



AGENDA
CITY OF GLENWOOD SPRINGS
URBAN RENEWAL AUTHORITY
OCTOBER 24, 2024
101 W. 8th ST
3:00 PM

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

The order and times of agenda items listed are approximate and intended as a guideline for the Urban Renewal Authority.

URBAN RENEWAL AUTHORITY MEETING

1. Roll Call
2. Approval of July 17, 2024 Minutes Discussion and/or Action
3. Discussion of Ricker Cunningham Proposal Discussion and/or Action
 - A. Updated Urban Renewal Plan with expanded and/or additional project areas
 - B. Conditions Survey
4. Property Tax Increment Financing Update Discussion and/or Action
5. Condemnation Powers Update Discussion and/or Action
6. Adjournment

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MINUTES
CITY OF GLENWOOD SPRINGS
URBAN RENEWAL AUTHORITY
July 17, 2024
101 W. 8th ST
12:00 PM

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URBAN RENEWAL AUTHORITY MEETING

1. Roll Call

Present: Chair Ingrid Wussow, Mayor Pro Tem Marco Dehm, Member Tate Fairbanks, Library Member Susan Use, School District Member Jasmin Ramirez, County Commissioner John Martin, Councilor Kaup, Councilor Zalinski, Councilor Weimer, City Attorney Karl Hanlon, City Manager Steve Boyd, City Finance Director Yvette Gustad, Public Information Officer Bryana Starbuck, Director of Economic and Community Development Hannah Klausman, Engineer Jack Petersen, and Glenwood Springs Mall owner Frank Woods.

2. Approval of April 8, 2024 Minutes

- A. Councilor Kaup moved to approve the minutes. Councilor Schachter seconded the motion, and it passed unanimously.

3. Update on Mall Property

- A. Frank Woods reported on the progress at the Glenwood Springs Mall and the development of the childcare center, the lease with Ross Dress for Less and the possibilities of a grocery store going in.
- B. Woods mentioned they have spoken to a few organizations regarding hotels and national restaurant chains as well.
- C. The zoning for the location wouldn't currently allow for residential housing.

4. Property Tax Increment Financing Options

- A. City Attorney Karl Hanlon presented. The current URA does not have TIF included in it. This would be a substantial amendment to the plan. City Attorney Hanlon explained what the process would entail, including required mediations, notifying the County Commissioners, property owners, reviewing the results of the pending condition survey, and which locations this would be applied to. This would also need to go before the Planning and Zoning commission.
- B. This would create a revenue stream that could be used for several different public improvements.
- C. The timeline for completion by the by the first quarter of 2025.

5. Condemnation Powers

- A. The condemnation powers are something the City could consider in relation to the Glenwood

Springs Mall.

- B. The condition survey needs to be approved and all locations to be reviewed need to be included in that.
- C. Proposed timeline for this is the end of November.

6. Adjournment

- A. Mayor Pro Tem Dehm moved to adjourn. Councilor Kaup seconded, and the motion passed unanimously.



Ricker | Cunningham

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303.458.5800 voice

30 September 2024

Ms. Hannah Klausman, AICP
Director, Economic and Community Development
City of Glenwood Springs
101 West Eighth Street
Glenwood Springs, CO 81601

Dear Ms. Klausman:

On behalf of Ricker | Cunningham (RC), Real Estate Economists, Community Strategists, and Urban Renewal Specialists, we are pleased to present this proposal to assist the City of Glenwood Springs (the “City”) and Glenwood Springs Urban Renewal Authority (the “Authority”), collectively (the “Client Team”), with advancing community goals related to the revitalization of underutilized and obsolete commercial properties. Based on recent discussions, we understand you are considering updating and potentially amending the existing West Glenwood Urban Renewal Plan, prepared by RC in November 2018, as well as including in the same or new area, properties in the vicinity of the vacant Safeway store at 20th Street and Grand Avenue to provide resources necessary to attract private sector investment interest. Work associated with this assignment will provide you with technical and advisory services, along with documentation to mitigate adverse conditions and realize stated objectives.

More than three decades of experience working with cities, public agencies, and private property interests located along the I-70 corridor have provided representatives of RC with a comprehensive understanding of conditions impacting the Glenwood Springs community. Having assisted more than three-quarters of Colorado’s urban renewal authorities, we are well-versed in statutory protocols related to creating urban renewal planning areas and bringing urban renewal projects to fruition.

Thank you for the opportunity to support your efforts and continue our work with the Glenwood Springs community, its leaders, and stakeholders. If you have any questions regarding this submittal, please contact either Anne Ricker or Bill Cunningham at 303.458.5800. Both individuals are authorized to execute an agreement on behalf of Ricker | Cunningham. In order to initiate commencement of this assignment, please sign and return a hard copy of the executed contract to us at the address on the first page, or via email to one or both of the addresses below. Thank you again for this opportunity.



Sincerely,

Ricker | Cunningham

A handwritten signature in blue ink, appearing to read "Anne B. Ricker".

Anne B. Ricker, CRE

Principal

anne@rickercunningham.com

A handwritten signature in blue ink, appearing to read "Bill J. Cunningham".

Bill J. Cunningham

Principal

bill@rickercunningham.com

Ms. Hannah Klausman, AICP
Director, Economic and Community Development
City of Glenwood Springs

Date

Proposed Scope of Work

The work tasks identified herein are designed to provide you with services and deliverables identified in the Colorado Revised Statute § 31-25-101 – 107 (the “Statute” and “Act”), along with technical support necessary to negotiate revenue-sharing agreements and collect incremental resources. All work will conform to the city’s branding, formatting, and project processing protocols, if any. While every effort was made to address stated intentions, we would welcome any comments you may have regarding our approach to ensure total alignment with project goals and objectives.

Phase I – Conditions Survey

Task 1: Survey Boundary Discussion (Optional)

RC will facilitate a meeting with representatives of the Client Team regarding the inclusion or exclusion of parcels to be surveyed, as well as possible factors that might highlight the advantages and disadvantages of establishing more than one urban renewal area. RC will prepare a checklist of issues to be considered and use it as a guide for the discussion. We will also synthesize notes from the meeting so they can be incorporated into informational materials related to the planning process.

Task 2: Property Owner and Business Interest Notification

RC will work with representatives of the Client Team to identify individuals and special interest groups within the proposed planning areas requiring notification of the survey, as required by the Statute. We will also assist with drafting language for the notice, placing it in statutorily required publications, and distributing it to appropriate recipients. Please note that while this work is understood to be a responsibility of the Authority or City, we have established certain protocols that expedite the process if performed in-house.

Task 3: Informational Meetings and Materials (Optional)

RC will be available to facilitate one or more meetings with interested parties including public officials, property and business owners, other stakeholders, and the public at-large about the planning process, urban renewal as a resource to assist redevelopment, and circumstances within the proposed areas. In addition, we will prepare and make available materials for distribution and publication on the city’s website and other locations that may be identified. If requested to do so, we will meet with select property and I or business owner interests. Please note that while this task appears in Phase I, we understand certain types of engagements may be more appropriate in a later phase.

Task 4: Data Gathering and Field Investigation

RC will work with city staff to gather information including relevant physical, regulatory, and political data, along with electronic GIS base map files and aerial photography that shows the location of streets, parcel boundaries, and other features. In addition, we will conduct physical inspections of the proposed areas, and document conditions within real properties, public spaces, and supporting infrastructure that

might indicate the presence of “blight” as defined in the Act. We do not inspect the interiors of structures unless specifically requested to do so, and only after access has been arranged for by a representative of the project or agent of the respective property. As such, all observations are made from rights-of-way or other locations that are commonly accessible to the public.

Conditions such as building code violations, traffic accident data, street capacity, and design deficiencies which cannot be observed through photography or visual examination, will be identified through discussions with appropriate individuals in various departments of the city or other public agencies, as well as review of available reports and data. Regarding the statutory blight factor “g” related to “defective or unusual conditions of title,” due to the costly and time-consuming nature of real property title searches, RC will only consider conditions related to this factor if verifiable information is provided by a representative of the project or agent of the respective property.

Task 5: Draft and Final Conditions Survey Report

RC will prepare a draft report describing and illustrating conditions in the survey area, along with an explanation of whether they are consistent with requirements set out in the Act. We will also prepare base and supporting maps, demonstrating the location and severity of relevant conditions, using information gathered through completion of previous work tasks. Members of the Client Team will receive the draft survey report in electronic (PDF) format, and be asked to review and return any comments, prior to issuance of a final document for presentation to the Glenwood Springs City Council (the “City Council”) and Urban Renewal Authority Board (the “Authority Board”).

Task 6: City Council Presentation

The Urban Renewal Statute does not specify whether presentation of the survey findings to the governing body of the community occurs after completion of the report and prior to preparing the urban renewal plan, or in conjunction with the plan at a publicly noticed hearing. Rather, this is a decision left to individual communities. As such, representatives of RC will be available during either timeframe.

Work Products

Phase I work products will include:

- Draft and Final Conditions Survey Reports and Supporting Base Maps
- Property Owner and Special Interest Group Mailing List
- Language and Illustrations for Public Notices
- Information and Presentation Materials
- Meeting Agenda and Summary Notes

Phase II – Urban Renewal Plan and Taxing Entity Impact Reports

Task 7: Plan Boundary Discussion

RC will facilitate a meeting with representatives of the Client Team regarding the survey findings and the

extent to which they may influence the inclusion or exclusion of parcels in one or more urban renewal planning areas. We will also synthesize notes from the meeting so they can be incorporated into informational materials related to the planning process.

Task 8: Market Analysis and Revenue Projections

RC will conduct an analysis of existing and projected conditions impacting real estate investment and development decisions to understand the viability of potential urban renewal projects in the plan area over the next 25 years (maximum timeframe for collection of incremental tax revenue), along with their value, timing, potential rates of absorption, project costs, and potential revenue thresholds. Conclusions derived from this work will be used to complete subsequent tasks associated with preparation of taxing entity impact reports.

Task 9: Tax Increment Analysis and Impact Reports

RC will use assumptions derived during Task 8 to estimate the impact of investment and reinvestment in the planning areas on service use and tax collections. Any entity assessing taxes on properties within the plan area boundaries will receive a report documenting these findings and, provided the opportunity to discuss them with representatives of the Client Team and RC.

Task 10: Taxing Entity Negotiations

RC will be available to participate in meetings with the taxing entities, respond to inquiries regarding our analyses and forecasts, and if requested to do so, make refinements deemed appropriate by all parties. As per requirements set out in HB-1348 that was passed by the Colorado legislature in 2015 and became effective January 1, 2016, urban renewal authorities have 120 days to negotiate revenue sharing agreements (if any) with affected taxing entities. Please note, for this reason, we advise our client communities initiate negotiations as soon as the impact reports are available and while the urban renewal plan is being finalized.

Task 11: Plan Components

RC will use findings from work conducted during Phase I, guidance provided in relevant policy, regulating, and financial documents, and understanding of market forces, to understand the feasibility of advancing investment and development objectives in the planning areas. We will also identify public and private initiatives necessary to accomplish stated intentions, along with undertakings of the Authority, essential strategic powers, and supplemental funding sources essential to attract private sector support.

Task 10: Legal Description(s)

As per the Act, a legal description of the urban renewal plan and tax increment financing (TIF) areas (if different) must be prepared by a licensed surveyor. If this service is not available within a department of the city, either the Client Team or RC will contract for these services. Fees associated with this work are not included in the fee quote presented below.

Task 11: Draft and Final Urban Renewal Plan Report

RC will prepare one or more draft and final urban renewal plan reports including references to supporting policy and regulating documents, a description of conditions adversely impacting people and properties in the proposed planning area, community objectives and development goals, along with priority initiatives and public resources necessary to remedy “blight” and advance projects that benefit the community. RC will transmit the draft report to the Client Team in electronic (PDF) format for review and comment. The final plan report(s) will be provided to members of City Council and Authority Board, and an additional copy to the city clerk for review by the public.

Task 12: Property Owner and Business Interest Notification

RC will work with representatives of the Client Team to identify business owners and interests in the planning areas to notify them, along with the property owner and special interest group entities, of City Council’s intent to consider adoption of the urban renewal plan or plans. We will assist with drafting language for the notice, distributing it to appropriate recipients, and coordinating publication of the same in the city’s identified “newspaper of general circulation.” As per C.R.S.A. § 31-25-107 (1) (b) and (3) (a) of the Act, “The notice shall describe the time, date, place, and purpose of the hearing, identify the area covered by the plan, and outline the general scope of any urban renewal projects under consideration.” As explained above, while this work is understood to be a responsibility of the Authority or City, RC has established certain protocols that can expedite the process.

Task 13: Commission and Board Presentations (Public Hearing and Adoption Processes)

Also required by the Statute, RC will present the contents of relevant documents associated with this effort to the Planning Commission within 30 days of the public hearing, Authority Board, and City Council. Additional presentations beyond those identified in the Act and this proposal will be elective and determined on a case-by-case basis.

Work Products

Phase II work products will include:

- Draft and Final Urban Renewal Plan Reports
- Property and Business Owners and Interests Mailing List
- Language and Illustrations for Public Notices
- Information and Presentation Materials
- Public Hearing Presentation Materials
- Meeting Agenda and Summary Notes
- Market Analysis and Forecast
- Incremental Revenue Forecasts and Sensitivity Analyses
- Individual Impact Reports for Taxing Entities
- Legal Description(s) (contract for this service)

- Supporting Materials for Revenue-Sharing Negotiations

Timing and Fees

While the timeframe for this assignment will ultimately be influenced by the timing with which information and data is obtained, number and schedule of meetings with project team members and the public, and availability of public officials, we do not anticipate requiring more than eight (8) to ten (10) weeks to complete the principal tasks described herein. This assumes, however, the prompt review of all reports and transmittal of any comments for editing.

Fees associated with completion of the work tasks described herein are based on the hourly rates for the professionals involved. Expenses associated with preparation of maps and other illustrations, data purchases, notification of property and business owners and interests, postage, reproduction of information materials, and attendance at meetings specified herein, are included in this estimate, and not expected to exceed 10% of total professional fees. The estimates provided below are presented by major work element and preparation of documents for one versus two urban renewal plan areas.

