



CITY OF
GLENWOOD
SPRINGS
COLORADO



2020-2025
STRATEGIC VISION

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VISION

The City of Glenwood Springs desires to maintain its small-town character and to preserve its cultural and natural resources. Implementing a proactive plan that achieves directed and balanced development, social and economic diversity, and addresses transportation needs will move the City forward.

MISSION

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

- We provide excellent customer service through positive engagement with all of our citizens
- We are guided by integrity and honesty
- We are 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 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.

1 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:

- The City will prepare and maintain a five year budget plan.
- 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.



2 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 including city streets and utility systems to serve the city residents, businesses and institutions.
- 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



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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 affordable housing with strategic partners so more people who work in the city can live in the city.
- Insure accessibility to recreation facilities and amenities.
- Enhance and preserve and integrate the city's history, cultural heritage and arts.
- Develop a long-term sustainability plan for all city operations.
- Improve mental health services, reduce substance abuse, reduce homelessness, and establish a detox facility.
- Minimize the impacts of city activities on wildlife and the surrounding natural areas.



STRATEGIC GOALS

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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.



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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:

- 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.



STRATEGIC GOALS

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

1. PROVIDE EFFICIENT AND RESPONSIVE CITY GOVERNMENT

PROJECTS/STRATEGIES
Competitive Wages for City Staff
Improve IT Infrastructure to Maintain Security and Availability of Services
Preserve and Improve Wellness Benefits
Provide Financial Information that has Improved Transparency and Better, more Complete Information to Staff and Council

2. PRESERVE AND IMPROVE INFRASTRUCTURE

PROJECTS/STRATEGIES
Strong Reserves
Build South Bridge / Continue with the Airport Scenario Plan and South Bridge
Reconstruction of Streets and Utilities to include South Midland, Cedar Crest and Red Mountain
4th Electric Substation
Maintain Operations and Availability of the Broadband Network/Last Mile Deployment of Broadband
MOC Relocation Electric Building and Final Improvements for Other Buildings
Long Term Landfill Plan
Improve Blake and Open Blake Gate
Performance Contract with an ESCO to Address Failing, End of Life, or Inefficient Facility Systems
Update and Maintain Facilities
6&24 Bicycle Path
Franchise Trash Collection
In-Depth Water System Planning (Includes Underground Piping Improvements, Diversification of Water Rights, Mitchel Cooper Utility, Secondary Treatment Facility, Additional Water Tanks, Reservoir Planning and Construction, Reducing Drought Risk)
Implement Asset Management, EnerGov, and Asset Management Software. Research a Stormwater Utility
Ride Glenwood Restructuring and Rebranding

RANKING:  HIGH  MEDIUM  LOW

3. PROTECT AND PRESERVE OUR QUALITY OF LIFE

PROJECTS/STRATEGIES
Sustainability Plan
Work with Partners on a Detox Facility (Continue Homeless Solutions Discussion)
Ensure the City is in the best possible situation to protect its natural resources and economy from a largescale expansion of the Mid-Continent Mine.
LoVa Trail
Build Multiple Boat Ramps to Include a ramp near the Glenwood Springs Airport
Increased Cleanliness of Downtown
Public Outreach/Awareness/Education: related to watershed and riparian health
Update the Parks Master Plan and Inventory for City Parks
Prioritize Fundamental Community Needs over Wants.
Restructure Community Center Division to Improve Services

4. GENERATE SUSTAINABLE ECONOMIC DEVELOPMENT

PROJECTS/STRATEGIES
Long-Term Funding for Affordable Housing/ Affordable Housing Incentives to include dedication of City owned land
Creation of Diverse and Inclusionary Housing
Alley Improvements by Bethel Lot/Downtown Trash Compactor Implementation
Confluence Redevelopment
6th and Laurel Improvements
Continue to Work Towards Redevelopment of West Glenwood Mall
Continued Focus on Enhancing and Improving the Vitality of Downtown Glenwood
Improvements to 6th Street
North Landing Site Development

5. ENSURE PUBLIC SAFETY

PROJECTS/STRATEGIES
Attract, hire and retain excellent staff
Plan and Construct New West Glenwood Fire Station
Implement a Ranger/Code Enforcement Program for Downtown Glenwood Springs
Hire a Deputy Fire Chief
27th Street Pedestrian Overpasses

GLENWOOD SPRINGS CITY COUNCIL



Mayor Jonathan Godes
Ward 5
Elected April 2017
Elected Mayor April 2019
End of term April 2021



Charlie Willman
Ward 3
Elected April 2019
End of Term April 2023



Mayor Pro Tem Shelley Kaup
At Large
Elected 04/2017
Elected Mayor Pro Tem April 2019
End of Term April 2021



Paula Stepp
Ward 4
Elected April 2019
End of Term April 2023



Steve Davis
Ward 1
Elected April 2015 and April 2019
End of Term April 2023



Tony Hersehy
At Large
Elected April 2019
End of Term April 2023



Rick Voorhees
Ward 2
Elected April 2017
End of Term April 2021

