

City of Glenwood Springs Economic Development Strategy

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City of Glenwood Springs, Colorado

Prepared By:





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INTRODUCTION

The City of Glenwood Springs is updating its economic development strategy and has commissioned this study to identify current economic trends impacting Glenwood Springs and provide strategic recommendations for its economic development programming.

Glenwood Springs was named the "Most Vibrant Small-Town Arts Environment in the United States" in 2015 by Southern Methodist University and the 5th "Best Place to Live in America" by *Outside* magazine. It was named the "Most Fun Town in America" by Rand McNally and USA Today in 2011. How does the City build on its successes to create a resilient and sustainable local economy? This study evaluates and makes recommendations to that end.

The Glenwood Springs City Council has identified six economic development focus areas. DRP will focus on informing strategies and developing economic development approaches for each of the City's economic development focus areas:

1. Regional Trade
2. Regional Services
3. Tourism
4. Downtown Development
5. Community Development and Enhancement
6. Job Growth and Creation

ECONOMIC ASSESSMENT

A high-level assessment was conducted to better understand Glenwood Springs' economic assets and to inform its economic development strategies. This economic assessment used available quantitative, qualitative, and observed data regarding industry, workforce, physical setting, and other factors important to growing the local economy. Specifically, the following factors were evaluated:

- Labor Market
- Financial Capital
- Access to Markets
- Transportation
- Sites and Facilities
- Knowledge Resources
- Education and Training
- Place and Lifestyle

Summary Observations

As a first step in the economic development assessment process, objective observations are taken and reported.

FACTOR	OBSERVATIONS
Labor Market	<ul style="list-style-type: none"> • Currently, about 79 percent of Glenwood Springs total employment is concentrated in four sectors consisting of leisure and hospitality, government, education and health services, and retail trade. • The local workforce is diverse with occupations across all industrial sectors, with a relatively high concentration in service and natural resources and a relatively low concentration in management, professional, and production occupations. This balance reflects a tourist and retail-based economy. • 29% of residents have some college or an associate's degree; 20% have a bachelor's degree; and 12% have a graduate or professional degree. • The local workforce has a high participant concentration in the primary working ages from 20 to 64-years. • Garfield County is anticipated to experience high net in-migration in 25 to 64-year old cohorts. • Unemployment is very low in the City and the County (below the State average); this is indicative of a tight labor market which is pervasive in the current nationwide economy. • Place and lifestyle factors make Glenwood Springs a desirable destination for work force attraction. • Average labor costs are relatively affordable compared to the State and the nation: the 2017 average annual salary for Glenwood Springs was 97 percent of Garfield County's; 81 percent of Colorado's; and 82.8 percent of the U.S. average.
Financial Capital	<ul style="list-style-type: none"> • The City is well served by national, state, and community banks, as well as an established SBA lender. • The City of Glenwood Springs has indicated a willingness to provide investment in gap financing, infrastructure, business development, and real estate development on select projects. • The Downtown Development Authority (DDA) may provide additional support to specific requests in their district. • The City is evaluating economic development financing tools for targeted business prospects.

<p>Access to Markets</p>	<ul style="list-style-type: none"> • The City is centrally located between Vail, Grand Junction, and Aspen and is in close proximity to Rifle, New Castle, Carbondale, Basalt, and Eagle: road transportation easily serves these local and regional markets. • Access to Metro Denver and Salt Lake City markets (and beyond) is by vehicle (via I-70) and/or by rail. • Glenwood Springs is home to about 20 independent trucking companies. • The City is served by package delivery services including the US Postal Service, FedEx, and UPS. • Community Broadband Network is provided by the City's electric utility, and easily supports ecommerce and data service businesses in the City. • Access to the regional labor markets is good with Glenwood Springs being serviced by roadways, the Roaring Fork Transportation Authority (RFTA) Bus Rapid Transit, and Ride Glenwood.
<p>Transportation</p>	<ul style="list-style-type: none"> • The City is located on Interstate-70, a major transportation route across Colorado and states east and west. • I-70 intersects State Highway 82 at its northern terminus, a well-used route with all-season access to Aspen. • The Denver & Rio Grande Western railroad provides cross-country freight rail service through the City with a freight loading station just west of downtown. • The California Zephyr scenic train provides cross-country passenger service with a stop in downtown at the historic depot across from the Hotel Denver. • Grand Junction's Regional Airport supports commercial and military air traffic located 85 miles to the west; Denver International Airport is 180 miles to the east. • The City-owns and operates a limited use general aviation airport southwest of downtown which is open by appointment. • Eagle County Airport is 27 miles to the east and Aspen-Pitkin County Airport is 37 miles southeast. • Nearby Rifle houses the Garfield County general aviation 24/7 airport that accommodates business jet traffic, is the inclement weather alternate for Eagle and Aspen airports, and houses the single-engine air tanker (SEAT) base for forest fire fighting.
<p>Sites and Facilities</p>	<ul style="list-style-type: none"> • The City has an architecturally and historically rich building stock. • There are available existing commercial retail and office spaces in downtown and various city neighborhoods. • Many available spaces need remodeling and renovation that, in turn, may require significant building code updates and abatement of legacy lead-based paint and asbestos containing building materials. • Industrial zoned land is constrained due to zoning and land availability; there are renovation and redevelopment opportunities. • The airport site has acreage and dimensions for possible commercial or industrial reuse and development; access is currently via a two-lane road. • Available Industrial Zoned land is limited and tends to have dimensions best suited to small or shallow building footprints. • Land for new commercial storefront and office development is limited due to land availability; however, reuse and redevelopment opportunities exist in many parts of the City. • The City's road infrastructure is in average to good condition and well maintained. • Electric, water, and sewer utilities and internet service are provided to various service areas by the City Utility Department as well as recycling and landfill operations and service.

	<ul style="list-style-type: none"> • Xcel Energy also provides electricity to Glenwood Springs commercial customers in their service area. • Holy Cross energy also provides electricity in their service area. • Black Hills Energy provides natural gas service to City residents and commercial customers in their service area. • National Renewable Energy Laboratory (NREL) maps indicate Glenwood Springs has relatively good resources for photovoltaic solar generation. • The City's electric utility provides Community Broadband Network, which offers fiber optic and wireless infrastructure, supplying high quality service to the community. Services include: leased point-to-point optical; VoIP telephone service; and co-location (cloud storage) services. • Scenic and historic backdrops are suited for visual media, filmmaking, and other commercial media uses.
<p>Legacy Knowledge and Networking Resources</p>	<ul style="list-style-type: none"> • Glenwood Springs is the county seat for Garfield County and as such provides judicial and other administrative functions that utilize vendors and private sector support businesses. • Glenwood Springs is home to at least eight industry or trade associations, connecting skilled professionals across various professions. • There is a notable number of building trade associations as well as the legal-minded regional Bar Association and the National Internal Affairs Investigators Association. • The City is fortunate to have an engaged community who participates in public matters and community visioning.
<p>Education and Training</p>	<ul style="list-style-type: none"> • Glenwood Springs is headquarters for the Roaring Fork RE-1 school district that operates two elementary schools, one P-8 school, one middle school, and one high school in Glenwood Springs. The City also has St. Stephen's Catholic School and Yampah Mountain High School (an alternative school not part of RE-1). • The Colorado Mountain College Glenwood Springs campus offers bachelor's degrees, associate degrees, and vocational certificate programs. • University of Denver Graduate School of Social Work has a Master's degree program with a location in Glenwood Springs. • There is a Colorado Workforce Development office located in Glenwood Springs.
<p>Place and Lifestyle</p>	<ul style="list-style-type: none"> • The cost of living is relatively high in Glenwood Springs, as are most mountain destination communities. • Attainable workforce housing is in limited supply which contributes to the high cost of living. • What makes the City a destination community is its abundance of deep local history, recreation, natural amenities, attractions, and unique identity. • Generally mild climate, temperature, and weather. • A very walkable and inviting downtown. • An architecturally and historically rich building stock. • Good access to seasonal outdoor recreational opportunities including greenways and trail connections, fishing, hunting, day hiking/backpacking trails, mountain biking trails, skiing, rafting & kayaking, snowmobiling, and golf. • Seasonal activities and attractions including hot springs pools, family activities, and scenic and historic backdrops.

Detailed Observations

The following section dives deeper into relevant observations to better inform an economic development strategy.

Labor Market

One of the most critical needs in today’s business climate is the availability of workers. As with many locations at this point in the business cycle, unemployment is relatively low and labor quantity and quality is scarce. Unemployment in Garfield County (2.7%) is lower than the State of Colorado rate of 3.1% as of July 2018 according to the Colorado Department of Labor and Employment. While having a low unemployment rate typically reflects a labor shortage, Glenwood Springs is neutral compared with other comparable locations. However, the City has an advantage of being a labor destination. In this situation, workforce quality can best be described through by education levels, skills, availability, and labor costs.

The general education levels in Glenwood Springs track closely with nationwide trends, although the area is not quite as well-educated as the State of Colorado. Workforce education and skill trends appear to be relatively less focused in post-secondary graduates compared with the State, but this is attributable to the number of colleges and universities located along Colorado’s Front Range and a larger absolute number of high-skill job employers.

Education Levels			
Education Level	United States	Colorado	Glenwood Springs
Less than high school graduate	13.0%	9.0%	12.6%
High school graduate (includes equivalency)	27.5%	21.7%	26.8%
Some college or associate's degree	29.1%	30.6%	28.5%
Bachelor's degree	18.8%	24.4%	19.6%
Graduate or professional degree	11.5%	14.3%	12.4%

Source: U.S. Census Bureau, 2012-2016 American Community Survey 5-Year Estimates; Development Research Partners

The Denver metropolitan area and northern Front Range is ranked as one of the most highly educated workforces in the country. Glenwood Springs offers a uniquely different set of comparative advantages for business development. Comparisons to Colorado’s Front Range should not be construed as a weakness or negative element in Glenwood Springs. Rather, the City’s workforce education levels are competitive with national markets and there is opportunity to develop and attract a higher educated workforce.

Workforce skillsets provide the foundation for starting, growing, and attracting businesses. Glenwood Springs’ workforce skills range, as indicated by its mix of professions, are depicted in the table on the next page.

OCCUPATION FOR THE CIVILIAN EMPLOYED POPULATION, 16 YEARS AND OVER

Occupation	United States	Colorado	Glenwood Springs
Management, business, science, and arts occupations:	37.0%	40.8%	29.0%
Computer, engineering, and science occupations	5.5%	7.4%	3.1%
Education, legal, community service, arts, and media occupati	10.8%	10.8%	9.0%
Healthcare practitioner and technical occupations	5.8%	5.2%	3.2%
Management, business, and financial occupations	14.9%	17.4%	13.7%
Service occupations:	18.1%	17.4%	23.2%
Building and grounds cleaning and maintenance occupations	3.9%	3.6%	7.5%
Food preparation and serving related occupations	5.8%	6.1%	5.7%
Healthcare support occupations	2.4%	2.1%	2.9%
Personal care and service occupations	3.7%	3.5%	6.0%
Protective service occupations	2.2%	2.1%	1.1%
Sales and office occupations:	23.8%	23.5%	23.9%
Office and administrative support occupations	13.2%	12.5%	12.6%
Sales and related occupations	10.7%	11.0%	11.3%
Natural resources, construction, and maintenance occupation	8.9%	9.4%	14.6%
Construction and extraction occupations	5.0%	5.9%	11.8%
Farming, fishing, and forestry occupations	0.7%	0.5%	0.4%
Installation, maintenance, and repair occupations	3.2%	2.9%	2.4%
Production, transportation, and material moving occupations	12.2%	8.9%	9.2%
Material moving occupations	2.6%	1.9%	2.0%
Production occupations	5.9%	3.7%	3.0%
Transportation occupations	3.6%	3.3%	4.2%

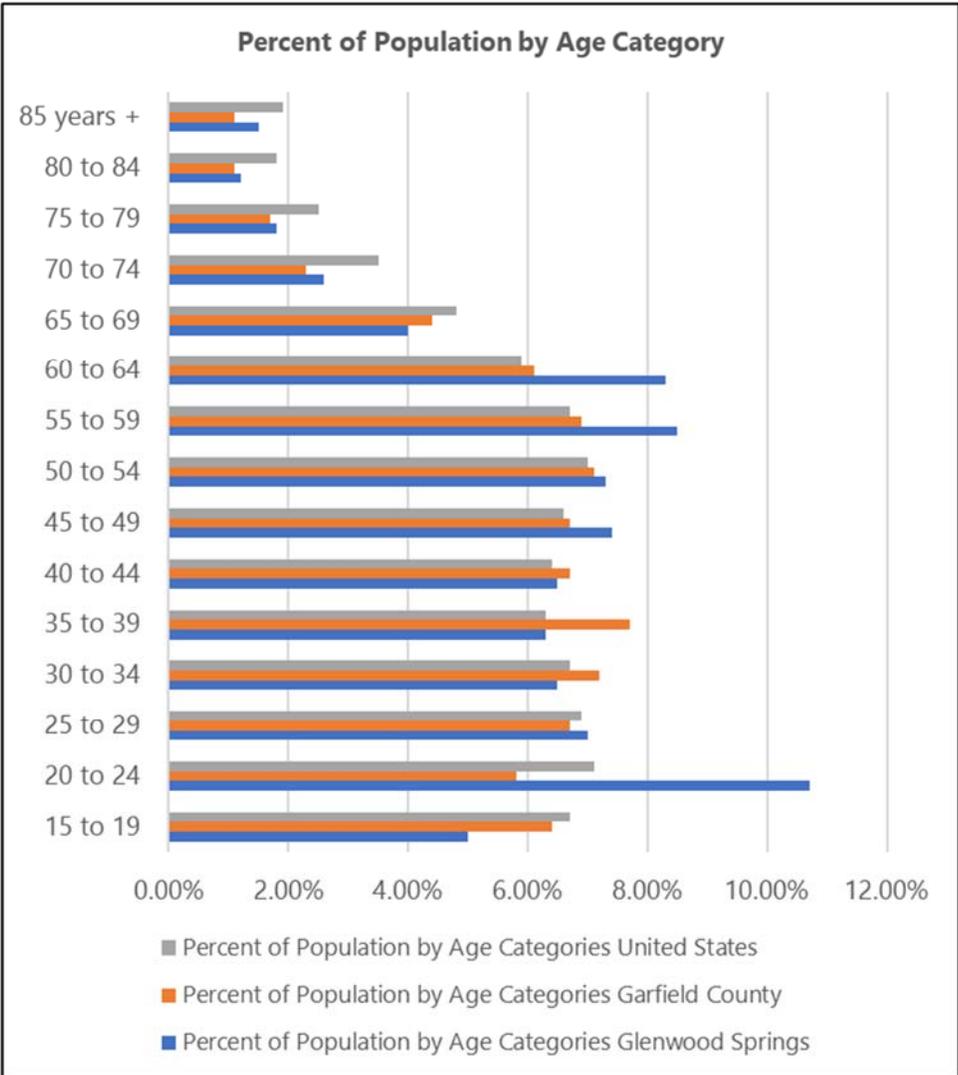
Source: U.S. Census Bureau, 2012-2016 American Community Survey 5-Year Estimates.

Not surprising, there is a relatively high proportion of workers in service and natural resource occupations, and a relatively low proportion of workers in management, business, science, arts, production, transportation, and material moving occupations in Glenwood Springs. This occupational mix reflects a tourist and retail-based economy, as well as minimal large manufacturing operations due to the lack of large industrial sites.

Diversifying workforce skills are useful in business attraction and expansion efforts, as well as encouraging business startups. Glenwood Springs has the foundation to strengthen workforce skills and education levels as an economic driver.

Workforce Retention

Available workforce skills are dependent on the character and experience of the labor force, proxied in the following chart by age distribution. As can be seen, age distribution in Glenwood Springs is more diversified than the State and the nation, implying a more experienced and diverse work force available to new, expanding, and relocating businesses.

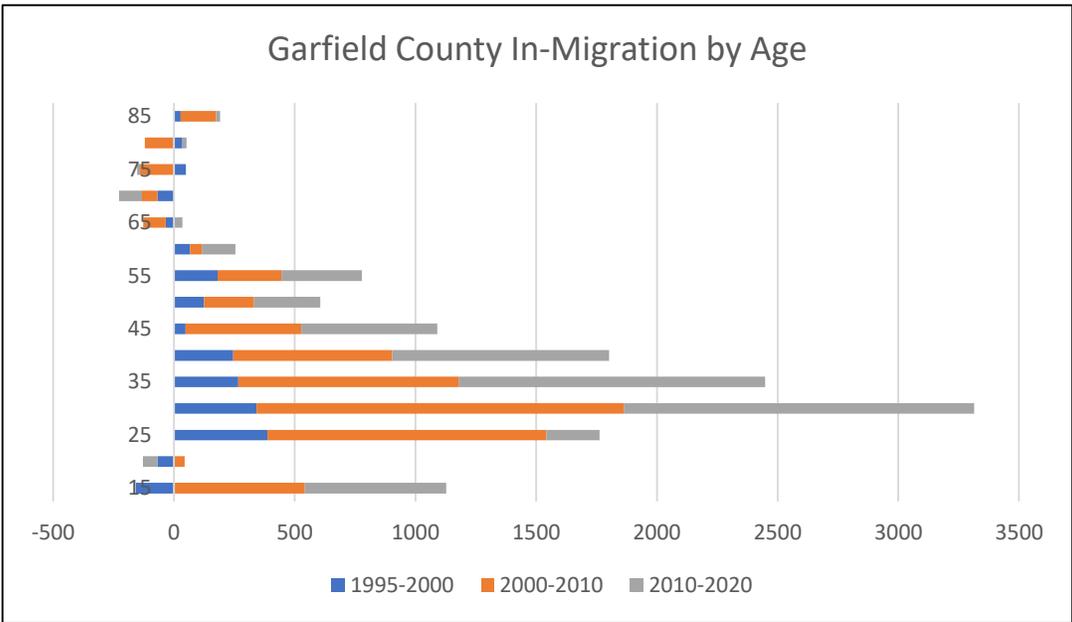


Source: U.S. Census Bureau, 2012 -2016 American Community Survey 5-Year Estimates; Development Research Partners

Garfield County is considered to be the primary labor shed for Glenwood Springs. In addition to natural increase, workforce diversity can also be achieved through in-migration. Glenwood Springs is known as a desirable place to live and Garfield County has been experiencing an inflow of population in all working age categories. A diversity of labor force age cohorts and the associated mix of work experience would be an attractive marketing point.

Workforce Attraction

The following chart illustrates projected in-migration of working age adults to the City and County labor shed. The County labor pool supplies Glenwood Springs businesses. More workforce housing in both Glenwood Springs and the County would support a diverse labor supply to feed City business growth.



Source: Colorado State Demography Office, July 2018

With full employment, which is the current economic norm, finding a skilled and available labor force is important to business success. In looking deeper at workforce resources in this tight employment environment, it is the community’s ability to develop, attract, and keep skilled workers that becomes imperative to maintaining a highly qualified labor market. Glenwood Springs demographics illustrate a place where workers want to stay; another valuable marketing point.

Labor Costs

Labor costs can be interpreted in two somewhat opposing ways. First, Glenwood Springs’ relatively low existing wages are advantageous for businesses compared with other locations in the state and the nation. The current relatively low wage rate reflects the current employment mix weighted to retail, service, and hospitality. The goal would be to encourage a more diverse and higher overall wage mix.

Second, while labor cost indicators are important to businesses, the most important factor is not how cheap labor is, but whether employers can find the right workforce skill sets at an appropriate pay level. Demographics show that Glenwood Springs is a desirable workforce destination, offering a place and lifestyle that retains people. In this context, overall average wages are an indicator, not a driver. Low wages make a great marketing point, but it is the workforce quality that will provide the long-term economic win for the City and the prospect.

Comparative Wages - 2018

Geography	Mean Hourly Wage*	Average Annual Pay
Glenwood Springs	\$21.10	\$43,878
Garfield County	\$22.97	\$47,770
Colorado	\$27.36	\$56,914

*Calculated as Average Annual Pay/2,080 hours.
 Source: U.S. Bureau of Labor Statistics, Quarterly Census of Employment & Wages, 2017 Annual Average

A challenge to attracting a qualified workforce is the lack of attainable workforce housing. New construction is currently underway in the City that will help; however, additional housing development in the City and the County

will be necessary to grow the available labor pool and enhance the regional consumer market for Glenwood Springs businesses.

Workforce Training

Workforce skills are refined internally through the local school system and externally through workforce attraction. The Glenwood Springs public school system has five public K-12 schools: Glenwood Springs High School, Glenwood Springs Middle School, Riverview School (pre K-8), Glenwood Springs Elementary School, and Sopris Elementary School. Alternative schools include St. Stephen's Catholic School and Yampah Mountain High School.

Secondary education is invaluable for building market-ready skill sets such as certificate programs, and associate and bachelor's degree programs. Glenwood Springs is home to a Colorado Mountain College (CMC) campus. According to U.S. Department of Labor data compiled by DataUSA:

- The most common associate degrees earned at CMC are, in order of degrees earned in 2015:
 1. Liberal Arts & Sciences
 2. General Studies
 3. Other Liberal Arts & Sciences, General Studies, & Humanities
 4. Registered Nursing
 5. Photography
 6. Veterinary Technician & Veterinary Assistant
 7. Tourism & Travel Services Management
 8. Accounting Technology & Bookkeeping
 9. General Hospitality Management
 10. Culinary Arts & Chef Training
 11. Resort Management
 12. Natural Resource Management & Policy
 13. Information Technology
 14. Early Childhood Education & Teaching
 15. Paralegal
- The most common bachelor's degrees earned are:
 - Sustainability Studies
 - General Business Administration and Management

In addition to the most utilized educational programs, Colorado Mountain College also offers certificate and degree programs in:

- Mechanic and Repair Technologies/ Technicians, Other.
- Real Estate
- Welding Technology
- Criminal Justice/ Police Science
- Digital Communication and Media/ Multimedia
- Energy Management and Systems Technology/ Technician
- Entrepreneurship/ Entrepreneurial Studies
- Fire Science/ Fire-fighting
- Industrial Production Technologies/ Technicians, Other

This bears repeating: the most important factor is not how cheap labor will be, but whether businesses can find the right skill sets. Depending on the economic development target audience, specialized training and

professional development programs should be developed and touted. To grow the workforce as an economic development tool, CMC should be brought into discussions surrounding the workforce needs of targeted businesses and industries, so that educational programs may be better developed and/or marketed. Businesses may find mentoring, internship, and apprenticeship programs desirable in Glenwood Springs. Tailoring local post-secondary educational programming to targeted industries can cultivate a more diverse workforce and be appealing to economic development prospects.

From Training to Jobs

Apprenticeship is a rigorous education and on-the-job training program that is underutilized in Colorado and could be an attraction for skilled workers and businesses alike. An apprenticeship is an arrangement whereby an individual can get on-the-job training along with an educational certification or degree component. Registered apprenticeships are high-quality work-based learning and postsecondary earn-and-learn models that meet national standards for registration with the U.S. Department of Labor. There are very few certified apprenticeship openings currently in Colorado; Glenwood Springs can establish itself as an “Apprenticeship Center” to develop the skillsets and experience to support a more diverse and economically resilient economy.

Workforce training programs can include collaborating with businesses and local trade associations to create mentoring and internship opportunities and partnering with educational institutions to create apprenticeship programs. Anecdotally, there is demand for informal shared and drop-in work space; thoughtfully adding business and entrepreneurship education will create demand for co-working and maker space facilities that support sole proprietors, start-ups, and even second-stage businesses. Further adding business capital for tenants to the mix, by local banks, businesses, and targeted growth industries, will provide the backbone for a business incubator. In general, shared space typically has a mix of permanent long-term tenants and part time tenants (hourly, daily, monthly).

Shared working space can take several forms and hybrid versions combining themes, lifestyles, and function are not unusual. The following are some common forms and functions are exemplified:

Format	Typical User	Shared Equipment/Services
Simple	Desk work, entrepreneurs, small businesses, drop-in users	<ul style="list-style-type: none"> • High speed internet + Wi-Fi • Printing • Board/conference room • Kitchen/break room • Private spaces • Professional interior finish • Member directory for collaboration
Makerspace	Entrepreneurs and small businesses; often with scheduled community access to classes and equipment	Simple plus: <ul style="list-style-type: none"> • Computer Aided Design (CAD) capabilities • Often associated with school or library providing Training in craft technologies • Metalworking and woodworking machines • 3D printing • Other specialized trade technologies • Business and finance counseling usually available

<p>Food Lab/Kitchen Space</p>	<p>Small-scale food production companies Catering businesses Food manufacturing</p>	<p>Simple plus:</p> <ul style="list-style-type: none"> • Shared commercial kitchen equipment • Inventory storage, cold storage, possibly freezer storage • May have retail storefront space and/or seating • Business and finance counseling usually available
<p>Hackerspace/STEM Labs</p>	<p>Technologists, researchers, makers and innovators</p>	<p>Simple plus:</p> <ul style="list-style-type: none"> • Laser cutters for 2D and 3D structures • Sign cutter that plots in copper to make flex circuits • High-resolution milling machines to make circuit boards and precision parts • Wood router for building housings • Electronic components and programming tools for low-cost, high-speed on-site rapid circuit prototyping

Shared worker spaces are run by operators who act as both facility and program managers. The largest operating expense for shared working space is the master lease for the space or constructions costs. Typically, shared work space uses existing space to keep costs low and profit margins high for the operator. Simple space can entail as little as furniture, broadband connections, office equipment and supplies, and janitorial services. More specialized spaces will obviously cost more for equipment, maintenance and repairs, and support staff including equipment instructors. The more specialized a work space the more the need and opportunity to have financial support from the public sector as well as industry and trade groups.

Currently, there are no identifiable research and development facilities located in Glenwood Springs. While often these facilities are generated by nearby universities, they do not have to be. With an appropriate mix of target industries, workforce education, and carefully developed incubator programs there may be an opportunity to develop specialty programs graduating, and attracting, business development targets. In fact, organizing existing trade associations may identify a need for local research and business development pilots.

Financial Capital

Businesses desire to locate where they know there is access to local lenders for business’s needs, as well as for their employee’s needs. With regard to private capital Glenwood Springs has a variety banks representing national and local banking interests in town including:

- Colorado Lending Source
- Alpine Bank/Alpine Bank of Colorado
- Wells Fargo
- FirstBank
- ANB
- Bank of Colorado
- Community Banks of Colorado
- US Bank

- Vectra Bank
- First Colorado National Bank

Because local businesses contribute to, and are part of, the local community fabric, the willingness of the public sector to also invest in the community is important to many business growth decisions.

A “friendly” business environment often entails the willingness of local jurisdictions to support their businesses by providing and maintaining infrastructure, public spaces, creating a welcoming town, maintaining a sense of place, and being willing to sometimes financially contribute to business success. The City of Glenwood Springs has a history of conducting planning studies, making appropriate infrastructure investments and being willing to consider partnering with businesses. This history and attitude are important to make known to businesses targeted for growth.

Public investment in businesses often take the form of cash contributions, fee waivers, and tax share-back programs. The types and levels of public investment is for policy discussion. Often these types of incentives are viewed by businesses as an indicator of business-friendliness even though a particular business may or may not ask for or receive such public contributions. Various ways to co-invest with the private sector to incentivize economic development is discussed in the strategies section of this study.

Access to Markets

Distance to customers, suppliers, and business cohorts is a challenge in rural settings and this is certainly so for Glenwood Springs. While this is a limitation to some industries, it can be used to prioritize which industries to target for growth and attraction. Meanwhile, such access is not a top priority for many businesses that will be a good fit for Glenwood Springs.

Highway access to many larger markets is limited by distance. This may limit the type of firms that will find a Glenwood Springs location attractive, it does not eliminate the majority of business that sell their goods, or purchase supplies, via internet or package services. In other instances where businesses rely on bringing customers or professionals to their locations, there is reliable commuter air flights to Eagle County Airport and a destination that is rather unique.

In some industries, close proximity to an international airport or major trucking facilities is a priority. This goes hand-in-hand with locales that have opportunities for large scale manufacturing operations or national logistics companies. These business types will likely not find Glenwood Springs a desirable location. There is lack of large sites to establish a regional logistics center in the City (although Garfield County may have appropriate sites).

Access to markets clearly speaks to the needs of individual businesses. Glenwood Springs has great access to I-70 and regional markets east, west, north, and south. Manufacturing and other value-added operations are happening on smaller footprints and high-value products are getting smaller and easier to ship. Tourism and destination businesses are already in close proximity to their markets. In other instances, appropriate target industries for growth should favor those that can take advantage of existing market access.

In terms of County labor pool access, the Roaring Fork Transportation Authority (RFTA) provides bus transit between Glenwood Springs, Rifle, and Aspen. VelociRFTA BRT service, the first rural BRT in the United States, began in September 2013, offering connections between south Glenwood Springs and Aspen roughly every 15 minutes with a 60-minute total travel time. The city also operates an intracity bus service, Ride Glenwood. Ride Glenwood offers a main route from the west side of town along the 6&24 corridor, through downtown, to the south part of Glenwood along Hwy 82.

Employees commuting into Glenwood Springs for jobs has steadily increased between 2012 and 2015 (the latest Census data available). In 2015 (5-year average estimates) there were an estimated 6,406 employed in the City, but living outside of the city. Increasing local and regional housing availability may be an important step in growing the workforce and regional demand for Glenwood Springs provided goods and services.

Sites and Facilities

Together, Glenwood Springs land availability limitations and zoning create a limited number of sites for traditional industrial development. Highway access is good, but distance to market creates a challenge. There is rail access and rail loading facilities, but this does not create new land for large scale industrial operations. Overlay this with the natural setting and existing character, and heavy industrial development does not make sense.

In today's global economy, there are many smaller footprint and advanced manufacturing light industrial uses that could certainly add jobs and increased wealth to the community that still respect architectural rules and clean industry. Some of these are well suited to smaller footprint light-industrial uses or even adaptively reused commercial buildings in town.

While there are many active realtors and title companies serving the market, a central repository for available land and buildings is lacking. Efforts to assemble and maintain such a repository has begun at the City level, however such an effort takes significant resource hours. It is recommended that the City Economic Development staff assembles a focus group with the local real estate community that can support these efforts. Perhaps this focus group could coalesce into a coalition partner where the City can provide web hosting and site services to support this effort and become a neutral site selection provider, a service that will be appreciated by the real estate community.

Legacy Knowledge and Networking Resources

Glenwood Springs is home to an extensive number of trade associations for its size including:

- Glenwood Springs Chamber Resort Association
- Glenwood Springs Community Concert Association
- Colorado Association of Realtors
- Western Colorado Independent Electrical Contractors
- Western Colorado Contractors Association
- Mountain to Mesa Home Builders Association
- Ninth Judicial District Bar Association
- National Internal Affairs Investigators Association

Additionally, as the County seat, Glenwood Springs is a node of governmental activity with a government campus. This provides opportunity for government vendors and also allows for permits, licenses, and other businesses related actions. Easing administrative burden on businesses is always useful, and seen as collaborative by business owners.

Place and Lifestyle

Glenwood Springs is known by its residents and visitors as a great place to live. This is illustrated not only by the strong in-migration at all age levels but the demographic mix that shows nobody wants to leave. Glenwood Springs hits a high point regarding typical business site selection criteria including culture and recreation, crime, attractiveness, and natural recreation resources. While not every prospective employee is interested in the same lifestyle and small-town setting, migration projections indicate the City would be a desirable destination for many.

Having additional housing units in the City and the region would enable lifestyle characteristics to effectively grow the regional labor pool and regional demand for City businesses.

Cost of Living

It is well recognized that Glenwood Springs is becoming a more expensive place to live, ask any local. In particular, housing prices are the most prominent cost followed closely by food costs. This should not be a reason to not grow and attract businesses with appropriate wage structures. However, cost of living is not a deal killer. In fact, creating better paid jobs and bringing more wealth into the region through business activity can help address cost of living concerns by putting more money in employees' pockets. Well integrated educational and training programs should enable current employees an opportunity to upgrade and transfer their skill to better paying jobs that will come to the City.

Housing is an important issue and should be a continuing effort by local housing interests. Housing prices will likely respond to additional local and regional supply.

JOB GROWTH & CREATION

Job growth and creation is identified as an economic development focus area. Rather than being a separate category, appropriately targeted job growth, creation, and business development is an objective for all five of the other focus areas.

A major component in developing an economic development strategy focuses on what types of industries and businesses to target for growth, retention, and attraction. The following sections describes the City's existing economic base and subsequently evaluates existing industries to strengthen and other to attract or grow.

Economic Base

Glenwood Springs employment base increased 3.4 percent per year between 2012 and 2017. This annual growth rate was faster than the Garfield County (+1.3 percent), Colorado (+2.9 percent), and U.S. (+1.8 percent) rates. As of second quarter 2017, Glenwood Springs had nearly 10,000 employees representing 38.1 percent of Garfield County's total employment and 0.4 percent of Colorado's total employment. Glenwood Springs employment growth rate was strong in part because of the city's growing leisure and hospitality, education and health services, and professional and business services industries.

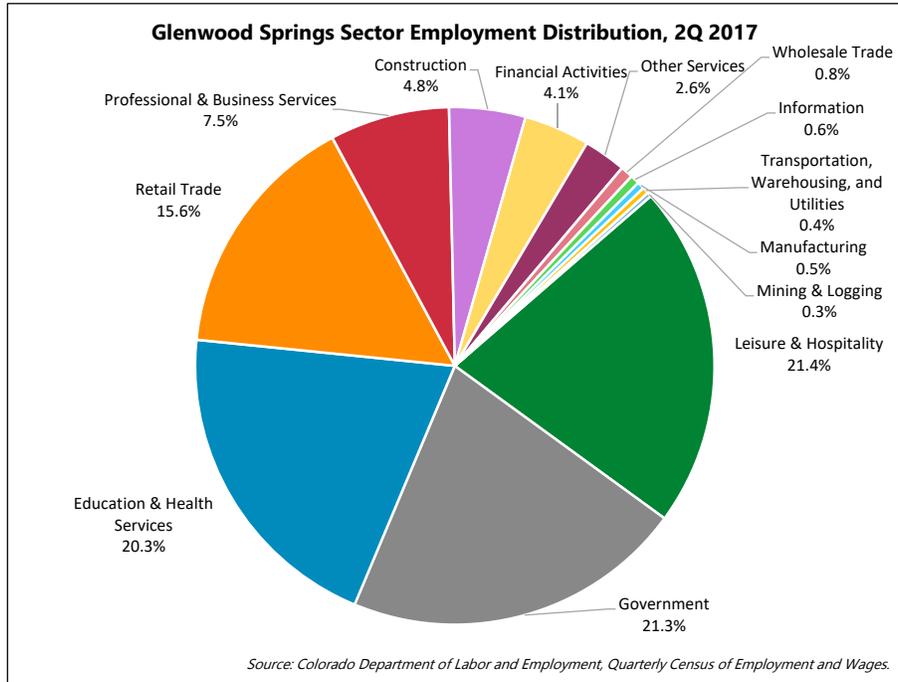
Employment by Sector, Second Quarter Reference

	Glenwood Springs							Garfield County	Colorado	U.S.
	2012	2013	2014	2015	2016	2017	Avg Ann % Change			
All Industries Total	8,407	8,249	9,060	9,631	9,982	9,960	3.4%	1.3%	2.9%	1.8%
Mining & Logging	7	10	32	32	37	26	31.6%	-13.1%	-1.1%	-0.9%
Construction	223	236	345	353	448	474	16.2%	3.2%	7.2%	4.4%
Manufacturing	52	52	59	67	45	45	-2.6%	3.3%	1.8%	0.8%
Wholesale Trade	137	81	80	94	81	77	-10.9%	-3.2%	2.5%	0.8%
Retail Trade	1,328	1,289	1,573	1,683	1,654	1,550	3.1%	2.3%	2.2%	1.3%
Transp., Warehouse, & Utilities	157	140	147	160	173	40	-24.0%	-1.4%	3.3%	2.9%
Information	96	78	66	61	63	57	-9.9%	-1.8%	0.4%	0.9%
Financial Activities	375	337	364	389	402	408	1.7%	0.1%	2.8%	1.5%
Professional & Business Services	543	525	605	667	683	744	6.5%	3.0%	3.1%	2.6%
Education & Health Services*	1,748	1,738	1,778	1,932	2,080	2,022	3.0%	3.5%	3.2%	2.7%
Leisure & Hospitality	1,559	1,535	1,741	1,861	1,956	2,133	6.5%	4.8%	3.6%	3.0%
Other Services	224	232	242	264	259	263	3.3%	4.6%	4.4%	-0.5%
Government	1,958	1,996	2,028	2,069	2,099	2,119	1.6%	1.9%	1.8%	0.3%

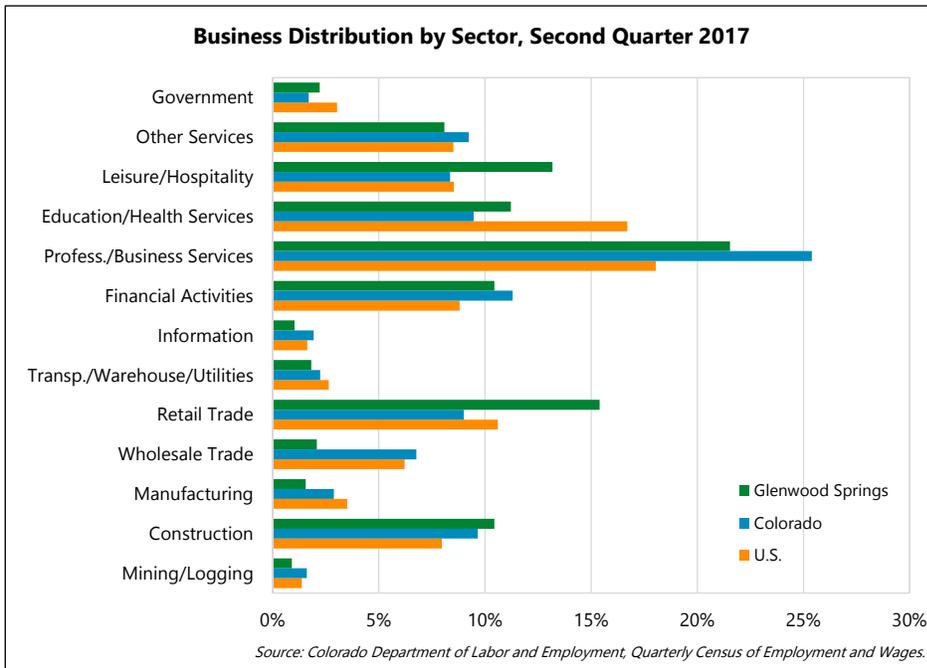
Note: Totals may not sum due to rounding.

Source: Colorado Department of Labor and Employment, Quarterly Census of Employment and Wages.

Currently, about 79 percent of Glenwood Springs total employment is concentrated in four sectors: leisure and hospitality; government; education and health services; and retail trade.



Businesses in Glenwood Springs are largely concentrated in four of the 13 sectors, consisting of professional and business services, retail trade, leisure and hospitality, and education and health services, which represent over 61 percent of all businesses.



Glenwood Springs has a strong base of small businesses. Approximately 85 percent of the businesses in Glenwood Springs employ fewer than 10 workers and nearly 98 percent employ fewer than 100 workers. This

highlights a natural economic propensity towards small businesses, and will be considered a guiding force in economic development recommendations made herein.

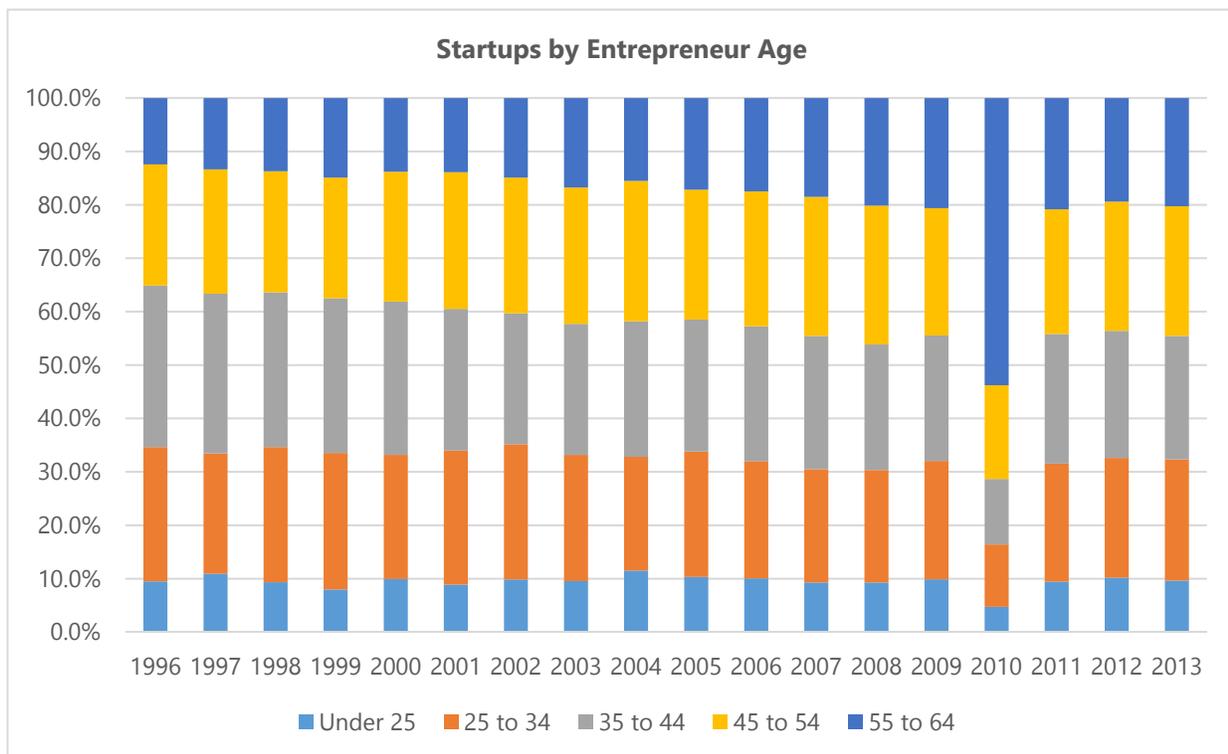
Entrepreneurship

A U.S. Bureau of Labor Statistics longitudinal study asks a sample of citizens born between 1957 and 1964 about their economic and demographic situation every two years, for life. A rebuttal to this might be that these days entrepreneurs are millennials, not baby boomers. In actuality, and as can be seen in the chart below, around 50% of startup firms have been formed primarily by people between 35 to 54 years of age; using earned skills and experience to break out on their own. The growing percentage of new business owners 34 years and younger is a welcome and more recent phenomenon as technology has lowered the barriers to entry and created new business models. [2010 is an anomaly and a result of the Great Recession which led to layoffs particularly amongst older, higher-paid workers who subsequently could not find jobs].

Glenwood Springs Business Size

Employees	Percentage
1	22.1%
2 to 9	63.2%
10 to 49	10.0%
50 to 99	2.5%
100 to 249	0.9%
250 to 499	0.2%
500 to 999	0.1%
1,000 to 2,499	0.1%
2,500 to 9,999	0.0%
10,000>	0.0%
Unknown	1.0%

Source: Dun & Bradstreet, Inc., Hoover's Marketplace Database.



Source: Kaufman Foundation; Development Research Partners

It is important to refer back to Glenwood Springs' projected migration which is very high in the 30- to 60-year old age range. It is also worth noting the City's natural ability to retain residents as lifetime residents. From the BLS longitudinal study, we can infer the size of startup businesses and how many businesses a single entrepreneur can be expected to start.

Respondents to the survey that had started their own business were asked how large it was at its highest employment; they collectively reported:

Of entrepreneur respondents, over 36% had started a second business, and about 4% went on to open at least a third business, some more. With a supportive economic climate, anticipated immigration of potential entrepreneurs across all ages, and a lifestyle that encourages long-term residence, Glenwood Springs should have a high comparative advantage in growing startup businesses. With the right educational and training mix, mentorships and apprenticeships, an ability to attract and train labor force participants and entrepreneurs, business startups. Enabling co-working and makerspaces to establish is an important resource for budding entrepreneurs of all ages.

As we anecdotally know and evidenced by the relocation of Meier Skis to Denver, Glenwood Springs does not have the land and buildings for major expansion, nor direct access to international markets and it may be difficult to retain expanding large-scale manufacturing operations. However, as manufacturing business startups outgrow facilities and in perhaps leave Glenwood, a strong entrepreneurial sector means there will always businesses to take their place.

Which industries and businesses should the City target for growth and entrepreneurship programs is evaluated in the following section.

Location Quotients and Target Industries

An understanding of the industries that have either higher or lower employment concentration in Glenwood Springs helps guide economic development strategy related to business growth and recruitment efforts. In order to understand the local competitive advantages in Glenwood Springs, employment data by four-digit Standard Industrial Classification (SIC) codes were evaluated at the City level using D&B/Hoover's business data.

Using location quotient analysis, industry employment totals by the total employment used to identify Glenwood Springs industries that have higher and lower employment concentrations relative to Colorado and the nation as a whole. A low concentration in a particular industry may signal a potential target industry for growth; a high concentration can identify industries finding success in Glenwood Springs economic environment. High concentrations may also signal an over-representation in the area and an industry that should be targeted for retention.

Glenwood Springs has a number of different industry areas with concentrations higher than the state and the nation. Industries such as outdoor recreation and hospitality, healthcare, and construction and building services all have employment concentrations higher than Colorado and the U.S. Industries such as business support services, technology and information, and regional transportation and logistics have concentrations that are lower than the state and the nation and represent potential growth opportunities in the City.

Over 1,000 separate four-digit SIC codes for Glenwood Springs were analyzed and aggregated into six potential industry opportunities. Industries were evaluated based on assets, challenges and opportunities already discussed. These six industry "clusters" represent roughly 56 percent of the city's total employment and nearly 60 percent of the city's total business base.:

1. Outdoor Recreation and Hospitality
2. Healthcare
3. Construction and Building Services
4. Business Support Services
5. Technology and Information
6. Regional Transportation and Logistics

Startup Businesses	Size by Employees
506	1 TO 4
85	5 TO 9
28	10 TO 14
13	15 TO 19
10	20 TO 24
6	25 TO 29
4	30 TO 34
6	35 TO 39
3	40 TO 44
30	50+

Source: U.S. Bureau of Labor Statistics longitudinal study, 2014

The city's three Existing Industries with high concentrations than both Colorado and the U.S. include: construction and building services; healthcare; and outdoor recreation and hospitality. Together they represent nearly 43 percent of the city's total employment and 32 percent of the city's total business base.

The city's three Opportunity Industries with lower or equal concentrations than both Colorado and the U.S. include: business support services, regional transportation and logistics, and technology and information. Together they represent more than 13 percent of the city's total employment and over 27 percent of the total number of businesses in the city.

INDUSTRY CLUSTER IDENTIFICATION						
Existing Industry Clusters	Glenwood Springs		Colorado		U.S.	
	Employment Concentration	Business Concentration	Employment Concentration	Business Concentration	Employment Concentration	Business Concentration
Construction & Building Services	10.4%	14.3%	7.9%	11.1%	6.5%	10.9%
Healthcare	15.5%	7.7%	9.3%	6.9%	11.6%	7.4%
Outdoor Recreation & Hospitality	16.5%	10.4%	12.1%	7.6%	10.4%	8.0%
Existing Clusters Total	42.5%	32.4%	29.3%	25.7%	28.5%	26.3%
Opportunity Industry Clusters						
Business Support Services	7.8%	21.7%	13.4%	26.4%	11.4%	22.2%
Regional Transportation & Logistics	2.5%	2.7%	2.6%	3.1%	3.2%	3.6%
Technology & Information	2.9%	2.9%	6.2%	3.4%	4.4%	2.9%
Opportunity Clusters Total	13.2%	27.3%	22.1%	32.8%	19.0%	28.7%
TOTAL	55.6%	59.7%	51.4%	58.5%	47.5%	55.0%

Sources: Dun & Bradstreet, Inc. Marketplace database; Market Analysis Profile, 2017; Development Research Partners.

Existing Industry Targets to Retain and Grow

Outdoor Recreation and Hospitality

The outdoor recreation and hospitality cluster includes a variety of businesses ranging from attractions and fitness to outdoor apparel manufacturing and wholesalers. Companies in this industry operate facilities and provide services that enable patrons to participate in recreational activities or pursue amusement, hobby, and leisure-time interests such as amusement parks, golf courses, skiing facilities, fitness and recreation centers, and other amusement and recreation-related services. Companies that provide customers with accommodations and food services are also included. Companies that manufacture apparel and outerwear are also included. Outdoor recreation and hospitality companies provide travel arrangement, reservations, car and recreational equipment rental, transit, and scenic and sightseeing services.

Even though the employment concentration is higher in Glenwood Springs compared with Colorado and the U.S., there is opportunity to grow this industry. There is existing opportunity to diversify the cluster's market segments. Existing under-served segments include outdoor apparel manufacturing, outdoor recreation and hospitality transportation-related services, and outdoor recreation and hospitality wholesalers.

Glenwood Springs is a known destination resort town which can be enhanced through diversity of new and competing offerings. There is an opportunity to develop an experiential-oriented business sector focused on:

- Food and beverage including: specialty foods; butcher shops; bakeries; fish and seafood; spice shops; craft breweries.
- Destinations including: books; music and music stores; culinary arts; and attractions.
- Entertainment: sports & crafts; performing arts; and evening's out.

A hybrid between agriculture and manufacturing is vertical farming, which could furnish local restaurants with locally grown and freshly harvested lettuce, basil, strawberries, tomatoes and other produce. Vertical agriculture grows indoors year-round by controlling light, temperature, water, and oftentimes carbon dioxide. Generally, fresh produce grown in vertical farms travels only a few miles to reach grocery store shelves and restaurants compared to conventional produce, which can travel thousands of miles by truck or plane. Vertical agriculture could help meet growing global food demands in an environmentally responsible and sustainable way by reducing vehicular distribution needs, providing higher-nutrient produce, and drastically reducing water usage and runoff.



The Outdoor Recreation and Hospitality cluster also has strong connections to the other Glenwood Springs clusters including technology and information and business support services.

Healthcare

Glenwood Springs is home to a vibrant and growing healthcare industry cluster. The healthcare cluster includes a large and diverse group of companies that encompass healthcare services and medical equipment and supplies. More specifically, the cluster includes companies that provide preventive, curative, and rehabilitative services offered by healthcare providers, medical and specialty hospitals, kidney dialysis centers, other healthcare organizations, and centers focused on outpatient mental health and substance abuse, diagnostic imaging, and emergency care. Companies that provide nursing care, assisted living, and long-term care services for individuals, families, and the elderly are also included.

Opportunity exist to diversify the cluster's market segments which includes mobile health care services such as in-home therapy, for example respiratory care, aging-in-place services, and counseling. One of the key characteristics of the healthcare industry is its resiliency to economic cycles, which continues to drive job growth as a result of several key trends.

- Demand for healthcare and wellness services and workers will continue to increase from the area's growing and aging population. By 2050, Garfield County's population ages 65 and older is projected to more than double to 20,930 and will be the fastest growing age bracket in Garfield County between 2017 and 2050. Concurrently, life expectancy continues to increase. This demographic shift toward an older population will generate economic activity based on increased demand for health services.
- The expansion of the insured population in the state will continue to increase the need for healthcare providers and infrastructure support.
- Technological advancements that enable medical technicians, specialists, and therapists to provide mobile services.

The Health Care cluster also has strong connections to the other Glenwood Springs clusters including Technology and Information, Construction and Building Services, business support services, and Transportation and Logistics.

Construction and Building Services

The Construction and Building Services cluster provides the full range of construction services, including landscaping, residential and nonresidential construction, infrastructure development, architecture and design, and construction material wholesalers.

Construction and building services support a variety of businesses in Glenwood Springs. Further, construction and building services is particularly important as the City, county, and region continues to experience residential and commercial construction activity which is expected to continue to grow. Construction and building services build and provides infrastructure for the other industries in the city, such as tourism, light manufacturing, healthcare, and others.

Glenwood Springs' construction and building services industry is thriving and opportunity exists to diversify the cluster's market segments. Existing under-served segments include landscape and horticultural services, other heavy construction, and carpentry and floor work. An emerging opportunity is modular construction for commercial, residential, and specialty types of construction. Modular construction is more cost effective and quicker to build than traditional construction, without necessarily foregoing aesthetics, functionality, and custom design.

Modular construction refers to prefabricated components being assembled offsite and being delivered to a building site for assembly. Modular construction also refers to temporary buildings, or specialty rooms for inside an existing building for special purpose office, laboratory, or manufacturing niches. The following chart highlights various types of modular building firms and their facility size. Companies in this industry cluster generally have higher multiplier impacts and intersect with most other industries in the city.

Firm	Product	Location	Facility Size (sf)
Prescient	Large-scale structure design, manufacturing, and installation	Arvada	123,896
PortaFab	Spaces within spaces: clean rooms, offices, specialty rooms	Chesterfield, MO	72,000
ICS EcoSIPs	Structural Insulated Panels	Fort Collins, CO	21,000
ENCORE Electric	Pre-fab Electrical components	Lakewood, CO (Basalt, Avon, other CO locations)	41,000 in two stories
US Engineering	Mechanical Systems: pump skids, modular chiller plants, and whole manufacturing rooms	Westminster, CO	112,000
Satellite	Temporary, relocatable space solutions	Commerce City, CO	2,300+ Yard Space
Pac-Van	Modular building components and cargo container construction	Henderson, CO	11,220
Joaquin Manufacturing	Modular Buildings	Commerce City, CO	46,182
Shelving Rack & Lockers	material handling equipment	Denver, CO	50,000
ATCO	Multi-use modular buildings and cargo container construction; manufacture's rep offices	Littleton, CO	1,500
CPM Lab Fab	Custom manufacturer of modular laboratories and buildings	Tucson, AZ	1,600
Modular Engineering Co	Modular enclosures	Erie, PA	16,000

Source: Development Research Partners

The following images are examples of finished buildings constructed using modular building components, which may be natural and engineered wood products, cargo container construction, glass, wood, and other materials. These products can be manufactured quicker, cheaper, and assembled on site more expeditiously than traditional construction.



Opportunity Industry Targets to Attract and Cultivate

Business Support Services

The Business Support Services cluster includes a diverse mix of businesses involved in services related to the general operation of all businesses including professional services such as legal and accounting services, human resources and employment services, advertising and design services, management and business consulting, architectural and engineering services, investigation and security services, janitorial, and repair services.

Business support services typically provide higher wages, stronger employment growth, and critical knowledge and advanced skill sets. Business support services will continue to grow due to ongoing demand for core business services.

This cluster is an opportunity to diversify businesses and employment. Some of the under-served segments of the business support services cluster include architectural and related services, management and business consulting, and building maintenance services.

Business support services is a foundation for all other companies targeted for recruitment and retention in Glenwood Springs. These companies are important for growing the city's entrepreneurial base, start-up businesses, and home-based businesses.

Technology and Information

The Technology and Information cluster includes businesses that research, develop, manufacture, or provide hardware, telecommunications, electronics, data management, internet-based services, and other technology and information services.

Specifically, companies included in this industry help deliver voice, data, and video to end users, and include landline and wireless telephone communications companies, and cable and Internet service providers. Companies in this industry are involved in activities ranging from the development of off-the-shelf software products to custom computer programming, computer facilities management, computer systems design, and data processing services. The Technology and Information industry also includes businesses engaged in design, manufacture, wholesale, and repair of electronic equipment and related components.

The employment and business concentrations in the business support services cluster in Glenwood Springs are lower than the state of Colorado and the U.S. As a result, this industry cluster is a prime opportunity industry cluster for the city to pursue.

For high-tech manufacturing industries the ongoing trend is toward micro-manufacturing – the manufacture of products using small-scale manufacturing facilities. An important component for today's manufacturing industry is the production of niche, specialized products that require compact, personal manufacturing facilities tailored to small, flexible production runs. Supply chain models are emerging for micro-manufacturers enabling just in time production, previously an inventory and production delay challenge. Micro-manufacturing using small-footprint advanced manufacturing equipment includes products such as: injection molded parts and tools; 3-D printed metal, plastic, and mixed material parts and products; and surface mounted technology (SMT) that are machines that assemble circuit boards. This equipment is human scale and creates small products of high value. The limited buildings and lots sizes available in most of Glenwood Springs could accommodate such micro-manufacturing companies.



Technology and information interfaces with every other business in numerous ways and is essential to the competitiveness of every industry. Further, technology and information are high-knowledge, human capital-based businesses that are expanding globally and are expected to continue growing. These companies tend to be smaller in size and require less of a real estate footprint. Some of the under-served segments of the cluster include software publishing, data processing solutions, and computer storage device manufacturing.



Regional Transportation and Logistics

The Regional Transportation and Logistics cluster includes businesses involved in the general distribution of goods and services including companies that provide logistics, transportation, warehousing and storage, and other transportation and logistics services. In particular, the industry is responsible for managing the flow of goods, services, and information between a point of origin and destination to meet customer demand.

This cluster provides an opportunity to capture a greater share of regional transportation and logistics companies and employment. Some of the City's under-served business segments include trucking and courier services, warehousing and storage, and air transportation. Glenwood Springs shows itself to have the two basic needs for these business types: a propensity to support and retain small businesses and the ability to attract an entry level and skilled workforce.

ASSETS, OPPORTUNITIES AND CHALLENGES

This section summarizes the City's pertinent assets, opportunities, and challenges regarding the six different identified economic development focus areas.

Focus Area 1: Regional Trade Center

Assets

- Centrally located in the region between the Vail, Roaring Fork, and lower Colorado River valleys.
- Already a recognized regional retail destination.
- The City has historically been, and currently, the largest node of national retailers in the Valley.
- Glenwood Springs is the closest full-service (local retailers and national brands) shopping destination from the Aspen community and resorts.
- Walkable downtown retailers provide browsing opportunities and experiential shopping.
- Auto-oriented shopping destinations near I-70 provide destinations for targeted retailers and speedy shopping
- Available spaces both in south, west, and downtown existing storefronts downtown
- There are potential development or redevelopment sites.
- Workforce growth will provide available labor.
- Local capital available for business growth.
- Readily available delivery options to local and regional customers.
- Colorado Mountain College offers classes, certificates and degrees in general business administration and management.
- A pleasant setting enables an enjoyable shopping experience throughout the City.
- Mild weather helps maintain relatively predictable access to shopping.
- Costco is located between Gypsum and Eagle with adjacent vacant sites and could accommodate additional retail construction. The fact that Costco opened in 2006 and has not generated surrounding development may be an indicator of Glenwood Springs' strength as a known destination for national retailers.

Opportunities

- Offering a greater diversity and choice of goods will strengthen the City's identity as a shopping destination and add additional context to the downtown Glenwood shopping experience.
- The City's broadband services are robust and can provide access to e-commerce markets. This is a benefit to local businesses that can manufacture and ship items using an e-commerce platform.
- Opportunities to develop industries including Outdoor Recreation and Hospitality, Construction and Building Services, Technology and Information, and Regional Transportation and Logistics.

Challenges

- The towns of Eagle and Gypsum each have a growing retail presence. Rather than being a threat to Glenwood Springs retailers, they are supporting a more economically vibrant valley. Most of these retailers are primarily serving local residents and some tourist traffic; Glenwood Springs already serves the regional market. Maintaining the presence of national retailers, both big and small footprints, is important to maintaining the City's regional service model.
- Costco is located between Gypsum and Eagle with adjacent vacant sites and could accommodate additional retail construction as regional growth continues, potentially creating competition.

ASSETS, OPPORTUNITIES AND CHALLENGES

- EL Jebel has seen retail growth primarily as a convenience stop island. Whole Foods anchors the location as a grocery destination. The retail mix is primarily convenient access rather than experiential in nature.
- Glenwood Springs needs to maintain its recognition as the premier regional consumer destination for product choice, variety, and experiential shopping.
- Don't confuse changing retail trends and formats for a loss of bricks and mortar stores.
 - Internet sales and e-commerce continue to grow and seemingly threaten local retailers. The most recent data reported by the U.S. Census Bureau indicates that e-commerce accounts for about 8.0% of all retail sales. E-commerce is growing at a faster rate than total retail sales, however retail spending overall is growing.
 - While e-commerce is changing how consumers shop, which also impacts the need and design of physical spaces, bricks and mortar stores are not disappearing. There is still a need for immediate purchases, to examine items, to quickly return or replace purchases, and most importantly for a social shopping experience that defines a destination resort town.

Recommendations

- Glenwood Springs provides national brands along with walkable downtown shopping. Maintaining these shopping experiences is important to retaining a regional consumer preference.
- The City's more auto-oriented shopping in West Glenwood complements the overall retail experience. This sector has been undergoing drastic changes and tenant mix should be managed to ensure stability.
- The City's in-town visitor experience and local character includes a diverse retail mix and should be expanded by inviting diverse retailers, as well inviting friendly competition between similar goods. Providing choice through variety, rather than meeting a need, attracts larger numbers – a reason why different fast food restaurants tend to congregate around the same corner or competing restaurants locate in a food court. Additionally, browsing choices keeps consumers in town longer.
- Attend International Council of Shopping Centers conference to explore opportunities to broaden the City's retail mix.
- Market the City's broadband to support local businesses that can manufacture and ship items using an e-commerce platform.
- Work with Colorado Mountain College, the CO Small Business Development Center, and CO Workforce Development to appropriately train local retail entrepreneurs.
- Create an easy to find online index and directory of local businesses – one-stop web browsing to help regional consumers plan a shopping trip. The Chamber Resort Association appears to have a mobile app version, but an online version is hard to find online.
- Develop a marketing campaign with local retailers either in collaboration with the Chamber Resort Association or as a stand-alone campaign to proactively market local retailers to drive visits to the directory and other campaign benefits, i.e.- co-branding, coupons, media marketing, etc.
- Promote overnight stays by branding Glenwood Springs as the central stopping place on longer trips across the state.
- Host a retailers committee at the Chamber Resort Association, or a stand-alone retailers association, to garner real time input from the industry on how to market itself

Focus Area 2: Regional Service Center

Assets

- Centrally located in the region between the Vail, Roaring Fork, and lower Colorado River valleys.

ASSETS, OPPORTUNITIES AND CHALLENGES

- A strategic location with interstate and highways access
- The City's has a strong construction trade presence
- There is a burgeoning professional and business sector
- Glenwood Springs is already known as a destination for goods and services

Opportunities

- Services can be stationary where customers come to the business; or mobile where the business comes to the customer.
- Projected residential and commercial growth throughout Garfield County will further enhance the need for new construction
- In turn, this enhances the need for transportation and trucking regional services.
- Projected residential and commercial growth throughout Garfield County will further enhance the need for mobile services ranging from health care to trades.
- Utilize all or a portion of the Glenwood Springs Airport site for an economically more productive use as a business and light industrial business park.
- Opportunities to develop industries including Outdoor Recreation and Hospitality, Healthcare, Construction and Building Services, Business Support Services, Technology and Information, and Regional Transportation and Logistics.

Challenges

- Many services are local small businesses that serve their own communities.
- Most of these small businesses are very willing to travel the region, however it is typically by word-of-mouth marketing; It is a financial challenge for small or sole-proprietor businesses to start and grow.
- Stationary businesses, where customers must exert additional effort to get to the business, must be well known and trusted in the markets where customers live.

Recommendations

- Identify unique destination services that will draw consumers to the City and participate in marketing that brands Glenwood Springs as the place to find the best service in the Region.
- Support growth in regional distribution of goods, service, and information.
- Grow business sectors to support regional growth including healthcare, construction and building services, business support services, and technology and information services.
- Work with Colorado Mountain College, the CO Small Business Development Center, and CO Workforce Development to appropriately train local the local workforce and entrepreneurs.
- Create an easy to find online index and directory of local businesses – one-stop web browsing to help regional consumers find City service providers.
- Host a local service business committee to garner real time input from the industry on how to diversify and market itself.

Focus Area 3: Tourism Development

Assets

- Already a recognized tourist destination.
- Well defined downtown and visitor districts.

ASSETS, OPPORTUNITIES AND CHALLENGES

- Walkable downtown retailers provide browsing opportunities and experiential shopping.
- Available spaces both in south, west, and downtown existing storefronts downtown
- There is a well-established summer high season for tourists and many regional winter destinations to build up winter tourism.
- An abundance of budget-oriented hotels and motels.
- Existing hotels to serve the business community but not well integrated into the downtown and 6th Street tourist districts
- There are potential development or redevelopment sites in both the 6th Street Corridor and downtown.
- Workforce growth will provide available labor.
- Local capital available for business growth.

Opportunities

- There is an opportunity to develop an experiential-oriented business sector focused on:
 - Food and beverage including: specialty foods; butcher shops; bakeries; fish and seafood; spice shops; craft breweries.
 - Destinations including: books; music and music stores; culinary arts; and attractions.
 - Entertainment: sports & crafts; performing arts; and evening's out.
 - Specialty foods could include locally grown indoor greenhouse vegetables that supply local "farm to table" products.
- As Glenwood Springs population grows, so will demand for friends and family hotel nights.
- An opportunity to grow businesses through diversity of goods and services
- An opportunity to add services of interest to both residents and visitors such as in-town recreation, arts, and evening adult and family friendly places
- Add diversity to Outdoor Recreation and Hospitality businesses.
- Ensure there are sufficient multi-lingual tour companies, guides, and travel agencies to accommodate and grow the international visitor market.

Challenges

- Existing business' reactions to introducing new and competing attractions, retailers, restaurants, and other tourist-oriented businesses.
- Hotel reviews (Trip Advisor) indicate an aging hotel inventory
- There is a lack of lodging diversity that integrates with downtown and 6th Street attractions
- International tourists are increasingly coming to visit Colorado's adventure ad attractions; however, there is a lack of local multi-lingual tourist companies, guides, and travel agencies that can professionally manage this market.

Recommendations

- Glenwood Springs is a resident and tourist destination for experience seekers. Businesses that provide shopping, recreational, and entertainment experiences will complement Glenwood Springs character.
- Funding for hotel and motel upgrades, for grounds and facilities, may enable independent operators and others the ability to improve the traveler experience budget and destination.
- Development of mid-priced hotels integrated into the fabric of the downtown and 6th Street districts.
- Collaboration with arts and entertainment industries may yield a new "Glenwood Springs Experience"

ASSETS, OPPORTUNITIES AND CHALLENGES

- Glenwood Springs has established itself as rest stop and destination serving travelers and recreators. These established markets should continue to be served and improving options for mid-priced travelers can attract more demand.
- This is especially true with the expansion of local attractions. The expansion of arts and entertainment opportunities will further bolster the attraction of destination travelers.

Focus Area 4: Downtown Development

Assets

- Coming over the Grand Avenue Bridge there is a feeling of arrival at Downtown as the heart of the City.
- At the same time, the Grand Avenue Bridge and pedestrian bridge connect “downtown” with the Hotel Colorado and surrounding 6th Street corridor. This unique proximity creates almost distinct downtown districts yet connected and very walkable.
- Downtown is very inviting and walkable.
- Downtown is well connected to attractions and activity hubs around town

Opportunities

- The vibrant downtown feel quickly fades just a few blocks south of 8th Street and Grand. Streetscaping, architectural components, and other urban design elements can help draw the downtown “feel” to softer edges with surrounding land uses.
- The 6th Street corridor has potential for new development and redevelopment that could house businesses that complement downtown uses and create a seamless connection between the two “districts”.
- From an economic development perspective, broadening the variety of retailers, food and beverage establishments, leisure, and recreation establishments will enhance the lifestyle for residents and visitors.
- Opportunities to develop industries including Outdoor Recreation and Hospitality, Healthcare, Business Support Services, and Technology and Information.

Challenges

- The traffic light on 8th Street at Grand creates a significant pause and a pedestrian bottleneck. This is exacerbated by the imposing number of traffic lanes, the street configuration at the bridge landing, and the seemingly high traffic speed
- 8th Street is a CDOT corridor where local jurisdictions don’t typically have much influence; the traffic lights are timed by CDOT with an emphasis on moving vehicles. However, persistence may move CDOT to consider community impacts in their timing.

Recommendations

- Perhaps a combination of traffic timing, traffic calming, and signage could calm pedestrians and contribute to a greater walkability feel.
- Downtown is merging with the 6th Street Corridor, the Hotel Colorado, and the landing area; this merging should be encouraged.
- Further enhancing 7th Street as pedestrian friendly and promoting business development along it can provide a pedestrian friendly alternative to 8th Street and further promote walkability. This would also create another neighborhood district; another niche neighborhood for residents and visitors to explore.

ASSETS, OPPORTUNITIES AND CHALLENGES

- Consider job growth and creation recommendations to enhance year-round daytime recommendations and enhance downtown economics.
- There is an existing Downtown Development Authority that should be used to leverage opportunities through TIF investment and facade programs.
- Downtown and the 6th Street Corridor are in Qualified Opportunity Zones and this investment tax credit should be used to leverage private investment.

Focus Area 5: Community Development & Enhancement

Assets

- Glenwood Springs has evolved with fairly distinct residential, commercial, and retail submarkets that flow together with a cohesive feel including the: Downtown, 6th Street Corridor; Meadows Area; West 6th Street Frontage; South Glenwood; and the Confluence. Open space and trails systems surrounding the City can be considered as a distinct “natural” neighborhood district.
- The City together with the Downtown Development Authority has supported an esthetically interesting downtown urban design and maintained clean streets and an inviting environment.
- An engaged community provides input on public projects and community vision.

Opportunities

- Growing the businesses community will serve to further activate the streets by increasing daytime populations and importing dollars to that to circulate through the economy and enhance community wealth.
- Opportunities to develop industries including Outdoor Recreation and Hospitality, Healthcare, Business Support Services, and Technology and Information.

Challenges

- Successfully implementing an economic development program to complement each neighborhood’s district character and particular opportunities.

Recommendations

- Conduct a Glenwood Springs Neighborhood focused branding campaign, articulating the various neighborhoods to visit. The City can be positioned as one single attraction and marketed on a neighborhood walking tour basis. This could particularly effective given the City’s tourism peaking during the summer warm months and perfect evenings for City walking.
- Ensure zoning is flexible enough to accommodate cross-over uses such as enabling small, clean-technology manufacturing operations to occupy traditional retail storefronts.

Focus Area 6: Job Growth & Creation

The following table cross referencing identified target industries with the five stated economic development Focus Areas. The table identifies direct contributions to on Focus Areas and does not include the cross-cluster convergence between economic development target industries or indirect impacts on geographical segmentation.

ASSETS, OPPORTUNITIES AND CHALLENGES

	Outdoor Recreation and Hospitality	Healthcare	Construction and Building Services	Business Support Services	Technology and Information	Regional Transportation and Logistics
Regional Trade	X		X		X	X
Regional Services	X	X	X	X	X	X
Tourism	X					
Downtown Development	X	X		X	X	
Community Development and Enhancement	X	X		X	X	

Recommendations

Small manufacturing businesses could locate to the River Industrial zoning districts. There is opportunity to annex additional I-2 zoned land at the south end of Old Highway 82. Limited lot depths could accommodate production in injection molding technologies and other linear assembly process. Some lots, or assembled lots, may be used for medium-scale operations such as pre-fabricated or modular building structures. In turn, modular housing construction could support affordably built housing in the City and the County to support the burgeoning regional residential base and provide employee housing to support City businesses. This industrial zone could also support indoor greenhouse operations which typically can be flexible with building footprints.

Many small-footprint, quiet, clean manufacturing or fabrication businesses could locate to Downtown or the 6th Street Corridor. Imagine a store front where visitors and residents would be intrigued seeing a production scale 3D printer producing commodities. Determined on a case-by-case basis, these uses could be integrated into mixed-use development. Perhaps such small operation spaces are part of a Maker-Space, not only doing production, but training and spawning other startup businesses.

A larger scale maker-space, or dedicated space for growing second-stage businesses, could be located near or on the Airport property. This may be also be a good location for larger scale modular building manufacturers and other mid-scale light industrial businesses.

The trucking companies already in Glenwood Springs can provide regional transportation for small, high-value products, modular building components, and other produced goods. As demand and production grows, so likely will the need for small-scale regional transportation and logistics. Limited land resources may limit large scale warehousing and logistics operations, but here are multiple opportunities to diversify small transportation related businesses.

Glenwood has shown a natural advantage in attracting and retaining people and workforce. This is notable in the 25 to 54 age range and the largest cohort likely to become entrepreneurs. The secondary school system and Colorado Mountain College's certificate and degree programs could work together to focus on targeted workforce skill to further enhance small businesses. Colorado Workforce Centers (CWC) has an office in Glenwood Springs and recently has been supporting emerging entrepreneurship and training opportunities with both funding and administrative support. CWC has recently began piloting coworking centers to provide such opportunities. Indeed, shared-work spaces are becoming an important element for business startups and second-stage companies.

RECOMMENDATIONS

Given the particular economic development opportunities available to Glenwood Springs, the following recommendations are made for a comprehensive economic development effort.

1. New Housing and Construction Growth Opportunities

The limited availability of workforce housing has constrained the ability to house both local and regional workers. New housing construction is underway within the City that will help to address this issue. Particularly as units are reserved for local teachers and possibly other local basic professional and service needs.

However, land for new construction is limited in the City. With Glenwood Springs' identity as the premier shopping and leisure destination in the County, supporting new regional housing will ease housing prices, create more available housing units for employees working in the City, and grow regional demand for local City businesses.

This notion regarding the City's future position as a central city serving growing peripheral bedroom communities may seem out of character, however many mountain communities along major transportation routes are seeing exactly this pattern of growth. Economic development efforts should:

- Continue to work closely with the Garfield County Housing Authority to encourage regional housing solutions for all housing price points, especially affordable housing.
- Glenwood Springs has a natural comparative advantage supporting strong construction industry. Facilitating the industry to refocus opportunities and pursue new technologies for new housing types and building technologies would support retention and expansion of existing buildings.
- Facilitating a focus group amongst construction and related businesses could help identify needed local vendors and bring about new collaborations and opportunities to support new residential and commercial construction.
- Attracting emerging construction businesses, such as modular construction that provides cost-effective and faster construction, can diversify the industry, create new spinoff and support businesses, and help ease the regional housing shortage.

2. Recreation Industry Growth Opportunities

There is existing opportunity to diversify the cluster's market segments. Existing under-served segments include outdoor apparel manufacturing, outdoor recreation and hospitality transportation-related services, and outdoor recreation and hospitality wholesalers. Economic development efforts should:

- Actively pursue outdoor equipment manufacturers. Outdoor good manufacturing engages production technologies and plastic manufacturing businesses, both identified as business that could utilize the City's constrained inventory industrial lands. These specialized manufacturers could also supply recreation firms and outfitting services.
- Recreational goods manufacturing also links to medical device technologies and may support specialized applications to sports medicine, treatment, and orthotics.
- Support a more robust guided tour industry. There are several outdoor recreation rental and guide services available including rafting, and at least one full service outfitter offering mountain adventures and overnight trips. With the abundance of national forests and mountains the City can likely support other specialized adventure businesses.

- Distribution of locally manufactured products would support the local trucking and transportation industry and enhance trade with the regional market.
- The Recreation industry cluster as described herein would lend itself to a themed shared-work environment for both knowledge workers and small-manufacturing maker space.

3. Workforce Development: Training, Small Business and Startups

Glenwood Springs' has a natural propensity to attract workforce age residents. These people will be both entrepreneurial and employment seeking in nature. Economic development efforts should:

- Collaborate with local educational institutions and businesses to build opportunities to support professional development; to build workforce capacity, encourage entrepreneurship, provide life-long learning opportunities, and present a strong image for primary business attraction. This could include a shared "Learning Space" that can provide space for classes, distance learning, and coordinate mentoring, apprenticeship, and incubation.
- Proactively work with the Colorado Workforce Center, Colorado Mountain College, and other State universities to establish a coordinated and expanded professional education center, including remote learning.
- Establish a registered Apprenticeship program and list the program with the Colorado Department of Labor and Employment (DOLE)
- Investigate the possibility to physically and financially partner with the Colorado Small Business Development Center (SBDC) and/or the Colorado Rural Workforce Consortium which has interest in supporting rural co-working- and maker-space.
- Inquire about establishing a SBDC or CO Workforce Counsel funded incubator that can coordinate with co-working space and maker-space.

4. Co-Working and Maker-Space

From a small business, freelancer, or startup perspective shared workspace is an economical solution for office space and shared equipment that may otherwise be out of financial reach. These types of workspaces can be long-term solutions or more likely a stepping stone to becoming an established local business. An office-style co-working space has recently opened in Glenwood Springs and there is likely room for additional operators. Economic development efforts should:

- Coordinate with existing businesses and the Colorado Mountain College to identify market opportunities for new businesses.
- Shared-spaces tend to have relatively high profit margins and therefore proactively seeking an operator to locate in town.
- The City should support the development of appropriate types of shared-work spaces which could include identifying existing spaces to market for such use.
- If necessary, offering available public buildings or land and possibly economic incentives to attract shared-space operators.

5. Retention & Expansion

Businesses to grow and attract are those that “feel” comfortable in the City’s setting, place, and lifestyle, and share the same set of values (i.e.- work and play). Economic Development efforts should include:

- Organize focus groups among existing businesses to explore expansion and collaboration strategies that could be used. This could start simply as simple “meet ups” in a reserved room at local restaurant.
 - Focus groups may result in collaborative marketing concepts between different types of businesses.
- Proactively pursue workforce attraction and directly market to post-secondary schools know for business and entrepreneurship.
- Since Glenwood Springs is already home to a strong leisure and hospitality base, this industry provides key training, workforce, and apprenticeship opportunities for the city.
- To grow the workforce as an economic development tool, local colleges should be brought into discussing the needs of targeted businesses and industries, and educational programs better developed and/or marketed. Depending on the economic development target audience, specialized training and professional development programs should be developed and be touted.

6. Expanding the Light Industrial Base

Perhaps the biggest hurdle for diversifying Greatest physical constraints are on parcel dimensions and soil stability. Except for the airport property, other industrial zoned opportunities face various limitations.

- Along east side of river, the land is very narrow. The area currently houses small free-standing shops and garages with little need for yard storage.
 - This would make a good location for other uses that do not require yard storage space. Perhaps small commercial flex or low-cost small footprint office.
 - Small manufacturers, such as outdoor recreation-oriented companies, may find this a good location; perhaps to support flex or rowhouse style concentrations of related businesses.
 - There is opportunity to annex adjacent land to the south, which also presents the same shallow lot issues which limits occupancy to small-footprint business.
- If the Glenwood Springs Airport was decommissioned, a portion of the site (or the entire site) could be put into use as a business and/or light industrial business park. This may be a location for maker-space and other small businesses.
 - There are infrastructure challenges relating to truck access; however, this may be less of an issue for small scale manufacturers. There are a number of different construction trade associations in Glenwood Springs. Would match with pursuing small footprint modular construction companies.
- West of the Meadows, soil conditions may make it tough for any long-term permanent structure.
 - This location may be ideal for open field testing for artificial intelligence devices, robotics, and drones. Scheduled times and special facilities.
 - This could be an amenity to attract high-tech industries

7. Positioning

Branding and marketing are important to attract targeted businesses to the City. Glenwood Springs is well marketed and a recognized destination for attractions and outdoor activity. A marketing campaign that

specifically addresses Glenwood Springs as a business location would greatly compliment the mountain lifestyle already being marketed for tourism. Positioning the City could entail the following:

- Low unemployment and high cost of living puts Glenwood Springs in the same competitive environment as many other cities and towns today. What must be touted is the ability to attract workers of all ages and the ability to keep transplants as engaged citizens. This very much comes through when looking at the age distribution of both the Glenwood Springs population and immigration patterns.
- Organize the local realtors to populate a central source for marketing commercial listings and to make referrals for sellers looking to sell. This could be a web site sponsored by the City, or perhaps self-funded by a collaboration of various local brokerages. A focus group for the local real estate community can help plan for this and also brainstorm on ways to better position available properties to new and expanding businesses.
 - Have business-ready real estate; institute a Certified Business Ready Site Certification program.
- Additional housing in both Glenwood Springs and the County can support a diverse labor supply to feed City business growth.
 - There should be various geographic settings and diversity in housing configurations available. The City should work cooperatively with the County to support county-wide housing to support the labor pool that Glenwood Springs will tap into.

8. Focus Area Recommendations

The following recommendations are made regarding the City's specific economic development focus areas:

Regional Trade Center

- Glenwood Springs provides national brands along with walkable downtown shopping. Maintaining these shopping experiences is important to retaining a regional consumer preference.
- The City's more auto-oriented shopping in West Glenwood complements the overall retail experience. This sector has been undergoing drastic changes and tenant mix should be managed to ensure stability.
- The City's in-town visitor experience and local character includes a diverse retail mix and should be expanded by inviting diverse retailers, as well inviting friendly competition between similar goods. Providing choice through variety, rather than meeting a need, attracts larger numbers – a reason why different fast food restaurants tend to congregate around the same corner or competing restaurants locate in a food court. Additionally, browsing choices keeps consumers in town longer.
- Attend International Council of Shopping Centers conference to explore opportunities to broaden the City's retail mix.
- Market the City's broadband to support local businesses that can manufacture and ship items using an e-commerce platform.
- Work with Colorado Mountain College, the CO Small Business Development Center, and CO Workforce Development to appropriately train local retail entrepreneurs.
- Create an easy to find online index and directory of local businesses – one-stop web browsing to help regional consumers plan a shopping trip. The Chamber Resort Association appears to have a mobile app version, but an online version is hard to find online.
- Develop a marketing campaign with local retailers either in collaboration with the Chamber Resort Association or as a stand-alone campaign to proactively market local retailers to drive visits to the directory and other campaign benefits, i.e.- co-branding, coupons, media marketing, etc.

- Promote overnight stays by branding Glenwood Springs as the central stopping place on longer trips across the state.
- Host a retailers committee at the Chamber Resort Association, or a stand-alone retailers association, to garner real time input from the industry on how to market itself

Regional Service Center

- Identify unique destination services that will draw consumers to the City and participate in marketing that brands Glenwood Springs as the place to find the best service in the Region.
- Support growth in regional distribution of goods, service, and information.
- Grow business sectors to support regional growth including healthcare, construction and building services, business support services, and technology and information services.
- Work with Colorado Mountain College, the CO Small Business Development Center, and CO Workforce Development to appropriately train local the local workforce and entrepreneurs.
- Create an easy to find online index and directory of local businesses – one-stop web browsing to help regional consumers find City service providers.
- Host a local service business committee to garner real time input from the industry on how to diversify and market itself.

Tourism Development

- Glenwood Springs is a resident and tourist destination for experience seekers. Businesses that provide shopping, recreational, and entertainment experiences will complement Glenwood Springs character.
- Funding for hotel and motel upgrades, for grounds and facilities, may enable independent operators and others the ability to improve the traveler experience budget and destination.
- Development of mid-priced hotels integrated into the fabric of the downtown and 6th Street districts.
- Collaboration with arts and entertainment industries may yield a new “Glenwood Springs Experience”
- Glenwood Springs has established itself as rest stop and destination serving travelers and recreators. These established markets should continue to be served, and improving options for mid-priced travelers can attract more demand.
- This is especially true with the expansion of local attractions. The expansion of arts and entertainment opportunities will further bolster the attraction of destination travelers.

Downtown Development

- Perhaps a combination of traffic timing, traffic calming, and signage could calm pedestrians and contribute to a greater walkability feel.
- Downtown is merging with the 6th Street Corridor, the Hotel Colorado, and the landing area; this merging should be encouraged.
- Further enhancing 7th Street as pedestrian friendly and promoting business development along it can provide a pedestrian friendly alternative to 8th Street and further promote walkability. This would also create another neighborhood district; another niche neighborhood for residents and visitors to explore.
- Consider job growth and creation recommendations to enhance year-round daytime recommendations and enhance downtown economics.

- There is an existing Downtown Development Authority that should be used to leverage opportunities through TIF investment and façade programs.
- Downtown and the 6th Street Corridor are in Qualified Opportunity Zones and this investment tax credit should be used to leverage private investment.

Community Development & Enhancement

- Conduct a Glenwood Springs Neighborhood focused branding campaign, articulating the various neighborhoods to visit. The City can be positioned as one single attraction and marketed on a neighborhood walking tour basis. This could particularly effective given the City's tourism peaking during the summer warm months and perfect evenings for City walking.
- Ensure zoning is flexible enough to accommodate cross-over uses such as enabling small, clean-technology manufacturing operations to occupy traditional retail storefronts.

Job Growth & Creation

- Larger lots and assemblages could be used for medium-scale operations such as pre-fabricated or modular building structures or support indoor greenhouse operations. Modular housing construction could support affordably built housing in the City and the County to support the burgeoning regional residential base and provide employee housing to support City businesses.
- Many small-footprint, quiet, clean manufacturing or fabrication businesses could locate to Downtown or the 6th Street Corridor. Determined on a case-by-case basis, these uses could be integrated into mixed-use development. Perhaps such small operation spaces are part of a Maker-Space, not only doing production, but training and spawning other startup businesses.
- A larger scale maker-space, or dedicated space for growing second-stage businesses, could be located near or on the Airport property. This may be also be a good location for larger scale modular building manufacturers and other mid-scale light industrial businesses.
- The trucking companies already in Glenwood Springs can provide regional transportation for small, high-value products, modular building components, and other produced goods. As demand and production grows, so likely will the need for small-scale regional transportation and logistics. Limited land resources may limit large scale warehousing and logistics operations, but here are multiple opportunities to diversify small transportation related businesses.
- Encourage the development of co-working and maker-space. Colorado Mountain College's certificate and degree programs could work together to focus on targeted workforce skill to further enhance small businesses. Colorado Workforce Centers (CWC) has an office in Glenwood Springs and recently has been supporting emerging entrepreneurship and training opportunities with both funding and administrative support. CWC has recently began piloting coworking centers to provide such opportunities. Indeed, shared-work spaces are becoming an important element for business startups and second-stage companies.
- As a quintessential Colorado outdoor recreation town, there is an opportunity to create an outdoors recreation cluster not only providing an array of field guides and outfitters, but also recreation equipment manufacturers.
- There are existing businesses and business-people in the City that can be previously untapped resources. By organizing focus groups of retailers, construction and trades, trucking firms, and financial institutions, missing and needed goods and services can be identified. Retailers may want a forum where they can

discuss co-marketing or other synergistic business models. As well as ways for the City to brand itself in other areas in addition to hospitality.

- Perhaps most importantly, organizing various business sectors can identify job openings and opportunities for interns and apprenticeships. Establishing itself as a community known for its strong educational training and Certified Apprenticeship Programs would be a fitting brand.
- Small manufacturing businesses could locate to the River Industrial zoning districts.
- There is opportunity to annex additional I-2 zoned land at the south end of Old Highway 82. Limited lot depths could accommodate production in injection molding technologies and other linear assembly process.

9. Potential Economic Development Incentives

Economic development incentives can be defined as discretionary financial benefits provided to firms to incentivize economic activity. Under this definition, incentives include cash grants (e.g. job training grants), tax abatements and credits, and special forms of financing (e.g. tax increment financing, industrial revenue bonds, etc.). It would not include loans or general technical assistance provided to companies by economic development departments or other local and state government actors.

1. Stability and growth through retention, expansion, or attraction activity by prioritizing firms and industries that drive local comparative advantage, innovation, productivity, and wage gains
2. Boost trade by facilitating export growth and trade with other markets in the United States and abroad in ways that deepen regional industry specializations and bring in new income and investment
3. Invest in people and skills by incorporating skills development of workers as a priority for economic development and employers so that improving human capacities results in meaningful work and income gains
4. Connect place by catalyzing economic place-making and work at multiple geographic levels to connect local communities to regional jobs, housing, and opportunity

The table on the following pages summarizes economic development incentives to be considered in Glenwood Springs.

RECOMMENDATIONS

Purpose	Incentive		Description
	Local	State	
Catalyzing Economic Place	Urban Renewal Authority (URA)		Urban renewal laws allow municipal governments to engage in urban renewal projects as a means to improve blighted areas. Slum and blight conditions include: (1) deteriorating structures and deteriorating site improvements; (2) faulty street or lot layout; (3) unsanitary or unsafe conditions; (4) inadequate public facilities; (5) code violations; and (6) other distresses concerning property pursuant to Section 31-25-103 (2), C.R.S.
	<ul style="list-style-type: none"> • Tax Increment Financing (TIF) • Issue and repay redevelopment bonds using TIF proceeds • Project specific TIF • District TIF • TIF Grants 		<p>Colorado authorizes urban renewal authorities (URAs) to use TIF for projects that improve blighted areas. TIF is the "increment" of increased taxes collected within the TIF district after improvements are made (Section 31-25-101 et seq., C.R.S.). Tax increment revenue may be generated from property or sales taxes.</p> <p>Many URAs retain a portion (30% to 50%) of generated TIF to fund operations and capitalize community project grants.</p> <p>To finance large infrastructure projects.</p> <p>To finance individual projects that result in significant tax increments.</p> <p>To finance a large catalytic project that benefit the entire URA district.</p> <p>Grants to community projects from a TIF funded grant program.</p>

RECOMMENDATIONS

Purpose	Incentive		Description
	Local	State	
	<p>Downtown Development Authority (DDA)</p>		<p>Downtown Development Authorities serve a public use; promote the health, safety, prosperity, security, and general welfare and will halt or prevent deterioration of property values or structures within central business districts, will halt or prevent the growth of blighted areas within such districts, and will assist municipalities in the development and redevelopment of designated districts.</p> <p>Many DDAs retain a portion (30% to 50%) of generated TIF to fund operations and capitalize community project grants.</p> <p><u>Glenwood Springs has an existing DDA District established in 2001.</u> The DDA has several over-arching goals: It seeks to enhance and broaden the downtown experience for residents and guests through infrastructure, beautification, pedestrian access and connections to open space, views and river corridors. Revenues to the DDA are earmarked and used exclusively for the purposes of downtown vitality.</p>
	<ul style="list-style-type: none"> • DDA: Tax Increment 		<p>Colorado authorizes downtown development authorities (DDAs) to use TIF for projects that improve and revitalize and improve business districts. TIF is the "increment" of increased taxes collected within the TIF district after improvements are made (Section 31-25-101 et seq., C.R.S.). Tax increment revenue may be generated from property or sales taxes.</p>

RECOMMENDATIONS

Purpose	Incentive		Description
	Local	State	
	<ul style="list-style-type: none"> • DDA: Storefront Facade Improvement Program 		A grant program (typically matching) intended to support existing businesses and to assist in the attraction of new companies with the improvements to the exterior of commercial storefront buildings and lots. This in turn improves City's visual appeal. This existing program can be expanded.
		Enterprise Zone Vacant Commercial Building Rehabilitation	Encourages redevelopment of vacant commercial property with a 25% credit for the cost of rehabilitation of a building that is at least 20 years old and has been completely vacant for at least 2 years. The credit is limited to \$50,000 per building.
		Enterprise Zone Contribution Projects	Enterprise Zone Contribution Projects encourage public-private partnerships to implement economic development plans that result in job creation/retention and business expansion. Colorado taxpayers may earn a 25% state income tax credit by contributing to targeted efforts. Contribution projects are typically nonprofit organizations with missions including: private economic development corporations and economic alliances; workforce training and education; vocational training; job readiness; property restoration; downtown development; economic development marketing; readiness capital campaign; cultural centers; recreation development; habitat for humanity; and advanced manufacturing centers.

RECOMMENDATIONS

Purpose	Incentive		Description
	Local	State	
Stability and Growth		Job Growth Incentive Tax Credit (JGITC)	The JGITC provides a state income tax credit equal to 50% of FICA paid by the business on the net job growth for each calendar year in the credit period. A business must undertake a job creation project for which Colorado is competing with at least one other state for the project and make application has been submitted to the EDC and approved. Businesses have to create at least 20 net new jobs (full-time equivalents) in Colorado during the credit period with an average yearly wage of at least 100% of the county average wage rate based on where the business is located when compared to the county average wage rate.
	Glenwood Springs Tax Rebate Program		With this existing program qualified businesses may apply for a Tier one or Tier two City sales tax rebate for up to five (5) consecutive years for a number of different construction and renovation purposes.
	Property Investment Reimbursements		A Property Investment Reimbursement (PIR) is a cash rebate provided to a company that commits to expand or relocate into the City and commits to invest in a City location for a future number of years.
	Personal Property Tax Credits		Per the Save Colorado Jobs Act the City and County may elect to exempt up to 100 percent of locally assessed business personal property taxes. Colorado Springs and Jefferson County have recently eliminated 100% of their local business personal property tax.

RECOMMENDATIONS

Purpose	Incentive		Description
	Local	State	
		CO Enterprise Zone programs	The Colorado Enterprise Zone (EZ) Program is designed to promote a business-friendly environment in economically distressed areas by offering state income tax credits that incentivize businesses to locate and develop in, and non-profit organizations to assist with the needs of these communities.
		<ul style="list-style-type: none"> Enterprise Zone: Investment Tax Credit 	Businesses investing in business personal property can earn a 3% tax credit
		<ul style="list-style-type: none"> Enterprise Zone: New Employee Credit 	Businesses increasing their workforce may earn a state income tax credit \$1,100 per net new employee.
		<ul style="list-style-type: none"> Enterprise Zone: Research and Development Tax Credit 	Businesses conducting research and development may earn a 3% tax credit on the increase in such expenditures as compared to that of the prior 2 years.
		<ul style="list-style-type: none"> Enterprise Zone: Commercial Vehicle Investment Tax Credit 	Investment in commercial trucks, truck tractors, tractors, or semitrailers, and associated parts registered in CO and based and used in an EZ may earn the taxpayer a 1.5% credit

RECOMMENDATIONS

Purpose	Incentive		Description
	Local	State	
		Business Loan Funds (BLF)	Supports community and economic development efforts in designated rural areas of the state. The Colorado Office of Economic Development and International Trade (OEDIT) uses its allocation of CDBG funds to capitalize 14 Regional BLFs. These loans may be used to start a business, expand or stabilize an existing business. Finances the acquisition of building purchase, renovation, equipment, working capital and other business needs. Usually, there is a job retention or job creation requirement and at least 51 percent of all of the jobs created and/or retained must generally be filled with persons that qualify as low to moderate income persons. (See nwccog.org)
		Micro Enterprise Loans (MEL)	Available to businesses that have five or fewer employees. If all owners of a business qualify as low to moderate income persons, the loan may not have job creation or retention requirements. These loans are limited to specific criteria, are limited to requests of \$100,000 or less, and are available solely at the discretion of the BLF Directors. (See nwccog.org)
	Waiving Permit Fees		The City may expedite the building permit process and/or choose to waive all or part of various permit fees.

RECOMMENDATIONS

Purpose	Incentive		Description
	Local	State	
	Local Tax Abatement		<p>Cities may consider waiving or rebating local sales/use taxes for construction materials, personal property, and manufacturing equipment.</p> <p>Tax abatements could be limited to eligible components or activities including new and renovated homes and commercial buildings.</p> <p>Eligible renovation and rehabilitation expenditures could include remodeling, repair, construction management and demolition costs, environmental remediation costs, acquisition costs, architectural and engineering fees, or other hard costs.</p>
	Capital Grant/Loan		<p>Local economic development business grants and loans. Cities may offer low interest loans or interest rate reductions on a loan for tenant finish costs, equipment, and working capital.</p> <p>For example, the City may lend money to a business wanting to make a permanent improvement to the space such as upgraded electrical service, a sprinkler system, patios, or other functional and code upgrades. The loan would be secured by a promissory note wherein the loan can be paid over a pre-determined term through its annual sales tax. A balloon payment can be built in at the end of the term should the loan not be paid back through regular sales tax payments at the end of the term. The balloon can also be a single interest payment at the end of the term.</p>

RECOMMENDATIONS

Purpose	Incentive		Description
	Local	State	
Boost Regional Trade	Sponsored Transit		To access a larger labor pool, access new County housing development, and foster regional economic growth the City could possibly sponsor RFTA transit pass discounts and discounted one-way ride passes for employers or employees. This would assist with retention, expansion, and attraction. Could be tied to new business investment or a BMR program. Could also foster regional access to Glenwood Springs amenities including leisure and hospitality businesses.
Invest in People and Skills	Below Market Rate (BMR) Sale/Lease Housing Program		A BMR program is intended to increase the supply of affordable housing. Residential and commercial/industrial developers who build in the City are required to contribute BMR housing units and/or BMR housing in-lieu fees.
	Training Assistance		The City may help with workforce training for qualified projects.
	Community-Based Small Business Development Centers		Provide free one-on-one counseling services in the areas of business research and marketing, new business feasibility analysis, business plan preparation, finance packaging, and other small business topics. This may be free-standing, in collaboration with the Colorado Mountain College, and/or integrated into a co-working space.
	Employee Relocation Assistance		The City and/or the County can offer information and assistance with finding a residence, discounted products, and services to assist relocating employees.

RECOMMENDATIONS

Purpose	Incentive		Description
	Local	State	
		Enterprise Zone Job Training	Companies that implement a qualified job-training program for their enterprise zone employees may earn an income tax credit of 12% of their eligible training costs.
		Enterprise Zone Employer Sponsored Health Insurance	Offers businesses \$1,000 per net new employee insured under a qualified health plan for which the employer pays at least 50% of the cost. This credit is available for the first two years the business is located in an enterprise zone.
Opportunity Zones		The State of Colorado has designated Qualifying Opportunity Zone in Glenwood Springs.	<p>Opportunity Zone Funds are self-certifying private and public-private entities eligible for federal tax credits as an incentive for real estate and business development investing in Qualified Enterprise Zones.</p> <p>Glenwood Springs' Qualified Opportunity Zones generally are east of the Roaring Fork River and north of I-70: they encompass the 6th Street Corridor, downtown, and a majority of South Glenwood.</p>

10. Economic Development Organization and Programming

- City needs to not only create a relationship when nurturing growth or attraction, but also must follow up on any financial, policy, public investment, and other conditions upon which the business relied upon to make a location decision.
- Have an approachable economic development specialist that can create and maintain relationships between existing business and business prospects.
- Explore economic gardening programs that focus on retaining and growing existing businesses and nurturing small business and startups.
- Coordinate and maintain an Available Properties database, informed by local brokers or Real Estate Committee to track market statistics and enable easy searches by businesses seeking to relocate or expand.
- Create a staffed economic development group to coordinate and implement tactics. This does not need to be a large staff, however having staff dedicated to economic development will create continuity and resources to undertake timely economic development activities.
 - This could be additional City staff, or perhaps a stand-alone economic development agency supported by local investors (a model used in many Colorado communities).

Economic and Demographic Research
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