



AGENDA
 CITY OF GLENWOOD SPRINGS
 REGULAR CITY COUNCIL MEETING
 JANUARY 15, 2026
 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@coqs.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@coqs.us.

WORK SESSION

3:00	5-Year Strategic Vision	Information/Discussion
3:15	Council SharePoint Site	Information/Discussion
3:20	State of the City Preview	Information/Discussion
3:45	Flock Cameras	Information/Discussion
4:15	Energy and Climate Action Plan 2024 (ECAP) Annual Report for 2025	Information/Discussion
5:00	Break for Dinner	
5:15	Botanical Gardens Update	Information/Discussion

ZOOM INSTRUCTIONS

When: Jan 15, 2026 06:00 PM Mountain Time (US and Canada)
 Join from PC, Mac, iPad, or Android: <https://us02web.zoom.us/j/83780576800?pwd=ZrFzbb2ttCooUJjqebd9r9ISEoVbLh.1>
 Passcode: 896154
 Join via audio: +1 719 359 4580 US
 Webinar ID: 837 8057 6800

REGULAR SESSION

1. Roll Call
2. Agenda Changes
3. Disclosure of Any Councilor Conflict of Interest
4. Citizens Appearing Before Council and Council Response (For Items Not on the Agenda—Comments Limited to 3 Minutes)
5. Council Announcements
6. Consent Agenda Discussion and/or Action
 - A. December 18, 2025 Council Minutes
 - B. Arts and Culture Board Appointments
 - C. Tourism Management Board Reappointment
 - D. Volunteer Firefighter Pension Board Reappointment
 - E. Amendment to Add a Roth Plan to the 401(k)
 - F. Letter of Support for the Use of Tourism Fund Dollars to Match a Potential Chamber Resort Association Grant from the Office of Economic Development and International Trade (OEDIT)

- G. Intergovernmental Agreement with Roaring Fork Transportation Authority (RFTA) for Transit Service
- H. 5-Year Strategic Vision
- I. Resolution 2026-01; Designating Public Place for Posting Meeting Notices for 2026

ACTIONS AND/OR PRESENTATIONS

- | | |
|---|--------------------------|
| 7. Funding Request for Colorado Animal Rescue | Discussion and/or Action |
| 8. Healthy Beverage Presentation | Discussion and/or Action |
| 9. Amendment to Glenwood Downtowner Professional Services Agreement | Discussion and/or Action |
| 10. Project Update | Information/Discussion |
| 11. Water Supply Staff Update | Information/Discussion |
| 12. Ordinance 2026-01; Building Permit Inspection Fees | Discussion and/or Action |
| 13. Ordinance 2026-02; Wood-Fired Pizza Ovens | Discussion and/or Action |
| 14. Council Comments | |
| 15. Report from City Administration | |
| A. City Manager | |
| B. City Attorney | |
| C. Correspondence Incoming/Outgoing | |
| 16. Social Event Announcement | Information |
| 17. Adjournment | |

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City Council
STAFF REPORT
City of Glenwood Springs
January 15, 2026

- Agenda Item:** 5-Year Strategic Vision
- Action Requested:** Discuss the 2026-2030 Strategic Plan for possible adoption on this evenings agenda.
- 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:** In 2020 the City drafted and adopted a strategic vision that expires at the end of 2025. During the past year, Council has had several discussions aimed at updating the plan. This plan is similar in nature to the prior document, with a few notable changes:
1. The five Strategic Goals that are tied to all of our agenda items and budget expenditures are the same, but the numbers have been removed so prioritization is not implied.
 2. The list of sub-bullets below each of the Strategic Goals is attached to the plan as a UPC code, intended to be updated quarterly, for more precise progress evaluation and inclusion of new priorities.
 3. The mission and vision statements have been updated to refer to the Comprehensive Plan, Comprehensive Safety Action Plan (CSAP) and Environmental and Climate Action Plan (ECAP), thus making those three guiding documents more central in City operations.
- Issues:** None at this time.
- Fiscal Impact:** Budgeted expenditures and spending decisions should be evaluated through this priority framework throughout the budget process and spending cycle.
- Legal Review:** NA
- Staff Recommendation:** Staff is supportive of the adoption of this Strategic Vision.



CITY OF
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2026-2030

STRATEGIC VISION

📞 970-384-6400

🌐 gwsco.gov

📍 101 W. 8th Street

✉️ CityCouncil@cogs.us



STRATEGIC VISION

The city of Glenwood Springs desires to preserve its cultural and natural resources. We will move the city forward by implementing a proactive plan that achieves directed and balanced development, considers social and economic diversity, and addresses transportation needs.

City Council and staff work together to continuously implement our Comprehensive Plan, Safety Action Plan, Environmental & Climate Action Plan and the Streets & Infrastructure Plan.

MISSION

To meet the health, safety, and welfare needs of our residents and contribute to their quality of life, the city of Glenwood Springs and its employees believe and will act on the following:

- We encourage a solutions-based approach to serving the public in all we do.
- We strive to provide excellent customer service through positive engagement with all of our citizens.
- We are guided by integrity and honesty.
- We strive to be responsible stewards of the public's resources and the environment.
- We empower our employees to innovate and challenge the status quo.
- We are dedicated to continuous improvement.
- We maintain a safe, supportive, and professional working environment.
- We advance the interests of the community openly and transparently.



STRATEGIC GOALS

The Glenwood Springs City Council believes that five goals are essential for moving our community forward. It is the responsibility of the council and all city employees to uphold these goals to guide future decisions.

STRATEGIC GOALS

Provide efficient and responsive city government

Glenwood Springs deserves a city government that operates ethically, efficiently, and is responsive to its citizens. To meet this goal, the city council and city employees will ensure transparency in its operations and budgeting. City staff will have access to tools and training to advance the city's operations while pursuing systematic citizen engagement.

Specific strategies for providing an efficient and responsive city government:

- Prioritize exceptional customer service to our residents and visitors.
- Plan for long term development, training and competitive compensation for city employees so they are able to provide the highest quality services to the city.
- Balance the city's expenses and revenues in a responsive, transparent manner.
- Support and enhance relationships between the city and its partners both locally and regionally.



Preserve and Improve Infrastructure

The citizens of Glenwood Springs have made significant investments in city infrastructure. It is critical to the health and vitality of the city that infrastructure is constructed, repaired and maintained to high standards. through deliberate action the city will prioritize and address all infrastructure needs to ensure safety, health, livability, and to protect taxpayer's investments.

Specific strategies to preserve and improve infrastructure:

- Develop and maintain high quality infrastructure through the implementation of the Streets and Infrastructure Plan.
- Undertake appropriate planning to increase and ensure future water supplies throughout the city.
- Improve the city's transportation system to meet growing needs for circulation, access, safety and transit.





STRATEGIC GOALS

Protect and Preserve our Quality of Life

Glenwood Springs is a highly desirable place to live with a pristine high desert environment, mineral springs, access to recreation, and favorable climate. The city has excellent health and human services, education, and commercial services for its residents. At the same time, there are challenges to our quality of life including traffic congestion, rising housing costs, increased impacts from growth, and proposed inappropriate industrial development. It is the City's goal to protect and preserve the quality of life and environment so that future generations can enjoy the same benefits as the present citizens.

Specific strategies to protect, preserve and improve the quality of life:

- Oppose any threats to livability and environment of our community.
- Develop workforce housing with strategic partners so more people who work in the city can live in the city.
- Ensure accessibility to recreation facilities and amenities.
- Enhance, preserve and integrate the city's history, cultural heritage and arts.
- Implement the Environmental & Climate Action Plan throughout City operations.
- Reduce homelessness and its impact on residents and visitors.
- Minimize the impacts of city activities on wildlife and the surrounding natural areas.



STRATEGIC GOALS

Generate Sustainable Economic Development

Glenwood Springs is a regional center for retail, education, healthcare, and professional services.

Glenwood Springs serves as the county seat for Garfield County, and the regional headquarters for a number of state and federal offices. The city is well known for its long-standing tourism market that dates to the city's founding in the late 1800s. A diverse economy is a strong and resilient economy.

Specific strategies to generate sustainable economic development:

- Develop and pursue compatible business and industry sectors to create new jobs and livable wages to expand our economic base and broaden economic diversity.
- Support local businesses to enhance their economic success.
- Expand the city's role as a regional center for commercial, professional and government services.
- Expand high-speed citywide broadband services.
- Continue to support our tourism industry.



Ensure Public Safety

A safe city for all residents and visitors is a foundational goal. Residents should feel safe throughout the city, in their neighborhoods, in their city parks, and in their homes.

Specific strategies to ensure public safety:

- Continue implementation of the City's Safety Action Plan.
- Develop and pursue a long-term plan for excellence for police, fire and EMS services to serve the city.
- Develop a succession plan for the police and fire departments.
- Plan and construct new West Glenwood fire station.





ACTION PLAN

City Council has identified several projects as major initiatives to accomplish the overall strategic vision set forth in this document.

No plan should live on a shelf, and each year, the city of Glenwood Springs is committed to updating project status.

To view the current list of projects and initiatives, visit:

gwsco.info/strategic-plan

RANKING: ■ High ■ Medium ■ Low



CITY OF
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GLENWOOD SPRINGS CITY COUNCIL

City Council generally meets twice a month to make decisions that impact the community. Whether it's a road project, construction contract, or budget amendment, City Council is working to represent you.

Ways to Connect with your City Council

- Email all the members of City Council anytime at **CityCouncil@cogs.us**.
- Sign up to receive notifications for upcoming city council agendas and a City Council Recap following each regular City Council meeting with highlights at **gwsco.info/news**.
- Attend a City Council meeting.
 - Council meetings are open to the public and are generally held the first and third Thursdays of the month.
 - Meetings are in City Hall Council Chambers, 101 W. 8th Street, Glenwood Springs, CO 81601.
 - Watch Council Meetings live at **cogs.us/YouTube** or participate remotely. (Online participation details can be found on the City Council agendas. Please note these details are different for each meeting.)
 - View upcoming meeting dates and access City Council meeting materials via the Public Meetings Portal at **gwsco.info/agenda**.
- See more ways to get connected at **gwsco.info/connect**.



2026-2030 City of Glenwood Springs Strategic Plan Appendix

Updated January 2026

Action Plan

City Council has identified several projects as major initiatives to accomplish the overall strategic vision set forth in the 2026-2033 Strategic Vision document.

No plan should live on a shelf, and each year, the city of Glenwood Springs is committed to updating project status and evaluating the listed projects. Below is the current list of projects and initiatives, organized by the five strategic goals.

Strategic Goals

- Provide efficient and responsive city government
- Preserve and improve infrastructure
- Protect and preserve our quality of life
- Create sustainable economic development
- Ensure public safety



2026-2030 City of Glenwood Springs Strategic Plan Appendix

Updated January 2026

PROVIDE EFFICIENT AND RESPONSIVE CITY GOVERNMENT

Projects/Initiatives		Status Notes
Competitive wages, benefits and professional development opportunities for City staff		Implemented all recommendations from the 2024 salary study in January 2025; Leadership academy enrollment is underway, and the city is making progress on goal of becoming a Chapman Foundation Caring Community.
Maintain strong reserves to address unexpected challenges and take advantage of opportunities		Maintained target of 25% General Fund expected expenditures, \$3 million in A&I, \$2.5 million Capital Project, all other required
Improve IT Infrastructure to maintain availability of services and reduce cyber threats		Primary servers to cloud, infrastructure cybersecurity upgrades, added Sophos, fully redundant and backed up
Provide financial information that is accurate, timely and transparent		Designed project strings, added reporting from Datum Analytics, improved posting times, added quarterly Council reports
Communicate intentionally and strategically both inside and outside the organization		<p>Staff continues to utilize quarterly all staff webinars and weekly email blast to send FTEs and City Council a summary of updates, activities, news and events for regular communication.</p> <p>City manager meets quarterly with various regional stakeholders including RFSD, RFTA, VVH, etc.</p> <p>City offers email blasts for residents including City Council recaps of regular city council meetings, monthly newsletters, news releases and more.</p>
Proactively engage the public for its priorities and feedback		City completed National Community Survey in late 2025. City host first State of the City on January 31, 2026.
Field, track and maintain data on resident service requests		Expanded implementation of VueWorks software



2026-2030 City of Glenwood Springs Strategic Plan Appendix

Updated January 2026

PRESERVE AND IMPROVE INFRASTRUCTURE

Projects/Initiatives		Status Notes
Reconstruction of streets and utilities aligned with the Streets and Infrastructure Plan		Streets and Infrastructure sales tax passed in 2024. Projects completed since passage include Blake Ave. phase II, Wulfsohn Rd, and others.
Long Term Landfill Plan		Methane emission study conducted fall 2025, in line with state mandates for testing.
Track, maintain and improve City assets		Ongoing, prioritized deferred maintenance in 2023, 2024, 2025, 2026 budgets
Continue to implement Transportation Demand Management (TDM)		Staff to reevaluate Ride Glenwood fixed route options and future of Ride Glenwood On-Demand; Implementation of Pace Car program later this year.
Prioritize proactive maintenance of assets, reduce percentage of reactive calls		Ongoing

PROTECT AND PRESERVE OUR QUALITY OF LIFE

Projects/Initiatives		Status Notes
Ensure the City is in the best situation position to oppose expansion of the Mine		Ongoing
Continue increasing cleanliness throughout town		Ongoing
Public outreach/ awareness/ education related to watershed and riparian health and river corridor		River Commission hosts a webinar and two river cleaning events annually.
Improve connectivity to West Glenwood		6 & 24 Trail is anticipated to go to construction this year.



2026-2030 City of Glenwood Springs Strategic Plan Appendix

Updated January 2026

Projects/Initiatives		Status Notes
Prioritize fundamental community needs over wants		2026 budget is focused on essentials and maintaining what we already have.
Maintain vegetation around town and remove weeds		Ongoing
Move towards improvements to the Confluence areas		Meetings with resident group interested in cultivating a botanical garden in the area continue.

CREATE SUSTAINABLE ECONOMIC DEVELOPMENT

Projects/Initiatives		Status Notes
Maximize value received from the workforce housing tax with diverse and inclusionary housing		Full details available at gwsco.info/HousingHub .
Continue to work towards redevelopment of West Glenwood Mall		URA is currently meeting annually.
Continued focus on enhancing and improving the vitality of downtown Glenwood		DDA and Econ Dev staff have expanded downtown business outreach with quarterly in-person meetings and new Downtown Download newsletter to highlight visitation trends, upcoming opportunities.
Design incentives and attract retailers that our residents want, including a grocery store		Economic development has assembled interactive economic dashboard and a regional data analysis. Staff has directly reached out to grocery retailers and conversations are ongoing.
Promote responsible tourism that prioritizes the needs of locals		Tourism Management Board and City Council adopted a 2025-2027 plan in 2024.



2026-2030 City of Glenwood Springs Strategic Plan Appendix

Updated January 2026

ENSURE PUBLIC SAFETY

Projects/Initiatives		Status Notes
Attract, hire and retain excellent staff, in sufficient numbers to keep people safe		PD recruitment underway with additional strategic marketing campaign to launch in early 2026.
Acquire, design and construct new West Glenwood Fire Station		Ongoing
Maintain ISO rating in the high "2" category		Ongoing
Continue to increase police presence downtown and on our roadways		Introduction of speed cameras has expanded traffic enforcement.
Strengthen code and enforcement measures for the Rural Fire District		Ongoing
Mitigate the impact of homeless camps on public safety		City hosted community education webinar in fall 2025 and published an op-ed for the Post Independent.



City Council
STAFF REPORT
City of Glenwood Springs
January 15, 2026

Agenda Item: Council SharePoint Site

Action Requested: Hear instructions to access the Council SharePoint site.

Department: City Administration

Presented By: Tim Bergman

Strategic Goals: Provide Efficient and Responsive City Government

Background Info: It would help Council to have a single place to look for various files that need to be accessed occasionally. This will help ensure we are all accessing the same version of documents and save us from having to send everything via email.

Issues: None at this time.

Fiscal Impact: None.

Legal Review: NA

Staff Recommendation: NA



City Council
STAFF REPORT
City of Glenwood Springs
January 15, 2026

Agenda Item: State of the City Preview

Action Requested: NA

Department: City Administration

Presented By: Steve Boyd, Bryana Starbuck

Strategic Goals: Provide Efficient and Responsive City Government

Background Info: In ongoing efforts to engage the community we are hosting a "State of the City" event on Saturday evening, January 31st. The lineup will feature City Council and senior staff who will provide the opportunity for residents and visitors to learn about various activities in the City and ask questions. This work session is to talk through the event so everyone is on the same page.

Issues: None at this time.

Fiscal Impact: Approximately \$5,000 in the General Fund for room rental and refreshments.

Legal Review: NA

Staff Recommendation: Staff is looking forward to the event.



STATE OF THE CITY 2026

FREE Community Event

Saturday, January 31, 2026

5:30–7:30 PM at Morgridge Commons

Brief presentation followed by interactive, small group discussion stations for you to get answers to your questions and voice your opinions to city leadership.

We'll discuss:

Traffic & Transportation
Infrastructure & Construction
Public Safety
Parks & Recreation
Housing
Economic Development
- and more!



**Help us have
enough food by RSVPing
at gwsco.info/TownHall**

(970)384-6441 | pio@cogs.us



ESTADO DE LA CIUDAD 2026

Evento Comunitario GRATUITO

Sábado, 31 de enero de 2026

5:30 a 7:30 PM en Morgridge Commons

Breve presentación seguida de estaciones de debate interactivo en pequeños grupos para que pueda obtener respuestas a sus preguntas y expresar sus opiniones a los dirigentes municipales.



Debatiremos sobre:

Tráfico y transporte
Infraestructuras y construcción
Seguridad pública
Parques y ocio
Vivienda
Desarrollo económico
- ¡Y mucho más!

Ayúdenos a tener suficiente comida confirmando su asistencia en gwsco.info/TownHall

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STATE OF THE CITY 2026

Save the Date - FREE Community Event

Saturday, January 31, 2026

5:30–7:30 PM at Morgridge Commons

Brief presentation followed by interactive, small group discussion stations for you to get answers to your questions and voice your opinions to city leadership.

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Traffic & Transportation
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ESTADO DE LA CIUDAD 2026

Reserve la fecha: evento comunitario GRATUITO.

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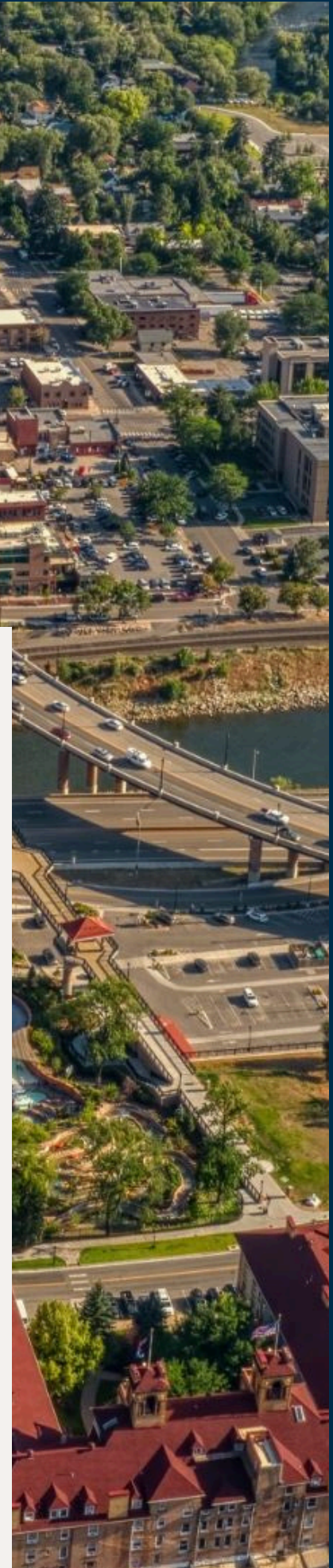
City Council
STAFF REPORT
City of Glenwood Springs
January 15, 2026

- Agenda Item:** Flock Cameras
- Action Requested:** Hear an overview from public safety about the operation of our Flock camera program.
- Department:** Police Department
- Presented By:** Joseph Deras
- Strategic Goals:** Ensure Public Safety
- Background Info:** For three years the City has been utilizing a fleet of public safety cameras that read licenses plates and interface with other law enforcement agencies to help support the safety of our residents. This work session is to update Council on the operation of the program and answer questions.
- Issues:** Any law enforcement or other program capturing license plate data is subject to questions around privacy and data security, these will be addressed in the work session.
- Fiscal Impact:** The Capital Project Fund has a \$58,000 year budget for the project in 2026.
- Legal Review:** City attorney's office helps manage the program and will be present to speak to any legal questions that arise.
- Staff Recommendation:** NA



City Council
STAFF REPORT
City of Glenwood Springs
January 15, 2026

- Agenda Item:** Energy and Climate Action Plan 2024 (ECAP) Annual Report for 2025
- Action Requested:** No action is being requested at this time.
- Department:** Economic and Community Development
- Presented By:** Jim Hardcastle, Trent Hyatt, Morgan Hill, Christina Matzl
- Strategic Goals:** Protect and Preserve our Quality of Life
Provide Efficient and Responsive City Government
Preserve and Improve Infrastructure
- Background Info:** This item is a work session regarding the annual update on progress made during the first year of the Energy & Climate Action Plan 2024 (ECAP 2024) from Clean Energy Economy for the Region (CLEER) and City staff. Along with our strategic and master plans, the ECAP 2024 is a primary guiding document for the City.
- Issues:** None at this time.
- Fiscal Impact:** The ECAP informs spending decisions in the budget process and throughout the year.
- Legal Review:** NA
- Staff Recommendation:** NA



GLENWOOD SPRINGS 2025

Energy and Climate Action Plan

Implementation progress
report



CITY OF
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Energy and Climate Action Plan implementation review

Review and 2025 progress report on implementation of the City's ECAP

2024 Energy and Climate Action Plan Background

In 2023, the City of Glenwood Springs initiated the development of an updated Energy and Climate Action Plan (ECAP), replacing the previous version produced in 2009. To lead this effort, the City contracted with Blue Strike Environmental and the local non-profit Clean Energy Economy for the Region (CLEER) to facilitate the planning process and prepare the plan documents.

Over the following year, the project team collaborated closely with City staff to define the focus areas, goals, strategies, and action steps most relevant to the community and most impactful in advancing the City's emissions reduction objectives.

In 2024, the updated Energy and Climate Action Plan was formally presented to and adopted by the Glenwood Springs City Council.

Status Review

A detailed status review for each goal, strategy, and action step adopted in the 2024 Energy and Resiliency Action Plan (ERAP) is provided in the sections below.

- A summary of overall progress is presented in the Performance Dashboard.
- A priority review is provided detailing recommendations for potential projects to focus on in 2026.
- The progress update section reviews each action step for progress made during 2025 and includes staff notes.

Introduction

The Energy and Climate Action Plan (ECAP) outlines five key focus areas and thirteen goals, each supported by targeted strategies and action steps designed to help the City reduce greenhouse gas emissions, enhance the efficiency of municipal operations, and deliver long-term benefits to residents and businesses.



Energy: Onsite renewable energy, peak shaving, and electricity demand management



Buildings: Energy efficiency, electrification, adjustment of Building and Planning Municipal Codes



Transportation: Fleet electrification, charging stations, employee commute, public transportation



Waste management: Landfill emissions from stored and incoming waste, overall waste reduction



Parks and natural systems: Irrigation/water use, tools and equipment, green space, landscaping

The specific goals and objectives developed for each focus area are listed below. Each goal is accompanied by a status update, summarizing progress made over the past year since the plan's adoption in 2024.

Implementation Dashboard



Implementation Performance Dashboard

Each of the focus areas identified in 2024 included multiple goals and strategies, with each strategy encompassing one or more specific action steps. The following table provides a summary of progress made toward these goals during 2025. Detailed status updates for each individual action step are available for review in the subsequent section.

Focus Area	Goals	Number of Steps Complete	Number of Steps in Progress	Number of Steps Not Started	Total Number of Implementation Action Steps	Goal Progress Rating
Energy	Increase renewable energy production for the City	0	3	5	8	 28%
	Reduce City's peak demand to achieve peak shaving and electricity cost savings	0	2	3	5	 30%
	Continue energy conservation and energy efficiency efforts among electric customers	0	3	0	3	 75%
Buildings	Decrease natural gas use at municipal buildings	0	2	1	3	 50%
	Increase energy efficiency in municipal buildings	0	3	2	5	 45%
	Support energy efficiency city-wide for new development and existing built environment	0	0	4	4	 0%
Transportation	Reduce employee commute emissions	0	1	10	11	 7%
	Reduce emissions from the City vehicle fleet and Ride Glenwood bus fleet	0	1	10	11	 7%
Waste	Reduce emissions associated with solid waste and the South Canyon Landfill	2	6	9	17	 38%
Parks & Natural Systems	Reduce water usage for irrigation of City land and green space	0	1	0	1	 75%
	Reduce emissions associated with maintaining the City's green space	0	1	0	1	 75%
	Reduce non-functional turf grass and expand city tree canopy and drought-resistant native plants, for dual benefits of reduced emissions from maintenance and reduced water consumption	0	3	1	4	 56%
	Leverage the City's sustainability work as a demonstration of best practices for residents	0	4	4	8	 38%
Totals		2	30	49	81	30%

Action Step Recommendations



Action Step Recommendations

Each action step within the focus areas was assigned a priority score based on its projected GHG-reduction potential, implementation cost, required additional resources, and City staff prioritization. This scoring is intended to guide which actions could deliver the greatest impact early on, rather than serve as a strict timeline for implementation.

This section highlights the highest-priority action steps that were not initiated this year. Some were scheduled to begin in later years, while staff have recommended postponing others. These items may serve as a useful starting point for staff review in 2026.

Action Steps	Priority score	Progress	Recommended start year	Revised start year and recommendations
Buildings				
B 2.2.3 Develop an energy-conservation culture program for staff, to encourage energy saving. Consider incentives as feasible.	1	Not Started	2026	Original recommended start year was 2025. City team recommends a 2026 start date and collaboration with new HR Manager to coordinate City wide initiatives.
B 2.2.4 Provide staff training on energy efficiency best practices, specialized for each City department.	1	Not Started	2026	Original recommended start year was 2025. City team recommends a 2026 start date. CLEER can collaborate with all City Departments to provide training on energy efficiency.
B 3.1.2 Ensure that low-income residents, seniors, renters, and mobile home residents have access to energy efficiency programs, like ReEnergize. Include Spanish-language information and outreach.	1	Not Started	2026	CLEER recommends utilizing the existing Sustainability contract to boost focus on residents listed in this action step.
Transportation				
T 1.1.5 Promote the existing vanpooling program; gauge interest for expansion. Consider additional incentives to promote increased participation.	1	Not Started	2026	Original recommended start year was 2025. Team recommends a 2026 start date and collaboration with all City Departments.
T 1.1.6 Expand employee awareness of RFTA discounts for City employees.	1	Not Started	2026	Original recommended start year was 2025. Team recommends a 2026 start date and collaboration with City Human Resources department and RFTA.

Action Steps	Priority score	Progress	Original recommended start year	Revised start year and recommendations
Transportation				
T 2.1.1 Perform Lifecycle Cost Analysis for the electrification of the Ride Glenwood for impacts on City infrastructure maintenance, impact of battery disposal, potential for battery re-use, mining, wear on roads, and electricity load.	1	Not Started	2026	Consider hiring a consultant to manage this analysis, work with RFTA to address electricity grid impacts of bus electrification, or postpone start year until 2027.
T 2.2.1 Evaluate the increased use of police officer bicycle and e-bike patrols.	1	Not Started	2026	Original recommended start year was 2025. Team recommends a 2026 start date and collaboration with Police Department.
T 2.2.2 Develop education materials and employ further enforcement of the City's vehicle idling policy.	1	Not Started	2026	Original recommended start year was 2025. Team recommends a 2026 start date.
Waste Management				
WM 1.2.4 Require on-site aggregate recycling for commercial and industrial construction and roadwork projects.	1	Not Started	2026	Original recommended start year was 2025. Team recommends adjusting to a 2026 start date
WM 1.3.1 Consider bans on the retail sale and commercial use of select single-use plastics and styrofoam including plastic drinking straws, utensils, bottled water/drinks, and cups. Model this after the statewide bans on styrofoam food containers and plastic grocery bags.	1	Not Started	2026	Original recommended start year was 2025. Team recommends a 2026 start date.
Parks & Natural Systems				
PNS 3.3.2 Transition from use of chemicals in City green spaces to regenerative practices.	1	Not Started	2026	Original recommended start year was 2026. City team recommends a 2027 start year. Noting that more time is needed to research options & best practices.

Implementation Progress Update



ECAP Implementation Progress Update

The following section walks through each action step in the plan, grouped by goal and focus area. When available, notes and comments from staff and the implementation team are included in the final column to show progress.

To make progress easy to track at a glance, each action step is marked with a symbol showing how much has been accomplished over the year.



Action step on track

A green check mark shows that an action step is complete or is on track to be completed within the expected timeline.



Action step in progress

A yellow exclamation mark shows that an action step is in progress or being considered for implementation as recommended.



Action step not started

A red X shows that an action step has not yet begun. This may be because the step is scheduled to start in a later year or because it has not yet been prioritized for implementation.

Energy



Energy focus area goals:

- E 1. Increase renewable energy production for the City.
- E 2. Reduce City's peak demand by 10% by 2030 to achieve peak shaving and electricity cost savings.
- E 3. Continue energy conservation and energy efficiency efforts among electric customers.

Strategies	Action Steps	Status	Progress Notes
E 1.1 Install 10 MW solar capacity by 2030 and at least an additional 5 MW by 2040.	E 1.1.1 Identify land, rooftops, parking lots, etc. to install solar.		
	E 1.1.2 Install rooftop PV solar and storage systems on qualified City facilities including parking areas, and municipal rooftops.		
	E 1.1.3 Install community scale solar that meets the requirements of MEAN and satisfies the City's needs.		Several sites have been located, work is ongoing to determine site feasibility and land acquisition costs.
	E 1.1.4 Incentivize owners of privately-owned industrial facilities and commercial properties to install rooftop solar and storage where feasible.		
	E 1.1.5 Require pre-wiring for solar capability in all new self-storage unit developments.		
E 1.1 Install 10 MW solar capacity by 2030 and at least an additional 5 MW by 2040.	E 1.1.6 Work with CLEER to incentivize the City's home owners and multifamily owners to install rooftop solar and storage where feasible.		
	E 1.1.7 Forecast increased electricity consumption over time to better estimate solar capacity needs.		



Action step on track



Action step in progress



Action step not started

Energy



Strategies	Action Steps	Status	Progress Notes
E 1.1 Install 10 MW solar capacity by 2030 and at least an additional 5 MW by 2040.	E 1.1.8 Budget funds to cover investment costs for purchase and installation of solar generation capacity.		
E 2.1 Implement a minimum of 16 MWh battery storage capacity for peak shaving by 2030.	E 2.1.1 Conduct a survey to determine optimal locations for battery storage and install storage at city facilities by 2030.		Most appropriate locations for large scale batteries would be at the substation, full substation ISP and topo surveys have been completed, review of the surveys is underway.
	E 2.1.2 Coordinate with MEAN to introduce utility-scale battery storage systems.		
	E 2.1.3 Budget funds to cover investment costs for purchase and installation of battery storage.		
E 2.2 Implement a Distributed Energy Resources (DER) program to reduce peak demand.	E 2.2.1 Implement energy management and energy storage systems at municipal locations to charge during low-use and release energy during peak demand hours.		
	E 2.2.2 Charge EV bus fleet (RFTA or Ride Glenwood) during off-peak hours.		Start year not until 2027.
E 3.1 Work across customer sectors to promote conservation (to use less) and efficiency (to use wisely).	E 3.1.1 Continue to provide annual funding for rebates to Glenwood Springs Electric customers to incentivize desired energy efficiency upgrades. Work with CLEER to further publicize rebate opportunities. Expand Spanish-language outreach and outreach to lower income households.		
	E 3.1.2 Implement demand charge into electricity fees by 2026.		
	E 3.1.3 Emphasize enforcement of building codes to ensure energy efficiency and resource efficiency practices.		

Action step on track

Action step in progress

Action step not started

Buildings



Buildings focus area goals:

- B 1. Decrease natural gas use at municipal buildings.
- B 2. Increase energy efficiency in municipal buildings by 12% by 2030 and 25% by 2050. This aligns with the GCE Energy Action Plan.
- B 3. Support energy efficiency city-wide for new development and existing built environment.

Strategies	Action Steps	Status	Progress Notes
B 1.1 Assess heating equipment to maintain maximum efficiency of existing NG units and prepare for full replacement as costs for new technology declines for electrification, heat pumps, and ground-source geothermal.	B 1.1.1 Carry out regular maintenance of natural gas building equipment and track preventative maintenance and upgrades on a master schedule.		Regular maintenance being done. Suggest utilizing VueWorks to monitor and maintain progress moving forward
	B 1.1.2 Conduct a cost-benefit analysis for natural gas or electric equipment replacement as equipment approaches end of useful life and prioritize electrification.		Staff is working on procedures to ensure continuous review of cost benefits when items come up for replacement.
	B 1.1.3 Conduct a feasibility study for developing a geothermal energy district that would support energy reductions within City Hall, and consider partnership with the County for their buildings to offset the costs. A geo-district could have the potential to expand to residential areas with less infrastructure requirements and result in greater efficiency (reference Colorado Mesa University's Geo-Grid geo-exchange system).		Parks and Rec/Facilities Super. recommend the date be pushed out on this initiative and that Public Works team may be more equipped to lead this objective.
B 2.1 Continue upgrading lighting, heating, cooling, and water heating infrastructure in municipal facilities.	B 2.1.1 Upgrade lighting, furnaces, coolers, and space/water heaters to higher efficiency models in municipal buildings by 2035.		Staff has been performing upgrades during replacements
B 2.2 Actively monitor building energy use through the advanced energy management (AEM) program provided through GCE membership.	B 2.2.1 Create an action plan with CLEER to actively monitor untracked buildings with 15-minute interval data. Note that CLEER is already tracking City Hall, Community Center, and Water Treatment Plant.		Team recommends a complete inventory of City Buildings be created and department heads individually collaborate with CLEER to Install Tracking in their facilities.

Action step on track

Action step in progress

Action step not started

Buildings



Strategies	Action Steps	Status	Progress Notes
B 2.2 Actively monitor building energy use through the advanced energy management (AEM) program provided through GCE membership.	B 2.2.2 Perform thorough after-hours building walkthroughs to determine if buildings are fully shut down, to determine a best practice baseline. Utilize CLEER's platinum level service, called "AEM Shutdown with ENERGY STAR."		All Parks and Recreation facilities currently have procedures in place to accomplish this. Recommend confirmation with other Departments as collaborators to ensure their staffs are supporting this initiative.
	B 2.2.3 Develop an energy-conservation culture program for staff, to encourage energy saving. Consider incentives as feasible.		Recommend 2026 start date and collaboration with new HR Manager to coordinate City wide initiatives.
	B 2.2.4 Provide staff training on energy efficiency best practices, specialized for each City department.		Recommend 2026 start date and collaboration with all City Departments.
B 3.1 Regularly update programs that support equitable customer adoption of energy efficiency, beneficial electrification, and battery storage for peak shaving when feasible.	B 3.1.1 Encourage more energy-efficiency projects by annually evaluating specific programs, their cost, and funding opportunities.		
	B 3.1.2 Ensure that low-income residents, seniors, renters, and mobile home residents have access to energy efficiency programs, like ReEnergize. Include Spanish-language information and outreach.		
	B 3.1.3 Review IECC Development Code to ensure proactive requirements that foster energy saving technologies, such as solar arrays, battery storage, heating districts, building and roof color. Ensure that staff are trained in IECC standards and management is dedicated to enforcing the IECC standards.		
	B 3.1.4 Provide on-bill financing for carbon reducing, higher cost initiatives such as air source heat pumps or geothermal/ground source heat pumps. Work with CLEER on program design.		Start year not until 2027.

Action step on track

Action step in progress

Action step not started

Transportation



Transportation focus area goals:

- T 1. Reduce employee commute emissions by 25% by 2030 and 100% by 2050.
- T 2. Reduce emissions from the City vehicle fleet and Ride Glenwood bus fleet by 25% by 2030 and 100% by 2050.

Strategies	Action Steps	Status	Progress Notes
T 1.1 Create and incentivize opportunities for employees to use alternative transportation to and from City facilities.	T 1.1.1 Install new and covered bike racks at City facilities.		Staff will evaluate & implement as new & replacement racks are installed.
	T 1.1.2 Advertise and expand e-bike rebate and incentive programs for City employees to include those who live outside City limits.		
	T 1.1.3 Investigate options to install street lighting in high-traffic pedestrian and bike paths. Consider solar street lighting options modeled after projects completed in Beaumont, CA, and Los Angeles, CA.		Start year not until 2027.
	T 1.1.4 Organize a carpooling program for City employees and offer incentives for those who participate. Provide education on the benefits of alternative transportation such as cost savings and health benefits.		
	T 1.1.5 Promote the existing vanpooling program; gauge interest for expansion. Consider additional incentives to promote increased participation.		
	T 1.1.6 Expand employee awareness of RFTA discounts for City employees.		
T 1.1 Create and incentivize opportunities for employees to use alternative transportation to and from City facilities.	T 1.1.7 Implement incentives and acknowledgement methods for employees who consistently ride transit, bike, walk, vanpool, or carpool to work. Incentives could include additional wellness benefits, extra vacation or PTO, gift certificates, or financial bonuses.		

Action step on track

Action step in progress

Action step not started

Transportation



Strategies	Action Steps	Status	Progress Notes
T 1.2 Improve City infrastructure for electric vehicles, making adoption by City employees and the larger community more convenient.	T 1.2.1 Install L2 charging stations at City facilities for employees, as well as at City Hall, Community Center, and City parks for residents, and L3 stations along the interstate.		Start year not until 2027.
	T 1.2.2 Offer rebates from the City for businesses to install additional L2 charging infrastructure. The City can provide additional funding to recipients of the Charge Ahead Colorado grant, which currently requires a 20% match from the applicant. If the City were to provide funding that would reduce the match to 15% or 10%, that would be an incentive that could be used alongside the Property Tax Credit and the Alternative Fuel and Refueling tax credit. Model after programs in Eagle County and Aspen.		Start year not until 2027.
T 1.3 Adopt policies to expand availability of EV charging while reducing impacts of L3 charging on the city electric grid.	T 1.3.1 Create policies that require L2 charging in new multi-family residential and commercial buildings, in compliance with IECC EV Readiness codes.		Start year not until 2027.
	T 1.3.2 Implement time-of-use pricing for all L3 EV charging on the City electric grid.		Start year not until 2027.
T 2.1 Reduce emissions associated with the Ride Glenwood bus fleet and consider opportunities to utilize electric buses as energy storage.	T 2.1.1 Perform Lifecycle Cost Analysis for the electrification of the Ride Glenwood for impacts on City infrastructure maintenance, impact of battery disposal, potential for battery re-use, mining, wear on roads, and electricity load.		
	T 2.1.2 Utilize services for non-customers from Xcel Energy to conduct a study for a cost benefit analysis of EV bus fleet for Ride Glenwood.		In 2026, review availability of resources for this analysis due to potential program changes from Xcel.
	T 2.1.3 Develop a 5-8 year plan for phased electrification of the City fleet and Ride Glenwood buses that includes tracking emerging technologies.		







Action step on track

Action step in progress

Action step not started

Transportation



Strategies	Action Steps	Status	Progress Notes
T 2.1 Reduce emissions associated with the Ride Glenwood bus fleet and consider opportunities to utilize electric buses as energy storage.	T 2.1.4 Transition Ride Glenwood fleet to all electric by 2035. Support RFTA in the implementation of their Climate Action Plan, including the electrification of the RFTA fleet.		Start year not until 2027.
T 2.2 Reduce emissions associated with City fleet vehicles by 25% by 2030 and 100% by 2050 (parks & recreation, electric, water/wastewater, etc.). Consider electric police and fire vehicles based on availability.	T 2.2.1 Evaluate the increased use of police officer bicycle and e-bike patrols.		
	T 2.2.2 Develop education materials and employ further enforcement of the City's vehicle idling policy.		
	T 2.2.3 Secure new revenue to fund new EV infrastructure. Options include the Fleet-ZERO program (fleet), Charge Ahead Colorado, Consolidated Call for Capital Projects (public transit), and DERA funds (ending this year).		Start year not until 2027.
	T 2.2.4 Secure new revenue to fund the transition of non-emergency City vehicles to electric by 2035. Options include the Fleet-ZERO program (City fleet), Charge Ahead Colorado (City fleet), and the Consolidated Call for Capital Projects (City fleet and/or transit - could apply to RFTA).		
	T 2.2.5 Provide each department with a monthly list of its fuel consumption to encourage departments to make efficient use of vehicle miles and fuel.		
	T 2.2.6 Evaluate the feasibility of partially electrifying the City's emergency vehicle fleet. Consider successes from Aspen, CO and Pueblo, CO.		
	T 2.2.7 Replace off-road equipment with electric or low-emission alternatives, such as municipal skid steers and other non-plated equipment used by the City for snow removal, construction, or landscaping operations. Look to the Colorado Clean Diesel Program for grants to aid in funding this transition.		Staff continues to update equipment as replacements take place.

 Action step on track

 Action step in progress

 Action step not started

Waste Management



Energy focus area goals:

WM 1. Reduce emissions associated with solid waste and the South Canyon Landfill. Set a specific and timebound target by the end of Q1 2026 using data and resources expected by the end of 2024. (See Colorado Pollution Reduction Roadmap for timeline.)

Strategies	Action Steps	Status	Progress Notes
WM 1.1 Reduce emissions associated with maintaining the South Canyon Landfill, and from haul trucks servicing the City.	WM 1.1.1 Continue to follow State requirements for emissions monitoring/reporting and implement methane capture if deemed necessary and viable by CDPHE.		
	WM 1.1.2 Explore new technology to transition heavy machinery to machines with lower emissions including electric equipment. Investigate funds available through Colorado's Diesel Emissions Reduction Act. Consider opportunities to run machinery less or make processes more efficient. Consider the implication of increased electricity demands on existing infrastructure at the landfill.		
	WM 1.1.3 Require City-contracted waste hauler(s) to upgrade haul trucks to CNG fueling, and make CNG fueling accessible. Designate specific and time bound targets for this transition. Consider applying this to non-contracted haulers as well.		To begin this task, the city will need to designate land within the city to use for a CNG fueling site and build a CNG fueling station.
WM 1.2 Increase diversion rates by 35% by 2026 and 45% by 2036, against a 2021 baseline, matching state goals.	WM 1.2.1 Make food waste diversion mandatory for restaurants. Implement the regulation in phases and consider partnerships with private haulers.		Food waste diversion services are already available to restaurants, but are opt-in only

Action step on track

Action step in progress

Action step not started

Waste Management



Strategies	Action Steps	Status	Progress Notes
WM 1.2 Increase diversion rates by 35% by 2026 and 45% by 2036, against a 2021 baseline, matching state goals.	WM 1.2.2 Enact a ban on organics (paper, cardboard, wood, yard waste, food, etc) in the landfill in 2025.		Landfill yard waste ban was passed in late 2024 and we began enforcing it in 2025 - it will take 3-5 years to reach full enforcement of this yard waste landfill ban, we should not add any more requirements that need to be enforced at the landfill until we can reach 90% compliance with this new rule. It takes significant staff time and effort to educate about and try to enforce the yard waste ban. 2025 enforcement is focused on rolloff loads, it will take longer to reach compliance with compactor loads.
	WM 1.2.3 Make recycling mandatory for commercial properties including apartment complexes. Note that this is currently in-progress and can be completed in 2024 by City Council. Consider further landfill bans on recyclable materials such as glass.		Completed in late 2024 - can only enforce on case by case basis when a complaint is received.
	WM 1.2.4 Require on-site aggregate recycling for commercial and industrial construction and roadwork projects.		
	WM 1.2.5 Complete Waste Composition Study by 2026. Note that this is currently in-progress.		
WM 1.2 Increase diversion rates by 35% by 2026 and 45% by 2036, against a 2021 baseline, matching state goals.	WM 1.2.6 Educate the public on recycling by reporting on recycling rates and where recycled materials end up. Post this information to existing web pages and consider engagement avenues such as a dashboard.		
	WM 1.2.7 Evaluate and monitor the Pay as You Throw program - year over year diversion rates and total waste yields. Publicize the success and impacts of the program in terms of money saved, waste avoided, and/or emissions avoided.		

Action step on track

Action step in progress

Action step not started

Waste Management



Strategies	Action Steps	Status	Progress Notes
WM 1.3 Promote overall waste reduction.	WM 1.3.1 Consider bans on the retail sale and commercial use of select single-use plastics and styrofoam including plastic drinking straws, utensils, bottled water/drinks, and cups. Model this after the statewide bans on styrofoam food containers and plastic grocery bags.		
	WM 1.3.2 Provide public recognition for local shops that repair and reuse items. Consider providing incentives and rebates when feasible.		
WM 1.4 Reduce waste associated with City facilities and functions hosted at City facilities.	WM 1.4.1 Phase out single use plastics and/or non-compostables within City facilities.		Start year not until 2027.
	WM 1.4.2 Install water refill station(s) to replace water bottle vending machines.		Currently reviewing contracts with vendors and will make adjustments at conclusion of contractual agreements.
	WM 1.4.3 Require City sponsored events to be "single-use plastic free" (i.e. plastic utensils, cups, bottles, etc. will not be permitted). Provide support in funding, coordinating, and enforcing these efforts.		Exploring opportunities and best practices
	WM 1.4.4 Provide adequate composting and recycling bins within City facilities and at other heavily used public access locations such as City parks and downtown. Ensure signage about proper disposal of waste is clear and available in English and Spanish. Consider a partnership with Evergreen Zero Waste to accomplish this.		Evaluating financial impact to progress this initiative further than what has already been implemented. EGZW not interested in a formal partnership, but we can use their services at their normal rates.
	WM 1.4.5 Encourage functions hosted at City facilities to eliminate single-use and/or non-compostable items. Incorporate this policy into facility reservation request forms.		Staff is currently working on updating facility use/rental agreements to implement these practices.

Action step on track

Action step in progress

Action step not started



Parks and Natural Systems

Parks and Natural Systems focus area goals:

PNS 1. Reduce water usage for irrigation of City land and green space by 60% by 2035.

PNS 2. Reduce emissions associated with maintaining the City's green space by 25% by 2030 and 100% by 2050.

PNS 3. Reduce non-functional turf grass and expand city tree canopy and drought-resistant native plants, for dual benefits of reduced emissions from maintenance and reduced water consumption.

PNS 4. Leverage the City's sustainability work as a demonstration of best practices for residents.

Strategies	Action Steps	Status	Progress Notes
PNS 1.1 Continue implementing xeriscaping practices to remove irrigated turf such as Kentucky Blue Grass from City property wherever possible.	PNS 1.1.1 Using the designated line item in the annual budget and State funding options to build on and expand existing fixture replacement program, irrigation clock replacement program, and landscaping removal program.		Line Item designated is "Equipment Replacement". Team continues to upgrade to electric as old equipment is retired and new is purchased. Staff began this process in 2023.
PNS 2.1 Cut down gasoline usage for maintaining City parks and green space by 100% by 2025.	PNS 2.1.1 Transition small engine tools and lawn equipment to electric alternatives as the budget allows. This is in line with the State's recent regulation that limits the use of gas powered landscape equipment on government property between the months of June and August starting in 2025. Utilize state incentives such as the Colorado Clean Diesel Program to support the cost of large electric landscaping machinery.		Continuously evaluating and prioritizing opportunities
PNS 3.1 Reduce non-functional turf by 30% by 2030, in alignment with the Alliance for Water Efficiency's target.	PNS 3.1.1 Transition turf in City green spaces with native, water-smart plants that require less maintenance.		Staff began this process in 2024 and continues to evaluate opportunities and implements transition when feasible.
PNS 3.2 Increase the City's urban tree canopy from 28% in 2024 to 50% by 2050, in alignment with American Forest's Tree Equity Score tool.	PNS 3.2.1 Use the American Forest's Tree Equity Score tool to make wise long-term decisions about tree replacements and new tree plantings.		Staff began this process in 2023 and has made significant progress in this area. Currently using an internal software for tracking Tree Equity Scores.

Action step on track

Action step in progress

Action step not started

Parks and Natural Systems



Strategies	Action Steps	Status	Progress Notes
PNS 3.3 Expand use of drought-resistant native plants and regenerative landscaping practices in city landscaping.	PNS 3.3.1 Transition shrubs and trees in City green spaces with native, water-smart plants that require less maintenance.		Began this process in 2024. Continue to actively work towards this objective.
	PNS 3.3.2 Transition from use of chemicals in City green spaces to regenerative practices.		Team recommends moving this start year out to 2027. Need more time to research options & best practices.
PNS 4.1 Expand community garden acreage in the City by 100% by 2030.	PNS 4.1.1 Complete the City "story walk" garden in Veltus Park to act as a demonstration of best practices. Plan for expansion and/or replication in other City-owned locations.		Staff is currently working on this and expect completion in 2026.
	PNS 4.1.2 Provide permanence for existing community garden acreage through council resolution or other means.		Staff needs more time to investigate.
	PNS 4.1.3 Identify more locations on city land and/or explore options with private landowners and HOAs to establish community gardens of all sizes in more neighborhoods.		
	PNS 4.1.4 Use fund from the general fund to offer compost and topsoil with delivery from City landfill operations to establish new community gardens.		Start year not until 2027. Staff feels that 2027 is a reasonable expectation for this objective.
PNS 4.2 Build gardening skills among residents.	PNS 4.2.1 Designate a City flowering plant that can be grown in parks and yards (such as Black-eyed Susan, Blanket Flower, Yarrow, Coneflower, or Penstemon), and to establish a City-wide theme for xeriscaping.		Recommend pushing start date to 2027.
	PNS 4.2.2 Continue the City's "learn-to-garden" education program using city staff and Master Gardener volunteers.		Program established in 2024 and has a full 2025 session of participants.



Action step on track





Action step in progress



Action step not started

Parks and Natural Systems



Strategies	Action Steps	Status	Progress Notes
PNS 4.2 Build gardening skills among residents.	PNS 4.2.3 Develop a Natural and Working Lands Strategic Plan that identifies priority actions to increase carbon sequestration, improve resiliency, and monitor co-benefits. Model the Plan after the State of Colorado's Strategic Plan for Climate-Smart Natural and Working Lands.		Staff is actively working towards this objective
PNS 4.3 Tie water pricing to seasonal supply and demand.	PNS 4.3.1 Assess seasonal water use and update rates to reflect supply and demand realities.		Parks and Recreation is collaborating on this objective by actively upgrading monitoring systems and reducing water consumption.



Action step on track



Action step in progress



Action step not started



Acknowledgements

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Layout by Christina Matzl
Editing by Morgan Hill

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- **City of Glenwood Springs**
 - Jim Hardcastle, Matthew Langhorst, Rod Tarullo, Elizabeth Mauro

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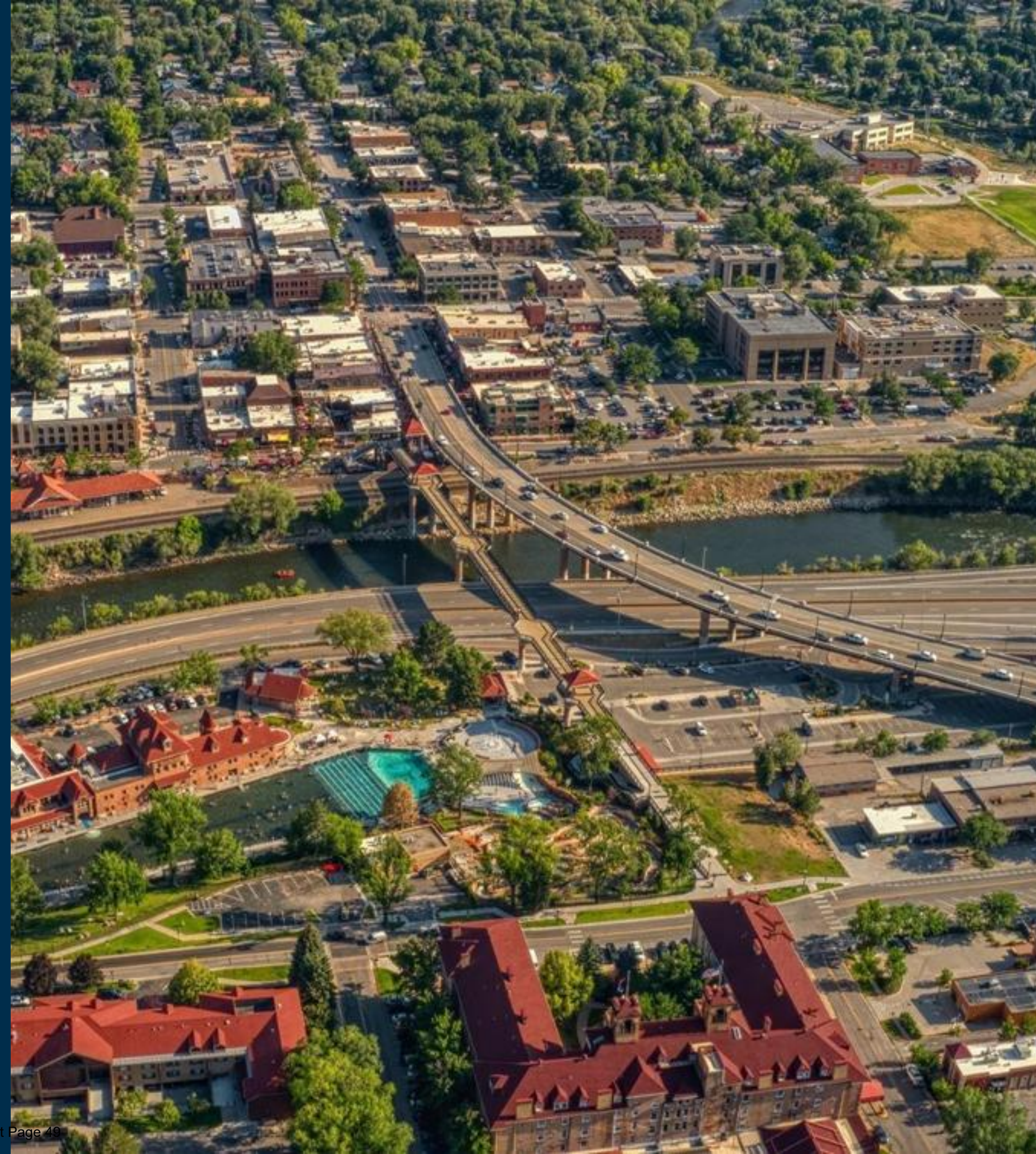
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Energy and Climate Action Plan

2025 ANNUAL REPORT



CITY OF
GLENWOOD
SPRINGS
COLORADO



City Municipal Attributes

19

City operations
buildings and sites

18,747

Tons of MSW
disposed in the
landfill

199

Fleet vehicles
and equipment

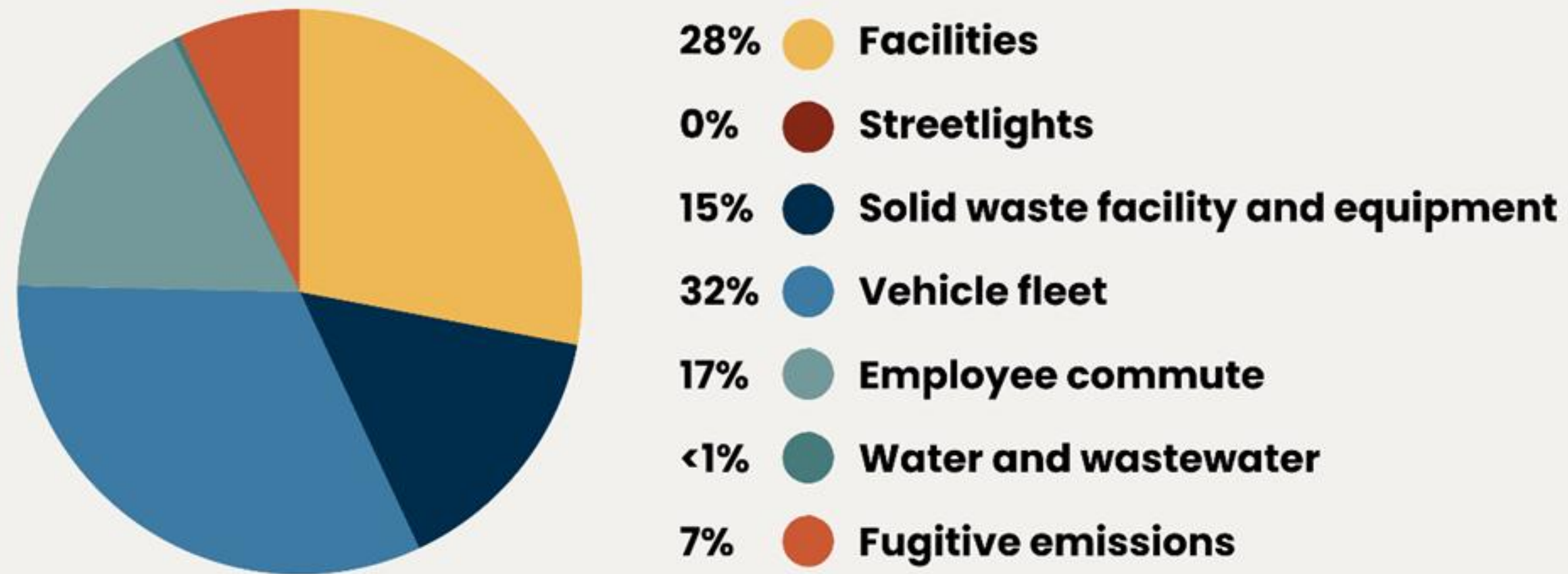
32

Average estimated
employee commute
mileage

9,963

Population served
by water treatment
operations

City of Glenwood Springs Municipal GHG Inventory



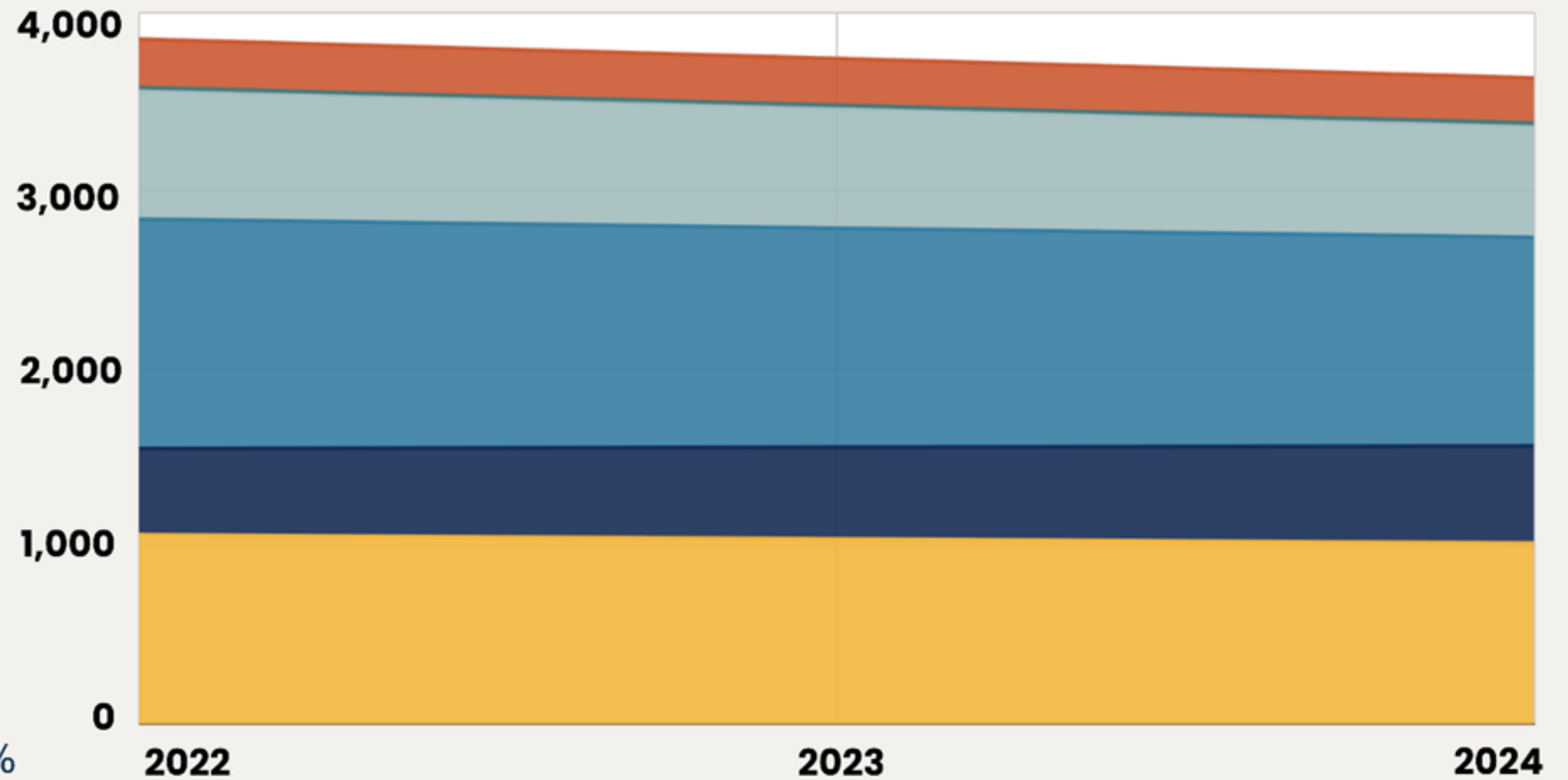
2024 data on Glenwood Springs' facilities, fleet, and municipal emissions

Change in Emissions

The 2024 emissions show a reduction of 6% over 2022.

Facility and streetlight emissions	↓	4%
Fleet emissions	↓	9%
Employee commute emissions	↓	14%
Solid waste facility emissions	↑	13%
Water and wastewater treatment process emissions	↑	1%
Fugitive emissions	↓	7%

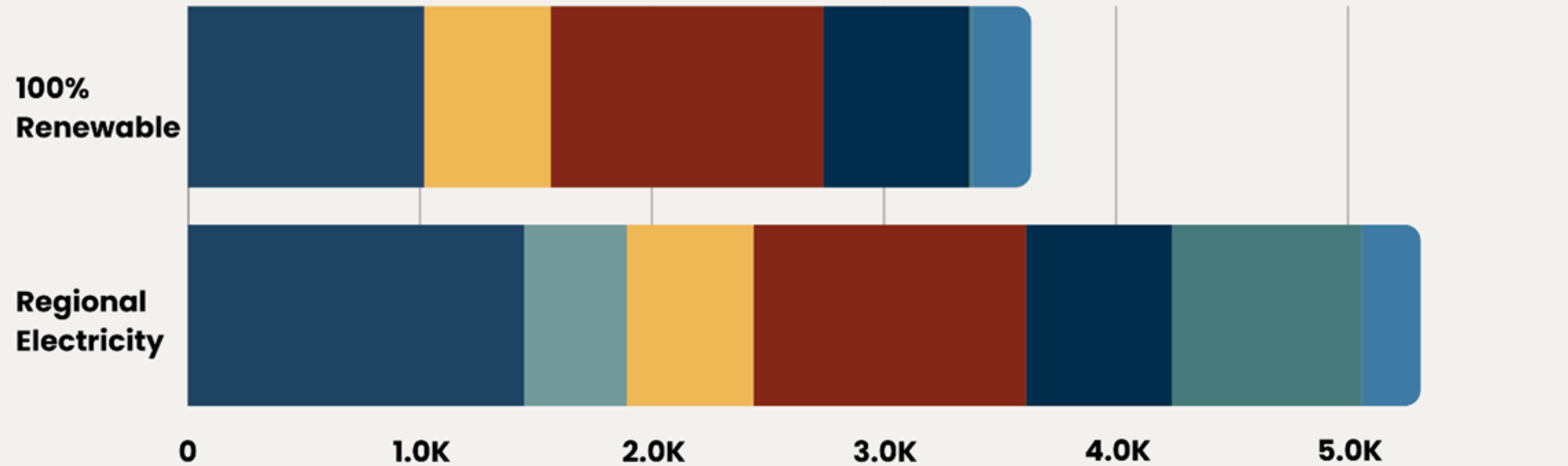
Change in operations emissions, 2022-24



- **Facilities**
- **Solid waste facility**
- **Vehicle fleet**
- **Employee commute**
- **Water and wastewater**
- **Fugitive emissions**

Renewable Impact

Total emissions comparison between 100% renewable energy supply to the regions average electricity supply

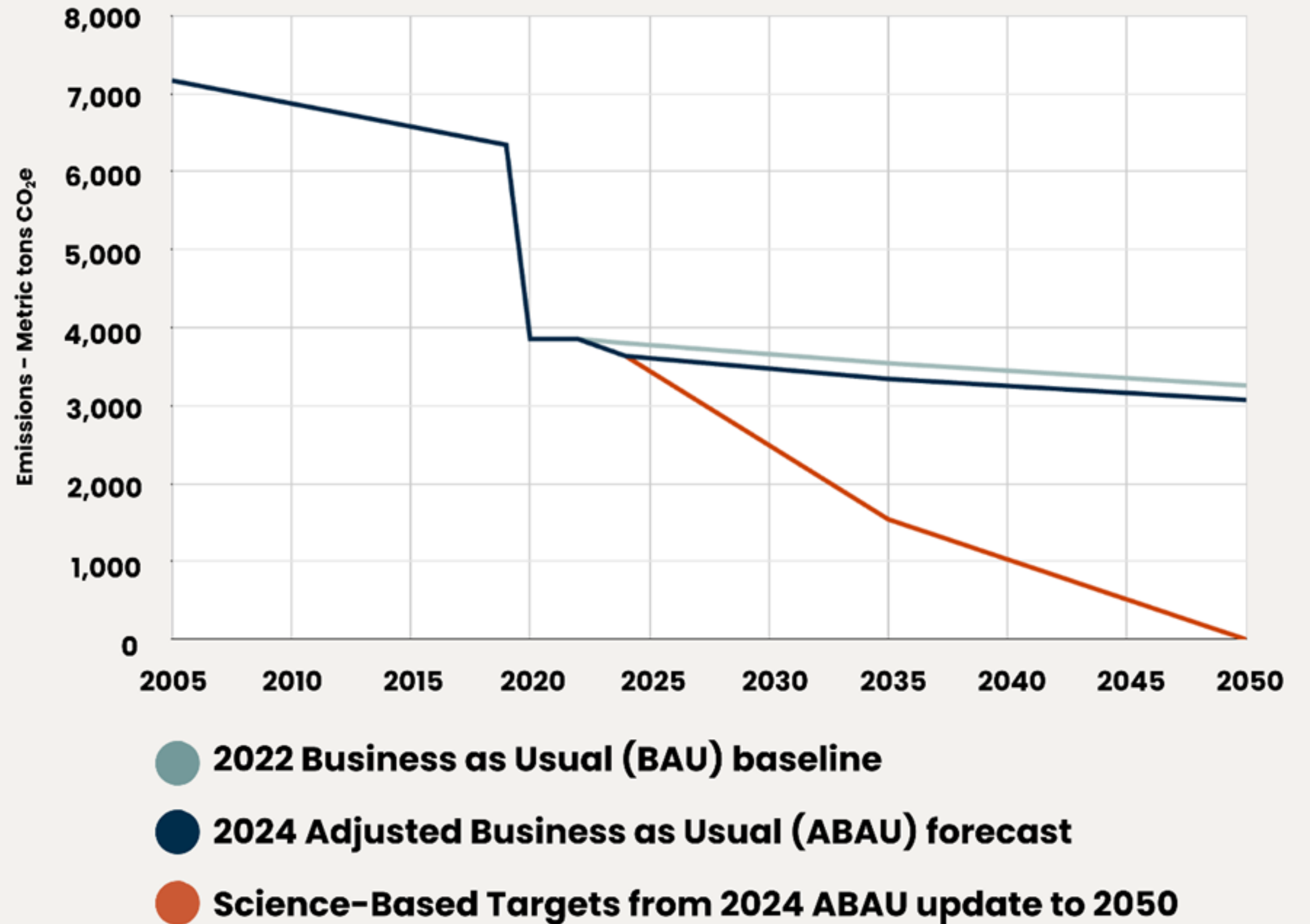


Emissions (MT CO₂e)

- Facilities
- Streetlights
- Solid waste facility and equipment
- Vehicle fleet
- Employee commute
- Water and wastewater
- Fugitive emissions

GHG Reduction Target

These targets aim to reduce municipal emissions 60% by 2035 compared to a 2022 baseline and achieve net-zero municipal emissions by 2050.



Energy and Climate Action Plan

Focus Areas



Energy: On-site renewable energy, peak shaving, and electricity demand management



Buildings: Energy efficiency, electrification, adjustment of Building and Planning Municipal Codes



Transportation: Fleet electrification, charging stations, employee commute, public transportation



Waste management: Landfill emissions from stored and incoming waste, overall waste reduction








Parks and natural systems: Irrigation/water use, tools and equipment, green space, landscaping



















Implementation Performance

Dashboard

Each of the focus areas identified in 2024 included multiple goals and strategies, with each strategy encompassing one or more specific action steps. The table provides a summary of progress made toward these goals during 2025.

Focus Area		Number of Action Steps Complete	Number of Action Steps in Progress	Number of Action Steps Not Started	Total Implementation Action Steps	Focus Area Rating
	Energy	0	8	8	16	38%
	Buildings	0	5	7	12	31%
	Transportation	0	2	20	22	7%
	Waste Management	2	6	9	17	38%
	Parks and Natural Systems	0	9	5	14	48%
Totals		2	30	49	81	30%

Implementation Performance Dashboard

Focus Area	Goals	Steps Complete	Steps in Progress	Steps Not Started	Total Action Steps	Goal Progress Rating
	Increase renewable energy production for the City	0	3	5	8	 28%
	Reduce City's peak demand to achieve peak shaving and electricity cost savings	0	2	3	5	 30%
	Continue energy conservation and energy efficiency efforts among electric customers	0	3	0	3	 75%
	Decrease natural gas use at municipal buildings	0	2	1	3	 50%
	Increase energy efficiency in municipal buildings	0	3	2	5	 45%
	Support energy efficiency city-wide for new development and existing built environment	0	0	4	4	 0%
	Reduce employee commute emissions	0	1	10	11	 7%
	Reduce emissions from the City vehicle fleet and Ride Glenwood bus fleet	0	1	10	11	 7%
	Reduce emissions associated with solid waste and the South Canyon Landfill	2	6	9	17	 38%
	Reduce water usage for irrigation of City land and green space	0	1	0	1	 75%
	Reduce emissions associated with maintaining the City's green space	0	1	0	1	 75%
	Reduce non-functional turf grass and expand city tree canopy and drought-resistant native plants, for dual benefits of reduced emissions from maintenance and reduced water consumption	0	3	1	4	 56%
	Leverage the City's sustainability work as a demonstration of best practices for residents	0	4	4	8	 38%
Totals		2	30	49	81	30%

Implementation Matrix

Each action step within the focus areas was assigned a priority score based on its projected GHG-reduction potential, implementation cost, required additional resources, and City staff prioritization.

This scoring is intended to guide which actions could deliver the greatest impact early on, rather than serve as a strict timeline for implementation.

GHG Reduction Potential	Implementation Cost	Additional resources required to implement	City priority	Priority Score	Lead Department/ Staff member
High	Medium	Low	High	1	Landfill
High	High	High	Low	3	Community Development
High	High	High	Medium	2	Facilities Department

Action Step Recommendations

This section highlights the highest-priority action steps that were not initiated this year. Some were scheduled to begin in later years, while staff have recommended postponing others. These items may serve as a useful starting point for staff review in 2026.

Action Steps	Priority Score	Progress	Recommended start year
Buildings			
B 2.2.3 Develop an energy-conservation culture program for staff, to encourage energy saving. Consider incentives as feasible.	1	Not Started	2026
B 2.2.4 Provide staff training on energy efficiency best practices, specialized for each City department.	1	Not Started	2026
B 3.1.2 Ensure that low-income residents, seniors, renters, and mobile home residents have access to energy efficiency programs, like ReEnergize. Include Spanish-language information and outreach.	1	Not Started	2026
Transportation			
T 1.1.5 Promote the existing vanpooling program; gauge interest for expansion. Consider additional incentives to promote increased participation.	1	Not Started	2026
T 1.1.6 Expand employee awareness of RFTA discounts for City employees.	1	Not Started	2026

Action Step Recommendations Continued

Action Steps	Priority Score	Progress	Recommended Start Year
Transportation			
T 2.1.1 Perform Lifecycle Cost Analysis for the electrification of the Ride Glenwood for impacts on City infrastructure maintenance, impact of battery disposal, potential for battery re-use, mining, wear on roads, and electricity load.	1	Not Started	2026
T 2.2.1 Evaluate the increased use of police officer bicycle and e-bike patrols.	1	Not Started	2026
T 2.2.2 Develop education materials and employ further enforcement of the City's vehicle idling policy.	1	Not Started	2026
Waste Management			
WM 1.2.4 Require on-site aggregate recycling for commercial and industrial construction and roadwork projects.	1	Not Started	2026
WM 1.3.1 Consider bans on the retail sale and commercial use of select single-use plastics and styrofoam including plastic drinking straws, utensils, bottled water/drinks, and cups. Model this after the statewide bans on styrofoam food containers and plastic grocery bags.	1	Not Started	2026
Parks & Natural Systems			
PNS 3.3.2 Transition from use of chemicals in City green spaces to regenerative practices.	1	Not Started	2026



Thank you

Morgan Hill and Christina Matzl

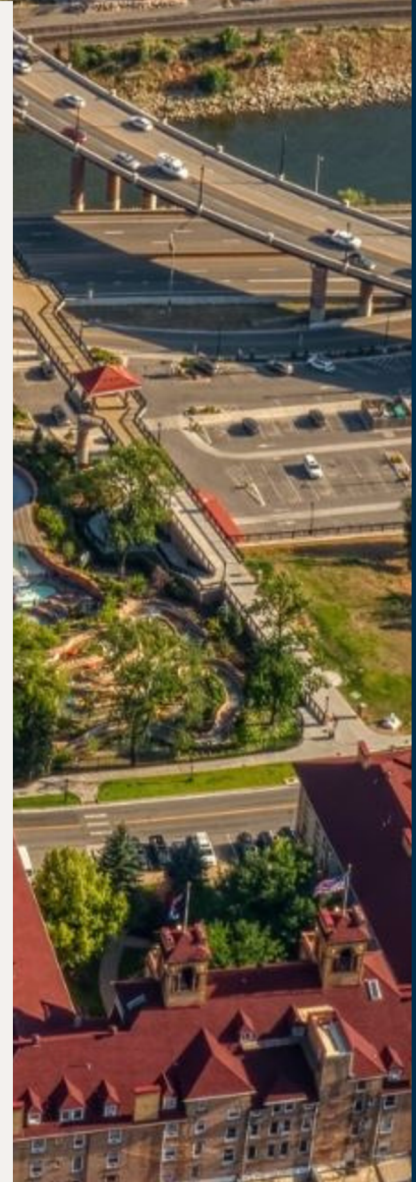
Clean Energy Economy for the Region (CLEER)





GLENWOOD SPRINGS 2025

Greenhouse Gas Emissions Update



City of Glenwood Springs Municipal GHG Inventory

2024 data on Glenwood Springs' facilities, fleet, and municipal emissions

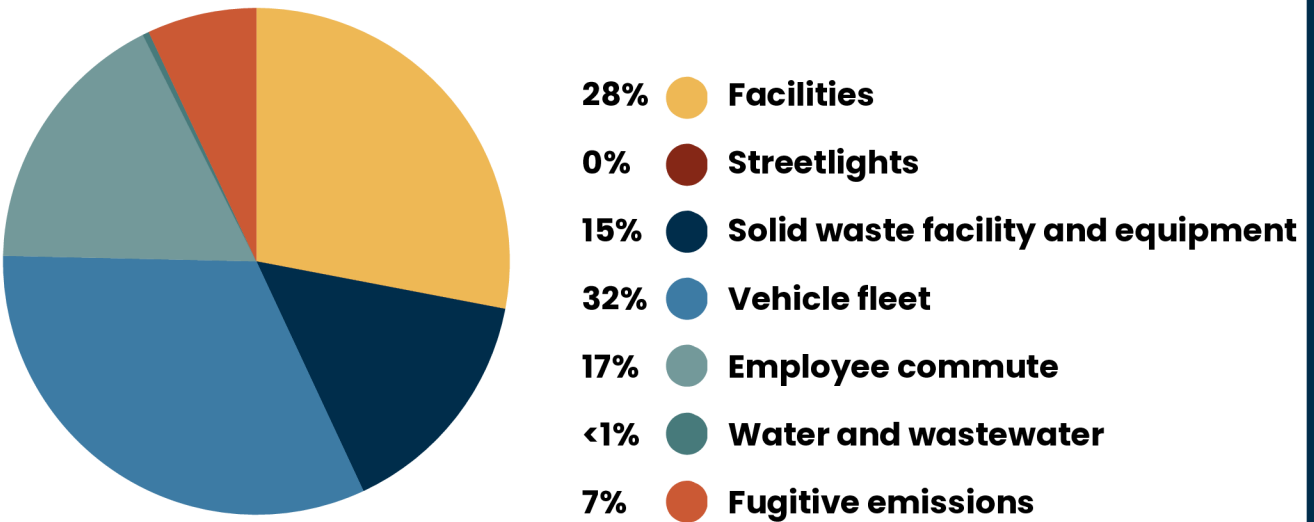
Executive Summary

The City of Glenwood Springs has long been dedicated to sustainability and climate action. In 2019, Glenwood Springs achieved a significant milestone by procuring 100% renewable energy through its contract with the Municipal Energy Agency of Nebraska (MEAN), making it one of only two utilities in the state to reach this goal. The 2024 Energy and Climate Action Plan (ECAP) marked a significant step in the ongoing efforts to reduce greenhouse gas (GHG) emissions and promote renewable energy, reflecting the City's commitment to creating a sustainable future for the community.

The City has set a target to reduce emissions from municipal operations by 60% by 2035 compared to a 2022 baseline of 3,369 metric tons of carbon dioxide equivalent (mT CO₂e). CO₂e, or carbon dioxide equivalent, is a metric used to compare the emissions of various greenhouse gasses based on their global warming potential. This total for Glenwood Springs currently excludes emissions associated with the South Canyon Landfill.

Total Operations Emissions

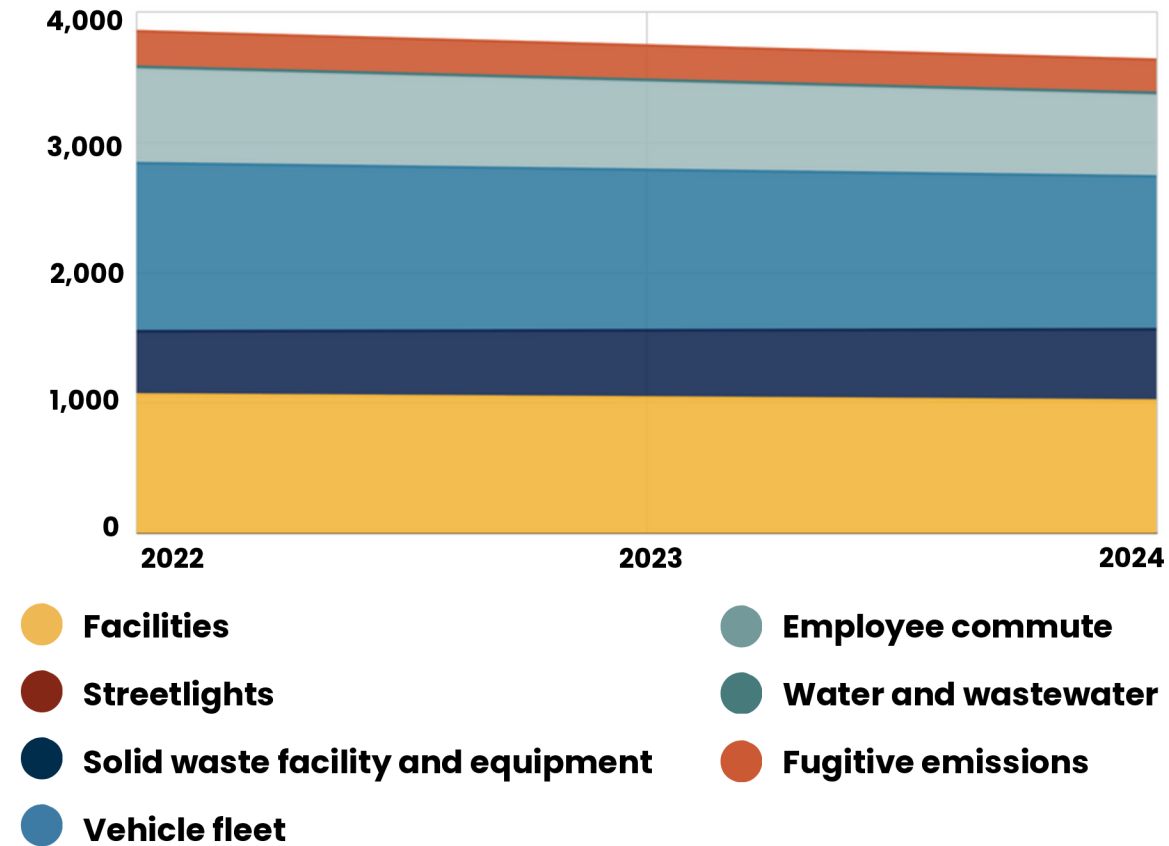
Figure 1. Glenwood Springs operations mT CO₂e emissions by sector, 2024



Change in Emissions

Total 2024 emissions for Glenwood Springs' municipal operations came to **3,635 mT of CO₂e**, a reduction of 219 mT CO₂e, 6%, compared to 2022. To provide some perspective, the 2024 total is equivalent to the average annual emissions from 488 homes or 758 gasoline vehicles.

Figure 2. Change in operations emissions, 2022-24



The 2024 emissions show a reduction of 6% over 2022. Building emissions decreased by 4%, fleet emissions reduced by 9%, employee commute emissions reduced by 14%, solid waste facility emissions increased by 13%, water and wastewater treatment process emissions increased by 1%, and fugitive emissions reduced by 7%.

Building emissions	↓	4%
Fleet emissions	↓	9%
Employee commute emissions	↓	14%
Solid waste facility emissions	↑	13%
Water and wastewater treatment processes	↑	1%
Fugitive emissions	↓	7%

Municipal Greenhouse Gas Inventory

The Municipal greenhouse gas Inventory for the City of Glenwood Springs provides an assessment of greenhouse gas (GHG) emissions from municipal activities in 2024 and compares them to the baseline year, 2022. This inventory identifies primary emission sources, evaluating both direct emissions from activities like natural gas combustion and indirect emissions from purchased electricity. This inventory gathered data from primary sources within the City of Glenwood Springs, and used emission factors from the EPA, US Local Government Operations Protocol and others gathered directly from the City.

Figure 3. Municipal usage data for 2024

Sector	Source	Usage	Unit
Facilities	Natural gas combustion	190,832	Therms
	Electricity consumption	2,858,444	kWh
Streetlights	Streetlight electricity	1,144,621	kWh
Solid waste facility and equipment	Composting facilities	7,419	Tons
	Electricity consumption	65,548	kWh
	Methane emissions	1093	Meric Tons CH4
	Landfilled municipal waste	18747	Tons
Vehicle fleet	Off road gasoline	2,292	Gallons
	Off road diesel	44,653	Gallons
	Gasoline consumption	50,004	Gallons
	Diesel consumption	24,933	Gallons
Employee commute	Average daily mileage traveled	32	Miles
Water and wastewater treatment	Wastewater electricity consumption	1,297,945	kWh
	Daily nitrogen	20.3	Kg N/day
	Potable water electricity consumption	403,820	kWh
Fugitive Emissions	Natural gas distribution	0.02	Leakage

The inventory was conducted using the ICLEI ClearPath tool and follows the US Local Government Operation Protocols for Greenhouse Gas Accounting. This methodology ensures accurate emission measurements, aiding Glenwood Springs in making informed decisions to reduce its emissions. The GHG inventory covers emissions from various sectors, including buildings & facilities, street lights & traffic signals, vehicle fleet, employee commute, solid waste facilities, water & wastewater treatment facilities, and process & fugitive emissions. Calculations are made using municipal usage data (Figure 3) and emissions factors provided by the EPA.

Total emissions including landfill operations

In 2024, Glenwood Springs' municipal operations emitted a total of 34,834 metric tons of carbon dioxide equivalent (mT CO₂e). The sector breakdown is as follows:

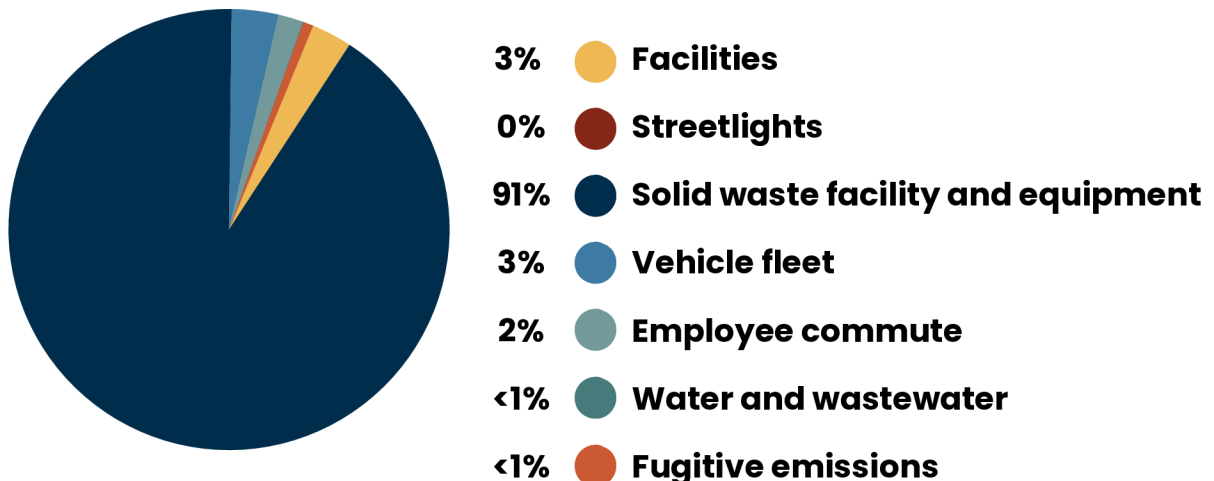
Figure 4. Municipal Emission data for 2024

Sector	Metric tons of CO ₂ e	% of Total Emissions
Facilities	1,018	3%
Streetlights	0	0%
Vehicle fleet	1,174	3%
Employee commute	627	2%
Water and wastewater treatment processes	15	<1%
Fugitive emissions	254	<1%
Subtotal	3088	9%
Solid waste facility and equipment	31,160	91%
Total	34,248	100%

The City's solid waste facility is the most significant emission source attributed to the city. Contributors to the significant influence of emissions that occur at the landfill include:

- Methane emissions from the South Canyon Landfill. Methane's global warming potential is 28 times greater than that of carbon dioxide.
- South Canyon Landfill serves additional municipalities and unincorporated areas of the County, not only Glenwood Springs residents.

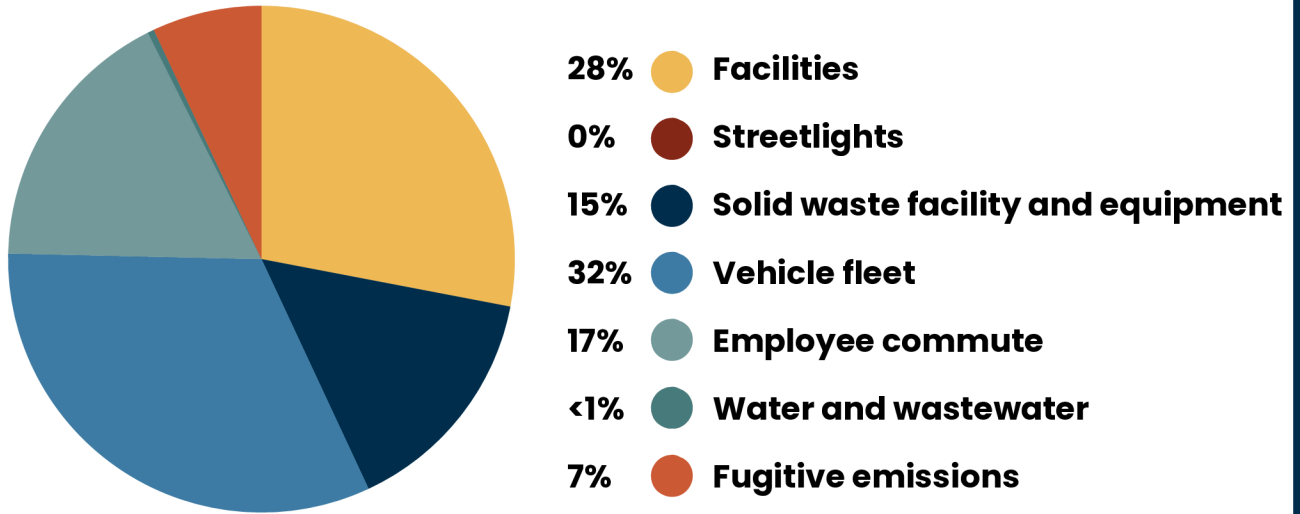
Figure 5. Municipal Emission data for 2024



Total emissions excluding landfill operations

The combination of methane emissions from solid waste at the South Canyon Landfill accounts for such a large percentage of overall emissions from city operations, and with an intensive methane study of the landfill is to be completed in fall of 2025, the ECAP planning team opted to separate solid waste emissions from the remainder of emissions from city operations. The analysis in the sections below provides a clearer look at other city operations.

Figure 5. Municipal emissions excluding landfilled waste methane emissions, by percentage



Facilities

City representatives provided a list of city-owned and operated buildings or other sites that form the basis of the buildings and facilities section of the inventory.

Electricity use in these buildings increased by 12% compared to 2022, while natural gas use decreased by 5% over 2022. As a result of this change in use, emissions for buildings decreased by 4%, or 47 mT CO₂e.

Streetlights

Energy for streetlights, measured in kWh, increased 42% over 2022. This appears to occur as a result of lighting additions or increases which were implemented at the end of 2022. Despite this increase, there is no impact to emissions due to the City's renewable percentage allocation.

Solid waste facility and landfill equipment

Emissions for the landfill facility are based on the electricity used by the buildings on site and the emissions resulting from the compost facility. The landfill fleet equipment is counted with the fleet totals.

Electricity use in the landfill buildings increased by 21% compared to 2022. Composting totals increased as well by 864 tons. As a result of these increases, emissions from the solid waste facility operations increased by 13%, or 62 mT CO₂e.

19

City operations buildings and sites

18,747

Tons of MSW disposed in the landfill

Increases in compost totals have an overall positive impact on total emissions. The tons that could have otherwise been disposed of in the landfill support the avoidance of 11,600 mT CO₂e emitted with the MSW.

While generally landfill and solid waste emissions account for the total tons disposed in the landfill, as mentioned above, the combination of methane emissions from solid waste at the South Canyon Landfill accounts for such a large percentage of overall emissions from city operations, and with an intensive methane study of the landfill is to be completed in fall of 2025, the ECAP planning team opted to separate solid waste emissions from the remainder of emissions from city operations.

However, of note, there was a decrease of 1,302 tons of municipal solid waste disposed of in the landfill in 2024 compared to 2022. This could be attributed in part to the Pay-as-you-throw program started in 2024.

Vehicle fleet and employee commute

Totals for the fuel used by city-owned and operated vehicles form the basis of the vehicle fleet section of the inventory. The fuel use totals are broken down into gasoline, diesel, and landfill vehicle fuel.

General vehicle fleet fuel use decreased by 8% for both gasoline and diesel. The diesel fuel used by the landfill vehicles increased by 4%. As a result of the changes in use, emissions for the fleet decreased by 9%, or 117 mT CO₂e, compared to 2022.

The employee commute miles are based on the total full-time employees on staff and the average travel miles to and from work, as analyzed through a tool called Streetlight Data. The results of that analysis estimate that the emissions decreased by 14%. This is based on the assumption that an average of 32 miles were driven daily for commuting in 2024, as determined by an origin/destination analysis in Streetlight Data.

Wastewater and water treatment processes

Wastewater and water treatment emissions occur as a result of methane and nitrogen gases that are emitted when waste is processed. The City's treatment plants serve 9,963 residents. The emissions that result are a very small percentage of the total, only 15 mT CO₂e, less than 1%. This total is up by 1% from the baseline.

199

Fleet vehicles
and equipment

32

Average estimated
employee commute
milage

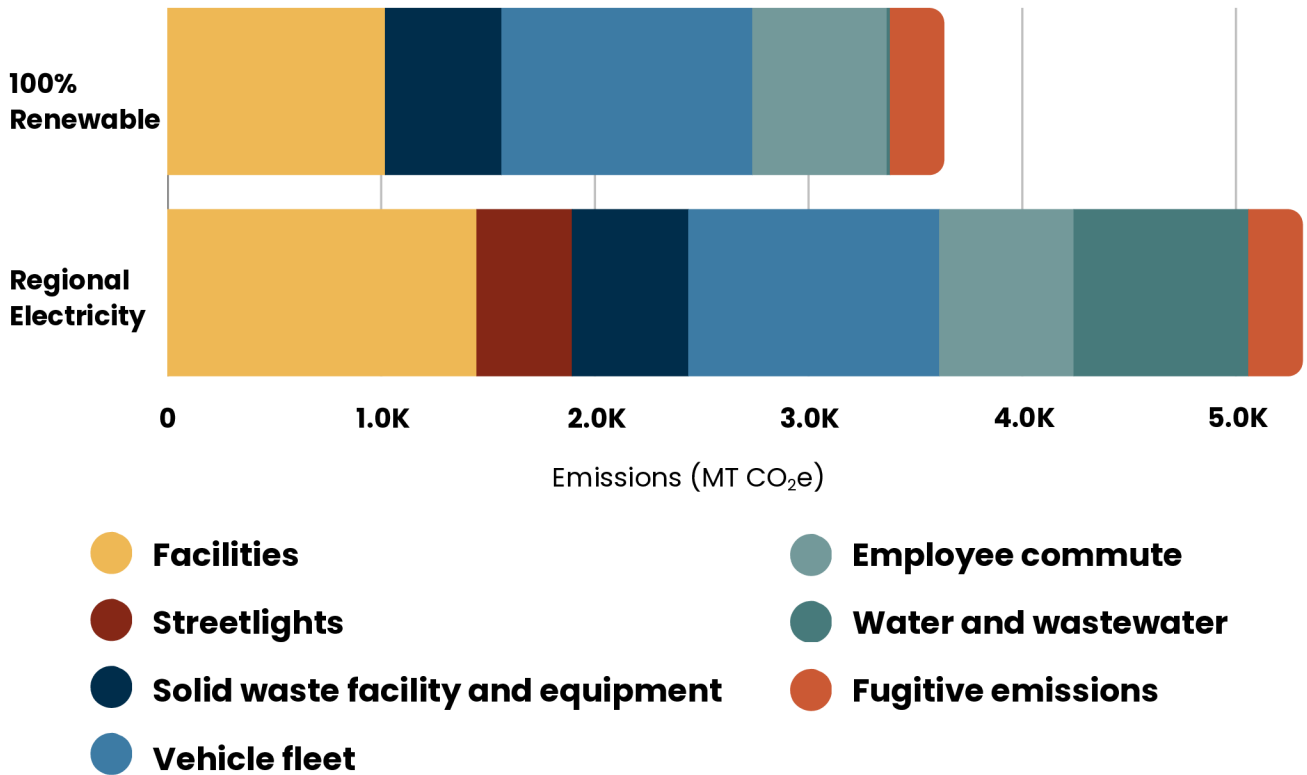
9,963

Population served by
water treatment
operations

Renewable Impact

Renewable energy plays a major role in keeping the emissions in Glenwood Springs to a minimum. Since 2019, the City of Glenwood Springs has procured 100% renewable energy primarily from wind power. The City purchases its wholesale electricity from the Municipal Energy Agency of Nebraska (MEAN). This renewable energy contract saved 2,700 MT CO₂e in 2024, as compared to a regional emission factor for electricity in the WECC Rockies area (RMPA). Figure 6 compares the City's emissions with and without this 100% renewable energy procurement contract.

