

GLENWOOD SPRINGS RESOURCE ROADMAP

2016-2017 AGENDA FOR SUSTAINABLE COMMUNITY REVITALIZATION



The City of Glenwood Springs (population 9,614) is undertaking comprehensive efforts to revitalize the community, improve infrastructure, attract economic development, enhance tourism, boost quality of life, promote arts and cultural engagement, and move toward a sustainable future.

Sustainable Strategies DC (S²) will work with Glenwood Springs to obtain federal, state, and local support for community priorities. Glenwood Springs' community priorities include the redevelopment of the Confluence Area, the 6th Street Master Plan, 7th Street Plaza, transportation circulation and connectivity improvements, and enhanced opportunities for all-season tourism and recreation. Riverfront and shoreline restoration projects that protect the city's natural resources are also critical to the community's future.

This resource roadmap highlights Glenwood Springs' priority projects and aligns these projects with attainable federal, state, and local resources, outlining a 2017 funding agenda for sustainable community revitalization in Glenwood Springs.

THIS RESOURCE ROADMAP PROVIDES FINDINGS & RECOMMENDATIONS FOR HOW GLENWOOD SPRINGS CAN:

Set priorities:

Based upon interaction with city officials and key organizational stakeholders in meetings held in Glenwood Springs on August 15-16, 2016, this Roadmap identifies priority community revitalization projects which:

- Address priority community needs or catalyze major revitalization;
- Have support from municipal officials, local businesses, and the public;
- Are feasible to implement from a staff capacity, funding capacity, legal and institutional perspective;
- Are competitive for grants and other resources.

Identify & Pursue Best Grant Resources:

The key function of Glenwood Springs' Resource Roadmap will be to identify the grants and other resources for which the city's priority projects are eligible and most competitive. The Roadmap will assess competitiveness factors and tactical considerations, typical funding ranges, required match amounts, timing considerations, and key next steps.

Plan for Success:

S² will help Glenwood Springs effectively pursue identify funds by implementing 10 critical funding strategies:

1. Organize an internal Funding Team
 - With leadership from the top
2. Match community priorities to the best resource opportunities
 - Based on eligibility and competitiveness assessment
3. Prepare an annual funding strategy
 - Adopt by the Glenwood Springs City Council
 - Share with Congressional delegation and state leaders
4. Develop briefing materials for top projects
5. Organize local support for top projects
 - Important for support letters, as well as congressional delegation and state elected leaders
6. Identify matching opportunities early
 - Be strategic and first in line
 - Align budgeting to key project priorities & match requirements
7. Build relationships with federal agency leaders & program managers
 - Keep in contact
 - Follow up on any projects, calls, or meetings
8. Build alliances with Congressional representatives
 - Bring a team to DC at least once annually
 - Work with district directors
 - Invite Members and staff to visit community and tour projects
 - Ask for their support on federal resources
9. Build relationships with key state leaders
 - Important for state funding, matching and grant support
10. Celebrate success
 - Groundbreakings, ribbon-cuttings
 - Invite congressional delegation, state representatives, and key federal officials
 - Work with media

Framework for Approaching
Funding Priorities:

- ✓ Is it a community priority?
- ✓ Do we have the match?
- ✓ Do we have the administrative capacity?
- ✓ Will it produce real results?

GLENWOOD SPRINGS REVITALIZATION PRIORITIES

DOWNTOWN REVITALIZATION

- Confluence Area Redevelopment
 - Brownfields assessment, cleanup, and redevelopment
- 6th Street Corridor Master Plan
 - Circulation planning & streetscape design
 - 6th Street Park
- 7th Street Corridor Reconstruction
 - Pedestrian enhancements & community gathering space
 - Improved access to restaurants, retail, & Amtrak Station

TRANSPORTATION

- Bridge Projects:
 - South Bridge
 - 8th Street Extension
 - Additional: 27th Street Bridge, Midland-Devereux Road Bridge, 14th Street Bridge
- Pedestrian/bike trails

TOURISM & RECREATION

- Two Rivers Park Shoreline Restoration Project
 - Pedestrian plaza space, visitor facilities & amphitheater
 - Lighting & wayfinding
 - Shoreline restoration, island, and boat ramp improvements
- Winter Adventure Park
 - Tubing Hill
 - Ice Rink
- Sports Fields
- Performing Arts Center

SUSTAINABILITY & RESILIENCE

- Municipal Energy Efficiency & Clean Energy
- Bikeshare
- City-Wide Broadband

PUBLIC SAFETY

- Fire Department
 - New ladder truck (\$2.2 million)
- Police Department
 - Ruggedized tablets for operations (\$30,000)

COMMUNITY DEVELOPMENT

- Arts Center
- Historical Center
- Youth Center
- GlenX

2016 PRIORITY FUNDING AGENDA

Based upon our assessment of Glenwood Springs' top priorities, feasibility for funding, ability to match and leverage, and political/local support, we recommend the following priority funding agenda in 2016:

Project Title	Funding Opportunity	Amount and Match	Anticipated Deadline	Key Next Steps
1. Confluence Area Redevelopment	Colorado Brownfields Revolving Loan Fund	Low-interest financing	Rolling application	<ul style="list-style-type: none"> ▫ Complete Phase I & II Assessment under TBA ▫ Transfer ownership to DDA ▫ Coordinate with Community Builders and CDPHE
	EPA Brownfields Cleanup	Up to \$200,000	December 2016/17	
2. Two Rivers Park	Army Corps of Engineers Shoreline Restoration	Program dependent - up to ≈\$10 million for Continuing Authorities Program	Program dependent – can initiate collaborative process at any time	<ul style="list-style-type: none"> ▫ Set up call with District Office ▫ Determine whether section of Colorado River has been authorized in former Water Resources acts ▫ Request a reconnaissance study ▫ Move forward with a Continuing Authorities Program (CAP) under (§14, §22, §206, §1135) or Sponsor-Initiated §7001
	GOCO Habitat Restoration	Up to \$500,000; 35% matching requirement	September 2017	<ul style="list-style-type: none"> ▫ Develop plan for habitat restoration ▫ Set up call with GOCO to discuss project
	NFWF Five Star & Urban Waters Restoration Program	Up to \$50,000, 1:1 match required	December 2016/17	<ul style="list-style-type: none"> ▫ Establish a plan for shoreline and habitat restoration ▫ Set up call with NFWF to discuss project

3. South Bridge	DOT TIGER	At least \$5 million, > 1:1 match	April/May 2017	<ul style="list-style-type: none"> ▫ Ensure project is shovel ready ▫ Determine whether the City has sufficient match ▫ Conduct outreach out to partners, including CDOT and others to gauge political support for project
4. Complete Streets Projects (6th St Corridor, 7th St)	CDOT Transportation Alternatives Program	\$50,000 - \$1 million, 25% match	August 2018 for next State-wide call	<ul style="list-style-type: none"> ▫ Work with MPO to determine if regional competition will take place before state-wide call
5. Trails	GOCO Connectivity Initiative	Up to \$2 million	January 2017	<ul style="list-style-type: none"> ▫ Email Local Government Program Manager Jake Houston at trails@goco.org to discuss eligibility
	FHWA Federal Lands Access Program	Awards range from \$100,000 - \$10+ million; 17% match	July 2017	<ul style="list-style-type: none"> ▫ Request debrief on previous submission
	Non-motorized Trails Grant Program	Up to \$250,000; 1:1 match	November 1, 2016	<ul style="list-style-type: none"> ▫ Determine whether S² can assist with partner, RFMBA ▫ Plan for next round of funding
6. Fire Department Ladder Truck Acquisition	FEMA Assistance to Firefighters Grant	Up to \$1 million; 5% match required	November 2016	<ul style="list-style-type: none"> ▫ Determine whether ladder trucks are high priority for this round ▫ Determine whether City has match
7. Police Department Technology Enhancements	DOJ Justice Assistance Grant	\$5,000 - \$100,000; no match required	January 2017	<ul style="list-style-type: none"> ▫ Determine whether ruggedized tablets can be part of a project for competitive application
8. Arts/Youth/Historical Center(s)	ArtPlace America	Up to \$500,000; no match required	March 2017	<ul style="list-style-type: none"> ▫ City should work with community organizations to determine if collaborative project possible

The following pages provide more detailed discussion of the range of potential funding opportunities available in Glenwood Springs' key community priority areas.

DOWNTOWN REVITALIZATION

The Colorado Department of Transportation (CDOT) is currently underway with replacing the functionally obsolete Grand Avenue Bridge that crosses the Colorado River to connect the historic Sixth Street corridor with the Seventh Street commercial corridor. As the largest infrastructure project in Western Colorado in over 25 years, the Grand Avenue Bridge project has the potential to bring positive change to the downtown area – but not without the City and DDA undertaking robust planning efforts to maximize the project’s benefit to residents and visitors. Three major development projects that converge around the downtown include (1) the “Confluence Area” Redevelopment at the confluence of the Roaring Fork and Colorado Rivers, (2) the Sixth Street Corridor Master Plan, and (3) Seventh Street Plaza.

CONFLUENCE AREA REDEVELOPMENT

PROJECT DESCRIPTION & FUNDING STRATEGY

The City of Glenwood Springs has prioritized the confluence of the Roaring Fork and Colorado River (the “Confluence Area”) for comprehensive redevelopment for over a decade. A decommissioned wastewater treatment plant site with potential contamination located at the large, triangular parcel directly at the Confluence presents a barrier to redevelopment. The City envisions tax-generating commercial and mixed-use development for the site, including potential mixed-income, multi-family housing with ground floor restaurants and retail.

The City is already underway with brownfields assessment activities at the wastewater treatment plant site. As applicants seeking federal funding for brownfields contamination cannot be a “primary responsible party” (PRP) for the contamination at the site, the City is collaborating with the DDA in seeking initial assessment resources and planning a potential transfer of ownership to the DDA to pursue state and federal resources for any necessary cleanup activities. With S²’s support, the DDA has obtained Colorado state **Targeted Brownfield Assessment (TBA)** resources to undertake Phase I & II assessments at the site at no cost. Additionally, S² submitted an **U.S. Environmental Protection Agency (EPA) Brownfields Area-Wide Planning (AWP)** proposal for \$200,000 to research, plan, and develop implementation strategies for the redevelopment of three catalytic brownfields surrounding the “Confluence Corridor”: the wastewater treatment plant site; a riverfront CDOT maintenance site; the 27-acre abandoned limestone quarry site, “Holly Quarry” located adjacent to and northeast of the Traver Trail/Highway 6 intersection site at the base of Iron Mountain. The AWP grants are expected to be announced in early 2017.

Because the Phase I & II Assessments were just initiated and the DDA is not yet the owner of the site (a requirement when applying for EPA Brownfield Cleanup grants), the City will likely not be ready to apply for **U.S. EPA Brownfields Cleanup** resources in the FY2017 round of funding, which are due December 20, 2016. However, at any point in time, the City can work with the **Colorado Department of Public Health and the Environment (CDPHE)** to access **Colorado Brownfields Revolving Loan Fund** resources and other state assistance to undertake necessary cleanup at the wastewater treatment plant site. These Revolving Loan Fund resources can be in the form of low-cost loans or grants. Glenwood Springs should

work with the local **Community Builders** organization to develop a relationship with CDPHE, as Community Builders undertakes outreach for CDPHE in the Rocky Mountain region.

TARGET FUNDING SOURCES

Brownfields Assessment, Cleanup, and Revolving Loan Fund	
Agency	U.S. Environmental Protection Agency (EPA)
Description	<ul style="list-style-type: none"> ▫ Assessment grants provide funding for a grant recipient to inventory, characterize, assess, and conduct planning and community involvement related to brownfield sites. ▫ The purpose of revolving loan fund grants is to enable states, political subdivisions, and Indian tribes to make low interest loans or subgrants to carryout cleanup activities at brownfields properties. ▫ Cleanup grants provide funding for a grant recipient to carry out cleanup activities at brownfield sites. <p>See more at: http://www.epa.gov/brownfields/types-brownfields-grant-funding</p>
Timing	Deadline: December 20, 2016, next round expected October/December 2017
Amount	<ul style="list-style-type: none"> ▫ Assessment: Up to \$300,000 for combined petroleum/hazardous waste ▫ RLF: Up to \$1,000,000 in loans ▫ Cleanup: Up to \$200,000 per site
Match	There is a 20% matching requirement for cleanup grants only.

Colorado Brownfields Revolving Loan Fund	
Agency	Colorado Department of Public Health and the Environment
Description	<p>As a public-private partnership, the Colorado Brownfields Revolving Loan Fund encourages the cleanup of unused or underused contaminated properties by offering financing with reduced interest rates, flexible loan terms and flexibility in acceptable forms of collateral. The fund also can provide cleanup grants to qualifying local governments and nonprofits. All cleanups financed through the fund must have previous approval under the Voluntary Cleanup Program.</p> <p>See: https://www.colorado.gov/pacific/cdphe/brownfields-revolving-loan-fund</p>
Timing	Rolling acceptance
Contact	<p>Doug Jamison Project contact 303-692-3404 doug.jamison@state.co.us</p>

SIXTH STREET CORRIDOR MASTER PLAN

PROJECT DESCRIPTION & FUNDING STRATEGY

Glenwood Springs Community Development and key stakeholders, including area property owners, businesses and residents, are working with studioINSITE, a Denver-based urban planning & design firm, to create a future vision of the 6th Street corridor. Proposed changes include complete streets connections, new transit stops, adaptive reuse of historic buildings, a Sixth Street pocket park and plaza at the landing of the new pedestrian bridge, and a conference center and other civic uses.

There are several fundable project components to the Sixth Street Corridor Master Plan, including transportation upgrades (see pages 10-11) for potential resources), parks and recreation elements (see pages 12-16), and historic/civic building upgrades (see page 24). Upon completion of the Sixth Street Corridor Master Plan, the City should work to prioritize the Sixth Street fundable projects within the City's overall priorities for transportation, parks, and civic upgrades. Additional potential resources to support the Sixth Street Corridor Master Plan include future rounds of the **Colorado Department of Local Affairs (DOLA) Energy Mineral Impact Assistance Fund (EIAF)** grant and **Garfield County Federal Mineral Lease District (FMLD)** grants (pages 8-9).

TARGET FUNDING SOURCES

Energy Mineral Impact Assistance Fund					
Agency	Colorado Department of Local Affairs				
Description	EIAF grants aim to promote sustainable community development, increase livability, and enhance resilience of communities through strategic investments in asset-building activities. Communities can apply to Tier I for grant requests up to \$200,000 or Tier II for grant requests up to \$1 million. The City of Glenwood Springs currently has a \$1 million DOLA EIAF grant pending for the 7 th Street Plaza project. Future rounds of funding should be considered for components of the 6 th Street Corridor Master Plan, potential bridge projects, and additional community and economic development funding needs. See: https://www.colorado.gov/pacific/dola/energymineral-impact-assistance-fund-eiaf				
Timing	Tier I and II Applications are due annually on April 1, August 1, and December 1				
Match	1:1 matching requirement				
Contact	<table border="0"> <tr> <td>Stacy Romero, Program Manager (303) 864-7756 stacy.romero@state.co.us</td> <td>Elyse Ackerman Regional Manager 222 S. 6th St., Rm. 409 Grand Junction, CO 81501 (970) 248-7333 elyse.ackerman@state.co.us</td> </tr> <tr> <td>Denise Lindom Program Coordinator (303) 864-7732 denise.lindom@state.co.us</td> <td></td> </tr> </table>	Stacy Romero, Program Manager (303) 864-7756 stacy.romero@state.co.us	Elyse Ackerman Regional Manager 222 S. 6th St., Rm. 409 Grand Junction, CO 81501 (970) 248-7333 elyse.ackerman@state.co.us	Denise Lindom Program Coordinator (303) 864-7732 denise.lindom@state.co.us	
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Federal Mineral Lease District Grant	
Agency	Garfield County Federal Mineral Lease District
Description	Garfield County FMLD grants aim to provide services to the resources the FMLD receives from the development of natural resources on federal lands within Garfield County for (1) planning, (2) construction and maintenance of public facilities, or (3) provision of public services to impacted communities. See: https://www.colorado.gov/gcfmld
Timing	Spring cycle due in February, fall cycle due in August
Match	1:1
Contact	info@garfieldfmlld.org

SEVENTH STREET PLAZA

PROJECT DESCRIPTION & FUNDING STRATEGY

Glenwood Springs, in partnership with the DDA, has been undertaking significant efforts to activate the Seventh Street commercial corridor that extends out from the Grand Avenue Bridge landing on the southern side of the river. The City seeks to establish Seventh Street as a regional destination and vibrant community gathering place that is active through all four seasons, host to festivals and events, and walkable and accessible to all.

Plans for Seventh Street include artistic plaza features at the new bridge abutment, extended green space, “complete streets” improvements, water features, and children’s play amenities along the riverfront. With S²'s support, the City has applied for a \$1 million **Colorado Department of Local Affairs (DOLA) Energy Mineral Impact Assistance Fund (EIAF)** grant to support construction of Phase I of the Seventh Street Plaza. The DDA also has pending a \$500,000 **Garfield County Federal Mineral Lease District (FMLD)** grant application to support Phase I construction of Seventh Street Plaza. Additional/alternative resources for Seventh Street could include **ArtPlace America** or **National Endowment for the Arts (NEA) Our Town** funding for artistic elements (see page 22-23), **Colorado Tourism Office Marketing Matching Program** for marketing festivals and programming (see page 16), and **CDOT Transportation Alternatives Program** funding for Complete Streets upgrades (see page 15).

TRANSPORTATION

Glenwood Springs seeks to create a multi-modal transportation system that safely and efficiently moves people and goods, enhances quality of life, promotes economic vitality, and exemplifies Glenwood Springs’ historic community character. In seeking federal funding for transportation projects, Glenwood Springs should prioritize those projects that:

- Impact safety and address barriers to resilience to disasters;
- Enhance multi-modal options and provide alternatives to single-owner vehicles; and/or
- Connect low-income community members to jobs and community resources.

BRIDGE PROJECTS

PROJECT DESCRIPTION & FUNDING STRATEGY

The Colorado River, Roaring Fork River, SH-82, and I-70 bisect Glenwood Springs and create barriers to increasing overall connectivity of the City’s transportation network. Enhanced connectivity through the construction of additional bridges, including both multi-modal and pedestrian/bicycle bridges, was identified as a high priority among City staff and elected officials. S¹ understands that there are several bridge projects at various stages of design and engineering for which the City seeks funding, including:

- South Bridge
- 8th Street Extension
- 27th Street Bridge improvements
- Midland-Devereux Road Bridge
- 14th Street Bridge

Glenwood Springs should consider seeking U.S. Department of Transportation (DOT) TIGER 9 funding to support its priority bridge project that is most-nearly shovel-ready and best aligns with TIGER objectives, which include an emphasis on connecting low-income residents with jobs and community resources. Additionally, there is a possibility that the project could be eligible for Federal Emergency Management Agency (FEMA) Pre-Disaster Mitigation Grant funding, if a strong argument could be made for a bridge project increasing disaster-readiness by providing alternate exit routes in the case of a fire.

Transportation Invest Generating Economic Recovery (TIGER) Discretionary Grants Program	
Agency	U.S. Department of Transportation
Description	TIGER provides capital investments in surface transportation infrastructure, including innovative multimodal and multijurisdictional projects. Successful require strong political backing, leverage resources, encourage partnerships, catalyze investment and growth, and fill a critical void in the transportation system. See: https://www.transportation.gov/tiger
Timing	Expected announcement for TIGER 9 round in Spring 2017
Amount	\$1 million - \$20 million (rural)
Match	0% required match (rural); 30-70% to be very competitive

Pre-Disaster Mitigation Grant Program	
Agency	Federal Emergency Management Agency
Description	The FEMA Pre-Disaster Mitigation Program provides funding to local government efforts to implement a sustained pre-disaster natural hazard mitigation program. This funding could potentially fund bridge projects related to safety and fire evacuation routes. See more at: https://www.fema.gov/pre-disaster-mitigation-grant-program
Timing	Anticipated deadline: June 2017
Amount	Up to \$4 million for mitigation projects
Match	25% matching requirement

COMPLETE STREETS PROJECTS

PROJECT DESCRIPTION & FUNDING STRATEGY

The City of Glenwood Springs is committed to ensuring that its transportation network support all users. As such, the City is seeking to implement “Complete Streets” in its various redevelopment projects, including both the 6th Street Corridor Master Plan and Seventh Street Plaza project. See **DOT TIGER** (above) and **CDOT TAP** (page 15) for potential resources for Complete Streets projects.

SEE ALSO: BIKE SHARE

SEE ALSO: TRAILS

TOURISM & RECREATION

Tourism is the main driver of the Glenwood Springs economy. The City’s many natural attractions include hot springs, vapor caves, hiking, biking, and world class fly-fishing. Glenwood Springs has the infrastructure to support an expanding outdoor recreation and tourism industry more so than the other small communities in the valley. Opportunities exist to bolster year-round tourism activities, including a winter activities park/tubing hill, additional waves for the Glenwood Whitewater Park, and park upgrades and improvements, including the re-visioning of Two Rivers Park, just north of the Confluence Area.

TWO RIVERS PARK

PROJECT DESCRIPTION & FUNDING STRATEGY

In June 2016, the Glenwood Springs Parks and Recreation Department, Planning Department, DDA, and urban design consultant studioINSITE hosted a “Two Rivers Park Shoreline Restoration Charrette” to undertake community visioning for restoration of the Two Rivers Park at the intersection of the Roaring Fork River and Colorado River. The project currently has five phases: boat ramp improvements, riverbank restoration, upper path and pedestrian space improvements, outdoor amphitheater construction, and extensive additions and enhancements to the shoreline island. Other updates will include improved wayfinding, lighting, and pedestrian access. Two Rivers Park has several fundable components to it, each aligning with different funding programs. For shoreline and habitat restoration, the City should consider working with **the Army Corps of Engineers** and/or pursuing **National Fish and Wildlife Foundation (NFWF) Five Star and Urban Waters** grant program funds.

TARGET FUNDING SOURCES

Army Corps of Engineers Assistance	
Strategy & Key Next Steps	<p>There are a variety of approaches to working with the Army Corps of Engineering to undertake a shoreline restoration project. In order to determine the most effective approach and ensure the eligibility of the Two Rivers Park project for technical assistance, Glenwood Springs should work with S² to take the following key steps:</p> <ul style="list-style-type: none"> ▫ Set up call with Omaha District Office and coordinate with the Grand Junction Regulatory Office ▫ Determine whether section of Colorado River has been authorized in former Water Resources acts ▫ Request a reconnaissance study ▫ Move forward with a Continuing Authorities Program (CAP) under (§14, §22, §206, §1135) or Sponsor-Initiated §7001. We can provide more extensive information on these CAP authorities if the City’s discussions with Corps offices leads to potential opportunities.

Five Star & Urban Waters Restoration Program	
Agency	National Fish and Wildlife Foundation
Description	This program is intended to develop and expand a community's capacity to sustain local natural resources, with a particular focus on improving water quality, watersheds, and biodiversity. Communities looking to improve wetlands, restore habitats, promote conservation, enhance tree canopies, improve water quality, manage stormwater, and/or further environmental stewardship and education should consider applying.
Timing	Anticipated Deadline February 2016/2017
Amount	Up to \$50,000
Match	1:1 match required
Strategy & Key Next Steps	Carrie Clingan, Manager, Community-Based Conservation 202-595-2471 Carrie.Clingan@nfwf.org

Habitat Restoration Program	
Agency	Great Outdoors Colorado (GOCO)
Description	GOCO's Habitat Restoration initiative funds habitat restoration aiming to improve and restore Colorado's rivers, streams, wetlands, and critical habitat.
Timing	Anticipated Deadline September 2017
Amount	Up to \$500,000
Match	25% matching requirement
Contact	Chris Yuan-Farrell at cyanfarrell@goco.org or 303-226-4511

Local Park and Outdoor Recreation	
Agency	Great Outdoors Colorado
Description	The GOCO Local Park and Outdoor Recreation program supports: <ul style="list-style-type: none"> • New park development: Creating a park where one does not exist. • Enhancing existing park facilities: Improving current park facilities, including installing or creating new facilities at existing parks. • Park land acquisition: Acquiring land for a future park. • Environmental education facilities: Building new or enhancing existing.
Timing	Anticipated Deadline November 2017
Amount	Up to \$350,000
Match	25% matching requirement
Contact	Jake Houston, Local Government Program Manager at trails@goco.org

TRAILS

PROJECT DESCRIPTION & FUNDING STRATEGY

Glenwood Springs has an impressive network of trails, including the Glenwood Canyon Recreational Trail and the Rio Grande Trail, which runs from Glenwood Springs to Aspen. The City intends to continue extending, connecting, and improving upon the trails network in order to develop a hub of trails that stretch all the way from Utah into Glenwood Springs and on to Aspen. Glenwood Springs should consider reapplying for a **Federal Lands Access Program (FLAP)** grant and/or pursuing a **Great Outdoors Colorado (GOCO) Connective Initiative** grant, **Colorado Parks and Wildlife (CPW) Non-Motorized Trail** grant, or **Department of Transportation (DOT) Transportation Alternatives Program (TAP)** grant for these trail projects. Glenwood Springs has applied for a FLAP grant to support trail extension in a previous round. S² will work with Glenwood Springs to seek a debrief on the FLAP grant and reapply in the next round.

Federal Lands Access Program	
Agency	Federal Highway Administration
Description	The Colorado FLAP is administered by the FHWA and the Central Federal Lands Highway Division. Through FLAP, the FHWA seeks to improve transportation facilities that provide access to, are adjacent to, or are located within Federal lands. FLAP grants supplement State and local resources for public roads, transit systems, and other transportation facilities, with an emphasis on high-use recreation sites and economic generators.
Timing	TBD
Amount	Awards range from \$100,000 - \$10+ million
Match	17.21% matching requirement
Contact	Morgan Malley, Transportation Planner, 720-963-3605 or morgan.malley@dot.gov

Connect Initiative	
Agency	Great Outdoors Colorado
Description	GOCO Connect seeks projects that will connect existing trail gaps, construct new, highly demanded trail systems, and provide better walkable and bikeable access for youth and families to existing outdoor recreation opportunities.
Timing	Anticipated Deadline March 2017
Amount	Up to \$2 million
Contact	Jake Houston, Local Government Program Manager at trails@goco.org

Non-Motorized Trails Grant Program	
Agency	Colorado Parks & Wildlife
Description	Colorado Parks & Wildlife (WPW) administers GOCO, National Park Service (NPS) Land and Water Conservation Fund (LWCF), and NPS Recreational Trails funding through this program. Project categories include Large and Small Trail Construction and Maintenance and Trails Planning grants.
Timing	Deadline: November 1, 2016
Amount	The maximum grant request for LWCF is typically \$250,000, however the State Recreational Trails Committee may elect to fund one or two grants in the grant cycle of up to \$400,000.
Contact	Tom Morrissey Colorado State Trails Program Manager Phone: (303) 866-3203, x4335 Email: thomas.morrissey@state.co.us

Transportation Alternatives Program	
Agency	Colorado Department of Transportation
Description	Federal funds are allocated under TAP to transportation improvement projects that expand travel choice, strengthen the local economy, improve quality of life and protect the environment. <ul style="list-style-type: none"> • Bicycle/Pedestrian, non-motorized forms of transportation activities • Environmental mitigation transportation activities, including roads-related stormwater management • Historic/scenic transportation activities
Timing	Anticipated Deadline August 2018, Solicitation in Early Spring 2018. The deadline for CDOT's FY2018-2020 TAP grant call for applications was August 1, 2016. CDOT has indicated that the next state-wide call for applications will take place in a few years.
Amount	\$50,000 minimum request
Match	20% local match required
Contact	CDOT Region 3 TAP contact: Mark Rogers (970) 683-6252

TOURISM ATTRACTIONS: WINTER PARK, WHITEWATER WAVE, ETC.

PROJECT DESCRIPTION & FUNDING STRATEGY

Glenwood Springs seeks to introduce new, year-round tourism attractions, including a potential winter activity park/tubing hill, a new whitewater wave, a performing arts center, and new sports facilities to draw out-of-state sports tournaments. For tourism activities not supported by the general parks and trails grants described above, the State of Colorado offers additional incentives, as well as funding for marketing for tourism activities. In accordance with City priorities, **DOLA EIAF** and **Garfield County FMLD** funds might also be good funding sources for tourism projects (see pages 8 & 9). For potential resources to support the design of a performing arts facility, see **ArtPlace America** and **National Endowment for the Arts** (pages 22-23).

TARGET FUNDING SOURCES

Regional Tourism Act	
Agency	Colorado Economic Development Commission
Description	The Regional Tourism Act (RTA) establishes a program that gives local governments the opportunity to apply with the Economic Development Commission for approval of a large scale Regional Tourism Project that is of an extraordinary and unique nature, is anticipated to result in a substantial increase in out-of-state tourism, and that generates a significant portion of the sales tax revenue by transactions with nonresidents of the zone.
Timing	Depends on whether RTA is reauthorized. A strong undercurrent of opposition originating in numerous challenges, including lawsuits, financing difficulties, and a case of buyer's remorse from the Colorado legislature, makes the RTA's renewal unlikely.
Amount	The exact dollar amount of state grants and the conditions of approval are decided by EDC. Incentives are in the \$50 million range.

Marketing Matching Grant Program	
Agency	Colorado Tourism Office
Description	The Marketing Matching Grant Program provides funding to Colorado non-profits to promote the state or a region as a tourism destination. Glenwood Springs could partner with a local non-profit to seek these funds for festival-related marketing or marketing for outdoor recreational amenities.
Timing	Anticipated deadline: October 2017
Amount	Up to \$25,000
Matching	1:1 matching requirement
Contact	Elizabeth O'Rear at 303-892-3893 or elizabeth.o'rear@state.co.us.

SUSTAINABILITY & RESILIENCE

The City of Glenwood Springs recognizes the importance of sustainable revitalization and planning for resilience in the 21st century. The City aims to undertake equitable and sustainable development through priority projects that improve air quality, reduce GHG emissions, and encourage alternative transportation methods.

MUNICIPAL ENERGY EFFICIENCY & CLEAN ENERGY

PROJECT DESCRIPTION & FUNDING STRATEGY

Glenwood Springs is dedicated to increasing its energy efficiency and reducing its carbon footprint. The City partners with CLEER (Clean Energy Economy for the Region) to creatively reduce energy consumption in buildings, communities, and transportation. S² will work with the City to identify the best opportunities for collaboration with CLEER in seeking federal, state, local, and private sector funding incentives for renewable energy and efficiency projects that save money with reducing greenhouse gas emissions.

The funding opportunities below include some incentives for local businesses and residents that could be publicized as part of an energy efficiency campaign. Best practices for these types of energy efficiency campaigns can be found on S²'s Climate Communities Coalition website. See: <http://www.climatecommunities.org/featured-community.html>.

TARGET FUNDING SOURCES

Loan Guarantee Program	
Agency	U.S. Department of Energy
Description	This program guarantees loans to finance projects that employ innovative and renewable or efficient energy to avoid, reduce, or sequester GHG emissions. DOE will favorably view applications that particularly will affect the longer term catalytic effect of commercial deployment of renewable energy and energy efficiency. Potential projects include: advanced grid integration and storage with renewable energy, drop-in biofuels, waste-to-energy, efficiency improvements through recovery, storage, or dispatch of energy from renewable sources, and enhancements to existing facilities. See: http://www.energy.gov/lpo/services/solicitations/renewable-energy-efficient-energy-projects-solicitation
Timing	November 30, 2016
Amount	\$4.5 billion remaining in program authority. The underwriting and application costs involved in securing a DOE guaranteed loan are substantial, which means that applications should only be considered for larger, significant projects (perhaps in a regional partnership to increase the size and feasibility for DOE loan guarantee purposes).
Match	None

Green Colorado Credit Reserve	
Agency	Colorado Energy Office
Description	The Green Colorado Credit Reserve (GCCR) is a loan loss reserve that was created by the Colorado Energy Office (CEO) to incentivize private lenders throughout Colorado to make small commercial loans up to \$100,000 for capital improvements that promote energy efficiency and renewable energy. The GCCR is administered by the Colorado Housing Finance Authority (CHFA) on behalf of the CEO. See: https://www.colorado.gov/pacific/energyoffice/green-colorado-credit-reserve
Timing	Open Application
Amount	Up to \$100,000
Match	None

Local Property Tax Exemption for Renewable Energy Systems	
Agency	Colorado Department of Local Affairs
Description	Colorado enacted S.B. 07-145 in April 2007, authorizing counties and municipalities to offer property or sales tax rebates or credits to residential and commercial property owners who install renewable energy systems on their property. Eligible renewable energy property is defined as "any fixture, product, system, device or interacting group of devices that produce electricity from renewable resources, including, but not limited to, photovoltaic systems, solar thermal systems, small wind systems, biomass systems, or geothermal systems." See: https://www.colorado.gov/pacific/dola/renewable-energy
Timing	Expires July 1, 2017
Amount	Varies locally
Match	None

BIKE SHARE

PROJECT DESCRIPTION & FUNDING STRATEGY

With the Colorado Mountain College (CMC) campus located in Glenwood Springs and increasing numbers of residents who live, work, and shop within the City, Glenwood Springs seeks to launch a BikeShare program that provides residents and visitors with zero-carbon alternatives to cars and public transport for short trips within the City. We understand that the WE-Cycle, a popular pay-per-ride bicycle program that operates in Aspen and Basalt, plans to launch bike share services in Glenwood Springs. The City partnered with the Roaring Fork Transportation Authority (RFTA) and WE-Cycle to apply for TAP funding in August. Additional funding sources include **Non-Motorized Trails** funding.

CITY-WIDE BROADBAND PROJECT

DESCRIPTION OF PROJECT

The City seeks up to \$5 million for the expansion of the residential service of municipal broadband internet access.

TARGET FUNDING SOURCES

Broadband Program	
Agency	Colorado Department of Local Affairs
Description	The initiative promotes inter-jurisdictional communication, supports better access to services, and provides planning and middle mile infrastructure grants. See: https://www.colorado.gov/pacific/dola/broadband-program
Timing	Anticipated deadline: June 2017
Amount	Up to \$10+ million
Contact	Ken Charles ken.charles@state.co.us 970.247.7311

PUBLIC SAFETY

The City of Glenwood Springs prides itself on being a safe city with positive relationships between the community and public safety departments. However, equipment needs for both the fire and police department currently outstrip the amount of local funding available.

FIRE DEPARTMENT LADDER TRUCK ACQUISITION PROJECT

DESCRIPTION OF PROJECT

The Fire Department seeks a new ladder truck, estimated at a cost of \$2.2 million. Additional funding priorities include training facilities and general facilities improvements. See **USDA Rural Facilities** grant for additional resources.

TARGET FUNDING SOURCES

Assistance to Firefighters Grant Program	
Agency	U.S. Federal Emergency Management Agency
Description	The primary goal of FEMA's Assistance to Firefighters grants program is to meet the firefighting and emergency response needs of fire departments and non-affiliated emergency medical service organizations, including helping firefighters and other first-responders to obtain critically needed equipment, protective gear, emergency vehicles, training, and other resources needed to protect the public and emergency personnel from fire and related hazards. See: http://www.fema.gov/assistance-firefighters-grant .
Timing	Deadline: November 18, 2016.
Amount	For population <100,000, up to \$1 million
Match	For population <20,000, 5% match required

POLICE DEPARTMENT TECHNOLOGY ENHANCEMENTS

DESCRIPTION OF PROJECT

The Police Department seeks 12 additional ruggedized tablets to improve technological capability, communication, and general operations and patrol officer support. The department is seeking approximately \$30,000 for 12 tablets at \$2,500 per unit.

TARGET FUNDING SOURCES

Edward Byrne Memorial Justice Assistance Grant Program	
Agency	Colorado Division of Criminal Justice
Description	<p>The Edward Byrne Memorial Justice Assistance Grant (JAG) Program is the primary provider of federal criminal justice funding to state and local jurisdictions. JAG funding is allocated to states and units of local government through a formula. The City of Glenwood Springs is too small to receive an allocation. Only communities that receive JAG allocations may compete in the federal competition for Byrne grants; however, states are allocated extra funding to award to local governments through state grant competitions.</p> <p>The Colorado Division of Criminal Justice administers the Colorado JAG program. While equipment is an eligible use of funding, the state prioritizes start-up efforts to attempt a new project design or to replicate a successful project. To be competitive, we will likely need to frame the need for ruggedized tablets within a more complete and replicable project.</p>
Timing	January 2017
Amount	Approximate grant range: \$5,000 - \$100,000
Match	No match required

COMMUNITY DEVELOPMENT

Glenwood Springs has an active network of community organizations working to enhance access to arts and cultural resources, preserve the community’s unique history, and promote entrepreneurial innovation to keep pace with the 21st Century economy. A common need between the Arts Center, YouthZone (youth programming and services), and the Historical Society is space. Because these three community organizations are all seeking space for programming, S² proposes that the groups consider co-locating, which would allow each group to mutually benefit from collaboration, shared spaced, and opportunities for cost and programming efficiencies.

Cities (especially those with geographic constraints such as Glenwood Springs) are increasingly integrating high-density housing with lower-level space dedicated to galleries, exhibits, service providers, and high-tech incubators a model for infill redevelopment that promotes vibrancy and downtown revitalization. S² encourages Glenwood Springs to keep this approach in mind during brownfields redevelopment planning. For a great example of infill development (that S² helped to fund) that combined high-density infill housing with vibrant community uses on a brownfield to drive downtown revitalization that maintains historic community character, see the Dubuque Millwork District: <http://www.cityofdubuque.org/116/Historic-Millwork-District-Revitalizatio>

GLENWOOD SPRINGS CENTER FOR THE ARTS

DESCRIPTION OF PROJECT

The Art Center’s current priority is locating additional rehearsal space (four rehearsal rooms). In addition, the Glenwood Springs Chamber Resort Association is interested in pursuing a creative district in downtown Glenwood Springs and eventually construction of a performing arts center. The resources below can range from projects small in size, such as securing form rehearsal rooms (see **NEA Fast Track** grant) to design and/or construction of a live/work art and civic space or performing arts center (See ArtPlace America).

TARGET FUNDING SOURCES

Art Works & Our Town	
Agency	National Endowment for the Arts
Description	<p>Challenge America Fast Track grants offer support primarily to small and mid-sized organizations for projects that extend the reach of the arts to underserved populations -- those whose opportunities to experience the arts are limited by geography, ethnicity, economics, or disability.</p> <p>Art Works grants seek to support community projects that engage the public with art, are distinctive and offer fresh insights, have the potential to be shared or built upon, and achieve the following key characteristics: creation and excellence, engagement, learning, livability, and collaboration. This year, there is a new category of Art Works called Creativity Connects.</p>

	Our Town grants seek to support creative placemaking projects that help to transform communities into lively, beautiful, and resilient places with the arts at their core. Creative placemaking is when artists, arts organizations, and community development practitioners deliberately integrate arts and culture into community revitalization work - placing arts at the table with land-use, transportation, economic development, education, housing, infrastructure, and public safety strategies. This funding supports local efforts to enhance quality of life and opportunity for existing residents, increase creative activity, and create a distinct sense of place, including through the design and implementation of arts & culture districts.
Timing	Challenge America Fast Track: April 2017 Art Works: February 2017 Our Town: September 2017
Amount	Challenge America Fast Track: fixed at \$10,000 Art Works: \$10,000 to \$100,000 Our Town: \$25,000 to \$200,000
Match	1:1 required match

National Creative Placemaking Fund	
Agency	ArtPlace America
Description	The National Creative Placemaking Fund seeks to fund projects that will deploy arts and culture to a specific geographic community in an effort to address a specific community development challenge and/or opportunity. Funding can be used for capital construction. Creative Placemaking Fund grants are extremely competitive. Half of all funding goes to the geographic priorities of ArtPlace America’s foundation funders. Glenwood Springs falls within the geographic priorities. See: www.artplaceamerica.org/our-work/national-creative-placemaking-fund/introduction
Timing	Anticipated deadline March 2017
Amount	\$50,000 to \$500,000
Match	No required match

YOUTH ZONE

DESCRIPTION OF PROJECT

YouthZone, a non-profit that provides counseling, drug prevention, parent education, and direct services in Glenwood Springs, needs additional space and may need to relocate. Additionally, funding is needed for additional programming and services, as 90% of juvenile offenders are referred to YouthZone.

TARGET FUNDING SOURCES

Community Facilities Direct Loan and Grant Program			
Agency	United States Department of Agriculture		
Description	<p>This program provides funding to help non-profit housing and community development organizations build and improve housing, community facilities, and community and economic development projects in rural areas (population under 50,000). The program offers a low interest direct loan, grant, and a combination of the two, as well as a loan guarantee program. While Glenwood Springs likely will not qualify for a large percentage of grant funding on the program's sliding scale, a low cost loan could provide affordable funding to develop new facilities or expand YouthZone.</p> <p>See: http://www.rd.usda.gov/programs-services/rural-community-development-initiative-grants.</p>		
Timing	Rolling basis		
Amount	Up to \$250,000		
Match	1:1 required match		
Contact	<table border="0"> <tr> <td>James Maras, Director Community Facilities USDA, Rural Development Denver Federal Center 720-544-2927 james.maras@va.usda.gov</td> <td>David Carter – Delta 970-874-5735 x 4 Dave.Carter@co.usda.gov</td> </tr> </table>	James Maras, Director Community Facilities USDA, Rural Development Denver Federal Center 720-544-2927 james.maras@va.usda.gov	David Carter – Delta 970-874-5735 x 4 Dave.Carter@co.usda.gov
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HISTORICAL SOCIETY

DESCRIPTION OF PROJECT

The Glenwood Historical Society seeks \$180,000 to \$200,000 to stabilize its facilities that were damaged by flooding. Additionally, the Historical Society seeks new building space for displays of historic photos.

TARGET FUNDING SOURCES

State Historical Fund Competitive Grants	
Agency	History Colorado
Description	The History Colorado State Historical Fund (HC-SHF) program dedicates a portion of gaming tax revenue to fund historic preservation projects throughout the state. The biannual competitive grants program accepts proposals for acquisition and development, education, survey and planning, and archeology.
Timing	Deadline: February 1, 2017
Amount	Up to \$200,000
Match	25% matching requirement or up to 50% if building/land is owned by private party
Contact	Gheda Gayou Northwest CO Historic Preservation Specialist (303)866-2835 gheda.gayou@state.co.us

Please contact S² to discuss any of the above programs to support new Glenwood Springs projects.

SUSTAINABLE STRATEGIES DC'S

5 KEYS TO SUCCESS

1. Good & Well-Shaped Projects
2. Appropriate Funding Opportunity
3. Clear Grant Writing
4. Stakeholder Support
5. Strong Advocacy