consideration but has not assigned a cost value.

F. Costs are based on 2019 estimates and an escalation rate of 3% to 5% annually should be used to project future costs.

G. Ideally would occur prior to the preparation of actual land development plans by developer but could happen simultaneously.

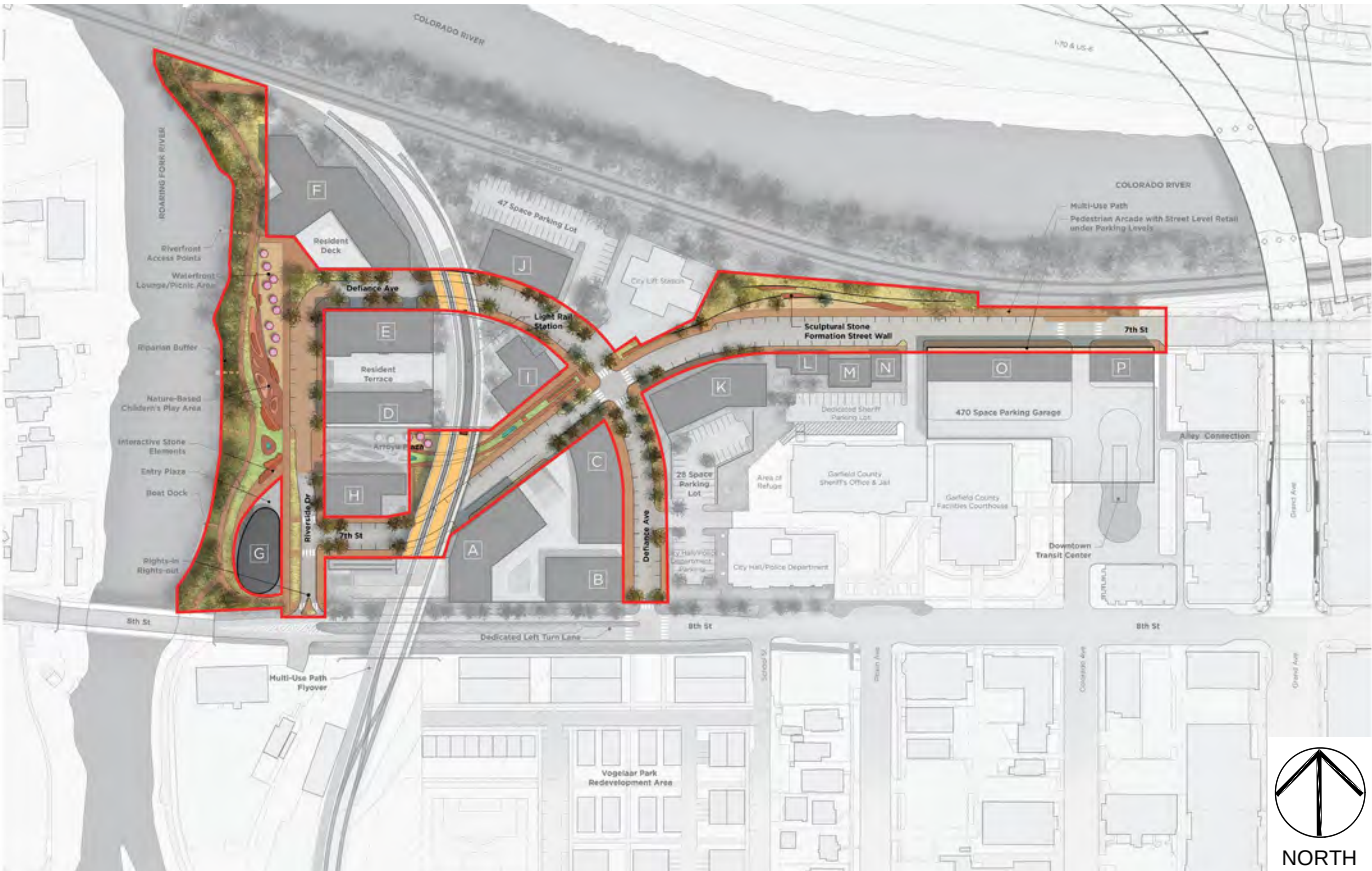
H. Assumes that a NEPA process will be required for federally funded transportation projects.

I. Does not include costs to design and construct a structured parking garage which is highly dependent upon type, size, and location based on various projects included on this list.

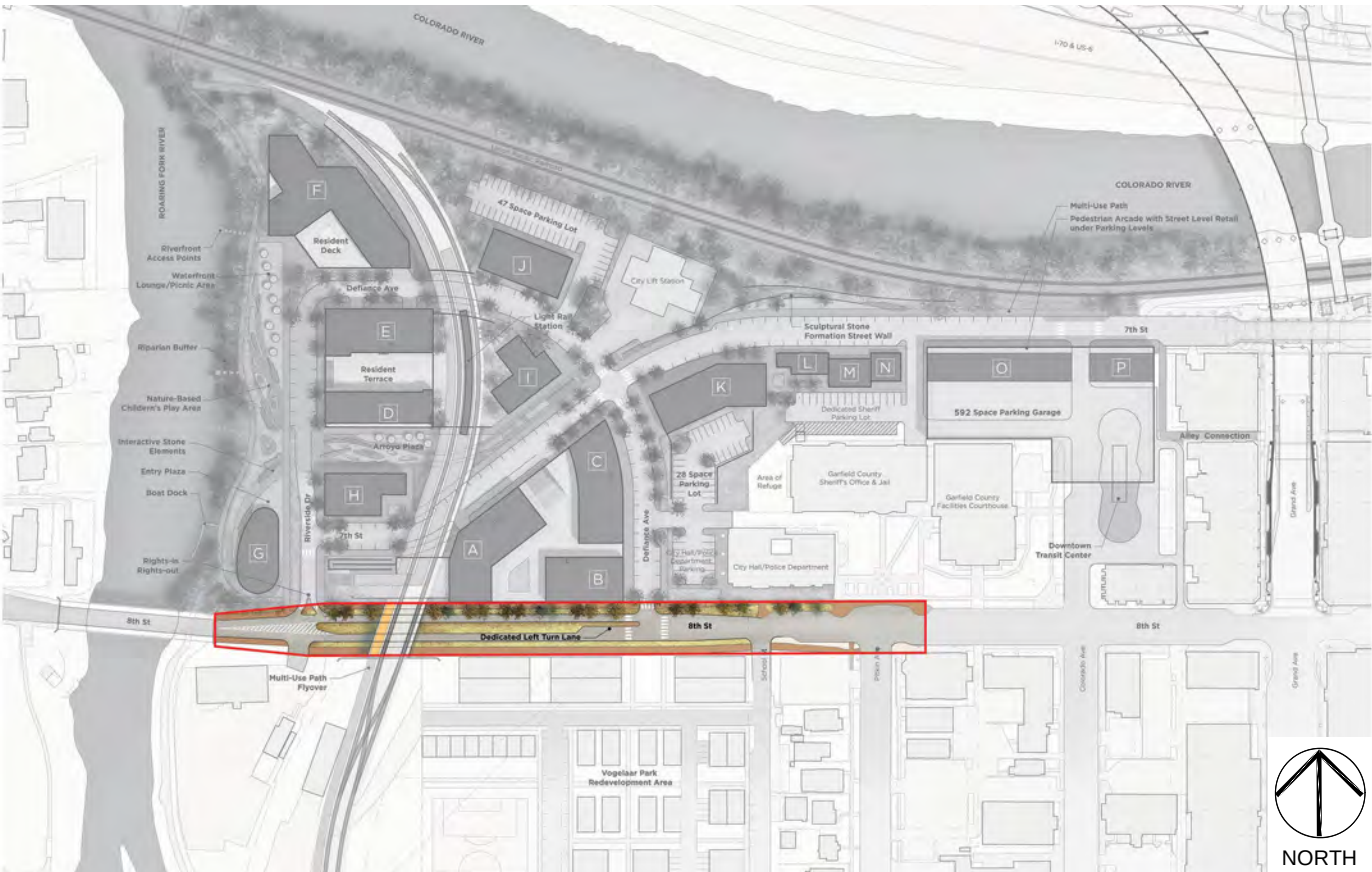
J. Some of the projects identified on this list could be divided into sub projects but depending on the project will likely increase desing and construction costs and potentially complicate permitting.

Action Plan Key Project Elements

The following diagrams represent potential project elements as defined in the Implementation Action Plan and Infrastructure CIP Projects Table. They are not presented following a specific phasing but instead are provided to show approximate boundaries for packages of projects, at key steps. The ultimate phasing and project limits and components can only be determined after preliminary engineering is performed. After that progress milestone is archived, exact project definitions and phasing will still evolve based on budgets, priorities, and developer timelines.



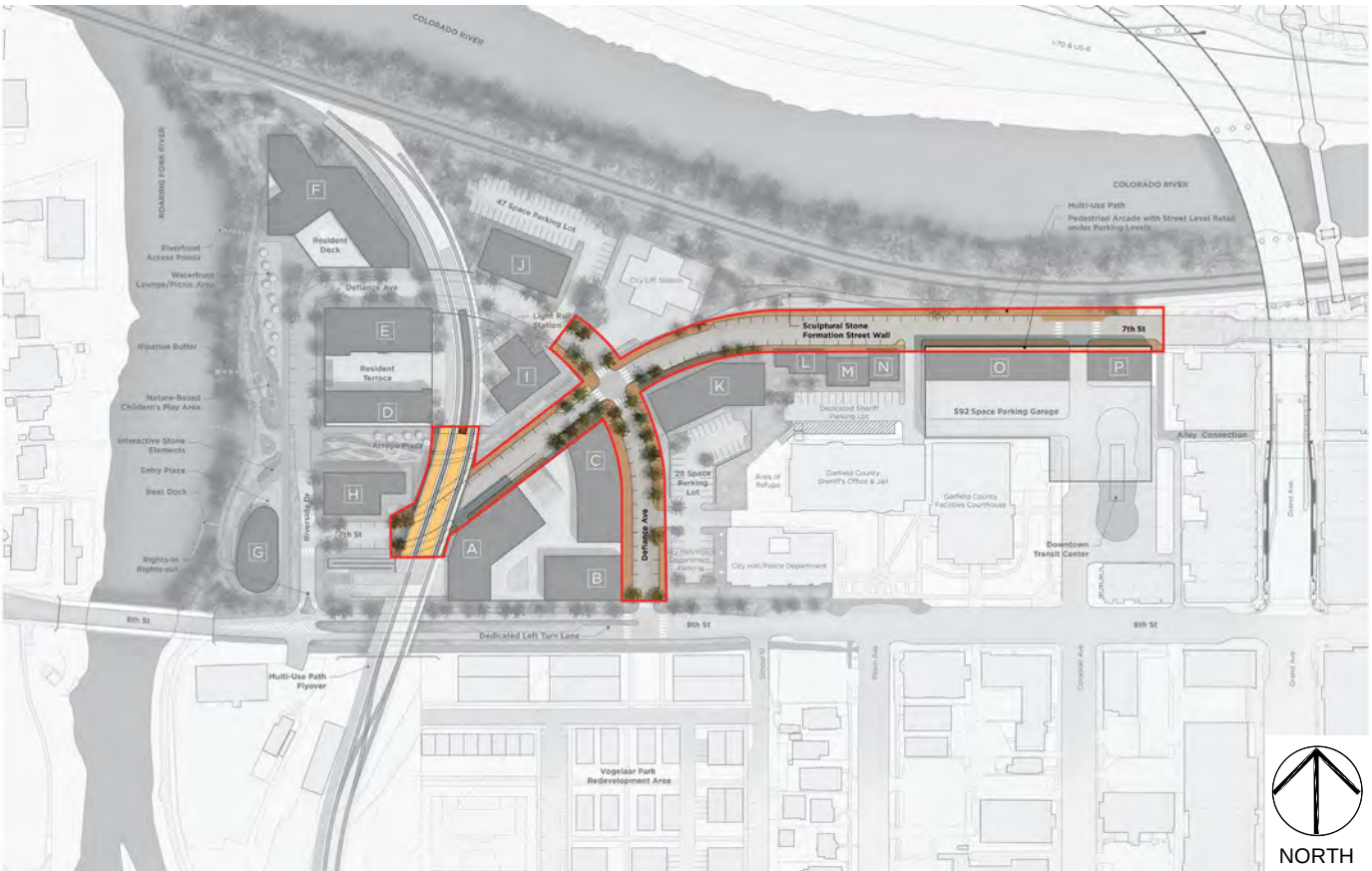
AP-1 - Comprehensive Street Network and Public Space 60% Engineering Design



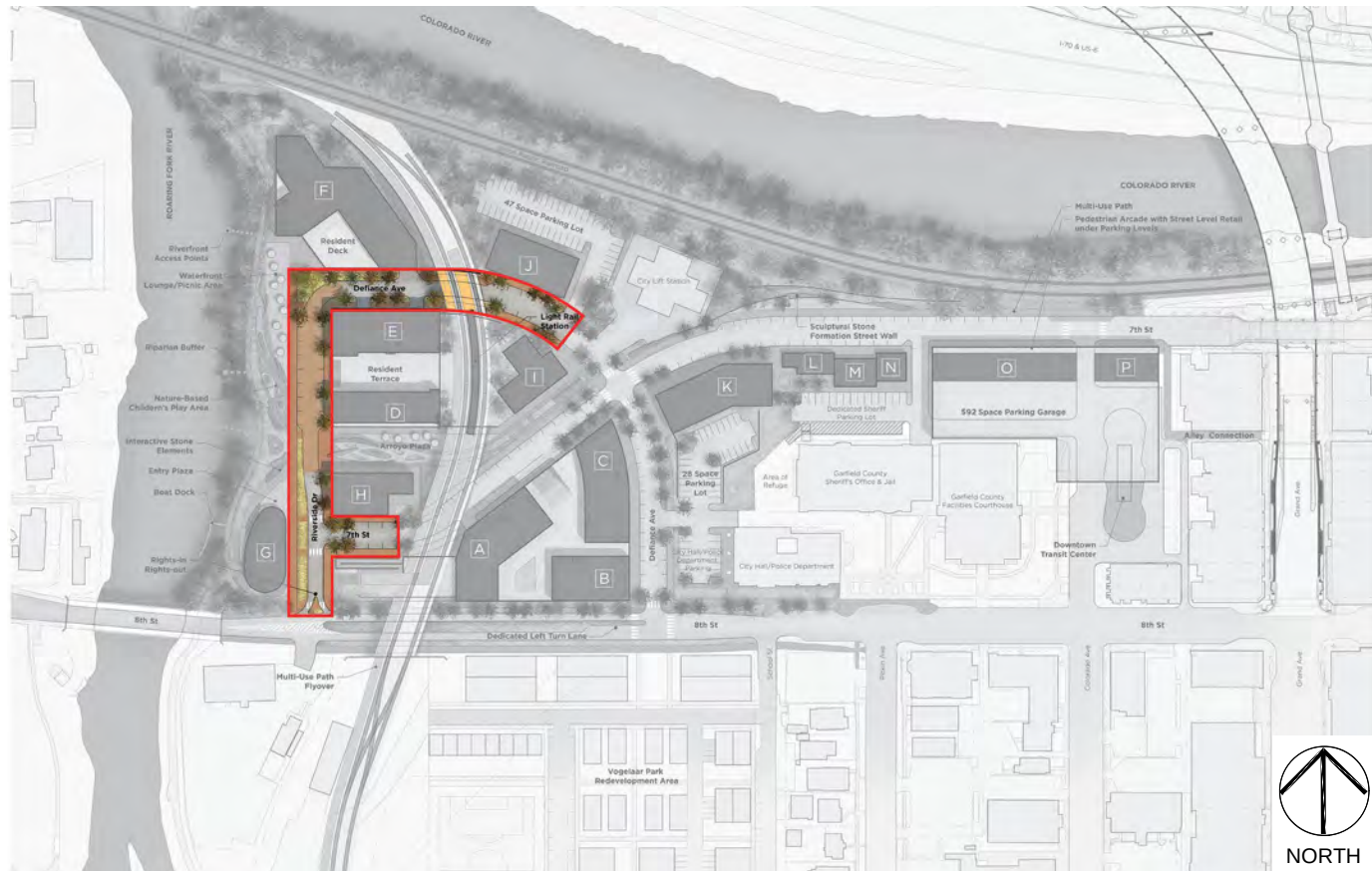
AP-2 - 8th Street Improvement Project Construction



AP-3/AP-6 - Riverfront Park Master Plan Design, Design, and Construction



AP-5 - Riverside Drive and Defiance Avenue Extension Final Engineering and Construction



AP-4 - 7th Street Final Design, Engineering, and Construction



AP-6 - 7th Street Civic Space Public Improvements

3.6 POTENTIAL IMPLEMENTATION FUNDING SOURCES

This funding matrix outlines potential funding sources to support next steps for advancing the activities and project shown in the Implementation Action Plan and Public Infrastructure CIP Projects. The resources below can be layered and leveraged to help fund activities recommended in the AWP and should be used as a starting point for the preparation of a formal Capital Improvement Programming Plan.

Funding Opportunity	Amount, Match, & Deadline	Program Description	Potential Projects
Studies & Plans			
US EDA Local Technical Assistance	Average size – approximately \$75,000 Accepted on rolling basis 50:50 matching requirement	While Glenwood Springs has not traditionally been eligible to receive US Economic Development Agency (EDA) funding because its census tracts fail to meet the distress criteria (<80% of US per capita income or unemployment rate of at least one percentage point higher than US unemployment), federally designated Opportunity Zones are now considered eligible for EDA funding . This means that for portions of the Confluence redevelopment that fall within the designated Opportunity Zone, EDA is now a viable source of funding for pre-development costs, market and feasibility studies, and public works projects associated with job growth. The EDA Local Technical Assistance helps analyze the feasibility of potential economic development projects through projects such as feasibility studies and impact analyses in areas with economic distress. 	▪ Traffic Study (must connect project area/impacts to OZ) ▪ Comprehensive Utility Study (must connect project area/impacts to OZ) ▪ Parking Study

Funding Opportunity	Amount, Match, & Deadline	Program Description	Potential Projects
DOLA REDI Local Government Economic Planning Grants	Up to \$100,000; no match required Deadline is March 15, 2019	Colorado Department of Local Affairs (DOLA) Rural Economic Development Initiative (REDI) Local Government Economic Planning grants support planning efforts to help diversify local economies in communities with fewer than 20,000 residents. Examples include: strategic plans, engineering plans, land use feasibility, and/or marketing studies. Consulting services for specific project implementation are also eligible.	▪ Comprehensive Utility Study ▪ Parking study
DOLA EIAF Administrative Planning grants	Up to \$25,000; 50:50 match; total project cost cannot exceed \$100,000 Accepted year-round	The DOLA Energy & Energy and Mineral Impact Assistance (EIAF) Administrative Planning grant program accepts applications year-round for administrative approval, as long as funds are available. Project types include preliminary design, engineering, or feasibility studies. Projects are reviewed and approved by DOLA staff.	▪ Riverfront Schematic & Programming Design ▪ Traffic Study ▪ Comprehensive Utility Study ▪ Parking Study
CDPHE Brownfields Assistance	Assessment performed by CDPHE at no cost to City	The Colorado Department of Public Health & Environment (CDPHE) provides Targeted Brownfield Assessments at no cost to the applicant. The DDA has formerly served as an applicant for a TBA at the City-owned wastewater treatment plant site. A similar arrangement should be considered for applying for a targeted assessment at for lot 1. Because the City had to accept the site without doing All Appropriate Inquiries, the City is not eligible for federal Environmental Protection Agency (EPA) funds for the site. But ample state resources are available. The City should also consider entering the site into the voluntary cleanup program.	▪ Environmental Assessment & Remedial Plan
GOCO Planning Grants	Up to \$75,000; 25% match requirement	The Great Outdoors Colorado (GOCO) Planning grants program provides grants to help local governments execute a wide range of planning efforts, including site-specific plans, department master plans, and strategic plans. The City of Glenwood Springs would need to determine how the planning of a riverfront park in the Confluence would stack up against other planning needs for a GOCO request.	▪ Riverfront Schematic & Programming Design

Funding Opportunity	Amount, Match, & Deadline	Program Description	Potential Projects
Smart Growth Technical Assistance	No cost assistance with transit planning	The U.S. EPA Smart Growth Technical Assistance program offers no-cost technical assistance to communities on specific topics related to smart growth development. This source of assistance could potentially be tapped to help integrate RFTA's Corridor Service Study with economic development plans for the Confluence, ensuring that transit improvements effectively support the area. The EPA Building Blocks for Sustainable Communities Program has a category of assistance called "Sustainable Strategies for Small Cities and Rural Areas" that could potentially be used to guide the riverfront schematic and programming, as well as transit-related planning.	▪ Transit Improvements ▪ Riverfront Schematic & Programming Design
Implementation			
US EDA Public Works & Economic Adjustment Assistance Grants	Average size – approximately \$1.4 million; 50:50 match Two-phase review process with no submission deadlines. Proposals will be reviewed by EDA within 30 days of receipt; and following the proposal review, full applications will be reviewed within 60 days of receipt.	The US EDA Public Works program provides catalytic investments to help distressed communities build, design, or engineer critical infrastructure and facilities that will advance bottom-up economic development goals to promote regional prosperity. Potential projects include projects supporting water and sewer system improvements, industrial parks, high-tech shipping and logistics facilities, workforce training facilities, business incubators and accelerators, brownfield redevelopment, technology-based facilities, multi-tenant manufacturing facilities, science and research parks, and telecommunications infrastructure and development facilities. The US EDA Economic Adjustment Assistance Program provides investments that support a wide range of construction and non-construction activities (including infrastructure, design/engineering, technical assistance, economic recovery strategies, and capitalization or re-capitalization of Revolving Loan Funds (RLF)) in economically distressed areas. For example, EDA might provide funding to a city to support the construction of a publicly-owned, multi-tenant business and industrial facility to house early-stage businesses.	▪ Studies, design & engineering, or infrastructure and utility upgrades on sites slated for economic development





A

Physical/Built Environment Conditions

**Glenwood Springs Moving Forward Together
U.S. EPA Brownfields Area-Wide Plan**

THE CATALYST SITES

The basis of study for the U.S. EPA Brownfields Area-Wide Plan (AWP) are three brownfield catalyst sites that have former or active uses that qualify them as potential brownfields and likely subjects for redevelopment planning for higher and better uses.

THE FORMER WASTEWATER TREATMENT PLANT

Location: 405 and 101 West 7th Street

Target Reuse Area: The Confluence Area

Site Acreage: 5-acres over three parcels

Historical and Current Use: The site was utilized as a wastewater treatment plant from 1968 until 2012. Many of the previous structures and facilities associated with the former plant are still standing although not operational. The site is split by a large elevated berm that supported a former railroad line.

Environmental Status: The City intends to proceed, in phases, in demolishing the existing structures on the site. No additional environmental assessment is recommended at this time and no remedial activities have been identified as necessary to facilitate redevelopment of the property.

THE ACTIVE COLORADO DEPARTMENT OF TRANSPORTATION (CDOT) ENGINEERING & MAINTENANCE CENTER

Location: CDOT Target Site – 202 Centennial Street

Target Reuse Area: The West 6th Street Area

Site Acreage: 5-acres

Historical and Current Use: The site has been used by CDOT since the 1970s. Prior to that time the site is believed to have had limited use, although activity could have been associated with the former quarry operation and associated rail yards.

Environmental Status: The site has underground storage tanks. No data exists related to the current environmental status of the site.

THE FORMER HOLLY QUARRY

Location: The site is located along Traver Trail Road (exact address unknown)

Target Reuse Area: Quarry Area

Site Acreage: Two parcels totaling 27-acres

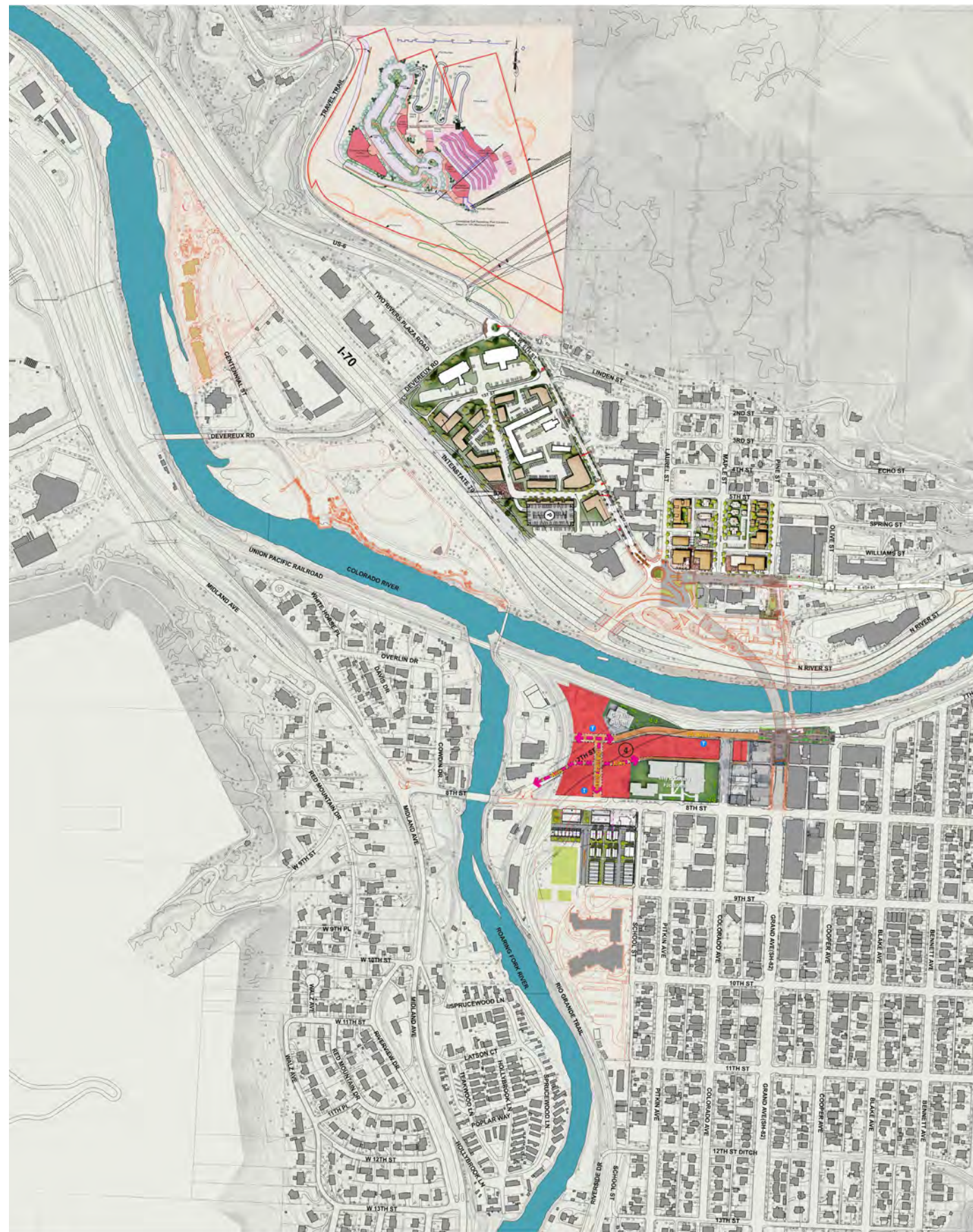
Historical and Current Use: The site was formerly the Pitkin Iron Corporation and more recently the Mid-Continent’s limestone quarry to support the coal mining industry. The site closed in 1991 and has remained vacant since that time.

Environmental Status: The site has no known environmental conditions beyond those associated with the concentrations and exposure of a large area of limestone. These include impacts on groundwater from leaching water through the limestone and runoff, the potential for sink holes, and limestone dust from the site (which due to the years of inactivity at the operation is not likely to still persist).



Portions of the Former Wastewater Treatment Plan are being demolished.





COMPOSITE PLAN

PLANNING CONTEXT

RECENT HISTORY OF PLANNING IN GLENWOOD SPRINGS - PLACEMAKING AND BROWNFIELDS REDEVELOPMENT

An initial step in the Area-Wide Planning process is to document the intentions and probable outcomes of planning and development activities. An important of the process is establishing what work has been performed to-date with the goal of building upon the outcomes as much as possible. This includes reviewing:

- Recent public planning/design initiatives (summarized on the following pages);
- Planned infrastructure improvements and capital projects; and
- Pending and anticipated private development projects.

The Composite Plan is the result of this exercise of merging the relevant plans together into one visual image. Though the Composite Plan is more of a patchwork collage than a plan for the future, it does define the likely boundaries and the relationships to each other for the areas where reinvestment and change is likely to occur over the next several years, if each of these initiatives were realized.

As an inventory of future actions and investment it provides a framework for the Area-Wide Plan and recommendations for the catalyst sites. Seeing the big picture also reveals potential partnerships, synergies, and phasing considerations.

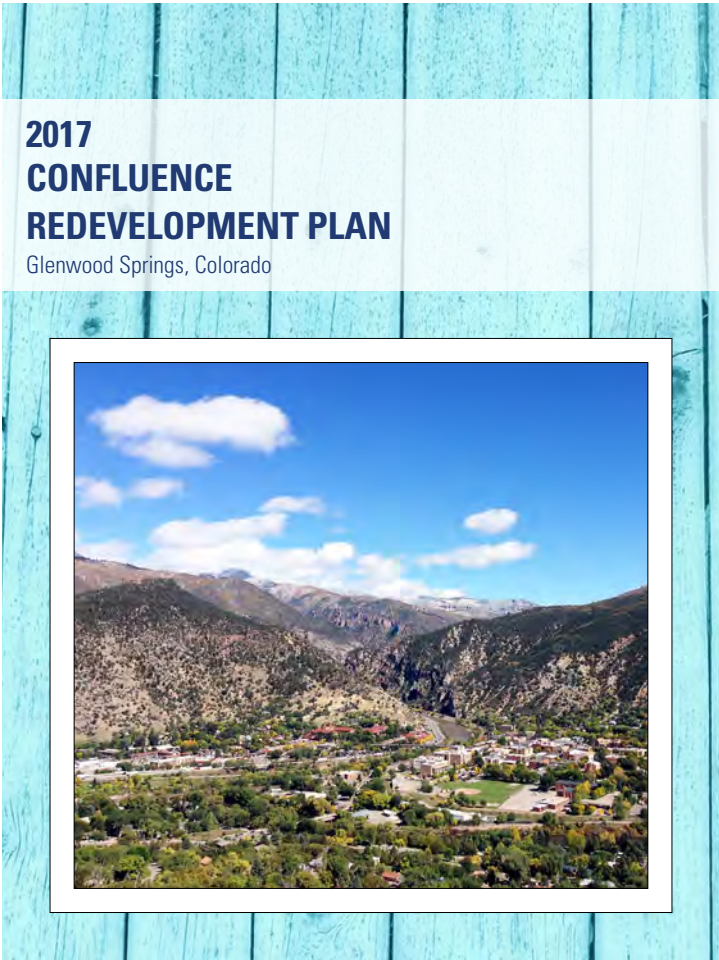
This assessment of the physical/built environment considers how present and planned land use, environmental conditions, zoning policy, transportation and utility infrastructure, and public open spaces are likely to be shaped by this pattern of investment. Additionally, for each topic key findings for “moving ahead” are listed to provide direction for the planning design solutions of the Area-Wide Plan in terms of incrementally improving efficiencies, connectivity, and design.



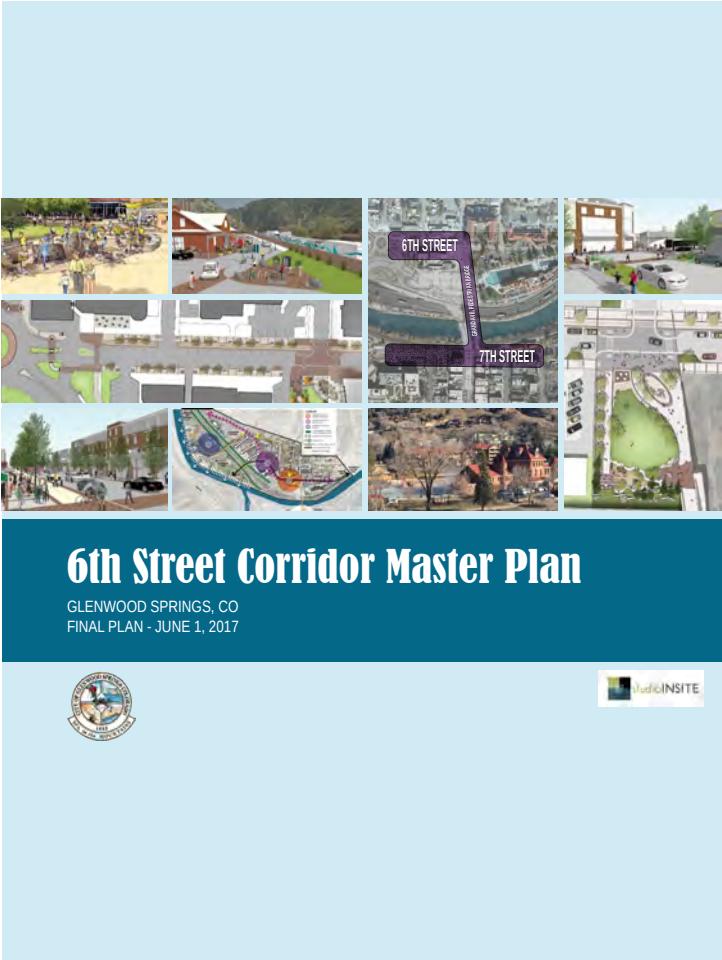
The opening of the new Grand Avenue Bridge is a project on November 7th, 2017, was years in the making and a major catalyst for change in the downtown and Glenwood Springs as a whole.

PLANNING RESOURCES

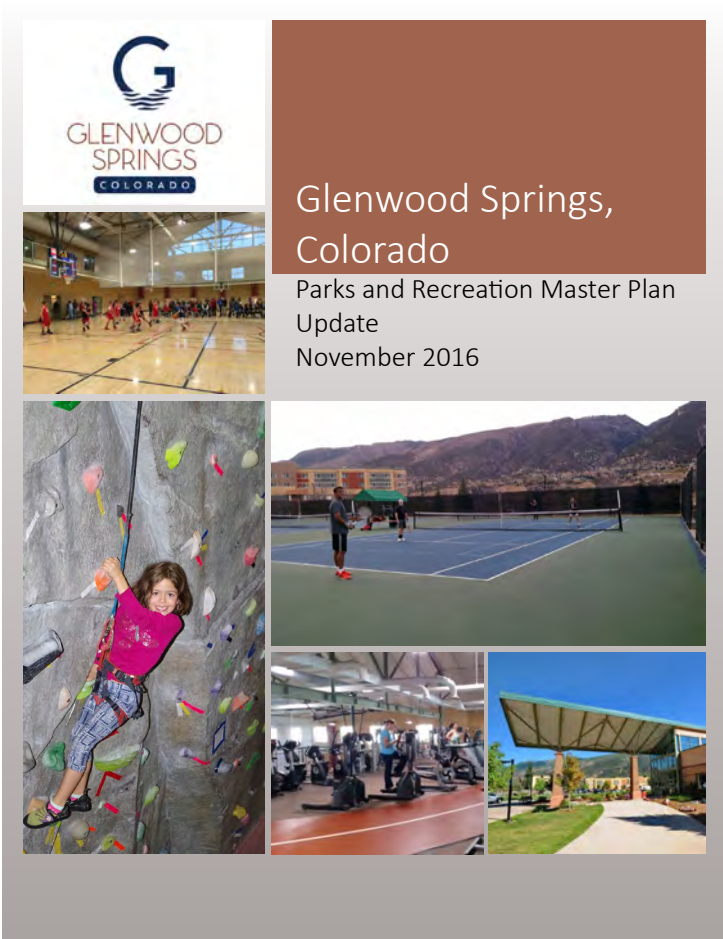
The City of Glenwood Springs is undertaking a process to bring together all of its development planning and includes several of its major undeveloped and under-utilized “brownfields” properties. The Area-Wide Plan is focused on pulling together the proposed redevelopment visions and planned infrastructure improvements developed from numerous planning documents. The focus of the effort is creating a great community where transportation, housing, tourism destinations, and commercial development investments are coordinated so that people have access to adequate, affordable, and environmentally sustainable living. This project is the next phase of ongoing economic development and community-wide planning in Glenwood Springs and focuses on bringing together all of the previous and ongoing planning efforts into one cohesive strategy for implementation. The determination of specific reuse strategies for these sites must consider the larger context, and area that includes the downtown, North Glenwood Springs, and surround context.



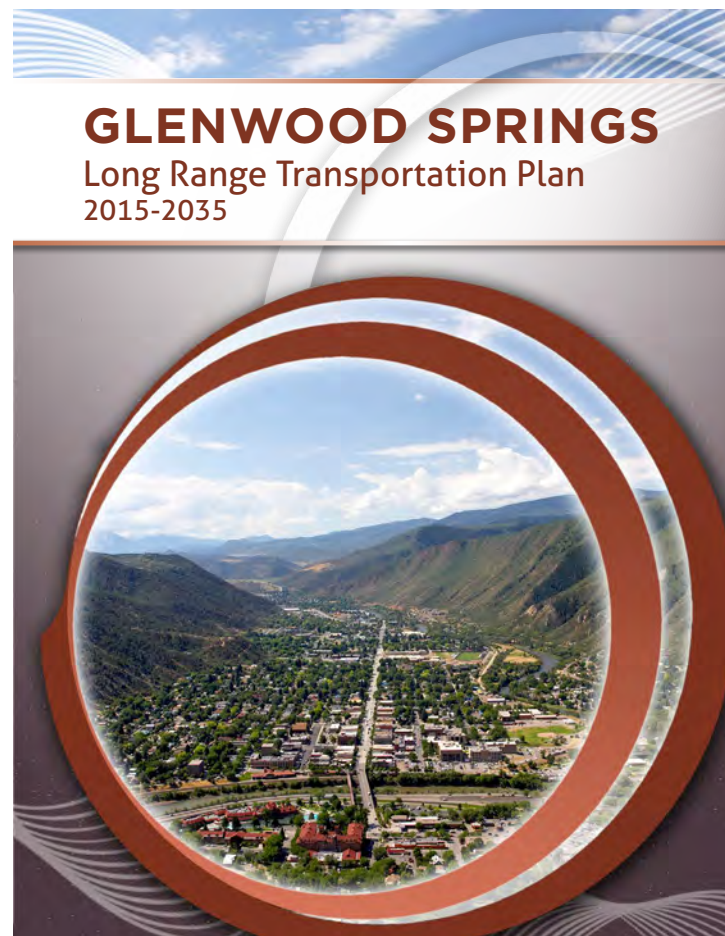
2017 Confluence Development Plan. This plan presents a redevelopment vision for the area at the junction of the Roaring Fork and Colorado rivers. Initiated in part by the decommissioning of the city’s wastewater treatment facility, the City of Glenwood Springs and Downtown Development Authority (DDA) partnered with Community Builders in 2013 to update the concepts for the Confluence. The Confluence is generally defined as the area bordered by the Colorado River to the north, Colorado Avenue to the east, 9th Street to the south, and the Roaring Fork River to the west. This document aims to provide realistic and actionable strategies for achieving higher and better use within the Confluence area that complements and adds vitality. The Confluence Plan includes examples of how Vogelaar Park could be repurposed, recommending a mix of housing while retaining some parkland and open space on the site.



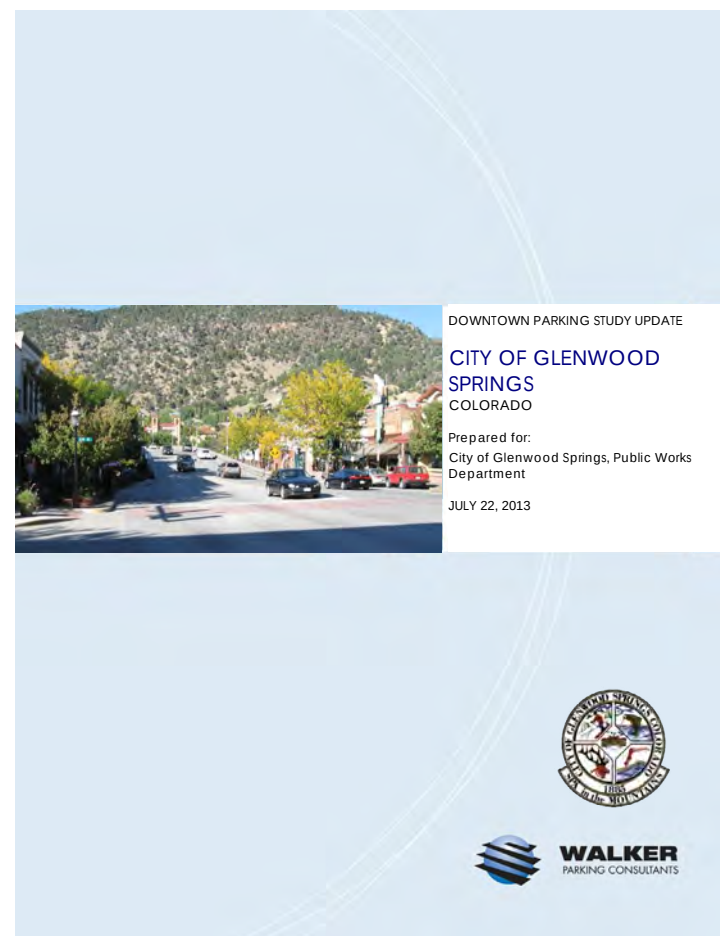
6th Street Corridor Master Plan. Over the next two years, 6th Street is expected to change dramatically as a result of the multi-million dollar Colorado Department of Transportation (CDOT) project to demolish and realign the Grand Avenue-State Highway 82 Bridge over the Colorado River. The goal of the planning effort, which kicked off in January 2016, is to anticipate public improvements that the Grand Avenue Bridge project will set in motion such as streetscape improvements, bike facilities, public parking, and neighborhood gathering areas. Based on input from public & stakeholder meetings, studioINSITE finalized a master plan that creates a blueprint for future North Glenwood development and redevelopment.



The Parks and Recreation Master Plan, and the November 2016 Update is structured around a citizen-driven community process, defining a broad mission and a strategic approach for implementation over time. Projects identified as high priority include new and existing trails, a skatepark, performing arts, an indoor ice arena, and a sports complex as well as a Capital Improvements Plan informed by improved cost recovery and management. A major focus on this effort was maintaining the focus on trail connectivity and the improvement of existing park facilities. Improvements to Two Rivers Park are being planned using the concepts of improving the quality of existing facilities and expanding their revenue potential to support parks overall. Finally, the Strategic Business Plan lays out specific recommendations to manage the program to maximize service to the community. From this plan, a budget outlining necessary revenues to sustain the program is developed.



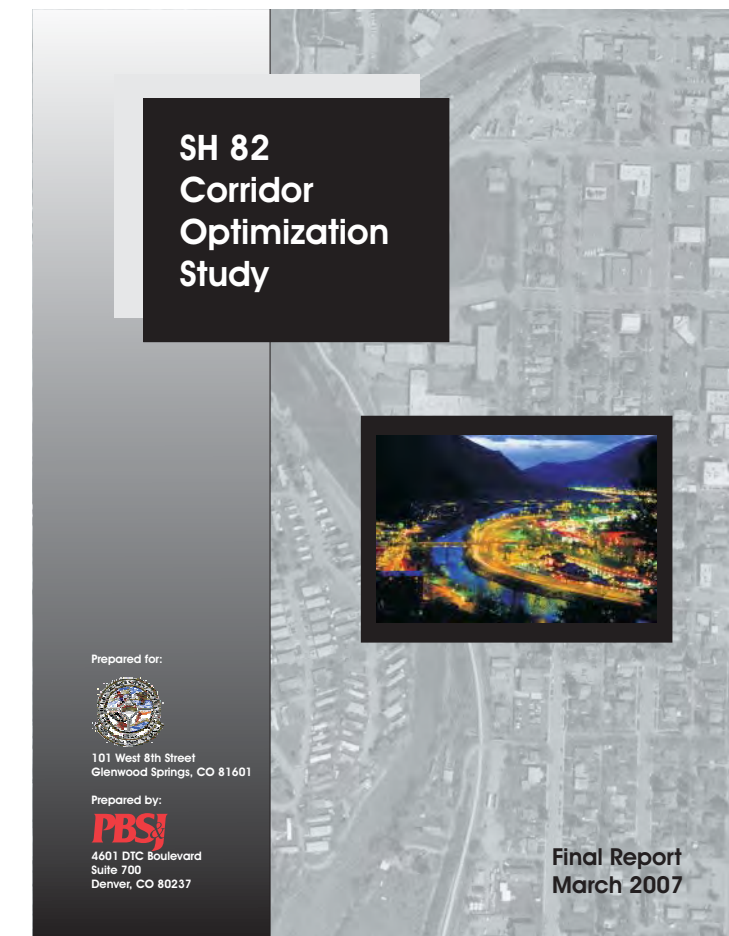
The Long Range Transportation Plan 2015 – 2035 outlines recommendations to establish the city multi-modal transportation network and strengthen connections between different modes, making travel more convenient for users at all levels of service. Based on a detailed efficiency analysis of vehicular, bicycle and pedestrian circulation; the plan recommends twenty on and off-street priority projects at a projected cost of over \$75m. The list includes shared-use paths, bicycle facilities, sidewalk connections, wayfinding signs, intersection improvements and new bridge connections. Potential federal state and local resources are identified. The Appendix is replete with essential data and technical references.



The 2012-13 Downtown Parking Study assessed parking supply and demand, evaluated future parking needs, and recommend possible parking management strategies to maximize the use of available resources. The document reported that existing supply is sufficient to adequately address parking needs, and concluded that the parking system can support additional development without adding weekday parking resources. The study does recommend that the City evaluate options for a second public parking garage and suggests possible locations.



Glenwood Springs Comprehensive Plan, adopted in 2011, is the community's guide for making land use decisions and is based on the community's values and vision for the future. The Comprehensive Plan sets the stage for other City plans including neighborhood or special district plans, capital improvement plans, street and transportation plans, and utility plans. In short, it is the central manuscript that coordinates and sets priorities for the City's current and future planning endeavors.



The SH 82 Corridor Optimization Study, Focuses on the SH 82 corridor as the primary east-west regional transportation facility serving the Roaring Fork Valley. Within the City, SH 82 is known as Grand Avenue. The corridor optimization process identifies a range of operational problems; leading to the selection of priority issues/locations and a corridor strategy in anticipation of the National environmental Policy Act (NEPA) process. This planning identifies needed intersection improvements, interchange enhancements, capacity issues, as well as how parallel arterial roads operate and convey traffic under different conditions.

LAND USE

Due to the size of the study area, land uses varying greatly. The range from traditional downtown retail, suburban format retail and lodging, to historic tourism destinations, government center, civic uses, and parkland. Recent planning studies have begun to revise the land use types for the study area, but more important the mixing of uses and their format, i.e. in terms of promoting a greater sense of a traditional downtown. This is especially important for the areas orbiting the core of what the community typical perceives as the downtown.

The City’s Comprehensive Plan contemplates the topic of “Growth versus No Growth”, and concludes that growth needs to be focused on increasing the utilization of land within and around the downtown, i.e. the study area of this project.

Although this planning effort is contemplating opportunities that exist broadly within the study area, it is primarily focused on three catalyst brownfields sites, and the study area includes three very distinct Targeted Reuse Areas, each organized around one key brownfield sites. The areas are:

- The Confluence Area (the Former Wastewater Treatment Plant);
- The West 6th Street Area (the Active CDOT Engineering & Maintenance Center);
- The Former Holly Quarry.

THE CONFLUENCE AREA

Existing uses in the Confluence Area include the decommissioned wastewater treatment plant, an active City-owned utility pumping plant, two inactive railroad spurs (referred to as the “Wye”), the active Union Pacific Railroad mainline and related facilities, the Rio Grande Trail along the Roaring Fork River, storage buildings, a funeral home, a household equipment rental shop, and surface parking for the adjacent government complex. This includes City Hall, the Garfield County Courthouse, and a county office complex. In the vicinity just south of the Confluence Area are Vogelaar Park and the Glenwood Elementary School.

- **The Wastewater Treatment Plant** — Decommissioned in 2012, the facility includes several structures slated to be demolished and removed in 2018, including a brick building housing the rotating biological contactor facility and several round sedimentation/filtration tanks. The City intends to complete demolition and clean-up of the site over the next few years to open the site for reuse.
- **The Wye Inactive Railroad Spurs** — Though not currently in use, the west spur of the wye is currently required to remain intact to a level to support future potential reactivation, per agreements between the City and RFTA. Due to their location and configuration especially for the west spur, this use creates significant land use challenges for reuse planning in the area.
- **Vogelaar Park and Environs** — This area will be reconfigured as the land exchange agreements and the 2017 redevelopment plan are implemented. Additional park land will be added to the west and south of the current park allowing a portion of the area where the baseball diamond currently is located to be developed as new mixed-use focused on downtown residences with a limited amount of commercial/retail space.

The City’s 2003 Confluence Plan and the 2017 Confluence Redevelopment Plan acknowledge that achieving an ideal balance of civic uses and commercial development activity is complicated by challenges of topography, access, subsurface utilities, and complex property agreements. All of these factors will influence the viability of future land uses as well as their configuration in this area.

THE WEST 6TH STREET AREA

The West 6th Street Area is host to several of the City’s key tourism-related businesses, as well as many of Glenwood Springs’ hotels and motels. West of Laurel Street especially, most of the businesses front onto 6th Street in the familiar pattern of highway commercial operations, each situated behind its parking field.

- **Popular destinations** — These include Glenwood Hot Springs, Yampah Spa & Vapor Caves, Glenwood Caverns Adventure Park, and Iron Mountain Hot Springs. Other commercial land uses within the study area include offices, retail, restaurants, spa and beauty salons, an automobile dealership, and automotive service and repair facilities. Like the hotels and motels, most of these businesses front onto 6th Street and are situated on their sites behind deep setbacks and in many cases off-street parking.

- **North Glenwood** — This a compact residential neighborhood sits on the south-facing hill above 6th Street, primarily east of Laurel Street. The neighborhood consists of mostly single- family homes, some dating from the late 1800s and early 1900s. The streets in North Glenwood are aligned on a traditional compact north-south, east-west grid.
- **Former Bighorn Toyota site** — This 2.8-acre property is worth noting because it is a relatively large vacant site within the overall W. 6th Street Corridor. It is currently functioning as temporary parking for the Glenwood Hot Springs and for river rafting customer pick-up and drop-off.
- **CDOT Site** — The Colorado Department of Transportation’s keep 3 offices and yard are located on a 6-acre parcel between I-70 and the Colorado River along Devereux Road, adjacent to Iron Mountain Hot Springs. The majority of the facility includes maintenance operations and with numerous buildings associated with maintenance and fleet operations, as well as engineering offices for the region, and the State Police.
- **CenturyLink** – This property is located at the terminus of 1st Street, adjacent to I-70 and serves as a regional hub for CenturyLink maintenance operations and the small buildings on the property are used mainly for storage.
- **Two Rivers Park** — Glenwood Springs’ largest regional park is located within the study area across from the confluence of the Colorado and Roaring Fork Rivers and serves as a major destination for events and summer river sport activities. The 22-acre park includes a baseball field, amphitheater, sheltered picnic areas, restrooms, a playground, and a skate park.

THE FORMER HOLLY QUARRY

There is ongoing interest in repurposing the 27-acre of the former limestone quarry to create a remarkable “hillside village” residential community and resort facility. The site is located on the southeast-facing slope of Iron Mountain, adjacent to the intersection of Traver Trail and 6th Street/ Highway 6. A preliminary plan, submitted in 2013 as a PUD, was approved and then extended to June 20, 2019. The program as submitted includes a multi-level Cliff Lodge building, 260 space parking spaces, a funicular to transport guests to the top of Iron Mountain, and a small museum themed around mining and local mining history. The proposal would re-purpose mine-scarred land, while building on previous investments by the same owner, establishing successful tourist destination businesses at the base and at the top of the mountain (Iron Mountain Hot Springs and Glenwood Caverns Adventure Park).



Former Waste Water Treatment Plant



6th Street under construction



Holly Quarry Site

Land Use: Moving Forward

The Confluence area

- The former Wastewater Treatment Plant and dormant associated infrastructure will be removed to allow for new uses.
- The active Wastewater Treatment Pump Station is fixed and cannot be moved. Any new development in the area will need to accommodate the access and service needs of this new facility.
- Negotiations with RFTA regarding the wye have been ongoing. Although subject to change, it appears that east spur of the wye can be removed and the west spur will need to be accommodated to allow for future possible rail utilization.
- There are current private uses, such as the funeral home, which may impede the ability to maximize the redevelopment potential of the area.
- The former rail freight shed will be able to be razed but such an action may require special permitting.
- The government center is fixed and has several requirements that surrounding it include parking and access for the Police Department and service access to the rear of the buildings.
- There are numerous parking areas that are potentially available for infill development.
- The active Union Pacific Railroad will have impact on the placement of new uses due to noise and dust impacts.
- Per the 2017 Confluence Redevelopment Plan, the Vogelaar Park redevelopment area will likely advance first as a primarily residential project with limited commercial development.

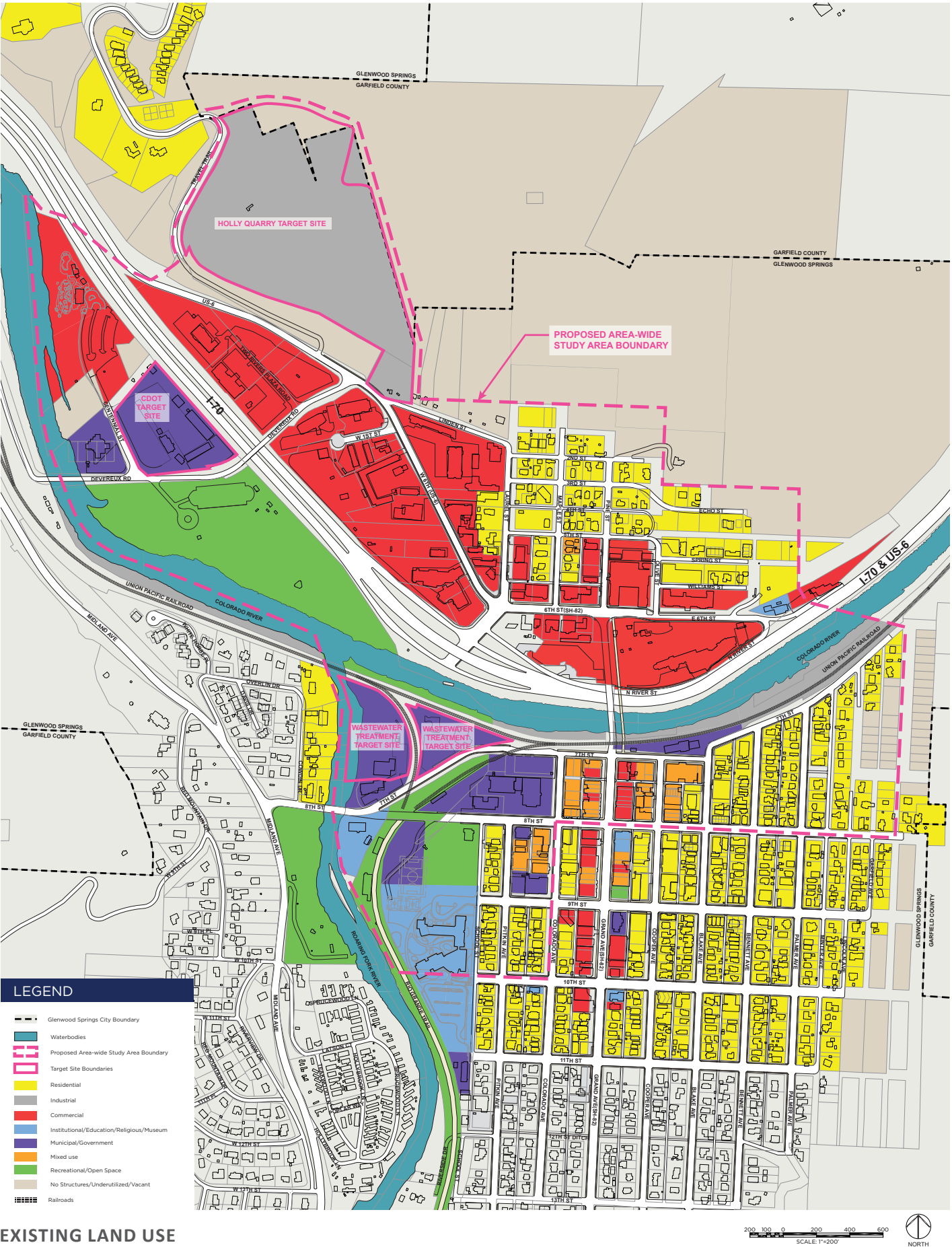
6th Street Corridor

- The 6th Street Corridor Plan Master Plan, completed in April of 2017, anticipates future private redevelopment of existing properties that will incrementally infill following a mixed-use pattern of land uses. This is anticipated to start on underutilized parcels buildout to occupy street frontages. Public improvements such as new streetscapes, bike facilities, public parking, and neighborhood gathering areas are planned as the district evolves. This fundamental approach will result a potential dramatic shift long term in the mix of uses in this area, as it transitions from large parcels with single uses, to a more densely grouping of buildings and a diverse mix of commercial/retail, lodging, tourism, and residential uses.

- This area represents the largest potential area to attract growth within the downtown, as discussed first in the Comprehensive Plan and then refined through the 6th Street Corridor Plan. It also strategically located within close proximity of downtown, to expanse and development pattern and mix of land uses that expands the overall impact of the City’s downtown as a whole. This includes accommodating the increasing regional demand for commercial space in a manner that compliments the character and mix of uses in the downtown and not compete with it.
- The desire for new buildings and expansions to existing buildings will bring new residents living in this part of town. Land uses that have been considered include recruiting convenience and fresh food retailers as well as entertainment and service providers to what should become a new Glenwood Springs neighborhood, as well as a more attractive, and fun, version of the regional destination it is today.
- The CDOT Engineering & Maintenance Center, a commercial office building, and the Iron Mountain Hot Springs occupy 17+ acres between the Colorado River and the southbound lane of I-70, west of Devereux Road. Opportunities to better integrate and buffer the CDOT facility to allow further redevelopment around it will be important. This includes reducing potential conflicts between activities on the site and the new uses focused on tourism and residential that are occurring around it. Moving forward, there may be opportunities for the property owners to work collaboratively within this geographically constrained area to explore mutually agreeable ways to accommodate additional compatible economic activity. This includes improved public river access while improving public access, and without diminishing the capability of the CDOT to perform its public safety operations in a reliable, and efficient way.

The Former Holly Quarry

- It is in the best interest of all parties to return this parcel to an economically productive use. The proposed PUD development program for the site includes a mix of tourism, lodging, and residential uses. The current property owner is still exploring options for the highest and best uses for the site, especially since there are infrastructure challenges to meet the requirements of almost any likely land use combination. Based on current factors, residential uses that take advantage of the excellent valley views may be the most likely best use for the site.



ENVIRONMENTAL AND HUMAN HEALTH RISK CONDITIONS

A key goal of the U.S. EPA Brownfields Area-Wide Planning Program is to help communities create strategies for the reuse of brownfields that are protective of public health. The Environmental and Human Health and Risk Assessment section of this analysis focuses on identifying potential site constraints the may impact redevelopment and public health impacts posed by the current site conditions and summarizing those conditions in a manner that can be easily communicated to the residents that may be impacted.

Human health aspects evaluated include:

- Cleanup efforts at the three catalyst sites and impacts to soil and groundwater quality;
- Existing Air Quality issues and efforts to improve air quality;
- Surface Water quality and public access to the waterfronts; and
- Environmental Justice issues per the U.S. EPA’s Plan EJ 2020 parameters.

FORMER WASTEWATER TREATMENT PLANT

The Former (City of Glenwood Springs) Wastewater Treatment Plant is a 5-acre property located at 401 West 7th Street was decommissioned in 2012. The City owns the property and is considering the site for future redevelopment opportunities. The property is one of the catalyst brownfield sites of the Area-Wide Planning effort.

The 5-acre decommissioned wastewater treatment site, ideally situated on a triangular parcel

wedged into the confluence of the rivers, was identified by a public engagement process as a high priority for redevelopment in the 2003 Confluence Plan. First a trickling filter plant completed in 1968 and then a rotating biological contactor plant built in 1979, all wastewater facilities, with the exception of a new lift station, were relocated to the outskirts of town in 2012.

The plant was decommissioned in part due to potent chemicals such as sulfuric acid created during the treatment process corroding its brick structure over time. The plant also had recurrent struggles with removing ammonia from wastewater before it was discharged into the Colorado River. Additional potential contaminants of concern include chlorine leachates from the treatment process; asbestos; potential hazardous waste from drying beds on the north side of the side where sludge was stored; and arsenic, creosote, and other toxins from the former Union Pacific-owned railroad wye that bisects the parcel.

Following assessment, city officials plan to demolish the old plant, including several holding tanks and a major pipeline that brought most of the City’s sewage into the old treatment facility.

As part of the Area-wide Planning effort, Gaito & Associates interviewed the City’s Public Works Director, Mr. Robin Millyard and reviewed readily available environmental information including the following reports:

- Phase 1 Environmental Site Assessment, Waste Engineering, December 1998
- Phase 2 Environmental Site Assessment, Waste Engineering, March 1999
- Phase 1 Environmental Site Assessment, Weston, December 2016
- Phase 2 Environmental Site Assessment, Weston, February 2017.

Findings of 1999 Environmental Site Assessments

The 1999 Phase 2 Environmental Site Assessment (ESA) report identified minor BTEX soil contamination in the areas of former Drywells 2 and 3. The report recommended localized excavation and disposal of this soil. The recommendations indicated that the soil should be excavated, analyzed, and disposed of at the South Canyon Landfill after approval by the Colorado Department of Public Health and Environment. Through review of the City’s records and contact with the contractor who conducted the 1999 Phase 2 ESA, it was determined that this contaminated soil was not remediated.

The 1999 Phase 2 ESA report also identified the presence of solid waste during the excavation of Test Pit No. 2. The solid waste included burned debris, cans, bottles, bones, and lumber. The extent of the solid waste was not determined at that time. While the presence of the solid waste did not result in a recommendation of remediation, there was a concern that the presence of the solid waste could complicate the construction of new building foundations or slabs. The report recommended that future contractors be made aware of the potential to encounter solid waste and that any waste that is encountered during construction be disposed of appropriately. Through review of the City’s records and contact with the contractor who conducted the 1999 Phase 2 ESA, it was determined that this debris was not removed.

As part of the Existing Conditions evaluation, EPA’s START Contractor, Weston Solutions, was contacted about the information presented in the 1999 Phase 2 ESA. The following information was provided by Weston:

General Notes

- The 1999 Phase II ESA Investigation tasks in the vicinity of the four of the buildings (M.O.C. Building, Old Shop Building, Old Truss Building, and Sign Shop) did not occur within the 2016 Technical Brownfields Assistance (TBA) Site Boundary.
- The four buildings (M.O.C. Building, Old Shop Building, Old Truss Building, and Sign Shop) had already been demolished and the land redevelopment with a new building and parking lots during the 2016 TBA.
- Regulatory standards in Colorado have changed since 1999. Soil and groundwater sample results were compared from the 1999 Phase 2 ESA investigation against current Colorado petroleum benchmarks and no Certificate of Completion (COC) exceedances were noted for BTEX or TPH analytes.

Three Drywells

- Drywell #1 – Drywell #1 was installed in 1983. This well had a solid base and no indication of gravel or perforations in the interior walls were observed. Material in the well was routinely pumped using a vacuum truck. Material did not come in contact with surrounding soils or have a completed pathway to groundwater. Once the buildings were torn down, the source of material entering the drywell no longer existed.

- Drywells #2 and 3 – The purpose of these wells were to collect surface runoff. It is likely petroleum constituents from vehicles in the parking lot were mobilized and diluted by rain water which collected in the drywells (these wells have gravel bottoms). A soil sample was collected from each drywell (DW-1 and DW-2). Extractable Petroleum Hydrocarbons (EPH) values in soil samples from Drywell #2 and Drywell #3 were 340 mg/kg and 300 mg/kg, respectively (VPH were non-detected). These concentrations are below the current TPH comparison benchmark of 500 mg/kg. BTEX concentrations reported in the samples are below Tier 1 RBSLs. Based on these two criteria, the localized impacts to soil do not exceed any standards and no further action should be necessary (unless requested by the state).

Six Soil Borings/Monitoring Wells (Soil Borings were converted to Monitoring Wells)

- Soil Samples: No petroleum constituents (VPH, EPH, or BTEX, as applicable) exceeding standards were noted in soil samples collected from the soil borings.
- Groundwater Samples: No exceedances were noted in ground water samples collected from the monitoring wells.

Two Test Pits (Test Pit #1 and Test Pit #2)

- Soil Samples: A soil sample was collected from each test pit (TP-1 and TP-2). EPH values in soil samples from Test Pit #1 and Test Pit #2 were 64 mg/kg and 160 mg/kg, respectively (VPH were non-detect). These concentrations are below the current TPH comparison benchmark of 500 mg/kg. BTEX concentrations reported in the samples are below Tier 1 RBSLs. Based on these two criteria, the localized impacts to soil do not exceed any standards and no further action should be necessary (unless requested by the state).

Solid Waste

- It was reported that buried trash and debris was observed during installation of the three (3) drywells at the site. Materials primarily consistent of bottles and debris from burned trash. During the 1999 Phase II ESA, the side-wall of Test Pit #2 consisted predominantly of trash fill such as burned debris, cans, bottles, bones, and lumber. These materials by themselves are not considered to pose a substantial environmental risk.

Findings of 2016/17 Environmental Site Assessments

The more recent Phase 1 and Phase 2 ESAs were prepared by Weston after the decommissioning of the Wastewater Treatment Plant in order to assist the City in their preparations for redevelopment of the property. The Phase 1 ESA report identified two Potential Recognized Environmental Conditions:

- The operations associated with the wastewater treatment system, including the sandfilter drying beds, indicate the potential for organics and heavy metals contamination at the subject property.
- Due to the operations associated with the active railroad adjacent to the subject property and the inactive railroad spurs (“the wye”) bisecting the subject property, there is the potential for petroleum hydrocarbons, semi-volatile compounds, and heavy metals contamination in soils.

Two additional concerns were also identified:

- The operations at the former Wastewater Treatment Plant may have resulted in contamination from the activities performed at the subject property. The processes at the treatment plant were not designed for the treatment of ammonia in the influent.
- Due to the age of the buildings, there is the potential for asbestos-containing materials (ACM), lead-based paint (LBP), mercury-containing thermostat switches, and/or light ballasts containing polychlorinated biphenyls (PCBs), and mold to be present at the subject property.

A Phase 2 ESA was recommended and consequently conducted by Weston to investigate the identified Recognized Environmental Conditions (RECs) and concerns. The Phase 2 ESA had the following recommendations:

- Preparation and use of a Materials Management Plan during redevelopment is recommended to address localized areas of surface soil impacts identified and in case impacts are encountered during building removal.

- Based on the ACM identified at the Site and demolition plans, START recommends contracting an accredited asbestos remediation company to determine appropriate remedial actions to address the ACM at the Site during the cleanup phase of redevelopment. The non-friable ACM identified is classified as Category I or II non-friable.
- Due to planned demolition of the buildings, remediation of LBP may not be necessary and no additional sampling may be needed unless required by the disposal facility. It is recommended that the disposal facility be contacted to determine if Toxicity Characteristic Leaching Procedure sample(s) are required.
- PCB-containing equipment (e.g., light ballasts) should be properly removed and disposed.
- Mercury-containing thermostat switches should be properly removed and disposed.

Former Wastewater Plant: Moving Forward

- Based on available information no additional environmental site assessments are likely to be necessary at this time to support reuse.
- Additional health and safety precautions and soil management protocols during demolition and future construction should be implemented. A materials management plan is recommended during redevelopment for construction worker awareness, including excavation contractors, in case adverse environmental conditions are encountered (e.g., potentially impacted soils and/or unexpected buried solid wastes).
- If unexpected contamination is discovered during redevelopment, it would be an opportune time to excavate then when the presence and extent can be seen.
- Management of Asbestos Containing Materials (ACM), Lead-Based Paint, PCB-Containing equipment and Mercury-containing thermostats must be addressed during building demolition.
- Management of these issues could impact the costs of demolition.
- Resources should be identified to assist the City in the management of concerns with building demolition including abatement of the ACMs.



View of the Former Wastewater Treatment Plant. Note building to the right is the new active pump station.

**THE ACTIVE COLORADO DEPARTMENT OF
TRANSPORTATION (CDOT) ENGINEERING &
MAINTENANCE CENTER**

The active Colorado Department of Transportation (CDOT) Engineering and Maintenance Center was identified as one of the catalyst brownfield sites due to the City’s interest in establishing connectivity between downtown Glenwood Springs, Two Rivers Park, the Iron Mountain Hot Springs attraction and the redevelopment of the 6th and 7th Street Corridors. The 5-acre CDOT site is located at the extreme end of the W. 6th Street Area at the intersection of Devereux Road and Centennial Street. The property has been used for CDOT for Engineering and Maintenance Departments since the 1970’s. The CDOT facility also houses Colorado State Police operations.

As a part of the Area-Wide Planning effort, Gaito & Associates reviewed historic aerial photographs and other information that documented the historical uses of the property to identify any potential environmental impacts to redevelopment. In short, according to historical photographs, the property was vacant until the CDOT facility was built in the 1970s. At that time, CDOT entered into an agreement that resulted in the construction of their facility in return for a 99-year lease for parking for an entity known as Redstone Corporation. Water testing conducted in support of the building construction recommended that if Underground Storage Tanks were to be installed, the metal tanks should not be used to the alkaline condition of the soils on site. No other environmental information was readily available for review.

In January 2018, the SGA team and the City met with CDOT representatives with the intent of identifying the availability of environmental information and to engage CDOT as a stakeholder of the Area-Wide Planning effort. During this stakeholder meeting, CDOT explained the critical nature of their location to both their operations as well as to the operations of the Colorado State Police. Due to the proximity and access to the Interstate, the current location of the CDOT facility is paramount to public service and safety. No other location has been identified that can provide the same levels of service and safety. As a result, CDOT representatives indicated that the feasibility of relocating these operations is not currently viable. CDOT representatives strongly expressed their desire to work with the City to explore other projects that could achieve the desired connectivity goals, especially around the perimeter and general environs of their facility. Other projects that were suggested included streetscaping, bike paths improvements, and additional and/or improved multi-modal sidewalks and pedestrian safety improvements.

**CDOT Engineering and Maintenance Center Site:
Moving Forward**

- Based on the current status of the site no environmental site assessment activities are warranted at this time.
- Opportunities to engage CDOT on ways to improve the interface of this site with the overall redevelopment visions for the West 6th Street Area should be pursued.



West 6th Street Area



The CDOT Engineering & Maintenance Center

THE FORMER HOLLY QUARRY

The former Holly Quarry site was identified as one of the catalyst brownfield sites due to the City’s desire to support a private sector partner’s interest in redevelopment of this site. The Holly Quarry site is a 27-acre property that was formerly the Pitkin Iron Corporation limestone quarry.

The Holly Quarry site contains two abandoned limestone quarries located at the base of Iron Mountain, north of Interstate 70 and adjacent to Iron Mountain Hot Springs and the Glenwood Caverns Adventure Park. The Holly Quarry served Mid-Continent’s Redstone coal mine operations, which produced more than 21 million tons of mid-volatile metallurgical coal thirty minutes outside of Glenwood Springs until a deadly underground fire ended operations in 1991.

For decades Mid-Continent’s associated industrial activities were the economic foundation of Carbondale and surrounding areas. Limestone from the Holly Quarry was ground at a rock dust plant then sent to coal mines in the region to help reduce coal dust and prevent explosions. When Mid-Continent formally closed the entire business in 1991, much of this industrial base evaporated. While one of the three former limestone quarries on Iron Mountain reopened in 2009, the Holly Quarry site has remained closed and out of operation for over 30 years.

As part of the Area-Wide Planning effort, Gaito & Associates reviewed historic aerial photographs that documented the historical uses of the property to identify any potential environmental impacts to redevelopment. The aerial photographs confirmed that the site was undeveloped until the onset of the mining operations. No other environmental information was readily available for review.



Holly Quarry Site

Limestone, composed mostly of calcium carbonate, is used primarily to produce Portland cement for the building industry. Other products that use limestone include breakfast cereal, paint, calcium supplements, antacid tablets, paper, and white roofing materials. Typical environmental impacts from limestone mining include:

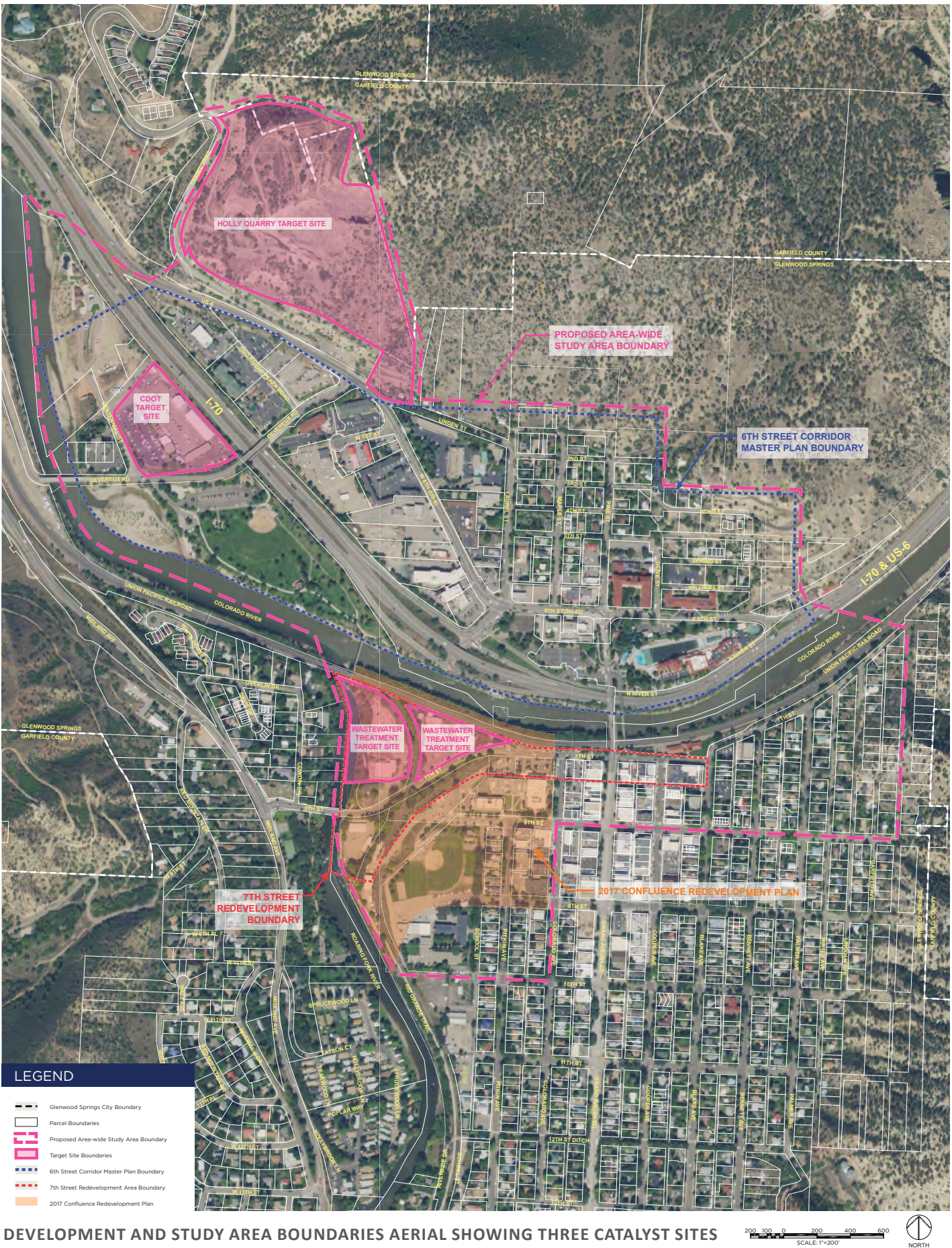
- Reduction in quality and quantity of groundwater;
- Potential for sink holes if the mining occurs in areas of karst geology; and
- Creation of dust during mining activities that could impact air quality.

Given that the mining operations ceased over 30 years ago, potential dust impacts no longer exist. The property owner is addressing any potential stabilization issues as part of the site development plan and construction specifications. Since it is the property owner’s intention to provide a water supply to the redevelopment, groundwater quality would not be a concern.

The SGA Team and the City met with the current owner of the site with the intent of identifying the availability of environmental information and discuss reuse opportunities. The current property owner stated that he is not aware of any traditional brownfield-type environmental issues at this property. He also was not able to identify any other legacy environmental issues that he believed would impact redevelopment of this site. The property owner did identify the need for resources to establish water, wastewater, and stormwater infrastructure to support site redevelopment.

The Former Holly Quarry: Moving Forward

- Based on the current status of the site no environmental site assessment activities are warranted at this time.
- Opportunities to obtain resources to support extension of water, wastewater and storm sewer infrastructure should be explored.
- Opportunities to obtain funding that supports the reuse and reclamation of mine-scarred lands should be considered.



DEVELOPMENT AND STUDY AREA BOUNDARIES AERIAL SHOWING THREE CATALYST SITES

ZONING

ZONING: GLENWOOD SPRINGS’ DEVELOPMENT REGULATIONS

The City’s 2011 Comprehensive Plan establishes the policy framework for the City’s development regulations. The plan describes the preferred outcomes of future private property investment. These outcomes are succinctly summarized in the list of planning goals and policies and in the Future Land Use Map. The Future Land Use Map delineates the Confluence Area as a new, emerging mixed-use center. The plan also sets out actions that will support construction of new housing; emphasizing variety and affordability, and making special mention about the character of the future of the Confluence site...“Incorporate a prominent residential component in a mixed-use redevelopment plan”.

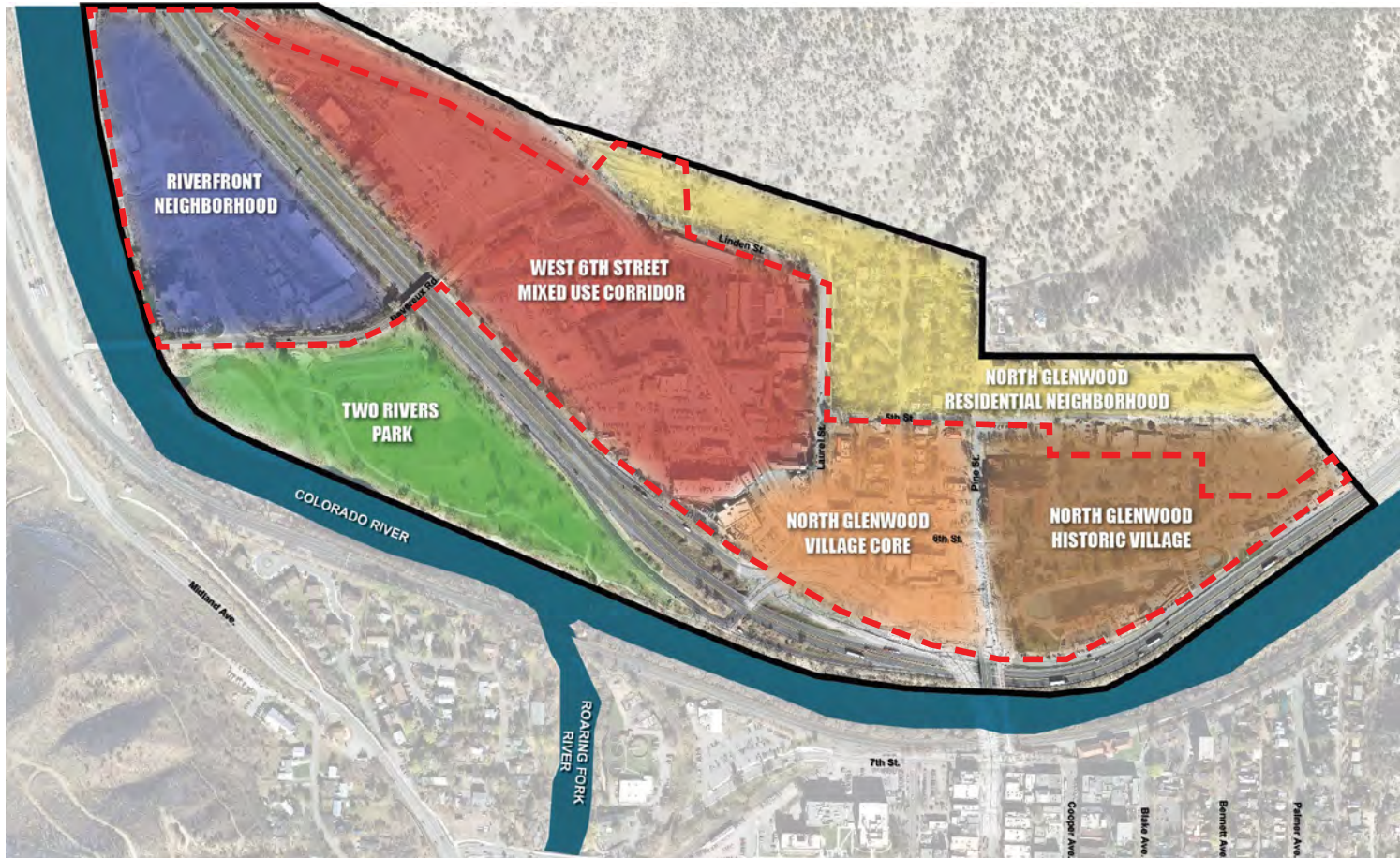
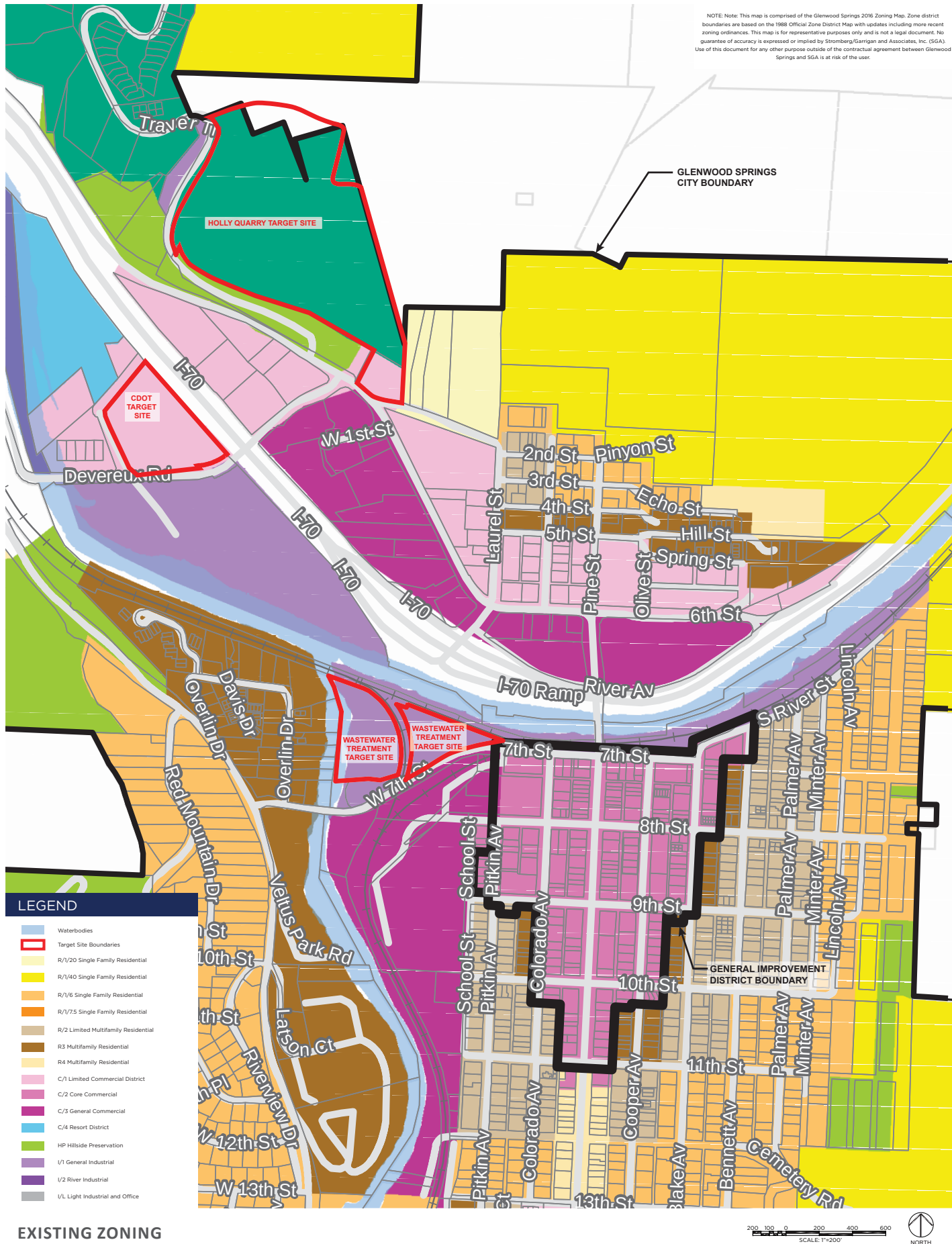
Since 2015, the City has been engaged in an effort to substantially re-write Title 070, the Glenwood Springs Development Regulations. It is likely that this new regulatory framework will guide future development taking place in the study area. Transformative changes include:

- Mixed-use welcomed. The current code lacks adequate provision for mixed use districts and mixed use buildings; a desired outcome of future investment and redevelopment in the study area.
- The PUD ordinance is recalibrated to include public purpose goals. Though the PUD provisions in the present code lay out the exhibits required for submittal and then describe the procedure for review and hearing of qualified applications, no criteria for approval/denial are offered in the ordinance. The new ordinance will describe specific community goals and desired outcomes to be accommodated if zoning requirements are to change as part of an approved PUD project
- The code is restructured to provide clear direction, vivid illustrations, and additional controls. The town is mostly “built out” in the valley floor and “boxed in” by steep canyon slopes near the outer boundaries, therefore, future development will be in the form of infill, expansion or redevelopment. Zoning regulations and review procedures must effectively steer reinvestment toward high-quality outcomes for these key sites.

- The proposed updates aim to simplify the process. The current development regulations require substantial commitment of front-end investment in fees, professional services and time before starting a very long review process guided by subjective criteria and lengthy hearings, often resulting in changes and essentially starting again.
- Recommended amendments specific to the study area will eliminate some zoning district designations, add at least one new one, and substantially restructure many of the other provisions guiding building placement and permitted uses.
- Recommendations also include eliminating I/1 General Industrial, the base zoning for much of the Confluence Area, including the City-owned 2-acre site occupied by the decommissioned wastewater treatment plant. The future zoning is likely to be M1 or M2; anticipating walkable and active neighborhood-scale places with a mix of residential and non-residential uses. Regarding the treatment plant site, since the parcel is City-owned, the governing body may exert considerable influence over the outcome.
- C/3 General Commercial, to be renamed CO Commercial, is the current base zoning for the remainder of the Confluence area as well as most of the parcels fronting West 6th Street below Devereux Road. However, future mapping amendments are likely to re-zone these areas so that they are covered under the provisions of one of the new M (mixed-use) districts.
- C/1 Limited Commercial is the base zoning controlling most of North Glenwood above 6th Street as well as the properties across I-70, including the CDOT Engineering & Maintenance Center and the Iron Mountain Hot Springs resort. The proposed amendment will change the title of the district to M1, permitting and promoting an array of activities, inviting new residents, and setting expectations for less dominant parking lots, attractive shopfronts and great streets for a stroll.

Zoning: Moving Forward

- As mentioned previously, after the text amendments are adopted or largely accepted, public consideration of changes to the zoning map will include focus on the 6th Street, North Glenwood, and the Confluence Areas.
- Future redevelopment in the 6th Street and Confluence Areas will benefit if there is a mechanism to provide a higher level of design guidance and oversight than anticipated by the provisions of the updated M1, M2 PUD or the new M3 zoning district. The December 2016 Module 2 Public Draft suggests that this could require additional base zones, or an overlay district that applies unique design standards and guidelines.
- City policy to expand mobility options and encourage walking and biking should feature prominently in discussions about development ordinances, rezoning applications and subdivision reviews. Provision for public access to rivers, trails, bike parking, setting a maximum front setback (as proposed for the M districts) and the expectation that front entrances are to be convenient to a walkable public way are all components of development regulations that support, rather than stifle, walking and biking. Management of easements, as well as seeking dedication or acquisition to eliminate gaps in the network, should be part of an overall public access masterplan for the West 6th Street Area.
- The new zoning standards constrain/shape the future development potential of the 6th Street and Confluence areas. Development regulations set parking requirements by use. The update eased some requirements, and simplified allowances and procedures for shared parking and off-site parking. Nevertheless, the standards do constrain/shape the future development potential of the 6th Street and Confluence areas. Evaluation of car usage by future residents may indicate that further easing and cooperative management would be logical.
- Evaluate if additional building height is permitted (to incentivize private resources to support public policy goals) in some locations. As proposed, the M2 and M3 districts permit structures up to 60 feet tall by-right. The 6th Street Corridor Plan suggests that a height bonus may be an appropriate strategy to attract developer interest in providing income-qualified community housing as part of future residential buildings in some areas. This thesis should be further evaluated from an appearance perspective – to understand the how that building height would look and also to understand whether an analysis of building costs confirms that the additional return on an additional floor or two is not entirely consumed by the additional cost of building it, as the construction type will be different for the taller structure.



Proposed Land Use Character Areas from the 2017 6th Street Corridor Master Plan

NATURAL RESOURCES

The natural conditions surrounding the City of Glenwood Springs are some of its most defining features. Set within the Roaring Fork and Colorado River Valleys at the confluence of the two rivers, the hydrologic and geologic environments create the unique environment in which Glenwood Springs has been able to thrive.

Based on information from the Colorado Geological Survey, the City of Glenwood Springs proper is largely situated on the relatively flat or gentle-sloping alluvial terraces which surround the Colorado and Roaring Fork Rivers. These alluvial deposits feature a mixture of broken rock and gravel within a matrix of finer sands and silts. The soil profiles on these terraces are variable, but generally designated well-drained by the NRCS’s soil survey, meaning they aren’t prone to local ponding and flooding in an undeveloped condition.

Rising out of the river valleys are steep mountainsides with the bedrock at or near the surface of the slope. These mountainside outcrops essentially frame the developed areas of Glenwood Springs, with the majority of existing buildings ending at the geologic barriers between the alluvium and the outcrops. On the south side of the Colorado River, these mountains consist of bedrock formations that include evaporative rock like gypsum and halite as well as sedimentary units like sandstone and shale. On the north side of the Colorado River in Glenwood Springs, the mountains consist mainly of a formation called the Leadville Limestone, a blue/gray limestone and dolomite rock outcropping. These steep slopes surrounding the City do provide some risk in the form of mudslides and debris flows, particularly where rainwaters are able to collect in gulches and similar topographies. This presents a hazard for some areas of the city but is also a natural geologic occurrence for an area such as Glenwood Springs.

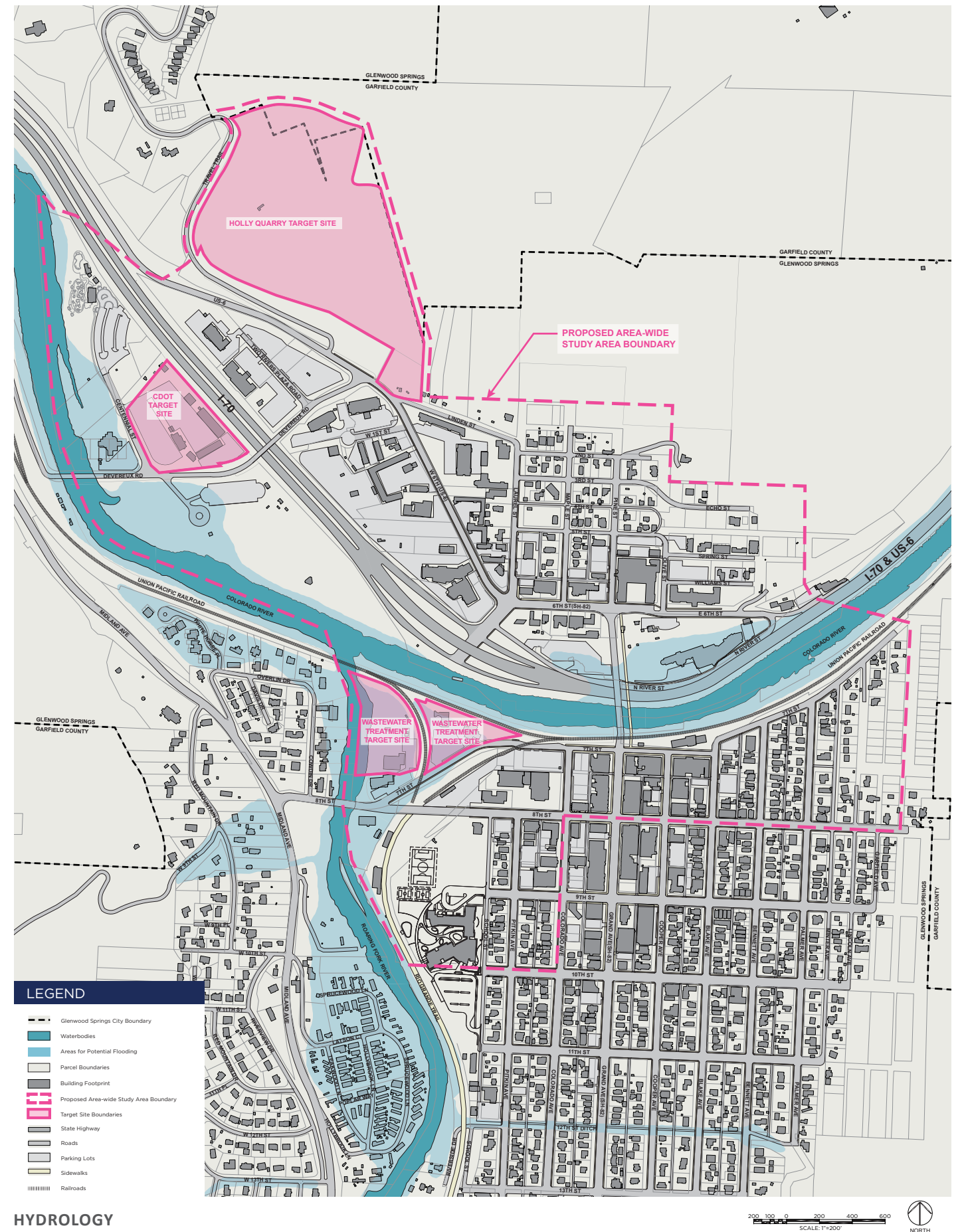
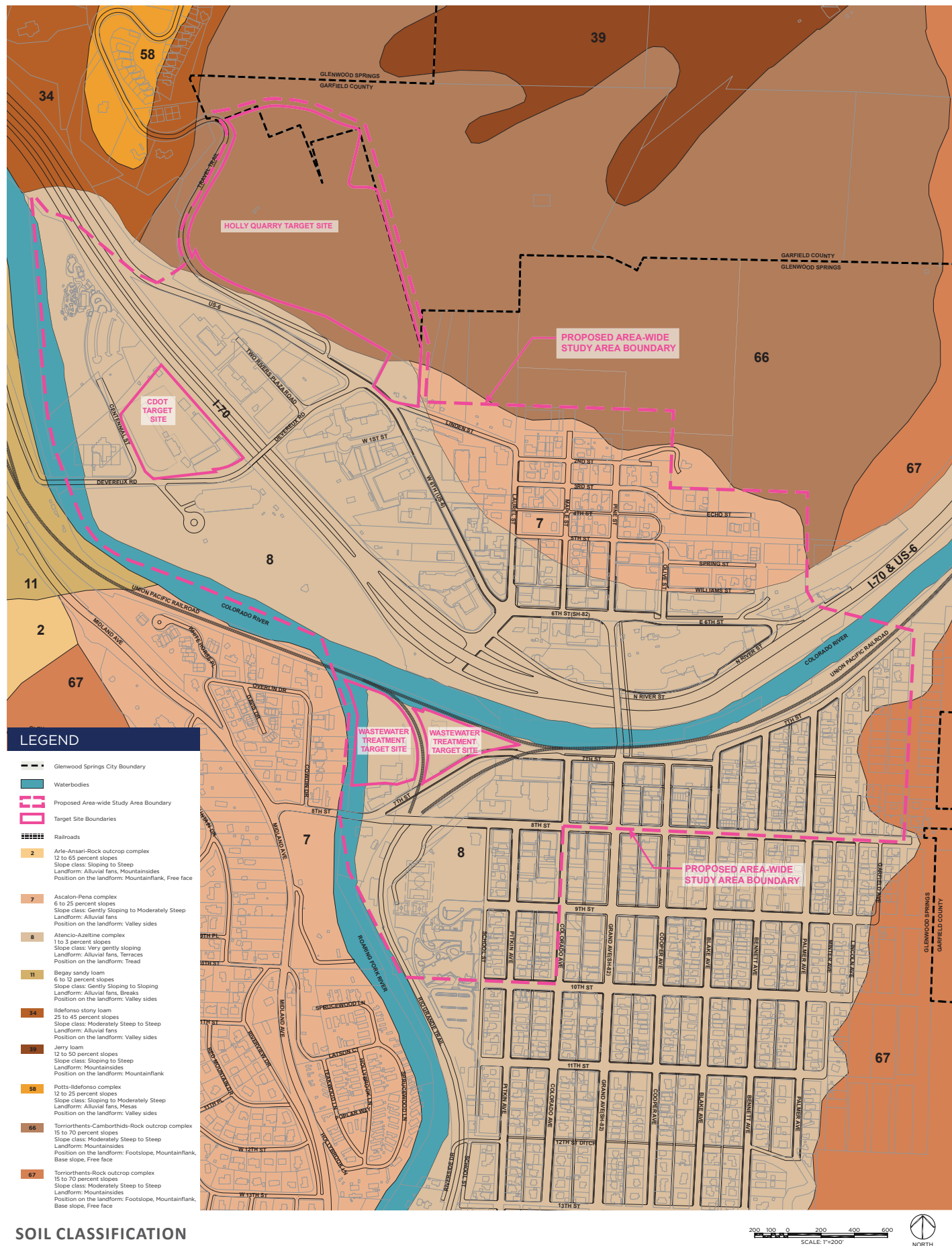
Extraction of natural resource is not currently prevalent in the areas immediately within/surrounding the City of Glenwood Springs like it is in other portions of the western slope, although one of the sites at the northern edge of the City/study area was formerly a limestone quarry.

One resource that is relatively abundant within Glenwood Springs is geothermal energy. Much of this area of Colorado experiences geologic phenomena which result in higher-than-normal levels of heat in its bedrock. This energy has clear manifestations within the City and provides the basis for some of the more well know tourism destinations, such as the vapor caves and hot springs. It has practical applications beyond those features though. Geothermal energy can be (and is) harnessed to heat homes and water, and in this region is abundant enough that it can also be used as a resource to generate electricity. Geothermal power generation is an inherently renewable as it relies on the continuously generated heat from the earth’s mantle to harness energy.

Natural Resource: Moving Forward

- Natural topography defines the area and provides recreation opportunities.
- City situated on alluvial terraces centered on the Roaring Fork and Colorado Rivers.
- City has been developed to its natural boundaries, thus re-use of land and smart urban design are necessary for growth.
- Rivers offer recreation opportunities and city should strive to increase public access to riverfront.
- Geothermal energy is a significant potential resource in the area for electricity and heating/cooling.
- The mountains that bookend the city, contain some relatively desirable materials like limestone and gypsum, but mineral and other resource extractions are largely absent.





STORMWATER MANAGEMENT

Stormwater management is a concern for every city, although the specific issues each city must tackle are unique and require site-specific solutions. In Glenwood Springs, despite its location along two substantial rivers, widespread flooding beyond intense flash-flood-type events is not a major issue for the City at-large, although some lower areas within the study area near the confluence of the Roaring Fork and Colorado Rivers have overbank flood risk. Instead, the focus for a community like Glenwood Springs in a majority of rain events is more on water rights within the river watershed and treatment of pollutants in runoff before it returns to surface waterways.

Mudslides and debris flows, which in severe cases can cause major damage to areas in their path, are also a significant concern in the City and surrounding region, though the issue is related more to the topography and maintenance of upland areas. Given the factors that contribute to these events, only limited measures can be taken to mitigate their impact within the downtown setting of much of the study area.

Within the City, stormwater is handled through an independent drainage system that keeps rainwaters separate from all of its sanitary sewer flows. By having separate systems for stormwater and sewage, the City is protected from issues with combined sewer overflow, but that does not mean pollution within the rivers is not still a concern. The storm sewer system in many cases carries runoff directly from streets, parking lots, and other paved areas directly to the Colorado and Roaring Fork Rivers. This means that without the implementation of water quality best management practices, any pollutants carried within runoff, including sediment, salts, chemicals, petroleum, and nutrients that can negatively impact river water quality, will flow directly into the waters of the Colorado and Roaring Fork Rivers. In the 2014 City of Glenwood Springs Source Water Protection Plan, stormwater runoff from roads and other impervious surfaces in urban areas is identified as one of the primary potential pollution sources for waters contributing to the Lower Roaring Fork River, which serves as a secondary drinking water intake for the city. With this in mind, any new development or significant infrastructure work should include a focus on water quality protection for runoff as a component of its design and utilize proper best management practices (BMPs) as recommended in the Source Water Protection Plan as well as the 2003 Stormwater Assessment and Watershed Report produced for the Roaring Fork Conservancy.

The City sits relatively close to the upper reaches of the Colorado River, where water rights based on existing natural flow patterns are a major concern. Only recently has the State of Colorado legalized rainwater harvesting methods, mainly in the form of rain barrels and similar systems. Particularly as it relates to the arid climate of much of Colorado’s Western Slope, scarcity of water within the various river watersheds is a significant concern.

With those water rights concerns in mind, any measure that potentially captures rainwater must be considered in the context of the greater drainage and water usage patterns. For instance, any capture/reuse BMPs should be considered as a means to replace existing potable water usage, rather than to remove any substantial amount of additional water from the surface waters flowing into the Colorado River. Replacing previously allocated potable water use will have a net-neutral effect on downstream water flows, satisfying water rights concerns, and will also reduce demand on drinking water treatment facilities. Many reuse BMPs can also have the effect of reducing pollutant loads, making them dually useful for a community like Glenwood Springs.

Stormwater Management: Moving Forward

- Glenwood Springs does not have significant overbank flooding concerns, despite being situated at the confluence of the Roaring Fork and Colorado River. The area of the Confluence would require elevating development 1’ above the 100 year AE Flood Zone.
- The City requires a 30’ feet (or 50’ depending on the situation) setback from the normal highwater mark of the rivers. This does not apply to public space projects.
- Management of stormwater is focused on water quality protection for the river waters. The City is currently exploring the development of regulations that would focus on pre-treatment of runoff to reduce pollutant discharge into service waters.
- Glenwood Springs has separate storm and sanitary sewer systems, preventing any combined sewer overflow concerns.
- In Colorado, scarcity of water means downstream water rights should be considered for all stormwater planning, and particularly for capture/reuse BMPs.
- Reuse BMPs should be designed to replace existing potable water use to reduce demand for those sources within the overall system.
- The City is interested in promoting riparian zone expansion for flood control and ecological habitat restoration for environmental quality.
- Mudslides during major storm events present a risk to perimeter areas of the City near steep slopes and gulches.



New streetscapes such as this one on Cooper Street, are well suited for the integration of stormwater pretreatment landscape systems and plantings.

TRANSPORTATION & CIRCULATION

OVERALL CONNECTIVITY CONTEXT

One of the overarching concept and concern expressed throughout all of the community engagement, from the general public to elected officials, is the notion that “connectivity” is critical to the ongoing success of Glenwood Springs. Through previous planning efforts as well as this effort to established an overall unified development strategy within the study area, a few key aspects are re-occurring themes:

The existing street grid of the City provides the basis for a sound transportation network. Creating a connected network of street and thoroughfares that extends the City’s existing street grid and block structure to and through redevelopment areas, including brownfield sites, can serve as a framework to link new development with surrounding neighborhoods and the overall transportation framework of the City.

Street and thoroughfare typologies have generally been established linking multi-modal transportation needs and urban design guidelines for the uses and buildings that front onto them. The City is advocating a “complete street” approach to the design of all streets and thoroughfares to provide the maximum opportunity of a balanced benefit to all modes. Ensuring that streets are constructed to include the appropriate number and limited widths of travel/parking lanes, bicycle and pedestrian facilities as well as supporting streetscaping and green infrastructure elements such as street trees, landscaping, street fixtures, flow-through stormwater planters, etc. will need to be incorporated into the redevelopment goals of this plan. The community clearly understands the relationship between great streets and great and vibrant places and those parameters must be deployed through appropriate redevelopment actions.

The completion of the Grand Avenue Bridge project is a potential game-changer in terms of re-thinking the circulation landscape. This project was years in the making and now that it is open to traffic and with its ultimate completion in June 2018, will its full impact just beginng to be determined.

There are strategic corridors and intersections within the study area that have been identified or need special design consideration. Improving key intersections along major streets and thoroughfare corridors into the study area and especially downtown ensures that maximum transportation connectivity (for all modes) is achieved along with mitigating future impacts to the transportation network as new developments are constructed. Again, the urban design quality of key transportation nodes can also promote the livability of the city as well as effective devices to promotes its brand. Project such as the Grand Avenue and Laurel Street roundabout to the 7th Street events street plans, illustrate how functionality can also achieve other social values.

The City is advocating for greater transit service and utilization. Therefore, transportation infrastructure planning includes strategic decision-making of multi-modal needs, including current and future transit services. Maximizing interconnectivity and providing transit supportive elements from transit center/nodes to transit shelters and stop locations, or at a minimum adequate space for future facilities is high on residents’ priorities. The community wants to see that full transit mobility is not precluded now or in the future. Reinforcing the potential for future transit service with support facilities, especially along Grand Avenue, 6th Street, and 8th Street further emphasize these corridors as key spines of the city and aid in attracting more users of all types and focus on short vehicular trip reduction. Transit can play an important role in placemaking as development occurs large areas of land will not need to be dedicated for surface parking.

Although the emphasis recently has been on the connectivity and capacity aspects of the downtown as a result of the Grand Avenue Bridge project, area-wide traffic safety and traffic calming strategies need to be considered for new and existing streets as they are (re)designed. While transportation efficiency is a goal, it should not be achieved at the cost of safety. Existing streets and thoroughfares should be carefully considered to determine the need to “calm” traffic to an appropriate speed. This is especially important at the intersection along the primary corridors of Grand Avenue, 6th Street, and 8th Street. Traffic calming devices such as curb bump-outs at corners and at mid-block crossings, chicanes, and traffic roundabouts should be considered as part of the palette of options to create a stronger sense of a balance environment between pedestrian, bicyclist, and motorists.

Pedestrian and bicycle trail connections should be constructed to provide dedicated interconnections between riverfronts, parks and commercial /neighborhood centers, tourism attractions, and the downtown. The City has been systematically building segments of trails and supporting pedestrian facilities to create what is now a fairly extensive network. The City’s original trail plan still functions as a valid guidance document, along with the various follow-up focused area plans that identify several critical missing connections. Providing multi-use paths along new streets and through parks, public spaces and interconnected stormwater management greenways provides the opportunity to create an armature for neighborhoods and commercial areas to connect, via adjacent sidewalks, bike lanes, and sharrows.

VEHICULAR CIRCULATION

The main routes through the study area include:

Primary Thoroughfares:

- Grand Avenue (SH 82)
- 6th Street (Laurel Street to Devereaux Road and west) (US Route 6)
- 8th Street
- Midland Avenue

Secondary Connections:

- Devereaux Road
- 6th Street (River Street to Laurel Street)
- 7th Street
- Colorado Avenue
- Defiance Avenue





- The impacts of the Grand Avenue Bridge completion on traffic circulation patterns and the overall transportation system is still being determined. Evaluating travel patterns and vehicular behavior will be required to fully understand future needs. Traffic projections in the SH82 Corridor Optimization Study anticipate 47,900 vehicles per day (vpd) across the bridge by 2030 (versus 29,200 vpd prior to construction).
- West 6th Street from Laurel Street to Devereux Road is a critically important corridor as a multi-modal connection to expand the reach of downtown into the 6th Street west redevelopment area including towards the CDOT and Holly Quarry catalyst sites. West 6th Street currently suffers from a suburban approach with limited multi-modal amenities and long block lengths.
- Due to the dramatic reduction in traffic as a result of the Grand Avenue Bridge project, 6th Street east of Laurel Street is now a much lower trafficked street and is slated for “devolution” by CDOT which would allow the City greater flexibility in creating a complete street with a strong urban design and pedestrian presence connected to the pedestrian bridge to downtown.
- 8th Street has become a vital street connection between Grand Avenue and Midland Avenue. Although constructed to provide temporary connectivity during the Grand Avenue Bridge reconstruction period, it is now undergoing further design and engineering to make a permanent complete street connection. This entails addressing the issues associated with the RFTA rail corridor continuity as it crosses 8th Street.
- Previous planning efforts emphasize the desired to extend the street grid pattern into the Confluence Area to “mesh” future redevelopment into the established functional transportation and the visual development pattern of the downtown. Creating a full connection of Defiance Avenue aids in this endeavor by establishing a block structure along 8th Street and creating a direct connection between 7th and 8th Streets.

- 7th Street has been identified as a slow speed “events street” which acts as an east-west spine to convey people from the pedestrian bridge over the river to various destinations in the downtown. This is especially important as a spine that could be extended into the Confluence Area. It is important that a high-quality and continuous pedestrian realm be created along the entire stretch of 7th Street from Grand Avenue to the Roaring Fork River area, at least along the south side of the street.
- Per the legal agreement with RFTA, the 7th Street Connection must be maintained from Roaring Fork River Bridge to Colorado Avenue.
- The ability to create a connection between Devereux Road and Midland Avenue has been determined to be desirable since it would create greater connectivity across the Colorado River and establish a closer-in loop route to downtown. The City is current exploring, at a very conceptual level, the feasibility of bridge connection in this area. Elevation changes, railroad rights-of-way, the location of existing facilities including buildings and park elements, and the river, add complexity to the overall physical and financial feasibility considerations.

TRANSIT

ABOUT THE SYSTEM AND RIDERSHIP

Transit service is provided to Glenwood Springs by the Roaring Fork Transportation Authority (RFTA). RFTA is relatively young, but highly successfully rural transit system, dating back to the 1980s and being formed into its current structure since 2000. Having a reliable funding sources, in this case through a 2004 voter approved sales tax has resulted in the ability to provide high-quality and reliable service. According to the 2004 Local and Regional Travel Patterns Study, bus mode share in the SH82 corridor was about five to ten times what would normally be expected in a rural/small town region in the U.S. It was also two to three times the rate of major rail transit cities like the Portland- Salem Metropolitan Area.

RFTA is currently undergoing the creation of the regional Integrated Transportation Service Plan (ITSP) which when complete will comprehensively address the mobility issues, opportunities, and challenges that face RFTA and its constituents in the near and long term. The ITSP work performed so far affirms that the one of the two most heavy commuting route occurs between Parachute and Glenwood Springs emphasizing Glenwood Springs as a transit commuting hub within the region. RFTA is exploring the ability to provide improved feeder bus systems to and from Glenwood Springs and improve Park-and-Ride conditions along the I-70 and SH82 corridors. In 2017 RFTA estimates that it provided 5.27 million (est.) system-wide passenger trips.

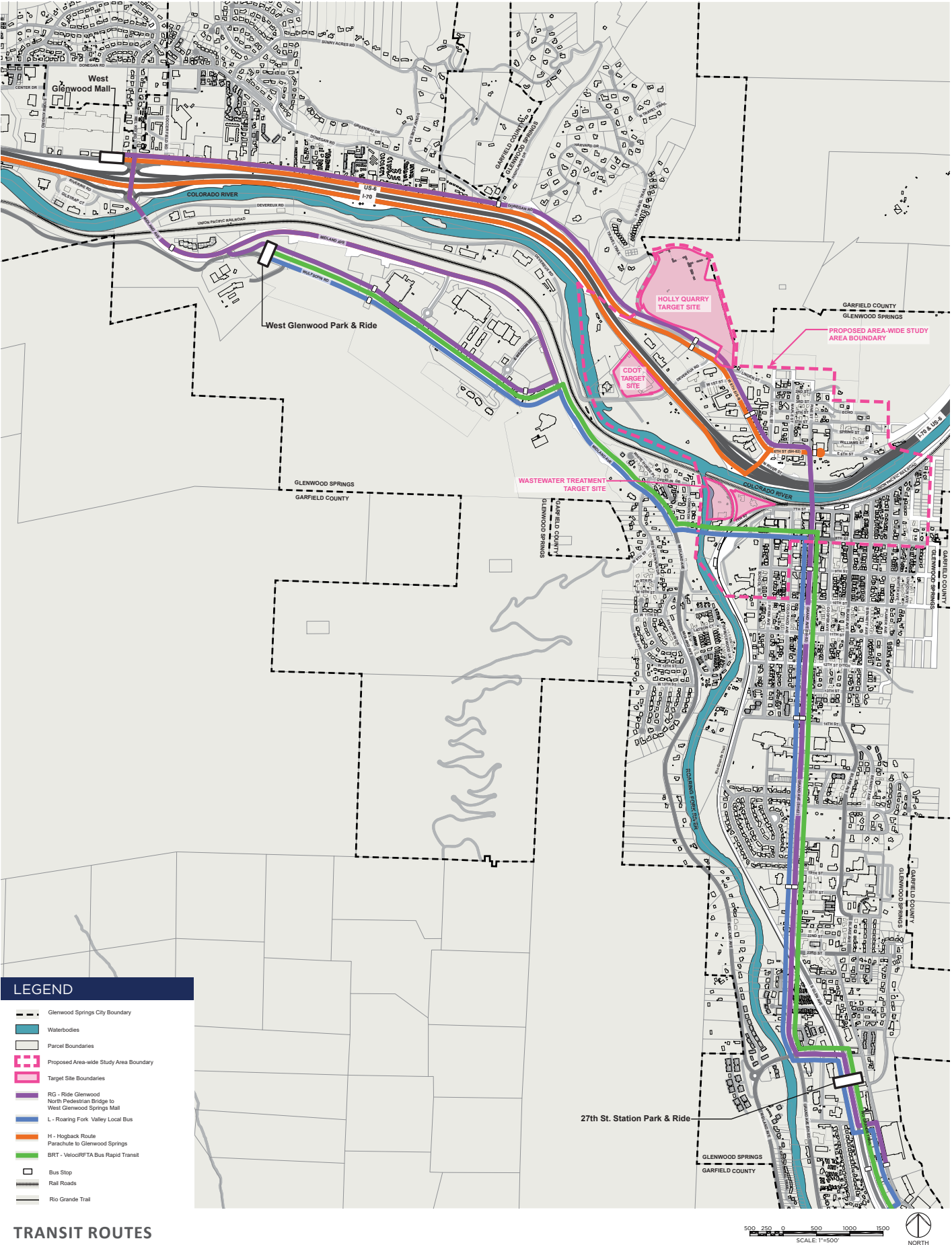


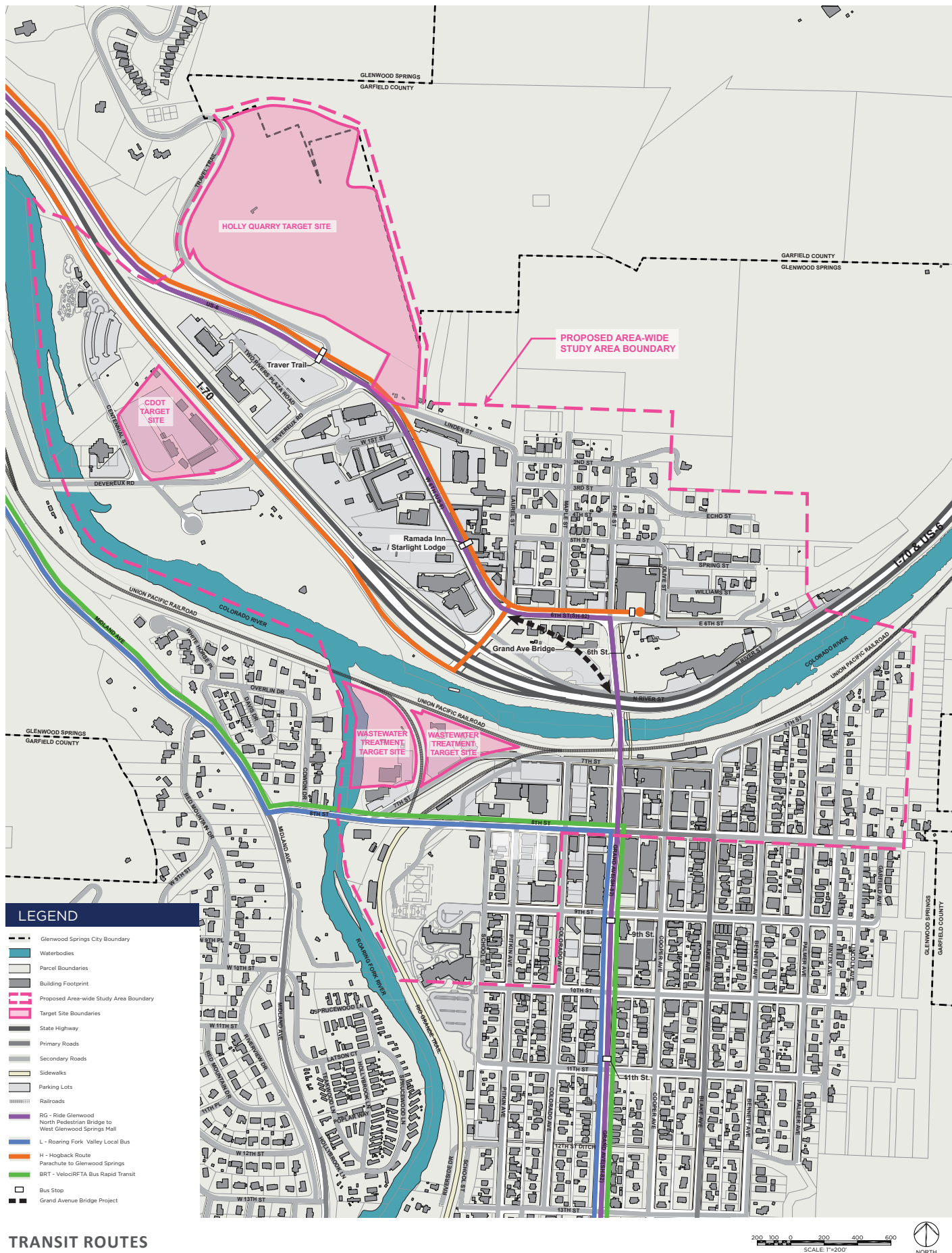
BUS ROUTES

The study area is served by multiple RFTA bus routes, most of which travel north along Grand Avenue and then turn onto 8th Street to reach Midland Avenue and travel to West Glenwood Springs. The Hogback Route originates in front of the Hotel Colorado and travels via 6th Street and I-70 to the west. This route it is supported by Garfield County and may be in jeopardy of losing funding. The City's funds the Ride Glenwood which serves downtown and the cities neighborhoods. The City contracts with RFTA to operate the service.

BUS RAPID TRANSIT (BRT)

On September 3, 2013, on time and on budget, RFTA began operation of the VelociRFTA BRT service, the nation's first rural BRT system. This was four years ahead of the 2017 goal established by the RFTA Board of Directors in 2006. VelociRFTA BRT operates along the 40-mile SH82 corridor from Glenwood Springs to Aspen, serving nine major BRT stations. Supported by transit signal priority in key locations and roughly 18 miles of bus-only or Bus/HOV lanes, BRT provides travel times that are competitive with the private automobile. The current BRT line terminates at the 24th Street station in Glenwood Springs.





RAIL CORRIDORS

Rail operations in the Roaring Fork Valley decreased in phases between the 1960s and the mid-1990s. In 1997, the Roaring Fork Railroad Holding Authority (RFRHA), a public entity created in 1994 by the towns and counties within the Roaring Fork Valley, purchased the Aspen Branch of the Denver & Rio Grande Western Railroad right-of-way (33.3 miles from Woody Creek to Glenwood Springs) from the Southern Pacific Transportation Company for \$8.5 million. The purchase was funded by a consortium of state and local interests, including the Counties of Garfield, the City of Glenwood Springs, other regional communities, the Colorado Department of Transportation, and the Great Outdoors Colorado Trust Fund (GOCO).

As discussed early, the Rio Grande Rail-Trail Corridor is primarily owned by RFTA and co-managed by regional partners, such as Pitkin County, Basalt, Eagle County, Carbondale, and Glenwood Springs. The Corridor has been preserved for trail use and future rail/transportation services pursuant to the federal rail banking provision of the National Trails System Act. Railbanking status protects the transportation corridor for future transportation/transit uses, thus limiting activities that might preclude re-introduction of rail or other mass transportation systems in the Roaring Fork Valley. Maintaining the continuity in conformance with federal rail banking provisions to the active Union Pacific railroad corridor at the Confluence Area is important for the protection of the overall corridor for future utilization.



Amtrak Passenger Station on 7th Street

Transit: Moving Forward

- RFTA is considering opportunities to extend BRT into the downtown and possibly to their facility in West Glenwood. This extension would necessitate a station stop in the downtown.
- RFTA has identified capitalizing on BRT station/park and ride ownership for public/private partnerships (P3s), including for potential transit-oriented development (TOD) projects which could be an effective approach to TOD redevelopment within the study area.
- The RFTA 5-year plan proposes to design and construct a transit center in the Glenwood Spring downtown area. Discussions with RFTA highlighted the potential of having a major transit center on one side of the river that is primarily an interchange of routes and a secondary transit “hub” that would serve as local TOD hub and a regional park-and-ride.

PARKING - EXISTING PARKING SUPPLY, POLICIES, AND ISSUES

The introduction of new uses and activities with the study area, of almost any kind, will likely generate some level of additional demand for parking. Achieving a perfect balance of parking supply that meets parking demand is goal that communities strive for, but rarely achieve with perfection. Adequately meeting parking needs is also a function of physical supply and effective policies, since needs are not uniform geographically nor over the course of a day, week, or time of year. In the end this study cannot tackle all aspects of parking within the study area or even downtown. It can, however, make recommendations that are consistent with the City’s current parking strategies from its 2013 Downtown Parking Study Update (2013 Parking Study), as the related to the proposes end uses for the redevelopment areas that are the focus of this effort.

The 2013 Parking Study assessed current downtown parking supply and demand conditions, evaluated potential future parking needs, and recommended possible parking management strategies to maximize the use of available resources. In addition, to this study, the 2017 6th Street Corridor Plan and the 2017 Confluence Redevelopment Plan, both provide localized recommendations for parking as they related to the physical redevelopment recommendations. All of these recommendations are being considered in conjunction with additional observations derived during this study along with community comments on the topic as redevelopment opportunities are considered.

Parking data since 2002

		August 2012 Results (Walker)			September 2010 Results (Walker)		
Area	Type	Inventory	Peak Occupancy	Peak %	Inventory	Peak Occupancy	Peak %
South Area	Off-Street Public	207	144	70%	233	182	78%
	Off-Street Private	766	362	47%	699	388	56%
	On-Street	593	427	72%	563	343	61%
		1,566	933	60%	1,495	913	61%
North Area	Off-Street	1,690	803	48%	na	na	na
	On-Street	-	-	-	-	-	-
TOTALS		3,256	1,736	53%	1,495	913	61%
		October 2006 Results (LSC)			August 2002 Results (Task Force)		
Area	Type	Inventory	Peak Occupancy	Peak %	Inventory	Peak Occupancy	Peak %
South Area	All	1,167	617	53%	1,960	1,605	82%
North Area	(east of Maple only)	318	207	65%	na	na	na
TOTALS		1,485	824	55%	1,960	1,605	82%

Source: Walker Parking Consultants, 2013



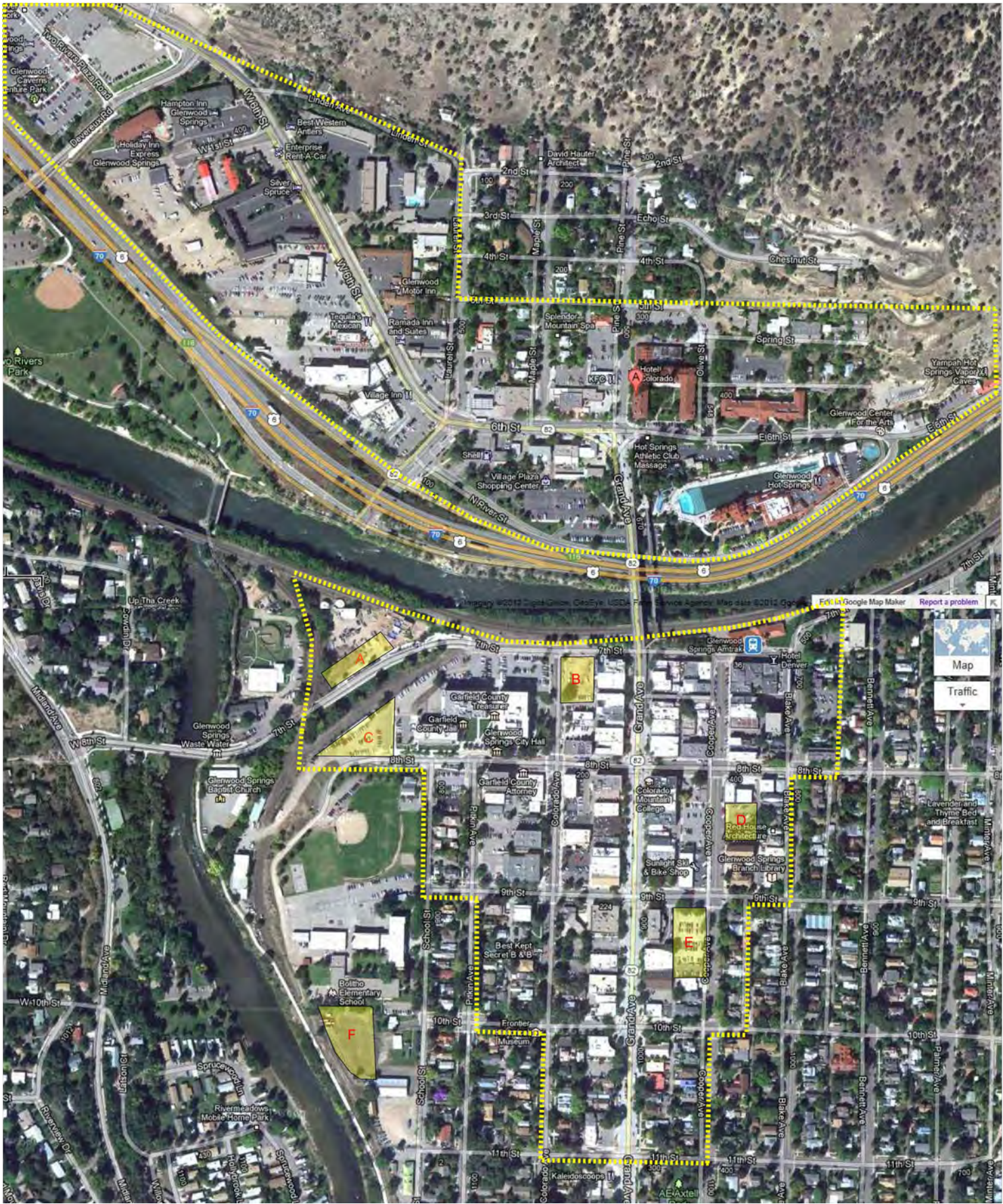
Off-street parking lot at Colorado and 7th Street



Parallel and diagonal on-street parking conditions on Cooper Street

Parking: Moving Forward

- Since the City’s overall philosophy for the downtown and surrounding environs is to create a highly-walkable and multi-modal friendly place, there is a “Park Once” mantra being developed. The goal is to create a context where it is truly realistic to expected that visitors to downtown, if they arrive via automobile, will choose to park once and use other modes of travel to reach all of the desired downtown destinations. This mindset is proposed for any beyond what is currently thought of as the downtown, to include the Confluence Area on the south side and the entire area on the north side of the river, including the West 6th Street Area to at least Devereux Road. Based on the survey responses received as a result of work performed in late 2017 as a part of this study, most people stated that drove to downtown and parked on the street, so a successful parking system that relies more heavily on structured parking, will require a change in community mindset combined with the support facilities needed to make it both convenient and attractive.
- Although there may situations where the parking supply is limited, overall the 2013 Parking Study confirmed that there is currently sufficient supply to adequately address the needs of all user groups (employees, visitors, and residents), although some parkers may need to walk up to two blocks to find an available space in relation to their intended destination, at certain times.
- The CMC/library garage came online since the 2013 Parking Study, further expanded the parking supply in the downtown.
- There is no City-owned public parking facilities located on the north side of the river. The 2013 Parking Study and the 2017 6th Street Corridor Study both recommend exploring the development of a parking structure along W. 6th Street, potentially including a park and ride aspect with an adjoin transit facility. This areas is extremely convenient for access to and from I-70 and if it can be support with greater multi-modal improvements, it could serve as an excellent facility to promote a park once strategy. RFTA’s current planning also support the potential for such a facility in this location.
- The introduction of denser forms of residential housing in the downtown will require a parking strategy to support these additional downtown dwellers. This could be a combination of on-site parking, ideally not on surface lots, and nearby neighborhood serving facilities in the form of structured parking. Depending on the location, the 2013 Parking Study determined that the current parking supply was adequate to support some additional parking demand, which could aid in getting shorter-phased infill development under construction, while longer-term parking facilities, such as structured parking, are constructed.
- The 2013 Parking Study recommended that the City consider the feasibility of a parking structure on the publicly-owned land at 7th and Colorado Streets that could support both the established downtown development along the Grand Avenue and the new development at the Confluence Area.
- The City utilizes some limited free parking for downtown visitors to support downtown business. The 2013 Parking Study makes a series of recommendations of how to gradually institute policies, including the fee structure, that maintains a visitor-friendly aspect to downtown parking, while creating a structure that support the ability to create a financially sustainable, structured parking system that also foster the best utilization of parking for its intended purposes, i.e. longer-term, employees versus visitor, etc. This includes promoting curbside turnover so that 20% of spaces are available and 80% are full most of the time.
- The current arrangement between the DDA, Downtown Partnership, and the City should be further evaluated to determine how policies and revenue streams can be established to achieve greater financial sustainability for long-term maintenance cost of expanding facilities.



Inventory of existing parking resources
Source: 2013 Downtown Parking Boundary Update, Walker Parking Consultants

BICYCLE/PEDESTRIAN CIRCULATION

Glenwood Springs has a vast network of multi-use, hiking, and biking trail networks including various trail conditions from narrow single tracks and steep mountain hikes to leisurely riverside walks due to its location, history, and geographic surroundings. Mountain ranges and elevation changes provide abundant options for alternative transportation and recreation opportunities for all users and skill levels.

MULTI-USE TRAILS

The Rio Grande Trail network is comprised of ten segments totaling over 42 consecutive miles between Glenwood Springs to Aspen, Colorado. This intercity trail network starts in Two Rivers Park in Glenwood Springs where the trail crosses over the Colorado River and is built within the rail corridor of the Denver and Rio Grande Wester Railroad Aspen Branch. Trail operations along this line ceased in phases between the 1960s and the mid-1990’s and was acquired with the help of Great Outdoors Colorado, the Colorado Department of Transportation, and Pitkin County Open Space and Trails to create an opportunity to explore transportation alternatives to State Highway 82. The first segment of the trail meanders along the Roaring Fork River utilizing the concrete-paved City of Glenwood Springs River Trail System down to 23rd Street where it changes to asphalt where it diverges and continues up the valley along South Glen Avenue (State Highway 82). This 6.9 mile segment ends at the Colorado Mountain College Park & Ride station passing through protected agricultural and open space lands along its route.

A number of spur trails exist along the Rio Grande Trail corridor and lead to services within the towns including restaurants which are great resources for the trail. These include ways into downtown on Devereux Road, 6th Street, 7th Street, 8th Street, 10th Street, and the greenway on 12th street. All of these spurs access various parts from the downtown to residential parts of Glenwood Springs and offer a wide range of alternative transportation options.

This extensive trail network also connects the major parks within Glenwood Springs and the study area including Veltus Park, Vogelaar Park, and Two Rivers Park which provide users a wide range of other recreational activities.

BICYCLE TRANSPORTATION

There are several opportunities for bicycle transportation within Glenwood Springs. Paved trails are available along the Colorado and Roaring Fork Rivers offering users access to scenery along smooth surfaces with minor elevation changes. The three main trails are the Atkinson Trail, Glenwood Canyon Recreation Trail, and the Rio Grande Trail. These make up roughly 26 miles of paved trails within Glenwood Springs. There are also plenty of off road rides that climb into the mountains above Glenwood Springs.

Many bike shops within Glenwood Springs offer bicycle rentals for all ages abilities providing an excellent way to promote alternative transportation networks.

HIKING/MOUNTAIN BIKING

Prominent hiking and mountain biking areas can be found all over the state but Glenwood Springs prides itself in its trail network on either side of the Colorado and Roaring Fork Rivers. One of the more active hiking and mountain biking areas are within the Wulfsohn Mountain Park Areas west of downtown and located adjacent to the Glenwood Springs Community Center and Glenwood Meadows Shopping Center. Many of the trails are combined offering the same usage on diverse terrain, single-track style of trail not only for mountain bikers but for runners and hikers alike. There are several trail routes in this area alone that make up more than 7 miles of combined single-track trail network ranging from an easy network to intermediate/difficult levels. These individual trails can be combined to create longer loops for extended lengths by the individual user.

Many of the hiking and mountain biking trails within Glenwood Springs are rated in the top 1,000 in Colorado according to the MTB Project, a crowd-sourced trail guide and mapping resource built by outdoor enthusiasts. This alone is a great resource for Glenwood Springs to be able to cater to the diverse activities Colorado has to offer in Glenwood Springs.

There are other opportunities for hikers in the area including trails following several tributary streams that feed into the Colorado and Roaring Fork Rivers, as well as trails to the Glenwood Canyon and other vantage points encompassing over 130 miles of trail network.

PEDESTRIAN CIRCULATION

Glenwood Springs provides a very robust pedestrian network through wide sidewalks and corridors within downtown including access to restaurants, natural hot springs, and vantage points of the Colorado River along Grand Avenue.

Bicycle & Pedestrian Circulation: Moving Forward

- The City has been following an overall schematic trails plan that dates back to the 1980s; however, this plan has served the City well in terms of incrementally building a truly interconnected trail system.
- 7th Street pedestrian connections between Grand Avenue and the Confluence Area will be especially important to achieve greater connectivity and to ensure that redevelopment is truly linked to downtown.
- Trail connections underway between Two Rivers Park that travel under I-70 and link to the North Glenwood will greatly enhance the trail loop network in this area.
- The 6th Street Plan proposes a new trail connection over I-70 from Two Rivers Park and the West 6th Street Area. This connection would provide a very direct and valuable connection to the park, especially if structured parking and mixed-use development occur. Parking is especially needed to support large events in the Glenwood Springs signature public riverfront park.
- Pedestrian and bicycle connections along Devereux Road need to be improved. They are circuitous and have missing gaps making it especially difficult to connect key destinations in this area.
- The ability to create opportunities for trail connections to the upper areas of the Holly Quarry from 6th Street and Devereux Road will provide greater opportunities to link redevelopment on the quarry site with the downtown.
- If a bridge connection can be created between Devereux Road and Midland Avenue, it would provide a larger loop network and greatly increase the accessibility of the Community Center into the overall park and trail system along the two rivers, especially at Two Rivers Park.
- Promoting an overall bicycle friendly environment through small scale improvements such as places for bicycle parking in the downtown and redevelopment areas is important to continue to foster a biking culture in the City.

PARKS, PUBLIC SPACES, AND RECREATION FACILITIES

Existing or previously planned parks and public spaces within the study are functioning in one of two primary capacities. They are either major city and regional destination-oriented places, such as Two Rivers Park, or they are more intimately scaled areas that still function in a similar fashion, even if they also provide a day-to-day function for their surrounding context. In all cases they are different from neighborhood parks that primarily serve a residential audience

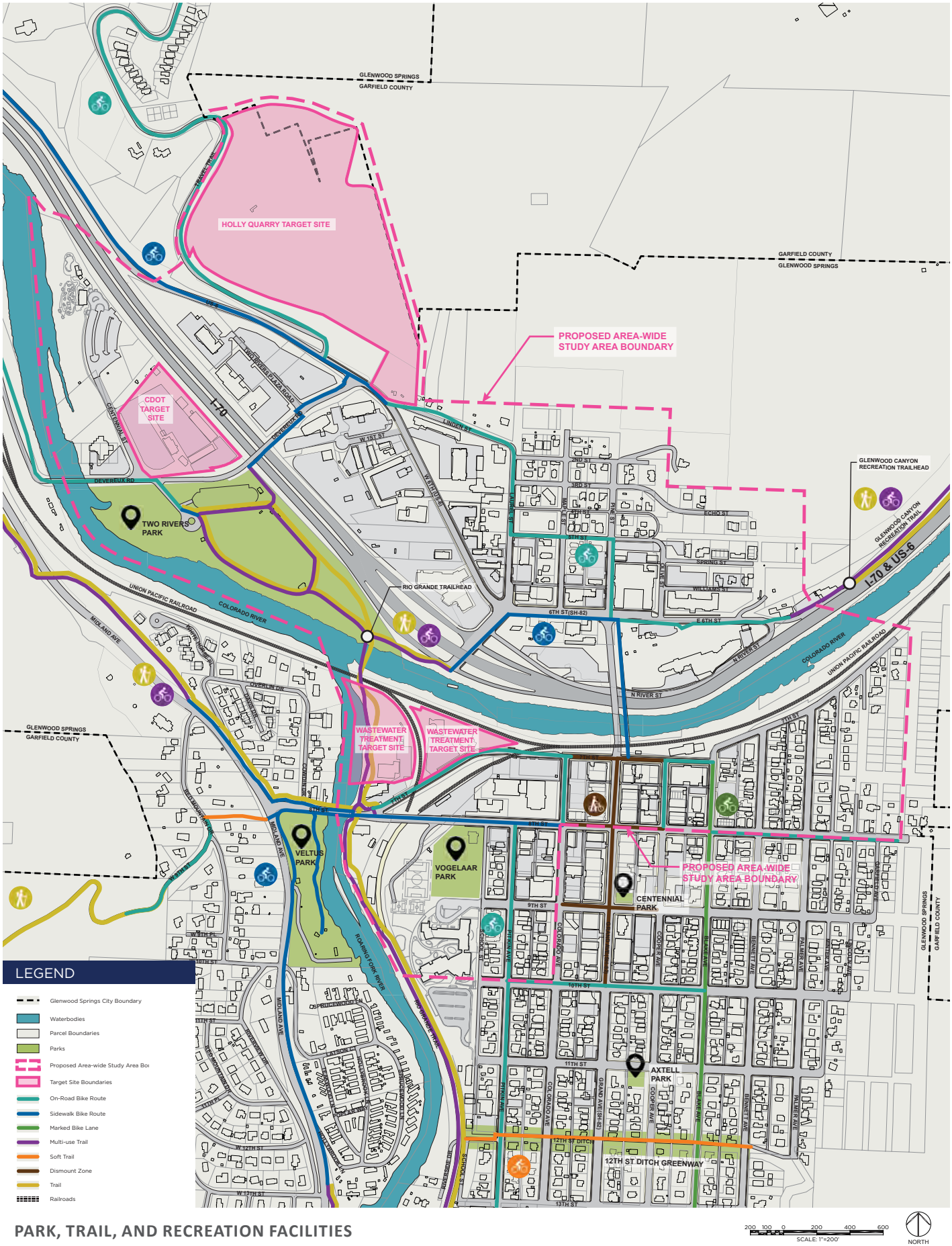
For a city the size of Glenwood Springs, the City’s Parks and Recreation Department provides an incredibly diverse and extremely high-caliber level of recreational opportunities for residents and visitors. A key aspect of the City’s approach to providing parks and recreation services as the notion that the parks can serve multiple purposes and are not only a public service but also economic development resource. As the Department’s Vision Statement states, “...We take Fun.... Seriously!”

Based on the City’s 2016 Parks and Recreation Master Plan Update there are several trends, projections, and findings that have specific relevance to the study area:

- The population growth projections through 2021 is a very modest 1%. This growth of approximately 485 people could primarily occur within the study area.
- The City’s population is relatively young with nearly 64% of the population under the age of 45 years.
- Convenient access to parks and recreation facilities is extremely important to the City’s population.
- Public water access, venues for events, trail connectivity, and high-quality facilities are community priorities.

Park, Public Spaces, and Recreational Facilities: Moving Forward

- Two Rivers Park is located in the center of the study area and serves as the City’s premiere park. It provides significant Colorado River frontage and access. It is the venue for many of the City’s largest events. The Parks and Recreation Department is currently undergoing design of significant improvements to the park, especially focused on enhancing the utilization potential and quality of experience of the parks riverfront edge.
- The City is in need of more and upgraded play areas for children all age groups. As new residents are added in and around the downtown, opportunities for quality inter-generational play are important to serve those population.
- The potential exists to link venues for events such as music festivals that support Two Rivers Park as the primary venue and expands the City’s overall ability to host larger events. In many respects, with good pedestrian and bicycle trail connections between them, all of the parks within the study area could be thought of as one functional park or at least inter-connected extensions of each other. This would provide the greatest leverage benefit and make the overall value of the parks greater than the sum of the parts.
- Indoor Ice hockey and soccer are important generators of visitation in the shoulder seasons. The four seasons aspect of parks and public spaces is an important consideration of their design and full utilization.
- The City’s is currently advocating a policy of “parks and development” as way to leverage to the two, on City-owned land identified for economic development activities. This approach includes an application for the Vogelaar Park/ Confluence Area and the Landing on E. 6th Street, among others.
- The creation of an enlarge park space at the Confluence Area could be a hybrid of public and privately-owned public spaces, with the band of river’s edge remaining in City’s ownership. Potential programmatic opportunities for this area include pavilions, level lawn areas for gatherings, seating elements, a beach, pier to tie up boats, adult swings, site-inspired play area, and season recreational elements. Environmental habitat educational play areas are especially desired.
- 7th Street is envisioned as an “events street” which blends aspects of transportation connectivity and function with the ability to support events and social activities in one overlapping facility. The first and most intense phase of this approach is focused on the area underneath the Grand Avenue Bridge to Cooper Avenue.
- As the West 6th Street Area redevelops in a more compact mixed-use form, there will be a need to provide public space to serve potential residents and businesses, especially tourism and entertainment related uses within this area. This area can also serve a vital role in supporting Two Rivers Park, especially if trail connections can be created and enhanced over I-70.
- There are several missing link trail connections that are desired, especially in the Devereux Road and Centennial Street/ W. 6th Street area.
- The possibility of creating additional river edge access is always desirable. This includes along the City’s narrow strip of land located along the south side of Colorado River, just east of the Confluence of the Roaring Fork River. This would represent a special opportunity to have public presence on both side of the river in the same location.
- Operation and management of public spaces, including more urban spaces than what the City has traditional owned and operated, will be under the purview of the Parks and Recreation Department. Specialized maintenance may require outside contractor maintenance.



UTILITIES

ELECTRICAL AND TELECOMMUNICATIONS

The electrical and telecom utilities within the City of Glenwood Springs are primarily situated on above-ground infrastructure throughout the city. There are challenges related to electrical and other transmission services in a mountainous region such as Glenwood Springs as routes for transmission lines are limited to mountain passes, where things like mudslides and debris flows pose a risk to service.

Within the City, there have been recent indications that upgrades to the broadband internet service are desired. The City would like to expand access to fiberoptic technology but are limited right now by costs and regulatory hurdles with the state.

There is growing interest in expanding access to broadband internet service. The City would like to expand access to fiberoptic technology to homeowners and residential buildings. At the present time that effort is challenged by costs and by regulatory hurdles with the state.

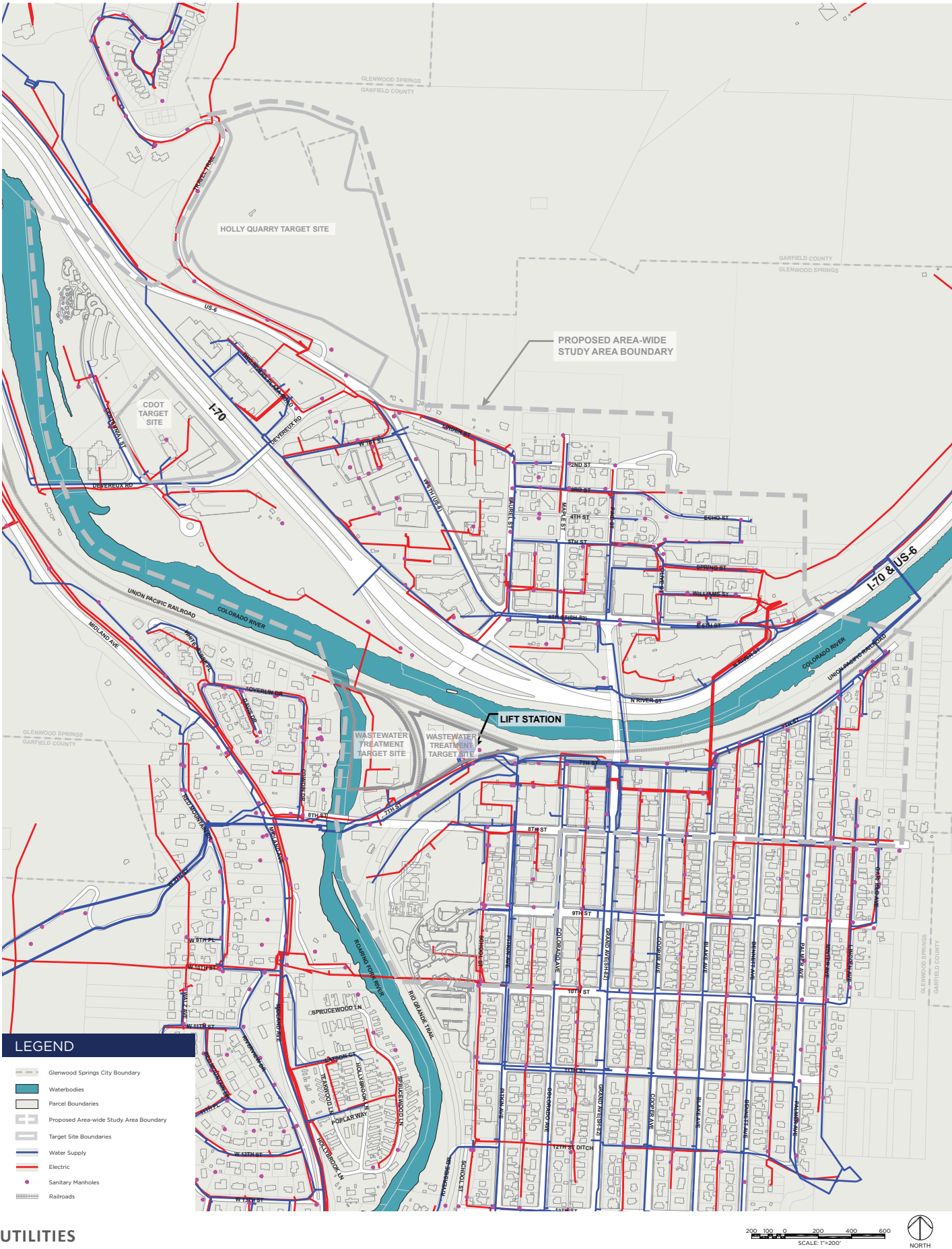
WATER SUPPLY

Potable water supply in the Upper Colorado River watershed has limits due to the climate in the area. Water rights for each city are strictly monitored.

Within the downtown area there are a few concerns centered around water supply lines. At the City pump station, which provides water pressure for much of the city, there are concerns because it is only connected to the network via one pipe. This lack of redundancy puts the City at risk for failures that could leave residents without water.

SANITARY SEWER

The sanitary sewer system for the City has seen a major recent upgrade with the commissioning of the new wastewater treatment plant in 2012. This new plant has allowed for the abandonment of the former treatment plant which was located at the confluence of the Roaring Fork and Colorado Rivers and is now a target for redevelopment.



Business Development Opportunities in Glenwood Springs, CO

Real Estate Opportunities and Market Performance

July 2018

Prepared for:



City of Glenwood Springs, Colorado

Prepared By:



Development Research Partners specializes in economic research and analysis for local and state government and private sector businesses. Founded in 1994, Development Research Partners combines extensive experience in real estate economics and economic development to provide clients with insightful and strategic consulting services in four areas of expertise:

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PURPOSE

This study has been prepared in collaboration with Stromberg/Garrigan & Associates and is part of the overall Brownfields Area-Wide Plan (AWP) being completed by Stromberg/Garrigan & Associates under a USEPA Brownfields Grant to the City of Glenwood Springs. A high-level market analysis in the overall study area is conducted to evaluate three market sectors: (1) housing; (2) commercial (specifically, retail goods and household services); and (3) lodging for business growth and real estate development opportunities. This analysis is intended to assess real estate demand and absorption for each market sector. Findings are then analyzed to assess opportunities in the AWP boundaries with particular focus on the highest priority site, the "Confluence" site where the Roaring Fork River joins the Colorado River.

METHODOLOGY

Developing this high-level market analysis entailed:

- Researching current baseline market conditions;
- Identifying market drivers;
- Measuring market demand and supply, including current unmet demand; and
- Estimating future market trends and identifying opportunities for retail, commercial, lodging, and residential development.

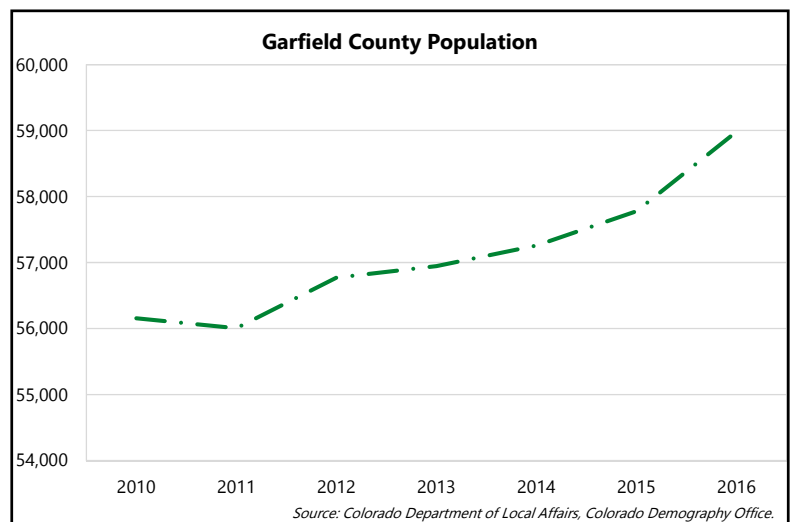
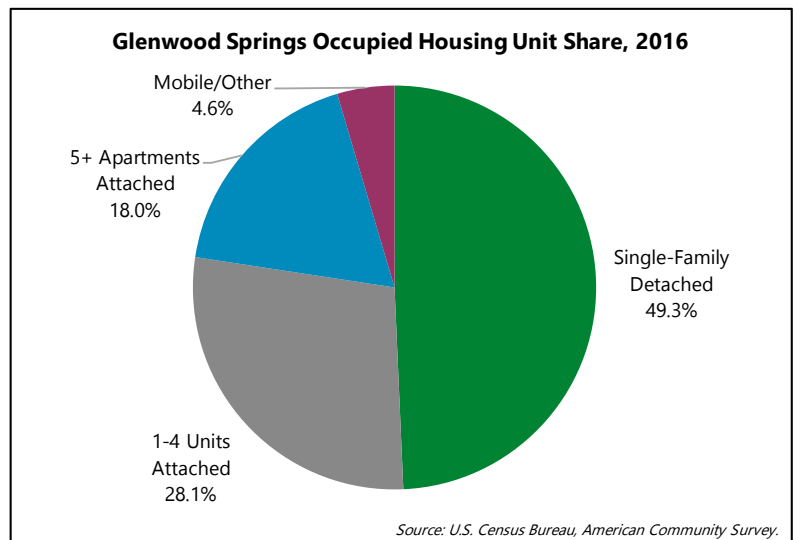
HOUSING MARKET CONTEXT

The City of Glenwood Springs is the largest population center in Garfield County and is located at the crossroads of Interstate 70 and CO Highway 82, providing access to Aspen and U.S. Highway 24. Garfield County population is anticipated to grow by about 5% to 6% annually, representing approximately 500 more households and 1,200 additional persons per year. Glenwood Springs is anticipated to capture around 70 to 100 households per year, although pent up demand may drive much more in-migration in the short term. Total population growth in Glenwood Springs is anticipated to be sourced equally by natural increase and net-migration.

Glenwood Springs' housing vacancy has been below 4% since 2014 and below 3% since 2015. Detached single-family housing has seen a steady price increase and virtually zero vacancy. Attached ownership housing has seen steady demand with rising prices and low vacancy. Similarly, multi-family rentals have also been experiencing rising rental rates and low vacancy.

This indicates not only a residential undersupply, but pent up demand for new units. Housing demand by residents is augmented by demand from second-home owners and those seeking vacation rent-by-owner investment opportunities. The Glenwood Springs housing market is experiencing strong demand in all property types and, with continued population growth, is expected to support new resident housing development into the foreseeable future.

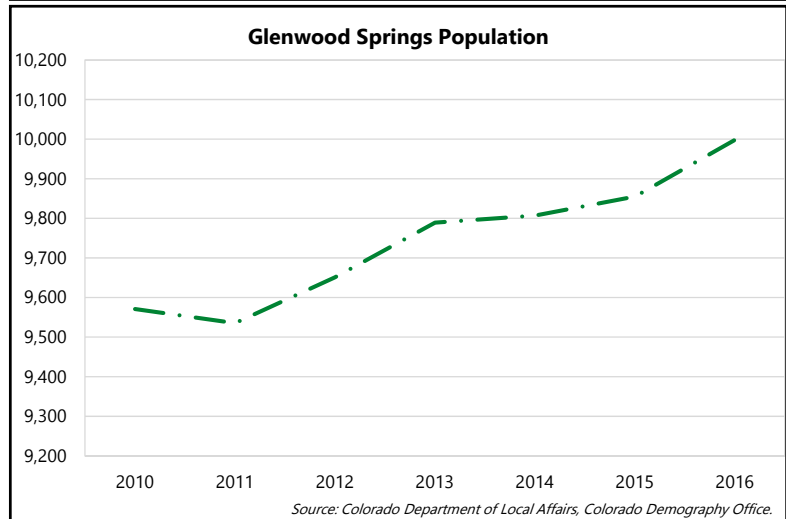
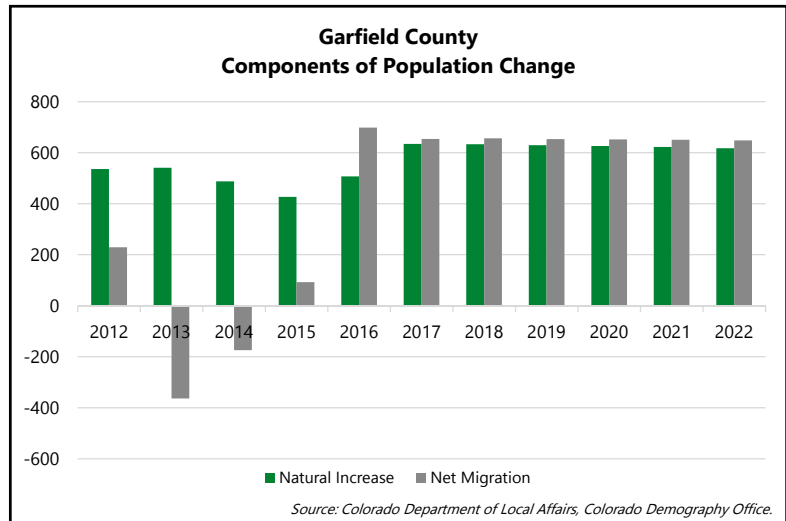
Population change is comprised of natural increase (births minus deaths) plus net migration (people moving in less people moving out). From 2010 (post Great Recession) to 2016, Garfield County has grown by almost 3,000 people. That represents an annual growth rate of about 0.8%, or 470 persons per year.



Population growth is anticipated to increase to about 1,200 persons per year into the foreseeable future. As can be seen in the chart, natural increase has remained positive, floating between about 400 and 600 persons annually. Net migration dipped in the 2012 through 2014 period as oil and gas markets become volatile and people followed jobs leaving the County. The oil and gas industry stabilized since, followed by relatively high levels of in-migration, which exceeded natural growth in 2016. According to State Demography projections, in-migration and natural increase are expected to continue at about the same levels into the future.

Glenwood Springs is the largest municipality in Garfield County with 17% of the County's population. Assuming that Glenwood Springs continues to capture about 17% of the County's population, it can be estimated that Glenwood Springs will grow by about 200 to 250 persons annually.

However, Glenwood Springs' housing inventory is greatly constrained with extremely low vacancy and waiting lists of tenants and buyers. The projected growth rate is at risk due to a lack of housing units to accommodate new households. The tight housing market puts upward pressure on rental rates and leads housing developers to focus on higher profit and more expensive housing units and less on affordable work force housing. Housing market conditions in 2016 persisted throughout 2017.



Glenwood Springs Housing Market, 2016

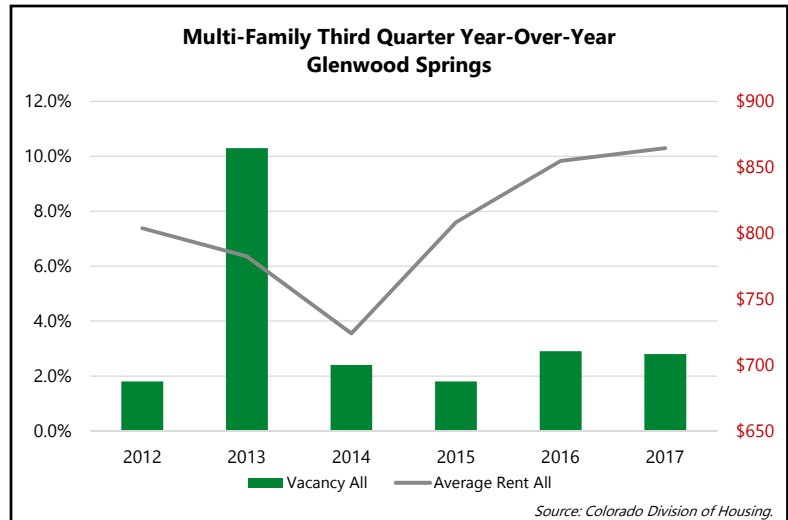
Total Housing Units	4,171
Persons Per Household	2.5
Homeowner Vacancy Rate	0.0%
Rental Vacancy Rate	2.3%

Sources: U.S. Census Bureau, American Community Survey; Colorado Department of Local Affairs, Colorado Demography Office.

MULTI-FAMILY RENTAL MARKET

Glenwood Springs' multi-family rental housing market is experiencing low vacancy and rising rental rates and is considered a landlord's market where renters have little room to negotiate lower rates. There is an undersupply particularly of studio, 1-bedroom, and two-bedroom units that would meet the demands of singles, couples, young families, and roommates. The higher vacancy rate noted for 2-bed/2-bath units is an anomaly and can reflect an important price point change and/or a temporary condition at this particular point in time.

A vacancy of 4%-5% is considered full occupancy and at equilibrium, considering normal tenant churn. The below equilibrium average vacancy indicates a tight rental market with rental rates being bid up without a matching increase in construction.



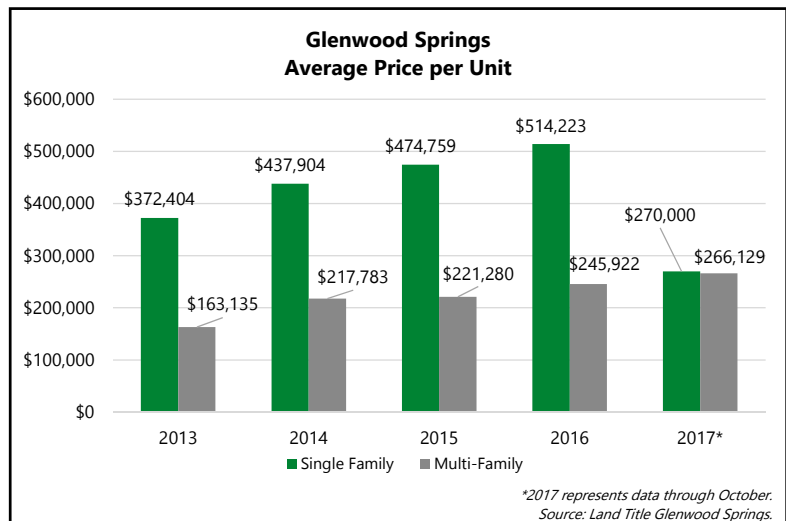
Multi-Family Rental Rates Glenwood Springs, 3Q17			
Type	Average Rent	Avg Rent/SF	Vacancy Rate
Efficiency	\$675	\$1.23	0.0%
1-bed	\$783	\$1.26	0.0%
2-bed 1-bath	\$807	\$0.84	0.0%
2-bed 2-bath	\$857	\$0.93	6.1%
3-bed	\$935	\$0.91	2.0%
All	\$864	\$0.95	2.8%

Source: Colorado Division of Housing

HOME OWNERSHIP MARKET

The ownership market is similarly tight and increasingly becoming unaffordable for many would-be Glenwood Springs residents. Condominium and townhome prices (collectively referred to as multi-family) are edging upward at a steady pace. The local economy softened in 2014, began stabilizing in 2015, with recovery in 2016. The most recent trends between 2016 and 2017 illustrate the most likely scenario for attached multi-family housing prices. Prices rose over 20% between 2015 and 2017, and over 8% from 2016 to 2017. A price increase between 5% and 10% annually is anticipated for multi-family units in Glenwood Springs in the near term.

The single-family home market has little available inventory. Relatively low inventory on the market along with few sales causes this market statistic to reflect particular units sold rather than overall market pricing. However, the fact that there is little inventory along with an expected increase in population supports the assumption that single-family home prices will continue to increase without a notable increase in construction.



HOUSING UNIT DEMAND

As previously noted, Garfield County is expected to grow by more than 1,200 persons annually. Assuming that Glenwood Springs continues to capture about 17% of the County's population, it can be assumed that Glenwood Springs will grow by about 200 to 250 persons annually. Assuming a continued 2.5 persons per household, including related and unrelated household members, this translates into demand for 80 to 100 units annually. Pent up demand is expected to bring absorption 25% to 50% higher than the average demand in a normalized market. Glenwood Springs could absorb an estimated 120 residential units annually for the next five years, and then settle into about 80 units annually in the long-term.

It is difficult to project where new households will actually locate, except to note that they can only go wherever there are units available. Currently, housing choices are very limited and it can be assumed that new households equal demand for new units. Generally, the market expects a 12-month lease-up for a 50-unit phase; 12 to 24 months lease up for a 100-unit phase. There are at least 100 units currently under development in the Meadows targeted to higher-income households; however, there is notable demand for mid-price and workforce-affordable units.

Projected Residential Absorption in Glenwood Springs (units)

Time Period	Years 1 to 5	Years 6+ (annually)
Phase	Housing demand from natural increase, in-migration, and pent up demand.	Expected pace for housing demand due to annual population demand growth.
Total Housing Demand	600 Total Units 120 Units Annually	80 Units Annually

COMMERCIAL MARKET CONTEXT

The City of Glenwood Springs serves as a commercial and retail hub for Garfield and Eagle Counties. As such, the City commands market power in identity and regional location and has opportunities to grow:

- businesses and add square feet for business categories where consumer dollars are leaving the region,
- the entire market through population growth and increased destination tourism, and
- businesses through diversifying goods and services available.

Glenwood Springs is a lifestyle and tourist destination for experience seekers. Businesses that provide shopping, recreational, and entertainment experiences will complement Glenwood Springs' character. Identifying opportunities for retail and commercial services desirable to both residents and visitors is evaluated herein.

Glenwood Springs has various commercial and retail submarkets that are generally located as indicated on the image below:

1. 6th Street Corridor
2. Meadows
3. West 6th Street
4. Downtown
5. South Glenwood
6. Confluence



The Confluence site is strategically located between the Downtown and Meadows submarkets, with easy access to/from the 6th Street Corridor. Lease rates and property sales prices vary widely depending on location and quality. A survey was conducted to better ascertain assumptions regarding lease rates in Glenwood Springs.

Commercial Lease Rates

Asking rents can often be higher than signed leases and data was collected on both asking lease rates as well as recently signed leases, where available. Rent quotes varied by condition and space configuration but there appears to be no distinction in rental rates for office versus retail spaces. The exception is in the Meadows, which is home to national retailers and a "power center." Based on this high-level survey, it is estimated that the Confluence can achieve a \$20 to \$25 gross rental rate for commercial space. The rental rate is likely to be at the lower end during the early lease-up as a pioneering location. The summary results are illustrated below:

Commercial Lease Rate Summary*

Submarket	Asking Rental Rates	Actual Rental Rates
Downtown	\$20 to \$26	\$20 to \$25
Meadows	--	\$27
South Glenwood	\$16 to \$20	\$14

* reported on a "gross" rent basis which includes property expenses; total occupancy cost to tenant

Sources: Development Research Partners, Inc.; LoopNet, local brokerage listings.

Commercial Property Values

A survey of commercial property sales was conducted. There were several properties asking less than \$150 per square foot. However, these properties were under seller duress (i.e. bankruptcy) and priced for quick liquidation or were special purpose buildings with limited buyers. Asking prices for commercial property in the South Glenwood submarket ranged from about \$105 to \$400 per square foot; rather ambiguous, and very location and property condition dependent. Generally, Downtown building sales ranged from about \$205 to \$315 per square foot.

Commercial property prices for the Confluence area are estimated at \$225 to \$275 per square feet.

Commercial Land Values

A high-level land price analysis was conducted using a combination of actual sales and Garfield County Assessor's actual value estimates for Downtown parcels. The data shows an expected premium for smaller sites per square foot with prices ranging from about \$4.50 for a 10-acre parcel to \$94 for a 0.09-acre city lot. The predominant value range for land in the vicinity of the Confluence ranged from about \$20 per square foot to \$50 per square foot depending on location.

It is estimated that vacant land at the Confluence would be priced around \$30 per square foot.

BUSINESS GROWTH DEMAND

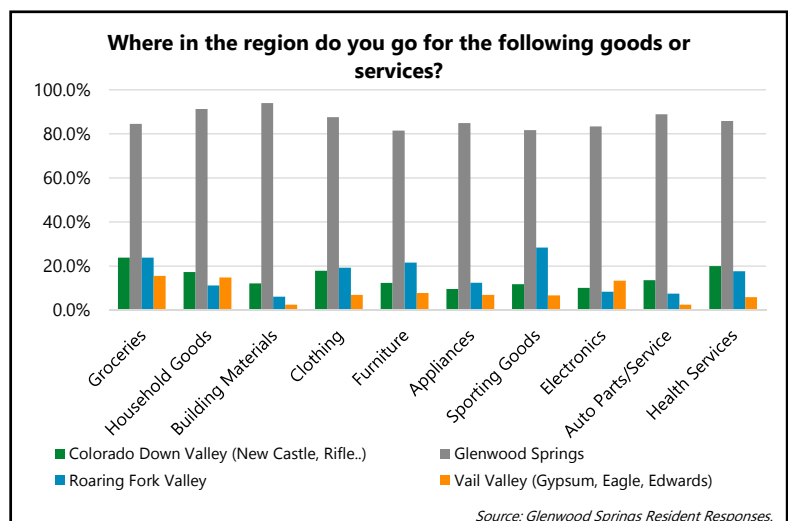
In this section, sources for retail and household services demand are evaluated and business development opportunities are translated into demand for real estate space. Real estate types evaluated include storefront retail and office businesses.

Retail Market Opportunities

Data related to retail market opportunities was gathered in several ways ranging from anecdotal to quantitative, which are reported and integrated in the following sections.

Glenwood Springs Local Market Community Survey

A community survey was conducted by the AWP team. Glenwood Springs' residents were asked where in the region they shop for certain goods. The chart below highlights the results. Categories sum to more than 100% because residents shop in multiple places. The responses indicate Glenwood Springs' residents will tend to shop local as availability allows. However, these responses also reflect that retail dollars leave Glenwood Springs. After Glenwood Springs, local consumers tend to shop in the Roaring Fork Valley and Down Valley, with some spending also occurring in Vail Valley.



Another, contrasting survey question asked residents about how well served Glenwood Springs is in retail categories. This question invited open-ended responses, which intuitively frames the City's retail market.

Community Survey Responses: Needed Goods & Services

From Specific ...

"Sporting Goods, electronics..."

"Fabric, sewing supplies..."

"Movie theater"

"Movies, Bowling"

"Pottery classes for kids..."

"Clothing, household items, health services..."

"Sporting goods (baseball, basketball, golf, etc.)"

" ... there are no clothing, electronics in GWS!"

" ... more craft supplies"

To Universal ...

"We have all of this but not enough variety and price point"

"More restaurants and coffee shops Downtown and on the 6th Street Corridor, more open spaces used for community events like farmers markets"

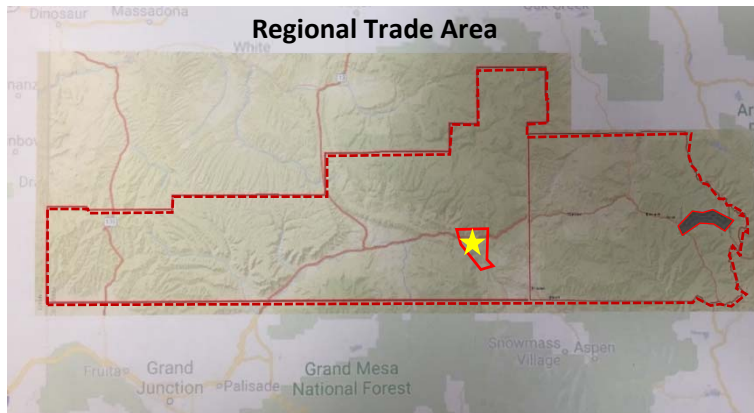
"Movie theatre, co-working space, art/creative classes, upscale bars, dance clubs"

The survey responses point to some very specific goods, services, and experiences that anecdotally are absent. Perhaps the most significant response is *"We have all of this but not enough variety and price point."* With population expected to increase in the coming years, there is an opportunity to grow new businesses offering more diversified and competing products and experiential offerings.

Retail Capture – Leakage Analysis

Consumer demand in Glenwood Springs arises from sources including local residents, regional residents, and visitors. For this analysis, a market Regional Trade Area was identified based primarily on mutually shared retail markets, where resident consumers freely travel back and forth between towns or other shopping destinations. Towns within the market area that primarily generate one directional consumer traffic are considered outside of the Regional Trade Area with their purchases representing part of overall visitor spending. The market is defined:

- Regional Trade Area is Garfield County plus Eagle County, less Aspen and Vail
- Local Market is Glenwood Springs only
- Visitors are consumers from outside the Local Market and Regional Trade Area that spend money in the Local Market and Regional Trade Area



Local residents and regional shoppers seek both necessities and lifestyle-oriented discretionary purchases. Visitors spending can arise from overnight tourists, pass-by convenience stops, emergency stops, or destination shoppers from outside the region or from resort communities. For each demand source this study has conducted a capture-leakage analysis which entailed estimating household demand for goods and services using ESRI data and comparing potential household demand to sales of goods and services by the following four-digit North American Industrial Classification System (NAICS) code business categories:

Special Food Services	Building Material & Supplies Dealers
General Merchandise Stores	Beer, Wine & Liquor Stores
Florists	Sporting Goods/Hobby/Music Instrument Stores
Specialty Food Stores	Book, Periodical & Music Stores
Lawn & Garden Equip & Supply Stores	Restaurants/Other Eating Places
Electronics & Appliance Stores	Gasoline Stations
Drinking Places - Alcoholic Beverages	Auto Parts, Accessories & Tire Stores
Miscellaneous Store Retailers	Grocery Stores
Office Supplies, Stationery & Gift Stores	Department Stores
Clothing Stores	Shoe Stores
Used Merchandise Stores	Jewelry, Luggage & Leather Goods Stores
Furniture Stores	Automobile Dealers
Health & Personal Care Stores	Home Furnishings Stores

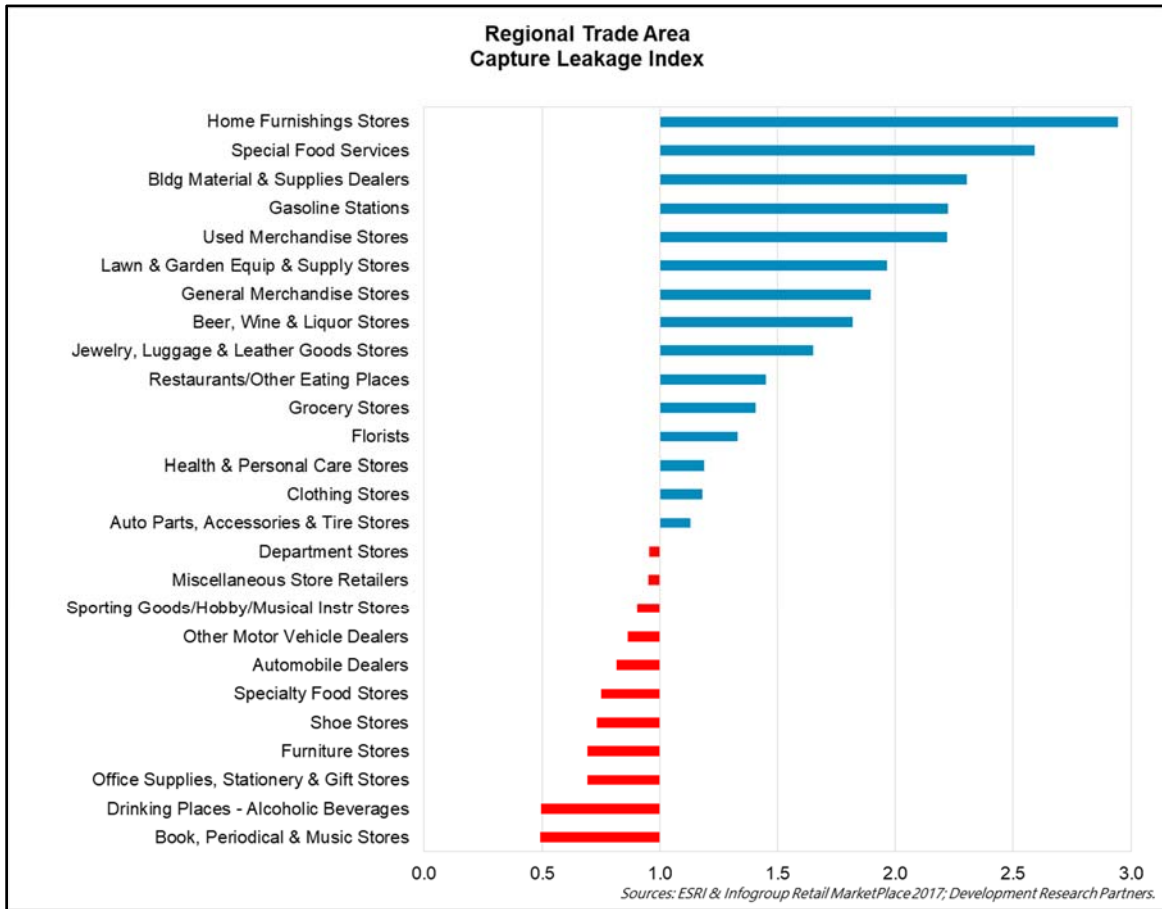
If area sales are less than local demand, it is assumed that resident purchases are made outside of the area and retail "leakage" is occurring wherein dollars are leaving the market. If area sales are more than local demand, it is assumed that outside consumers are making purchases in the local market and retail dollar "capture" is occurring. Leakage further represents market segments that are under-served and are immediate opportunities for business growth.

An index has been developed from local market data wherein local sales are divided by local demand: if the index is less than one the market is in a leakage position for that consumer good and local dollars are being spent outside the local market. If the index is greater than one it indicates the market is capturing a net amount of outside dollars for that consumer good.

Regional Trade Area Capture - Leakage

A Capture-Leakage analysis simply compares estimated local demand for a product compared to local sales of that product. It is a methodology to organize and report data; however, there are several ways the results can be interpreted. The community meetings and anecdotal data captured in the community survey create a perspective with which to interpret the data.

In the diagram below the red bars indicate retail categories where residents are buying more goods from outside the Regional Trade Area. These represent opportunities to grow businesses or add diversity to serve unmet local demand by growing local businesses and jobs. Because these are unmet consumer demands, they represent immediate opportunities.



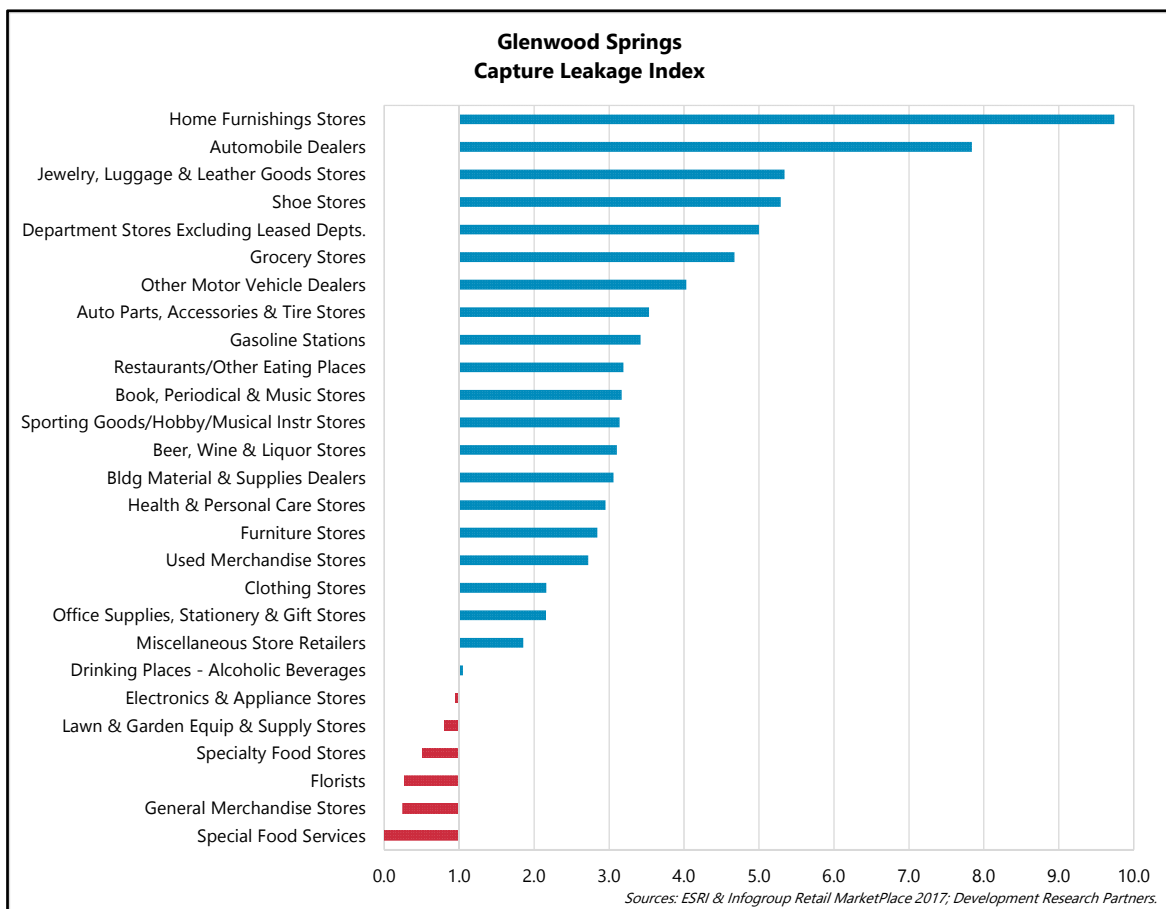
The blue bars represent retail categories where sales exceed the estimated needs of the local community indicating visitors (Aspen, Vail, tourists, travelers, and others) are making these types of purchases, and hence the Regional Trade Area is capturing consumer dollars. While it is easy to make the statement that the Regional Trade Area is over-served in these categories, this data also represents an opportunity to diversify products and price points, thus pulling additional consumer dollars into the local economy. Categories with a Capture-Leakage Index of 1.5 or less represent a next opportunity for business expansion after unmet demand categories.

Overall, Regional Trade Area business opportunities for growth encompass the following retail categories:

Book, Periodical & Music Stores	Sporting Goods/Hobby/Musical Instr Stores
Drinking Places - Alcoholic Beverages	Miscellaneous Store Retailers
Office Supplies, Stationery & Gift Stores	Auto Parts, Accessories & Tire Stores
Furniture Stores	Clothing Stores
Shoe Stores	Health & Personal Care Stores
Specialty Food Stores	Florists
Automobile Dealers	Grocery Stores
Other Motor Vehicle Dealers	Restaurants/Other Eating Places

Local Market Area Capture-Leakage

Capture-Leakage data was also indexed for the Local Market, which consists of just the City of Glenwood Springs, and is illustrated below. Overall, the City appears to serve its residents' needs relatively well. As expected with its tourism-based economy, its retailers also capture a significant level of consumer dollars from the rest of the Regional Trade Area and from visitors, as shown by the blue bars.



Underserved retail categories, the red bars, include:

- Drinking Places – Alcoholic Beverages
- Electronics and appliance stores
- Lawn and garden equipment
- Specialty food stores and services
- General merchandise stores
- Florists

Needed goods and services stated by various residents in the Community Survey match closely with what the Capture-Leakage analysis shows to be under-served in the City, validating both methodologies. It should be noted that diversity and healthy market competition can be also be achieved by bringing in new businesses to offer a selection to local consumers.

Glenwood Springs is well suited for experiential retailers such as:

Food & Beverage	Destinations	Entertainment
Specialty Food	Books	Sports & Crafts
Butcher Shops	Music	Performing Arts
Bakeries	Culinary Arts	Evenings Out
Fish and Seafood	Attractions	
Spice Shops		
Craft		

Estimated Retail Space Needed

Retail demand and market need should open opportunities to expand the retail market in Glenwood Springs. This section summarizes analysis to estimate the additional square feet needed to accommodate these opportunities and the timeframe over which this expansion is expected to happen.

The analysis examines absorption from three different drivers:

- Current unmet (latent) local demand
- Capture from all visitors from outside the City
- Local population growth

Assumptions behind this analysis include:

- Glenwood Springs comprises about 16% of all retail sales in the overall Regional Trade Area;
- Local Glenwood Springs households spend an estimated \$28,000 each in the City annually;
- \$100 in retail spending in Glenwood Springs supports about 4.1 square feet of retail space;
- Visitor spending from all sources supports about 54,000 square feet of retail in the City;
- Visitor spending is estimated to grow by 4% annually.

Potential Retail Concepts

European Style Indoor Market



An Evening Out



Independent Storefronts, open patio seating



Summary of Retail Growth Findings Single Year Potential

	Regional Trade Area	Glenwood Springs Local Market		
	Current Retail Spending	Current Retail Spending	Current Retail Space Needs	Annual Growth Space Needs
Current Local Leakage	\$86.1M	\$13.8M	57,000 sf	--
Retail Capture from Visitors	\$612.3M	\$98.0M	11,000 sf	11,000 sf
Local Population Growth Demand	--	--	17,000 sf	8,000 sf
TOTAL RETAIL POTENTIAL			85,000 sf	19,000 sf

Source: Development Research Partners analysis.

Local Household Services Opportunities

In this section, sources for household services demand are evaluated and business development opportunities are inferred and translated into demand for real estate types. Local household-serving business categories are evaluated based on U.S. Economic Census data. Real estate types used by these service providers include storefront offices and traditional office space. Business types considered are limited to:

- Nursing and Residential Care Facilities
- Computer Systems Design
- Consulting
- Seniors'/Disabled Day Care and Services
- Chiropractors
- Dentists
- Optometrists
- Therapists - physical, occupational, speech, other
- Lawyers
- Doctors
- Personal Household Services
- Credit Intermediation - banks
- Day Care

Assumptions behind this analysis include:

- Glenwood Springs is home to around 23% of household service providers in the Regional Trade Area;
- Based on anticipated population growth, demand for commercial space for household services is expected to grow by 15,000 square feet annually;
- Each household supports approximately 17.5 square feet of household services space.

COMMERCIAL REAL ESTATE ABSORPTION

The amount of property square footage that will be leased up (absorbed) by new and growing businesses is estimated in this section. The absorption analysis considers demand for both retail goods and household services previously identified.

Household counts will grow throughout Garfield County at an estimated rate of 2% annually with Glenwood Springs capturing an estimated 17% of that growth. Glenwood Springs captures an estimated 16% of regional household consumption spent within the region. This capture is used to estimate retail sales share and associated demand for retail square feet.

Visitor spending is estimated to increase 4% annually using lodging tax collection trends as an indicator of overall visitor activity; a conservative estimate of this indicator is used to account for visitors that may be from Aspen, Basalt, Vail, and other destination shoppers, in addition to overnight stays or pass-through travelers.

The table on the following page summarizes estimated retail demand and absorption, estimated household services demand and absorption, and total projected commercial absorption.

Projected Commercial Absorption in Glenwood Springs (SF)

Time Period	Years 1 to 5	Years 6+ (annually)
Phase:	Absorption of existing yet unserved (latent) local demand; and meeting demand of additional households to Glenwood Springs.	Established market equilibrium meeting local demands and keeping pace with annual demand growth.
Description:	Latent (under-served) demand from existing City of Glenwood Springs residents and regional residents that shop in the City. This incorporates destination shopping from Vail, Aspen area, and visitors.	Annual household growth estimated at 2% annually for the region; Glenwood Springs assumed to capture 16% of all regional household spending, and visitor spending estimated to increase 4% annually.
Regional Retail Demand in Glenwood Springs		
Real Estate Product Type: Retail Storefront		
Estimated Absorption (sf):	Over 5 years	Annually starting year 6
Latent Local Demand:	57,000 sf	na
Household Growth:	84,000 sf	8,000 sf
Visitors:	54,000 sf	11,000 sf
Total Retail Absorption:	195,000 sf	19,000 sf
Business Examples:	Motor Vehicle & Parts Dealers, Furniture & Home Furnishings Stores, Electronics & Appliance Stores, Bldg Materials, Garden Equip. & Supply Stores, Food & Beverage Stores, Health & Personal Care Stores, Gasoline Stations, Clothing & Clothing Accessories Stores, Sporting Goods, Hobby, Book & Music Stores, Sporting Goods/Hobby/Musical Instrument Stores, General Merchandise Stores, Food Services & Drinking Places, Restaurants/Other Eating Places	
Regional Household Services Demand in Glenwood Springs		
Real Estate Product Type: Office Space and/or Office-Storefront		
Estimated Absorption (sf):	Over 5 years	Annually starting year 6
Latent Local Demand:	61,000 sf	na
Household Growth:	28,000 sf	6,000 sf
Visitors:	na	na
Total Household Services Absorption:	89,000 sf	6,000 sf
Business Examples:	Nursing and Residential Care Facilities, Computer Systems Design, Household Consultants, Seniors'/Disabled Day Care and Services, Chiropractors, Dentists, Optometrists	
Total Projected Commercial Absorption in Glenwood Springs (SF)		
Absorption (SF):	284,000 sf	25,000 sf

Some of this absorption may occur in existing buildings in Glenwood Springs, such as in Downtown or outlying commercial areas. The current amount of vacant square footage is unknown but is likely to be offset by possibly greater than projected visitor driven demand for household services, stronger than anticipated housing development and population growth, stronger than projected visitor demand as projects strengthen Glenwood Springs' image as a tourist destination.

With regard to the location for retail and growth to occur, the nature of demand is evaluated as to the primary markets served. Based on a subjective analysis, the distribution of new business growth is anticipated to be concentrated as indicated:

5-Year Development Horizon

District	Projected Absorption
6th Street Corridor	41,000 sf
Meadows	91,000 sf
West 6th Street	7,000 sf
Downtown	64,000 sf
South Glenwood	45,000 sf
Confluence	36,000 sf

LODGING MARKET CONTEXT

The following steps were undertaken to evaluate Glenwood Springs' lodging market and opportunities:

- Research existing accommodations for amenities and market segmentation
- Identify recent lodging market performance regarding occupancy, rates, and seasonality
- Identify hotel overnight visitor categories to Glenwood Springs
- Evaluate the role that lodging properties play in Glenwood Springs
- Explore ways that lodging properties may better integrate with the community's vision

A survey of hotel and motel properties in Glenwood Springs was conducted for this analysis. Without consideration for quality or condition, the survey revealed the following:

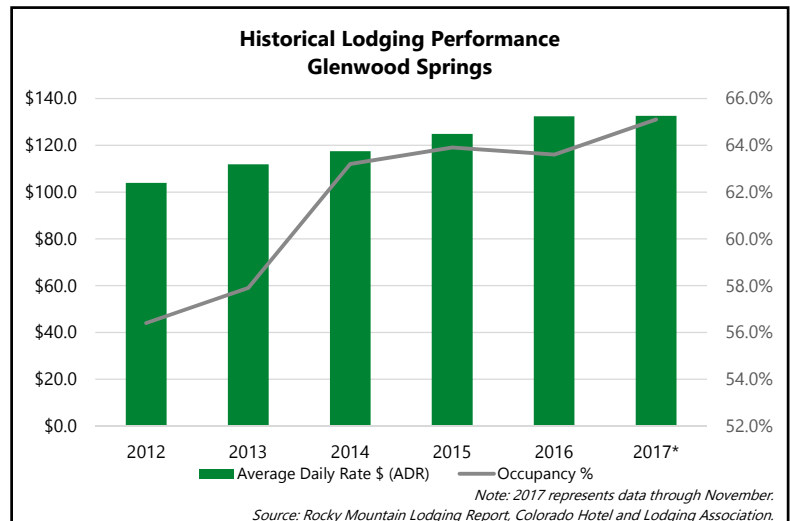
Glenwood Springs Lodging Market Profile

- 22 Properties
- 1,659 Rooms
- 5 with Bars and/or Restaurants
- 10 with meeting space
- 2 with banquet space
- 7 with a "fitness center"
- Most with pools and/or hot tubs

Source: Development Research Partners.

The lodging market has been slowly gaining strength over the past five years with both rental rates and occupancy trending higher each year. Overall occupancy is around 65%, similar to the national average, but still leaving notable capacity to fill rooms. Average daily rates are now hovering around \$112 per room night, which is also in line with the national average.

Glenwood Springs has established itself as a rest stop and destination serving travelers, outdoor recreation enthusiasts, and wilderness explorers. Key lodging clients include:

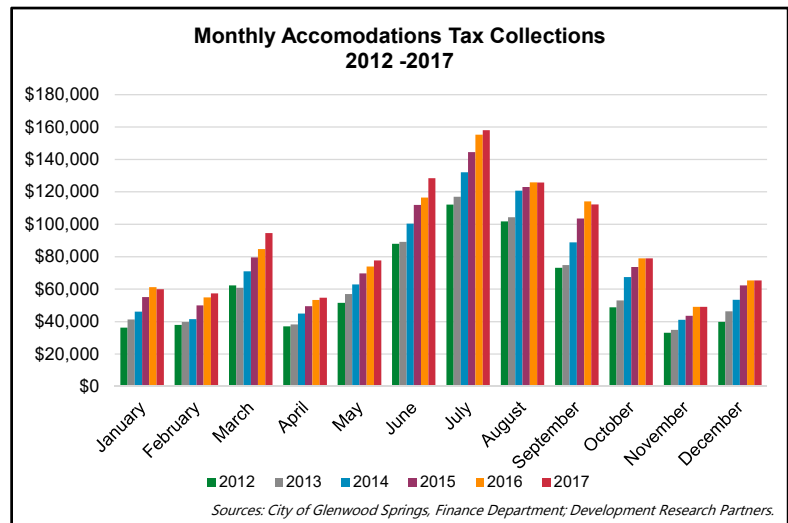


Key Lodging Clients

- Destination business travelers seeking a home-base
- Budget vacation travelers seeking outdoor recreation and area attractions
- Spontaneous pass-through travelers seeking shelter
- Pass-through travelers with pre-determined stops for recreation, dining, and/or entertainment
- Tourists seeking historic towns and accommodations

LODGING MARKET OPPORTUNITIES

Given Aspen Mountain and Snowmass Ski areas' proximity, and short distance to Vail, Glenwood Springs is often associated with winter sports destinations. Reviewing monthly accommodations tax receipts highlights the City's position as more of a summer and fall destination, similar to many other Colorado mountain town destinations lacking a ski resort. The high season months are March, June, July, August, and September. The low season months are January, February, April, November, and December. There is an opportunity to grow winter non-skiing outdoor recreation businesses to fill vacancies during the low and shoulder seasons.



Glenwood Springs has accommodations for business, historical-stay, and budget travelers. As Glenwood Springs' population grows, so will demand for friends and family hotel nights. These established markets should continue to be served. However, while the occupancy rates indicate surplus capacity, the research survey shows many aging low-budget motels and expensive historic hotels. There are limited service business-style hotels in the Meadows area; however, they are not walkable to the commercial core. There are several aging limited-service hotels on the 6th Street Corridor, but these are aging and missing the curb appeal of a modern mid-priced hotel. This notion is supported by hotel review services such as Trip Advisor that describes Glenwood Springs as having an aging hotel inventory. Providing grant or loan funding for existing hotel and motel upgrades and/or upgraded grounds and facilities may enable independent operators and others the ability to improve the traveler experience.

There is a lack of lodging diversity that easily integrates with Downtown and 6th Street attractions. Glenwood Springs should retain its independent and historic hotels and budget-minded accommodations. However, adding modern mid-priced lodging options, walkable from Downtown and 6th Street, would fill a market niche missing in the market. Perhaps even diversifying this market niche would support multiple properties over time. The City may be more attractive for a wider variety of visitors and would bring visitor dollars right to the core commercial district. National reservation systems, which complement existing hotels, will provide additional exposure for Glenwood Springs to more travel market segments.

There is opportunity to develop mixed-use hotel projects that may include an experiential business on a first floor with a mid-level service hotel on upper floors. Priced to a mid-priced market, and perhaps located in Downtown or the 6th Street Corridor, would provide a new type and location to the lodging market and perhaps attract a different visitor type. Adding more conference or banquet space may also attract small business conferences and destination wedding business to the City.

A collaboration with arts and entertainment industries may yield a new "Glenwood Springs Experience." This is especially true with the expansion of local attractions. Lodging is a component of the larger "Leisure and Hospitality" economic sector that includes arts, entertainment, recreation, and food services, all retail categories noted as under-served in the market. The expansion of arts and entertainment businesses will further bolster the attraction of destination travelers and bring additional lifestyle components to the City.

More focused market analysis is required to estimate an exact number of new lodging rooms that are feasible. Based on accessibility to the City's destinations, it seems likely that a mid-priced boutique hotel could be supported in the 6th Street Corridor, and that new development in the Confluence would support a boutique hotel as part of that project.

This study presented a high-level market analysis to evaluate three market sectors: (1) housing; (2) commercial (specifically, retail goods and household services); and (3) lodging for business growth and real estate development opportunities in Glenwood Springs, CO. The analysis assessed real estate demand and absorption for each market sector.

Housing Market

The City of Glenwood Springs is the largest population center in Garfield County and is located at the crossroads of Interstate 70 and CO Highway 82, providing access to Aspen and U.S. Highway 24. Garfield County population is anticipated to grow by about 5% to 6% annually, representing approximately 500 more households and 1,200 additional persons per year. Glenwood Springs is anticipated to capture about 17% of the growth in the County.

Glenwood Springs' housing vacancy has been below 4% since 2014 and below 3% since 2015. Detached single-family housing has seen a steady price increase and virtually zero vacancy. Attached ownership housing has seen steady demand with rising prices and low vacancy. Similarly, multi-family rentals have also been experiencing rising rental rates and low vacancy.

This indicates not only a residential undersupply, but pent up demand for new units. Housing demand by residents is augmented by demand from second-home owners and those seeking vacation rent-by-owner investment opportunities. This translates into demand for 80 to 100 units annually. Pent up demand is expected to bring absorption 25% to 50% higher than the average demand in a normalized market. Glenwood Springs could absorb an estimated 120 residential units annually for the next five years, and then settle into about 80 units annually in the long-term.

Commercial Market

Glenwood Springs serves as a commercial and retail hub for Garfield and Eagle Counties, and is a lifestyle and tourist destination for experience seekers. Businesses that provide shopping, recreational, and entertainment experiences will complement Glenwood Springs' character.

Data related to retail market opportunities was gathered in several ways, ranging from anecdotal to quantitative. Needed goods and services stated by various residents in the Community Survey match closely with what the Capture-Leakage analysis showed to be under-served in the City, validating both methodologies. Glenwood Springs is well suited for experiential retailers such as:

Food & Beverage	Destinations	Entertainment
Specialty Food	Books	Sports & Crafts
Butcher Shops	Music	Performing Arts
Bakeries	Culinary Arts	Evenings Out
Fish and Seafood	Attractions	
Spice Shops		
Craft		

Local household-serving business categories were also evaluated, such as doctors, dentists, optometrists, lawyers, banks, and computer systems design. Sources for retail goods and household services demand were evaluated and business development opportunities were translated into demand for real estate space.

The analysis concluded that Glenwood Springs could absorb 284,000 square feet of commercial space during the next five years, and then an additional 25,000 square feet per year in year 6 and beyond, as indicated in the following table.

Projected Commercial Absorption in Glenwood Springs (SF)

Time Period	Years 1 to 5	Years 6+ (annually)
Regional Retail Demand in Glenwood Springs		
Real Estate Product Type: Retail Storefront		
Estimated Absorption (sf):	Over 5 years	Annually starting year 6
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Household Growth:	28,000 sf	6,000 sf
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Total Projected Commercial Absorption in Glenwood Springs (SF)		
Absorption (SF):	284,000 sf	25,000 sf

Lodging Market

The lodging market has been slowly gaining strength over the past five years with both rental rates and occupancy trending higher each year. Overall occupancy is around 65%, similar to the national average, but still leaving notable capacity to fill rooms. Average daily rates are now hovering around \$112 per room night, which is also in line with the national average.

Glenwood Springs has accommodations for business, historical-stay, and budget travelers. However, while the occupancy rates indicate surplus capacity, the research survey shows many aging low-budget motels and expensive historic hotels. There is a lack of lodging diversity that easily integrates with Downtown and 6th Street attractions. Glenwood Springs should retain its independent and historic hotels and budget-minded accommodations. However, adding modern mid-priced lodging options, walkable from Downtown and 6th Street, would fill a market niche missing in the market. Perhaps even diversifying this market niche would support multiple properties over time. The City may be more attractive for a wider variety of visitors and would bring visitor dollars right to the core commercial district.

More focused market analysis is required to estimate an exact number of new lodging rooms that are feasible. Based on accessibility to the City's destinations, it seems likely that a mid-priced boutique hotel could be supported in the 6th Street Corridor, and that new development in the Confluence would support a boutique hotel as part of that project.

Economic and Demographic Research
Industry Studies
Fiscal and Economic Impact Analysis
Real Estate Economics

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2017 CONFLUENCE REDEVELOPMENT PLAN

Glenwood Springs, Colorado



PROJECT PARTNERS



City of Glenwood Springs
www.ci.glenwood-springs.co.us



Glenwood Springs
Downtown Development Authority
www.glenwoodspringsdda.com



Community Builders
www.communitybuilders.org



studioINSITE
www.studio-insite.com



Van Meter Williams Pollack LLP
www.vmwp.com

ABOUT COMMUNITY BUILDERS

Community Builders (CB) is a non-profit dedicated to helping local leaders create strong and prosperous communities in the American West.

CB provides information, analysis, assistance and trainings to support the many people and organizations working to build better places by aligning their community's planning and economic goals.

The goal of the Community Builders' assistance program is to provide communities with the tools and resources to spark meaningful on-the-ground progress, while building local capacity and creating success stories that inspire and inform other places.

Information about the Community Builders' technical assistance program can be found at:

www.communitybuilders.org/how-we-help/community-assistance

USING THIS REPORT

This technical assistance report is the product of a collaborative effort between the City of Glenwood Springs, the Glenwood Springs Downtown Development Authority, Community Builders, studioINSITE, Van Meter Williams Pollack, and the community.

This report provides strategies for redevelopment of the Confluence area in Glenwood Springs, Colorado. The recommendations in this report were crafted from input from elected and appointed officials, city staff, stakeholders and community members.

Many of the actions identified in this report will necessitate further study, as well as additional collaboration amongst local partners. This report is intended to serve as a guide for moving this effort forward.

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PROJECT BACKGROUND & CONTEXT

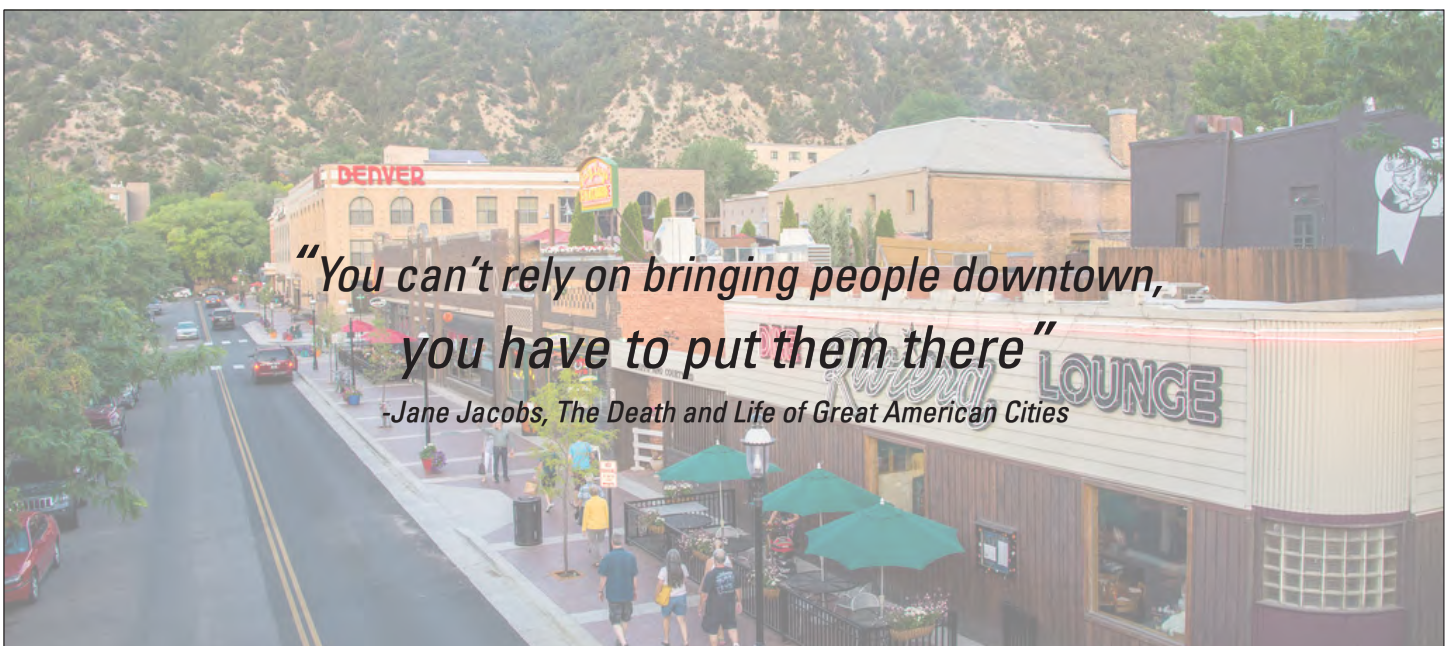
Why Redevelop the Confluence?

Infill development is a strategy for accommodating community growth while making use of existing infrastructure. The Confluence area in Glenwood Springs, Colorado is a prime location for infill development. The Confluence is located adjacent to Glenwood's historic downtown, the Roaring Fork and Colorado rivers, local and regional trail systems, and schools. The area comprises a number of underutilized properties, including the former site of the city's wastewater plant and a number of surface parking lots. Redevelopment of the Confluence presents a tremendous opportunity to further enhance and activate Glenwood's downtown, as well as further integrate two incredible natural amenities (the Roaring Fork and Colorado rivers) with the City.

The Confluence is recognized as an exceptional community asset and the redevelopment opportunities presented by this area have been the focus of a number of previous planning efforts. Recently, the Glenwood Springs Comprehensive Plan (2011) emphasized the need for future growth to be accommodated by growing inward and upward (i.e., infill and redevelopment projects). The Comprehensive Plan identifies the Confluence area as one of the primary opportunities for future growth in the city and as an opportunity to expand the downtown horizontally, enhancing the economic vitality of Glenwood's central business district.

Recognizing recent economic shifts, the City of Glenwood Springs and Downtown Development Authority (DDA) partnered with Community Builders in 2013 to revisit the concepts for the Confluence. Building on the recommendations from previous planning efforts, the Confluence Redevelopment Plan focuses on exploring a fresh approach to the implementation framework and identifying realistic strategies for moving redevelopment efforts forward. This document aims to provide realistic and actionable strategies for achieving higher and better use within the Confluence that complements and adds vitality to Glenwood's historic downtown.

Confluence Planning History



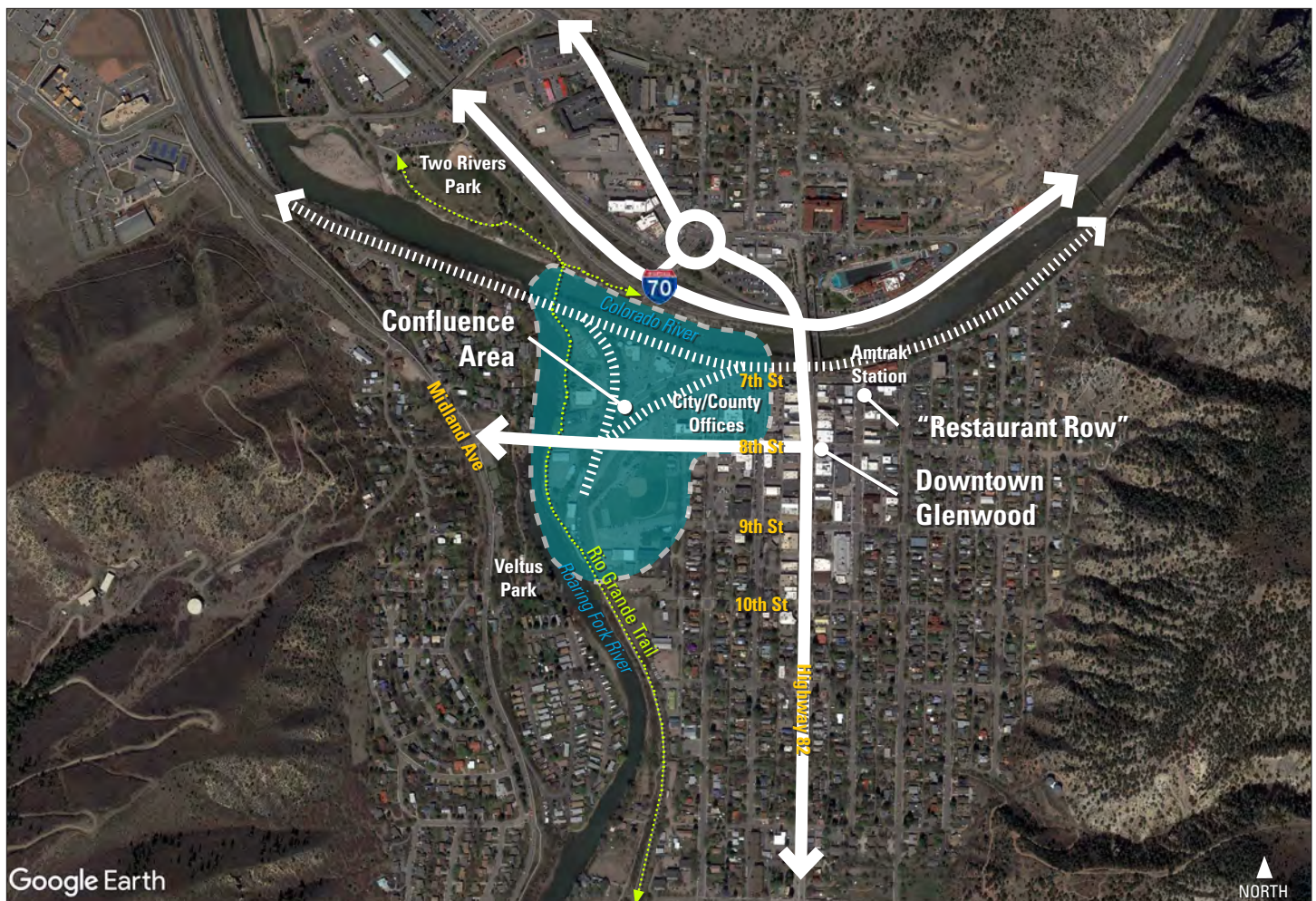
Overview of the Confluence

The Confluence is generally defined as the area bordered by the Colorado River to the north, Colorado Avenue to the east, 9th Street to the south, and the Roaring Fork River to the west. The Confluence sits adjacent to Glenwood's historic downtown and just a few blocks west of Grand Avenue (State Highway 82).

The City of Glenwood and Garfield County own a number of properties within the Confluence (refer to property ownership map in the Appendix). Public property ownership in the Confluence presents exciting opportunities for redevelopment of this part of the city.

Existing land uses within the Confluence include:

- City and county facilities
- Former site of the city's wastewater treatment plant
- Rio Grande Trail
- Vogelaar Park
- Off-street parking lots
- Two Union Pacific Railroad spurs (and related facilities) known as the east and west Wye
- Glenwood Springs Elementary School
- City's wastewater lift station
- Church
- Funeral home
- Storage buildings



Community Engagement

The community engagement process placed strong emphasis on building partnerships among stakeholders. This facilitated a shared understanding of priorities that contributed to the community goals and recommended outcomes.

A number of techniques were employed to facilitate stakeholder and community involvement in crafting a shared vision, goals, design solutions, and implementation steps:

Goal-Setting workshop

The goal-setting workshop was held to identify the public's vision and top priorities (i.e., goals) for redevelopment of the Confluence, as well as to explore the advantages and disadvantages of different redevelopment options.

Urban Design Charrette

The urban design charrette was a three-day event that engaged community members and stakeholders in exploring design concepts for redevelopment of the Confluence.

Community Feedback

Following the urban design charrette, design concepts were "shopped" around to various stakeholder groups to solicit their feedback. The feedback gathered was integrated into a final design workshop where development options were retooled and refined.

Project Advisory Team (PAT)

A Project Advisory Team (PAT) was established to guide the planning process for the Confluence Redevelopment Plan. The PAT comprised representatives from the Downtown Development Authority (DDA), the City of Glenwood Springs, City Council, the Planning and Zoning (PZ) Commission, the River Commission, the Transportation Commission, and the Roaring Fork Transportation (RFTA) Commission.

Project Advisory Team (PAT)

Angela Kincade (RFTA)

David Johnson (RFTA)

Dave Sturges (City Council)

Todd Leahy (City Council)

Kathy Trauger

(PZ / Transportation Commission)

George Wear (PZ)

Mike Blair (PZ)

Leslie Bethel (DDA)

Jodie Collins (DDA)

Jeremy Heiman (River Commission)

Andrew McGregor (City Staff)

Dean Gordon (Citizen)

Urban Design Charrette



Local youth were an important stakeholder group engaged through the Confluence planning effort. Exercises at the urban design charrette were tailored towards youth to understand their vision for future development in the area. Local youth were also given the opportunity to provided the project team with a guided tour of the Confluence.

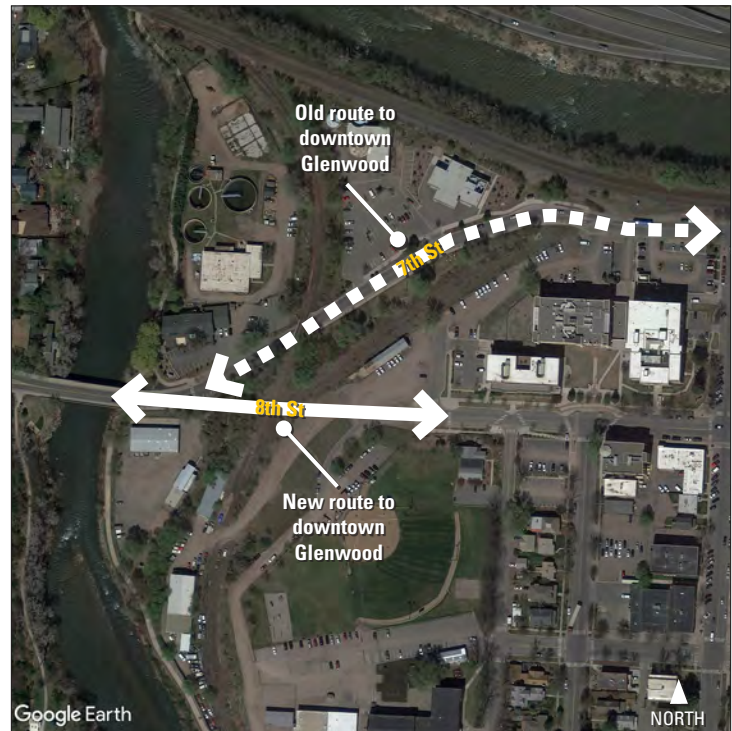
Project Put on Hold

Towards the end of 2013, this planning effort was put on hold due to negotiations between the city and project stakeholders.

During the pause, the following accomplishments were made:

- The 8th Street connection was constructed as part of the new Grand Avenue bridge project.
- Voters approved the Vogelaar Park land swap between the city and RE-1 School District.
- Voters approved the renewal of the A&I Tax, a source of funding for implementation projects.
- The city has made progress, and continues to pursue negotiations with the Roaring Fork Transit Authority (RFTA) and the Union Pacific (UP) Railroad.

8th Street Connection



The 8th Street connection was constructed in conjunction with the new Grand Avenue bridge project. This connection has served as a terrific upgrade to the accessibility of the west side of downtown Glenwood.

COMMUNITY GOALS

The following goals were crafted from community input and vetted by both the public and the Project Advisory Team (PAT). These goals are to be used as the guiding principles for future projects within the Confluence:



Connect to the River

Embrace and enhance the rivers, and improve access and recreation.



Create Connections

Improve circulation and connectivity within the area and to nearby commercial centers, parks, and neighborhoods.



Prioritize the Pedestrian

Design for complete streets to create safe, walkable and bikeable connections within and to the area.



Promote Catalytic Development

Provide a mix of uses and development types to activate the area and create economic vitality.



Authentic Design

Incorporate authentic, visually appealing design that complements the historic character of the downtown.



Create Community Spaces

Design public spaces and facilities where people can gather, relax and recreate.



Complement the Downtown

Encourage uses and amenities that support the downtown.



Expand Housing Choices

Expand and diversify local housing options.

PLACEMAKING FRAMEWORK

Placemaking is rooted in the idea that people are drawn to and form connections with unique and memorable places. The placemaking framework (page 9) describes the “big moves” for achieving the community’s goals for transforming the Confluence into a great place. The framework comprises four key strategies:

① Improve Connectivity

Improve mobility for vehicles, pedestrians and bicyclists by strengthening street and trail connections between the Confluence and downtown Glenwood.

② Redevelop Vogelaar Park

Provide additional downtown housing by transforming Vogelaar Park into a walkable mixed-income neighborhood.

Redevelopment of Vogelaar Park is aimed at achieving a number of community goals, including:

- Create Connections
- Prioritize the Pedestrian
- Promote Catalytic Development
- Complement the Downtown
- Expand Housing Choices

③ Redevelop the Riverfront

Create a destination through redevelopment of the Riverfront with a balanced mix of public spaces and development.

Redevelopment of the Riverfront is aimed at achieving a number of community goals, including:

- Connect to the River
- Promote Catalytic Development
- Complement the Downtown
- Create Community Spaces

④ Redevelop the 7th Street Corridor

Draw visitors and residents to the Confluence through redevelopment and activation of the west 7th Street and Defiance Street corridors.

Redevelopment of the 7th Street Corridor is aimed at achieving a number of community goals, including:

- Create Connections
- Prioritize the Pedestrian
- Promote Catalytic Development
- Create Community Spaces
- Complement the Downtown

Vogelaar Park



Vogelaar Park is sandwiched in between the Glenwood Springs Elementary School, 8th Street, School Street and the west leg of the Wye. Redevelopment of Vogelaar Park presents an opportunity to bring a mix of new housing options to Glenwood’s downtown area.

The Riverfront



A growing number of communities are finding ways to better integrate rivers that are within, or adjacent to, the town/city. Redevelopment of Glenwood’s riverfront serves as an opportunity to better integrate the Roaring Fork and Colorado rivers with the downtown.

7th Street Corridor



7th Street serves as the primary route from Glenwood’s “Restaurant Row” and the Amtrak Station to the Confluence. Redevelopment along 7th Street will play a key role in activating the corridor and drawing activity to the Riverfront.





STRATEGY 1: IMPROVE CONNECTIVITY

Many of the city's long-standing transportation challenges have been exacerbated by a lack of connectivity, particularly east to west, which has placed greater pressure on a small number of major arterial facilities, including Grand Avenue (State Highway 82) and Midland Avenue. Redevelopment of the Confluence provides opportunities to improve connectivity in the downtown, where the city's traffic challenges have been the most difficult over the years. It is essential that the Confluence street network be designed to mitigate those challenges, not exacerbate them.

The success of the Confluence relies on creating safe, multi-modal connections that provide access and mobility to, from and through the area. In addition to improving accessibility and mobility, multi-modal street connectivity will help to disperse downtown traffic and provide opportunities to increase the city's on-street parking supply.

Redevelopment of the Confluence will better integrate the Rio Grande Trail system into the downtown, creating opportunities to both leverage and enhance this regional asset. Better integration of the trail system will improve safety and mobility for pedestrians and bicyclists traveling between downtown and Glenwood's river frontage.

The Confluence is within a downtown setting and streets need to be designed accordingly. Street design needs to accommodate vehicles while also supporting pedestrian and bicycle activity and incorporate public transit facilities where appropriate.

Recommendations for improving connectivity include:

- Enhance 8th Street
- Enhance School Street
- Integrate Connected Street Network into Vogelaar Park Redevelopment
- Enhance 7th Street
- Construct the Defiance Avenue Connection
- Create New Rio Grande Trail Connections

Enhanced Street Network



Redevelopment of the Confluence presents a number of opportunities to improve street and trail connectivity in Glenwood's downtown. With redevelopment comes opportunities to enhance existing streetscapes. These enhancements should serve to bolster the unique character of this part of the city.

Conceptual Confluence Connectivity Diagram



With redevelopment of the Confluence come a number of opportunities to enhance the downtown street grid, as well as improve pedestrian and bicycle movement between the Rio Grande Trail and downtown Glenwood. The diagram above depicts concepts for key street and trail connections identified for the Confluence.

Enhance 8th Street

Design as a Multi-Modal Downtown Street:

8th Street's new role in the downtown street system brings with it the pressures of accommodating greater traffic volumes. It is recommended that 8th Street continue to be viewed as a downtown street and not as a suburban arterial with a sole focus on quick and efficient movement of vehicles.

Wide sidewalks, on-street parking, street trees, and pedestrian scaled street lighting are design elements that should be incorporated into the streetscape to maintain the downtown character of 8th Street.

The 4-way stop at 8th and Colorado Avenue and the traffic light at 8th and Grand Avenue control the through capacity of 8th Street. Therefore, 8th Street's lane widths do not need to be designed to accommodate continuous traffic flows. This presents an opportunity to explore a narrow lane configuration for 8th Street (west of Colorado Avenue) that slows traffic speeds and fosters a pedestrian friendly environment along the corridor.

The recommended cross section for 8th Street (west of School Street) is:

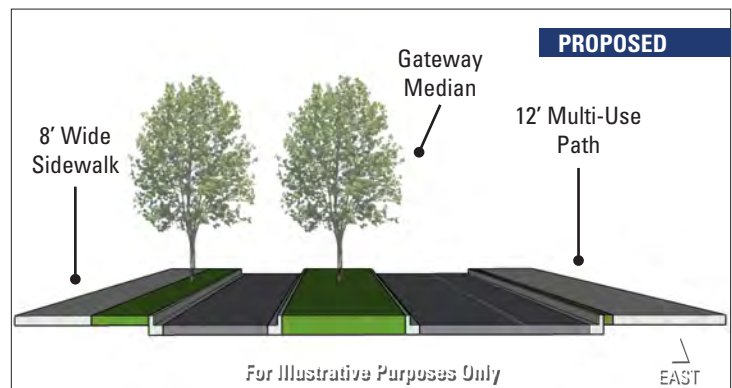
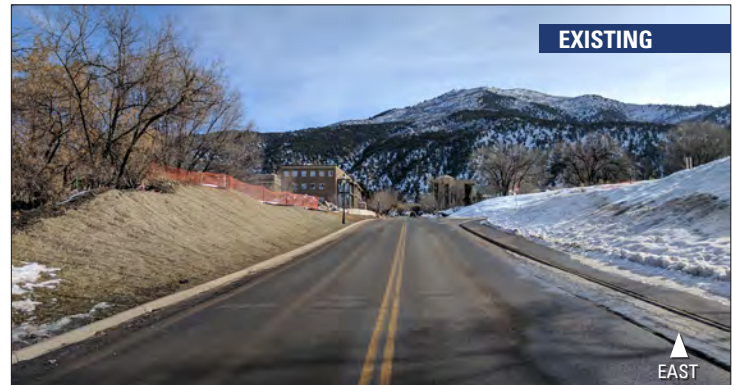
- 2 - 11' wide travel lanes
- 2 - 1.5' wide curb and gutter sections
- 1 - 16' median (includes 2 - 1.5' wide curb and gutter sections)
- 2 - varying width landscaping strips*
- *6' wide landscape strips recommended where feasible
- 1 - 7' wide parallel parking lane (where feasible)
- *With 1' wide gutter pan, parking lane width is 8'
- 1 - 12' wide multi-use path
- 1 - 8' wide sidewalk

Total width needed: 75'

Create a Western Gateway to the Downtown:

8th Street has become the primary route from Midland Avenue into the downtown and now serves as the western gateway to downtown Glenwood. It is recommended that additional streetscape elements be incorporated into 8th Street to further define it as a downtown gateway. A median with landscaping, public art and/or streetscape lighting can create a visual cue to people that they are entering the downtown. The median also serves to slow traffic speeds by narrowing the perceived width of the street. Integration of pedestrian crossings (where appropriate) with the median is recommended to provide refuge islands for pedestrians crossing the street.

Multi-Modal Downtown Street



The new 8th Street connection presents a number of opportunities to improve connectivity and enhance the aesthetics of the western entrance to the downtown. A 12' wide multi-use path is recommended along the south side of 8th Street to provide a pedestrian/bicycle connection between the Rio Grande Trail, the Confluence and downtown Glenwood.

Downtown Gateway



A median with landscaping, public art and/or streetscape lighting serves as a visual cue to people that they are entering a unique place (ex. a downtown). The median shown above serves as a gateway for downtown Golden, Colorado.

Enhance 7th Street

Create a Unique and Active 7th Street Corridor:

The Downtown Development Authority (DDA) and city are currently working on streetscape enhancements along 7th Street between Colorado Avenue and Blake Avenue. Please refer to the streetscape illustration below:



The 7th Street cross section depicted above is designed for pedestrian activity. While the cross section does include some on-street parking, the amount of space allocated to parked vehicles is limited. West of Colorado Avenue, the design of 7th Street will need to maintain a focus on pedestrians to encourage pedestrian movement between downtown and the Confluence.

Elements of the above streetscape should be continued along 7th Street and tie into the proposed public space/plaza in Riverfront North. This will create a strong visual connection between downtown and the Confluence. A unique streetscape along the entirety of 7th Street will be a key component of activating the corridor.

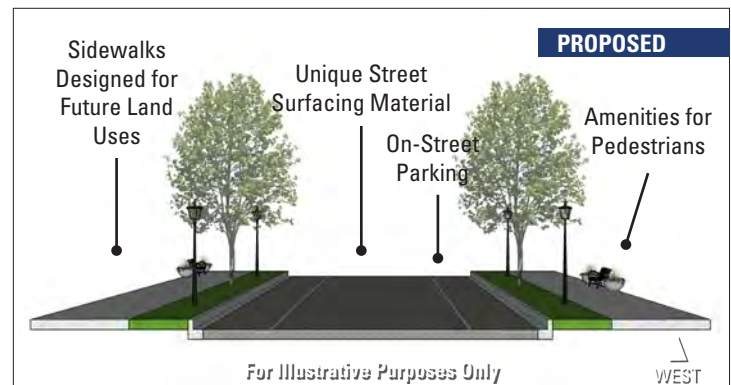
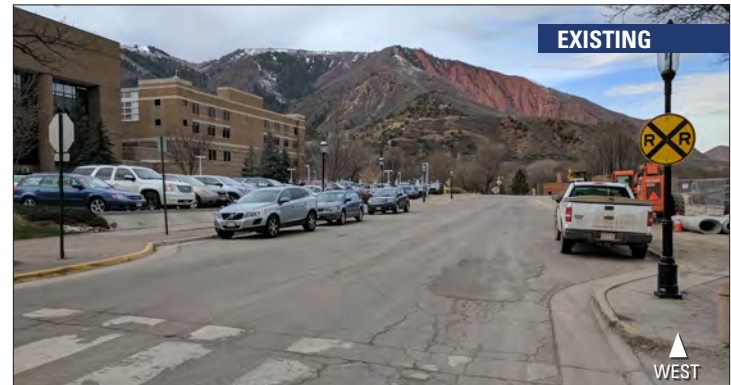
Design considerations for 7th Street, west of Colorado Avenue, include:

- Sidewalks with widths that support both pedestrian activity and future land uses
- Amenities for pedestrians, including: street trees, benches and pedestrian scaled street lighting
- Narrow travel lane widths to maintain slow traffic speeds
- On-street parking (where appropriate)

Create a Downtown-Confluence Alley Connection:

The Conceptual Connectivity Diagram (page 11) depicts the opportunity to create an alley connection between the downtown and the Confluence. This alley will further enhance connectivity in the downtown and the Confluence, as well as provide a secondary access to properties in this area. Further study is recommended.

Bring Activity to the Confluence



With the construction of the 8th Street connection, the character of 7th Street has undergone a dramatic change. Once the western access to downtown and a very busy street, 7th has become a quiet street with most traffic now on 8th Street. This transformation presents both opportunities and challenges when it comes to activating the Confluence.

Construct the Defiance Avenue Connection

Connect 8th and 7th Street:

Defiance Avenue currently serves as an access to off-street surface parking for city and county facilities. While the existing drive aisle for these parking lots does connect 8th Street and 7th Street, it is not a formal street connection.

It is recommended that a street connection between 8th Street and 7th Street be constructed, generally along the existing alignment of Defiance Avenue. This connection will enhance connectivity of the downtown street grid and bring activity to the 7th Street corridor.

Create Space for New Development Opportunities:

Careful consideration will need to be given to the alignment of the Defiance Avenue connection to ensure that adequate space for future development is provided on both the west and east side of the street.

Design as a Multi-Modal Downtown Street:

Defiance Avenue needs to function as a multi-modal downtown street that encourages pedestrian movement between 8th and 7th Street and supports future land uses along the street.

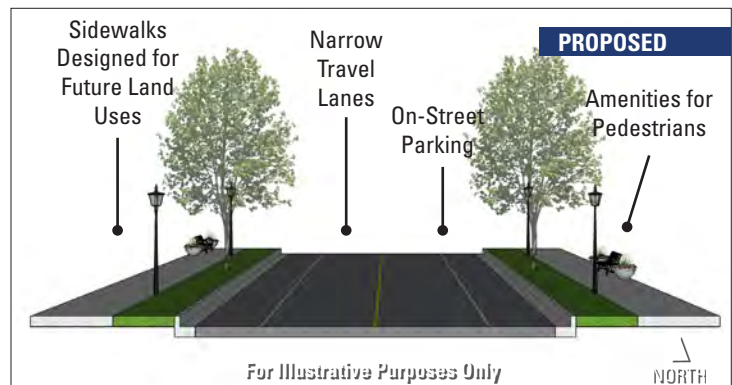
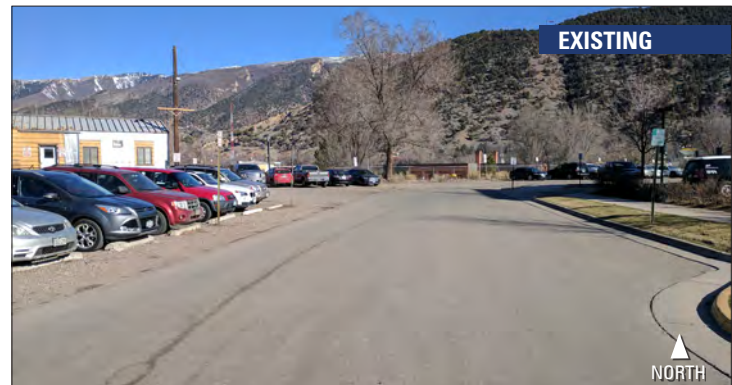
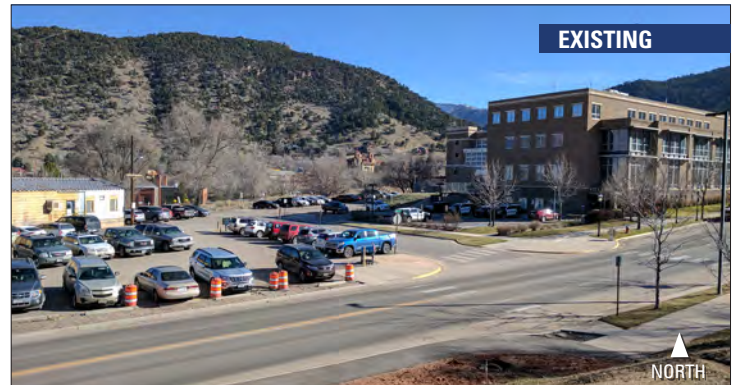
Design considerations for Defiance Avenue include:

- Sidewalks with widths that support both pedestrian activity and future land uses
- Amenities for pedestrians, including: street trees, benches and pedestrian scaled street lighting
- Narrow travel lane widths to maintain slow traffic speeds
- On-street parking

Explore Vogelaar Park Street Connection:

With redevelopment of Vogelaar Park there may be an opportunity to build a street connection between Defiance Avenue and the streets in the Vogelaar Park neighborhood. Existing grades along the south side of 8th Street do present challenges to construction of this connection. In addition, this street connection may impact redevelopment options for Vogelaar Park. Further study is recommended.

Multi-Modal Downtown Street



When connected to 7th Street, Defiance Avenue will serve as a primary route for pedestrians, bicyclists and vehicles into the Confluence and downtown Glenwood. The design considerations for the Defiance Avenue connection are intended to provide comfortable and convenient access for a variety of modes of transportation, as well as support future land uses along the street.

Enhance School Street

Provide Safer Access to Elementary School:

While School Street is configured for two-way traffic and on-street parking, its character resembles that of an alley, more so than a street. There is a discontinuous section of sidewalk in front of the Elementary School and the “alley-side” of Pitkin Avenue properties front along the east side of the street. The existing street configuration presents some challenges for the Glenwood Springs Elementary School, particularly safety of children walking to school and traffic circulation during parent pick-up and drop-off.

Redevelopment of Vogelaar Park presents an opportunity to improve the multi-modal function of School Street through the addition of a wider, continuous sidewalk along the west side of the street. The existing on-street parking along the west side of School Street should be maintained to buffer pedestrians, especially school children, from traffic.

Support Redevelopment of Vogelaar Park:

Enhancements to School Street will help to unlock the redevelopment potential of Vogelaar Park. School Street will serve as one of the primary access routes for this future neighborhood.

The recommended cross section for School Street is:

2 - 10' wide travel lanes

1 - 1.5' wide curb and gutter sections

1 - 7' parallel parking lane*

**With 1' wide gutter pan, parking lane width is 8'*

1 - 9' parallel parking lane (where feasible)*

**Parallel parking should be added to the east side of School Street, where feasible, to increase the on-street parking supply.*

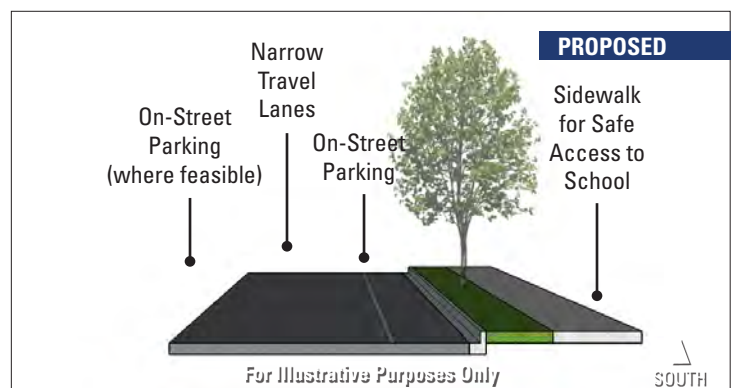
1 - 6' wide landscape strip along west side of School Street

1 - 8' wide sidewalk along west side of School Street

Total width needed: 42.5' - 51.5'

One of the constraints for the recommended School Street enhancements is the limited right-of-way (40' max.) that is currently available for the street. With redevelopment of Vogelaar Park, opportunities to provide additional right-of-way should be explored to enable construction of the recommended cross section.

Safer Route to School



The recommended School Street cross section is intended to improve safety and access for children traveling to the Glenwood Springs Elementary School. The recommended cross section also works to support future redevelopment of Vogelaar Park.

Integrate Connected Street Network into Vogelaar Park Redevelopment

Create Streets that Encourage Walking:

Vogelaar Park is envisioned as a walkable neighborhood and streets within the neighborhood should be designed to prioritize pedestrian comfort and movement.

Narrow travel lanes, on-street parking, sidewalks, and pedestrian scaled lighting are elements that should be incorporated into the street design.

Two neighborhood street concepts have been developed for Vogelaar Park. These concepts should be explored further as redevelopment for Vogelaar Park becomes better defined:

Concept A: This concept focuses on creating narrow neighborhood streets in order to maximize land available for redevelopment. Attached neighborhood sidewalks limit opportunities for landscaping between the sidewalk and the street. This helps to keep the overall street width to a minimum but limits greenery along the street corridor. Street trees could be planted along the adjacent property to enhance the aesthetics of neighborhood streets.

Given the limited landscaping along the street, space for snow storage will need to be considered.

Concept B: This concept also focuses on creating narrow neighborhood street but integrates space for landscaping and street trees by incorporating detached sidewalks. This results in a wider cross section that reduces the amount of land in the neighborhood available for development. However, the landscaping along the street improves aesthetics and provides space for snow storage.

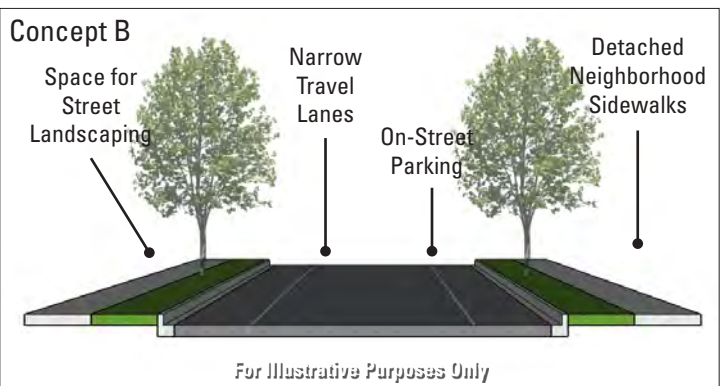
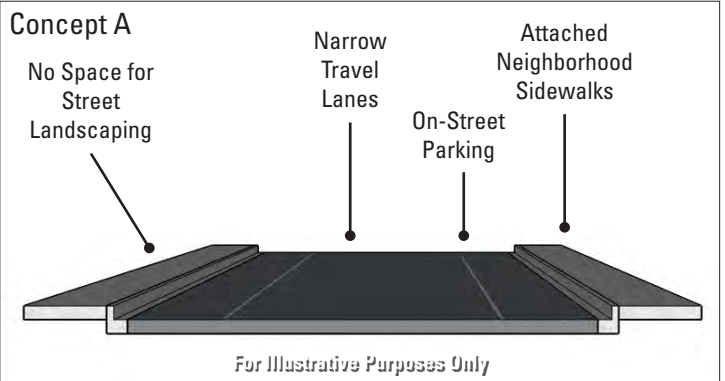
Create a Well-Connected Street System:

The neighborhood street system should be designed as a grid with a number of connections to the existing downtown street grid. This type of street system will provide residents and visitors with a number of options for moving into and out of the neighborhood.

Streets for Pedestrians



Narrow neighborhood streets provide a number of benefits, including slower traffic speeds, a more comfortable environment for pedestrians and bicyclists, less infrastructure to maintain, and more land within the neighborhood for development. The street above is a nice example of a narrow neighborhood street in the Pearl District in Denver, Colorado.



Streets within the future Vogelaar Park neighborhood should be designed to prioritize the comfort of pedestrians and bicyclists. While streets also need to accommodate vehicles, design preference should not be given to them. On-street parking is an important design element. While the street sections above depict parallel parking, diagonal parking and perpendicular parking (i.e., head in parking) should be explored. Diagonal and perpendicular on-street parking would increase on-street parking capacity but would also increase the width of the street.

Create New Rio Grande Trail Connections

Strengthen Connections between the Rio Grande Trail and Downtown Glenwood:

Improved connectivity between the Rio Grande Trail, the Confluence and the downtown will facilitate pedestrian and cyclist movement among these areas. Trail connections will foster greater activity in the Confluence and downtown.

It is recommended that the following trail connections be made:

Vogelaar Park Trail Connection: A trail connection between the Rio Grande Trail and 8th Street through the Vogelaar Park neighborhood.

8th Street Trail Connection: A trail connection between the Rio Grande Trail and the multi-use path along 8th Street.

7th Street Trail Connection: A trail connection between the Rio Grande Trail, Riverfront North and 7th Street.

Connect to Future River Activity Area:

A future river activity area has been identified on the Colorado River, just north of the 7th Street corridor. It is recommended that a trail connection between the Rio Grande Trail and this activity area be made. This connection will enable river users to access the river via the Riverfront North area, bringing additional activity to the Confluence.

Opportunities to continue this trail connection to the east and connect to the downtown should be explored.

A trail along the south bank of the Colorado River will necessitate discussions with Union Pacific Railroad.

Create Trail Connections



The Rio Grande Trail is a unique amenity paralleling the western edge of the Confluence. There are a number of locations where new trail connections should be constructed to better integrate the Rio Grande Trail with the Confluence and downtown Glenwood.



STRATEGY 2: REDEVELOP VOGELAAR PARK

Glenwood Springs is geographically constrained. There are few areas to create new neighborhoods and increase the number of housing units within existing city limits, particularly in close-in locations where demand is highest. Vogelaar Park represents one of those few areas.

Housing affordability has become a top challenge for the city. Responding to this challenge, Vogelaar Park is envisioned as a walkable, mixed-income neighborhood that will add much needed housing stock and diversity to downtown Glenwood.

Vogelaar Park is a small, roughly 6.1-acres site. Careful consideration will need to be given to a site design that uses the property in an efficient manner and achieves community goals.

Create a mixed-income neighborhood:

Redevelopment of Vogelaar Park is aimed at bringing a diverse range of housing units to downtown Glenwood. Unit diversity is essential for enabling a wider range of income levels to find a suitable home. Public ownership of Vogelaar Park presents an opportunity to reduce development costs and provide housing options at costs that may not otherwise be feasible.

Blend New Development with Existing Neighborhood:

Concerns have been raised about the integration of new development with the existing neighborhood surrounding Vogelaar Park. Development of Vogelaar Park will need to be designed to complement the character of the surrounding neighborhood.

4-stories is an appropriate maximum height for new buildings. However, the scale of buildings along the eastern and southern edges of Vogelaar Park need to be sensitive to the context of the existing neighborhood and Glenwood Springs Elementary School.

Additional Downtown Housing Options



New development along the eastern edge of Vogelaar Park will need to be designed at a scale that is complementary to the scale of the existing neighborhood along Pitkin Avenue.

Neighborhood Layout Examples:

Four example neighborhood layouts have been developed (pages 21-24) to depict redevelopment of Vogelaar Park in a manner that achieves community objectives. The layouts were created using the development typologies shown to the right. These development types were selected based on the compatibility of their scale with the community's vision for Vogelaar Park. The layouts depict **conceptual ideas**. Actual redevelopment of Vogelaar Park may differ from the concepts shown.

A number of design elements are common among the neighborhood layouts, including a street grid with multiple connections to the existing downtown grid, on-street parking, and smaller scale buildings along School Street and 9th Street.

Parking ratios were kept to a minimum in an attempt to maximize land available for development. The parking ratios used for each layout are described below:

Example A: Off-street parking for apartments, micro-units, and fourplex units has been provided at a ratio of one (1) space per unit. Off-street parking for townhomes has been provided at a ratio of two (2) spaces per unit, with the exception of townhomes along Defiance Ave that have no off-street parking.

Example B: Off-street parking for apartments (including those in the mixed-use building), micro-units and fourplex units has been provided at a ratio of one (1) space per unit. Off-street parking for townhomes has been provided at a ratio of two (2) spaces per unit. Some use of on-street parking is needed for parking for micro-units and fourplex units.

Example C: Off-street parking for apartments (including those in the mixed-use building) has been provided at a ratio of one (1) space per unit. Off-street parking for townhomes has been provided at a ratio of two (2) spaces per unit, with the exception of the townhomes along Defiance Avenue that just have one (1) garage space per unit.

Example D: Off-street parking for apartments (including those in the mixed-use building), micro-units, fourplex units has been provided at a ratio of one (1) space per unit. These spaces are located in a shared, single level parking structure (with approx. 150 spaces) beneath the neighborhood with access from 8th Street. Off-street parking for townhomes has been provided at a ratio of two (2) spaces per unit.

Adjusting these ratios up or down will impact the development potential of Vogelaar Park. Use of minimum off-street parking ratios will necessitate a neighborhood parking management plan.

Example Development Typologies

Building Elevation	Description
	Keator Grove Fourplex (Carbondale, CO) Building Dimensions (approx.): 60'(L) x 50' (W)
	Eagle Ranch Townhomes (Eagle, CO) Building Dimensions (approx.): 70'(L) x 25' (W)
	Holiday Neighborhood Townhomes (Boulder, CO) Building Dimensions (approx.): 50'(L) x 20' (W)
	Small Apartment Building (Eagle, CO) Building Dimensions (approx.): 110'(L) x 65' (W)
	Small Apartment Building (Denver, CO) Building Dimensions (approx.): 110'(L) x 65' (W)
	Highland Neighborhood Townhomes (Denver, CO) Building Dimensions (approx.): 140'(L) x 35' (W)
	Mixed-Use Building with 1st Level Parking Garage (Denver, CO) Building Dimensions (approx.): 90'(L) x 40' (W)
	Mixed-Use Building with Tuck-Under Parking (Eagle, CO) Building Dimensions (approx.): 100'(L) x 50' (W)
	Micro-Unit Building (Seattle, WA) Building Dimensions (approx.): 50'(L) x 25' (W)
	Small Duplex (Denver, CO) Building Dimensions (approx.): 30'(L) x 20' (W)

Example Vogelaar Park Neighborhood Layouts



The development typologies used to create these four example neighborhood layouts are provided on the page 19. These typologies were selected based on the appropriateness of their scale in relation to the community's vision for Vogelaar Park. The approximate dimensions of these buildings were used to determine the spatial layout for each example. It should be noted that this is a limited selection of development types and there maybe other typologies that are well suited for Vogelaar Park.



For Illustrative Purposes Only







EXAMPLE D

Unit Mix:

Fourplex Units - 8
Townhome Units - 26
Micro-Units - 64
Apartment Units - 80
Total Units (approx.) - 178

Activate the 8th Street Corridor:

The interface between Vogelaar Park and 8th Street is an important element of the Confluence. Grades along the northern edge of Vogelaar Park (southern edge of 8th Street) present an opportunity to activate 8th Street by bringing a sub-level of new buildings down to the grade of the street.

The grade difference also presents an opportunity to reduce the off-street parking needs by constructing structured parking beneath the site. Structured parking facilities would be accessed from 8th Street. The illustration to the right depicts how this might be achieved.

Neighborhood Commercial:

Integration of a limited amount of neighborhood commercial may be appropriate with redevelopment of Vogelaar Park. The need for additional commercial space should be carefully studied to ensure that it complements development in other Confluence districts, as well as the downtown.

Explore Integration of a Transit Center:

The location for a possible transit center in Vogelaar Park is identified on the Placemaking Framework (page 9). The proximity of this site to the railroad presents the opportunity to provide a station for commuter rail, if/when a commuter train comes to the Roaring Fork Valley.

Additionally, if bus service were routed along the Rio Grande Trail corridor a transit station at this site would be well positioned for that.

Further study is recommended.

Activate 8th Street



The change in grade along the northern edge of Vogelaar Park (i.e., southern edge of 8th Street) presents the opportunity to add a sub-level to buildings. This sub-level brings the building down to the same level as 8th Street, which creates opportunities to activate 8th Street and provide underground parking for development in Vogelaar Park.

A potential drawback of omitting this sub-level is that buildings may appear to tower over 8th Street if the 1st level of buildings are at the same elevation as Vogelaar Park.

Neighborhood Commercial



A coffee shop is a good example of neighborhood serving commercial. Neighborhood commercial is intended to serve, and be supported by, residents in the surrounding neighborhood. This type of commercial is less reliant on attracting customers from outside of the neighborhood.



STRATEGY 3: REDEVELOP THE RIVERFRONT

Public river frontage in downtown Glenwood is limited due to the railroad and I-70. The Riverfront in the Confluence is one of the few places where public river access exists. The value of this space is well known and has been discussed in many of the previous Confluence planning efforts. The challenge has been identifying the uses that are appropriate for this area in terms of public space, development, amenities, etc.

The Riverfront (approx. 6 acres) comprises two distinct areas, Riverfront North (approx. 4.5 acres) and Riverfront South (approx. 1.5 acres). Riverfront North is the area north of 8th Street whereas Riverfront South is the area south of 8th Street.

Riverfront North:

Riverfront North is perhaps the most important site within the Confluence. It encompasses the confluence of the Roaring Fork and Colorado rivers, as well as the longest stretch of accessible riverfront in the downtown area.

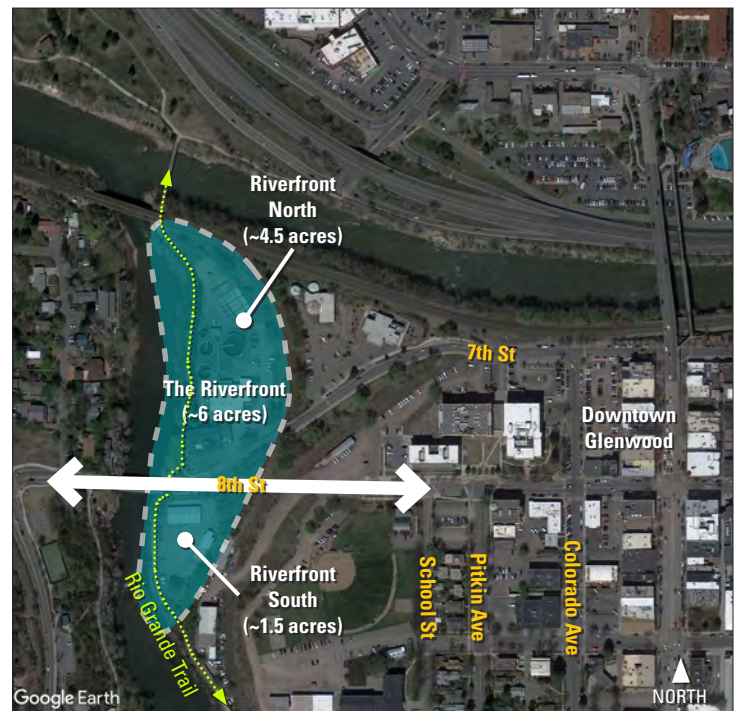
A large portion of Riverfront North is publicly owned. This presents opportunities to pursue public-private partnerships to redevelop the area. A smaller portion of Riverfront North is privately owned and is the site of a funeral home.

The community identified the following objectives for redevelopment of Riverfront North:

Create a Balance of Public Spaces and Development:

A number of concepts have been vetted for the redevelopment of Riverfront North. Some place greater emphasis on public/park space, while others focus more on development of the site. While no consensus has been reached on the details for redeveloping the site, at a high level, it needs to become an active community space that strikes a balance between natural areas, active public spaces and development that brings activity to the Confluence.

Activate the Riverfront



The International Bridge area along Gore Creek in Vail, Colorado exemplifies a river frontage that is activated through a mix of public space and development.

The diagram on page 28 depicts a conceptual idea for how a balance of park space, public space and development might be achieved. The concept depicts a central public space/plaza framed by development. A non-motorized connection beneath the west leg of the Wye connects the plaza with the 7th Street corridor. The river frontage is maintained as a green space to buffer the plaza and development areas from the Roaring Fork River.

The Solaris Plaza in Vail, Colorado is a multi-functional public space that is used for soccer games, concerts, etc. during the summer and an ice rink in the winter. The plaza and adjacent development play off of each other well and provide multiple attractions that draw people and activity to this part of Vail.

Create a Destination:

Convenience based development may struggle in Riverfront North due to limited access and visibility. It is recommended that new development focus on a creating a unique destination that will attract people despite the access and visibility challenges.

Provide Connections and Access to the River:

A connection between the Rio Grande Trail, Riverfront North and the 7th Street corridor is recommended to draw pedestrians and bicyclists into these areas. This connection will also work in the reverse by bring pedestrians and bicyclists from downtown into the Confluence.

Integration of an access trail to the future river activity area on the Colorado River would bring additional activity to Riverfront North. Providing river users with access via Riverfront North would increase activity and visual interest. Opportunities to watch people walking through this type of setting with a kayak on their shoulder or paddle board under their arm are rare.

Riverfront North offers the best public river access in the downtown area. The riverfront should be designed to provide both active and passive areas. An existing beach area could be utilized as place for residents and visitors to actively engage the river (i.e., wade in the river, fish, kayak, etc.). Passive areas should be designed to offer a more natural experience or be designated as areas protected from human activity.

A number of communities (e.g., Golden, Colorado and Salida, Colorado), have struggled with negative impacts to riparian areas in popular river access areas. Careful consideration will need to be given to where public river access is provided and strategies for keeping people out of areas that are to be protected. Planting thick and/or thorny riparian vegetation around sensitive areas can help to protect these areas from human impacts.

Activate the Riverfront



The Solaris Plaza in Vail, Colorado is a successful public space. Bordered by shops and residences, the plaza is a major activity center in the Vail Village. The photograph above depicts the plaza being used as a venue for a slack-lining event at the GoPro Mountain Games.

(Photo by Zach Mahone courtesy Vail Valley Foundation)

Create a Destination



The Surf Château bolsters the unique riverfront destination that has been developed in Buena Vista, Colorado. Located at the far south end of the Town's Main Street, this hotel serves as a popular attraction despite being located off of the beaten path. Creating a unique riverfront destination through a mix of development and park/public space is essential to the success of the Confluence.

Riverfront South:

Riverfront South is a smaller, privately held parcel (approx. 1.5 acres).

Create a Destination:

Similar to Riverfront North, convenience based development may struggle to find success in this location due to limited access and visibility. The size of the site presents a challenge as the space available for new development is limited. On-site parking will likely be necessary as no on-street parking is available in close proximity, which further constrains the land available for development.

Through the community engagement process, a variety of redevelopment options were identified for Riverfront South. However, a preferred option was not identified. Options identified by the community included:

- Housing
- Brewpub
- Park Space
- Nature Park

Redevelopment of Riverfront South will need to work towards creating a destination that activates the Riverfront.

Explore In-Stream and Riverfront Amenities along the Roaring Fork River:

Integration of in-stream and riverfront amenities would contribute to the activation of the Confluence, specifically the Riverfront. Opportunities for in-stream and riverfront amenities should be explored along the Roaring Fork River between Veltus Park and the Confluence.

One of the key's to the Wolcott Yacht Club's (Wolcott, Colorado) success is its proximity to a boat ramp on the Eagle River. The boat ramp brings fishermen, rafters and other river users to this off the beaten path business. Integration of a boat ramp with Riverfront South could help draw additional activity to this part of the Confluence.

Sensitive riparian areas and fish habitat do exist along the portion of the Roaring Fork River between Veltus Park and the Confluence. Further study into appropriate locations for in-stream and riverfront amenities will be necessary.

Create a Destination



Riverfront South is an attractive, privately held site along the Roaring Fork River. The site has limited access and visibility, which present challenges for redevelopment. Redevelopment of the site will need to center around creating a unique destination that brings activity to this part of the Riverfront.



The Wolcott Yacht Club (Wolcott, Colorado) is a business located in a remote location that has achieved success by establishing itself as a unique destination. Riverfront South businesses should consider a similar model in order to find success in the Confluence.



STRATEGY 4: REDEVELOP THE 7TH STREET CORRIDOR

Until recently, 7th Street served as the primary route from Midland Avenue into downtown Glenwood. With construction of the 8th Street connection, the character and function of 7th Street have changed significantly. Traffic volumes, as well as pedestrian and bicycle activity, have declined.

7th Street is a key connection between the downtown and Confluence. The shift in street character and function of present opportunities and challenges in regards to activation of the Confluence.

Redevelopment of the 7th Street corridor will need to occur in a manner that brings people from downtown to the Confluence and vice versa. Key considerations for achieving this outcome include:

Connect 7th Street Corridor with Riverfront North:

There is an opportunity to create both a physical and visual connection between 7th Street and Riverfront North. A slight realignment of 7th Street allows for the street to terminate at the eastern edge of the west leg of the Wye. At this point, the street could transform into a pedestrian walkway that would connect beneath the Wye to the public space/plaza in Riverfront North. Refer to the 7th Street Conceptual Diagram on page 33.

The connection beneath the west leg of the Wye will provide convenient access to the Riverfront and will strengthen the relationship between downtown Glenwood and the Confluence.

A design feature could be integrated into the Riverfront North public space/plaza that would serve as a terminating vista at the western end of 7th Street.

The connection beneath the west leg of the Wye will necessitate further study and discussion with RFTA.

Activate 7th Street



7th Street east of Colorado Avenue (i.e., Restaurant Row) is a vibrant, active corridor. However, west of Colorado Avenue activity along 7th Street drops off significantly. One of the keys to the Confluence's success is activation of the western portion of 7th Street through redevelopment of underutilized properties.

Activate the 7th Street Corridor:

Restaurant Row is a popular downtown destination located along 7th Street between Blake Avenue and Colorado Avenue. West of Colorado Avenue, a number of off-street surface parking lots line 7th Street. Consequently, pedestrian activity along this portion of 7th Street is limited.

To draw activity from Restaurant Row into the Confluence, properties along the 7th Street corridor will need to be redeveloped with uses that invigorate the corridor and give people reasons to travel to the Confluence. Careful consideration will need to be given to how this redevelopment will complement Restaurant Row, not detract from it.

A civic/event facility (e.g., a performing arts center) could bring activity to 7th Street and the Confluence as a whole. This type of facility does not currently exist in Glenwood and could serve as a major draw. Consideration should be given to a multi-functional facility that offers numerous activities throughout the year. The facility should be designed to capitalize on views of the adjacent rivers. Further study is recommended.

Defiance Avenue Connection:

A connection between 8th Street and 7th Street via Defiance Avenue is important for connectivity in the downtown area. This connection will enhance the downtown street grid and improve access to the Confluence.

This connection presents an opportunity to create sites for new development. The street will need to be aligned to provide space on both sides of the street for future development, refer to the diagram page 33.

The Defiance Avenue streetscape will play an important role in supporting future development along the connection. Streetscape design considerations are provided on page 14.

Garfield County has expressed a desire to expand its campus and properties along Defiance Avenue could be used to accommodate this expansion.

Explore Integration of Shared Parking:

Off-street parking lots along 7th Street present a challenge to activating this corridor. These parking lots accommodate parking for city and county facilities, as well as public parking for the downtown. Consolidation of these parking lots into a shared parking structure would free up these properties for redevelopment. A shared parking structure would need to be designed to accommodate these parking needs. Further study is recommended.

Explore Integration of a Civic/Event Facility



The Riverwalk Center in Breckenridge, Colorado is a multifaceted performing arts facility located along the Blue River. The Riverwalk Center serves as a focal point for many of the Town's summer activities and anchors the western end of the Breckenridge Arts District. Integration of a similar type of facility with the 7th Street corridor could serve as a major attraction within the Confluence.

Explore Shared Parking Structure



Consolidation of off-street parking lots into a shared parking structure would free up properties along 7th Street for redevelopment. A shared parking structure would need to be designed to accommodate the parking needs of the county and city facilities, as well as public parking for the Confluence and the downtown. Interestingly, the properties on the north side of the county's facilities are roughly large enough to accommodate a parking structure the same size as the Vail Village parking structure (560' (L) x 130' (W)), which has around 1,200 parking spaces.

The street front facade(s) of a parking structure will need to be designed to activate 7th Street. This could be achieved through creative architecture and/or wrapping the parking structure with spaces for shops, restaurants, a fitness center, etc.

Explore Integration of a Transit Center:

Transit centers are activity centers. Integration of a transit center with the Confluence will bring additional activity to the downtown area. A transit center will also expand options for accessing this part of Glenwood and help reduce the need to drive.

A 2013 study evaluated possible locations for a multi-modal transit center within the Confluence. The study identified two preferred concepts for a transit center. One concept identified a site along 7th Street, adjacent to the City's lift station. The second concept identified a site at the northwest corner of Defiance Street and 8th Street. The site along 8th Street was identified as most preferred due to the complexities associated with acquiring permission from the Union Pacific Railroad to operate at the 7th Street site. If the 7th Street site is not used for a transit or parking facility an alternative use could be residential with parking tucked behind (i.e., parking adjacent to the railroad). The general locations for these sites are shown on the 7th Street Conceptual Diagram on page 33.

The 8th Street site identified would work well with the conceptual street layout for the Confluence. The site could be accessed from 8th Street and/or Defiance Avenue and buses would have convenient access to 8th Street. Transit users would have convenient access to the Confluence, city and county facilities, and the downtown.

In addition to the sites identified in the 2013 study, another possible location for a transit center is the north side of the city and county facilities (page 33). A transit center in this location would offer the following benefits:

- Bring activity to the 7th Street corridor
- Provide convenient access to city and county facilities, the Confluence and the downtown
- Drop passengers off along 7th Street (a street with lower traffic volumes)
- This site presents the opportunity to combine the transit center with a shared parking structure

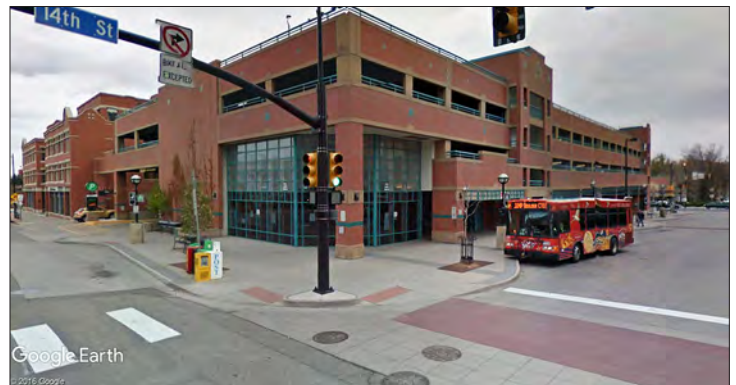
Further study and discussion between the city, Garfield County and RFTA is recommended.

Disguise Parking Structure



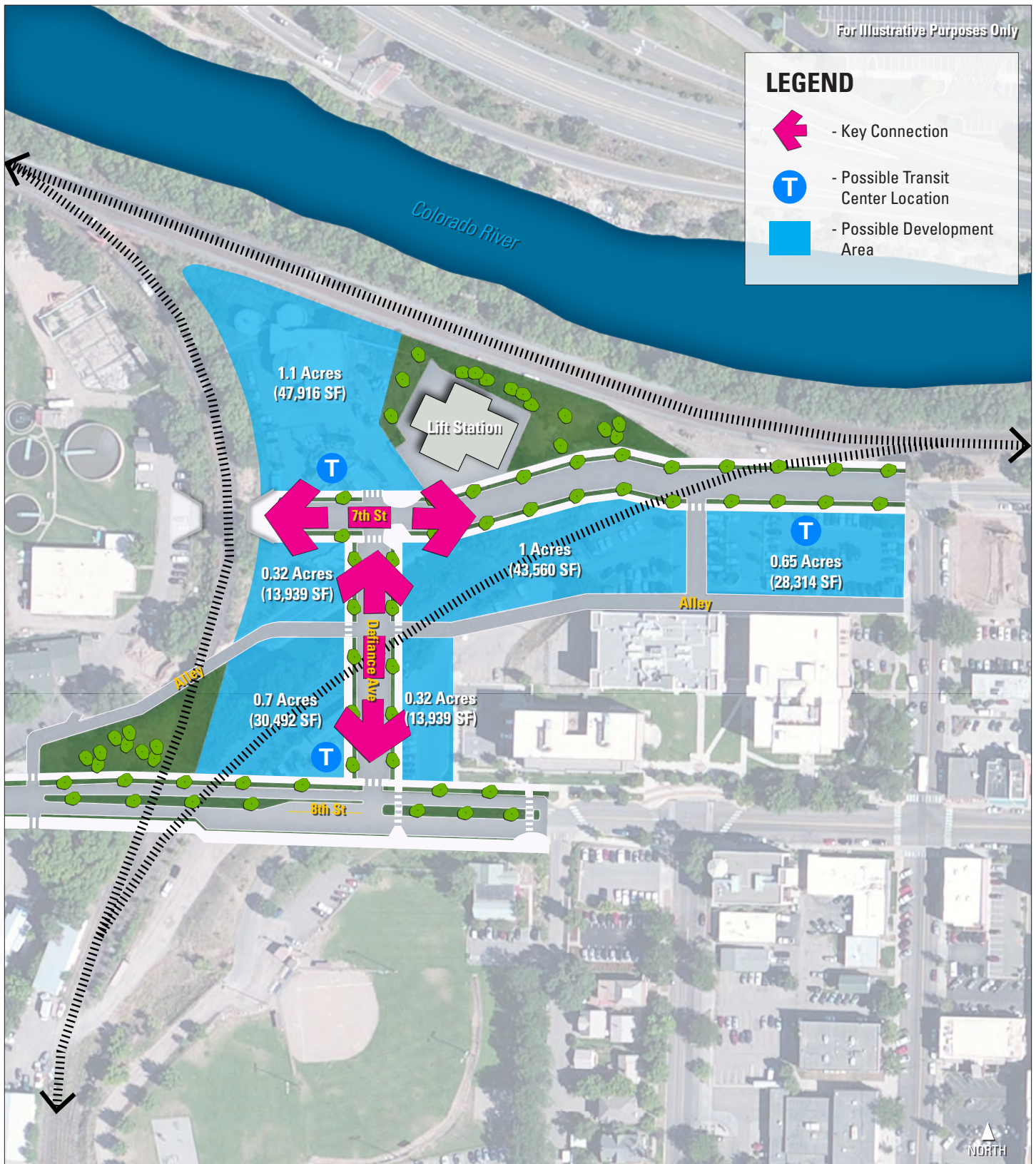
If a parking structure is constructed along the 7th Street corridor, it is recommended that the structure's street frontage be disguised either through architectural treatments or by wrapping the structure with storefronts (i.e., spaces for shops, restaurants, etc.). The downtown parking structure in Bozeman, Montana (shown above) exemplifies a parking structure "wrapped" with retail space to disguise the garage.

Explore Combining Shared Parking with Transit Center



Combining a transit center with a shared parking structure would help to maximize use of the limited amount land available for development in the Confluence. The capacity of such a facility will need to take into consideration the parking needs of the transit center, as well as the other entities sharing the parking. The downtown transit center in Boulder, Colorado (shown above) is an example of a facility that combines a transit center with a public parking garage.

7th Street Corridor Conceptual Diagram



KEY NEXT STEPS

The community engagement process and this document serve as a foundation for making the community's vision for the Confluence real. Successful implementation will depend upon continued collaboration among city staff, elected and appointed officials, stakeholders and the community. In addition, further investigation into implementation actions may be necessary in order to better understand their specifics.

Key next steps for the city, DDA and other local partners to pursue include:

General:

- ☐ Align the city's land use policies and regulations with the recommendations in this plan.
- ☐ Complete the Brownfields Area-Wide Planning Grant effort.
- ☐ Develop and pursue strategies for acquisition of private property, where needed.
- ☐ Explore parking options for the Confluence:
 1. Engage key partners (ex. Garfield County and RFTA) in discussions about shared parking facilities.
 2. Identify sites for one or more public parking structures (ex. behind the city and county facilities and/or under Vogelaar Park).
 3. Complete a parking study for the Confluence to understand parking needs as they relate to redevelopment goals.
- ☐ Coordinate with RFTA on the potential transit center locations and Rio Grande Trail connections identified in this plan.

Strategy 1: Improve Connectivity

- ☐ Review & update Glenwood's Street Master Plan to reflect the recommendations in this plan.
- ☐ Acquire the right-of-way for the east leg of the Wye.
- ☐ Revise easement with RFTA to allow for current grade of 8th Street to be maintained.
- ☐ Explore the feasibility of connecting the alley between downtown Glenwood and the Confluence.

Strategy 2: Redevelop Vogelaar Park

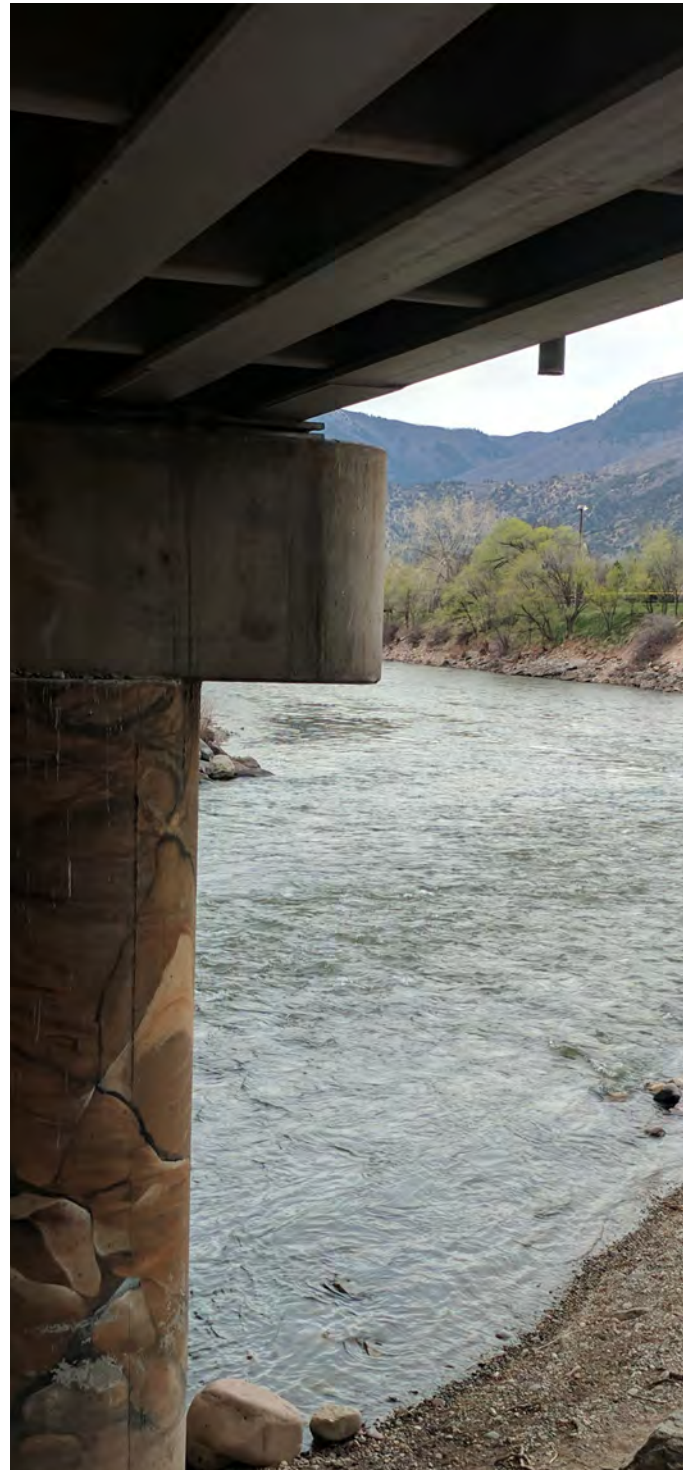
- ☐ Develop and issue a Request for Proposal (RFP) for redevelopment of Vogelaar Park. It is anticipated that this task will be addressed through the Brownfields Area-Wide Planning Grant effort.

Strategy 3: Redevelop the Riverfront

- ☐ Engage key stakeholders including, the River/Parks and Recreation Commission, Colorado Parks and Wildlife, and river users in discussions about the river activity areas identified in this plan.
- ☐ Develop and issue a Request for Proposal (RFP) for redevelopment of Riverfront North, the outcome of which will be a detailed site plan that clearly defines acreages for public park space, plaza space and development areas. Consideration will need to be given to programming of public spaces to help with the activation of this part of the Confluence.

Strategy 4: Redevelop the 7th Street Corridor

- ☐ Engage property owners and stakeholders in discussions about redevelopment concepts for 7th Street. These discussions will serve to educate property owners and stakeholders about the redevelopment concepts, as well as serve as an opportunity for these groups to provide feedback.
- ☐ Engage property owners and stakeholders to identify specific uses and site design characteristics for properties along 7th Street and Defiance Avenue that achieve the objectives identified in this plan.
- ☐ Develop detailed street designs for 7th Street and Defiance Avenue that achieve the objectives identified in this plan.



APPENDIX



CONFLUENCE RENDERINGS

The urban design charrette convened in 2013 uncovered differing community views on the amount of development desired in the Confluence, most notably in the Riverfront and Vogelaar Park areas. As such, renderings were created to demonstrate a variety of redevelopment concepts. Those renderings, and descriptions for each, are included on the following pages.



studioINSITE's Rendering:

This rendering depicts little development along the riverfront and shows its primary use as a park space, with a concessionaire or restaurant on the site. Above, an event space is shown that could feed directly into the riverfront area. The Vogelaar Park site is shown with high density housing as a large multi-family condominium or apartment building.



Van Meter Williams Pollack's Rendering #1:

This rendering depicts more development and less green space along the riverfront. The building depicted could be mixed-use, housing or a boutique hotel. The Vogelaar Park site shows a mix of housing types, with the densest housing, a multi-family condominium or apartment building, shown fronting 8th Street, and tapering off in density closer to the school with townhomes and rowhomes.



GLENWOOD SPRINGS CONFLUENCE | SITE PLAN [OPT 1]

GLENWOOD SPRINGS, CO | APRIL 2014 | SONORAN INSTITUTE: WESTERN COLORADO #1305

**VAN METER
WILLIAMS
POLLACK**



Van Meter Williams Pollack's Rendering #2:

This rendering is a blend of the previous two, showing light development and mostly park space along the riverfront, and a less dense development program for the Vogelaar Park site, including a mix of apartment, rowhome and townhome buildings.

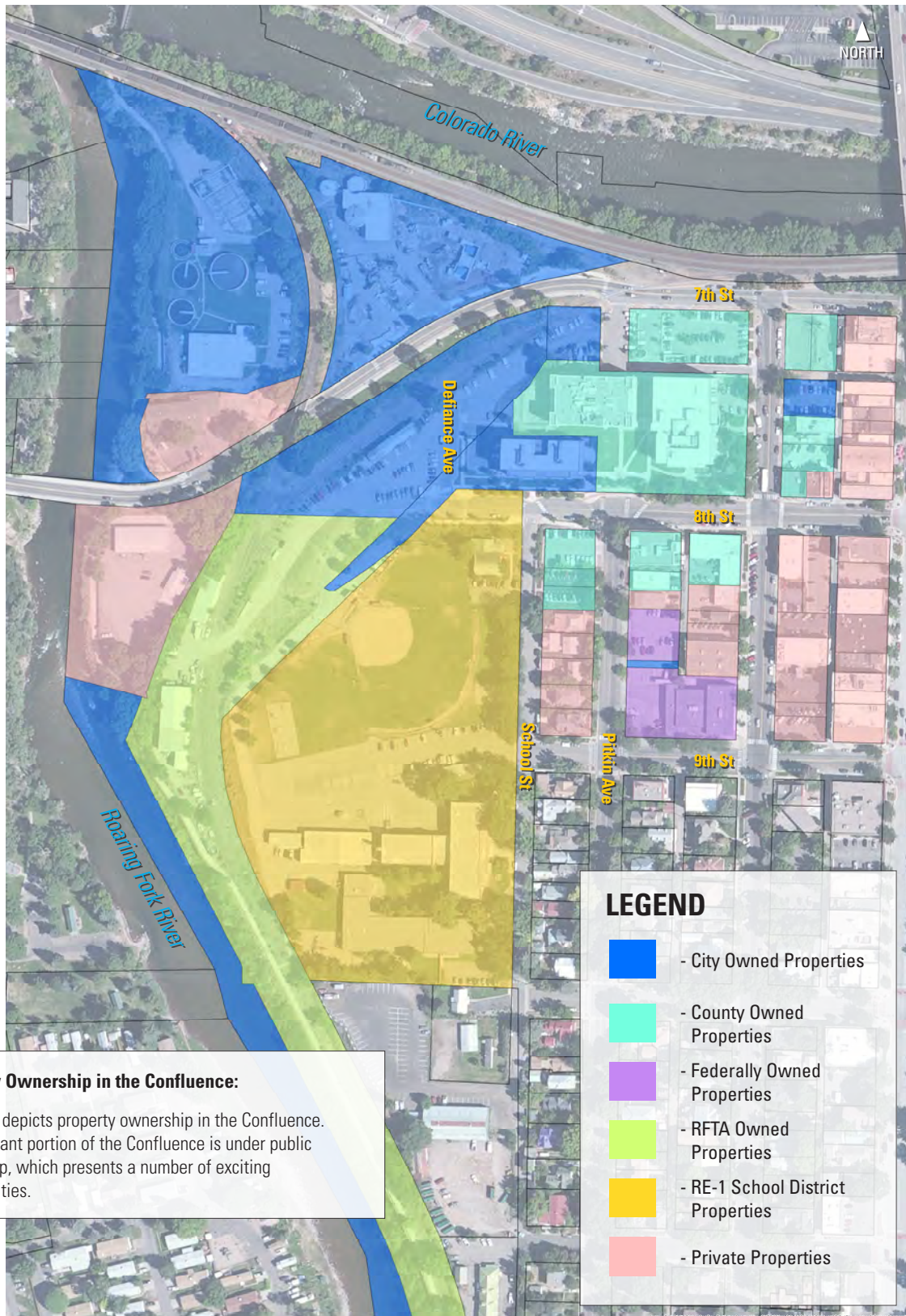


GLENWOOD SPRINGS CONFLUENCE | SITE PLAN [OPT II]

GLENWOOD SPRINGS, CO | APRIL 2014 | SONORAN INSTITUTE: WESTERN COLORADO #1305

**VAN METER
WILLIAMS
POLLACK**

Confluence Property Ownership Map







City Council
STAFF REPORT
City of Glenwood Springs
August 3, 2023

Agenda Item: Resolution 2023-30; Selling Recycled Road Base at the Landfill.

Action Requested: The purpose of this resolution is to set a price for Recycled Road Base at the Landfill. The road base is made out of recycled concrete and will be sold to the public.

Department: Public Works

Presented By: Elizabeth Mauro, Matthew Langhorst

Strategic Goals: Generate Sustainable Economic Development
Preserve and Improve Infrastructure

Background Info: The Landfill contracts to have our piles of stone, clean concrete, dirty concrete (with rebar), blocks and other types of masonry material crushed once every year or two. In the past, the crushed product was utilized at the landfill for roadway surfacing and mud control, but due to the volume of material that is coming to the landfill, staff have elected to make a more user-friendly material that can be utilized onsite or sold to the public/contractors. The attached resolution will set the per ton price for this material, which does exceed the production price, so a small profit will be seen.

Issues:

Fiscal Impact:

Legal Review:

Staff Recommendation:

RESOLUTION 2022-30
A RESOLUTION OF THE CITY COUNCIL OF THE CITY
OF GLENWOOD SPRINGS, COLORADO, SETTING
AMENDING THE 2023 LANDFILL FEES TO
INCLUDE RECYCLED ROAD BASE.

WHEREAS, City Council sets fees for the Glenwood Springs Landfill Enterprise; and

WHEREAS, the recycling of materials and use of recycled materials is beneficial to the environment and local economy; and

WHEREAS, City staff recommends that the City establish and charge a fee for Recycled Road Base based on pricing set for on Exhibit A; and

WHEREAS, recycling concrete into a road base material and selling it is preferable to burying it in the landfill; and

WHEREAS, City staff recommends, and City Council agrees, that imposing the additional fee described on Exhibit A takes into account the needs of the community, the City, and the operational needs of the Landfill Enterprise and other area landfills;

WHEREAS, City Council wishes to implement this updated fee for 2023 finding that it is necessary and appropriate.

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

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

Section 2. The City Council of the City of Glenwood Springs hereby adopts the Recycled Road Base Fee as set forth on **Exhibit A** attached hereto and incorporated herein, effective August 3rd, 2023.

INTRODUCED, READ, AND PASSED THIS 3RD DAY OF AUGUST 2023.

CITY OF GLENWOOD SPRINGS, COLORADO

Ingrid Wussow, Mayor

ATTEST:

Ryan Muse, City Clerk

Exhibit A		
South Canyon Landfill Fees		
Product	Price In County	Price Out of County
Recycled Road Base (1.5 inch minus)	\$20.00/ton*	same

* = Plus Local Sales Tax



City Council
STAFF REPORT
City of Glenwood Springs
August 3, 2023

Agenda Item: City Manager

Action Requested:

Department: City Clerk

Presented By:

Strategic Goals:

Background Info:

Issues:

Fiscal Impact:

Legal Review:

Staff Recommendation:



City Council
STAFF REPORT
City of Glenwood Springs
August 3, 2023

Agenda Item: City Attorney

Action Requested:

Department: City Clerk

Presented By:

Strategic Goals:

Background Info:

Issues:

Fiscal Impact:

Legal Review:

Staff Recommendation:



City Council
STAFF REPORT
City of Glenwood Springs
August 3, 2023

Agenda Item: Correspondence Incoming/Outgoing

Action Requested:

Department: City Clerk

Presented By:

Strategic Goals:

Background Info:

Issues:

Fiscal Impact:

Legal Review:

Staff Recommendation:



City Council
STAFF REPORT
City of Glenwood Springs
August 3, 2023

Agenda Item: Adjournment

Action Requested:

Department: City Clerk

Presented By:

Strategic Goals:

Background Info:

Issues:

Fiscal Impact:

Legal Review:

Staff Recommendation: