



## 2017 City Council Goals

### Acquisition and Improvement Tax

**Goal Statement:** Extend the Acquisition and Improvement one cent sale tax that will otherwise end in 2019.

**Priority:** High

**Assignment:** City Manager/City Attorney

**Objectives:** To extend the A&I tax to provide for infrastructure and other capital projects. The November 2016 ballot also included a question for bonding capacity for the purpose of funding acquisition, construction, repair and improvement for one or more of the following capital projects: improving safety and traffic congestion by constructing improvements that may include South Bridge, South Midland Avenue, and the 27th Street/Sunlight Bridge; Constructing a Riverwalk and other infrastructure at the confluence of the Roaring Fork and Colorado Rivers; And constructing a “Gateway to Glenwood” by making street-scaping and other improvements to the 6th Street corridor.

**Measurement:** The two questions to renew A&I for 30 years and to allow bonding capacity are approved by the electorate, and a priority list of projects that will be bonded for is created by City Council.

**Status Update:** Fourth Quarter 2016 – Both measures passed in November 2016. At the Dec. 15, 2016, Council work session, Stifel Nicolaus and bond council provided an overview of bonding capacity. A Special Council Meeting is planned on February 6<sup>th</sup> to determine priorities for A&I bonding.

### Confluence Redevelopment

**Goal Statement:** Work with the DDA and Community Builders to create a Confluence Master Plan that includes 7th Street and 6th Street Redevelopment.

**Priority:** High

**Assignment:** City Manager/DDA

**Objectives:** To redevelop the area where the Roaring Fork and Colorado rivers meet, including the former waste water treatment facility, for housing, connectivity, outdoor recreational and economic opportunities.

**Measurement:** The project includes a number of components, including real estate acquisition and land swap in the area.

- Confluence Real Estate Transactions: Property acquisition for the 8th Street Connection and other land deemed necessary.
- RE1 Land Swap: The City and School District traded land to provide housing for the school district and to add a sports field to GWS Elementary.

**Status Update:** Third/Fourth quarter 2016 –

- An EPA Area Wide Grant application was submitted in August 2016, and in January 2017, the City was awarded the grant.
- GWS Elementary is exploring different options for a sports field and staff is looking at options for additional parking. Land swap expected to be finalized in early 2017
- City Attorney is currently pursuing property and other necessary agreements for a permanent 8th Street connection. Staff is also pursuing options to acquire land for redevelopment.

## 6th Street

**Goal Statement:** Address redevelopment plans for 6<sup>th</sup> Street in relationship to the Grand Avenue Bridge project.

**Priority:** High

**Assignment:** Community Development/City Manager

**Objectives:** Create a potential funding source to build infrastructure for 6th Street redevelopment. Options are currently being studied by 6th Street Committee and the consultant StudioINSITE. Complete the 6th St. Streetscape / North Glenwood Master Plan. The goal of the planning effort is to anticipate public improvements that the Grand Avenue Bridge project will set in motion such as streetscape improvements, bike facilities, public parking, and neighborhood gathering areas.

**Measurement:** Approval of the 6<sup>th</sup> Street Master Plan.

**Status Update:** Third/fourth quarter 2016 – A joint workshop was held with Council and the Steering Committee on September 15, 2016. StudioINSITE finalized a draft of the master plan and financial recommendations. The recommendations for the related design standards/zoning changes are anticipated to be completed in late December.

First quarter 2017 - A steering committee/council workshop took place on January 19, 2017. At that meeting, the steering committee and council discussed public comments, recommendations for streetscape improvements, funding mechanisms, and recommendations for design standards/zoning changes.

The 2017 DDA Budget includes design funding for the roundabout at Laurel and 6<sup>th</sup> Street. Construction on this project is intended to take place in the spring/summer of 2018.

## Western Petroleum Redevelopment

**Goal Statement:** Hold a work session on a potential reuse strategy for Western Petroleum site.

**Priority:** High

**Assignment:** City Manager

**Objectives:** The potential for future redevelopment of this property will be included in a brownfield corridor study.

**Measurement:** A strategy for reuse of the Western Petroleum site will be developed.

**Status Update:** City Manager Debra Figueroa has been in contact with the property owner, and is working to schedule a meeting.

## GAB Project

**Goal Statement:** Work with CDOT to complete GAB project. The Grand Avenue Bridge project is a \$125 million bridge replacement project in the heart of Glenwood Springs. The 30-month project will be complete in June of 2018. The Grand Avenue Bridge and new pedestrian bridge over the Colorado River provides a critical multimodal connection between Interstate 70 and the Roaring Fork Valley.

**Priority:** High

**Assignment:** City Engineer/City Attorney/City Manager/DDA

**Measurement:** GAB project will be completed in the Spring of 2018. Final costs are included in the 2017 budget and include final payment to CDO. Monuments are included in the DDA 2017 Budget and a public restroom is projected in the 2018 Budget.

**Status Update:** Fourth quarter – Construction of the pedestrian bridge is in Phase 2 of the project (which will last through March 2017), and construction on the wing street walls for roadway widening has started.

First quarter 2017 – Staff is working with CDOT on plans for a ribbon cutting for the opening of the pedestrian bridge.

## 7th Street Beautification

**Goal Statement:** Improve and beautify 7th Street. The project is expected to cost \$7 million.

**Priority:** High

**Assignment:** DDA/CD/City Engineer/City Manager

**Objectives:** Phase 1 of the 7th Street project as envisioned includes the reconstruction of 7th Street from the Grand Avenue Bridge to in front of the historic Amtrak Station (Glenwood Springs Train Station), and improvements to Cooper Avenue. The project has the following goals:

- Benefit the community by creating a destination pedestrian environment, providing space for community events
- Improve connections to the Amtrak Station in front of the depot and a sloped ramp to the train queue
- Support four seasons of commercial activity
- Preserve convenient access and circulation

**Measurement:** The first phase of the beautification project is designed and a construction timeline is set.

**Status Update:** The DDA has hired an engineering firm to design construction documents, and is working with CDOT on coordination efforts regarding the 7<sup>th</sup> Street plan. The city in October 2016 received a \$400,000 Garfield County Federal Mineral Lease District grant for this project, and in December received a \$400,000 Department of Local Affairs/Energy and Mineral Impact grant.

### **Downtown Alley Cleanup**

**Goal Statement:** Cleanup and beautify downtown alleys. This will require the consolidated of downtown businesses dumpsters.

**Priority:** High

**Assignment:** DDA/CD/City Engineer/City Manager

**Objectives:** To enhance the downtown corridor through the beautification of downtown alleys.

**Measurement:** The second phase of alley beautification – the alley between the east wing street on Grand Ave. and Cooper Ave. - is anticipated to be completed in the summer of 2017.

**Status Update:** Fourth quarter – Within the Street Tax Fund, the city has budgeted \$250,000 to improve downtown alleys. Surveys to begin project design are underway.

### **Parking**

**Goal Statement:** The city will complete a comprehensive parking study to include changes to the development code to prohibit or discourage surface parking downtown, studying the feasibility and future sites for parking structures, consider pay kiosks or metered parking, and a funding stream. The city is also considering working with the private sector to build a parking structure as part of 6th Street redevelopment, with the private sector/DDA to build a parking structure for the confluence redevelopment, and with Garfield County to change the parking lot at 7th and Colorado to two hour parking to provide additional parking for downtown customers.

**Priority:** High

**Assignment:** DDA/City Engineer/City Manager

**Objectives:** To improve parking downtown for shoppers, workers and residents.

**Measurement:** Additional parking strategies are implemented downtown.

**Status Update:** Fourth quarter – The City and DDA have funding budgeted in 2017 to study parking solutions. Staff is working with the County, Sheriff, and School District to site additional parking and to ensure efficient management of existing parking lots. Staff members are also reviewing an old parking study that was never adopted to see if some of the recommendations could be implemented in the short-term. Staff will try to include a parking study update in the EPA Area Wide Plan.

### **8th St. Connection (UPRR, RFTA, Permanent)**

**Goal Statement:** Complete a permanent 8<sup>th</sup> Street connection between downtown to Midland Ave. on 8<sup>th</sup> Street (extending 8<sup>th</sup> Street from Vogelaar Park to Defiance Ave.)

**Priority:** High

**Assignment:** City Manager/City Attorney/City Engineer

**Objectives:** To create a connection between Midland Ave. and downtown.

**Measurement:** A plan for the permanent connection of 8th Street is finalized prior to the completion of the Grand Avenue Bridge replacement.

**Status Update:** Fourth quarter - The temporary connection for use during the construction of the Grand Ave. Bridge project is open. Design work and negotiations are currently underway for a permanent connection. Within the 2017 Budget, \$500,000 in Street Tax Fund monies have been budgeted for the continued design and engineering of the 8<sup>th</sup> Street connection.

### **South Midland Roadway Improvements**

**Goal Statement:** Reconstruct South Midland Road from the 27<sup>th</sup> Street Roundabout to 4 Mile Road.

**Priority:** High

**Assignment:** City Engineer

**Measurement:** Initial designs are completed in 2017.

**Status Update:** Fourth quarter - With the County's grant of \$158,474 in place of the Road and Bridge Levy, the city will be able to fund design of the South Midland improvements in 2017. An RFQ has been developed for release in late January. The project will be designed in phases and financial assistance for construction will be sought from Garfield County.

## Midland/Deveraux Rd Bridge

**Goal Statement:** Construct a bridge that connects Devereux Road to Midland Ave.

**Priority:** High

**Assignment:** City Engineer

**Objectives:** To increase connectivity within the city through another connection over I-70/Roaring Fork River.

**Measurement:** The conceptual design for the Midland/Devereux Bridge is completed in 2017.

**Status Update:** Fourth quarter - \$50,000 has been budgeted for conceptual design in the 2017 Budget. Process to acquire design services is still being determined.

## South Bridge

**Goal Statement:** Build a bridge in South Glenwood to provide additional access to residents along Midland Ave. to allow for future development of the South Glenwood corridor.

**Priority:** High

**Assignment:** City Engineer

**Objectives:** The 2002 Coal Seam Fire forced the evacuation of areas south and west of Glenwood Springs, impacting more than 3,000 residents. A Federal Earmark for a South Bridge project was requested by Garfield County and awarded in 2005. In 2007, the City and County began an environmental assessment for the project. The City is working on the final environmental assessment document and anticipates its completion in 2017.

**Measurement:** In the short-term, the City is working toward completion of the environmental assessment for the project.

**Status Update:** Staff is wrapping up environmental assessment of the project, and the City Council met with the Garfield County Commissioners to discuss collaboration on the project in the future. City and County staff and management, along with CDOT and RFTA are evaluating adding CR 154 into the project.

## Two Rivers Park

**Goal Statement:** Reactivate and beautify Two Rivers Park to create a vibrant, premier park for GWS. To include shoreline and island restoration, and improved recreational and family access to the river.

**Priority:** High

**Assignment:** Parks and Recreation

**Objectives:** To remove man-made materials from the shoreline and improve the experience for recreational and family users of the park.

**Measurement:** Staff will work to apply for grant funding in 2017 to fund this project.

**Status Update:** Fourth quarter - Gary Lacy is currently under contract for a not to exceed price of \$113,525.00 to begin initial design and permit approval for proposed park improvements.

### **Affordable/Attainable Housing**

**Goal Statement:** Create Housing Opportunities working with the for-profit and non-profit industry for GWS employees. Work with surrounding municipalities and non-profits to create Senior Housing opportunities; and work with community to address homeless issues.

**Priority:** High

**Assignment:** Community Development/City Manager's Office

**Objectives:** Set policies to encourage the planning and development of additional affordable/attainable housing units.

**Measurement:** Additional housing units become available in the market.

**Status Update:** Fourth quarter - City Council passed an ordinance to waive certain impact fees for housing projects that create housing for Glenwood Springs' employees and employers, with a 30-year deed restriction. The December Mayors meeting also addressed the topic of working regionally on an affordable housing entity/strategy.

### **Old Library Building**

**Goal Statement:** Determine the best reuse of the former library building.

**Priority:** High

**Assignment:** City Manager's Office

**Objectives:** To determine the highest and best use for the currently vacant building at 413 Ninth Street.

**Measurement:** Have the currently vacant library building occupied with a use that is beneficial for Glenwood Springs.

**Status Update:** Staff is working with Community Builders to determine possibilities for the building.

### **Ride Glenwood Restructuring (Start Jan. 1, 2018)**

**Goal Statement:** Through a competitive selection process the City will award a contract to a consultant for work associated with the completion of a Transit Operating Plan update for the Ride Glenwood Springs (RGS) bus system, expected to be adopted by City Council in 2017.

**Priority:** High

**Assignment:** City Engineer

**Objectives:** Restructure Ride Glenwood after the GAB project to determine best route for residents and visitors and to streamline Ride Glenwood Springs operations.

**Measurement:** Adoption of the 5-year Transit Operating Plan, following the 10-month project.

**Status Update:** Fourth quarter: Staff has selected a qualified consultant, and City Council awarded the contract at its Jan. 19, 2017 meeting.

## Compensation Plan

**Goal Statement:** Restart the process for a compensation study, looking at benefits as well in 2017.

**Priority:** High

**Assignment:** HR, City Manager's Office

**Objectives:** Ensure total compensation (salary and benefits) are within the correct salary ranges in conjunction with like employers and adjust if needed. Taking into account internal goals of improving employee longevity and performance.

**Measurement:** Compare total compensation package with like-size/budget municipalities and overall external markets.

**Status Update:** Fourth quarter – The 2017 Budget includes \$45,000 to conduct an employee compensation and benefits study. An employee workgroup consisting of an employee from the Police, Fire, Parks and Recreation, and City Manager's Office will oversee the compensation study along with Human Resources.

## Attractions Tourism Tax

**Goal Statement:** Study and potentially seek voter approval for a tourism/attractions tax that could fund recreation and other improvements

**Priority:** Medium

**Assignment:** City Manager/City Attorney

**Objectives:** To have initial discussions with property owners, businesses, community organizations, etc. in 2017 to determine whether to seek voter approval for such a tax.

**Measurement:** City Council determines whether to pursue an attractions tax.

**Status Update:** None

## Excise Tax on Marijuana

**Goal Statement:** An additional excise tax on Marijuana sales can be considered in 2017 or 2018.

**Priority:** Medium



**Assignment:** City Manager/City Attorney

**Objectives:** Estimated to provide \$300,000 + a year in additional revenue.

**Measurement:** City Council would make a decision whether to put an excise tax on marijuana on the ballot in 2017 or a future year.

**Status Update:** First quarter 2017 - City Council had a brief discussion regarding an excise tax on marijuana at the Jan. 5, 2017 meeting and reviewed information from surrounding communities and whether they have an excise tax in place. The Council also met with the members of the Valley Marijuana Council on Jan. 19 at a work session to talk about areas in need of funding and the potential for a ballot question. A special meeting will be held on January 26<sup>th</sup> to determine potential ballot language.

### Grant Writer

**Goal Statement:** Staff has hired Sustainable Strategies to pursue grant funding. In addition, the Contracts Coordinator will pursue smaller grant opportunities.

**Priority:** Medium

**Assignment:** City Manager

**Objectives:** To successfully apply for grants to fund infrastructure projects and other projects identified as City of Glenwood Springs priorities.

**Measurement:** Receiving funding for projects identified as priorities.

**Status Update:** Council approved funding for Sustainable Strategies in the 2017 budget. The City received \$400,000 in Energy and Mineral Impact Assistance Program grant funding in December for the 7<sup>th</sup> Street Enhancement project. The City also received a \$200,000 Area-Wide EPA Planning Grant for Confluence Redevelopment, 6<sup>th</sup> Street Corridor Master Plan, 7<sup>th</sup> Street Beautification project and Two Rivers Park.

### Community Center - Cost recovery

**Goal Statement:** Green Play is currently working on this project. The cost recovery plan is due to the City on October 20, 2016.

**Priority:** Medium

**Assignment:** Parks Director/City Manager

**Objectives:** To continue to operate the Community Center in a fiscally sound way and make improvements to cost recovery.

**Measurement:** Implementing recommendations made by Green Play, including opportunities to improve cost recovery.

**Status Update:** Fourth quarter – City Council in December approved the 2016 Parks and Recreation Master Plan. Staff is currently reviewing the recommendations of Green Play with the Parks and Recreation Advisory Committee.

## Finance Software Update

**Goal Statement:** GWS uses outdated financial software. This software needs to be updated to ensure efficient processes.

**Priority:** Medium

**Assignment:** IS/Finance

**Objectives:** To improve operational efficiency and improve finance information for staff and elected officials.

**Measurement:** The process was completed and it was determined due to staff shortages that this should be revisited in 2018 Budget process. The City Manager's Intern will work with staff and the new Finance Director to map city policies and procedures.

**Status Update:** The City Manager's Intern will start in early February and the new Finance Director will begin in March.

## Broadband Strategic Plan

**Goal Statement:** Glenwood does not have the last mile of fiber to serve residential clients. In addition, the existing infrastructure is requiring significant upkeep. Glenwood needs to determine the future of broadband.

**Priority:** Medium

**Assignment:** IS Director

**Objectives:** Develop a sustainable business plan and strategic vision for the City's broadband investment.

**Measurement:** Deliver a sustainable business plan and present next step options including funding mechanisms and a deployment timeline.

**Status Update:** Fourth quarter - A strategic thinking work session was held on November 17, 2016, and on December 15, 2016, Neo Connect presented financial findings based on their financial model. Staff is currently working on a RFQ for a financial feasibility study for expanding broadband services in Glenwood Springs.

## 4th of July Celebration

**Goal Statement:** Hold a 4th of July Celebration in 2017.

**Priority:** Medium

**Assignment:** City Manager

**Objectives:** To hold a fun, family-friendly event to celebrate Independence Day for residents and tourists.

**Measurement:** The successful planning and execution of an event for Independence Day.

**Status Update:** Funds for a 4th of July Event in 2017 were approved in the 2017 Budget, and staff is working on plans for the event.

### 27th St. Bridge

**Goal Statement:** Replace the 27th Street Bridge, including build a roundabout at 27th Street and Grande Avenue. The goal of the bridge design project is to provide a safe route, develop a solution that has improved traffic operations for the 20-year traffic volumes, maintain the Atkinson Trail and minimize impacts to traffic, pedestrians, utilities, the river, boaters, and adjacent land owners.

**Priority:** Medium

**Assignment:** City Engineer

**Objectives:** Completion of the design and environmental process to replace the 27th Street Bridge.

**Measurement:** Completion of the design and environmental process to replace the 27th Street Bridge is anticipated in 2017. The approved 2017 Budget includes \$1,202,854 in funding for the project, of which \$620,828 is Federal Highway Administration off-system bridge funding.

**Status Update:** Fourth quarter - City Council took the next steps in the ongoing design project on Dec. 1, 2016, with the selection of the straight alignment for the 27th Street Bridge that was recommended by the Transportation Board and the public, following public meetings on the alternatives. The bridge slide alternative uses the existing straight bridge alignment and a roundabout intersection at South Grand Ave. and 27th Street.

### 14th St. Vehicle Bridge

**Goal Statement:** Explore the sitting of vehicle bridge at 14th Street that connects Midland to Grande Avenue.

**Priority:** Medium

**Assignment:** City Engineer

**Objectives:** To improve connectivity throughout the city.

**Measurement:** In the short-term, the City will work to clean up a property that was purchased in 2016 on the east side of the Roaring Fork that is in the general location of a future connection between 14<sup>th</sup> Street and Midland Ave.

**Status Update:** None

### Veltus Park

**Goal Statement:** Restore the shoreline at Veltus Park.

**Priority:** Medium

**Assignment:** Parks and Recreation

**Objectives:** To improve approximately 1,500 linear feet of shoreline that has been impacted by erosion.

**Measurement:** The improvement of the shoreline at Veltus Park.

**Status Update:** Staff will apply for a small grant in 2017 to move this work forward.

#### **RFTA Access Control Plan**

**Goal Statement:** Work with RFTA to approve an Access Control Plan that protects future development and connection opportunities to the Rio Grande Trail.

**Priority:** Medium

**Assignment:** City Engineer/City Attorney/City Manager

**Objectives:** Staff has prepared a draft Access Control Plan that will be shared with RFTA staff in December.

**Measurement:** Adoption of an access control plan by the city and RFTA

**Status Update:** City staff has met with RFTA management to propose changes to the document. The Access Control Plan changes suggested by Glenwood Springs will be reviewed with the RFTA Board in the Spring of 2017.

#### **16 in 2016**

**Goal Statement:** The LoVa Trail was included in Governor Hickenlooper's trail challenge for 2016. Continue to support the efforts of the LoVa Trail construction.

**Priority:** Medium

**Assignment:** City Engineer/Parks and Rec/Community Development

**Objectives:** To complete sections of the trail within the Glenwood Springs (Chatfield Property) and to update the environmental clearances of the section to South Canyon.

**Measurement:** Staff has submitted several grants on behalf of the LoVa Trail. Successful applications for grants would be one measurement of success in the short-term.

**Status Update:** Fourth quarter – The City received a \$75,000 Great Outdoors Colorado grant and has begun negotiations with the original design consultant for the Chatfield realignment and environmental clearances update to complete 30% construction plans for the 2.6-mile LoVa Trail Phase III project

#### **South Canyon Trail:**

**Goal Statement:** Partner with the Roaring Fork Mountain Biking Association (RFMBA) to improve and build additional mountain biking trails in South Canyon.

**Priority:** Medium:

**Assignment:** Parks and Recreation/City Engineer/City Manager/Community Development

**Objectives:** Work collaboratively with RFMBA on mountain biking trails in South Canyon.

**Measurement:** In the short-term, receiving a grant for additional trails would be one measurement of success.

**Status Update:** Fourth quarter - The RFMBA applied for \$188,000 in a State Trails Grant application for this project, with \$25,000 from GWS as matching funds.

## RICD

**Goal Statement:** Gain water rights for a white water park location at three potential sites in and around Glenwood Springs.

**Priority:** Medium

**Assignment:** City Attorney/City Manager

**Objectives:** To continue negotiations regarding water rights for white water park locations.

**Measurement:** Positive progress in regards to water rights for desired white water park locations.

**Status Update:** Each fiscal year \$300,000 is budgeted to support on-going legal costs for the RICD.