	<u>Single Urban Renewal Plan Area</u>	<u>Two Urban Renewal Areas</u>
Major Work Elements	Professional Fees	Professional Fees
Conditions Survey (Blight Study)	\$7,400	\$9,200
Urban Renewal Plan(s)	\$8,300	\$10,300
County Impact Report (s)	\$7,200	\$8,900
Additional Taxing Entity Impact Reports (\$900 each) ¹	\$5,400	\$6,300
Legal Description(s)	TBD	TBD
Estimated Project Expenses (10%)	<u>\$2,800</u>	<u>\$3,400</u>
Sub-Total	\$31,100	\$38,100
Less 20% For Returning Client	<u>(\$6,220)</u>	<u>(\$7,620)</u>
Total Not-to-Exceed Budget	<u>\$24,880</u>	<u>\$30,480</u>

Hourly Rates:

Anne B. Ricker, Principal	\$225
Bill J. Cunningham, Principal	\$225
GIS Associate	\$125

Invoices will be issued twice monthly. A final invoice for any outstanding balance associated with incurred professional fees and | or expenses will be submitted with the final documents and due and payable prior to presentation of the same.

¹ Taxing entities affecting both properties include: Garfield County; City of Glenwood Springs; Roaring Fork School District RE-1; Colorado Mountain College; Garfield County Public Library District; Colorado River Water Conservation District; West Divide Water Conservancy District; and the Roaring Fork Transportation Authority (RFTA).

Municipality	Project Name	Client (City, Authority, DDA, Developer)	Urban Renewal Documents	Economic Development Strategic Plans	Developer Funding Request	Authority Funding Request Review	Incentive Policy Design	Advisory Services (Trainings, Forms, Protocols)	Expert Testimony
Addison, TX									
	Belt Line Corridor Reinvestment Strategy	Town		x	x		x		
	Addison Airport Repositioning Strategy	Town		x					
Arlington, TX									
	Economic Development Strategic Plan	City		x	x		x		
Arvada, CO									
	Solana Olde Town Station	Authority				x			
	Arvada TOD	Authority				x			
	Park Place Olde Town	Authority				x			
Aurora, CO									
	Colorado Science and Technology Park	Authority	x						
	City Center	Authority	x						
	Horizon Uptown	Authority	x						
	Centrepont	Authority	x						
	High Point East	Authority	x						
	Nine Mile Station	Authority	x						x
	13th & Sable Station Area	Developer	x		x				
	POM Market	Developer			x				
Austin, TX									
	Location Enhancement Program (LEP) Policy	City		x			x		
Avon, CO									
	Town Center West	City	x						
	Avon Urban Renewal Authority	Authority					x	x	
Black Hawk, CO									
	Gregory Street Corridor	City	x						
	Development Advisory Support	City							
Boulder, CO									
	9th & Canyon	Authority	x						
Brighton, CO									
	Southeast Brighton (Prairie Center)	Authority	x						
	South Brighton	Authority	x						
	URA Protocols and Advisory Support	Authority					x	x	
Broomfield, CO									
	North Park	Authority	x						
	North Park West	Authority	x						
	Northlands	Authority	x						
	Original Broomfield	Authority	x						
	US 36 West Corridor	Authority	x						
	West 120th Avenue	Authority	x						
Cañon City, CO									
	Cañon City Reinvestment Expansion Area	City Authority	x						
	URA Protocols and Advisory Support	Authority			x	x		x	
Carrollton, TX									
	Joint Retail and Commercial Property Study	City		x			x		
Castle Rock, CO									
	Citadel Station - Castle Meadows	Authority	x						
	Castle Rock Urban Renewal Authority	Authority						x	
	URA Protocols and Advisory Support	DDA						x	
	Acme Brick Company Parcel	Developer	x						
Castle Pines, CO									
	Castle Pines Urban Renewal Plan	City	x						
	Castle Pines Economic Development Strategy	City		x			x		
Colorado Springs, CO									
	City Auditorium - Transit-Block	Authority	x						
	CityGate	Authority	x						
	Gold Hill Mesa	Authority	x						
	Gold Hill Mesa - Amended and Restated	Authority	x						
	North Nevada Corridor	Authority	x						
	South Nevada Corridor	Authority	x						

Municipality	Project Name	Client (City, Authority, DDA, Developer)	Urban Renewal Documents	Economic Development Strategic Plans	Developer Funding Request	Authority Funding Request Review	Incentive Policy Design	Advisory Services (Trainings, Forms, Protocols)	Expert Testimony
	Ivywild Neighborhood	Authority	x						
	Broadmoor Gateway	Authority	x						
	Railway Lofts	Authority	x						
	Lowell School	Authority							
	Southwest Downtown	Authority	x						
	Southwest Downtown Amended and Restated	Authority	x						
	Vineyards	Authority	x						
	Copper Ridge at Northgate	Authority	x						
	Pikes Peak America's Mountain	City			x	x			
	Urban Renewal Portfolio Impact Analysis	Authority				x		x	
	Colorado Springs Downtown Development Authority	DDA				x		x	
	Colorado Springs Urban Renewal Authority	Authority				x		x	
	Regional Transportation Act Funding Request	City				x		x	
	True North Urban Renewal Area	Authority	x						
	USAF Visitors Center Development	Authority	x						
Commerce City, CO									
	Sand Creek Business Area	Authority	x		x	x			
Dacono, CO									
	Dacono Commercial Areas	City	x						
	I-25 Corridor Funding Request	Authority			x	x			
	Dacono Urban Renewal Area II	Authority	x						
Dayton, TX									
	Downtown Development Strategy	City		x					
Denver, CO									
	Dahlia	Authority	x						
	Northeast Park Hill	City	x						
	Union Station	Authority	x						
	16th Street Mall (Economic Benefit Study)	Partnership		x			x		
	Blueprint Denver East Colfax Revitalization Plan	City	x	x			x		
	Blueprint Denver West Colfax Revitalization Plan	City	x	x			x		
	Main Street Code Policy	City	x	x			x		
	Metro Denver Network Strategic Economic Development Plan	City		x		x	x		
Des Moines, IA									
	Business Plan and Economic Profile	City		x					
Dillon, CO									
	Town-Wide Urban Renewal Plan	Town	x						
Edgewater, CO									
	Edgewater Marketplace	Authority	x						
	20th and Depew Redevelopment Project	Developer			x				
	Edgewater Marketplace - Amended and Restated	Authority	x						
	URA Protocols and Advisory Support	Authority				x	x	x	
Englewood, CO									
	South Broadway Corridor	City	x					x	
Erie, CO (On-Call Contractor)									
	Town-Wide	Town	x						
	Airport Area	Authority	x						
	Airport Area II	Authority	x						
	Area No. 4 (Daybreak)	Authority	x						
	Highway 287	Authority	x						x
	Four Corners	Authority	x						
	Four Corners Funding Request	Developer			x				
	Historic Old Town	Authority	x						
	County Road 7 I Anadarko	Authority	x						
	URA Protocols and Advisory Support	Authority				x	x	x	
Evans, CO									
	Highway 85 Corridor	City	x						
	Highway 85 Corridor - Amended	Authority	x						
	Historic Evans	City	x						
Federal Heights, CO									

Municipality	Project Name	Client (City, Authority, DDA, Developer)	Urban Renewal Documents	Economic Development Strategic Plans	Developer Funding Request	Authority Funding Request Review	Incentive Policy Design	Advisory Services (Trainings, Forms, Protocols)	Expert Testimony
	Commercial Areas	City	x						
Fort Collins, CO									
	140 East Oak Street Redevelopment Project	DDA				x			
Fort Worth, TX									
	Incentive Policy Development and Monitoring	City		x			x		
	Neighborhood Empowerment Zone (NEZ) Policy Review	City		x			x		
	Commercial Corridors Revitalization Strategy	City		x			x		
	Economic Development and Revitalization Report Card	City		x			x		
Fountain, CO									
	U.S. Highway 85 Corridor	City	x						
	Academy Boulevard	Developer	x						
Frisco, TX									
	Comprehensive Plan and Economic Development Strategy	City		x			x		
Garland, TX									
	Comprehensive Plan and Economic Development Strategy	City		x			x		
Glendale, CO									
	Glendale (City-Wide)	Authority	x						
	Amended Glendale (Citywide)	Authority	x						
	Stonebridge	Developer	x						
	CitySet	Developer	x						
	Cherry Creek Corporate Center	Authority	x						
	Riverwalk	Authority	x						x
Glenwood Springs, CO									
	West Glenwood Springs	Authority	x						
Golden, CO									
	DDA Expansion	Authority				x			
	Central Neighborhood	Authority	x						
	Gateway Village	Authority	x						
	Gateway Village Development Project	Developer			x				
	Corporate Center	Authority	x						
Grand Junction, CO									
	Downtown Investment Strategy	DDA						x	
Greeley, CO									
	Northeast Greeley	Authority	x						
	Comprehensive Economic Development Strategy (CEDS)	City/County		x					
Gunnison, CO									
	Gunnison Airport Business Park I Target Industry Strategy	County		x			x		
Hayden, CO									
	Comprehensive Plan and Economic Development Strategy	Town		x					
Lafayette, CO									
	South Public Road	Authority	x						
	South Public Road II	Authority			x	x			
Lakewood, CO									
	Colfax-Wadsworth South Revitalization	Authority	x						
	West Alameda Avenue Corridor	Authority	x						
	Villa Italia Revitalization	Authority	x						
	Villa Italia Alameda Corridor	Authority	x						
	Jewell Wadsworth	Authority	x						
	Holiday Shopping Center	Developer	x						
	Cottonwood Plaza Shopping Center	Developer	x						
	1434 South Sheridan Boulevard	Authority	x						
	Colfax Corridor	Authority	x						
	Federal Center	Authority	x						
	The Bend @ Lakewood	Developer	x						
Lamar, CO									
	Downtown Lamar	City	x						
	Downtown Lamar - Expansion	Authority	x						
Leadville, CO (On-Call Contractor)									
	Central Area	Authority	x		x	x		x	x

Municipality	Project Name	Client (City, Authority, DDA, Developer)	Urban Renewal Documents	Economic Development Strategic Plans	Developer Funding Request	Authority Funding Request Review	Incentive Policy Design	Advisory Services (Trainings, Forms, Protocols)	Expert Testimony
	Incentive Policy Development URA Protocols and Advisory Support								
Littleton, CO									
	Columbine Square	Authority	x						x
	Littleton Boulevard	Authority	x						x
	North Broadway	Authority	x						x
	Santa Fe	Authority	x						x
Louisville, CO									
	Highway 42 Revitalization Area	Authority	x						
Longmont, CO									
	Southeast Longmont	Authority	x						
	Twin Peaks Mall	Authority	x						
	Downtown Development Project	DDA				x			
	Main Street Redevelopment Plan	City	x			x			
	Southwest Longmont	Developer	x						
	Rivertown	Developer	x						
	Strategic Economic Development Plan Target Industry Analysis								
Loveland, CO									
	Centerra	Authority	x						
	Lincoln Place (TIF)	City				x			
Lyons, CO									
	Commercial Areas	Town	x						
Manitou Springs, CO									
	East Corridor	City	x						
	Trinity Brewery	Developer			x				
	URA Protocols and Advisory Support	Authority					x	x	
Mansfield, TX									
	Golden Triangle Economic Development Strategy	City		x			x		
Meeker, CO									
	Downtown Meeker	Town	x						
Missoula, MT									
	Missoula Development Park Master Plan I Target Industries	County		x			x		
Navajo Nation, AZ									
	Industrial and Office Park Target Industry Analyses	Nation		x			x		
Northglenn, CO									
	City-Wide	Authority	x						x
	Garland Center	Authority	x			x			
	Webster Lake Promenade	Authority	x			x			
	120th & Grant	Authority				x			
	Northglenn URA No. 1 Amended	Authority	x			x			
	Huron Center	Authority	x			x			
	104th & Huron Center Development Project	Authority				x			
Oak Creek, CO									
	Main Street	Town	x						
Palm Springs, CA									
	Industrial Properties Positioning Strategy	Nation		x			x		
Parker, CO									
	Cottonwood Commercial Area	Authority	x						
	Parker Road - Ponderosa Drive	Authority	x						
	Parker Road Area (Central) - Amended and Restated	Authority	x						
	Main Street	Authority	x						
	URA Protocols and Advisory Support	Authority					x	x	
Plano, TX									
	Joint Retail and Commercial Property Study	City		x			x		
Port of Anacortes, WA									
	Target Industry Analysis and Redevelopment Program	City		x			x		
Port of Klickitat, WA									
	Economic Diversification Study	City		x			x		
Port of St. Helens, WA									

Ricker | Cunningham

Urban Renewal and Economic Development Project Experience
[As of July 2024]

Municipality	Project Name	Client (City, Authority, DDA, Developer)	Urban Renewal Documents	Economic Development Strategic Plans	Developer Funding Request	Authority Funding Request Review	Incentive Policy Design	Advisory Services (Trainings, Forms, Protocols)	Expert Testimony
	Strategic Economic Development Plan Target Industry Analysis	City		x			x		
Pueblo, CO									
	North Downtown Pueblo	Authority	x						
	Downtown Investment Strategy	Authority						x	
	Thunder Village	Authority	x						
	Union Avenue Expansion	Authority	x						
	Black Hills	Authority	x						
	Regional Tourism Act Funding Request	Authority				x			
	Thunder Village II	Authority	x						
	URA Protocols and Advisory Support							x	
Rowlett, TX									
	Comprehensive Plan and Economic Development Strategy	City		x			x		
	Form-Based Code Design	City		x			x		
	Small Area Plans	City		x			x		
	Incentive Request Reviews	City		x			x		
Silverthorne, CO									
	Central Area	Town	x						
	4th Street Crossing	Authority			x	x			
	Town-Wide	Town	x				x	x	
	URA Protocols and Advisory Support			x	x		x	x	
St. George, UT									
	Airport Reuse Study	City		x			x		
Steamboat Springs, CO									
	Downtown Steamboat Springs	City	x						
Snowmass Village, CO									
	Snowmass Village	Village	x						
Thornton, CO									
	Economic Development Strategy	City		x			x		
	North Washington	Authority	x						
	Original Thornton	Authority	x						
	South Thornton	Authority	x						
	East 144th and I-25	Authority	x						
	South Thornton Area II	Authority	x						
Trinidad, CO									
	Downtown Trinidad	City	x						
Westminster, CO									
	Westminster (City) Center	Authority	x						
	Westminster Mall	Authority	x						
Windsor, CO									
	Windsor Main Street (State Highway 392)	Town	x						
Wheat Ridge, CO (On-Call Contractor)									
	38th & Kipling	Authority	x						
	38th Avenue Corridor - Amended	Authority	x						
	Wadsworth Boulevard Corridor - Amended	Authority	x						
	West 44th Avenue and Ward Road - Amended	Authority	x						
	I-70 and Kipling Corridors	Authority	x						
	I-70 and Kipling Corridors - Amended	Authority	x						
	West End 38th	Developer	x						
	38th & Kipling Sprouts	Developer			x				
	Clear Creek Crossing	Developer			x				
	URA Protocols and Advisory Support	Authority				x		x	
Yampa, CO									
	Comprehensive Plan and Economic Development Strategy	City		x			x		
State of Colorado									
	State Legislation	State						x	x
	Statewide Urban Renewal Impact Study	State						x	

Source: Ricker | Cunningham.

Anne B. Ricker, CRE® Principal



With extensive experience in real estate market analysis, urban redevelopment and vision building for public and private sector clients, Anne has a keen sense of both the facts and the possibilities that make for successful projects and sound investment. As a member and speaker for the Urban Land Institute, International Downtown Association and American Planning Association, Anne focuses on assisting communities and the investors within them, with preparation of strategies for development and redevelopment and identification of partner roles and resources. From 1993 until 2010, Anne and Bill worked together to expand the geographical scope of Leland Consulting Group, which became Ricker | Cunningham in 2010. As an Owner and Managing Principal for the firm, she assists clients with understanding opportunities for and barriers to investment while defining tools and tactics to achieve success. As a former senior associate in the international real estate advisory services division of Laventhol & Horwath (L&H), she managed teams working with the FSLIC and Resolution Trust Corporation (RTC) to identify solutions for problem assets.

Consulting Experience:

Colorado, Texas, California, Oregon, Washington, Nebraska, Idaho, New Mexico, Arizona, Montana, Nevada, Utah, Wyoming, Oklahoma, Arkansas, Louisiana, Alabama, Kansas, Missouri, Wisconsin, Iowa, Minnesota, and Michigan

Affiliations:

Urban Land Institute
International Downtown Association
American Planning Association
Downtown Colorado, Inc. (DCI)
National Trust for Historic Preservation

Honors and Awards:

Texas Chapter, American Planning Association (APA)
North Central Texas Council of Governments
State of Iowa America's River Project
International Downtown Association

Presentations:

Colorado Chapter, American Planning Association
Colorado Chapter, Urban Land Institute
Colorado Real Estate Journal – Trammell Crow Symposium
Colorado Municipal League
Colorado Springs Downtown Leadership Summit
Colorado University Urban Design and Planning Studio
Boulder County Realtors Association
Texas Chapter, American Planning Association
Greater Dallas Planning Commission
Urban Land Institute



Special Services

Expert Testimony
Leadership Team
Facilitation
Urban Renewal Training

Colorado State University
Bachelor of Science
Consumer Science and
Public Housing
Construction Management

Concentrations:

Housing and Public Policy
Consumer Housing
Real Estate
Real Estate Law
Land Use Planning
Natural Resource Law
Social Welfare
Special Housing Needs

Anne B. Ricker Principal



City of Thornton, Colorado
 City of Commerce City, Colorado
 City of Dacono, Colorado
 City of Federal Heights, Colorado
 City of Northglenn, Colorado
 City of Glendale, Colorado
 City of Brighton, Colorado
 City of Loveland, Colorado
 City of Greeley, Colorado
 City of Platteville, Colorado
 City of Westminster, Colorado
 City & County Broomfield, Colorado
 City of Aurora, Colorado
 City of Arvada, Colorado
 City & County of Denver, Colorado
 City of Lakewood, Colorado
 City of Boulder, Colorado
 City of Louisville, Colorado
 City of Lafayette, Colorado
 City of Golden, Colorado
 City of Pueblo, Colorado
 City of Longmont, Colorado
 City of Fort Collins, Colorado
 City of Canon City, Colorado
 Town of Superior, Colorado
 Town of Windsor, Colorado
 Town of Lyons, Colorado
 Town of Berthoud, Colorado
 Town of Elizabeth, Colorado
 Town of Dillon, Colorado
 Town of Frisco, Colorado
 Town of Breckenridge, Colorado
 Town of Vail, Colorado
 Town of Silverthorne, Colorado
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 City of Fort Collins, Colorado
 City of Pueblo, Colorado
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 City of Montrose, Colorado
 City of Paonia, Colorado
 City of Salida, Colorado
 Weld County, Colorado
 Arapahoe County, Colorado
 Elbert County, Colorado
 Pitkin County, Colorado
 Gunnison County, Colorado
 Saguache County, Colorado
 Jefferson County, Colorado
 Greeley-Weld Econ Development Partnership
 Denver Urban Renewal Authority
 Colorado Springs Urban Renewal Authority
 Lakewood Redevelopment Authority
 Denver Housing Authority
 Boulder Housing Authority
 Aurora Housing Authority
 Regional Transportation District
 Colorado Housing Finance Authority
 Rocky Mountain Mutual Housing
 Colorado Springs Transit
 State of Colorado
 General Services Administration (GSA)
 Salvation Army
 Southern Ute Indian Tribe
 City of Bulverde, Texas
 City of Burleson, Texas
 City of Dallas, Texas
 City of Denton, Texas

City of DeSoto, Texas
 City of Mansfield, Texas
 City of Fort Worth, Texas
 City of Frisco, Texas
 City of Carrollton, Texas
 City of Plano, Texas
 City of Richardson, Texas
 City of Richland Hills, Texas
 City of North Richland Hills, Texas
 City of Abilene, Texas
 City of Midland, Texas
 Town of Addison, Texas
 City of Burleson, Texas
 City of Garland, Texas
 Dallas Area Rapid Transit (DART)
 North Central Texas Council of Governments (NCTCOG)
 Texas Tech University, Texas
 Greater Greenspoint Redevelopment Authority
 Corpus Christi DT Management District
 Downtown Lincoln Association
 City of Texarkana, Arkansas
 Fort McClellan, Alabama
 Sand Springs, Oklahoma
 Oklahoma City, Oklahoma
 Clinton, Oklahoma
 Tooele Army Depot, Utah
 City of St. George, Utah
 Missoula County, Montana
 Lincoln County, Montana
 City of Palm Springs, California
 City of Dubuque, Iowa
 City of Cedar Rapids, Iowa
 Des Moines Downtown Partnership
 State of Nevada
 Middleton, Idaho
 Blue Springs, Missouri
 Brooklyn Park, Minnesota
 Lawrence County, South Dakota
 Santa Fe, New Mexico
 Los Alamos, New Mexico
 City of Gresham, Oregon
 City of Tualatin, Oregon
 City of Portland, Oregon
 City of Beaverton, Oregon
 City of Medford, Oregon
 City of Coos Bay, Oregon
 City of Lake Oswego, Oregon
 Portland Development Commission
 Kitsap County, Washington
 City of Federal Way, Washington
 City of Boise, Idaho

Major Private Sector Clients:

The Taubman Company
 Newland Communities
 Valencia Capital Management
 Hunt Properties
 Village Homes
 Davis Graham & Stubbs LLP
 Abernathy, Roeder, Boyd & Hullet, P.C.
 Unocal Corporation
 Public Service Company
 National Association of Realtors
 Gold Hill Mesa Metro District
 Marksheffel Road Metro District
 120th Interchange Metro District
 MidCities Metro District
 St. Luke's Maintenance District
 Terry Erwin Properties
 Dupont Corporation

Bill J. Cunningham Principal



Mr. Cunningham has extensive experience providing a wide variety of economic development and real estate advisory services to public and private sector clients throughout the United States. Mr. Cunningham was formerly a Manager with the nation's largest real estate advisory firm, GA Partners/Arthur Andersen and a Senior Real Estate Associate with the international accounting firm of Laventhol & Horwath. His areas of expertise include market and financial feasibility analyses for real properties, as well as a special focus on public finance; commercial revitalization plans; and asset management and disposition strategies. In 1993, Mr. Cunningham, together with Ms. Ricker, established the Denver office of Leland Consulting Group and since has developed the firm's reputation as a leader in real estate advisory services in the Central, Western and Southwestern United States. Together with Ms. Ricker, Mr. Cunningham focuses on assisting urban and suburban entities with implementation strategies for real estate redevelopment and development and successful community revitalization.

Consulting Experience:

Colorado, Texas, California, Oregon, Washington, Nebraska, Idaho, New Mexico, Arizona, Montana, Nevada, Utah, Wyoming, Oklahoma, Arkansas, Louisiana, Alabama, Kansas, Missouri, Wisconsin, Iowa, Minnesota, and Michigan

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Expert Testimony
Urban Renewal Training

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University of Denver
*Master of Business
Administration*

Concentrations:

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Consumer Research
Real Estate Finance

Bill J. Cunningham Principal



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 National Association of Realtors
 Gold Hill Mesa Metro District
 Marksheffel Road Metro District
 120th Interchange Metro District
 MidCities Metro District
 St. Luke's Maintenance District
 Terry Erwin Properties
 Dupont Corporation



City Council
STAFF REPORT
City of Glenwood Springs
October 24, 2024

Agenda Item: Adjournment

Action Requested:

Department: City Clerk

Presented By:

Strategic Goals:

Background Info:

Issues:

Fiscal Impact:

Legal Review:

Staff Recommendation: