



AGENDA
TOWN OF PARACHUTE
TOWN COUNCIL REGULAR MEETING
222 GRAND VALLEY WAY PARACHUTE, CO 81635
MARCH 17, 2022 6:30 PM

The Town of Parachute will make reasonable accommodations for access to Town services, programs, and activities and will make special communication arrangements for persons with disabilities. Please call (970) 285-7630, x-104 for assistance.

(A) CALL TO ORDER

(B) PLEDGE OF ALLEGIANCE

(C) APPROVE AGENDA

(D) CONSENT AGENDA

Items of a routine nature are placed on the consent agenda to allow the town council to spend its time and energy on more important items on a lengthy agenda. Any council member or any member of the public may request that an item be “removed” from the consent agenda and considered on the regular agenda.

D.1 MINUTES

FROM THE REGULAR MEETING OF FEBRUARY 17, 2022
[2022.02.17 REGUALR MINUTESs.pdf](#)

D.2 EXPENDITURES

PAID FEBRUARY 10, 2022, THROUGH MARCH 9, 2022
[EXPENDITURES FEB-MAR.pdf](#)

D.3 RESOLUTION NO. 2022-11

A RESOLUTION OF THE TOWN COUNCIL OF THE TOWN OF PARACHUTE, COLORADO, AMENDING THE TOWN’S SCHEDULE OF FEES REGARDING OPTIONAL PREMISES CULTIVATION OPERATIONS AND MARIJUANA LICENSING FEES

[Fee schedule Staff Report.pdf](#)
[2022-11 Resolution - Amendment to Fee Schedule - Medical.pdf](#)

D.4 RESOLUTION NO. 2022-12

RESOLUTION SUPPORTING THE GRANT APPLICATION FOR AN ADMINISTRATION GRANT FROM THE COLOARDO DEPARTMENT OF LOCAL AFFAIRS FOR THE UPDATE OF THE INRASTRUCTURE MASTER PLAN

[2022-12 Resolution for Administration Grant - DOLA.pdf](#)

(E) PUBLIC COMMENTS ON THE ISSUES NOT ON THE AGENDA

The Town Council welcomes you and thanks you for your time and concerns. If you wish to address the Town Council, this is the time set on the agenda for you to do so. When you are recognized, please step to the podium, state your name and address then address the Council. Your comments will be limited to three (3) minutes. The Council may not respond to your comments this evening, rather they may take your comments and suggestions under advisement and provide direction to the appropriate member of Town Staff for follow-up. Thank you.

PLEASE SILENCE ALL CELL PHONES, PAGERS, AND HAND-HELD DEVICES.THANK YOU.
PLEASE NOTE: THIS MEETING IS BEING AUDIO RECORDED.

(F) DEPARTMENTAL REPORTS

F.1 PRESENTATION OF THE DRAFT 2022 COMPREHENSIVE PLAN

[Cover Memo - Draft Comprehensive Plan Update](#)

[Attachment A - Parachute 2040 Plan_DRAFT.pdf](#)

[Attachment B - Parachute 2015 Comprehensive Plan_ADOPTED](#)

F.2 MAYOR AND TOWN COUNCIL REPORTS

F.3 STAFF REPORTS

[2022.03.17PWREPORT.pdf](#)

[2022.03.17PD REPORT.pdf](#)

[FEBRUARY BLOTTER.pdf](#)

(G) PUBLIC HEARINGS

G.1 PUBLIC HEARING BEFORE THE PARACHUTE TOWN COUNCIL IN CONSIDERATION OF RETAIL AND MEDICAL MARIJUANA PRODUCTS MANUFACTURING FACILITY LICENSES FOR SOFTGEL RX, INC

APPLICANT: SOFTGEL RX, INC

ADDRESS: 1386 HORSESHOE DR

FRUITA, CO 81521

PROPOSED PREMISE: 101 CARDINAL WAY #6&7

[Softgel Rx Staff Report.pdf](#)

[Attachment A Softgel Rx_Redacted.pdf](#)

G.2 ORDINANCE NO. 800-2022 - AN ORDINANCE OF THE TOWN COUNCIL OF THE TOWN OF PARACHUTE, COLORADO, APPROVING A LICENSE AND USE AGREEMENT WITH COUNTRY HOLDINGS, LLC RELATED TO TOP ADVENTURES AND AUTHORIZING THE SALE OF EQUIPMENT

[COVER MEMO Ord 800-2022 TOP Adventures Property License Agreement.docx](#)

[Attachment A - Ordinance - Approving Agreement with Country Holdings.docx](#)

[Attachment B - TOP Adventures Agreement - Country Holdings - DRAFT - with EXHIBITS.pdf](#)

(H) CONTRACTS

H.1 TOWN COUNCIL CONSIDERATION OF SOLID WASTE BID AWARD TO DEPENDABLE WASTE

[Cover Memo Solid Waste Removal Contract.pdf](#)

[Attachment A Dependable Waste Contract.pdf](#)

(I) FUTURE ITEMS (IF NECESSARY)

I.1 UPCOMING MEETINGS

March 22, 2022 - 6:30 pm - New Council Introduction Meeting

March 29, 2022 - 6:30 pm - Grand Valley Town Hall Series

April 21, 2022 - 6:30 pm - Town Council Meeting

April 29-30 - 8:00 am -3:00 pm - Parachute Clean up

[Draft_Town_Council_Agendas_and_Upcoming_Meetings.pdf](#)

(J) EXECUTIVE SESSION (IF NECESSARY)

(K) ADJOURN

K.1 ZOOM LINK

You are invited to a Zoom webinar.

When: [Every month on the Third Thursday](#)

06:30 PM Mountain Time (US and Canada)

Topic: **Town Council**

Please click the link below to join the webinar:

<https://us02web.zoom.us/j/83441195679?pwd=UXNwMVZiMisvemlOYkg1ZGRpQURqQT09>

Passcode: **Council**

Or One tap mobile :

US: +12532158782,,83441195679#,,,,*2182527# or +13462487799,,83441195679#,,,,*2182527#

Or Telephone:

Dial(for higher quality, dial a number based on your current location):

US: +1 253 215 8782 or +1 346 248 7799 or +1 669 900 6833 or +1 301 715 8592 or +1 312 626 6799

or +1 929 205 6099

Webinar ID: 834 4119 5679

Passcode: 2182527

International numbers available: <https://us02web.zoom.us/j/83441195679>



MINUTES
TOWN OF PARACHUTE
TOWN COUNCIL REGULAR MEETING
222 GRAND VALLEY WAY PARACHUTE, CO 81635
FEBRUARY 17, 2022 6:30 PM

(A) CALL TO ORDER – Meeting called to order at 6:30 PM

PRESENT: Roy McClung
Rory Birdsey
Claudia Flores
Artemio Baltazar – Arrived at 6:34 PM
Tim Olk
Tom Rugaard
Shawn Stevenson

ABSENT: None

STAFF PRESENT: Travis Elliott, Town Manager
Lucy Spalenka, Town Clerk
Teresa Beecraft, Finance Director
Mark King, Public Works Director
Justin Mayfield, Police Sargent

(B) PLEDGE OF ALLEGIANCE

(C) APPROVE AGENDA

MOTION 1: Moved and seconded by Birdsey Rugaard to approve agenda
Motion passed with a 5-0 vote

(D) CONSENT AGENDA

Items of a routine nature are placed on the consent agenda to allow the town council to spend its time and energy on more important items on a lengthy agenda. Any council member or any member of the public may request that an item be “removed” from the consent agenda and considered on the regular agenda.

D.1 MINUTES FROM THE JANUARY 20, 2022 REGULAR MEETING

**D.2 LICENSE RENEWAL FOR A HOTEL & RESTAURANT LIQUOR
LICENSE APPLICANT: EL TAPATIO
LOCATION: 393 E 2ND STREET #4**

D.3 EXPENDITURES PAID JANUARY 13, 2022 THROUGH FEBRUARY 9, 2022.

D.4 TOWN COUNCIL CONSIDERATION OF RESOLUTION NO. 2022-06

RESOLUTION SUPPORTING THE APPLICATION FOR A MINI- / TECHNICAL ASSISTANCE GRANT FROM THE ASSOCIATED GOVERNMENTS OF NORTHWEST COLORADO (AGNC) FOR THE REPLACEMENT OF SIGNAGE IN THE TOWN

D.5 TOWN COUNCIL CONSIDERATION OF RESOLUTION NO. 2022-07

RESOLUTION SUPPORTING THE GRANT APPLICATION FOR GRANT FROM THE GREAT OUTDOORS COLORADO (GOCO) FOR THE DEVELOPMENT OF PARACHUTE ISLAND PARK

D.6 TOWN COUNCIL CONSIDERATION OF RESOLUTION NO. 2022-08

RESOLUTION SUPPORTING THE GRANT APPLICATION FOR A GRANT FROM THE COLORADO DEPARTMENT OF LOCAL AFFAIRS FOR THE RECONSTRUCTION OF DIAMOND LOOP

D.7 TOWN COUNCIL CONSIDERATION OF RESOLUTION NO. 2022-09

RESOLUTION SUPPORTING THE APPLICATION FOR A TRADITIONAL GRANT FROM THE GARFIELD COUNTY FEDERAL MINERAL LEASE DISTRICT FOR THE EXTENSION OF WATER LINE TO CARDINAL WAY

D.8 TOWN COUNCIL CONSIDERATION OF RESOLUTION NO. 2022-10

A RESOLUTION OF THE TOWN COUNCIL OF THE TOWN OF PARACHUTE, COLORADO, CANCELLING THE REGULAR MUNICIPAL ELECTION ON APRIL 5, 2022 AND DECLARING THE CANDIDATES ELECTED.

MOTION 2: Moved and seconded by Rugaard / Olk to approve consent agenda
Motion passed with a 6-0 vote

(E) PUBLIC COMMENTS ON THE ISSUES NOT ON THE AGENDA

No public comment

(F) PRESENTATIONS BEFORE THE PARACHUTE TOWN COUNCIL

F.1 BRIAN HOTARD, TERRA ENERGY PARTNERS – **NOT PRESENT**

F.2 DAVE BLAIR & CHRIS JACKSON, STATE OF GRAND VALLEY TOWN HALL SERIES
Dave Blair, Chris Jackson, & Evan Zislis talka bout the aims of the State of Grand Valley Town Hall Series.

F.3 JULIE VAN HOEK, REQUEST TO JOIN THE COLORADO RIVER VALLEY CHAMBER OF COMMERCE AS A MUNICIPAL MEMBER

Julie Van Hoek requested the Town enter a partnership with the Chamber at the \$3,000 membership level.

MOTION 3: Moved and seconded by Rugaard / Stevenson to approve joining the Chamber at the \$3,000 Municipality level.

Motion passed with a 6-0 vote

(G) DEPARTMENTAL REPORTS

Mayor and Town Council

Mayor McClung gave an update on USPS complaint call.

Councilmember Olk thanked everyone and said goodbye.

Councilmember Stevenson spoke about the current state of Human Services in the County.

Council Member Rugaard inquired about doing something to thank Coach Gallegos before he moves out of the area.

Public Works Update

Public Works Director King went over his monthly report.

Police Department Update

Sargent Mayfield, filling in for Police Chief Stewart, went over the PD monthly report.

G.1 A LETTER OF SUPPORT FOR GARFIELD COUNTY’S DOLA GRANT APPLICATION FOR CARRIER NEUTRAL LOCATION (CNL) FACILITIES AND MIDDLE MILE BROADBAND NETWORK INFRASTRUCTURE

MOTION 4: Moved and seconded by Rugaard / Birdsey to approve joining the Chamber at the \$3,000 Municipality level.

Motion passed with a 6-0 vote

(H) APPOINTMENTS

H.1 APPOINTMENT BY THE PARACHUTE TOWN COUNCIL TO THE COLORADO MUNICIPAL LEAGUE (CML) POLICY COMMITTEE AND GARFIELD CLEAN ENERGY (GCE) BOARD OF DIRECTORS

Town Council appointed Town Manager, Travis Elliott to CML Policy Committee and Garfield County Clean Energy Board of Directors

(I) FUTURE ISSUES (IF NECESSARY) – None

(J) EXECUTIVE SESSION (IF NECESSARY) -None

(K) ADJOURN

MOTION 5: Moved and seconded by Olk / Baltazar to adjourn

Motion passed with a 6-0 vote

Roy B McClung, Mayor

ATTEST:

Lucy Spalenka, Town Clerk



**February 10, 2022 through March 9, 2022
Accounts Payable Transaction List**

Check Number	Date	Vendor	Amount
24992	2/23/2022	BATTLEMENT MESA METRO DISTRICT	11,556.00
25004	2/23/2022	KINGEN, ANDREW	74.99
A-1 COLLECTION AGENCY LLC	2/23/2022	A-1 COLLECTION AGENCY LLC	267.31
AFLAC	2/23/2022	AFLAC	310.44
ALPINE BANK	2/28/2022	ALPINE BANK	1,089.21
FIRE & POLICE PENSION ASSOC	2/14/2022	FIRE & POLICE PENSION ASSOC	2,790.76
FIRE & POLICE PENSION ASSOC	2/23/2022	FIRE & POLICE PENSION ASSOC	2,838.06
LIBERTY NATIONAL LIFE INSURANCE CO	2/23/2022	LIBERTY NATIONAL LIFE INSURANCE CO	69.57
ORCHARD TRUST COMPANY INC	2/14/2022	ORCHARD TRUST COMPANY INC	4,605.05
ORCHARD TRUST COMPANY INC	2/23/2022	ORCHARD TRUST COMPANY INC	2,698.44
PAYFLEX SYSTEMS USA INC	2/14/2022	PAYFLEX SYSTEMS USA INC	92.88
PAYFLEX SYSTEMS USA INC	2/14/2022	PAYFLEX SYSTEMS USA INC	4,420.28
PAYFLEX SYSTEMS USA INC	2/23/2022	PAYFLEX SYSTEMS USA INC	3,044.04
PAYFLEX SYSTEMS USA INC	2/23/2022	PAYFLEX SYSTEMS USA INC	5,364.22
PAYFLEX SYSTEMS USA INC	2/24/2022	PAYFLEX SYSTEMS USA INC	150.00
PAYLOCITY CORP	2/23/2022	PAYLOCITY CORP	52,307.06
PROVELOCITY	2/23/2022	PROVELOCITY	2,165.00
PROVELOCITY	2/24/2022	PROVELOCITY	505.00
UMB CREDIT CARD	2/10/2022	UMB CREDIT CARD	10,870.76
WEX INC	2/14/2022	WEX INC	6,653.39
XCEL ENERGY	2/24/2022	XCEL ENERGY	3,823.90
24991	2/23/2022	360 ELECTRIC, LLC	2,141.25
24993	2/23/2022	BURKE, BRANDON	14.06
24994	2/23/2022	CAPITAL BUSINESS SYSTEMS INC	242.00
24995	2/23/2022	COLORADO MOUNTAIN NEWS MEDIA	41.14
24996	2/23/2022	COMMUNITY PLANNING STRATEGIES, LLC	15,836.50



**February 10, 2022 through March 9, 2022
Accounts Payable Transaction List**

Check Number	Date	Vendor	Amount
24997	2/23/2022	FBI-LEEDA	50.00
24998	2/23/2022	FERRELLGAS, LP	4,721.43
24999	2/23/2022	FILTER TECH SYSTEMS INC	275.66
25000	2/23/2022	GRUB N SCRUB	189.59
25001	2/23/2022	HARLEY WALKER	47.74
25002	2/23/2022	INTERMOUNTAIN TOXICOLOGY OF COLORADO	21.00
25003	2/23/2022	KARP, NEU, HANLON PC	3,862.50
25005	2/23/2022	PARACHUTE SERVICE	1,624.65
25006	2/23/2022	PRO FORCE LAW ENFORCEMENT	1,518.00
25007	2/23/2022	TYLER TECHNOLOGIES	2,794.52
25008	2/23/2022	VALLEY LUMBER	47.09
25009	2/23/2022	VELASCO ENTERPRISES LIMITED	105.00
25010	2/23/2022	XCEL ENERGY	365.61
25011	2/23/2022	MICRO PLASTICS	27.43
25012	2/23/2022	SHUMS CODA ASSOCIATES	2,279.99
25013	2/28/2022	EMERGENT	41,310.62
25014	3/2/2022	RED 11 MUSIC NASHVILLE	2,500.00
25015	3/8/2022	A STAGE FOR YOU	2,600.00
25016	3/8/2022	ALIGN MULTIMEDIA LLC	2,500.00
25017	3/8/2022	AMERICAN JANITOR	1,095.00
25018	3/8/2022	CEBT	35,335.60
25019	3/8/2022	COLORADO RIVER VALLEY CHAMBER OF COMMERCE	3,000.00
25020	3/8/2022	DEPENDABLE WASTE SERVICES	5,771.00
25021	3/8/2022	DISA INC	73.00
25022	3/8/2022	DOWNTOWN REDEVELOPMENT SERVICES LLC	6,200.00
25023	3/8/2022	FASTENAL	26.84
25024	3/8/2022	FERGUSON WATERWORKS #1116	2,522.10
25025	3/8/2022	FIKES WEST SERVICES	74.00
25026	3/8/2022	GARFIELD RE-2 SCHOOL DISTRICT	200.00
25027	3/8/2022	INTERSTATE BILLING SERVICES	1,077.00
25028	3/8/2022	JOURNEY HOME ANIMAL CARE CENTER	2,500.00
25029	3/8/2022	KIWANIS CLUB OF GRAND VALLEY	125.00
25030	3/8/2022	MONUMENT WASTE SERVICES	225.00
25031	3/8/2022	PARACHUTE AUTO PARTS & SUPPLY	11,098.00
25032	3/8/2022	RIFLE LOCK & SAFE	29.19
25033	3/8/2022	STEVEN A NOFZIGER	200.00
25034	3/8/2022	SUNCENTRAL	1,281.68
25035	3/8/2022	SWANK MOTION PICTURES, INC	465.00
25036	3/8/2022	TEN POINTS SALES AND MARKETING LLC	9,965.00



**February 10, 2022 through March 9, 2022
Accounts Payable Transaction List**

Check Number	Date	Vendor	Amount
25037	3/8/2022	UNCC MEMBER SERVICES	6.50
25038	3/8/2022	WAGNER EQUIPMENT CO	172.38
A-1 COLLECTION AGENCY LLC	3/7/2022	A-1 COLLECTION AGENCY LLC	282.44
ALPINE BANK	3/7/2022	ALPINE BANK	78.72
KANSAS CITY LIFE INSURANCE	3/7/2022	KANSAS CITY LIFE INSURANCE	1,215.13
ORCHARD TRUST COMPANY INC	3/7/2022	ORCHARD TRUST COMPANY INC	2,725.11
PAYFLEX SYSTEMS USA INC	3/1/2022	PAYFLEX SYSTEMS USA INC	7,578.05
PAYFLEX SYSTEMS USA INC	3/1/2022	PAYFLEX SYSTEMS USA INC	566.58
PAYLOCITY CORP	3/7/2022	PAYLOCITY CORP	48,683.23
PROVELOCITY	3/7/2022	PROVELOCITY	2,651.00
XCEL ENERGY	3/7/2022	XCEL ENERGY	5,967.85
			<u>\$ 352,002.54</u>



LUCY SPALENKA
TOWN CLERK

Integrity ▪ Respect ▪ Teamwork ▪ Pride ▪ Innovation ▪ Diversity

222 GRAND VALLEY WAY ▪ PARACHUTE, CO 81635 ▪ (970) 285-7630

To: Town Council
From: Lucy Spalenka, Town Clerk
Re: Resolution No. 2022-11
Date: 3/17/2022

The Town typically approves a schedule of fees at the end of each year. From time to time however, an update is needed to correct a conflicting fee or to address a fee which has not been charged before. The latter is the case for this fee schedule update.

Prior to 2021, the Town did not have any Medical Marijuana licenses active, therefore a fee for renewals has not been included in the fee schedule up to this point. With the issuance of Medical Marijuana Cultivation Facility licenses in 2021, an update to fee schedule for renewals is required.

Resolution No. 2022-11 adds the “Medical MJ Cultivation Facility” section to the fee schedule. The amounts are the standard fees we charge for Retail cultivations. A new application fee is \$5,000 and the renewal is either \$2,000 or \$2,500 depending on the square footage of the cultivation.

In addition, we have also a new category for “Any other Marijuana Licenses” that are not specifically listed at the same amounts; \$5,000 for a new application and \$2,000 for renewals. Attached you will find the resolution and the fee schedule.

Lucy Spalenka, Town Clerk

**TOWN OF PARACHUTE, COLORADO
RESOLUTION NO. 2022-11**

A RESOLUTION OF THE TOWN COUNCIL OF THE TOWN OF PARACHUTE, COLORADO, AMENDING THE TOWN'S SCHEDULE OF FEES REGARDING OPTIONAL PREMISES CULTIVATION OPERATIONS AND MARIJUANA LICENSING FEES

WHEREAS, the Town of Parachute ("Parachute" or the "Town") is a home-rule municipality organized under Article XX of the Colorado Constitution and with the authority of the Parachute Home Rule Charter (the "Charter");

WHEREAS, the Parachute Municipal Code (the "Code" or "PMC") incorporates fees, taxes, and fines that are set forth in appendices to the Code (the "Schedule of Fees") and subject to change by resolution of the Town Council;

WHEREAS, the Schedule of Fees omits a fee related to Optional Premises Cultivation Operations and other classes of marijuana licenses and also contains some inapplicable fees;

WHEREAS, the Town Council wishes to amend the Schedule of Fees and believes that doing so is in the best interests of the Town.

NOW THEREFORE, BE IT RESOLVED BY THE TOWN COUNCIL OF THE TOWN OF PARACHUTE, COLORADO:

Section 1. Recitals. The foregoing recitals are incorporated herein as if set forth in full.

Section 2. Schedule of Fees. The Town Council hereby amends to Appendix A - Schedule of Fees, Section IV – Town Clerk, by adding fees for Optional Premises Cultivation Operations and other classes of licenses and deleting inapplicable provisions, with such additions shown in the **bold, underlined** language and deletions in ~~strike through~~ language, as set forth in **Exhibit A.**

INTRODUCED, PASSED, ADOPTED, AND APPROVED by a vote of ___ to ___ of the Town Council of the Town of Parachute, Colorado at a regular meeting held at Town Hall in the Town of Parachute, Colorado, on the ____ day of _____ 2022 and approved by the Mayor on the ____ day of _____ 2022.

**TOWN COUNCIL OF THE
TOWN OF PARACHUTE, COLORADO**

By _____
Roy B. McClung, Mayor

Town of Parachute, Colorado
Resolution No. 2021-11
Page 2 of 2

ATTEST:

Lucy Spalenka, Town Clerk

Section IV: Town Clerk

Description	Fee / Period	Fee
Business License		
Standard Business License (Original Application)	Calendar Year	\$50.00
Standard Business License (Annual Renewal)	Calendar Year	\$25.00
Home Based Business License (Original Application)	Calendar Year	\$50.00
Home Based Business License (Annual Renewal)	Calendar Year	\$25.00
Contractor License		
Class A Application: Unlimited	Calendar Year	\$100.00
Class B Application: Commercial	Calendar Year	\$50.00
Class C Application: Light Commercial	Calendar Year	\$50.00
Class D Application: Residential	Calendar Year	\$50.00
Class S Application: Specialty	Calendar Year	\$25.00
Mechanical	Calendar Year	\$50.00
Electrician*	Calendar Year	No Fee
Plumber*	Calendar Year	No Fee
* Electrical and Plumbing Contractors are Exempt from the "B.E.S.T." examination program.		
Special Event License		
	1-100 vendors	\$100.00
	100 + vendors	\$200.00
Animal Licenses (Every Three (3) Years)		
Spayed or Neutered Animal (Per Animal – Dogs)	3 Years	\$15.00
Non-Spayed or Neutered Animal (Per Animal – Dogs)	3 Years	\$25.00
Replacement Tag		\$3.00
Failure to License	Court Summons	
* Must Provide Proof of Vaccination for License		
Transient Vendor License		

Description	Fee / Period	Fee
Annual License Fee	Calendar Year	\$10.00
Failure to License Fee	Per Violation	\$150.00
Liquor License (Per Colorado Liquor Enforcement Fee Schedule)		
	Local Fee	State Fee
Application Fees		
Application Fee	up to \$1,000.00	\$1,550.00
Application Fee with Concurrent Review	up to \$1,000.00	\$1,650.00
Application Fee Transfer of Ownership	\$750.00	\$1,550.00
Application Fee Additional Liquor-Licensed Drugstore	up to \$1,000.00	\$1,300.00
Application Fee Additional Liquor-Licensed Drugstore with Concurrent Review	up to \$1,000.00	\$1,400.00
Application Fee Manager Permit	N/A	\$100.00
Application Late Renewal Fee (Not more than 90 days of license expiration date)	\$500.00	\$500.00
Application Reissue Fee (More than 90 days but less than 180 days of license expiration)	\$500.00	\$500.00
	\$25.00 a day beyond 90-day expiration date	\$25.00 a day
Annual Renewal Application Fee	\$100.00	-
Annual Art Gallery Fee	\$100.00	-
Retail License Fees		
Art	\$41.25	\$308.75
Beer & Wine	\$48.75	\$351.25
Brew Pub	\$75.00	\$750.00
Club	\$41.25	\$308.75
Distillery Pub	\$75.00	\$750.00
Hotel & Restaurant	\$75.00	\$500.00

Description	Fee / Period	Fee
Hotel Restaurant with one Optional Premises	\$75.00	\$600.00
Each Additional OP License	–	\$100.00
Resort Complex	\$75.00	\$500.00
Campus Liquor Complex	\$75.00	\$500.00
Related Facility – Resort Complex	\$15.00	\$160.00
Related Facility – Campus Liquor Complex	\$15.00	\$160.00
Liquor Licensed Drugstore	\$22.50	\$227.50
Lodging & Entertainment	\$75.00	\$500.00
Optional Premises	\$75.00	\$500.00
Racetrack	\$75.00	\$500.00
Retail Gaming Tavern	\$75.00	\$500.00
Retail Liquor Store (City)	\$22.50	\$227.50
Tavern	\$75.00	\$500.00
Vintner's Restaurant	\$75.00	\$750.00
Fermented Malt Beverage On Premise	\$3.75	\$96.25
Fermented Malt Beverage Off Premise	\$3.75	\$96.25
Fermented Malt Beverage On/Off Premise	\$3.75	\$96.25
Art Gallery Permit	\$3.75	\$71.25
Bed & Breakfast Permit	\$3.75	\$71.25
Each Resort-Complex-Related Facility Permit	\$15.00	\$160.00
Special Event Permit		
Malt, Vinous and Spirituous Liquor	\$100.00	\$25.00 per day
Fermented Malt Beverage (3.2% Beer)	\$100.00	\$10.00 per day
Mini Bar Permit with Hotel Restaurant License	\$48.75	\$276.25
State License Fees		
Limited Winery License		\$70.00

Description	Fee / Period	Fee
Manufacturer's License (Distillery or Rectifier)		
On or after August 10, 2016, and before August 10, 2017		\$675.00
On or after August 10, 2017		\$300.00
Manufacturer's License (Brewery)		\$300.00
Manufacturer's License (Winery)		\$300.00
Nonresident Manufacturer's License (Malt Liquor)		\$300.00
Importer License		\$300.00
Wholesaler's Liquor License		
On or after August 10, 2016 and before August 10, 2017		\$800.00
After August 10, 2017		\$550.00
Wholesaler's Beer License		\$550.00
Public Transportation (dining, club or parlor car; plane; bus or other vehicle)		\$75.00
Additional Fees		
Alternating Proprietor Licensed Premises	N/A	\$150.00
Change of Location	Not to exceed \$750	\$150.00
Change of Trade Name/Corporate Name	N/A	\$50.00
Corporate/LLC Change (Per Person)**	\$100	\$100.00
Duplicate License	N/A	\$50.00
Add Optional Premises to Hotel & Restaurant License	N/A	\$100.00
Limited Liability Change	N/A	\$100.00
Manager Registration (Hotel & Restaurant; Tavern; Lodging & Entertainment; Campus Liquor Complex)	\$75.00	\$75.00
Master File Background	N/A	\$250.00
Master File Location Fee (Per Location)	N/A	\$25.00
Modification of Premises	N/A	\$150.00
Sole Source Registration	N/A	\$100.00

Description	Fee / Period	Fee
State Only Issued Permits		
Winery Direct Shipper Permit		\$100.00
Wine Packaging Permit		\$200.00
Wine Festival Permit		\$25.00
Branch Warehouse or Warehouse Storage Permit		\$100.00
Retail Warehouse Storage Permit		\$100.00
Manager Permit Registration (Liquor-Licensed Drugstore)		\$100.00
Sexually Oriented Business		
	Local Fee	
New Application	\$5,000.00	N/A
Transfer Application	\$1,500.00	N/A
Renewal Application	\$2,000.00	N/A
Marijuana Licensing		
Retail Marijuana Store		
New Application	\$5,000.00	\$7,440.00
Renewal Application	\$2,000.00	\$2,130.00
Retail Marijuana Cultivation Facility		
New Application	\$5,000.00	\$6,830.00
Renewal Application		
Small Cultivation	\$2,000.00	N/A
Large Cultivation	\$2,500.00	N/A
Tier 1 (1 – 1,800 plants)	N/A	\$2,130.00
Tier 2 (1,801 – 3,600 plants)	N/A	\$3,106.00
Tier 3 (3,601 – 6,000 plants)	N/A	\$3,960.00
Tier 4 (6,001 – 10,000 plants)	N/A	\$5,790.00
Tier 5 (10,001 – 13,000 plants)	N/A	\$8,230.00
Optional Premises Cultivation Operation		

Description	Fee / Period	Fee
<u>New Application</u>	<u>\$5,000.00</u>	<u>\$6,830.00</u>
<u>Renewal Application</u>		
<u>Small Cultivation</u>	<u>\$2,000.00</u>	<u>N/A</u>
<u>Large Cultivation</u>	<u>\$2,500.00</u>	<u>N/A</u>
Retail Marijuana Products Manufacturer		
New Application	\$5,000.00	\$6,830.00
Renewal Application	\$2,000.00	\$2,130.00
Retail Testing Facility		
New Application	\$5,000.00	\$2,830.00
Renewal Application	\$2,000.00	\$2,130.00
Medical Marijuana Products Manufacturer		
New Application	\$5,000.00	\$2,830.00
Renewal Application	\$2,000.00	\$2,130.00
Marijuana Transporter		
New Application	\$2,500.00	\$6,368.00
Renewal Application	\$1,500.00	\$5,668.00
<u>Any Other Marijuana License Not Listed</u>		
<u>New Application</u>	<u>\$5,000.00</u>	
<u>Renewal Application</u>	<u>\$2,000.00</u>	
Additional Fees		
Change in Controlling Beneficial Owner – New CBO	\$1,500.00	\$1,600.00
Transfer Application (New Ownership)	\$1,500.00	\$1,600.00
Transfer Application (Reallocation of Ownership)	\$1,500.00	\$1,600.00
Late Renewal Fee	\$1,000.00	N/A
Change of Location	\$1,000.00	\$500.00
Change of Trade Name	\$30.00	\$50.00

Description	Fee / Period	Fee
Modification of License Premises	\$100.00	\$100.00

(Ord. 715 §2 (Exh. A), 2017; Amended Ord. 734 §5, 2017; Amended Res. 2019-24 §6 (Exh. B), 2019; Amended Res. 2020-36 §5 (Att. B), 2020; Amended Res. 2021-26 §5 (Att. B), 2021)

**TOWN OF PARACHUTE
RESOLUTION NO. 2022-12**

RESOLUTION SUPPORTING THE GRANT APPLICATION FOR AN ADMINISTRATION GRANT FROM THE COLOARDO DEPARTMENT OF LOCAL AFFAIRS FOR THE UPDATE OF THE INRASTRUCTURE MASTER PLAN

WHEREAS, the Town of Parachute is a political subdivision of the State of Colorado, and therefore an eligible applicant for a grant awarded by the Colorado Department of Local Affairs (“DOLA”); and

WHEREAS, the Town of Parachute has submitted a grant application to DOLA’s Administration grant program for the update of the Infrastructure Master Plan for \$25,000;

WHEREAS, the Town of Parachute supports the completion of the project if a grant is awarded by DOLA.

NOW, THEREFORE, BE IT RESOLVED BY THE TOWN COUNCIL OF THE TOWN OF PARACHUTE, COLORADO THAT:

Section 1. The above recitals are hereby incorporated as findings by the Town Council.

Section 2. The Town Council strongly supports the Grant Application submitted by the Town of Parachute and will appropriate matching funds for a grant with the Colorado Department of Local Affairs (DOLA).

Section 3. If the grant is awarded, the Town Council strongly supports the completion of the project.

Section 4. The Town Council of the Town of Parachute authorizes the expenditure of funds necessary to meet the terms and obligations of any grant awarded pursuant to a Grant Agreement with the DOLA.

Section 5. If a grant is awarded, the Town Council hereby authorizes the Town Manager or Mayor to sign a Grant Agreement with the DOLA.

INTRODUCED, READ, PASSED, AND ADOPTED as provided by law, by a vote of _____ to _____ of the Town Council of the Town of Parachute, Colorado, at a regular meeting held at the Town of Parachute, Colorado, on the 17th day of March 2022, and approved by the Mayor or the 17th day of March 2022.

TOWN COUNCIL
TOWN OF PARACHUTE, COLORADO

By: _____
Roy B. McClung, Mayor

ATTEST:

Lucy Spalenka, Town Clerk



Integrity • Respect • Teamwork • Pride • Innovation • Diversity

222 GRAND VALLEY WAY • PARACHUTE, CO 81635 • (970) 285-7630

AGENDA ITEM SUMMARY

TO: Mayor and Town Council

FROM: Travis Elliott, Town Manager
TJ Dlubac, Town Planner, CPS
Ben Levenger, Economic Development Director, DDS
Brandon Burke, Community Development Specialist
Stuart McArthur, Special Projects Manager

MEETING DATE: March 17, 2022

MEMO DATE: March 10, 2022

AGENDA ITEM: PRESENTATION OF THE DRAFT 2022 COMPREHENSIVE PLAN

EXECUTIVE SUMMARY:

Town staff is pleased to present the draft Comprehensive Plan to the Town Council (attachment A). Updating the Town's existing 2015 Comprehensive Plan has been a significant undertaking, which began in May of 2021 at the Town Council's direction. Since then, Town staff, a team of consultants, numerous stakeholders and community members have developed the attached draft 2022 Comprehensive Plan.

The Comprehensive Plan is the primary planning document to guide land use and development in the community. It is referenced throughout the Municipal Code, and its contents are relied upon heavily to permit and guide land use development applications. The current Comprehensive Plan, from 2015, is also attached for your reference (attachment B).

In addition to meeting important Municipal Code requirements, the Comprehensive Plan will guide the Town of Parachute into the future. As such, the attached draft Plan includes a reflection of our history, an analysis of our current community, recommended actions and policies, and many new or renewed aspirations for our Town.

On Thursday, March 17th, the Town staff and the Plan Parachute Team will present the draft plan to begin the Town Council's review process of the updated Comprehensive Plan. No formal action is requested at this time. The draft plan will go through additional public review over the coming months, including, but not limited to the following:

Next Steps:

- **March 21, 2022:** Draft plan published to www.planparachute.com.

- **March 29, 2022:** Draft plan presented at the State of the Grand Valley Town Hall Meeting (translation services available)
- **April 14, 2022:** Planning Commission review begins

The consulting team and Town staff will gather public input throughout this process and summarize it for the Town Council's review and consideration at future meeting dates. Ultimately, the Plan will be adopted by the Town Council at a future meeting.

FINANCIAL IMPACTS:

There are no direct financial impacts for the Town during the review and adoption of the plan, but the aspirations and projects that are within the plan will have significant long term financial implications to the Town.

TOWN COUNCIL OPTIONS:

1. Listen to the presentation of the draft comprehensive plan and provide initial feedback

STAFF RECOMMENDATION:

No action is requested of the Town Council at this time

ATTACHMENTS:

- A. Draft 2022 Comprehensive Plan
- B. Adopted 2015 Comprehensive Plan

3117 DRAFT

TOWN OF
PARACHUTE

WESTERN GATEWAY TO THE ROCKIES.
2040 PLAN



ACKNOWLEDGEMENTS

The Town of Parachute would like to extend special thanks to community members for their dedication to this project and their time spent analyzing, discussing, reviewing, and editing the 2040 Town of Parachute Comprehensive Plan. Below is a small list of community members participating in the project. While not all contributors are identified, their valuable input is greatly appreciated.

TOWN COUNCIL

Roy B. McClung, Mayor

Tim Olk, Mayor Pro-Tem

Tom Rugaard, Council Member

Rory Birdsey, Council Member

Shawn Stevenson, Council Member

Claudia Flores-Cruz, Council Member

Artemio Baltazar, Council Member

PLANNING COMMISSION

Pending

Pending

Pending

Pending

Pending

Pending

Pending





PICTURE OF COUNCIL GO- ING OVER PLAN

PICTURE OF PC GOING OVER PLAN

INVITED COMMUNITY STAKEHOLDERS

Jocelyn Loera Munoz, Grand Valley Resident Team
Esmeralda Zuniga, Grand Valley Resident Team
Garfield Housing Authority
Judy Bertrand, Parachute/Battlement Mesa Parks & Recreation District
Steve Rippy, Battlement Mesa Metropolitan District (BMMD)
Chris Jackson, Grand Valley Fire Protection District
Brad Ray, Garfield County School District 16
Cathy Carlson, Senior Citizen Services
J.R. Ratkins, Pastor of Methodist Church
Tina Metcalf, Business Owner
Chris Beasley, Business, Land Owner
Michelle Brinkerhoff, Business Owner, Developer
Cheryl Chandler, Real Estate Broker
Tisa Thorne, Business Owner
Roy McClung, Town Council
George Scott, Development Stakeholder
Todd Barton, Development Stakeholder
Del Dawson, Real Estate Broker
Bryan Hotard, Natural Gas Industry Representative
John Loschke, Resident
Chuck Whiteman, Development Stakeholder
Howie Orona, Landowner
Ron Johnson, Development Stakeholder
Dianna Lawrence, Real Estate, Business Owner, Landowner
Marylee Morhlang, Battlement Mesa Resident, Representative
Keith Petree, Business Owner, Land Owner
Jesse Carnahan, Business Owner, Land Owner
John Lyons, Business Owner, Land Owner
Lori Gilbert, Hotel Manager, Representative
John Dyet, Marijuana

TOWN OF PARACHUTE STAFF

Travis Elliott, Town Manager
Stuart McArthur, Special Projects, Former Town Manager
Brandon Burke, Community Development Specialist

PLANNING CONSULTANTS

TJ Dlubac, AICP, MURP, Community Planning Strategies
Kris Valdez, AICP, MURP, Community Planning Strategies
Andrew Bowen, AICP, MPA, Community Planning Strategies
Ben Levenger, AICP, Downtown Redevelopment Services
Nathan Davis, Downtown Redevelopment Services

EXECUTIVE SUMMARY

INTRODUCTION

The Parachute 2040 Plan (the “2040 Plan”) identifies specific recommendations and strategies necessary to achieve the community vision and will be a reference point for staff and elected and appointed officials to make sound planning decisions. Because conditions change over time, the community needs to regularly re-evaluate and update the 2040 Plan. The 2040 Plan should be revisited in the next 5 to 10 years, depending on how things progress and how conditions change over time.



CHAPTER 1: COMMUNITY ASSESSMENT

The Community Assessment provides a baseline of information which makes it critical to the rest of the 2040 Plan. Chapter 1 is a snapshot of the Town and the surrounding community of Battlement Mesa in 2021 and 2022 utilizing the most recent available data. The 2040 Plan casts the vision for the Town into the next decade. The first section delves into the history of the Town and its physical characteristics. The next section provides the demographic trends such as age, gender, education levels, and poverty rates. The last section discusses community engagement.



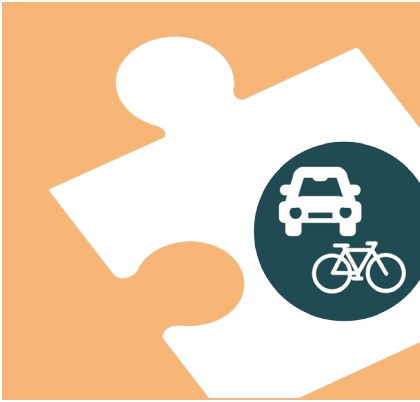
CHAPTER 2: LAND USE AND BUILT FORM

Land use and the built form create the foundation for the Town. Land use planning is essential to optimize the combination of different development projects. These can include residential, commercial, transportation, industrial, recreational, retail, and public uses, further covered in the additional chapters. The first part of the chapter reviews the existing conditions. The second section discusses future land uses, and the third section covers future needs identified in the Town. The final section provides actionable objectives and strategies for the Town to get from where they are to where they want to go in the future.



CHAPTER 3: PARKS, TRAILS, AND OPEN SPACE

Parks, trails, and open spaces improve our physical and psychological health, strengthen pride in our communities, and make the Town an attractive place to live and work. Overwhelming evidence demonstrates the social, community, environmental, individual, and economic benefits of parks, trails, and open spaces. Publicly-accessible parks, trails, and open spaces can serve as essential community development tools. They make communities more livable by offering recreational opportunities for everyone. This chapter identifies existing parks and open space amenities in and around the Town of Parachute. The chapter then identifies the future needs of park improvements and the development of new parks and trail connections to existing open spaces. Finally, this chapter lays out a network that will connect all residents and visitors of Parachute to easily access the parks, trails, and open spaces provided in and around the Town.



CHAPTER 4: TRANSPORTATION

Transportation systems significantly impact the development of a community in the Town, inclusive of public transit, non-motorized infrastructure, and shared roadways. Transportation systems can bring together a community through well-planned options. Each transportation system component has different needs and its own infrastructure and operations, making it critical to understand each element through data analysis. In the future, the goal is for each component to be well connected and work to support each other. A transportation system should include complete streets, where appropriate, to accommodate a range of transportation options such as walking, bicycling, public transit, and cars. Different transportation options provide reliable and timely access to jobs, community services, housing, and schools while helping create safe streets and expand business access to different markets. This Chapter sets forth existing transportation conditions, including commuting habits, public transit options in the Town, future transportation needs while utilizing different transportation options and designs.



CHAPTER 5: ECONOMIC VITALITY

Downtown Redevelopment Services (“DRS”) provided the baseline data and the recommendations in Chapter 5 - Economic Vitality. Economic vitality is essential to the Town's success, which strives to provide a range of employment, retail, service, and recreational opportunities for all community members and visitors. Economic vitality is essential because it allows for a thriving, sustainable community and helps achieve the overall objective of the 2040 Plan. All data utilized for baseline and existing conditions analysis was collected from the US Census Bureau and ESRI information databases. This Chapter identifies strategies the Town can implement to enhance and expand the economic vitality of the current and future residents of the Town.



APPENDIX

The Appendix of the 2040 Plan contains information to supplement the objectives and strategies, including a Stakeholder List for future community engagement efforts. Also included are the Parachute Diversification & Retention Strategy, Small Area Development Plans, and Lest We Forget, which is an extensive history of the Parachute and Battlement Mesa area.



DRAFT

INTRODUCTION

INTRODUCTION

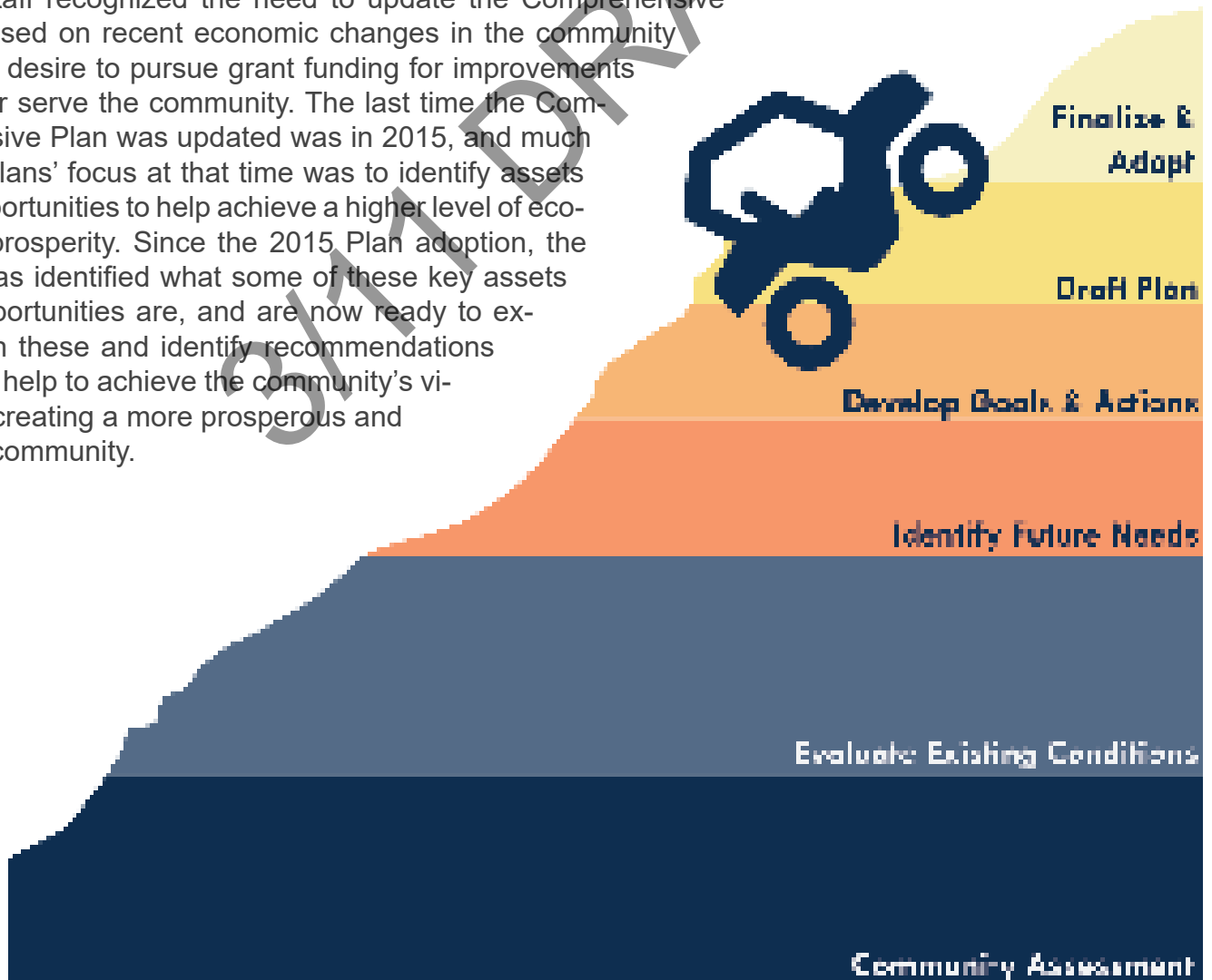
The Parachute 2040 Plan (the “2040 Plan”) identifies specific recommendations and strategies necessary to achieve the community vision and will be a reference point for staff and elected and appointed officials to make sound planning decisions. Because conditions change over time, the community needs to regularly re-evaluate and update the 2040 Plan. The 2040 Plan should be revisited in the next 5 to 10 years, depending on how things progress and how conditions change over time.

WHY PLAN

A Comprehensive Plan is long-term in nature and acts as a roadmap to guide the community’s future, inform policies, decision-making, and even capital budgeting. It helps to create a unified vision to address the needs and concerns of the community, as well as project future land uses community needs and economic strategies. The Parachute 2040 Plan (the “2040 Plan”) identifies specific recommendations and strategies necessary to achieve the community vision and will be a reference point for staff and elected and appointed officials to use in making sound planning decisions. Because conditions change over time, it is vital for the community to re-evaluate and update the 2040 Plan on a regular basis. The 2040 Plan should be revisited in the next 5 to 10 years, depending on how things progress and how conditions change over time.

THE PLAN PARACHUTE PROCESS

Town staff recognized the need to update the Comprehensive Plan based on recent economic changes in the community and the desire to pursue grant funding for improvements to better serve the community. The last time the Comprehensive Plan was updated was in 2015, and much of the plans’ focus at that time was to identify assets and opportunities to help achieve a higher level of economic prosperity. Since the 2015 Plan adoption, the Town has identified what some of these key assets and opportunities are, and are now ready to expand on these and identify recommendations that will help to achieve the community’s vision in creating a more prosperous and livable community.



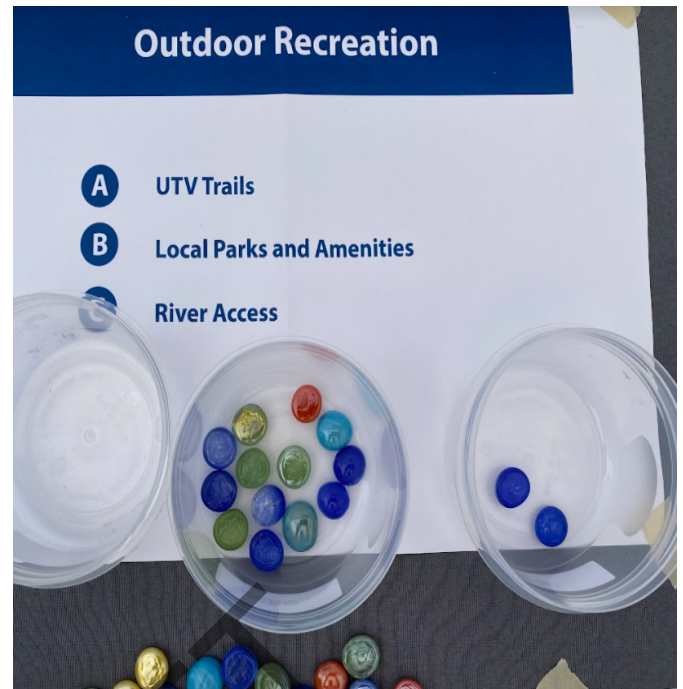
THE PLAN PARACHUTE PROCESS

The primary objectives of the 2040 Plan for the Town of Parachute (the “Town”) are to identify the existing conditions as they stand today, evaluate future needs, recognize key issues and opportunities, and set forth a plan allowing the community to attain an improved quality of life through prioritized public and private investment in the community. Another key element to this process is the creation of an implementation strategy, which lays out actionable steps for achieving the vision of this plan.

Four elements have been identified as part of this 2040 Plan process. These elements are; Community Assessment - Chapter 1, Land Use and Built Form - Chapter 2, Parks, Trails, and Open Space - Chapter 3, Transportation - Chapter 4, and Economic Vitality - Chapter 5 Each element is designated its own chapter, which will detail the existing conditions, identified future needs, and goals and policies related to each individual element. Economic vitality is comprehensively covered in Chapter 5 of the document. However, each chapter has a short section on economic vitality and resilience. For the purposes of the 2040 Plan, resilience is creating systems backing up one another. It's developing a plan when a natural disaster impacts the community. An economic scenario planning report is included as a supplemental document in the appendix of this plan.

Below is a comprehensive timeline of this plans' process. The project kick-off began in June 2021, with engagement efforts being conducted in late Summer and early Fall. After developing implementation strategies and recommendations based on evaluating the existing conditions and meeting with stakeholders and the public, a draft plan was made available for public review on [date]. After updating the plan based on public feedback, this Plan was finalized and adopted on [date].

[project timeline to be provided]



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PlanParachute.Com





COMMUNITY INPUT

Direct involvement and insight from community members, Town Officials, community leaders, and business owners was an essential element of the planning process. The analysis, strategy, and recommendations contained within the 2040 Plan are largely guided by this feedback received from local stakeholders.

Several key themes surfaced in speaking with the community. What we heard most often from both the community and Town Officials, was that Parachute is lacking a community presence that keeps people engaged with the Town. Goods and services, such as a grocery store and hardware store, are not available locally and people are forced to travel to nearby cities such as Grand Junction or Rifle for some of their most basic needs. People expressed interest in staying local if amenities like restaurants and entertainment were available in town. Another theme we encountered was a lack of communication between the Town and residents including transparency with decision making.

PROJECT WEBSITE

A project website was created to host information and updates about the 2040 Plan. Several pages on the website helped garner feedback. The public input process page included information on all the ongoing outreach efforts that were being conducted, the discussion board page kept a running blog of current trends and questions related to community planning that people could read about, provide comments, and there was a contact page for people to reach out if they wanted to get in touch or sign up to receive updates throughout the process. In total, the project website had (x) views by February XX, 2022, when the draft plan was published for review.

SURVEY

On August 4, 2021, a survey was posted the project website to gather information from community members. The survey included 10 questions asking participants some general demographic questions, such as whether they live and/or work in Town and what age bracket they belonged, as well as more in-depth questions about what they felt the Town could improve on and whether they felt that they had a voice in the community. The survey was kept open through (date survey closed) and received a total of 18 responses.

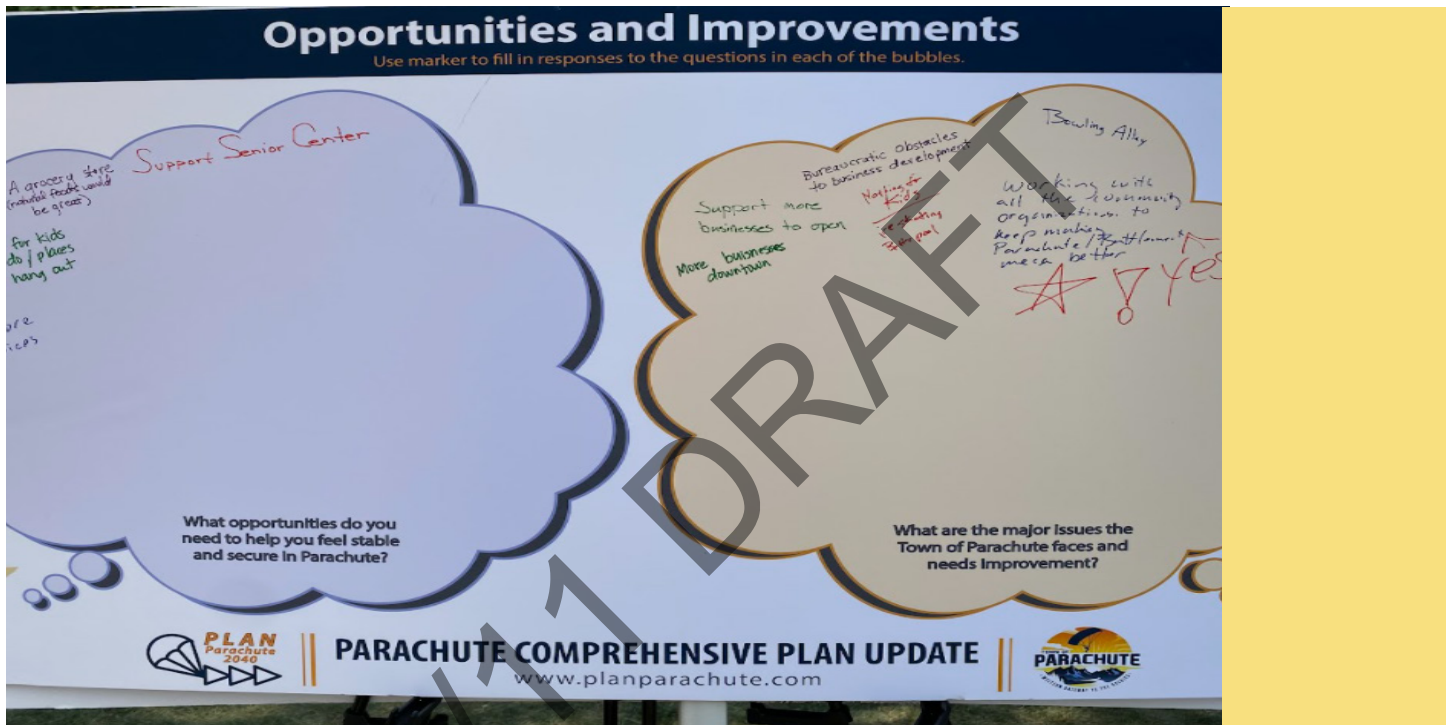
Similar to in-person conversations, the survey respondents shared their desires for more local goods, services, and entertainment. The survey responses included people who were interested in seeing more revitalization projects in places like Old Town Center (1st Street).



[snapshot of survey Q's & results]

GRAND VALLEY DAYS

Every year, the Town is home to Grand Valley Days, which is the longest-running annual event in Parachute. The event hosts a popular rodeo that brings in many tourists, along with a parade that includes various vendor activities. On August 28th, 2021, the project team attended the parade event and hosted a booth with interactive activities to engage community members. The event was a big success, and the 2040 Plan booth received visits from interested community members. People stopped by to ask about the project and to participate in the questions related to their community. Many of the themes mentioned above were discussed with residents. Community members shared the importance of having community events, much like Grand Valley Days, to gather residents and attract outside tourism. During discussions at the booth regarding economic development, most people responded that small businesses should be prioritized over national retail chains. Many residents spoke positively about their community and how they'd like to see more local events to foster a connection to Parachute.



COMMUNITY STAKEHOLDER MEETINGS

In an effort to garner more targeted input, the project team reached out to 32 community representatives to meet and discuss the project and the Town's future needs. The representatives were selected based on the team's interactions at Grand Valley Days, and also in speaking with Town Staff about community stakeholders. Two stakeholder meetings were hosted on Wednesday, October 27th, 2021, one at 2 pm and one at 6 pm. The afternoon meeting had a total of five representatives, and the evening meeting had a total of four representatives in attendance. The goal of these meetings was to discuss the existing conditions data that the team had started to compile and brainstorm as a group the community's visions, needs, and goals. Both meetings garnered informative feedback and provided valuable conversations about existing conditions and where stakeholders felt it was important the Town be striving towards.

DRAFT PLAN REVIEW AND COMMENTS

An important part of the planning process is to engage the community in reviewing a draft of the 2040 Plan. The draft plan. Once the 2040 Plan was drafted, it was posted on the project website on [date].

XX comments were received while the draft plan was provided to the community.

VISION AND GOALS

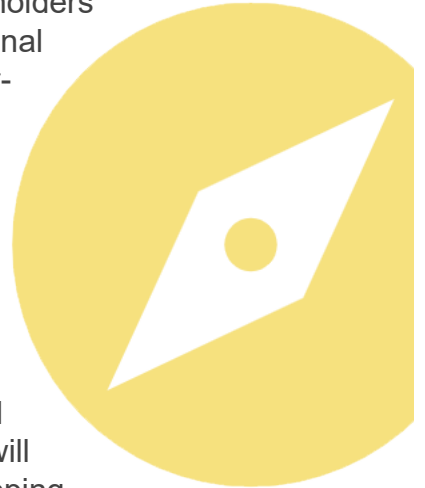
Community input proved to be essential in understanding the vision and goals. Just as the 2015 Comprehensive Plan had indicated, the community and stakeholders expressed a desire in revitalizing the Old Town (1st Street), create additional recreational opportunities, and create more retail development and entertainment-related amenities.

The Community is lacking a sense of place or an amenity that serves as a unique focal point and gathering place. As a result, businesses in the Town's downtown area have struggled historically due to a lack of traffic and activity. To create a sense of place and bring investment back into the Town, it is proposed that the Town designate and create new Business Improvement Districts (BID) for the Old Town (1st Street) and Cardinal Way business centers. These two new designated BIDs will serve as the two main centers of commercial activity for the Town, and will provide permeable access for vehicles and pedestrians to go from shopping and entertainment venues within the district, to adjacent recreation opportunities enabled by several small lakes and the Colorado River.

To fully leverage and utilize the local recreational assets, a recreational corridor is discussed that includes newly proposed parks and a Riverfront Mixed-Use zone that will allow development and recreation activities to occur in concert. Biking and walking trails throughout this area will connect commercial and residential neighborhoods to the river. Chapter 3, Parks, Recreation and Open Space, provides a conceptual master plan for Cottonwood Park, which integrates the surrounding businesses into a seasonal venue for special events.

Traffic counts are expected to increase as new development occurs within the BIDs. Thus, additional strain will be created on existing roads near the BIDs and areas of recreation. Improvements will be needed along Battlement Parkway/County Road 215 in order to accommodate the increased traffic. It is also proposed that Cardinal Way be extended further to connect to the southwest interchange on I-70.

PICTURE OF PC/PUBLIC GOING OVER PLAN



OVERALL THEMES

Creating the 2040 Plan and the community engagement process revealed four overarching themes the Objectives and Strategies identified throughout this plan.

1 The first is the desire to diversify the economy. As has been seen throughout its history, the Town's population rises and falls with industry boom and bust cycles. Chapter 5, Economic Vitality, speaks directly to this theme and addresses ways to provide different streams of income and taxes to the Town. The theme is also addressed in Chapter 2 with recommendations including mixed-use commercial districts in the future land use map.

2 The second theme is maintaining a sense of community by preserving the historic places and spaces that are the foundation of the Town. While it is this strong history that binds the community together, it needs to be enhanced, built upon, and shared to ensure the rich sense of community continues to support Parachute into the future. This sense of community can be built upon through increasing community events, creating community gathering spaces and places, and developing programs to allow small businesses to grow, invest, and thrive in the Parachute community. Maintaining a sense of community is created through the strategies in Chapters 2 to 5.

3 The third theme is to create a range of residential types from multi-family to large, single-family homes. As communities throughout the Western Slope face a shortage of affordable housing, Parachute has the unique opportunity to provide a range of housing options to attract future workforce, business owners, and community leaders. The theme of the range of residential types is encouraged in Chapter 2 and Chapter 5.

4 The fourth theme is making community connections through trails and pathways in Town, addressed in Chapter 3. These connections not only connect people to places, but they will increase public health through increasing access to outdoor recreation as well as enhancing the community economic development efforts through adding amenities, increasing time spent in town, and diversifying the types of visitors and users of the Town's networks of trails and pathways.

5 The fifth theme is to protect and leverage the region's natural assets and resources. The Town of Parachute is surrounded by public lands and open space. There is a strong desire to protect these resources and maximize their benefits to the community by enhancing public access and promoting outdoor recreation tourism.

COMMUNITY EVENTS

The community conversation doesn't end with the adoption of the 2040 Plan; it's only the beginning. The 2040 Plan is a living document with amendments from time to time. Part of the conversation is meeting residents and visitors where they are in the community. The most convenient way to have conversations about the Town's future is through local events. In 2022, local events will include Parachute Pick Up Day, a community cleanup event with a picnic afterward, Rockmageddon, which is a music, and off-highway vehicle festival, taking place at Cottonwood Park, Grand Valley Days, a celebration of the community's western roots, and Holidays in Grand Valley, including awards for holiday decorating. Not only are these events an opportunity for open dialogue with residents, but they are an economic driver for the Town. Other events in the future should be encouraged, creating a sense of community and bringing diversity to the economy.

BATTLEMENT MESA

The 2015 Comprehensive Plan for the Town provided extensive information regarding the potential annexation of Battlement Mesa into the Town. As part of the 2040 Plan, an annexation plan was not incorporated because it was thoroughly covered and is still valid through the 2015 Comprehensive Plan.

Battlement Mesa continues to develop and subdivide in unincorporated Garfield County through a 3,200 acre Planned Unit Development Guide (the "PUD") approved in 1982 and amended over the years including as recently as 2014. The Town is provided the opportunity to send referral comments regarding each subdivision. However, the impacts from the development of both residential and commercial properties within the PUD to date have not been mitigated. The Town feels the impact of increased traffic and population but does not reap the economic benefit of the commercial properties located in the PUD. The continued recommendation from the 2015 Comprehensive Plan is to encourage the annexation of Battlement Mesa into the Town. For the purposes of the 2022 Comprehensive Plan, the objective and strategies provided consider Battlement Mesa as within the Town's service area. The 2022 Comprehensive Plan considers the incorporated Town for the data utilized.

Regardless of the legal boundaries, Battlement Mesa residents are considered part of the broader Parachute community. Approximately 5,438 residents reside in Battlement Mesa, and many work, shop, eat or pass through the Town. A demographic discussion of Battlement Mesa is included in Chapter 1 - Community Assessment.



SUMMARY ISSUES AND RECOMMENDATIONS MATRIX

What came out of the 2040 Plan process was a comprehensive list of objectives and strategies based on the identified community needs. These recommendations were prioritized based on conversations with the public, community partners, and Town Staff. Below is a summary of the prioritized objectives and strategies.

3/1/1 DRAFT

3/11 DRAFT



CHAPTER 1: COMMUNITY ASSESSMENT

The Community Assessment provides a baseline of information that makes it critical to the rest of the 2040 Plan. Chapter 1 is a snapshot of the Town and the surrounding community of Battlement Mesa in 2021 and 2022 utilizing the most recent available data. The 2040 Plan casts the vision for the Town into the next decade. The first section delves into the history of the Town and its physical characteristics. The next section provides the demographic trends such as age, gender, education levels, and poverty rates. The last section discusses community engagement.

1.1 PARACHUTE PROFILE

HISTORY

The history behind the name of Parachute recognizes it as having dual origins. Tracing the most commonly accepted origin of the name is when the Ute Indian Tribe inhabited most of the State of Colorado. Due to the two prominent peaks that lie just north of the Town near Parachute Creek and the separation created by the river between them, the Utes named the area “pahchouc,” meaning “twins.” The other possible origin for the Town’s name dates back to the late 1800s when the watershed patterns of the Roan Plateau (North of Parachute, resembled the lines and canopy of a parachute. Although the area was initially known as Parachute, in 1908, the Town was incorporated under the name of the Town of Grand Valley. It remained under the name of Grand Valley until the 1980s when the name was changed back to the Town of Parachute (the “Town”).

The Town has always been connected to its surrounding lands. Battlement Mesa, now a large development above the Colorado River valley to the southwest of the Town, provided fruitful soils for agricultural production. The crops produced on the mesa were brought to the railroad in Town to be delivered to processors and consumers. Still today the communities of Battlement Mesa and the Town of Parachute are interconnected socially and economically. Furthermore, residents of Battlement Mesa must utilize the Town’s roadways to access I-70 and regional amenities.

The Town has one building listed on the National Register of Historic Places. On August 5, 2010, Wasson-McKay Place received the designation of a Historic Place under site number 5GF.4249, most specifically located at 259 Cardinal Way. The home was built around 1902 and is considered an example of pioneer log construction and Victorian style.

Battlement Mesa, the community in unincorporated Garfield County, is home to the historical Battlement Mesa School House. Constructed in 1897, with a rear addition in 1907, this one-story stone rural schoolhouse replaced an earlier log structure. It was listed on the National Historic Register on April 21, 1983, under Site Number 5GF.135.



An extensive history of the Town and Battlement Mesa is provided in the Appendix with the document entitled, “Lest We Forget”. The document provides a rich history from the time when the area was utilized by the Ute Indian tribe, through the first settlers and the families that still resided in the region during the writing of the document in the 1970s.

Today, the Town mainly acts as a bedroom community to nearby employment centers such as Grand Junction, Rifle, and Glenwood Springs. In addition, some residents travel to the Eagle River Valley and the Roaring Fork Valley for jobs. As a result, the Town is considered an affordable housing option for those who work in Garfield, Mesa, Pitkin, and Eagle Counties.

The Town is open to advances in the marijuana industry, which adjacent communities have not embraced. With its proximity to both I-70 and the Colorado River, the Town sees travelers passing through the community and desires to capitalize on this traffic by creating destinations that are attractive to tourists. The natural gas industry plays a vital role in the Town’s economy and demographics, attracting workers and families when this industry is booming, but losing these same residents when the industry struggles. The cyclical nature of the natural gas industry leads to transient residents, creating a community challenge.

PHYSICAL PROFILE

The 2.88 square mile Town is located in Garfield County, on the western slope of Colorado. I-70 bisects the Town, and the Colorado River traverses the southeastern edge of Town, flowing adjacent to I-70. Across the river and bordering the Town to the southeast is the unincorporated community of Battlement Mesa.

3111 DRAFT

LOCATION MAP

The Town lies between two iconic mesas located on federal lands owned by the Bureau of Land Management (BLM) and the United States Forest Service (USFS). One of the federal areas located to the north named the Naval Oil Shale Reserve, allows the natural gas industry to operate. The Town is known for its abundant oil shale and natural gas reserves, which has led to many drilling sites constructed within and around Town limits over the years.

However, the oil shale and natural gas reserves are not a reliable economic base. During one particularly difficult bust during the early 1980s, Exxon pulled out of the area in a single day, causing May 2nd to be referred to as Black Sunday by the community, leaving Battlement Mesa to be acquired by private investors that continue to own the remaining developable areas today.

Because of the Town's proximity to these federal lands, residents and visitors have a unique opportunity to access numerous hiking and off-highway vehicle (OHV) trails, and recreation, including camping, hunting, and fishing. However, because of oil and gas leases, direct access to adjacent public lands is limited.

The Town is struggling with two identities. One is driven by the availability of oil and gas nearby, while the availability of recreational amenities drives the other. The challenge with the recreational amenities is accessing the abundant public lands surrounding the Town. As stated above, oil and gas leases limit the ability for residents and visitors to utilize public lands for recreational purposes. The Town should consider developing relationships with oil and gas industry leaders to negotiate access to public lands.

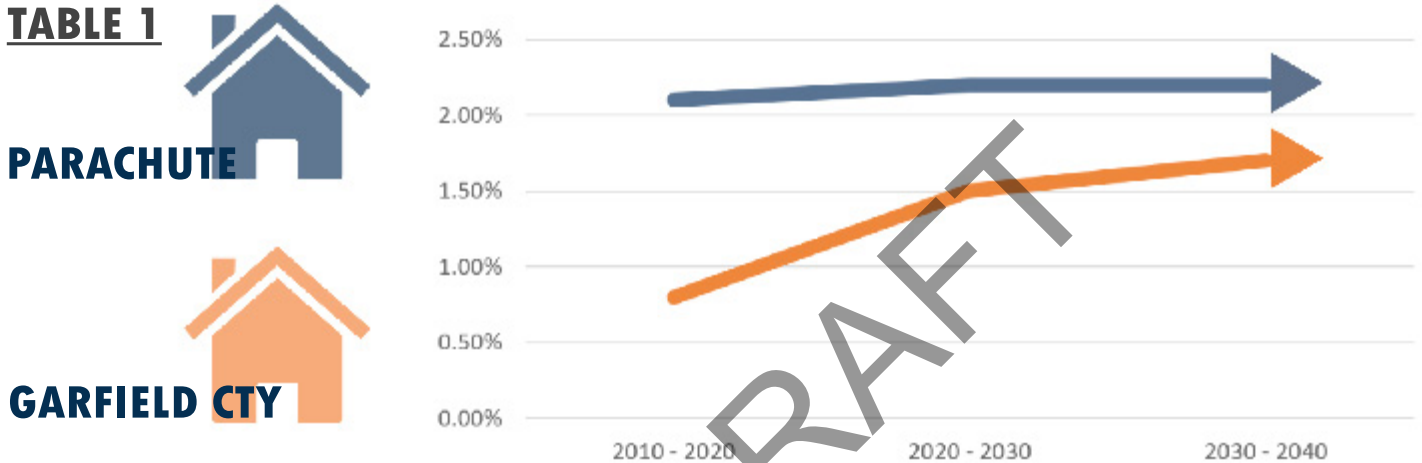
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1.2 DEMOGRAPHIC TRENDS

POPULATION

The Town had an estimated population of 1,363 people in 2020, according to the Census Bureau’s American Community Survey (ACS). Compared to other nearby jurisdictions, as seen in Table 1, the Town has experienced drastic changes in population growth. In 1995, the growth rate for the Town was at an all-time high of 9.1%, but within five years, the Town saw a dramatic downturn with a growth rate of -0.2%. These previous fluctuations are attributed to the boom and bust of the oil and gas industry. As industry production ramps up, more employees move to the Town, but when there is a downturn, people move out and the Town experiences a decrease in population.

TABLE 1



PARACHUTE



GARFIELD CTY

Battlement Mesa has an estimated population of 5,438 according to the 2020 Census, making it larger than the incorporated Town. Battlement Mesa is a Planned Unit Development (the “PUD”) community and has a projected buildout of XX homes. Currently, there are XX homes built in the PUD. Considering the average home size is 2.66 people, according to the ACS, the total population of Battlement Mesa would be XX at build-out. Similar to the Town, Battlement Mesa’s population appears to fluctuate with economic factors as well.

While Battlement Mesa is not included within the Town Limits of Parachute, the two communities are reliant on each other. Battlement Mesa is home to many amenities such as schools, recreation centers, and trails that Parachute residents enjoy while services and amenities such as infrastructure, schools, restaurants, and libraries are located within the Town limits but enjoyed by the broader Grand Valley community. The two communities are intertwined. That connection should be built on to meet the needs of the greater community.

PICTURE OF COMMUNITY



PICTURE OF COMMUNITY



AGE AND GENDER CHARACTERISTICS

Age characteristics of a community also play a significant role in how growth is projected and how resources are allocated. For example, the highest percentage of the population in the Town is between 35 to 44 years. Figure 1 [Age Distribution Comparison] Categorically, the Town has a younger population when compared to Garfield County. The median age for the Town is 32.8 years, which is lower than Garfield County’s median age of 36.5 years. The population of Battlement Mesa is more in line with Garfield County with a median age of 36.2 years. As the community’s population ages, resources and services shift to meet the needs of an older demographic. However, if the Town continues to see lower age distributions, the anticipated population projection may rise faster than other jurisdictions because of higher birth rates and lower death rates.

The Town’s gender distribution is 54.6% male and 45.4% female. However, Battlement Mesa’s gender distribution is 56% male and 44% female while Garfield County is 51.1% male and 48.9% female. Figure 2 [Gender Distribution for the Town]

Figure X. Population Distribution by Age Comparison

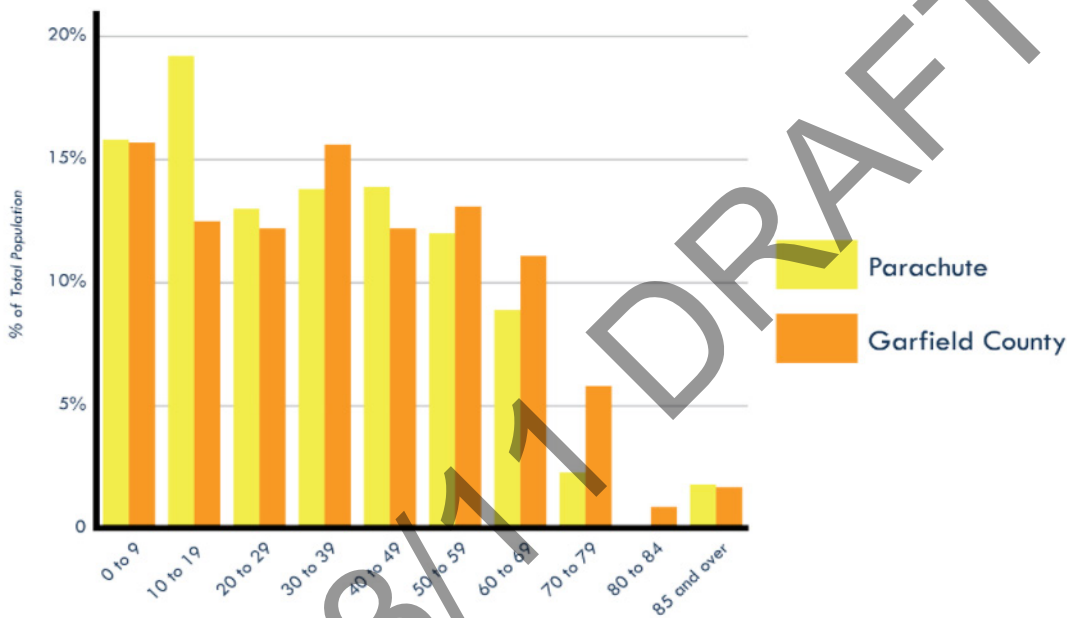


FIGURE 1

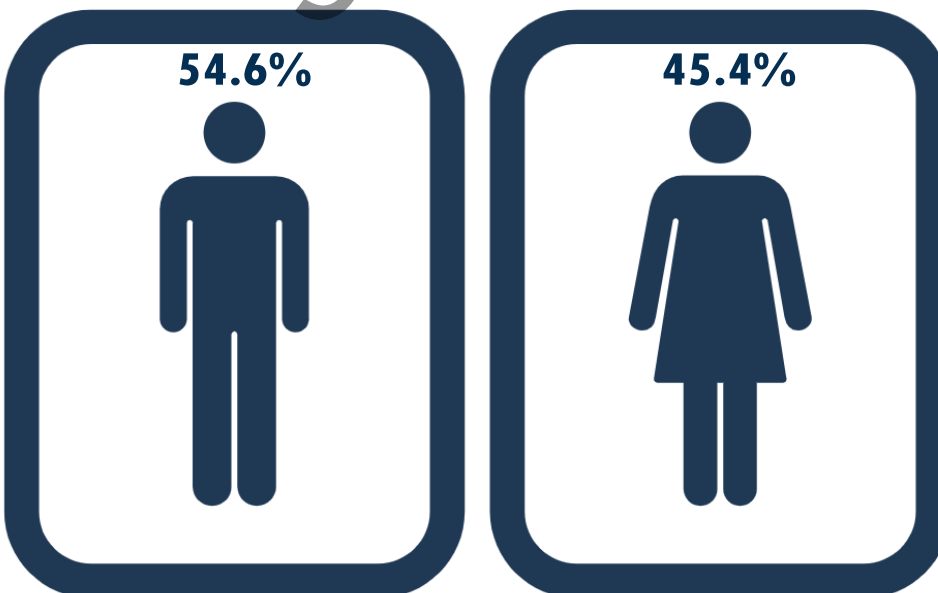


FIGURE 2

EDUCATION

Education attainment and the quality of education available to the residents build a thriving community. Per Public School Review, during the 2021-2022 school year, Grand Valley High School, located in the Town, served 327 students. The number of minority students enrolled in Grand Valley High School is 38% compared to other public schools in Colorado of 45%. The graduation rate for Grand Valley High School is 82% compared to the Colorado average of 81%. The enrollment of minority students is lower than in the state of Colorado.

While the graduation rates are higher than the state of Colorado for public schools, based on average test scores, the students may not have the skills necessary to enter the workforce or move towards higher education. For example, the average math and reading proficiency rates of graduating students are significantly lower than the state average. (Cite source) Figure 3 [Educational Proficiency]

Historically, higher educational levels have translated to a community having a higher median household income. Most residents in Town do not have a bachelor's degree or higher which could be a factor in the lower overall median household income. Figure 4] Educational Attainment]



FIGURE 3

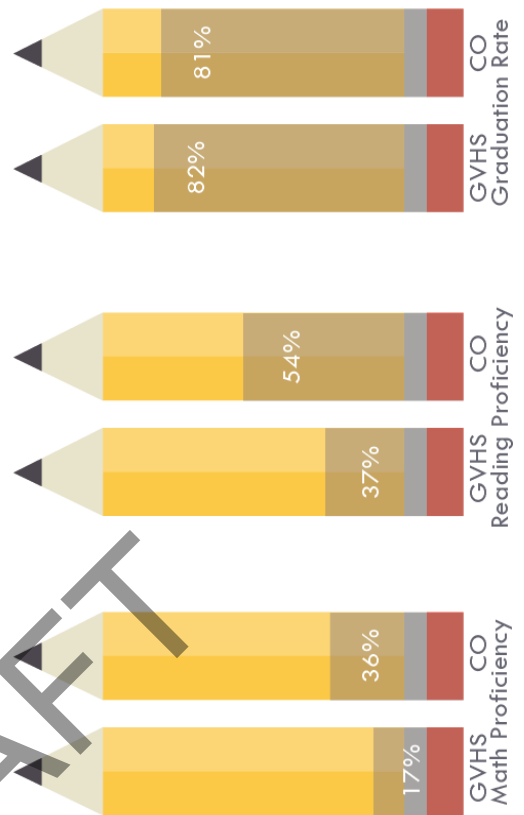
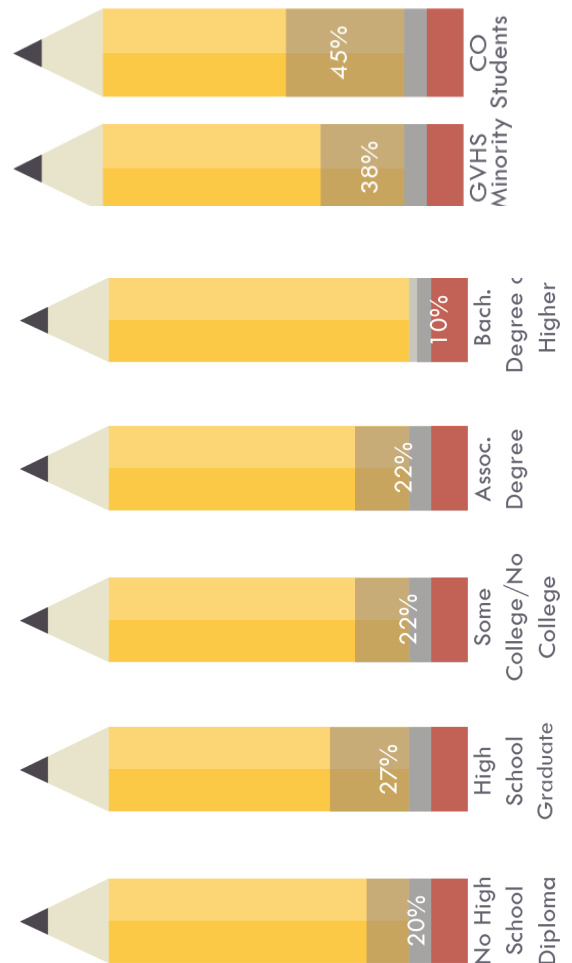


FIGURE 4

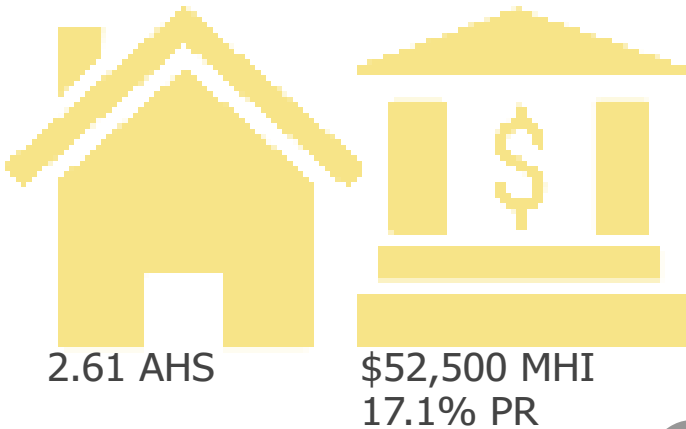


HOUSEHOLD INCOME AND SIZE

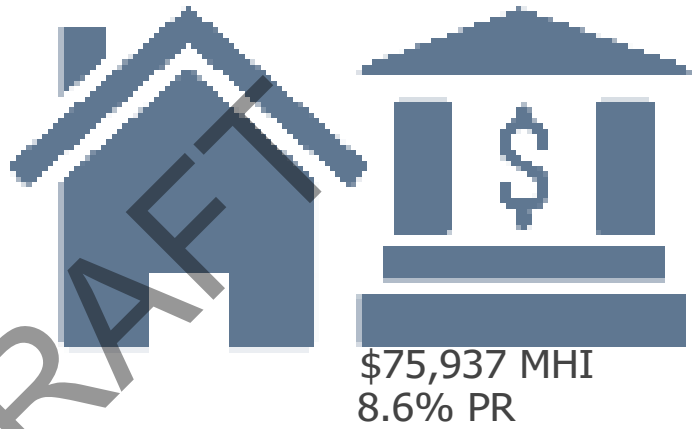
In 2019, the ACS stated, the Town had a median household income of \$52,500, and Battlement Mesa had a median household income of \$68,188, which are both on average lower when compared to the County, the State, and the nation. Figure 5 [Median Household Income Comparison] The ACS data went on to say that the average household size of the Town is 2.61, which is slightly higher than the state average of 2.49 and the national average of 2.53. Experts anticipate that as people have fewer children, the average household size will decrease. However, with the Town being at a slightly higher average, the average household is still expected to be similar to the national rate. Housing types, distribution, and costs are discussed in greater detail in Chapters 2 and 5.

FIGURE 5

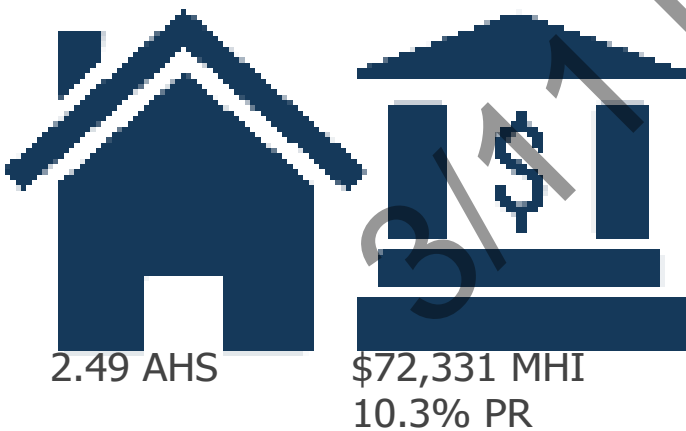
PARACHUTE



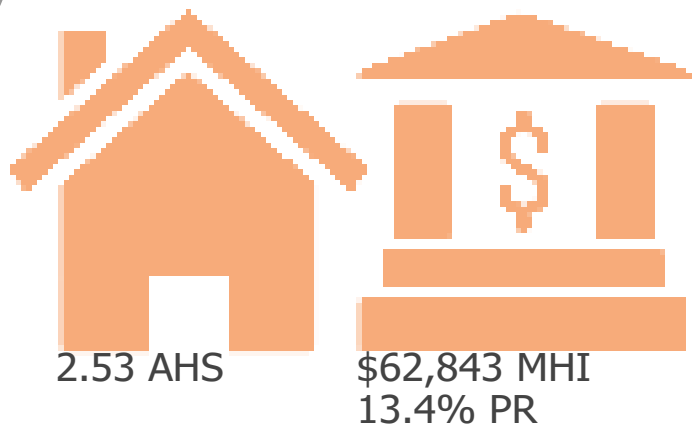
GARFIELD COUNTY



COLORADO



UNITED STATES



PICTURE OF COMMUNITY

PICTURE OF EXTRACTION EM- PLOYMENT

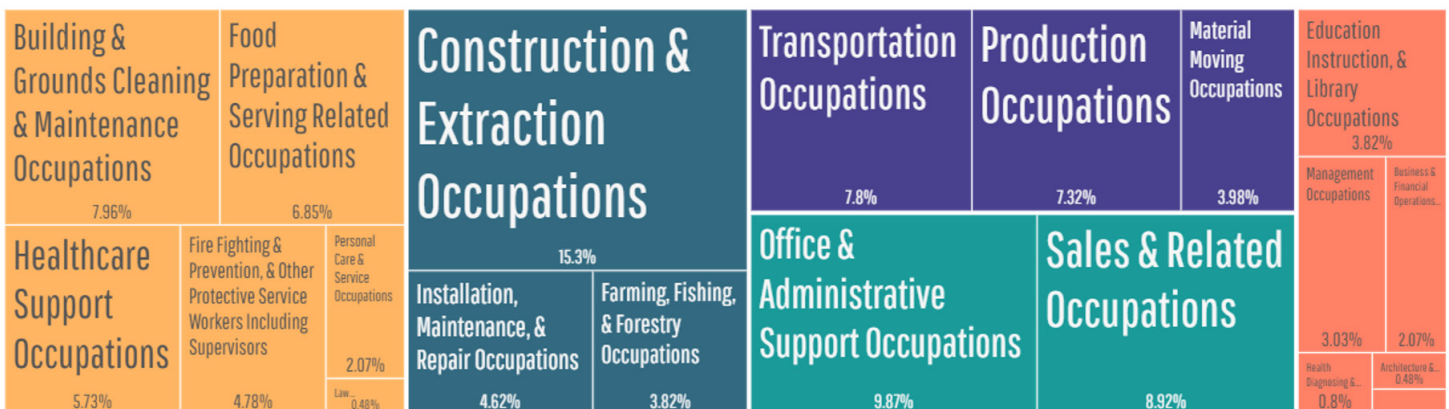
PICTURE OF DOWN- TOWN RESTARAUNT

EMPLOYMENT

According to the ACS data from 2019, which includes only residents living within the Town limits, the most common employment is the construction and extraction industries. People in those industries are 3.03 times more likely to live in the Town. The second most common occupation is in the office and administrative support positions. The third most common occupation is sales and occupations related to sales. Compared to other places, the Town has an unusually high number of residents working in the farming, fishing, and forestry industry - 5.87 times higher than expected. Those working in fire fighting and prevention and other protective service workers industry are 4.01 times more likely to live in the Town. However, only 4.78% of the workforce is in this industry.

When data is analyzed based on zip code, which includes residents outside of the Town limits such as Battlement Mesa and unincorporated areas outside of the Town, a different pattern emerges for employment. The largest employer for this data is educational services at 22.9% Figure 6 - Top Industry Employers and the second-largest employer is in mining at 15.5%.

FIGURE 6



2013 2014 2015 2016 2017 2018 2019

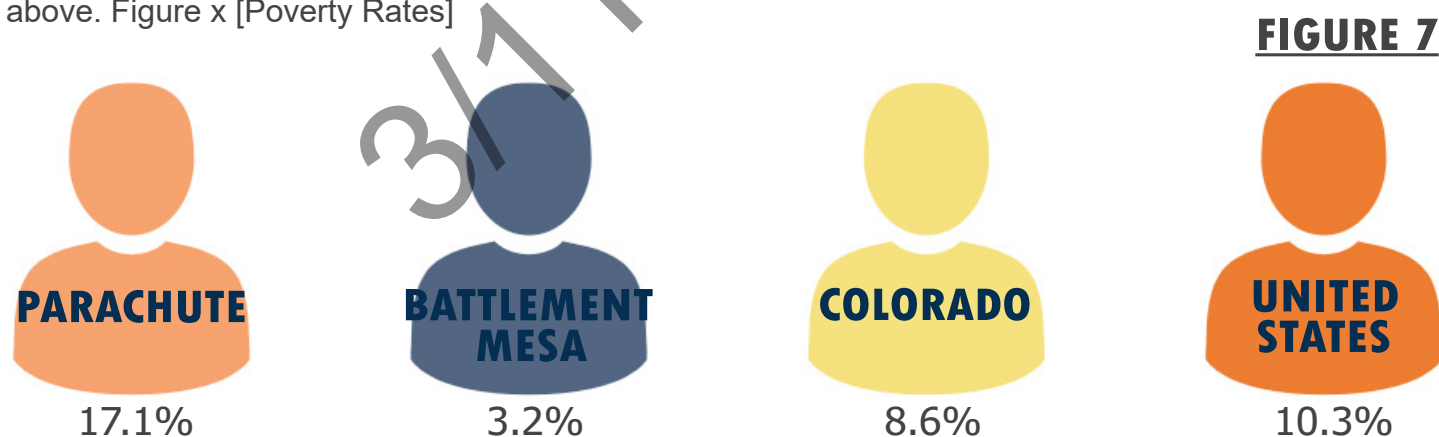
POVERTY RATES

Poverty impacts all aspects of a community's well-being. High poverty rates have a ripple effect. For example, when residents cannot afford healthy food, they eat less healthy options, leading to other long-term health issues. Unfortunately, health issues are neglected, because most residents in poverty do not have health insurance coverage, so they only seek out emergency medical care rather than preventative health care. High poverty rates can also lead to other issues that impact the community's overall well-being, such as substance abuse and mental health issues. Increases in crime, violence, and demand for resources can result.

Poverty rates also impact education. Children without food in their homes attend school hungry. The percentage of Grand Valley High School students on free and reduced lunch assistance was 52.5% in the 2020-2021 school year from the Colorado Department of Education. The percentage of students on free and reduced lunch programs is higher than the state of Colorado, which is 36.7% for high schools. Grand Valley Center for Family Learning is at 59.0%, and Grand Valley Middle School, located in Battlement Mesa, is at 64.8% for students on the free and reduced lunch programs.

When residents' basic needs can't be met due to poverty levels, residents can't be involved in other aspects of the community. So the focus of these community members is getting basic needs (i.e., food and shelter) met.

The US Census Bureau measures poverty by calculating a family's total income against a monetary income threshold that varies based on the family size and composition. Household composition is determined by the people living together and their relationships with one another. The composition of the household determines a person's household size. One person may live in another's household, but not be part of his or her household composition or household size. If a family's income is calculated as less than the threshold, then the family and individuals are considered in poverty. In 2019, the Town had a poverty rate of about 17.1% compared to Battlement Mesa's 3.2%, Garfield County's 8.6%, the State's 10.3%, and the United States rate of 13.4%; this figure is significant for all the reasons mentioned above. Figure x [Poverty Rates]



According to the ACS 5-year estimate in 2019, the largest demographic living in poverty in the Town are Males 55 - 64, followed by Males 6 - 11 and then Males 45 - 54. Figure 8 [Poverty by Age and Gender] The most common racial or ethnic group living below the poverty line in the Town is White, followed by Hispanic and Native American. Figure 9 - [Poverty by Race and Ethnicity]. This is significant given the types of employment which are highest in the Town. There are well-paying oil and gas jobs that are male-dominated fields. When those employees lose their employment due to the bust cycle or age, they may not have had the retirement benefits to sustain the same lifestyle, but do not want to leave the Parachute community.

FIGURE 8

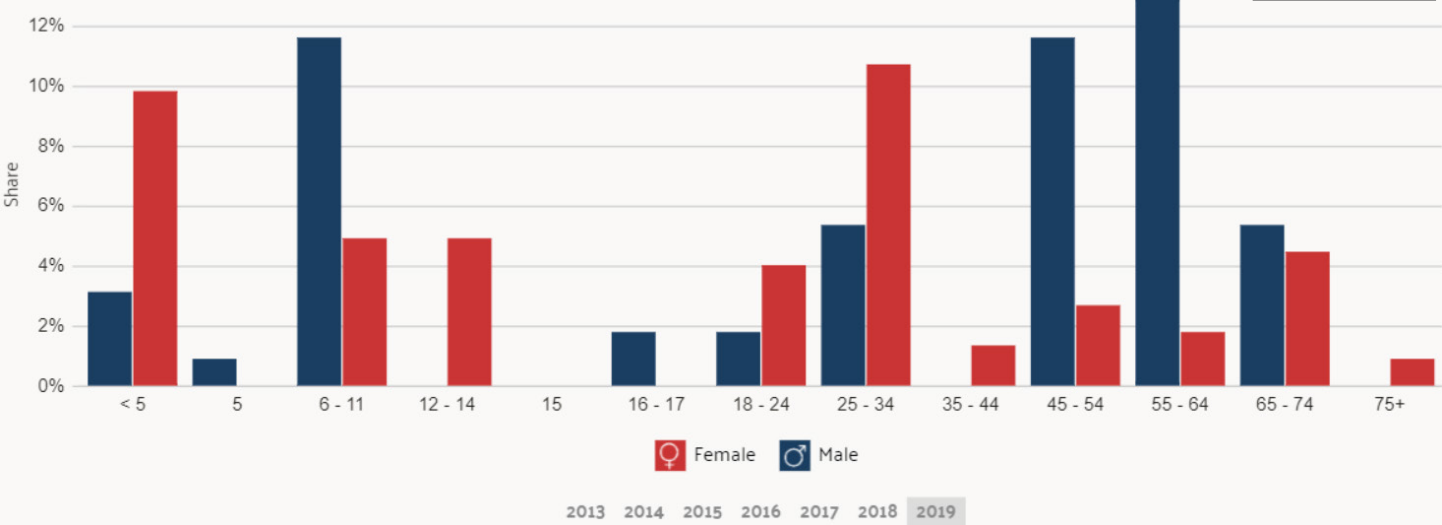
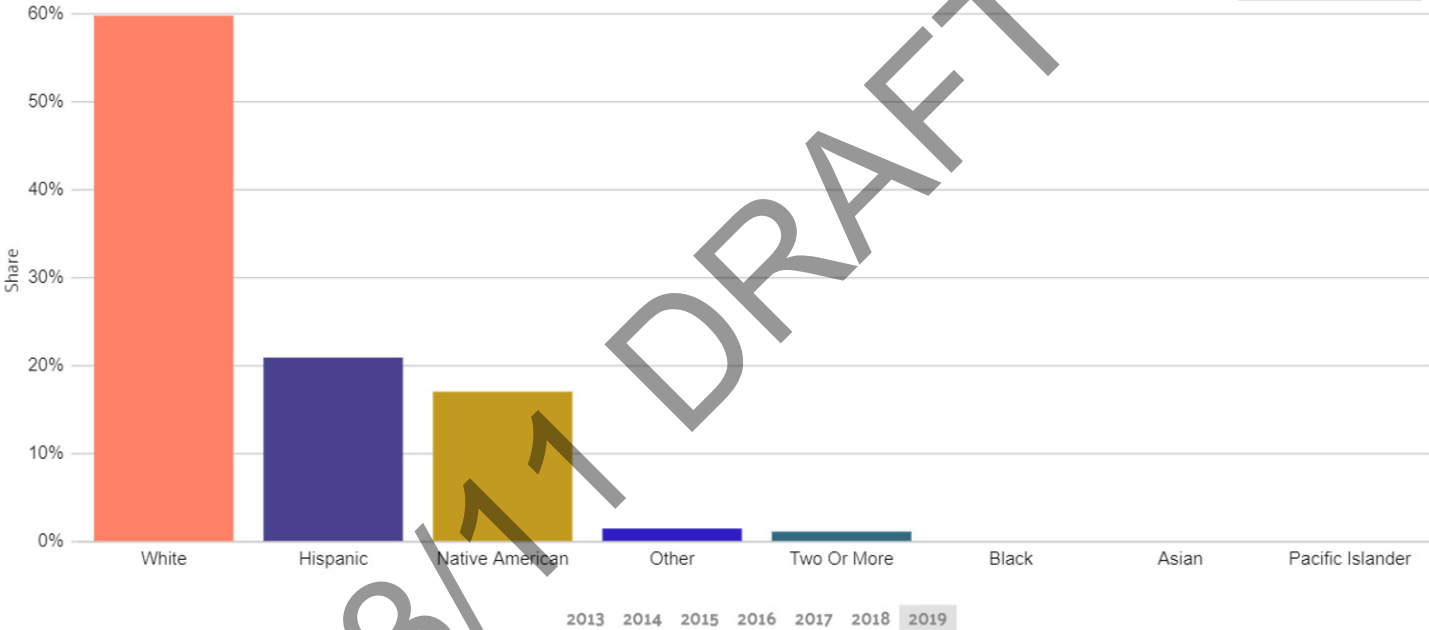


FIGURE 9



PLACEHOLDER



PICTURE OF LIBRARY

PICTURE OF WATER DISTRICT

1.3 COMMUNITY ENGAGEMENT

Community engagement in any area is challenging because there can be limited trust between the government and residents. Community engagement is a framework of guiding principles, strategies, and approaches. The framework is based on the premise that all community members should be informed, consulted, involved, and empowered in the planning of their community. Community engagement places a premium on fostering and enhancing trust as a critical element in long-term, sustainable engagement, and effective governance.

As stated in the Introduction, under Community Input and more specifically, the Survey section, community members feel disconnected from Town staff. Any future updates to the 2040 Plan should include a robust community engagement process. However, before engaging community members in a planning process, relationships must be established. An objective and the associated strategies are included in Section 1.5 addressing community engagement. There are numerous organizations identified as stakeholders in Appendix XX which the Town should include in future community engagement activities. Below is a list of the types of organizations in Appendix XX.

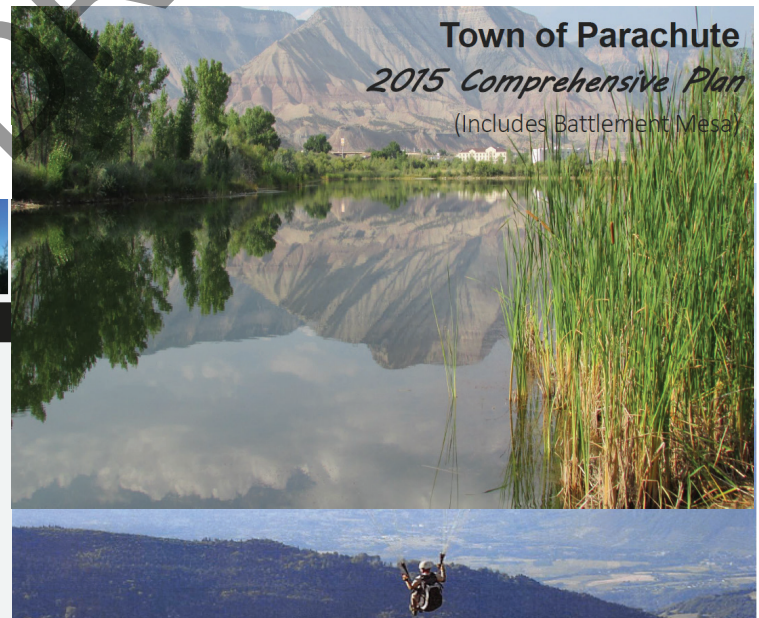
- Government Organizations and Districts
- Emergency Services
- NonProfit Organizations
- Schools
- Library
- Faith-Based Organizations
- Business Community
- Residential Community

1.4 PAST PLANS, STUDIES & INITIATIVES

The Town has completed several planning projects and initiatives over the years. The Parachute 2040 Plan builds upon previous data, economic, and community-driven efforts incorporated into each of these earlier efforts. Below is a list of the plans and studies used in evaluating existing conditions and helping to guide the planning process for Plan Parachute 2040:



**Garfield County
Hazard Mitigation Plan**
August 2017



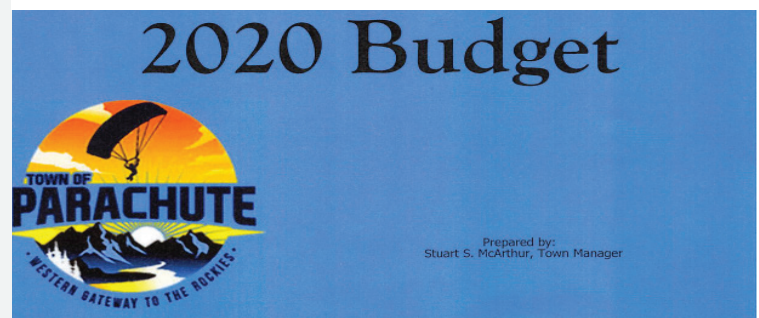
Municipal Code

Home Rule Charter

Municipal Code

- 1 General Provisions
- 3 Administration and Personnel
- 5 Revenue and Finance
- 6 Business Regulations and Licenses
- 7 Municipal Court
- 8 Health and Sanitation
- 9 Utilities and Services
- 10 Animals
- 11 Public Peace, Safety and Morals
- 12 Vehicles and Traffic

View All →



1.5 OBJECTIVES AND STRATEGIES

Objective 1-1: Partner with community organizations to address poverty rates and educational gaps.

Strategy 1-1A: Develop an engagement system with community organizations as outlined in Appendix A: Stakeholders assisting those needing financial help, including financial planning services for those in volatile industries.

Strategy 1-1B: Develop a community tutoring program for students struggling academically.

Objective 1-2: Enhance community connection and trust between the Town government and the residents of the community.

Strategy 1-2A: Develop an engagement system with community organizations as outlined in Appendix A: Stakeholders. Consider applying for the Community Heart & Soul Seed Grant Program which provides \$10,000 in funding for resident-driven groups in small cities and towns to start the Community Heart & Soul model. Grant funding requires a \$10,000 cash match from the participating municipality or a partnering organization.

Strategy 1-2B: Utilize existing community spaces (e.g. the historic Battlement Mesa Schoolhouse, to host local and regional activities and bring outside visitors.

Strategy 1-2C: Foster relationships and trust between the Town, its partners, and the community by doing X, Y, Z.

Strategy 1-2D: Host community dialogue and educational opportunities for the residents of Parachute to learn about municipal government functions, project prioritization, and budgeting. Provide opportunities for conversation and collaboration through this process. The focus of these events is to build community trust, increase transparency on Town leadership decision-making, and build relationships with community leaders.

Strategy 1-2E: Dedicate Town staff time and resources to building relationships with community partners and participating in ongoing planning efforts.

Strategy 1-2F: Seek feedback and input from community members through the use of a community engagement survey. This survey should ask similar questions to gauge and measure community sentiment, desires, and changing priorities over time. The Town should seek the assistance of an impartial third party to conduct and analyze the survey to increase transparency and build community trust.

Strategy 1-2G: Create standardized means to gather and evaluate community input and dialogue.



Objective 1-3: Create additional advisory boards to engage more residents in Town governance and assist the Town in implementing the Objectives of this Plan.

Strategy 1-3A: Identify existing community organizations, boards, or committees which a Town liaison could be added or memorialized.

Strategy 1-3B: Identify gaps between current community organizations, boards, or committees and community priorities and enlist interested community members to guide the vision and strategy of those priorities.

Strategy 1-3C: Town Council should reaffirm their desire to collaborate with these organizations on an annual basis through the adoption of a Resolution identifying liaisons and establishing town committees and boards.

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CHAPTER 2: LAND USE AND BUILT FORM

Land use and the built form create the foundation for the Town. Land use planning is essential to optimize the combination of different development projects. These can include residential, commercial, transportation, industrial, recreational, retail, and public uses, further covered in the additional chapters. The first part of the chapter reviews the existing conditions. The second section discusses future land uses, and the third section covers future needs identified in the Town. The final section provides actionable objectives and strategies for the Town to get from where they are to where they want to go in the future.

2.1 EXISTING CONDITIONS

ZONING

The 2040 Plan is separate and distinct from the zoning districts defined in the Title 15 Land Use Regulations of the Parachute Municipal Code. The land use regulations provide a detailed means for the 2040 Plan's vision to be implemented legally through the Parachute Municipal Code, Title 15, Land Use Regulations. The Town's 2040 Plan includes recommendations on land use, housing, and other areas described and enforced the zoning ordinance. Individual parcels are regulated by the Town in terms of what the allowable uses are, as well as developmental regulations such as building height, setbacks, lot coverage, and parking requirements. Zoning classifications provide guidance on how land uses are distributed throughout the Town. Zoning classifications are shown in Figure 10 [Land Use Existing Conditions Map], guiding how existing, and future land uses are distributed throughout the Town. The Town should strive to provide a balance of land uses to ensure there are adequate areas for housing, retail and services, and employment centers. Housing land uses should be adequate to meet future population growth and diversity in housing types and costs. Furthermore, retail and service areas should be adequate to support local needs and to ensure economic sustainability by generating sales tax revenue. Lastly, employment centers, which allow office, warehousing, manufacturing, and similar employment opportunities should be available to meet local workforce needs, provide well-paying jobs, and support local economic characteristics.

FIGURE 10
See Appendix

3/11 DRAFT

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ZONE DISTRICTS AND DESCRIPTIONS

RA – Rural Agricultural District.

The Rural Agricultural Zone District is intended to provide areas that are most suitable for agricultural and agriculture-related purposes due to location, soil quality, existing land use, and the availability of irrigation water. Other rural, nonagricultural uses such as large lot single-family residences that do not require water and/or sewer service may also be appropriate in the RA Zone District.

LDR – Low Density Residential District.

The Low Density Residential Zone District is intended to provide for single-family residential uses as a transition between rural agricultural areas and higher density residential development.

MDR – Medium Density Residential District.

The Medium Density Residential Zone District is intended to accommodate a wide variety of residential housing types, including traditional single-family homes, patio homes, paired homes, townhouses, and lower density apartment units.

HDR – High Density Residential District.

The High Density Residential Zone District is intended to accommodate all housing types, including higher density townhouses and apartment units.

OTC – Old Town Center District.

The Old Town Center Zone District is intended to provide community and tourist commercial uses in the First Street area. The OTC District offers opportunities for attractive street and pedestrian areas designed to attract visitors from the highway-oriented tourist area. The OTC District also provides a unique office setting for smaller establishments.

NC – Neighborhood Commercial District.

The Neighborhood Commercial Zone District is intended to provide distinct residential neighborhoods with convenience retail and personal service establishments.

HT – Highway Tourist District.

The Highway Tourist Zone District is intended to provide areas for highway and nonresident oriented uses in accessible locations near the highway entrances to the Town.

SC – Service Commercial District.

The Service Commercial Zone District is intended to provide areas for wholesale and service commercial uses located near major highway intersections.

LI – Limited Industrial District.

The Limited Industrial Zone District is intended to provide sites for moderate- to low-intensity industrial uses, commercial services, and light manufacturing. The regulation of uses and standards of development set forth in the LI District are those deemed necessary to provide the proper environment for the efficient and desirable use of this type of industrial land, and to provide the proper safeguards to protect nearby residential, commercial, and public uses.

GI – General Industrial District.

The General Industrial Zone District is intended to provide sites for the full range of manufacturing, industrial processing, resource, and energy production/service and distribution. The purpose of the GI District is to preserve the lands of the Town appropriate for heavy industrial uses, to protect these

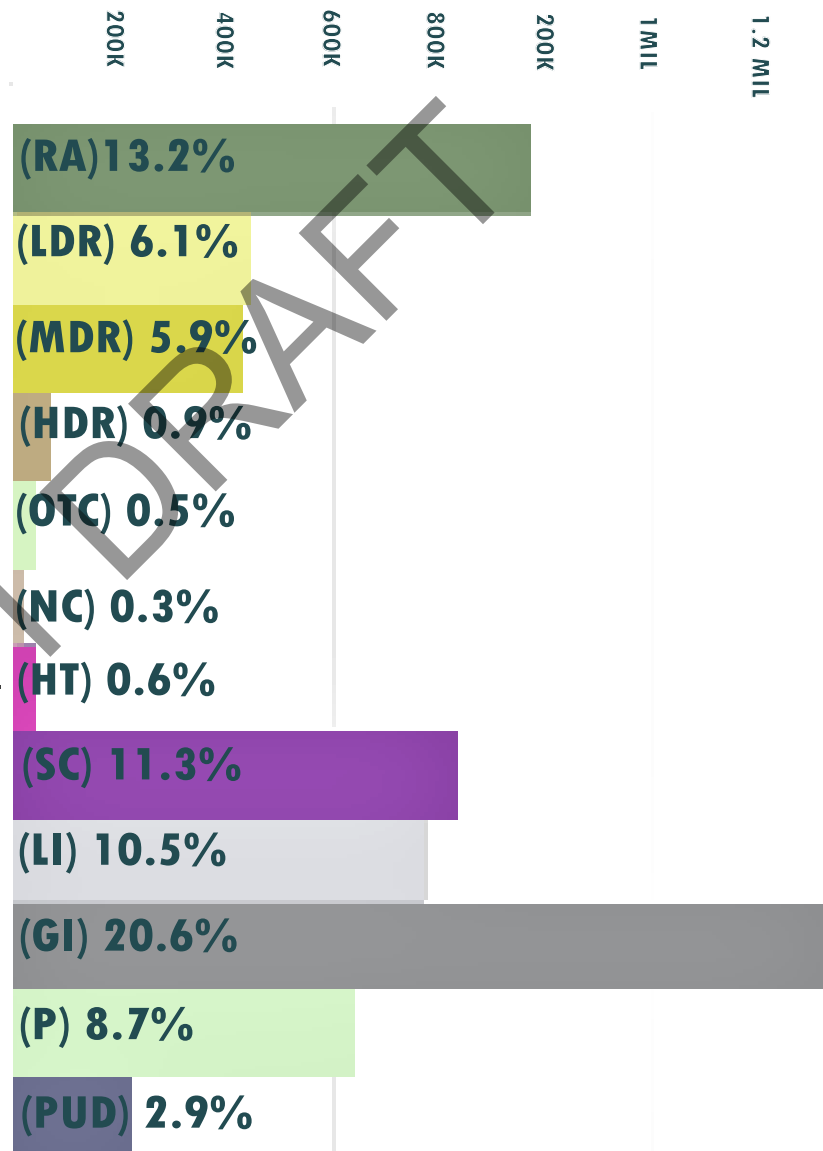
lands from intrusion by dwellings and inharmonious commercial uses, to promote uniform and orderly industrial development, to protect property values, to foster an efficient and aesthetically pleasing industrial zone, to attract and encourage the location of desirable industrial plants, to provide an industrial environment which will be conducive to good employee relations and pride on the part of all citizens of the community, and to provide proper safeguards and appropriate transition for surrounding land uses.

P – Public District.

The Public Zone District is intended to accommodate public facilities and parks and to recognize lands owned by federal, state, or local government agencies.

Figure 11 [Distribution of Land Uses] shows a breakdown of the Town’s different types of zoning classifications as exists today. As is evident in the existing conditions map, residential areas on the northwest side of I-70 are centered around the Old Town Center District and adjacent residential district, while much of the northwestern portions of Town consist of industrial and service commercial parcels. On the south side of I-70, much of the residential stock is on the outskirts of Town in the Battlement Mesa community, while service and neighborhood commercial districts are focused around Cardinal Way. Without updating the zoning ordinance, many planning goals may not be attainable. Zoning is essential to promote and manage growth and help residents and businesses manage expectations about what they and their neighbors can do with their property.

FIGURE 11



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LAND USE DISTRIBUTION ANALYSIS

A well-balanced distribution of land uses helps clear the way for the Town's long-term fiscal and economic viability, including the revitalization of economically challenged areas, preservation of existing residential neighborhoods, efficient distribution of public resources, conservation of natural resources, provision of adequate infrastructure, and a reduction of traffic congestion. Broad land uses should be in balance to ensure the community's future housing needs are met while also ensuring revenue producing land uses such as retail sales and material production and providing services for residents and visitors. A balanced land use distribution reflects the goals and vision of a community.

The Town's most prominent land use classification is General Industrial. As described above, General Industrial is for land uses that include manufacturing, industrial processing, resource, and energy production/service and distribution without infringing on the enjoyment of residential land uses. Approximately 43.2% of the Town is zoned for some level of commercial use

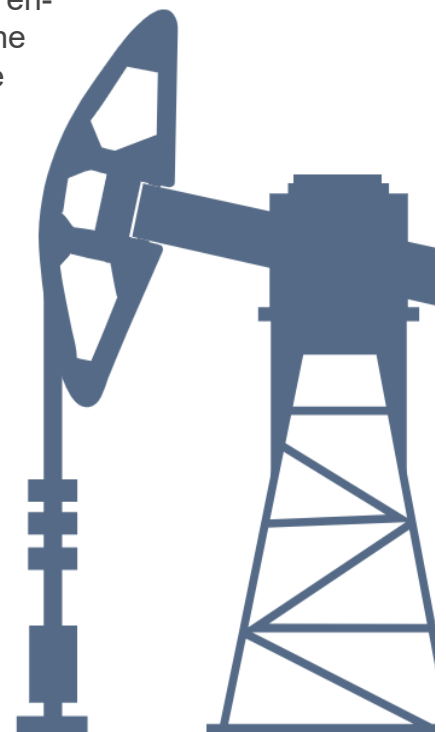
and approximately 26.1% of the Town is zoned some sort of residential. The focus of this plan is to identify the Town's future land use needs and ensure these needs are met through a balanced future land use map.

BUILT ENVIRONMENT

The Town's built environment includes features that have been modified from their natural conditions frequently; this includes visible examples such as buildings, streets, sidewalks, and parks. The built environment creates a sense of place for a community in the Town. Creating a sense of place spotlights the unique qualities and characteristics, making the physical surroundings worth caring about for the residents. Furthermore, they create places where residents and visitors enjoy spending time. Whether it's a vibrant and engaging Old Town Core, a regional park such as Cottonwood Park, an experience with nature along the Colorado River, or a well-designed plaza within the future development along Cardinal Way, the Town's built environment can enhance the user experience and enjoyment. The Zoning Regulations of the Municipal Code, Public Works Construction Manual, and the Parachute Design Guidelines guide the built environment in the Town.

COMMERCIAL PROPERTY

Commercial property is the core of economic development. In the Town, four commercial zone districts cover 21.6 acres. The commercial land uses are located within the Old Town Center area along 1st Street, the Cardinal Way corridor, and the Parachute Park Business Park area, where a business park for offices and light industrial uses is being developed. Old Town Core is the Town's historical downtown where many storefronts are vacant and need revitalization. The Cardinal Way corridor has vacant property poised for new mixed-use development between Cardinal Way and the Colorado River. The area has underground utilities installed and more significant properties subdivided for individual end-users or redeveloped as large-scale, multi-building development.



HOUSING

In 2019, there were estimated to be 658 total housing units in the Town. Of this total, most consist of single-family detached homes. While the Town has an adequate number of housing units, this stock is mainly one type of housing option - single-family detached homes. The Town desires a wide range of choices for residents, from more affordable options to larger and more expensive single-family residences for community members looking for a higher price point than is currently being provided in Parachute. Additional analysis on the cost of housing options and strategies to attract this type of workforce are outlined in the economic development scenarios in the Appendix. Figure 12 [Housing Type Distribution] As depicted in Figure 13 [Housing Costs], the median housing price has been steadily increasing and is anticipated to increase through 2040. Compared to surrounding communities, the Town is a more affordable place to buy a home. In 2019, the average cost of a house in the Town was \$171,100 compared to Garfield County’s average housing cost of \$360,600.

FIGURE 12

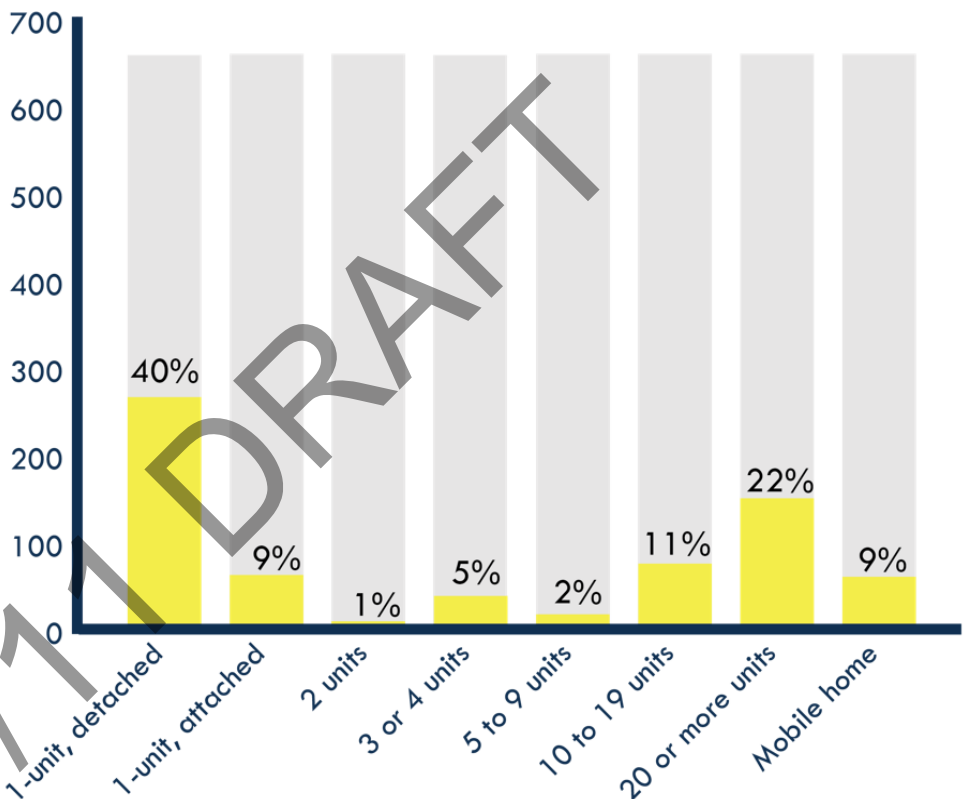
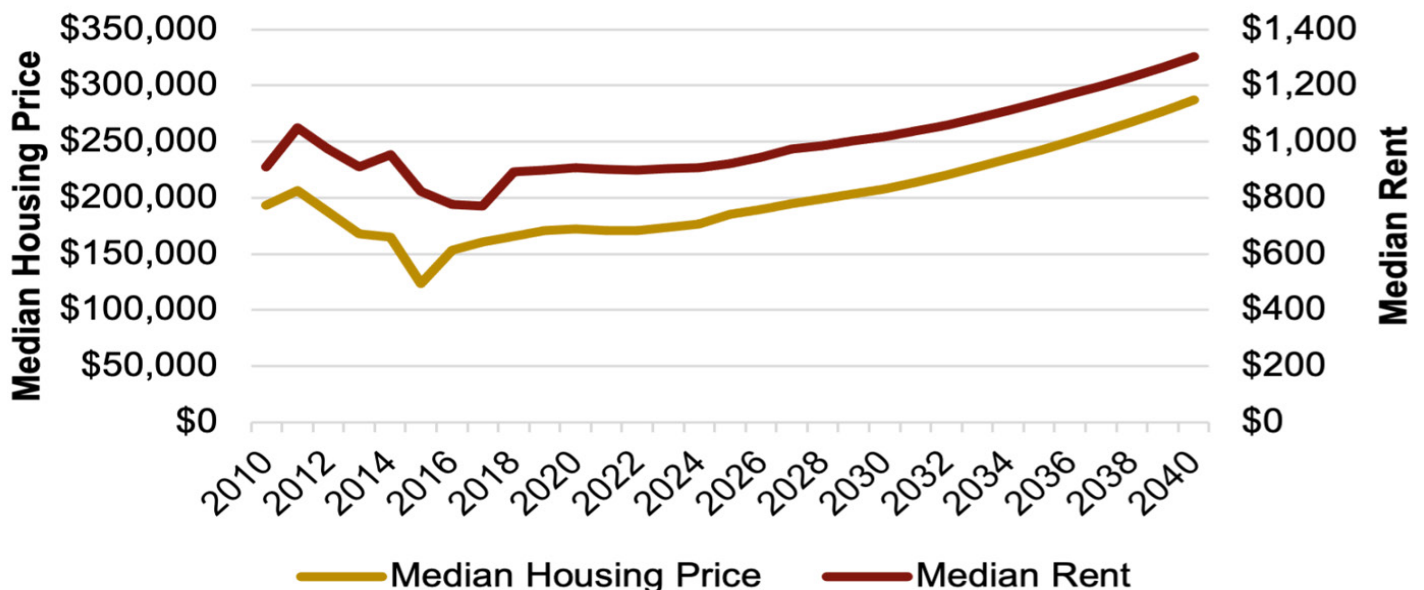
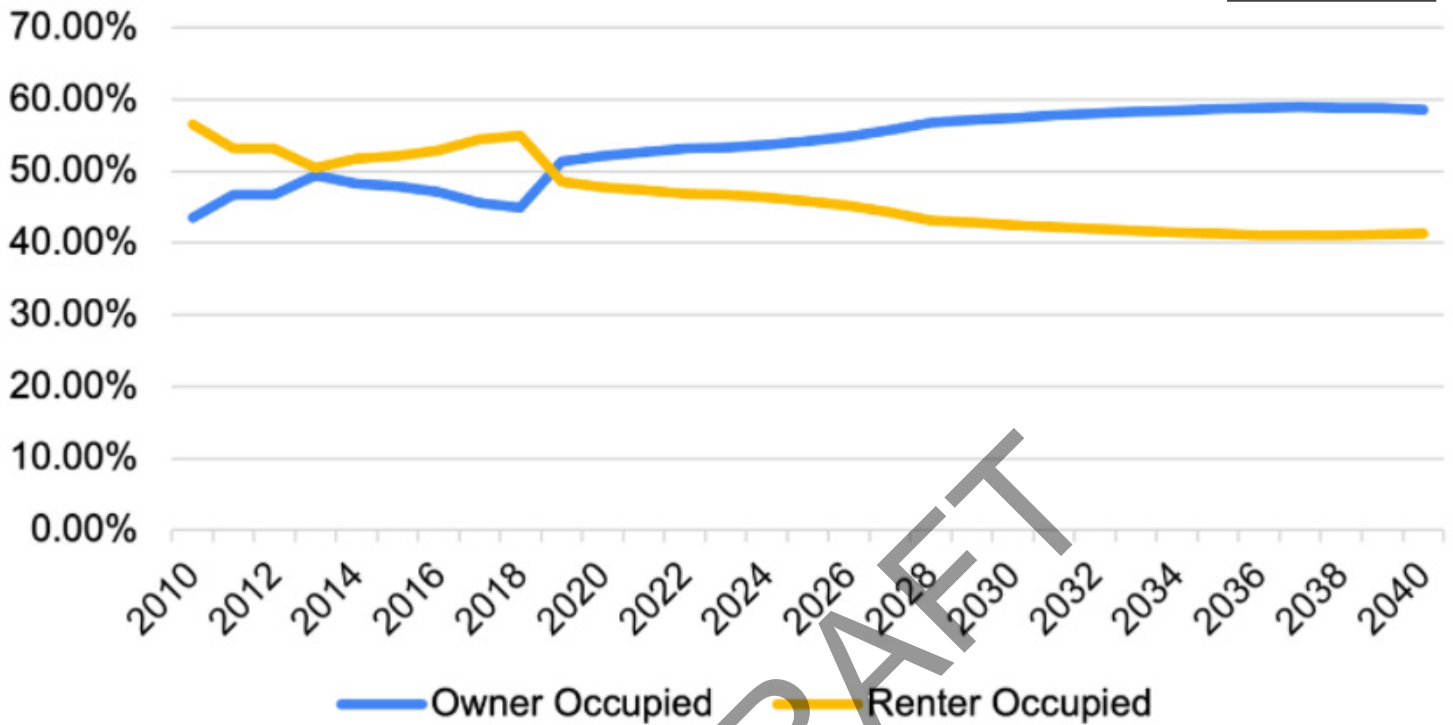


FIGURE 13



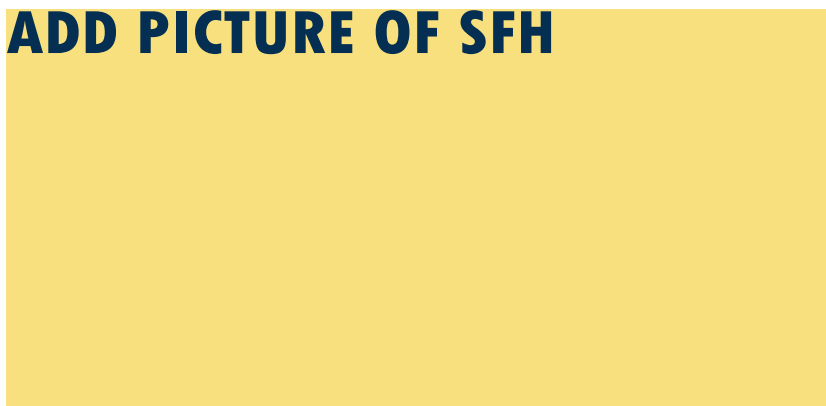
The rate of homeownership has increased and is expected to keep growing compared to renting. As shown in Figure 14 [Owner vs. Renter Occupied], the rate of homeownership has increased and is expected to outpace the renting rate by 2040.

FIGURE 14



To keep housing attainable, a stated objective of this plan is to maintain and create attainable housing opportunities through implementing a range of strategies. Further evaluation and refinement are needed to determine the most appropriate strategy for the Town which can be accomplished by completing a Housing Assessment and Strategy. These strategies may include the following:

1. Allowing and incentivizing the development of a mix of housing types such as duplexes, triplexes, multi-family dwellings, accessory dwelling units (ADU), and other market-rate housing opportunities in the Zoning Regulations, j
2. Creating a development incentive program through the regulations to update to allow for density bonuses that include deed-restricted units for new or redeveloped residential and mixed-use development, Developing a library of pre-approved design concepts to expedite the approval process for accessory dwelling units and
3. Creating regulations to ensure short-term rentals do not negatively impact community character. For more information on affordable housing for the Town, please see Chapter 5, Economic Vitality.



ELECTRIC AND GAS SERVICES

Xcel is the provider for gas and electricity for the Town. Holy Cross provides services after crossing the river towards Battlement Mesa. Infrastructure to support the electric power grid throughout the Town includes a combination of above ground and underground facilities. Most of the Town is powered by transmission lines, utility poles, and substations. Undergrounded facilities are provided in newer developments such as Parachute Park Business Park and the Cardinal Way corridor.

RENEWABLE ENERGY

A solar farm was recently approved in April 2021 by Garfield County providing a renewable energy source for the Town. The 3-megawatt direct-current installation consists of approximately 20 acres of a 114 acre parcel located between I-70 and US Highway 6 south west of the Town. The facility, when operational, should provide enough power to run 400 to 500 homes in the area. However, the solar facility would require purchasing into the program.

Inside Town boundaries, a number of other solar energy projects exist. In 2010, the Town, in cooperation with the Garfield New Energy Communities Initiative, installed solar flowers at the rest area adjacent to I-70, traditional arrays at Town Hall, and at the water treatment plant. Per Garfield Clean Energy, the three facilities generate 22.9 kilowatts of power of clean electricity, saving the Town money on its energy bills. Additionally, private property owners have installed solar arrays on their property. While these are not major contributors to the power grid, two other notable installations are the one at the senior center property north of Old Town Center adjacent to CR215 and one at the east end of town adjacent to I-70

While the Town is supportive of renewable energy, solar arrays proposed in the Parachute area should be placed outside of prime commercial corridors. A recommendation is provided in the Objectives and Strategies section encompassing this suggestion.



EMERGENCY SERVICES

Police Service: The Town provides 24/7 police protection for its residents with a staff of five full-time employees. According to the 2022 adopted budget, a major concentration of the Parachute Police Department is Community Policing. Community Policing, or community-oriented policing, is a strategy of policing that focuses on building ties and working closely with members of the community. The central goal of community policing is for the police to build relationships with the community through interactions with local agencies and members of the public, creating partnerships, and strategies for reducing crime and disorder. Although community policing mostly targets low-level crime and disorder, the broken windows theory proposes that this can reduce more serious crimes.

Fire Protection: Fire protection and emergency medical transport services are provided through the Grand Valley Fire Protection District (“GVFPD”). GVFPD also works on wildfire mitigation projects, serves the community through arranging requested in-home smoke detector inspections, providing public education on reducing the occurrence of structure fires and fire deaths, conducting fire extinguisher training, and teaching CPR and first aid classes. One of the most impactful services provided by the GVFPD is residential safety checks for preventing fire and injuries by providing safety tips and suggestions to safeguard homes. The Town is covered by Station #2, where equipment is staged to provide immediate coverage. Of note, the GVFPD also has a five-acre piece of property located along County Road 215, on the north end of the Town that it will be developing as a training center in the future.



EDUCATION AND LIBRARY

As outlined in Chapter 1 - Community Assessment, four schools currently operate within the Town; the Grand Valley Center for Family Learning School that houses preschool through 1st grade, a 2-5 elementary school called Bea Underwood Elementary (BUE), Grand Valley Middle School, and Grand Valley High School.

The Town has access to one locally operated library, which opened its doors over 38 years ago. The Parachute branch is run by Garfield County and provides many services and resources to the Town’s residents. The library offers amenities such as laptops that the public can check out for up to three weeks, virtual and in-person children storytimes, specific sections for young adults and children, and an interactive sensory activity area and community events for adults. There is also a designated room for community meetings. The library is a hub of information and activities for the community.

ADD PICTURE OF LIBRARY



ADD PICTURE OF GRAND VALLEY HS



WATER AND WASTEWATER

The Town currently supplies water and wastewater service to residents and businesses. The Town's wastewater is treated at the Battlement Mesa Water Treatment Plant on the south bank of the Colorado River through an intergovernmental agreement between the Town and the Battlement Mesa Metropolitan District. On May 19, 2016, the Town of Parachute Board of Trustees approved Ordinance 695. The Ordinance outlined the billing fees for water, wastewater, irrigation, and bulk water usage for the Town and became effective on July 1, 2016. The system services properties in Town limits, and for a higher cost, residents, and businesses outside the Town can obtain water, wastewater, and irrigation services. The prices of the services are based on the amount used.

The Town should consider reviewing water consumption and future water availability to ensure water supplies meet future demand for the Town and the surrounding community. Therefore, a recommendation has been added to the Objectives and Strategies section.

NON-POTABLE IRRIGATION WATER

The irrigation ditch is available to some residents where there is existing infrastructure. Water is supplied by Parachute Creek as it flows through the Town from the north to the Colorado River. Irrigation water is owned by the Town and utilized by the Parks and Recreation District. The ditch flows into the slough behind Cottonwood View Apartments and is used to water the ball fields. The Town has the first right of all the water that comes down Parachute Creek which flows into the Cornell ditch and feeds the irrigation ponds for the raw water irrigation system. 95% of the Town gets irrigation water from the ditch. Residents access the water from a tap at each lot. There is a plan to eventually provide the irrigation service to the remaining 5% of the Town, but there isn't a timeframe for including the additional service area.

BROADBAND

The high school is the fiber hub for the Town as it is connected to the high-speed fiber line within the Colorado Department of Transportation (CDOT) I-70 right-of-way. Through a cooperative effort between the school district, Town, Garfield County, and other municipalities within the County, grant opportunities are being pursued to expand the broadband infrastructure and accessibility.

According to the ACS, in 2019, 76.5% of households had access to the Internet in the Town. Figure 15 [Households with Internet Access] The number is lower than the national average of 86.6%. As demand grows for telecommunication and broadband/high-speed Internet connectivity, additional infrastructure and capacity will be necessary. Lack of access to broadband services creates a digital divide in the community. Access to high-speed internet means being able to attend higher education classes virtually, to meet with a medical professional through telehealth appointments; and the Internet grants opportunities to interact with other community members through online engagement.

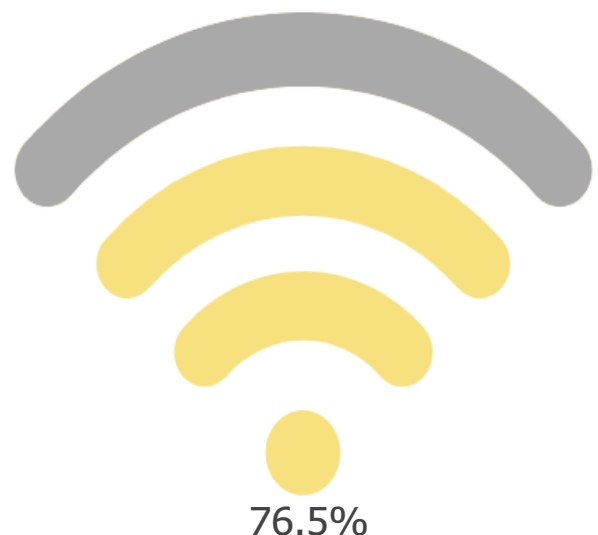


FIGURE 15

The year 2020 saw the rise of broadband users due to the pandemic and stay-at-home orders. Companies and government organizations continue to host meetings and operate in a virtual environment in the post-pandemic world. Broadband access creates diversity in the workforce, because people can choose where they live based on broadband access rather than the physical location of their workplace. Also, national supply chains and distribution networks require access to high-speed Internet to track and manage their networks. Parachute is located such that it is within travel times that are of interest to these industries. Increased broadband access, at a minimum, trunk lines, will increase the Town's competitive advantage to attract these desirable businesses.


Further discussion of broadband is included in Section 2.3 Future Needs.

NATURAL ENVIRONMENT AND RESILIENCY

The Town sits in a unique natural area, settled along the banks of the Colorado River, with extensive riparian areas impacting adjacent land uses while also creating a recreational amenity for community members and visitors. The large bluffs and mesas surrounding the Town yield oil and gas production, driving the local economy for decades. The BLM manages public lands under the jurisdiction of the BLM for oil and gas leases and active wells on these properties. With the Town's proximity to I-70, accessibility to oil and gas leases, and the railroad running through the Town, the Town has become the location for many oil and gas industry businesses, from corporate offices to storage tanks and equipment yards to loading and unloading facilities.

While this location caters to the extraction and transportation of natural resources, the conflicts with the potential hazards these uses have on the community and the surrounding natural resources; specifically, the potential hazards on the Colorado River and the ecosystem surrounding this natural amenity cannot be ignored. Having a well-planned community leads to a well-prepared community. According to the 2017 Garfield County Hazard Mitigation Plan, the Town risks several natural and manmade hazards, including flooding, wildfire, winter storms, and hazardous materials spills. Due to the proximity of I-70, the rail line, and the oil and gas industry, the Town is inherently vulnerable to a hazardous material accident.

The Town's proximity to the Colorado River could create flooding issues during the spring snowmelt. The water plant, CR 300 bridge, and Cottonwood View Apartments are areas of specific concern. If the Cottonwood View Apartments were to flood, it would affect one-third of the Town population.



The Town experiences a power outage in nearly every storm. The water plants are shut off during power outages, creating supply issues for residents. The lift stations and Town hall have emergency generators during the outages.

The 2017 Garfield County Hazard Mitigation Plan identified several projects to help curb the Town's risk vulnerability and prepare itself. A number of these projects have been completed or are currently underway. Table X depicts the identified projects and the status of each. Garfield County is in the process of updating the 2017 Garfield County Hazard Mitigation Plan in 2022.

2.2 FUTURE LAND USE

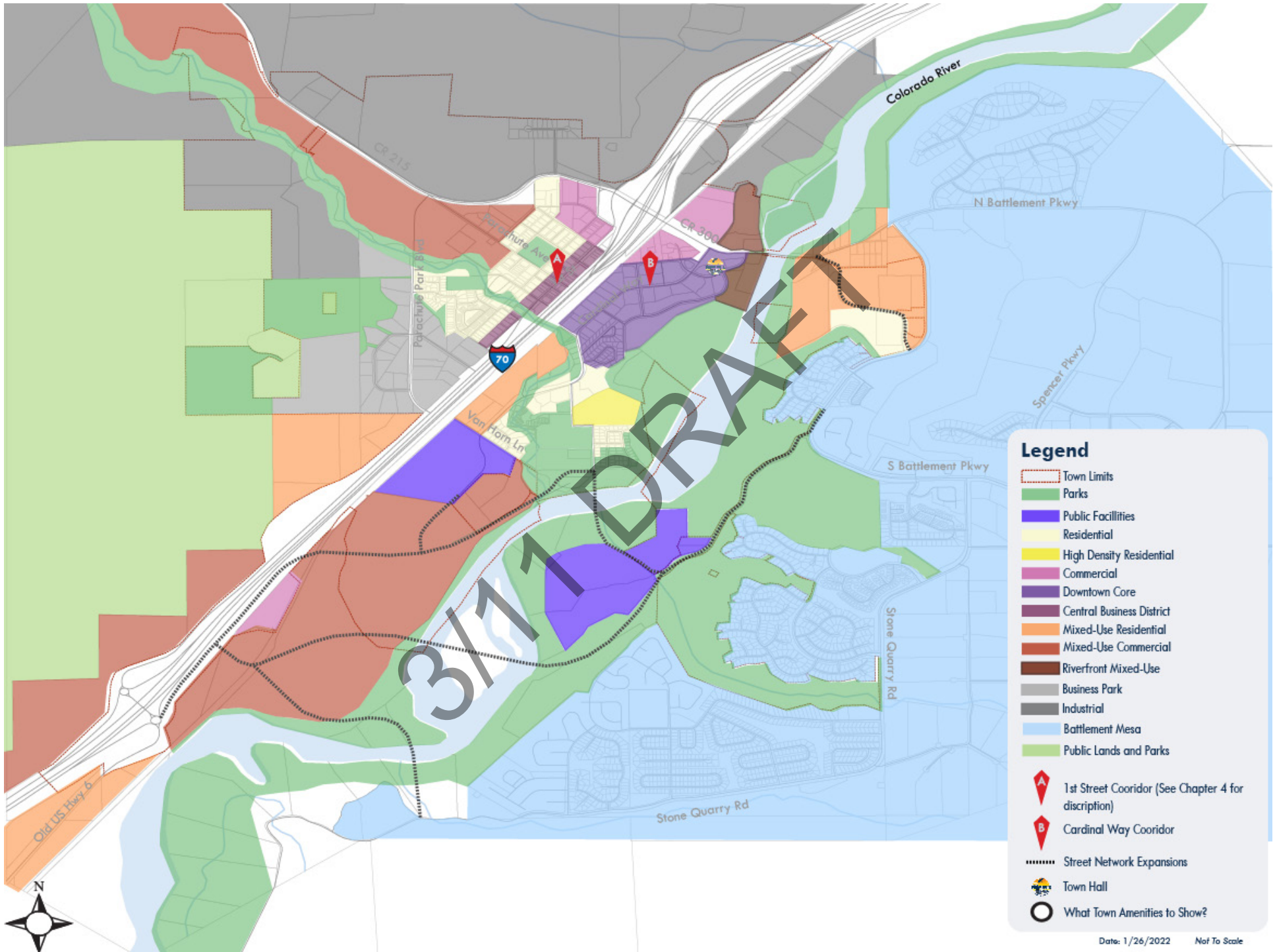
The Future Land Use Map (the “FLUM”) graphically depicts the Town’s preference for using its public and private lands within a given timeframe. For the 2040 Plan, the timeframe is approximately 18 years. In addition, the FLUM shows the Town’s shared vision demonstrating where future houses and businesses should be located, where open spaces should exist, and where recreational opportunities should expand.

The FLUM is not an exact prediction of future land use patterns, although it allocates land uses in the preferred locations. The FLUM estimates what the Town may look like if the population, housing, and employment forecasts prove accurate and if land policies implemented to reach the desired future are successful. The FLUM is not a required standard to meet, but rather a guide for land use decisions. The Planning Commission and Town Council should develop land use regulations achieving the desired future land use pattern delineated on the FLUM. The FLUM is not a zoning map. It is a guide for policy-making. The FLUM, once adopted as part of the 2040 Plan, can be used to gauge the performance of policymaking. If land uses are not changing as planned, the Planning Commission and Town Council must reconsider land policies or reassess planning objectives and strategies.

Figure 16 [Future land use map showing potential annexation/3-mile plan]

FIGURE 10
See Appendix

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Legend

- Town Limits
- Parks
- Public Facilities
- Residential
- High Density Residential
- Commercial
- Downtown Core
- Central Business District
- Mixed-Use Residential
- Mixed-Use Commercial
- Riverfront Mixed-Use
- Business Park
- Industrial
- Battlement Mesa
- Public Lands and Parks
- 1st Street Corridor (See Chapter 4 for description)
- Cardinal Way Corridor
- Street Network Expansions
- Town Hall
- What Town Amenities to Show?

FUTURE PROJECTIONS

Population projections forecast a population increase for the Town, with 2040 seeing a projected population count of 2,871 people. With a 2020 population estimate of 1,363, the Town's population is projected to more than double by 2040. based on these growth projections, providing a range of housing options from affordable to upper middle class as well as access to jobs for those future residents in a range of industries will be a key component in creating positive growth for the Town.

As a starting point, the Colorado State Demographer's Office population projections were utilized. They project that the Town will experience a steady increase in population growth through 2040 to a total population of roughly 1,900. Based on a number of factors, the Town anticipates growth to occur at a slightly greater rate. The State Demographer's flat-line growth was amended to include market forces that will adjust the annual growth rate. DRS projects that there will be a steady 2.2% growth year over year through 2040 with the potential for two growth bursts through 2040. The first may occur around 2025 and the second in 2030. The exterior factors which are anticipated to create growth projections greater than the State Demographer's projection are:

- Availability of affordable, larger parcels of land within Town limits;
- Increased housing needs for the regional workforce;
- Private investment in the development of land in Parachute; and
- A political and administrative environment that welcomes private investment and development.

As outlined in Chapter 1 and per the ACS, the growth rate in the Town has fluctuated since 1990. The growth rate has ranged from -.2 percent in 2019 to 9.1 percent in 1995 in relation to the oil and gas boom. At the end of 2019, the estimated population of the Town was 1,350, an increase of 122 over the population in 2015. The growth rate for the Town between 2015 and 2019 was 2.4 percent compared to 1.3 percent for Garfield County and 1.3 percent for the State of Colorado.

The population of Garfield County is forecast to reach 61,724 by 2020 and 85,224 by 2040. Please be aware, future population forecasts are only provided for Colorado counties and are not broken down by individual municipalities. Overall, the growth rate for Garfield County is expected to increase between 2020 and 2040. Between 2010 and 2020 the forecast growth rate was 1.0 percent, between 2020 and 2030 the forecast growth rate is 1.5 percent, while the forecast growth rate between 2030 and 2040 is 1.7 percent. The change is due in part to the population aging and changes in the proportion of the population in childbearing ages.

The housing needs of the future Town residents are discussed in Chapter 5 and in Table 2. Based on the future housing needs, there is adequate land available through future development areas along the Cardinal Way corridor and future Town expansion to the west to meet the bulk of the anticipated growth. While limited land area is available given the level of development in Battlement Mesa and the abundance of public lands that surround the Town, a mix of uses that will allow the Town to meet future demand will need to be carefully monitored as development projects are proposed and reviewed.

TABLE 2

Types of Houses	Bed/Bath Mixture	Price Points	Average Rent	Square Footages
Single Family	3 bed 2 bath	\$295,000 - \$335,000	\$1,395	Sq. ft. 1,750 – 3,000
Multi-Family	Three bed 1.5 bath	\$173,000 - \$199,000	\$1,075	Sq. ft. 850 – 1,250
Apartments	2 bed 1 bath & 1 bed 1 bath	\$158,000 - \$171,000	\$750 - \$900	Sq. ft 650 – 950
Senior Housing	2 bed 2 bath	\$225,000 - \$255,000	Unknown	Sq. ft 1,350 – 1,500

FUTURE COMMERCIAL NEEDS

There is limited information about the current amount of square footage for commercial space within the Town. For example, the types of commercial uses (i.e., restaurant, retail, service, office, etc.) existing in Town, the number of employees, and current vacancy rates. A strategy to address this in the future, a strategy in the 2040 Plan, is to complete a commercial assessment and asset report for the Town to have a baseline of information for future economic development efforts. This assessment and asset report would inventory existing commercial uses, categorize types of uses, and identify vacant buildings.

MARIJUANA INDUSTRY

The Town is home to six retail marijuana businesses which account for 30% to 40% of the Town's sales tax revenues. While the businesses have diversified the Town's economic base, the Town would like to see the marijuana industry grow from only recreational shops, manufacturing facilities, and cultivation operations to a strong industry cluster encompassing agricultural best practices, research and development, and manufacturing. The Town should evaluate the various uses within the marijuana industry, assess the impacts of each use, clearly identify where each use may be allowed in Town, and define any additional standards or performance measures needed to mitigate any adverse effects on adjacent properties or residents nearby.

LAND USE DESCRIPTIONS

The following land use designations are utilized to create a well planned and developed land use pattern for the future growth of the Town. These designations are intended to guide future development decisions, including land uses, densities, and zoning classifications.

Residential (R) – The residential designation is intended to provide for a range of residential uses including single-family, duplex, triplex, and multi-family residential developments. Although limited commercial uses could be contemplated as conditional uses, it is anticipated that little commercial activity will be allowed within the residential designation. Accessory Dwelling Units (ADUs) should be allowed in areas designated Residential.

Residential densities may range from 2-8 dwelling units per acre.

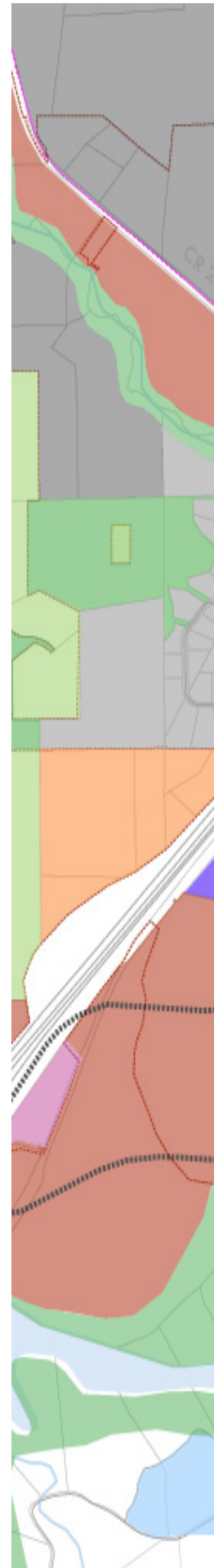
High Density Residential (HDR) - The high density residential designation provides for a range of residential uses, including duplex, triplex, and multi-family residential developments. It is anticipated that commercial uses could be allowed in this designation as a conditional use provided they are compatible with the surrounding neighborhood characteristics.

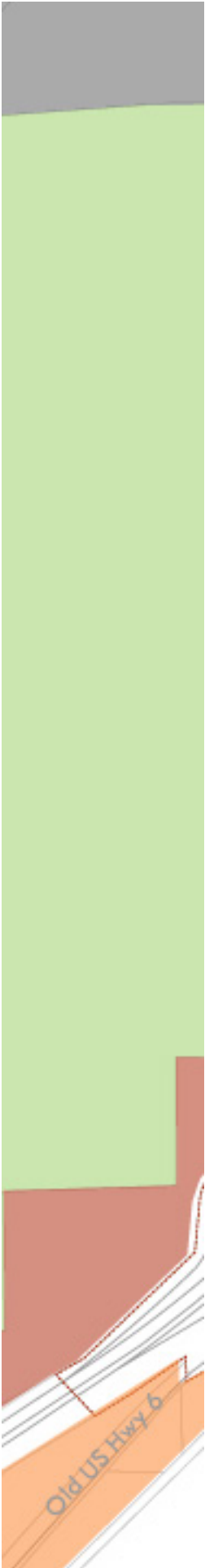
Residential densities may range from 6 to 15 dwelling units per acre.

Commercial (C) – The commercial designation is intended to include retail, convenience stores, office space, hospitality, restaurants, and auto-oriented uses such as truck stops or rest areas. Areas designated as commercial land uses may also include light manufacturing with on-site sales provided the manufacturing activities are limited to the building and shall not produce any odor or dust which impacts adjacent properties. Lands classified as this designation should provide a range of services to residents and visitors. In turn, these are the areas to generate sales tax for the Town. Uses that do not contribute to the overall tax base should be limited in this designation. Higher density residential uses may also be allowed in the Commercial designation in order to provide buffers between districts and uses, where reasonable.

Business Park (BP) – The Business Park designation is intended to allow the same uses permitted within the Commercial category, along with the addition of light industrial uses such as light manufacturing, production, assembly, indoor farming, research and development, office parks, etc. Business Park uses should be located away from residential uses and any negative impacts of the light industrial uses should be mitigated through site design and buffering strategies.

Industrial (I) – The Industrial designation is intended to allow both light and heavy manufacturing, natural resource collection, storage, refining, and other similarly focused industries. The industrial designation may also be overlaid with an agricultural designation to allow current agricultural activities to continue within the designation. Other uses may include outdoor parking and storage of equipment. These uses should be located on larger parcels of land in locations with easy access for large trucks or in close proximity to the railroad line or spurs to be able to transport materials out of the area to be further processed or to receive goods and materials to be processed in the Grand Valley.





Downtown Core (DC) – The Downtown Core designation is intended to continue to be the historical anchor of the Town that creates a vibrant destination with a mix of uses throughout the district and on each parcel. The Downtown Core allows for residential housing, retail, and commercial uses in mixed-use buildings with historic development patterns. This designation is more broadly defined by the character and design of architecture than the actual uses allowed. Additional standards should guide the architectural design and character of the Downtown Core area.

Residential densities may range from 9 to 12 dwelling units per acre. Each parcel should be allowed at least one dwelling unit above ground-floor commercial uses.

Central Business District (CBD) – The Central Business District designation is intended to support a range of commercial uses that serve residents and visitors. Developments within these areas are more auto-oriented than those found in the Historic Downtown but should consider the needs of bicyclists and pedestrians throughout the area. Ultimately, the CBD is a mixed-use development pattern that allows for multi-family housing, office space, and commercial uses ranging from national chain stores, boutique shops, restaurants, and development. This area, too, should prioritize uses that contribute to the overall tax base, where appropriate.

Residential densities may range from 12 to 15 dwelling units per acre.

Mixed-Use (MU) – The Mixed-Use designation is intended to allow a wide range of uses mixed within buildings and/or mixed-use developments. Areas designated as Mixed-Use should include commercial and retail uses on the ground floor with offices, lodging, and residential uses on upper floors. The building design and site orientation should strive to activate the areas surrounding and adjacent to the buildings. This designation also allows for community and civic uses such as municipal buildings, community centers, fire stations, schools, and other public uses needed to serve the community. The Mixed-Use designation is intended to allow flexibility in attracting developers that are interested in creating a product type that caters to individuals that want to live, work, and play within the same neighborhood. These areas should consider the needs of bicyclists and pedestrians as well as accessibility to the community trail system and transit routes.

Mixed-Use Residential (MU-R) - Areas classified as Mixed Use-Residential provide a mix of residential and commercial uses, however, a majority of the project, land area, floor area, or other metric provided should be residential uses while commercial, retail, and service businesses serving the local neighborhood needs can be provided on ground floors or stand-alone buildings. The mix of uses can be provided in one building or in multiple buildings in a campus setting.

Mixed-Use Commercial (MU-C) - Areas classified as Mixed Use-Commercial provide a mix of commercial and residential uses, however, a majority of the project, land area, floor area, or other metric provided should be commercial uses tailored to meet the services, purchasing, or entertainment needs of visitors and residents.

Residential densities may range from 12 to 15 dwelling units per acre. Floor Area Ratios may be as high as 1:1 including residential and commercial areas.

Riverfront Mixed-Use (MU-R) – The Riverfront Mixed-Use designation is intended to allow for flexible development along one of the community’s most valuable assets, the Colorado River. It is anticipated that these areas will allow residential, retail, and commercial activities. Uses might include riverfront housing, recreation focused businesses and retail, and riverfront commercial office space. Uses will be restricted based on their ecological and environmental compatibility with the river along with ensuring the general public will still have access to the river. Buildings should be sited and designed to enhance the river corridor and may require enhanced architectural design on multiple building elevations. Residential densities, in mixed-use buildings, may range from 12 to 15 dwelling units per acre. Floor Area Ratios may be as high as 1:1 including residential and commercial areas.

Parks (P) – The Parks designation is intended to comprise public and potentially privately owned land that has open access for the purpose of creating opportunities for residents and visitors to enjoy the variety of outdoor activities that are possible within the community. Not all of the land currently designated as Parks is publicly owned, and a transition period is expected to allow current uses to conform to the proposed designation. A Parks designation may take many forms and include a range of amenities ranging from trail corridors to regional parks with programming to open space that preserves vistas, habitats, or other environmentally sensitive properties.

Public Facility (PF) – The Public Facility designation is allowed in any zone district. This designation also allows for community and civic uses such as municipal buildings, community centers, fire stations, schools, and other public uses needed to serve the community.

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2.3 FUTURE NEEDS

WHAT WE HEARD FROM THE COMMUNITY

In conversations with the community, it became clear that having opportunities for basic, affordable businesses that provide necessary goods is critical to creating a livable Town.

ANTICIPATED NEEDS

Access to Broadband: For future growth to occur, the Town must be able to provide cost-effective services and infrastructure. One of the key elements in providing service is ensuring broadband is sufficient for residents since broadband. The Town should pursue any grant opportunities available to install trunk and service lines where service is currently unavailable or lacking.

Maintain a Diverse Housing Stock: Provide an adequate area for housing development for the future workforce as well as a changing and aging population. The Town will need to ensure a variety of housing types (i.e., duplex, triplex, multi-family, for sale, and for rent units) at a range of price points is maintained. As today's residents' age, younger generations will want a place to call home when they move out of their family homes and aging populations will desire turnkey homes with reduced maintenance. This diversity will allow today's residents to stay in Parachute and will meet the needs of tomorrow's new residents.

Adequate Space for Commercial Uses: The long-term vitality of the community will rely on the Town's tax base, a majority of which is derived from property taxes and sales tax. Ensuring that adequate areas are allocated to support sales tax-generating uses will be necessary as the community vision is built out. A key strategy of this plan is to ensure land uses do not change from tax generating designations to residential uses to a level that puts the local economy out of balance.

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ECONOMICS

Land use distribution directly impacts economic development opportunities. Land is among the most valuable assets to the Town, not only for public infrastructure, but for taxing purposes. The value of land is a function of how the land is used and what is allowed to be built on it.

How uses are distributed and how easily accessible those uses and goods are to the residents and visitors to the Town plays a vital role in successful future economic development. Placing job centers near housing allows residents shorter commute times and a better quality of life.

However, land use regulations based on the vision the community wants can impact the location and cost of housing. To prevent housing costs from outpacing what the community can afford, an objective of this plan is to maintain and create attainable and affordable housing opportunities.

For more information on the economic opportunities for the Town, please see Chapter 5, Economic Vitality.

RESILIENCY

One of the objectives below is to develop a resiliency plan to identify where improvements are needed to create redundancy in land use, such as creating an emergency shelter if I-70 is closed for a snowstorm and visitors are stranded for the night or a few nights. Or in the event of a wildfire emergency, use the resiliency plan to address the impacts after the event. Land use planning that considers natural hazard risk is the single most crucial mitigation measure in minimizing the increase in future disaster losses in areas of new development. Planning requires balancing development with a range of community requirements and updating appropriate planning tools, such as the land use regulations. Land Use Regulation that considers resiliency can direct new development to suitable locations, avoiding or reducing the exposure to natural hazards and the impact of new development on the behavior of natural hazards. Mitigating the effects of natural disasters requires a collaborative approach across various sectors, and capabilities are necessary, including land use planners, built environment professionals and developers, natural hazard and emergency managers, and community members.

2.4 OBJECTIVES AND STRATEGIES

Objective 2-1: Ensure water and sewer utilities are adequately sized and installed for future growth.

Strategy 2-1A: Complete an infrastructure capacity assessment and apply findings to any new development.

Strategy 2-1B: update existing Infrastructure Master Plan from 2015.

Objective 2-2: Provide reliable, efficient broadband service to all residents and businesses in Town.

Strategy 2-2A: Pursue grants and other funding opportunities to install trunk and service lines for broadband service.

Strategy 2-2B: Cultivate public and private partnerships to aid in the installation of broadband infrastructure and services, including, but not limited to Garfield County's efforts

Objective 2-3: Maintain and create attainable housing opportunities for all of the Town residents.

Strategy 2-3A: Complete a housing assessment study to understand current housing stock characteristics, community housing needs, and what affordable housing means in Parachute. The study may also include a program to track affordable housing inventory and future stock.

Strategy 2-3B: Update the Land Use Regulations to allow and incentivize the development of a mix of affordable housing types such as duplexes, multi-family, accessory dwelling units, and other housing opportunities.

Strategy 2-3C: Create a development incentive program through the Land Use Regulations to allow for density bonuses that include deed-restricted units for new or redeveloped residential and mixed-use development projects.

Strategy 2-3D: Develop a library of pre-approved design concepts to expedite the approval process for accessory dwelling units.

Strategy 2-3E: Create regulations to ensure short-term rentals do not negatively impact community character.

Strategy 2-3F: Create more opportunities for a range of housing types in each zone district to increase the socioeconomic diversity of neighborhoods.

Objective 2-4: Maintain and improve community aesthetics through the creation of standards to enhance the built environment and preserve valuable natural amenities.

Strategy 2-4A: Update the Parachute Design Guidelines to balance community aesthetics with development and redevelopment costs.

Strategy 2-4B: Develop a wayfinding program that will further define the Town’s sense of place and incorporate the Town’s history and future in its design. A wayfinding program provides various levels of signs to direct residents and visitors to community amenities such as parks, business districts, and attractions.

Strategy 2-4C: Update landscape standards to require the installation and maintenance of drought-tolerant, xeriscaping landscaping that is compatible with the local climate.

Strategy 2-4D: Provide adequate human and financial resources to ensure code enforcement efforts are able to uphold and enforce Land Use Regulation requirements.

Objective 2-5: Implement property rezoning and development projects that are consistent with the Future Land Use Map to ensure the housing, retail, service, and economic needs of the community are being met.

Strategy 2-5A: Ensure a balance in land use is provided to generate adequate revenue amounts to support Town services.

Strategy 2-5B: Complete a buildout analysis to have a comprehensive understanding of existing uses and potential capacity for development and redevelopment.

Strategy 2-5C: Create new zoning districts and update the use table within the Zoning Regulations to reflect the land use designations identified in this Ch. 1 and on the Future Land Use Map.

Objective 2-6: Develop a resiliency plan to identify where improvements are needed to create redundancy in land use.

Strategy 2-6A: Work with emergency service providers to enhance communication channels before an emergency.

Strategy 2-6B: Create a balance in land uses that allows for a diversity in jobs, services, industries, and housing, as well as providing parkland and open space.

Strategy 2-6C: Work with Garfield County to routinely assess potential hazards to the community and update HMP.

Objective 2-7: Balance growth with community preservation to maintain a sense of community.

Strategy 2-7A: Adopt new zoning regulations that balance growth with community preservation.

Strategy 2-7B: Define growth and density designations where the community desires mixed-use and commercial development.



CHAPTER 3: PARKS, TRAILS, AND OPEN SPACE

Parks, trails, and open spaces improve our physical and psychological health, strengthen pride in our communities, and make the Town an attractive place to live and work. Overwhelming evidence demonstrates the social, community, environmental, individual, and economic benefits of parks, trails, and open spaces. Publicly-accessible parks, trails, and open spaces can serve as essential community development tools. They make communities more livable by offering recreational opportunities for everyone. This chapter identifies existing parks and open space amenities in and around the Town of Parachute. The chapter then identifies the future needs of park improvements and the development of new parks and trail connections to existing open spaces. Finally, this chapter lays out a network that will connect all residents and visitors of Parachute to easily access the parks, trails, and open spaces provided in and around the Town.

3.1 EXISTING CONDITIONS

PARKS, TRAILS, AND OPEN SPACE

Located at the confluence of the Colorado River and Parachute Creek, the Town is home to popular recreation destinations. The Colorado River flows east to west along the south side of the Town limits. The Colorado River not only provides a beautiful natural amenity, but also drives recreation and outdoor uses for a wide range of activities such as hiking, fishing, floating, rafting, and other water-based activities. Public lands, under the management of the Bureau of Land Management (BLM), Colorado Parks and Wildlife (CPW), and United State Forest Service (USFS), surround the Town and are accessible from different areas within the community. Because of this natural location, the Town is positioned for many year-round outdoor activities both locally and regionally.

Off-highway vehicles (OHV) have become a popular sport for residents of the valley. The Town's unique location centered between many areas of publicly-owned land allows for the potential to expand OHV activities. The Town currently operates TOP adventures, which promotes recreation amenities within and close to the Town

There are approximately 154.3 acres of parks, trails, and open space within the Town limits. The distribution of the parks, trails and open space is visually depicted in Figure 11 [Distribution of Parks, Open Space, and Recreation]. Per capita, there are .12 acres of locally accessible parks and open space per resident of Parachute. Given the Town's size and rural character, this is a high amount of locally accessible recreational opportunities available for Town residents and visitors to enjoy the natural amenities of the area available within Town limits.

FIGURE 11

See Next Page



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PARKS AND RECREATION

The Parachute/Battlement Mesa Parks and Recreation District and the Town provide parks and recreation services. The Town currently maintains four parks, which can be seen in Figure 12 [existing conditions map]. They include;

- 1) Beasley Park, which is a pocket park downtown with a gazebo,
- 2) Parachute Rest Area Park, which includes playgrounds, a dog park, and an ample lawn space to play,
- 3) Cottonwood Park, which is a 39-acre park including numerous amenities utilized for special events and community gatherings, and
- 4) Wasson-McKay Park which is a small park that houses the Parachute/Battlement Mesa Park and Recreation District offices.

In addition to District and Town managed parks, there are privately owned and maintained parks and recreation amenities. The Cottonwood Apartments, which is home to approximately $\frac{1}{3}$ of the Town's residents, offers their residents recreational amenities including basketball courts and volleyball courts.

Cottonwood Park, Beasley Park, Rest Area, and Wasson-McKay Park all accept reservations through the Town to use the facilities located in the parks. At Cottonwood Park, residents and visitors can rent a grill, pavilion, basketball court, and an open grass field. At Beasley Park, interested parties can rent a pavilion and the grounds. At Wasson-McKay Park, only the grounds can be rented at this time.

Residents also have access to the Grand Valley Recreation Center, which offers an array of indoor and community recreational activities including a swimming pool, fitness room and classes, indoor running track, community room, outdoor patio, and children's playground.

An inventory of amenities and activities offered at each Town owned park was completed to create a baseline inventory and to guide future investments into each park. Figure 12 identifies the amenities provided by each park and open space.

3/11 DRAFT

OPEN SPACE

There is vast publicly owned open space throughout the Grand Valley. Directly to the north and west is BLM land, however, much of this land is inaccessible due to the property's active oil and gas leases. Public lands also border Battlement Mesa to the south with access to trailheads and Forest Roads. Other open spaces within Town limits are within the Colorado River corridor. Colorado Parks and Wildlife owns approximately 30 acres of land adjacent to Cottonwood Park, providing direct river access through the Parachute Ponds State Wildlife Area. However, there are restrictions associated with using the property, such as float tubes being permitted for fishing only, and camping, fires, and swimming are prohibited activities.

**ADD BLM AND PONDS
MAPS**

Lastly, in August of 2020, 189.25 acres of open space was annexed into the Town under the ownership of Battlement Mesa Metro District. These parcels were dedicated as open space during the Garfield County PUD process and have dirt trails weaving throughout them. Deer can regularly be seen grazing through this open space, and the views of the Town and the Grand Valley from the upper side of the property are stunning.

TRAILS

Currently, no dedicated multi-use trails exist within the Town limits. As seen in the existing conditions map, Figure 13, the only trails used by bikers and pedestrians are in the Battlement Mesa neighborhoods.

The Town could consider developing a trail network collaborating with homeowners associations and district partners as part of their public works programs or local, state, or national grants. For example, the Lower Valley (LOVA) Regional Trail is within the Colorado River corridor connecting Glenwood Springs to Rifle. Linking to this regional trail amenity will open a wide range of recreational and economic opportunities for the Town residents and visitors. Therefore, the Town should identify possible trail alignments, affected properties, and property owners, and, as funding and opportunities become available, land should be acquired to make this regional connection.

In addition to pedestrians and bicyclists utilizing the Town trail network, there is also a desire for OHV trails. Unless an OHV is street legal, residents and visitors cannot operate these vehicles on any town, county, or state road within the Town limits. Additionally, the Town supports the OHV culture by offering OHVs for rent from T.O.P. Adventures. However, since there are no legal OHV routes in Town, non-street legal OHVs must be trailered to the trailhead.

FIGURE 13

See Attached

3.2 FUTURE NEEDS

WHAT WE HEARD FROM THE COMMUNITY

The current park and recreation amenities, coupled with other community event spaces such as Cottonwood Park and the community center, are highly valued by the community. When speaking with residents, it became apparent how important and valued public spaces are to residents - especially families - in the community. Having access to local parks, trails, and open spaces to enjoy was one of the highest priorities when speaking with community members. We also heard from residents that improving access to recreation opportunities such as hiking, ATV trails, and river access is essential.

ANTICIPATED NEEDS

Dedicated multi-use trails for activities like biking and walking are an essential need at the moment. Lack of infrastructure within Town limits prohibits people from getting around without using their cars. But having access to a trail network that commuters, kids, and visitors could use would improve the quality of living for residents. Building off existing trails in Battlement Mesa will be a good start in creating a comprehensive network in Town. As shown in the future trails map (Fig. X), future connections should include on-street and off-street pathways and allow connections to parks, open spaces, and other community amenities such as Old Town, schools, and businesses.

Greater access to parks and recreation is often heard from the community and aligned with the Town's goals to develop connections to the river and trails. Given the Town's geographic location, there is ample opportunity to build off existing parks, connect to the Colorado River, and create new opportunities for hiking, horseback riding, mountain biking, and the like. The future trails map identifies where the key areas of investment are to help build these connections between parks, open space, and community amenities.

Parks and recreation are vital to the Town's and region's economy and the health of residents. As the Town grows, parks and recreational assets should continue to improve and expand upon. This will be critical in attracting tourism revenue and building a more robust economy. Land must be acquired early to limit the Town's premium as Parachute develops and land becomes more desirable. Creating a master plan for parks and recreation will help the town reach ample land for its vision. As funds become available, the Town should receive the ground and make appropriate improvements to meet the recreation needs of residents and visitors. Parks and recreation should be appropriately placed throughout the Parachute. Every resident has a park within walking distance of their home or place of work, generally defined as 0.5 miles. During the public input process, residents and officials noted that they desired recreation activities oriented to the Colorado River. The Town can leverage its recreational assets to generate recreational tourism through proper marketing and business development, drawing in tourists throughout the region. Making public investments in parks and recreation will not only improve the quality of life for residents but also improve the economic vitality of the Town.

Specific to Parachute, a "park once" concept should be encouraged. The Town receives a high number of visitors who travel through town in order to access the extensive public lands surrounding Parachute. A "park once" concept would provide facilities and legal connections between town services (e.g., lodging, restaurants, etc) and surrounding trailheads so visitors can park their campers, trailers, or vehicles when they arrive in Town and travel throughout town and access the surrounding trails without having to tow their UTVs, ATVs, dirtbikes, or other off-highway vehicles before and after enjoying the trails.



LEVEL OF SERVICE

A level of service for parks and open space should be established by the Town and incorporated into the land use regulations to implement and reach the desired standards as development applications are reviewed, and the community grows. These standards should include the number of park spaces for levels of population and the approximate size of each.

Pocket Park: Pocket parks serve a neighborhood where larger parks are unavailable. These parks are generally less than two (2) acres in area. They would include simple amenities as allowed by the park's size, such as picnic tables, benches, shelters, playgrounds, basketball courts, open fields, plazas, and other elements that create an inviting space for the public to enjoy.

Pocket parks should be a requirement with any future development to serve the future residents of each development. The specific amenities included should be determined at the time the development application is reviewed.

Neighborhood Park: Neighborhood parks should be within $\frac{1}{2}$ mile walking distance of the population served and should provide two (2) acres per 1,000 residents. These parks should generally be between 2 and 7 acres in size.

Based on future population projections, the total acreage of Neighborhood Parks should be approximately five acres. $(2,391 / 1,000 = 2.391 \times 2ac = 4.78ac)$

Community Park: Community parks should be a maximum of three (3) miles apart, serving an area of approximately 1.5 miles surrounding the park, and should provide six (6) acres of developed parkland per 1,000 residents. These parks should be greater than ten (10) acres in size.

Based on future population projections, the total acreage of Community Parks should be approximately five (5) acres. $(2,391 / 1,000 = 2.391 \times 6ac = 14.35ac)$. Cottonwood Park is a community park and is approximately 39 acres in area. This park is adequate to meet the current and future needs of the Town's community park needs.

TRAILS NEEDS

Per the future trails plan, future development projects should be responsible for dedicating and improving community connections at a level commensurate with the proposed development. To guide these exactions, a variety of trail classifications and design parameters. The future trails map indicates the proposed trail classification. The trail classifications that are further defined and discussed in this plan are:



Dirt Trail: Dirt trails are footpaths that allow users to access areas where more extensive facilities cannot or should not be installed due to physical and/or natural constraints. Dirt trails are generally single-track paths in natural settings. These trails may be designed and constructed or maybe formalized social trails, which become more apparent the more they are used. Furthermore, dirt trails may be used as a temporary connection where future development is planned but not yet designed or funded.

These trails are generally 1' - 3' wide with a wider clearing. For alignments where a dirt trail is the designated trail type, a minimum of an eight feet (8') trail easement or strip of land should be obtained to allow adequate development and maintenance of the dirt trail. No easement or land dedication is needed when a dirt trail is on public property. However, the entire easement or property should be obtained for future trail classification for alignments where a dirt trail is being used as the interim connection.



On-Street Bike Lane: A priority in the 2040 Plan is to connect all residents and visitors to amenities, businesses, and other attractions within the community through a variety of means such as vehicles, walking, OHV, and bicycles. Because the Town cannot make all trail connections as multi-use paths, on-street facilities will be needed to make certain connections. Bike lanes within all roadway classification types will be necessary to make those connections.

A bike lane is a designated and exclusive space for bicyclists to use in a low-stress environment on a roadway. This facility type is best suited for low-speed streets that reach maximum speeds of 25 miles per hour. This concept is achieved by using pavement markings and signage to delineate the travel way visually. Conventional bike lanes run adjacent to vehicular travel next to the curb, ribbon edge, sidewalk, or parking lane and flow in the same direction as traffic.

However, bike lanes may be buffered with bollards or run in the opposite direction of traffic, known as a “Contra-lane,” allowing users to see the traffic in front of them. Both buffered and contra lanes are safety enhancements allowed by the American Association of State Highway and Transportation Officials (AASHTO).



According to AASHTO, the desirable bike lane width adjacent to a curb-face is six (6') feet, with a minimum width of three (3') feet. In addition, a physical barrier such as a guard rail exists; an additional two (2') feet should be added to these minimums.

Per the Manual on Uniform Traffic Control Devices (MUTCD), bike lanes must be visually delineated from vehicular traffic by using cues such as bike lane words, symbols, and or arrow markings. In addition, these visual cues must be painted outside of the vehicular path at intersections, driveways, and merging areas to minimize wear from traffic tread. Lastly, a solid white 6- to 8-inch line must bind the lane.



Sidewalk: A well-maintained and contiguous sidewalk system are vital for transportation and recreational users. In addition, sidewalks serve as the primary pedestrian facility for movement and expand community engagement and health. Lastly, sidewalks activate public spaces and economic corridors, connecting people and local commerce.

According to the American Association of State Highway and Transportation Officials (AASHTO), sidewalks have the desired minimum through the zone of six (6') feet and an absolute minimum through the zone of five (5') feet. In areas where a sidewalk abuts travel lanes, the AASHTO desired minimum width is eight (8') feet that help buffer pedestrians from vehicular traffic, and allows proper utilities and street furniture.



Multi-Use Path: Multi-Use Paths are the optimal facility type to be used, as they are the most accessible option within a network. However, they are also the most expensive to design and construct and could take years to develop. This facility type provides a fully separated connection from roadways and generally within a natural setting.

All multi-use paths are to be designed to be ADA compliant and should be at least eight (8') feet in width with a two-foot (2') soft surface trail beside the concrete or asphalt path. For regional trails, such as the Lower Valley Trail, the trail width should be a minimum of ten (10') feet in width. Depending on the adjacent topography, the minimum easement or tract should extend a minimum of two (2') feet beyond the edge of the path and/or soft surface trail. If additional grading is needed to tie the trail into existing grades or other construction-related constraints, additional easement or trail width will be required.

While the multi-use paths should not allow motorized vehicles, where there is adequate space, a minimum of a five (5') foot crusher fines shoulder may be added to create alignment for OHVs.



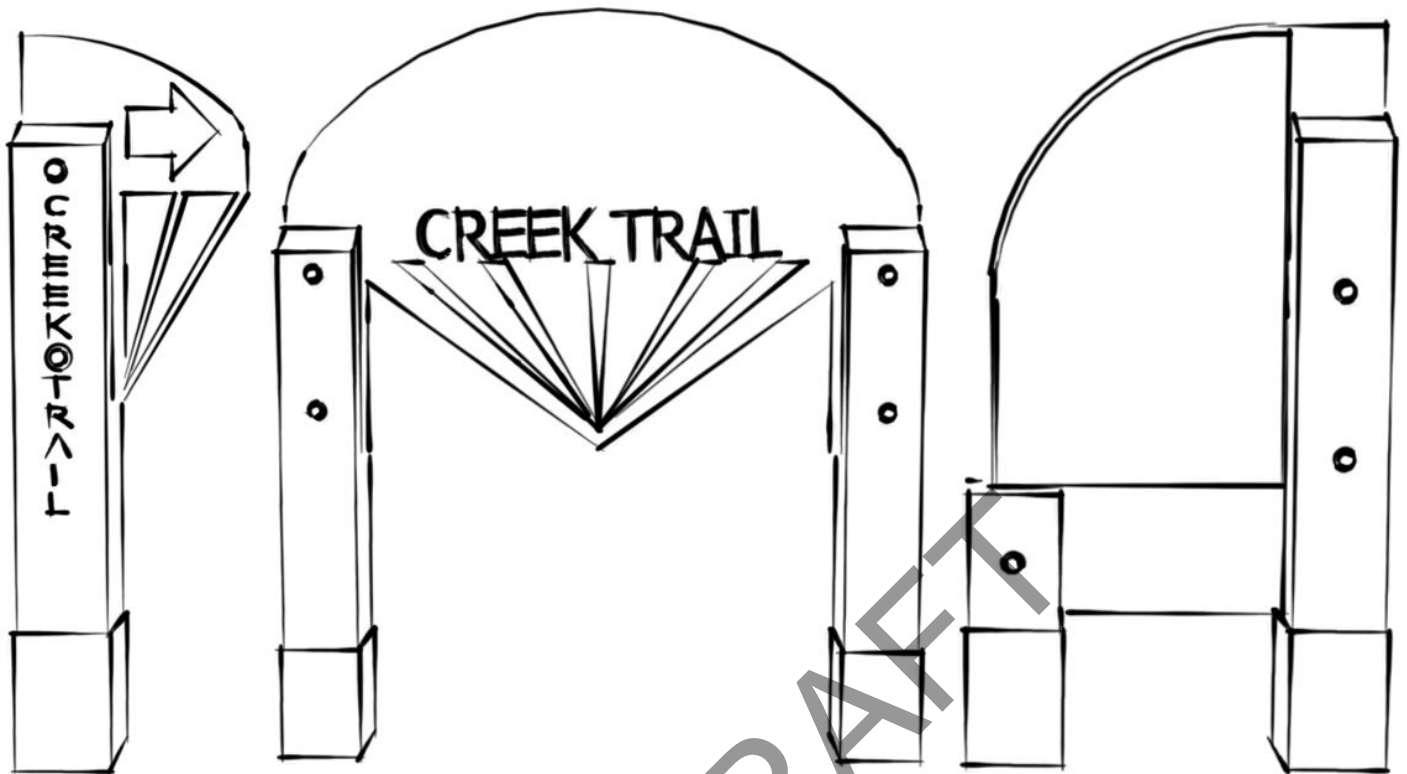
Off-Highway Vehicles (OHVs): There is a desire to develop a “Park Once” concept where visitors can park their camper and/or trailer once when they arrive in Town and travel, legally and safely, throughout Town to access services, restaurants, and trailheads during their visit. This concept is reliant on identifying connections, developing adequate infrastructure, and enforcing the use of the Town’s trail connections. This network will include both on and off-street OHV lanes.

On-Street OHV: Colorado State Law allows for the operation of OHVs with a valid Colorado OHV registration and permit, by operators 10 years and older with direct supervision of a licensed driver or by operators 16 years and older. With this allowance, the Town can designate OHV routes with signs and provide OHV route maps to the public through community outreach or through TOP Adventures.

Off-Street OHV: OHVs are anticipated to be a prevalent mode of transportation throughout Parachute. While the prominence will only increase once a network is implemented, the future trails plan identifies potential opportunities to supplement OHV on-street system with an off-street system. There should be separated paths for each travel direction for heavily used corridors, or trails should be one-way. Because most of Parachute is built out, identifying corridors where two-way travel can fit may be challenging to find.

Off-street OHV paths should be a minimum of five feet in width and be constructed of an adequate base material and topped with 2” - 3” of road base. A separation between the off-street OHV paths should be provided where there is two-way travel.

TRAIL SIGNAGE



Overview

An effective parks and open space wayfinding program must at least tell users where they are, vital information such as rules, a map of their location in the context of the surrounding area, distances to destinations, and which way they need to go. Each level of communication must be consistently presented in a way that is easy to understand and apply to the use of the amenity, corridor, or park. It is also essential that the placement of signs is both valuable and consistent.

Wayfinding signs can also encourage other experiences such as educational opportunities, community engagement, or public interaction. To the extent practicable, the Town's parks, trails, and open space signage plan should provide relevant direction and information and local history and environmental information.



Location and Identification Signs (Destination Signs)

These signs simply let facility users know they have arrived at their destination. The design and color pallet of destination signs should be consistent throughout a system and should set the tone for all other sign types. Destination signs should be designed at the vehicular scale with bold and distinguishable letter types.

Destination Sign design should be simple and avoid the provision of extra information such as park rules, which could be provided on a separate smaller and focused sign. These signs should be limited to the facility's name and what amenities are present



Informational Signs

Informational signs should be consistent in their design but may differ in size depending on the message conveyed. Informational signs can state facility rules or add amenities such as education and park interaction.

Information signs may also be equipped with QR Codes that allow users to scan the information and use it throughout their experience.

These signs should be designed at the pedestrian scale and large enough to allow multiple users to use the sign simultaneously.



Directional Signs (On-Trail or Route)

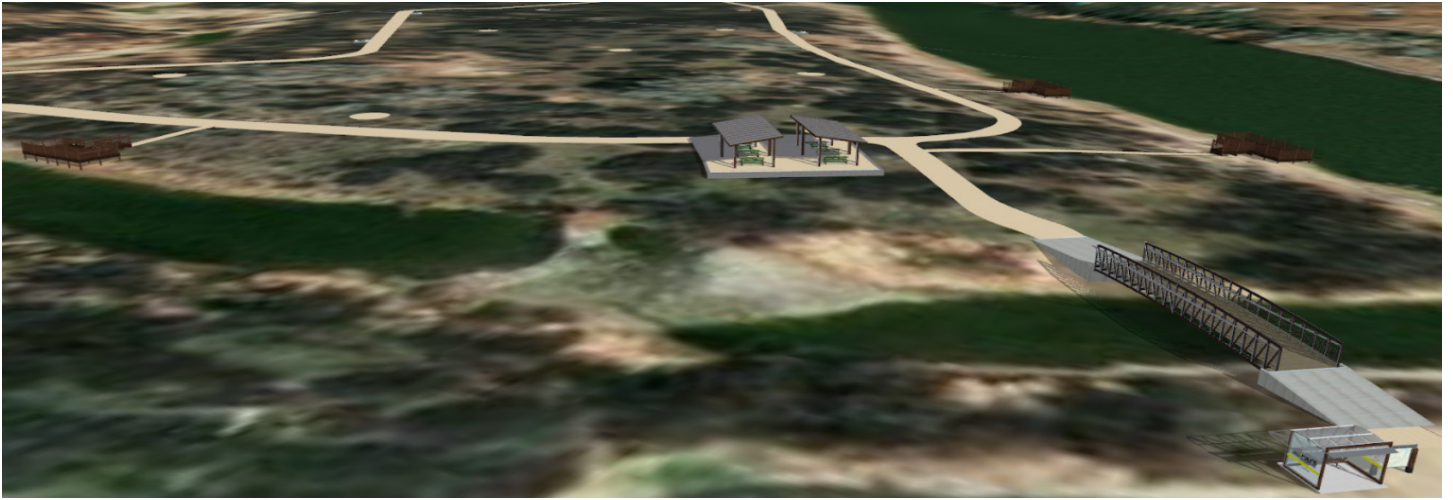
While destination signs tell you where you are, directional signs aim to let users know where to go and perhaps how far they have been/how far is left. Signs in this category are small and should be designed at the pedestrian scale. These signs should be entirely consistent in their design and must communicate an easy-to-understand course of action for users.

These signs must be clear in their message for users of every language, education, and ability level. The Town can achieve this by limiting written directions and using large and distinguishable arrows or other wayfinding symbols.

Lastly, directional signs should be designed to be completely tamper-proof.



PARACHUTE ISLAND PARK AND DISC GOLF COURSE CONCEPT PLAN





3/11 DRAFT

CALLAHAN MOUNTAIN PARK CONCEPT PLAN





3/11 DRAFT

ECONOMICS BLURB

The economic impacts of parks, trails, and open space are direct and indirect. For example, the direct effects reflect the spending by Parachute/Battlement Mesa Park and Recreation District for operations or capital programs, including wages and benefits for agency employees, investment in equipment, utilities, goods, and services for the community.

Indirect effects capture the spending associated with Parachute/Battlement Mesa Park and Recreation District's vendors. An example is a current project of installing new carpeting at the Grand Valley Recreation Center. The carpet company hires employees to complete the job who might spend money in the Town for local goods and services before heading home.

According to the University of Washington, living near a park boosts property values less than half a mile away. Therefore, homeowners can see an increased value anywhere between 8% to 20% for their homes near a park or open space. Other factors affecting property values include usage rate, meaning that property values decrease with more park users. In addition, when the parks include athletic fields and games, property values are lower up to 500 feet away, and care and upkeep, meaning lower maintenance equals lower property values. For instance, the values of properties close to heavily used or unkept parks are typically lower than similar properties farther away.

For more information on the economic opportunities for the Town, please see Chapter 5, Economic Vitality.

RESILIENCY BLURB

Parks, recreation, and open space are essential features of a resilient community. The Parachute/Battlement Mesa Park and Recreation District positively impact the community by providing diverse amenities and programming spanning from no or low-cost fitness opportunities, such as walking along a trail or taking an affordable fitness class. The preservation of open space in the Town provides cleaner air and water and a visual break from the built environment. Also, preserving wetlands and other riparian corridors that historically flood with the ups and downs of the Colorado River flows reduces the risk of flooding on properties close to the river corridor.

3.3 OBJECTIVES AND STRATEGIES

Objective 3-1: Create a network of trails connecting parks, neighborhoods, and the Colorado River.

Strategy 3-1A: Enhance accessibility to the Colorado River through the extension of Lower Valley (LoVa) Trail connecting Parachute Island Park to Cottonwood Park.

Strategy 3-1B: Develop a multi-use trail system along Parachute Creek connecting Callahan Trailhead and the CR215 northern corridor to the Colorado River.

Strategy 3-1C: Identify partnerships and actively support connecting the river corridor trail within Parachute to the LoVa Trail system to the east.

Strategy 3-1D: Create standards that encourage development that engages regional trail and river corridor frontages.

Strategy 3-1E: Partner with private outfitters and guide businesses to increase the use of the Town's boat launch and river access.

Strategy 3-1F: Create a community area combining recreational amenities, regional events (e.g., Grand Valley Days, rodeo, sports tournaments), micro commerce (e.g., food trucks, merchandise vendors, farmers markets, etc.) services adjacent to Cottonwood Park.

Strategy 3-1G: Foster partnerships with landowners and lessees to connect Town trailhead and trail facilities to adjacent public lands.

Objective 3-2: Enhance parks and recreation facilities to meet desired community level of service.

Strategy 3-2A: Update land development regulations to implement community park levels of service identified in this Chapter to improve the Town's parks and recreational assets.

Strategy 3-2B: Create a funding mechanism to maintain and expand park facilities in a safe and accessible manner.

Strategy 3-2C: Pursue grant funding to replace playground and park facilities.

Strategy 3-2D: Invest in kid-friendly and accessible public spaces and amenities.

Strategy 3-2D: Develop revenue stream from new development such as an impact fee or fee-in-lieu, to allow the Town to develop pocket parks throughout Town in areas where access to town parks is difficult or inaccessible.

Objective 3-3: Identify prime open space areas and pursue their acquisition and preservation.

Strategy 3-3A: Create an open space acquisition plan based on community-identified values and needs.

Strategy 3-3B: Identify a funding source to implement and maintain trail signage and Callahan Trail-head.

Objective 3-4: Develop a trails management plan to ensure proper design, construction, and maintenance of the trails throughout the Town.

Strategy 3-4A: Identify the maintenance requirements of each trail classification and determine the amount of town staff needed to keep up the desired level of service on trail maintenance.

Strategy 3-4B: Develop construction standards that include best management practices, erosion control, drainage and erosion control measures, and trail design tactics.

Objective 3-5: Partner with regional stakeholders and jurisdictions to leverage and maximize existing Parks, Trails, and Public Land assets in the community.

Strategy 3-5A: Partner with the BLM to develop management plans, allow public access, and create new recreational opportunities on the public lands surrounding Mt. Callahan.

Strategy 3-5B: Partner with the Parachute Battlement Mesa Parks and Recreation District and BMSA to connect and develop a network of trails that encompasses the broader region, including Battlement Mesa.

3/1/17 DRAFT



CHAPTER 4: TRANSPORTATION

Transportation systems significantly impact the development of a community in the Town, inclusive of public transit, non-motorized infrastructure, and shared roadways. Transportation systems can bring together a community through well-planned options. Each transportation system component has different needs and its own infrastructure and operations, making it critical to understand each element through data analysis. In the future, the goal is for each component to be well connected and work to support each other. A transportation system should include complete streets, where appropriate, to accommodate a range of transportation options such as walking, bicycling, public transit, and cars. Different transportation options provide reliable and timely access to jobs, community services, housing, and schools while helping create safe streets and expand business access to different markets. This Chapter sets forth existing transportation conditions, including commuting habits, public transit options in the Town, future transportation needs while utilizing different transportation options and designs.

4.1 EXISTING CONDITIONS

Bisecting the Town is I-70, a central interstate corridor connecting the east and west coasts. There is an interchange with I-70 and County Roads 215 and 300, providing direct and convenient access to regional, statewide, and nationwide travel and distribution opportunities.

The transportation network within the Town ranges from older facilities in disrepair to systems installed within the last few years. Other than County Road 215/300 and 1st Street (US HWY 6), there are no regionally significant corridors running through Town. Therefore, most of the traffic on the Town's road network is local. However, due to the extensive oil and gas production in the surrounding area, the regional corridors see significant heavy truck traffic.

There are a variety of roadway cross-sections currently in use throughout the Town because the Town does not have standard cross-sections or roadway classification specifications memorialized in the Town's Land Use Regulations or the Public Works Manual. Therefore, roadway design was completed on a development-by-development basis. In 2019, the Town adopted Design Guidelines, which have been adopted as Appendix 6 of Title 15, Land Use Regulations. The document identified architectural design guidelines, site layout, and streetscape designs directly related to adjacent land uses and street functions such as bicyclists, pedestrians, and motorists. For example, streets that should be focused on pedestrian connections and activities prioritize those functions in the design. The streetscape design section of the Design Guidelines forms the basis for the recommendations and roadway classifications recommended in this Chapter.

3111 DRAFT

COMMUTING HABITS

Commuting habits reflect how well infrastructure and land-use patterns support different types of travel to work, recreation, and obtaining necessary goods and services.

According to the 2019 American Community Survey (ACS), using averages, employees in the Town have a commute time of approximately 30.5 minutes. The typical United States worker's commute time is about 25.5 minutes. Additionally, 7.08% of the workforce in the Town have "super commutes" of over 90 minutes. The commuting time data shows what the residents have anecdotally shared: goods, services, and jobs are not readily available in the Town. As a result, they drive long distances to get basic needs met. The long commuting times also impact the overall health of residents.

The Sycamore Institute study conducted in 2017 for Tennessee showed people traveling 15 miles or more are associated with increased odds of obesity and decreased odds of being physically active. A person's odds of being obese increase by 6% when they are in a car for 60 minutes per day. However, each mile walked per day decreases the odds of obesity by 7.7%.

Long commute or "super commute" times such as above 90 minutes can significantly stress the human mind and body and strain family relationships. Several studies show that long-distance commuters suffer from mental and physical disorders at much higher rates than people with short trips to work.

The types of transportation used impact commuting patterns. According to the ACS, in 2019, 80.9% of workers in Town drove alone to work, followed by those who carpooled to work (11.2%) and those who walked to work (3.96%). The same data indicate that only five (5) households used public transportation in 2019. Transit services started in the Town in 2020, so these numbers could go up with future Census data. One (1) household rode a motorcycle, and one (1) household took a taxi to work. No households rode a bike to work in 2019.

FIGURE 14

Type of Commute	Number of People
Employed in Parachute, but live elsewhere	755
Employed elsewhere, but live in Parachute	491
Employed in Parachute and live in Parachute	62

According to the US Census Bureau data, approximately 251 people commute into the Town for work from Battlement Mesa, the next highest commuting population of approximately 63 people commuting on a daily basis are from Grand Junction. Approximately 39 people commute for jobs from Rifle and approximately 30 people commute from unincorporated west Garfield County.

3/11 DRAFT

TOWN CIRCULATION NETWORK

Downtown consists of a small grid circulation network, which connects local businesses and residential uses to the Town's core area. Outside of downtown, road networks are more meandering and less based on a grid layout. Each development has designed its own road network within the development to connect to the main arterial and collector network of the Town.

I-70, County Road 215/300, and Parachute Parkway are the most significant corridors into Town. In addition, Cardinal Way, First Street, and Parachute Park Boulevard are growing to be large commercial corridors. Located adjacent to I-70 with easy access and abundant vacant land, the Cardinal Way corridor serves several existing businesses, residential developments, Grand Valley High School, and Cottonwood Park. As the Town grows, this corridor is prime for greenfield development and redevelopment opportunities. However, the functionality of Cardinal Way needs to remain important to ensure adequate and efficient access to these destinations remains. Figure x [existing conditions map] gives a visual representation of the Town's existing network.

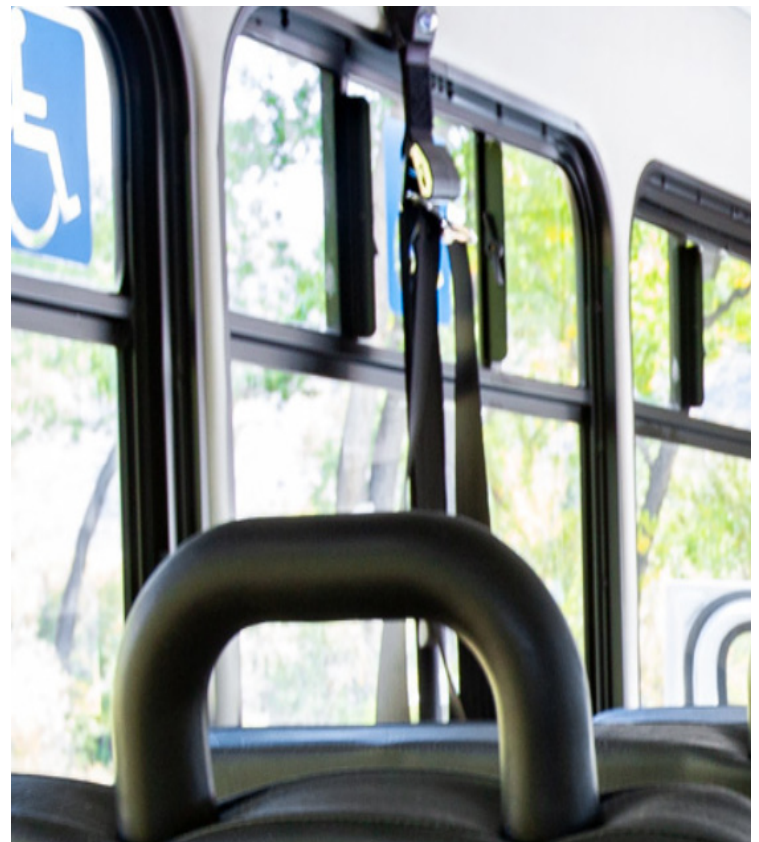
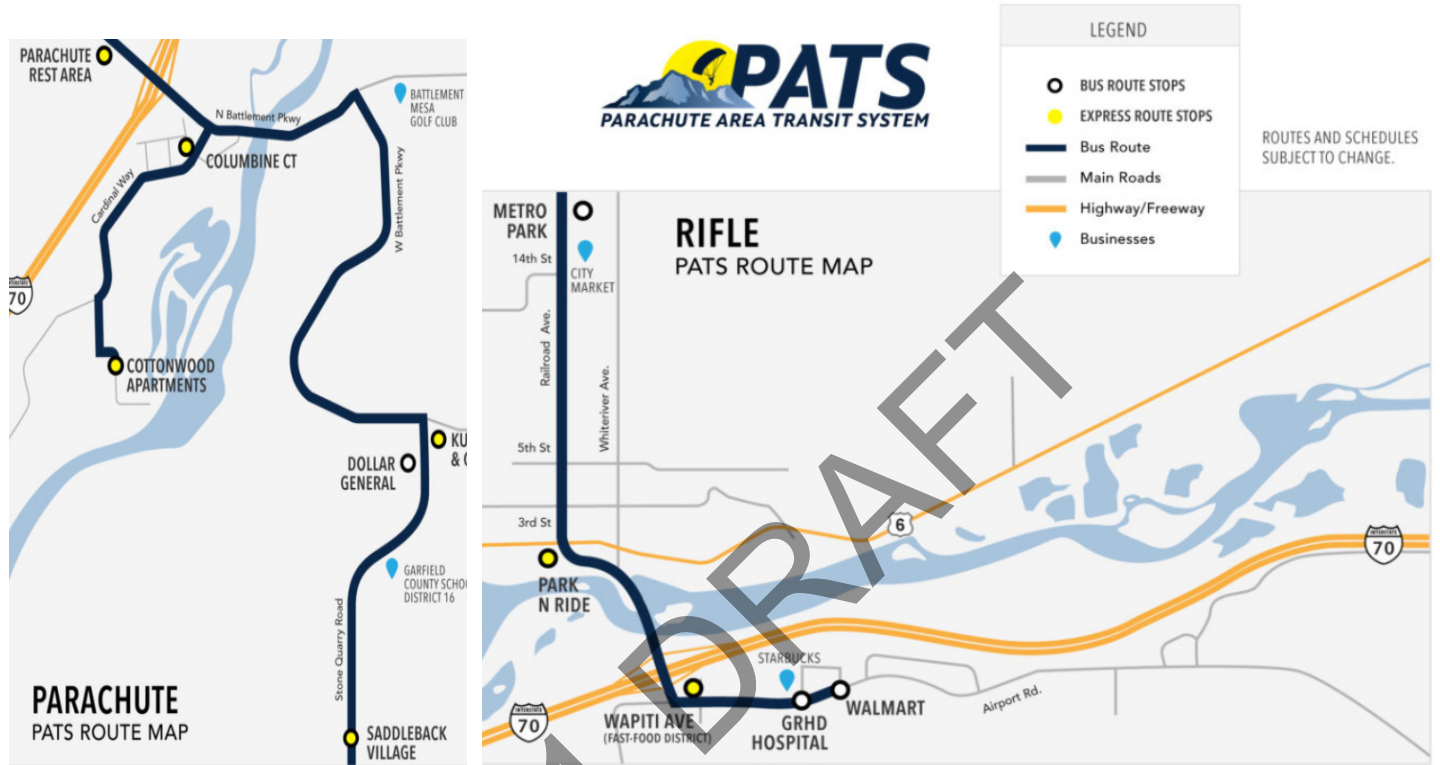
FIGURE 14

See Appendix

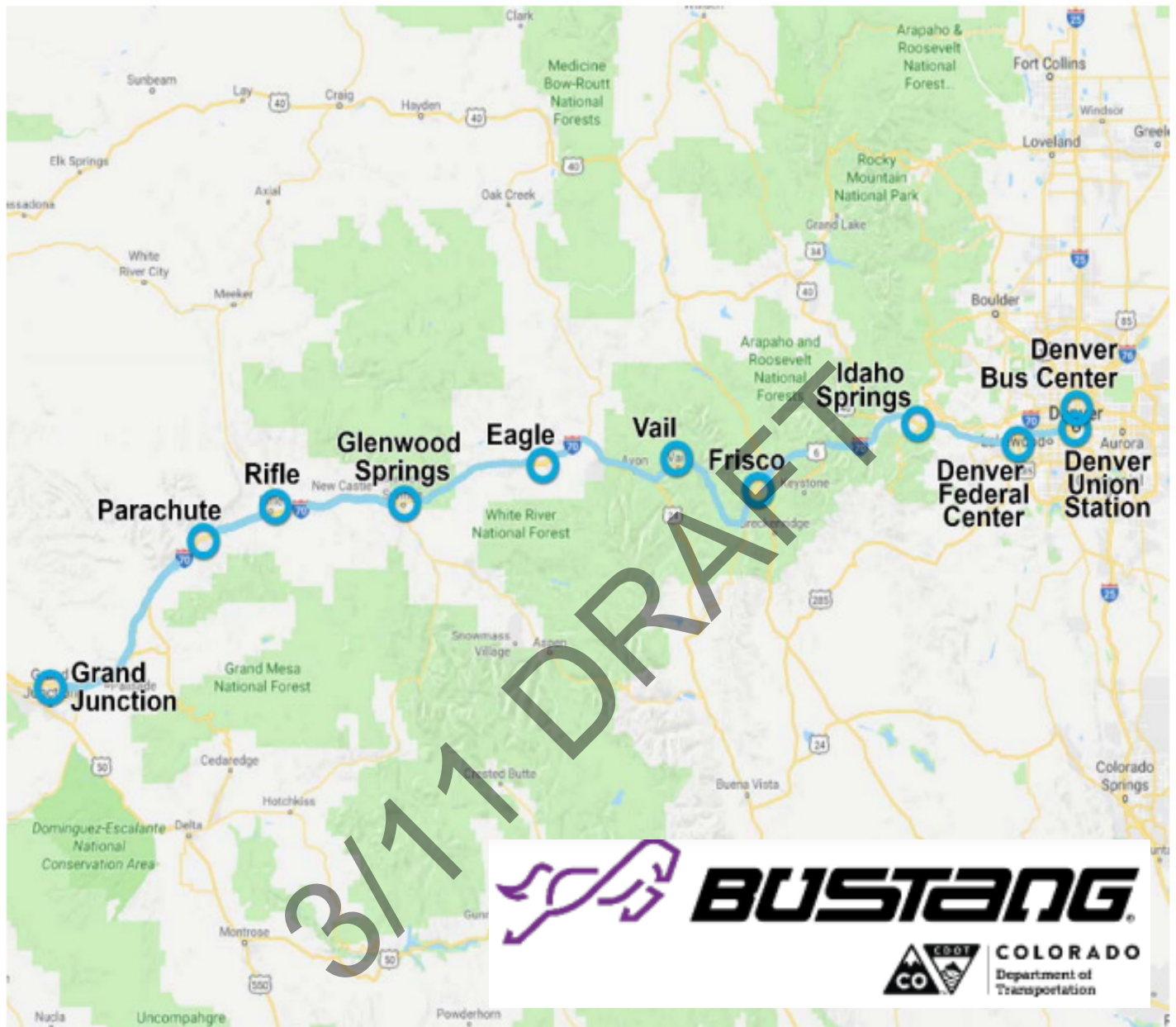
3/11 DRAFT

TRANSIT

In October of 2020, the Town established its first local transit operation. Parachute Area Transit System (PATS) provides transit service for Parachute and Battlement Mesa residents. Current routes include stops throughout Parachute and Battlement Mesa. PATS also offers an express route service to and from the community of Rifle, with two (2) routes in the morning and two (2) routes in the evening. Residents can pick up a bus from the Roaring Fork Transit Authority (RFTA) to continue on from Rifle all the way to Aspen.



Parachute is also a stop on CDOT's Bustang's West Line, connecting Grand Junction to Denver. Currently, the Bustang picks up at the Parachute Rafting Center I-70 and CO 215. The full route is detailed below in the Bustang West Line map.



RAIL

The railroad tracks in Town provide both passenger and freight rail service across western Colorado. Amtrak runs daily between Grand Junction and Glenwood Springs, passing through Town, however, the closest station for Amtrak is in Glenwood Springs or Grand Junction.

Burlington Northern Santa Fe (BNSF) Railways owns and operates freight rail service along the tracks that run directly south of I-70. BNSF has a rail yard in Town, named Parachute Yard, accessed by a dirt road off US-6 just east of Parachute, at the American Soda spur crossing. A BNSF office is located at the west end of the yard.

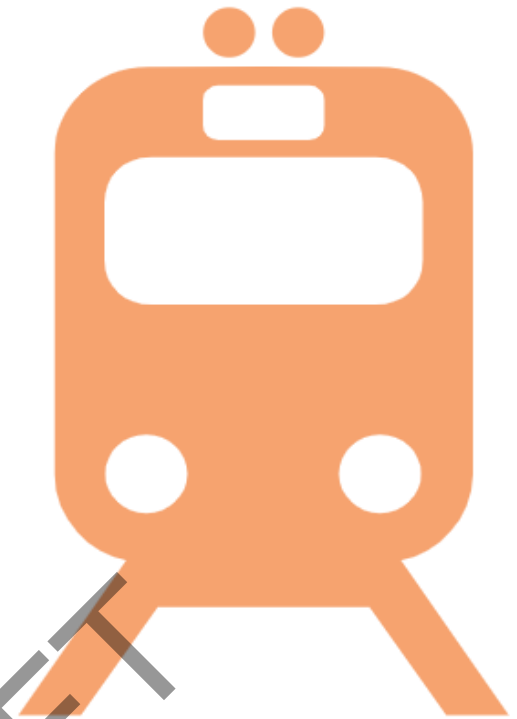
There are currently two (2) separated grade crossings. The first is a pedestrian bridge crossing from Wasson-McKay Park, and the second is Hwy 215/300. Both crossings are above ground and cross the tracks and I-70.

BICYCLE AND PEDESTRIAN NETWORK

The Town's street network does not currently accommodate cars, bikes, and walking transportation options. The first step would be to engage with the Town's residents to ensure a street network allowing for multiple forms of transportation options is desired. If it is, the next is conducting an asset inventory of what is in existence and what is a challenge to creating a streetscape that allows for people who desire to bike, walk, take public transit, or drive their car.

Specifically, for pedestrians, the Town should consider an inventory of the existing assets of sidewalks and crosswalks. The assessment would identify missing connections, dangerous intersections, and sidewalks in disrepair. The assessment could also identify the areas where designated bike lanes are appropriate. Future plans for Cardinal Way may incorporate either a dedicated bike lane or a shared bike lane.

As discussed in Commuting Habits, single occupancy travel is the predominant form of commuting for the community and there is limited use of public transit or bikes. The reason behind the limited amount of bike usage for obtaining goods or services could be because the infrastructure is not in place.



4.2 FUTURE NEEDS

WHAT WE HEARD FROM THE COMMUNITY

As development occurs, traffic and the necessitation of road maintenance will inevitably increase. Due to this, the Town may need to consider requiring developers to pay infrastructure-based impact fees that will ensure that the new development pays its fair share for its effect on public infrastructure. In addition, as Battlement Mesa is slated for the most residential growth, impacts will likely be seen on the bridge over the Colorado River connecting CR-300 from the east side of I-70.

ANTICIPATED NEEDS

As development occurs, traffic is expected to increase steadily. With what is currently known about new residential projects in Battlement Mesa, impacts are most likely to be seen on the bridge over the Colorado River connecting CR-300 from the east side of I-70 to the community of Battlement Mesa. As outlined in Chapter 2, the expected number of units in Battlement Mesa is XX, with approximately XX population at build-out. Assuming 10 vehicle trips a day for each single family home as stipulated by the Institute of Transportation Engineers Trip Generation Report, 10th Edition, the traffic impacts based on residential units alone would be approximately XX vehicles per day crossing CR-300 to access I-70. There are additional traffic impacts from schools and commercial development in the Battlement Mesa community.

With I-70 dividing Parachute, circulation between Old Town and the Cardinal Way Business Center is limited to the interstate interchange at CR 215 and the pedestrian bridge. To facilitate programmed economic growth in both districts, there must be a proper connection between the two commercial centers as they both grow. Good circulation will include well-integrated public transit routes, complete streets, pedestrian and bicycle paths, and off-highway vehicle (OHV) trails. Including a redesign of several existing roads to better accommodate pedestrians and bicyclists. As the Town grows, new routes will be necessary to connect commercial centers. Relevant stakeholders such as Town residents, the Town public works department, Garfield County Road & Bridge Administration, and the Colorado Department of Transportation will be consulted with each project.

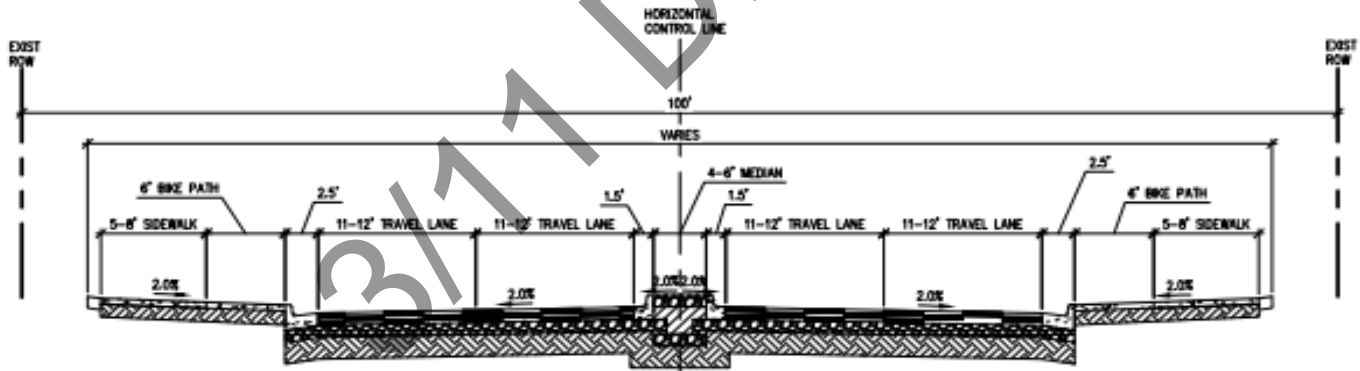
ROADWAY CLASSIFICATIONS

The Town may need to adopt a formal street design manual to create a unified street network that will adequately function for planned use intensity and alternative modes. This document would create a streets hierarchy based on anticipated land uses, which is essential to creating a safe and high-functioning network for anticipated development. In doing so, the standards will need to be established for arterial, collector, and neighborhood streets. A description of each of these classifications and cross-sections is provided below. The roadway classifications are depicted in the following figures:

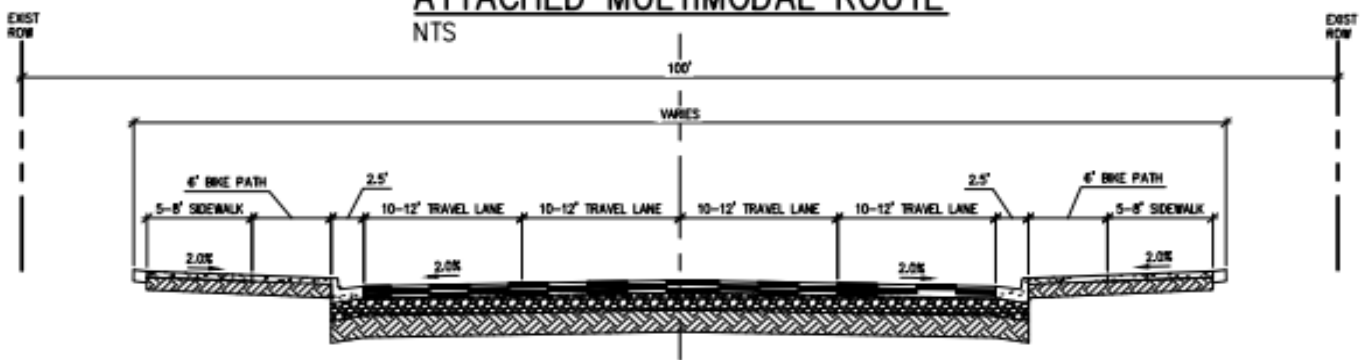


Arterial: Arterials include interstates, expressways, and roadways that carry most of the traffic traveling to and through the Town. An arterial road may range from a two-lane road to a multi-lane road and may be divided or undivided. Access is controlled or limited on Arterials, allowing for higher traffic volumes and speeds. The priority of arterial roadways is to facilitate many vehicles traveling through the Town safely and efficiently. These roads should also accommodate multi-modal transportation options, including detached sidewalks generally eight 8' feet or greater in width, on-street bike lanes, bus pullouts for areas where transit is desired, and a landscaped median between travel lanes.

ARTERIAL STREETS	
LAND USE	
FUNCTION	SERVES TO PROVIDE INGRESS AND EGRESS ACCESS BETWEEN TOWNS AND CITIES TYPICALLY A ROADWAY PROVIDING SERVICE WHICH IS RELATIVELY CONTINUOUS AND OF RELATIVELY HIGH TRAFFIC VOLUME, LONG TRIP LENGTH, AND HIGH OPERATING SPEEDS. THESE ROADWAYS SERVE THE MAJOR CENTERS OF ACTIVITY OF A METROPOLITAN AREA. THEY CAN BE URBAN OR RURAL, DEPENDING ON LOCATION.
DESIGN SPEEDS (MPH)	40-75 (RURAL), 30-60 (URBAN)
ROADWAY WIDTH	30 FEET MINIMUM
WIDTH OF LANES	11-12 FEET
RIGHT-OF-WAY	80-120 FEET
MEDIANS	MEDIANS CAN RANGE FROM 4-6 FEET UNDER RESTRICTED CONDITIONS. MEDIANS 12-30 FEET PROVIDE PROTECTION FOR LEFT-TURNING VEHICLES AT INTERSECTIONS. 18 FEET IS COMMON TO ACCOMMODATE A 12-FOOT TURN LANE AND 8 FEET FOR CURB, GUTTER, AND SIGNAGE.
MULTIMODAL MEANS OF TRAVEL	5-8' ATTACHED OR DETACHED SIDEWALK (DETACHED WOULD REQUIRE 4' MINIMUM LANDSCAPED AREA ADJACENT TO ROADWAY) DUE TO NATURE OF ROADWAY, CLOSE COORDINATION IS REQUIRED WITH TOWN TO ENSURE ADA COMPLIANCE AND SAFETY.
CURB	VERTICAL CURB AND GUTTER
EMERGENCY ACCESS	LARGE ENOUGH TO SERVE ALL VEHICLES
ALLOWABLE DESIGNS	ROAD CAN RANGE FROM TWO-LANE ROADWAY TO MULTILANE, DIVIDED CONTROLLED ACCESS ARTERIALS. IF RIGHT-OF-WAY IS AVAILABLE, THE MEDIAN CAN ACCOMMODATE A TURN LANE.
DESIGN LIFE	20 YEARS



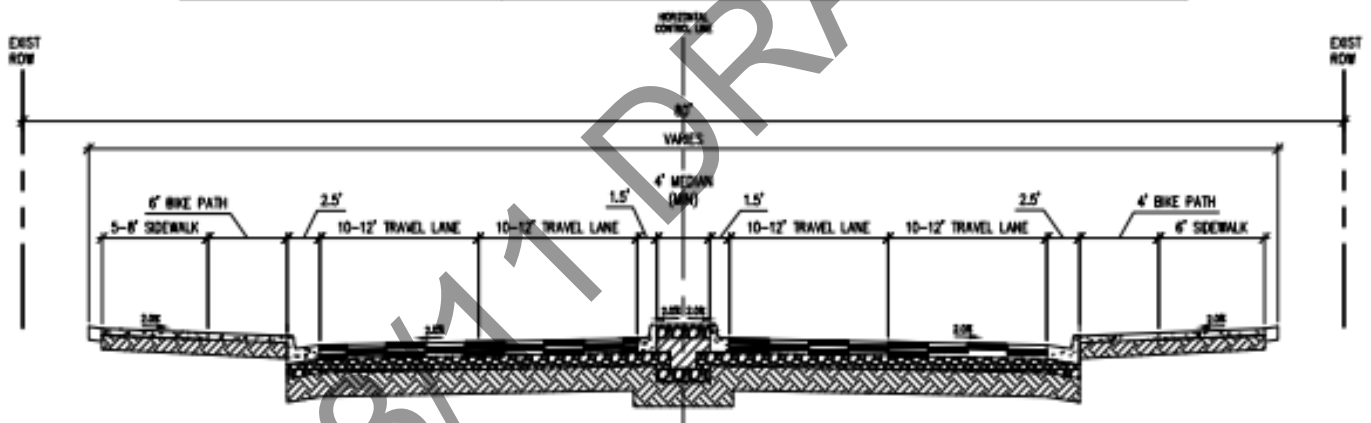
FOUR-LANE DIVIDED ARTERIAL WITH ATTACHED MULTIMODAL ROUTE
NTS



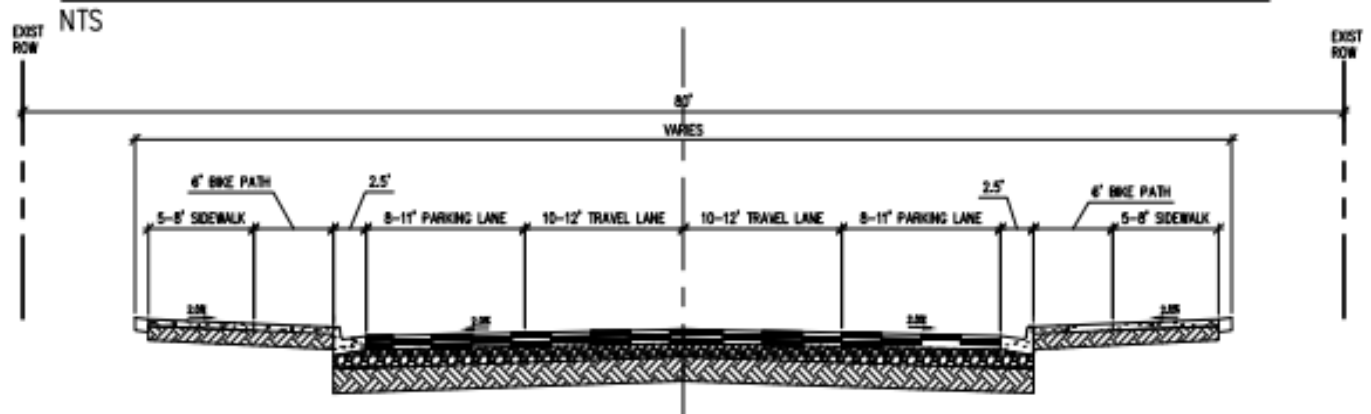
FOUR-LANE ARTERIAL WITH ATTACHED MULTIMODEL ROUTE
NTS

Collector: Collector streets provide traffic circulation within residential, commercial, and industrial areas and carry vehicles to and from arterial roadways. Access points are managed and spaced at appropriate distances. Accesses onto collector roads may be from local streets or commercial driveways. Direct access should be limited based on traffic impact assessments provided for development applications. These roads should include sidewalks, on-street bike lanes, and on-street parking.

COLLECTOR ROADS AND STREETS	
LAND USE	RESIDENTIAL, COMMERCIAL, OR INDUSTRIAL
FUNCTION	LOW TO MODERATE CAPACITY ROAD WHICH SERVES TO MOVE TRAFFIC FROM LOCAL STREETS TO ARTERIAL ROADS
DESIGN SPEEDS (MPH)	35-45
ROADWAY WIDTH	24 FEET MINIMUM
WIDTH OF LANES	10-12 FEET
RIGHT-OF-WAY	60-80 FEET
ON-STREET PARKING	AVAILABLE WHERE RIGHT-OF-WAY PROVIDES SUFFICIENT SPACE WIDTH RANGE FROM 8-11 FEET
MULTIMODAL MEANS OF TRAVEL	5-8' ATTACHED OR DETACHED SIDEWALK (DETACHED WOULD REQUIRE 4' MINIMUM LANDSCAPED AREA ADJACENT TO ROADWAY)
CURB	VERTICAL CURB AND GUTTER
EMERGENCY ACCESS	AS MUCH CLEAR ROADSIDE AS PRACTICAL SHOULD BE PROVIDED
ALLOWABLE DESIGNS	CONSIDERATION SHOULD BE GIVEN TO PEDESTRIAN AND BICYCLE TRAFFIC AND OFTEN ACCOMMODATES PUBLIC UTILITY FACILITIES WITHIN THE RIGHT-OF-WAY
DESIGN LIFE	20 YEARS (BASED ON POPULATION FORECAST)



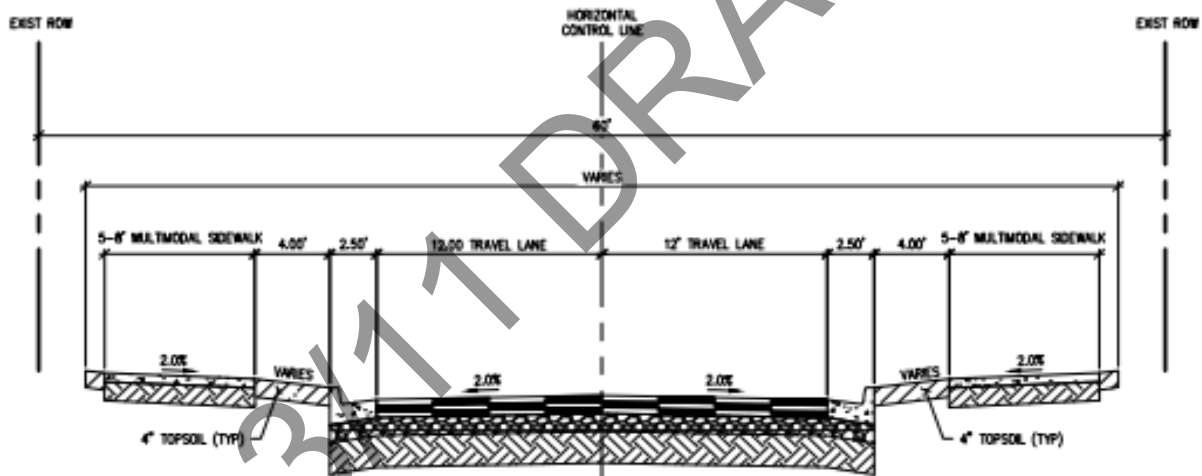
FOUR-LANE COLLECTOR STREET WITH ATTACHED MULTIMODEL ROUTE



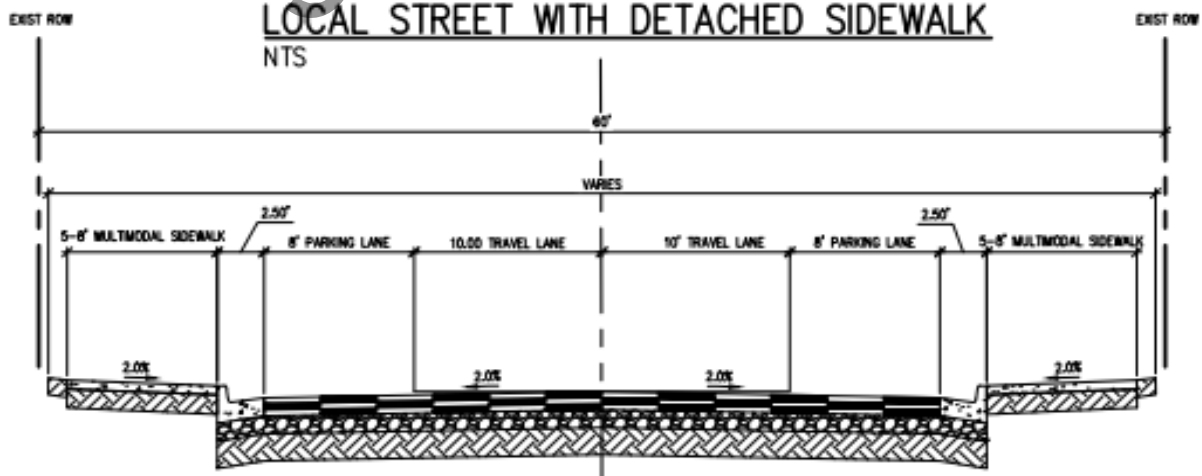
TWO-LANE COLLECTOR STREET WITH ON STREET PARKING AND ATTACHED MULTIMODAL ROUTE
NTS

Local (neighborhood): Local roads access residential, farms, businesses, and other smaller streets. Thru traffic is local and provides connectivity to Collector and Arterial roadways. Local roads tend to have slower speeds (20 - 30 MPH) and conform to natural terrain conditions such as topography, adjacent land use, and type of facility, which often require slower speeds. These roads should include attached or detached sidewalks, on-street bike lanes, and on-street parking. Additional consideration should be given to drainage due to pedestrians, bicyclists, and vehicles to maintain safe conditions.

LOCAL ROADS AND STREETS	
LAND USE	RESIDENTIAL OR COMMERCIAL
FUNCTION	SERVES TO PROVIDE INGRESS AND EGRESS ACCESS RESIDENTIAL AREAS, COMMUNITIES, AND BUSINESSES
DESIGN SPEEDS (MPH)	25
ROADWAY WIDTH	24 FEET MINIMUM
WIDTH OF LANES	10-12 FEET
RIGHT-OF-WAY	60 FEET
ON-STREET PARKING	AVAILABLE WHERE RIGHT-OF-WAY PROVIDES SUFFICIENT SPACE
MULTIMODAL MEANS OF TRAVEL	5-8' ATTACHED OR DETACHED SIDEWALK (DETACHED WOULD REQUIRE 4' MINIMUM LANDSCAPED AREA ADJACENT TO ROADWAY)
CURB	VERTICAL CURB AND GUTTER OR RAMP CURB
EMERGENCY ACCESS	MUST RETAIN 20' HORIZONTAL CLEARANCE FOR EMERGENCY VEHICLES
ALLOWABLE DESIGNS	DEAD ENDS ARE NOT PERMITTED, END OF ROADWAY MUST INCLUDE CUL-DE-SAC
DESIGN LIFE	10-20 YEARS



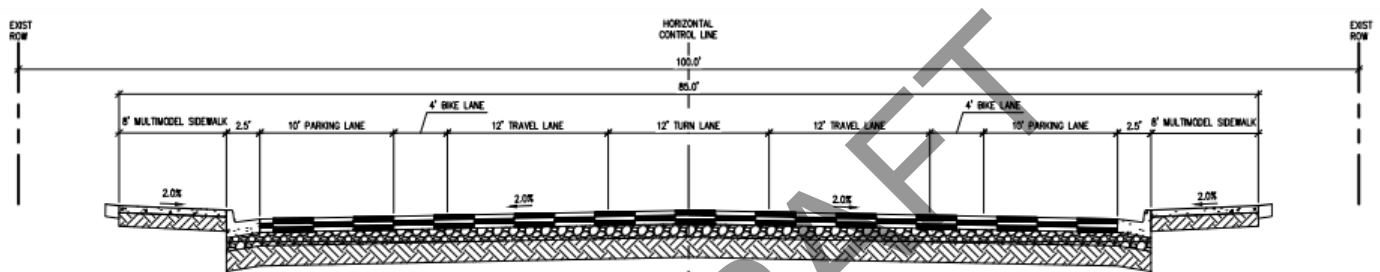
LOCAL STREET WITH DETACHED SIDEWALK
NTS



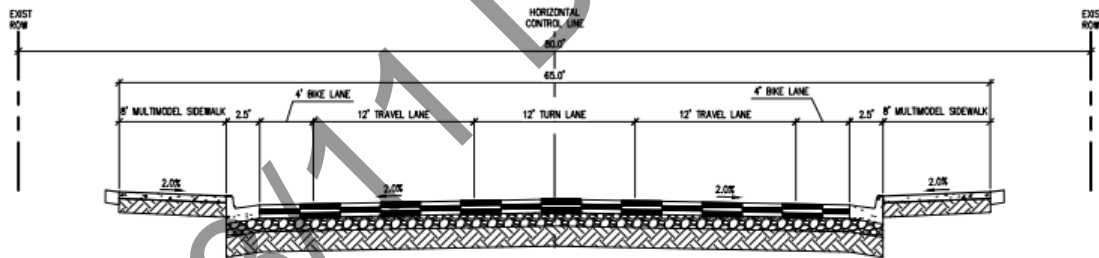
LOCAL STREET WITH ON-STREET PARKING AND ATTACHED SIDEWALK
NTS

Cardinal Way Cardinal Way is the central corridor within the Central Business District (CBD). The CBD also expects significantly more traffic as adjacent properties redevelop. As the Town looks to the future, improving this corridor in terms of safety, connectivity, and access are top priorities for enhanced circulation of pedestrians, cyclists, and vehicles alike. Additionally, as the Cardinal Way corridor continues to develop and redevelop, improvements to the road and its appearance will attract small business development and impactful investments into the Parachute community. This corridor is a major connection to and through the community connecting highway traffic to Battlement Mesa High School at the western end, providing the main vehicular access to Cottonwood Park, and will prove to be a necessary multi-modal corridor that balances vehicular, bicyclist, pedestrian, and transit users of the corridor.

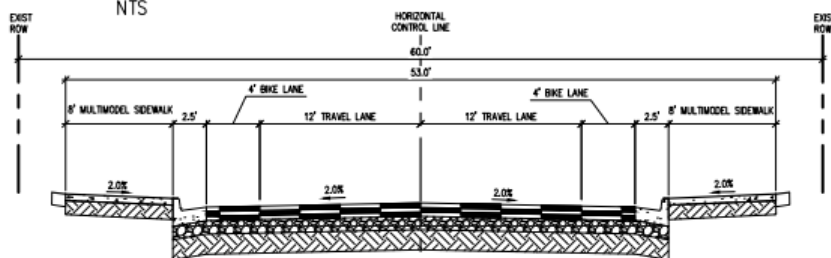
Much planning has been done within the Cardinal Way corridor and below are possible street cross-sections that can be implemented through various sections of the corridor to balance the many competing needs of the corridor.



THREE-LANE COLLECTOR STREET WITH ON STREET PARKING, BIKE PATH, AND ATTACHED MULTIMODAL ROUTE
NTS

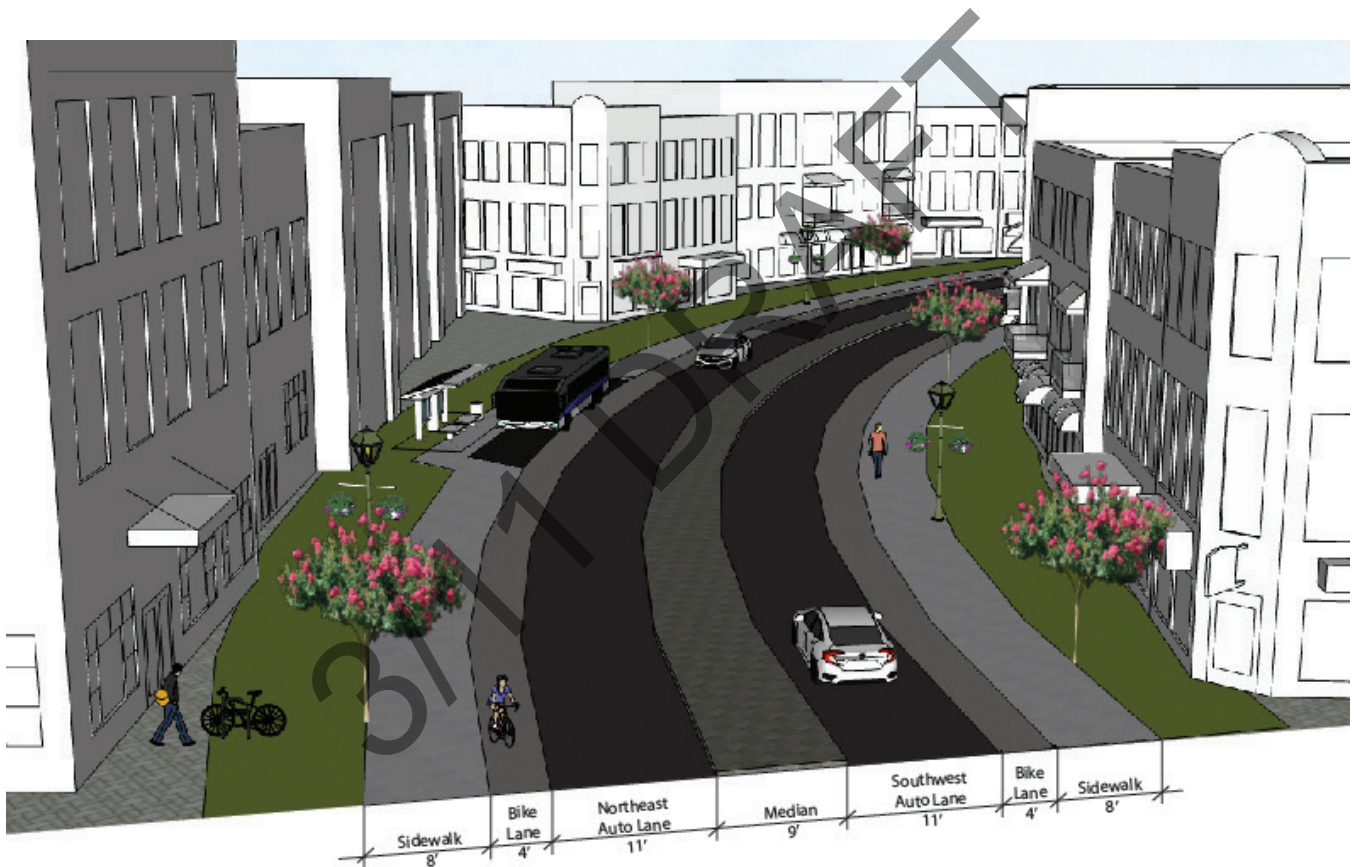


THREE-LANE COLLECTOR STREET BIKE PATH AND ATTACHED MULTIMODAL ROUTE
NTS



TWO-LANE LOCAL STREET WITH BIKE PATH AND ATTACHED MULTIMODAL ROUTE
NTS

First Street First Street is the main artery giving life to the Downtown Core (DC), which is affectionately referred to as Old Town Center, and generally zoned Old Town Center (OTC) on the north side of I-70. This corridor, the historic main street of Parachute, is CDOT right-of-way as it is the old US HWY 6 alignment before I-70 was built. This roadway includes extensive pavement and right-of-way width ample for a redesign that will prioritize the pedestrian scale of the area. This area should include wide sidewalks, on-street parking, pedestrian bulb-outs that will create shorter street crossing distances and safer pedestrian crosswalks, the ability to be used for public gatherings and events, and other capital and programmatic investments to create a thriving downtown. Turn to Chapter 5, Economic Vitality, and Chapter 2, Land Use and Built Environment for additional discussion on this very important neighborhood within Parachute.



IDENTIFIED IMPROVEMENT PROJECTS

Capital improvement projects have been identified as needed to support the Town's future growth.

FIRST STREET IMPROVEMENTS

The Town intends to improve and enhance the streetscape along First Street (U.S. Highway 6.) Limits of the project would generally be between Parachute Avenue and Parachute Creek Road (CR 215).

RAILROAD AVENUE CONNECTION

A new grade-separated connection linking South Railroad Avenue and North Railroad Avenue, for use by pedestrians, bicycles, and Off-Highway Vehicles (OHV) could be constructed across I-70 and the Union Pacific Railroad corridors. This grade-separated connection would provide a vital transportation link between the southern and northern portions of the Town. The demand for this connection and its proposed location was established in the report entitled: Draft Non-Motorized Travel Demand Evaluation, Town of Parachute, Proposed Trail Crossing #2, by Turn Key LLC, dated April 19, 2016.

PARACHUTE PARK BOULEVARD

The northern portion of Parachute Park Boulevard could be restriped to increase its overall vehicle carrying capacity. The overall length of the boulevard is approximately 4,500 feet. The southerly 3,000 feet is currently striped with four (4) lanes, plus turning lanes. However, the northern 1,500 feet of the boulevard is striped with only two (2) lanes. To maximize the boulevard's overall vehicle carrying capacity, the northerly 1,500 feet could be restriped to have a total of four (4) lanes, to match the southerly segment. From aerial photographs, it appears that there is sufficient pavement width along the northern segment to accommodate four (4) lanes, but verification with precise field measurements would be necessary.

NORTH BATTLEMENT MESA PARKWAY

North Battlement Parkway (County Road 300N) could be widened from its current width of two (2) lanes to four (4) lanes. In conjunction with the widening, the bridge would need replacement. A raised center median in places would separate the inbound and outbound lanes. The widening would begin at Interstate I-70 Exit 75 and continue approximately one (1) mile east to the intersection of West Battlement Parkway (County Road 300W).

According to the Colorado Department of Transportation, the most recent traffic counts on this segment of I-70 were collected at Station ID: 103008, during 2019, as follows:

- I-70 Average Daily Trips: 20,000 vehicles per day
- I-70 Percentage of Trucks: 14.7 %
- I-70 Forecasted 20-year traffic increase percentage: 1.30%

RIVER BLUFF BYPASS

A new River Bluff Road bypass connection could be constructed across the Colorado River and provide a vital transportation link between the Town and the Battlement Mesa community. The new bypass road connection would begin at River Bluff Road and West Battlement Parkway and extend to Cottonwood Park, ending at the intersection of Colorado Avenue and Rio Grande Avenue.

RIVERSIDE ROAD BYPASS

A new Riverside bypass road could be constructed south of Interstate I-70 and north of the Colorado River. The new bypass road would begin at the West Parachute Interstate I-70 West Parachute Exit 72 and extend easterly, ending at Cottonwood Park. The new bypass road would also run parallel to the north bank of the Colorado River in places terminating with the I-70 frontage road at the West Parachute exit (72)

CALLAHAN COURT

East and West Callahan Court are unpaved single-lane, dead-end roadways, which could be improved by widening and paving to meet the current Town roadway standards. The work would begin at Callahan Court and U.S. Highway

3/11 DRAFT

ECONOMICS BLURB

The economic activities in the Town are most lucrative when there are multiple efficient transportation options. The Town exists along a major interstate, and Main Street is under CDOT jurisdiction, meaning CDOT has authority over improvements and maintenance. Each one of these roads provides delivery services for goods and job centers. Efficient, well-planned transportation systems enhance and provide access to economic and social opportunities that result in positive outcomes such as better accessibility to commercial centers, employment opportunities, and additional investment opportunities. When transportation systems are deficient in safety, capacity, or reliability, they can have an economic cost such as reduced or missed economic opportunities and lower quality of life. Living in a rural community where services are spread across miles, convenient transportation options become even more critical.

For more information on the economic opportunities for the Town, please see the Economic Vitality Report in Chapter 5.

RESILIENCY BLURB

Resilience is essential for transportation in the Town as wildfire, flooding, and other natural hazards create mass evacuation needs; infrastructure must be built to withstand natural disasters. However, the costs of retrofitting the Town's transportation can be high. Therefore, the first step is to identify missing connections in the transportation system, including sidewalks, trails, and bus stops.

Inadequate or substandard transportation infrastructure can prevent people from walking or biking, which is even more important in low-income communities that may be more dependent on walking and biking to their destinations. In addition, missing connections prevent redundancy in the transportation system and can make walking and biking unsafe, leading to higher crashes involving people walking and biking and people driving cars

3111 DRAFT

4.3 OBJECTIVES AND STRATEGIES

Objective 4-1: Ensure that any adverse transportation effects (i.e., intensified maintenance and congestion) caused by future development are mitigated by codified processes.

Strategy 4-1A: Adopt and apply an impact (roadway impact) fee that developers will be required to pay for any new development or significant redevelopment (What is the threshold)

Strategy 4-1B: Work with Garfield County to complete a traffic and capacity analysis of the CR-300 bridge connection to Battlement Mesa.

Strategy 4-1C: Regularly review and update, as necessary, the Town's Public Works Manual to ensure work within the right-of-way and any impacts are properly repaired and mitigated.

Strategy 4-1D: Ensure proper connection between commercial centers to facilitate programmed economic growth.

Objective 4-2: Enhance public transit experience.

Strategy 4-2A: Utilize partnerships and grant opportunities to pay for transit amenities such as bus shelters, street lighting, maintenance, and visibility.

Strategy 4-2B: Investigate new technology and transit tools, such as General Transit Feed Specification (GTFS) and Next Bus technology, to provide users and map applications with accurate trip planning and real-time transit schedule information.

Objective 4-3: Connect residents to destinations through all modes of transportation.

Strategy 4-3A: Adopt a complete street and or Bike and Pedestrian Master plan to guide investment in pedestrian and bicycle facilities throughout Town.

Strategy 4-3B: Partner with CDOT to enhance pedestrian bridge experience and maximize the connection between Cardinal Way and 1st St.

Objective 4-4: Adopt design standards for different types of streets.

Strategy 4-4A: Collaborate with local and regional transportation agencies to develop design standards for different types of streets.

Objective 4-5: Foster and plan for the future growth and economic development of the Town.

Strategy 4-5A: Investigate the feasibility and implement the capital improvement projects identified on page 11 of this chapter.

Strategy 4-5B: Investigate the feasibility, costs, and benefits of devolution of 1st Street / Highway 6 from CDOT.



CHAPTER 5: ECONOMIC VITALITY

Downtown Redevelopment Services (“DRS”) provided the baseline data and the recommendations in Chapter 5 - Economic Vitality. Economic vitality is essential to the Town’s success, which strives to provide a range of employment, retail, service, and recreational opportunities for all community members and visitors. Economic vitality is essential because it allows for a thriving, sustainable community and helps achieve the overall objective of the 2040 Plan. All data utilized for baseline and existing conditions analysis was collected from the US Census Bureau and ESRI information databases. This Chapter identifies strategies the Town can implement to enhance and expand the economic vitality of the current and future residents of the Town.

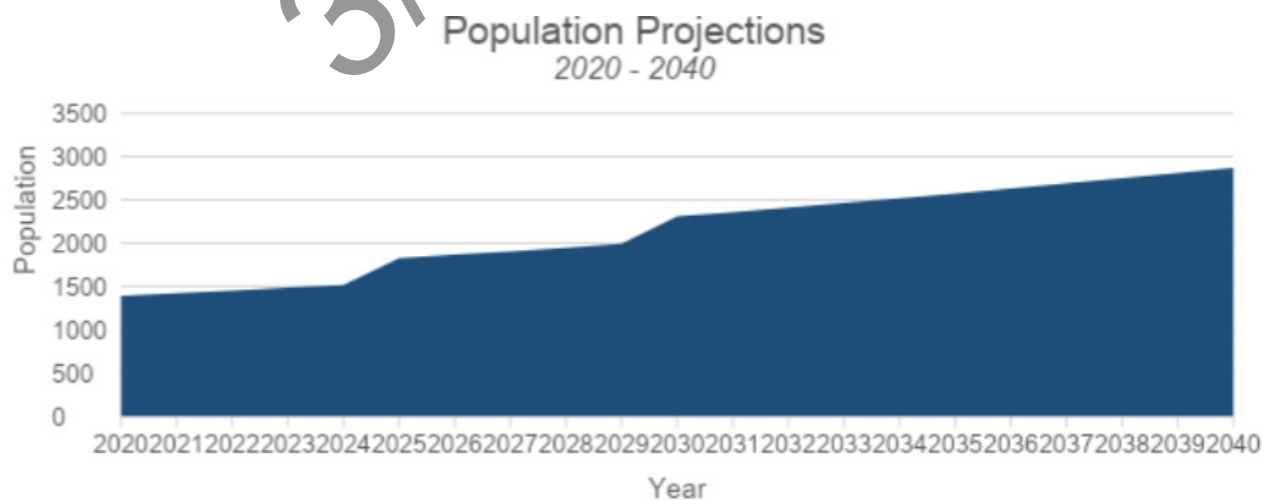
5.1 EXISTING CONDITIONS

Historically defined by the mining and natural resource extraction industry, particularly oil shale and natural gas, the Town's economy experienced boom and bust cycles, hurting long-term residents and non-extraction industries. However, more recently, the Town experienced steady residential and economic growth coming on the heels of broader regional development due to the influx of tourism revenue, particularly with marijuana legalization. The Town's growing tourism industry is mainly due to its ease of access to and from Interstate 70, the recreational opportunities afforded by the Colorado River, and its central location between Grand Junction and Glenwood Springs.

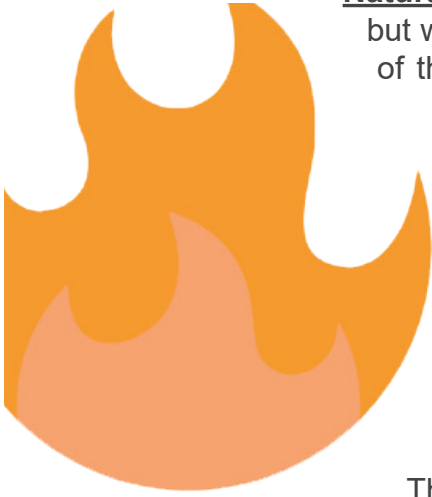
While the Town has experienced economic growth, the population continues to be a bedroom community to regional job centers and workers who follow the demands of regional tourism. Commuting habits and additional discussion on the workforce are discussed later in this chapter. Regional tourism jobs in the Town generally include those services related to off-highway vehicles, mountain biking, hiking, and other outdoor sports; thus, these jobs are highly dependent on the changing season. The fluctuation of residents over the years resulted in the Town missing many essential services and amenities to meet the needs of long-term residents and small business owners.

The Town is projected to grow at a rate that outpaces the County over several decades as discussed earlier in Chapter 2.

Through the projected residential growth, the Town is poised to grow economically, filling the gaps in amenities and services that have been historically missing. Providing for residents' needs and desires, the Town can continue to improve the quality of life and attract new residents to the Town.



ECONOMIC CHARACTERISTICS



Natural Gas Industry Natural gas extraction in Garfield County began in 1924 but would take another 30 years to define the regional economy. By the end of the 1950s, the first of many boom-and-bust cycles was underway. The massive influx of extraction-related businesses and their employees allowed the Town region to experience dramatic growth and prosperity. The community of Battlement Mesa was established during the height of one of the oil shale booms as oil and gas companies, specifically Exxon, built housing for the industry's workforce. While the Town has reaped many benefits from the growth of the extraction industry, the reliance resulted in the community being highly susceptible to boom and bust cycles, as discussed previously in this document.

The natural resource extraction boom and bust cycles have long defined the lives of residents. Unlike other surrounding cities such as Rifle and Grand Junction, the Town does not have a diversified economy, instead of being concentrated in limited retail, natural resource extraction, and supporting industries such as trades and personal services. As a result, much of the local economy and local workforce is directly impacted by crude gas price slumps resulting in economic downturns. However, a growing desire among the residents, particularly business owners, is for a more predictable economy to operate and grow a small business that does not fluctuate significantly with global commodity prices.

Marijuana Industry The State of Colorado legalizing recreational marijuana in 2012 led to a booming new industry. Based on marijuana sales alone from 2015 to 2021, the state collected over \$1.6 billion in new tax revenue between the various taxes assessed on the industry (Source). The marijuana industry and associated tourism have come to define a significant portion of the state's economy.

In 2015, the marijuana industry came to the Town when elected officials approved an ordinance allowing recreational marijuana businesses to operate within Town limits. The decision allowed the Town to become less reliant on the cyclical revenue streams of the natural resource extraction industries. As of 2021, there are six retail recreational stores in Town providing about 30% to 40% of the total sales tax revenues for the Town. While the marijuana industry has allowed the Town to diversify its economy, retail recreational stores are lower-wage jobs, and there is little desire for further expansion of retail establishments. However, residents and officials desire to attract well-managed symbiotic industries to complement this existing industry.

INSERT PICTURE

Regional Commuting Glenwood Springs, Vail, and other regional economic drivers have accounted for most of the economic growth in Garfield County. As these communities continue to grow, residents are drawn to the Town for its low cost of living. This daily commuting workforce has resulted in the Town becoming a bedroom community for these regional employment centers. This is evident by the number of individuals reported as commuting as 593 out of a projected total employment population of 606, with an average commute time of 31.2 minutes. Additional figures that support the statement that the Town has become a bedroom community are outlined below:

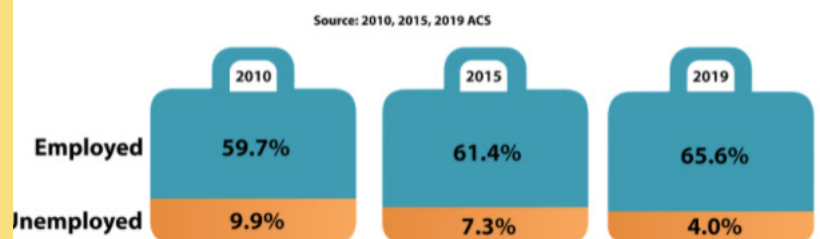
25.3% of all workers leave their home for employment between 6:00 and 6:29 AM (US Census Bureau Table S0801, Parachute geographic boundaries)

80.9% of all individuals commute to work by “driving alone” (US Census Bureau Table S0801, Parachute geographic boundaries)

In winter months, this commute grows significantly due to snowfall, resulting in up to two hours spent in the car at certain times of the year. The lengthy commute is unsustainable for Town residents. The Town desires to attract more local, high-paying jobs to support these residents. Mainly, there is a desire to attract teleworking individuals, young professionals, manufacturing industries, and company headquarters.

EMPLOYMENT

Despite having an economy based on volatile industries, the Town has maintained an unemployment rate consistent with the national rate. Figure X paints a picture of how steadily the employment rate has increased since the Great Recession, which lasted from 2007 to 2009, but had long-standing impacts on the local economy. The Town’s 2019 unemployment rate of 4.0% was not much higher than the national rate, which hovered at just under 4%.



While the unemployment rate remains low, the Town's poverty rate of 17.1% is higher than the county, state, and national averages. As stated in Chapter 1, according to the ACS 5-year estimate in 2019, the largest demographic living in poverty in the Town are Males 55 - 64, followed by Males 6 - 11 and then Males 45 - 54. The most common racial or ethnic group living below the poverty line in the Town is White, followed by Hispanic and Native American. This is significant given the highest employment types in the Town. There are well-paying oil and gas jobs that are male-dominated fields. When those employees lose employment due to the bust cycle or age, they may not have had the retirement benefits to sustain the same lifestyle but do not want to leave the Town community. This is likely due to the region's strong dependence on tourism, a historically low-wage industry. Tourism industries drive poverty or low-income households due to:

- Lower than average wages, coupled with higher-than-average living expenses
- Reduced housing options
- Higher than average taxes or service fees
- Limited options for livable wage jobs outside the tourism industry
- Higher cost of living for residents due to tourism-based pricing

Town residents were employed in various industries for 2019 based on ESRI data. The industry data mentioned in Chapter 1 comes from the ACS, which pulls differ The Comm, but were concentrated in the top five following industries: retail trade (15%), construction (13.4%), health care, and social assistance (12.4%), accommodation and food services (10%), and administrative and support and waste management services (8.12%) (Figure X). The Town workforce had 628 employees in 2019, 14.8% higher than the 547 employees in 2018 (Census Bureau). It is important to note that Census Bureau data is associated with a residential address, not a work address. These people live in the Town but do not necessarily work in the Town. Moreover, residents of other towns may work in the Town but are not counted in these numbers.



Broken down by occupations, however, the numbers paint a much different picture. Within each industry, there are different categories of jobs grouped. The Town residents are primarily employed in the top five following occupations: construction & extraction (15.3%), office and administrative support (9.87%), sales and related occupations (8.92%), building and grounds cleaning and maintenance (7.96%), and transportation (7.8%). Figure X illustrates the breakdown of the primary occupations held by the Town resident



Many of these occupations are tied to the same industry, such as construction and extraction, transportation, material moving, and others, all overlap with the natural resource extraction industry. This dominance of the natural resource extraction industry and supporting industries, and a high level of retail trade occupations signals that the workforce is not diversified or trained for potential economic changes. This makes the Town's residents vulnerable to an increasing flux economy as numerous health, environmental, and economic factors converge.

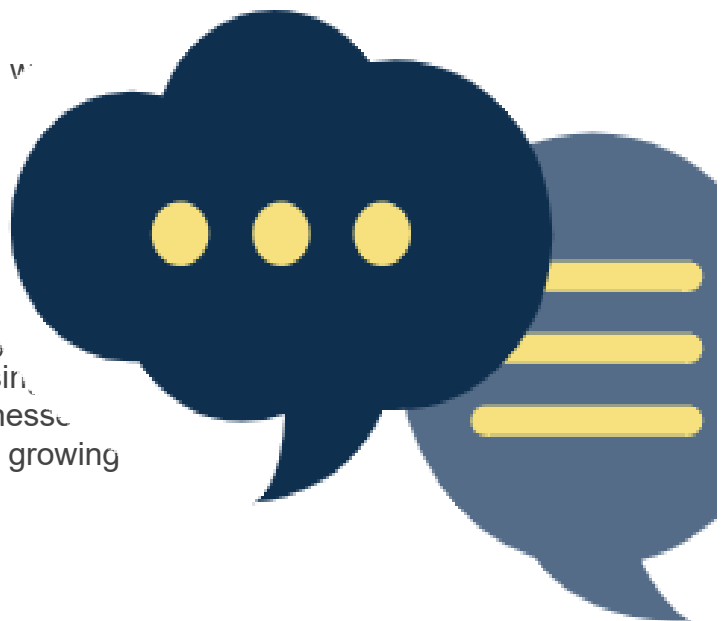
5.2 FUTURE NEEDS

WHAT WE HEARD FROM THE COMMUNITY

When asked about the economic assets of the Town, residents and officials cited the Town's connection to regional employment centers via I-70. The regional economic growth from the tourism industry has been repeatedly identified as an opportunity to leverage. Interstate access has allowed the Town to draw in regional travelers and capture their tourism dollars. With the proximity to Grand Junction, Glenwood Springs, and other cities along I-70, residents feel that they have easy access to employment opportunities and that this is a strength for the Town. While the Town has grown in recent years, the Town retains its strong sense of community, uniting its economically diverse community. The improved housing and per capita income in Battlement Mesa, an unincorporated area outside of the Town, was identified as a strength to leverage as a potential customer base for the Town's small businesses.

As the town grows, residents and officials hope to leverage unique opportunities to maintain the community's character. Due to its location along the Colorado River, the Town's natural resources and recreational opportunities are immense. Off-highway vehicles are prevalent in this region, and their popularity creates a unique market need. The public repeatedly highlighted the desire to capitalize on the natural assets and spur new growth related to these assets. Officials hope to primarily capture growth, recreation-based and otherwise, in two central districts - Old Town Center (First Street) and the Cardinal Way Corridor. The Town desires to grow these two districts through infill development and, where appropriate, adaptive reuse. Residents want new growth to fit with the existing community character through more local events and increased support for small businesses and the Parachute Valley Senior Center.

While the Town has a growing economy, there are weaknesses which can be addressed to create an ever-growing economy. When asked about economic weaknesses, residents cited the lack of essential services and amenities, which requires commutes to other towns in the region. Residents specifically desire a grocery store, a hardware store, and more dining and entertainment options. Moreover, they also cited a lack of acceptance and attainable housing for the local workforce. By addressing these weaknesses, the Town can attract more residents and visitors, growing the economy.



Obstacles to growth were identified through the public input process as well. The Town's boom and bust economic cycle make investment difficult due to the uncertainty. Stakeholders identified bureaucratic obstacles to business development, such as design standard rules for historic buildings. Additionally, blighted, and vacant properties have been identified as obstacles to attracting new investment. Vacant or blighted parcels often do not meet the collective community vision or maintenance standards outlined in the Town code. Residents also identified the Town's aging infrastructure and increasing taxes as additional barriers preventing investment. These challenges can be addressed through objectives and strategies outlined in Section 5.3 to correct the course and build an even stronger Town economy.

COMMUNITY IMPACT

New growth will be at a higher density than existing development to preserve the Town's open spaces and critical recreational assets. The 2040 Plan supports sustainable growth that protects the town's community identity and environmental integrity while allowing for continued economic and residential development.

The action items below will impact the Town by:

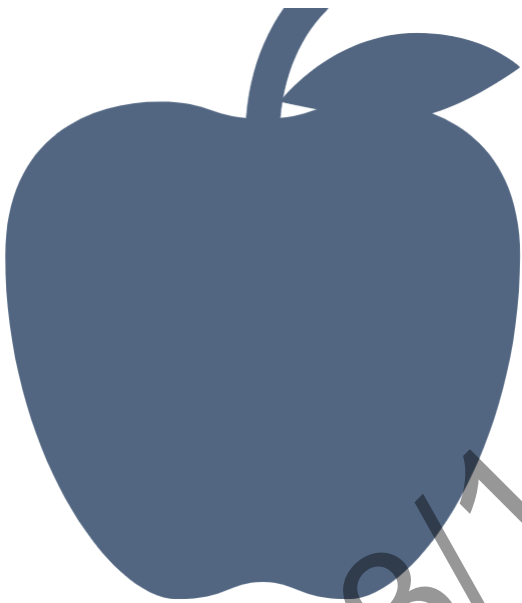
- Supporting sustainable development that is consistent with the Town's identity
- Creating a plan for the Town to evolve and changes as demand changes
- Establishing a plan to provide attainable housing for existing and future residents
- Growing the local economy through investment in high-paying, next-generation jobs



PROBABLE ECONOMIC GROWTH AREA IDENTIFICATION



In completing a community needs assessment, the information gathered was cross-referenced with available market analysis data to identify gaps and opportunities for economic growth within the community. This task was completed as part of the Business Diversification and Retention Strategy, a document prepared alongside the 2040 Plan and provided in the Appendix. All information is reviewed and analyzed to determine where potential service or amenity gaps are within the revenue capture process, their impact, and how they can be clustered to serve an unfulfilled need within the community. Outlined below are several business types identified during the gap analysis as probably areas for economic growth:



Necessity Food Purchases

The Town's residents are currently being forced to commute to other communities for regular food purchases to be prepared at home. This includes pre-made foods and essential foods. The gap analysis has identified that the community is currently devoid of a location to purchase good products at a fair rate. To fulfill this, a full-service grocery store is recommended to allow for increased access to dining and staple food purchases. Given the market gap identified in Table X, the construction of a grocery store within the Town will meet a significant unmet need. Moreover, this economic opportunity will also serve Battlement Mesa, nearby unincorporated areas, and passing travelers.

Transportation Sales & Service

While the community spends an above-average amount of their annual budgets on transportation, there are limited locations in Town where vehicles (on-highway and off-highway) can be repaired or purchased. There is a significant consumer need for an automotive dealer/service department and several maintenance shops within the Town to fulfill the on-highway vehicle needs. Although the Town has several stores that offer parts for purchase or tool rentals (e.g., NAPA auto parts), research shows considerable potential in this market. Additionally, it is recommended that a targeted development be dedicated to using off-highway vehicles, both sales, and service. Providing supportive services for off-highway vehicles incorporates well into the forthcoming regional attraction for recreational tourism development.



Entertainment and Casual Dining

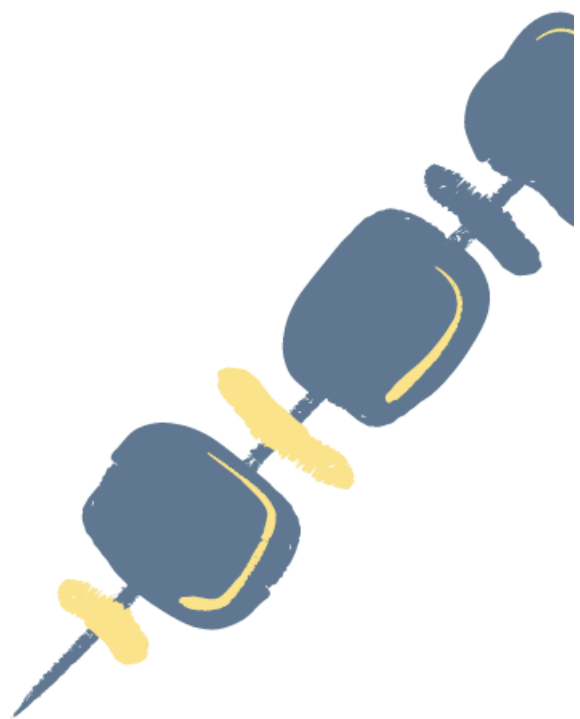
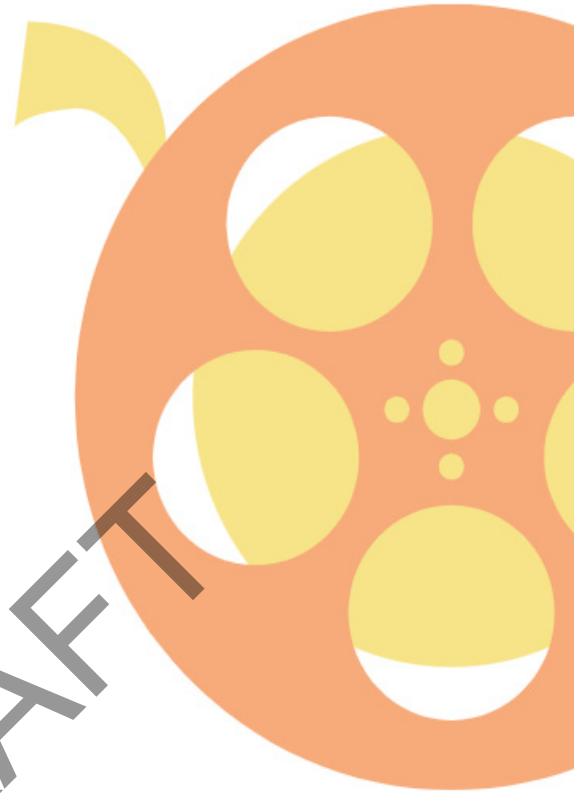
This specific service gap focuses on providing the “dinner and...” category of downtown amenities. These services allow the Town merchants to capture customers for the “golden 90 minutes” – the highest return on investment (“ROI”) for tax revenue generation. The “golden 90 minutes” is a term utilized to explain the best mixture of turnover and revenue capture for visitors and residents. In the 90-minute window, patrons can eat at an establishment and often have time for some shopping. After the 90-minute window, the ROI diminishes, caused by lack of turnover and limited purchases for more extended stays. These services or amenities should be casual or comfortable dining options that take 45-60 minutes to turn a table. These are often favorite regional dining styles (e.g., Brewpub, pizza place, fried chicken). The ancillary or secondary use is the “entertainment” portion. These options fulfill an additional 30-45 minutes after the dinner. Entertainment amenities can include arcade games, billiards, shuffleboard, bars, and other attractions.

Recreational Tourism Supportive Activities

The gap analysis has highlighted that there are limited amounts of amenities for targeted recreational tourism endeavors. This can include bike shops, microbreweries, kayak or camping supply stores, etc. These facilities would provide a large amount of tax generation based on the cost of goods and before/after services that can be ancillary purchases to the standard. As recreational tourism increases in the Town and the region, supportive activities will increasingly become areas for economic growth. Currently, there is a significant retail gap in this NAICS category (Table X), which is expected to grow in the coming years.

Specialty Food Stores

As the town’s demographics change with an increasing median household income, the need for an organic or local grocer grows accordingly. A common consideration for high-income families in selecting their residence is the proximity to such facilities. Currently, the market analysis for the Town is demonstrating a retail gap of nearly \$200,000 with anticipation of growth as the demographics continue to shift (Table X). A retail gap compares the anticipated demand for a good or service in the area verse the documented revenue capture. To attract high-income individuals/families and support existing residents, a specialty food store is identified as a potential economic growth area. These facilities are small in scale and average 5,000-10,000 square feet in size.



Clothing and General Merchandise Stores

General merchandise stores are critical for a non-urban community looking to provide housing. These facilities offer one-stop shopping for residents', eliminating their need to own a car or travel to a big box store regularly. The Town currently has a retail gap for clothing stores approaching \$500,000, which is expected to grow. Moreover, the retail opening for general merchandise stores is approaching \$2,000,000 (Table X). A clothing and general merchandise store is a potential economic growth area to attract and retain residents. These stores are a great anchor facility and can drive traffic. The facility should be between 10,000 and 15,000 square feet, offering a variety of goods, both staples and desires.

Gathering and Social Clubs

Currently, the Town lacks necessary gathering spaces or amenities for adults to enjoy during nighttime or non-work hours. This essential “third” space is critical to the social atmosphere. In the Town, these spaces would be evening activities such as movie theaters, fun parks, event/performance venues, museums, galleries, etc. Additionally, there is a need for an adult gathering space that serves a reasonable food selection at a fair price, with other amenities and activities such as shuffleboard and billiards. This facility should not be considered a restaurant but a gathering facility where drinks and food can be purchased. The Cardinal Way or Old Town Center districts are likely candidates for these services. Through implementing these services, the community will be provided with a way to increase their human interaction and social attributes.

Types of Businesses	Fiscal Impact of Businesses (3.75% Tax Rate)*	Retail Gap	Projected Full-Time Jobs
Grocery Stores	\$74,684.55	\$1,991,588	20
Other Motor Vehicle Dealers	\$15,235.65	\$406,284	5
Sporting Goods / Hobby / Music Instrument Stores	\$6,785.13	\$180,937	2
Recreational/Sporting Goods Store	\$28,125.00	\$750,000	6
Specialty Food Stores	\$7,420.88	\$197,890	5
Clothing	\$15,239.21	\$406,379	3
General Merchandise	\$65,293.43	\$1,741,158	3
Microbrewery/Evening Entertainment	\$15,562.50	\$415,000	5
Ghost Kitchen	\$11,137.50	\$297,000	6

PREFERRED DEVELOPMENT CLUSTERS

Outlined below are the preferred development clusters to attract which support the community economically.

Professional services or remote accessible jobs – Professional service providers are individuals or firms such as CPAs, engineers, architects, and similar professionals. These individuals can work remotely and provide a solid/stable economic base that requires little to no cash contribution for the community to attract.

Recreation-based retail amenities – In addition to attracting more recreational-based amenities, there is a need for supportive retail amenities, explicitly serving the goods and services desired by the people recreation attracts. These facilities are bicycle repair shops, ATV parts or service facilities, etc. These amenities should be carefully drawn to match the implementation of any outdoor recreational amenities.

Experiential amenities and services – Individuals and families are no longer just searching for a place to have dinner. They want a place to have a memorable experience. This targeted development cluster includes things like nightlife and family bonding activities.

Grocery and home-based goods – Currently, the community is underserved in a grocery store and a general goods/purchase store. This style of preferred development should focus on attracting a store that provides the purchase of necessary goods and provides opportunities for tourists to purchase items forgotten or needed on-site.

Office supplies and printing services – As the community expands and hopefully provides more spaces for individuals or remote workers, an office supplies store will be required to support the local economy.

TARGETED DEVELOPMENT SITE MAPS

The Town has two central commercial corridors - Old Town Center (First Street) and Cardinal Way. These commercial corridors have been identified as priorities for new commercial development, and they are prime for redevelopment.

A series of scenarios with varying levels of commercial and residential development was created to explore potential future uses for parcels North and South of East First Street and East 2nd Street in the center of the Town (Small Areas are outlined in map X below) and parcels bounding Cardinal Way and South Railroad Avenue, South of I-70. All affected areas were split into 0.5-acre sections. Potential new land uses contain a range of possible residential and commercial options. The possible ranges analyzed are as follows:

Main-Street Mixed-Use:

- Residential: 10 to 18 units per acre
- Commercial: 5,000 to 20,000 square feet per acre

Mixed-Use Commercial:

- Residential: 10 to 22 units per acre
- Commercial: 15,000 to 35,000 square feet per acre

Low-Intensity Strip Commercial

- Residential: 0 to 4 units per acre
- Commercial: 10,000 to 25,000 square feet per acre

Single-Family Attached

- Residential: 12 to 24 units per acre
- Commercial: 1,000 to 2,000 square feet per acre

Single-Family Detached

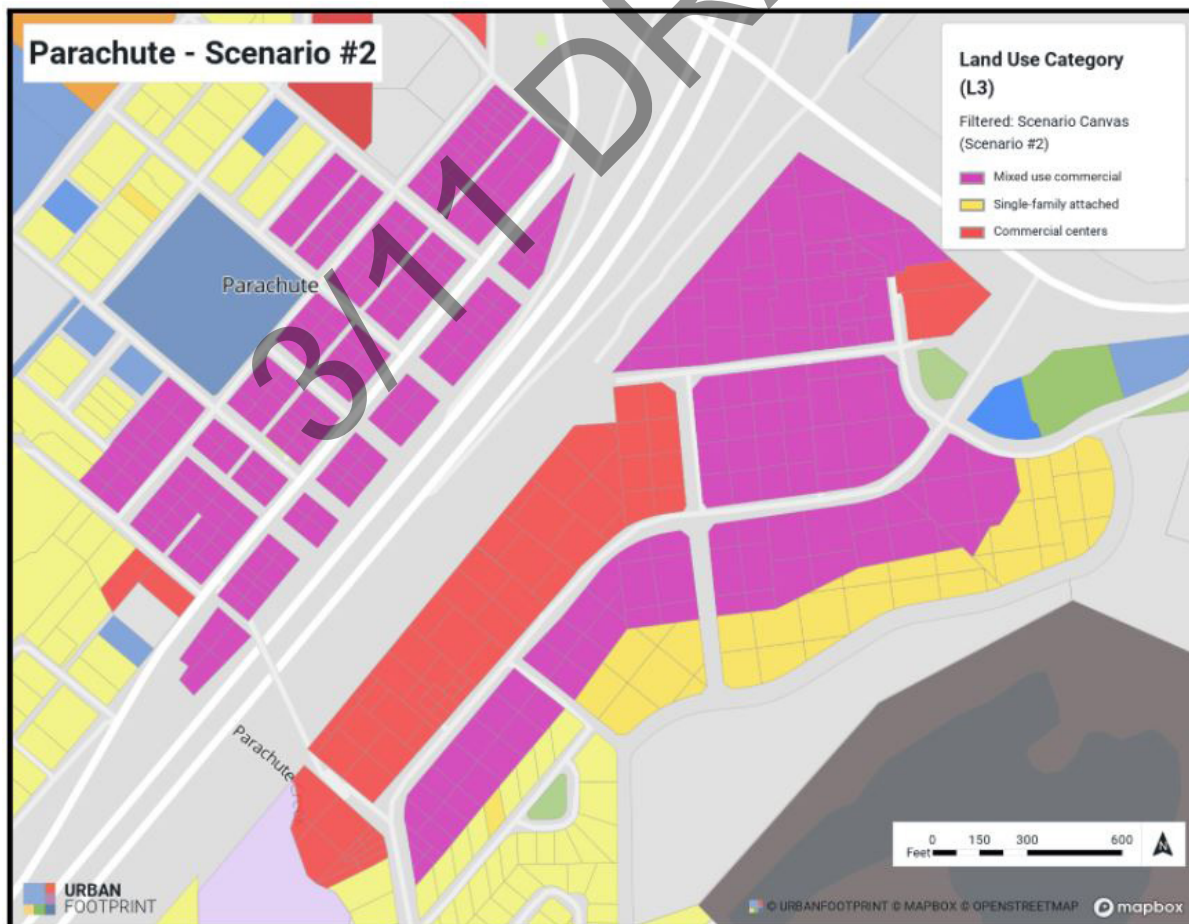
- Residential: 4 to 8 units per acre
- Commercial: 500 to 1,000 square feet per acre

Multi-Family:

- Residential: 16 to 32 units per acre
- Commercial: 1,500 to 3,000 square feet per acre

Based on the demographics provided and desired projection of economic/community growth within the Town, a preferred scenario was defined, precisely balancing retail and residential needs while remaining true to the local character. The results of the preferred method are available in the small area plan, which can be found in the Appendix of the 2040 Plan. The proposed scenario maintains the mixed-use land classification on the Northside of I-70. Yet, mixed-use spaces on the south side will include a mixture of densities for commercial, including single through three-story facilities. These facilities would have limited residential, primarily on upper floors and inner lot areas. Map X depicts Old Town’s general proposed land uses and the Cardinal Way Business District.

Map X – Preferred Small Area Plan Scenario Map



The preferred scenario offers a balanced approach to achieving municipal goals of a diverse local economy with an ample commercial sales tax base. Anticipated benefits of the preferred method are as follows:

- A balanced infrastructure cost to tax collection ratio.
- Lowest environmental impact with moderate density.
- Creation of a new, more urban scaled, downtown corridor along Cardinal Way.
- Sustainable amounts of local retail, commercial, restaurants, and other service industries.
- An attainable part of projected growth.
- Diversification of housing types by expanding townhome attached multifamily housing types in addition to detached single-family housing.
- Draw for different age cohorts looking for teleworking and a balanced space for live, work, and recreation activities.

Economic Impact Identification

To make an economic impact on the Town, a series of clusters and targeted development should be implemented in catalyst sites, as outlined above. These specific elements will substantially impact the community, aiding in creating a more resilient and diverse local ecosystem. Outlined below are the anticipated financial results (both qualitative and Quantitative) for the Town:

Qualitative

- More diversified businesses, offering improved opportunities for residents' employment.
- A broader variety of jobs (both in quality and tenure), offering an employment opportunity for all available or non-disabled individuals
- Reduced long-term blight or deferred maintenance

Quantitative

- Reduced unemployment figures
- Improved homeownership rates
- Increased job placement opportunities, including non-collegial opportunities

Business and Industry Review

Businesses and industries have current and future needs that go unmet now. This is explored in detail in the prepared Diversification & Retention Strategy, which is found in the Appendix of this document. During the Diversification & Retention Strategy preparation, trades, professional services, and arts and music were identified as the three most effective economic development strategies for the Town to pursue. These strategies will help meet the needs of business and industry and attract and retain the workers necessary to meet their needs.

Trades

Currently, the community is vastly underserved in trades to support the community with building or rehabilitation professionals. As the community revitalizes itself, there will be an increasing need for carpenters, masons, roofers, plumbers, and HVAC professionals. These professions should be highlighted and encouraged to locate within the region. Additionally, as the Parachute area continues to grow and expand, serving as an affordable housing alternative to the Eagle, Pitkin, and Summit County areas, the Town is ripe for developing

small trades-based businesses into regional businesses over time.

Programs necessary to develop the trades in the Town include:

- Middle school and high school trade prep program
- Professional trades training programs and incubator spaces

Professional Services

In addition to construction or trades-based services, the community must have various professional services to support a community looking to grow or expand. Supportive professional services include architects, engineers, banking professionals, attorneys, and real estate professionals. These industries are ideally situated to help develop the uses of upper floors within Old Town Center and Cardinal Way buildings. These professions have an added benefit as their above-average incomes and local spending will drive further economic diversification and expansion into niche or specialty stores and higher-quality restaurants.

Programs necessary to develop the professional class in the Town include:

- SBDC entrepreneurial training
- Small business training
- Training and location incentives for small businesses

Arts and Music

As a final category of professionals to help drive sustainability, artisan or music professionals should be targeted to join the Parachute community. Arts and cultural assets should be leveraged as the community diversifies its economic ecosystem. Additionally, the availability of arts and cultural programs is now a primary consideration for families relocating or having the potential to work from home. Their desire for skills and cultural elements is based on a quality of life increase due to the proximity of services and the ability to include them into local lifestyles.

Programs necessary to develop the arts in the Town include:

- Location incentives for artists (e.g., reduced rents)
- Municipal funding for the arts (e.g., rotating displays throughout Old Town and Cardinal Way)
- Local musician concert series
- Creation of a public arts program

5.3 OBJECTIVES AND STRATEGIES

Objective 5-1: Work to revitalize commercial centers.

Strategy 5-1A: Promote the redevelopment of underutilized commercial and industrial spaces and infill development to accommodate new businesses.

As the Town's economy grows, businesses will require commercial and industrial spaces to operate from. Yet, many of the existing holes are in disrepair and cannot meet the anticipated needs of the Town businesses. The Town should utilize strategies for promoting commercial and industrial infill and redevelopment to ensure that companies find spaces for their needs. These strategies can include preparing due diligence reports to market to investors, offering tax abatements to developers, and reducing onerous regulations such as eliminating minimum parking requirements. Moreover, redevelopment and infill development should be of a slightly higher density than existing development, when possible, to gradually grow the Town to not be out of character. According to available research, mixed-use developments can reduce congestion in the Town while boosting potential revenues for nearby businesses by increasing the count of pedestrians, which spend more at businesses than drivers.

Action Items:

- Create a building and business inventory
- Create a new page on the municipal website to outline underutilized parcels/buildings and demonstrate the availability
- Document underutilized parcels on an ESRI storyboard map and place the map on the website.

Strategy 5-1B: Establish a Business Improvement District (BID) or similar agency for Old Town Center (First Street) and Cardinal Way to generate revenue for the two identified commercial centers.

Under Colorado Revised Statutes §§ 31-25-1201 - 31-25-1228, the Town Council should work with commercial property owners to establish a Business Improvement District (BID) to represent and further the interests of the Town business community. The BID should be set to encompass the boundaries of Old Town Center and the Cardinal Way commercial district. A BID is a defined area within which non-residential users must pay an additional property tax levy to fund projects within the district's boundaries. Using the revenue generated, the Board can support projects to support the community's services: consulting services for district planning or development, maintenance of improvements, marketing services, event programming, business-supporting activities, security, snow removal, or refuse collection and design assistance. As the BID grows its commercial property valuation, its levy revenue generation will increase, providing more services to its members. BIDs have a long track record of helping to revitalize commercial areas, and these same benefits can be realized in the Town. The geographic boundary identified for the BID can also be the boundary for a blight/vacant property transformation plan, outlining how the community can maximize the area.

Action Items:

- Organize articles for a BID/URA/CRA
- Define the geographic boundary of influence for the new organization
- Conduct a vacant/blighted property survey for the newly created area

Strategy 5-1C: Institute a vacant property ordinance

Vacant properties generate less tax revenue for the municipality and have a blighting effect on the rest of the community. An empty property ordinance exists to ensure that buildings do not remain purposefully blank for extended periods. The law should provide a certain amount of time (e.g., six months) before the property leases or sells again. If properties are not in compliance with the ordinance, fines should exist and should be gradual based on the length and reoccurrence of the offense. Exceptions should be made granted the property owner is actively and reasonably seeking a tenant(s) for their property. For example, the property should be priced according to market rental prices. This will ensure that properties are leased to the extent that the market conditions allow. The commercial districts can become more vibrant by activating vacant properties, and the tax base will improve.

Action Items:

- Prepare and implement a vacant property ordinance

Strategy 5-1D: Identify and help market available properties as prime development opportunities.

As the Town grows, they have an opportunity to steer development investment by marketing specific properties. Identifying undeveloped or underutilized parcels will help maximize potential and meet the growing needs of the Town. Town staff and officials should work with property owners to identify prime development opportunities and create due diligence reports. These reports are property-specific documents that provide relevant property and community information to potential tenants or buyers and the highest and best use of the property. This must be done with the permission of the property/business owner, and often they can aid in the development of this document. By determining the highest and best use of the property, owners will be lured by the potential for higher profit margins into changing land-use types to meet the community's needs. Over time, this process will allow communities to begin dictating development details through an incentive approach. Moreover, providing these reports minimizes the burden of research for developers, making it much easier to arrive at a decision, likely increasing the investment chance.

Action Items:

- Prepare marketing materials and due diligence sheets for catalyst properties.
- Conduct feasibility studies for underutilized anchor buildings

Objective 5-2: Recruit industries and businesses that meet the needs of existing and future residents

Strategy 5-2A: Improve access to healthy food through short and long-term strategies.

Grocery shopping is one of the primary reasons residents make a trip out of the Town. Residents and officials desire to improve access to healthy food at a fair price. There are short-term and long-term policies to do this. The town should establish a weekly or bi-weekly farmer's market to connect area farmers and bakers to buyers in the short term. A farmer's market provides access to fresh food and improves regular event programming, and diversifies the Town's economy. The first step in accomplishing this is identifying stakeholders and creating a steering committee that will shape the farmer's market

development. The town should attract a reputable grocery store to the community in the long term. This will come as the Town grows, but creating incentive packages and proactively seeking out developers will move up the timeline of its development. Any available non-profit, state or federal funding should be leveraged to improve access to healthy food, such as the Colorado Fresh Food Financing Fund (CO4F).

Action Items:

- Dedicate a prominent space for a farmer's market
- Advertise and support the farmer's market

Strategy 5-2B: Work to recruit businesses that fill current voids in the market with particular attention to the areas identified in this chapter, "Economic Growth Areas."

Attracting the right business mixture is critical to ensuring a local economy is sustainable long-term. While this process can happen organically, some strategies can often be undertaken if a community is desirous of making catalyst changes and not waiting for private development. The proposed elements or action items that will help the community recruit the missing or gap amenities are outlined in the Business Diversification and Retention strategy document, attached as an Appendix.

Action Items:

- Targeted business feasibility study
- Education campaign
- Marketing/attraction services

The Business Diversion and Economic Retention Strategy report presented a series of elements or action items.

Strategy 2C: Create walkable community corridors and neighborhoods.

Walkable communities have numerous well-documented health, economic, and general quality of life benefits. As the Town grows, redevelopment and infill development should focus on providing a built form that is equitable for all transportation methods, ensuring a substantial qualitative and quantitative impact to all community members. The Town would help create a more vibrant, healthy, and physically connected community by creating walkable communities. These critical elements are completed by prioritizing spaces for pedestrians, bicycles, mopeds, and other transportation methods, all in coordination with the standard vehicular traffic. Action items listed earlier in this document support the ideal of a walkable community with highly implementable projects.

Action Items:

- Construct on-street and off-street connections identified in Chapter 3.
- Adopt roadway standards that prioritize walkability.

Objective 5-3: Meet the future housing needs of the Town.

Strategy 5-3A: Anticipate the future needs of housing for the Town.

As the area grows in population, the Town must have enough attainable housing to meet its future needs. This includes having a variety of accommodation at a variety of price points. The table below lays out the town's future needs with various bed/bath mixtures, price points, and square footage.

Table X: Future Housing Needs

Types of Houses	Bed/Bath Mixture	Price Points	Average Rent	Square Footages
Single Family	3 bed 2 bath	\$295,000 - \$335,000	\$1,395	Sq. ft. 1,750 – 3,000
Multi-Family	Three bed 1.5 bath	\$173,000 - \$199,000	\$1,075	Sq. ft. 850 – 1,250
Apartments	2 bed 1 bath & 1 bed 1 bath	\$158,000 - \$171,000	\$750 - \$900	Sq. ft 650 – 950
Senior Housing	2 bed 2 bath	\$225,000 - \$255,000	Unknown	Sq. ft 1,350 – 1,500

To ensure that future needs are met, the Town can partner with desired housing development specialists for new development. With accurate housing market data, for-profit entities can quickly identify the Town’s needs and construct accordingly. Moreover, the Town should also partner with the Colorado Housing and Finance Authority (CHFA) and the Department of Local Affairs Division of Housing (DOH) to conserve and rehabilitate the current housing stock and ensure that the Town housing remains attainable to current and future residents. The CHFA offers financing directly to homeowners and developers to help improve housing stability in communities throughout the state, such as down payment assistance and low-income housing tax credits. The DOH assists developers and municipalities in creating more attainable housing through gap funding for acquisition, rehabilitation, and new construction projects. Leveraging CHFA and DOH funding opportunities and other financing measures, for-sale housing units at various price points should meet annual target growth. The table below shows the recommended yearly growth for three price points.

Additionally, proper code enforcement will assist in the conservation and rehabilitation of the existing housing stock by ensuring properties are in safe, habitable conditions. Code enforcement standards should be met and upheld by the municipal staff. Yet, proper building maintenance ultimately requires property owners to take ownership of their parcels to an acceptable state.

Table X: Targeted Annual Growth for For-Sale Housing Units

Level of Housing	Price Points	Targeted Growth Rate
Attainable Housing	\$225,000	Annual growth 6%
Market Rate Housing	\$275,000	Annual growth 3-5%
Luxury Housing	\$350,000 - \$375,000	Annual growth 3%

Action Items:

- Encourage the development of lower and higher-end homes within the Town
- Encourage infill development (smaller scale incremental development) for housing projects

Objective 5-4: Improve the homeownership rate.

Strategy 5-4A – Partner with CFHA or other agencies

Filling the missing middle housing in a community is often challenging and lengthy. By partnering with state and federal housing agencies, the Town will provide a variety of funding mechanisms and incentives that will help drive the correct scale and style of residential development. These state and federal programs often work directly with a private developer or entity yet incorporate the municipality as an interested party or potential concession provider. It is recommended to investigate the available funding programs and secure partnerships with each agency that would merit moving the residential development forward for the Town.

Action Items:

- Identify potential funding or tax opportunity for private residential developers.

Strategy 5-4B – Investigate CDBG or USDA home down payment programs

Communities eligible for USDA or CDBG funding are often allowed to utilize their funds for various programs, including first-time homebuyer assistance. Under these types of programs, municipal CDBG or USDA entities received grant funds and made sub-grants to home buyers under these types of programs. Through this process, a set amount of funds (averaging \$3,000) is provided to the new buyers, helping cover closing costs or down payments. This program has been successfully utilized in many states yet should be reviewed for applicability for the Town. Assuming this program is eligible for the Town, it is recommended to partner with the right agency to acquire funds and manage the first-time homebuyer assistance program.

Action Items:

- Coordinate with CDBG or other federal/state programs to inquire about starting a first-time homebuyer program

Strategy 5-4C – Offer a homeownership class

To help raise awareness of available resources to local first-time home buyers, it is recommended to facilitate a class or seminar. These styles of events allow the municipality to announce available resources, document the public agencies who can help, and drive partnerships between prospective buyers and necessary assistance programs. Homeownership classes can be facilitated online or in-person but should have the same format and content provided for each. Often, these types are required to become eligible for CDBG or other grant-funded first-time homebuyer programs.

Action Items:

- Coordinate with CFHA for, or create a first-time homebuyers education program

Strategy 5-4A: Establish design guidelines and best practices with grant funding.

In addition to growth and density designations, community design guidelines can serve as guardrails for renovation, rehabilitation, and new construction, helping prevent developments that do not fit the community identity. While design guidelines currency exists, they are not directly tied to property maintenance or buildings standards that are enforceable within the Town. Defining character areas and outlining a geographic boundary for design guideline enforcement will help the Town retain the community identity and shape new development. Identifying the architectural features of the current building stock and a shared vision for the future of the Town's identity will provide a descriptive blueprint for redevelopment. These guidelines should give an in-depth evaluation of the current architecture and set best practices for features present in new construction, such as façade elements, height, setback, and pedestrian access. Ensuring a certain degree of continuity between the historic buildings and new construction will help maintain the community's architectural integrity, creating a timeless appearance.

Moreover, the document should set best practices for other design practices such as signage, lighting, and pedestrian access. These best practices will help retain the architectural integrity and community identity while facilitating growth. While this document should outline strategies to personify community character, they should be cognizant of associated increases in costs for improvements due to the guidelines. To the extent deemed appropriate by the community, the design guidelines should balance community identity preservation with economic growth.

Moreover, as resources allow, the Town should implement a program to incentivize property owners to comply with the guidelines through grants and a revolving loan fund. This program will help property owners, particularly historic buildings, modernize their façades while maintaining architectural and historical integrity. This program can identify the most deserving proposed projects and award dollars accordingly by creating a competitive application process. It is recommended that the Parachute Area Chamber of Commerce take the lead in coordinating and executing this program. Funds can be sourced from various institutions such as state and federal grants, the Chamber, the Town, and regional financial institutions.

Action Items:

- Refine the design guidelines
- Create character areas or neighborhoods
- Define geographic boundaries for design guidelines

Strategy 5-4B: Document and preserve historic sites and buildings through financial incentives.

As the community grows and evolves, historic preservation will be vital to protecting the Town's identity. The Town should establish a Historic Preservation Review Commission under state and federal guidelines and apply for a Certified Local Government (CLG) status. By obtaining CLG status, the Town will leverage numerous federal grants and loans for buildings it deems historic. The State Historical Fund offers numerous grants to property owners. Additionally, History Colorado and the US Department of the Interior offer Preservation Tax Credits and CLG grants to spur historic preservation investment. Obtaining CLG status and leveraging these financial incentives will improve the economic outcomes of the Town while preserving its history for future generations.

Action Items:

- Conduct a historic property database

Objective 5-5: Diversify the local economy and attract high-paying, next-generation jobs.

Strategy 5-5A: Identify regional partners for job diversification

To diversify the area's economy, the Town must evolve and adapt to meet the market's changing needs. This is true for all types of employment, but most specifically for high-paying employment opportunities. Understanding this, the Town must begin to work with OEDIT, DOLA, or federal agencies to become development ready. TO become development-ready, the Town will likely have to prepare a series of upgrades or initiatives to provide the necessary infrastructure, housing, and economic generators attractive to the desired sectors. The Town can solicit private investment and job growth by developing offer packages and compiling information required to recruit potential employers. Regional partners should include professional jobs and trades or non-collegial career facilities, including advanced manufacturing and information technology.

Action Items:

- Work with OEDIT to complete readiness training and documentation
- Utilize state programs or agencies to market available resources and desired end-users
- Conduct an assessment on business and employment infrastructure (internet, electricity, traffic, etc.) to determine missing services that must be supplemented.

Strategy 5-5B: Prepare a trade or retail area.

When attempting to diversify a local economy, it is essential to understand where your primary, secondary, or even tertiary users are from, their socio-economic characteristics, and their draw to the destination. This is where a retail or trade area is identified. A retail or trade area defines the geographic boundaries for which a community may attract individuals, families, or businesses. It also notes and documents the level of impact or economic expenditures (by region) within the trade area. Through this area determination, a community can look at the trade area's socio-economic conditions and community characteristics, pairing an attractive or desired series of services. These services can be a destination or serve a symbiotic purpose, drawing in more residents from the extends of your retail or trade area. By determining this trade area, a community can understand what will diversify and provide a more robust local economy.

Action Items:

- Determine geographic boundary for trade area
- Conduct a retail or trade area identification

Strategy 5-5C: Identify a community or regional implementation partners.

As the community grows and draws in a new industry, regional community partnerships will strengthen the economy and locate certain firms. In each effort, the community and regional implementation partners will change. Two partners that will be critical in diversifying the Town's economy are the Western Garfield County Chamber of Commerce and the Colorado Office of Economic Development and International Trade. These two entities can provide the Town with the resources needed to attract and retain investment. These partner-

ships are crucial to coordinating marketing efforts and boosting tourism. Working with other municipalities can help coordinate events, reduce competition, and build on each other to generate larger turnouts and more tourism revenue. While these partnerships will prove beneficial in attracting tourism, partnering with other communities can reduce competition and duplicative efforts such as economic development and workforce training.

Action Items:

- Conduct a roundtable meeting with community and regional partners
- Prepare a resources matrix to highlight services or amenities each agency can offer

Strategy 5-5D: Work with investors to develop executive and Class B office space.

Office space will be critical to the future of the Town's economy as the national economy shifts towards an information-based market. Executive and Class B office space are two great strategies to meet the needs for missing middle commercial spaces. Class B office space is currently missing from the Town. Working with investors to develop this non-existent market as a more affordable alternative to regional businesses than the office space in Grand Junction, Glenwood Springs, or other nearby towns will help improve and diversify the Town's economy. Moreover, as the economy changes in the age of COVID-19, a flexible real estate market will help the Town better respond to the fluctuating demands. Working from home is becoming increasingly prevalent, and executive office spaces react well to this market need. These spaces are between 250 and 500 square feet and offer flexibility depending on individual needs. Many administrative office spaces serve as incubators for smaller firms that do not require ample office space. For example, this provides an excellent opportunity to host a traveling CPA or for regional companies to host satellite offices. As firms grow, they can move into larger office spaces.

Action Items:

- Conduct necessary feasibility studies to empower small-scale developers

Strategy 5-5E: Create KPI or metrics, track, and document success.

Key performance indicators (KPIs) are the critical progress indicators towards an intended result. These provide a focus for strategic and operational improvement, create an analytical basis for decision making, and help focus attention on the most pressing issues. As the Town works towards accomplishing the goals outlined in this document, there should be benchmarks to check progress and reevaluate each. Well-constructed KPIs provide objective evidence of progress towards achieving the goal, accurately measure the target to help inform future decision making, can track efficiency, effectiveness, timeliness, performance change, and other performance metrics, and are balanced between leading and lagging indicators. The town can produce documentable results to build public confidence in the Council's actions by tracking KPIs. These KPIs should be publicly and readily available to residents and investors who wish to analyze the Town's progress towards its own goals.

Action Items:

- Ideate, implement, and track metrics for community development efforts.

Objective 5-6: Expand services and amenities

Strategy 5-6A: Conduct NAICS-level detailed market analysis.

A North American Industry Classification System (NAICS) level market analysis identifies markets with more excellent demand rent supply. This will help the Town identify what businesses exist, the targeted types of end-users, and the community's amenities and services gaps. By completing this analysis and identifying needs, targeted efforts can be made to fill these gaps. This information will also improve investor confidence and draw investment to specific needs by demonstrating the strong potential for a good return on investment. Various banks can accomplish this through data acquired through credit card transaction processing.

Action Items:

- Have a detailed market analysis conducted for the Town and surrounding areas

Strategy 5-6B: Prepare incentives to prioritize necessary services.

Through the public input process and the NAICS-level detailed market analysis, the Town Council can identify which services and amenities are missing or underserved. With this information, the Town can prepare incentive packages to recruit businesses that will help meet its needs. The Town Council should leverage available state and federal programs to incentivize companies to locate in the Town. Additionally, the Town should explore local tax abatement programs to fill in final gaps in services and amenities. Local tax incentives should be approached cautiously to avoid preemptively eliminating the potential tax base as the Town grows. When possible, the Town should preference local and regional businesses to receive tax incentives.

Action Items:

- Identify maximum and minimum range for each incentive
- Prepare a document outlining potential “packages” of incentives for developers

Strategy 5-6C: Create an entity or individual tasked with attracting missing services and amenities.

The Town has a documented lack of essential services and amenities that are limiting its sustained growth by not fulfilling the needs of its existing and potential residents. The Town should work with the Colorado River Valley Chamber of Commerce to establish an entity solely tasked with attracting and retaining missing services and amenities. This entity should solicit bids, preferably from local and regional businesses, to fill the existing identified gaps. Further, investment in the Town should not be a cumbersome and burdensome process, and creating a single point of contact (SPOC) within the new entity can reduce barriers by consolidating access to information. The designated person will provide investors with the necessary information, documents, and deadlines upon request. This streamlines the process and eliminates misinformation and confusion while creating more investment opportunities.

Action Items:

- Hire an employee or consultant to assist with business attraction

- If a consultant is selected, have them train a municipal staff on the process

Objective 5-7: Develop and create community gathering spaces and opportunities to promote dialogue.

Strategy 5-7A: Investigate building a food truck court area

Implementing the food truck court in McKay Park, along Cardinal Way, is recommended as a prog progressive in attracting more dining or retail options. This location would unlock a circulator transportation pattern, driving traffic to Cardinal way and the historic downtown corridor. This action item should include necessary store work, building construction, and appropriate project management fees. This space would allow for increased dining year-round while limiting the infrastructure or upfront costs for the municipality. Additionally, dining at the proposed site is critical for expanding or density in the cardinal way corridors, serving as an anchor to the new downtown corridor desired. DOLA and other federal agencies should be reviewed for applicable grants.

Action Items:

- Submit a DOLA (or another implementation program) grant for the food truck court

Strategy 5-7B: Consider taking the lead on leasing space to create a community center, meeting room, coffee shop, and shared office space/business incubators.

Some amenities or services are not set up for private development to fulfill. These services are often community-based and have a limited return on investment. However, these amenities are often as impactful, if not more impactful, than private development, driving qualitative improvements to the resident's quality of life. As these items are not commonly completed through personal growth, the Town must step in to help initiate these projects and move the efforts forward. To help the community realize their need for a variety of spaces, precisely a multi-purpose gathering space, and a shared office/business incubator, the Town will likely have to review the opportunities for serving as the local developer and property owner. To ensure that local tax-payer dollars are well expended, a series of feasibility studies should be undertaken. This style of study will determine the applicability, need, and feasibility of the proposed facility use and rehabilitation efforts. These studies should be completed before purchasing or leasing a facility, allowing for sound financial decisions to be made before construction dollars are expended. Additionally, if properly run by the municipality, these facilities can empower and foster local businesses to drive catalyst changes in the local economy.

Action Items:

- Identify a parcel/building for a co-working or shared workspace
- Complete a feasibility study for the shared workspace or executive offices

Strategy 5-7C: Attract new mid-grade dining and entertainment options.

There is a documented lack of mid-grade dining and entertainment options in the Town. Without these amenities in the Town, residents currently must travel to nearby municipalities for dining and entertainment. The Town wishes to attract and develop mid-grade dining and entertainment options within the municipal boundaries, allowing the residents to gain improved access and generating new tax revenue. As the Town continues to grow, these

amenities will be increasingly necessary. They will be vital in attracting and retaining residents as well as tourism.

Action Items:

- Work with property owners to identify parcels that can be transformed into a dine-in, mid-grade restaurant.

Strategy 5-7D: Attract and develop professional services.

There is a documented lack of professional services such as lawyers, insurance agents, and physicians. Without necessary services within the Town, residents currently must travel to nearby municipalities for said services. The Town wishes to attract and develop professional services within the municipal boundaries, allowing the residents to gain improved access and generating new tax revenue. As the town grows, these professional services will be increasingly necessary. They will be vital in attracting and retaining residents and other businesses.

Action Items:

- Identify executive office spaces within the town that can serve professional service providers.

Strategy 5-7E: Expand and improve events that celebrate the area's cultural heritage.

Grand Valley Days (GVD) is the Town's only annual event that highlights and celebrates the Town's identity. Residents hope to build on GVD by expanding the calendar of events to include more regularly scheduled events. The Town Council should partner with local and regional cultural organizations to develop and sustain new events that capture a more diverse target audience. Moreover, events should be marketed to regional audiences to increase tourism revenue. Increased consumer spending at community events will help provide the funding source to continue hosting and expanding the offerings.

Action Items:

- Create a single community calendar to highlight the variety of events for people to participate in.

Strategy 5-7F: Add recurring events that bring people together consistently and promote vitality within the Town's commercial centers, such as farmer's markets, free weekly concerts, etc.

When a community meets together, they experience a sense of place or community. This is a critical step in determining how people perceive the Town and influencing how much overall pride residents have for their home. Increasing the sense of place requires people to gather and interact, experiencing how each person plays a part in the general community fabric. Maximizing this effort requires preparing a clearly outlined and reputable calendar of events that documents how the community will gather regularly. These events can be formal, such as community revitalization meetings, or informal, like ice cream socials. Offering the most impact for these events will require them to be provided in easy-to-access locations such as the commercial corridors. However, rotating the areas and facilities is a fantastic opportunity to highlight underutilized amenities.

Action Item:

- Conduct a monthly event for the public
- Track attendance and metrics to ensure the entire population is being represented
- Amend and alter monthly events to maximize participation from all groups

Objective 5-8: Encourage alternative careers

Strategy 5-8A: Work with stakeholders to identify missing workforce needs.

Identifying missing workforce needs is the first step in attracting new industry to the Town. By documenting what skills are needed, Town stakeholders can effectively allocate resources in training the residents for alternative careers. The Town Council should partner with the Western Garfield County Chamber of Commerce to identify missing workforce needs. This effort should consist of surveying existing industries and identifying the skills needed to attract new initiatives such as information technology firms.

Action Items:

- Conduct a business needs assessment to gauge the missing workforce and document the specialties required.

Strategy 5-8B: Partner with Western Colorado Community College in creating and promoting workforce training programs.

As employment opportunities become increasingly technical, it is necessary for the Town's workforce to have the technical skills required to thrive in the new economy. By partnering with Western Colorado Community College, the Town can create and promote workforce training programs. These programs will provide the Town's residents with the skills necessary to obtain jobs in the skilled trades and information technology sectors. Moreover, a skilled workforce will help the Town in attracting new employers. The prepared Business Diversification & Retention Strategy explores further how a workforce training program and dedicated facility will help meet the needs of the Town industries and provide residents with the skills needed to enter the workforce and earn competitive benefits. Moreover, the prepared document further explores how a trades training program and facility operations in the Town (Appendix).



Town of Parachute
2015 Comprehensive Plan
(Includes Battlement Mesa)

**Adopted by the Town of Parachute
Planning Commission**

June 9, 2016



Better City

Solving Problems. Creating Opportunity.

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TOWN OF PARACHUTE BOARD OF TRUSTEES

Roy B. McClung Mayor
 Juanita Williams..... Mayor Pro Tem
 John Loschke..... Trustee
 Daniel Manzanares Trustee
 Timothy Olk..... Trustee
 Thomas Rugaard Trustee
 Travis Sproles..... Trustee

ADVISORY COMMITTEE

Brian Dasa WPX Energy
 David Blair, Chief..... Grand Valley Fire Protection District
 David Walck Garfield Schools 16
 Don Gray Battlement Mesa Service Association
 Keith Lammey Elk Peaks Consulting Group Ltd
 Maria King..... Resident
 Mary Lee Mohrlang Keller Williams
 Roy B. McClung, Mayor Town of Parachute

STEERING COMMITTEE

Ann Huber Grand Valley Recreation Center
 Chuck Whiteman Puckett Land Holdings
 David Devanney Grand Valley Parks Association
 Debbie Wolcheck..... Encana Energy
 Derek Wingfield..... Resident
 Robin Haney..... Colorado Mountain College
 Jonathan Marbas..... Student, Grand Valley High School
 Juanita Williams, Mayor Pro Tem Town of Parachute

Judith Hayward Grand Valley Historical Society
 Kelli Stanton, P&Z Chair Town of Parachute
 Keri Jensen Battlement Mesa Company
 Mark King, Public Works Director Town of Parachute
 Rachel Pokrandt, Dean Colorado Mountain College
 Mary Anderson P/BM Parks and Recreation District
 Rob Bliel Ursa Operating Company
 Sara Francis Garfield Public Libraries
 Vince Tomasulo P/BM Area Chamber of Commerce

TOWN STAFF

Stuart S. McArthur..... Town Manager
 Davis Farrar, Town Planner Western Slope Consulting
 Derek Wingfield Community Development Specialist
 Mark King Director of Public Works
 Cary Parmenter Police Chief
 S. Denise Chiaretta Town Clerk



THE PURPOSE OF THE COMPREHENSIVE PLAN

The 2015 Comprehensive Plan Update for the Town of Parachute (including Battlement Mesa) establishes a vision that is livable for its people, now and in the future. The vision described in the 2015 Comprehensive Plan lays the foundation for livability, accessibility, community identity, and growth over the next two decades.

The Comprehensive Plan (referred to as “the Plan” through the remainder of this document) establishes a cohesive approach to reach this vision, involving all aspects of physical planning in the Community. The long-range policies of the Plan provide a basis for evaluating specific development opportunities and public projects, with coordination among all city departments.



STATEMENT OF OBJECTIVES

The primary objectives of the 2015 Comprehensive plan for the Town of Parachute (the “Town”) and the community of Battlement Mesa (“BM”, jointly referred to as the “Community”) are to identify the assets and resources of the Community, understand the local economy, recognize key issues and opportunities, and set forth a specific action plan that will allow the Community to achieve a higher level of economic prosperity and an improved quality of life.

The Plan is divided into the following six chapters:

- Community Assessment;
- Economic Vitality;
- Land Use;
- Retail Analysis;
- Community Annexation; and
- Recommendations.

These chapters provide an in-depth understanding of the various strengths, weaknesses, opportunities, and threats, in the Community. Other elements, such as environmental protection, educational facilities, housing, transportation, policies & programs are addressed within the individual chapters.

Direct involvement and insight from Town Officials, Community leaders, business owners, and Community residents was an essential element of the planning process. The analysis, strategy, and recommendations contained within the

Comprehensive Plan are largely guided by this feedback received from local stakeholders. The Comprehensive Plan has also been developed with reference to local, regional, and national trends.

EXECUTIVE SUMMARY

Community Assessment

In order to understand the vision, goals, and ideas of the community, dozens of Community stakeholders were interviewed. These stakeholders expressed a desire to see more manufacturing jobs, a re-design of the downtown area of Parachute, additional recreational resources & opportunities, more retail development such as a supermarket, and entertainment-related amenities.

The Community has many assets which can be leveraged for future economic development. For example, the Community’s close proximity to two (2) major railroads and its central location along the Western Slope can be leveraged to attract manufacturing jobs and additional location dependent opportunities that would aid the Community in its goal to diversify the local job market.

Other major assets and strengths of the Community include the Colorado River, close proximity to I-70, stunning mountain scenery, and forward-thinking leadership. These assets/strengths are described in greater detail along with corresponding opportunities to leverage them for maximum future economic growth.

Weaknesses of the Community include the undiversified extraction-based (natural gas) economy, lack of retail and entertainment amenities, and a small local population. These weaknesses present obstacles for future economic development, but they are not insurmountable and the Community has the potential for a bright economic future.

Economic Vitality

The Community is highly dependent upon local natural resources, natural gas in particular, to provide economic growth and stability. Thus, the local economy has been directly exposed and impacted by natural gas-price slumps and economic downturns. However, the current economic and political climate within the region appear to be ready for change and growth into diversified industries that will provide new opportunities for employment and financial stability.

The top five industries within the Community in terms of the number of employees include construction, retail trade, mining and oil/gas, accommodation and food, and public administration (government, including public education and fire district). These five industries account for more than 50% of all the jobs held by Community residents. The industries with the highest total job growth between 2009 & 2015 are agriculture/extraction (includes natural gas) and retail trade.

The natural gas industry provides many high paying jobs directly, and also indirectly through support industries such as

construction, transportation/warehousing, and accommodation and food. Drilling activity has been concentrated in the Town of Parachute – Battlement Mesa region, which accounts for more than half of all the wells drilled within Garfield County. Drilling activity in the County increased rapidly starting in 2002 and reached its peak in 2008 with over 1,600 wells being drilled in a single year. Since then, drilling activity has declined precipitously. Population and employment have also declined since 2009, coinciding with the decrease in drilling activity. The Community’s reported labor force declined by approximately 600 between 2010 and 2015. There are only three (3) active drilling rigs in Garfield at the time of this writing.

Retail sales make up the majority of total sales from within the Town, and generated more than \$132M for local businesses during the peak in 2011. Retail and non-retail sales have declined recently and total sales were just over \$119M in 2014.

The housing market is still recovering from the crash of 2008, and is quite different within the Town than within BM in terms of total transaction volume and average price. However, throughout the Community the current housing stock is old, and is dominated by low-valued homes. Various stakeholders stated that the lack of quality affordable housing has caused potential residents to choose to live in other communities. Housing prices are low compared to pre-recession levels, and new and high quality housing development represents a great investment opportunity.

BBC Research and Consulting out of Denver was engaged by

the Town of Parachute to perform an economic and fiscal impact study on the impacts of retail marijuana on the local economy. The results of that study is also included in this report by reference.

Land Use

A land use plan for the planning area is presented and new land use designations are discussed. The following land use zones are utilized, and a thorough description of each is included within the chapter:

- Residential
- Commercial
- Central Business District
- Mixed-Use
- Riverfront Mixed-Use
- Commercial/Light Industrial
- Industrial
- Parks

The Community is lacking a sense of place or an amenity that serves as a unique focal point and gathering place. As a result, businesses in the Town's downtown area have struggled historically due to a lack of traffic and activity. To create a sense of place and bring investment back into the Town, it is proposed that the Community designates and creates a new Central Business District (CBD) located south of I-70, across from the historic downtown area. The newly designated Central Business District will serve as the new center of commercial activity for the Town, and will provide permeable access for vehicles and pedestrians to go from shopping and entertainment venues within the district, to the adjacent

recreation opportunities enabled by several small lakes and the Colorado River.

To fully leverage and utilize the local recreational assets, a recreational corridor is discussed that includes newly proposed parks and a Riverfront Mixed-Use zone that will allow development and recreation activities to occur in concert. Biking and walking trails throughout this area will connect commercial and residential neighborhoods to the river.

Traffic counts are expected to increase as new development occurs within downtown Parachute. Thus, additional strain will be created on the Community's roads, and particularly those that will service the CBD and neighboring parks. Improvements will be needed along Battlement Parkway/County Road 215 in order to accommodate the increased traffic. It is also proposed that "Cardinal Way" be extended further to connect to the southwest interchange on I-70. The possibility of adding a third freeway interchange via County Road 300 is also a possibility in the future as the local population increases.

Retail Analysis

The Community is currently underserved in retail offerings. The limited selection of retail offerings in the local market has led to a significant amount of retail leakage with residents travelling long distances for major shopping trips. While the Community captures a significant amount of retail activity from the freeway (34,000 ADT), it is currently not enough to make up for the leakage that is taking place.

A retail recruitment strategy is presented that has the potential to decrease local retail leakage and capture additional highway retail activity by leveraging the assets of the Community and the Comprehensive Plan's vision for future growth and development. Implementation efforts have already begun and several potential retailers have expressed interest in participating.

Annexation Plan

A legal framework exists and the financial estimates provide a compelling reason for the Town of Parachute and the unincorporated development of Battlement Mesa to be joined together into a single municipality. The joint approach may allow the Community to gain operating efficiencies that neither community could experience as separate entities.

The annexation would bring with it multiple sources of new revenue and expenses. There are many other potential benefits from incorporation, such as: (1) improved local political representation and support; (2) faster maintenance and support services (e.g. snow removal); (3) improved access to grants and potential financing sources, and; (4) ability to benefit from commercial and real estate development occurring within BM. These topics and others will be discussed in greater detail throughout the Annexation chapter.

Multiple recommendations and strategy plans are identified throughout the report. Nine specific new development opportunities are recommended in the final chapter. These new developments are:

1. Recreation and tourism-related developments including a central park and recreational corridor;
2. The Central Business District (CBD) and associated commercial development;
3. A Recreational Sports Complex;
4. A Truck Stop;
5. Expansion of Sodium Bicarbonate cluster;
6. Manufacturing-related opportunities;
7. A Liquid Natural Gas (LNG) Export project;
8. A Call Center in Battlement Mesa, and;
9. Neighborhood and commercial development within Battlement Mesa.

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1 | COMMUNITY ASSESSMENT

GEOGRAPHICAL HISTORY AND RECENT TRENDS

The history behind the name of Parachute has been recognized as having dual origins. The more commonly accepted origin can be traced back to when the Ute Indian Tribe inhabited most of the State of Colorado. Due to the two prominent peaks that lie just north of the Town near Parachute Creek and the separation created by the river between them, the Utes named the area “pahchouc,” meaning “twins.” The other possible origin for the Town’s name dates back to the late 1800’s, when it was noted that the watershed patterns of the Roan Plateau (North of Parachute), resembled the lines and canopy of a parachute.

Although the area was initially known as Parachute, the Town was incorporated in 1908 as the Town of Grand Valley. It remained as Grand Valley until the 1980’s when the name was changed back to the Town of Parachute.

The first recorded natural gas well in the County was drilled in 1924, but it would take another 30 years before drilling activity picked up. By the end of the 1950’s, the first of many future boom and bust cycles was underway. The massive influx of extraction-related businesses and their employees allowed the Parachute area to experience dramatic growth and prosperity. The community of Battlement Mesa was established during the height of one of the oil shale booms as oil and gas companies, specifically Exxon, built the development to provide housing to the industry workforce.

The local economy has always relied heavily upon the land and natural resources to provide economic growth and stability. As a result, the region is currently highly dependent upon global natural gas demand and is susceptible to boom and bust cycles. During one particularly difficult bust during the early 1980’s, Exxon pulled out of the area in a single day (Black Sunday), leaving Battlement Mesa to be acquired by private investors that continue to own the development today.

The residents of the Community feel a deep connection to the landscape and have learned to live with the challenges that come with the boom and bust cycles that are common to the extraction industry. However, a growing concern among the residents, particularly business owners, is the immense difficulty of running and growing a private enterprise in the midst of fluctuations of global commodity prices. Change and growth, which have been avoided for years by a vocal subset of the local population, is now being considered and embraced by many.

Unlike other surrounding cities such as Rifle and Grand Junction, the Community does not have a diversified economy, and a major percentage of its labor force is employed by the natural gas industry. As a result, much of the local economy and labor force is directly exposed and impacted by natural gas-price slumps and economic downturns.

The lack of diversity in the Community’s economy continues to produce results that lie below the real economic potential of the area. The current economic and political climate within the region appear to be ready for change and growth

into new diversified industries, which will provide new opportunities for employment, security and stability from future economic downturns.

GOALS AND IDEAS OF THE COMMUNITY

Several key themes surfaced through interviews with community stakeholders. Among them was the desire to:

- 1) Create and attract new skilled primary jobs that are preferably manufacturing-related;
- 2) Re-design and enhance the overall appearance and function of the Town of Parachute's downtown;
- 3) Create and promote recreational resources & opportunities;
- 4) Provide additional resources such as a supermarket, and
- 5) Introduce entertainment-related amenities to provide quality of life for residents, visitors, and employers.

Manufacturing jobs are typically more stable than gas and oil jobs and are an important aspect in diversifying the local economy. The Community is currently home to very few manufacturing companies, the largest being the Solvay sodium bicarbonate plant. However, the proximity to two major railroads (Union Pacific & Burlington Northern) and an associated rail spur makes Parachute an optimal location to perform light and niche manufacturing.

The Colorado Mountain College (fifteen (15) minutes east of Parachute) currently offers multiple 2- & 4-year degrees,

some of these relating to applied-technology. Many of the oil & gas related employees have already received specialized training in subject areas such as instrumentation, solar, and welding. All of these aspects indicate that manufacturing would be feasible and would aid Parachute in its goal to diversify the local job market.

The Town of Parachute's downtown area, centered along 1st Street, includes a mixture of businesses and residential properties, but the businesses have typically struggled due to the lack of foot traffic, or any traffic along the street. Interstate 70 runs parallel, just south of First Street. The freeway is consistently busy, but there is little incentive to draw travelers, or even local residents beyond the rest stop and into the historic downtown core. Many of the interviewees expressed the desire to see a museum, a town center, and/or a cultural event-center along First Street. They also expressed an interest in a new development that would include trees, flowers, and an attractive freeway exit ramp to help attract additional traffic into the downtown area.

The downtown area is lacking a sense of place or an amenity that serves as a unique focal point and gathering place for the Community. Future sections of this report will be centered on developing a new Central Business District that will accomplish the goals of the Community in terms of creating a sense of place and identity, and will still allow the Town to maintain its existing historic downtown.

A grocery/supermarket store is an important component to any community and can play a significant role in creating a

The close proximity to majestic mountains near the Community is an asset that should be leveraged to further expand the outdoor recreation sector of the economy. Trails and maps would need to be created in order to fully leverage this asset. The value of this asset, similar to the water recreation opportunities, would extend beyond tourism, and would have the potential to provide a quality of life asset for employers and their respective workforce.

Traffic counts along I-70 exceed 32,000 cars per day, and nearly 10,000 of those travelers stop at the rest stop in Parachute every month. Most rural communities can only dream of such exposure to outside visitors and potential patrons. However, the Community is not capturing the full potential benefit from these visitors, as there are few attractions or amenities to keep them here. In this regard, the lack of additional attractive amenities is a liability that will continue to prevent growth unless it is addressed.

As described previously, railroad access is a tremendous asset for a rural community and it opens the door to manufacturing and distribution industries.

The lack of sophisticated development in the Community is a liability that will affect that ability to attract new employers to the area. Additionally, Parachute's downtown area feels like any other street in the Community, rather than a central hub with substantial activity. The lack of activity is a symptom of the existing built environment. These liabilities need to be addressed to ensure that the Community stays relevant for the next generation.

Educational Facilities

Parachute & Battlement Mesa are part of Garfield County School District 16. There is one (1) preschool, two (2) elementary schools, a (1) middle school and a (1) high school. Both the Grand Valley Middle School and the Grand Valley High School were built recently in 2005. There are no colleges or universities in the Community. However, there are opportunities in Garfield County and in Mesa County for citizens of Parachute & Battlement Mesa to further their education.

Within 25 miles of the Community exists one (1) college and one (1) university. These are the Colorado Mountain College (CMC) and the Colorado State University (Extension Service), which are both located in Rifle (17 Miles from Parachute). Within 50 miles of the Community lie the Colorado Mesa University (CMU) in Grand Junction and another Colorado Mountain College (CMC) campus in Glenwood Springs.

The Colorado Mountain College is the area's largest two-year college. Each year, an average of 20,000 students enroll in the 11 locations and in online classes offered by the College. It offers many programs for students studying to become accountants, automotive technicians, chemists, teachers, etc. The College primarily offers associate degrees and program certificates. The five (5) bachelor degrees offered focus on sustainability studies, nursing, elementary education, business administration, and applied sciences. This is the closest college resource available to the Community.

The Colorado Mesa University (46 miles from the Community) offers 71 majors that cover a wide array of subjects in business, medicine, science, and the arts. Colorado Mesa University in Grand Junction grants two-year associate degrees, four-year bachelor's degrees, and master's degrees. About 9,000 students enroll in the College each year. The College features three (3) locations, the primary location being in Grand Junction. The two extensions are located in north-western Grand Junction and in the city of Montrose. This University features the widest array of four-year degrees in the area.

STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS

This strengths, weaknesses, opportunities, and threats (SWOT) analysis for the Community considers only those drivers within the local economy that are considered highly impactful. Although a more extensive and comprehensive SWOT list would highlight additional elements, these have been deemed insufficient to drive economic change within the local economy and as such are excluded for the purposes of this analysis.

Strengths

The Community's greatest strength has been its close proximity to the Piceance Basin (the "Basin"), which contains oil shale, natural gas, and nahcolite deposits. The Community is also located along the I-70 corridor and rail lines operated by Union Pacific and Burlington Northern. These assets have been the primary economic drivers for the Community.

Piceance Basin Kerogen / Oil Shale Deposits

The Piceance Basin contains one of the nations' largest deposits of oil shale and has attracted exploratory interest from major oil companies. Oil shale or kerogen is a mixture of organic chemical compounds that make up a portion of organic matter in sedimentary rocks. When heated to the right temperatures, some types of kerogen release crude oil or natural gas.

Piceance Basin Natural Gas Deposits

WPX Energy is a publicly traded energy company that specializes in producing natural gas, natural gas liquids, and oil from non-conventional resources such as shale formations. The company has operated in the Basin since 1986 and has an office in Parachute. WPX Energy is the largest producer of natural gas in Colorado with over 4,700 natural gas wells in the Basin and 2.5 trillion cubic feet equivalent of proven reserves.

Encana Corporation is the second largest producer of natural gas in the State and produces 456 million cubic feet per day from its approximately 3,000 wells in the basin.

Other companies in the local area within this industry include, but are not limited to: Ursa Operating Company, Caerus Operating, Marathon Oil Company, among others.

The workforce required to support the 11,000+ wells in Garfield County is considerable.

Piceance Basin Nahcolite / Soda Ash Deposits

In November 2000, American Soda LLP, a joint-venture partnership with Williams Soda Products Co., which was a wholly-owned subsidiary of The Williams Companies, Inc. (60%), and American Alkali, Inc. (40%) initiated commercial operations of a nahcolite solution mine in the Piceance Creek Basin in Rio Blanco County that was designed to produce between 800,000 to 1.0 million tons per year of soda ash. The plant leveraged infrastructure that had been developed by Unocal as part of a previous oil & gas project.

The mine was supported by an upper plant located in Rio Blanco County, and a \$300 million lower plant located near Parachute in Garfield County capable of producing 896,000 tons per year of soda ash equivalent. Two (2) 44-mile insulated pipelines, one for product and the other for return water, connected the two (2) plants with the final product being shipped from the lower plant via rail. The upper plant encountered production problems early on and had been operating at roughly 50 to 60 percent capacity since it began production.

Solvay Chemicals purchased American Soda from the Williams Companies in 2003. In March 2004, American Soda announced that it was mothballing the upper plant due to high energy costs and continuing losses, and effectively removed 300,000 tons of soda ash per year from the market. Much of the upper plant was torn down and the insulated pipelines were sold to Encana. The lower plant and manufacturing facility in Parachute continues to operate and is supplied by

Solvay Chemicals' mine near Green River, Wyoming. The Parachute facility produces food-grade sodium bicarbonate.

Natural Assets

Additional strengths include natural assets such as the Colorado River and several small lakes within a half-mile of the highway. The Community is also situated next to the Battlements, Roan Plateau, and Bookcliffs rock formations. These natural assets provide ample opportunities for fishing, hunting, and outdoor recreation. Local natural gas companies have created a vast network of roads in the wilderness areas surrounding the Community that could potentially be converted and subsequently used as trails in addition to the County road infrastructure.

Location

The Community is ideally located within the Western Slope of Colorado being roughly at the center between Glenwood Springs, Grand Junction, Delta/Montrose, Craig, etc. It also benefits from having freeway and railroad access. The location is a tremendous strength and has been one of the sources of historic economic success.

Battlement Mesa Capacity

Battlement Mesa was designed to accommodate up to 25,000 residents and much of the infrastructure needed for full build-out has been installed. They also have water rights and three (3) square miles of land for development with many shovel ready sites available.

Education

Local education providers, including Garfield School District 16 and the Colorado Mountain College (“CMC”) are a tremendous strength to the Community. Quality educational opportunities provide a solid base for local residents to gain the education and training that will qualify them for stable and high paying jobs. The State Department of Education reports that academic growth of students within Garfield School District 16 exceeds State averages (data not shown).

CMC is a great asset due to its ability to provide workforce training and development for the local residents. CMC strives to offer programs that fit well with local employment needs, and local businesses have reported that the training provided at CMC meets and sometimes exceeds the training provided at other institutions of higher education across the country. The Community may be able to leverage CMC to help recruit industries and employers that require specialized workforce training.

Town Leadership

Town leadership, including the current Town Manager, Mayor, and Board of Trustees have been a tremendous benefit, and are a real strength when it comes to making progress and producing economic development results. The leadership team’s keen attitude toward attracting new development is uncommon in rural communities, and will make progress occur more quickly, and in a much more sophisticated manner than what has happened in the past.

Other

Each year the Town hosts an Oktoberfest and last year nearly three thousand people came for the festival in 2015. This year the Town is anticipating a larger crowd of people. Other Community events, both current and planned for the future, include a Cinco de Mayo celebration, Grand Valley Days, and a bicycle event.

Weaknesses

The Community has an undiversified economy that is heavily concentrated in the shale oil, natural gas, and nahcolite extraction industries. Much of the oil and natural gas workforce is transient and will relocate to other communities where oil well drilling jobs are available. This creates significant stress on local community services, skews workforce and unemployment data, and negatively impacts local businesses.

Furthermore, many of the employees in the oil, gas, and nahcolite industries choose to live in Grand Junction rather than Parachute or Battlement Mesa, because of the lack of amenities. Although the Parachute employment base in these industries may be relatively large, the Community does not maximize its benefit from these jobs, because the vast majority of the worker base is choosing to live elsewhere. Rental property occupancy, retail sales, home ownership, and the community’s tax base all suffer from this dynamic. Furthermore, existing housing stock and housing demand in the two (2) communities reflect these economic challenges.

A small population size and narrow workforce skillset limit the opportunities for attracting new businesses that can diversify the economy. There is also a lack of educational opportunities and workforce development assets within the Community that can be leveraged to retrain the existing workforce in other industries. CMC is growing its programs, which will be a great asset.

It is also challenging to attract and retain teachers, police officers, and other supportive positions, because of the population size and limited budgets. Incentives may be needed in the future in order to attract qualified individuals to locate to the Community.

Off-highway amenities such as the existing hospitality and retail establishments may have been overbuilt to accommodate the transient workforce during the last oil and gas boom cycle. Current occupancy rates in existing hospitality product are very low and unsustainable.

Although I-70 serves to support the highway retail, this retail corridor has not been developed in the most productive manner. Vacant lots and distressed properties comprise most of the existing commercial uses.

Opportunities

Soda Ash – Solvay / Enirgi Joint Venture (JV)

In comparison to the fluctuations in oil and gas commodity prices, soda ash is a relatively stable commodity with very few producers. Expansion in this commodity industry would greatly benefit the local economy due to its relative stability.

Natural Soda, Inc. is an extraction company that operates a natural sodium bicarbonate resources and production facility in the Piceance Creek Basin in Rio Blanco County that is capable of reliably producing 125,000 tons of sodium bicarbonate per year.

Natural Soda, Inc. is a wholly owned subsidiary of Natural Resources USA Corporation, formerly AmerAlia, Inc. Natural Resources is in turn wholly owned by Enirgi Group Corporation, a private Canadian company that is wholly owned by a private equity group, The Sentient Group.

Solvay and Enirgi have recently announced a 50-50 joint venture called SOLVair Natural Solutions, which could have positive implications for the soda ash operations and processing facilities in Parachute.

Solvay is not within the Parachute Town limits and an opportunity may be present to annex the property into the Town.

Sodium Bicarbonate End Users

Consideration should be given to recruiting in intermediate processors and end users of sodium bicarbonate in the food and baking, personal care & pharmaceutical, animal nutrition, pool & water treatment, and air quality industries.

Particular focus should be given to Solvay and Natural Soda clients that use sodium bicarbonate as a primary raw material for intermediate product and end users with distribution needs throughout the Intermountain West.

Shale Oil

Despite the attempt in the early 1980's, research and development efforts in oil shale extraction technologies continue. Nevertheless, over \$100 million was distributed to local communities to improve infrastructure and services.

There is great speculation as to when oil shale extraction technology will align with global oil prices to warrant significant additional investment in the Basin. When additional investment occurs, the Community will have the opportunity to capture significant job growth.

Liquefied Natural Gas Exports

LNG, or liquefied natural gas, is a clear, odorless, noncorrosive, nontoxic liquid that is formed when natural gas is cooled to around -260 F. The cooling process shrinks the volume by about 600 times, making the resource easier to store and transport through marine shipments.

LNG exports present a significant opportunity for the natural gas industry, if commodity prices increase. In addition to Gulf of Mexico and Atlantic Coast ports that have been approved for LNG exporting by the Department of Energy, there are two (2) port facilities in Oregon (Oregon LNG and Jordan Cove LNG) that are in the planning stages. Pipelines could transport the natural gas from the Basin to these port facilities. The Basin is approximately 1,000 miles from the Gulf Coast and 900 miles from the Oregon Coast. Most of the infrastructure necessary to transport natural gas from the Basin to one of the ports is already in place.

Business District Development

Cardinal Way, between Battlement Parkway and Looney Drive represents a prime opportunity for the development of a Central Business District. As previously mentioned, the lakes and river along this corridor should be developed into recreational assets and integrated with the business district by permeable pedestrian and bike corridors. The entire business district area should be master planned in concert with existing landowners and the private development community.

Recreation and Tourism

The newly proposed Central Business District is located in close proximity to the Colorado River and several small lakes that could be leveraged for recreational opportunities. Riverfront amenities should be developed to create quality of life assets that are interconnected by pedestrian and bike paths to the business district. These assets will provide a quality of life asset for employers and their workforce.

Grand Valley High School has been approached by various sports teams that have requested access to facilities to host sporting competitions. A sports complex visible from the highway would be able to provide a quality of life asset for residents, and would act as a destination attraction for visitors. Another potential recreational asset is a multi-use community event center to the north of Town that has received some support from local residents.

One of the tourism-related events in the area is the annual "Oktoberfest," held at Cottonwood Park in Parachute on the

first weekend of October. This family-friendly event features live music, a climbing wall, trampolines, fireworks, concessions and other games. The event usually attracts an average of 2,000 people each year.

Another popular event is “The Grand Valley Days,” held annually in the Town of Parachute on the last weekend of July. This two-day event consistently features a rodeo, parade, 5-kilometer foot race, breakfast, bake sale and a car show. With activities for those of all ages, this event attracts many families within Garfield County & surrounding counties.

These events make up some of the major tourist-events of the year. Effective and continued advertising of these events, along with the addition and development of new events, will help increase the awareness of, and interest in the Community.

Neighborhood Commercial Development

Battlement Mesa has additional land allocated for commercial development that is not currently utilized. The potential exists for additional “neighborhood commercial” development such as dental, medical, and professional offices. Employers that are interested in part-time work from the senior population, such as a call center, may also be a potential opportunity.

New Housing Stock

As will be described in greater detail later in this report, the Community has a high percentage of housing stock that is relatively low valued, along with a low number of quality

homes in an affordable range. The opportunity exists to develop additional high quality, yet affordable housing to allow those who would like to live within the Community, but have located elsewhere due to issues in the housing market, the opportunity to do so.

Re-approach Prior Opportunities

A truck stop operator as well as a retail outlet developer had approached the Town years ago, but the developments ultimately did not occur. These developments should be reconsidered and the Town should pursue re-establishing a dialogue with the parties.

Marijuana

The medical and recreational use of marijuana in the State of Colorado was legalized through a vote of the electorate in November 2012. However, approval for opening and operating dispensaries and grow houses must be obtained at the local level by subdivisions of the State government. The Town of Parachute Board of Trustees approved an ordinance in June 2015 that would allow for marijuana businesses to be located within the Town.

These businesses include, but are not limited to: operation of retail marijuana cultivation facilities, testing facilities, product manufacturing facilities, and stores. Support businesses for the marijuana industry are also a potential, including kitchens, transportation hubs, supply stores, etc.

The Town has already issued four (4) retail store licenses, one (1) manufacturing licenses, with other applicants due to come before the Board of Trustees in February.

Threats

Commodity Prices / Extraction Technology

The Community is heavily dependent on the natural gas extraction industry, which is subject to fluctuations in global commodity prices. This results in boom and bust cycles that greatly impact the local economy.

To further exacerbate the local economy's sensitivity to these fluctuations, oil shale presents a high risk for oil companies. Due to the additional heat and pressure required in the extraction process, oil shale fields are more expensive to develop than traditional crude oil, as it requires additional energy and pressurized water. As such, these extraction efforts are typically pursued aggressively only when oil prices increase to a point that oil shale extraction becomes economically feasible.

In the early 1980's, Exxon and The Oil Shale Company (Tosco) planned to develop the 22-square mile Colony Oil Shale Project north of Parachute. The project was projected to cost \$5 billion. Citing cost concerns and immature extraction technology, Exxon closed the plant on May 2nd, 1982, and laid off over 2,000 employees. Exxon had just acquired the Colony project from the Atlantic Richfield Company (ARCO) in May 1980 for \$400 million.

In addition, declines in commodity prices have resulted in a dramatic decrease in new natural gas well development. In 2014, Encana Corporation announced that it would not drill

any new wells in the Basin due to low commodity prices. WPX Energy followed suit and halted completion on newly drilled wells, cut the number of drilling rigs it operates, and downsized much of its workforce within the Community. As mentioned earlier in this report, only three (3) drilling rigs are active in Garfield County at the present time.

Competing Formations

Other formations compete with the Piceance Basin for exploration dollars. For example, Weld County, Colorado, has continued to see oil well drilling activity despite falling commodity prices, because of the difference in product type found in the different formations.

2015 INFRASTRUCTURE MASTER PLAN

The 2015 Infrastructure Master Plan for the Town of Parachute produced by the Farnsworth Group was reviewed and is incorporated herein by reference. The plan outlines major projects that are necessary for the Town to meet current and future demand requirements. The 2015 Master Plan sufficiently addresses the existing needs, and the framework and future projects described will adequately service and provide support for the recommendations that will be outlined throughout the Comprehensive Plan.

TOWN OF PARACHUTE – ECONOMIC AND FISCAL IMPACT OF RETAIL MARIJUANA REPORT

The report prepared by BBC Research and Consulting is also incorporated herein by reference. The report identifies the

potential for the marijuana industry for the Town of Parachute.

BBC estimates that retail marijuana sales will generate between \$90,000 and \$225,000 in annual sales tax revenue depending upon retail dispensaries' market capture rate of regional and I-70 (i.e. highway) customers. A 10,000 square foot cultivation facility is projected to generate about \$150,000 in excise tax revenue on unprocessed retail marijuana. Retail marijuana businesses will also generate increased annual property tax revenues and contribute one-time revenues through construction use-tax, development fees, and initial licensing fees. For example, a newly constructed 10,000 square foot cultivation facility could generate about \$53,000 in one-time fees and increase Town property tax collections by \$3,650 per year on a currently vacant parcel.

An average 10,000 square foot cultivation facility is likely to employ about fifteen (15) full-time employees and a 5,000 square foot manufacturing facility is estimated to employ eighteen (18) full-time employees. Retail dispensaries in Parachute are estimated to employ a total of seventeen (17) to forty-three (43) full-time employees (aggregated Town-level), with actual employment depending upon number of retail dispensaries in operation, overall market activity, and annual retail sales. Figure 1 presents an overview of the study's municipal revenue and job creation findings. Lower and upper bound values are presented where appropriate (see report section for midpoint estimate).

ADDITIONAL STAKEHOLDERS

In addition to the stakeholders mentioned within the specific recommendations, there are additional stakeholders that have unique assets that need to be more fully leveraged to bring the projects and recommendations to fruition.

For example, the Puckett Land Company, which owns a large amount of land near the southwest interchange, has expressed interest in participating with a major development and will be a key player for the truck stop project, the sports complex, a trail system, and additional commercial development.

In addition to the Town, the Parachute Battlement Mesa Parks and Recreation District will be a key player for the river recreation projects, as well as the sports complex. The recreation district may be able to participate financially to help launch the recreation projects. The Garfield County School District 16 is also a natural partner for the sports complex project as well, because it will benefit from having access to new state-of-the-art facilities.

VISIONARY PLANNING AND COMMUNITY FEEDBACK

A community visioning and planning meeting was held in Parachute, Colorado on May 13th, 2015. In attendance were representatives and stakeholders from various organizations within the Community. During the meeting, topics and concepts contained in this report, as well as some preliminary land-use concepts, were presented to the group for feedback and discussion. The purpose of the meeting was to

ensure that the Community is involved in the planning process, and to create channels of communication to allow the Community to provide the vision for their future.

Feedback from the Community regarding the economic diversification concepts was very positive. Many attendees expressed excitement about the idea of bringing in additional manufacturing jobs, and offered suggestions of specific industries that may thrive in the area. A lot of the discussion with attendees surrounded the need to appropriately size buildings and operations to fit the culture and character of the Community.

The preliminary land-use concepts presented during the meeting were met with great excitement. Specifics of the land-use plan fall within Chapter 3 of the Plan and will be discussed further. However, in summary the Community grasped the need to do a large and significant development to catalyze future investment, rather than a small project that would only have a marginal impact.



2 | ECONOMIC VITALITY

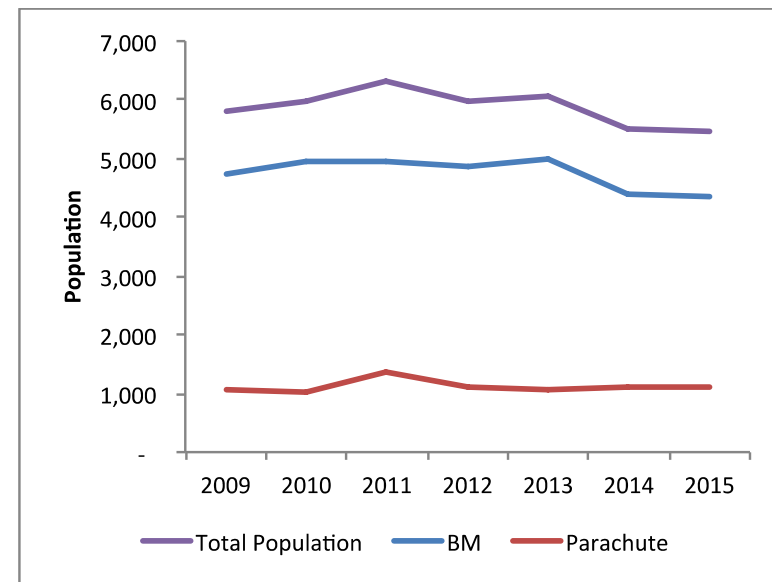
Gathering baseline economic information and conducting an economic assessment provides a framework from which industry and cluster expansion opportunities can be explored. The most reputable sources for economic baseline data, namely the Bureau of Labor Statistics (BLS), and the Bureau of Economic Analysis (BEA) do not provide detail down to the individual community level. These data sources aggregate data at the County level, which typically masks and may not correlate with the performance of the County's smaller communities, such as the Town of Parachute and Battlement Mesa.

The next most comprehensive data set can be found through a combination of Census data and ESRI, a private company, which specializes in geographical and community research. The ESRI data utilizes Census data as a baseline, then performs additional analysis to produce estimates for intercensal years. The Census and ESRI methodology is sometimes slow to capture changes in real-time, such as population changes due to employment losses between survey periods. As a result, the analysis contained in this section is accurate insofar as the estimates provided by third parties are accurate. Additional footnotes will be contained throughout this section to highlight potential discrepancies and issues that may be an artifact of the dataset, rather than an actual trend.

COMMUNITY RESIDENTS

The size and makeup of the Community's population is an important indicator of the potential productive capacity of the local economy. Overall population trends can signal positive or negative momentum in the Community, and specific demographic data can provide additional insights into the types of industries that would be best positioned to succeed based on the available labor pool.

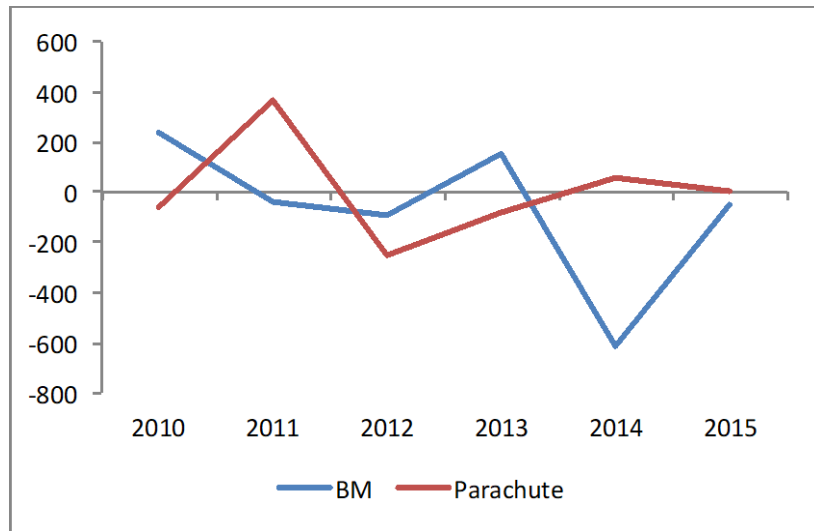
Population for the Community in 2015 is estimated at 5,446 with 1,109 living within the Town of Parachute and the remaining 4,337 living in Battlement Mesa (see Figure 2). Reported population in the Community reached its peak in 2011 and has declined through 2015.



Source: ESRI, ACS 5-year Estimates

Figure 2: Parachute – Battlement Mesa Population Overview 2009-2015

The population in the Town has been slightly less volatile than the population of BM (see Figure 3). Anecdotal evidence from stakeholder interviews supports this observation in the data, as most of the transient work force has historically chosen to live in BM where housing is available in greater abundance.



Source: ESRI, ACS 5-year Estimates

Figure 3: Population Change by Location 2010-2015

School district enrollment can serve as a proxy for longer-term population trends. One advantage of enrollment data vs. Census data is that the student population is typically less sensitive to fluctuations in the transient workforce. For example, transient gas workers will often leave their families behind in another city as the wage earner travels to where the work is. These workers can sometimes show up in pop-

ulation data and it skews the total population upwards. Figure 4 shows that school district enrollment increased slightly through the mid 2000's and peaked in 2008 during the height of the area's natural gas boom. In this regard, enrollment data demonstrates that unlike other oil and gas communities, changes in natural gas activity are also reflected in student population growth. Additional analysis on this topic will be addressed later in this report.

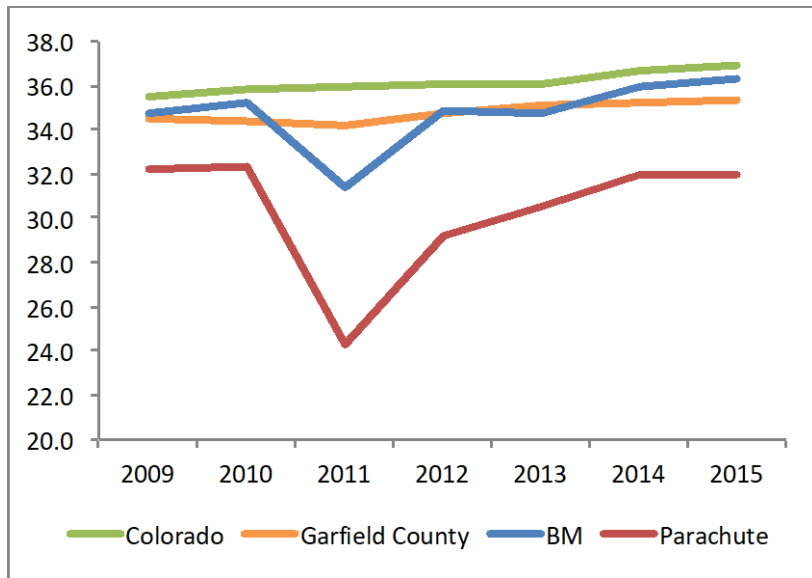


Source: Colorado Department of Education

Figure 4: Garfield School District 16 Enrollment 2001-2014

Median Age

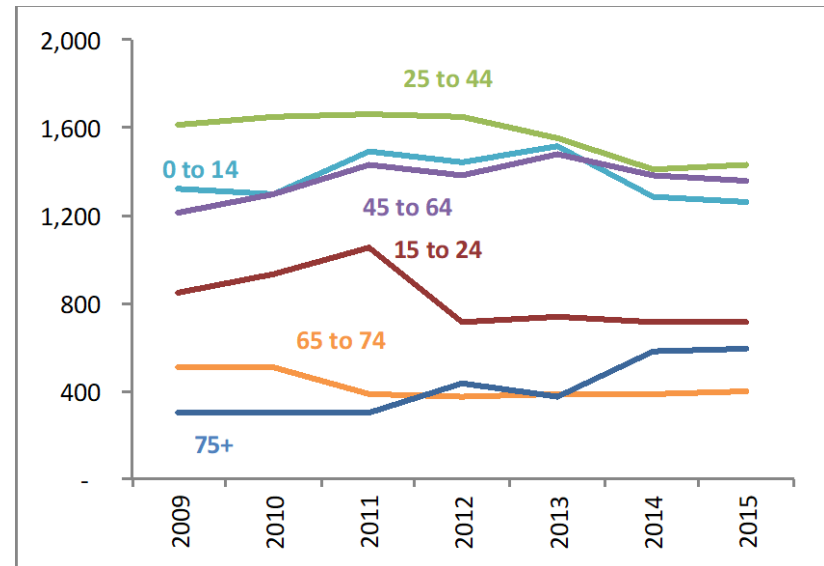
The median age in the Community increased from 34.3 in 2009 to 35.4 in 2015. Figure 5 shows that while the median age in BM is similar to Garfield County and the State of Colorado, the median age in Parachute is significantly less.



Source: ESRI, ACS 5-year Estimates

Figure 5: Median Age Comparison

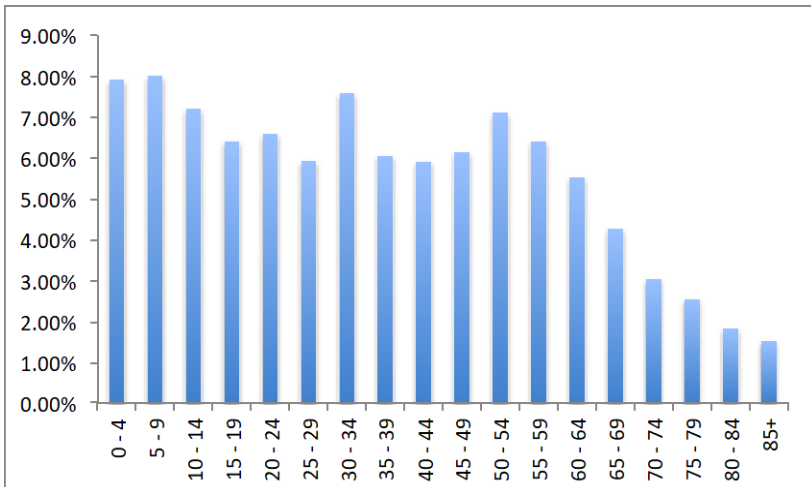
The decrease in median age during the year 2011 is attributed to an increase in the population of individuals under the age of 20, and a decrease in the number of individuals between the ages of 65 and 74 (see Figure 6). However, it is very uncommon for the makeup of a community to change so dramatically in one year. It is likely that the actual change was less than reported. The subsequent increase in median age during 2012 supports the likelihood of the 2011 data point being an anomaly.



Source: ESRI, ACS 5-year Estimates

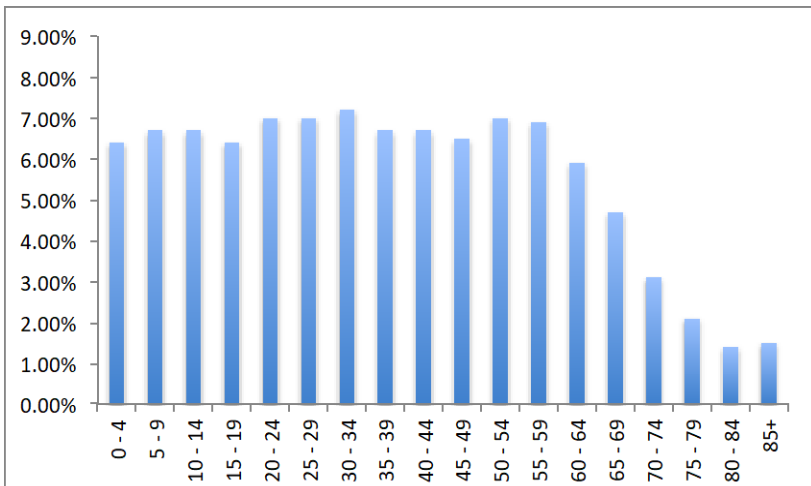
Figure 6: Community Population by Age Group 2009-2015

A breakdown of age groups within the Community adds additional detail in the makeup of the population. Figure 7 and Figure 8 show the relative contribution of each age group within the Community and the State, respectively. The Community has a slightly higher percentage of retirees than the State with 13.2% rather than 12.8%. However, the Community still has a lower median age than the State due to a greater presence of individuals under the age of 20. It is important to note that while some stakeholders have expressed the opinion that BM by is made up of mostly retirees, the data suggest that BM is on track with County and State averages.



Source: ESRI

Figure 7: 2015 Community Population Breakdown

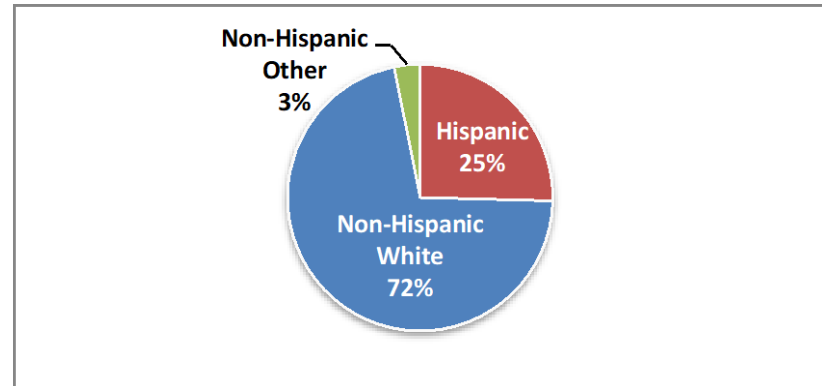


Source: ESRI

Figure 8: Colorado Population Breakdown

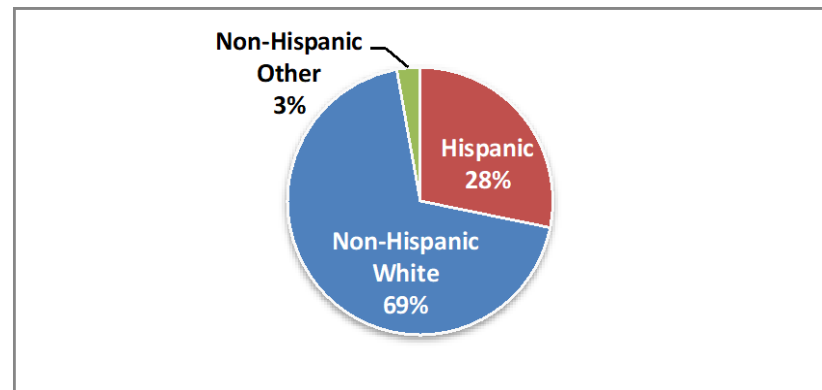
Ethnic Diversity

The Community is slightly less ethnically diverse than the County and the State (see Figure 9, Figure 10, and Figure 11). Both the County and the Community have a higher Hispanic population than the State, but a lower percentage of individuals from other ethnic backgrounds.



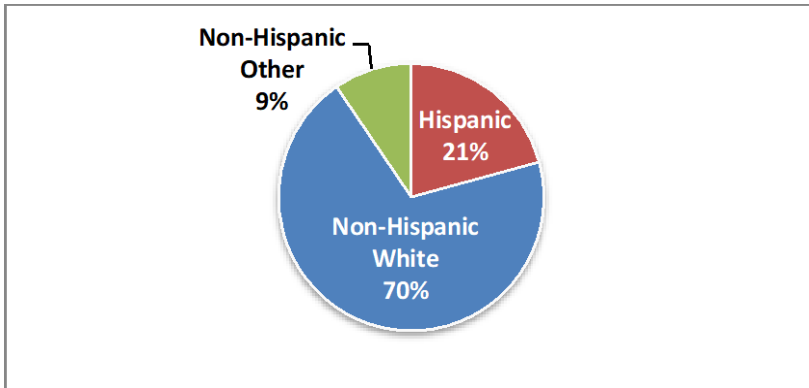
Source: ACS 5-year Estimates

Figure 9: Community Ethnic Diversity 2013



Source: ACS 5-year Estimates

Figure 10: Garfield County Ethnic Diversity 2013



Source: ACS 5-year Estimates

Figure 11: Colorado Ethnic Diversity 2013

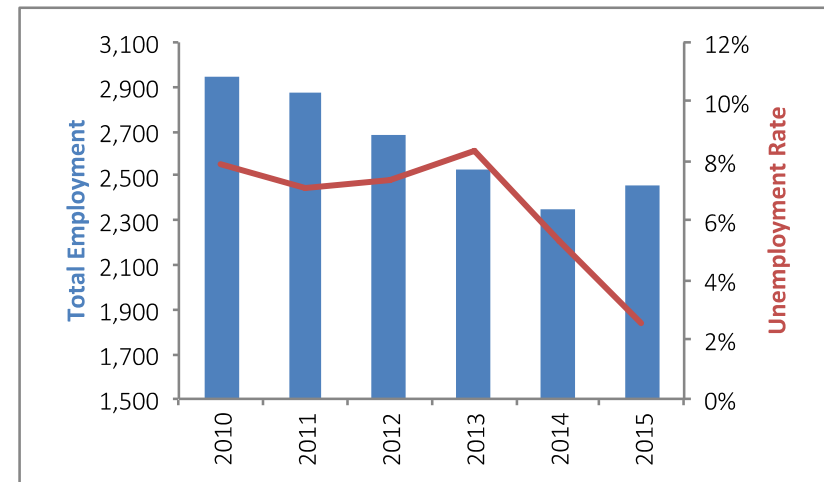
Non-Farm Employment

As described previously, the most reliable sources for employment and unemployment data do not provide information at the municipal level. The alternative economic data provided by ESRI and the ACS only go back to 2010, do not include farm related employment, and may contain sampling errors.

The number of employed individuals in the Community decreased from 2,940 in 2010 to 2,461 in 2015 (see Figure 12). The corresponding unemployment rate increased slightly from 7.9% in 2010 to 8.4% in 2013 before falling again to an estimated rate of 3.8% in 2015. Even though the Community experienced significant job losses in 2015, the reported unemployment rate declined due to individuals and families moving away from the Community rather than seeking a new job locally. Thus, the job losses are not captured in the

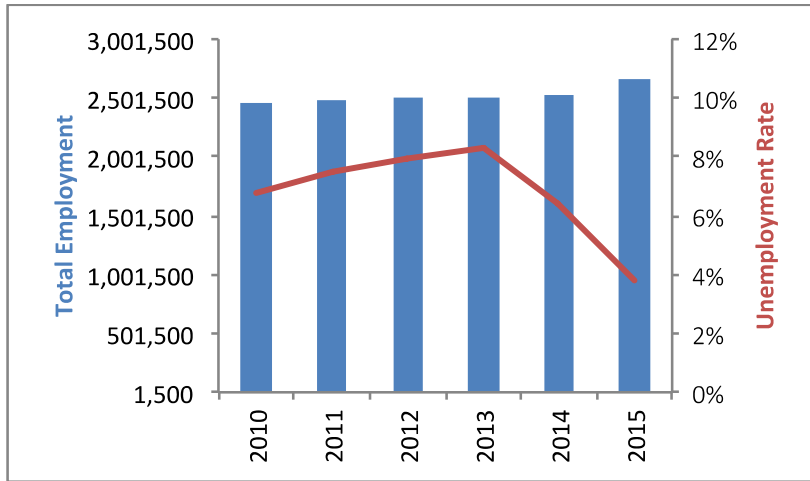
unemployment rate alone. More detail regarding this trend will be described below.

During the same time period, the number of employed individuals in the State increased while the unemployment rate fell from 6.8% to 3.8% (see Figure 13). County unemployment trends align very closely with the Community between 2013 and 2015 (see Figure 14). While some correlation is expected, the close alignment may indicate that sampling methods are masking the true employment trends within the Community. Anecdotal evidence from stakeholder interviews suggests that the 2014-2015 unemployment rate in the Community is higher than reported due to job losses from several major employers in the natural gas industry.



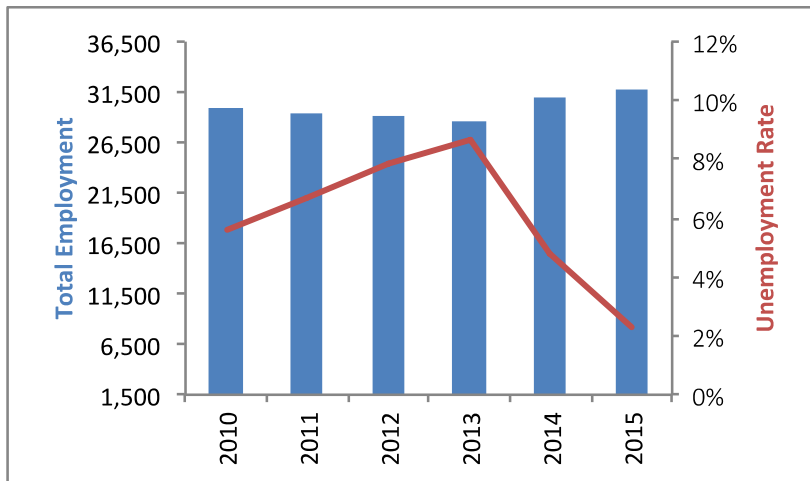
Source: ESRI, ACS 5-year Estimates

Figure 12: Community Employment and Unemployment 2010-2015



Source: ESRI, ACS 5-year Estimates

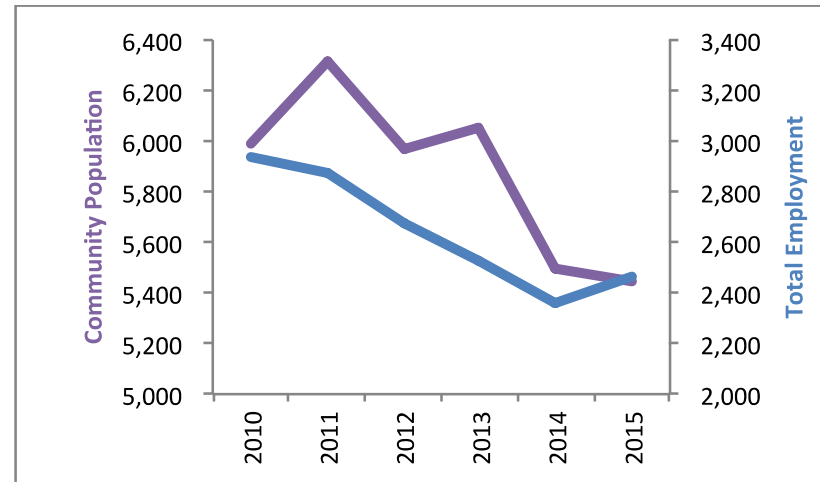
Figure 13: Colorado Employment and Unemployment 2010-2015



Source: ESRI, ACS 5-year Estimates

Figure 14: Garfield County Employment and Unemployment 2010-2015

Total employment data correlate with population trends for the Community and suggest that the employment figure is likely an accurate representation (see Figure 15). For ease of comparison, the axis scales in Figure 15 are equivalent and show that both total population and employed individuals decreased by approximately 600 from 2010-2015. The correlation combined with anecdotal stakeholder information confirms that job losses in the Community results in an almost immediate out-migration as oil & gas industry workers seek employment opportunities in other locations.

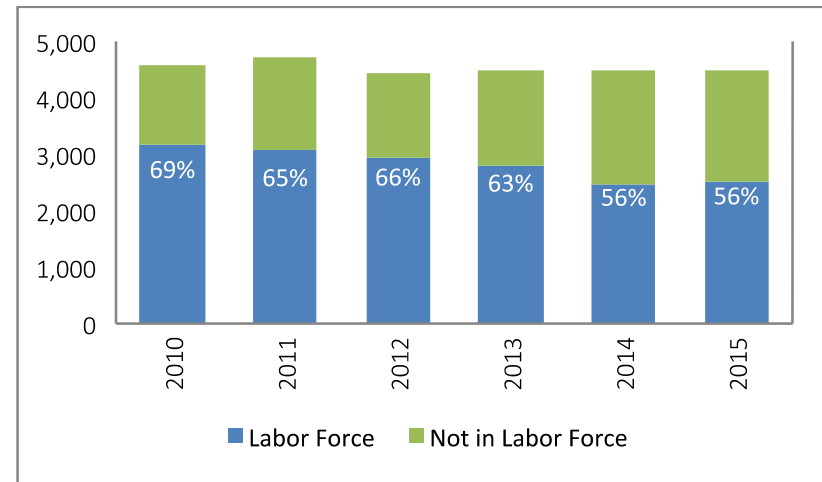


Source: ESRI, ACS 5-year Estimates

Figure 15: Community Population vs. Employed Individuals 2010-2015

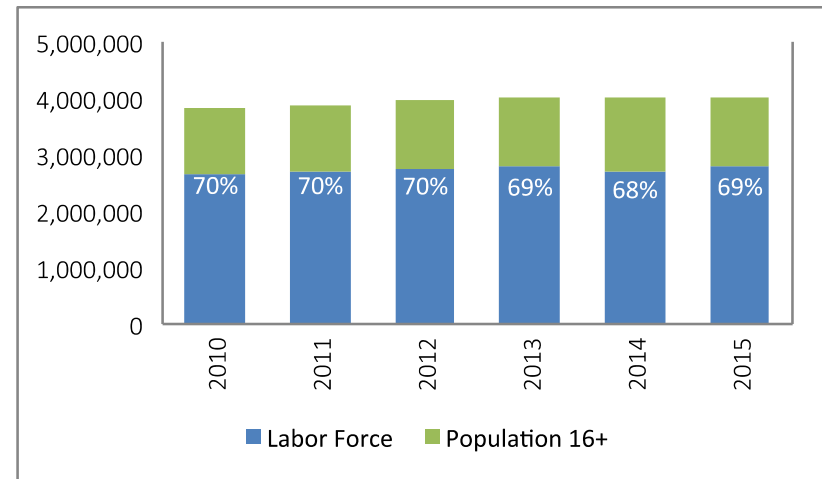
Labor Force

Labor force is defined as the population of individuals over the age of 16 that are either employed, or are actively seeking employment. The Community's reported labor force declined by approximately 600 between 2010 and 2015. The decrease can be explained by the approximately 600 individuals shown in Figure 15 who lost a job, subsequently dropped out of the local labor force, and likely sought work elsewhere (see Figure 16). The labor force participation rate of 69% in 2010 was slightly less than the State average, but the Community has lost significant ground in recent years (see Figure 17). However, it is likely that the participation rate is understated, because the population declines described above are not reflected in the ACS and ESRI data for eligible working population, as the available data show that it has held relatively constant.



Source: ESRI, ACS 5-year Estimates

Figure 16: Community Labor Force Participation 2010-2015

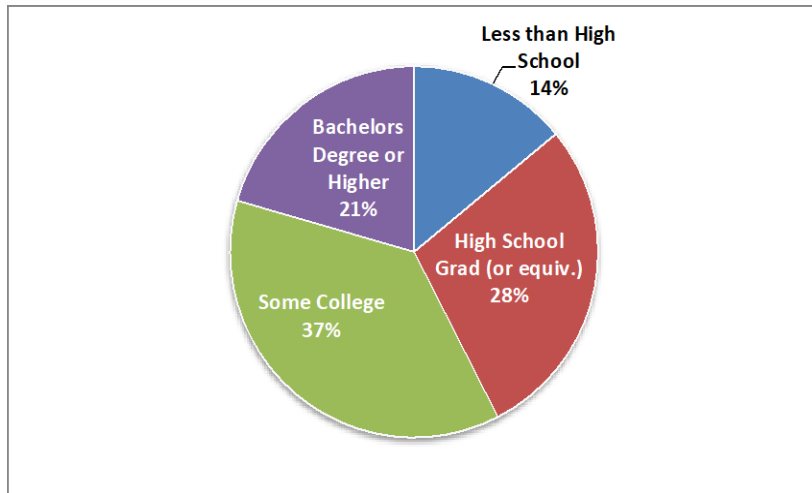


Source: ESRI, ACS 5-year Estimates

Figure 17: Colorado Labor Force Participation 2010-2015

Educational Attainment

As shown in Figure 18, approximately 37% of the Community residents over the age of 25 have attended some college and nearly 21% have received a bachelor's degree or higher.

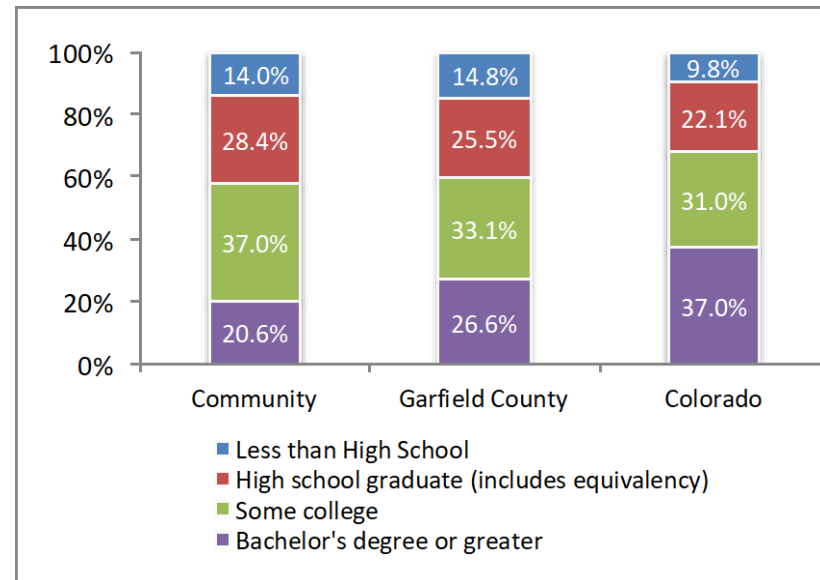


Source: ACS 5-year Estimates

Figure 18: Community Educational Attainment, 2013

The educational attainment levels for the Community are on par with County averages, but both the Community and the County are lagging behind State levels (see Figure 19). In particular, approximately 42% of the Community's residents have a high school education or less, compared to 32% for the State. To date, the lower levels of educational attainment has not been much of an issue because many of the jobs within the Community, including high paying natural gas jobs, do not require advanced degrees. It is important to note however, that while many of these individuals may not have

a college degree, they do have specialized training and certificates from the natural gas industry that may be applicable in other industries such as manufacturing. These skills can be leveraged as part of the Community's economic diversification efforts.



Source: ACS 5-year Estimates

Figure 19: Educational Attainment Comparison, 2013

BUSINESS REVENUE AND TAX COLLECTIONS

Figure 20 shows the total gross revenue generated for all businesses located within the Town of Parachute as reported by the Colorado Department of Revenue (CDOR). CDOR only provides details of revenue by municipality;

therefore, BM is not represented specifically and is aggregated together with the other unincorporated areas of Garfield County. It is not possible to extrapolate the data to obtain information for BM, but as will be described later in this report, BM represents a small portion of the total Community business activity.



Source: Colorado Department of Revenue
 Figure 20: Parachute Gross Sales 2009-2013 (000s)

Retail sales make up the majority of total sales from within the Town, and generated more than \$132M for local businesses during the peak in 2011. Retail and non-retail sales have declined recently and total sales were just over \$119M

in 2014.¹ The declines are consistent with decreases in employment and population described previously.

There are several major employers in the Community, such as Williams and Solvay that are not represented in Figure 20, because they are located outside Town limits.

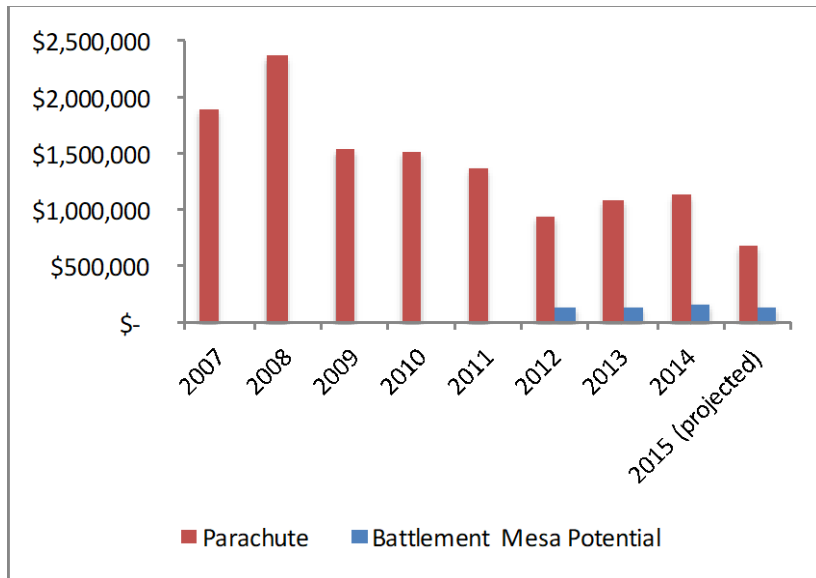
SALES AND USE TAX

Sales and use tax collections for the Community have taken a significant hit from the 2008 peak. As would be expected, drilling activity increases retail sales, which results in greater sales tax revenue for the Community. Currently, only the Town receives a portion of collected sales tax back. BM collects the County and State portions of sales tax, but does not have the ability to collect a local sales tax. However, based on information obtained from the County Treasurer, if BM were to have collected a local sales tax, it would only have contributed a minor amount compared to what is currently being collected in the Town (see Figure 21)². Potential BM revenue was only available for years 2012-2015 as reflected in the figure.

Performance for the first half of 2015 is up slightly for BM when compared to the previous three years, but is down approximately 40% in the Town. 2015 estimates are based on the assumption that the trends observed in the first six months of the year will continue for the next six months.

¹ The Colorado Department of Revenue has not yet released 4th quarter data for 2014. 4th quarter sales were estimated based on Q1-Q3 performance.

² Potential sales tax collections for BM assumes that BM would collect taxes at the same rate as what is currently collected in the Town.

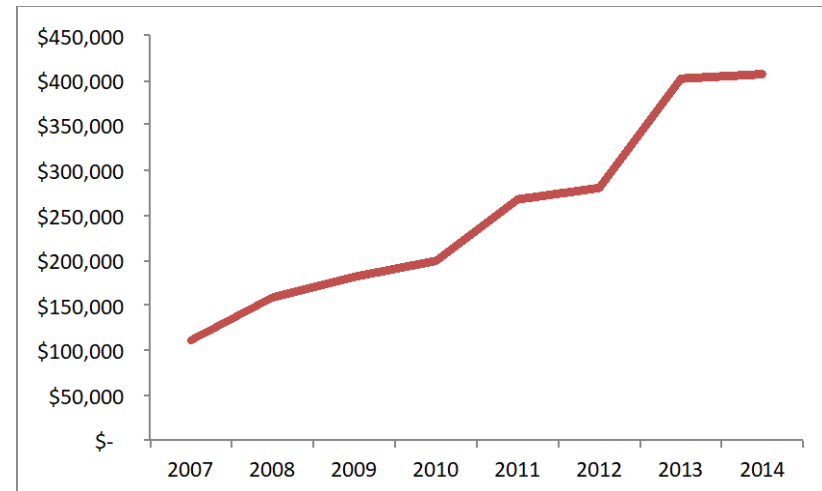


Source: Town of Parachute Finance Department, Garfield County Treasurer, Colorado Department of Revenue

Figure 21: Sales Tax Collections, 2007-2015

Property Tax

Property tax collections for the Town have fared better than sales tax collections and were at their highest level in 2014 (see Figure 22). The County as a whole collects over 70% of its property tax from the oil/gas industry.



Source: Town of Parachute Finance Department, Garfield County Assessor

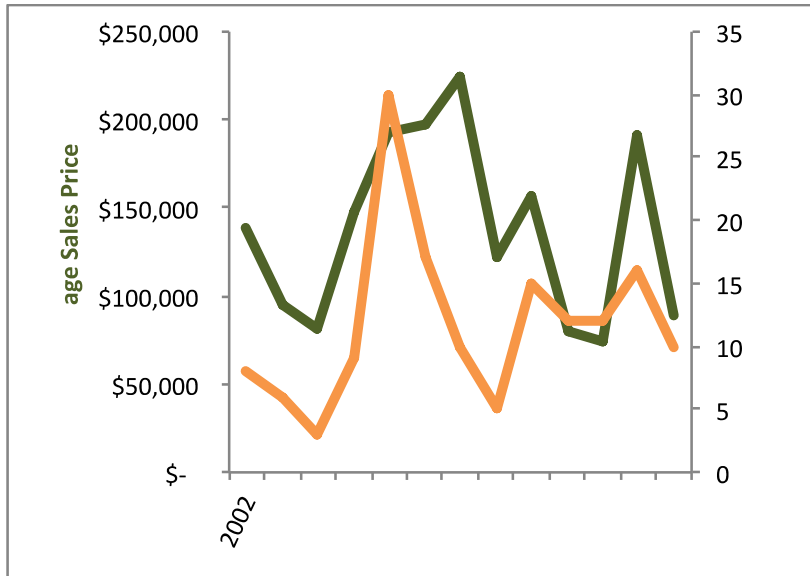
Figure 22: Property Tax Collections, 2007-2014

The State of Colorado uses a complex method of collecting property taxes from the oil and gas industry. In summary, companies are allowed to use local property taxes paid as a deduction against state severance taxes. However, it often takes at least two years for the value of property taxes paid to catch up to increases in drilling and gas production. For most gas wells, production and therefore value is greatest for the first few years of operation and then it tapers dramatically. As a result, severance tax and property tax are highest when new wells are being explored and during the first few years of operation. When new drilling ceases, local governments can expect a dramatic drop in severance tax revenues, as well as gas property tax revenues.

BM does not currently receive property tax revenues. Potential amounts of property tax will be analyzed as part of Chapter 5 of the Comprehensive Plan.

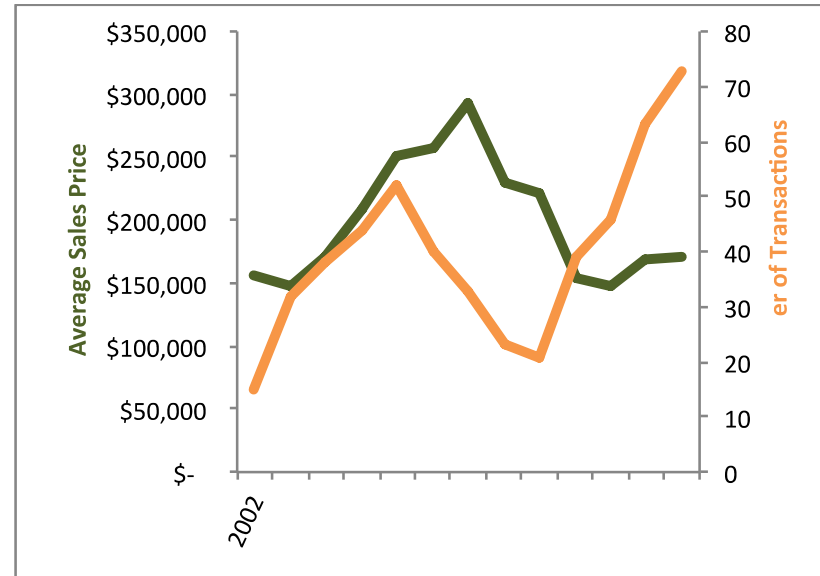
HOUSING

The real estate market is an important indicator of the overall health of the local economy. Due to the differences in the availability and type of housing available in the Town vs. BM, the two (2) areas were analyzed separately. Figure 23 and Figure 24 show that the number of single-family home transactions peaked in 2006 for both the Town and BM, while the average sales price peaked two (2) years later in 2008.



Source: Garfield County Assessor

Figure 23: Parachute Single Family Home Transactions, 2002-2014

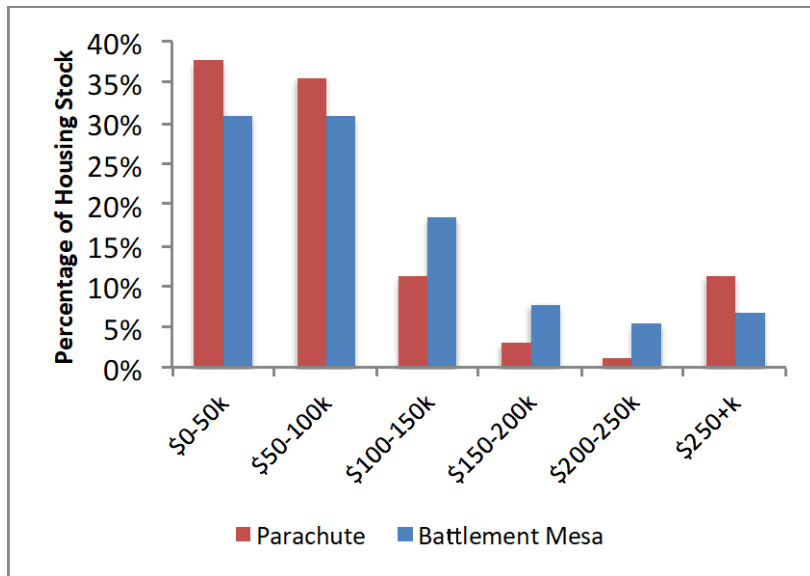


Source: Garfield County Assessor

Figure 24: Battlement Mesa Single Family Home Transactions, 2002-2014

Average sales prices peaked in 2008 at \$292,000 in BM and \$225,000 in the Town. The average sales price in BM during 2014 was less than 60% of the peak price, and was less than 40% for the Town. Average sales prices in the Town have been very volatile, partially due to the small number of transactions. The number of transactions in BM has recovered and surpassed pre-2008 levels in 2014. The current housing stock is old, and is dominated by low-valued homes (see Figure 25). Relatively few homes are valued in the \$100-150k range, which is the sweet spot based on the reported Community median income of \$36,016.³

³ Median income based on 2013 ACS data.



Source: Garfield County Assessor

Figure 25: Community Housing Estimated Market Values, 2014

Employees in the natural gas industry and other high paying industries in the Community would be able to afford homes in the \$150-250k range, which are scarce in number. Various stakeholders stated that the lack of quality affordable housing has led potential residents choosing to live in other communities. Specifically, one natural gas employer stated that approximately 70% of their gas employees live in Grand Junction because of housing issues. The company would like more of the employees to live in the Community, and expressed great interest in the development of new and good quality housing.

As stated previously, housing prices are still low compared to pre-recession levels, and represent a great investment opportunity. The Community should consider investing now in

new housing, because it will be a key component of economic diversification. Specifically, the investment and development process will create economic churn that will be beneficial to the local economy, and the new housing stock will allow the Community to attract more residents to live where they work. Retail sales and local establishments will benefit as the result.

BUSINESS AND INDUSTRY

Industry and Employment Concentration

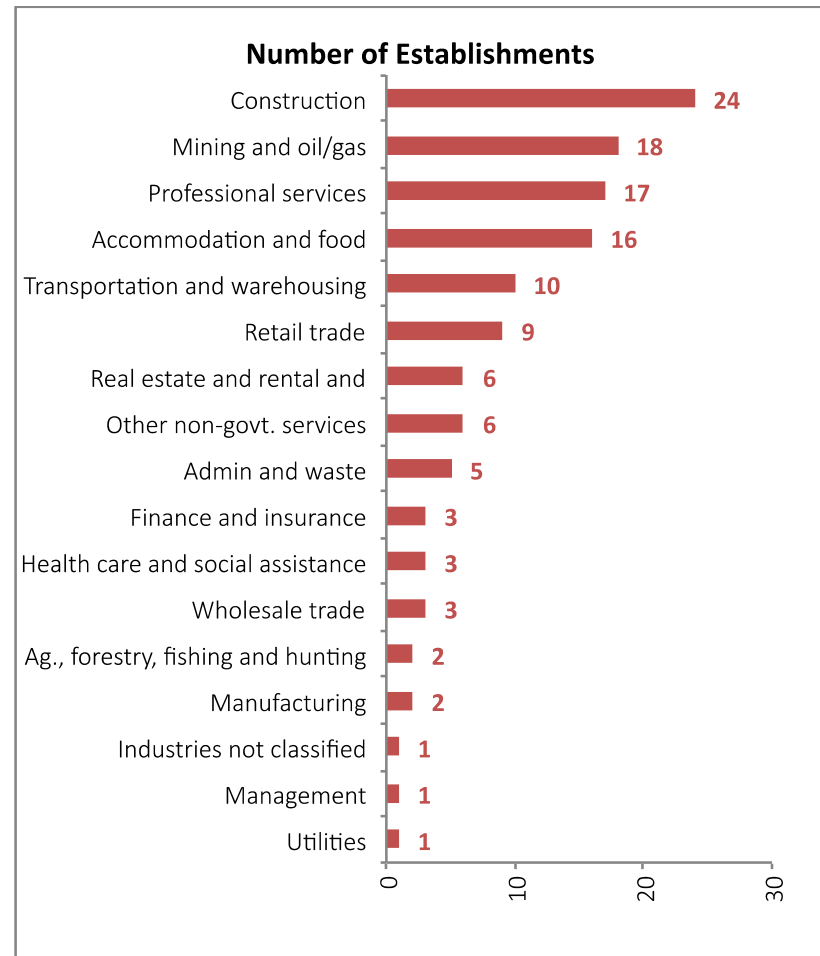
The top five (5) industries within the Community in terms of the number of employees include construction, retail trade, mining and oil/gas, accommodation and food, and public administration (government, including public education and fire district). These five (5) industries account for more than 50% of all the jobs held by Community residents (see Figure 26).

Several of the major industries also have a significant share of the total number of business entities (see Figure 27). Industries that are concentrated in number and in employment, such as construction, demonstrate that there may be a regional advantage for that particular industry. Additional industry and cluster analysis will be explored later in this report.



Source: ACS 5-year Estimates

Figure 26: Employment Numbers by Industry, 2013



Source: ACS 5-year Estimates

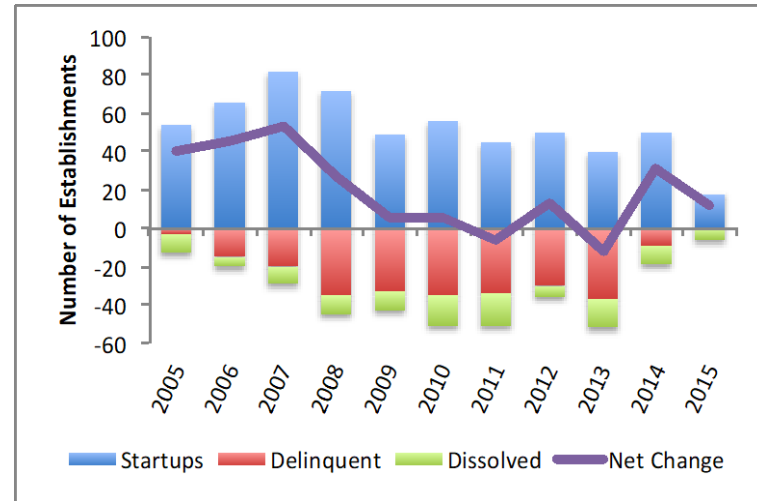
Figure 27: Business Establishments by Industry, 2013

Business Startups

In addition to the presence of existing companies, the entrepreneurial activity and the net increase in new business entities is an important indicator of confidence in the local economy. Figure 28 and Figure 29 depict entrepreneurial activity by contrasting the number of new business startups to those that have ceased to operate. As defined by the Colorado Secretary of State, a “Delinquent” business is one that is six (6) months or more behind on annual report filings. The entity will eventually be “Dissolved” if the late reports are not taken care of. Businesses can also be voluntarily “Dissolved” when owners report that they are no longer running the business.

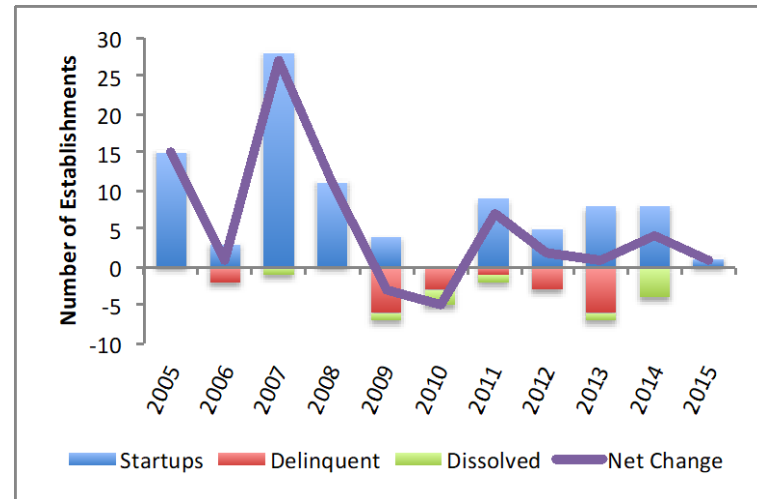
The Town had a very robust startup ecosystem leading up to the 2008 recession and added between 40 and 50 net new entities each year from 2005-2007. The 2008 recession had a big impact as the number of new startups declined, but more significantly the number of failed entities increased. 2014 brought a net increase, and 2015 has the potential to repeat the growth as long as delinquent businesses, which are updated once each year, doesn’t jump back to 2008 levels.⁴

BM has had limited entrepreneurial activity since the peak in 2007. On a per capita basis, the number of new startups in BM is significantly less than in the Town and could be an area for future growth and improvement (see Table 1).



Source: Colorado Secretary of State

Figure 28: Parachute Net Change in Business Establishments



Source: Colorado Secretary of State

Figure 29: Battlement Mesa Net Change in Business Establishments

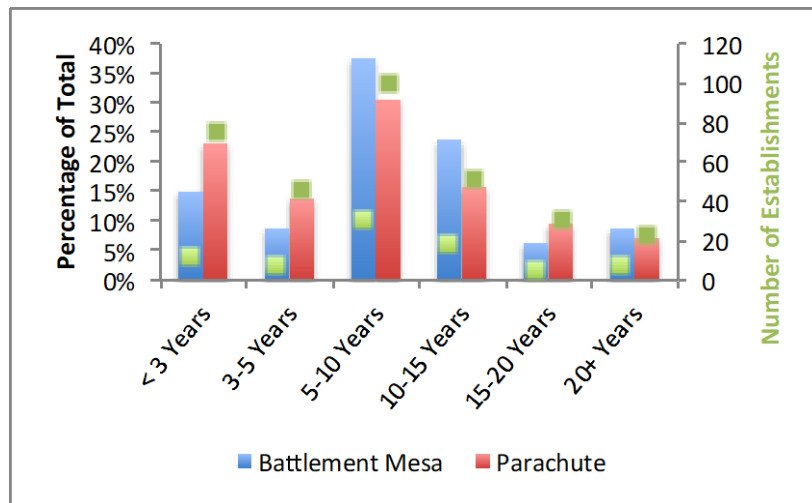
⁴ 2015 data includes January through June 2015.

Business Starts per Capita	2010-2015 Average
Parachute	0.0386
Battlement Mesa	0.0011

Source: Colorado Secretary of State

Table 1: Business Startups per Capita, 2010-2015

Business that are less than five (5) years old are at highest risk of default, so in addition to a robust startup community, it is important to ensure that new businesses are maturing into established enterprises. Figure 30 shows that the largest percentage of active businesses in the Community are 5-10 years old. The overall distribution is typical and is not an area of concern.



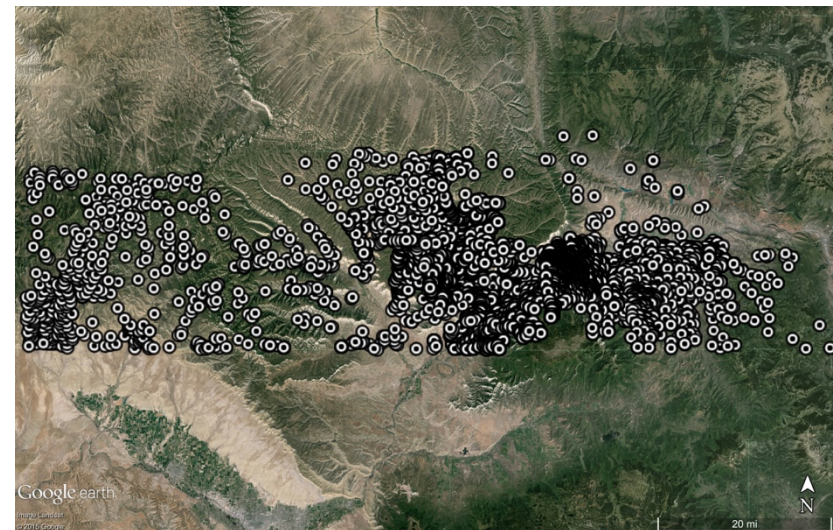
Source: Colorado Secretary of State

Figure 30: Age of Business Establishments, 2015

ENERGY & ENVIRONMENT

Natural Gas Industry

The natural gas industry has been the dominant force in the Community. The industry provides many high paying jobs directly, and also indirectly through support industries such as construction, accommodation and food, and transportation/warehousing. Historically, employment spikes in all of these industries during periods of heavy drilling activity. To date, more than 15,000 wells have been drilled in Garfield County. Map 1 shows the locations for every well that has been drilled in Garfield County. Drilling activity has been concentrated in the Parachute – Battlement Mesa region, which accounts for more than half of all the wells drilled.

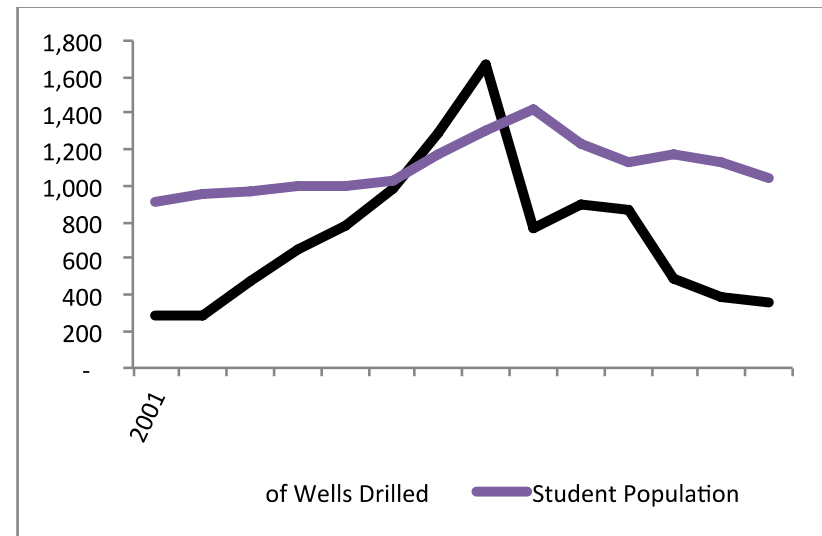


Source: COGCC

Map 1: Drilling Map for Garfield County

Drilling activity in the County increased rapidly starting in 2002 and reached its peak in 2008 with over 1,600 wells being drilled in a single year (see Figure 31). Student enrollment, serving as a proxy for total population, grew over the same time period and peaked a year later in 2009. Population and employment trends described previously have all declined from 2009, coinciding with the decrease in drilling activity. Only three (3) rigs are actively drilling in Garfield County at this time.

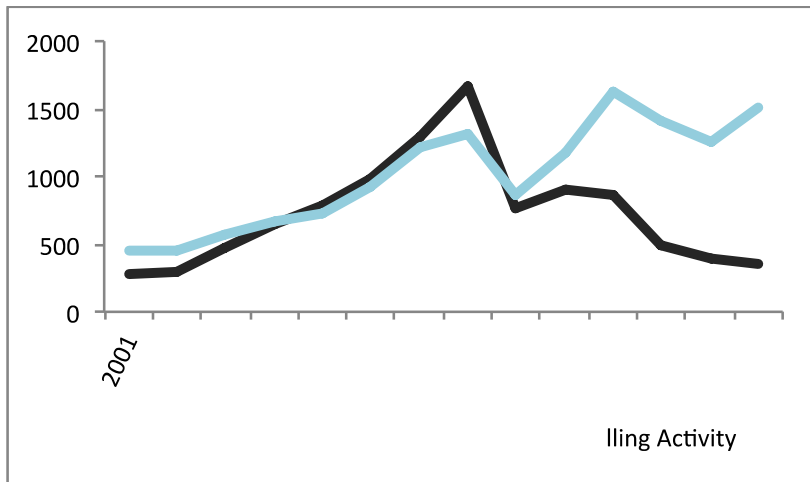
As described previously, other oil and gas communities in the region do not see the same tight correlation between enrolled student population, which is used as a proxy for community population, and drilling activity. For example, in the Towns of Rangely and Meeker in neighboring Rio Blanco County, there is no statistically significant correlation between drilling activity and student population (data not shown). The presence of this correlation in the Community may indicate that quality of life assets are sufficient to entice a greater portion of natural gas workers to bring their families with them than what occurs in neighboring regions. Adding additional quality of life assets and permanent employment opportunities may be sufficient to convince those that have brought their families to stay and continue living in the Community.



Source: COGCC

Figure 31: Drilling Activity vs. School Enrollment

In addition to the world market, the biggest threat to natural gas activity in Garfield County is the success of the oil and natural gas industry in Weld County, Colorado. Similar to Garfield County, Weld County experienced a run-up in drilling activity to 2008 followed by a sharp decline in 2009. However, unlike Garfield County where drilling activity has declined since 2010, drilling in Weld County has increased and surpassed 2008 levels every year since 2011 (see Figure 32).

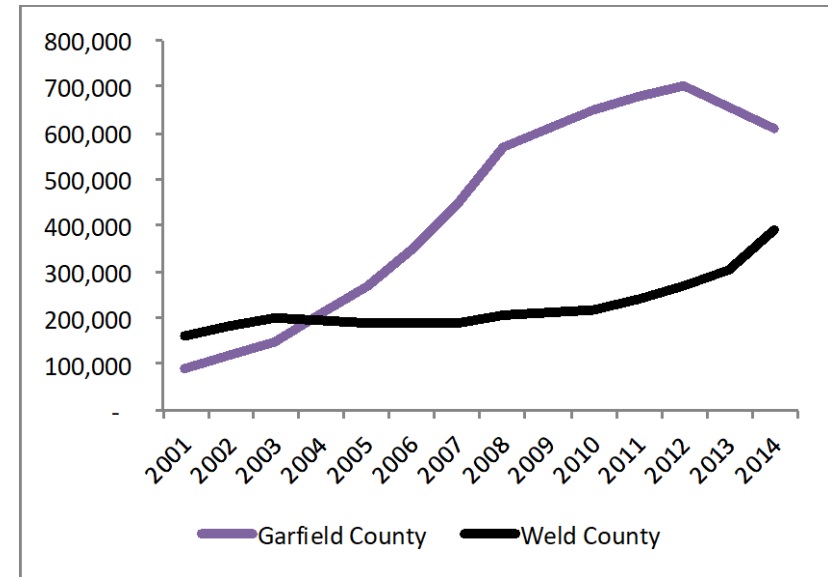


Source: COGCC
 Figure 32: Drilling Activity Garfield County vs. Weld County

Representatives from the Colorado Oil and Gas Conservation Commission (COGCC) confirmed the trend of drilling activity shifting to Weld County from other areas in the State and added some additional insight. Specifically, the Western Slope, and Garfield County in particular, have very dry gas, meaning that only small quantities of liquids can be obtained from the wells. This is a problem when the price of natural gas slumps, because operators rely on multiple revenue streams to justify continued investment in drilling. Weld County, and other regions of the Country that have wet gas or oil, have continued to see drilling activity, because operators can obtain multiple revenue streams from a single well.

In essence, operators in these areas drill for oil, and get natural gas as a bonus (see Figure 33). As a result, natural gas production in Garfield County is much more sensitive to

global commodity prices than other regions, which explains the decrease regionally, while the State as a whole has not felt the effects.



Source: COGCC
 Figure 33: Natural Gas Production Garfield County vs. Weld County (000s MCFs)

Renewable Energy

Although the oil industry has been the primary energy-related industry in the area, Parachute has deployed new renewable methods of generating electricity.

One such installation is the “solar electric flowers” located at the I-70 Rest Stop Area in Parachute (see Figure 34). The solar flowers are one of three (3) solar energy projects installed for the Town of Parachute through the Garfield New

Energy Communities Initiative/Garfield Clean Energy Collaborative, using energy impact funds provided by the Colorado Department of Local Affairs and contributions from local governments.



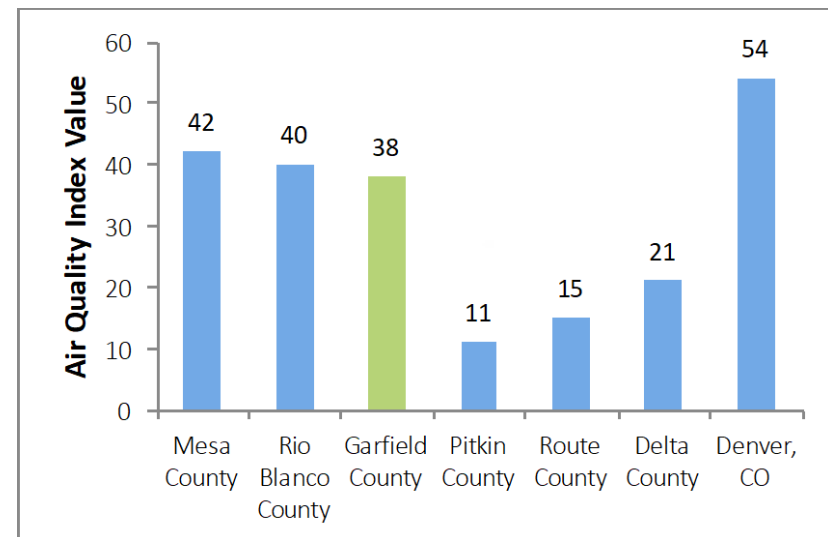
Source: David Sanabria

Figure 34: The Solar Electric Flowers at the Rest Stop

The other three (3) solar energy arrays are located on the Town Hall, Garfield Public Library, and on the Town’s water treatment plant. Together, these solar energy arrays generate 23 kilowatts of clean, renewable electricity. These solar energy panels are one indication of the Town’s ability to embrace new industries and advance into new energy opportunities. The Battlement Mesa Metropolitan District (BMMA) has recently installed a large solar array at their wastewater treatment plant.

Air Quality

The Environmental Protection Agency (EPA) has established the Air Quality Index (AQI) as a method of establishing a daily measure of air quality at a given location. Air quality ranges from low values to high, or “Good” to “Very Unhealthy” depending on the level of air pollution. Air quality in Garfield County is good with a median AQI of 38. The average AQI in the County is within the range of neighboring counties, but is higher than agrarian counties such as Delta (see Figure 35). Overall, the County’s AQI falls within the “Good” category more than 95% of the time.



Source: EPA 2014

Figure 35: Median Air Quality Index Value

INDUSTRY CLUSTER ANALYSIS

The local economy was analyzed using shift share and location quotient methodologies to identify industry clusters as shown in the following sections.

Shift Share Analysis

Methodology

Shift share analysis is a method of dissecting job growth into its component parts to better detect the factors contributing to growth. The following three (3) components are identified through this analysis:

State Share

This is the portion of job growth that can be attributed to overall economic growth in the larger reference area (statewide). It is calculated by multiplying the number of jobs in the local area at the beginning of the time period by the reference area growth rate.

Industry Mix

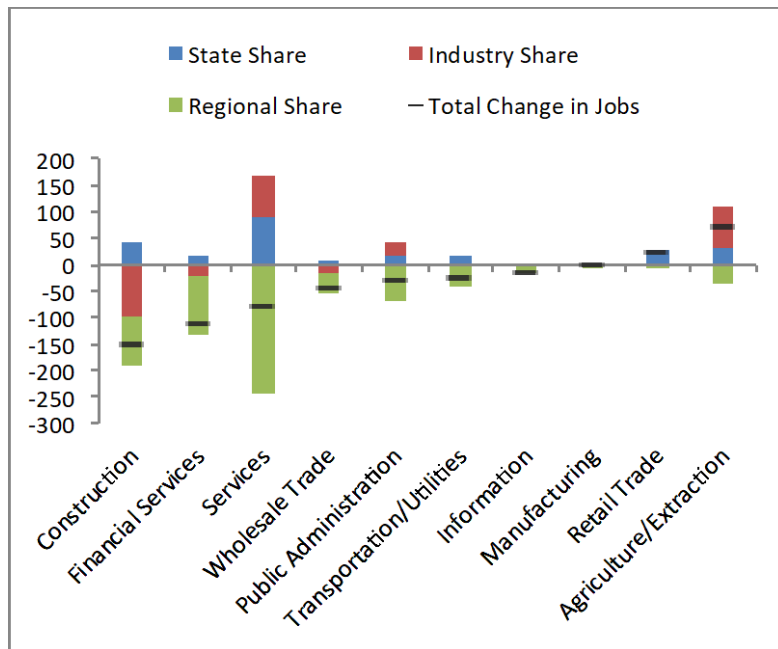
Industry mix represents the portion of an industry's job growth in an area due to that industry's nation or statewide expansion or contraction. It is calculated by multiplying the number of jobs in the local area at the beginning of the time period by the reference area growth rate for the specific industry and subtracting state share.

Regional Shift

This is the most important component of job growth for local economic development. It highlights the change in employment that is due to an area's competitive advantages in a particular industry. It is calculated by subtracting industry mix and state share from the total number of jobs gained or lost in the selected local industry.

Analysis

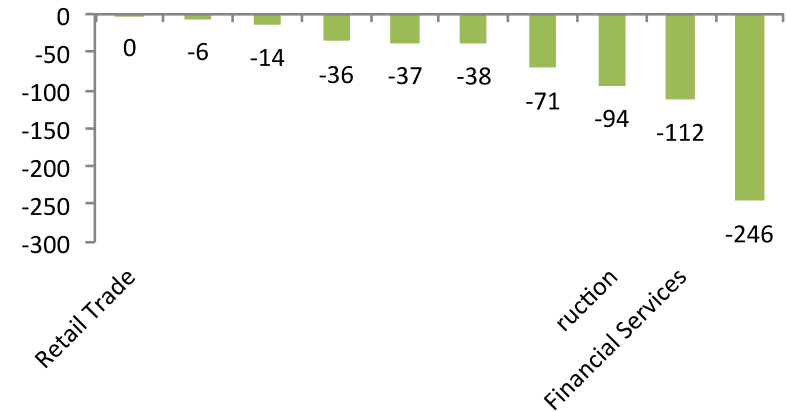
Figure 36 depicts the shift share analysis for the Community from 2009 to 2015. The industries with the highest total job growth over this period as seen by the black lines are agriculture/extraction (includes natural gas) and retail trade. In the case of agriculture and extraction, the growth mirrored growth across the State and industry as seen by the blue and red sections. Retail trade growth was driven primarily by statewide economic growth as illustrated by the blue portion of the bar. Over this period, the industries that suffered the greatest job losses in the County include construction and financial and other services.



Source: ESRI, US Census

Figure 36: Parachute/Battlement Mesa Shift Share 2009-2015

Figure 37, which illustrates the regional shift component for each industry from 2009 to 2010, highlights a lack of growth in all industries due to local factors. Job growth in retail trade and manufacturing has remained close to State and industry averages, but other industries have lagged behind these averages. This reinforces the need to alter the dynamics of the local economy to capture, at a minimum, the area's fair share of statewide and industry growth that is occurring.



Source: ESRI, US Census

Figure 37: Parachute/Battlement Mesa Regional Share 2009-2015

The “Services” category in the cluster analysis is very broad and includes business and professional services, health and education services, accommodation and food services, entertainment and recreation, and other non-governmental services. The category cannot be broken down further due to the lack of available data.

Employment Location Quotient Analysis

Methodology

Employment location quotient (LQ) is a method of quantifying the concentration of an industry cluster in an area when compared to a national or state average.

LQ's are calculated as shown below.

$$\text{Location Quotient (LQ)} = \frac{\text{Local Proportion}}{\text{State Proportion}}$$

$$\text{Local Proportion} = \frac{\text{\# of Employees in Industry X in Community}}{\text{Total \# of Employees in Community}}$$

$$\text{State Proportion} = \frac{\text{\# of Employees in Industry X in State}}{\text{Total \# of Employees in State}}$$

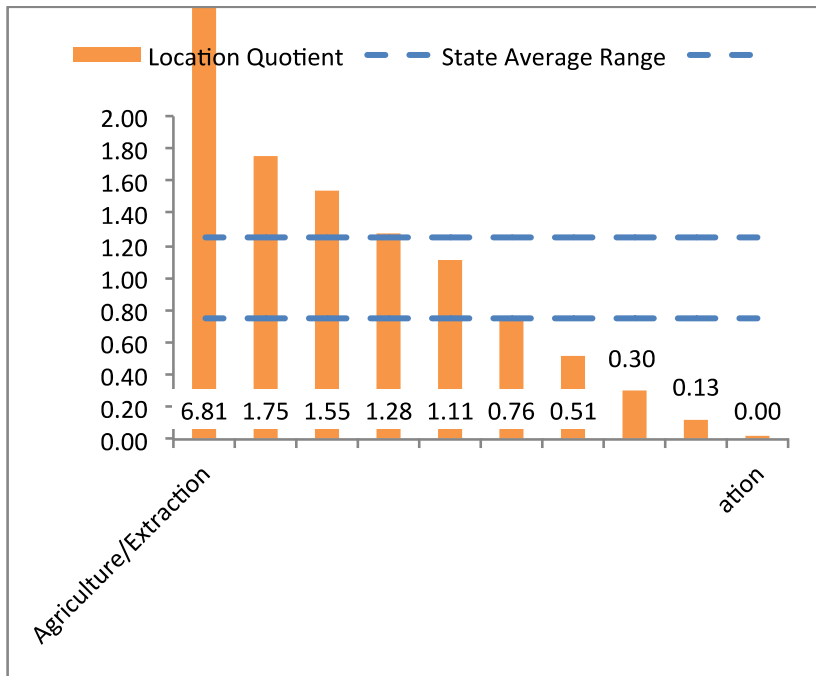
For example, in 2015 Parachute and Battlement Mesa had 2,461 estimated jobs and 436 jobs in the agriculture and extraction industry resulting in a local proportion of 17.7%. For the same period, Colorado had 2,666,309 total jobs and 69,324 jobs in the mining industry for a state proportion of 2.6%. The LQ is derived by dividing the 17.7% local proportion by the 2.6% state proportion resulting in an LQ of 6.81 for the mining industry. This indicates that the concentration of mining jobs in the local area is almost seven (7) times greater than the State as a whole. An LQ of 1.0 would mean that the local concentration of an industry was the same as the statewide concentration.

Industries with high LQ's (above 1.25) are typically export-oriented industries that are beneficial to a local economy because they bring money into the region. High LQ industries may also indicate a higher than average demand in an area. Industries that have both high LQ's and high job numbers typically form a region's economic base. Such industries not only provide jobs directly, but also have a multiplier effect, creating jobs in other dependent industries like retail trade and food services. Industries that are unable to support local demand typically have an LQ below 0.75.

Analysis

Figure 38 shows the LQ calculations for the Community. The most concentrated industries in the Community are agriculture/extraction, construction, and public administration. The agriculture and extraction industry is a key source of outside revenue and its concentration is due to the abundant natural gas available in the area. Construction and public administration may or may not provide outside revenue depending upon the types of jobs found in the Community in those sectors. Road construction and other jobs catering to customers outside of the local area as well as federal and state administration jobs do bring money into the region. However, home building and local government jobs simply recirculate money inside the local economy.

Industries that are less concentrated in the Community than across the State include information (including media, telecommunications, and information technology) manufacturing, wholesale trade, financial services, and other professional and technical services. These industries may be less concentrated because of a strategic disadvantage, or this may be a sign of industries with potential to grow. Combining shift share analysis with location quotient can help determine which of these cases is occurring.



Source: ESRI

Figure 38: Parachute/Battlement Mesa Location Quotient 2015

INDUSTRY CLUSTER MATRIX ANALYSIS

Methodology

Shift share and location quotient measures can be combined into a matrix analysis to provide a more comprehensive view of the economy. This analysis plots industries in a two-by-two matrix with the natural logarithm of location quotient on the x-axis and job growth as represented by regional shift on the y-axis. The size of each industry bubble in the

matrix represents total number of jobs in the industry. Similar analysis can be performed using other measures for job growth and industry size; however, regional shift and total payroll provide advantages over other variables. These advantages are shown in Figure 39.

Other Variables	Better City Variant
Y-Axis: Industry Job Growth Rate	Y-Axis: Regional Shift as calculated using Shift Share Analysis. Advantage: This method shows the growth that is due to inherent strengths in the region, excluding growth due to statewide and industry trends.
X-Axis: Location Quotient	X-Axis: Natural Logarithm of Location Quotient Advantage: Large outliers can cause apparent clustering of other industries. This variable depicts the differences between LQs, but on a comparable scale. With this measure, an industry with a concentration equal to the state average would have a value of 0 rather than 1.

Figure 39: Better City Industry Cluster Matrix Variables

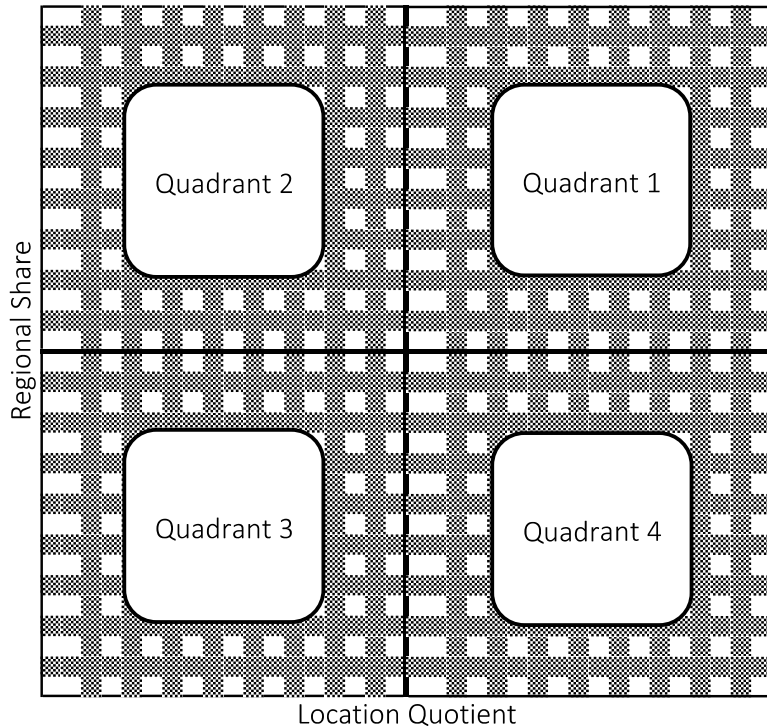


Figure 40: Industry Matrix Quadrants

In this analysis, industries will fall into one of four (4) quadrants, as shown in Figure 40.

Quadrant One: Industries in this quadrant are concentrated in the region and growing due to local advantages. Large industries in this quadrant distinguish the regional economy as they increase workforce demand. Small industries in this

quadrant are possibly emerging exporters that should be developed.

Quadrant Two: Industries in this quadrant are growing over time, but are still less concentrated than the state average. Depending on the industry, they may settle at the state average or continue to grow and move into Quadrant One.

Quadrant Three: Industries in this region are less concentrated than state averages and are losing ground. Such industries may face significant competitive disadvantages in the area.

Quadrant Four: Industries in this quadrant are declining, but are still more concentrated than the national average. If a large industry is in this quadrant, the region is often losing its export base. The region should plan and invest accordingly.

It is important to also note the size of an industry to identify short-term economic impacts. Growth or contraction in industries with high numbers of jobs will have a large impact on the local economy. Small industries may be important for an economy's future but will take time to have a significant impact.

Analysis

Figure 41 shows the results of the Better City Industry Cluster Matrix analysis for the period from 2009-2015.

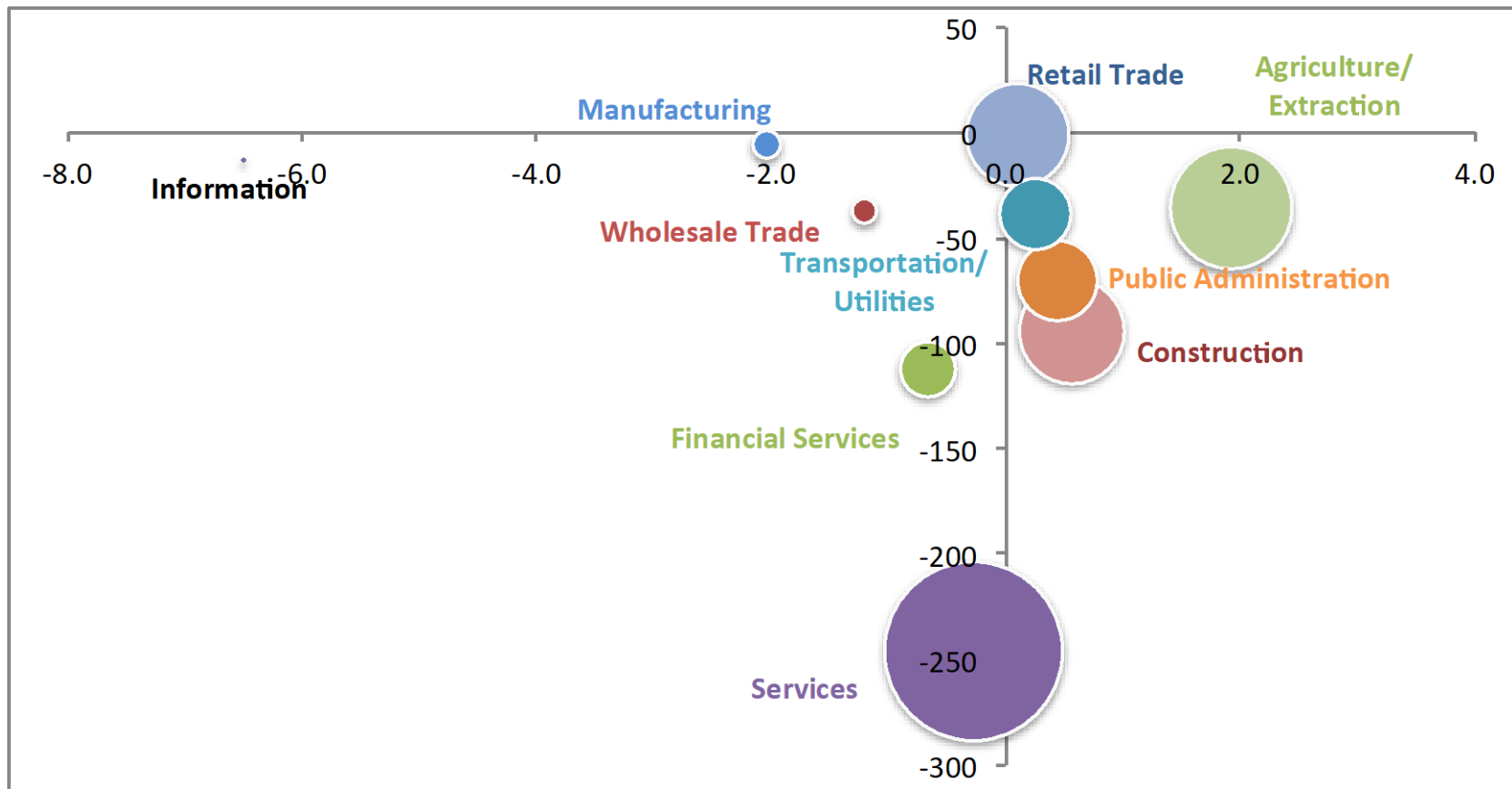


Figure 41: Parachute/Battlement Mesa Cluster Matrix 2009-2015

Quadrant One: There are no industries that fall in quadrant one, because regional share of job growth is negative in all sectors. Retail trade is the closest to this quadrant, but in order for it to move up, the area will need to identify ways to help local retail sales outpace state averages. The Town's location along I-70 provides one (1) avenue to attract a higher than average level of retail activity through the development of a travel plaza or similar facility. Other venues that bring people into the Town and give them a chance to spend time and money locally will also help to increase the potential of the retail industry.

Quadrant Two: Similar to quadrant one, negative regional share numbers keep quadrant two empty; however, manufacturing is on the border of the quadrant. Manufacturing likely has room to grow as it has maintained growth rates on par with state and industry averages, but remains less concentrated in the area than statewide. Likely contributors to growth in this industry would include Solvay and potentially smaller manufacturers taking advantage of the Town's excellent freeway access.

Quadrant Three: Wholesale trade, financial services, and other services fall into this quadrant indicating low concentration and low growth. One key competitive disadvantage these industries face is a small local population.

Quadrant Four: The industries in this quadrant are potential areas of concern because of their concentration and declining growth. Extraction falling into this quadrant is especially concerning due to its size; however, the external factors driving that industry leave few options for local intervention

to address the situation. Construction, public administration, and transportation also fall into this quadrant. Of these sectors, transportation (including trucking and warehousing), likely has the greatest potential to become a strength to the area given the excellent freeway access.



3 | LAND USE PLAN

Land use planning is an important aspect to community development as it sets the framework for future growth in the community. The adage that “early decisions cast long shadows” is especially applicable to community development because the useful life of buildings usually extends forty years or more. Many communities don’t realize that indecision in terms of land use planning is in fact a decision to allow sprawl to enter a community, which can take a generation or more to remedy.

LAND USE DESIGNATIONS

The land use zones designated herein are done in accordance with the economic diversification strategy outlined in Chapter 1 of the Comprehensive Plan and is designed to generate the greatest amount of future economic development opportunities. Where possible, the proposed land use designations follow existing property lines so as to avoid the conflict of having a single parcel with dual designations. In some instances, land use designations cross current parcels, and in such cases it is recommended that the Town begin working with landowners to contemplate lot-line adjustments to prevent dual designation. The proposed designations also take into consideration current land use, and in some cases discusses a transition from the current use into the most appropriate use for future generations. The following land use designations are utilized and anticipated permitted uses for each zone are briefly described.

Residential – The residential category is anticipated to include uses for housing including both single family residential and multi-family residential developments. Although some conditional commercial uses could be contemplated as conditional uses, it is anticipated that little commercial activity will be allowed within the residential category.

Commercial – The commercial designation is anticipated to include retail, convenience stores, office space, hospitality, restaurants, and transit oriented uses such as truck stops or rest stops. It is anticipated that industrial uses will be prohibited from the commercial area.

Commercial/Light Industrial – The Commercial/Light Industrial is anticipated to allow the same uses permitted within the Commercial category, along with the addition of light industrial uses such as light manufacturing, production, assembly, indoor farms, etc. The Town may consider adding language to the zoning code that permits and further defines light industrial uses based on the anticipated noise and pollution that may be created by a business or entity within the area.

Industrial – The Industrial designation is anticipated to allow both light and heavy manufacturing, natural resource collection and refining, and other similarly focused entities. The industrial designation may also be overlaid with an agricultural designation to allow current agricultural activities to continue within the zone.

Historic Downtown – The Historic Downtown is anticipated to continue to be the historical anchor of the Town. It

is anticipated that the Historic Downtown will allow for residential housing, retail, and commercial uses. More than a particular use, this zone will be more broadly defined by the character and design of architecture.

Central Business District – The Central Business District is anticipated to ultimately be a type of a mixed-use development that allows for multi-family housing, commercial office space, and retail development.

The Central Business District is anticipated to include architectural design standards that will maintain the feel and quality of construction within the zone. Rather than being viewed as restrictive, the design standards should be viewed as a way for the Community to reassure developers that their investment in the Community is valued and will be protected by preventing lower quality construction from dragging down values. Due to its prime location between the freeway and outdoor assets such as the Colorado River and two (2) small lakes, the Central Business District has the potential to become the focal point of the Community.

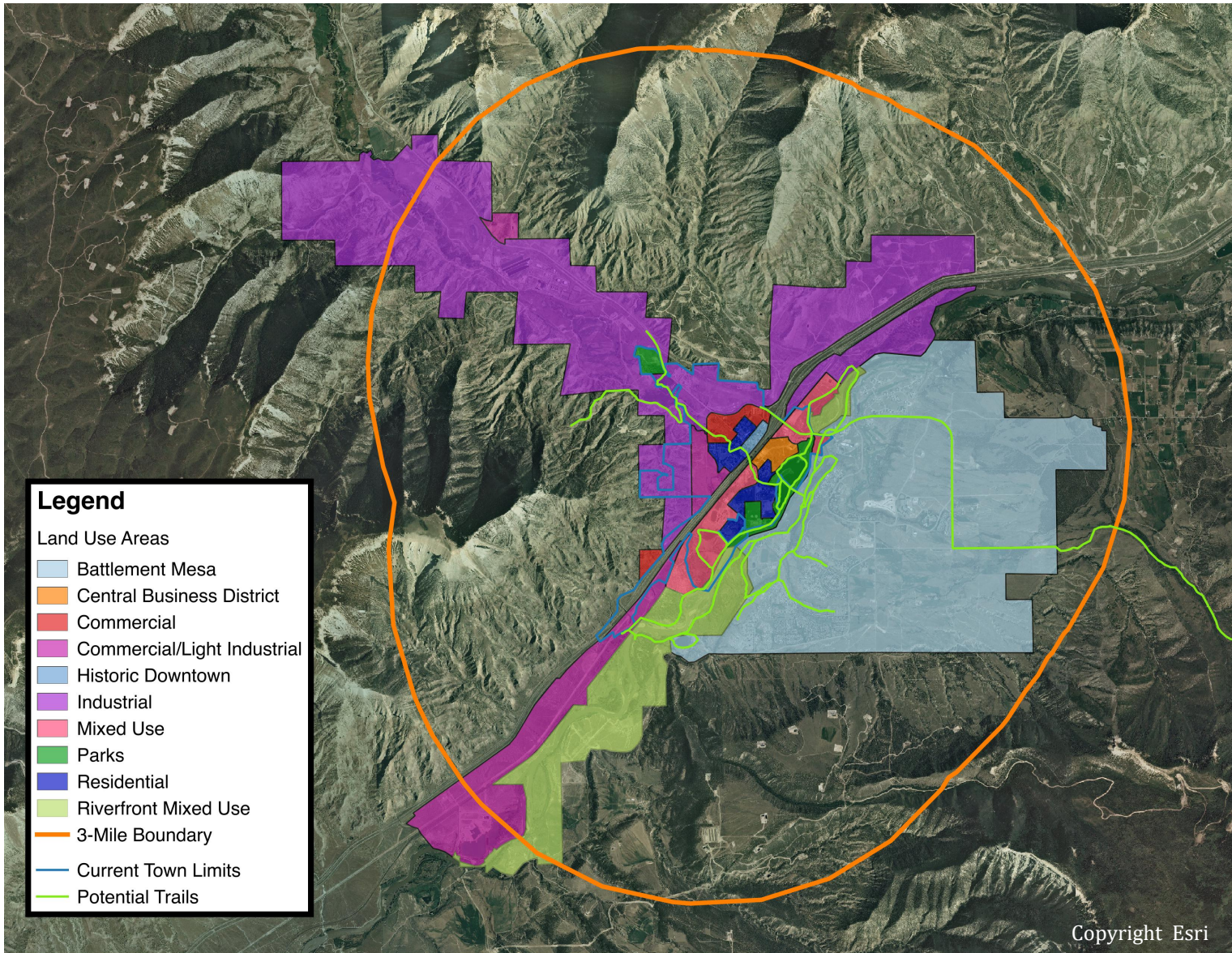
Mixed-Use – The Mixed-Use designation is anticipated to allow many, if not all, of the uses allowed within the Central Business District with the addition of municipal uses such as municipal offices and public works facilities. The Mixed-Use designation is intended to allow flexibility in attracting developers that are interested in creating a product type that caters to individuals that want to live, work, and play within the same neighborhood.

Riverfront Mixed-Use – The Riverfront Mixed-Use designation is intended to allow for flexible development along one of the Community’s most valuable assets, namely the Colorado River. It is anticipated that this zone will allow residential, retail, and commercial activities. Uses might include riverfront housing, recreation focused businesses and retail, and riverfront commercial office space. Uses will be restricted based on their ecological and environmental compatibility with the river along with ensuring the general public will still have access to the river.

Parks – The Parks designation is anticipated to comprise public and potentially privately owned land that has open access for the purpose of creating opportunities for residents and visitors to enjoy the variety of outdoor activities that are possible within the Community. Not all of the land currently designated as Parks is publicly owned, and a transition period is expected to allow current uses to conform to the proposed designation.

MAPS AND DESCRIPTIONS

Map 2 shows the planning area which includes both Parachute and Battlement Mesa, and extends 3.3 miles to the southwest along I-70, and nearly four (4) miles to the northeast along County Road 215. The light blue lines designate the current Town boundaries, and the neon green lines represent potential pedestrian and biking trails that will be discussed in greater detail in subsequent sections. The orange circle represents the 3-mile boundary, or the maximum area that can be annexed in a given direction in a single year.



Map 2: Planning Area and Land Use Overview

NORTHEAST

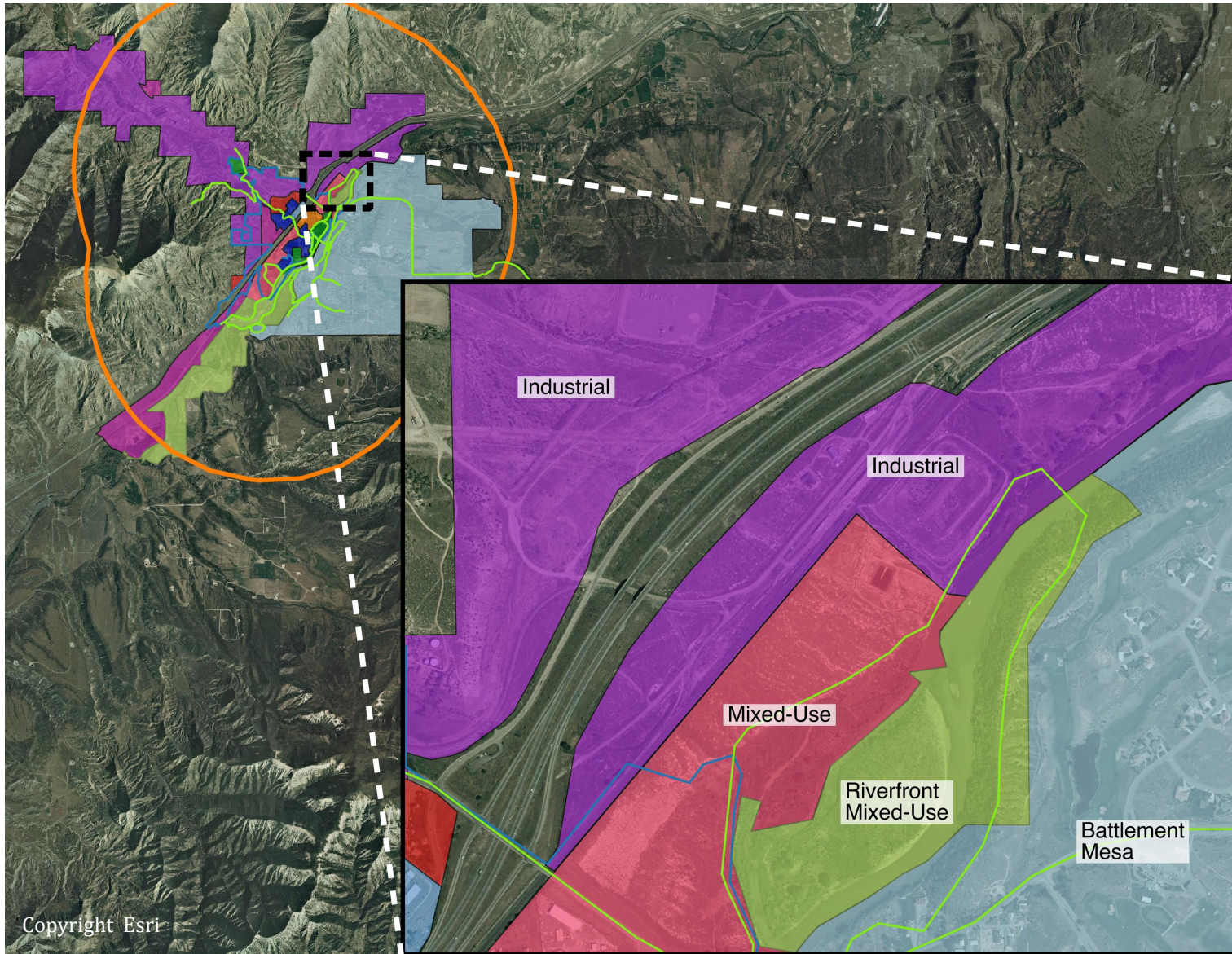
The northeast section of Town begins with an Industrial zone on the north, and transitions to Mixed-Use moving south toward the northeast I-70 interchange and the downtown section of the Town (see Map 3). The Industrial zone is compatible with current uses for the land, and would make an excellent location for industrial manufacturing due to its prime location near I-70.

The Mixed-Use zone is anticipated to include retail and other development that will play a role in enticing travelers on I-70 to stop and shop within the Community.

As discussed in Chapter 1, the Colorado River is a tremendous asset for the Community and the Riverfront Mixed-Use zone facilitates public access to enjoy and utilize the River. The section of the river shown within Map 3 lies mostly within a flood plain, so development opportunities may be limited, but this would be a prime location for walking and bike trails, and amenities that allow visitors to get in and out of the water for recreation.

The Riverfront Mixed-Use zone will be the start of the proposed river recreation corridor (mentioned within Chapter 1) which extends through the Community along the Colorado River. The green lines represent potential future biking and walking trails that will connect the Mixed-Use zone to the river and the rest of the recreation corridor. The Industrial, Riverfront Mixed-Use, and part of the Mixed-Use zones shown in Map 3 lie outside current Town boundaries, and should be considered for future annexation.

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Map 3: Northeast Parachute

DOWNTOWN

A downtown is the defining symbol of a community and can be a source of pride and activity for residents and memorable vacations for visitors. To accomplish this, the Downtown needs to be inviting and clearly demonstrate sophisticated and deliberate development. The Historic Downtown is an important component of the Town's history, but the best opportunity to build a unique and unforgettable center of activity lies on the other side of I-70.

The newly designated Central Business District (CBD) will serve as the new center of commercial activity for the Town, and will provide permeable access for vehicles and pedestrians to go from shopping and entertainment venues within the district, to the adjacent Parks and recreation corridor that includes several small lakes and the Colorado River (see Map 4).

The Historic Downtown and adjacent rest stop, located in the Commercial zone, will continue to play a role in the Community even if future commercial development moves to the CBD. For example, the rest stop will continue to attract travelers. The Historic Downtown can be an area with cultural, historical, and retail uses.

The Residential zone that borders the Historic Downtown is anticipated to continue to serve as the location for the Town's core population.

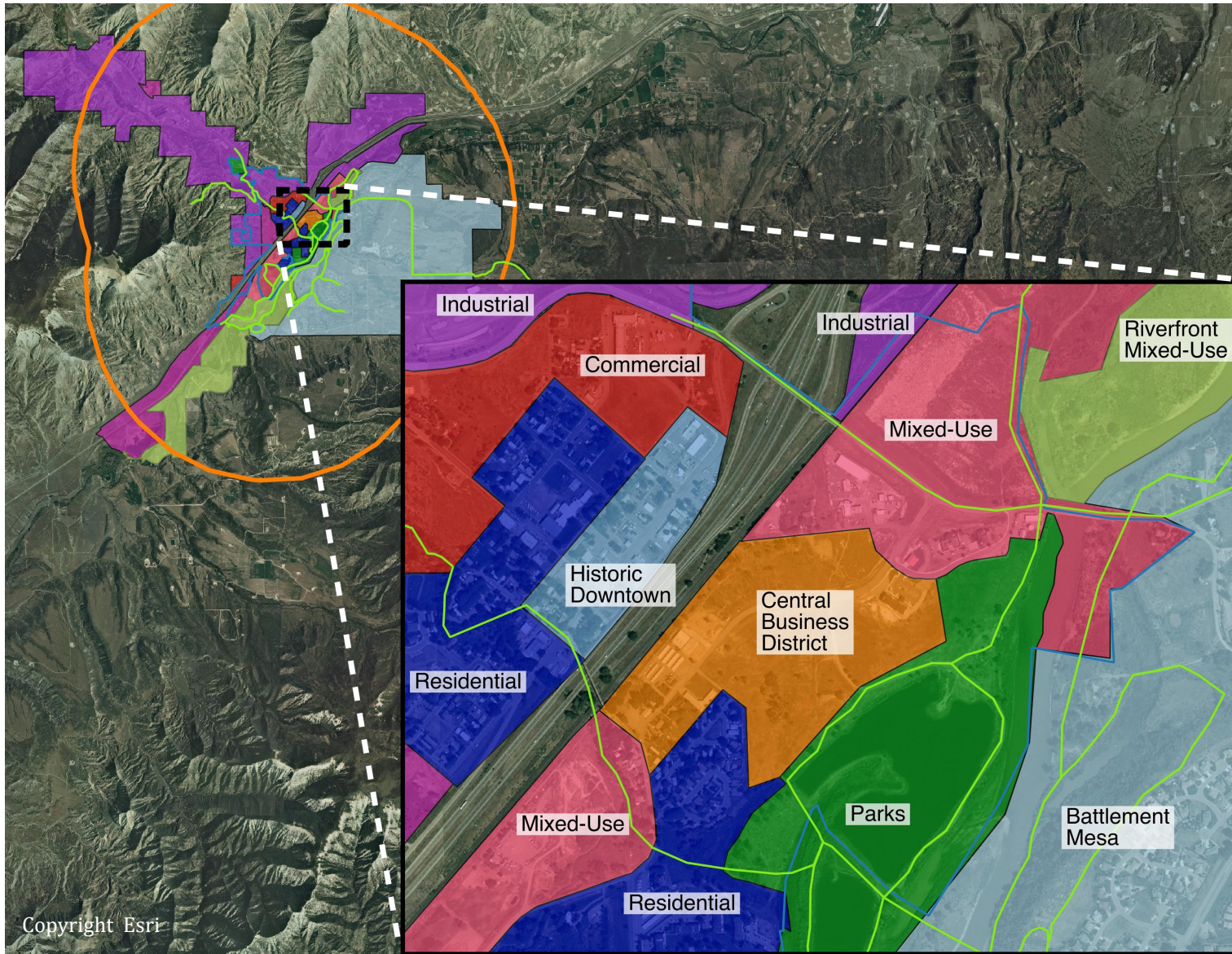
The CBD is adjacent to the Mixed-Use zone mentioned in Map 3 on the north, and Residential and Mixed-Use zones to

the south. The residential section should allow multi-family residential housing near the CBD that transitions into single-family attached and single-family detached homes near the river and recreation corridor.

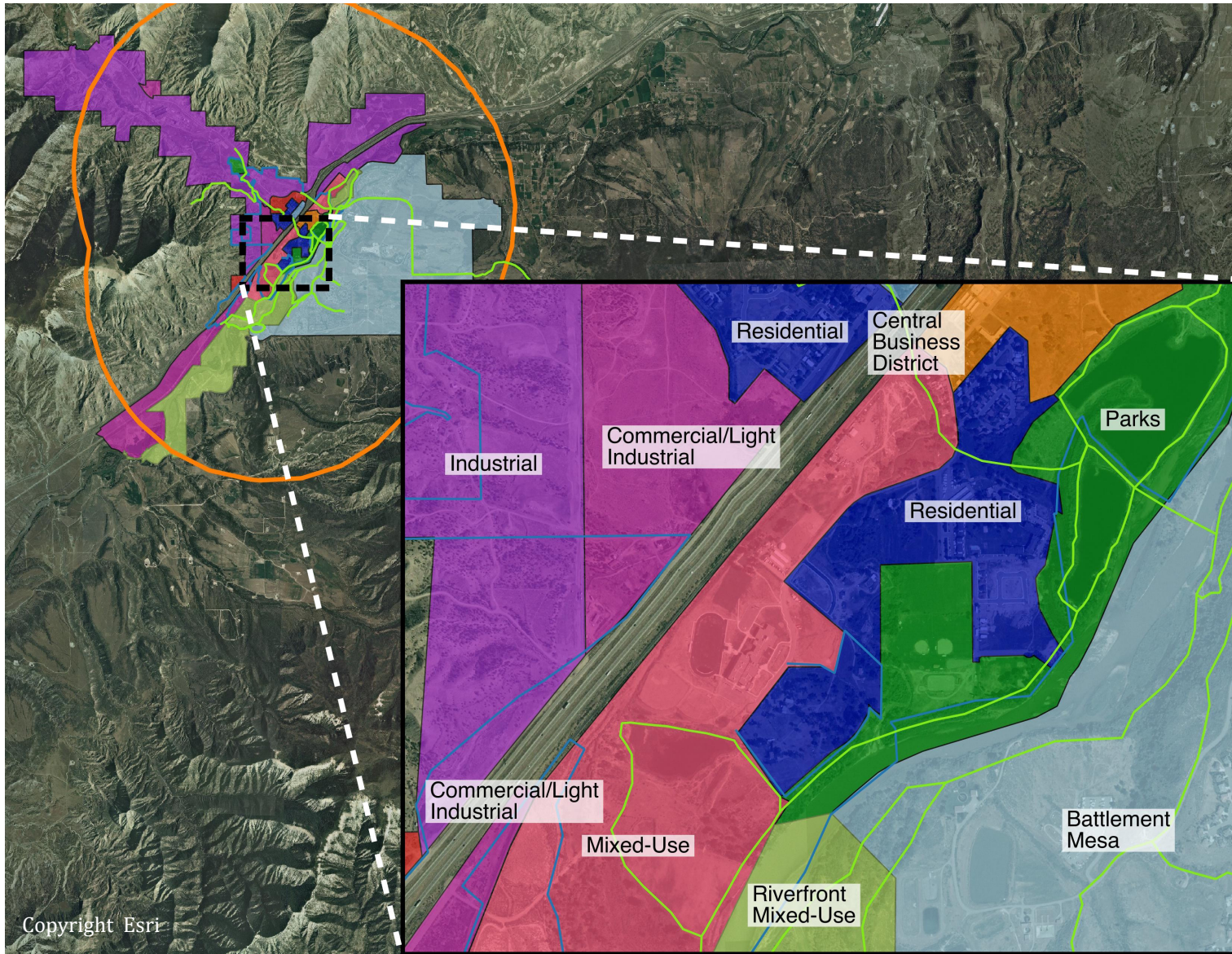
Map 5 shows additional detail of the Southern portion of downtown Parachute, including the Parks, Residential, and Mixed Use Zones.

The Mixed-Use zone to the Southwest of the CBD is anticipated to include commercial, retail, and residential developments, as well as the local high school. Signage and façade requirements will be important within this zone, because it is highly visible to travelers on the Interstate and will play a large role in shaping the visual appeal of the community.

Massing considerations should be provided to the downtown zones, whether through signage or vertical construction limitations, that allow recreation developments to be highly visible from the freeway to attract and entice travelers to the recreational amenities. Attracting traffic into the parks and recreation corridor is central to the success of the strategy and visibility from the freeway will be key.



Map 4: Downtown Parachute



Map 5: Downtown Parachute #2

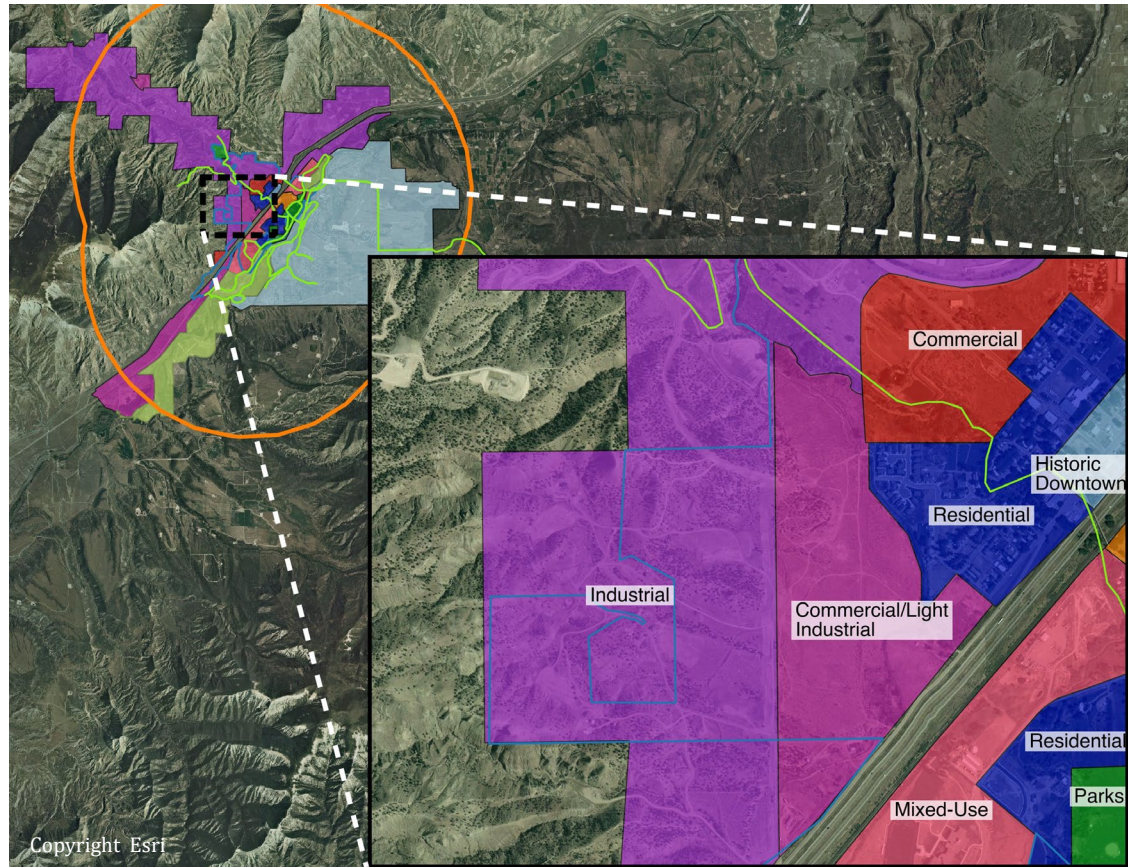
WEST CENTRAL

The west central section of Town will serve as the site for future Industrial, Light Industrial, and Commercial development. Convenient access along Parachute Park Blvd. will be a major benefit to new businesses in this region of Town. The Commercial/Light Industrial zone will be most appropriate for light manufacturing, business parks, light industrial parks, and agri-business related industries. Development of new businesses in the Industrial zone to the west will be difficult due to unfavorable slope.

The Commercial zone located to the north of the Residential zone may take some time before it is fully utilized, but it is anticipated to become a commercial corridor that connects the Historic Downtown with the major businesses up the canyon toward the north.

Part of the land within the proposed Industrial and Commercial/Light Industrial zones are currently located outside Town limits. These sections

should be considered for future annexation.



Map 6: West Central Parachute

NORTHWEST

The Town boundary on the northwest end of Town currently extends just over one (1) mile beyond the Historic Downtown. As was mentioned in Chapter 1, there are several major employers located up the canyon just beyond the Town boundary such as Solvay, Williams, and Encana Natural Gas, Inc. Extending the Town boundaries an additional three (3) miles to the northwest to encompass these employers will provide property tax benefits to the Town, and the businesses will benefit from the Town's infrastructure connections.

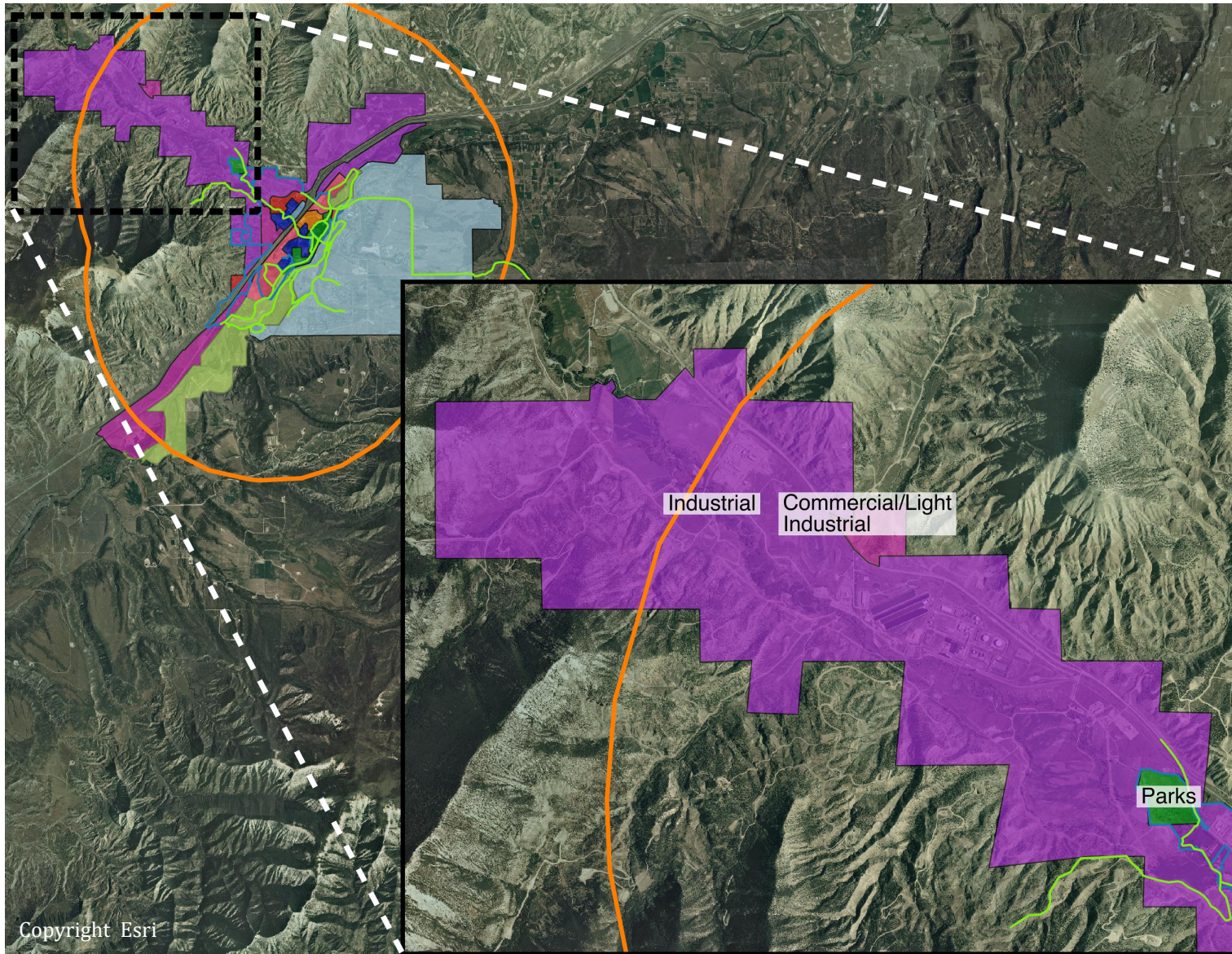
Part of the land within the proposed Industrial zone is currently being used for Agriculture and Residential purposes. These uses should be maintained after annexation into the Town. To accomplish this, an Agricultural-Residential overlay could be added to sections of the proposed Industrial zone.

Toward the northern end of the proposed Industrial zone is a small section that is designated as Commercial/Light Industrial. This would allow for the addition of some commercial activity within the large and expansive industrial zone.

At the edge of the existing Town boundary is a small area that has been considered for the future development of a multi-use public entertainment venue such as rodeo grounds, an arena, and/or community event center. To facilitate this future development, the proposed land use is designated as Parks. The proposed venue could be beneficial to

the Community, but priority should be placed on development near the CBD first to create vibrancy within the downtown.

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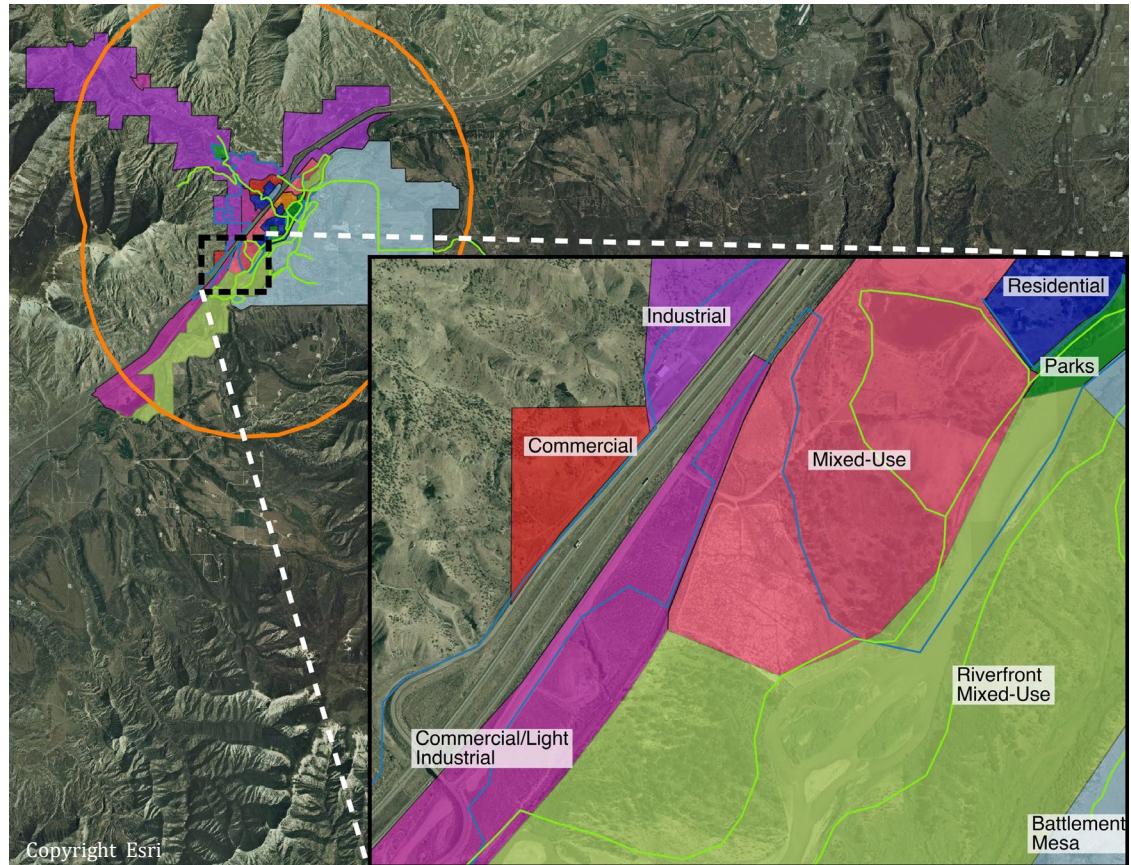
Map 7: Northwest Parachute

SOUTH CENTRAL

The south central section of Town has the potential for commercial, residential, and recreational development. Mixed-Use zones (both standard Mixed-Use and Riverfront Mixed-Use) will make up the majority of this section of town and could include commercial and retail development along with multi-family housing and single-family homes. It is anticipated that the retail and commercial development will occur along the transportation corridor through the Mixed-Use zone (which will be discussed in a later section) with housing filling in on either side of the retail and commercial uses. This arrangement will provide the most value and utilization of available land. Entertainment venues, such as a sports complex, is another potential use within the Mixed-Use zone

The land adjacent to the west (south-west) interchange has been designated as Commercial and Commercial/Light Industrial, and is a prime location for a truck stop, and other

transit oriented commercial development. The Commercial zones on either side of the freeway will serve as the gateway to the Community from the west, and as a reminder to stop and shop for travelers coming from the east.



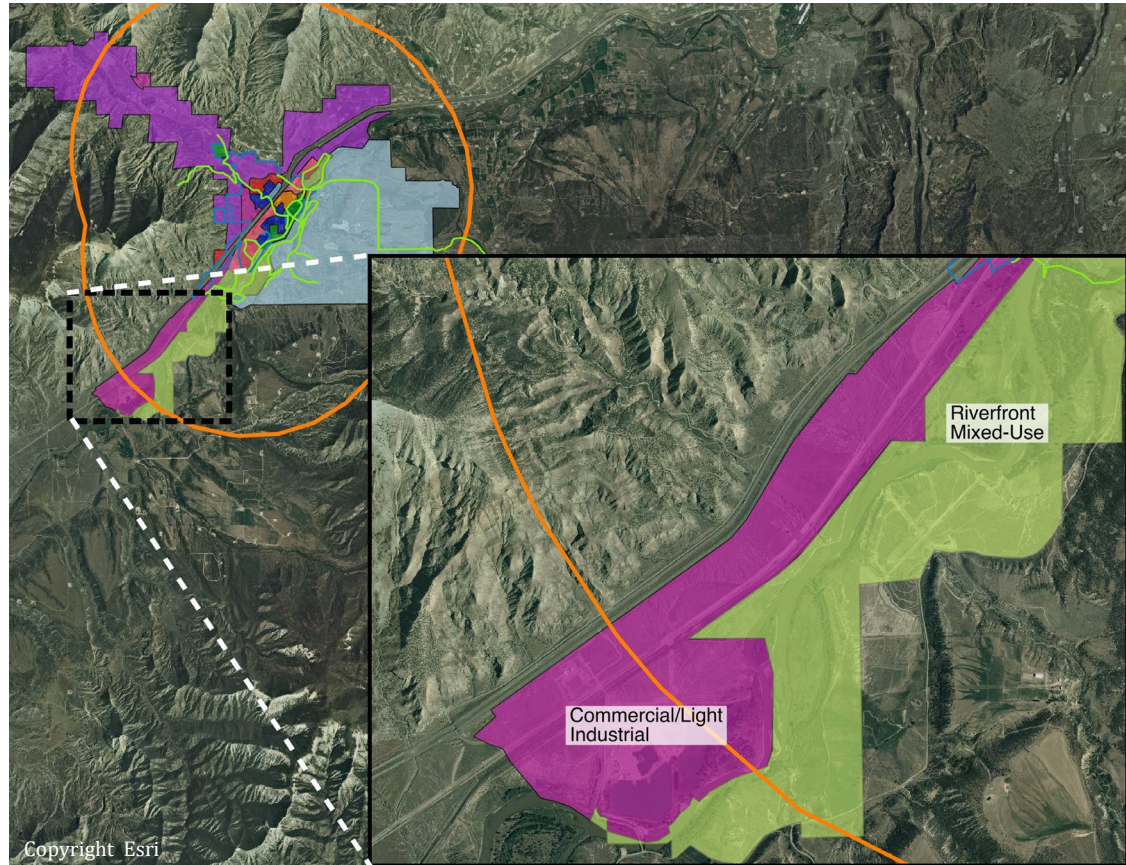
Map 8: South Central Parachute

SOUTHWEST

The Town's boundary currently only extends approximately a quarter-mile past the southwest interchange. Several employers and gas wells are located slightly further to the south and should be considered for inclusion in the Town's annexation plans. The land's topography and current uses will limit what can currently be considered in this area, but different uses are possible in the future.

Specifically, the Riverfront Mixed-Use zone should extend along the Colorado River to provide additional outdoor recreation opportunities. The remaining land should be initially designated for Industrial use. The narrow section of land between I-70 and Old Highway 6 has several gas wells, which will provide property tax benefits to the Town in the short run. In the long run, this land would be ideal for additional commercial development due to its visibility and potential access from the freeway. The southernmost tip of the planning area

has potential to transition from its current use to riverfront residential uses. Care must be taken to delicately approach possible transition plans. The current landowners and facility operators should be allowed to continue their operations until the end of their economic life, at which point transition plans can be explored in greater detail.



Map 9: Southwestern Parachute

TRAILS AND TRANSPORTATION

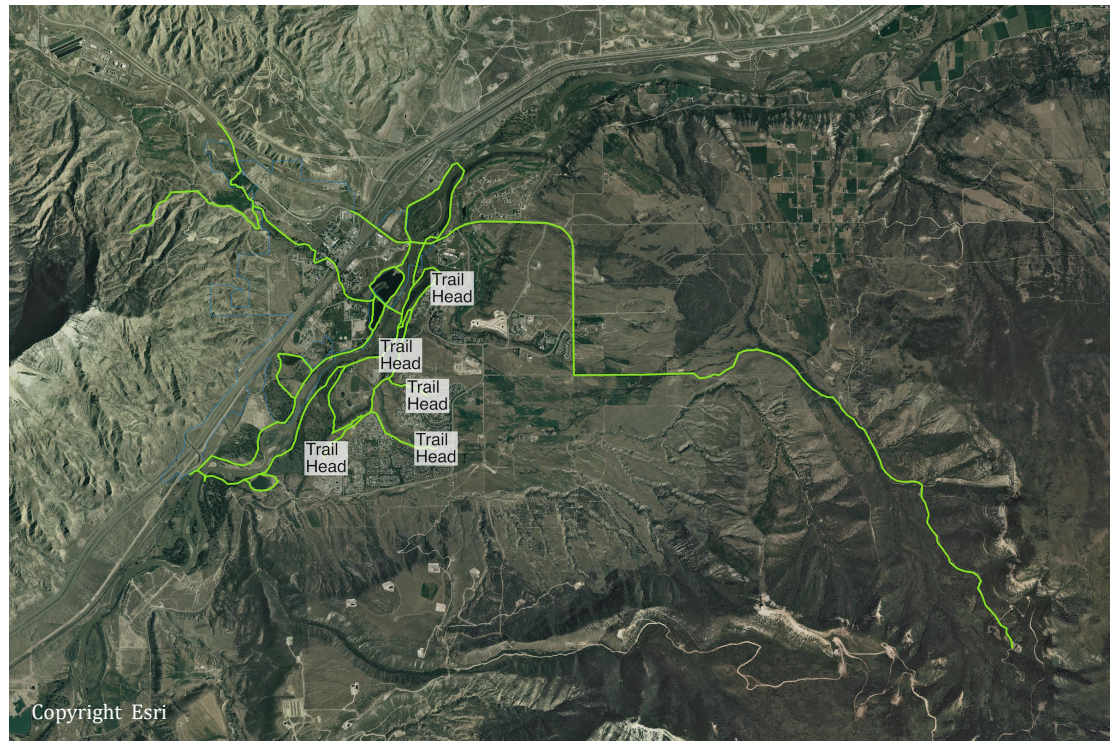
Trails

As described in Chapter 1, outdoor recreation is important not only for attracting outside visitors, but also important in order to provide quality of life assets for residents. Biking trails are an excellent way of accomplishing both goals, and are becoming increasingly valuable in attracting members of the “Millennial” generation. As has been described previously, the green lines through the planning area represent possible pedestrian and bicycle paths that have the potential of connecting Community residents with entertainment and recreation activities.

The pathways also have the potential of better connecting the Town of Parachute to the community of Battlement Mesa. The development of trails and trailheads should be explored in collaboration with the ownership/leadership of Battlement Mesa to identify the best possible routes and trailhead sites. Potential sites have been identified and are shown in

Map 10. Of particular note is a potential trail development that extends from downtown Parachute to existing trails on top of the Battlements, including those that access the Battlement Reservoirs.

A group in Battlement Mesa is currently identifying potential trail routes within the PUD. The Lower Valley Trails Group (LOVA) is also working very hard to establish a trail from Fruita to connect with the Glenwood Springs trail system. This trail has been identified as the number two (2) priority by a Governor’s Task Force. In addition, a trail to the battlements for mountain biking, hiking, and off-road vehicles is identified.



Map 10: Potential Trailhead Sites

Transportation

The new developments that will be recommended and discussed in Chapter 6 will create additional strain on the Town's roads, and particularly those that will service the CBD and neighboring parks. Also, Cardinal Way will need to be extended further to the south to allow it to connect to the southwest interchange. Map 11 shows the major arterial roads throughout the Community, including the proposed extension to Cardinal way. It is anticipated that these sections of road will receive the most additional traffic due to new development.



Map 11: Transportation Corridors

In particular, the section of road that is likely to experience the most additional traffic is the section of Highway 300 between I-70 and Battlement Parkway, and Cardinal Way where it connects to County Road 300. Current traffic within this section of the Community was obtained from the Colorado Department of Transportation (CDOT) and was analyzed to determine the potential need for future infrastructure improvements or possible roadway expansions. Peak traffic flow rates were determined and are reported in Table 2.

Road	Current Peak Flow Rate	Maximum Stable Flow Rate
Southbound 300	444	900
Northbound 300	417	900
300 Combined (both directions)	665	1,800
Eastbound Cardinal Way	59	900
Westbound Cardinal Way	206	900
Cardinal Way Combined (both directions)	254	1,800

Source: CDOT

Table 2: Traffic Corridor Analysis, 2015

Peak flow rates in each lane don't necessarily add up to the peak flow rate for the road as a whole. For example, both Northbound and Southbound 300 reach peak flow rates in excess of 400 cars per hour, but they don't peak at the same time. Northbound 300 peaks in the morning when residents from Battlement Mesa are leaving for work, and Southbound

300 peaks at the end of the day when they are returning home. At any given time, the total traffic on the road does not exceed 665 cars per hour.

1,800 cars per hour is the generally accepted stable flow rate for a two-lane road. Flow rates above 1,800 are considered unstable and communities should invest in infrastructure improvements to widen the road or provide alternative routes. As shown in Table 2, current traffic on the major transportation corridors has a lot of room for growth before congestion becomes an issue from a traffic-engineering standpoint.

However, there is currently a need to improve road conditions and design further East along Battlement Parkway. The two-lane section of Battlement Parkway is rather narrow, and future improvements should include widening the road and improving the shoulder. Many residents would like a controlled intersection where East Battlement Parkway connects with North Battlement Parkway due to the sometimes lengthy waits required to turn left. However, current traffic counts do not justify adding a light at that intersection. A light should be considered in the future, but traffic will have to increase substantially before one is warranted.

In the future, as Battlement Parkway and County Road 215 begin to reach their capacity limits, another route of connecting the population of Battlement Mesa to I-70 will likely be needed. The most logical and economically viable solution will be to improve and utilize County Road 300/Stone Quarry Road. County Road 300 already connects Battlement

Mesa Old US Highway 6 by crossing the Colorado River near the southern end of the planning area (see Map 12). Rather than re-engineer a completely new road and river crossing, the Community will be able to save a considerable amount of money by utilizing existing assets.

Additionally, by utilizing County Road 300, the Community will have additional leverage of adding a third freeway interchange near the southernmost end of the planning area. US Interstate Highway standards dictate that the minimum distance between interchanges in rural communities is three miles. County Road 300 approaches I-70 approximately 2.5 miles from the existing southwest interchange. If an alternative route were used to connect Battlement Mesa to I-70, the Community would likely not be able to justify the addition of a new interchange, because the distance from existing interchanges would be too close. By utilizing County Road 300, the Community will have the greatest chance of adding a

third interchange which will provide substantial economic benefit.



Map 12: County Road 300



Photo Credit: David Sanabria

4 | RETAIL ANALYSIS

SUMMARY

The Community is currently underserved in retail offerings. Existing retailers and businesses have struggled to make ends meet, particularly during downturns in the natural gas industry. The limited selection of retail offerings in the local market has led to a significant amount of retail leakage with residents travelling long distances for major shopping trips. Even when local goods are available, residents often choose to forego purchasing local goods in favor of purchasing the goods in conjunction with a major shopping trip to one of the neighboring retail nodes such as Grand Junction or Rifle. While the Community captures a significant amount of retail activity from the freeway, it is currently not enough to make up for the leakage that is taking place with local residents. The following analysis and discussion identifies opportunities to reverse the retail leakage that is taking place, and to capture an increased portion of retail activity from visitors and travelers utilizing I-70.

Current Retail Landscape

In comparison to surrounding communities, the Town of Parachute captures an impressive amount of retail activity per capita, and is second only to Glenwood Springs. However, when combined with Battlement Mesa, the Community as a whole is capturing just under \$10,000 per capita, whereas the State average is over \$15,000. The difference

between the Community's per capita retail spend and State average is the amount of leakage, or missed local economic activity, that is taking place. Further analysis suggests that while the Community currently has the expected mix of some retail establishments, others, such as clothing, electronics, and appliances stores are lacking. Attracting the right mix of retailers that are able to capitalize on existing needs may represent an area of low-hanging fruit.

Recruitment Strategy

Three (3) basic categories of retail opportunities exist:

- Those that may be interested today based on an unmet local or regional need;
- Those that may be interested today based on an unmet need of travelers and visitors; and
- Those that would be interested contingent upon future growth and community momentum.

Each of these categories is explored and opportunities within each are identified below.

An effective recruiting strategy will leverage the assets of the Community and will cast a vision of the growth and the development that are planned. It is important that the vision be based in reality; yet is capable of capturing the imagination of potential retail operators. All three (3) categories of companies will be more likely to come to the area if the Community can clearly demonstrate and communicate how beneficial future development can be.

Implementation

Implementation strategies and specific action steps are described. Action steps include identifying potential retailers, demographics analysis and marketing materials preparation, casting the vision to potential retailers, developer recruitment, and more.

Closing the Gap

A large catalytic project in the Community will likely require a substantial level of public participation. Without public participation, private developers will not be able to achieve market-rate returns and will continue to choose to invest in other locations with a larger population base. Public incentives such as Tax Increment Financing (TIF), Public Improvement Fees (PIF), and sales tax sharing are described in detail. The public-private partnership enabled through these tax incentives represents the most cost effective manner in which a community can correct market shortfalls and gain access to amenities that would otherwise be impossible.

Retail Interest

The first steps of implementation have been carried out and the results are detailed. Several retailers in multiple categories have expressed a preliminary interest in participating in a new development project within the Community and include national brands such as Shopko, Ross, Arby's, and Jimmy John's.

Recruiting Primary Employers

The overall strategy of recruiting additional primary employers to the Community will follow the same basic steps outlined in the retailer recruitment section. Focus should be placed on identifying potential employers that would gain a competitive advantage by locating to the Community, such as manufacturing operations that use sodium bicarbonate as a major ingredient. In conversations with potential companies, it will be important to cast the vision for the future, then identify and rectify any infrastructure or financing gaps that may exist.

CURRENT RETAIL LANDSCAPE

Generally speaking, there are two (2) sources of retail demand within a given geographic location. The first and often primary source of retail demand is driven by the consumption needs of the local population. The larger the local population, the greater the demand for local retail offerings. The second demand driver is from non-local sources that can include spillover from surrounding communities, or tourists and travelers that are passing through or visiting. The combination of these demand drivers constitute the total local retail demand, and in turn, influence which types and the total number of retail establishments that can be reasonably supported within a community.

A baseline analysis of the current retail offerings in comparison to surrounding communities and/or the State, provides

a point of reference regarding initial opportunities and establishments that may be interested in opening a new store within the local market. Table 3 shows the total amount of taxable sales that occur within the local market in comparison to neighboring communities and the State average. Due to the difference in reporting cycles for the State vs. individual municipalities, the State average is for the year 2013 and all of the municipal data are for 2014.

Although Parachute is not typically thought of as a retail node, it captures an amount of retail activity per capita that far exceeds the State average, and is second highest among comparison communities within Garfield County or along the I-70 corridor. However, when retail activity for the Town of Parachute is added to the retail activity in Battlement Mesa, the combined Community has a level of retail activity that is below the State average, and is at the lower end of the comparison communities.

Location	Taxable Sales	Population	Taxable Sales per Capita
Colorado (2013)	\$ 79,025,674,000	5,264,890	\$ 15,010
Glenwood Springs	\$ 496,076,171	9,849	\$ 50,368
Parachute (alone)	\$ 50,379,023	1,109	\$ 45,427
Grand Junction	\$ 1,898,904,188	61,212	\$ 31,022
Rifle	\$ 229,296,540	9,279	\$ 24,711
De Beque	\$ 11,357,804	492	\$ 23,085
Carbondale	\$ 94,676,058	6,514	\$ 14,534
Parachute w/ Battlement Mesa	\$ 54,043,565	5,446	\$ 9,924
Silt	\$ 21,717,936	2,988	\$ 7,268
New Castle	\$ 25,964,502	4,563	\$ 5,690
Battlement Mesa (alone)	\$ 3,664,542	4,337	\$ 845

Source: Colorado Department of Revenue

Table 3: Taxable Sales Comparison

Overall, many of the communities listed capture much more retail activity than would be expected based on population alone. The difference can be explained by a combination of high median incomes, retail surplus (opposite of retail leakage) from other markets, and tourist activity.

To gain greater insight into the types of retail activity that are leaking to surrounding markets, the number and types of retail establishments within the Community were compared to State averages. Table 4 shows a list of major retail and accommodation and food service categories, the average number of establishments within each category per 1,000 Colorado residents, and the number of establishments and

gross sales that would be expected within each category for the Community based on population. Subcategories are shown with indentations. The number of establishments and the expected sales from those establishments for the Community represents a scenario based on the local market being able to capture 100% of the anticipated local demand.

The number of current retail establishments were determined based on self-reported NAICS codes by local businesses. The reported codes typically only cover the primary business activity of an establishment, and therefore may not capture all of the retail offerings that are available within the Community.

Retail Category	Number of Establishments in Colorado	Sales per Capita (Colorado)	Establishments per 1,000 Residents (Colorado)	Expected Total Sales for Parachute/Battlement Mesa	Expected number of Establishments for Parachute/Battlement Mesa	Current Number
Retail trade	18,474	\$13,448	3.7	\$73,236,634	20.0	40.0
Motor vehicle and parts dealers	1,856	\$2,888	0.4	\$15,730,531	2.0	5.0
Automobile dealers	644	\$2,363	0.1	\$12,867,737	0.7	1.0
Automotive parts, accessories, and tire stores	989	\$324	0.2	\$1,762,752	1.1	3.0
Furniture and home furnishings stores	860	\$368	0.2	\$2,001,982	0.9	0.0
Electronics and appliance stores	836	\$333	0.2	\$1,812,367	0.9	4.0
Building material and garden equipment and supplies dealers	1,429	\$1,019	0.3	\$5,549,170	1.5	0.0
Grocery Stores	1,003	\$2,158	0.2	\$11,752,433	1.1	2.0
Supermarkets and other grocery (except convenience) stores	800	\$2,123	0.2	\$11,563,627	0.9	0.0
Convenience Stores	203	\$35	0.0	\$188,806	0.2	1.0
Beer, wine, and liquor stores	1,240	\$336	0.2	\$1,829,815	1.3	2.0
Health and personal care stores	1,272	\$520	0.3	\$2,830,540	1.4	2.0
Pharmacies and drug stores	391	\$377	0.1	\$2,050,826	0.4	1*
Cosmetics, beauty supplies, and perfume stores	211	\$49	0.0	\$267,901	0.2	0.0
Optical goods stores	275	\$40	0.1	\$218,814	0.3	0.0
Other health and personal care stores	395	\$54	0.1	\$293,000	0.4	2.0
Gasoline stations	1,618	\$1,500	0.3	\$8,169,708	1.7	2.0
Clothing and clothing accessories stores	2,362	\$672	0.5	\$3,658,500	2.6	1.0
Jewelry, luggage, and leather goods stores	351	\$81	0.1	\$439,250	0.4	0.0
Sporting goods, hobby, musical instrument, and book stores	1,282	\$393	0.3	\$2,142,843	1.4	1.0
General merchandise stores	614	\$2,236	0.1	\$12,179,059	0.7	1.0
Office supplies, stationery, and gift stores	689	\$106	0.1	\$579,444	0.7	2.0
Nonstore retailers	1,464	\$586	0.3	\$3,191,595	1.6	16.0
Accommodation and food services	12,744	\$2,700	2.5	\$14,706,307	13.8	16.0
Accommodation	1,556	\$800	0.3	\$4,357,413	1.7	6.0
RV (recreational vehicle) parks and recreational camps	204	\$29	0.0	\$159,867	0.2	1*
Food services and drinking places	11,188	\$1,900	2.2	\$10,348,894	12.1	10.0
Drinking places (alcoholic beverages)	753	\$83	0.1	\$454,070	0.8	0.0
Restaurants and other eating places	9,751	\$1,688	1.9	\$9,191,842	10.5	9.0
Full-service restaurants	4,691	\$903	0.9	\$4,920,168	5.1	4.0
Limited-service restaurants	3,821	\$636	0.8	\$3,463,202	4.1	5.0
Snack and nonalcoholic beverage bars	1,155	\$124	0.2	\$672,962	1.2	0.0

* Retail offering not captured by self-reported codes, but is known to exist within the community

Source: 2012 US Economic Census, Town records

Table 4: Establishments per Capita Analysis

The analysis from Table 4 suggests that the Community already has the number of establishments that can be expected in several categories, including grocery stores, restaurants, and general merchandise (such as Family Dollar). For example, Colorado averages suggest that a community the size of Parachute and Battlement Mesa would support one (1) grocery/supermarket store, one (1) general merchandise store, and approximately ten (10) restaurants. The number expected are close to the current reality. However, many of the existing store owners have expressed in interviews that they are struggling and are on the brink of closing down. The discrepancy between what is estimated to be a stable number of stores, and the number that are currently struggling to survive reaffirms that a substantial number of local customers are patronizing restaurants and retail shops outside the local market.

There are other categories where the Community has more establishments than would be expected. For example, a community the size of Parachute and Battlement Mesa is expected to support 1.7 accommodation establishments, yet Parachute is reported to have six (6). Demand drivers that existed previously, such as drilling activity, justified the investment in excess capacity. However, current room prices and vacancy rates suggest that there is excess supply in the local market.

The analysis also provides insights into potential categories that may represent low hanging fruit for future development. For example, a community the size of Parachute and

Battlement Mesa is expected to be able to support 2.6 clothing and accessory stores, yet only one is reported to exist in the Community. The analysis also suggests that a hobby store selling items such as sporting goods, books, and musical instruments, may fill an unmet need. The local population is also on the cusp of being able to support additional opportunities such as an appliance and electronics store. In some cases, a single retailer that provides goods in multiple categories may be able to survive, while specializing on a single category may not be feasible.

RECRUITING STRATEGY

Ultimately, in order to recruit the type and number of retail offerings that have been requested by Community stakeholders, the population of the Community will have to grow. Potential retailers that choose to locate to the Community today will not have access to as large of a local market as they would typically get in another location in Colorado. To minimize risk and maximize returns, retailers will consistently choose larger markets where their stores can perform at, or better than average. Because average returns are not being met by existing operators within the Community, there is little motivation based solely on market forces to justify new investment.

Growing the population of the Community is a multi-year effort and will require the implementation of the strategies put forth in Chapter 6 (Recommendations) of the Comprehensive Plan. Specifically, the creation of a destination venue

in the downtown core of the Community that includes elements of entertainment and recreation will increase the number of visitors and residents in the Downtown, and will increase the demand for retail. Increased demand will benefit existing and future retail operators. However, there are efforts that can be made now to add retail establishments while progress is being made on other strategies.

Meeting Local and Regional Needs

One strategy of recruiting additional retailers is to identify gaps in local retail offerings and recruit operators that are capable of filling those gaps. For example, the population and per capita establishment analysis above suggested that a clothing and clothing merchandise operation may be supported based on the local population size alone. While a small clothing store may struggle, there are retailers that offer clothing in addition to a number of other products that are not offered by current local retailers.

Examples of retailers that fit this mold include Shopko Hometown, and possibly Ross Dress For Less. Shopko Hometown is a smaller store format than a typical Shopko, but still includes the same types of products including clothing, soft goods, toys, nutrition, and a limited selection of appliances and electronics. Shopko would cater mostly to the local population, although there is a possibility that residents from neighboring communities such as Rulison and De Beque would choose to shop at a Shopko Hometown in Parachute, instead of travelling to Rifle or Grand Junction to purchase similar goods.

Ross Dress For Less specializes in discount clothing, although they do have sections of the store dedicated to household goods, toys, and electronics. The nearest Ross stores are currently in Glenwood Springs and Grand Junction, so it is possible that a store in Parachute would be able to capture a portion of the Rifle market in addition to the local demand.

When approaching these companies and other similar retailers, it will be important to cast the vision of what is planned in Parachute with regards to the Central Business District and future recreational development near the Colorado River and Spring Lake. A strong vision from the Town's leadership will can go a long way in helping potential operators see the value of locating to the Community, particularly when the current economic status quo may not justify it. Operators need to be reminded of the value of investing in a community while real estate prices are low, and then riding the wave as momentum builds. A strong vision and a plan for redevelopment will help operators understand the value of investing early and being part of the change.

Non-Local Needs

Another opportunity for retail development is in catering to the needs of potential customers that are passing through the area. The value of I-70 and the 34,000 vehicles that pass by Parachute everyday should not be underestimated.

One potential area of low-hanging fruit in meeting the needs of non-local visitors is in food establishments. Although the Community has ten (10) restaurants, only two of them are

nationally branded limited-service (also known as fast-food) restaurants. Based on Colorado averages, the local population size would suggest that four (4) of the local restaurants should be fast-food, and the high volume of traffic from the freeway may provide the support for even more. However, due to the current limited offerings within the Community, a large number of potential customers are likely choosing to continue to drive on to Rifle or Grand Junction. The limiting factor in recruiting additional nationally branded fast-food restaurants will likely be the lack of existing compatible buildings and the need to invest in new development. This is another instance where casting the vision of the new Central Business District development and future high quality commercial space will help grab the attention of an operator that would otherwise look past the Community.

Contingent Companies

A third category of retailers that can be recruited are those whose interest in the Community would be contingent upon other development. For example, outdoor recreation rental companies and outfitters would have a hard time making ends meet today, but as the recreation and entertainment opportunities near the Colorado River are developed as described in the Comprehensive Plan, an operator may have interest, because market demand will justify the necessary investment. Likewise, the recreation development will open the door for novelty retail, gift shops, boutique soft goods, and specialty food stores, such as an ice cream parlor.

Casting the vision, and then following through to implement the strategies of developing the outdoor recreation opportunities will be the start of a new virtuous cycle in the Community. As development occurs, the Community will become an attractive location for the contingent retail operators. The combination of recreation and retail development will cast a new positive light on the Community that will be attractive to future employers and future residents. As the Community grows, additional retailers will become interested in the Community, because the population and the stability of the workforce will begin to justify investment on its own and the cycle can continue. Without the vision of the new Central Business District and other redevelopment efforts, it will be hard to gain the traction necessary to recruit new retailers, employers, and employees.

IMPLEMENTATION

Action Steps Required

Action Step #1 – Identify Potential Retail Gaps

A detailed list of potential retailers should be developed based on gaps in the local and regional market. For rural communities, it is likely that operators will need to focus on more than one segment of the market (such as a mixture of clothing, electronics, and household items) to ensure that they are able to operate profitably.

Action Step #2 – Conduct Demographic Assessment of the Local Market

Most retailers will have a strict set of requirements that a site must meet before they will consider placing a store there. Typical benchmarks that retailers will look for include population, population growth estimates, and median income. It is helpful to include these numbers for a 5, 10, and sometimes 20-mile radius originating from the proposed site. Access to the site and traffic counts along adjacent roadways, and the location of competitors are additional elements that potential retailers will want to consider. The information described above should be formatted into an easy to read flyer that can be shared with potential retailers. See Appendix A for an example flyer.

Action Step #3 – Develop List of Potential Recruitment Targets

Based on the gaps identified in action step #1, a list of potential retailers that may have interest in the local market should be generated.

Action Step #4 – Contact Potential Retailers

Many of the national chain retailers will have a real estate division responsible for new site selection. The real estate group is a great place to contact first. Alternatively, other retailers work exclusively through regional brokers for site acquisitions and this broker can be a great point of contact. During the initial conversation with a potential retailer, it will be important to highlight the merits of the proposed lo-

cation including the demographic elements identified in action step #2. It is also important to describe the vision for future nearby development such as the project scope, adjacent retailers, outdoor recreation elements, new housing, etc. Representatives from the retailers may want to jump on Google Earth to go on a virtual tour of the site over the phone.

The potential retailers should be asked questions regarding their interest in the site, or what might be done to allow them to become interested such as preferred co-tenants or adjacent development. The flyer developed in action step #2 should be sent as a follow-up. Follow-up questions should gather information such as building design requirements, acceptable lease rates or preferred ownership structure, preferred developers, and a rough timeline on their decision making process.

Action Step #5 – Land Assemblage

Based on the number of potential tenants and their individual square footage requirements, it will now be possible to finalize a site and lock up ownership via option agreements.

Action Step #5 – Recruit Developer

It will be much easier to attract a developer once potential retailers/tenants have expressed interest in locating to the new project, and the land has been packaged together.

Action Step #6 – Design and Bid

Working closely with the developer, an architecture firm should be selected to design the project, and then construction bids should be solicited. The bids will allow the developer to create a detailed estimate on the total projects costs that can be used to define the financing gap that exists between expected revenue and the debt service on the project.

Although traditional development would require the operator/developer to cover these costs, it may need to be initially borne by the public sector and reimbursed as a project cost once financing is secured.

Action Step #7 – Project Financing

It is anticipated that a catalytic project like the one that is necessary to revitalize the Community will require a variety of financing sources including private investment, grants, and public incentives. Public incentives will be required to close the gap between the current market realities vs. the developer’s required returns. Although public incentives may be somewhat new to stakeholders and residents of the Community, they are commonly used throughout the State by large and small cities alike.

Closing the Gap

In many cases, at least initially, the potential retailer will not be able to meet their required return requirements if they open a new location within the Community today. As described previously, the local market size is too small to warrant significant new retail development, and the retailers

will choose to focus on areas with more promising returns. However, the tables can be shifted in favor of the Community by way of public-private partnerships.

One common method to help close the financing gap is through Tax Increment Financing (TIF). Under Colorado law, TIF is enabled through the creation of a local Urban Renewal Area (URA). Essentially, TIF captures a portion of the value that is created by a new development and returns or refunds a portion of that value back to the developer to help close the gap between capital and operation requirements, and the project revenue.

For example, a new commercial development that is anchored by a store such as Shopko Hometown would be valued at several million dollars, and would generate significant property tax revenue beyond what is currently being produced by that section of the Community. The additional tax revenue is referred to as the “tax increment.” The URA is able to capture a portion of the tax increment, and it is returned to the project to help cover the debt service and other expenses. In this regard, a developer is able to leverage the tax increment to build a project that is larger in scale and more impactful than they would be able to build on their own without the public investment.

Depending on the size and scope of the project, TIF may not be sufficient to provide the necessary incentives to get a developer interested in taking on the project. Another incentive that can be considered is local sales tax sharing. Because Parachute is a Home Rule Municipality, it has control over

how local sales tax is collected and spent; therefore, the Town can allocate a portion of the sales tax generated from a new development to be returned back to the development itself. Local sales tax sharing is a powerful incentive and could go a long way in helping to close the deal with a major retailer such as Shopko or Ross.

One other incentive that works well for retailers is the Public Improvement Fee (PIF). PIF is similar to sales tax in some ways, but very different in others. In order to collect PIF, a Public Improvement Corporation (PIC) is typically formed, which is a non-profit corporation whose mission is to support the objectives of a public entity, such as the Town. A PIC has a defined boundary, and requires the consent of the landowners.

At its core, a PIF behaves similar to a sales tax in that it is an extra percentage amount that is applied to retail transactions that occur within the specified geographic area. The PIF is applied to a transaction amount before sales tax; therefore, sales tax is charged on the PIF amount in addition to whatever goods are being purchased.

The fee is collected by a third party administrator, often the PIC, but can also be collected by the Town and then deposited into the PIC's bank account. PIF funds must be used for improvements to the property where the PIF was collected. PIF funds can be used for a variety of purposes such as land acquisition, new construction, improvements, landscaping enhancements, public events, etc. Developers can monetize

PIF revenue to help cover debt service on a new development and, under some circumstances can issue bonds backed by PIF revenue. Thus future PIF revenue can be leveraged even before actual sales begin. Because PIF is a "fee" and not a "tax" it does not require governmental approval or general election, and instead is instituted by way of a covenant that is tied to the private property or to a lease.

The municipality wherein the PIF is collected can opt to enter into an agreement with the property owner to reduce, or "credit" sales tax collected at that development to offset the PIF, so that a consumer would continue to pay an effective tax/fee rate that is similar to the typical municipal sales tax without the fee. PIF can be implemented for new retail development, but it can also be added to an existing development that is in need of revitalization.

The public-private partnership model using methods described herein has been shown to be the most cost effective way for communities to gain access to new development and new amenities that would otherwise locate to another community. It is important to educate the general public that the revenue refunded through TIF or the other incentive options would not exist were it not for the investment of the private sector in the new development. When used responsibly, TIF, PIF, and sales tax sharing are methods of correcting for market shortcomings and are not methods of padding the pockets of opportunistic investors.

Colorado law requires that taxing entities that may be impacted by a TIF, such as special districts, the school district,

etc., be included in the discussions and agreements that dictate how TIF would be collected and utilized in a potential project. The involvement of the taxing entities facilitates local government oversight and ensures responsible usage of public funds.

In some cases, public participation by helping to pay for infrastructure requirements may be sufficient to help close the required financing gap. However, large catalytic projects such as those anticipated for the Central Business District will most likely require a significant amount of public participation via TIF, PIF, or sales tax sharing.

RETAILER INTEREST

Action steps 1-4 have already been initiated and over 50 potential retailers have been identified and contacted to gauge their interest in locating to the Community. A complete list of retailers, contact information, and notes from each conversation will be provided in a separate document. Highlights of potentially interested retailers will be described below.

Major Retailers

Major retailers contacted include Shopko, Ross Stores, Stage Stores, Chico's, TJ Maxx, and Walmart. Of those contacted, most of the retailers did not provide a response, likely because the Community is too small to capture their attention. However, Shopko did express potential interest in the site as a possible location for a Shopko Hometown store. The population of the local market is on the low end of what they are

looking for, but there are Shopko Hometown stores in even smaller communities.

Additionally, Ross Stores expressed a similar sentiment, and thought that Parachute might be a good mid-point location between their existing stores in Grand Junction and Glenwood Springs. The population is on the low side of their requirements, and representatives mentioned that incentives would be required to make up for the small market size. Either of these retailers would be a tremendous asset to the Community, and would help to reverse a portion of the retail leakage that is currently taking place.

Grocery Stores

Grocery store operators that were approached include Safeway, Aldi, Winco, and Kroger. None of the grocery stores contacted expressed an interest in opening a new location in the Community. Specifically, Winco was of great interest to Community stakeholders, but the representatives stated that the local population was much too small for them to consider placing a store there. High traffic counts were not enough to gain their interest.

Other Community stakeholder requested grocery operators, such as King Soopers and Food 4 Less are Kroger brands, which is also the parent company of City Market. Kroger chooses the brand for a particular location based solely on geography. City Market is the only format they will place on the Western Slope of Colorado.

Limited Service Restaurants

Over two-dozen limited service restaurants were contacted, and yielded two (2) positive leads. The first is Arby's, which expressed interest in the Community as a potential location for a corporately owned store. Arby's would prefer an end-cap location, which would require a new development. Jimmy John's also expressed interest in opening a store, and has experience in Colorado towns that are of similar size as the Community. However, Jimmy John's would require an interested franchisee before moving forward.

Other fast food restaurants that requested additional information for further review include McDonalds and Sonic Drive-In. Many of the potential operators stated that they would not consider the site until an interested franchisee is identified.

Full Service Restaurants

Of the four (4) full service restaurant operators that were contacted, Applebee's is the only one that expressed preliminary interest in adding a store to the Community. Representatives are currently reviewing the site information.

Specialty Food Service

Of the six (6) specialty food service operators contacted, none of them expressed current interest in the site. However, several operators including Cold Stone, Dunking Donuts, and Krispy Kreme, stated that they would consider the site if an interested franchisee is identified.

Next Steps

To maximize the momentum that has been gathered to date, the Community will need to continue to invest in following up with the potential retailers and proceed with action steps 5-7.

JOB RECRUITMENT

The overall strategy to recruit and add primary jobs to the Community is similar to the strategy described above for retailers. It will be important to cast a vision for the future and describe why employers should be interested in the Community as a location for their operation. It will become much easier to recruit businesses if owners are personally interested in the entertainment activities, the culture, and the retail offerings of the Community.

The low hanging fruit in terms of jobs and employer recruitment will be businesses that can gain a strategic advantage by locating to the Community. Examples may include manufacturers that use large amounts of sodium bicarbonate in their products. Co-location with the Solvay (Solvair Natural Solutions) facility will help both operations save on shipping and logistics costs.

Other potential employers that would be potentially interested in the Community may include regional distribution centers for UPS and FedEx, and heavy manufacturing operations. Parachute has the infrastructure, the labor force, and the ideal location for the manufacturing of heavy equipment.

The action steps outlined above for retail can be repeated for

additional employers, including the steps of identifying potentially interested parties, contacting as many as possible to discuss the opportunity, identifying needs, and then using incentives to fill the economic gap that might exist. These steps have been implemented by other communities with great success.



5 | COMMUNITY ANNEXATION

The purpose of this portion of the Comprehensive Plan is to explore the feasibility of joining the Town of Parachute and the unincorporated development of Battlement Mesa into a single municipality. As described in Chapter 1, the Town of Parachute and the unincorporated development of Battlement Mesa rely on one another for support, and in many instances, they survive and operate together as a single economic “Community” rather than two (2) separate communities.

Because of the close relationship between the two (2) communities, it has been reported anecdotally in stakeholder interviews that it is quite common for residents of Battlement Mesa to assume that they are part of the Town of Parachute. For example, there are reports of residents who thought they were part of the Town because the name “Parachute” is used for shipping and physical address identification for Battlement Mesa by the Postal Service. Also, other residents of Battlement Mesa have assumed that they should have the ability to participate in local elections and public debate for Town ordinances, without realizing that the close proximity does not equate to political representation.

Incorporation brings with it a number of benefits and privileges to the community of Battlement Mesa. For example, State Energy tax funds, such as State Severance Taxes and the Federal Mineral Lease funds, are distributed to incorporated entities, not PUDs or covenant protected communities such as Battlement Mesa. As a result, Battlement Mesa may

benefit indirectly from these funds, but the development is missing out on approximately \$670k of direct payments annually. Without incorporation, this money will continue to be spread throughout the County, but will not be directly allocated to Battlement Mesa.

There are many other potential benefits from incorporation, such as:

- Improved local political representation and support;
- Faster maintenance and support services (e.g. snow removal);
- Improved access to grants and potential financing sources; and
- Ability to benefit from commercial and real estate development.

These topics and others will be discussed in greater detail throughout this report.

Along with the benefits, there are also additional costs that need to be considered. Examples of additional costs of incorporation include road maintenance and other basic government services that are currently being provided by Garfield County. After incorporation, these expenses would be shifted to the local municipality. They will be discussed in detail later in this report.

APPROACH

The concept of incorporating the community of Battlement Mesa into a separate municipality is not new, and significant effort and resources have previously been expended to this

end. To date, the previous studies have yielded similar results, stating in effect that the new municipality will not be able to collect sufficient revenues to cover the additional costs. The most recent study, performed in 2010, showed a financing gap of approximately \$355,000 that would occur if Battlement Mesa were to incorporate on its own. Much of the gap was attributed to the lack of commercial activity and the resulting lack of sales tax, which typically makes up a significant portion of a municipality's revenues. The report also stated that future commercial development within Battlement Mesa will be limited due to its distance from I-70, which is similar to the findings of Chapter 2 of the plan.

Annexation vs. Incorporation

The unfavorable results outlined by the two (2) previous incorporation feasibility reports have left many residents of the Community thinking that incorporation is a great, but impossible idea. The two (2) reports however, did not consider an alternative approach: combining the Town of Parachute and the community of Battlement Mesa into a single municipality. The joint approach may allow the Community to gain operating efficiencies that neither community could experience as a separate entity.

The most plausible method of combining the two (2) municipalities to save time and financial resources is to annex the community of Battlement Mesa into the existing Town of Parachute. The Town already has infrastructure, personnel, and resources in place and would ultimately decrease the amount of up-front investment needed to create a single, unified municipality.

Multiple estimation methods were used to arrive at the likely costs and revenues for the combined municipality. Specific methods will be detailed in each respective section, but in general, the costs and revenues were estimated by comparing the Community to other small and rural communities throughout Colorado, including the Town of Parachute. Additional information was obtained from DOLA, Garfield County, and from the previous Battlement Mesa Incorporation report conducted by BBC Research & Consulting.

ANNEXATION STRATEGIES

Legal Requirements

The legal basis for annexing unincorporated land into an existing municipality is outlined in the Colorado Revised Statutes, Title 31, Article 12, Part 1 (C.R.S. 31-12-101 through 122). The article outlines the conditions that must be met for a municipality to annex additional property, and provides several different options to accomplish the change. Under most circumstances, the following general guidelines apply to new annexations:

1. The proposed annexation area must share at least 1/6th of its perimeter with existing municipal boundaries
2. A municipality cannot extend its boundary by more than three (3) miles in any one direction in a single year
3. The annexing municipality must be able to provide the proposed annexation area with municipal services (water, wastewater, etc.) within a reasonable

time frame, or ensure that these services will be provided by another quasi-government entity (such as the Battlement Mesa Metro District) at a level consistent with the current incorporated area

4. Adequate public support needs to be obtained

Public Support

In brief, there are two (2) different methods for demonstrating the public support necessary to enact an annexation, namely:

1. Petition; and
2. Election.

Each option will be outlined below, along with recommendations on when and how each could be used.

State law allows for an additional type of annexation that does not technically require public support, but circumstances where this method can be used are quite limited. Town officials have expressed that they will not pursue any annexation strategy that does not include gaining and demonstrating public support. Therefore, only the strategies that include public support will be detailed in this report.

Petition

One of the most straight-forward methods for securing and demonstrating the necessary public support for annexation is through a petition. The petition method requires at least fifty percent (50.0%) of the landowners that also represent at least fifty percent (50.0%) of the land within the proposed annexation area, to sign a petition stating their support for

the annexation. The petition must include a legal description of the land owned by each signer and signatures must not be dated more than one-hundred and eighty (180) days prior to the petition filing date. This method will likely work for certain sections/neighborhoods of Battlement Mesa (and other sections of land surrounding the Town), but it may be difficult logistically to secure the necessary signatures to carry out a large annexation with numerous landowners.

Election

If it is not feasible to obtain the signatures required for the petition method, an election can be used to demonstrate the necessary public support. However, a petition requesting the commencement of annexation proceedings is still required to trigger the election process. Signatures are required from at least seventy-five (75), or ten percent (10.0%) (whichever is less) of the registered electors that are also landowners within the proposed annexation area.

Once the petition has been received by the Town Clerk, and is determined to be in compliance, the Town then petitions the District Court for Garfield County to hold the requested election. The Court then establishes a committee of commissioners that will oversee the election to ensure that it is handled according to State guidelines. The committee consists of three members: one representing the Town, one representing the landowners, and a third that is mutually acceptable to the first two.

Eligible participants in the election include registered electors within the proposed annexation area, and landowners.

Landowners, including non-resident landowners, are allowed to vote in the annexation election even if they are not registered electors. Corporate landowners can designate one of the corporation's officers to cast its vote. Additional details regarding the election process can be found in C.R.S. 31-12-112.

Large Tracts of Land with Single Ownership

In addition to the above mentioned requirements of obtaining public support for either method, express written consent is required from landowners that hold twenty (20) or more acres of contiguous land that has an assessed value of greater than \$200,000 within the proposed annexation area.

Annexation Process

The annexation process has been outlined in great detail by the State, and it is important that the Town follows the provided guidelines exactly to prevent unfavorable judicial action that may reverse or invalidate an annexation. It is recommended that Town officials carefully review C.R.S. 31-12-101 through 122 to ensure compliance throughout the entire process. A basic outline of required actions and activities listed in C.R.S. 31-12-101 through 122 will be included in this report, but is meant to serve as a reference, and is not intended to replace the need to refer to the Colorado Revised Statutes.

Annexation Proposal

The annexation process is initiated by the preparation of an annexation proposal that is delivered to the Town for review. The proposal describes the annexation area, demonstrates that the required public support threshold has been met, and includes additional details regarding the terms of the annexation. In the case of an election process, the proposal includes the petition requesting the election. The Town is then responsible to review the proposal to ensure compliance with annexation guidelines, and then a decision is made via resolution whether to proceed, or to deny the proposal due to non-compliance. If the proposal is deemed to not comply with the required annexation guidelines, the Town issues the opinion via resolution and is not required to proceed.

State law allows, and we recommend, that the Town establish a policy that requires a draft of the annexation agreement to be submitted with the annexation proposal. The annexation agreement establishes the terms and conditions upon which the new area will be annexed. Upon approval and eventual execution, the document becomes a legally binding contract between the Town and the landowner(s). The agreement should address items including, but not limited to: water and wastewater services, water rights, right-of-ways, easements, road maintenance, public land designations, building/architectural requirements, zoning, fees, and other items as deemed necessary to ensure mutual understanding of expectations. All of these items are a matter of negotiation between the landowners and the Town, and can change throughout the annexation process.

Public Hearing Notice

Once the Town determines that the annexation proposal meets the necessary guidelines in its preliminary review, a public hearing is scheduled. The primary purpose of the public meeting is to allow public comment and ensure that the proposed annexation meets the requirements set forth in C.R.S. 31-12-104 and C.R.S. 31-12-105. Public notice regarding the public hearing needs to occur at least 30 days, but no more than 60 days, prior to the hearing. Notice of the public hearing is required to be published once a week for four (4) consecutive weeks in a local newspaper or magazine with general circulation within the proposed annexation area.

Next, a copy of the published notice along with the proposal needs to be sent to the County Commissioners, the school district, and the special taxing districts that have territory within the proposed annexation area. The notice and proposal needs to be sent to these groups via registered mail no less than 25 days prior to the public hearing date.

Impact Report

No less than 25 days prior to the public hearing, the Town needs to prepare an annexation impact report that details the impacts of the annexation, and the Town's plans and intentions on how to provide services to the new area. Additional requirements for the impact report can be found in C.R.S. 31-12-108.5. One (1) copy of the report needs to be filed with the Garfield County Commissioners no less than 20 days prior to the public hearing.

Public Hearing

The purpose of the public hearing is to ensure that the proposed annexation meets the legal requirements set forth by the State. At the conclusion of the hearing, the Town will issue, by resolution, its findings on whether the proposed annexation meets the requirements, and whether or not an election is required. If the proposed annexation does not meet the requirements, the proceedings end and no further action is required.

Annexation

If an election is not required, and no additional items remain outstanding or unresolved, the Town may then annex the proposed area via ordinance. If it is deemed that an election is required, the election process described previously commences.

The outcome of the election dictates the next steps as described in C.R.S. 31-12-112.

“If a majority of the votes cast at such election are against annexation or the vote is tied, the court shall order that all annexation proceedings to date are void and of no effect and that the governing body shall proceed no further with the instant annexation proceedings. If a majority of the votes cast at the election are for annexation, the court shall order, adjudge, and decree that such area may be annexed to the municipality upon the terms and conditions, if any, set forth by the governing body, and the municipality, by ordinance, may thereafter annex said area and impose the

terms and conditions, if any, as approved by the land-owners and the registered electors.”

While the effective date of the annexation is set forth in the ordinance, the effective date for general taxing purposes occurs on the January 1st following the annexation date. A map of the annexation and the original annexation ordinance are filed by the Town, and a map and three (3) certified copies of the ordinance are then sent to the County Clerk and County Recorder. The County Clerk and Recorder are responsible for forwarding information of the annexation on to DOLA and the Department of Revenue to ensure that the State agencies can begin distributing tax collections appropriately.

Other Considerations

A zoning ordinance for the newly annexed area can be passed simultaneously with the ordinance for annexation, but cannot occur prior to the annexation ordinance.

FINANCIAL FEASIBILITY

Given the legal route forward for the Town of Parachute and Battlement Mesa to come together as a single municipality, additional financial analysis to understand the impacts on the Town and taxpayers is required to determine the desirability of such an action.

Local vs. County Support

Several different entities are currently providing municipal-

like services within Battlement Mesa. Specifically, the Battlement Mesa Service Association (BMSA) provides much of the common/public space maintenance, covenant enforcement, and other services that are typical for a Home-Owner’s Association (HOA). The Battlement Mesa Metro District (BMMD) provides water and wastewater services, and is contracted by BMSA to provide street cleaning and some road maintenance.

The remaining municipal services, such as law enforcement, judicial support, animal control, road maintenance, etc., are currently provided by Garfield County. In a sense, current services provided by the County have been viewed as “free,” because they are paid for by general County taxes, instead of a specific Municipal tax. In essence, the cost of these services is spread over the entire County population, vs. a smaller subsection such as a municipality.

The downside of this is that Battlement Mesa has received a level of service that is below expectations, and below the level of service that is provided in nearby Parachute. Much of the focus and the energy of the County has historically been allocated to larger population centers such as Rifle and Glenwood Springs. Battlement Mesa residents have often felt neglected and underserved. Attracting additional attention and support from the County is not likely given the population discrepancies, and therefore the most effective method to remedy the lack of services being provided to Battlement Mesa is to shift from County control to local control.

The shift will naturally bring with it an increase in the cost paid by local taxpayers, because the burden of providing the

services will be spread over a smaller population and will of necessity be in addition to the current County mill levy. The tradeoff for receiving support and an enhanced level of service needs to be viewed in the context of not just the dollar amount of additional taxes that may be required, but must also include intangible and unquantifiable benefits. Where possible, the potential impact will be financially quantified, but ultimately the deciding factor on whether to move forward may be the intangible benefits provided through annexation.

Town of Parachute’s Financial Status

The Town has benefited greatly from the region’s previous natural gas boom and wise financial decisions that have left the Town with a comfortable reserve fund and a low amount of long-term debt. Additionally, the Town’s ideal location near I-70 has resulted in sales tax revenue that is proportionally much larger than what most communities in Western Colorado receive. As described in the Phase I section of this report, sales tax receipts have declined in recent years, but the Town is currently implementing a broad strategy that will help attract new jobs and economic activity that will help replace recent declines. Specific expense and revenue categories for the year 2014 will be briefly outlined below.

Water/Wastewater/Garbage

The Town operates a municipal water and wastewater system and provides these services to Town residents for a monthly fee. There are approximately 376 active accounts,

and the revenue gathered from water and wastewater services in 2014 equaled \$313,292 and \$210,748, respectively. Expenses of operating these programs in 2014 exceeded revenues and were \$424,185 and \$275,178 respectively. The difference totaling \$157,323, or approximately \$418 per household, is subsidized by other municipal revenues. Garbage collection is provided through a contract with a third party and is not a source of a significant financial impact (see Table 5).

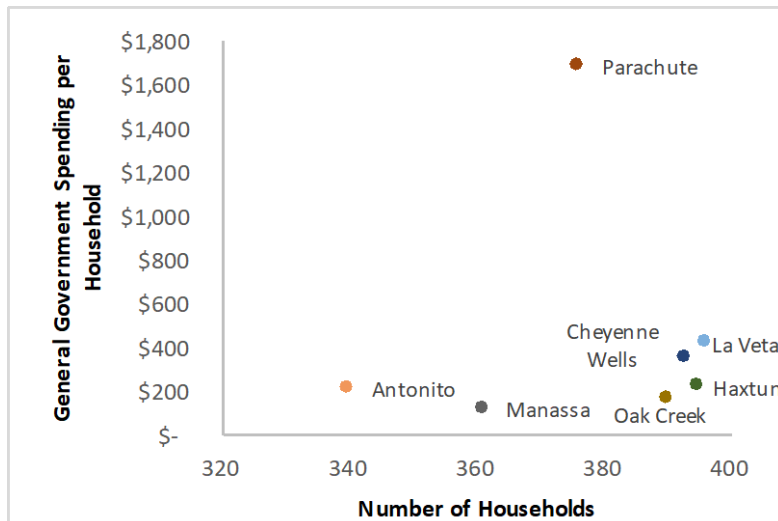
	Parachute Revenue		Parachute Expenses		Net
Water	\$	313,292	\$	424,185	\$(110,893)
Wastewater	\$	210,748	\$	257,178	\$(46,430)
Garbage	\$	55,943	\$	53,546	\$2,397
Total	\$	579,983	\$	734,909	\$(154,926)

Source: Town of Parachute

Table 5: Water/Wastewater/Garbage Expenses, 2014

General Government Expenses

General government is the largest category of expenses for the Town and equaled \$1,099,607, or approximately \$2,924 per household for 2014. Items within this category include executive and legislative, judicial, parks, planning and zoning, engineering, etc. Figure 42 shows a comparison of 2011 general government spending for other small towns throughout Colorado with a similar number of households. This is the most recent year for which comparison data is available. The comparison shows that the spending per household in Parachute is much higher than many other rural communities of similar size. The difference in spending per household may present an opportunity for future efficiency gains that will be discussed later in this report.



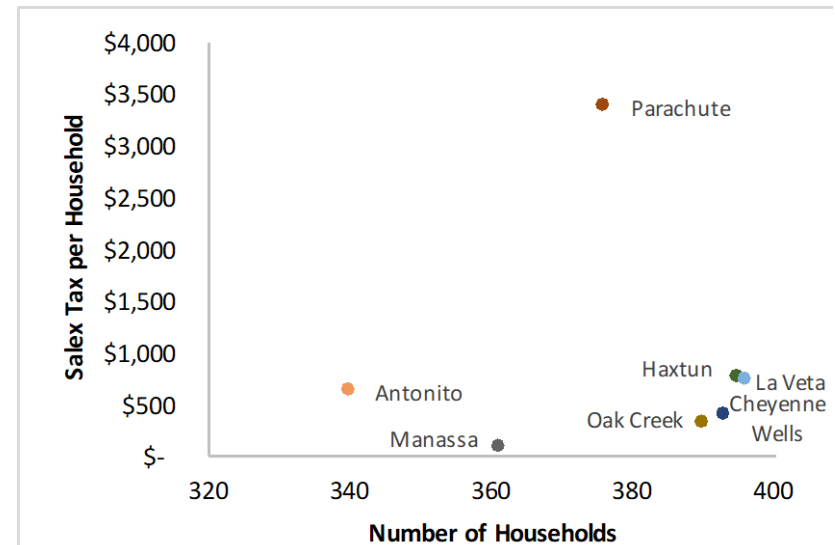
Source: DOLA

Figure 42: Parachute Spending Comparison, 2011

Law enforcement spending in the Town totaled \$485,110 in 2014 and includes the cost of five (5) full-time officers and office staff. This level of spending and the number of officers is high based on the number of households within the Town, but taken in context of the Community population and the amount of traffic from I-70, the level of spending makes sense. This is another area that stands to gain from efficiency improvements by combining with Battlement Mesa, because in some regards, the Town’s police force is already providing services to the residents of Battlement Mesa, albeit not directly.

Major sources of revenue for the Town include Sales Tax, Property Tax, and Severance/Mineral Lease Tax. Of these,

Sales Tax is the largest contributor, and is proportionally much larger than most rural communities (see Figure 43).



Source: DOLA

Figure 43: Sales Tax Comparison, 2011

Parachute’s level of sales tax collections at \$3,191 per household clearly suggests that the Town is capturing sales from a much broader market than just the local population.

The numbers also represent large transfers in 2014 from the General Fund to the Parachute Capital Improvements Fund and the new Reserve Fund.

	Parachute Revenue		Parachute Expenses		Net
Water	\$	313,292	\$	424,185	\$ (110,893)
Wastewater	\$	210,748	\$	257,178	\$ (46,430)
Garbage	\$	55,943	\$	53,546	\$ 2,397
General Government	\$	138,378	\$	1,099,607	\$ (961,229)
Law Enforcement	\$	70,807	\$	485,110	\$ (414,303)
Streets	\$	-	\$	564,205	\$ (564,205)
Culture and recreation	\$	-	\$	178,465	\$ (178,465)
Interest expense	\$	-	\$	2,917	\$ (2,917)
Property Taxes	\$	342,437	\$	-	\$ 342,437
Specific Ownership Taxes	\$	21,427	\$	-	\$ 21,427
Sales and Use Taxes	\$	1,317,839	\$	-	\$ 1,317,839
Franchise and other Taxes	\$	6,654	\$	-	\$ 6,654
Road and Bridge Tax (County)		Included in other Taxes	\$	-	
State Mineral Severence	\$	139,776	\$	-	\$ 139,776
State Mineral Lease	\$	324,726	\$	-	\$ 324,726
Unrestricted Investment Earnings	\$	5,464	\$	-	\$ 5,464
Total	\$	2,947,491	\$	3,065,213	\$ (117,722)
Excess (Shoftfall)	\$	(117,722)			

Source: Town of Parachute

Table 6: Parachute Financial Performance, 2014

Table 6 shows the summary of the Town's financial performance for 2014. Overall, the Town had a deficit of \$117,722 which is similar to the deficit from 2013 (data not shown). The continued struggles of the natural gas industry within

the region is the main factor for a negative balance, but the Town's reserves have easily covered recent losses. The Town's current economic development efforts, including the opportunities and recommendations found in Phase I of this

report, have the potential to make up for the losses from the gas industry to help return the Town's operating budget to the black. Overall, the Town is in a relatively stable financial position, especially given the recent financial stress of the natural gas industry.

Financial Impact of Annexation

The annexation of the entire community of Battlement Mesa will add approximately 4,000 residents and approximately 1,771 households to the Town⁵. The increase will bring with it multiple sources of new revenue and expenses.

It is important to note, that the analysis of potential revenues and expenses was performed under the assumption that the BMSA and the BMMD will continue to exist, and for the most part, will continue to provide all of the same services that they are currently providing. Annexation and joining a municipality will not have any effect on the currently existing HOAs within Battlement Mesa, including the master HOA of BMSA. The covenants that currently exist will be unaffected, and the leadership boards of the HOAs will continue to lead and make decisions that are in the best interest of the residents of each HOA. It is common to have PUDs, covenant protected communities, and HOAs within a town/city boundary and, in many ways, the town/city and these organizations can complement one another to provide the best and desired experience for residents.

Some of the services that are typically provided by a municipality are currently being provided by BMSA or BMMD. In order to gain efficiency benefits, this report will point out areas of overlap, and make recommendations as to which organization(s) is/(are) best suited to provide the highest quality service at the most efficient cost.

Water/Wastewater

One potential source of new expense to the Town would be in providing water and wastewater services to the additional 1,771 occupied households within Battlement Mesa. However, as described previously, this service is currently being provided by BMMD. There would be no need for both organizations to provide the same service. Both programs were analyzed to see which organization would be most likely able to provide the service at the most economical cost.

⁵ Estimates provided from the US Census and DOLA

Entity	Service		Total Expense	Total Revenue	# of Occupied		Revenue per Household
					Households	Cost per Household	
Parachute	Water	\$	424,185.00	\$ 313,292.00	376	\$ 1,128.15	\$ 833.22
Parachute	Wastewater	\$	257,178.00	\$ 210,748.00	376	\$ 683.98	\$ 560.50
BMMD	Water	\$	1,839,604.00	\$ 1,586,116.00	1771	\$ 1,038.74	\$ 895.60
BMMD	Wastewater	Combined w/water		\$ 749,413.00	1771	Combined w/water	\$ 423.16
Parachute	Combined	\$	681,363.00	\$ 524,040.00	376	\$ 1,812.14	\$ 1,393.72
BMMD	Combined	\$	1,839,604.00	\$ 2,335,529.00	1771	\$ 1,038.74	\$ 1,318.76

Source: Town of Parachute, BMMD

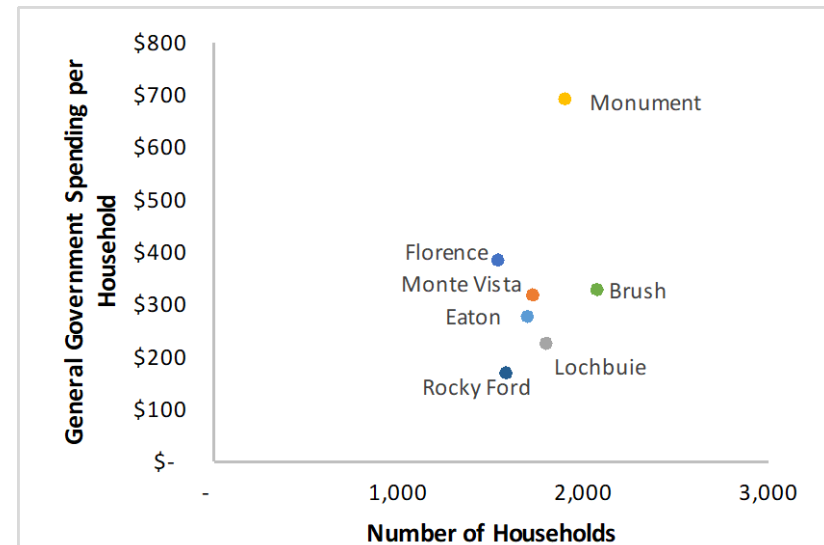
Table 7: Water and Wastewater Services Comparison, 2014

Table 7 shows a breakdown of the revenues and expenses for BMMD and the Town of Parachute to provide water/wastewater services for the year 2014. As seen in the table, the revenue per household for both organizations is nearly the same, but BMMD is able to provide the same level of service for approximately \$800 less per household per year. Therefore, it is recommended that BMMD continue to provide these services. Additionally, the Town may be able to save a considerable amount of money by contracting their own water and wastewater services to BMMD. Not only would it save the Community money, but it would also simplify billing and reporting efforts.

General Government

As described in the Parachute Financial Status section, general government spending covers items including executive and legislative services, judicial, elections, planning and zoning etc. Non-resort communities the size of Parachute/Battlement Mesa combined (about 2,100 households) typically

spent between \$200-\$400 per household annually in 2011 (see Figure 44).



Source: DOLA

Figure 44: Community General Spending Comparison, 2011

Adjusting the 2011 expenditure amounts shown in Figure 44 by the national inflation rate to estimate 2014 expenditure levels does not significantly change the results (data not shown). Estimated 2014 expenditure levels still fall within the same range.

The 2010 feasibility study conducted by BBC Research estimated that general government spending for Battlement Mesa would be approximately \$300 per household, which would equate to a total cost of \$531,300 for the current population size. However, when taken in context of the general government spending that is already taking place in Parachute, and the services that will continue to be provided by BMSA, it is likely that the incremental cost of providing these services to Battlement Mesa will be much less.

One significant area of savings will be in the sharing of personnel. If Battlement Mesa were to incorporate separately, as has been explored previously, Battlement Mesa would need to invest in its own building and its own staff. The Community would have two (2) town/city managers, two (2) clerks, etc. By combining, the Community as a whole will be able to share the expenses and the benefits of having one staff, instead of two.

Specifically, the Town currently has five (5) full-time employees (FTEs) that provide general government services, at a total labor cost of approximately \$311,000. Town officials project that they will only need to hire an additional 2.5 FTEs, at a total cost of \$150,000 if Battlement Mesa is annexed. Adding an additional 40% to cover general overhead

and other miscellaneous expenses brings the estimated incremental cost of general government spending to \$210,000, or \$119 per household. The rate is less than half of what has been previously estimated due to the efficiency gains that are expected if the communities combine.

Under this scenario, the combined level of spending for the Community will reach approximately \$1.3M, or \$610 per household. This level of spending is on the very high end of non-resort communities of similar size (see Figure 44). A thorough analysis of the combined municipal budget may present an opportunity to reduce spending to a level that is more in line with other rural communities (\$300-400 range) without decreasing the level of desired services.

General government revenues from Battlement Mesa (includes permits, fees for service, etc.) are expected to be minimal. Table 8 shows the general government spending summary.

General Government	
Parachute Revenue	\$ 138,378
Parachute Expenses	\$ 1,099,607
BM Potential Revenue	\$ 177,100
BM Expenses	\$ 210,000
Combined Revenue	\$ 315,478
Combined Expenses	\$ 1,309,607
Combined Spending/Household	\$ 610

Table 8: General Government Budget Estimates

Law Enforcement

Similar to general government spending, law enforcement costs present an opportunity to share resources and save money. The Town of Parachute spent approximately \$485,110 on law enforcement activities during 2014, which is similar to the amount that has been spent over the last five (5) years (data not shown). The Town currently has five (5) officers, yielding an average cost of \$97,022 per officer, which includes overhead, office staff, misc. expenses, etc. Based on conversations with Town officials, it is estimated that an additional two (2) officers would be needed to provide the same level of coverage to Battlement Mesa that is currently being provided to the Town. Assuming that the same fully burdened rate would apply to new officers and associated support staff, the incremental expense to add law enforcement coverage to Battlement Mesa would be approximately \$194,044.

The previous incorporation study performed by BBC Research and Consulting estimated that the cost of adding an entirely new police department to Battlement Mesa would be \$455 per household, or approximately \$805,805 at current population levels. By annexing, Battlement Mesa will gain access to a higher level of law enforcement services, at a savings of more than \$600,000 annually. Additionally, by combining coverage, it is likely that the expanded municipal Police Department will be able to provide a dedicated School

Resource Officer (SRO) to give protection and assistance to local schools⁶. This service is currently not possible.

The Town currently collects approximately \$70,000 annually from law enforcement fines, tickets, etc. Much less law enforcement revenue is likely from Battlement Mesa due to its distance from I-70 and associated lack of transient activity. Additional revenue is estimated at \$15,000 per year. Table 9 shows the summary of estimated law enforcement expenses and revenues.

Law Enforcement	
Parachute Revenue	\$ 70,807
Parachute Expenses	\$ 485,110
BM Potential Revenue	\$ 15,000
BM Expenses	\$ 194,044
Combined Revenue	\$ 85,807
Combined Expenses	\$ 679,154
Combined Spending/Household	\$ 316

Table 9: Law Enforcement Spending

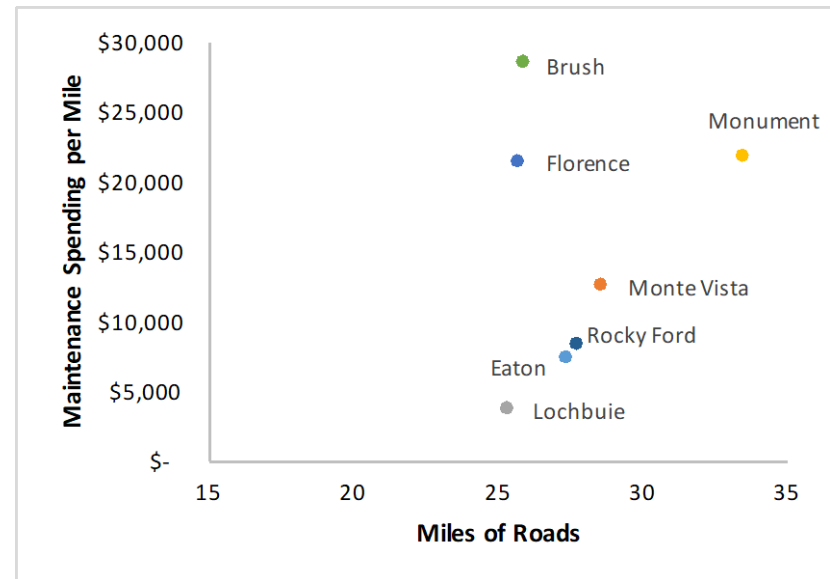
Street Maintenance

Street maintenance in Battlement Mesa is provided through a combination of efforts from Garfield County, BMSA, BMMD, and the Battlement Mesa Corporation (“BMC”, the owners/developers of the PUD). Overall, through stakeholder interviews, residents reported that the level of street maintenance in Battlement Mesa leaves much to be desired. BBC

⁶ Based on a conversation with the Parachute Police Department

Research estimated the cost of providing maintenance to the 32 miles of County-maintained roads in Battlement Mesa at approximately \$780,000 in 2010. Increasing the 2010 amount by annual inflation brings the estimate for 2014 to approximately \$847,539.

The combined level of spending if this amount is simply added to Parachute’s current expenditures is equal to approximately \$1.4M. The combined number of miles within the Community is approximately 42.48, which yields a maintenance cost estimate of \$33,233 per mile. This amount is more than the similarly-sized reference communities (see Figure 45)⁷.



Source: DOLA, US Inflation Calculator

Figure 45: 2014 Road Maintenance Estimates Comparison

Using Figure 45 as a reference suggests that the combined municipality should be able to provide road maintenance services in the \$26,000 per mile range (or possibly less), which equals \$1,104,480, representing a savings of nearly \$300,000 (see Table 10).

⁷ Figure 45 shows the inflation-adjusted spending estimates for 2014. To obtain the inflation-adjusted estimate, the 2011 reported amounts were adjusted upward by national inflation rates.

Road Maintenance	
Parachute Expenses (Current)	\$ 564,205
BM Expenses (Current)	\$ 847,539
Combined Expenses (Current)	\$ 1,411,744
Parachute Expenses @ \$26,000/mile	\$ 272,480
BM Expenses @ \$26,000/mile	\$ 832,000
Combined Expenses @ \$26,000/mile	\$ 1,104,480

Table 10: Road Maintenance Expenses

Sales Tax

The sales tax potential in Battlement Mesa is limited. Although Battlement Mesa does not currently collect a local sales tax, the Phase I section of this report estimated what potential collections might look like if it collected a 3.75% local sales tax (the same rate as is collected in the Town of Parachute). Potential collections for 2014 were estimated at \$156,871. The amount is an order of magnitude less than the Town of Parachute which has a quarter of the population. Battlement Mesa’s distance from I-70 will continue to prevent it from capturing more than just the local market demand. The lack of sales tax potential was one of the fatal flaws that thwarted previous incorporation attempts.

In this regard, the community of Battlement Mesa stands to benefit tremendously from joining the Town of Parachute. Parachute has, and will continue to collect more than its “fair

share” of sales tax due to its location near I-70. Current efforts by the Town have the potential to further increase the total collection amount, which will enable the Town to continue to invest in its future. If Battlement Mesa were to join Parachute, the neighborhoods and residents of Battlement Mesa would benefit from future growth along I-70 by gaining access to the financial upside of new recreation and business activity within the Town.

As it currently stands, Battlement Mesa will continue to be at the mercy of Garfield County and BMC for future infrastructure improvements. Without a way to capture the benefit of future economic growth (via property and sales tax collections), it is likely that Battlement Mesa will continue to experience a level of service that is below expectations, and infrastructure improvements may become less and less frequent.

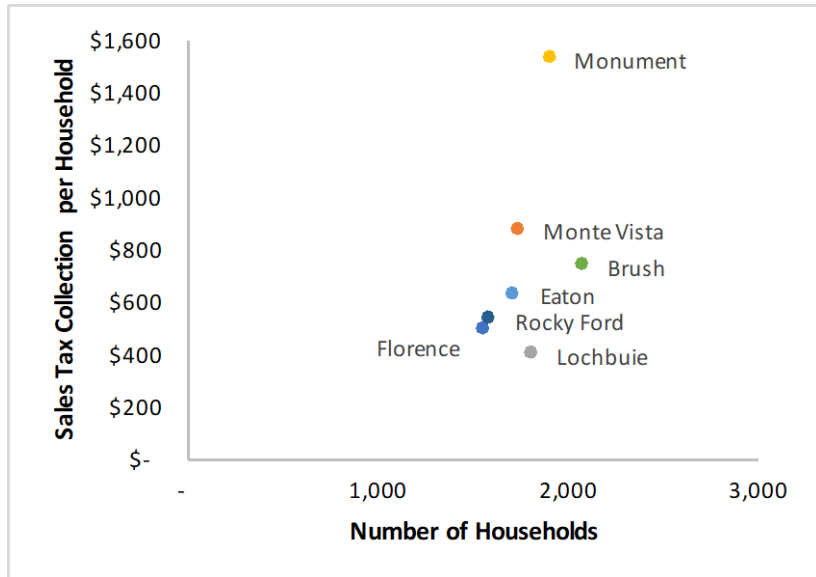
Adding the current sales tax revenue from the Town to the potential collection amount from Battlement Mesa yields a combined sales tax of approximately \$1.4M annually (see Table 11). The combined amount is within the range of other similarly sized communities (see Figure 46)⁸. By combining into a single municipality, Battlement Mesa overcomes the fatal flaw of the lack of sales tax revenue by placing most of its tax burden on travelers along I-70, rather than the residents of the Community.

⁸ Figure 46 shows the inflation-adjusted sales tax collection estimates for 2014. To obtain the inflation-adjusted estimate, the 2011 reported amounts were adjusted upward by national inflation rates.

Sales Tax Revenue	
Parachute Revenue	\$ 1,317,839
BM Potential Revenue	\$ 156,871
Combined Revenue	\$ 1,474,710
Combined Revenue/Household	\$ 687

Source: Town of Parachute, Garfield County Finance Department

Table 11: Sales Tax Potential



Source: DOLA, US Inflation Calculator

Figure 46: Inflation Adjusted Sales Tax Collection Estimate

Energy Taxes

As mentioned previously, Battlement Mesa stands to gain a significant amount of Severance and Federal Mineral Lease tax if it becomes part of an incorporated entity. Federal Mineral Lease Taxes and State Severance Taxes are distributed

via a complicated formula, but a rough estimate can be obtained based on the number of households in a community. Table 12 shows the estimated distribution per household for 2014. At this rate of distribution, Battlement Mesa would have received approximately \$670,000 in 2014. Energy taxes can fluctuate significantly from year to year, and the Community should look for opportunities to decrease its dependence on these tax distributions.

Garfield County	2014 Distribution	# of households	Distribution per household	Potential Battlement Mesa Revenue
Severance Tax	\$ 4,315,347	20,709	\$ 208	\$ 369,041
FML	\$ 3,626,255	20,709	\$ 175	\$ 310,111
Total	\$ 7,941,602	20,709	\$ 383	\$ 679,153

Source: DOLA

Table 12: Energy Tax Distribution Estimate

Other Taxes and Sources of Revenue

Other potential sources of revenue for Battlement Mesa include Specific Ownership Taxes, County Road and Bridge tax, and Franchise and “Other” Taxes. Specific Ownership Taxes are collected by the County during annual vehicle registrations, and are distributed to municipalities and taxing jurisdictions. Battlement Mesa should receive approximately \$100,923 annually based on the amount that the Town of Parachute received in 2014.

The County Road and Bridge Tax is a 3.5 mill levy applied to all property taxes in the County. Half of the amount is redistributed to the local municipality. Because it is only redistributed directly to incorporated communities, Battlement Mesa does not currently receive any of the money back directly. If it were to join into a municipality,

Battlement Mesa could expect to collect approximately \$41,713 annually based on 2015 assessed values. Franchise and “Other” Taxes were estimated based on current collections for the Town of Parachute. Parachute collects approximately \$18 per household, which equates to \$31,341 from Battlement Mesa. These tax revenues are summarized in Table 13.

Other Sources of Revenue		
Specific Ownership Tax	\$	100,923
County Road and Bridge	\$	41,713
Franchise and "Other" Taxes	\$	31,341
BM Potential Revenue	\$	173,978

Source: Town of Parachute

Table 13: Other Sources of Revenue

Property Tax

Property tax is often viewed negatively by the public, and is often a source of community conflict and debate. In light of the potential to stir controversy, property tax should be viewed as a stop-gap to make up the difference between what a municipal budget absolutely requires, and the current levels of other revenue sources. To this end, property tax levied by the new combined municipality should be kept to a minimum.

The Town of Parachute currently imposes the highest mill levy of any municipality within Garfield County at 13.563 mills (see Table 14). Other than the Town levy, the property tax collection rates in Parachute and Battlement Mesa are the same (see Table 15).

Municipality	Mill Levy
Town of Carbondale	3.594
City of Rifle	5.261
City of Glenwood Springs	7.022
Town of Silt	8.973
Town of New Castle	9.506
Town of Parachute	13.562

Source: Garfield County Assessor

Table 14: 2014 Municipal Mill Levy Comparison

Authority	Mill Levy - Parachute	Mill Levy - BM
001 - GARFIELD COUNTY	8.455	8.455
002 - GARFIELD COUNTY - AIRPORT	0	0
003A - GARFIELD COUNTY - R&B FUND LESS CITY	1.75	3.5
003P - GARFIELD COUNTY - PARACHUTE R&B FUND	1.75	N/A
004 - GARFIELD COUNTY - SOCIAL SERVICES FUND	1.25	1.25
005 - GARFIELD COUNTY - CAPITAL EXPENDITURES	0	0
006 - GARFIELD COUNTY - RETIREMENT FUND	0.45	0.45
010 - TOWN OF PARACHUTE - GENERAL FUND	13.562	N/A
018 - GRAND VALLEY AND RURAL FIRE - GENERAL FUND	3.267	3.267
023 - COLO RIVER WATER CONS	0.253	0.253
025 - WEST DIVIDE WATER CON	0.039	0.039
029 - GRAND RIVER HOSPITAL	5.079	5.079
030 - GRAND VALLEY CEMETERY	0.007	0.007
041 - SCHOOL DIST 16 - GENERAL FUND	2.236	2.236
042 - SCHOOL DIST 16 - BOND	4.839	4.839
045 - COLORADO MTN COLLEGE	3.997	3.997
059 - GRAND RIVER HOSPITAL - BOND	0.518	0.518
060 - PARA/BATTLEMENT PARK& REC	1.113	1.113
068 - GARFIELD COUNTY PUBLIC LIBRARY DISTRICT	1	1
097 - GARFIELD COUNTY - OIL&GAS	0	0
106 - SCHOOL DIST 16 - MILL LEVY OVERRIDE	1.937	1.937
Total	51.502	37.94

Source: Garfield County Assessor

Table 15: Property Tax Breakdown for the Town of Parachute

To arrive at the necessary mill levy for the combined municipality, all of the expenses and sources of revenue were combined and totaled (see Table 16). Potential municipal mill rates were applied to current assessed values within the Town and Battlement Mesa at a level necessary to fill any financing gaps, and to allow for a slight excess for contingencies. The mill rate necessary to fill the financing gap was determined to be 4.997 mills. The newly proposed rate would place the combined municipality within the range for other municipalities in Garfield County. The rate would provide some tax relief to current Parachute residents, and represents a modest increase for Battlement Mesa residents. The expected impact to the average tax payer in Battlement Mesa will be discussed in greater detail below.

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	Parachute Revenue	Parachute Expenses	BM Potential Revenue	BM Expenses	Combined Revenue	Combined Expenses	Net
Water	\$ 495,855	\$ 495,855	\$ -	\$ -	\$ 495,855	\$ 495,855	\$ -
Waste Water	Combined with \	Combined with W	\$ -	\$ -	\$ -	\$ -	\$ -
Garbage	\$ 55,943	\$ 53,546	\$ -	\$ -	\$ 55,943	\$ 53,546	\$ 2,397
General Government	\$ 138,378	\$ 1,099,607	\$ 177,100	\$ 210,000	\$ 315,478	\$ 1,309,607	\$ (994,129)
Law Enforcement	\$ 70,807	\$ 485,110	\$ 15,000	\$ 194,044	\$ 85,807	\$ 679,154	\$ (593,347)
Streets	\$ -	\$ 272,480	\$ -	\$ 832,000	\$ -	\$ 1,104,480	\$ (1,104,480)
Culture and recreation	\$ -	\$ 178,465	\$ -	\$ -	\$ -	\$ 178,465	\$ (178,465)
Interest expense	\$ -	\$ 2,917	\$ -	\$ -	\$ -	\$ 2,917	\$ (2,917)
Property Taxes	\$ 125,947	\$ -	\$ 119,106	\$ -	\$ 245,053	\$ -	\$ 245,053
Specific Ownership Taxes	\$ 21,427	\$ -	\$ 100,923	\$ -	\$ 122,350	\$ -	\$ 122,350
Sales and Use Taxes	\$ 1,317,839	\$ -	\$ 156,871	\$ -	\$ 1,474,710	\$ -	\$ 1,474,710
Franchise and other Taxes	\$ 6,654	\$ -	\$ 31,341	\$ -	\$ 37,995	\$ -	\$ 37,995
Road and Bridge Tax	Included in other Taxes		\$ 41,713		\$ 41,713	\$ -	\$ 41,713
State Mineral Severence	\$ 139,776	\$ -	\$ 369,041	\$ -	\$ 508,817	\$ -	\$ 508,817
State Mineral Lease	\$ 324,726	\$ -	\$ 310,111	\$ -	\$ 634,837	\$ -	\$ 634,837
Unrestricted Investment Earnings	\$ 5,464	\$ -	\$ -	\$ -	\$ 5,464	\$ -	\$ 5,464
Total	\$ 2,702,816	\$ 2,587,980	\$ 1,321,208	\$ 1,236,044	\$ 4,024,024	\$ 3,824,024	\$ 200,000
Combined Revenue	\$ 4,024,024						
Combined Expenses	\$ 3,824,024						
Excess (Shortfall)	\$ 200,000						

Table 16: Combined Municipal Budget Estimate

Property Tax Impact to Residents of Battlement Mesa

Because Battlement Mesa does not currently collect a municipal property tax, the new mill rate of 4.997 and resulting tax burden of \$119,106 may be hard to swallow (see Table 17). Additionally, of the \$119,106, \$76,385 is allocated to single-family home owners which are typically most sensitive to changes in property tax. However, there are services that are currently being provided by BMSA that may no longer be necessary if the annexation takes place, which will offset a portion of the new property tax. As has been mentioned previously, BMSA takes care of some maintenance expenses that will likely be assumed by the municipality. Table 18 lists the estimated 2015 expense for each category that may no longer be the responsibility of BMSA after a possible annexation.

	Current	Proposed
Municipal Mill Levy	13.586	4.997
Parachute Assessed Value	\$ 25,205,138	\$ 25,205,138
BM Assessed Value	\$ 23,836,120	\$ 23,836,120
Parachute Property Tax Collections	\$ 342,437	\$ 125,947
BM Property Tax Collections	N/A	\$ 119,106
Total Collected	\$ 342,437	\$ 245,053

Table 17: Proposed Mill Levy

Category	Annual Amount
Street Light Maintenance	\$ 13,000
Utility Locates	\$ 4,604
Street Sign Maintenance	\$ 10,000
Street Light Electricity	\$ 45,000
Street Sweeping	\$ 15,000
Street Litter Pickup	\$ 12,500
Total	\$ 100,104
Annual Decrease per Household	\$ 56.52

Source: BMSA 2015 Budget

Table 18: Potential BMSA Cost Savings

Subtracting the potential cost savings from the additional property tax yields the net effect that is likely to occur. Overall, the average residential tax payer within Battlement Mesa will likely have a net increase in expenses of \$12.30 annually, or \$1.02 per month (see Table 19). That amount is miniscule compared to the benefits that will be received by Battlement Mesa residents.

Impact on Average BM Homeowner	Annual	Monthly
Additional Property Tax	\$ 68.82	\$ 5.73
Savings from redundant BMSA services	56.52	\$ 4.71
Quantifiable additional expenses	\$ 12.30	\$ 1.02

Table 19: Impact to Average Battlement Mesa Homeowner

POLITICAL STRATEGY

Although the potential benefits to both the residents of Parachute and Battlement Mesa are clear, the prospect of combining has the potential to stir public debate. This section of the report is intended to present recommendations on how to use the public debate to facilitate productive discussions to ensure that the public is enabled to choose their destiny with all of the facts available.

Education

There is currently a fair amount of misconception and rumor regarding the possibility, feasibility, and desirability of combining the Community into a single municipality. Groups on both sides of the debate have used sensationalized soundbites which have only widened the opinion gap. It is important that both sides become well-informed and that the groundwork is laid regarding the sensationalized topics, so that discussion can continue regarding true facts and potential impacts of the annexation.

The following topics and facts are important to distribute to the population generally to ensure an even starting point:

1. The potential annexation will not occur overnight, but will likely be a multi-year process.
2. Battlement Mesa will not lose its sense of identity and uniqueness through annexation – The PUD will continue to exist, and all of the associated HOAs can choose to continue in perpetuity. A municipal government will support these existing quasi-government

entities, not take them over. HOA covenants supersede the municipal code.

3. BMMD will still be needed after the potential annexation – The BMMD will continue to have an important role and will continue to contribute to the identity of Battlement Mesa by providing utilities to the Community.
4. The recreation and fire districts will be unaffected by the annexation.
5. Property taxes won't automatically sky-rocket in an out of control fashion – As shown in this feasibility analysis, the new property tax burden will likely result in a \$1.02 monthly increase for the average Battlement Mesa homeowner. That's less than the price of one (1) additional coffee per month, but will bring with it a variety of benefits as highlighted in this report. Property taxes have the potential to decrease for current Parachute residents.
6. The residents of Parachute will continue to receive the same general level of support that they have historically received – In some cases, the level of service may increase as the joint municipality may have a larger critical mass required to efficiently provide technical service.
7. Both communities will receive representation in municipal government – Town officials are looking into the possibility of creating at least two (2) voting precincts; one that would cover Battlement Mesa and a

second one that would cover the existing Parachute boundaries. Each precinct could select three municipal trustees that would participate in municipal board meetings. The mayor could be elected at-large. There are other options that could also be explored.

8. The terms and conditions of the annexation will be agreed upon via a two-way agreement between the municipality and the landowners. Both parties will be able to negotiate specific terms until both are satisfied.

It is recommended that the Community host several public meetings to address the topics listed above and to clearly communicate the potential benefits and possible risks of annexation to both communities.

Gauge Neighborhood Support

As described in the annexation strategy portion of this report, the annexation could occur through a mixture of petitions and/or elections for the various sections of Battlement Mesa. It is recommended that the Community sponsor a survey to determine and map public support within Battlement Mesa. Some limited surveying has taken place to date, but the sample size and the method of conducting the survey may not have produced results that are indicative of the entire population. Additionally, mapping levels of support will be informative for the potential of phased annexations.

Corporate Landowners

Corporate landowners (Battlement Mesa Company and Partners) own a considerable amount of land within Battlement Mesa. Some of the tracts of corporate-owned land exceed the twenty-acre and \$200,000 threshold described previously, and therefore annexation would require the express written consent from the landowner(s). A special effort should commence to address potential concerns from corporate landowners.

Rather than being viewed as a drain to profits, corporate landowners should view the possible annexation as a method of protecting their investment. The landowners have already invested significant resources in acquiring the land, which could become devalued over time without the promise of consistent community growth and infrastructure improvements. To date, these improvements have been paid for almost in their entirety by corporate entities, and particularly by Exxon before it pulled out of the community. The investment made by Exxon has carried Battlement Mesa forward in a unique way, but without the commitment of significant additional investment, the quality of future growth will be limited. By annexation, corporate owners have the opportunity to enter into a public-private partnership where future infrastructure investment is shared by the corporation and the public.

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Photo Credit: David Sanabria

6 | RECOMMENDATIONS

The following are recommendations are discussed throughout the comprehensive plan, but will be readdressed here for convenience. A summary table of the recommendations and anticipated implementation timeframes is shown in Appendix B.

#1 – Recreation and Tourism

The river, lakes, and geography that surround the Community have been largely ignored in the past. As a result, the Community has limited access to natural assets that have the potential to improve quality of life by providing recreation opportunities to local residents. New recreation assets also have the potential to serve as an attraction that can be leveraged when recruiting in visitors and businesses alike.

The millennial generation will comprise 75% of the nations' workforce within the next decade. This demographic prefers communities with recreational opportunities. By continuing to ignore these assets, the Community risks alienating itself from this demographic.

Improvements along the river and lakes should be pursued as a critical project that will reposition the Community to attract millennials and their employers. These improvements should focus on the river corridor beginning north of County Road 300/Battlement Parkway and terminating south of the southwest interchange. A portion of the recreation of the corridor, including the area near the spring-fed lake that is southwest of the Town Hall, could be specifically designated

as “Central Park” and would serve as a primary gathering place for residents and visitors.

Improvements should include bank stabilization and beautification, bicycle/walking paths along the river and around the lakes, pocket parks with picnic tables and landscaping, aquatic wading areas, splash pads, river water features that can support a kayak or surf park, etc. A number of pedestrian bridges located along this river corridor will connect to trails that extend eastward up through Battlement Mesa and westward over the highway to the other side of Town.

Action Steps

1. Solicit and obtain support of landowners along the river corridor;
2. Identify and secure funding for master planning the river corridor improvements;
3. Procure the services of a third-party consultant to complete the master plan and provide cost estimates for the improvements;
4. Identify and secure funding for the river improvements, ongoing maintenance, and capital improvement requirements;
5. Procure the services of a contractor to complete the river corridor improvements.

#2 – Central Business District

Once the recreational asset master plan has been completed, the private development community should be approached to participate in retail, multi-family, and office developments in the business district. Potential retailers include Shopko and other types of soft goods discount stores. Multi-family developments could include mixed-use and live/work product type. Dedicated office space could include shared workspaces, a business incubator, or corporate headquarters for a recruited business in a targeted industry cluster.

The outlet mall developer that had expressed interest years ago in developing a project in Parachute should be re-approached to see if they'd have renewed interest in developing in the Community and in particular, within the business district.

As previously mentioned, the business district should be connected to the river through thoughtful planning and the creation of development and pedestrian corridors that lead patrons, employees, and visitors to the river.

Action Steps

1. Complete the master plan for the river corridor improvements (see recommendation #1 above);
2. Perform feasibility studies and solicit input from the development community regarding the future business district;
3. Determine financing gaps, create capital stacks, and identify funding sources for projects determined to be economically feasible;

4. Obtain initial commitments from public financing sources, as needed;
5. Recruit businesses, including retailers, and real estate developers;
6. Form public-private partnerships, as needed, to facilitate development in the business district.

#3 – Recreational Sports Complex

Stakeholders have repeatedly indicated that there is market interest in a sports facility that can accommodate competitive sporting events. This facility should be positioned as a destination attraction to bring in visitors, as well as provide a quality of life asset for local residents.

The ideal area for the project would be in the periphery of the business district, in close proximity to the high school, and accessible to and from the planned river corridor improvements. One potential site would be on the northwest side of Cardinal Way where maximum visibility from the freeway can be achieved. Another is southwest of the high school near the highway.

In addition, the indoor sports facility/multi-use community center should be co-located with outdoor fields that can accommodate competitions. The comparatively mild winters position the Community as a preferred location for regional competitions.

The sports complex will help drive demand for hotels in the business district that currently suffer from low occupancy

rates. The outdoor fields will drive demand during the summer months and the indoor facility will drive demand during the winter months.

Action Steps

1. Conduct a feasibility study for an indoor sports facility and outdoor fields;
2. If the project is determined economically feasible, obtain support and participation from the Community and existing landowners;
3. Recruit potential developers and operators;
4. Determine financing gap and structure a financing strategy that includes grants, low interest loans, and tax incentives.

#4 – Truck Stop

The southwest interchange near Parachute is a prime location for commercial development. A truck stop would be an excellent first project that would help seed additional development. Several truck stop operators have expressed preliminary interest in the site.

Action Steps

1. Confirm interest with the potential operators and determine site requirements;
2. Finalize a location based on the site and infrastructure requirements;
3. Determine financing gap and structure a financial plan;
4. Assemble property and build out necessary infrastructure. Depending on the projected success of the

development, the operator may require the local government to help cover some of the infrastructure cost.

#5 – Sodium Bicarbonate

As has been described previously, Solvay is a significant player in the local economy and has the potential to expand operations as part of the recently announced joint venture with Enirgi. It is likely that Solvay will be able to add 1-2 additional employees as a result of the joint venture. Additional tax incentives or strategic support may allow Solvay to further expand operations to create new employment opportunities for residents of Parachute and Battlement Mesa.

Additionally, the products produced at the Solvay facility are shipped all over North America for use in various products. The potential exists to recruit some of these end-users into the Community, thereby reducing the logistics costs for both companies.

Action Steps

1. Feasibility study to determine strategic opportunities for cluster expansion;
2. Identify and recruit specific businesses that would benefit from locating near the Solvay facility;
3. Work with Solvay to develop a strategy and incentives to annex the facility and operations into the Town;
4. Structure an incentive package to close the financing gap.

#6 – Manufacturing

As has been described previously, the Community has a major strategic advantage in shipping due to I-70 and railroad access. These assets are not currently being used at their fullest potential. Manufacturing is a great opportunity for the Community, because it will leverage these transportation assets and create stable employment opportunities

Action Steps

1. Conduct a feasibility study to determine which specific products would gain a strategic advantage by moving production to the Community;
2. Contact potential manufacturers to determine interest and requirements in locating to the Community;
3. Structure an incentive package that is sufficient to attract attention of potential manufacturers.

#7 – LNG Export

As has been described previously, the Piceance Basin is a major natural gas production region, and has the excess capacity to export natural gas to overseas markets. The export opportunity will be largely dependent upon Federal, State, and regional government approval, but the impact of an export project would be very significant.

Action Steps

1. Determine the political will of Garfield County and Associated Government of Northwest Colorado (AGNC) officials to lobby the State for funding and support;
2. Conduct targeted interviews with the current natural

gas producers to determine production and export capabilities and additional infrastructure needs;

3. Reach out to Williams and other regional pipeline operators to determine needs and requirements for transporting natural gas to the Oregon or Gulf Coasts.

#8 – Call Center in Battlement Mesa

As previously mentioned, Battlement Mesa has significant excess capacity in existing infrastructure and shovel ready sites for commercial development. Several stakeholders expressed the desire to open a call center within Battlement Mesa to provide consistent employment opportunities for the working class, but also to provide part-time work opportunities for the retired population. Call centers typically have a broad mix of full and part time positions, which could provide a benefit to the local population.

Action Steps

1. Reach out to call center operators to discuss the opportunity and gauge interest in the location;
2. Identify potential sites based on Internet capacity and redundancy;
3. Structure an incentive package to recruit a developer and operator.

#9 – Other Development in Battlement Mesa

Battlement Mesa has served as the primary residential base for the Community, and is well suited to continue with this role. Battlement Mesa is too far removed from I-70 to justify

significant retail development, but the opportunity does exist to develop service and neighborhood based commercial amenities. Examples of this type of development would include business offices, medical offices, etc.

Action Steps

1. Conduct a feasibility study that will determine the demand and the type of neighborhood commercial development that would be best suited to succeed;
2. Approach potential developers with the opportunity and potential sites;
3. Structure a financing plan.

APPENDIX A – RETAIL RECRUITMENT FLYER

RETAIL DEVELOPMENT PARACHUTE, COLORADO



High Traffic Counts on I-70 (34,000 AADT)



Recreational Opportunities



Located within the Central Business District

Site Information

The proposed retail/grocery site is located strategically between a major I-70 rest stop (over 10,000 visitors per month) and recreational opportunities on the Colorado River and several lakes. The site is ideally located within a newly proposed “Central Business District” that is set to catalyze retail and recreational investment in the town. The site will have access along Cardinal Street, which is the major arterial road through the new business district.

Figure 47: Page 1 of Recruitment Flyer

PARACHUTE COLORADO



Demographic Information

	10 miles	20 miles	30 miles
2015 Total Population	6,167	21,741	38,736
2020 Total Population	6,304	22,408	40,230
2015-2020 Rate	0.44%	0.64%	0.76%
2015 Median Household Income	\$53,162	\$57,084	\$57,122
2020 Median Household Income	\$64,313	\$67,770	\$66,540

City Information

In addition to traffic and demand from 1-70 travelers and tourists, Parachute is under-served in retail and grocery offerings and a new retailer would be able to capture local demand, as well as demand from surrounding communities that currently travel 30+ minutes to get to Rifle, or Grand Junction.

Contact Information

Kelby Bosshardt
435-633-3042
kelby@bettercity.us

Better City
1100 Country Hills Drive Ste. 300
Ogden, UT 84403



Figure 48: Page 2 of Recruitment Flyer

APPENDIX B – IMPLEMENTATION ACTION PLAN

Recreation & Tourism			
	Implementation Action	Responsible Entity	Timeframe
	*Timeframes: Short-Term (1-3 Yrs), Mid-Term (3-5 Yrs), Long-Term (5+ Yrs)		
<input type="checkbox"/>	Solicit and obtain support of landowners along the river corridor.	Town, Real Estate Professionals	Short-Term
<input type="checkbox"/>	Identify and secure funding for master planning the river corridor improvements.	Town, Consultants	Short-Term
<input type="checkbox"/>	Procure the services of a third-party consultant to complete the master plan and provide cost estimates for the improvements.	Town, Consultants	Short-Term
<input type="checkbox"/>	Identify and secure funding for the river improvements, ongoing maintenance, and capital improvement requirements.	Town, Consultants	Short-Term
<input type="checkbox"/>	Procure the services of a contractor to complete the river corridor improvements.	Town, Developers	Mid-Term
Central Business District (CBD)			
<input type="checkbox"/>	Complete the master plan for the river corridor improvements (see recommendation #1).	Town, Consultants	Short-Term
<input type="checkbox"/>	Perform feasibility studies and solicit input from the development community regarding the future business district.	Consultants	Short-Term
<input type="checkbox"/>	Determine financing gaps, create capital stacks, and identify funding sources for projects determined to be economically feasible.	Consultants	Short-Term
<input type="checkbox"/>	Obtain initial commitments from public financing sources, as needed.	Town, County	Short-Term
<input type="checkbox"/>	Recruit businesses, including retailers, and real estate developers.	Town, Consultants, Real Estate Professionals	Mid-Term
<input type="checkbox"/>	Form public-private partnerships, as needed, to facilitate development in the business district.	Town, Developers, Consultants, Legal Counsel	Mid-Term
Recreational Sports Complex			

<input type="checkbox"/>	Conduct a feasibility study for an indoor sports facility and outdoor fields.	Consultants	Short-Term
<input type="checkbox"/>	If the project is determined economically feasible, obtain support and participation from the Community and existing landowners.	Town, Developers, Real Estate Professionals	Short-Term
<input type="checkbox"/>	Recruit potential developers and operators.	Town, Consultants, Real Estate Professionals	Mid-Term
<input type="checkbox"/>	Determine financing gap and structure a financing strategy that includes grants, low interest loans, and tax incentives.	Developers, Consultants	Mid-Term
<i>Truck Stop</i>			
<input type="checkbox"/>	Confirm interest with the potential operators and determine site requirements.	Town, Consultants, Real Estate Professionals	Short-Term
<input type="checkbox"/>	Finalize a location based on the site and infrastructure requirements.	Town, Consultants, Real Estate Professionals, Operator	Short-Term
<input type="checkbox"/>	Determine financing gap and structure a financial plan.	Town, Consultants	Short-Term
<input type="checkbox"/>	Assemble property and build out necessary infrastructure.	Town, Developer, Operator	Short-Term
<i>Sodium Bicarbonate</i>			
<input type="checkbox"/>	Feasibility study to determine strategic opportunities for cluster expansion.	Consultants	Short-Term
<input type="checkbox"/>	Identify and recruit specific businesses that would benefit from locating near the Solvay facility.	Town, Consultants, Real Estate Professionals	Short-Term
<input type="checkbox"/>	Work with Solvay to develop a strategy and incentives to annex the facility and operations into the Town.	Town	Mid-Term
<input type="checkbox"/>	Structure an incentive package to close the financing gap.	Town	Mid-Term
<i>Manufacturing</i>			
<input type="checkbox"/>	Conduct a feasibility study to determine which specific products would gain a strategic advantage by moving production to the Community.	Consultants	Short-Term
<input type="checkbox"/>	Contact potential manufacturers to determine interest and requirements in locating to the Community.	Town, Consultants	Short-Term

<input type="checkbox"/>	Structure an incentive package that is sufficient to attract attention of potential manufacturers.	Town, Consultants	Short-Term
<i>LNG Export</i>			
<input type="checkbox"/>	Determine the political will of Garfield County and Associated Government of Northwest Colorado (AGNC) officials to lobby the State for funding and support.	Town, Lobbyists	Short-Term
<input type="checkbox"/>	Conduct targeted interviews with the current natural gas producers to determine production and export capabilities and additional infrastructure needs	Town	Short-Term
<input type="checkbox"/>	Reach out to Williams and other regional pipeline operators to determine needs and requirements for transporting natural gas to the Oregon or Gulf Coasts.	Town, Consultants	Short-Term
<i>Call Center in Battlement Mesa</i>			
<input type="checkbox"/>	Reach out to call center operators to discuss the opportunity and gauge interest in the location.	Chamber of Commerce, Consultants, Real Estate Professionals	Short-Term
<input type="checkbox"/>	Identify potential sites based on Internet capacity and redundancy.	Chamber of Commerce, Consultants, Real Estate Professionals	Short-Term
<input type="checkbox"/>	Structure an incentive package to recruit a developer and operator.	Consultants, Town	Mid-Term
<i>Other Development in Battlement Mesa</i>			
<input type="checkbox"/>	Conduct a feasibility study that will determine the demand and the type of neighborhood commercial development that would be best suited to succeed.	Consultants, Real Estate Professionals	Short-Term
<input type="checkbox"/>	Approach potential developers with the opportunity and potential sites.	BMSA, Real Estate Professionals, Consultants	Short-Term
<input type="checkbox"/>	Structure a financing plan	Consultants	Mid-Term



Mark King
Public Works Director

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222 GRAND VALLEY WAY ▪ PARACHUTE, CO 81635 ▪ (970) 285-7630

MEMORANDUM

Date: March 17th, 2022
To: Town Council
From: Mark King, Public Works Director
Subject: Monthly Report

The purpose of this memo is to provide the Town Council with the Public Works updates for the past month.

The Ditch is cleaned and the willows have been sprayed. We will be working on several head gates and then we can turn the water in when the time comes.

Staff and I are working together trying to find a contractor to bid on the Parklet. An RFP was sent out and we didn't get any response. I'm following up with a few of the contractors to find out why they didn't bid. I'm just curious if it is time frame or lack of personnel.

My crew has dismantled the tables at the rest area and they are in the process of refinishing them. They will look spectacular like the tables at Cottonwood Park when finished.

The RFP's went out for the crack fill for the town and also the HVAC for the Town Hall.

If you have any questions or concerns, you can contact me at 970-986-1821.



SAMUEL STEWART
POLICE CHIEF

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222 GRAND VALLEY WAY ▪ PARACHUTE, CO 81635 ▪ (970) 285-7630

To: Town Council

From: Chief Samuel Stewart

Ref: Monthly Report

Date: 3/9/2022

Being fully staffed is exciting! The vacations with school breaks and in-person trainings are starting up though and that gets a little taxing on our small department.

The new body cameras are up and running and seem to work great! I know it is a big investment but it will be worth it over time!!

There is a call from Governor Polis for serviceable body armor to be donated to the citizens of Ukraine. We are sending 5 of our older vests that we cannot use for patrol as they are expired. Sergeant Justin Mayfield will deliver them to the Armory in Grand Junction.

The February Blotter is available for your review..

PARACHUTE POLICE DEPARTMENT

POLICE ACTIVITY BLOTTER FOR February 2022

SUMMARY

***** Traffic violations are no longer being published in the blotter unless a custodial arrest occurs *****

02/02/22 Warrant

Officers conducted a traffic stop in the area of MM 72 WB I70. After investigations; Harley Hamlin, 30, was found to have an outstanding warrant. Harley was arrested for his warrant and issued a summons on the charges of; Speeding and driving under revocation. Brianna Garcia, 28, and Shaun Brown, 43, were both issued a summons on the charge of; possession of drug paraphernalia.

02/03/22 Fraud

Officers dispatched to a report of fraud at the family dollar. This case is still active and under investigation.

02/05/22 Assault

Officers dispatched to a report of an assault at the Cottonwood View Apartments. After investigations, Brett Sullivan, 35, was issued a summons on the charge of; violation of a restraining order. Brandon McCormick, 27, was arrested on 2 charges of 2nd degree assault.

02/06/22 Theft

Officers dispatched to a report of a theft in the area of Cottonwood View Apartments. This case is still open and under investigation.

02/10/22 Sex offense

Officers dispatched to a report of a sex offense in the area of Cottonwood View Apartments. This case is still active and under investigation.

02/15/22 Warrant

Officers dispatched to a civil call in the area of the post office. After investigation, a party involved, Eduardo Perez-Martinez, 56, was found to have an outstanding warrant and was arrested on the warrant.

02/16/22 Criminal Mischief

Officers dispatched to a report of criminal mischief at the Cottonwood View Apartments. This case is active and under investigation.

02/16/22 Sex offense

Officers dispatched to a report of a sex assault in the area of St. John's Cir. This case was closed with no charges filed.

PARACHUTE POLICE DEPARTMENT

02/16/22 Identity theft

Officers dispatched to a report of identity theft at Old Mountain Storage. This case is closed and no longer active.

02/18/22 Missing Person

Officers dispatched to a report of a missing person at the Parachute Inn. The party was located safely. This case is no longer active.

02/19/22 Criminal mischief

Officers dispatched to a report of criminal mischief in the area of the Parachute post office. This case is active and under investigation.

02/19/22 Warrant

Officers dispatched to a report of a potential hazard in the area of MM 73, WB I70. Male party walking in the road. After investigation, Brennan Riley, 33, was found to have an outstanding warrant and was arrested for his warrant.

02/21/22 Assault

Officers dispatched to a report of an assault at the Parachute Inn. After investigation, Julianne Kiefer, 48, was arrested on the charges of; 3rd degree assault (2 counts), crimes against at risk adults (2 counts) and resisting arrest.

19 Traffic Stops February 2022

2 Traffic Penalty Assessments February 2022

3 Traffic Summons/Arrest February 2022

253 Overall Calls for Service February 2022

5 Accident Reports February 2022

7 Accident Reports YTD

Case Reports by Comparison for the Month:

13 Case Reports in February 2022 *2022 - 2018 numbers do not have traffic violations included, prior years do*****

(15 Case Reports in February 2021)

(17 Case Reports in February 2020)

(23 Case Reports in February 2019)

PARACHUTE POLICE DEPARTMENT

Case Reports by Comparison Year to Date:

19 Case Reports YTD for 2022

(27 Case Reports YTD in 2021)

(32 Case Reports YTD in 2020)

(44 Case Reports YTD in 2019)



LUCY SPALENKA
TOWN CLERK

Integrity • Respect • Teamwork • Pride • Innovation • Diversity

222 GRAND VALLEY WAY • PARACHUTE, CO 81635 • (970) 285-7630

To: Town Council
From: Lucy Spalenka, Town Clerk
Ref: SoftGel Rx, Inc
Date: 3/17/2022

On December 29, 2021, the Town received an application from a company based out of Grand Junction called SoftGel Rx, Inc for medical & retail marijuana products manufacturing licenses. The proposed location is 101 Cardinal way Units 6&7, which are located in the South Gate Plaza. The proposed premises are located in a Service Commercial Zone District which allows for non-hazardous retail/medical marijuana product manufacturing by right without a need for a Special Use review.

If this location seems familiar, it's because it is. The Town Council has previously approved the same license type for Good Day, LLC, 3 Guys & a Gal, and Divisional Solutions all at this same location. There is also 710 Initiatives who is currently operating just a few doors down in the same complex.

The application was sent to Chief Stewart, Public Works Director King, and Deputy Fire Chief Jackson for review, comments, or concerns. Deputy Fire Chief Jackson had some questions regarding the specific machines that would be installed in the building. The specific machines and updates needed to the unit will be addressed through the permitting process and will need to meet our code requirements. There were no concerns from Chief Stewart, and no comments from Public Works Director King.

SoftGel Rx, Inc has submitted complete Town and State applications, paid the required fees, and fulfilled their public noticing requirements.

Staff recommends approval of Medical & Retail Marijuana Products Manufacturing licenses for SoftGel Rx, Inc.

Marijuana Application Submittal Checklist



Applicant Name: Softgel Rx, Inc
DBA: N/A
Project Address: 101 Cardinal Way Unit 6&7
Reviewer: Lucy Spalenka, Town Clerk

6.11.080 Application Requirements. The Application for a new Marijuana Establishment License shall include the following:

		Complete	Date	Comments
B1.	A current application form provided by the Town.	✓	12/29/2021	
B2.	State Application & Materials to Comply with State Law. Proof of possession, security plans, sign plans, camera plans.	✓	12/29/2021	
B3.	Area Map An area map of the Town that demonstrates that the proposed licensed premises complies with Town zoning and location restrictions by depicting the proximity of the proposed licensed premises to any school, retail marijuana store, retail marijuana hospitality and sales establishment, or marijuana hospitality establishment.	✓	12/29/2021	
B4.	Zoning. Proof that the proposed medical marijuana establishment or retail marijuana establishment will be located in a location that is compliant with the zoning and land use laws, or that the necessary land use application(s) has been made.	✓	12/29/2021	Service Commercial Zone. Permitted use.
B5.	Proof of Possession of the Licensed Premises. The deed, lease, sublease, rental agreement, contract, or any other document(s) establishing the applicant is, or will be, entitled to possession of the proposed licensed premises as a medical marijuana establishment or retail marijuana establishment for a period of at least one (1) year from the date of issuance of the license.	✓	12/29/2021	Letter from Del Dawson, lease contingent upon license approval.

		Complete	Date	Comments
B6.	Operating Plan. An operating plan for the proposed licensed premises which includes a description of the products and services to be provided by the proposed licensed premises.	✓	12/29/2021	
B7.	The floor plan shall designate the place at which the License will be conspicuously posted as required by this Chapter.	✓	12/29/2021	
B8.	Statements of Character. A statement of whether or not any person holding any ownership interest in the proposed medical marijuana establishment or retail marijuana establishment has (a) ever been denied an application for a medical marijuana establishment or retail marijuana establishment license by the state or any other local jurisdiction in the state, or has ever had such a license suspended or revoked; and (b) ever been convicted of a felony or has ever completed any portion of a sentence due to a felony charge.	✓	12/29/2021	
B9.	<i>Additional Information Requested.</i> Upon request by the Town Clerk, Town Manager or the authority, an applicant must provide additional information or documents required to process and investigate the application. The additional information or documents must be provided within seven (7) days of the request; however, this deadline may be extended for a period of time commensurate with the scope of the request.	✓	3/2/2022	Public Noticing requirements were met on 3/2/2022



Retail / Medical Marijuana Business License Application

Checklist

<input checked="" type="checkbox"/>	Fully completed Application
<input checked="" type="checkbox"/>	A copy of the conditional state license or proof of application for a state license.
<input checked="" type="checkbox"/>	Proof of ownership, lease, rental agreement, or other arrangement for legal possession of the proposed licensed premises.
<input checked="" type="checkbox"/>	An operating plan for the proposed licensed premises which includes a description of the products and services to be provided by the proposed licensed premises, including whether the establishment proposes to engage in the production of retail sale of food or other products containing medical or retail marijuana, and whether any medical or retail marijuana products or services will be provided at a location different than the premises on the license application.
<input checked="" type="checkbox"/>	A floor plan showing the configuration of the proposed licensed premises, including a statement of total floor space occupied by the business, which designates the use of each room or other area of the proposed licensed premises and where patrons are not permitted. <ul style="list-style-type: none"> ○ The floor plan need not be professionally prepared, but must be drawn to a designated scale or drawn with marked dimensions of the interior of the proposed licensed premises to an accuracy of plus or minus six inches ○ The floor plan shall designate the place at which the license will be conspicuously posted as required by this chapter.
<input checked="" type="checkbox"/>	Sign, security and lighting plans indicating how the applicant will comply with the requirements of the Colorado Medical Marijuana Code or Colorado Retail Marijuana Code, as applicable, and this chapter.
<input checked="" type="checkbox"/>	An area map, drawn to scale, indicating the boundaries of the property upon which the proposed licensed premises is or will be located, the proximity, measured per the standards set forth below, of the proposed licensed premises to any public or private school located five hundred feet (500') or less from the proposed licensed premises, and the proximity to any other licensed premises located one hundred fifty feet (150') or less from the proposed licensed premises.
<input checked="" type="checkbox"/>	Proof that the proposed medical marijuana establishment or retail marijuana establishment will be located in a location that is compliant with the zoning and land use laws, or that the necessary land use application(s) has been made.
<input checked="" type="checkbox"/>	Payment of all required fees as set forth in the Appendix A of this code, together with an agreement to reimburse consultant fees on a form provided by the Town, which are non-refundable.
<input checked="" type="checkbox"/>	A statement of whether or not any person holding any ownership interest in the proposed medical marijuana establishment or retail marijuana establishment has: <ul style="list-style-type: none"> ○ Ever been denied an application for a medical marijuana establishment or retail marijuana establishment license by the state or any other local jurisdiction in the state, or has ever had such a license suspended or revoked; and ○ Ever been convicted of a felony or has ever completed any portion of a sentence due to a felony charge.
<input checked="" type="checkbox"/>	The contents of the application shall be verified, under oath, by each person or entity holding an ownership interest in the proposed medical marijuana establishment or retail marijuana establishment.
<input checked="" type="checkbox"/>	Applications for renewal of a license, transfers of ownership, changes in trade name, and other application types set forth in the fee schedule where no material change in the characteristics of the licensed premises has occurred shall not require the items enumerated in subsections (D) through (H) of this section. (Ord. 683 §3, 2015; Amended Ord. 693 §3, 2016; Amended Ord. 715 §2 (Exh. A), 2017)



New Application Renewal

**Town of Parachute Marijuana Licensing Authority
Regulated Marijuana Business License Application**

License Types & Fees (See Application Checklist for details on license types and fees.)			
<input type="checkbox"/> Retail Marijuana Store <input type="checkbox"/> Retail Marijuana Cultivation Facility (Select Tier) <input type="checkbox"/> Retail Marijuana Testing Facility	<input type="checkbox"/> Tier 1 (Up to 1800 plants) <input type="checkbox"/> Tier 2 (1801 to 3600 plants) <input type="checkbox"/> Tier 3 (3601 to 6000 plants) <input type="checkbox"/> Tier 4 (6001 to 10200 plants) <input type="checkbox"/> Tier 5 (10201 to 13800 plants) <input type="checkbox"/> Tier 5+ (_____ plants in excess of 13801)	<input checked="" type="checkbox"/> Retail Marijuana Products Manufacturer <input type="checkbox"/> Retail Marijuana Business Operator <input type="checkbox"/> Retail Marijuana Transporter	
<input type="checkbox"/> Medical Marijuana Store <input checked="" type="checkbox"/> Medical Marijuana Products Manufacturer <input type="checkbox"/> Medical Marijuana Testing Facility <input type="checkbox"/> Medical Marijuana Business Operator <input type="checkbox"/> Medical Marijuana Transporter	<input type="checkbox"/> Marijuana Research & Development Facility <input type="checkbox"/> Medical Marijuana Cultivation Facility <input type="checkbox"/> Class 1 (1-500 Plants) <input type="checkbox"/> Class 2 (501-1500 Plants) <input type="checkbox"/> Class 3 (1501-3000 Plants) <input type="checkbox"/> Class 3+ _____ (increments of 3000)		
Applicant's Legal Business Name (Please Print) Softgel Rx, Inc		Marijuana License Number TBD	
Registered Trade Name (DBA) N/A			
Federal Taxpayer ID 87-3691381	Affiliated Colorado Sales Tax License # N/A	Name of Registered Agent (with CO SoS) Jaime Cox	
Physical Address			
Street Address of Marijuana Business 101 Cardinal Way, Suite 6 & 7			
City Parachute	County Garfield	State CO	ZIP 81521
Business Phone Number 970-628-6261	Email Address Ed@SoftgelRx.com		
Mailing Address (if different from Business Address)			
Address 1386 Horseshoe Dr			
City Fruita	County Mesa	State CO	ZIP 81521
Primary Contact Person			
Primary Contact Person for Business Edward Sittner		Primary Contact Phone Number 970-628-6261	
Primary Contact Mailing Address 1386 Horseshoe Dr, Fruita CO 81521			
Primary Contact Email Address Ed@SoftgelRx.com			

1. Is the licensee (including any of the partners, if a partnership; members or manager if a limited liability company; or officers, stockholders or directors if a corporation) under the age of twenty-one years?	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
2. Has the applicant or any business entity owned by the applicant ever owned or applied for a Marijuana license in this or any other jurisdiction, foreign or domestic that has been subject to any of the following actions since the last renewal: (1) denial; (2) surrender; (3) order to show cause; (4) suspension; (5) fine; (6) revocation; (7) stipulation or settlement; (8) withdrawn. If YES, provide details on a separate sheet, including jurisdiction, type of action, and date of action.	<input type="checkbox"/>	<input checked="" type="checkbox"/>
3. Do you have legal possession of the licensed premises?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
4. In the past year, has the licensee (including all parent or subsidiary companies, if any) had a tax lien filed against it, or become delinquent in the payment or filing of any taxes, interest, penalties or judgments owed to the State of Colorado. If Yes, explain in detail on a separate sheet and attach copies of all available documentation.	<input type="checkbox"/>	<input checked="" type="checkbox"/>
5. In the past year, has the licensee (including all parent or subsidiary companies, if any) been indicted, served with a criminal summons, charged with, or convicted of ANY crime or offense in any manner? Include ALL offenses regardless of class of crime or outcome, even if the charges were dismissed or you were found not guilty. If Yes, explain in detail on a separate sheet and attach it to your application. Provide official documentation from the court showing the final disposition for any felony charge or those related to a controlled substance. (Sealed or expunged non-convictions need not be disclosed).	<input type="checkbox"/>	<input checked="" type="checkbox"/>
6. Within the last 12 months, has there been a change in ownership or ownership allocation, a transfer of stock, a change in the incorporation or in the corporate by-laws, or any other change affecting ownership or organizational structure of the licensee or its subsidiaries/affiliates? If yes, explain in detail on a separate sheet and attach copies of all available documentation concerning the changes. (i.e. New operating agreement)	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Ownership Structure			
List all CBOs 10% or greater and all Executive Officers, Managers and any other individual and/or entity that Controls the RMB.			
Name	Title	Own. % Entity Associated with	Own. % in Applicant
Edward Sittner	President	100	100
Name	Title	Own. % Entity Associated with	Own. % in Applicant
Name	Title	Own. % Entity Associated with	Own. % in Applicant
Name	Title	Own. % Entity Associated with	Own. % in Applicant
Name	Title	Own. % Entity Associated with	Own. % in Applicant
Name	Title	Own. % Entity Associated with	Own. % in Applicant
Name	Title	Own. % Entity Associated with	Own. % in Applicant
Name	Title	Own. % Entity Associated with	Own. % in Applicant
Name	Title	Own. % Entity Associated with	Own. % in Applicant
Name	Title	Own. % Entity Associated with	Own. % in Applicant
7. Are there any outstanding options and/or warrants or other contracts, that may be exercised into an Owner's Interest in the RMB within the next 60 days that would constitute a CBO? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No *If YES, attach list of persons			
8. Are there any other Persons, other than those listed in the Ownership Structure, that can Control the RMB? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No *If YES, attach list of persons			
9. Are any owners renewing their Owners Licenses with this application? If YES, then each must submit the Owner Renewal Applications (DR 8516 & DR 8581 - see website)			Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>

10. Has the applicant exercised reasonable care to confirm that its CBO's, PBO's (that are Non-Objectin PBO's), Qualified Institutional Investors and Indirect Financial Interest Holders are NO Person(s) prohibited under Section C.R.S. 44-10-307? (Publicly Traded Companies excluded) If NO, explain on a separate sheet	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
11. Have any CBO's been removed or moved to PBO ownership status since the prior application? If YES, list and explain.	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

Local Licensing Authority (To be filled out by licensee) Include copy of Local License or Approval			
Local Licensing Authority Town of Parachute		Local Licensing Authority Contact Name Lucy Splanka	
Contact Phone (970) 665-1144	Contact Email lspalenka@parachutecolorado.com		
Current License Status With Local Authority N/A		Date of Expiration N/A	
Does the local licensing authority permit this type of business in their jurisdiction?			Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>

Indirect Financial Interest Holder - List those with 2 or more interests (PBO, lease, Intellectual Property agreements, finance and/or equipment lease agreements, etc.) or loans that are 50% or more of the operating capital as defined in Rule 2-230-1(A)(3).


Name of Interest Holder		Date of Birth	FEIN/SSN	
Address		City	State	Zip
List Types of Interests				
Name of Interest Holder		Date of Birth	FEIN/SSN	
Address		City	State	Zip
List Types of Interests				
Name of Interest Holder		Date of Birth	FEIN/SSN	
Address		City	State	Zip
List Types of Interests				
Name of Interest Holder		Date of Birth	FEIN/SSN	
Address		City	State	Zip
List Types of Interests				

Affirmation & Consent

I, Edward Sittner, as an owner for the applicant business, state under penalty for offering a false instrument for recording pursuant to 18-5-114 C.R.S. that the entire Renewal License Application statements, attachments, and supporting schedules are true and correct to the best of my knowledge and belief, and that this statement is executed with the knowledge that misrepresentation or failure to reveal information requested may be deemed sufficient cause for the refusal to issue a Marijuana license by the State Licensing Authority. Further, I am aware that later discovery of an omission or misrepresentation made in the above statements may be grounds for denial of the marijuana business application. I am voluntarily submitting this application to the Colorado Marijuana Licensing Authority, under oath, with full knowledge that I may be charged with perjury or other crimes for intentional omissions and misrepresentations pursuant to Colorado law or for offering a false instrument for recording pursuant to 18-5-114 C.R.S. I further consent to any background investigation necessary to determine my present and continuing suitability and that this consent continues as long as I hold a Colorado Marijuana License.

Note: If your check is rejected due to insufficient or uncollected funds, the Department of Revenue may collect the payment amount directly from your banking account(s) electronically.

Print Full Legal Name of Owner clearly below:

Applicant's Legal Business Name Softgel Rx, Inc		Trade Name (DBA) N/A	
Applicant's Last Name (Please Print) Sittner	Applicant's First Name Edward	Applicant's Middle Name Oscar	
Signature 			Date 12/27/21

Confidential Document: This document is the property of the Colorado Marijuana State Licensing Authority and the Colorado Marijuana Enforcement Division, and is provided for Official Use Only. This document may not be further reproduced nor its contents disclosed without the written permission of the Division or State Licensing Authority.

Tax Check Authorization and Request To Release Information

Edward Sittner

Softgel Rx, Inc

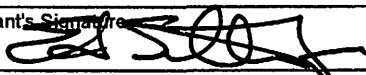
I _____ am signing this waiver on behalf of _____ (the "Applicant/Licensee") to permit the Colorado Department of Revenue and any other state or local taxing authority to release information and documents that would otherwise be confidential. If I am signing this waiver for someone other than myself, I certify that I have the authority to execute this waiver on behalf of the Applicant/Licensee.

The information and documentation obtained pursuant to this waiver will be used in connection with the Applicant/Licensee's application or licensure with the Colorado Marijuana Enforcement Division, which requires proof of compliance with certain tax obligations pursuant to several statutory provisions, including sections 44-10-202(1) and 44-10-307(1)(e), C.R.S. This waiver is made pursuant to section 39-21-113(4), C.R.S.; and any other similar law or ordinance concerning the confidentiality of tax returns and return information. This waiver shall be valid while the application is pending and, if the application is approved, (1) for one year from the date of licensure or; (2) if applying for an employee license under the medical marijuana code, for two years from the date of licensure. If the license is administratively continued pursuant to section 44-10-314 C.R.S., this waiver shall be valid until the state licensing authority takes final action to approve or deny the renewal of the license. Applicant/Licensee agrees to execute a new waiver for each subsequent licensing period in connection with the renewal of any license.

Applicant/Licensee requests that the Colorado Department of Revenue and any other state or local taxing authority release the following information and supporting documentation to the Colorado Marijuana Enforcement Division, which is acting as Applicant's/Licensee's duly authorized representative under section 39-21-113(4), C.R.S., solely to obtain the information specified below.

1. Whether the Applicant/Licensee has failed to file any state tax return with the Colorado Department of Revenue or any other state or local taxing authority by the required due date (determined with regard to any extension(s) of time for filing) for any tax year for which filing of a return might have been required.
2. Whether the Applicant/Licensee has failed to pay any tax, penalty, or interest liability within 30 days of the date on which the Colorado Department of Revenue or any other state or local taxing authority gave notice of the amount due and requested payment.
3. Whether the Applicant/Licensee has entered into a payment plan with the Colorado Department of Revenue or any other state or local taxing authority and whether Applicant/Licensee is current on any payments required by said payment plan.

Applicant/Licensee authorizes the Colorado Department of Revenue and any other state or local taxing authority to release any additional information or documentation necessary to answer the questions above. Applicant/Licensee authorizes the Colorado Marijuana Enforcement Division and its legal representatives to use the information and documentation obtained from the Colorado Department of Revenue and any other state or local taxing authority in any administrative action regarding the application or license. To assist the Colorado Department of Revenue and any other state or local taxing authority locate the tax records, Applicant/Licensee is voluntarily providing the following information (please type or print).

Applicant's Name (Individual/Business) Softgel Rx, Inc		Social Security Number/Tax Identification Number [REDACTED]	
Street Address 1386 Horseshoe Dr	City Fruita	State CO	Zip Code 81521
Home Telephone Number 970-628-6261		Business/Work Telephone Number N/A	
Legal Last Name (Please Print) Sittner	Legal First Name Edward	Full Middle Name Oscar	
Applicant's Signature 		Date 12/27/21	
Signature of Marijuana Enforcement Division agent presenting this request		Date	


Investigation Authorization/Authorization to Release Information

Edward Sittner

I, _____, as an owner for this licensee, hereby authorize the Colorado Marijuana Licensing Authority, the Marijuana Enforcement Division, (hereafter, the Investigatory Agencies) to conduct a complete investigation into the background of the person(s) and/or entity, using whatever legal means they deem appropriate. I hereby authorize any person or entity contacted by the Investigatory Agencies to provide any and all such information deemed necessary by the Investigatory Agencies. I hereby waive any rights of confidentiality in this regard. I understand by signing this authorization, a financial record check may be performed. I authorize any financial institution to surrender to the Investigatory Agencies a complete and accurate record of such transactions that may have occurred with that institution, including, but not limited to, internal banking memoranda, past and present loan applications, financial statements and any other documents relating to my personal or business financial records in whatever form and wherever located. I authorize the release of this type of information, even though such information may be designated as "confidential" or "non-public" under the provisions of state or federal laws. I understand by signing this authorization, a criminal history check will be performed. I authorize the Investigatory Agencies to obtain and use from any source, any information concerning me contained in any type of criminal history record files, wherever located. I understand the criminal history record files contain records of arrests which may have resulted in a disposition other than a finding of guilt (i.e., dismissed charges, or charges that resulted in a not guilty finding). I understand the information may contain listings of charges that resulted in suspended imposition of sentence, even though I successfully completed the conditions of said sentence and was discharged pursuant to law. I authorize the release of this type of information, unless sealed or expunged by the court of record, even though this record may be designated as "confidential" or "non-public" under the provisions of state or federal laws.


The Investigatory Agencies reserve the right to investigate all relevant information and facts to their satisfaction. I understand the Investigatory Agencies may conduct a complete and comprehensive investigation to determine the accuracy of all information gathered. However, the State of Colorado, Investigatory Agencies, and other agents or employees of the State of Colorado shall not be held liable for the receipt, use, or dissemination of inaccurate information. I, on behalf of the applicant business, its legal representatives, and assigns, hereby release, waive, discharge, and agree to hold harmless, and otherwise waive liability as to the State of Colorado, Investigatory Agencies, and other agents or employees of the State of Colorado for any damages resulting from any use, disclosure, or publication in any manner, other than a willfully unlawful disclosure or publication, of any material or information acquired during inquiries, investigations, or hearings, and hereby authorize the lawful use, disclosure, or publication of this material or information. Any information contained within my application, contained within any financial or personnel record, or otherwise found, obtained, or maintained by the Investigatory Agencies, shall be accessible to law enforcement agents of this or any other state, the government of the United States, or any foreign country.

Print Full Legal Name of Owner clearly below:

Applicant's Legal Business Name Softgel Rx, Inc		Trade Name (DBA) N/A
Applicant's Last Name (Please Print) Sittner	Applicant's First Name Edward	Applicant's Middle Name Oscar
Signature 		Date 12/27/21

Confidential Document: This document is the property of the Colorado Marijuana State Licensing Authority and the Colorado Marijuana Enforcement Division, and is provided for Official Use Only. This document may not be further reproduced nor its contents disclosed without the written permission of the Division or State Licensing Authority.

Applicant's Request to Release Information

TO: (Leave this Blank)	FROM: (Applicant's Printed Name) Softgel Rx, Inc	
<ol style="list-style-type: none"> 1. I/We hereby authorize and request all persons to whom this request is presented having information relating to or concerning the above named applicant to furnish such information to a duly appointed agent of the Marijuana Enforcement Division whether or not such information would otherwise be protected from the disclosure by any constitutional, statutory or common law privilege. 2. I/We hereby authorize and request all persons to whom this request is presented having documents relating to or concerning the above named applicant to permit a duly appointed agent of the Marijuana Enforcement Division to review and copy any such documents, whether or not such documents would otherwise be protected from disclosure by any constitutional, statutory, or common law privilege. 3. If the person to whom this request is presented is a brokerage firm, bank, savings and loan, or other financial institution or an officer of the same, I/we hereby authorize and request that a duly appointed agent of the Marijuana Enforcement Division be permitted to review and obtain copies of any and all documents, records or correspondence pertaining to me/us, including but not limited to past loan information, notes co-signed by me/us, checking account records, savings deposit records, safe deposit box records, passbook records, and general ledger folio sheets. 4. I/We do hereby make, constitute, and appoint any duly appointed agent of the Colorado Marijuana Enforcement Division, my/our true and lawful attorney in fact for me/us in my/our name, place, stead, and on my/our behalf and for my/our use and benefit <ol style="list-style-type: none"> (a) To request, review, copy sign for, or otherwise act for investigative purposes with respect to documents and information in the possession of the person to whom this request is presented as I/we might; (b) To name the person or entity to whom this request is presented and insert that person's name in the appropriate location in this request. (c) To place the name of the agent presenting this request in the appropriate location on this request. 5. I grant to said attorney in fact full power and authority to do, take, and perform all and every act and thing whatsoever requisite, proper, or necessary to be done, in the exercise of any of the rights and powers herein granted, as fully to all intents and purposes as I/we might or could do if personally present, with full power of substitution or revocation, hereby ratifying and confirming all that said attorney in fact, or his substitute or substitutes, shall lawfully do or cause to be done by virtue of this power of attorney and the rights and powers herein granted. 6. This power of attorney ends twenty-four (24) months from the date of execution. 7. The above named applicant has filed with the Colorado Marijuana Licensing Authority an application for a Marijuana license. Said applicant understands that it is seeking the granting of a privilege and acknowledges that the burden of proving its qualifications for a favorable determination is at all times on the applicant. 8. I/We do, for myself/ourselves, my/our heirs, executors, administrators, successors, and assigns, hereby release, remise, and forever discharge the person to whom this request is presented, and his agents and employees from all and all manner or actions, causes of action, suits, debts, judgments, executions, claims, and demands whatsoever, known or unknown, in law or equity, which the applicant ever had, now has, may have, or claims to have against the person to whom this request is being presented or his agents or employees arising out of or by reason of complying with the request. 9. A reproduction of this request by photocopying or similar process shall be for all intents and purposes as valid as the original. 		
Applicant's Legal Business Name <p style="text-align: center;">Softgel Rx, Inc</p>		
Trade Name (DBA) <p style="text-align: center;">N/A</p>		
Applicant's Last Name (Please Print) Sittner	First Name Edward	Full Middle Name Oscar
Signature 		Date 12/27/21

AFFIRMATION OF REASONABLE CARE – PRIVATE COMPANY

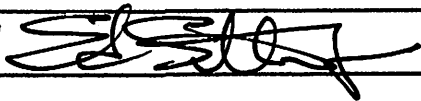
Pursuant to subsections 44-10-309(4) C.R.S. and Rule 2-230(D), Applicant or Licensee affirms that, prior to submission of this application, it exercised reasonable care to confirm its Passive Beneficial Owners, (including an Qualified Institutional Investors) and Indirect Financial Interest Holders, are not Persons prohibited from being issued or holding a license by section 44-10-307 C.R.S., or otherwise restricted from holding an interest under the Colorado Regulated Marijuana Business Code. An Applicant's or Licensee's failure to exercise reasonable care is a basis for denial, fine, suspension, revocation or other sanction by the State Licensing Authority.

I, Edward Sittner, as Controlling Beneficial Owner or Manager for

Print
Softgel Rx, Inc

state under penalty of perjury, pursuant to §18-8-503, that the foregoing is true and correct to the best of my knowledge, information and belief.

Signature



Date

12/27/21

AFFIRMATION OF REASONABLE CARE – PUBLICLY TRADED CORPORATION

Pursuant to subsections 44-10-309(5) C.R.S. and Rule 2-230(D), Applicant or Licensee affirms that, prior to submission of this application, it exercised reasonable care to confirm its Non-objecting Passive Beneficial Owners, (including any Qualified Institutional Investors) and Indirect Financial Interest Holders, are not Persons prohibited from being issued or holding a license by section 44-10-307 C.R.S., or otherwise restricted from holding an interest under the Colorado Regulated Marijuana Business Code. An Applicant's or Licensee's failure to exercise reasonable care is a basis for denial, fine, suspension, revocation or other sanction by the State Licensing Authority.

I, N/A, as Controlling Beneficial Owner or Manager for

Print
N/A

state under penalty of perjury, pursuant to §18-8-503, that the foregoing is true and correct to the best of my knowledge, information and belief.

Signature

Date

N/a

December 21, 2021

Colorado MED Headquarter Office
1697 Cole Blvd Suite 200
Lakewood, CO 80401

RE: Softgel Rx, Inc.

To Whom It Concerns:

Softgel Rx, Inc. has leased Units 6 & 7, 101 Cardinal Way, in Parachute, CO to conduct a marijuana related business(es), subject to licensing approval(s).

Unit #6 was previously occupied by Divisional Solutions, LLC, a marijuana MIP.

This letter is to confirm that Softgel Rx, Inc. has been approved by the Landlord to conduct such business(es) at this location.

Please call or contact me at any time with any questions.

Del Dawson, Leasing Agent
RE/MAX Elite Properties
103 W 1st St, Parachute, CO 81635
970-250-8400
970-285-1128
deldawson@remax.net

Softgel Rx, Inc

101 Cardinal Way
Suite 6 & 7
Parachute, CO 81521
(970) 628-6261

Operating Plan

The Product

We will be manufacturing THC:CBD Softgels in order to provide a precision dosed, smoke-free alternative for incorporating Cannabis into your daily life. At this time Softgels are the only product we will be producing. Our softgels will be sold to dispensaries throughout Colorado.

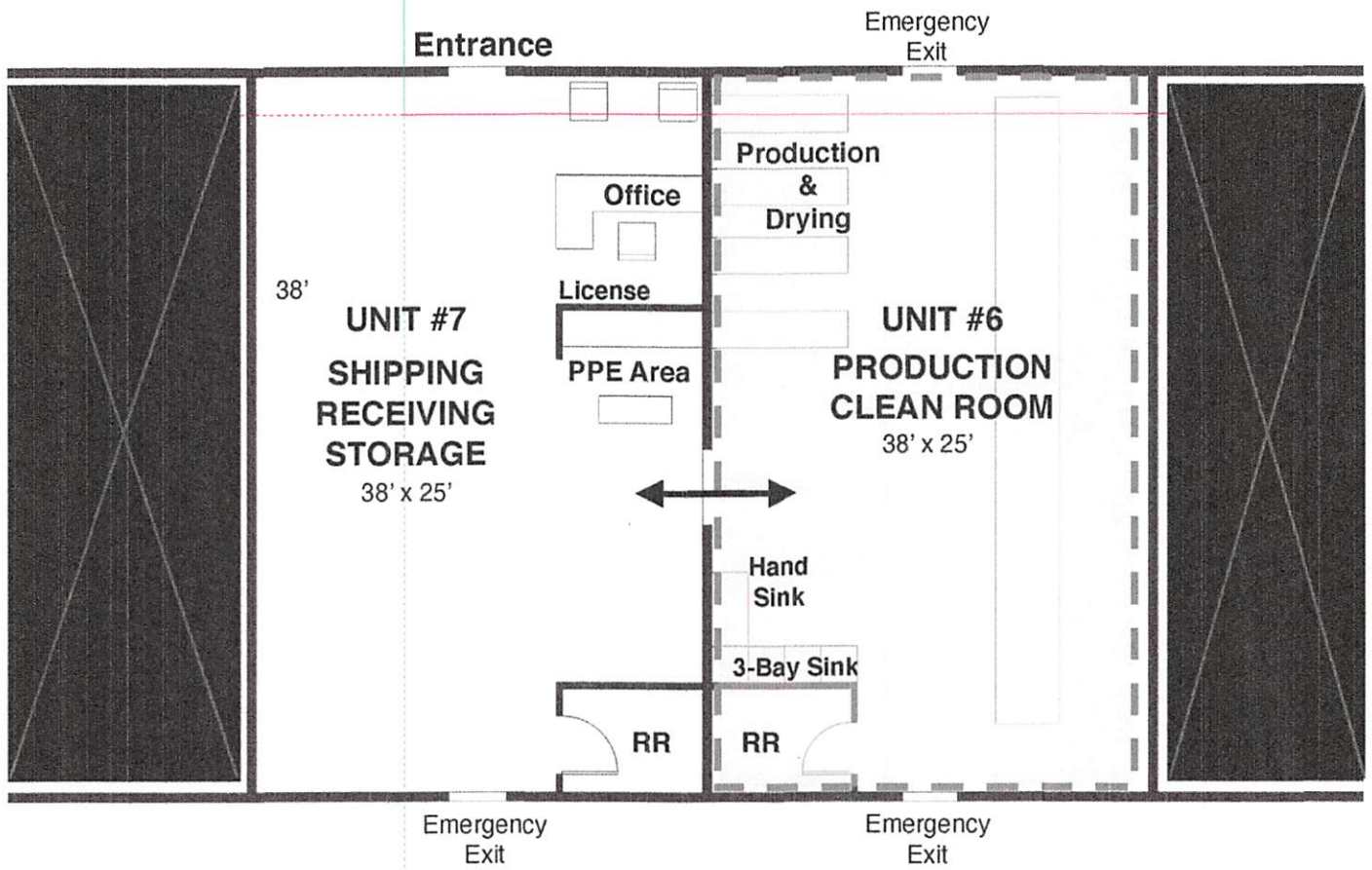
The Process

THC & CBD extracts will be procured for use in our softgels. We will have a single 4" softgel machine, drying racks, softgel counters and a bottling line located all located in a complete clean room environment, unit 6. Suite 7 will be utilized for shipping and receiving, office and storage. Every part of our process will be located within this space.

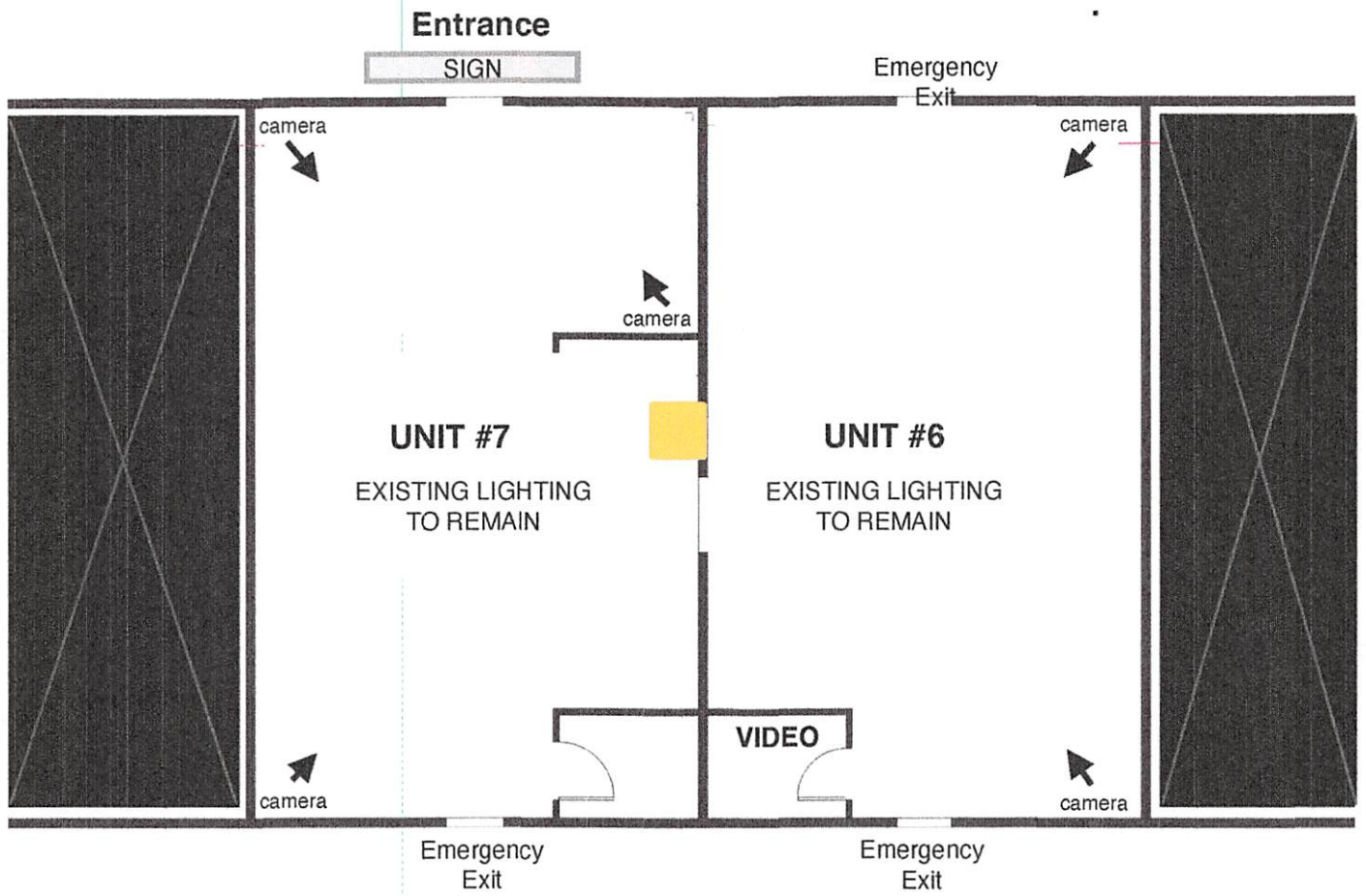
The license

We are pursuing both a medical and recreational license in order to maximize exposure and distribution opportunities. We are aiming to achieve GMP certification and pride ourselves on quality.

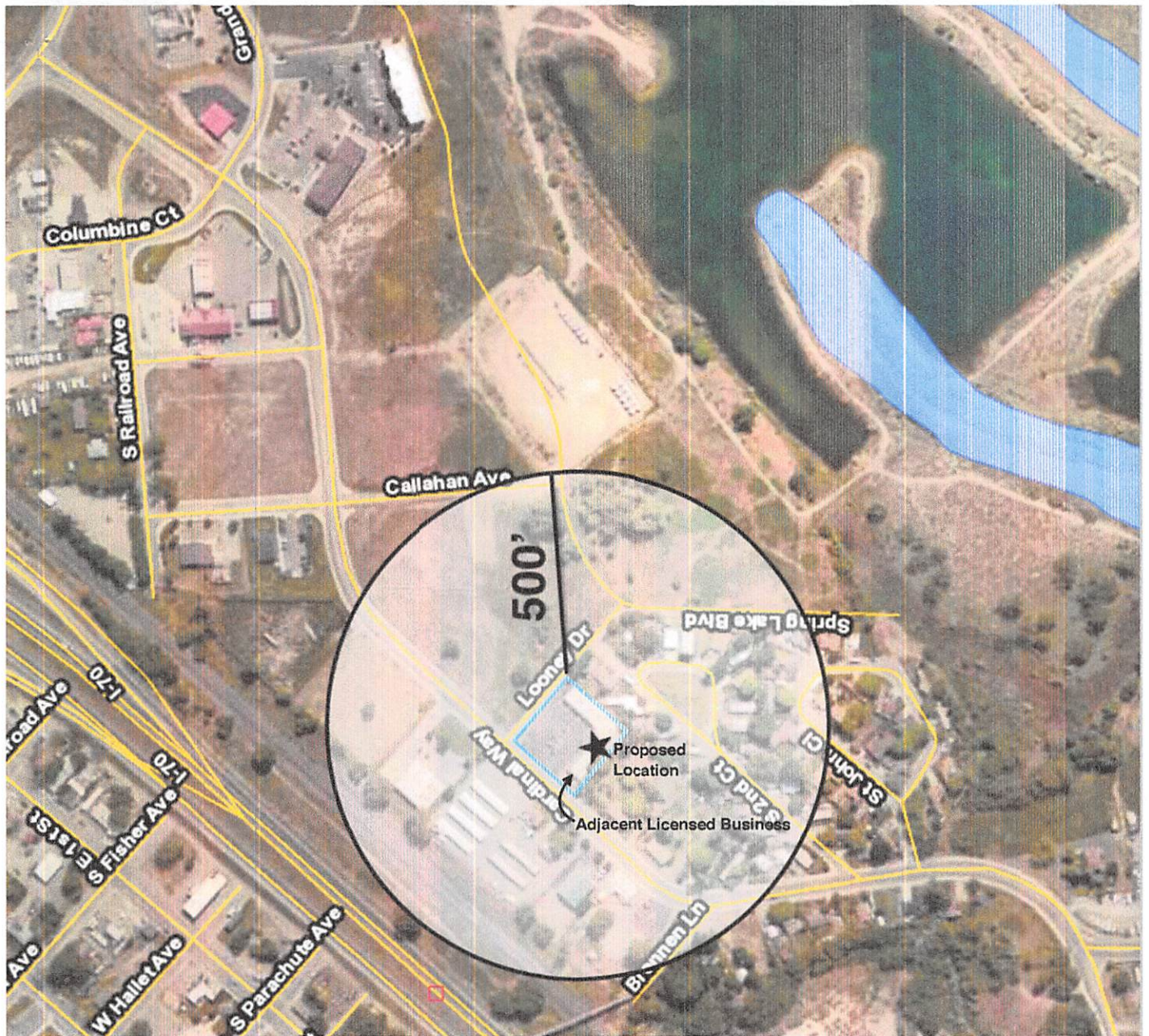
PARKING LOT



SOFTGEL RX, INC
FLOOR PLANS



**SOFTGEL RX, INC
SECURITY CAMERAS**



STATEMENTS:

1. There are no public or private schools located five hundred feet (500') or less from the proposed licensed premises.
There are 2 units located one hundred fifty feet (150') or less from the proposed licensed premises that are licensed.
2. The proposed medical marijuana / retail marijuana establishment is located in a location that is compliant with the zoning and land use laws.
3. No persons holding any ownership interest in the proposed medical marijuana establishment / retail marijuana establishment has:
-Ever been denied an application for a medical marijuana establishment or retail marijuana establishment license by the state or any other local jurisdiction in the state, or has ever had such a license suspended or revoked; and
-Ever been convicted of a felony or has ever completed any portion of a sentence due to a felony charge.
4. The contents of this application shall be verified, under oath, by each person or entity holding an ownership interest in the proposed medical marijuana establishment or retail marijuana establishment.
5. NOT APPLICABLE- Applications for renewal of a license, transfers of ownership, changes in trade name, and other application types set forth in the fee schedule where no material change in the characteristics of the licensed premises has occurred shall not require the items enumerated in subsections (D) through (H) of this section. (Ord. 683 §3, 2015; Amended Ord. 693 §3, 2016; Amended Ord. 715 §2 (Exh. A), 2017)



OFFICIAL AD PROOF

This is the proof of your ad scheduled to run in **Glenwood Springs Post Independent** on the dates indicated below. If changes are needed, please contact us prior to deadline at **(970) 945-8515**.

Notice ID: IS4HpPA0EM4T3Wjw6IMV | **Proof Updated: Feb. 23, 2022 at 06:30pm MST**
Notice Name: Town of Parachute Public Notice | Publisher ID: 202502

This is not an invoice. Below is an estimated price, and it is subject to change. You will receive an invoice with the final price upon invoice creation by the publisher.

FILER	FILING FOR
Jaime Cox jaime@softgelco.com (970) 628-5488	Glenwood Springs Post Independent

Columns Wide: 1 Ad Class: Legals

02/28/2022: Other Notice	11.95
Affidavit Fee	4.00

Subtotal	\$15.95
Tax %	0.00
Total	\$15.95

PUBLIC NOTICE

Retail Marijuana Products Manufacturer
101 Cardinal Way, Suite 6&7
Parachute, CO 81635

Application Date: 12/29/2021
Hearing Date: 3/17/2022

Applicant: Softgel Rx, Inc
Address: 1386 Horseshoe Dr, Fruita CO 81521
**PUBLISHED IN THE GLENWOOD SPRINGS
POST INDEPENDENT ON MONDAY, FEBRUARY
28, 2022.**

Realistic field
gal x 7,000
100

U.S. Postal Service™ CERTIFIED MAIL® RECEIPT

Domestic Mail Only

For delivery information, visit our website at www.usps.com®.
Carbondale, CO 81635

Certified Mail Fee	\$3.75
Extra Services & Fees (check box, add fee as appropriate)	\$3.05
<input type="checkbox"/> Return Receipt (hardcopy)	\$0.00
<input type="checkbox"/> Return Receipt (electronic)	\$0.00
<input type="checkbox"/> Certified Mail Restricted Delivery	\$0.00
<input type="checkbox"/> Adult Signature Required	\$0.00
<input type="checkbox"/> Adult Signature Restricted Delivery	\$0.00
Postage	\$0.58
Total Postage and Fees	\$7.38

0501
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MAIN POST OFFICE
Postmark Here
MAR - 2 2022
GRAND JUNCTION, CO 81501
03/02/2022

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Parachute, CO 81635

Certified Mail Fee	\$3.75
Extra Services & Fees (check box, add fee as appropriate)	\$3.05
<input type="checkbox"/> Return Receipt (hardcopy)	\$0.00
<input type="checkbox"/> Return Receipt (electronic)	\$0.00
<input type="checkbox"/> Certified Mail Restricted Delivery	\$0.00
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Rifle, CO 81850

Certified Mail Fee	\$3.75
Extra Services & Fees (check box, add fee as appropriate)	\$3.05
<input type="checkbox"/> Return Receipt (hardcopy)	\$0.00
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Extra Services & Fees (check box, add fee as appropriate)	\$3.05
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Postage	\$0.58
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<input type="checkbox"/> Return Receipt (hardcopy)	\$0.00
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Postage	\$0.58
Total Postage and Fees	\$7.38

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Extra Services & Fees (check box, add fee as appropriate)	\$3.05
<input type="checkbox"/> Return Receipt (hardcopy)	\$0.00
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<input type="checkbox"/> Adult Signature Restricted Delivery	\$0.00
Postage	\$0.58
Total Postage and Fees	\$7.38

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Certified Mail Fee	\$3.75
Extra Services & Fees (check box, add fee as appropriate)	\$3.05
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<input type="checkbox"/> Return Receipt (electronic)	\$0.00
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<input type="checkbox"/> Adult Signature Required	\$0.00
<input type="checkbox"/> Adult Signature Restricted Delivery	\$0.00
Postage	\$0.58
Total Postage and Fees	\$7.38

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Certified Mail Fee	\$3.75
Extra Services & Fees (check box, add fee as appropriate)	\$3.05
<input type="checkbox"/> Return Receipt (hardcopy)	\$0.00
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<input type="checkbox"/> Adult Signature Restricted Delivery	\$0.00
Postage	\$0.58
Total Postage and Fees	\$7.38

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Postage	\$0.58
Total Postage and Fees	\$7.38

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<input type="checkbox"/> Adult Signature Restricted Delivery	\$0.00

Postage \$0.58

Total Postage and Fees \$7.38

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Rifle, CO 81650

OFFICIAL USE

Certified Mail Fee	\$3.75
Extra Services & Fees (check box, add fee as appropriate)	\$3.05
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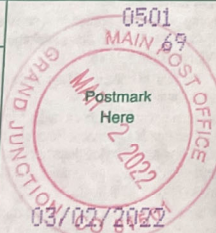
Postage \$0.58

Total Postage and Fees \$7.38

Sent To

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White Cliffs, CO 81527

OFFICIAL USE

Certified Mail Fee	\$3.75
Extra Services & Fees (check box, add fee as appropriate)	\$3.05
<input type="checkbox"/> Return Receipt (hardcopy)	\$0.00
<input type="checkbox"/> Return Receipt (electronic)	\$0.00
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<input type="checkbox"/> Adult Signature Required	\$0.00
<input type="checkbox"/> Adult Signature Restricted Delivery	\$0.00

Postage \$0.58

Total Postage and Fees \$7.38

Sent To

Street and Apt. No., or PO Box No.

City, State, ZIP+4®



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Parachute, CO 81635

OFFICIAL USE

Certified Mail Fee	\$3.75
Extra Services & Fees (check box, add fee as appropriate)	\$3.05
<input type="checkbox"/> Return Receipt (hardcopy)	\$0.00
<input type="checkbox"/> Return Receipt (electronic)	\$0.00
<input type="checkbox"/> Certified Mail Restricted Delivery	\$0.00
<input type="checkbox"/> Adult Signature Required	\$0.00
<input type="checkbox"/> Adult Signature Restricted Delivery	\$0.00

Postage \$0.58

Total Postage and Fees \$7.38

Sent To

Street and Apt. No., or PO Box No.

City, State, ZIP+4®



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Chesapeake, VA 23320

OFFICIAL USE

Certified Mail Fee	\$3.75
Extra Services & Fees (check box, add fee as appropriate)	\$3.05
<input type="checkbox"/> Return Receipt (hardcopy)	\$0.00
<input type="checkbox"/> Return Receipt (electronic)	\$0.00
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<input type="checkbox"/> Adult Signature Restricted Delivery	\$0.00

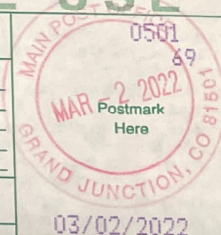
Postage \$0.58

Total Postage and Fees \$7.38

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TOWN OF PARACHUTE
222 GRAND VALLEY WAY
PARACHUTE CO 81635

SOFTGEL RX INC

TOWN OF PARACHUTE

Receipt #: 14602 Date: 1/4/2022 From: SOFTGEL RX INC Register: Register Main Desk Operator ID: top

Miscellaneous Receipt	Marijuana License	SOFTGEL RX INC	\$5,000.00
			Marijuana License Balance:
		Total Receipts	\$5,000.00
	Check - 1015		\$5,000.00
		Change Due:	\$0.00

Thank You for Your Payment!



Integrity ▪ Respect ▪ Teamwork ▪ Pride ▪ Innovation ▪ Diversity

222 GRAND VALLEY WAY ▪ PARACHUTE, CO 81635 ▪ (970) 285-7630

AGENDA ITEM SUMMARY

TO: Mayor and Town Council
FROM: Travis Elliott, Town Manager
MEETING DATE: March 17, 2022
MEMO DATE: March 10, 2022
AGENDA ITEM: ORDINANCE NO. 800-2022 - AN ORDINANCE OF THE TOWN COUNCIL OF THE TOWN OF PARACHUTE, COLORADO, APPROVING A LICENSE AND USE AGREEMENT WITH COUNTRY HOLDINGS, LLC RELATED TO TOP ADVENTURES AND AUTHORIZING THE SALE OF EQUIPMENT

EXECUTIVE SUMMARY:

Ordinance 800-2022 (Attachment A) and the attached License Agreement (Attachment B) has been prepared for the Town Council's consideration to license Country Holdings LLC to utilize Town property and facilities for the upcoming 2022 summer season. The agreement gives Country Holdings exclusive use of the two TOP Adventures facilities and non-exclusive use of property as shown on the map below. It will remain open to the public, and the Town's lease agreement with Running Burrito will remain in place.

This license is being offered to Country Holdings at a nominal rate of \$10 / year. The inventory of rental equipment is being offered to purchase at "trade-in value" for a total purchase price of \$66,165.

In exchange, Country Holdings has committed to partnering with the Town to further develop and enhance public access to the river and island on the property, including a financial contribution of up to \$480,000 for a bridge and trails.

As provided for in the agreement, they will be partnering with Grand Junction Adventures to take over the TOP Adventures operation and equipment rentals. Grand Junction Adventures currently hosts a similar rental and guiding business out of Grand Junction. In addition to river equipment rentals, they offer a variety of guided trips and adventures. Staff is very excited about this Joint Venture and partnership, and we believe their expertise in this industry will help take the TOP Adventures operation to the next level and bring more visitors to Parachute.



The Town Council is being asked to approve the attached License Agreement (Attachment A) by a motion and majority vote.

FINANCIAL IMPACTS:

The Town will only be receiving a nominal lease rate and trade-in value for the Town’s equipment, a total of \$66,175.

However, the TOP Adventures operation has traditionally been subsidized by the Town, and the future financial benefits to the Town through this partnership are substantial.

TOWN COUNCIL OPTIONS:

- 1. Move to approve the License Agreement.
- 2. The Town Council may also request to modify the agreement and approve it as amended.
- 3. The Town Council may decline the agreement at this time.

STAFF RECOMMENDATION:

Staff supports this partnership and recommends approving the license agreement by a motion.

ATTACHMENTS:

- A. ORDINANCE NO. 800-2022 - AN ORDINANCE OF THE TOWN COUNCIL OF THE TOWN OF PARACHUTE, COLORADO, APPROVING A LICENSE AND USE AGREEMENT WITH COUNTRY HOLDINGS, LLC RELATED TO TOP ADVENTURES AND AUTHORIZING THE SALE OF EQUIPMENT
- B. Draft License Agreement with Country Holdings LLC

TOWN OF PARACHUTE, COLORADO
ORDINANCE NO. -2022

AN ORDINANCE OF THE TOWN COUNCIL OF THE TOWN OF PARACHUTE, COLORADO, APPROVING A LICENSE AND USE AGREEMENT WITH COUNTRY HOLDINGS, LLC RELATED TO TOP ADVENTURES AND AUTHORIZING THE SALE OF EQUIPMENT

WHEREAS, the Town of Parachute (“Parachute” or the “Town”) is a home-rule municipality organized under Article XX of the Colorado Constitution and with the authority of the Parachute Home Rule Charter; and

WHEREAS, Section 1-18 of the Town Charter states that “[t]he [Town Council], by ordinance, may purchase, sell, exchange, receive by donation, and enter into a lease, or dispose of any interest in real property or water rights, including easements.”;

WHEREAS, further, Section 13-11 of the Town Charter states that “[t]he Town shall have the power to acquire, own, sell, lease, exchange, dispose of, or otherwise deal with real or personal property by ordinance without the need for an election.”;

WHEREAS, Country Holdings, LLC (“Country Holdings”) owns real property located at 400 Parachute Park Blvd, in the Town of Parachute, identified as Garfield County Parcel No. 240912100025 (the “Country Holdings Property”), on which Country Holdings intends to develop and operate an RV Park;

WHEREAS, the Town owns and operates “TOP Adventures,” which involves leasing various recreational equipment to the public, including but not limited to inflatable inner tubes, kayaks, stand up paddleboards, rafts, and other water equipment for use on the Colorado River or other water bodies as well as leasing utility terrain vehicles, off-road vehicles, and other related equipment for off-highway use (collectively, “TOP Equipment”);

WHEREAS, further, for TOP Adventures operations, the Town utilizes two buildings and parking located on property owned by the Town, identified by Garfield County Parcel No. 240707206001 (the “TOP Adventures Property”). The Town also owns the “island” property adjacent to the TOP Adventures Property, identified by Garfield County Parcel No. 240707200028 (the “Island Property”), which is capable of being developed for recreational uses;

WHEREAS, Country Holdings wishes to develop and operate recreational uses in conjunction with, and in support of, the operation of the RV Park on the Country Holdings Property, including the recreational uses currently provided by TOP Adventures;

WHEREAS, accordingly, the Town wishes to grant Country Holdings a license for the use of the TOP Adventures Property, sell the TOP Equipment, and set forth a framework for future use and development of the Island Property, as set forth in the License and Use Agreement set forth in **Exhibit A** (the “Agreement”);

WHEREAS, in evaluating the sale of the TOP Equipment, the Town undertook a property valuation to ensure the TOP Equipment is being sold at fair market value;

WHEREAS, the Town Council believes it is in the best interests of the Town to grant such a license and sell the TOP Equipment and advances a legitimate government interest; and

WHEREAS, the Town Council wishes to approve the Agreement and authorize the Town Manager or Mayor to execute any documents to effectuate such Agreement.

NOW, THEREFORE, BE IT ORDAINED BY THE TOWN COUNCIL OF THE TOWN OF PARACHUTE, COLORADO THAT:

Section 1. Recitals. The foregoing recitals are incorporated herein as if set forth in full.

Section 2. Agreement. The Town Council hereby approves the Agreement in substantially the same form as that enclosed as **Exhibit A**, incorporated herein by this reference, subject to review and approval by the Town Attorney. The Town Council authorizes the Town Attorney to make clarifying edits to the Agreement as reasonably necessary. Further, the Town Council hereby authorizes the Town Manager or Mayor to execute the Agreement, to take all actions pursuant to the Agreement, to sign all documents necessary to effectuate the sale and conveyance of the TOP Property, and to take other actions to effectuate the Agreement.

Section 3. Ratification of Actions. All actions heretofore taken, not inconsistent with the provisions of this Ordinance, by the Council and the officers, agents, or employees of the Town relating to the subject matter of this Ordinance, are hereby ratified, approved, and confirmed.

Section 4. Severability. If any provision of this Ordinance is found to be unconstitutional or unlawful, such finding shall only invalidate that part of portion found to violate the law. All other provisions shall be deemed severable and shall continue in full force and effect.

Section 5. Recordation. This Ordinance, upon full execution, shall be recorded in the public records of Garfield County, Colorado.

Section 6. Effective Date. This Ordinance shall be effective 30 days after final publication in accordance with the Town of Parachute Home Rule Charter.

INTRODUCED, READ, PASSED, ADOPTED, AND ORDERED PUBLISHED BY TITLE ONLY by a vote of ___ to ___ of the Town Council of the Town of Parachute, Colorado at a regular meeting held at Town Hall in the Town of Parachute, Colorado, on the ____ day of _____, 2022 and approved by the Mayor on the ____ day of _____, 2022.

**TOWN COUNCIL OF THE TOWN OF
PARACHUTE, COLORADO**

By: _____
Roy McClung, Mayor

ATTEST:

Lucy Spalenka, Town Clerk

PUBLIC NOTICE

Public notice is hereby given that an Ordinance entitled:

AN ORDINANCE OF THE TOWN COUNCIL OF THE TOWN OF PARACHUTE, COLORADO, APPROVING A LICENSE AND USE AGREEMENT WITH COUNTRY HOLDINGS, LLC RELATED TO TOP ADVENTURES AND AUTHORIZING THE SALE OF EQUIPMENT

was introduced before the Town Council on _____, 2022; that a copy of said Ordinance is posted at Town Hall; and that the Ordinance was approved at a regular meeting of the Town Council held on _____, 2022, and approved by the Mayor on _____, 2022.

Copies of the adopted ordinance are available for inspection at the Town Hall, Parachute, Colorado and available on the internet at <http://www.parachutecolorado.com>.

Dated this ____ day of _____, 2022.

TOWN OF PARACHUTE

Town Clerk

TOWN OF PARACHUTE, COLORADO LICENSE AND USE AGREEMENT

This LICENSE AND USE AGREEMENT (this “Agreement”) is made and entered into as of the date of the last signature hereto (the “Effective Date”), by and between the TOWN OF PARACHUTE, COLORADO, a home-rule municipal corporation (“Parachute” or the “Town”) on the one hand, and COUNTRY HOLDINGS, LLC, a Colorado limited liability company, or a closely related entity or affiliate of Country Holdings (“Country Holdings”) (singularly, a “Party”; collectively, the “Parties”).

RECITALS

- A. Country Holdings owns real property located at 400 Parachute Park Blvd, in the Town of Parachute, identified as Garfield County Parcel No. 240912100025 (the “Country Holdings Property”), on which Country Holdings intends to develop and operate an RV Park.
- B. The Town owns and operates “TOP Adventures,” which involves leasing various recreational equipment to the public, including but not limited to inflatable inner tubes, kayaks, stand up paddleboards, rafts, and other water equipment for use on the Colorado River or other water bodies as well as leasing utility terrain vehicles, off-road vehicles, and other related equipment for off-highway use (collectively, “TOP Equipment”).
- C. Further, for TOP Adventures operations, the Town utilizes two buildings and parking located on property owned by the Town, identified by Garfield County Parcel No. 240707206001 (the “TOP Adventures Property”). The Town also owns the “island” property adjacent to the TOP Adventures Property, identified by Garfield County Parcel No. 240707200028 (the “Island Property”), which is capable of being developed for recreational uses.
- D. Country Holdings wishes to develop and operate recreational uses in conjunction with, and in support of, the operation of the RV Park on the Country Holdings Property, including the recreational uses currently provided by TOP Adventures. To enhance economic development in the Town and alleviate the Town’s operation of TOP Adventures, the Town wishes to allow Country Holdings to take over operations of TOP Adventures and, upon construction of a bridge thereto, to develop certain parts of the Island Property for additional recreational uses.
- E. Accordingly, the Town wishes to grant Country Holdings a license for the use of the TOP Adventures Property, as well as to sell the TOP Equipment, conditioned upon Country Holdings continued operation of the TOP Adventures recreational uses. Further, the Town wishes to set up a framework for future use and development of the Island Property
- F. The Town Council finds that entering into this Agreement will provide benefit to the Town and advance the public interest and welfare of the Town and its citizens by promoting the development of recreational uses in the Town by a private party.

- G. In addition to the consideration expressly provided for herein, the Town Council finds that the economic and tax benefits to the Town and its residents are sufficient consideration to enter into this Agreement upon the terms and conditions described hereafter.

NOW, THEREFORE, in consideration of the mutual promises, covenants, and conditions contained herein, the receipt and sufficiency of which is hereby acknowledge, the Parties agree as follows:

TERMS & CONDITIONS

1. Incorporation of Recitals. The foregoing recitals are incorporated herein and made a material part of this Agreement.
2. License – TOP Adventures Property. The Town hereby grants Country Holdings a non-exclusive license (the “License”) to use and occupy that portion of the TOP Adventures Property depicted in **Exhibit A**, including the exclusive use of two storage buildings located thereon (the “License Area”), for use, operation, and development of a recreational equipment rental business, outdoor recreation facilities, and other recreation-oriented business operations (the “Rec Business”), subject to the following terms and conditions:
 - a. Consideration. Country Holdings shall pay the Town nominal consideration in the amount of \$10.00 per year for the term of this Agreement.
 - b. Use of License Area. Country Holdings may use the License Area for the Rec Business, but for no other purposes. Country Holdings shall maintain the License Area in good and safe condition. Upon the approval of the Town, in its sole discretion, Country Holdings may place temporary signage and improvements on the License Area and shall be responsible at its sole expense for the maintenance, repair, and removal of such improvements. No improvements shall be located on any property other than License Area. The Town shall have no responsibility, liability, or obligation with respect to the safety or security of any the improvements or other personal property of Country Holdings placed or located on, at, or in the License Area, it being acknowledged and understood by Country Holdings that the safety and security of any such property is the sole responsibility and risk of Country Holdings.
 - c. Assignment. Country Holdings shall have the right to assign its rights in the License to Grand Junction Stand Up Paddle, LLC (DBA Grand Junction Adventures) to operate the Rec Business on the TOP Adventures Property. Any other assignee must be approved by the Town. Any assignee shall be bound by the provisions of this Agreement. Country Holdings shall provide the Town a copy of any such assignment.
 - d. License Not Exclusive. The License granted for the License Area is not exclusive to Country Holdings; however, the use of the two storage buildings located thereon shall be for the exclusive use of Country Holdings. The Town shall have the right

to enter upon the License Area for its own purposes and to permit others to enter upon the License Area which do not compete or interfere with Country Holdings use of the License Area, including but not limited to existing uses by Bustang, the Running Burrito food truck, public use of RV dump station and parking, and the public for use of the public boat ramp located thereon. The maintenance, repair, and liability obligations set forth in this Agreement shall only apply to Country Holdings' use of the License Area. The Town shall be responsible for the maintenance and repair of all public works located on the License Area.

- e. Utilities. Country Holdings shall be responsible for payment of all charges for all utilities used on the License Area from the Effective Date.
- f. Liens. Country Holdings shall keep the License Area free from any liens. Country Holdings shall be solely responsible for and shall promptly pay for all services, labor, or materials furnished to the License Area at the instance of Country Holdings. The Town may, at Country Holdings' expense, discharge any liens or claims arising from the same if Country Holdings does not dispute or discharge any lien in a reasonable time after notification by the Town.
- g. Use; Nuisances. Country Holdings shall not use the License Area for storage. Country Holdings shall at its sole expense promptly remove from the License Area and any adjacent areas all trash generated by its operation of the Rec Business. Country Holdings shall not damage or interfere with any Town installations, structures, utilities, or improvements on, under, or adjacent to the License Area. Country Holdings further agrees to comply at all times during the term of this Agreement with the ordinances, resolutions, rules, and regulations of the Town in Country Holding's use and occupancy of the License Area.
- h. Environmental Compliance. Country Holdings covenants and agrees that it will not use, store or on-site dispose, nor will it permit the use, storage or on-site disposal of any Hazardous Material or explosives under or about the Island Property, nor will it transport or permit the transportation of Hazardous Material or explosives to the Island Property. As used herein, the term "Hazardous Material" means any hazardous or toxic substance, material or waste which is or becomes regulated by any local governmental authority, the State of Colorado or the United States Government. The term "Hazardous Material" includes, without limitation, any material or substance that is (i) defined as a "hazardous substance" under appropriate state law provisions; (ii) gasoline or petroleum products; (iii) asbestos or an asbestos-containing material; (iv) mill tailings; (v) designated as a "hazardous substance" pursuant to the Federal Water Pollution Control Act (33 U.S.C. §1321), or any amendments thereto; (vi) defined as a "hazardous waste" pursuant to the Federal Resource Conservation and Recovery Act (42 U.S.C. §6903) or any amendments thereto; (vii) defined as a "hazardous substance," "hazardous waste" or "toxic substance" pursuant to the Comprehensive Environmental Response, Compensation and Liability Act (42 U.S.C. §9601) or the Toxic Substances Control Act (15 U.S.C. Sec. 2601, *et seq.*, (1990)), or amendments thereto; (vii) defined as

a “regulated substance” pursuant to Subchapter IX, Solid Waste Disposal Act (Regulation of Underground Storage Tanks) (42 U.S.C. §6991) or amendments thereto; or (ix) regulated or covered under any of the federal or state rules or regulations promulgated pursuant to any of the above-referenced laws.

- i. Term of License; Revocable. The License granted herein shall extend for a period of one (1) year from the Effective Date and shall automatically renew for additional periods of one (1) year thereafter, unless terminated pursuant to the terms of this Agreement or by Country Holdings by at least six (6) months’ advance notice to the Town..
 - j. Restoration of License Area. Upon termination, Country Holdings shall remove all removable improvements in the License Area within a reasonable period of time, unless otherwise agreed to by the Town, and shall restore the License Area in as good a condition as when Country Holdings took possession, excepting only ordinary wear and tear. In the event the improvements are not removed and/or the Property is damaged, the Town may undertake removal or repair, at Country Holdings’ expense, and assess Country Holdings for the costs of the removal or repair. Permanent improvements shall remain on the License Area and become the property of the Town upon termination of this License. Country Holdings shall provide a performance deposit in the amount of \$ _____ to ensure such restoration is appropriately completed upon termination and any costs for restoration of the Town may be deducted from such amount.
 - k. Insurance. Country Holdings shall, at its sole cost and expense, procure and maintain during the life of the Agreement property and commercial general liability insurance in the amount of One Million Dollars (\$1,000,000) single limit and Two Million Dollars (\$2,000,000) in the aggregate, and shall name the Town as an additional insured.
 - l. Title. Country Holdings hereby acknowledges the title of the Town to the TOP Adventures Property and Island Property and agrees never to resist or deny such title. Any and all use of the License Area by Country Holdings under this License is permissive and not adverse to the interest of Town. This Agreement is made subject to any existing easements, reservations, restrictions or rights of way of record.
3. Sale of Equipment. The Town agrees to sell and convey to Country Holdings the TOP Equipment more specifically identified on **Exhibit B** hereto for the purchase price of \$66,165.00, subject to the conditions set forth in this Agreement and the following:
- a. Bill of Sale. The Town shall execute a Bill of Sale to convey the TOP Equipment contemporaneous with the execution of this Agreement and payment of the purchase price, the form of which is enclosed hereto as **Exhibit C**.

- b. Any additional equipment desired or necessary for the operation of the Rec Business shall be purchased at Country Holdings' sole expense.
- 4. Operation Requirements; Agreement Contingent Upon Operation.
 - a. This Agreement is expressly contingent upon the operation of the Rec Business. Country Holdings shall use the License Area and TOP Equipment for the operation and development of a Rec Business, at a minimum to that substantially similar to that previously offered by TOP Adventures, including:
 - i. River Operations: 9AM-5PM, Friday – Sunday, during the months of _____.
 - ii. Equipment Rentals: 9AM-5PM, year-round (booking by phone).
 - b. All rights and licenses under this Agreement shall terminate if after notice of a violation of the terms of this Agreement delivered to Country Holdings or its successors or assigns, including but not limited to failure operate the Rec Business, Country Holdings or its successors or assigns do not cure the default within seven (7) days of the notice. This Agreement shall automatically terminate upon notice of a violation not capable of being cured.
- 5. Competition. So long as Country Holdings or its assignee is operating the Rec Business in accordance with this Agreement, the Town will not operate a business which competes with the Rec Business or grant a third party a license to utilize the License Area. To be clear, such provision shall not include issuing a business license to another recreation-oriented business in Town or any use of the public boat ramp on the License Area.
- 6. Assignment of Rights. This Agreement is personal to the Town and Country Holdings and does not run with Country Holdings' interest in any property. The rights and obligations of this Agreement may not be assigned in whole or in part without the prior written authorization of the Town, which consent shall not be unreasonably withheld. Any unauthorized assignment made without prior written authorization shall be a material breach of this Agreement, and this Agreement shall thereafter be deemed terminated for cause. Notwithstanding the foregoing, Country Holdings may assign its interests in this Agreement as set forth in paragraph 2.e or to an affiliate entity organized for the administration or operation of the recreational business contemplated herein and/or structured to achieve beneficial tax or regulatory treatment for the terms and conditions agreed to herein.
- 7. Island Property. The Town is in the process of obtaining grant funding to construct a bridge to the Island Property (the "Island Bridge"). Country Holdings agrees to provide to the Town funds equal to any grants received by the Town and money appropriated by the Town for construction of the Island Bridge, up to \$480,190 (the "Matching Funds"). Within twenty-eight (28) days of the Town providing notice to Country Holdings of the Town's appropriation and intent to complete the construction of the Island Bridge Country Holdings shall: (a) provide the Matching Funds to the Town; and (b) enter an agreement with the Town for the development and use of the Island Property. In the event the Town

does not ultimately construct the Island Bridge, the Matching Funds shall be promptly returned to Country Holdings. In the event Country Holdings fails to timely complete the foregoing, the Town shall have right to pursue development and use of the Island Property with any other party and, further, may terminate this Agreement upon seven (7) days' notice to Country Holdings.

8. Indemnification. Country Holdings agrees to indemnify, defend, hold harmless, and release from liability the Town, its elected and appointed officials, managers, agents, employees, contractors, and insurers, from and against any claim, liability, demand, obligation, loss, damage, assessment, judgment, cost (including attorney fees), or expense whatsoever relating to or arising out of its use of the License Area or arising out of or related to its duties and obligations under this Agreement. Country Holdings shall be solely responsible to defend any such action, proceeding, or claim for which the Town may be entitled to indemnification, and the Town hereby agrees to fully cooperate with Country Holdings in the defense or settlement, as the case may be, of such action, proceeding, or claim, but the Town reserves the right to participate in the defense of any such action, proceeding, or claim at its own expense. Country Holdings shall give written notice to the Town within seven (7) days after Country Holdings' actual knowledge of any matter giving rise to the obligation contained in this paragraph.
9. Force Majeure. If by reason of force majeure, including, without limitation, acts of God, earthquakes, governmental regulation, fire, flood, explosions, pandemics, epidemics, quarantine restrictions, war, insurrection or riot, wrecks, labor difficulties, civil disorder, delays in transportation, unusually severe weather (including lightning strikes), or failures or fluctuations in electrical power or internet connectivity, a Party is unable to perform, in whole or in part, its obligations as set forth in the Agreement, except for payment obligations, such Party shall not be liable to the other for its failure to perform said obligations, but only for as long as said force majeure event shall continue.
10. Termination. If, through any cause other than a cause under Paragraph 8, Country Holdings fails to reasonably fulfill its obligations under this Agreement in a timely and proper manner, violates any provision of this Agreement, or violates any applicable law, and does not correct such nonperformance or violation within seven (7) days of receipt of written notice, the Town shall have the right to terminate this Agreement for cause immediately upon written notice of termination. Upon such termination, the Town shall have no further obligations under this Agreement.
11. Governmental Immunity Act. No term or condition of this Agreement shall be construed or interpreted as a waiver, express or implied, of any of the immunities, rights, benefits, protections, or other provisions of the Colorado Governmental Immunity Act, C.R.S. §§ 24-10-101, *et seq.*
12. Notice. Any notice or communication required hereunder between the Town and Country Holdings must be in writing, and may be given either personally or by registered or certified mail, return receipt requested or by email at the email address provided below. If given by registered or certified mail, such notice or communication shall be deemed to have been

given and received on the first to occur of (i) actual receipt by any of the addressees designated below as the Party to whom notices are to be sent, or (ii) three days after a registered or certified letter containing such notice, properly addressed, with postage prepaid, is deposited in the United States mail. If personally delivered, a notice shall be deemed to have been given when delivered to the Party to whom it is addressed. Any Party may at any time, by giving seven days' written notice to the other Party, designate any other address in such notice or communication shall be given. Such notices or communications shall be given to the Parties at their addresses set forth below:

If to Town, to:
Town Manager
Town of Parachute
P.O. Box 100
Parachute, CO 81635
stuartmc@parachutecolorado.com

With copy to:
Parachute Town Attorney
Karp Neu Hanlon, P.C.
201 14th Street, Suite 200
P.O. Drawer 2030
Glenwood Springs, CO 81602
jjc@mountainlawfirm.com

If to Country Holdings, to:
Ron Johnson
P.O. Box 28267
Santa Ana, CA 92799
tenplushomes@yahoo.com

With a copy to:
Hoskin Farina & Kampf, P.C.
Michael J. Russell
200 Grand Avenue, Suite 400
P.O. Box 40
Grand Junction, Colorado 81502
mrussell@hfak.com

13. Representative. Each party represents and warrants to the other party that:
- a. All actions or other conditions precedent necessary to bind such party to the terms of this Agreement have been taken and/or have been satisfied such that such party is bound to the performance of its obligations set forth in this Agreement; and
 - b. The person or persons executing this Agreement on behalf of such party have the full right, power, and authority to bind that party to the obligations set forth in this Agreement.
14. No Partnership; No Third-Party Beneficiary. Nothing contained in this Agreement shall create any business relationship between the parties except for the contractual obligations expressly stated herein. No third-party beneficiary rights are intended or created in favor of any person not a party to this Agreement.
15. Severability. If any term or provision of this Agreement, or the application of any term or provision of this Agreement to a particular situation, is held by a court of competent jurisdiction to be invalid, void or unenforceable, the remaining terms and provisions of this Agreement, or the application of this Agreement to other situations, shall continue in full force and effect unless amended or modified by mutual consent of the Parties.

16. Remedies. Either Party may, in addition to any other rights or remedies, institute an equitable action to cure, correct, or remedy any default, enforce any covenant or agreement herein, enjoin any threatened or attempted violation thereof, enforce by specific performance the obligations and rights of the Parties hereto, or to obtain any remedies consistent with the foregoing and the purpose of this Agreement.
17. Colorado Law. This Agreement shall be construed and enforced in accordance with the laws of the State of Colorado. Venue for any action instituted relating to this Agreement shall be in Garfield County, Colorado.
18. Attorneys' Fees; Survival. In the event of any litigation or arbitration between the Parties regarding an alleged breach of this Agreement, the prevailing Party shall be entitled to reasonable attorneys' fees. All rights concerning remedies and/or attorneys' fees shall survive any termination of this Agreement.
19. Amendments. This Agreement may be amended from time to time, in whole or in part, by mutual written consent of the Parties or their successors in interest.
20. Waiver. No failure by either Party to insist upon the strict performance of any covenant, duty, agreement or condition of this Agreement, or to exercise any right or remedy consequent upon a breach of this Agreement shall constitute a waiver of such breach or of any other covenant, agreement, term, or condition. Either party by giving notice to the other Party may, but shall not be required to, waive any of its rights or any conditions to any of its obligations under this Agreement. No waiver shall affect or alter the remainder of this Agreement, but each and every covenant, agreement, term, and condition of this Agreement shall continue in full force and effect with respect to any other then existing or subsequent breach.
21. Entire Agreement; Counterparts. This Agreement constitutes the final and exclusive understanding and agreement of the Parties and supersedes all negotiations or previous agreements between the Parties with respect to all or any part of the subject matter hereof. All waivers of the provisions of this Agreement shall be in writing and signed by the appropriate authorities of the Town and Country Holdings. This Agreement may be executed in counterparts, including any facsimile copies, each of which shall be deemed an original and all of which together shall constitute one and the same instrument.

[Signature Page Follows]

IN WITNESS WHEREOF, this Agreement has been entered into by and between the TOWN OF PARACHUTE, COLORADO and COUNTRY HOLDINGS, LLC as of the date first written above.

TOWN OF PARACHUTE, COLORADO

Roy McClung, Mayor

ATTEST:

Town Clerk

APPROVED AS TO FORM:

Jeffrey J. Conklin, Town Attorney

DRAFT

EXHIBIT A – Licensed Premises Map



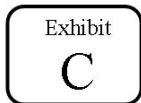
-  Non-Exclusive License Area
-  Exclusive License Area



EXHIBIT B- TOP ADVENTURES INVENTORY					
Item:	Quantity:	Trade In Value:	Total:	Location:	Condition / Notes:
UTVs & Vehicles					
2019 4 seat Polaris RZR 1000	2	\$ 14,500.00	\$ 29,000.00	Garage	
2019 2 seat Polaris RZR 1000	2	\$ 12,500.00	\$ 25,000.00	Garage	
2012 E-SERIES CNG Ford Passenger Van	1	\$ 10,500.00	\$ 10,500.00	Town Hall	
Bikes & Bike Equipment					
Red "Diamond" Mountain Bikes	5	\$ 50.00	\$ 250.00	Trailer	
Red "Raleigh" Mountain Bikes	4	\$ 50.00	\$ 200.00	Garage	
Red 'Giro' Bike Helmets	9	\$ -	\$ -	Shack	
Allen' Bike Rack for OHV	1	\$ 75.00	\$ 75.00	Garage	
Kayaks/Tubes/Rafts/SUPs-					
Blue "Bradley" River Tube Covers w/Tubes (Inflated)	13	\$ 10.00	\$ 130.00	Trailer	
Blue "Bradley" River Tube Covers w/Tubes (Deflated)	3	\$ 10.00	\$ 30.00	Garage	
Blue "Bradley" River Tube Covers w/Tubes (Deflated)	8	\$ 10.00	\$ 80.00	Shack	
Yellow "NRS Star Outlaw II" Inflatable Kayaks	5	\$ 20.00	\$ 100.00	Trailer	
Yellow "NRS Star Outlaw II" Inflatable Kayaks	4	\$ -	\$ -	Garage	Leaking Air
Blue "NRS Star Outlaw II" Inflatable Kayaks	6	\$ 20.00	\$ 120.00	Trailer	
Blue "NRS Star Outlaw II" Inflatable Kayaks	4	\$ -	\$ -	Garage	Leaking Air
Blue "NRS Outlaw I" Inflatable Kayaks	1	\$ 20.00	\$ 20.00	Trailer	
Blue "NRS Outlaw I" Inflatable Kayaks	18	\$ 20.00	\$ 360.00	Garage	
Red "Beacon" 2 Person Hard Kayaks	2	\$ 50.00	\$ 100.00	Garage	
Blue "Sea Dolphin" 1 Person Hard Kayaks	4	\$ 50.00	\$ 200.00	Garage	
"Awesafe" Inflatable Paddleboards	3	\$ -	\$ -	Trailer	Leaking Air
"Starboard" Inflatable Paddleboards	1	\$ -	\$ -	Trailer	Missing Fin
"Aztron" Paddleboard Pumps	3	\$ -	\$ -	Trailer	
Paddles-					
Blue/white "Winnerwell" Double-sided Kayak Paddles	10	\$ -	\$ -	Shack	
Blue/white "Winnerwell" Double-sided Kayak Paddles	8	\$ -	\$ -	Garage	
Red 'NRS' Double-sided Paddles	36	\$ -	\$ -	Trailer	
Red 'NRS' Double-sided Paddles	57	\$ -	\$ -	Garage	
"Attwood" One-sided Raft Paddles	15	\$ -	\$ -	Trailer	
Misc. One-sided Adjustable Paddleboard Paddles	3	\$ -	\$ -	Trailer	
Black (No Brand) Double-sided Paddles	22	\$ -	\$ -	Garage	
Black/silver (No Brand) Double-sided Paddles	30	\$ -	\$ -	Garage	
"Intey" Paddleboard Paddle	1	\$ -	\$ -	Shack	
PFDs (Life Jackets)-					
Orange 'Extrasport' Adult Universal Life Jackets	6	\$ -	\$ -	Trailer	
Orange 'Extrasport' Adult Universal Life Jackets	31	\$ -	\$ -	Garage	
Red 'Extrasport' Kids Life Jackets	12	\$ -	\$ -	Trailer	
Yellow 'NRS' Life Jackets	32	\$ -	\$ -	Trailer	
Yellow and Blue 'Stohlquist' Kids Life Jackets	10	\$ -	\$ -	Shack	
Misc-					
Kayak Repair Kits	10	\$ -	\$ -	Shack	
"Awesafe" Paddleboard Ankle Strap	1	\$ -	\$ -	Shack	
"NRS" Throwbags	2	\$ -	\$ -	Shack	
TOTAL			\$ 66,165.00		



**Bill of Sale
(TOP Equipment)**

KNOW ALL BY THESE PRESENTS, that the TOWN OF PARACHUTE, COLORADO (the "Grantor"), for Sixty-Six Thousand, One-Hundred and Sixty-Five Dollars (\$66,165.00), the receipt and sufficiency of which is hereby acknowledged, hereby sells and conveys unto the COUNTRY HOLDINGS, LLC a Colorado limited liability company (the "Grantee") and the Grantee's heirs, successors and assigns forever, the following:

The equipment set forth in Exhibit A.

Signed this __ day of _____, 2022.

TOWN OF PARACHUTE, COLORADO

By: _____

Name: _____

ATTEST:

Town Clerk



Integrity • Respect • Teamwork • Pride • Innovation • Diversity

222 GRAND VALLEY WAY • PARACHUTE, CO 81635 • (970) 285-7630

AGENDA ITEM SUMMARY

TO: Mayor and Town Council
FROM: Teresa Beecraft, Finance Director
MEETING DATE: March 17, 2022
MEMO DATE: March 9, 2022
AGENDA ITEM: Approving Solid Waste Removal Contract

EXECUTIVE SUMMARY:

The Town put an RFP out for Solid Waste Removal. We had three proposals.

1. Monument Waste \$68,760.00 per year
2. Dependable Waste \$72,588.00 per year
3. Waste Management Incomplete

FINANCIAL IMPACTS:

Utility customer fees will not change. The primary increase was the charges for town facilities disposal.

TOWN COUNCIL OPTIONS:

1. Approve Solid Waste Removal Contract with Dependable Waste.
2. Approve Solid Waste Removal Contract with Dependable Waste with modifications.
3. Decline to approve Solid Waste Removal Contract with Dependable Waste and direct staff on next step.

STAFF RECOMMENDATION:

Staff recommends approving the Solid Waste Removal Contract with Dependable Waste.

- Local vendor preference
- Good relationship with vendor
- Billing system would stay the same
- No changes in utility customer fees

ATTACHMENTS:

- A. Solid Waste Removal Contract – Dependable Waste

AGREEMENT FOR PROFESSIONAL SOLID WASTE REMOVAL SERVICES

THIS AGREEMENT ("Agreement") is made and entered into this 17th day of March, 2022 by and between the **TOWN OF PARACHUTE, COLORADO**, a home rule municipality (the "Town"), and Dependable Waste Services, Inc ("Contractor").

WHEREAS, the Town desires that Contractor perform, and the Contractor desires to complete, the following services set forth in this Agreement; and

WHEREAS, Contractor desires to perform such services pursuant to the terms and conditions provided for in this Agreement; and

WHEREAS, the Parties hereto desire to set forth certain understandings regarding the services in writing.

NOW, THEREFORE, in consideration of the mutual covenants and agreements contained herein, the parties agree as follows:

1. Services. The Town agrees to retain Contractor, and Contractor agrees to provide, the "Solid Waste Removal Services" for the Town set forth in **Exhibit A** and summarized as follows:

Type	# of Customers	# of Cans	# of weekly pickups
Residential	276	1	1
Residential	47	2	1

Location	Type of container	# of weekly pickups
Town Hall and Water Plant each	2 Yd	1
Public Works	3 Yd	1
Cottonwood Park	2 Yd	1
Rest Area	4 Yd	1

2. Contractor warrants and represents that it has the requisite authority, capacity, experience, and expertise to perform the Solid Waste Removal Services in compliance with the provisions of this Agreement and all applicable laws and agrees to perform the Solid Waste Removal Services on the terms and conditions set forth herein. The Town reserves the right to omit any of the Solid Waste Removal Services identified herein upon written notice to Contractor.

3. Compensation. The Town agrees to pay Contractor a sum not to exceed sixty-three thousand, one hundred and forty-four Dollars (\$72,588.00) per year for the Solid Waste Removal Services. This cost adjusted to reflect the deletion by the Town in its sole discretion of any of the Solid Waste Removal Services. The Contractor's bid to complete the Solid Waste Removal Services is attached hereto as **Exhibit A**, and incorporated herein by this reference. The Town shall make payment within 30 days of receipt and approval of invoices submitted by Contractor, which invoices shall be submitted to the Town not more frequently than monthly and which shall identify the specific Solid Waste Removal Services performed for which payment is requested.

All amounts not paid when due shall bear interest at the rate of 1% per annum.

As applicable, the Town shall make payments to Contractor according to monthly invoices from Contractor, excepting there from 5% of invoiced amounts, which shall be retained by the Town as retainage to be released after final acceptance by the Town. Per C.R.S. § 24-91-103, the Contractor may elect to substitute securities in lieu of retainage. Securities must be in a form acceptable to the Town.

4. Term. The Term of this Agreement shall be for a three-year period from March 17, 2022 through March 16, 2025, subject to appropriation and termination provisions herein.

5. Outside Support Services and Sub-Contractor. Any sub-Contractors shall be pre-approved by the Town. A rate sheet for such sub-Contractors shall be provided to the Town.

6. Ownership of Instruments of Service. The Town acknowledges the Contractor's work product, including electronic files, as instruments of professional service. Nevertheless, the final work product prepared under this Agreement shall become the property of the Town upon completion of the services and payment in full of all monies due to the Contractor.

7. Monitoring and Evaluation. The Town reserves the right to monitor and evaluate the progress and performance of Contractor to ensure that the terms of this Agreement are being satisfactorily met in accordance with the Town's and other applicable monitoring and evaluating criteria and standards. Contractor shall cooperate with the Town relating to such monitoring and evaluation.

8. Independent Contractor. The parties agree that the Contractor shall be an independent contractor and shall not be an employee, agent, or servant of the Town. **Contractor is not entitled to workers' compensation benefits from the Town and is obligated to pay federal and state income tax on any money earned pursuant to this Agreement.**

9. Insurance Requirements. The following insurances policies shall be required in accordance with the discretion of the Town Manager in light of the services provided under this Agreement.

- a. Comprehensive General Liability Insurance. Contractor shall procure and keep in force during the duration of this Agreement a policy of comprehensive general liability insurance insuring Contractor and naming the Town as an additional insured against any liability for personal injury, bodily injury, or death arising out of the performance of the Solid Waste Removal Services with at least One Million Dollars (\$1,000,000) each occurrence. The limits of said insurance shall not, however, limit the liability of Contractor hereunder.
- b. Comprehensive Automobile Liability Insurance. Contractor shall procure and keep in force during the duration of this Agreement a policy of comprehensive automobile liability insurance insuring Contractor and naming the Town as an additional insured against any liability for personal injury, bodily injury, or death arising out of the use of motor vehicles and covering operations on or off the site

of all motor vehicles controlled by Contractor which are used in connection with the Project, whether the motor vehicles are owned, non-owned, or hired, with a combined single limit of at least One Million Dollars (\$1,000,000). The limits of said insurance shall not, however, limit the liability of Contractor hereunder.

c. Terms of Insurance.

(i) Insurance required by this Agreement shall be with companies qualified to do business in the State of Colorado with a general policyholder's financial rating of not less than A+3A as set forth in the most current edition of "Best's Insurance Reports" and may provide for deductible amounts as Contractor deems reasonable for the Solid Waste Removal Services. No such policies shall be cancelable or subject to reduction in coverage limits or other modification except after 30 days prior written notice to the Town. Contractor shall identify whether the type of coverage is "occurrence" or "claims made." If the type of coverage is "claims made," which at renewal Contractor changes to "occurrence," Contractor shall carry a six-month tail. Contractor shall not do or permit to be done anything that shall invalidate the policies.

(ii) The policies described in subparagraphs a. and b. above shall be for the mutual and joint benefit and protection of Contractor and the Town. Such policies shall provide that the Town, although named as an additional insured, shall nevertheless be entitled to recovery under said policies for any loss occasioned to it, its officers, employees, and agents by reason of negligence of Contractor, its officers, employees, agents, subcontractors, or business invitees. Such policies shall be written as primary policies not contributing to and not in excess of coverage the Town may carry.

d. Workers' Compensation and Other Insurance. During the term of this Agreement, Contractor shall procure and keep in force workers' compensation insurance and all other insurance required by any applicable law. If under Colorado law Contractor is not required to carry workers' compensation insurance, Contractor shall provide the Town an executed Certificate of Exemption from Statutory Workers' Compensation Law and Acknowledgment of Risk/Hold Harmless Agreement, which shall be attached hereto as **Exhibit B** and incorporated herein by reference.

e. Evidence of Coverage. Before commencing work under this Agreement, Contractor shall furnish to the Town certificates of insurance policies evidencing insurance coverage required by this Agreement. Contractor understands and agrees that the Town shall not be obligated under this Agreement until Contractor furnishes such certificates of insurance.

f. Subcontracts. Contractor agrees to include the insurance requirements set forth in this Agreement in all subcontracts. The Town shall hold Contractor responsible in the event any subcontractor fails to have insurance meeting the requirements set forth in this Agreement. The Town reserves the right to approve variations in the insurance requirements applicable to subcontractors upon joint written request of subcontractor and Contractor if, in the Town's opinion, such variations do not substantially

affect the Town's interests.

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

11. Termination.

a. Generally.

- (i) The Town may terminate this Agreement without cause if it determines that such termination is in the Town's best interest. The Town shall affect such termination by giving written notice of termination to Contractor, specifying the effective date of termination, at least 30 calendar days prior to the effective date of termination. In the event of such termination by the Town, the Town shall be liable to pay Contractor for Solid Waste Removal Services performed as of the effective date of termination, but shall not be liable to Contractor for anticipated profits. Contractor shall not perform any additional Solid Waste Removal Services following receipt of the notice of termination unless otherwise instructed in writing by the Town.
- (ii) Contractor may terminate this Agreement without cause if it determines that such termination is in Contractor's best interest. Contractor shall affect such termination by giving written notice of termination to the Town, specifying the effective date of termination, at least 60 calendar days prior to the effective date of termination.

- b. For Cause. If, through any cause, Contractor fails to fulfill its obligations under this Agreement in a timely and proper manner, violates any provision of this Agreement, or violates any applicable law, and does not commence correction of such nonperformance or violation within seven calendar days of receipt of written notice and diligently complete the correction thereafter, the Town shall have the right to terminate this Agreement for cause immediately upon written notice of termination to Contractor. In the event of such termination by the Town, the Town shall be liable to pay Contractor for Solid Waste Removal Services performed as of the effective date of termination, but shall not be liable to Contractor for anticipated profits. Contractor shall not perform any additional Solid Waste Removal Services following receipt of the notice of termination. Notwithstanding the above, Contractor shall not be relieved of liability to the Town for any damages sustained by the Town by virtue of any breach of this Agreement, and the Town may withhold payment to Contractor for the purposes of setoff until such time as

the exact amount of damages due to the Town from Contractor is determined.

12. Work by Illegal Aliens Prohibited. This paragraph shall apply to all Contractors whose performance of work under this Agreement does not involve the delivery of a specific end product other than reports that are merely incidental to the performance of said work, or information technology services or information technology products and services. Pursuant to Section 8-17.5-101, C.R.S., *et. seq.*, Contractor warrants, represents, acknowledges, and agrees that:

- a. Contractor does not knowingly employ or contract with an illegal alien.
- b. Contractor shall not knowingly employ or contract with an illegal alien to perform works or enter into a contract with a subcontractor that fails to verify to Contractor that the subcontractor shall not knowingly employ or contract with an illegal alien to perform work under this Agreement.
- c. Contractor has participated in or attempted to participate in the basic pilot employment verification program created in Public Law 208, 104th Congress, as amended, and expanded in Public Law 156, 108th Congress, as amended, administered by the Department of Homeland Security (hereinafter, "E-Verify") in order to verify that Contractor does not employ illegal aliens. If Contractor is not accepted into E-Verify prior to entering into this Agreement, Contractor shall forthwith apply to participate in E-Verify and shall submit to the Town written verification of such application within five (5) days of the date of this Agreement. Contractor shall continue to apply to participate in E-Verify, and shall certify such application to the Town in writing, every three (3) months until Contractor is accepted or this Agreement is completed, whichever occurs first. This Paragraph 9 shall be null and void if E-Verify is discontinued.
- d. Contractor shall not use E-Verify procedures to undertake pre-employment screening of job applicants while this Agreement is being performed.
- e. If Contractor obtains actual knowledge that a subcontractor performing work under this Agreement knowingly employs or contracts with an illegal alien, Contractor shall be required to:
 - (i) notify the subcontractor and the Town within three days that Contractor has actual knowledge that the subcontractor is employing or contracting with an illegal alien; and
 - (ii) terminate the subcontract with the subcontractor if within three days of receiving the notice required pursuant to this subparagraph the subcontractor does not stop employing or contracting with the illegal alien; except that Contractor shall not terminate the contract with the subcontractor if during such three days the subcontractor provides information to establish that the subcontractor has not knowingly employed or contracted with an illegal alien.

- f. Contractor shall comply with any reasonable request by the Colorado Department of Labor and Employment ("Department") made in the course of an investigation that the Department is undertaking pursuant to the authority established in subsection 8-17.5-102(5), C.R.S.
- g. If Contractor violates this Paragraph, the Town may terminate this Agreement for breach of contract. If this Agreement is so terminated, Contractor shall be liable for actual and consequential damages to the Town arising out of said violation.

13. Compliance with C.R.S. § 24-76.5-103.

- a. If Contractor is a natural person (*i.e.*, not a corporation, partnership, or other legally-created entity) 18 years of age or older, he/she must do the following:
 - (i) complete the affidavit attached to this Agreement as **Exhibit C**.
 - (ii) attach a photocopy of the front and back of one of the valid forms of identification noted on **Exhibit C**.
- b. If Contractor executes the affidavit stating that he/she is an alien lawfully present in the United States, the Town shall verify his/her lawful presence through the federal systematic alien verification or entitlement program, known as the "SAVE Program," operated by the U.S. Department of Homeland Security or a successor program designated by said department. In the event the Town determines through such verification process that Contractor is not an alien lawfully present in the United States, the Town shall terminate this Agreement and shall have no further obligation to Contractor hereunder.

14. Agreement Subject to Appropriation. To the extent this Agreement constitutes a multiple fiscal year debt or financial obligation of the Town, it shall be subject to annual appropriation pursuant to the Town of Parachute Municipal Code and Article X, Section 20 of the Colorado Constitution. The Town shall have no obligation to continue this Agreement in any fiscal year in which no such appropriation is made.

15. Responsibilities. The Contractor shall be responsible for all damages to persons or property caused by the Contractor, its agents, employees or sub-Contractors, to the extent caused by its negligent acts, errors and omissions hereunder, and shall indemnify and hold harmless the Town from any claims or actions brought against Contractor by reason thereof.

16. Entire Agreement. This Agreement, **along with any addendums and attachments hereto**, constitutes the entire agreement between the parties. The provisions of this Agreement may be amended at any time by the mutual consent of both parties. The parties shall not be bound by any other agreements, either written or oral, except as set forth in this Agreement.

17. Governing Law and Venue. This Agreement shall be governed by the laws of the State of Colorado, and venue shall be in the County of Garfield, State of Colorado.

18. Governmental Immunity Act. No term or condition of this Agreement shall be construed or interpreted as a waiver, express or implied, of any of the immunities, rights, benefits, protections, or other provisions of the Colorado Governmental Immunity Act, C.R.S. §§ 24-10- 101 *et seq.*

19. Assignability. Contractor shall not assign this Agreement without the Town's prior written consent.

20. Binding Effect. This Agreement shall be binding upon, and shall inure to the benefit of, the parties hereto and their respective heirs, personal representatives, successors, and assigns.

21. Survival Clause. The "Indemnification" provision set forth in this Agreement shall survive the completion of the Solid Waste Removal Services and the satisfaction, expiration, or termination of this Agreement.

22. Severability. In the event a court of competent jurisdiction holds any provision of this Agreement invalid or unenforceable, such holding shall not invalidate or render unenforceable any other provision of this Agreement.

23. Headings. Paragraph headings used in this Agreement are for convenience of reference and shall in no way control or affect the meaning or interpretation of any provision of this Agreement.

24. Notices. Written notices required under this Agreement and all other correspondence between the parties shall be directed to the following and shall be deemed received when hand-delivered or three days after being sent by certified mail, return receipt requested:

If to the Town: Town Manager
222 Grand
Valley Way
Parachute,
CO 81635

If to Contractor; _____

25. Authority. Each person signing this Agreement, **and any addendums or attachments hereto**, represents and warrants that said person is fully authorized to enter into and execute this Agreement and to bind the party it represents to the terms and conditions hereof.

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

IN WITNESS WHEREOF, the parties have executed this Agreement as of the date first above written.

TOWN OF PARACHUTE, COLORADO

By: _____

Title: _____

ATTEST:

Town Clerk

CONTRACTOR:

By: _____

Title: _____

EXHIBIT A
CONTRACTOR'S BID

EXHIBIT B

**CERTIFICATE OF EXEMPTION FROM STATUTORY WORKERS'
COMPENSATION LAW AND ACKNOWLEDGEMENT OF RISK/HOLD
HARMLESS AGREEMENT**

("Contractor") certifies to the Town of Parachute ("Town") that it is exempt from the provisions of the Colorado Workers' Compensation Act.

If Contractor has any employees who will perform the Solid Waste Removal Services or subsequently employs any person to perform the Solid Waste Removal Services as set forth in this Agreement (other than subcontractors, who are not considered employees for the purposes of workers' compensation), it agrees to provide the Town with a Certificate of insurance as required by the Agreement indicating proof of statutory workers' compensation coverage on such persons prior to their start of work for the Town.

Contractor acknowledges that it will be engaging in activities which exposes it to the risk of bodily injury, that it is physically capable of performing the activities, and that all necessary precautions to prevent injury to Contractor and others will be taken. Contractor shall not hold the Town liable for any injuries sustained, by it or others, which may arise out of or in the course of the work performed for or on behalf of the Town, and Contractor agrees to defend, indemnify, and hold harmless the Town from all such claims.

CONTRACTOR:

By: _____

Title: _____

EXHIBIT C

AFFIDAVIT PURSUANT TO C.R.S. 24-76.5-103

I, _____ swear or affirm under penalty of perjury under the laws of the State of Colorado that (check one):

- _____ I am a United States citizen, or
- _____ I am a Permanent Resident of the United States, or
- _____ I am lawfully present in the United States pursuant to Federal law.

I understand that this sworn statement is required by law because I have applied for a public benefit. I understand that state law requires me to provide proof that I am lawfully present in the United States prior to receipt of this public benefit. I further acknowledge that making a false, fictitious, or fraudulent statement or representation in this sworn affidavit is punishable under the criminal laws of Colorado as perjury in the second degree under Colorado Revised Statute 18-8-503 and it shall constitute a separate criminal offense each time a public benefit is fraudulently received.

Signature

Date

INTERNAL USE ONLY	Valid forms of identification
	<ul style="list-style-type: none"> ---current Colorado driver's license, minor driver's license, probationary driver's license, commercial driver's license, restricted driver's license, instruction permit ---current Colorado identification card ---U.S. military card or dependent identification card ---U.S. coast guard merchant mariner card ---Native American tribal document
	<p>The following forms of identification may be accepted through February 28, 2007*</p> <ul style="list-style-type: none"> ---original birth certificate from any state of the United States ---certificate verifying naturalized status by U.S. with photo and raised seal ---certificate verifying U.S. citizenship by U.S. government, e.g., U.S. passport ---order of adoption by a U.S. court with seal of certification ---valid driver's license from any state of the U.S. or the Dist. of Columbia excluding AK, HI, IL, MD, MI, NE, NM, NC, OR, TN, TX, UT, VT and WI ---valid immigration documents demonstrating lawful presence, e.g., current foreign passport with current I-551 stamp or visa, current foreign passport with I-94, I-94 with asylum status, unexpired Resident Alien card, Permanent Resident card or Employment Authorization card <p>*A waiver may be available where no identification exists or can be obtained due to a medical condition, homelessness, or insufficient documentation to receive a Colorado I.D. or driver's license. Contact your department director.</p>



Integrity • Respect • Teamwork • Pride • Innovation • Diversity

222 GRAND VALLEY WAY • PARACHUTE, CO 81635 • (970) 285-7630

TOWN COUNCIL

Meeting Schedule & Draft Agendas

All meetings are open to the public and held in the Town Hall Council Chambers at 6:30 p.m., unless otherwise noted. Agenda items are added to this list as they arise by staff or as requested by Town Council.

Agenda items shown here are tentative and intended for planning purposes only. Please refer to the published agenda for each meeting's scheduled topics and final agenda.

Expected absences are noted below and are considered "excused" by the Town Council, per Article II, Section 6 of the Town Charter.

Thursday, March 17, 2022

- Comprehensive Plan Update & Presentation
- License Agreement Approval for TOP Adventures Property
- Softgel RX MIP Application – Public Hearing
- Solid Waste Contract Award to Dependable Services
- MJ Licensing Fee Schedule Updates

Thursday, April 21, 2022

- Swearing in new Mayor and Town Council
- Appointment of a Mayor Pro Tem
- Discussion of Appointment Process for the Town Council Vacancy
- Discussion of Appointment Process for Planning Commission Vacancy
- Comprehensive Plan Update and Review

Thursday, May 19, 2022

- Appoint Town Council Member to Vacancy
- Appoint Planning Commission Member
- Town Council Legal Procedures and Training
- Garfield County Hazard Mitigation Plan Adoption (tentative)
- Comprehensive Plan Update (continued, if necessary)

Thursday, June 16, 2022

Thursday, July 21, 2022

Thursday, August 18, 2022

Thursday, September 15, 2022

Thursday, October 20, 2022

- Draft 2023 Budget Presentation and Discussion

Thursday, November 17, 2022

- 2023 Budget Discussion and Adoption

Thursday, December 15, 2022