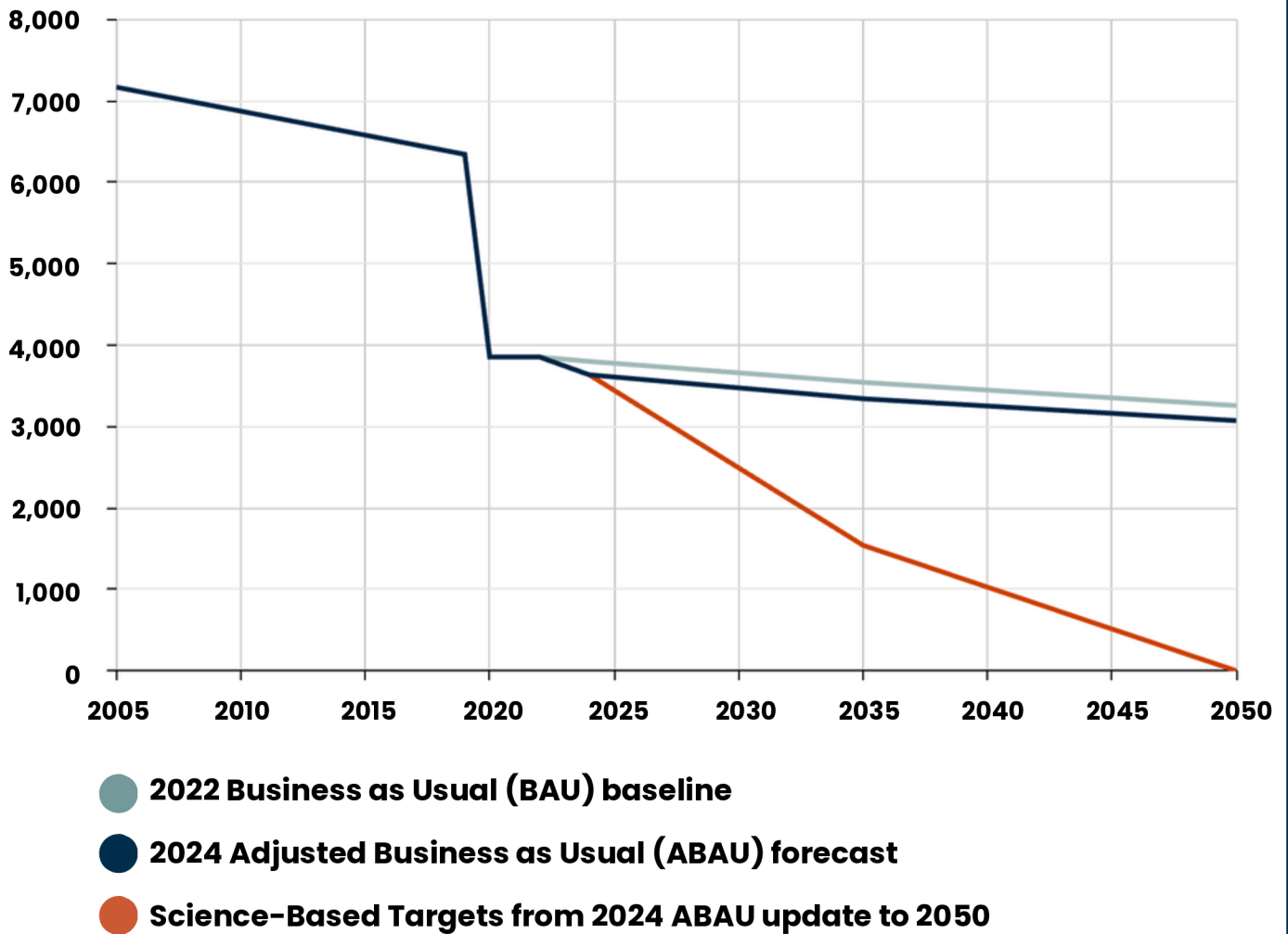
Figure 6. Total emissions comparison between 100% renewable energy supply to regional RMPA emission factor



GHG Reduction Target

The City of Glenwood Springs has committed to the Science-Based Targets (SBTs) for reducing greenhouse gas emissions. This aligns with global and statewide efforts to mitigate climate change. These targets aim to reduce municipal emissions 60% by 2035 compared to a 2022 baseline and achieve net-zero municipal emissions by 2050, following the latest scientific guidelines and the objectives of the Paris Agreement to limit global warming to 1.5°C above pre-industrial levels.

Below is an image depicting the emissions target for Glenwood Springs from 2005 to 2050. The image illustrates three scenarios: the 2024 Adjusted Business as Usual (ABAU) forecast, and the Science-Based Targets from the 2025 update to 2050, as compared to a 2022 baseline. The sharp 39% drop in emissions that occurred in 2019 is due to the city shifting its wholesale electricity contract to 100% renewable energy.



Energy and Climate Action Plan Implementation

The findings of this inventory are intended to support decision-making for the City of Glenwood Springs in implementing its 2023 Energy and Climate Action Plan (ECAP) and make progress on achieving the targets identified in the plan. These findings can also celebrate successes in emissions reductions if emissions are found to be decreasing in priority sectors year-over-year.

The ECAP identifies five categories of strategies and action steps for the City to reduce greenhouse gas emissions, improve its own operations, and benefit residents and businesses. These are listed below with corresponding GHG emissions sources.

Note that these brief descriptions are not intended to include the robust strategies and action steps outlined in the ECAP implementation plan. Please reference that plan for more information.



Energy: Onsite renewable energy, peak shaving, and electricity demand management

This category covers a division of the City’s Public Works department operations through its municipal electric utility, but it is largely not represented in this inventory because it mainly affects community-wide energy use.



Waste management: Landfill emissions from stored and incoming waste, overall waste reduction

Emissions from waste management are largely covered in the “Solid waste facility and equipment” emissions category.



Buildings: Energy efficiency, electrification, adjustment of Building and Planning Municipal Codes

Building emissions are addressed in the “Facilities” emissions category. Water and wastewater treatment facilities are also included in the Buildings category.



Parks and natural systems: Irrigation/water use, tools and equipment, green space, landscaping

Vehicle fleet and water and wastewater emissions are largely included in this category. Water distribution to sprinklers in green spaces represents a source of energy use and emissions for the City.



Transportation: Fleet electrification, charging stations, employee commute, public transportation

Emissions from transportation related to municipal operations are largely covered by the vehicle fleet and employee commutes. Other strategies in the ECAP address the City’s Ride Glenwood service.



Acknowledgements

Data collection, analysis, and layout by Christina Matzl. Editing by Morgan Hill.

The following individuals provided data, insight, support, and expertise for this report:

- **City of Glenwood Springs**
 - Jim Hardcastle, Matthew Langhorst, Melody Byram, Jenn Alberts, Mike Schuster, Brian Mitchell, Rod Tarullo
- **Clean Energy Economy for the Region**
 - Morgan Hill, Dova Castañeda-Zilly

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Images above top left - clockwise, credit Adventure_Photo, milehightraveler, Hana Asano, RiverNorthPhotography: Getty Images-Canva



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RESOLUTION 2024-26

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF GLENWOOD SPRINGS, COLORADO, ADOPTING THE ENERGY AND CLIMATE ACTION PLAN.

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, in 2009, the City adopted its first Climate Action Plan and has undertaken numerous actions to reduce greenhouse gas emissions in our community based on that plan; and

WHEREAS, in 2022, City staff and community members determined that it would be beneficial to update the Climate Action Plan; and

WHEREAS, since 2022 a local steering committee and a team of consultants developed an Energy and Climate Action Plan for the City attached as **Exhibit A** (the “Action Plan”); and

WHEREAS, the Glenwood Springs City Council find and believes it is in the best interest of the City to adopt the Action Plan attached as **Exhibit A**.

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 Action Plan attached as **Exhibit A**.

INTRODUCED, READ, AND PASSED THIS 15TH DAY OF AUGUST 2024.

CITY OF GLENWOOD SPRINGS, COLORADO

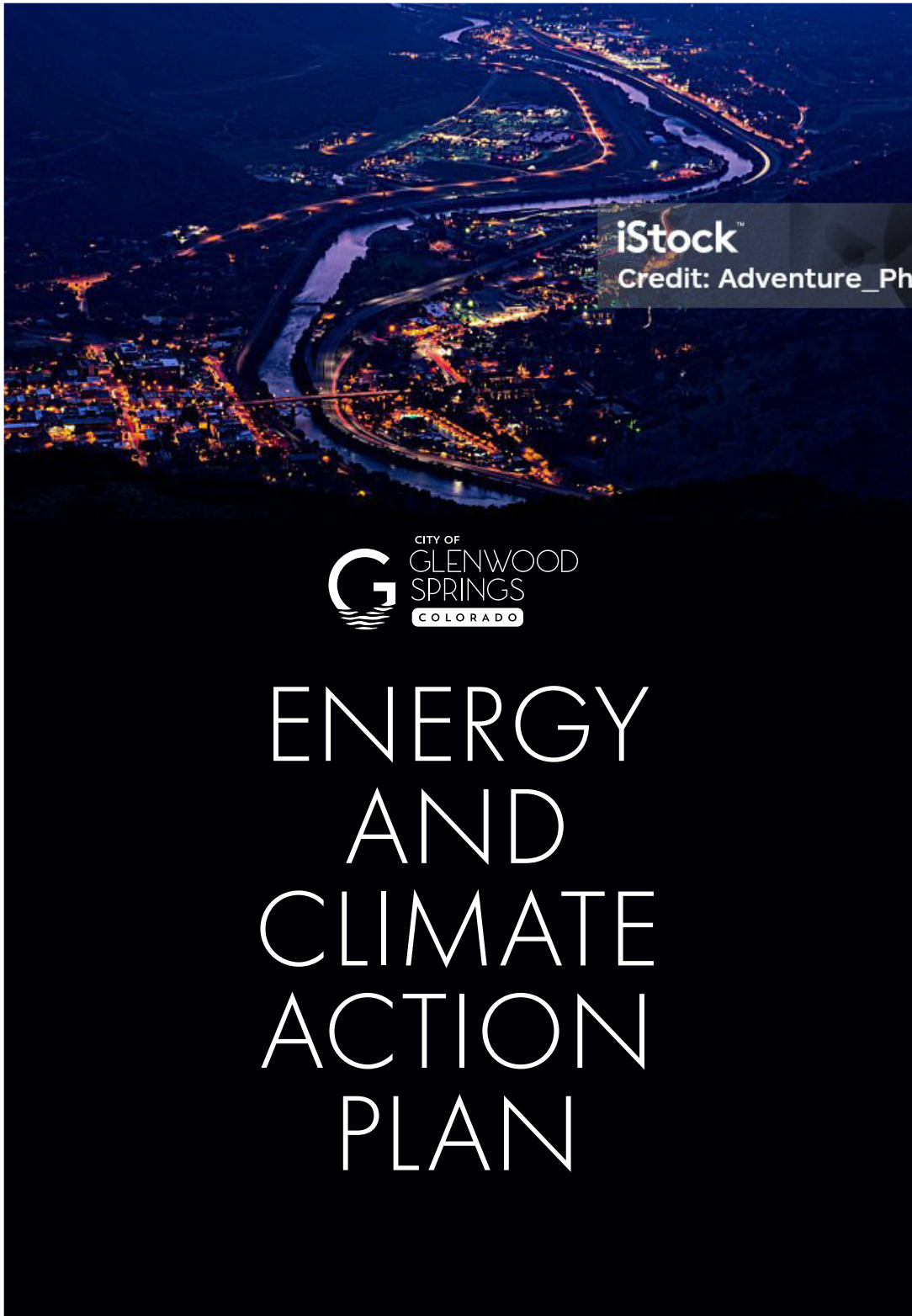


Ingrid Wussow, Mayor

ATTEST:



Ryan Muse, City Clerk



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Credit: Adventure_Photo



ENERGY AND CLIMATE ACTION PLAN



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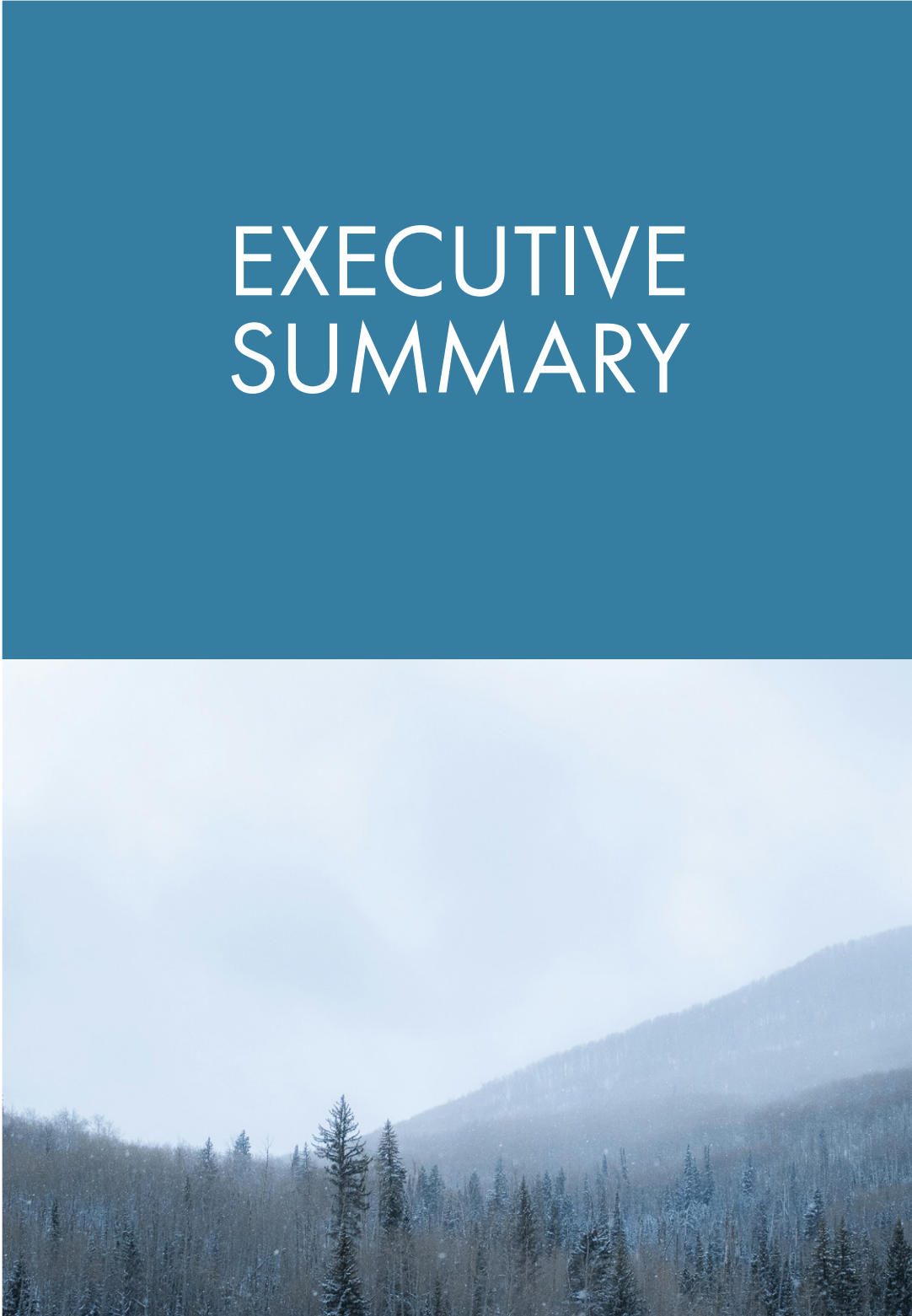
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2024

EXECUTIVE SUMMARY



EXECUTIVE SUMMARY

The City of Glenwood Springs has long been dedicated to sustainability and climate action. In 2019, Glenwood Springs achieved a significant milestone by procuring 100% renewable energy through its contract with the Municipal Energy Agency of Nebraska (MEAN), making it one of only two utilities in the state to reach this goal. The 2024 Energy and Climate Action Plan (ECAP) marks a significant step in the ongoing efforts to reduce greenhouse gas (GHG) emissions and promote renewable energy, reflecting the City's commitment to creating a sustainable future for the community.

Work on the 2024 ECAP began with a Greenhouse Gas Inventory, based on emissions from City operations in calendar year 2022. The inventory showed that **2022 emissions totaled 33,702 metric tons of carbon dioxide equivalent (MT CO₂e)**. The majority source of these emissions, 90%, was the South Canyon Landfill.

The City has set a target to reduce emissions from municipal operations by 60% by 2035 compared to a 2022 baseline, in accordance with the latest scientific guidelines and the objectives of the Paris Agreement to limit global warming to 1.5°C above pre-industrial levels. The emission reduction target for the City currently excludes emissions associated with the South Canyon Landfill. Given the challenges that will come with addressing these emissions and the fact that a landfill expansion is being anticipated, this data was excluded from the City's target. The City will set a specific emission reduction target for the South Canyon Landfill after a methane emission study in 2026.

In an effort to meet this ambitious emission reduction target, the ECAP provides a strategic roadmap with five focus areas: **Energy, Buildings, Waste Management, Transportation, and Parks & Natural Systems**. The roadmap includes goals, strategies, and actions for each of the five focus areas. An associated implementation plan was also developed which outlines implementation and completion years for each strategy and a calculated priority score based on potential for emission reductions and cost of implementation.

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- FIGURE 6** Estimated 2018 municipal emissions (excluding landfilled solid waste methane emissions)
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- FIGURE 10** Five-Point framework categories
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ACRONYMS

ABAU	Adjusted Business-As-Usual	kW	kilowatt
BAU	Business-As-Usual	kWh	kilowatt hour
CAFE	Corporate Average Fuel Economy	L1/2/3	Level 1, 2, or 3 charger
CH₄	Methane	MEAN	Municipal Energy Agency of Nebraska
CLEER	Clean Energy Economy for the Region	MT	metric ton
CO₂	Carbon dioxide	MT CO₂e	Metric Ton of Carbon Dioxide equivalent
CO₂e	Carbon dioxide equivalent	N	Nitrogen
ECAP	Energy & Climate Action Plan	N₂O	Nitrous oxide
eGRID	Emissions & Generation Resource Integrated Database	PFCs	Perfluorocarbons
EPA	Environmental Protection Agency	RFTA	Roaring Fork Transportation Authority
EV	Electric Vehicle	RMPA	Rocky Mountain Power Area
GHG	Greenhouse Gas	SBT	Science Based Target
GWP	Global Warming Potential	SF₆	Sulfur hexafluoride
HOA	Homeowner association	VMT	Vehicle Miles Traveled
ICE	Internal combustion engine	WECC	Western Electricity Coordinating Council
ICLEI	International Council for Local Environmental Initiatives	W/WW	Water and Wastewater

ACKNOWLEDGEMENTS

CITY OF GLENWOOD SPRINGS LEADERSHIP

Ingrid Wussow, Mayor
Marco Dehm, Mayor Pro Tem
Jonathan Godes, City Council Member
Shelley Kaup, City Council Member
Sumner Schachter, City Council Member
Mitchell Weimer, City Council Member
Erin Zalinski, City Council Member

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Shelley Kaup, City Council Member
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Jim Hardcastle, Long Range Principal Planner

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Anna Bugankova, Energy & Carbon Markets Program Manager
Sol Shepherd, Climate & Energy Analyst

CLEAN ENERGY ECONOMY FOR THE REGION (CLEER)

Morgan Hill, Associate Director
Christina Matzl, Clean Energy Program Associate

GRATITUDE to the City staff and individuals in the City of Glenwood Springs who participated in our focus groups and workshops. We also extend our deep appreciation to all City staff for completing our ECAP survey, and to every individual who supplied data requests and offered their insights, expertise, and support in shaping this Energy and Climate Action Plan—**THANK YOU.**

2024

INTRODUCTION





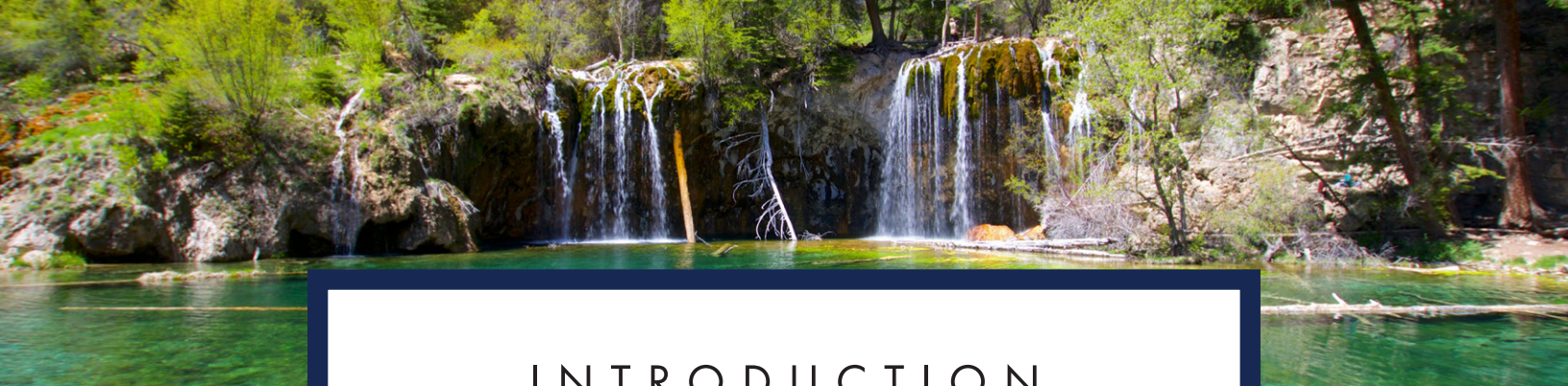
INTRODUCTION

BACKGROUND

The City of Glenwood Springs, Colorado, is a vibrant and forward-thinking community. Home for 10,264 residents and tourism destination for nearly 1.3 million others, the City is nestled at the mouth of western Colorado’s Glenwood Canyon. It sits at the confluence of the Roaring Fork and Colorado rivers, which are popular for rafting, fishing, and boating. It boasts captivating mountain views and pristine natural landscapes. There are two hot springs resorts in town, a mountain-top theme park, and multiple ski resorts nearby.

The City has a long-standing commitment to climate action and resource conservation. Its first Climate Action Plan was developed in 2009, and the City has taken meaningful steps to reduce its greenhouse gas emissions since that time. As a key member of the Garfield Clean Energy Collaborative, the City has played an important role in improving energy efficiency for residential and commercial buildings, expanding renewable energy as part of the electricity supply, and promoting clean transportation practices. A variety of commissions and boards also foster the City’s progress on environmental topics, including the River Commission, Parks and Recreation Commission, and Transportation Commission.

In 2022, City staff and engaged citizens determined that it was timely and valuable to create a new Energy and Climate Action Plan (ECAP) to further progress on its climate and environmental goals. One of the overarching goals identified in the 2023 Comprehensive Plan Update is for Glenwood Springs to “advance climate and resiliency goals as a core community value”. Climate and resiliency planning is of critical importance as a changing climate will have profound impacts on our community, the environment, public safety, the economy, quality of life, and the infrastructure of Glenwood Springs. Recognizing that significant energy savings and emissions reductions could be achieved through changes to municipal operations, City leaders decided to focus primarily on programs and projects that are within their purview.



INTRODUCTION

OUR PROGRESS

Because Glenwood Springs owns a municipal electric utility, it can choose its sources for electricity and offer programs to the community to reduce energy use. It has offered energy efficiency and renewable energy rebates to residents and businesses since 2012, including for both income-qualified and non-income-qualified residents. Customers can also receive rebates for residential EV charging as well as e-bikes. In 2019, the City procured 100% renewable energy through its contract with the Municipal Energy Agency of Nebraska (MEAN), becoming one of only two utilities in Colorado to achieve this goal. In 2023, the City began offering rebates for water efficiency as well.

Through these programs and in longstanding partnership with Garfield Clean Energy and Clean Energy Economy for the Region (CLEER), the City has implemented about 1,050 energy savings measures in 529 households and 165 businesses, saving residents an estimated \$633,768 on their utility bills since 2014. The City has also actively participated in energy tracking of its own facilities, and made improvements to efficiency when issues are identified.



"THE CITY HAS IMPLEMENTED ABOUT 1,050 ENERGY SAVINGS MEASURES..."

INTRODUCTION

ECAP DEVELOPMENT PROCESS

The 2024 Glenwood Springs ECAP is a culmination of work completed by the ECAP Operations Team, Steering Committee, and consulting teams between September 2023 and August 2024. The City hired Blue Strike Environmental and expanded its existing contract with CLEER to serve as consultants for the ECAP update. The process began with an online survey of City staff that generated 21 responses, followed by five focus groups attended by 31 staff and community members. Each of the focus groups was oriented around one of the five framework categories. Individuals from several City departments, including Administration, Community Development, Public Works, and Parks & Recreation, as well as members of several local organizations such as the Middle Colorado Watershed Council and Wright Water Engineers.

Meanwhile, Blue Strike and CLEER collected data to conduct a comprehensive municipal GHG inventory that would later inform the strategy development process for the ECAP. Once the Operations Team had established a GHG emission reduction target, Blue Strike presented the first draft of goals, strategies, and actions to complement the ambitious target. This roadmap went through a vigorous review process incorporating the City Council and subject experts from the City, CLEER, and Blue Strike. A final ECAP document was drafted and reviewed by the Operations Team and Steering Committee, and presented to the Glenwood Springs City Council on August 15, 2024.

"THIS ROADMAP WENT THROUGH A VIGOROUS REVIEW PROCESS"

2024

MUNICIPAL GREENHOUSE GAS INVENTORY





MUNICIPAL GREENHOUSE GAS INVENTORY

The Municipal Greenhouse Gas Inventory for the City of Glenwood Springs provides an assessment of greenhouse gas (GHG) emissions from municipal activities in 2022. This inventory identifies primary emission sources, evaluating both direct emissions from activities like natural gas combustion and indirect emissions from purchased electricity. This inventory gathered data from primary sources within the City of Glenwood Springs, and used emission factors from the EPA, US Local Government Operations Protocol and others gathered directly from the City.

The inventory was conducted using the ICLEI ClearPath tool and follows the US Local Government Operation Protocols for Greenhouse Gas Accounting. This methodology ensures accurate emission measurements, aiding Glenwood Springs in making informed decisions to reduce its emissions. The GHG inventory covers emissions from various sectors, including buildings & facilities, street lights & traffic signals, vehicle fleet, employee commute, solid waste facilities, water & wastewater treatment facilities, and process & fugitive emissions.¹ Calculates are made using municipal usage data (**Figure 1**) and emissions factors provided by the EPA.

¹ **Fugitive emissions** refer to the unintentional release of greenhouse gasses (GHGs) into the atmosphere primarily during the transportation and distribution of natural gas and other industrial activities. More information regarding fugitive emissions can be found in Appendix A.

MUNICIPAL GREENHOUSE GAS INVENTORY

FIGURE 1: MUNICIPAL USAGE DATA FOR 2022

SECTOR	SOURCE	USAGE	UNIT
Buildings and Facilities	Natural Gas Combustion	200,423	Therms
	Electricity Consumption	2,559,101	kWh
Streetlights and Traffic Signals	Electricity Consumption	106,735	kWh
Vehicle Fleet	Off Road Gasoline	2,665	Gallons
	Off Road Diesel	42,667	Gallons
	Gasoline Consumption	54,951	Gallons
	Diesel Consumption	26,176	Gallons
Employee Commute	Annual VMT	1,560,000	Miles
Solid Waste Facilities	Composting Facilities	6,555	Tons
	Electricity Consumption	54,194	kWh
	Methane Emissions	1,066	Metric Tons CH ₄
Water and Wastewater Treatment Facilities	Wastewater Electricity Consumption	1,304,894	kWh
	Daily Nitrogen	20	Kg N/day
	Potable Water Electricity Consumption	417,765	kWh
Processes and Fugitive Emissions	Natural Gas Distribution	0.02	Leakage

MUNICIPAL GREENHOUSE GAS INVENTORY

In 2022, Glenwood Springs' municipal operations emitted a total of 33,702 metric tons of carbon dioxide equivalent (MT CO₂e).² The sector breakdown is as follows:

FIGURE 1: MUNICIPAL USAGE DATA FOR 2022

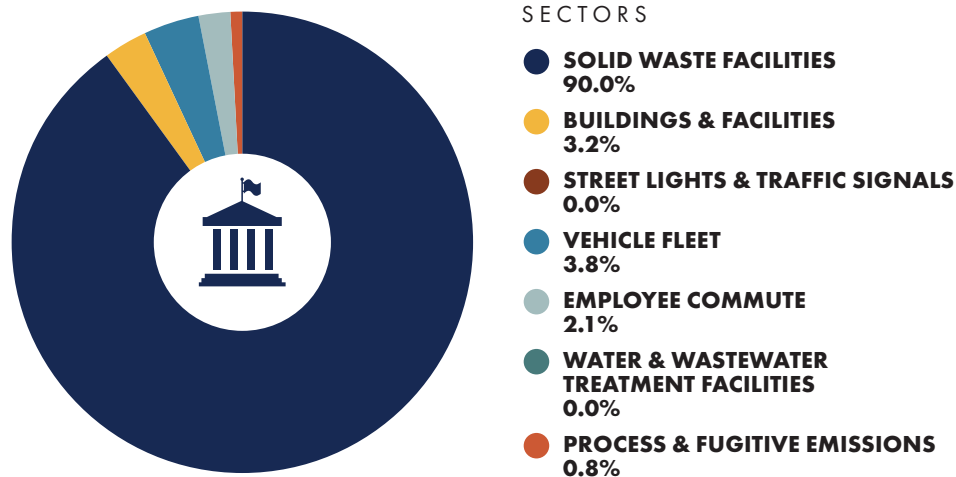
SECTOR	METRIC TONS OF CO ₂ e	% OF TOTAL EMISSIONS
Vehicle Fleet	1,291	3.83%
Buildings & Facilities	1,065	3.16%
Employee Commute	726	2.15%
Process & Fugitive Emissions	272	0.81%
Water & Wastewater Treatment Facilities	15	0.04%
Street Lights & Traffic Signals	0	0%
SUBTOTAL	3,369	9.99%
Solid Waste Facility	30,333	90%
TOTAL	33,702	99.99%

² CO₂e, or carbon dioxide equivalent, is a metric used to compare the emissions of various greenhouse gasses based on their global warming potential (GWP), expressed in terms of the amount of CO₂ that would have the same warming effect over a specific period. More information can be found in Appendix A.



MUNICIPAL GREENHOUSE GAS INVENTORY

FIGURE 3: COMPARISON OF CITY MUNICIPAL EMISSIONS



The City's Solid Waste Facility,³ due to methane emissions from the South Canyon Landfill, is the most significant emission source. Methane's global warming potential is 28 times greater than that of carbon dioxide, which accounts for the significant influence of emissions that occur at the municipal landfill.

Because methane emissions from solid waste at the South Canyon Landfill account for such a large percentage of overall emissions from City operations, and because an intensive methane study of the landfill is to be completed in 2026, the ECAP planning team opted to separate solid waste emissions from the remainder of emissions from city operations. This provides a clearer look at other city operations.

Figures 4 and 5 show the emission breakdown excluding emissions from mixed solid waste at the municipal landfill. While Figures 4 and 5 exclude methane emissions from solid waste, emissions from other sources still occur at the facility. These are attributed to heavy equipment used for all solid waste and recycling operations and electricity use.

³ Solid Waste Facilities is a scope 1 category as defined by the U.S. Greenhouse Gas Protocol. In the case of Glenwood Springs, the South Canyon Landfill is the only solid waste facility under operational control of the City.

MUNICIPAL GREENHOUSE GAS INVENTORY

FIGURE 4: CITY MUNICIPAL EMISSIONS EXCLUDING LANDFILLED WASTE METHANE EMISSIONS BY MTCO₂e

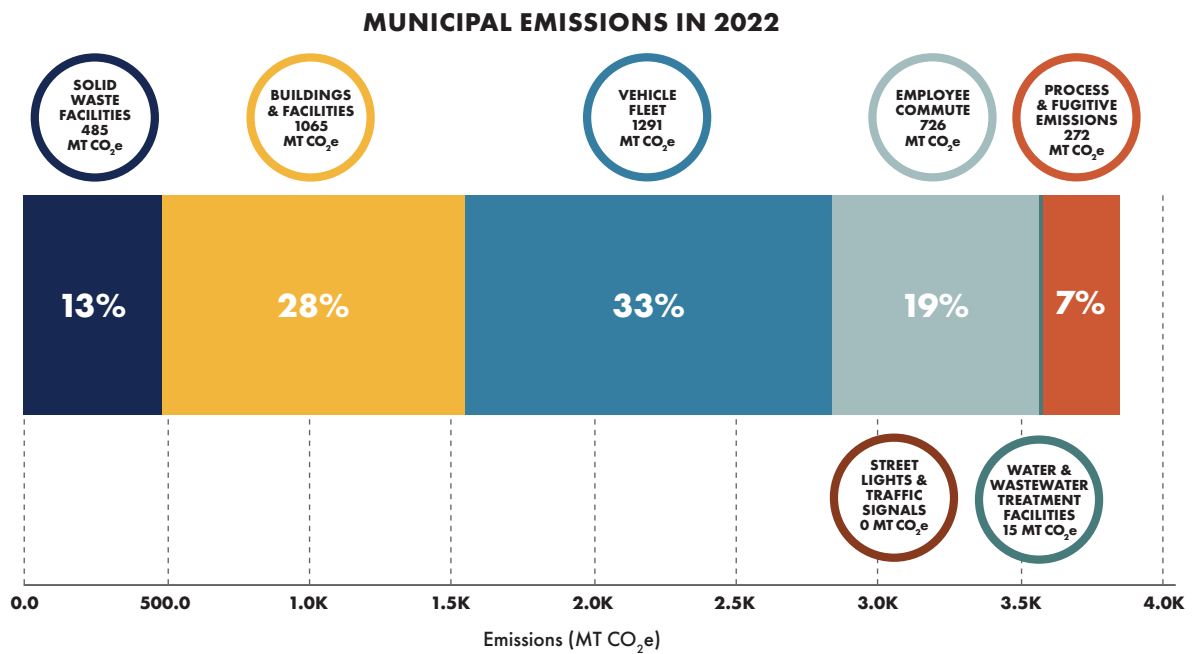
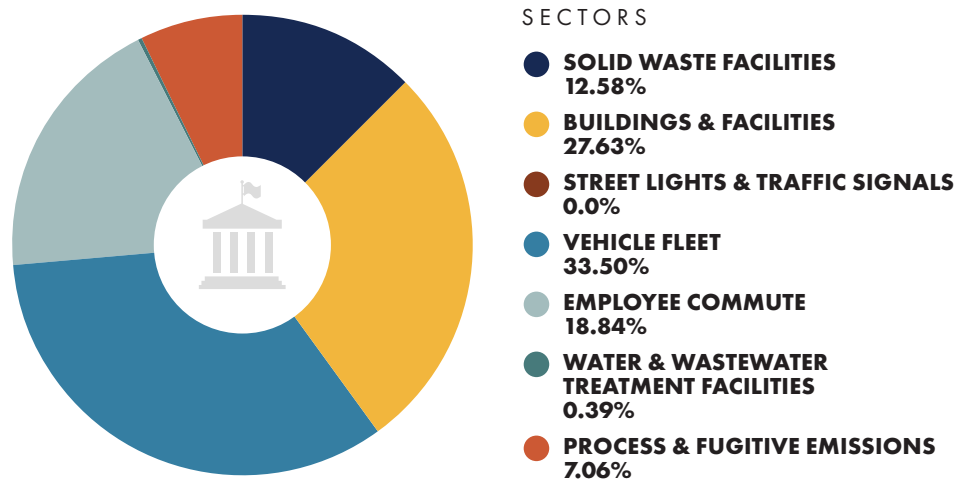


FIGURE 5: CITY MUNICIPAL EMISSIONS EXCLUDING LANDFILLED WASTE METHANE EMISSIONS BY PERCENTAGE



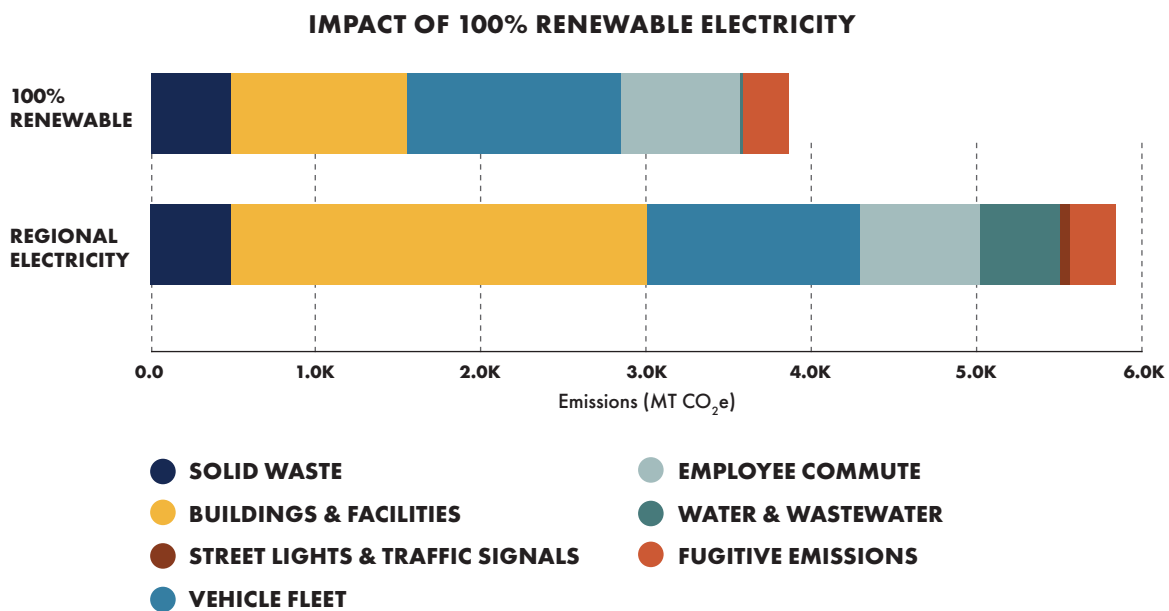


MUNICIPAL GREENHOUSE GAS INVENTORY

RENEWABLE ENERGY

Renewable energy plays a major role in keeping the emissions for Glenwood Springs to a minimum. Since 2019, the City of Glenwood Springs has procured 100% renewable energy primarily from wind power. The City purchases its wholesale electricity from the Municipal Energy Agency of Nebraska (MEAN). This renewable energy contract saved 2,100 MT CO₂e in 2022, as compared to a regional emission factor for electricity in the WECC Rockies area (RMPA).⁴ Figure 6 compares the City's emissions with and without this 100% renewable energy procurement contract.

FIGURE 6: TOTAL EMISSIONS COMPARISON BETWEEN 100% RENEWABLE ENERGY PROCUREMENT TO REGIONAL RMPA ELECTRICITY EMISSION FACTOR.



⁴ More information on the EPA egrid subregions can be found in the EPA's [technical methodology](#).



MUNICIPAL GREENHOUSE GAS INVENTORY

GREENHOUSE GAS PROJECTIONS

As Glenwood Springs looks to the future, understanding its potential trajectory in municipal greenhouse gas emissions is crucial for informed decision-making and sustainable development. Two key forecasts have been developed to guide the city's planning: the Business-As-Usual (BAU) forecast and the Adjusted Business-As-Usual (ABAU) forecast.⁵ The BAU forecast offers a projection based on the assumption that no additional measures are taken to reduce greenhouse gas emissions, relying on existing policies, economic trends, and demographic patterns, primarily focusing on a 0.363% annual population growth observed from 2010 to 2020. In contrast, the ABAU forecast accounts for specific measures such as the Corporate Average Fuel Economy (CAFE) standards, projected to decrease vehicle emissions by 1.8% annually, and the city's 100% renewable energy purchasing policy. By excluding emissions from landfilled solid waste, these forecasts provide a more nuanced view of potential emission reductions in the other sectors of city operations between 2022 and 2050. Together, these forecasts provide a detailed understanding of the future of the Municipal Operations emissions and inform the strategies on where the most significant actions need to take place.

⁵ The Business-as-Usual (BAU) forecast and methodology details can be found in Appendix A.

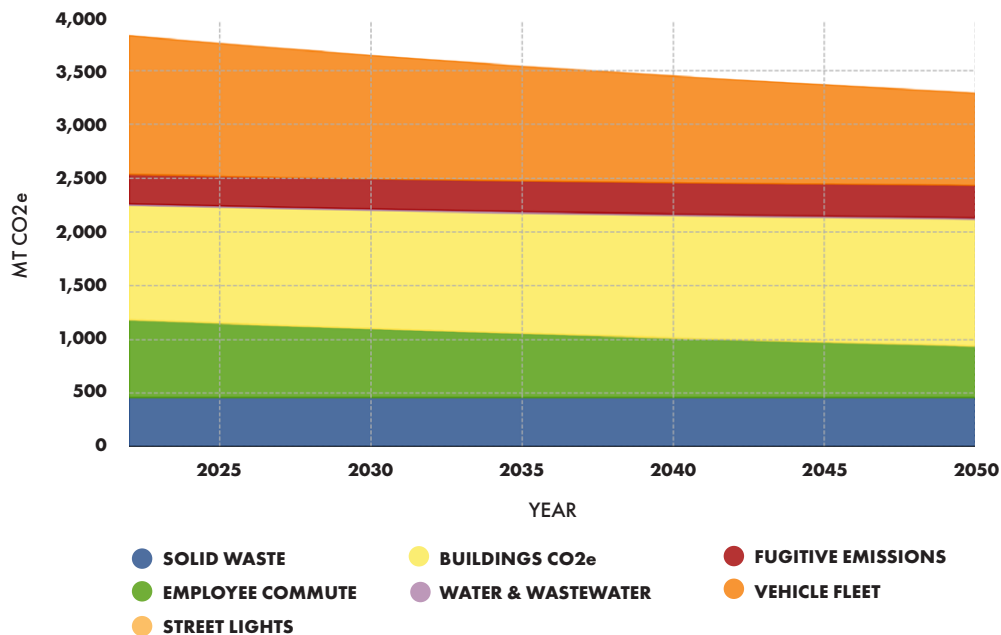
MUNICIPAL GREENHOUSE GAS INVENTORY

ADJUSTED BUSINESS-AS-USUAL

An Adjusted Business-as-Usual (ABAU) forecast attempts to identify the most likely pattern of emissions change that occur outside of the City's control, such as electricity grid shift, EV adoption percentages, and internal combustion engine (ICE) vehicle emission standards. This specific emission forecast accounted exclusively for the reduction in emissions from vehicle standards, as many other typical factors do not apply to the municipal operations of Glenwood Springs. The updating of the Corporate Average Fuel Economy standards is estimated to reduce transportation emissions by approximately 1.8% per year according to the ICLEI ClearPath tool. Other cities see a more substantial decrease in ABAU emissions due to the projected shift of grid electricity to include more renewable energy, where the City of Glenwood Springs has already incorporated a 100% renewable energy purchasing policy into government and community operations.

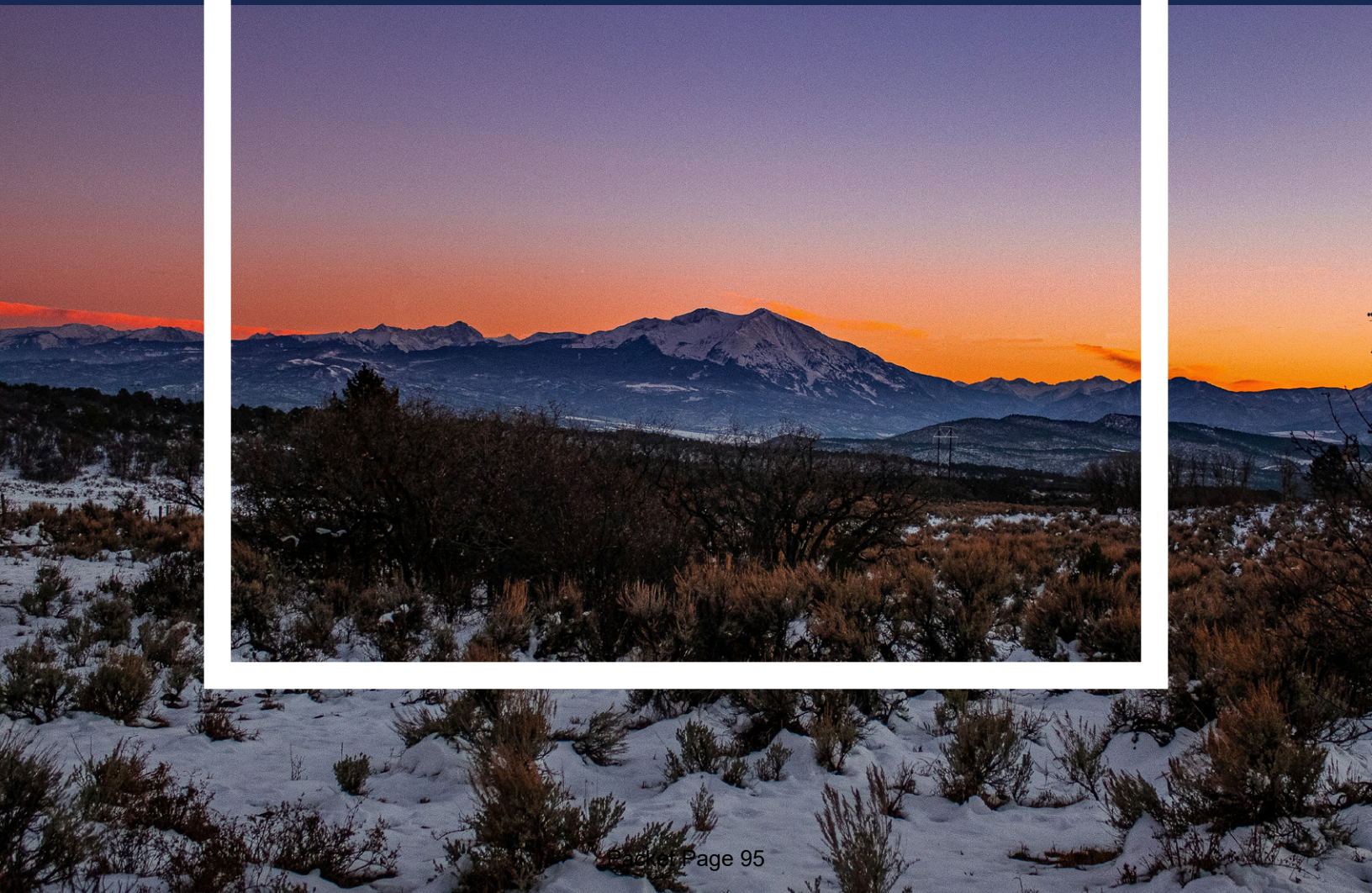
FIGURE 7: CITY ADJUSTED BUSINESS-AS-USUAL (ABAU) FORECAST (2022-2050) EXCLUDING LANDFILLED WASTE EMISSIONS

ABAU FORECAST FOR GLENWOOD SPRINGS EXCLUDING LANDFILL EMISSIONS



2024

GREENHOUSE GAS REDUCTION TARGET





GREENHOUSE GAS REDUCTION TARGET

The City of Glenwood Springs has committed to ambitious Science Based Targets (SBTs) for reducing greenhouse gas emissions, aligning with global and statewide efforts to mitigate climate change. These targets aim to reduce municipal emissions by 60% by 2035 compared to a 2022 baseline and achieve net-zero municipal emissions by 2050, in accordance with the latest scientific guidelines and the objectives of the Paris Agreement to limit global warming to 1.5°C above pre-industrial levels. The state of Colorado in its 2022 Pollution Roadmap has committed to ambitious emission reduction targets, shown in comparison to Glenwood Springs’ targets in Figure 8.⁶ The City of Glenwood Springs municipal operations would be aligned with the reductions at the state level, although targets have not yet been set for community-wide emissions.

FIGURE 8: COMPARISON OF STATE OF COLORADO AND GLENWOOD SPRINGS EMISSIONS REDUCTION TARGETS

TARGET YEAR	COLORADO EMISSIONS REDUCTION TARGETS	GLENWOOD SPRINGS EMISSIONS REDUCTION TARGETS
2035	65% reduction from 2005	60% reduction from 2022
2040	75% reduction from 2005	-
2045	90% reduction from 2005	-
2055	100% reduction	Net-zero municipal emissions

⁶ More information can be found on the State of Colorado’s Pollution Roadmap 2.0 [website](#).

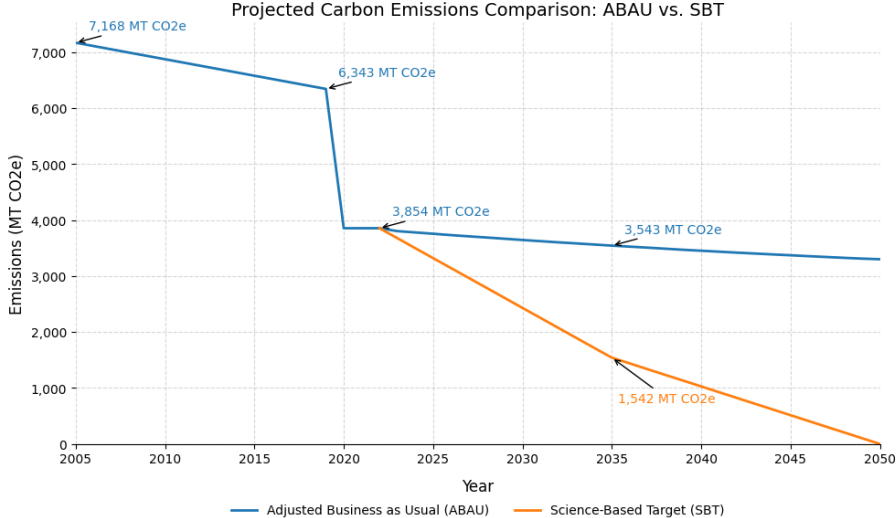


GREENHOUSE GAS REDUCTION TARGET

By adopting these science based targets for municipal operations, Glenwood Springs ensures that its climate action plan is both measurable and actionable, paving the way for significant emission reductions. This commitment not only supports immediate climate action but also facilitates long-term sustainability, with a goal of achieving net-zero municipal emissions by 2050. It is important to note that these targets exclude emissions from the municipal landfill. Specific targets for the landfill are to be determined after a comprehensive methane study is completed in 2026. This approach underscores the city's dedication to environmental stewardship and its proactive role in addressing the global climate crisis, while being pragmatic in the feasibility of reducing emissions for the municipal landfill that serves the surrounding region.

Below is an image depicting the emissions target for Glenwood Springs from 2005 to 2050. The image illustrates two scenarios: the Adjusted Business as Usual (ABAU) forecast and the Science Based Targets from 2024 to 2050, as compared to a 2022 baseline. The sharp 39% drop in emissions that occurred in 2019 is due to the city shifting its wholesale electricity contract to 100% renewable energy.

FIGURE 9: ESTIMATED 2005-2050 EMISSION FORECAST COMPARISON BETWEEN THE ADJUSTED BUSINESS-AS-USUAL (ABAU) AND A SCIENCE BASED TARGET (SBT) WHILE EXCLUDING THE EMISSIONS FROM THE LANDFILL








STRATEGIC ROADMAP FOR EMISSIONS REDUCTION



STRATEGIC ROADMAP FOR EMISSIONS REDUCTION

Throughout the ECAP planning process, the City has developed a comprehensive strategy list to significantly reduce municipal greenhouse gas emissions by 2050. This strategic roadmap outlines a series of targeted goals, strategies, and action steps across multiple categories, as outlined in Figure 10. Each category-specific strategic plan is designed to enhance sustainability, reduce greenhouse gas emissions, and increase overall efficiency.

FIGURE 10: FIVE-POINT FRAMEWORK CATEGORIES

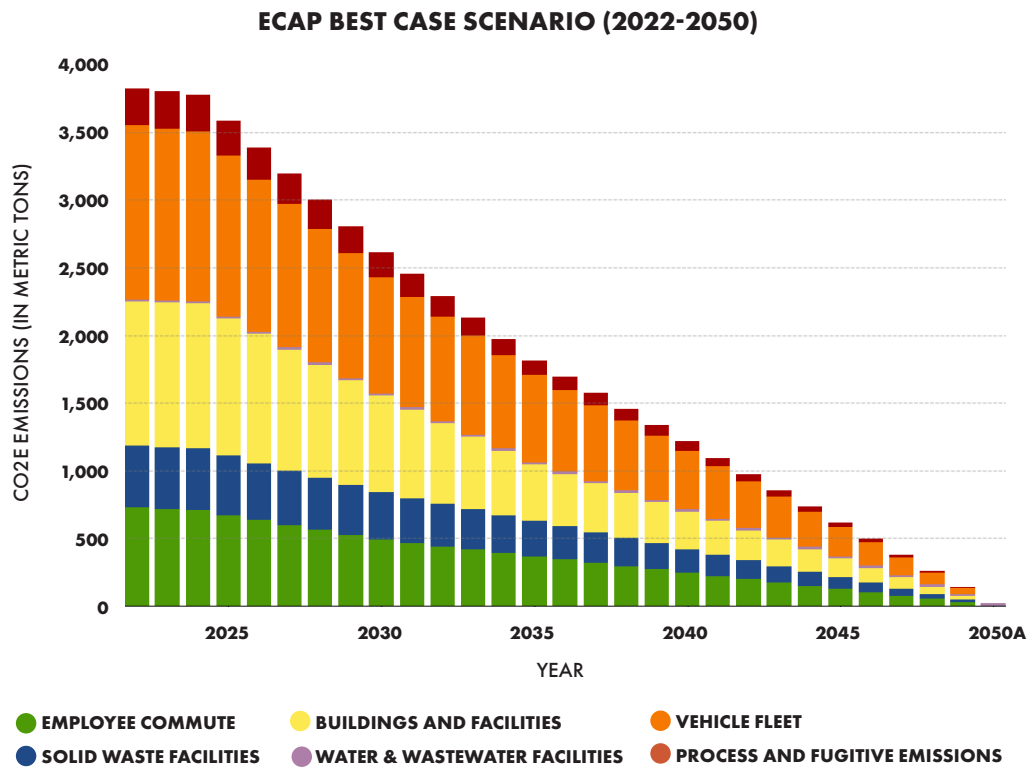
CATEGORY	TOPICS ADDRESSED
ENERGY 	Onsite renewable energy, peak shaving, electricity demand management
BUILDINGS 	Energy efficiency, electrification, adjustment of Building and Planning Municipal Codes
TRANSPORTATION 	Fleet electrification, charging stations, employee commute, public transportation
WASTE MANAGEMENT 	Landfill emissions from stored and incoming waste, overall waste reduction
PARKS & NATURAL SYSTEMS 	Irrigation/water use, tools and equipment, green space, landscaping

STRATEGIC ROADMAP FOR EMISSIONS REDUCTION

Figure 11 illustrates the projected emission reductions achievable through the successful implementation of these strategies, underscoring the City's commitment to a sustainable and resilient future. This figure depicts the potential outcomes in a "best case scenario" for the City of Glenwood Springs' municipal operations emissions through 2050. As the City has not set a target for reducing landfilled mixed solid waste methane emissions, those have not been included in the model.

With an average annual emission reduction of approximately 1,756 MT CO₂e, the total emissions reduction between 2025 and 2050 is projected to be 49,146 MT CO₂e.

FIGURE 11: BEST CASE SCENARIO FOR ECAP



STRATEGIC ROADMAP FOR EMISSIONS REDUCTION

ECAP UPDATES AND REVIEWS

The following goal, strategy and action steps address the future of the ECAP, in order to maximize its effectiveness over time. Regular reviews of the ECAP compared to actual progress, by conducting data updates and tracking implementation, will impact each of the framework categories and their associated goals, strategies, and actions steps.

GOAL U1. MAKE THE GLENWOOD SPRINGS ECAP A LIVING DOCUMENT BY CONDUCTING UPDATES AT A MINIMUM OF EVERY TWO YEARS. EVALUATE PROGRESS AGAINST THE 2024 ECAP.

STRATEGY

CU 1.1

Use the results of each periodic update to measure success against the 2024 ECAP.

ACTION

U 1.1.1 Conduct annual updates to the GHG inventory in ICLEI to be completed by June 15th, starting in 2025 for the calendar year 2024.

U 1.1.2 Maintain the existing annual municipal energy and carbon inventory system with automated data collection and monthly updating, to provide data for timely and effective energy management decisions.

U 1.1.3 Conduct annual reviews of the ECAP implementation plan and update status of each action item.

ENERGY



In 2019, the City of Glenwood Springs became the seventh city in the United States and second in Colorado to use 100% renewable energy. This transition eliminated the community's emissions coming from electricity, although there are still many opportunities for economic and efficiency gains in municipal energy use. The City continues to look for opportunities to improve its energy procurement strategy by sourcing energy locally, utilizing solar energy potentials, and managing the community's peak demands for electricity. The City continues to analyze and monitor the newest technologies and consider their viability for the Glenwood Springs community and municipal operations.

GOAL E1. INCREASE RENEWABLE ENERGY PRODUCTION FOR THE CITY.

STRATEGY

E 1.1

Install 10 MW solar capacity by 2030 and at least an additional 5 MW by 2040.

ACTION

E 1.1.1 Identify land, rooftops, parking lots, etc. to install solar.

E 1.1.2 Install rooftop PV solar and storage systems on qualified City facilities including parking areas, and municipal rooftops.

E 1.1.3 Install community scale solar that meets the requirements of MEAN and satisfies the City's needs.

E 1.1.4 Incentivize owners of privately-owned industrial facilities and commercial properties to install rooftop solar and storage where feasible.

E 1.1.5 Require pre-wiring for solar capability in all new self-storage unit developments.

E 1.1.6 Work with CLEER to incentivize the City's home owners and multifamily owners to install rooftop solar and storage where feasible.

E 1.1.7 Forecast increased electricity consumption over time to better estimate solar capacity needs.

E 1.1.8 Budget funds to cover investment costs for purchase and installation of solar generation capacity.



ENERGY

GOAL E2. REDUCE CITY'S PEAK DEMAND BY 10% BY 2030 TO ACHIEVE PEAK SHAVING AND ELECTRICITY COST SAVINGS.

STRATEGY

E 2.1 Implement a minimum of 16 MWh battery storage capacity for peak shaving by 2030.

ACTION

E 2.1.1 Conduct a survey to determine optimal locations for battery storage and install storage at city facilities by 2030.

E 2.1.2 Coordinate with MEAN to introduce utility-scale battery storage systems.

E 2.1.3 Budget funds to cover investment costs for purchase and installation of battery storage.

STRATEGY

E 2.2 Implement a Distributed Energy Resources (DER) program to reduce peak demand.

ACTION

E 2.2.1 Implement energy management and energy storage systems at municipal locations to charge during low-use and release energy during peak demand hours.

E 2.2.2 Charge EV bus fleet (RFTA or Ride Glenwood) during off-peak hours.

GOAL E3. CONTINUE ENERGY CONSERVATION AND ENERGY EFFICIENCY EFFORTS AMONG ELECTRIC CUSTOMERS.

STRATEGY

E 3.1 Work across customer sectors to promote conservation (to use less) and efficiency (to use wisely).

ACTION

E 3.1.1 Continue to provide annual funding for rebates to Glenwood Springs Electric customers to incentivize desired energy efficiency upgrades. Work with CLEER to further publicize rebate opportunities. Expand Spanish-language outreach and outreach to lower income households.

E 3.1.2 Implement demand charge into electricity fees by 2026.

E 3.1.3 Emphasize enforcement of building codes to ensure energy efficiency and resource efficiency practices.

BUILDINGS



The City of Glenwood Springs is working to prioritize the efficiency of its buildings to improve both operations and financial performance. This approach addresses the energy efficiency of City-owned buildings in the form of natural gas and electricity, and offers opportunities for the City to encourage city-wide adoption of energy efficient practices. Many factors contribute to the feasibility of energy efficiency projects including the age of the building, construction materials and design, location in relation to existing infrastructure, and the primary use of the building. These factors have been considered and will remain topics of discussion as the implementation of these action steps are carried out.

These strategies also address growth of energy efficiency rebate programs available for residential and commercial buildings served by the municipal utility as well as energy code requirements to improve efficiency.

GOAL B1. DECREASE NATURAL GAS USE AT MUNICIPAL BUILDINGS.

STRATEGY

B 1.1

Assess heating equipment to maintain maximum efficiency of existing NG units and prepare for full replacement as costs for new technology declines for electrification, heat pumps, and ground-source geothermal.

ACTION

B 1.1.1 Carry out regular maintenance of natural gas building equipment and track preventative maintenance and upgrades on a master schedule.

B 1.1.2 Conduct a cost-benefit analysis for natural gas or electric equipment replacement as equipment approaches end of useful life and prioritize electrification.

B 1.1.3 Conduct a feasibility study for developing a geothermal energy district that would support energy reductions within City Hall, and consider partnership with the County for their buildings to offset the costs. A geo-district could have the potential to expand to residential areas with less infrastructure requirements and result in greater efficiency (reference Colorado Mesa University's Geo-Grid geo-exchange system).



BUILDINGS

GOAL B2. INCREASE ENERGY EFFICIENCY IN MUNICIPAL BUILDINGS BY 12% BY 2030 AND 25% BY 2050. THIS ALIGNS WITH THE GCE ENERGY ACTION PLAN.

STRATEGY

B 2.1

Continue upgrading lighting, heating, cooling, and water heating infrastructure in municipal facilities.

ACTION

B 2.1.1 Upgrade lighting, furnaces, coolers, and space/water heaters to higher efficiency models in municipal buildings by 2035.

STRATEGY

B 2.2

Actively monitor building energy use through the advanced energy management (AEM) program provided through GCE membership.

ACTION

B 2.2.1 Create an action plan with CLEER to actively monitor untracked buildings with 15-minute interval data. Note that CLEER is already tracking City Hall, Community Center, and Water Treatment Plant.

B 2.2.2 Perform thorough after-hours building walkthroughs to determine if buildings are fully shut down, to determine a best practice baseline. Utilize CLEER's platinum level service, called "AEM Shutdown with ENERGY STAR."

B 2.2.3 Develop an energy-conservation culture program for staff, to encourage energy saving. Consider incentives as feasible.

B 2.2.4 Provide staff training on energy efficiency best practices, specialized for each City department.



BUILDINGS

GOAL B3. SUPPORT ENERGY EFFICIENCY CITY-WIDE FOR NEW DEVELOPMENT AND EXISTING BUILT ENVIRONMENT.

STRATEGY

B 3.1

Regularly update programs that support equitable customer adoption of energy efficiency, beneficial electrification, and battery storage for peak shaving when feasible.

ACTION

B 3.1.1 Encourage more energy-efficiency projects by annually evaluating specific programs, their cost, and funding opportunities.

B 3.1.2 Ensure that low-income residents, seniors, renters, and mobile home residents have access to energy efficiency programs, like ReEnergize. Include Spanish-language information and outreach.

B 3.1.3 Review IECC Development Code to ensure proactive requirements that foster energy saving technologies, such as solar arrays, battery storage, heating districts, building and roof color. Ensure that staff are trained in IECC standards and management is dedicated to enforcing the IECC standards.

B 3.1.4 Provide on-bill financing for carbon reducing, higher cost initiatives such as air source heat pumps or geothermal/ground source heat pumps. Work with CLEAR on program design.

WASTE MANAGEMENT



The South Canyon Landfill provides a critical service for the residents of Glenwood Springs and many other surrounding communities. Landfill emissions are associated with two categories: emissions from incoming waste (including haulers and equipment emissions) and legacy emissions created by the pre-existing layers of waste in the landfill. Since the landfill is under the operational control of the City, despite serving other communities in the region, the landfill's significant emissions are accounted for in the City's greenhouse gas inventory. The emission reduction target for the City currently excludes emissions associated with the South Canyon Landfill. Given the challenges that will come with addressing these emissions and the fact that a landfill expansion is being anticipated, this data was excluded from the City's target. The City will set a specific emission reduction target for the South Canyon Landfill after a methane emission study in 2026.

The City has identified the following goals and strategies as top priorities to address this significant source of City emissions. In addition to the following, the City will comply with all current state and federal regulations regarding landfill management and emissions including any subsequent updates to those requirements.



WASTE MANAGEMENT

GOAL WM.1 REDUCE EMISSIONS ASSOCIATED WITH SOLID WASTE AND THE SOUTH CANYON LANDFILL. SET A SPECIFIC AND TIMEBOUND TARGET BY THE END OF Q1 2026 USING DATA AND RESOURCES EXPECTED BY THE END OF 2024. (SEE COLORADO POLLUTION REDUCTION ROADMAP FOR TIMELINE.)

STRATEGY

WM 1.1

Reduce emissions associated with maintaining the South Canyon Landfill, and from haul trucks servicing the City.

ACTION

WM 1.1.1 Continue to follow State requirements for emissions monitoring/reporting and implement methane capture if deemed necessary and viable by CDPHE.

WM 1.1.2 Explore new technology to transition heavy machinery to machines with lower emissions including electric equipment. Investigate funds available through Colorado's Diesel Emissions Reduction Act. Consider opportunities to run machinery less or make processes more efficient. Consider the implication of increased electricity demands on existing infrastructure at the landfill.

WM 1.1.3 Require City-contracted waste hauler(s) to upgrade haul trucks to CNG fueling, and make CNG fueling accessible. Designate specific and time bound targets for this transition. Consider applying this to non-contracted haulers as well.



WASTE MANAGEMENT

STRATEGY

WM 1.2

[Increase diversion rates by 35% by 2026 and 45% by 2036, against a 2021 baseline, matching state goals.](#)

STRATEGY

WM 1.3

Promote overall waste reduction.

ACTION

WM 1.2.1 Make food waste diversion mandatory for restaurant. Implement the regulation in phases and consider partnerships with private haulers.

WM 1.2.2 Enact a ban on organics (paper, cardboard, wood, yard waste, food, etc) in the landfill in 2025.

WM 1.2.3 Make recycling mandatory for commercial properties including apartment complexes. Note that this is currently in-progress and can be completed in 2024 by City Council. Consider further landfill bans on recyclable materials such as glass.

WM 1.2.4 Require on-site aggregate recycling for commercial and industrial construction and roadwork projects.

WM 1.2.5 Complete Waste Composition Study by 2026. Note that this is currently in-progress.

WM 1.2.6 Educate the public on recycling by reporting on recycling rates and where recycled materials end up. Post this information to existing web pages and consider engagement avenues such as a dashboard.

WM 1.2.7 Evaluate and monitor the Pay as You Throw program - year over year diversion rates and total waste yields. Publicize the success and impacts of the program in terms of money saved, waste avoided, and/or emissions avoided.

ACTION

WM 1.3.1 Consider bans on the retail sale and commercial use of select single-use plastics and styrofoam including plastic drinking straws, utensils, bottled water/drinks, and cups. Model this after the statewide bans on styrofoam food containers and plastic grocery bags.

WM 1.3.2 Provide public recognition for local shops that repair and reuse items. Consider providing incentives and rebates when feasible.



WASTE MANAGEMENT

STRATEGY

WM 1.4

Reduce waste associated with City facilities and functions hosted at City facilities.

ACTION

WM 1.4.1 Phase out single use plastics and/or non-compostables within City facilities.

WM 1.4.2 Install water refill station(s) to replace water bottle vending machines.

WM 1.4.3 Require City sponsored events to be "single-use plastic free" (i.e. plastic utensils, cups, bottles, etc. will not be permitted). Provide support in funding, coordinating, and enforcing these efforts.

WM 1.4.4 Provide adequate composting and recycling bins within City facilities and at other heavily used public access locations such as City parks and downtown. Ensure signage about proper disposal of waste is clear and available in English and Spanish. Consider a partnership with Evergreen Zero Waste to accomplish this.

WM 1.4.5 Encourage functions hosted at City facilities to eliminate single-use and/or non-compostable items. Incorporate this policy into facility reservation request forms.



DISPOSAL OF INFRASTRUCTURE AND EQUIPMENT

Following guidelines and regulations set by the State of Colorado, the City will inevitably encounter additional costs and scope 3 emissions associated with the disposal of outdated equipment and infrastructure. Examples of such waste include but are not limited to solar panels, batteries and gasoline- and diesel-powered tools, off-road equipment, and vehicles. The City will take care to minimize the impacts of this disposal by leveraging local resources for recycling and repurposing used materials. It is recommended that the City leverage Colorado-based solar and battery recycling organizations as needed and discard gasoline- and diesel-powered equipment as scrap metal.



TRANSPORTATION



The City is committed to improving Glenwood Springs' transportation network into a more sustainable and efficient system. By prioritizing the continued growth of sustainable public transit options, the expansion of infrastructure for active transportation for City employees such as biking and walking, and promoting the adoption of electric and low-emission City vehicles and its charging infrastructure, we aim to reduce greenhouse gas emissions produced by municipal transit. It is acknowledged that the technology needed to reliably electrify certain vehicles (such as emergency response vehicles) is not yet fully developed and it is recommended that the City defer the replacement of these vehicles until the market is better understood.

The Roaring Fork Transportation Authority (RFTA) is a key partner in achieving transit-related goals. RFTA provides intercity bus services to the community through the Ride Glenwood program, as well as regional bus services from Rifle to Aspen. They also maintain the Rio Grande Trail that runs through town.



TRANSPORTATION

GOAL T1. REDUCE EMPLOYEE COMMUTE EMISSIONS BY 25% BY 2030 AND 100% BY 2050.

STRATEGY

T 1.1

Create and incentivize opportunities for employees to use alternative transportation to and from City facilities.

ACTION

T 1.1.1 Install new and covered bike racks at City facilities.

T 1.1.2 Advertise and expand e-bike rebate and incentive programs for City employees to include those who live outside City limits.

T 1.1.3 Investigate options to install street lighting in high-traffic pedestrian and bike paths. Consider solar street lighting options modeled after projects completed in [Beaumont, CA](#), and [Los Angeles, CA](#).

T 1.1.4 Organize a carpooling program for City employees and offer incentives for those who participate. Provide education on the benefits of alternative transportation such as cost savings and health benefits.

T 1.1.5 Promote the existing vanpooling program; gauge interest for expansion. Consider additional incentives to promote increased participation.

T 1.1.6 Expand employee awareness of RFTA discounts for City employees.

T 1.1.7 Implement incentives and acknowledgement methods for employees who consistently ride transit, bike, walk, vanpool, or carpool to work. Incentives could include additional wellness benefits, extra vacation or PTO, gift certificates, or financial bonuses.



TRANSPORTATION

STRATEGY

T 1.2

Improve City infrastructure for electric vehicles, making adoption by City employees and the larger community more convenient.

STRATEGY

T 1.3

Adopt policies to expand availability of EV charging while reducing impacts of L3 charging on the City electric grid.

ACTION

T 1.2.1 Install L2 charging stations at City facilities for employees, as well as at City Hall, Community Center, and City parks for residents, and L3 stations along the interstate.

T 1.2.2 Offer rebates from the City for businesses to install additional L2 charging infrastructure. The City can provide additional funding to recipients of the Charge Ahead Colorado grant, which currently requires a 20% match from the applicant. If the City were to provide funding that would reduce the match to 15% or 10%, that would be an incentive that could be used alongside the Property Tax Credit and the Alternative Fuel and Refueling tax credit. Model after programs in Eagle County and Aspen.

T 2.2.3 Secure new revenue to fund new EV infrastructure. Options include the Fleet-ZERO program (fleet), Charge Ahead Colorado, Consolidated Call for Capital Projects (public transit), and DERA funds (ending this year).

ACTION

T 1.3.1 Create policies that require L2 charging in new multi-family residential and commercial buildings, in compliance with IECC EV Readiness codes.

T 1.3.2 Implement time-of-use pricing for all L3 EV charging on the City electric grid.



TRANSPORTATION

GOAL T2. REDUCE EMISSIONS FROM THE CITY VEHICLE FLEET AND RIDE GLENWOOD BUS FLEET BY 25% BY 2030 AND 100% BY 2050.

STRATEGY

T 2.1

Reduce emissions associated with the Ride Glenwood bus fleet and consider opportunities to utilize electric buses as energy storage.

ACTION

T 2.1.1 Perform Lifecycle Cost Analysis for the electrification of the Ride Glenwood for impacts on City infrastructure maintenance, impact of battery disposal, potential for battery re-use, mining, wear on roads, and electricity load.

T 2.1.2 Utilize services for non-customers from Xcel Energy to conduct a study for a cost benefit analysis of EV bus fleet for Ride Glenwood.

T 2.1.3 Develop a 5-8 year plan for phased electrification of the City fleet and Ride Glenwood buses that includes tracking emerging technologies.

T 2.1.4 Transition Ride Glenwood fleet to all electric by 2035. Support RFTA in the implementation of their [Climate Action Plan](#), including the electrification of the RFTA fleet.



TRANSPORTATION

STRATEGY

T 2.2

Reduce emissions associated with City fleet vehicles by 25% by 2030 and 100% by 2050 (parks & recreation, electric, water/wastewater, etc.). Consider electric police and fire vehicles based on availability.

ACTION

T 2.2.1 Evaluate the increased use of police officer bicycle and e-bike patrols.

T 2.2.2 Develop education materials and employ further enforcement of the City's vehicle idling policy.

T 2.2.3 Secure new revenue to fund new EV infrastructure. Options include the Fleet-ZERO program (fleet), Charge Ahead Colorado, Consolidated Call for Capital Projects (public transit), and DERA funds (ending this year).

T 2.2.4 Secure new revenue to fund the transition of non-emergency City vehicles to electric by 2035. Options include the Fleet-ZERO program (City fleet), Charge Ahead Colorado (City fleet), and the Consolidated Call for Capital Projects (City fleet and/or transit - could apply to RFTA).

T 2.2.5 Provide each department with a monthly list of its fuel consumption to encourage departments to make efficient use of vehicle miles and fuel.

T 2.2.6 Evaluate the feasibility of partially electrifying the City's emergency vehicle fleet. Consider successes from [Aspen, CO](#) and [Pueblo, CO](#).

T 2.2.7 Replace off-road equipment with electric or low-emission alternatives, such as municipal skid steers and other non-plated equipment used by the City for snow removal, construction, or landscaping operations. Look to the Colorado Clean Diesel Program for grants to aid in funding this transition



PARKS AND NATURAL SYSTEMS



Given the significance of Glenwood Springs' parks and green spaces, the following goals have been identified as key priorities. With an emphasis on water conservation and equipment electrification, the City will leverage City-managed natural spaces to demonstrate best practices and provide educational resources to the community. By prioritizing initiatives such as native plant restoration, water-efficient landscaping, and the development of green corridors, this effort will bolster biodiversity, improve water efficiency, and create more resilient natural habitats. These efforts will not only mitigate the impacts of climate change but also enhance the well-being and quality of life for Glenwood Springs residents.



PARKS AND NATURAL SYSTEMS

GOAL PNS 1. REDUCE WATER USAGE FOR IRRIGATION OF CITY LAND AND GREEN SPACE BY 60% BY 2035.

STRATEGY

PNS 1.1

Continue implementing xeriscaping practices to remove irrigated turf such as Kentucky Blue Grass from City property wherever possible.

ACTION

PNS 1.1.1 Using the designated line item in the annual budget and State funding options to build on and expand existing fixture replacement program, irrigation clock replacement program, and landscaping removal program.

GOAL PNS 2. REDUCE EMISSIONS ASSOCIATED WITH MAINTAINING THE CITY'S GREEN SPACE BY 25% BY 2030 AND 100% BY 2050.

STRATEGY

PNS 2.1

Cut down gasoline usage for maintaining City parks and green space by 100% by 2025.

ACTION

PNS 2.1.1 Transition small engine tools and lawn equipment to electric alternatives as the budget allows. This is in line with the State's recent regulation that limits the use of gas powered landscape equipment on government property between the months of June and August starting in 2025. Utilize state incentives such as the Colorado Clean Diesel Program to support the cost of large electric landscaping machinery.



PARKS AND NATURAL SYSTEMS

GOAL PNS 3. REDUCE NON-FUNCTIONAL TURF GRASS AND EXPAND CITY TREE CANOPY AND DROUGHT-RESISTANT NATIVE PLANTS, FOR DUAL BENEFITS OF REDUCED EMISSIONS FROM MAINTENANCE AND REDUCED WATER CONSUMPTION.

STRATEGY

PNS 3.1

Reduce non-functional turf by 30% by 2030, in alignment with the [Alliance for Water Efficiency's](#) target.

STRATEGY

PNS 3.2

Increase the City's urban tree canopy from 28% in 2024 to 50% by 2050, in alignment with [American Forest's Tree Equity Score tool](#).

STRATEGY

PNS 3.3

Expand use of drought-resistant native plants and regenerative landscaping practices in city landscaping.

ACTION

PNS 3.1.1 Transition turf in City green spaces with native, water-smart plants that require less maintenance.

ACTION

PNS 3.2.1 Use the American Forest's [Tree Equity Score tool](#) to make wise long-term decisions about tree replacements and new tree plantings.

ACTION

PNS 3.3.1 Transition shrubs and trees in City green spaces with native, water-smart plants that require less maintenance.

PNS 3.3.2 Transition from use of chemicals in City green spaces to regenerative practices.



PARKS AND NATURAL SYSTEMS

GOAL PNS 4. LEVERAGE THE CITY'S SUSTAINABILITY WORK AS A DEMONSTRATION OF BEST PRACTICES FOR RESIDENTS.

STRATEGY

PNS 4.1

Cut down gasoline usage for maintaining City parks and green space by 100% by 2025.

ACTION

PNS 4.1.1 Complete the City "story walk" garden in Veltus Park to act as a demonstration of best practices. Plan for expansion and/or replication in other City-owned locations.

PNS 4.1.2 Provide permanence for existing community garden acreage through council resolution or other means.

PNS 4.1.3 Identify more locations on city land and/or explore options with private landowners and HOAs to establish community gardens of all sizes in more neighborhoods.

PNS 4.1.4 Use fund from the general fund to offer compost and topsoil with delivery from City landfill operations to establish new community gardens.

STRATEGY

PNS 4.2

Build gardening skills among residents.

ACTION

PNS 4.2.1 Designate a City flowering plant that can be grown in parks and yards (such as Black-eyed Susan, Blanket Flower, Yarrow, Coneflower, or Penstemon), and to establish a City-wide theme for xeriscaping.

PNS 4.2.2 Continue the City's "learn-to-garden" education program using city staff and Master Gardener volunteers.

PNS 4.2.3 Develop a Natural and Working Lands Strategic Plan that identifies priority actions to increase carbon sequestration, improve resiliency, and monitor co-benefits. Model the Plan after the State of Colorado's [Strategic Plan for Climate-Smart Natural and Working Lands](#).

STRATEGY

PNS 4.3

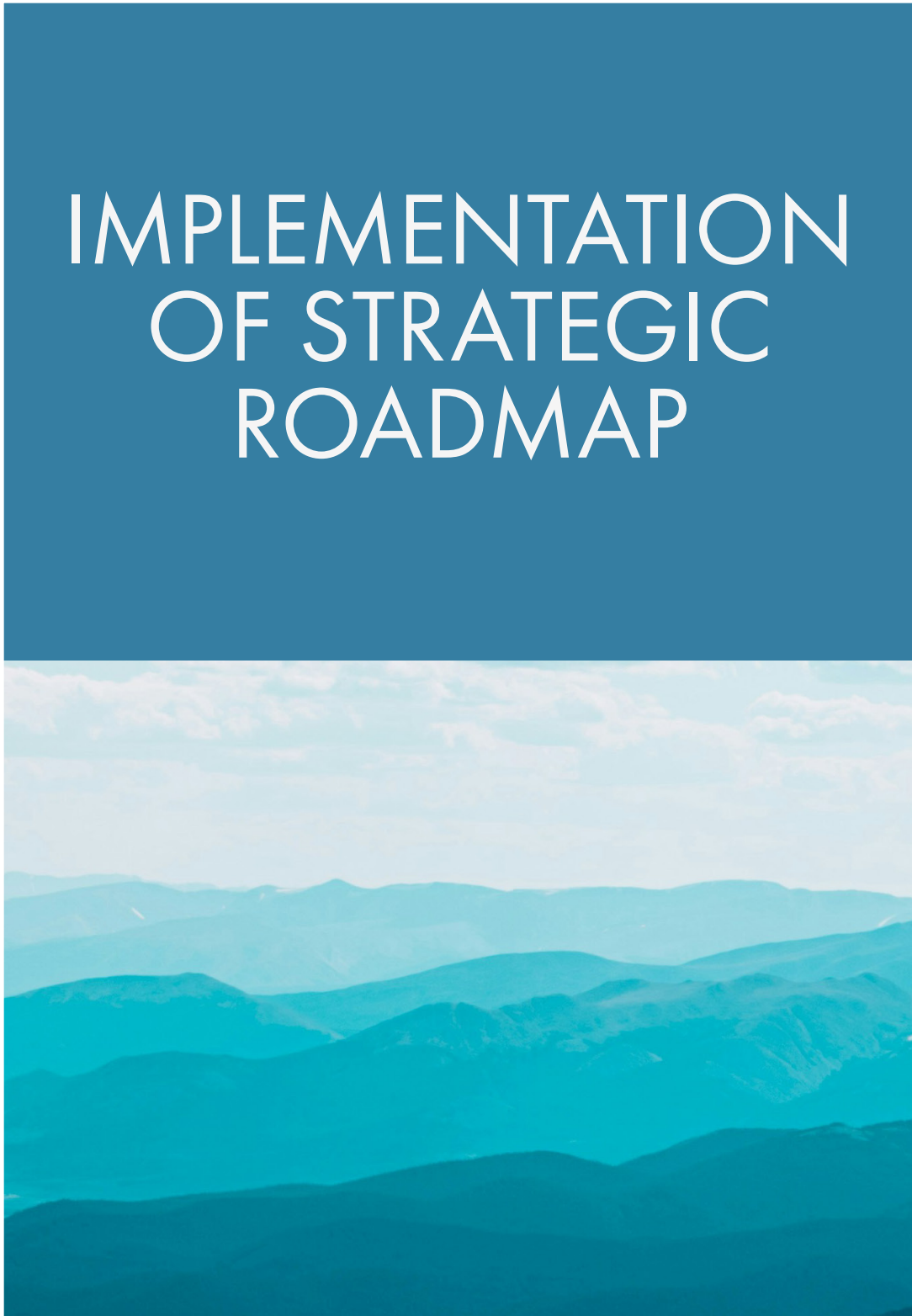
Tie water pricing to seasonal supply and demand.

ACTION

PNS 4.3.1 Assess seasonal water use and update rates to reflect supply and demand realities.

2024

IMPLEMENTATION OF STRATEGIC ROADMAP





IMPLEMENTATION OF STRATEGIC ROADMAP

To ensure continued implementation of these efforts in the coming years, the following implementation plan has been developed. Assigning both a target year and priority score to each strategy is done in an effort to guide the City in the use of this plan for the coming years.

PRIORITY SCORE: A priority score was determined for each strategy based on the associated emission reduction and the estimated cost for implementing the strategy and its action items. By implementing the highest priority strategies first, the City will maximize their emissions reduction potential while minimizing financial demands. The priority scores were assigned using the following criteria:

- Priority 1: Low cost and high impact
- Priority 2: High cost and high impact
- Priority 3: Low cost and low impact

RECOMMENDED IMPLEMENTATION YEAR: A recommended implementation year was assigned for each strategy based on the priority score (summarizing the associated emission reduction and cost) and effort required for implementation. Additionally, annual workloads were considered to avoid overloading individual years with high-effort or costly projects. These recommendations are intended to be a benchmark for City use when assessing annual progress of the ECAP’s implementation and impacts.

By utilizing the following implementation plan, Glenwood Springs will be on a path to significantly reduce municipal emissions. Reducing emissions, and therefore minimizing environmental impacts will ensure a future that is safer and more enjoyable for future generations.

IMPLEMENTATION OF STRATEGIC ROADMAP



STRATEGY	ACTION STEP	PRIORITY SCORE	RECOMMENDED IMPLEMENTATION YEAR	RECOMMENDED COMPLETION YEAR
2025				
E 1.1 Install 10 MW solar capacity by 2030 and at least an additional 5 MW by 2040.	E 1.1.1 Identify land, rooftops, parking lots, etc. to install solar.	2	2025	2030
	E 1.1.2 Install rooftop PV solar and storage systems on qualified City facilities including parking areas, and municipal rooftops.			
	E 1.1.3 Install community scale solar that meets the requirements of MEAN and satisfies the City's needs.			
	E 1.1.4 Incentivize owners of privately-owned industrial facilities and commercial properties to install rooftop solar and storage where feasible.			
	E 1.1.5 Require pre-wiring for solar capability in all new self-storage unit developments.			
	E 1.1.6 Work with CLEER to incentivize the City's home owners and multifamily owners to install rooftop solar and storage where feasible.			
	E 1.1.7 Forecast increased electricity consumption over time to better estimate solar capacity needs.			
	E 1.1.8 Budget funds to cover investment costs for purchase and installation of solar generation capacity.			
E 2.1 Implement a minimum of 16 MWh battery storage capacity for peak shaving by 2030.	E 2.1.1 Conduct a survey to determine optimal locations for battery storage and install storage at city facilities by 2030.	2	2025	2030
	E 2.1.2 Coordinate with MEAN to introduce utility-scale battery storage systems.			
	E 2.1.3 Budget funds to cover investment costs for purchase and installation of battery storage.			
B 2.1 Continue upgrading lighting, heating, cooling, and water heating infrastructure in municipal facilities.	B 2.1.1 Upgrade lighting, furnaces, coolers, and space/water heaters to higher efficiency models in municipal buildings by 2035.	1	2025	2027

IMPLEMENTATION OF STRATEGIC ROADMAP



STRATEGY	ACTION STEP	PRIORITY SCORE	RECOMMENDED IMPLEMENTATION YEAR	RECOMMENDED COMPLETION YEAR
WM 1.2 Increase diversion rates by 35% by 2026 and 45% by 2036, against a 2021 baseline, matching state goals.	WM 1.2.1 Make food waste diversion mandatory for restaurant. Implement the regulation in phases and consider partnerships with private haulers.	1	2025	2026
	WM 1.2.2 Enact a ban on organics (paper, cardboard, wood, yard waste, food, etc) in the landfill in 2025.			
	WM 1.2.3 Make recycling mandatory for commercial properties including apartment complexes. Note that this is currently in-progress and can be completed in 2024 by City Council. Consider further landfill bans on recyclable materials such as glass.			
	WM 1.2.4 Require on-site aggregate recycling for commercial and industrial construction and roadwork projects.			
	WM 1.2.5 Complete Waste Composition Study by 2026. Note that this is currently in-progress.			
	WM 1.2.6 Educate the public on recycling by reporting on recycling rates and where recycled materials end up. Post this information to existing web pages and consider engagement avenues such as a dashboard.			
	WM 1.2.7 Evaluate and monitor the Pay as You Throw program - year over year diversion rates and total waste yields. Publicize the success and impacts of the program in terms of money saved, waste avoided, and/or emissions avoided.			
WM 1.3 Promote overall waste reduction.	WM 1.3.1 Consider bans on the retail sale and commercial use of select single-use plastics and styrofoam including plastic drinking straws, utensils, bottled water/drinks, and cups. Model this after the statewide bans on styrofoam food containers and plastic grocery bags.	2	2025	2031
	WM 1.3.2 Provide public recognition for local shops that repair and reuse items. Consider providing incentives and rebates when feasible.			

IMPLEMENTATION OF STRATEGIC ROADMAP



STRATEGY	ACTION STEP	PRIORITY SCORE	RECOMMENDED IMPLEMENTATION YEAR	RECOMMENDED COMPLETION YEAR
T 2.1 Reduce emissions associated with the Ride Glenwood bus fleet and consider opportunities to utilize electric buses as energy storage.	T 2.1.1 Perform Lifecycle Cost Analysis for the electrification of the Ride Glenwood for impacts on City infrastructure maintenance, impact of battery disposal, potential for battery re-use, mining, wear on roads, and electricity load.	1	2025	2028
	T 2.1.2 Utilize services for non-customers from Xcel Energy to conduct a study for a cost benefit analysis of EV bus fleet for Ride Glenwood.			
	T 2.1.3 Develop a 5-8 year plan for phased electrification of the City fleet and Ride Glenwood buses that includes tracking emerging technologies.			
	T 2.1.4 Transition Ride Glenwood fleet to all electric by 2035. Support RFTA in the implementation of their Climate Action Plan , including the electrification of the RFTA fleet.			
T 2.2 Reduce emissions associated with City fleet vehicles by 25% by 2030 and 100% by 2050 (parks & recreation, electric, water/wastewater, etc.). Consider electric police and fire vehicles based on availability.	T 2.2.1 Evaluate the increased use of police officer bicycle and e-bike patrols.	2	2025	2030
	T 2.2.2 Develop education materials and employ further enforcement of the City's vehicle idling policy.			
	T 2.2.3 Secure new revenue to fund new EV infrastructure. Options include the Fleet-ZERO program (fleet), Charge Ahead Colorado, Consolidated Call for Capital Projects (public transit), and DERA funds (ending this year).			
	T 2.2.4 Secure new revenue to fund the transition of non-emergency City vehicles to electric by 2035. Options include the Fleet-ZERO program (City fleet), Charge Ahead Colorado (City fleet), and the Consolidated Call for Capital Projects (City fleet and/or transit - could apply to RFTA).			
	T 2.2.5 Provide each department with a monthly list of its fuel consumption to encourage departments to make efficient use of vehicle miles and fuel.			
	T 2.2.6 Evaluate the feasibility of partially electrifying the City's emergency vehicle fleet. Consider successes from Aspen, CO and Pueblo, CO.			
	T 2.2.7 Replace off-road equipment with electric or low-emission alternatives, such as municipal skid steers and other non-plated equipment used by the City for snow removal, construction, or landscaping operations. Look to the Colorado Clean Diesel Program for grants to aid in funding this transition			

IMPLEMENTATION OF STRATEGIC ROADMAP



STRATEGY	ACTION STEP	PRIORITY SCORE	RECOMMENDED IMPLEMENTATION YEAR	RECOMMENDED COMPLETION YEAR
PNS 1.1 Continue implementing xeriscaping practices to remove irrigated turf such as Kentucky Blue Grass from City property wherever possible.	PNS 1.1.1 Using the designated line item in the annual budget and State funding options to build on and expand existing fixture replacement program, irrigation clock replacement program, and landscaping removal program.	2	2025	2028
PNS 2.1 Cut down gasoline usage for maintaining City parks and green space by 100% by 2025.	PNS 2.1.1 Transition small engine tools and lawn equipment to electric alternatives as the budget allows. This is in line with the State's recent regulation that limits the use of gas powered landscape equipment on government property between the months of June and August starting in 2025 . Utilize state incentives such as the Colorado Clean Diesel Program to support the cost of large electric landscaping machinery.	2	2025	2025
PNS 3.2 Increase the City's urban tree canopy from 28% in 2024 to 50% by 2050, in alignment with American Forest's Tree Equity Score tool .	PNS 3.2.1 Use the American Forest's Tree Equity Score tool to make wise long-term decisions about tree replacements and new tree plantings.	2	2025	2050
PNS 4.2 Build gardening skills among residents.	PNS 4.2.1 Designate a City flowering plant that can be grown in parks and yards (such as Black-eyed Susan, Blanket Flower, Yarrow, Coneflower, or Penstemon), and to establish a City-wide theme for xeriscaping.	2	2025	2027
	PNS 4.2.2 Continue the City's "learn-to-garden" education program using city staff and Master Gardener volunteers.			
	PNS 4.2.3 Develop a Natural and Working Lands Strategic Plan that identifies priority actions to increase carbon sequestration, improve resiliency, and monitor co-benefits. Model the Plan after the State of Colorado's Strategic Plan for Climate-Smart Natural and Working Lands.			

IMPLEMENTATION OF STRATEGIC ROADMAP



STRATEGY	ACTION STEP	PRIORITY SCORE	RECOMMENDED IMPLEMENTATION YEAR	RECOMMENDED COMPLETION YEAR
2026				
E 2.2 Implement a Distributed Energy Resources (DER) program to reduce peak demand.	E 2.2.1 Implement energy management and energy storage systems at municipal locations to charge during low-use and release energy during peak demand hours.	2	2026	2028
	E 2.2.2 Charge EV bus fleet (RFTA or Ride Glenwood) during off-peak hours.			
E 3.1 Work across customer sectors to promote conservation (to use less) and efficiency (to use wisely).	E 3.1.1 Continue to provide annual funding for rebates to Glenwood Springs Electric customers to incentivize desired energy efficiency upgrades. Work with CLEER to further publicize rebate opportunities. Expand Spanish-language outreach and outreach to lower income households.	2	2026	2026
	E 3.1.2 Implement demand charge into electricity fees by 2026 .			
	E 3.1.3 Emphasize enforcement of building codes to ensure energy efficiency and resource efficiency practices.			
B 1.1 Assess heating equipment to maintain maximum efficiency of existing NG units and prepare for full replacement as costs for new technology declines for electrification, heat pumps, and ground-source geothermal.	B 1.1.1 Carry out regular maintenance of natural gas building equipment and track preventative maintenance and upgrades on a master schedule.	1	2026	2026
	B 1.1.2 Conduct a cost-benefit analysis for natural gas or electric equipment replacement as equipment approaches end of useful life and prioritize electrification.			
	B 1.1.3 Conduct a feasibility study for developing a geothermal energy district that would support energy reductions within City Hall, and consider partnership with the County for their buildings to offset the costs. A geo-district could have the potential to expand to residential areas with less infrastructure requirements and result in greater efficiency (reference Colorado Mesa University's Geo-Grid geo-exchange system).			
B 2.2 Actively monitor building energy use through the advanced energy management (AEM) program provided through GCE membership.	B 2.2.1 Create an action plan with CLEER to actively monitor untracked buildings with 15-minute interval data. Note that CLEER is already tracking City Hall, Community Center, and Water Treatment Plant.	2	2026	2026
	B 2.2.2 Perform thorough after-hours building walkthroughs to determine if buildings are fully shut down, to determine a best practice baseline. Utilize CLEER's platinum level service, called "AEM Shutdown with ENERGY STAR."			
	B 2.2.3 Develop an energy-conservation culture program for staff, to encourage energy saving. Consider incentives as feasible.			
	B 2.2.4 Provide staff training on energy efficiency best practices, specialized for each City department.			

IMPLEMENTATION OF STRATEGIC ROADMAP



STRATEGY	ACTION STEP	PRIORITY SCORE	RECOMMENDED IMPLEMENTATION YEAR	RECOMMENDED COMPLETION YEAR
B 3.1 Regularly update programs that support equitable customer adoption of energy efficiency, beneficial electrification, and battery storage for peak shaving when feasible.	B 3.1.1 Encourage more energy-efficiency projects by annually evaluating specific programs, their cost, and funding opportunities.	1	2026	2026
	B 3.1.2 Ensure that low-income residents, seniors, renters, and mobile home residents have access to energy efficiency programs, like ReEnergize. Include Spanish-language information and outreach.			
	B 3.1.3 Review IECC Development Code to ensure proactive requirements that foster energy saving technologies, such as solar arrays, battery storage, heating districts, building and roof color. Ensure that staff are trained in IECC standards and management is dedicated to enforcing the IECC standards.			
	B 3.1.4 Provide on-bill financing for carbon reducing, higher cost initiatives such as air source heat pumps or geothermal/ground source heat pumps. Work with CLEER on program design.			
WM 1.1 Reduce emissions associated with maintaining the South Canyon Landfill, and from haul trucks servicing the City.	WM 1.1.1 Continue to follow State requirements for emissions monitoring/reporting and implement methane capture if deemed necessary and viable by CDPHE.	2	2026	2026
	WM 1.1.2 Explore new technology to transition heavy machinery to machines with lower emissions including electric equipment. Investigate funds available through Colorado's Diesel Emissions Reduction Act. Consider opportunities to run machinery less or make processes more efficient. Consider the implication of increased electricity demands on existing infrastructure at the landfill.			
	WM 1.1.3 Require City-contracted waste hauler(s) to upgrade haul trucks to CNG fueling, and make CNG fueling accessible. Designate specific and time bound targets for this transition. Consider applying this to non-contracted haulers as well.			
PNS 4.3 Tie water pricing to seasonal supply and demand.	PNS 4.3.1 Assess seasonal water use and update rates to reflect supply and demand realities.	2	2026	2028

IMPLEMENTATION OF STRATEGIC ROADMAP



STRATEGY	ACTION STEP	PRIORITY SCORE	RECOMMENDED IMPLEMENTATION YEAR	RECOMMENDED COMPLETION YEAR
2027				
WM 1.4 Reduce waste associated with City facilities and functions hosted at City facilities.	WM 1.4.1 Phase out single use plastics and/or non-compostables within City facilities.	2	2027	2029
	WM 1.4.2 Install water refill station(s) to replace water bottle vending machines.			
	WM 1.4.3 Require City sponsored events to be "single-use plastic free" (i.e. plastic utensils, cups, bottles, etc. will not be permitted). Provide support in funding, coordinating, and enforcing these efforts.			
	WM 1.4.4 Provide adequate composting and recycling bins within City facilities and at other heavily used public access locations such as City parks and downtown. Ensure signage about proper disposal of waste is clear and available in English and Spanish. Consider a partnership with Evergreen Zero Waste to accomplish this.			
	WM 1.4.5 Encourage functions hosted at City facilities to eliminate single-use and/or non-compostable items. Incorporate this policy into facility reservation request forms.			
T 1.1 Create and incentivize opportunities for employees to use alternative transportation to and from City facilities.	T 1.1.1 Install new and covered bike racks at City facilities.	1	2027	2027
	T 1.1.2 Advertise and expand e-bike rebate and incentive programs for City employees to include those who live outside City limits.			
	T 1.1.3 Investigate options to install street lighting in high-traffic pedestrian and bike paths. Consider solar street lighting options modeled after projects completed in Beaumont, CA, and Los Angeles, CA.			
	T 1.1.4 Organize a carpooling program for City employees and offer incentives for those who participate. Provide education on the benefits of alternative transportation such as cost savings and health benefits.			
	T 1.1.5 Promote the existing vanpooling program; gauge interest for expansion. Consider additional incentives to promote increased participation.			
	T 1.1.6 Expand employee awareness of RFTA discounts for City employees.			
	T 1.1.7 Implement incentives and acknowledgement methods for employees who consistently ride transit, bike, walk, vanpool, or carpool to work. Incentives could include additional wellness benefits, extra vacation or PTO, gift certificates, or financial bonuses.			

IMPLEMENTATION OF STRATEGIC ROADMAP



STRATEGY	ACTION STEP	PRIORITY SCORE	RECOMMENDED IMPLEMENTATION YEAR	RECOMMENDED COMPLETION YEAR
T 1.2 Improve City infrastructure for electric vehicles, making adoption by City employees and the larger community more convenient.	T 1.2.1 Install L2 charging stations at City facilities for employees, as well as at City Hall, Community Center, and City parks for residents, and L3 stations along the interstate.	3	2027	2031
	T 1.2.2 Offer rebates from the City for businesses to install additional L2 charging infrastructure. The City can provide additional funding to recipients of the Charge Ahead Colorado grant, which currently requires a 20% match from the applicant. If the City were to provide funding that would reduce the match to 15% or 10%, that would be an incentive that could be used alongside the Property Tax Credit and the Alternative Fuel and Refueling tax credit. Model after programs in Eagle County and Aspen.			
	T 2.2.3 Secure new revenue to fund new EV infrastructure. Options include the Fleet-ZERO program (fleet), Charge Ahead Colorado, Consolidated Call for Capital Projects (public transit), and DERA funds (ending this year).			
T 1.3 Adopt policies to expand availability of EV charging while reducing impacts of L3 charging on the city electric grid.	T 1.3.1 Create policies that require L2 charging in new multi-family residential and commercial buildings, in compliance with IECC EV Readiness codes.	3	2027	2032
	T 1.3.2 Implement time-of-use pricing for all L3 EV charging on the City electric grid.			
PNS 3.1 Reduce non-functional turf by 30% by 2030, in alignment with the Alliance for Water Efficiency's target.	PNS 3.1.1 Transition turf in City green spaces with native, water-smart plants that require less maintenance.	1	2027	2030
PNS 3.3 Expand use of drought-resistant native plants and regenerative landscaping practices in city landscaping.	PNS 3.3.1 Transition shrubs and trees in City green spaces with native, water-smart plants that require less maintenance.	2	2027	2028
	PNS 3.3.2 Transition from use of chemicals in City green spaces to regenerative practices.			

IMPLEMENTATION OF STRATEGIC ROADMAP



STRATEGY	ACTION STEP	PRIORITY SCORE	RECOMMENDED IMPLEMENTATION YEAR	RECOMMENDED COMPLETION YEAR
PNS 4.1 Expand community garden acreage in the City by 100% by 2030.	PNS 4.1.1 Complete the City "story walk" garden in Veltus Park to act as a demonstration of best practices. Plan for expansion and/or replication in other City-owned locations.	2	2027	2030
	PNS 4.1.2 Provide permanence for existing community garden acreage through council resolution or other means.			
	PNS 4.1.3 Identify more locations on city land and/or explore options with private landowners and HOAs to establish community gardens of all sizes in more neighborhoods.			
	PNS 4.1.4 Use fund from the general fund to offer compost and topsoil with delivery from City landfill operations to establish new community gardens.			

APPENDICES





City Council
STAFF REPORT
City of Glenwood Springs
January 15, 2026

- Agenda Item:** Botanical Gardens Update
- Action Requested:** Hear an update on the Glenwood Springs Riverside Botanical Gardens
- Department:** City Administration
- Presented By:** Steve Boyd
- Strategic Goals:** Protect and Preserve our Quality of Life
Generate Sustainable Economic Development
- Background Info:** A local citizen group has proposed creating a botanical garden at the confluence of the rivers. They have expressed a willingness to raise all necessary funds, perform the work, and require only city permission. The City greatly appreciates this group’s enthusiasm and commitment to enhancing public spaces. Their initiative demonstrates strong organizational capability and a commendable desire to contribute to the community’s quality of life. While this proposal reflects admirable civic engagement, staff has identified several significant considerations and potential risks that warrant Council review before granting approval.
- Issues:** This project will have a substantial impact on an important and high-profile piece of City property and there are several key issues and risks that need to be considered before Council approval of the plan. Please see the attached staff report for related information.
- Fiscal Impact:** Unknown at this time.
- Legal Review:** Legal will need to approve several documents along the way, including lease agreements, memoranda of understanding, insurance requirements and any private party contracts that need to be executed.
- Staff Recommendation:** While staff appreciates and encourages citizen-led initiatives, this particular proposal presents significant challenges related to environmental regulations, liability, long-term sustainability, public safety and financial liability that need to be mitigated. It also has obvious potential benefits to the community that are substantial.

BOTANIC GARDEN STAFF REPORT

JANUARY 15, 2026

To: City Council

From: Steve Boyd, City Manager

Date: January 15, 2026

Subject: Considerations Regarding Citizen-Initiated Botanical Garden Proposal

Overview

A local citizen group has proposed creating a botanical garden at the confluence of the rivers. They have expressed a willingness to raise all necessary funds, perform the work, and require only city permission.

The City greatly appreciates this group's enthusiasm and commitment to enhancing public spaces. Their initiative demonstrates strong organizational capability and a commendable desire to contribute to the community's quality of life. While this proposal reflects admirable civic engagement, staff has identified several significant considerations and potential risks that warrant Council review before granting approval.

Key Issues and Risks

1. Land Use and Public Access

- The proposed site is a highly popular public area. Converting it into a botanical garden may:
 - Limit open space for general public use.
 - Create conflicts with existing recreational uses (fishing, kayaking, picnicking, events).
 - Trigger opposition from other user groups who value the current character of the space.

2. Environmental and Regulatory Compliance

- The confluence area likely falls under multiple jurisdictions (city, state, federal) for:
 - Floodplain regulations – structures like greenhouses may not be permitted.
 - Riparian habitat protection – botanical gardens may introduce non-native species or disrupt sensitive ecosystems.
 - Permitting requirements – grading, irrigation, and construction near waterways require extensive approvals.

3. Liability and Risk Management

- Even if the group funds and builds the garden, the city remains responsible for:
 - Public safety – injuries on site could result in claims against the city.
 - Structural integrity – the proposed old plastic-top greenhouse may pose hazards (collapse, sharp edges, fire risk).
 - ADA compliance – the city could be liable if accessibility standards are not met.

5. Infrastructure and Utility Concerns

- Irrigation and greenhouse operations may require:
 - Water rights or additional water supply.
 - Electrical connections for heating or ventilation.
 - Drainage systems to prevent runoff into rivers.

6. Public Safety and Social Concerns

- The confluence area is already a high-traffic location and may attract:
 - Vandalism – plantings and structures could be damaged.
 - Homeless encampments – secluded areas within gardens can become gathering spots.
- Increased calls for service could require additional police and parks staff resources for monitoring and enforcement.

7. Precedent and Policy Alignment

- Approving this project sets a precedent for other groups requesting similar use of public land.
- The city must consider:
 - Does this align with the Comprehensive Plan, Parks Master Plan, and Open Space Policy?
 - Are there established processes for allocating public land for private initiatives?

8. Aesthetic and Community Impact

- The proposed greenhouse is described as “very old” and plastic-topped:
 - Could detract from the natural beauty of the confluence.
 - May generate complaints about visual impact or property values.

9. Financial and Legal Exposure

- Even if no city funds are used initially:

- Future repairs, vandalism, or storm damage could fall to the city.
- Legal agreements would need to be drafted to clarify ownership, responsibilities, and termination rights.

4. Long-Term Maintenance and Sustainability

- Volunteer enthusiasm often wanes over time. If the group disbands:
 - The city inherits maintenance obligations (watering, pruning, pest control).
 - Costs for upkeep could become significant and unfunded.
- Botanical gardens require specialized care and irrigation systems, which may strain city resources.

Recommendation

Staff appreciates and encourages citizen-led initiatives and this particular proposal presents obvious benefits to the City that are substantial. It also comes with significant challenges related to environmental regulations, liability, long-term sustainability, public safety and financial liability that need to be mitigated.

BOTANIC GARDEN STAFF REPORT

JANUARY 15, 2026

To: City Council

From: Steve Boyd, City Manager

Date: January 15, 2026

Subject: Considerations Regarding Citizen-Initiated Botanical Garden Proposal

Overview

A local citizen group has proposed creating a botanical garden at the confluence of the rivers. They have expressed a willingness to raise all necessary funds, perform the work, and require only city permission.

The City greatly appreciates this group's enthusiasm and commitment to enhancing public spaces. Their initiative demonstrates strong organizational capability and a commendable desire to contribute to the community's quality of life. While this proposal reflects admirable civic engagement, staff has identified several significant considerations and potential risks that warrant Council review before granting approval.

Key Issues and Risks

1. Land Use and Public Access

- The proposed site is a highly popular public area. Converting it into a botanical garden may:
 - o Limit open space for general public use. **The proposed location is a highly visible public area, but most of the space is fenced off from the public. Walkers and cyclists have access to a dirt road/path connecting the parking lot to the Rio Grande Trail, which gets considerable use as a shortcut from town to parks, but in general the area is not accessible and is greatly under-utilized. Rather than limiting the general public use of this location, a botanical garden will actually open up new possibilities for use and encourage more people to enjoy this space.**
 - o Create conflicts with existing recreational uses (fishing, kayaking, picnicking, events). **We see no conflict with fishing and kayaking as the property does not offer these recreational uses. There is also no conflict with picnicking, in fact it allows another option for picnickers. There might be an occasional conflict with an event at a park, but the garden offers other recreational choices for enjoying nature and a new and different location for events that will enhance the existing uses.**
 - o Trigger opposition from other user groups who value the current character of the space. **The path cutting through the parcel is valued by people who**

walk or bike in the area, so a path through or around the garden will be incorporated into the botanical garden design. The beauty of flowers, shrubs and trees that the public has direct access to will provide an opportunity for new groups and visitors to enjoy the landscape and unique history of Glenwood.

2. Environmental and Regulatory Compliance

- The confluence area likely falls under multiple jurisdictions (city, state, federal) for:
 - Floodplain regulations – structures like greenhouses may not be permitted. Research will determine if a greenhouse is a permitted use and the criteria that must be met. SGM Engineering is assisting us in determining what is necessary to be floodplain compliant.
 - Riparian habitat protection – botanical gardens may introduce non-native species or disrupt sensitive ecosystems. Botanical gardens are much more likely to protect riparian habitat than other types of developments. We intend to work with professionals in the field, utilize native species and heritage plants from the area, and respect the ecosystem.
 - Permitting requirements – grading, irrigation, and construction near waterways require extensive approvals. We recognize there will be in-depth permitting requirements and we are prepared to seek assistance where needed and work through the process.

3. Liability and Risk Management

- Even if the group funds and builds the garden, the city remains responsible for:
 - The Glenwood Springs Riverside Botanical Gardens board recognizes and acknowledges that the City will retain some level of responsibility and oversight, but will limit and mitigate their liability wherever possible.
 - Public safety – injuries on site could result in claims against the city. We do not anticipate any more injuries in a botanical garden that there would be in any other park or city open space.
 - Structural integrity – the proposed old plastic-top greenhouse may pose hazards (collapse, sharp edges, fire risk). The “plastic” material in the greenhouse at its current location will be removed and new “modern” glazing materials will be installed in the new location. We have both a structural and a civil engineering firm working with us to ensure the structure is built to code and poses no danger to the public.
 - ADA compliance – the city could be liable if accessibility standards are not

met. The organization will adhere to ADA guidelines for garden access, pathways and structures. Since the greenhouse will be rebuilt from the ground up, it will be designed to comply with accessibility standards. o

- Irrigation and greenhouse operations may require:
 - o Water rights or additional water supply. Drip irrigation systems use less than typical grass in city parks. We also intend to research using water from the river for irrigation as an alternative to city water.
 - o Electrical connections for heating or ventilation. Electrical connections will be required, but once installed we do not anticipate there being more electrical use than a city park.
 - o Drainage systems to prevent runoff into rivers. A water management plan will be implemented and once the drainage system is installed it should require minimal maintenance.

6. Public Safety and Social Concerns

- The confluence area is already a high-traffic location and may attract:
 - o Vandalism – plantings and structures could be damaged. Unfortunately vandalism is a possibility with any public property so we will coordinate o with the City to implement all the measures they currently use for other public spaces.
 - o Homeless encampments – secluded areas within gardens can become gathering spots. Because this is a high-traffic area, there are likely to be numerous visitors to the gardens, which means it is less secluded and actually be a deterrent to unhoused people building an encampment.
- Increased calls for service could require additional police and parks staff resources for monitoring and enforcement. Installation of fencing and cameras will help with monitoring and reduce requirements for police enforcement.

7. Precedent and Policy Alignment

- Approving this project sets a precedent for other groups requesting similar use of public land. We do not believe this project will set any more of a precedent than what has already been established with the Wulfsohn and Cardiff community gardens or rafting company uses of the dock at Two Rivers Park.
- The city must consider:
 - o Does this align with the Comprehensive Plan, Parks Master Plan, and Open Space Policy? A botanical garden absolutely aligns with the City's plans and policies. More parks and recreational spaces are the top requests in City surveys.
 - o Are there established processes for allocating public land for private

initiatives? The Glenwood Springs Riverside Botanical Garden is a 501(c)(3) and the gardens will be open to the public, so this isn't necessarily considered using the land for a private initiative. If the City does not have a process in place to allocate the land, this would be a good opportunity to establish one and our legal counsel can assist with the process.

8. Aesthetic and Community Impact

- The proposed greenhouse is described as “very old” and plastic-topped:
 - o Could detract from the natural beauty of the confluence. The current state of the greenhouse is not attractive, but new glazing materials will be used to rebuild the structure and the existing stone will become a fascia on a new foundation. Once refurbished, the greenhouse will be landscaped, well maintained, and enhance the natural beauty of the confluence and become a historic centerpiece of the botanical gardens.
 - o May generate complaints about visual impact or property values. It is not anticipated that a greenhouse surrounded by gardens would negatively impact the property value of the commercial buildings it is adjacent to, nor the homes located across the river. A developed botanical garden will have a more positive impact than the weeds and chain link fence currently on the property.

9. Financial and Legal Exposure

- Even if no city funds are used initially:
 - o Future repairs, vandalism, or storm damage could fall to the city. The City will likely have more financial or legal obligations on a developed public space than it now has on this parcel in its current fenced-off state. However, unless the property is sold and it is no longer city owned, some exposure is unavoidable. Great care will be taken to keep damage and repairs from becoming a problem for the City. A garden maintenance plan can be established and liability insurance will offer some protection.
 - o Legal agreements would need to be drafted to clarify ownership, responsibilities, and termination rights. We expect there will be legal agreements put in place, we have legal counsel on our board and are prepared for that.

4. Long-Term Maintenance and Sustainability

- Volunteer enthusiasm often wanes over time. If the group disbands:
 - o The city inherits maintenance obligations (watering, pruning, pest control). If the group that developed the garden disbands there are other

organizations that could take over, such as the garden club that has been in existence for over 85 years, or strong organizations like Rotary or Kiwanis who have supported community projects like this for many years. o Costs for upkeep could become significant and unfunded. We recognize the importance of establishing a budget for long-term maintenance and having commitments from donors to fund the garden for the next 10-20 years, which will relieve the City of that burden. We have reached out to other botanical gardens, such as the Yampa Botanical Gardens in Steamboat Springs, for advice and assistance in developing a realistic budget. We have started a fundraising effort to relocate the greenhouse and construct the botanical gardens, and have added to that plan

opportunities for annual memberships plus large and small donor support levels.. We are exploring numerous funding sources such as entry fees, events, foundations, and grants. We have contacted a few service organizations in Glenwood and will be soliciting support from several others. We are working on obtaining large-scale and long-term funding commitments, locally, state-wide, and nationally. All of these efforts will enable the botanical gardens to be self-sustaining into the future.

- Botanical gardens require specialized care and irrigation systems, which may strain city resources. The gardens will be professionally designed to utilize native plants and materials that reduce maintenance and simplify care. Irrigation for botanical gardens typically consists of drip systems in individual beds that, once installed, are relatively easy to maintain.

Recommendation

Staff appreciates and encourages citizen-led initiatives and this particular proposal presents obvious benefits to the City that are substantial. It also comes with significant challenges related to environmental regulations, liability, long-term sustainability, public safety and financial liability that need to be mitigated.

Glenwood Springs Garden Club
Celebrating 95 Years and Going Strong

To: Glenwood Springs City Council

We are writing to express our staunch support for the Botanical Garden and its mission to promote environmental education, conservation, and community engagement. Botanical Gardens are essential resources for preserving plant diversity and serve as unique venues for learning, research, and recreation. By offering access to beautifully designed gardens, the Botanical Garden will inspire visitors of all ages to appreciate and protect our natural world.

As one of the oldest service groups in Glenwood Springs, we believe that supporting the Botanical Garden will significantly enhance our local quality of life. The Garden will foster scientific curiosity and provide a peaceful haven for reflection and relaxation. We encourage ongoing investment and support for this addition, as it will benefit our community for generations.

We would like to fund and maintain the gardens around the Greenhouse, design, and plant as many gardens yearly, as possible; Fundraise, construct a small amphitheater, and manage the Gift Shop.

We have invested time into creating a volunteer base and excitement for the Botanical Garden Project. We would consider the Botanical Garden one of our Community Projects.

Many of the members/volunteers would like to see the start and finish of the Botanical Garden, and for City Council to expedite the Botanical Garden.

Sincerely,



Anita Moulton, President

Glenwood Springs Garden Club

P.O. Box 852

Glenwood Springs, Co 81601





City Council
STAFF REPORT
City of Glenwood Springs
January 15, 2026

Agenda Item: December 18, 2025 Council Minutes

Action Requested: Approve the December 18, 2025 City Council minutes.

Department: City Clerk

Presented By: Ryan Muse

Strategic Goals: Provide Efficient and Responsive City Government

Background Info:

Issues:

Fiscal Impact:

Legal Review:

Staff Recommendation:



MINUTES
CITY OF GLENWOOD SPRINGS
CITY COUNCIL MEETING
DECEMBER 18, 2025
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 1. 4:48 Roll Call

Present: Councilor Smith, Councilor Schachter, Councilor Weimer, Mayor Pro Tem Zalinski, Councilor Schmahl, and Councilor Townsley.

Staff Present: Also present were City Manager Steve Boyd, City Clerk Ryan Muse, City Attorney Karl Hanlon, Police Lieutenant Chris Dietrich, Public Information Officer Bryana Starbuck, Director of Economic and Community Development Trent Hyatt, and Fire Marshal Robin Pitt.

Item 2. 5:10 Agenda Changes

Item A from the consent agenda: Resolution 2025-32; Allowing Signatures on 1441 Riverside Drive Property Purchase, will be moved to the first item on the regular agenda.

Item 3. 5:39 Disclosure of Any Councilor Conflicts of Interest

There were none.

Item 4. 5:45 Citizens Appearing Before Council and Council Response (for items not on the agenda - comments limited to 3 minutes)

Glenwood Springs resident Bailey Leppek and Glenwood Springs resident Doug Winter made comments about the ALPR flock cameras.

Glenwood Springs resident Ned Carter made comments about staff.

Councilor Weimer, Councilor Smith, and Mayor Pro Tem Zalinski made comments.

Item 5. 17:27 Council Announcements

Councilor Smith made announcements about the CMC Center for Civics expansion, WFHAB meeting updates, RFTA meeting updates, and Planning and Zoning meeting updates.

Mayor Pro Tem Zalinski made announcements about remote comments, Linwood cemetery managed burns, a new homeless resource, and aviation ground school courses.

Item 6. 26:42 Consent Agenda

Councilor Weimer moved to approve the consent agenda with one change of moving item A onto the regular agenda. Councilor Schachter seconded the motion, and it passed unanimously.

Item 7. 27:35 Resolution 2025-32; Allowing Signatures on 1441 Riverside Drive Property Purchase

City Manager Steve Boyd opened the item.

Councilor Townsley made a comment.

Mayor Pro Tem Zalinski opened the item for public comment.

There were none.

Mayor Pro Tem Zalinski closed the public portion.

30:21 Councilor Weimer, seconded by Councilor Schachter, moved to approve Resolution 2025-32; Allowing Signatures on 1441 Riverside Drive Property Purchase as presented.

31:00 The motion passed unanimously.

Item 8. 31:07 Resolution 2025-31; Living Facility Non-transport Call Fee Schedule

City Attorney Karl Hanlon opened the item.

Councilor Smith, Councilor Townsley, Councilor Schmahl, Mayor Pro Tem Zalinski, and Councilor Weimer asked questions and made comments.

Mayor Pro Tem Zalinski opened the item for public comment.

There were none.

Mayor Pro Tem Zalinski closed the public portion.

38:08 Councilor Townsley moved, seconded by Councilor Schachter, to approve Resolution 2025-31; Living Facility Non-transport Call Fee Schedule as written.

38:34 The motion passed unanimously.

Item 9. 38:51 Resolution 2025-30; Excessive Alarm Fee Schedule

City Attorney Karl Hanlon opened the item.

Mayor Pro Tem Zalinski, Councilor Smith, Councilor Townsley, Councilor Schachter, and Councilor Weimer asked questions and made comments.

Mayor Pro Tem Zalinski opened the item for public comment.

There were none.

Mayor Pro Tem Zalinski closed the public portion.

47:47 Councilor Schachter moved, seconded by Councilor Townsley, regarding Resolution 2025-30; Excessive Alarm Fee Schedule to approve the resolution with the following fines: Third category II alarm

in 12 months: \$500.00, Fourth category II alarm in 12 months: \$1000.00 and Fifth or more category II alarm in 12 months: \$2,500.00.

Mayor Pro Tem Zalinski, Councilor Smith, Councilor Townsley, and Councilor Weimer made comments and asked questions.

53:38 The motion passed unanimously.

Item 10. 53:46 Ordinance 2025-38 Fourth Quarter Budget Amendment (One Reading)

City Manager Steve Boyd opened the item.

Councilor Smith and Councilor Schmahl asked questions and made comments.

55:53 Councilor Schachter moved, seconded by Councilor Townsley, to approve Ordinance 2025-38 Fourth Quarter Budget Amendment.

56:30 The motion passed unanimously.

Item 11. 56:41 Council Comments

Councilor Weimer made comments about the success of the staff and council this year and happy holidays.

Councilor Smith made comments about the upcoming work session topics.

Councilor Townsley thanks staff and council for being welcoming to new council members. He also made comments about the new hotel in the meadows area and the Canyon Vista project. He also commented on housing demand.

Councilor Schachter made a comment about housing.

Councilor Schmahl made a comment about housing data.

Mayor Pro Tem Zalinski made a comment about housing and the State of Glenwood Springs townhall event.

Item 12. 1:07:29 Report from City Administration

City Manager Steve Boyd commented on using reply-all for city council emails, Harbor Freight positive feedback, welcome signs coming for the south end of town, flock cameras will be on an upcoming work session, thanks to Police and Fire departments, and the state of the city video.

Councilor Townsley and Mayor Pro Tem Zalinski asked a questions about retail sales data for Harbor Freight.

City Manager Steve Boyd responded.

City Attorney Karl Hanlon commented on the upcoming legislative session particularly the items related to housing.

City Manager Steve Boyd also offered a reminder that the next city council meeting is January 15th as the January 1st meeting is cancelled.

Mayor Pro Tem Zalinski, Councilor Smith and Councilor Schmahl asked questions about housing legislation.

City Attorney Karl Hanlon responded.

Item 13. 1:23:11 Social Event Announcement

The social event will take place at Doc Holidays following the meeting.

Item 13. 1:23:35 Adjournment

Councilor Weimer moved to adjourn. Councilor Townsley seconded, and the motion passed unanimously.



City Council
STAFF REPORT
City of Glenwood Springs
January 15, 2026

Agenda Item: Arts and Culture Board Appointments
Action Requested: Appoint two new members to the Arts and Culture Board
Department: City Clerk

Presented By:

Strategic Goals: Protect and Preserve our Quality of Life

Background Info: **Mayor Dehm's Recommendation:**
Mayor Dehm and Councilor Townsley interviewed Nicholas Ward and recommend appointing him to a 3-year term to expire in March 2028 to fill the current vacancy.
Mayor Dehm and Councilor Townsley interviewed Hayley Harris and recommend appointing her to a 3-year term as alternate to expire in March 2028 to fill the current vacancy.

Composition of the Arts and Culture Board:
Eight (8) members, at least five (5) of which are residents of the City, three (3) of which may reside outside of the City, and one (1) being a youth representative under the age of eighteen (18) or not having completed his or her final year of high school. Those representatives residing outside of the City must reside within the 81601 postal zip code area, own real property or a business within the City, or attend school within the City.

Powers and Duties of the Arts and Culture Board:
(as defined in Title 020 of the Glenwood Springs Municipal Code); (n): Powers and duties of the Arts and Culture Board.

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

Issues: NA
Fiscal Impact: NA
Legal Review: NA
Staff Recommendation: NA

Print

Arts and Culture Board Application - Submission #3515

Date Submitted: 11/14/2025

Arts and Culture Board Application

City of Glenwood Springs
101 W. 8th St.
Glenwood Springs, CO 81601

Karstin Moser
karstin.moser@cogs.us
970-384-6305



Thank you for your interest in serving your community. Please answer all questions on this application.

Membership Qualifications*

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

- Resident of Glenwood Springs within city limits.
- Resident outside of Glenwood Springs city limits, but within the 81601 zip code.
- Owner of real property or a business within Glenwood Springs city limits.
- Youth resident (under the age of 18) within the 81601 zip code or attending school within city limits.

Please select today's date*

11/14/2025

Personal Information

First Name*

Hayley

Last Name*

Harris

Occupation*

Strategy Consultant

Home Address*

[Redacted]

City*

Glenwood Springs

State*

CO

Zip Code*

81601

Mobile Phone Number*

[Redacted]

Email Address*

[Redacted]

Home Phone Number

Work Phone Number

Mailing Address (If different than home address)

[Redacted]

City

Glenwood Springs

State

CO

Zip Code

81601

Personal and Professional Interests

Why are you interested in serving on the Arts and Culture Board?*

I have worked and participated in the arts nationally for over 30 years. I'm a native of Glenwood Springs with history engaging in all of the art and culture forms locally over the last several decades, with time also living in Nashville, NYC, and Austin. I moved back to the valley in 2018 and most recently have served as a Colorado Culture Committee member for the CBCA and on the board for the Glenwood Springs Summer of Music. I am also a member of the Recording Academy, have been a founding member of a national music non-profit called Sonic Guild, and am passionate about bringing culture opportunities to our community.

What do you view as the role of an Arts and Culture Board member?*

Bringing ideas, plans, and action to supporting the cultural enrichment of our town. It takes creativity, resourcefulness, partnership, and practicality. There are vast considerations here, as well as challenges, but this is the main focus I see.

Do you have marketing, advertising, or public relations experience or skills?*

Significant, I specialize in these areas in my consulting practice. I also worked in marketing at Google and in social media. I have a specific skill in utilizing the technology that exists in a free/low cost way to maximize the impact for an organization without overextending budgets (if using them much at all). I also supported Alpine Bank in their 50 Year Anniversary PR and marketing efforts. It was a big year and lots of work, but fun!

Do you have arts and culture experience or skills? (ex. Performing arts, visual arts, public arts, museums arts, or education?*

All of the above! Mainly music as my passion as a singer, but I've also taught, donating to, recorded, attended, marketed for clients, developed partnerships, and more. Many of my consulting clients are in the music industry (recording studios, festivals, nonprofits). I'm happy to explain this more fully real time.

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

Yes. I currently serve on the Executive Board for the 988 Mental Health Line for the State of Colorado, appointed by Governor Polis. I do this responsibly on that board for the whole state, carefully following Tabor laws, balancing conflicting priorities and budgets, etc. I am open with my voice, but very balanced in using it in a way that is aligned to the core goals of the organization and the constituents we serve.

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

Absolutely, we had to roll the Colorado Crisis Line into 988, and we also had to choose a new company to work with for answering crisis calls. It had a horrible kickback in the news, but as a board we had to really work to handle it carefully and proactively. I'm also a landlord. It's a constantly challenging and people are often unhappy, but I'm very "grounded" when approaching such challenges and people respond well to my real-talk, vulnerable approach that focuses on win wins.

Do you have any existing time commitments that will hamper your ability to serve?*

I'm a single mom, so there are times where I'm not fully available, and I do have to travel for my consulting sometimes.

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

In addition to the 988 Enterprise Board, I've also served on the Girl Scouts of Colorado board for 3 years, which is a \$30M organization. It's a very different board than the 988 work, but reflects similar opportunities and challenges. Opportunities to make a great impact in the lives of girls and communities, and challenges with balancing many different priorities, budgets, volunteers, complex cookie sale logistics statewide annually (millions and millions of boxes!), etc.

Have you previously served on the Arts and Culture Board?*


No 

Reappointment Applicants

These questions only required for reappointment applicants.

Why do you think you should be reappointed?

Have you served two full successive terms on the Arts and Culture Board?

-- Select One -- 

Powers and Duties of the Arts and Culture Board

(as defined in Title 020 of the Glenwood Springs Municipal Code); (n) Arts and Culture Board.

The powers and duties of the Arts and Culture Board shall be:

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

Appointment, Removal, Term, and Vacancies of Boards and Commissions

(Per the Glenwood Springs, CO Municipal Code 020.020.040)

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

1. February:

Planning and Zoning Commission;
Finance Advisory Board;
Tourism Management Board;
Building Board of Appeals.

2. March:

Transportation Commission;
Arts and Culture Board;
Parks and Recreation Commission;
Airport Board;
River Commission.

3. April:

Local Liquor Licensing Authority;
Victim's Witnesses Assistance and Law Enforcement Board;
Historic Preservation Commission;
Workforce Housing Fund Advisory Board;
Glenwood Springs Housing Commission.

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

(c) Limit to term of members. Unless it is deemed vital by the City Council that an appointed member of a board or commission be retained in office, no Board member shall serve more than two (2) full successive terms on the same board or commission. An individual may serve multiple non-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)

Print

Arts and Culture Board Application - Submission #3451

Date Submitted: 10/13/2025

Arts and Culture Board Application

City of Glenwood Springs
101 W. 8th St.
Glenwood Springs, CO 81601

Karstin Moser
karstin.moser@cogs.us
970-384-6305



Thank you for your interest in serving your community. Please answer all questions on this application.

Membership Qualifications*

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

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- Owner of real property or a business within Glenwood Springs city limits.
- Youth resident (under the age of 18) within the 81601 zip code or attending school within city limits.

Please select today's date*

10/13/2025

Personal Information

First Name*

Nicholas

Last Name*

Ward

Occupation*

Artist

Home Address*

[Redacted]

City*

Glenwood Springs

State*

CO

Zip Code*

81601

Mobile Phone Number*

[REDACTED]

Email Address*

[REDACTED]

Home Phone Number

Work Phone Number

Mailing Address (If different than home address)

City

State

Zip Code

Personal and Professional Interests

Why are you interested in serving on the Arts and Culture Board?*

I think Glenwood is a beautiful place but lacking a strong local community. Public art is something I've witnessed firsthand build community and pride for the place we call home. I want to create more opportunities to beautify our home and provide the foundation for a stronger community

What do you view as the role of an Arts and Culture Board member?*

Discuss the public's ideas, create informed suggestions, and help make concrete steps towards a stronger and more collaborative community.

Do you have marketing, advertising, or public relations experience or skills?*

I studied marketing in college

Do you have arts and culture experience or skills? (ex. Performing arts, visual arts, public arts, museums arts, or education?*

I've participated in many public arts events, mural festivals, and led community murals

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

Yes

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

Working as an artist I often have to protect my creative/productive time. Sometimes that means saying no to social events that might disappoint.

Do you have any existing time commitments that will hamper your ability to serve?*

I play basketball on Monday nights. Aside from that nothing regular.

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

Creating collaborative artworks, artwork for public events, and commission work are all very collaborative and require clear communication and decision making but nothing formal.

Have you previously served on the Arts and Culture Board?*

No

Reappointment Applicants

These questions only required for reappointment applicants.

Why do you think you should be reappointed?**Have you served two full successive terms on the Arts and Culture Board?**

-- Select One --

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3. April:

Local Liquor Licensing Authority;
Victim's Witnesses Assistance and Law Enforcement Board;
Historic Preservation Commission;
Workforce Housing Fund Advisory Board;
Glenwood Springs Housing Commission.

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

(c) Limit to term of members. Unless it is deemed vital by the City Council that an appointed member of a board or commission be retained in office, no Board member shall serve more than two (2) full successive terms on the same board or commission. An individual may serve multiple non-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
January 15, 2026

Agenda Item: Tourism Management Board Reappointment

Action Requested: Tourism Management Board Reappointment

Department: City Clerk

Presented By:

Strategic Goals: Provide Efficient and Responsive City Government

Background Info: Mayor Pro Tem Zalinski's Recommendation:

Mayor Pro Tem Zalinski recommends reappointing Kevin Kennedy to the Tourism Management Board for a 3-year term to expire in February 2029.

Composition of the Tourism Management Board

- Two (2) representatives from tourism-related businesses located within the city;
- Two (2) representatives from lodging businesses located within the city;
- One (1) representative from restaurant or retail businesses located within city;
- One (1) representative from the Glenwood Springs Chamber Resort Association; and
- Three (3) citizens, at least two (2) who are residents of the City and that shall not have a direct or indirect financial interest in a business referenced in (a), (b) or (c) above and one (1) who is a resident that may have a financial interest in a business referenced in (a), (b) or (c) above.

Powers and Duties of the Tourism Management Board

(as defined in Title 020 of the Glenwood Springs Municipal Code); (m) Tourism Management Board.

The powers and duties of the Tourism Management Board shall be:

1. To investigate, study and report to the City Council:
 - All matters concerning tourism marketing and promotion that pertain to the benefit of Glenwood Springs and the area within the 81601 postal zip code, and
 - Other matters concerning the subject of tourism marketing and promotion which may be pertinent to the benefit of the City and the area within the 81601 postal zip code.

2. To coordinate with City Staff, Community Organizations, Community Businesses, and other Boards and commissions, when applicable to efficiently market and promote tourism to the benefit of Glenwood Springs and the area within the 81601 postal zip code.
3. To, at its discretion, and in addition to initiatives that directly market and promote features and attractions within the City and the area within the 81601 postal zip code, market and promote the geographical proximity of Glenwood Springs to other features and attractions outside of the 81601 postal zip code in ways that could reasonably be expected to benefit the City.
4. To establish rules of procedure and order for the Board to follow.
5. To review tourism marketing plans; to set tourism marketing goals, to determine the methods to accomplish and measure success in accomplishing those goals; to determine the appropriate staff and marketing contractor(s)/vendor(s) resources needed; to recommend to the City Council an annual tourism marketing budget; to recommend, to the City Council, award of contract(s) for the best candidate for contract staff and marketing contractor(s)/vendor(s) ,deemed necessary, based upon an approved Request for Proposal, Request for Qualification or other process; and to provide oversight of performance of contract staff and marketing vendor(s)/contractor(s) contract terms to ensure the efficient and effective implementation of the marketing goals and to report problems with performance to City Council.
6. To meet with the City Council on an annual basis, or as often as requested by the City Council, to identify marketing priorities of the City.
7. To complete all other duties as may be directed by City Council.

Issues: NA

Fiscal Impact: NA

Legal Review: NA

Staff Recommendation: NA

Print

Tourism Management Board Application - Submission #3593

Date Submitted: 1/6/2026

Tourism Management Board Application

City of Glenwood Springs
101 W. 8th St.
Glenwood Springs, CO 81601

Jacob Zook, Economic Development Specialist
jacob.zook@cogs.us
970-384-6465



Thank you for your interest in serving your community. Please answer all questions on this application.

Membership Qualifications*

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

- Two (2) representatives from tourism-related businesses located within the City
- Two (2) representatives from lodging businesses located within the City
- One (1) representative from restaurant businesses located within the City
- One (1) representative from the Chamber Resort Association
- Three (3) citizens who are residents of the City, that may have a financial interest in a tourism-related business.
- Youth resident (under the age of 18) within the 81601 zip code or attending school within city limits.

Please select today's date*

1/6/2026

Personal Information

First Name*

Kevin

Last Name*

Kennedy

Occupation*

Hotel General Manager

Home Address*

[Redacted]

City*

Glenwood Springs

State*

CO

Zip Code*

81601

Mobile Phone Number*

[Redacted]

Email Address*

[Redacted]

Home Phone Number

[Redacted]

Work Phone Number

[Redacted]

Mailing Address (If different than home address)

[Redacted]

City

State

Zip Code

Personal and Professional Interests

Why are you interested in serving on the Tourism Management Board?*

I want to continue serving on the board.

What do you view as the role of a Tourism Management Board member?*

Help City Council make decisions that will help our community flourish.

Do you have marketing, advertising, or public relations experience or skills?*

Yes.

Do you have tourism industry experience or skills?*

Yes.

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

We have added a parking fee to all of our guests visits about 5 years ago. This has made most of our guests unhappy. It's a challenge, but we work through it.

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

Yes.


Do you have any existing time commitments that will hamper your ability to serve?*

No.

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

I've served on this board for the last few years.

Have you previously served on the Tourism Management Board?*

Yes 


Reappointment Applicants

These questions only required for reappointment applicants.

Why do you think you should be reappointed?

I bring over 25 years of knowledge of the hotel and tourism industry to the board.

Have you served two full successive terms on the Tourism Management Board?*

No 

Powers and Duties of the Tourism Management Board

(as defined in Title 020 of the Glenwood Springs Municipal Code; (m) Powers and Duties of Tourism Management Board)

The powers and duties of the Tourism Management Board shall be:

1. To investigate, study and report to the City Council:
 - All matters concerning tourism marketing and promotion that pertain to the benefit of Glenwood Springs and the area within the 81601 postal zip code, and
 - Other matters concerning the subject of tourism marketing and promotion which may be pertinent to the benefit of the City and the area within the 81601 postal zip code.
 2. To coordinate with City Staff, Community Organizations, Community Businesses, and other Boards and commissions, when applicable to efficiently market and promote tourism to the benefit of Glenwood Springs and the area within the 81601 postal zip code.
 3. To, at its discretion, and in addition to initiatives that directly market and promote features and attractions within the City and the area within the 81601 postal zip code, market and promote the geographical proximity of Glenwood Springs to other features and attractions outside of the 81601 postal zip code in ways that could reasonably be expected to benefit the City.
 4. To establish rules of procedure and order for the Board to follow.
 5. To review tourism marketing plans; to set tourism marketing goals, to determine the methods to accomplish and measure success in accomplishing those goals; to determine the appropriate staff and marketing contractor(s)/vendor(s) resources needed; to recommend to the City Council an annual tourism marketing budget; to recommend, to the City Council, award of contract(s) for the best candidate for contract staff and marketing contractor(s)/vendor(s) ,deemed necessary, based upon an approved Request for Proposal, Request for Qualification or other process; and to provide oversight of performance of contract staff and marketing vendor(s)/contractor(s) contract terms to ensure the efficient and effective implementation of the marketing goals and to report problems with performance to City Council.
 6. To meet with the City Council on an annual basis, or as often as requested by the City Council, to identify marketing priorities of the City.
 7. To complete all other duties as may be directed by City Council.
-

Appointment, Removal, Term, and Vacancies of Boards and Commissions

(Per the Glenwood Springs, CO Municipal Code 020.020.040)

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

1. February:

Planning and Zoning Commission;
Finance Advisory Board;
Tourism Management Board;
Building Board of Appeals.

2. March:

Transportation Commission;
Arts and Culture Board;
Parks and Recreation Commission;
Airport Board;
River Commission.

3. April:

Local Liquor Licensing Authority;
Victim's Witnesses Assistance and Law Enforcement Board;
Historic Preservation Commission;
Workforce Housing Fund Advisory Board;
Glenwood Springs Housing Commission.

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

(c) Limit to term of members. Unless it is deemed vital by the City Council that an appointed member of a board or commission be retained in office, no Board member shall serve more than two (2) full successive terms on the same board or commission. An individual may serve multiple non-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
January 15, 2026

Agenda Item: Volunteer Firefighter Pension Board Reappointment

Action Requested: Volunteer Firefighter Pension Board Reappointment

Department: City Clerk

Presented By: Ryan Muse

Strategic Goals: Provide Efficient and Responsive City Government

Background Info: Mayor Dehm recommends reappointing Leslieann Gallagher to a regular seat on the Volunteer Firefighter Pension Board with a term expiring February 2029.

Composition of the Volunteer Firefighter Pension Board

(1) In a municipality, the board must consist of the following members:

- (a) The mayor for a term equal to the mayor's tenure as mayor;
- (b) The municipal treasurer or finance officer for a term equal to the treasurer's or finance officer's tenure with the municipality;
- (c) Two other persons appointed by and for terms determined by the governing body of the municipality; and
- (d) (I) Prior to August 6, 2014, three fire department members serving the municipality who are elected by the fire department members of those fire departments for three-year terms. (II) Beginning at the next election to elect a board member pursuant to this paragraph (d) after August 6, 2014, three individuals elected from one or more of the following groups to the extent such groups exist at the time of election: Fire department members, retired fire department members, or retired fire department members returned to active service pursuant to section 31-30-1132. The three individuals shall be elected by the fire department members, retired fire department members, and retired fire department members returned to active service of those fire departments and shall serve for three-year terms as such terms exist on August 6, 2014. Nothing in this subparagraph (II) shall be construed to effect the term of any person serving on the board of a municipal volunteer firefighter pension board pursuant to subparagraph (I) of this paragraph (d) on August 6, 2014.

(2) The board shall elect a president and secretary from its members. The municipal treasurer or finance officer shall serve as the ex officio treasurer of the board.

Vacancies

One regular seat, appointed by City Council, with a term expiring February 2029

Issues: NA

Fiscal Impact: NA

Legal Review: NA

Staff Recommendation: NA

Print

Volunteer Firefighter Pension Board Application - Submission #3579

Date Submitted: 12/23/2025

Volunteer Firefighter Pension Board Application

City of Glenwood Springs
101 W. 8th St.
Glenwood Springs, CO 81601

Yvette Gustad, Finance Director
yvette.gustad@cogs.us
970-384-6421



Thank you for your interest in serving your community. Please answer all questions on this application.

Membership Qualifications

Board members must be a representative of our fire department serving the municipality. Do you meet this requirement?*

Yes

Please select today's date*

12/23/2025

Personal Information

First Name*

Leslieann

Last Name*

Gallagher

Occupation*

Retired attorney

Home Address*

[Redacted]

City*

CARBONDALE

State*

CO

Zip Code*

81623-8886

Mobile Phone Number*

Email Address*

Home Phone Number

Work Phone Number

Mailing Address (If different than home address)

City

State

Zip Code

Personal and Professional Interests

Why are you interested in serving on the Volunteer Firefighter Pension Board?*

I worked in the area of retirement plans for 30+ years, and I am interested in working on this plan.

What do you view as the role of a Volunteer Firefighter Pension Board member?*

To prepare for and attend meetings and to participate in meetings

Do you have previous experience with a volunteer pension plan?*

I have been on this Board since 2011

Do you, or a family member, currently receive a pension from a volunteer firefighter department? If yes, please explain.*

NO

The Volunteer Firefighter Pension Board generally meets once or twice per year for approximately one to two hours. Do you have any existing time commitments that will hamper your ability to serve?*

NO

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

YES

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

I am on the Foundation Board for Valley View Hospital as well as the Board for Hospice of the Valley

Have you previously served on the Volunteer Firefighter Pension Board?*

Reappointment Applicants

These questions only required for reappointment applicants.

Why do you think you should be reappointed?

I have experience with this Board and this pension plan

Have you served two full successive terms on the Volunteer Firefighter Pension Board?

Yes

Powers and Duties of the Volunteer Firefighter Pension Board

(as defined in the Colorado Revised Statutes; Title 31 - Government – Municipal; Powers and Functions of Cities and Towns; Article 30 - Fire - Police – Sanitation; Part 11 - Volunteer Firefighter Pension Act; § 31-30-1108; Board Powers and Duties)

(1) A board created by this part 11 to control a fund:

- (a) Shall adopt necessary rules that are not inconsistent with this part 11 for the management and discharge of its duties, for its own government and procedure, and for the preservation and protection of the fund;
 - (b) Shall hear and decide each application for benefits under this part 11 in accordance with section 24-4-105, C.R.S. Action on an application is final and conclusive; except that, if in the opinion of a board, justice demands reconsideration of the action, the board may reverse the action.
 - (c) Shall keep and preserve a record of the action and all other matters properly before the board;
 - (d) May make agreements with the fire and police pension association to administer the plan and manage the funds of the plan for investment in accordance with section 31-31-705;
 - (e) May consolidate its fund with the fund of another municipality or district and shall administer the consolidated funds as a single fund if in the opinion of the board the total moneys allocated to a fund by a municipality or district are inadequate to sustain a proper fund for retirement or for the other purposes of the fund under this part 11. The boards of these single funds may consolidate the funds under conditions and terms provided in an agreement consistent with this part 11.
-

Appointment, Removal, Term, and Vacancies of Boards and Commissions

(Per the Glenwood Springs, CO Municipal Code 020.020.040)

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

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Planning and Zoning Commission;
Finance Advisory Board;
Tourism Management Board;
Building Board of Appeals.

2. March:

Transportation Commission;
Arts and Culture Board;
Parks and Recreation Commission;
Airport Board;
River Commission.

3. April:

Local Liquor Licensing Authority;
Victim's Witnesses Assistance and Law Enforcement Board;
Historic Preservation Commission;
Workforce Housing Fund Advisory Board;
Glenwood Springs Housing Commission.

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

(c) Limit to term of members. Unless it is deemed vital by the City Council that an appointed member of a board or commission be retained in office, no Board member shall serve more than two (2) full successive terms on the same board or commission. An individual may serve multiple non-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)



City Council
STAFF REPORT
City of Glenwood Springs
January 15, 2026

Agenda Item:	Amendment to Add a Roth Plan to the 401(k)
Action Requested:	Approval of Amendment
Department:	Human Resources
Presented By:	Yvette Gustad
Strategic Goals:	Provide Efficient and Responsive City Government Protect and Preserve our Quality of Life Generate Sustainable Economic Development Ensure Public Safety Preserve and Improve Infrastructure
Background Info:	The Internal Revenue Service (IRS) has issued final regulations implementing the SECURE 2.0 Act, including a requirement that certain employees age 50+ must have an option to make catch-up contributions in their 401(k) plans. Employees who earned more than \$150,000 in FICA wages in the previous calendar year must make any catch-up contributions as Roth contributions for tax purposes. This amendment provides that option to our employees and complies with laws associated with the plan.
Issues:	Plans that do not offer a Roth option cannot accept catch-up contributions for these employees beginning in 2026. Adding a Roth option is necessary to: <ul style="list-style-type: none">• Ensure compliance with IRS regulations• Preserve catch-up contribution eligibility for higher-earning employees• Provide employees with more flexible retirement planning options
Fiscal Impact:	Minimal cost to the City for plan record keeping by the 3rd party plan administrator. Minor administrative adjustments will be handled by human resources and payroll staff.
Legal Review:	Amendment has been reviewed and approved by legal counsel.
Staff Recommendation:	Staff recommends that City Council authorize the Mayor to execute the necessary plan amendments to add a Roth contribution option.

**AMENDMENT #2
TO THE
CITY OF GLENWOOD SPRINGS, COLORADO,
EMPLOYEES' 401(K) PLAN**

WHEREAS, City of Glenwood Springs, Colorado, Employees' 401(k) Plan (the "Plan") provides that the City of Glenwood Springs, Colorado (the "Employer") has the power and right to amend the Plan;

WHEREAS, the Employer desires to adopt this Amendment to the Plan to add provisions allowing Roth after-tax contributions;

NOW THEREFORE, effective as set forth below, the Employer hereby amends the Plan as follows:

1. *Effective January 1, 2026, Section 1.01 of the Plan hereby is amended and restated in its entirety to read as follows:*

1.01 "Account" means the elective deferral contribution (including pre-tax contribution and Roth after-tax contribution subaccounts), catch-up contribution (including pre-tax contribution and Roth after-tax contribution subaccounts), nondeductible voluntary contribution, Employer contribution, matching contribution, discretionary contribution and/or rollover contribution recordkeeping account(s) as the case may be, which the Plan Administrator maintains for a Participant under the Plan.

2. *Effective January 1, 2026, Section 4.01 of the Plan hereby is amended and restated in its entirety to read as follows:*

4.01 ELECTIVE DEFERRALS. An Eligible Employee may elect to become a Participant by entering into an elective deferral agreement with the Employer. Under the agreement, the Eligible Employee agrees to be bound by all of the terms and conditions of the Plan. An elective deferral agreement shall not apply to Compensation actually paid before its effective date. The effective date of the elective deferral agreement may not be earlier than its execution date.

An elective deferral agreement may specify a percentage by which the Employee reduces the Employee's Compensation. The percentage shall not be less than 1% nor greater than 100% (minus applicable withholding), or such other percentage determined by the Plan Administrator. The agreement also shall include designation of all or a portion of elective deferrals as pre-tax contributions or Roth after-tax contributions. Unless otherwise specified in this Plan, Roth after-tax contributions will be treated in the same manner as pre-tax contributions.

Elective deferrals are contributed to the Plan as either pre-tax or Roth after-tax, and may not be reclassified as the other type. A Participant Roth after-tax contributions will be deposited in the Participant's Roth after-tax contribution account in the Plan. The Plan will maintain a record of the amount of Roth after-tax contributions in each Participant's Roth after-tax contribution account. Pre-tax and Roth after-tax contributions will be

accounted for separately, and adjusted for gains and losses separately. No contributions other than Roth after-tax contributions will be credited to each Participant's Roth after-tax contribution account, and gains, losses, and other credits or charges will be allocated on a reasonable basis to such account.

No Participant shall be permitted to have elective deferrals made under this Plan or any other qualified plan maintained by the Employer, during any taxable year in excess of the dollar limitation contained in Code § 402(g) in effect at the beginning of such taxable year, except to the extent permitted under Section 4.13 of the Plan and Code § 414(v), if applicable. There shall be no reduction in the maximum amount of elective deferrals that a Participant may make pursuant to Code § 402(g), solely because such Participant received a hardship distribution under Section 4.05 of the Plan or any other plan of the Employer.

An elective deferral agreement shall apply to subsequent increases in the Participant's Compensation unless the Participant revokes or modifies the elective deferral agreement. Except for occasional, bona fide administrative considerations, contributions made pursuant to Participant elections cannot precede the earlier of: [1] the Participant's performance of the services relating to the Compensation subject to the election and [2] the date on which the Compensation that is subject to the election would be currently available to the Participant in the absence of an election to defer.

A Participant may revoke, on a prospective basis, an elective deferral agreement as of any date.

A Participant who revokes an elective deferral agreement may file a new elective deferral agreement as of any prospective date.

A Participant may increase or decrease on a prospective basis, as of any date, the Participant's elective deferral percentage.

3. *Effective January 1, 2026, Section 4.03(A) is hereby amended and restated in its entirety as follows:*

(A) **Excess Elective Deferrals:** A Participant may assign to this Plan any Excess Elective Deferrals made during a taxable year of the Participant by notifying the Plan Administrator on or before March 15th annually of the amount of the Excess Elective Deferrals to be assigned to the Plan.

Notwithstanding any other provision of the Plan, Excess Elective Deferrals, plus any income and minus any loss allocable thereto, shall be distributed no later than April 15 to any Participant to whose account Excess Elective Deferrals were assigned for the preceding year and who claims Excess Elective Deferrals for such taxable year. Distribution of Excess Elective Deferrals for a year, if necessary, shall be made from the Participant's pre-tax contribution account to the extent pre-tax contributions were made for the year, unless the Participant specifies otherwise.

4. *Effective January 1, 2026, Section 4.13 of the Plan is amended and restated in its entirety as follows:*

4.13 CATCH-UP CONTRIBUTIONS.

(A) **Limits:** All Employees who are eligible to make elective deferrals under this Plan and who have attained age 50 before the end of the calendar year shall be eligible to make catch-up contributions in accordance with, and subject to the limitations of, Code § 414(v). Such catch-up contributions shall not be taken into account for purposes of the provisions of the Plan implementing the required limitations of Code §§ 402(g) and 415. The Plan shall not be treated as failing to satisfy the provisions of the Plan implementing the requirements of Code §§ 401(k)(3), 401(k)(11), 401(k)(12), 410(b), or 416, as applicable, by reason of the making of such catch-up contributions.

(B) **Roth Mandates:** Effective January 1, 2026, a Participant whose wages as defined under Code § 3121(a) for the preceding calendar year from the Employees exceed \$150,000 in 2025 (as adjusted for cost of living) must make catch-up contributions as Roth after-tax contributions. This requirement shall be interpreted in accordance with the requirements of Code § 414(v)(7), which are incorporated herein by reference. Such Code provisions shall override any provisions in the Plan that may be inconsistent with Code § 414(v)(7), as amended by the SECURE 2.0 Act.

5. *Any inconsistent provision of the Plan shall be read consistent with this amendment.*

IN WITNESS WHEREOF, the following person, being duly authorized by the Employer, hereby approves and adopts this Amendment as of the date set forth below.

**CITY OF GLENWOOD SPRINGS,
COLORADO, EMPLOYER**

Attest: _____
City Clerk



City Council
STAFF REPORT
City of Glenwood Springs
January 15, 2026

- Agenda Item:** Letter of Support for the Use of Tourism Fund Dollars to Match a Potential Chamber Resort Association Grant from the Office of Economic Development and International Trade (OEDIT)
- Action Requested:** Approval of letter of support and budget amendment for Tourism Management Grant from OEDIT
- Department:** Economic and Community Development
- Presented By:** Jacob Zook
- Strategic Goals:** Provide Efficient and Responsive City Government
Protect and Preserve our Quality of Life
Generate Sustainable Economic Development
- Background Info:** The Tourism Management Grant from the Office of Economic Development and International Trade provides funding for tourism-related projects that develop, enhance, or manage visitor experiences in Colorado. The grant provides up to \$20,000 and requires up to \$5,000 match.
- Issues:** N/A
- Fiscal Impact:** The Tourism Fund will recognize \$20,000 in grant revenue and a \$25,000 expenditure in the first 2026 budget amendment.
- Legal Review:** Legal has reviewed the letter of support.
- Staff Recommendation:** Staff recommends City Council supports this grant application and cash match.



City of Glenwood Springs
101 West 8th Street
Glenwood Springs, CO 81601

Elizabeth O’Rear, Director of Grants and Funding
Colorado Office of Economic Development and International Trade
1600 Broadway, Ste. 2500
Denver, CO 80202

Thursday, January 08, 2026

RE: Letter of Support: Tourism Management Grant from OEDIT

Dear Elizabeth O’Rear:

The City of Glenwood Springs supports Visit Glenwood’s application for funding through the Tourism Management Grant program and will commit up to \$5,000 from the Glenwood Springs Tourism Reserve Fund for the required cash match to accomplish the goal of creating an Accessibility Strategic Plan.

This funding commitment furthers current efforts by Visit Glenwood to raise awareness of accessibility issues, provide training for frontline staff, and to reach new tourist segments. Visit Glenwood would expand these efforts by bringing together a diverse group of community stakeholders with the assistance of a facilitator to convene an accessibility focus team, identify accessibility needs within the community, and prioritize recommendations and projects identified through the process.

An Accessibility Strategic Plan aligns with the goals of the City of Glenwood Springs to explore a wide array of accessibility improvements that may be identified through this process, including wayfinding, transportation enhancements, and accessible recreation devices.

Sincerely,

Marco Dehm
Mayor



City Council
STAFF REPORT
City of Glenwood Springs
January 15, 2026

Agenda Item: Intergovernmental Agreement with Roaring Fork Transportation Authority (RFTA) for Transit Service

Action Requested: Approval of agreement renewal

Department: Engineering

Presented By: Steve Boyd

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

Background Info: Each year we enter an Intergovernmental Agreement (IGA) with RFTA to operate a transit service with several other regional entities.

Issues: No issues.

Fiscal Impact: We have \$30,000 in our Bus Tax Fund appropriated for the Traveler. Our cost has not increased. The cost for the Glenwood Ride fixed route service increased from \$1,725,228 in 2025 to \$1,813,855 in 2026. The federal FTA 5311 grant increased from \$333,882 in 2025 to \$343,896 in 2026, resulting in an actual increase of \$78,613 which will come out of the bus tax fund.

Legal Review: Legal has reviewed the agreement.

Staff Recommendation: Staff supports renewal of this IGA.



0051 Service Center Road
Aspen, Colorado 81611
970.925.8484 | RFTA.COM

December 22, 2025

Steve Boyd, City Manager
City of Glenwood Springs
101 West 8th Street
Glenwood Springs, Colorado 81601

RE: 2026 Renewal of the City of Glenwood Springs Transit Service Agreement

Dear Steve:

Section "X" of the City of Glenwood Springs Transit Service Agreement allows for the Agreement to automatically renew for successive one-year terms on January 1st each year, provided that such sums as RFTA deems necessary to provide the Glenwood Springs Transit Services are agreed to by RFTA and Glenwood Springs in writing prior to the commencement of each successive one-year term. In such event, the Budgeted Base Transit Fee provided for in Article III, A., and reflected on Exhibit "C-1," shall be modified to reflect the estimated costs for the Glenwood Springs Transit Service for the applicable renewal term.

The attached Excel workbook, Exhibit "C-1," Line "32," Column "P," reflects RFTA's budgeted cost for Glenwood Springs Municipal Transit Services in 2026. For 2026, this cost is **\$1,813,855** net of an estimated \$0 in fare revenue. Exhibit's "C-2a & C-2b," reflect the detailed RFTA Operating budget from which RFTA's 2026 Budgeted Cost Factors have been derived. Exhibit "C-3," reflects RTA's asset list from which RFTA's allocated capital costs have been derived.

To the best of my knowledge and belief, no other terms of this agreement or exhibits have been affected as a result of renewing the agreement for 2026. If you find the terms of this renewal acceptable please ask the Mayor to sign below, where indicated, and return a copy of this letter to me.

Please let me know if you have questions.

Sincerely,

Kurt Ravenschlag
Chief Executive Officer

Marco Dehm, Mayor, City of Glenwood Springs

Date: _____

Signature: 

Email: kravenschlag@rfta.com

Title: Chief Executive Officer

Company: Roaring Fork Transportation Authority



0051 Service Center Road
Aspen, Colorado 81611
970.925.8484 | RFTA.COM

December 22, 2025

Steve Boyd, City Manager
City of Glenwood Springs
101 West 8th Street
Glenwood Springs, Colorado 81601

RE: Renewal of 2022 Glenwood Springs American With Disabilities Act Complementary Paratransit Service Agreement With Garfield County/RFTA (The Traveler)

Dear Steve:

Section VIII, TERM, of the above referenced agreement states, "The term shall be from the effective date of this agreement until December 31, 2022. This agreement shall be automatically renewed for successive one-year terms on January 1st of each year, provided that funds for financial support and such sums as agreed to by the Traveler and Glenwood, as necessary to provide complementary ADA paratransit service under this agreement, are appropriated by Glenwood for the year in which the services are to be provided. Any of the parties hereto may terminate this agreement upon ninety (90) days prior written notice to the other party."

Please acknowledge, by having the Mayor sign where indicated below, that the City of Glenwood Springs desires to keep all of the terms of this Agreement in force in 2026, and that it has appropriated \$30,000 for this purpose, which will be paid to RFTA during the first quarter of each year that this Agreement remains in effect, upon submission of an invoice by RFTA (see Section III, Cost for Service, of the attached 2022 Agreement).

Please scan a copy of this renewal agreement and e-mail it back to me at your earliest convenience.

If you have any questions, please let me know.

Sincerely,

Kurt Ravenschlag
Chief Executive Officer

Marco Dehm, Mayor, City of Glenwood Springs

Date: _____

**Glenwood Springs Municipal Service Contract
2026 Monthly Actual Versus Budgeted Cost Estimate**

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
	COST COMPONENT	JAN	FEB	MARCH	APRIL	MAY	JUNE	JULY	AUG.	SEPT.	OCT.	NOV.	DEC.	TOTAL
1	AVG. MILES/HOUR	12.1	12.1	12.1	12.0	11.9	11.9	11.9	11.9	11.9	12.0	12.0	11.9	
2	AVG. HOURS/ DAY	27.0	27.0	27.0	27.1	27.2	29.0	27.0	27.1	27.0	27.0	27.1	27.3	
5	# OF DAYS	31	28	31	30	31	30	31	31	30	31	30	31	365
8	TOTAL EST. HOURS/MONTH	838	756	838	813	843	870	838	839	810	837	813	847	9,942
15	TOTAL EST. MONTHLY MILES	10,110	9,115	10,110	9,795	10,009	10,340	10,020	10,020	9,678	10,010	9,745	10,110	119,060
16	MARGINAL COST/HOUR	\$ 73.54	\$ 73.54	\$ 73.54	\$ 73.54	\$ 73.54	\$ 73.54	\$ 73.54	\$ 73.54	\$ 73.54	\$ 73.54	\$ 73.54	\$ 73.54	
17	FIXED COST/HOUR	\$ 58.11	\$ 58.11	\$ 58.11	\$ 58.11	\$ 58.11	\$ 58.11	\$ 58.11	\$ 58.11	\$ 58.11	\$ 58.11	\$ 58.11	\$ 58.11	
18	MARGINAL COST/MILE	\$ 2.27	\$ 2.27	\$ 2.27	\$ 2.27	\$ 2.27	\$ 2.27	\$ 2.27	\$ 2.27	\$ 2.27	\$ 2.27	\$ 2.27	\$ 2.27	
19	ALLOCATED TRAINING COST/HOUR	\$ 9.42	\$ 9.42	\$ 9.42	\$ 9.42	\$ 9.42	\$ 9.42	\$ 9.42	\$ 9.42	\$ 9.42	\$ 9.42	\$ 9.42	\$ 9.42	
20	ALLOCATED CAPITAL COST/MILE	\$ 1.18	\$ 1.18	\$ 1.18	\$ 1.18	\$ 1.18	\$ 1.18	\$ 1.18	\$ 1.18	\$ 1.18	\$ 1.18	\$ 1.18	\$ 1.18	
21	EST. TOTAL MARGINAL HOURLY COST/MONTH	\$ 61,618	\$ 55,629	\$ 61,618	\$ 59,818	\$ 61,963	\$ 63,949	\$ 61,662	\$ 61,691	\$ 59,571	\$ 61,544	\$ 59,798	\$ 62,256	\$ 731,118
21	EST. TOTAL FIXED COST/MONTH	\$ 48,690	\$ 43,958	\$ 48,690	\$ 47,268	\$ 48,963	\$ 50,532	\$ 48,725	\$ 48,748	\$ 47,073	\$ 48,632	\$ 47,252	\$ 49,195	\$ 577,726
23	EST. TOTAL MARGINAL MILEAGE COST/MONTH	\$ 22,956	\$ 20,698	\$ 22,956	\$ 22,242	\$ 22,727	\$ 23,478	\$ 22,751	\$ 22,751	\$ 21,976	\$ 22,729	\$ 22,127	\$ 22,957	\$ 270,347
24	EST. TOTAL ALLOCATED TRAINING COST/MONTH	\$ 7,896	\$ 7,128	\$ 7,896	\$ 7,665	\$ 7,940	\$ 8,195	\$ 7,901	\$ 7,905	\$ 7,634	\$ 7,886	\$ 7,663	\$ 7,978	\$ 93,686
25	EST. TOTAL ALLOCATED MILEAGE COST/MONTH	\$ 11,971	\$ 10,793	\$ 11,971	\$ 11,598	\$ 11,852	\$ 12,243	\$ 11,864	\$ 11,864	\$ 11,459	\$ 11,852	\$ 11,538	\$ 11,971	\$ 140,977
26	TOTAL EST. MONTHLY COST	\$ 153,130	\$ 138,206	\$ 153,130	\$ 148,591	\$ 153,446	\$ 158,397	\$ 152,903	\$ 152,960	\$ 147,713	\$ 152,644	\$ 148,379	\$ 154,357	\$ 1,813,855
27	TOTAL EST. FARE REVENUE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
28	TOTAL EST. MONTHLY NET COST	\$ 153,130	\$ 138,206	\$ 153,130	\$ 148,591	\$ 153,446	\$ 158,397	\$ 152,903	\$ 152,960	\$ 147,713	\$ 152,644	\$ 148,379	\$ 154,357	\$ 1,813,855
29	ACTUAL NET COST YEAR-TO-DATE													
30	VARIANCE + / (-)	-	-	-	-	-	-	-	-	-	-	-	-	-
31	CUMULATIVE VARIANCE FROM BUDGET	-	-	-	-	-	-	-	-	-	-	-	-	-

- ch

Attachment A Full

#N/A ch

Most Current Estimate of 2026 Glenwood Springs Costs (Net of Fares) **\$ 1,813,855**

32	TOTAL COST PER HOUR	\$ 182.76	\$ 182.71	\$ 182.76	\$ 182.68	\$ 182.11	\$ 182.15	\$ 182.36	\$ 182.34	\$ 182.35	\$ 182.40	\$ 182.48	\$ 182.33	\$ 182.45
33	TOTAL COST PER MILE	\$ 15.15	\$ 15.16	\$ 15.15	\$ 15.17	\$ 15.33	\$ 15.32	\$ 15.26	\$ 15.27	\$ 15.26	\$ 15.25	\$ 15.23	\$ 15.27	\$ 15.23

PROBABLE FINAL 2026 YEAR-END ESTIMATE (Net of Fares) **#N/A**

#N/A ch

Year to date avg hours/day 27.03 27.02 27.02 27.05 27.07 27.39 27.34 27.31 27.27 27.25 27.23 27.24 27.24

2022 GLENWOOD SPRINGS AMERICANS WITH DISABILITIES ACT
COMPLEMENTARY PARATRANSIT SERVICE AGREEMENT
WITH THE ROARING FORK TRANSPORTATION AUTHORITY

THIS COMPLEMENTARY PARATRANSIT SERVICE AGREEMENT (hereinafter “Agreement”) is between the City of Glenwood Springs, Colorado, a Colorado home rule city (hereinafter "Glenwood"), and the Roaring Fork Transportation Authority (hereinafter “RFTA”) a political subdivision of the State of Colorado created pursuant to title 43, article 4, part 6, Colorado Revised Statutes.

WITNESSETH

WHEREAS, the Roaring Fork Transportation Authority (RFTA) provides transportation services to Glenwood pursuant to the 2022 Glenwood Springs Transit Service Agreement made effective as of the 1st day of January 2022, which Agreement is incorporated herein by this reference; and

WHEREAS, Glenwood is desirous of reducing traffic congestion throughout the City of Glenwood Springs by providing year-round public transit services for its inhabitants and visitors; and

WHEREAS, the "Ride Glenwood Springs" fixed-route city bus service was implemented on the 22nd of May 1998 to achieve the public mobility goals of Glenwood; and

WHEREAS, the Americans with Disabilities Act of 1990 (hereinafter the “Act”) sets forth the requirement for fixed-route public transit operators to provide ADA Complementary Paratransit Services for people with disabilities who cannot access or navigate the fixed-route system during the days and hours of fixed-route operation; and

WHEREAS, the parties desire to provide ADA Complementary Paratransit Services to people with disabilities on at least a "next day" basis during those hours that the Ride Glenwood Springs fixed-route service is operated: and

WHEREAS, the Traveler service, is managed and operated by RFTA pursuant to an Intergovernmental Agreement (IGA) and a 7-Party Memorandum of Understanding (MOU) between Garfield County and RFTA, which Agreements are incorporated herein by reference; and

WHEREAS, based on the cost allocation methodology set forth in the MOU, RFTA defrays the allocated operating cost of the Traveler service provided to Glenwood on an annual basis; and

WHEREAS, Garfield County has established policies that limit the availability of the Traveler’s services to only persons who have undergone an assessment to determine whether they have disabilities that preclude their ability to access or navigate the fixed-route service; and

WHEREAS, only persons in Glenwood Springs who have undergone an assessment and for whom it has been determined that their disabilities preclude their ability to access or navigate the fixed-route service are eligible to utilize the Traveler services (herein after “Clients”); and

WHEREAS, all rides provided in Glenwood Springs by the Traveler are classified as ADA Complementary Paratransit Service; and

WHEREAS, the Traveler service, managed and operated by RFTA, has the necessary equipment, personnel, and expertise to provide such ADA Complementary Paratransit Services for Glenwood Springs during the Traveler’s normal hours of operation, i.e., 8:00 a.m. until 5:00 p.m. Monday through Friday, holidays excepted; and

WHEREAS, Glenwood is required by the Act to provide ADA Complementary Paratransit Services during the entire span of its Ride Glenwood Springs fixed-route service, which includes days and hours that the Traveler does not operate; and

WHEREAS, this Agreement contemplates that RFTA will ensure that ADA Complementary Paratransit Services will be provided to eligible Clients that reside in Glenwood Springs during the days and hours of operation of Ride Glenwood Springs service, but will be compensated separately for the services provided outside the normal days and hours of Traveler operations, at the amount set forth in this Agreement; and

WHEREAS, procedures are necessary to manage the ADA Complementary Paratransit Service coordination provided by RFTA and the Traveler for Glenwood; and

WHEREAS, pursuant to title 29, Article 1, Part 2, Colorado Revised Statutes, as amended (the “Intergovernmental Relations Statute”), and Article XIV, Section 18 of the Colorado Constitution, governments may contract with one another to provide any function, service or facility lawfully authorized to each of the contracting units and any such contract may provide for the joint exercise of the function, service, or facility, including the establishment of a separate legal entity to do so; and

WHEREAS, Section 6.02 (b) of the RFTA IGA states “The Authority may enter into contracts with any Member or Person for the provision of transit services in the manner and subject to the terms of the contracts;” and

WHEREAS, Glenwood has requested RFTA to operate its ADA Complementary Paratransit Services on its behalf, and RFTA has agreed to do so pursuant to the terms of this Agreement.

NOW, THEREFORE, in consideration of the mutual benefits to be derived here from, the parties hereto agree as follows:

I.
Statement of Understanding

Glenwood and RFTA understand and agree that ADA Complementary Paratransit Services contemplated by this Agreement are to be provided to eligible Clients within Glenwood Springs during the days and hours of the Ride Glenwood Springs fixed-route operation.

- A. The parties also understand that some degree of uncertainty may be involved in forecasting the demand for ADA Complementary Paratransit Services that fall outside of the Traveler's normal days and hours of operation, however RFTA must be prepared at all times to meet such demand, either by utilizing Traveler personnel and vehicles, or by utilizing RFTA personnel and vehicles. In consideration of RFTA's readiness efforts, Glenwood agrees to pay to RFTA the lump sum, as set forth in III. Cost for Service, below, to cover Client trips provided outside of the Travelers' normal days and hours of operation that are the responsibility of Glenwood due to its ADA Complementary Paratransit Service requirement.
- B. In recognition of the potential for disputes, the parties hereby agree to cooperate in good faith at all times and to act promptly to identify and resolve any areas of concern that may arise regarding the provision of the ADA Complementary Paratransit Services contemplated by this Agreement.

II.
Scope of Services

- A. The parties desire to provide ADA Complementary Paratransit Services to eligible Clients within Glenwood Springs. Because Glenwood is contracting with RFTA to provide the Ride Glenwood Springs fixed-route service, Glenwood will rely on RFTA and the Traveler to coordinate and provide ADA Complementary Paratransit Services to eligible Clients during the days and hours of the Ride Glenwood Springs fixed-route service operation, whether within or outside of the Traveler's normal days and hours of operation. RFTA will make its best efforts to ensure that Glenwood will comply with ADA Complementary Paratransit Service regulations at all times during the days and hours of the Ride Glenwood Springs fixed-route service operation.
- B. RFTA, acting on behalf of Glenwood, will be responsible for providing ADA Complementary Paratransit Services to eligible Clients on at least a "next day" basis. During the Traveler's normal days and hours operation, i.e., from 8:00 a.m. until 5:00 p.m., Monday through Friday, holidays excepted, "next day" basis means that when a Client calls the Traveler between 8:00 a.m. and 4:00 p.m.,

Monday through Thursday, with a request for ADA Complementary Paratransit Service between 8:00 a.m. and 5:00 p.m. on the next day or some subsequent weekday, the Traveler will honor the request. If a Client calls the Traveler between 8:00 a.m. and 4:00 p.m. on a Friday with a request for ADA Complementary Paratransit Service between 8:00 a.m. and 5:00 p.m. on the next Monday or some subsequent weekday, the Traveler will honor the request. ADA regulations do not require service to be provided on the "same day."

- C. If the Client is requesting ADA Complementary Paratransit Service for days and times that are outside of the Traveler's normal days and hours of operation, but within the days and hours of the Ride Glenwood Springs fixed-route operation, RFTA will arrange for the ADA Complementary Paratransit Service to be provided on a "next day" basis, either by utilizing Traveler personnel and equipment, or by utilizing RFTA personnel and equipment. Glenwood understands that RFTA reserves the option of contracting for service with local cab service providers if the Client's disability does not require a vehicle with a wheelchair lift and if the cost for doing so is lower than other alternatives.
- D. Persons requesting ADA Complementary Paratransit Service from the Traveler must be assessed by RFTA personnel to determine whether they are eligible for the service due to their having a disability that precludes them from accessing or navigating the fixed-route service.
- E. The RFTA Paratransit Dispatch number (384-4855) will be advertised as the number for Clients to call who desire Complementary ADA Paratransit Services in Glenwood Springs. Clients can call (970) 384-4855 on any day, before 4 p.m., to request service for the following day. On weekends and holidays, clients may leave a voice message with their requests. Messages are checked at 7 a.m. and 4 p.m. each weekend day or holiday, calls are returned if necessary, and next day service is scheduled. Clients receive an automated call at approximately 5:30 p.m. the day before their scheduled trips to confirm them and this also provides Clients an opportunity to cancel their trips if necessary.

III.

Cost for Service

Glenwood agrees to pay RFTA a total of Thirty Thousand dollars (\$30,000) for services provided in this Agreement. This rate will remain in effect until January 1st each year, at which time a revised rate may be incorporated as part of this Agreement. RFTA will submit an invoice for services provided by the Traveler pursuant to this Agreement during the first quarter of each year that this Agreement remains in effect.

IV. Compliance and Reports

- A. RFTA shall comply with the most recent updates to Glenwood’s FTA/CDOT approved Title VI Program and post specific Glenwood Title VI/ADA notifications, forms and procedures on vehicles, its website and in public viewing areas.

- B. RFTA shall provide Glenwood with the following plans, data, and statistics for the Paratransit Services:
 - i. Ridership - Provided monthly
 - ii. Cost per trip- Provided yearly after overall Traveler costs are finalized and reallocated to the parties participating in the MOU.
 - iii. Telephone or reservation performance call logs - Provided monthly
 - iv. Actual field on time arrival performance logs – Provided monthly
 - v. Trip completion performance (missed trips) logs – Provided monthly
 - vi. Approval process and performance lists (including a regularly updated list of the number of clients approved for ADA paratransit service, the type of approvals granted, the number of requests denied and the number of client appeals) – Provided quarterly
 - vii. ADA Paratransit service plan to include the following:
 - a. Policies and procedures for the delivery of service
 - b. Client eligibility and certification process
 - c. Certification types
 - d. Fares or donations
 - e. Reservation response times
 - f. Service delivery response times
 - g. Missed trip definitions
 - h. Trip denials and appeals process
 - i. Qualifying trip service area
 - j. Qualifying trip times of day
 - viii. ADA paratransit application and guidelines
 - ix. ADA paratransit sample letters/templates for unconditional, conditional and no eligibility determinations.
 - x. General ADA requirements and procedures to include the following:
 - a. Illustration of conformance with alternative formats
 - b. Wheelchair securement
 - c. Wheelchair lift weight limit limitations
 - d. Service animals
 - e. Oxygen
 - f. Bus operator training requirements as defined by the FTA and ADA

V.

Financial Statements and Audit

Glenwood shall be entitled to cause a CPA of its choice to audit the books and records of RFTA relating to the provision of ADA Complementary Paratransit Services under this Agreement. Such audit shall be at Glenwood's expense, except for reasonable RFTA personnel costs, and may be conducted at any time upon reasonable notice, and from time to time as Glenwood deems proper or may be required by federal or state regulations.

VI.

Passenger Complaints

Every complaint, concern or suggestion concerning the ADA Complementary Paratransit Services provided by RFTA pursuant this Agreement shall be responded to promptly, as reasonably appropriate. RFTA shall maintain a program providing a reasonable opportunity for Clients of the service to render complaints, suggestions, and comments concerning the ADA Complementary Paratransit Services provided under this Agreement. RFTA will provide Glenwood with copies of any formal written complaints submitted by Clients on a monthly basis.

VII.

Notice of Accidents and Legal Action

- A. RFTA shall provide copies to Glenwood of any accidents and incidents concerning ADA Complementary Paratransit Services provided under this Agreement on a monthly basis. RFTA will notify Glenwood regarding accidents that involve personal injuries within 72 hours.
- B. RFTA shall give Glenwood prompt notice of any suit or action filed and prompt notice of any claim made against the Traveler, RFTA, or Glenwood arising out of the performance of this Agreement. RFTA shall furnish immediately to Glenwood copies of all pertinent pleadings, demands, and papers received by the Traveler and/or RFTA, upon request by Glenwood.

VIII.

Term

The term shall be from the effective date of this Agreement until December 31, 2022. This agreement shall be automatically renewed for successive one-year terms on January 1st of each year, provided that funds for financial support and such sums as agreed to by Glenwood and RFTA, as necessary to provide the ADA Complementary Paratransit Services under this Agreement, are appropriated by Glenwood for the year in which the services are to be provided. Any of the parties hereto may terminate this Agreement upon ninety (90) days prior written notice to the other party.

IX.
Insurance

RFTA, acting on behalf of the Traveler agrees to obtain and keep in force during the term of this Agreement the insurance coverage described below:

- A. Workers' compensation and/or employers' liability insurance as required under applicable laws, which shall cover all Traveler and RFTA employees.
- B. The Traveler will maintain the comprehensive general liability insurance as set forth on that Certificate of Insurance dated April 22, 2022, a copy of which is attached hereto and made a part hereof as Exhibit A. Such comprehensive general liability limits shall remain in force during the term of this Agreement. RFTA agrees to make Glenwood a named insured on all such policies as they pertain to services provided by the Traveler and RFTA under this Agreement. Notwithstanding this provision, RFTA reserves the right to revise its general liability limits from time to time as long as they meet all statutory requirements.
- C. Glenwood and RFTA understand that each relies on and does not waive or intend to waive by any provision of this Agreement the monetary limitation (presently \$350,000.00 per person and \$990,000.00 per occurrence) or any other rights, immunities, and protection provided by the Colorado Governmental Immunity Act § 24-10-101, et seq., C.R.S., as from time to time amended, or otherwise available to RFTA and Glenwood and their officers, agents, or employees.

X.
Miscellaneous Provisions

- A. Amendment. This Agreement may only be amended by a written agreement signed by the parties hereto. This Agreement may be amended from time to time by written agreement duly authorized and signed by representatives of the parties hereto.
- B. Successors. This Agreement shall be binding upon and shall inure to the benefit of any successors to or assigns of the parties.
- C. Severability. Should any part, term, portion or provision of this Agreement be finally decided to be in conflict with any law of the United States or of the State of Colorado, or otherwise be unenforceable or ineffectual, the validity of the remaining parts, terms portions, or provisions shall be deemed severable and shall not be affected thereby, provided such remaining portions or provisions can be construed in substance to constitute the Agreement that the parties intended to enter into in the first instance.

D. Effective Date. This Agreement shall be in full force and effect and be legally binding as of the 1st day of January, 2022.

E. Notices. All notices, demands, statements, and requests required or permitted to be given under this agreement shall be served in writing and shall be deemed to have been properly given or served in any event upon actual receipt, whether received or not, three (3) days following the deposition of the same: in the United States mail, addressed to a party, first class, postage prepaid, by registered or certified mail, return receipt requested, at the address set forth below or at such other address as may be designated by a party to the others in accordance herewith:

TO: City of Glenwood Springs
c/o City Manager
101 West 8th Street
Glenwood Springs, Colorado 81601

TO: Roaring Fork Transportation Authority
c/o Chief Executive Officer
2307 Wulfsohn Road
Glenwood Springs, CO 81601

F. Conformance with Laws. Each party hereto agrees to by and to conform to all applicable laws of the Federal Government, the state, and any body corporate and politic having any jurisdiction over the subject matter of this agreement. Nothing in this section contained, however, shall require any party hereto to comply with any law, the validity or applicability of which shall be contested in good faith and by appropriate legal proceedings.

G. Execution of Documents. This Agreement shall be executed in two (2) counterparts, either of which shall be regarded for all purposes as one original. Each party agrees that it will execute any and all deeds, instruments, documents, and resolutions or ordinances necessary to give effect to the terms of this Agreement.

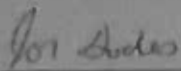
H. Waiver. No waiver by any party of any term or condition of this Agreement shall be deemed or construed as any waiver of any other term or condition, nor shall a waiver of any breach be deemed to constitute a waiver of any subsequent breach, whether the same or of a different provision of this agreement. Nothing in this agreement shall be construed as a waiver of any defense or limitation available to any of the parties through the Colorado ' Governmental Immunity Act (§ 24-10-101, et seq., C.R.S., as amended).

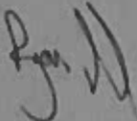
I. Enforcement. Every obligation assumed by or imposed upon any of the parties by this agreement shall be enforceable by the other parties by appropriate action, suit, or proceeding at law or equity.

J. Captions. The captions of the paragraphs of this agreement are for convenience only and shall not be deemed to be relevant in resolving any question or interpretation or construction of any section of this Agreement.

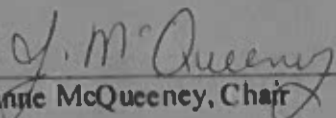
IN WITNESS WHEREOF, Glenwood, Garfield County and RFTA have caused this agreement to be executed the day and year first above written.


CITY OF GLENWOOD SPRINGS, COLORADO

By: 
Jonathan Godes, Mayor

ATTEST: 
By: _____
Ryan Muse, City Clerk

ROARING FORK TRANSPORTATION AUTHORITY

By: 
Jeanie McQueeney, Chair

ATTEST:
By: 
Nicole Schoon, Secretary to the Board of Directors



City Council
STAFF REPORT
City of Glenwood Springs
January 15, 2026

- Agenda Item:** 5-Year Strategic Vision
- Action Requested:** This Strategic Vision document was the subject of a ne earlier work session and is included in the Consent Agenda for adoption.
- 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:** In 2020 the City drafted and adopted a strategic vision that expires at the end of 2025. During the past year, Council has had several discussions aimed at updating the plan. This plan is similar in nature to the prior document, with a few notable changes:
1. The five Strategic Goals that are tied to all of our agenda items and budget expenditures are the same, but the numbers have been removed so prioritization is not implied.
 2. The list of sub-bullets below each of the Strategic Goals is attached to the plan as a UPC code, intended to be updated quarterly, for more precise progress evaluation and inclusion of new priorities.
 3. The mission and vision statements have been updated to refer to the Comprehensive Plan, Comprehensive Safety Action Plan (CSAP) and Environmental and Climate Action Plan (ECAP), thus making those three guiding documents more central in City operations.
- Issues:** None at this time.
- Fiscal Impact:** Budgeted expenditures and spending decisions should be evaluated through this priority framework throughout the budget process and spending cycle.
- Legal Review:** NA
- Staff Recommendation:** Staff is recommending adoption of the Strategic Vision.



CITY OF
GLENWOOD
SPRINGS
COLORADO

2026-2030

STRATEGIC VISION



STRATEGIC VISION

The city of Glenwood Springs desires to preserve its cultural and natural resources. We will move the city forward by implementing a proactive plan that achieves directed and balanced development, considers social and economic diversity, and addresses transportation needs.

City Council and staff work together to continuously implement our Comprehensive Plan, Safety Action Plan, Environmental & Climate Action Plan and the Streets & Infrastructure Plan.

MISSION

To meet the health, safety, and welfare needs of our residents and contribute to their quality of life, the city of Glenwood Springs and its employees believe and will act on the following:

- We encourage a solutions-based approach to serving the public in all we do.
- We strive to provide excellent customer service through positive engagement with all of our citizens.
- We are guided by integrity and honesty.
- We strive to be responsible stewards of the public's resources and the environment.
- We empower our employees to innovate and challenge the status quo.
- We are dedicated to continuous improvement.
- We maintain a safe, supportive, and professional working environment.
- We advance the interests of the community openly and transparently.



STRATEGIC GOALS

The Glenwood Springs City Council believes that five goals are essential for moving our community forward. It is the responsibility of the council and all city employees to uphold these goals to guide future decisions.

STRATEGIC GOALS

Provide efficient and responsive city government

Glenwood Springs deserves a city government that operates ethically, efficiently, and is responsive to its citizens. To meet this goal, the city council and city employees will ensure transparency in its operations and budgeting. City staff will have access to tools and training to advance the city's operations while pursuing systematic citizen engagement.

Specific strategies for providing an efficient and responsive city government:

- Prioritize exceptional customer service to our residents and visitors.
- Plan for long term development, training and competitive compensation for city employees so they are able to provide the highest quality services to the city.
- Balance the city's expenses and revenues in a responsive, transparent manner.
- Support and enhance relationships between the city and its partners both locally and regionally.



Preserve and Improve Infrastructure

The citizens of Glenwood Springs have made significant investments in city infrastructure. It is critical to the health and vitality of the city that infrastructure is constructed, repaired and maintained to high standards. through deliberate action the city will prioritize and address all infrastructure needs to ensure safety, health, livability, and to protect taxpayer's investments.

Specific strategies to preserve and improve infrastructure:

- Develop and maintain high quality infrastructure through the implementation of the Streets and Infrastructure Plan.
- Undertake appropriate planning to increase and ensure future water supplies throughout the city.
- Improve the city's transportation system to meet growing needs for circulation, access, safety and transit.





STRATEGIC GOALS

Protect and Preserve our Quality of Life

Glenwood Springs is a highly desirable place to live with a pristine high desert environment, mineral springs, access to recreation, and favorable climate. The city has excellent health and human services, education, and commercial services for its residents. At the same time, there are challenges to our quality of life including traffic congestion, rising housing costs, increased impacts from growth, and proposed inappropriate industrial development. It is the City's goal to protect and preserve the quality of life and environment so that future generations can enjoy the same benefits as the present citizens.

Specific strategies to protect, preserve and improve the quality of life:

- Oppose any threats to livability and environment of our community.
- Develop workforce housing with strategic partners so more people who work in the city can live in the city.
- Ensure accessibility to recreation facilities and amenities.
- Enhance, preserve and integrate the city's history, cultural heritage and arts.
- Implement the Environmental & Climate Action Plan throughout City operations.
- Reduce homelessness and its impact on residents and visitors.
- Minimize the impacts of city activities on wildlife and the surrounding natural areas.



STRATEGIC GOALS

Generate Sustainable Economic Development

Glenwood Springs is a regional center for retail, education, healthcare, and professional services.

Glenwood Springs serves as the county seat for Garfield County, and the regional headquarters for a number of state and federal offices. The city is well known for its long-standing tourism market that dates to the city's founding in the late 1800s. A diverse economy is a strong and resilient economy.

Specific strategies to generate sustainable economic development:

- Develop and pursue compatible business and industry sectors to create new jobs and livable wages to expand our economic base and broaden economic diversity.
- Support local businesses to enhance their economic success.
- Expand the city's role as a regional center for commercial, professional and government services.
- Expand high-speed citywide broadband services.
- Continue to support our tourism industry.



Ensure Public Safety

A safe city for all residents and visitors is a foundational goal. Residents should feel safe throughout the city, in their neighborhoods, in their city parks, and in their homes.

Specific strategies to ensure public safety:

- Continue implementation of the City's Safety Action Plan.
- Develop and pursue a long-term plan for excellence for police, fire and EMS services to serve the city.
- Develop a succession plan for the police and fire departments.
- Plan and construct new West Glenwood fire station.





ACTION PLAN

City Council has identified several projects as major initiatives to accomplish the overall strategic vision set forth in this document.

No plan should live on a shelf, and each year, the city of Glenwood Springs is committed to updating project status.

To view the current list of projects and initiatives, visit:

gwsco.info/strategic-plan

RANKING: ■ High ■ Medium ■ Low



CITY OF
GLENWOOD
SPRINGS
COLORADO

GLENWOOD SPRINGS CITY COUNCIL

City Council generally meets twice a month to make decisions that impact the community. Whether it's a road project, construction contract, or budget amendment, City Council is working to represent you.

Ways to Connect with your City Council

- Email all the members of City Council anytime at **CityCouncil@cogs.us**.
- Sign up to receive notifications for upcoming city council agendas and a City Council Recap following each regular City Council meeting with highlights at **gwsco.info/news**.
- Attend a City Council meeting.
 - Council meetings are open to the public and are generally held the first and third Thursdays of the month.
 - Meetings are in City Hall Council Chambers, 101 W. 8th Street, Glenwood Springs, CO 81601.
 - Watch Council Meetings live at **cogs.us/YouTube** or participate remotely. (Online participation details can be found on the City Council agendas. Please note these details are different for each meeting.)
 - View upcoming meeting dates and access City Council meeting materials via the Public Meetings Portal at **gwsco.info/agenda**.
- See more ways to get connected at **gwsco.info/connect**.



2026-2030 City of Glenwood Springs Strategic Plan Appendix

Updated January 2026

Action Plan

City Council has identified several projects as major initiatives to accomplish the overall strategic vision set forth in the 2026-2033 Strategic Vision document.

No plan should live on a shelf, and each year, the city of Glenwood Springs is committed to updating project status and evaluating the listed projects. Below is the current list of projects and initiatives, organized by the five strategic goals.

Strategic Goals

- Provide efficient and responsive city government
- Preserve and improve infrastructure
- Protect and preserve our quality of life
- Create sustainable economic development
- Ensure public safety



2026-2030 City of Glenwood Springs Strategic Plan Appendix

Updated January 2026

PROVIDE EFFICIENT AND RESPONSIVE CITY GOVERNMENT

Projects/Initiatives		Status Notes
Competitive wages, benefits and professional development opportunities for City staff		Implemented all recommendations from the 2024 salary study in January 2025; Leadership academy enrollment is underway, and the city is making progress on goal of becoming a Chapman Foundation Caring Community.
Maintain strong reserves to address unexpected challenges and take advantage of opportunities		Maintained target of 25% General Fund expected expenditures, \$3 million in A&I, \$2.5 million Capital Project, all other required
Improve IT Infrastructure to maintain availability of services and reduce cyber threats		Primary servers to cloud, infrastructure cybersecurity upgrades, added Sophos, fully redundant and backed up
Provide financial information that is accurate, timely and transparent		Designed project strings, added reporting from Datum Analytics, improved posting times, added quarterly Council reports
Communicate intentionally and strategically both inside and outside the organization		<p>Staff continues to utilize quarterly all staff webinars and weekly email blast to send FTEs and City Council a summary of updates, activities, news and events for regular communication.</p> <p>City manager meets quarterly with various regional stakeholders including RFSD, RFTA, VVH, etc.</p> <p>City offers email blasts for residents including City Council recaps of regular city council meetings, monthly newsletters, news releases and more.</p>
Proactively engage the public for its priorities and feedback		City completed National Community Survey in late 2025. City host first State of the City on January 31, 2026.
Field, track and maintain data on resident service requests		Expanded implementation of VueWorks software



2026-2030 City of Glenwood Springs Strategic Plan Appendix

Updated January 2026

PRESERVE AND IMPROVE INFRASTRUCTURE

Projects/Initiatives		Status Notes
Reconstruction of streets and utilities aligned with the Streets and Infrastructure Plan		Streets and Infrastructure sales tax passed in 2024. Projects completed since passage include Blake Ave. phase II, Wulfsohn Rd, and others.
Long Term Landfill Plan		Methane emission study conducted fall 2025, in line with state mandates for testing.
Track, maintain and improve City assets		Ongoing, prioritized deferred maintenance in 2023, 2024, 2025, 2026 budgets
Continue to implement Transportation Demand Management (TDM)		Staff to reevaluate Ride Glenwood fixed route options and future of Ride Glenwood On-Demand; Implementation of Pace Car program later this year.
Prioritize proactive maintenance of assets, reduce percentage of reactive calls		Ongoing

PROTECT AND PRESERVE OUR QUALITY OF LIFE

Projects/Initiatives		Status Notes
Ensure the City is in the best situation position to oppose expansion of the Mine		Ongoing
Continue increasing cleanliness throughout town		Ongoing
Public outreach/ awareness/ education related to watershed and riparian health and river corridor		River Commission hosts a webinar and two river cleaning events annually.
Improve connectivity to West Glenwood		6 & 24 Trail is anticipated to go to construction this year.



2026-2030 City of Glenwood Springs Strategic Plan Appendix

Updated January 2026

Projects/Initiatives		Status Notes
Prioritize fundamental community needs over wants		2026 budget is focused on essentials and maintaining what we already have.
Maintain vegetation around town and remove weeds		Ongoing
Move towards improvements to the Confluence areas		Meetings with resident group interested in cultivating a botanical garden in the area continue.

CREATE SUSTAINABLE ECONOMIC DEVELOPMENT

Projects/Initiatives		Status Notes
Maximize value received from the workforce housing tax with diverse and inclusionary housing		Full details available at gwsco.info/HousingHub .
Continue to work towards redevelopment of West Glenwood Mall		URA is currently meeting annually.
Continued focus on enhancing and improving the vitality of downtown Glenwood		DDA and Econ Dev staff have expanded downtown business outreach with quarterly in-person meetings and new Downtown Download newsletter to highlight visitation trends, upcoming opportunities.
Design incentives and attract retailers that our residents want, including a grocery store		Economic development has assembled interactive economic dashboard and a regional data analysis. Staff has directly reached out to grocery retailers and conversations are ongoing.
Promote responsible tourism that prioritizes the needs of locals		Tourism Management Board and City Council adopted a 2025-2027 plan in 2024.



2026-2030 City of Glenwood Springs Strategic Plan Appendix

Updated January 2026

ENSURE PUBLIC SAFETY

Projects/Initiatives		Status Notes
Attract, hire and retain excellent staff, in sufficient numbers to keep people safe		PD recruitment underway with additional strategic marketing campaign to launch in early 2026.
Acquire, design and construct new West Glenwood Fire Station		Ongoing
Maintain ISO rating in the high "2" category		Ongoing
Continue to increase police presence downtown and on our roadways		Introduction of speed cameras has expanded traffic enforcement.
Strengthen code and enforcement measures for the Rural Fire District		Ongoing
Mitigate the impact of homeless camps on public safety		City hosted community education webinar in fall 2025 and published an op-ed for the Post Independent.



City Council
STAFF REPORT
City of Glenwood Springs
January 15, 2026

Agenda Item: Resolution 2026-01; Designating Public Place for Posting Meeting Notices for 2026

Action Requested: Approve Resolution 2026-01.

Department: City Clerk

Presented By: Ryan Muse

Strategic Goals: Provide Efficient and Responsive City Government

Background Info: Each year the City is required to formally designate a place for the official notice of City meetings and events. The designated location is City Hall.

Issues: None

Fiscal Impact: None

Legal Review: Legal drafted the resolution.

Staff Recommendation: Staff supports approval.

RESOLUTION 2026 – 01

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF GLENWOOD SPRINGS, COLORADO, DESIGNATING A PUBLIC PLACE FOR POSTING MEETING NOTICES DURING CALENDAR YEAR 2026.

WHEREAS, the Colorado Open Meetings Law requires that all meetings at which the adoption of any proposed City policy or other formal action be held only after full and timely notice to the public; and

WHEREAS, Section 24-6-402(2)(c) C.R.S., as amended, requires City Council to designate a public place for posting notices of any such meetings; and

WHEREAS, this designation must occur each calendar year; and

WHEREAS, the bulletin board entitled “Official Public Notices” located in the lobby of City Hall has previously been and is hereby again designated as the place for such postings.

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

Section 1. Pursuant to Section 24-6-402(2)(c) of the Colorado Revised Statutes, as amended, and unless otherwise designated, the bulletin board entitled “Official Public Notices” and located in the lobby of the Glenwood Springs City Hall, located at 101 W. 8th Street, Glenwood Springs, Colorado 81601, is hereby designated as the appropriate place for posting public notices of all regular and special meetings of the City Council and its designated boards and commissions for the 2026 calendar year.

Section 2. All such notices, except those of emergency meetings, shall be posted at this designated place at least twenty-four (24) hours prior to the holding of the respective meeting.

INTRODUCED, READ, AND PASSED THIS 15TH DAY OF JANUARY 2026.

CITY OF GLENWOOD SPRINGS, COLORADO

Marco Dehm, Mayor

ATTEST:

Ryan Muse, City Clerk



City Council
STAFF REPORT
City of Glenwood Springs
January 15, 2026

Agenda Item: Funding Request for Colorado Animal Rescue

Action Requested: Colorado Animal Rescue (CARE)

Department: City Administration

Presented By: Steve Boyd

Strategic Goals: Protect and Preserve our Quality of Life

Background Info: The City generally uses Red Hill Animal Care Center in Carbondale to lodge stray animals. CARE, a facility in Spring Valley near Colorado Mountain College also provides these services but does not get funding from the City. Previously, the Financial Advisory Board has chosen to grant the facility some funds from discretionary grants in the A&I Fund, but did not make the award in 2025 due to an increasing number of requests.

CARE's executive director will be here to make a request for funding.

Issues: None at this time.

Fiscal Impact: Any contribution from the City would likely need to come from City Manager Discretionary in the General Fund.

Legal Review: NA

Staff Recommendation: Staff defers to Council.



Request For Funding
Glenwood Springs City Council
January 15th, 2026



Veronica – Stray dog from GWS 09.30.2025

Colorado Animal Rescue

(C.A.R.E.)

2801 County Road 114, Glenwood Springs, CO 81601

www.coloradoanimalrescue.org

History

C.A.R.E. was founded as a volunteer run, animal welfare non-profit in 1992 in response to a need to better serve the stray and homeless pets of Glenwood Springs and Garfield County. After a long search for property and an opportunity build a brick and mortar shelter, our founders opened the doors at the Spring Valley Campus in 2000. **In those 25 years, the shelter has served over 30,000 animals!**

Since the beginning, The City of Glenwood Springs has been an incredible partner in caring for our community's pets and pet owning families. 2025 marks the first year that the animal shelter did not receive financial support from the City.

As Glenwood Springs grows, so does the need for an animal shelter. C.A.R.E. provides an essential service to the City and seeks a new agreement to provide funding for this work in 2026.



Students from GWS Elementary visited the shelter this fall. Hermione enjoyed meeting the kids!



Socially Conscious
Animal Community™

Mission: Practicing excellence in animal care, education, and advocacy to connect pets to their people

Vision: Every animal has a loving home in a community united by healthy, happy, and thriving pets

Core Values: Community, Collaboration, Compassion, Education, Home, & Gratitude

C.A.R.E. Provides:



Tofu – stray cat from GWS 01.15.2025

- **Socially Conscious Sheltering* leadership and compliance
- PACFA certified kennel space for
 - stray pets and bite quarantines
 - owner surrender pet intake
 - adoptable pets
- Service 7 days a week, 365 days a year
- Housing for up to 40 dogs, 50 cats, & various others (bunnies, snakes, pigs, etc.)
- Return to home advertising and outreach for stray/lost pets
- Medically & Behaviorally Assessed Adoptable Pets
- Community Feral Cat TNR Program
- Disaster and Emergency Boarding, Evacuation plans, and Resources
- Disaster/Emergency Trailer on site (w/CO Veterinary Medical Reserve Corp)
- Veterinary Care –vaccination on intake, spay/neuter, microchip
- In house vet hospital and veterinary support for all shelter residents

Community Programs & Service

In 2026 C.A.R.E. maintains focus on community programs to keep animals in their homes and out of the shelters. **These include:**

- Pet Food Pantry
- Free ID tags
- Free microchipping to all stray pets
- \$30 microchipping for any pet owner
- Discounted vaccines & nail trims
- Medical & behavior support programs

Community Engagement:

- Volunteer Opportunities
- Community Service Hours
- Humane Education
 - school visits and shelter orientation
- Capstone Project Sponsorship for HS Seniors
- Senior housing visits



Little Man– displaced cat from GWS
05.20.2025

2025 Animal Intake	Total:	Glenwood Springs: (city limits)	Glenwood Springs % of total:
Stray Pets	209	60 31 Dogs 28 Cats 1 Bird	28%
Owner Surrenders	290	54 25 Dogs 23 Cats 6 Exotics	18%
Owned Pet Vet & Other Services	195	36 28 Dogs 8 Cats	18%
Transfer In	230	4 from Red Hill 3 Dogs 1 Cat	1.7%
Animals Served	924	154 87 Dogs 60 Cats 7 Exotics	16%



Emme – owner surrender from GWS
11.25.2025

2026 Request for Funding

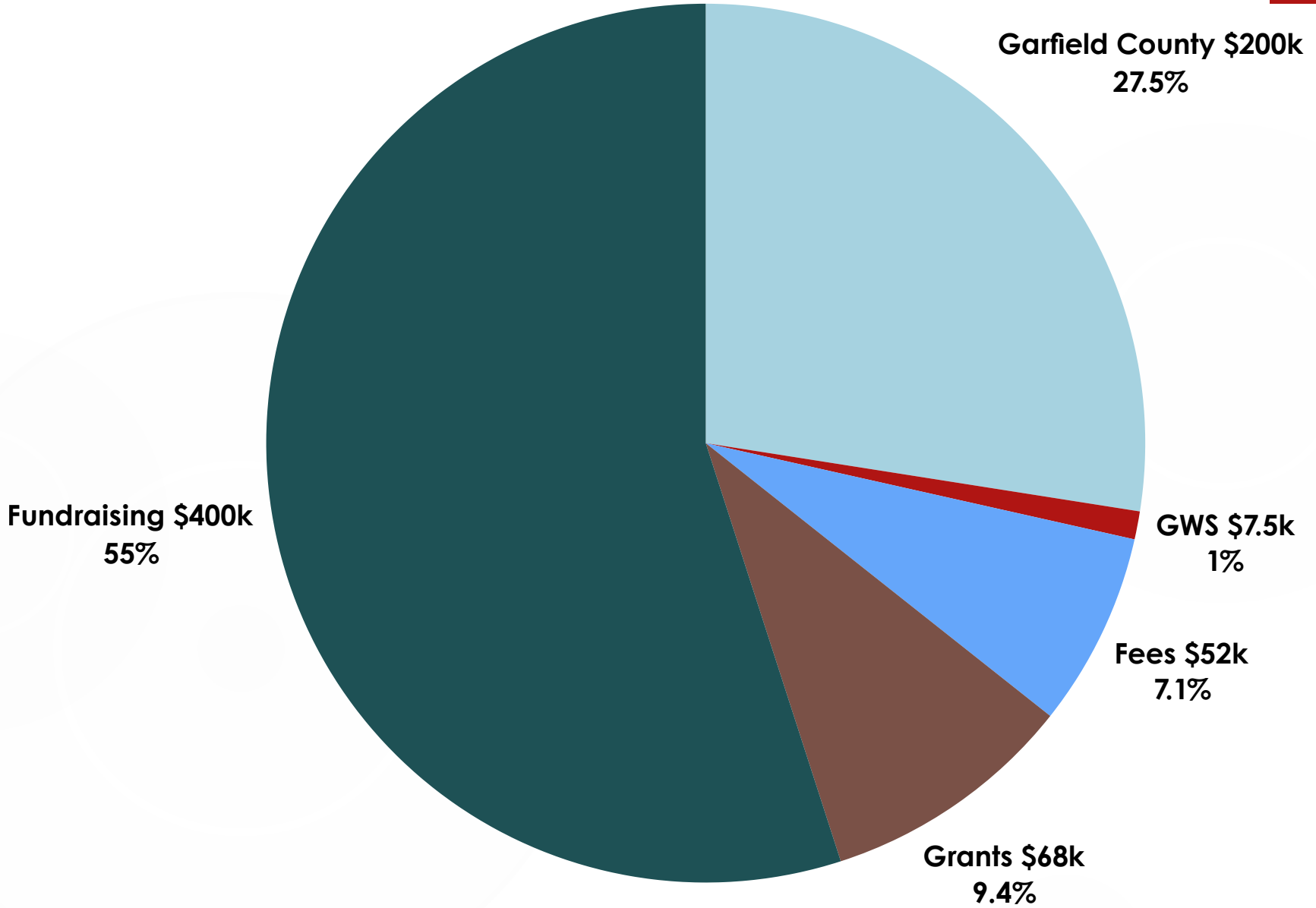


Sloan – stray dog from GWS 07.20.2025

Reasons to fund C.A.R.E. in 2026

- Essential Services:
 - Stray animal housing & quarantine
 - Disease prevention & population control
 - Pet re-homing
 - Emergency boarding & resources
- Community Benefit:
 - Pets are vital to healthier families & community
 - C.A.R.E. community programs keep those families together
- Exponential Return
 - Donor contributions, sponsorships and grants ensure that every Glenwood Springs shelter pet receives exceptional care

2026 C.A.R.E. Budgeted Income



2026 Request for Funding

Proposal to Glenwood Spring City Council and Mayor Dehm:

Colorado Animal Rescue requests funding to support animal sheltering services in 2026.

Requested Amount: \$7,500

Directly applied to the cost of care for animals arriving at the shelter from within Glenwood Springs city limits (115 shelter pets/\$65 each):

- Glenwood Springs Strays (~ 65 pets)
- Glenwood Springs Owner Surrenders (~ 50 pets)
- Glenwood Springs Community Pet Ownership Programs

Looking to the future, Colorado Animal Rescue welcomes a discussion about the potential for animal shelter funding as part of the City's annual budget. Our community's need for animal welfare services is ongoing and likely to increase. Colorado Animal Rescue remains a reliable partner in community safety and health. We look forward to discussing the needs of the Glenwood Springs Police Department in consideration of stray animal housing agreements in years ahead. **Thank you for your time and consideration.**





City Council
STAFF REPORT
City of Glenwood Springs
January 15, 2026

Agenda Item: Healthy Beverage Presentation

Action Requested: Christine Dolan, the Nutrition Programs Manager for Garfield County Public Health, is presenting on her efforts to reduce the consumption of sugary beverages in our community.

Department: City Administration

Presented By: Steve Boyd

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

Background Info: The regular intake of sugary beverages can lead to a host of medical issues both short and long term. Christine is helping communities find ways to help its members to understand the negative impacts of sugary beverages and to limit their consumption.

Issues: NA

Fiscal Impact: NA

Legal Review: NA

Staff Recommendation: NA



Healthy Beverage
PARTNERSHIP

The Healthy Beverage Partnership

Garfield County Public Health

Christine Dolan RDN
Nutrition Programs Manager

One sugary drink a day increases your risk of...



heart disease
by 33%



diabetes
by 25%

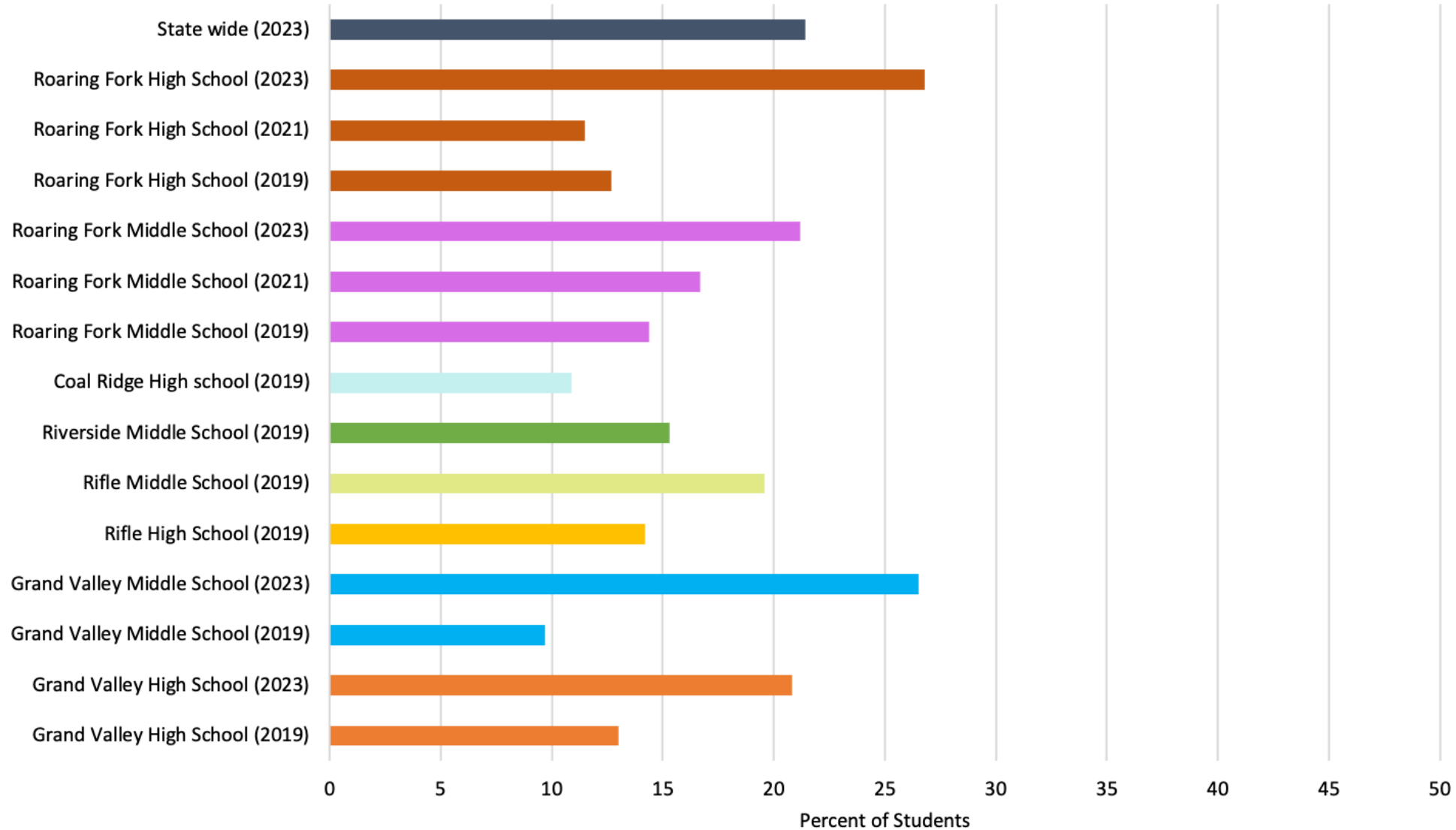


too much
weight for
health by 55%

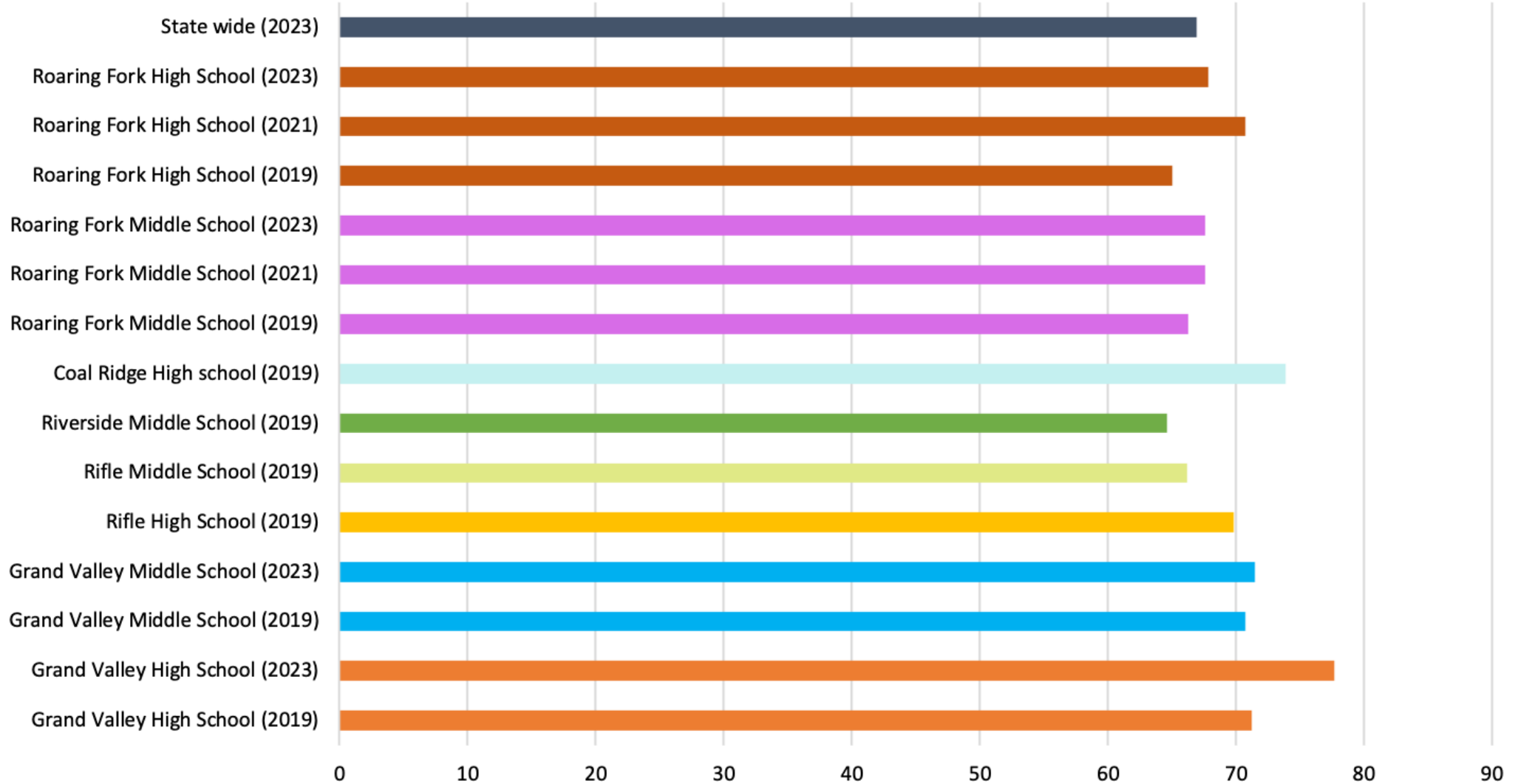


kidney stones
by 23%

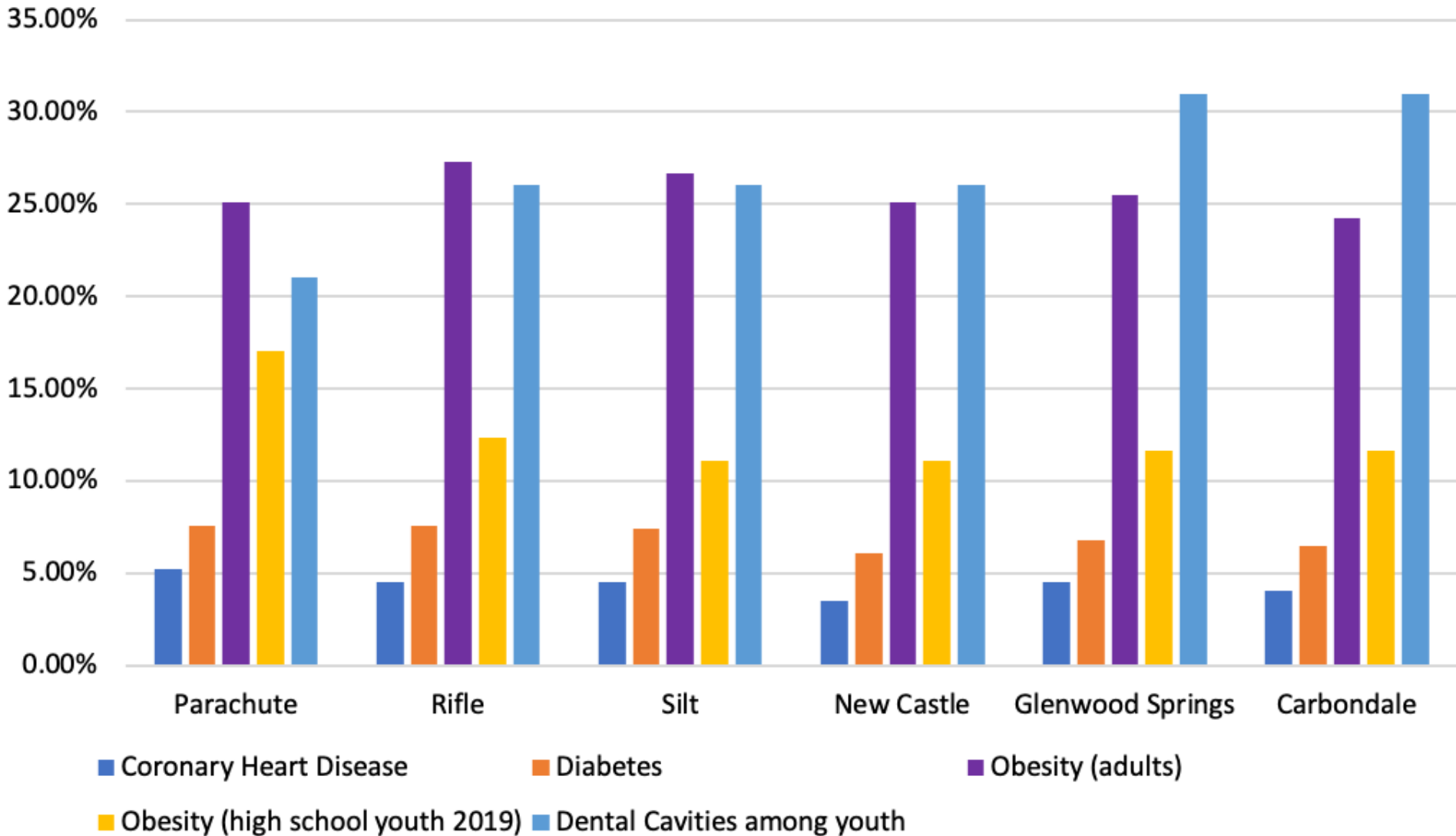
Percentage of students who consumed at least 1 can, glass, bottle of Soda in the last 7 days



Percentage of students who consumed at least 1 sports drink, energy drink, or other SSB in the last 7 days



Chronic Disease Rates & Dental Caries by Municipality



Implement public awareness campaigns regarding the harmful effects of sugary beverages

IT'S EASY TO CHOOSE HEALTHY DRINKS



Carry a refillable cup or water bottle.



Choose healthier vending and menu options.



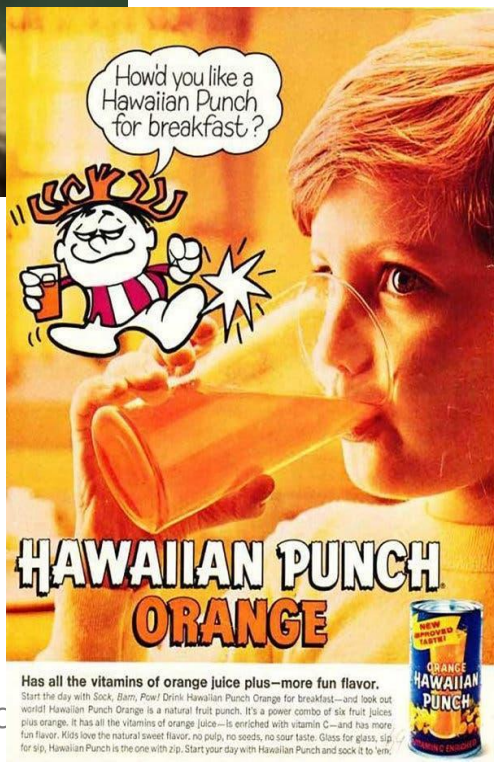
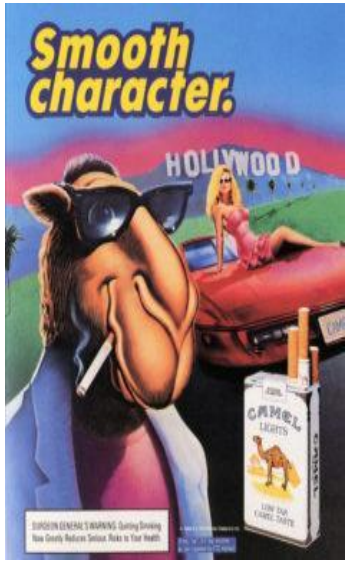
Serve water during sports events.



Serve water flavored with fruit slices (lemon, berries, cucumbers) at parties.

Build on federal standards to expand sugary drink restrictions in youth-oriented settings such as childcare, after-school, and educational settings.

Restrict marketing and advertising of sugary drinks targeting children, youth, and low-income populations



Increase the Price of Sugary Drinks

- Provide education to communities about the benefits of increasing the price of sugary drinks
- Invest in communities most impacted by health conditions caused by consuming sugary drinks.
 - Food insecurity
 - Support community-based organizations to deliver programming and activities that support health



Restaurants Are Part of the Solution

The average American family eats out 4-5 times a week, spending over 50 percent of their food dollars dining out.

One kids' size 12 oz soda contains 10 tsp of sugar; more than the American Heart Association's daily guidelines for kids.

By changing what's on the menu we are sending a message to our kids and families that eating healthy matters.

Research shows when the default beverage option on a children's menu is healthy, it is chosen 66% of the time.

Restaurants are critical to the solution of creating a culture of health.





City Council
STAFF REPORT
City of Glenwood Springs
January 15, 2026

- Agenda Item:** Amendment to Glenwood Downtowner Professional Services Agreement
- Action Requested:** This is an amendment to the original professional services agreement renewing the terms and adjusting the compensation.
- Department:** Engineering
- Presented By:** Lee Barger
- Strategic Goals:** Provide Efficient and Responsive City Government
Protect and Preserve our Quality of Life
- Background Info:** Lee Barger, City of Glenwood Springs Transportation Engineer, will give a short presentation on the state of the Downtowner.
- Issues:** NA
- Fiscal Impact:** The 700k was for 8 months of service in 2025 + start up costs. We added a 4th van in service in September during the weekday peak periods which added about \$10,000/month or \$120,000 to the yearly contract.
- Legal Review:** NA
- Staff Recommendation:** Approve the ammendment.

AMENDMENT TO AGREEMENT FOR PROFESSIONAL SERVICES

This AMENDMENT TO AGREEMENT FOR PROFESSIONAL SERVICES is made this 08 day of January 2026 between the CITY OF GLENWOOD SPRINGS, a home rule municipality under the laws of the State of Colorado ("City"), and Glenwood Downtowner, LLC ("Contractor").

WHEREAS, the City and Contractor entered into an Agreement for Professional Services dated February 26, 2025 ("Original Agreement") for the provision of app-based on-demand transit services; and

WHEREAS, the Original Agreement was scheduled to terminate on December 31, 2025; and

WHEREAS, the parties desire to extend the terms of the Original Agreement and establish a new monthly compensation rate;

NOW, THEREFORE, IN CONSIDERATION OF THE MUTUAL COVENANTS, CONDITIONS AND AGREEMENTS HEREIN CONTAINED, THE PARTIES REAFFIRM ALL TERMS INCLUDED IN THE INITIAL AGREEMENT WITH THE FOLLOWING AMENDMENTS:

1. EXTENSION OF TERM. The term of the Original Agreement is hereby extended and shall continue from January 1, 2026 through December 31, 2026, unless earlier terminated pursuant to the terms of the Original Agreement.

2. COMPENSATION. The monthly compensation rate for services provided during the extended term shall be Ninety-Three Thousand Seven Hundred Forty-Six Dollars (\$93,746.00) per month. The Contractor shall invoice the City monthly in accordance with Section 2 of the Original Agreement.

3. ENTIRE AGREEMENT. The Original Agreement, as modified by this Amendment, constitutes the entire agreement between the parties with respect to the subject matter hereof.

IN WITNESS WHEREOF, the parties hereto have hereunto set their hands this 08 day of January 2026.

CITY OF GLENWOOD SPRINGS

ATTEST:

By:

Ryan Muse, City Clerk

Steve Boyd, City Manager

CONTRACTOR: Glenwood Downtowner, LLC

By:

Travis Gleason, President

AGREEMENT FOR PROFESSIONAL SERVICES

This AGREEMENT FOR PROFESSIONAL SERVICES is made this 26 day of February 2025 between the CITY OF GLENWOOD SPRINGS, a home rule municipality under the laws of the State of Colorado ("City"), and Glenwood Downtowner, LLC ("Contractor").

WITNESSETH:

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

1. Scope of Agreement. Contractor agrees to provide the City with services as described on **Exhibit A** attached hereto and incorporated herein.

2. Consideration. The City agrees to compensate Contractor for its services in an amount not to exceed \$687,248.00 as more fully described on **Exhibit A** attached hereto and incorporated herein. A bill for approval and payment on a monthly basis until completion of the services. Each bill shall contain a statement of the time that the Contractor's employees spent on the Project since the previous bill, a brief description of the services provided by each such employee, and an itemization of direct expenses actually incurred. Upon reasonable advance request, the City may inspect and copy Contractor's documentation of time and expenses.

3. Term. This Agreement shall be effective as of its full execution by both parties and shall continue until December 31, 2025, or unless earlier terminated due to completion of the services identified in Section 1 or pursuant to this Agreement. Contractor represents, covenants, and agrees that it will not undertake any obligations or make any commitments that will limit or prevent timely completion of this Agreement.

4. Agreement Subject to Appropriations. It is expressly understood and agreed that the City's performance of this Agreement is subject to appropriations being made by the City Council of the City of Glenwood Springs. In the event City Council fails to make or maintain sufficient appropriations to pay any costs incurred under this Agreement, the Agreement shall be terminated immediately.

5. Independent Contractor. Contractor is providing services independently and is not an employee of the City. Contractor shall not be entitled to any benefits provided to City employees. Contractor understands the difference in status between an independent contractor and an employee and acknowledges and stipulates that Contractor is neither eligible nor entitled to statutory or legal benefits or provisions of labor codes or other such similar statutes. The parties further agree that the City shall not withhold from Contractor unemployment insurance, social security or any other withholdings. Contractor agrees to be responsible for all such payments required by law.

a. Contractor acknowledges and agrees that it is not entitled to unemployment insurance benefits unless unemployment compensation are provided by Contractor or some other entity. Contractor also acknowledges and agrees to report all payments received from the City on his federal and state income tax returns and is obligated to pay any and all resulting federal and state income tax obligations. Contractor will indemnify the City for any such payments required but not paid.

b. Contractor acknowledges and agrees that it is not covered by the City's workers' compensation coverage and is not entitled to workers' compensation benefits. The City will be held harmless, and Contractor will indemnify the City for any liability arising out of or caused by Contractor's business and/or persons engaged in operations covered by this Agreement.

c. In making and performing this contract, Contractor acts and at all times shall act as an independent contractor and shall maintain operations that are separate and distinct from the City. Nothing contained in this Agreement shall be construed or applied as to create or imply the relationship of partners, joint adventurers, or of employer or employee between the parties hereto.

6. Employees and Subcontractors. The providing of professional services required under Section 1 of this Agreement shall be the responsibility of the Contractor. Contractor may employ or subcontract with additional persons to assist in the performance of this Agreement. Supervision and payment of any such persons shall be the sole and exclusive responsibility of Contractor.

7. Standard of Care. The standard of care applicable to Contractor's services will be the same degree of care, skill, and diligence employed by professionals performing the same or similar services. In case of any conflict between the interests of the City and any other entity, the Contractor shall fully and immediately disclose the issue to the City and shall take no action contrary to the City's interests.

8. Accessibility.

8.1 Contractor shall comply with and the Work Product provided under this Contract shall be in compliance with all applicable provisions of §§24-85-101, et seq., C.R.S., and the Accessibility Standards for Individuals with a Disability, as established by the State of Colorado Office of Information Technology pursuant to Section §24-85-103 (2.5), C.R.S. Contractor shall also comply with all State of Colorado technology standards related to technology accessibility and with Level AA of the most current version of the Web Content Accessibility Guidelines (WCAG), incorporated in the State of Colorado technology standards.

8.2 The State of Colorado may require Contractor's compliance to the State's Accessibility Standards to be determined by a third party selected by

the State to attest to Contractor's Work Product and software is in compliance with §§24-85-101, et seq., C.R.S., and the Accessibility Standards for Individuals with a Disability as established by OIT pursuant to Section §24-85-103 (2.5), C.R.S.

8.3 Contractor should comply unless digital accessibility compliance is an undue burden. If that is the case, a written letter stating the same should be returned with the executed agreement.

9. Indemnification. Contractor hereby covenants and agrees to indemnify, save, and hold harmless the City, its officers, employees, from any and all liability, loss, costs, charges, obligations, expenses, attorneys' fees, litigation, judgments, damages, and claims arising from or out of any negligent act or omission or other tortious conduct of Contractor, its officers, employees, or agents in the performance or nonperformance of its obligations under this Agreement.

10. Responsibilities. Contractor shall be responsible for all damages to persons or property caused by the Contractor, its agents, employees or sub-contractors, to the extent caused by its negligent acts, errors and omissions hereunder.

11. Insurance. Contractor agrees to provide proof of general liability insurance to the City, which names the City as an additional insured thereunder, with appropriate endorsements and with single limit liability coverage of at least One Million Dollars (\$1,000,000.00) and proof of professional liability insurance coverage of at least One Million Dollars (\$1,000,000.00) for each claim and aggregate limit. Contractor shall maintain this insurance for the term of this Agreement.

11.1 Insurance coverage requirements specified in this Agreement shall in no way lessen or limit the liability of the Contractor under the terms of Contractor's indemnification obligation. Contractor shall obtain, at its own expense, any additional insurance that it deems necessary for the City's protection.

11.2 It is understood and agreed, for the benefit of the City, that the following additional considerations shall apply to all coverage specified herein:

11.2.1 All coverage provided herein shall be primary and any insurance maintained by the City shall be considered excess.

11.2.2 The City shall have the right to verify or confirm, at any time, all coverage, information or representations contained herein, and the insured and its undersigned agent shall promptly and fully cooperate in any such audit the City may elect to undertake.

11.2.3 Advice of renewal is required.

18. 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.

19. No Third-Party Beneficiaries. The parties intend no third-party beneficiaries under this Agreement. Any person other than the City or Contractor receiving services or benefits under this Agreement is an incidental beneficiary only.

20. Attorneys' Fees. Should this Agreement become the subject of litigation between the City and Contractor, the prevailing party shall be entitled to recovery of all actual costs in connection therewith, including but not limited to attorneys' fees and expert witness fees. All rights concerning remedies and/or attorneys' fees shall survive any termination of this Agreement.

CITY OF GLENWOOD SPRINGS

By: *Steve Boyd*

Title: City Manager

CONTRACTOR: Glenwood Downtowner, LLC

By: *Travis Gleason*

Name: Travis Gleason

Title: President

EXHIBIT A

SCOPE OF WORK -APP BASED ON DEMAND TRANSIT SERVICE

1. Service Area and Schedule; Other Requirements.
 - a. The service area is outlined and described in Exhibit B. All passenger trips shall begin and end within the service area. The service area may be changed administratively upon written agreement between Glenwood Springs and the Contractor.
 - b. Services will be provided twelve (12) months out of the year during the contract period. The parties hereby recognize that service is contemplated from 7am - 10pm, Monday through Friday and 9am - 10pm on Saturday and Sundays. The service schedule may be changed administratively upon written agreement between Glenwood Springs and the Contractor. The Contractor will be given a minimum of 30 days to make changes.
 - c. Glenwood Springs may require additional service hours, utilizing the existing fleet, by contacting the local supervisor within seven days of the date(s) requested.
 - d. Contractor shall not provide school service at Glenwood Springs Elementary, Sopris Elementary, Two River Community School, St. Stevens School, Glenwood Middle School, Yampa High School or Glenwood High School between the hours of 7:30am – 4:00pm.
 - e. Contractor shall comply with Glenwood Springs "no idling" ordinance, contained in Section 100.060 of the Glenwood Springs Municipal Code.
 - f. Contractor shall comply with the applicable provisions of the Pilot Program Grant Agreement for Glenwood Springs Microtransit Service by and between the City and the Roaring Fork Transportation Authority, enclosed herewith, including but not limited to: (1) providing the Monthly Reports required by Section 9 thereto; and (2) collecting and reporting to Glenwood Springs any customer complaints.
2. Level of Service.
 - a. The Contractor will meet the following Level of Service (LOS) parameters, including for passengers requiring Wheelchair Accessible Vehicles (WAVs), 90% of the time:

ITEM	DESCRIPTION	LOS	REPORTED
Average wait time	Amount of time between service request and service provision	15 minutes	Monthly
Average trip time	Amount of time between pick up and drop off.	15 minutes	Monthly
System Uptime	Uptime of website and app	98%	Monthly
Customer service	Question/complaint response	During operating hours	Monthly
Safety	Accident/incident reports	In the event of injury or police involvement, report within 24 hours	Monthly
Missed trips	Percent of trips missed	No more than 1% missed trips	Monthly

3. Vehicles.

- a. The Contractor's fleet will be defined as the pool of vehicles made available to provide the proposed service. A minimum of four vehicles will be available for service at the beginning of the contract period.
- b. The vehicles will allow for the carriage of pets as well as winter ski/snowboard gear.
- c. All vehicles will be equipped with the necessary data and voice connectivity, hardware, and software tools to receive customer trip requests on-demand, and passenger pick-up and/or drop-off locations as assigned by the central trip-dispatching platform.
- d. Vehicles may be wrapped in a branded design approved and paid for by Glenwood Springs at the sole and exclusive discretion of Glenwood Springs.
- e. Equivalent WAV service will be available upon request by i) making the entire service fleet wheelchair-accessible; or ii) having a share of the fleet be WAVs and ensuring that there is always a sufficient number of WAVs available during service hours to deliver the target LOS.
- f. Storage of vehicles will be provided by Glenwood Springs.

4. Drivers.

- a. Drivers may be employees of the Contractor (or one of the entities that make up the Contractor), individual subcontractors of the Contractor, or affiliated drivers to any of the entities that make up the Contractor.
- b. The Contractor will ensure that it will provide a sufficient number of drivers to provide the agreed upon LOS at any given time during service provision hours, including periods of peak demand.

- c. All drivers must hold a valid Colorado State driver's license providing legal authority to operate the specific service and vehicle type offered by the Contractor in its proposal.
 - d. Drivers shall receive training in serving persons with disabilities prior to in-service work.
 - e. Contractor must provide Glenwood Springs, annually, current versions of the following policies: i) customer service training, including training related to ADA and WAV requests; ii) customer service policies; iii) method of handling customer complaints; iv) progressive discipline policy for employment infractions; v) drug and alcohol policies; and vi) background check requirements; and vii) any Title VI complaints filed.
5. Passenger Fees/Gratuities.
- a. No fees will be collected from passengers during the pilot program.
 - b. Gratuity will in no way be solicited by the Contractor or its Drivers.
6. App and Customer Interface.
- a. The Contractor will offer a smartphone app (compatible with the last 3 major versions for both iOS and Android) as the primary tool to request service.
 - b. The customer will input their desired origin-destination pair. Upon confirmation that the requested trip is indeed qualified, the customer will receive a confirmation along with the estimated time of arrival of the assigned vehicle, the driver's name, as well as the location of the assigned vehicle displayed on a map.
 - c. The Contractor will deploy a centralized software platform able to complete the following tasks in a fully automated manner without human intervention:
 - i. Receiving all trip requests through the smartphone app and Call Center.
 - ii. Processing the origin-destination pair for each trip request to confirm whether the trip is indeed a qualified trip.
 - iii. Identifying whether the customer is requesting a regular service or a WAV service and assigning a vehicle appropriately.
 - iv. Assigning and dispatching a vehicle to complete that trip on the most efficient route while ensuring that the agreed upon LOS for all customers in that vehicle will be met.
 - v. Routing the driver around closed roads, detours, and areas determined as off limits.
 - vi. Providing accurate, real-time estimations of time of pick-up and time of arrival to the customers.
 - vii. Providing an approximation of the pickup vehicle location so the customer knows from which direction it will be approaching.
 - viii. Provide an interface to follow up with customers in order to a) rate their experience, b) answer questions related to trip purpose and mode shift, c) communicate regarding lost items; and d) other items based on Glenwood Springs' needs.
 - ix. Pooling users with similar origins/destinations and departure times
 - d. Contractor will provide an app-based customer interface by which customers may request trips on demand.

7. Dispatch.

- a. The Contractor will provide and market an option for customers to request services by telephone over the span of service hours.

8. Program Management.

- a. The Contractor will offer a program team charged with collaborating with Glenwood Springs staff in all matters related to the planning and implementation phases of the program, from attending general phone calls, emails, in-person meetings, etc., to conducting analyses, preparing reports, and invoicing Glenwood Springs for the services provided.
- b. The Contractor will invoice Glenwood Springs once a month for the services completed. Invoices will include general information of the services provided and must be accompanied by the required monthly reports.
- c. The Contractor and Glenwood Springs will agree to a marketing and promotional plan prior to project launch. The Contractor and Glenwood Springs will review any material prepared prior to its use by the other party with Glenwood Springs reserving the right of final approval and may reject the material.
- d. Glenwood Springs reserves the right to prepare and post information about other mobility services within the Contractor's vehicles.
- e. Glenwood Springs reserves the right to post promotional materials from local sponsors in or on the vehicles.
- f. Costs of marketing the system will be shared by Glenwood Springs and the Contractor.

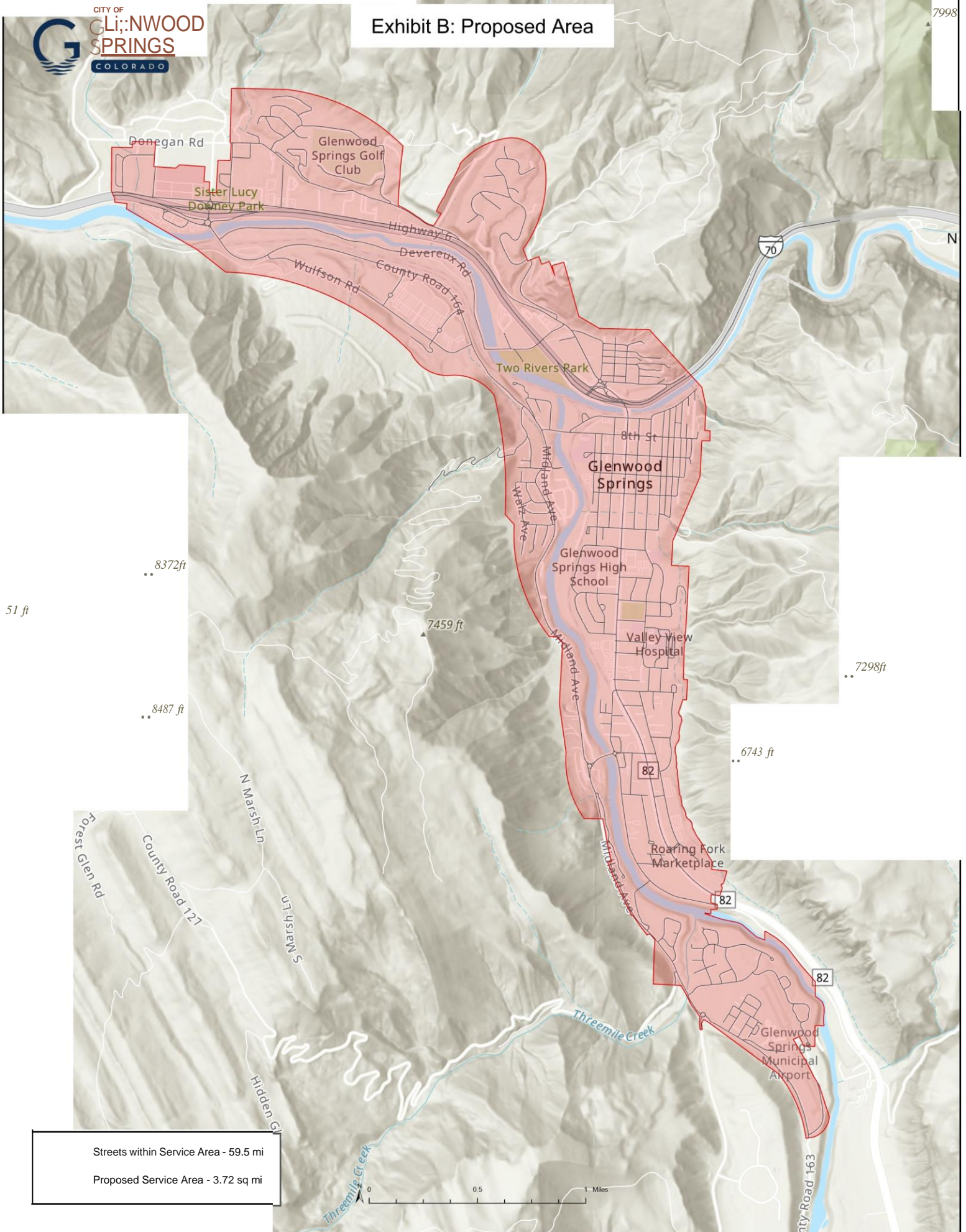
9. Reporting and Data Sharing.

- a. The Contractor will submit a monthly report at the end of each month during the service span, including, at minimum:
 - i. The peak number of vehicles operating each day in the City;
 - ii. The vehicle-hours and vehicle-miles operated in service (excluding deadhead travel) and total vehicle-hours and vehicle-miles (including deadhead travel), consistent with FTA National Transit Database definitions by vehicle and by day.
 - iii. The total number of users segregated into new users and returning customers;
 - iv. Data related to ridership connection via app, telephone, etc.;
 - v. Ridership payment data, i.e., paid via debit card, credit card, app-based transfer, cash, etc.;
 - vi. On-time performance;
 - vii. In-vehicle ride time;
 - viii. Number of missed trips;
 - ix. Data on cancellation rates and wait time and its effect on retention;
 - x. The ridership by hour;
 - xi. Detailed miles traveled report of cost per mile and cost per hour, and passengers per hour and passengers per mile;

- xii. Average weekday boardings;
- xiii. Average Saturday and Sunday boardings;
- xiv. A copy of all customer written complaints; a summary of customer oral complaints, including the number of oral complaints per month; a copy of all reports provided to law enforcement; a copy of all reports provided to any and all state and federal transportation agencies and boards; and
- xv. Descriptions of all accidents and passenger incidents, including date/time, location, personnel involved, initial response (including any involvement of public safety personnel) and ultimate resolution



Exhibit B: Proposed Area



Streets within Service Area - 59.5 mi
 Proposed Service Area - 3.72 sq mi

Exhibit C

Year 1 Budget and Invoicing

Service Term: April 1 - December 31, 2025

Invoice	Setup	Operations	Total	Invoice Date
1	\$22,594	\$0	\$22,594	May 1, 2025
2	\$0	\$83,081.75	\$83,081.75	June 1, 2025
3	\$0	\$83,081.75	\$83,081.75	July 1, 2025
4	\$0	\$83,081.75	\$83,081.75	August 1, 2025
5	\$0	\$83,081.75	\$83,081.75	September 1, 2025
6	\$0	\$83,081.75	\$83,081.75	October 1, 2025
7	\$0	\$83,081.75	\$83,081.75	November 1, 2025
8	\$0	\$83,081.75	\$83,081.75	December 1, 2025
9	\$0	\$83,081.75	\$83,081.75	January 1, 2026
Total Cost	\$22,594	\$664,654	\$687,248	

Ride Glenwood On-Demand Transit

Project Update

Lee Barger, Transportation Engineer

January 15, 2026

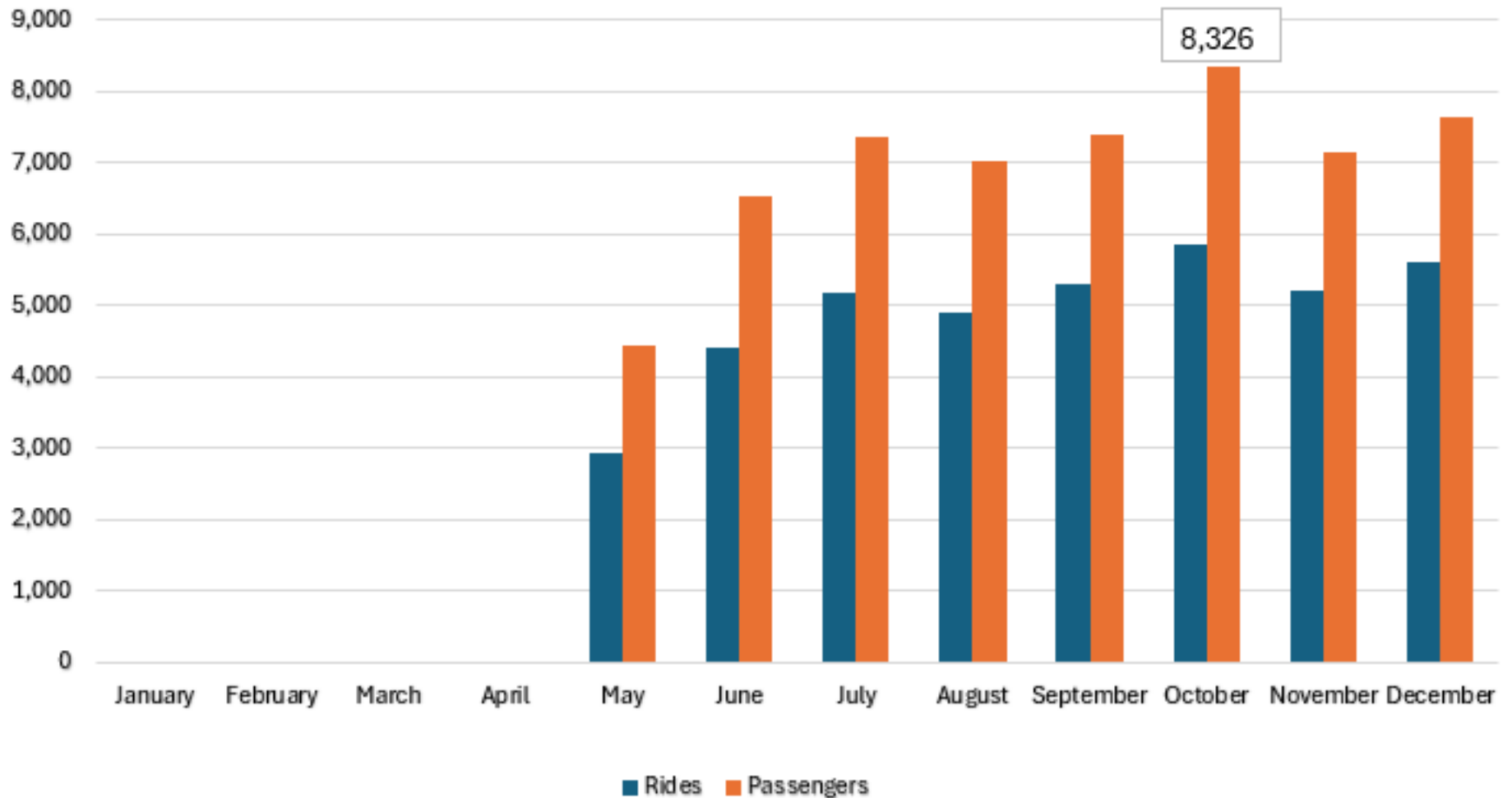


2025 Pilot Program Recap



2025 Ridership

Monthly RGOD Ridership 2025



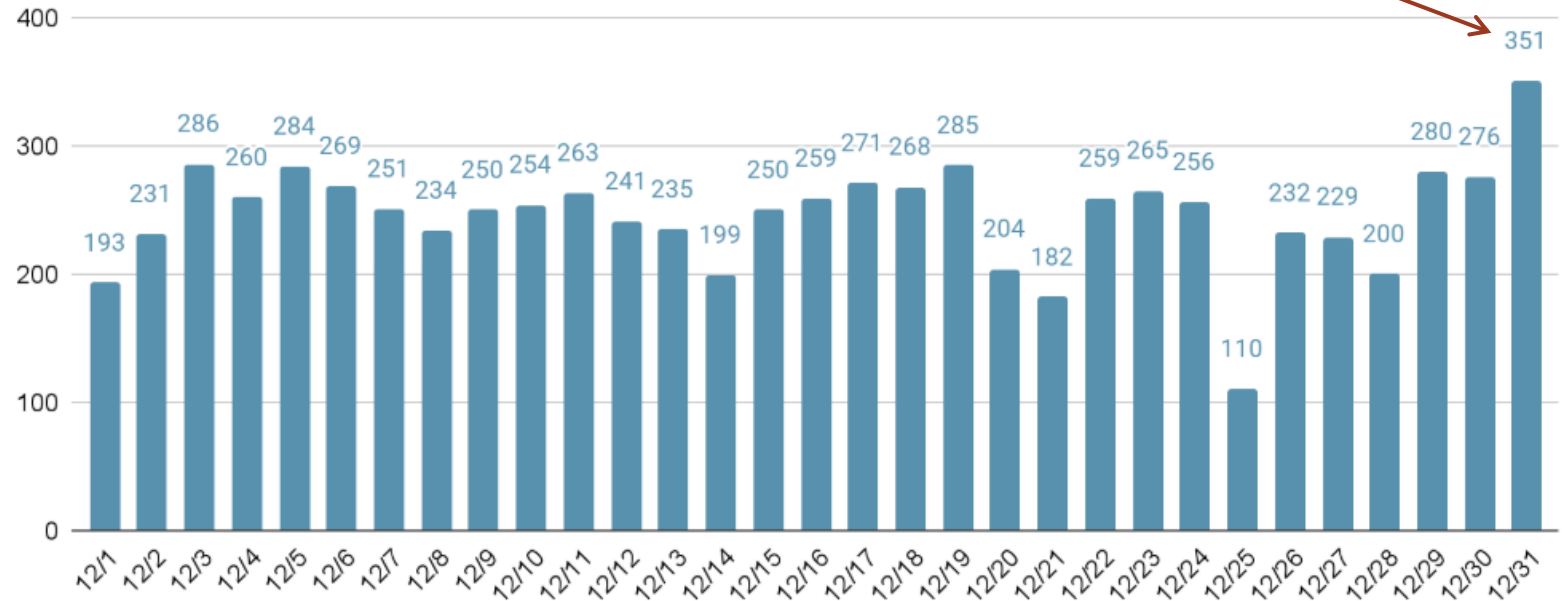
Averaging 43% shared rides

Average wait time of 23 minutes

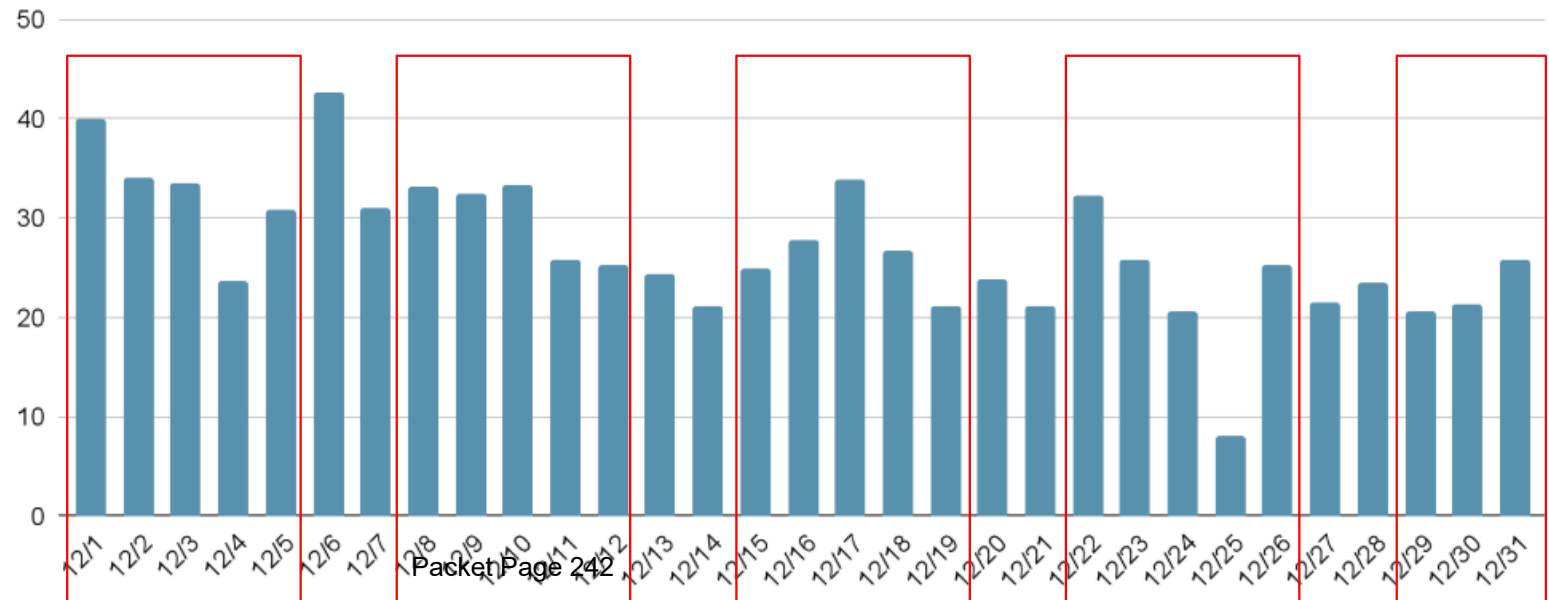


Passengers

Second highest day to June 21

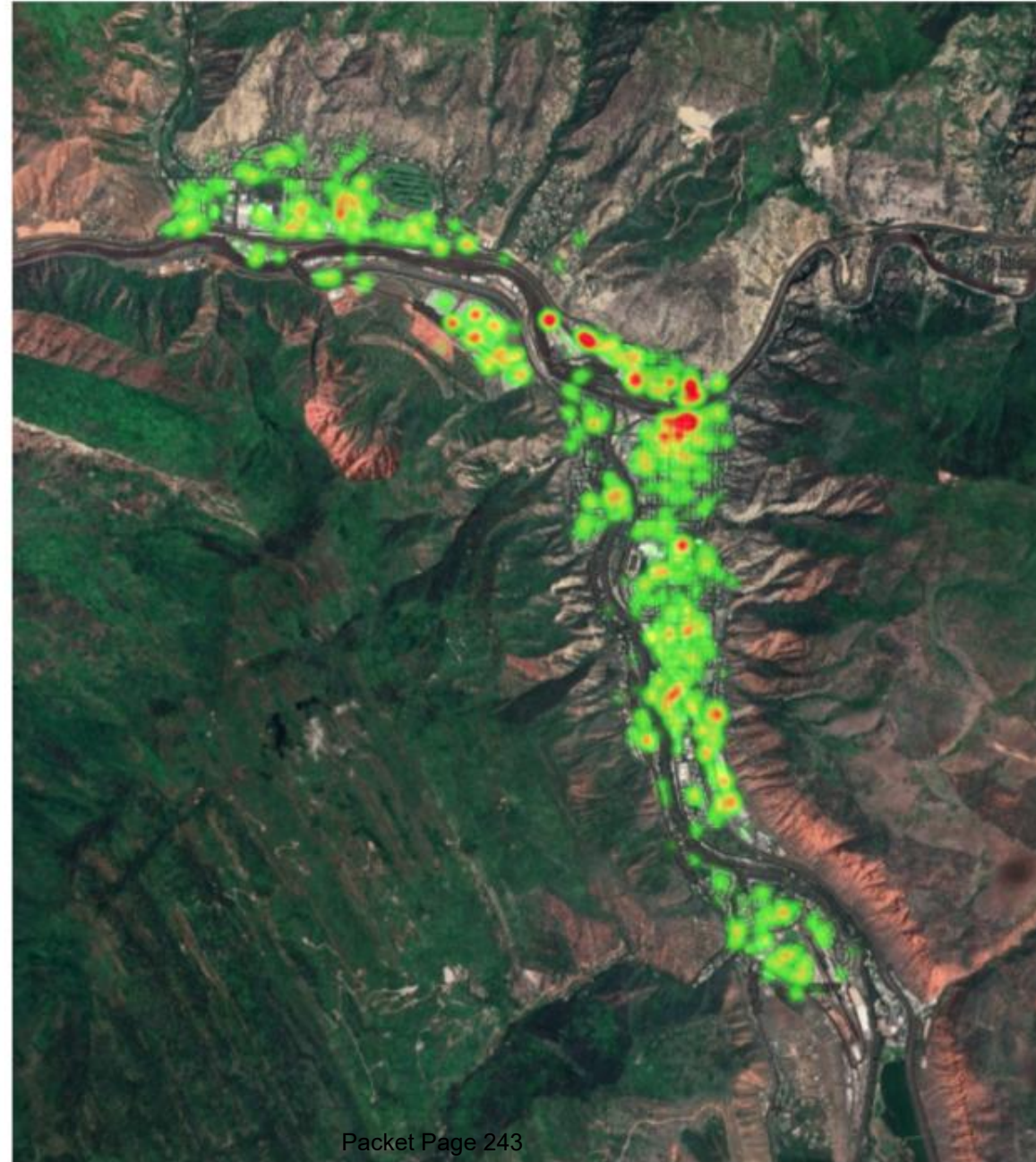


Average Wait Time

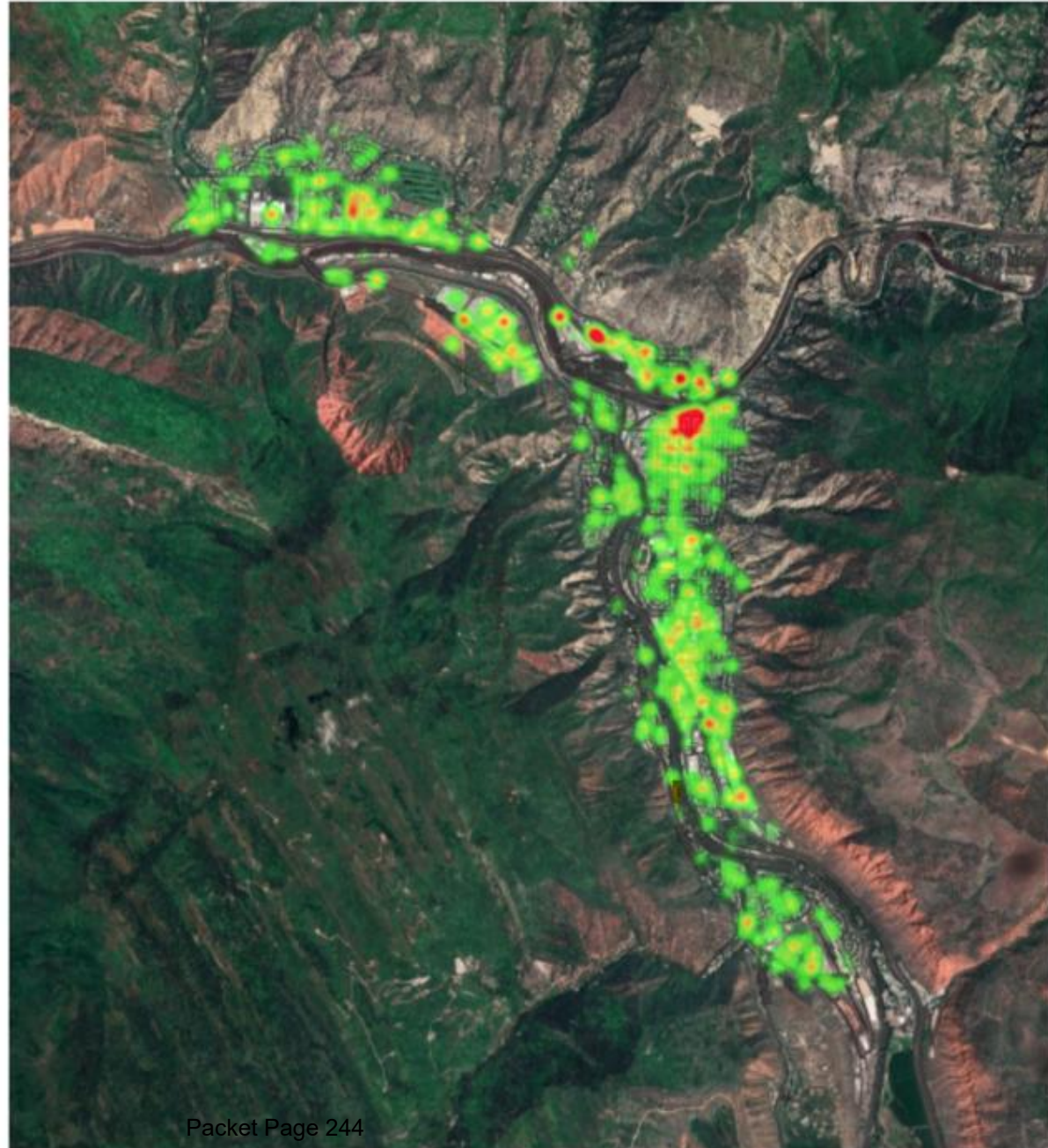


Origins

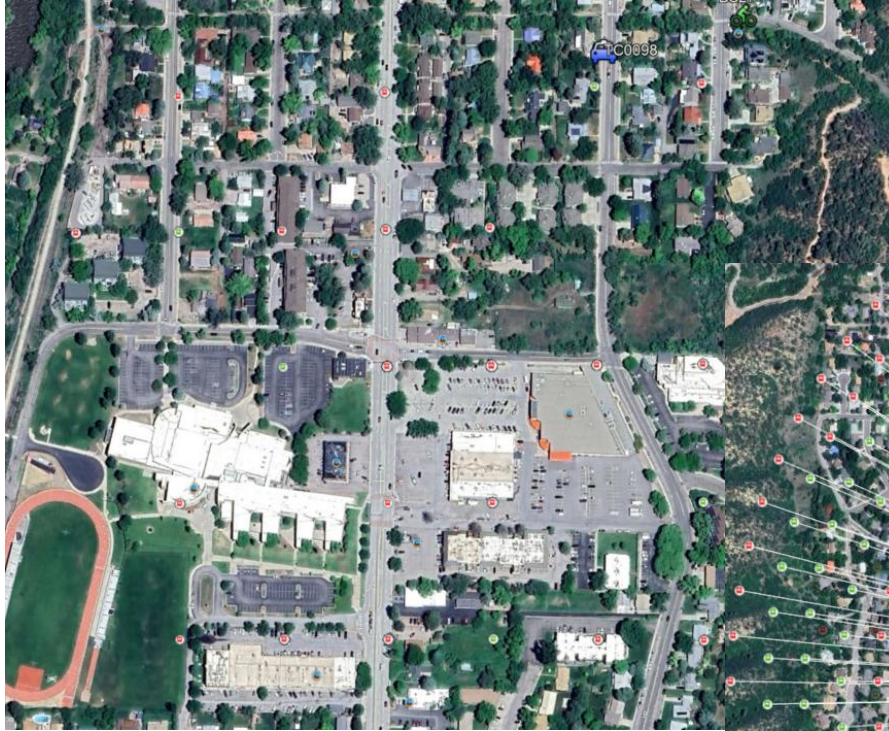
Pickup Heat Map



Destinations



Destination Tracking



Origin-Destination Tracking December 2025

Top 5 Pickup Locations

- City Market
- Walmart
- 27th Street Station
- Target
- Marshalls

Top 5 Dropoff Locations

- 27th Street Station
- City Market
- Walmart
- Target
- Iron Mountain Hot Springs

12% of all trips had O-D at bus stops

2% of all trips had O-D at Amtrak Station





2025 Pilot Project Costs

Approximate Costs

- Startup Costs – \$46,500
- May – August Monthly Service – \$83,100/month
- Additional Service – \$1,000 – Strawberry Days and July 4
- September – December Monthly Service – \$93,750/month
- Total 2025 Program Cost – \$754,700 for 8 months

Equates to \$12-\$13 per Ride

- Total 2026 Program Cost – \$1,125,000

Project Funding


Funding Sources

- RFTA 2025 FLMM Grant
\$400,000 / COGS match
- 2025 Fare Revenue - \$50,400
- RFTA 2026 FLMM Grant
\$523,000 / COGS match
- 2026 Projected Fare Revenue
\$85,000
- Bus Tax Fund
- Fare Revenue



Testimonials




< Today  Open

Ratings & Reviews >

4.5 ★★★★★
13 Ratings

Most Helpful Reviews

Great and friendly way to get around!
★★★★★ Dec 27 · Ultracyber
Used the app in Glenwood Springs. It was a great way to get around with kids and our mom who can't walk as much. The drivers were friendly. This is the only way to get around!


< Today  Open

Ratings & Reviews >

4.5 ★★★★★
13 Ratings

Most Helpful Reviews

:)
★★★★★ Dec 9 · Maria Jose (Mj)
Cory and Thomas are my favorite driver. I always feel comfortable and safe when riding with them.


< Today  Open

Ratings & Reviews >

4.5 ★★★★★
13 Ratings

Most Helpful Reviews

:)
★★★★★ Dec 23 · Jjldkjdhjskdhf
Thomas is the best !!


< Today  Open

Ratings & Reviews >

4.5 ★★★★★
13 Ratings

Most Helpful Reviews

Thank You!
★★★★★ Jun 2 · Customer1791636
Grade A service! You can't beat there prices! Comfortable clean ride! Thank yall so much


< Today  Open

Ratings & Reviews >

4.5 ★★★★★
13 Ratings

Most Helpful Reviews

SOOOO useful!!
★★★★★ Dec 30 · Local Raccoon
This app was such a godsend! Shout out to Glenwood Springs local Greg for recommending this app during my trip!

< Today  Open

Ratings & Reviews >

4.5 ★★★★★
13 Ratings

Most Helpful Reviews

Great program
★★★★★ Jul 26 · when even initials fail
Hope they keep it going!

2026 – The Plan Ahead

Continue gathering data to improve service

- Revisiting \$1 fare in June
- Exploring zone pricing, demand pricing, dynamic rates
- Partnering with local businesses for sponsorships
- Rider surveys in April/May



Questions/Comments?

Packet Page 250



City Council
STAFF REPORT
City of Glenwood Springs
January 15, 2026

Agenda Item: Project Update

Action Requested: None

Department: Engineering

Presented By: Ryan Gordon

Strategic Goals: Provide Efficient and Responsive City Government
Preserve and Improve Infrastructure

Background Info: Engineering will provide an update on upcoming 2026 major projects

Issues: N/A

Fiscal Impact: None - Projects are in the 2026 budget.

Legal Review: Legal will review all contracts.

Staff Recommendation: N/A



City Council
STAFF REPORT
City of Glenwood Springs
January 15, 2026

Agenda Item: Water Supply Staff Update

Action Requested: None at this time.

Department: Public Works

Presented By: Matthew Langhorst

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

Background Info: Staff has attached a detailed report that will bring Council up to date on the city's water supply and how it functions. We can discuss the current snow conditions and expected outcomes during the meeting.

Issues: None at this time.

Fiscal Impact: None at this time.

Legal Review: None at this time.

Staff Recommendation: NA

January 15th, 2026

Water History and 2021 Water Report Data Staff Report

The City of Glenwood Springs has been compiling water reports since the early 60's that review the water system, water usage, track wells, and discuss supply options. The most pertinent reports that we will be focusing on is the Wright Water Engineers (WWE) "Water Resource Options for the City of Glenwood Springs, 1985"; WWE "Supplemental Water Supply for the City of Glenwood Springs from Roaring Fork Alluvial Well Fields"; and SGM's "Water System Master Plan" 2021 (being updated in 2026).

WWE's 1985 resource report identifies and analyzes the raw water supply options available to the City of Glenwood Springs, which these options are still pertinent to discuss in 2026. The main summary questions the report focused on were:

- Can No Name/Grizzly Creek raw water supply the system if it is the sole source available.
- Can a second water supply be developed economically to back up the No Name/Grizzly supply.
- Can a second supply alleviate the turbidity issues with the current supply.
- Will there be cost savings at the Red Mountain Water Treatment Plant (RMWTP) with a second source?
- Will the City's water quality be altered by adding a second source of water?
- What are the advantages, disadvantages, and probable costs for the proposed Grizzly Creek Reservoir?

This report discusses future demand and utilizes a 1978 Wright-McLaughlin Engineers population study to make assumptions where the city will be in 1997. The report predicted a population of 18,500 in the year 1997, including an estimated peak of 5,500 overnight tourists. With these two population predictions, the report estimates a 10.7 million gallon per day (MGD) demand in 1997. A second report completed by James M. Montgomery dated December 1981 estimate the 1997 demand to be between 12-15 MGD. Population projections numbers were not provided within the second report. The Montgomery report used actual daily peak production numbers for their calculations, which were focused around a June peak day in 1980/1981 at 6.1 MGD and 6.6 MGD. Maximum day demand occurred in July of 1980 at 8.0 MGD and August of 1981 at 9.1 MGD. Both maximum day demands assumed 1 MGD of system leakage loss.

The WWE report assumed that the 9.1 MGD system demand along with the West Glenwood water needs would require 15 MGD by 1997 or 23.2 cubic feet per second (cfs). The City did not take over the West Glenwood water system until the late 1990's, thus the addition of the water demand of West Glenwood to the existing system demand. The City's existing senior water rights from No

Name and Grizzly Creek total 20 cfs. The No Name/Grizzly 20 cfs is equal to 12.93 MGD for reference.

Existing Water Supply Data for Reference:

- The City paid for a USGS metering gage (09071300) to be placed on the Grizzly Creek outflow just below where the Grizzly Creek Reservoir conditional water right exists today. The current reservoir was designed to store 3,879.8 acre-feet (1,264,238,385 gallons) of water for municipal use.
- The city utilized 2,462 acre-feet (802,396,000 gallons) of water in 2025, which is on the high end of water use over the last 9 years, or 63% storage capacity of the current reservoir design. For quick reference, the city used twice this much water in 1982 (1,657,845,000 gallons)
- The WWE report notes that the Grizzly basin produces 8,850 acre-ft on an average snow year and 4,190 acre-feet on a dry year, which is more than the city would require in whole even on a dry year based on current usage.
- If you take all of the flow data from the USGS gaging station and average those flows taken from 1976 to 1996, the gaging station was able to produce 9,362.49 acre-feet of water or 3 times more water than the City of Glenwood Springs currently uses.
- It should also be noted that none of the Grizzly data assumes No Name Creek supplying any water to the system, which it currently does reliably from September though June/July in most water years. In 2025 Grizzly Creek did not need to be turned on at all.
- Peak water use day per year for reference:
 - Peak water day in 2019: 4.006 MGD
 - Peak water day in 2020: 4.710 MGD
 - Peak water day in 2021: 4.381 MGD
 - Peak water day in 2022: 4.083 MGD
 - Peak water day in 2023: 4.401 MGD
 - Peak water day in 2024: 4.179 MGD
 - Peak water day in 2025: 4.291 MGD

The WWE report discusses pros/cons of the No Name and Grizzly Creek supplies. We all know that wildfire can quickly alter water supply discussions. Having a reservoir that could help reduce turbidity levels within a burn area watershed would be beneficial to the supply water quality. A reservoir would also be able to reduce turbidity within a normal supply condition by controlling the flow out of the basin and reducing the large flushing events that occur during peak runoff. Staff does understand that flushing events are good for the surface water system but being able to control the duration of those flushing events allows staff to plan when water is being pulled from the creek, and to only pull during low turbidity release times. Cons of a reservoir are overall design, permitting, construction and maintenance costs associated with the infrastructure.

Alternative Surface Water Sources:

Other surface water sources were looked at within the report, the main source of water available to the city and accessible to the existing water plant location are the Colorado River and Roaring Fork River. With the high organics and turbidity within the Colorado River most of the year, the Roaring

Fork was noted as a much better water supply option. That continues to be the case even today, which is why the city constructed a 5 MGD pump station on the Roaring Fork at the 8th Street bridge. This pump station is piped directly to the No Name/Grizzly Creek gravity systems 24" DIP line. With the construction that happened after the Grizzly Creek fire, now both the gravity and pumping system can run concurrently, thus allowing the city to have two distinct water sources. The other sources of water, Mitchell Creek, Oasis Creek, Three Mile and Four Mile Creeks are too far from the existing plant to be viable with the current plant, but they could be used for small pumped raw water supply systems throughout the city to help remove irrigation water from domestic water use and help bring plant production rates down in the summer.

Optional Ground Water Sources:

Ground water potential, aka well systems, was also reviewed within the 1985 report, and was gone into depth in the 1987 report. The 1985 report reviews the 4 basic bedrock formations that the City of Glenwood Springs sits on, all of the layers are either low in water quality due to salts and silts, or low in volume yield due to their soil makeup and depth of soil layers. The best of the layers is the shallow alluvial fan soils, that run along the Roaring Fork and Colorado River, but this layer along the lower Roaring Fork River and Colorado River are inundated with hot spring sulfur water, thus making a well field north of the airport unlikely. The report notes that the most viable well location near the city would be along the airport (east side of the river), Three Mile and Four Mile Creek stretch of the Roaring Fork River. The 1987 report shows 26 existing wells in the south end of town, and discussion in the report noted that not one of the wells would provide water acceptable for domestic use. Any well system would need to accommodate for a minimum of 1,000 gallons a minute to provide up to 1.5 MGD, this would supply internal domestic water at a minimum for the city. Normally a well field would be put in place to collect high quality water that would keep treatment processing down, but even with wells located further south, the water would still require a high level of treatment and taste control processing to make it viable for domestic use. The reports note that ground water quality is anticipated to be lower than the water quality from No Name and Grizzly Creek. The city has seen this firsthand with the failure of the Park East pumping station where the wet well along the river collected high levels of selenium during low water levels due to the leaching water from the riverbank. The test holes that were completed during the 1987 report were located on or just east of the Jackson Ranch. The holes on the Jackson Ranch were deemed unusable for domestic supply, they appear to be recharging with onsite irrigation ditches, not by natural recharge. This same situation occurred on the east side of Highway 82 with holes #3 and #4. These were more successful well tests, but they appeared to recharge faster with the Glenwood Ditch being in use, the ditch is no longer in use as it was in the 1980's. This could cause issues with draw down and recharge rates of a field of wells in this location. To note: if the city wanted to maintain full city water capacity for domestic and irrigation supply needs, that would move the well field capacity up to 3,125gpm, which would most likely require north of 10 wells to accommodate.

The city more recently completed a river water assessment, looking for stretches along the Roaring Fork River that do not have leaching water issues. One location that was noted as possibly viable was adjacent to Veltus Park. Staff used this information to create two 2" test wells to see what water was available at this location, in the alluvial gravels adjacent to the river, and both wells failed water quality testing.

Due to the water demand modeling and population projections within the reports noted being so overestimated, we are using current demands and projections for our water supply planning moving forward.

Plant Operations and Capacity:

Completion of the Red Mountain Water Treatment plant upgrades to accommodate higher turbidity, TSS and capacity upgrades were completed in 2021. Currently the plant is permitted to produce 8.65 MGD of water, it could be re-permitted up to 10 MGD after the upgrades were completed if the need ever arose. Water modelling of the 24" raw water supply line from the Canyon Tanks to the RMWTP can supply ~ 9.9 MGD. This is reduced to 8.7 MGD after the three in line taps take their share of the raw water supply. The City can push the extra 2.9 MGD available by water rights to the plant by pumping water at the pump station with the new piping system.

Population Review:

In 2020 the US Government completed the latest round of population census data collection. The City of Glenwood Springs came in just under 10,000 residents, which did not move the mark from the 2010 census data. It is possible that due to COVID and political conditions that the number could have been swayed lower than anticipated, so staff is assuming the population is 11,000 to be conservative. Currently the City has 1,700 beds for tourists to use, along with 160 short term rentals available in town. Assuming 2.5 people per bed and 4 people per rental the tourist population at peak is assumed at 4,890 people. As you can see both numbers are below the 1985 report assumptions for 1997, in the year 2026.

2021 Water Model Report Summary (Being updated in 2026)

A hydraulic model is a computer simulation of a water distribution system. This simulation is used by water systems and engineers to run steady simulations, which is an instantaneous snapshot of the system; and extended period simulations, which tracks the behavior of the system over time quickly and accurately. These simulations can be used in a variety of ways; indication of pressures throughout the system, velocities in pipelines, fire flow availability, water age and much more. To ensure that the simulation is accurate it must be calibrated. This is done by gathering field data such as pressures, hydrant flows and tank levels, which allows us to verify the hydraulic data is correct to the field data.

In 2018, the city contracted with SGM to complete a full system model and evaluate staff known problem spots of town. These specific simulations guided staff to make decisions for planning and construction purposes, such as the 18" waterline upgrades which was part of the South Midland project and the second 500k gallon Cardiff Tank.

In 2021 The city once again enlisted SGM to do a comprehensive evaluation of the city's entire water distribution system. The objectives were to report on its condition, make recommended improvements to the system and evaluate future buildout scenarios on a global basis. Overall, the city's water system is in good shape and functionally sound.

- SGM ran a demand analysis, which helped staff understand water capacities in distinct areas of town and understand EQR needs.
 - Provide historic meter and production data and recommend a new EQR calculation. Historically 350 gpd was used. The model recommended a reduction to 274 gpd, which closely reflects similar sized systems.
 - Future buildout scenarios using a planned development provided by staff.
- Hydraulic model calibration.
 - Field data collection was needed to finish calibration of the entire water model.
- Water system evaluation.
 - Simulations were performed under existing conditions and possible future buildout conditions.
 - Storage volumes were evaluated with a focus on emergency operations, fire protection and supply equalization.
 - Fire flow availability was evaluated with the assistance of Greg Bak, specific targets were identified in each pressure zone.
 - The entire distribution system was analyzed focusing on water line velocities, pressures, and water age. This is used for capital project planning.

The completed analysis shows that the distribution system is in good condition. As we upgrade the system, the new information is added to the model and field testing/models runs help confirm that the work accomplished the original goal set by the modelling. Thus, providing confidence in the model and future work recommended by the modelling.



Some known and unknown system deficiencies were identified.

- The Glenwood Highlands/Cedar Crest zone historically has storage and pumping deficiencies during high demand months. Recommended improvements were to replace booster station #2 with upsized pumps to handle higher demand periods. This was accomplished and the system does function significantly better.
- A new storage tank was recommended to be added in the West Glenwood area. The department was planning a second tank next to the existing highlands tank but due to its location and terrain it was decided to move the new tank location further west nearer the Sunny Acres neighborhood. This is still in process.
- The West Glenwood zone has known water age issues, which was confirmed by the model. An immediate no cost operations change was implemented to bring water age to a more acceptable duration. Other recommendations are to upgrade the Mel Rey and island vault control valves (happening in 2026). The improvements will allow operators more flexibility to supply water in and out of the West Glenwood zone.
- Replace 8” lines near booster station 1 to reduce line velocities, this work is being completed in 2026.
- Complete 18” pipe upsizing along the remainder of the midland corridor to 8th St. (Major project, planning for later 2020’s.
- Loop the waterline running down Mitchell Creek Road back to the US-6 waterline. A portion of this project is happening in 2026.
- Waterline loop around the high school, happening in 2026.



Finally, we asked SGM to review the city's EQR calculation of 350 gallons per day (gpd). Using consumption and production data from 2018-2020, a reduction in EQR was recommended to 274 gpd. The value is comparable to other similarly sized systems. Existing conditions reflect the 274 gpd as a valid EQR using the same EQR it shows that the system will be able to handle future buildouts identified by staff. This helps staff not overestimating water consumption with upcoming projects but allows us to utilize a known and verified quantity.

Planning Projects city staff are currently working on or have finished including:

- Staff are working internally to determine if a raw water intake system located south of the airport can supply raw water to the whole south end of town. This raw water piping has already been designed into the South Bridge project, intake and holding tank designs to be worked on in 2027.
- Staff are working on moving the waterline crossing of the Colorado River at the wave park to the Midland Bridge, this design is in progress.
- Staff have started a planning process to determine how best to use the City's water rights on the Reynold's and Cain ditch system. This is a reliable water supply from the Mitchell Creek water source and could be used for large irrigation systems in West Glenwood, reducing irrigation water production needs at the plant.
- Staff is working with a consultant on feasibility planning for the Grizzly Creek Reservoir. The Bureau of Reclamation has a grant out currently that we are moving to apply for. Round one is a feasibility process only.
- Staff are in the process of designing a new water and sewer line in the Village Inn and West 1st Street area.
- Staff are in the process of designing the Cowdin lift station replacement.
- Staff are in the process of designing pump station No 1 replacement.
- Staff are in the process of designing pump station No 3.
- Staff are in the process/coordination of the construction of the 8" waterline along US6&24 heading toward Mitchell Creek Road.
- As staff and SGM work on the water model report update in 2026, new projects will immerge and planning and design process will be started. The largest item coming toward the city in the future will be a secondary water plant on the north side of the Colorado River.



City Council
STAFF REPORT
City of Glenwood Springs
January 15, 2026

Agenda Item:	Ordinance 2026-01; Building Permit Inspection Fees
Action Requested:	Approve Ordinance 2026-01; Amending Section 060.020-020/Table 1-A of the <i>Glenwood Springs Municipal Code</i> regarding building permit inspection fees.
Department:	Economic and Community Development
Presented By:	Trent Hyatt
Strategic Goals:	Provide Efficient and Responsive City Government Preserve and Improve Infrastructure Protect and Preserve our Quality of Life
Background Info:	The Economic and Community Development department proposes various revisions to the <i>Glenwood Springs Municipal Code</i> (Municipal Code) to better align the fee structure related to re-inspection fees. Related issues and concerns are addressed below.
Issues:	<p>The building department has observed a growing trend of certain contractors requesting initial inspections before the associated work is adequately completed. This results in wasted staff time and operational costs related to additional trips as inspectors are required to travel to job sites multiple times. Failed inspections cause delays to the specific project and limit the time inspectors can spend on other permit reviews and inspections. Currently, inspection fees do not account for these inefficiencies, and the cost burden falls on the City rather than the responsible party.</p> <p>In 2025, the Building Department conducted 1,512 total permit inspections (not including inspections related to business licenses, enforcement cases, and planning files). Approximately 8.33 percent (126) of those were re-inspections due to lack of readiness. Of the 126 re-inspections, fees were applied in 33 instances. Each failed inspection costs the City money in staff time, vehicle use, administrative overhead and the opportunity cost of other efforts. Local governments implement re-inspection fees or higher initial inspection fees to discourage premature scheduling. The proposed amendment is not intended to be punitive to all permittees but instead address those who seem to abuse the current low fee structure. To ensure cost recovery and promote contractor accountability, staff recommends increasing the base re-inspection fee from \$50 to \$100. Staff intends to provide clear guidelines to contractors on readiness requirements to minimize unnecessary inspections. A redlined version of Table 1-A is provided as Exhibit A to the attached draft ordinance.</p>
Fiscal Impact:	Unknown but expected to be nominal. The proposed fee adjustment will offset additional costs incurred by the City and reduce the frequency of unproductive inspections. Any revenue generated will support operational sustainability without burdening taxpayers. While the proposal has the potential to increase inspection fee revenue slightly, the intent is really to limit the number of re-inspections occurring. If this deterrent is successful, it could result in a reduction of revenue related to re-inspections.
Legal Review:	The City Attorney has reviewed the draft ordinance outlining the related revisions to the Municipal Code.
Staff Recommendation:	Staff recommends approval of Ordinance 2026-01 as outlined in the Issues section above.

ORDINANCE NO. 01

Series of 2026

AN ORDINANCE OF THE CITY OF GLENWOOD SPRINGS, COLORADO, AMENDING TABLE 1-A SECTION 060.020.020 OF THE GLENWOOD SPRINGS MUNICIPAL CODE REGARDING BUILDING PERMIT INSPECTION FEES.

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 060.020.020 of the Glenwood Springs Municipal Code provides amendments to the International Building Code; and

WHEREAS, Table 1-A of Section 060.020.020 provides a schedule of Building Permit and Building Inspection Fees; and

WHEREAS, City Staff has recommended updating Section 060.020.020 as set forth on **Exhibit A** attached hereto; and

WHEREAS, the City Council finds and declares that it is necessary for the preservation of health and safety of the City and its residents to amend Section 060.020.020.

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. Section 060.020.020 of the Glenwood Springs Municipal Code is amended as set forth in **Exhibit A** attached hereto.

INTRODUCED, READ, PASSED, AND ORDERED PUBLISHED BY TITLE ONLY
THIS ___ DAY OF JANUARY 2026.

CITY OF GLENWOOD SPRINGS, COLORADO

Marco Dehm, Mayor

ATTEST:

Ryan Muse, City Clerk

INTRODUCED, READ ON SECOND READING, PASSED AND ORDERED
PUBLISHED BY TITLE ONLY TO BE EFFECTIVE IMMEDIATELY THIS ___ DAY OF
_____ 2026.

CITY OF GLENWOOD SPRINGS, COLORADO

Marco Dehm, Mayor

ATTEST:

Ryan Muse, City Clerk

EXHIBIT A

Section 060.020.020 – Amendments to the International Building Code is hereby amended as follows with double underlined text added and ~~striketrough~~ text deleted.

TITLE 060 - CONSTRUCTION BUILDING CODES AND REGULATIONS

* * * *

ARTICLE 060.020 - INTERNATIONAL BUILDING CODE

* * * *

060.020.020 - Amendments to the International Building Code

* * * *

Table 1-A

TOTAL VALUATION	FEE
\$1.00 to \$500.00	\$23.50
\$501.00 to \$2,000.00	\$23.50 for the first \$500.00 plus \$3.05 for each additional \$100.00, or fraction thereof, to and including \$2,000.00
\$2,001.00 to \$25,000.00	\$69.25 for the first \$2,000.00 plus \$14.00 for each additional \$1,000.00, or fraction thereof, to and including \$25,000.00
\$25,001.00 to \$50,000.00	\$391.25 for the first \$25,000.00 plus \$10.10 for each additional \$1,000.00, or fraction thereof, to and including \$50,000.00
\$50,001.00 to \$100,000.00	\$643.75 for the first \$50,000.00 plus \$7.00 for each additional \$1,000.00, or fraction thereof, to and including \$100,000.00
\$100,001.00 to \$500,000.00	\$993.75 for the first \$100,000.00 plus \$5.60 for each additional \$1,000.00, or fraction thereof, to and including \$500,000.00
\$500,001.00 to \$1,000,000.00	\$3,233.75 for the first \$500,000.00 plus \$4.75 for each additional \$1,000.00, or fraction thereof, to and including \$1,000,000.00
\$1,000,001.00 and up	\$5,608.75 for the first \$1,000,000.00 plus \$3.15 for each additional \$1,000.00, or fraction thereof
Other Inspections and Fees:	
1. Inspections outside of normal business hours \$50 <u>100</u> .00 per hour ¹ (minimum charge - two hours)	
2. Inspections for which no fee is specifically indicated \$100.00 per hour ¹	

3. Re-inspection fee assessed under provisions of Section 109.8 \$100.00 per hour¹ (minimum charge - one hour)

4. Additional plan review required by changes, additions or revisions to approved plans \$~~50~~100.00 per hour¹ (minimum charge - one hour)

5. For use of outside consultants for plan checking and inspections, or both \$~~50~~100.00 per hour²

¹ Or the hourly cost to the jurisdiction, whichever is greater. This cost shall include supervision, overhead, equipment, hourly wages, and fringe benefits of the employees involved.

² ~~Or Actual cost to the jurisdiction~~ Actual cost to the jurisdiction including ~~any~~ any administrative and overhead costs.



City Council
STAFF REPORT
City of Glenwood Springs
January 15, 2026

- Agenda Item:** Ordinance 2026-02; Wood-Fired Pizza Ovens
- Action Requested:** Approve Ordinance 2026-02: amending Section 100.030.010 of the *Glenwood Springs Municipal Code* regarding wood-fired pizza ovens.
- Department:** Economic and Community Development
- Presented By:** Trent Hyatt
- Strategic Goals:**
Provide Efficient and Responsive City Government
Generate Sustainable Economic Development
Protect and Preserve our Quality of Life
- Background Info:** The Economic and Community Development department proposes various revisions to the *Glenwood Springs Municipal Code* (Municipal Code) related to wood-fired pizza ovens. Related issues and concerns are addressed below.
- Issues:** Section 100.030.010 of the Municipal Code currently defines a solid fuel-burning device as "*any open hearth or freestanding fireplace, stove, firebox or device intended and/or used for the purpose of burning wood, coal, pulp, paper or other nonliquid or nongaseous fuel.*" Currently, staff interprets this definition to encompass wood-fired pizza ovens since these devices are not otherwise addressed. Municipal Code regulations related to wood stoves and coal furnaces (Article 100.030) were originally adopted in 1987 and 1995 to regulate issues associated with emissions and improve air quality within the City limits. Said regulations prohibit the installation of new solid fuel-burning devices and restrict the use and replacement of existing devices. Prior to such efforts, the City experienced as many as 55 pollution (or Action) days, especially during winter months, due to temperature inversions that trapped harmful particulate matter, polycyclic aromatic hydrocarbons, carbon monoxide, and nitrogen oxides in our tight valley. These pollution action days are known to be related to human health impacts, including but not limited to asthma, emphysema, bronchitis, and cancer.
- Staff has received inquiries from local businesses and residents regarding the use of wood-fired pizza ovens for commercial and residential cooking. These ovens are primarily used for food preparation and are not intended as a primary or supplemental heating source. Their limited and intermittent use distinguishes them from traditional wood stoves or fireplaces, which were the primary focus of the original regulation. The potential human health impacts outlined above have all but been eliminated thanks to the regulations previously enacted by the City and other Roaring Fork Valley communities. Allowing wood-fired pizza ovens under as an exception would support local businesses, particularly restaurants seeking to offer authentic wood-fired pizza, encourage culinary diversity and economic development without significantly impacting air quality, and maintain the intent of the original regulations by restricting the use of these devices for heating. The proposal adds language to the Municipal Code to clarify that wood-fired pizza ovens are not considered "Solid Fuel Burning Devices", provided they are used exclusively for cooking and meet applicable health and safety standards. The proposed changes to the Municipal Code are outlined in Exhibit A of the attached draft ordinance.
- Mitigation techniques for air quality concerns related to wood-fired pizza ovens in urban areas can include smoke (wet) scrubbers which use high-pressure water nozzles to intercept exhaust, catalytic combustors that burn off smoke and gases at lower temperatures before they exit the stove, or electrostatic precipitators that capture fine particles from the exhaust stream. Due to the limited density of wood-fired pizza ovens anticipated, staff does not feel like these techniques are necessary at this time. Instead, operators can incorporate common practices used to mitigate potential air

quality impacts such as utilizing only kiln-dried or fully seasoned hardwood, smokeless start-up via natural gas or restaurant grade charcoal, pre-heating fuel, hybrid ovens (natural gas and wood), optimized exhaust draw/pre-warming the flue, and/or precision oven design having lower ceilings, heavy insulation, and smaller openings.

Fiscal Impact: The proposal to allow wood-fired pizza ovens could potentially increase revenues to the general fund by allowing for restaurant-type use currently prohibited by the Municipal Code. However, staff is unsure of the actual fiscal impact that may result.

Legal Review: The City Attorney has reviewed the draft ordinance outlining the related revisions to the Municipal Code.

Staff Recommendation: Staff recommends approval of Ordinance 2026-02 as outlined in the Issues section above.

ORDINANCE NO. 02

Series of 2026

**AN ORDINANCE OF THE CITY OF GLENWOOD SPRINGS,
COLORADO, AMENDING SECTION 100.030.010 OF THE GLENWOOD
SPRINGS MUNICIPAL CODE REGARDING WOODFIRED PIZZA
OVENS.**

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 100.030.010 of the Glenwood Springs Municipal Code provides definitions for terms used in Article 100.300 for Wood Stoves and Coal Furnaces; and

WHEREAS, City Staff has recommended updating Section 100.030.010 as set forth on **Exhibit A** attached hereto; and

WHEREAS, the City Council finds and declares that it is necessary for the preservation of health and safety of the City and its residents to amend Section 100.030.010.

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. Section 100.030.010 of the Glenwood Springs Municipal Code is amended as set forth in **Exhibit A** attached hereto.

INTRODUCED, READ, PASSED, AND ORDERED PUBLISHED BY TITLE ONLY
THIS ___ DAY OF JANUARY 2026.

CITY OF GLENWOOD SPRINGS, COLORADO

Marco Dehm, Mayor

ATTEST:

Ryan Muse, City Clerk

INTRODUCED, READ ON SECOND READING, PASSED AND ORDERED
PUBLISHED BY TITLE ONLY TO BE EFFECTIVE IMMEDIATELY THIS ___ DAY OF
_____ 2026.

CITY OF GLENWOOD SPRINGS, COLORADO

Marco Dehm, Mayor

ATTEST:

Ryan Muse, City Clerk

EXHIBIT A

Section 100.030.010 – Definitions is hereby amended as follows with double underlined text added.

TITLE 100 - PUBLIC HEALTH

* * * *

ARTICLE 100.030 - WOOD STOVES AND COAL FURNACES

100.030.010 - Definitions.

As used in this article, unless the context otherwise requires:

* * * *

Solid fuel-burning device means any open hearth or freestanding fireplace, stove, firebox or device intended and/or used for the purpose of burning wood (excluding a wood-fired pizza oven), coal, pulp, paper or other nonliquid or nongaseous fuel.

Wood-fired pizza oven means a bell-shaped oven that is fueled solely or partially by wood, is utilized for the baking of traditional-style pizzas and is located within a permanent structure.



City Council
STAFF REPORT
City of Glenwood Springs
January 15, 2026

Agenda Item: Social Event Announcement

Action Requested: Council will announce the location of their social event which will take place following the meeting.

Department: City Clerk

Presented By:

Strategic Goals:

Background Info:

Issues:

Fiscal Impact:

Legal Review:

Staff Recommendation: