

**Ridgway Town Council
Workshop Meeting Agenda
Thursday, November 17, 2022**

Pursuant to the Town's Electronic Participation Policy,
the meeting will be conducted both in person and via a virtual meeting portal. Members of
the public may attend in person at the Community Center, located at **201 N. Railroad
Street, Ridgway, Colorado 81432**, or virtually using the meeting information below.

Join Zoom Meeting

<https://us02web.zoom.us/j/81530091551?pwd=S25PQUF0cXBiR2dWWmtEcys2SDloQT09>

Meeting ID: 815 3009 1551

Passcode: 732533

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6:00 p.m.

ROLL CALL Councilors Polly Enochs, Kevin Grambley, Beth Lakin, Terry Schuyler, JT Thomas, Mayor Pro Tem Russ Meyer and Mayor John Clark

BUDGET WORKSHOP

1. Overview of Budget Adoption Process
 - a. Town Charter – Article IX Finance
 - b. Timeline
 - c. Budget Approach

2. Overview of Proposed 2023 Fiscal Year Budget
 - a. Financial Overview
 - b. Follow-up on any Council directions or requests
 - c. Council discussion and public comment

3. Review and direction on Council Initiatives/funding requests

4. Review and direction on Draft 2023 Strategic Plan

ADJOURNMENT

AGENDA ITEM #1

TOWN COUNCIL BUDGET WORKSHOP

November 17, 2022



AGENDA

1. Overview of Budget Adoption Process
2. Overview of Proposed 2023 Fiscal Year Budget
 - Financial Overview
 - Follow-up on any Council directions or requests
 - Council discussion and public comment
3. Review and direction on Council Initiatives/funding requests
4. Review and direction on Draft 2023 Strategic Plan



PURPOSE OF THE BUDGET DOCUMENT

Meets legal requirements (deficit spending not allowed per state budget law)

States projected revenues and expenditures

Prioritizes objectives and establishes a work plan for the fiscal year



BUDGET ADOPTION PROCESS

The Charter of the Town of Ridgway

Article IX - FINANCE

9-4: Budget.

(A) The Town Council shall cause the preparation of a proposed annual budget by the first regular Council meeting in October of each year for the next fiscal year.

(B) The budget shall contain at a minimum the following information:

(1) Detailed revenues, expenditures and balances for each fund and account for

(a) the prior fiscal year,

(b) the adopted budget for the current fiscal year,

(c) the estimated actual revenues and expenditures for the current year and

(d) the budget year.

(2) Prior to the adoption of the budget, a public hearing shall be held, notice of which shall be posted and published once in a newspaper of general circulation within the Town at least 15 days prior to the hearing.

(3) Prior to adoption of the budget, the Council may amend the proposed budget as appropriate.

(4) The budgeted expenditures shall be balanced by budgeted revenues, which may include fund balances and reserves.

(5) The Council shall adopt the budget by the minimum vote of 4 members of Council by resolution prior to December 15.

Adoption of the budget shall constitute the appropriation of the budgeted expenditures by fund.



BUDGET ADOPTION PROCESS

Timeline

September 13 – September 29, 2022: Meetings with Town staff

October 12, 2022: Draft 2023 Fiscal Year Budget Submitted/Introduced to Council

October 29, 2022: Budget Retreat

November 9, 2022: Council Budget Hearing

November 17, 2022: Council Budget Workshop

December 14, 2022: Council Budget Hearing

- Adoption of 2023 Fiscal Year Budget, including Capital Projects Plan and 2023 Strategic Plan
- Approval of Resolution Certifying Mill Levy



BUDGET ADOPTION PROCESS

Budget Approach

1. Balance core operation expenses with conservative revenue projections
2. Ensure long-term fiscal stability
3. Provide for the delivery of quality services and maintain an enhanced service delivery
4. Establish reserves necessary to meet known and unknown future obligations.



DRAFT 2023 FISCAL YEAR BUDGET – FINANCIAL OVERVIEW

General Fund

Projected Beginning Fund Balance - \$3,814,103

Projected Total General Fund Revenues - \$3,663,618

Projected Total Available Resources - \$7,477,721

Projected Total General Fund Expenditures - \$4,205,904

Projected Ending General Fund Balance - \$3,201,817



OPERATION RESERVES

3% Emergency Reserve (required by TABOR)

Additional Fund Balance

Reserve	
3% TABOR Emergency Reserve	\$ 126,177.12
Additional Fund Balance	\$ 3,075,639.88
TOTAL	\$ 3,201,817.00
General Fund Expenditures	\$ 4,205,904.00
Reserve % of General Fund Expenditures	76.13%



DRAFT 2023 FISCAL YEAR BUDGET – FINANCIAL OVERVIEW

Water Enterprise Fund

Projected Beginning Fund Balance - \$1,730,481

Projected Total Water Fund Revenues - \$926,600

Projected Total Available Resources - \$2,657,081

Projected Total Water Fund Expenditures - \$1,261,344

Projected Ending Water Fund Balance - \$1,392,787



DRAFT 2023 FISCAL YEAR BUDGET – FINANCIAL OVERVIEW

Sewer Enterprise Fund

Projected Beginning Fund Balance - \$1,220,300

Projected Total Sewer Fund Revenues - \$432,100

Projected Total Available Resources - \$1,652,400

Projected Total Sewer Fund Expenditures - \$461,371

Projected Ending Sewer Fund Balance - \$1,091,029



PERSONNEL

Personnel expenditures across all three funds equals approximately 29.70% of total 2023 expenditures.

New personnel budgeted for 2023:

- Full-time Public Works Maintenance Operator position (+1.0 FTE)

Town is still looking to fill the regular, full-time Town Planner/Senior Planner position

Funds are budgeted in 2023 for two full-time seasonal Parks positions.



REVENUE PROJECTIONS AND TRENDS

Sales Tax: \$1,325,000 (proposed) is a 0% increase from 2022 Adopted Budget, 20.1% decrease from 2021 Actual

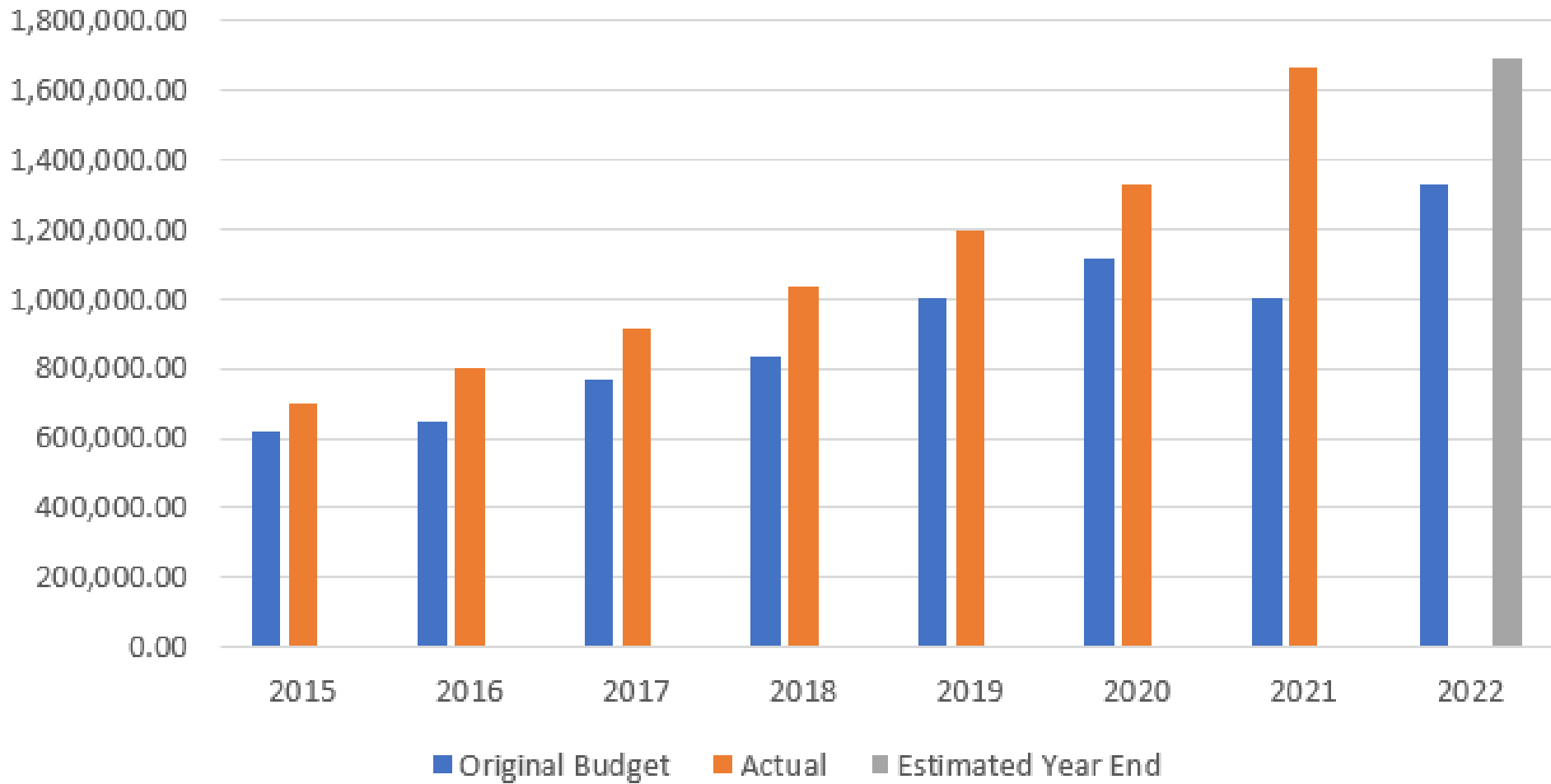
Proposed Sales Tax revenue is \$365,000 under the Estimated Year End 2022 Budget and \$0 over the 2022 Adopted Budget

The Colorado and national economies continue to expand, with positive consumer spending and a robust labor market indicating continued growth. Jobs are abundant, and ample household savings have helped to shrink the gap between rising incomes and even more quickly rising prices. But inflation has taken its toll. Rapid price hikes from energy and housing to food and vehicles have eroded real gains in earnings and income, household financial cushions, consumer spending, business activity, and trade. Imposing and persistent inflationary pressures have prompted the Federal Reserve to raise interest rates and reduce asset purchases, measures that have increased borrowing costs and have further influenced access to credit, asset prices, business activity, and construction. Indeed, the risk of a near-term recession has escalated considerably. The coming months will illuminate the inflation response to monetary policy treatment, as well as any persistent impacts for households and businesses. This forecast anticipates continued, yet slowing, expansion, but the path forward has narrowed. With a worsening economic outlook around the world, the possibility of a national downturn looms.

Greg Sobetski, Chief Economist with the Colorado Legislative Council, presented an Economic and Revenue Forecast for Colorado in September 2022. The Colorado General Fund in FY2022-23 is projected to modestly surpass FY 2021-22 revenue but fail to keep pace with inflation. General Fund revenue in FY2023-24 is expected to narrowly exceed FY 2022-23 collections as economic growth continues to slow.



Sales Tax Revenues vs. Original Budget



AGENDA ITEM #2

GENERAL FUND		2021	2022	AS OF	ESTIMATED	2023
	DRAFT 11-11-22	ACTUAL	ADOPTED	AUG. 1, 2022	YR. END 2022	ADOPTED
			BUDGET			BUDGET
	BEGINNING FUND BALANCE	2,160,552	2,595,827		3,011,811	3,814,103
ACCOUNT # REVENUES						
TAXES						
400GOO	Property Tax	303,090	348,534	322,177	348,534	346,704
4001GOO	Property Tax - Bond Repayment	21,261	0	0	0	0
401GOO	Penalties & Interest - Property Tax	982	500	127	500	500
402GOO	Delinquent Property Tax	109	100	0	0	100
403GOO	Sales Tax	1,658,351	1,325,000	923,116	1,690,000	1,325,000
404GOO	Sales Tax - Food for Home Consumption	114,897	110,000	52,942	101,665	105,000
405GOO	Sales Tax - Capital Improvement Fund	292,880	227,655	166,621	303,552	227,655
4051GOO	Sales Tax - Cap Impr-Food Home Consump	22,985	22,000	10,591	20,338	21,005
406GOO	Penalties & Interest - Sales&Lodging Tax	16,467	10,000	10,166	18,000	15,000
407GOO	Lodging Tax	141,234	95,000	63,850	135,000	100,000
408GOO	Specific Ownership Tax	37,964	35,000	21,193	35,000	35,000
409GOO	Utility Franchise Tax	49,271	55,000	37,531	51,000	52,000
410GOO	Excise Development Tax	24,000	49,500	0	3,000	28,500
	TOTAL	2,683,491	2,278,289	1,608,314	2,706,589	2,256,464
INTERGOVERNMENTAL						
411GOO	Highway Users	56,415	58,340	29,721	58,017	59,104
412GOO	Motor Vehicle Fees	7,085	6,000	3,818	6,500	6,500
413GOO	Cigarette Tax	3,824	2,500	1,412	2,000	2,500
414GOO	Conservation Trust Fund (Lottery)	13,154	13,500	7,639	14,200	14,000
415GOO	Grants - general	206,606	180,768	169,015	190,235	752,400
416GOO	Road & Bridge Apportionment	26,277	30,216	0	30,216	30,058
417GOO	Mineral Lease & Severance Taxes	1,749	20,000	0	93,505	20,000
	TOTAL	315,110	311,324	211,605	394,673	884,562
LICENSES, PERMITS & FEES						
420GOO	Building Permits	117,503	75,000	110,642	170,000	75,000
421GOO	Liquor Licenses	4,650	2,300	3,488	6,175	3,500
422GOO	Sales Tax Licenses	19,090	24,000	6,925	22,000	22,000
430GOO	Marijuana Facility Licenses	16,500	12,000	500	12,500	12,000
423GOO	Planning/Zoning Applications	5,795	5,000	7,270	7,270	5,000
424GOO	Excavation/Encroachment Permits	6,424	6,000	1,750	3,000	7,500
425GOO	Refuse Collection Fees	170,099	162,000	87,880	164,000	165,000
427GOO	USPS Rental Fees	8,642	8,642	5,041	8,642	8,642
428GOO	Parks, Facility & Rights of Way User Fees	2,195	2,000	2,660	4,300	6,500
429GOO	Permits - other (signs, etc)	460	500	559	1,000	1,000
431GOO	Short Term Rental Licenses	8,050	10,000	3,100	15,400	9,500
432GOO	Parking In-Lieu Fees			9,000	15,000	0
	TOTAL	359,408	307,442	238,815	429,287	315,642
FINES & FORFEITURES						
435GOO	Court Fines	6,440	7,500	3,508	7,500	7,500
	TOTAL	6,440	7,500	3,508	7,500	7,500
REIMBURSABLE FEES						
440GOO	Consulting Services Reimbursement	69,617	110,000	26,955	70,000	70,000
441GOO	Labor & Documents Reimbursement	345	3,000	135	150	1,000
442GOO	Bonds & Permits Reimbursement	8,603	9,800	4,160	6,200	9,000
443GOO	Mosquito Control Reimbursement	8,000	8,000	0	8,000	8,000
444GOO	Administrative Reimbursement	7,045	6,500	2,294	7,000	7,000
	TOTAL	93,610	137,300	33,544	91,350	95,000
MISCELLANEOUS						
450GOO	Donations	25,000	0	0	2,500	2,500
451GOO	Sales - other (copies, equip sales, misc)	6,445	250	42	100	250
452GOO	Credits & Refunds - general	7,398	8,500	5,897	9,500	8,500
453GOO	Other - general (T/Clerk & Marshal fees)	5,535	2,500	559	1,075	1,200
454GOO	Special Events (festivals,concerts,movies)	25,127	25,000	65,715	67,708	79,000
459GOO	Donations - RCD & MainStreet	2,913	2,000	0	3,000	3,000
455GOO	Interest Income	893	500	5,411	26,000	8,500
456GOO	Investment Income/Desig Reserves	111	150	868	3,000	1,500
	TOTAL	73,422	38,900	78,492	112,883	104,450
	TOTAL GENERAL FUND REVENUES	3,531,481	3,080,755	2,174,278	3,742,282	3,663,618
	TOTAL AVAILABLE RESOURCES	5,692,033	5,676,582	2,174,278	6,754,093	7,477,721

GENERAL FUND		2021	2022	AS OF	ESTIMATED	2023
	DRAFT 11-11-22	ACTUAL	ADOPTED	AUG. 1, 2022	YR. END 2022	ADOPTED
			BUDGET			BUDGET
ACCOUNT #	EXPENDITURES					
	ADMINISTRATIVE SERVICES					
	PERSONNEL					
500GOO	Administrative Wages	418,694	545,726	287,070	481,906	592,376
505GOO	Housing Stipend	6,000	6,000	4,000	4,500	
509GOO	Council Compensation	22,800	22,800	10,650	22,800	22,800
510GOO	Planning Commission Compensation	17,100	17,400	8,700	17,400	17,400
501GOO	Employer Tax Expense	34,973	45,282	23,394	39,941	48,392
502GOO	Health Insurance	65,543	106,176	43,711	72,652	107,424
503GOO	Retirement Fund	13,235	21,829	7,414	13,442	23,695
504GOO	Workers Compensation Insurance	913	3,000	0	1,492	2,000
	PROFESSIONAL SERVICES					
511GOO	Town Attorney	48,554	55,000	29,556	55,000	60,000
512GOO	Auditing Services	6,250	6,250	0	7,000	7,000
514GOO	Consulting Services	4,771	5,000	5,580	6,808	6,340
556GOO	IT Services	8,866	7,366	4,673	8,100	18,497
513GOO	Planning Consulting	69,300	36,000	44,335	78,661	75,000
515GOO	County Treasurer Services	6,084	7,500	6,414	7,339	6,934
519GOO	Contractual Services	81,902	85,500	28,275	60,000	85,000
538GOO	Muni-Revs Services	12,311	12,285	8,427	15,450	17,500
516GOO	Refuse Collection Franchise	170,334	167,000	101,820	164,000	165,000
	ADMINISTRATIVE EXPENSE					
520GOO	Insurance (Property & Casualty)	9,307	9,850	113	9,415	13,815
521GOO	Conferences, Workshops & Training	0	4,000	1,867	2,118	4,000
522GOO	Dues & Memberships	3,809	4,000	2,474	3,002	3,500
523GOO	Council/PComm - Conferences & Training	50	2,500	943	1,500	2,500
524GOO	Reimbursable Bonds & Permits	35,560	25,000	4,283	9,383	16,646
525GOO	Unemployment Tax (all)	3,249	3,500	1,846	2,513	2,664
526GOO	Life Insurance (all)	447	600	326	544	625
527GOO	Personnel - Recruitment/Testing	6,247	4,000	670	670	4,000
536GOO	Wellness Program	10,880	17,500	5,678	17,500	15,750
528GOO	Other - admin.	23,583	1,000	62	650	1,000
	OFFICE EXPENSE					
540GOO	Printing & Publishing	439	1,250	190	400	1,000
541GOO	Office Supplies	2,620	5,000	3,751	7,500	7,500
542GOO	Utilities	1,377	1,800	944	1,750	2,000
543GOO	Telephone	1,823	2,000	1,031	1,771	2,000
544GOO	Elections	1,631	2,500	902	902	2,500
530GOO	Computer	1,586	1,680	1,216	3,250	2,900
545GOO	Janitorial Services	3,426	3,750	1,890	3,844	3,850
546GOO	Council/Commission - Materials/Equipment	381	1,000	735	735	1,000
547GOO	Records Management	792	500	80	250	500
548GOO	Office Equipment - Leases	3,260	3,200	1,608	2,857	3,200
549GOO	Office Equipment - Maintenance/Repairs	0	500	0	0	500
550GOO	Filing Fees/Recording Costs	296	750	64	275	500
551GOO	Postage - general	653	1,400	507	1,200	1,500
552GOO	GIS Mapping - admin	1,144	2,000	184	250	1,000
553GOO	Meetings & Community Events	4,298	10,000	285	10,000	10,000
537GOO	Bank & Misc. Fees & Charges	2,182	2,500	1,057	2,500	2,500
	COMMUNITY & ECONOMIC DEVELOPMENT					
529GOO	Tourism Promotion	102,123	66,500	38,048	94,500	70,000
531GOO	Community Outreach	244	1,000	60	120	4,000
532GOO	Creative/Main Street Program	6,960	15,000	8,444	15,000	31,500
533GOO	Economic Development	1,473	4,000	903	903	2,500
535GOO	Affordable Housing	0	35,000	10,000	10,000	75,000
781POO	Events and Festivals	67,030	80,000	68,683	91,000	128,000
557GOO	Grants - pass thru to other agencies	0	125,000	125,000	255,576	750,000
558GOO	Broadband Program	61,001	10,000	0	0	
559GOO	Regional Transportation Service					35,000

GENERAL FUND		2021	2022	AS OF	ESTIMATED	2023
	DRAFT 11-11-22	ACTUAL	ADOPTED	AUG. 1, 2022	YR. END 2022	ADOPTED
			BUDGET			BUDGET
	VEHICLE EXPENSE					
560GOO	Gas & Oil	208	300	140	200	300
561GOO	Vehicle Maintenance & Repair	11	500	0	0	500
	CAPITAL OUTLAY					
571GOO	Office Equipment Purchase	1,570	8,200	5,222	6,500	1,500
	DEBT SERVICE					
591GOO	RAMP Bond	118,828	120,647	12,824	120,647	117,712
	COUNCIL INITIATIVES					
5010GO1	Uncompahgre Volunteer Legal Aid	3,000	3,000	0	3,000	
5015GO1	Partners Program	1,000	1,000	0	1,000	1,000
5020GO1	Colorado West Land Trust	3,000	3,000	3,000	3,000	5,000
5025GO1	Voyager Program	7,000	7,000	7,000	7,000	9,000
5030GO1	Juvenile Diversion	8,000	8,000	8,000	8,000	8,000
5040GO1	Other Contributions	1,624	5,000	3,500	3,500	5,000
5050GO1	KVNF Radio	1,000	1,000	0	1,000	
5055GO1	Center for Mental Health	1,000	1,000	0	1,000	
5060GO1	Second Chance Humane Society	6,500	7,250	0	7,250	9,306
5065GO1	Neighbor to Neighbor Program					1,000
5085GO1	Eco Action Partners	5,000	5,000	5,000	5,000	6,000
5075601	Region 10	1,229	1,328	1,328	1,328	1,394
5095GO1	Student Scholarship	1,000	1,000	1,000	1,000	1,000
5100GO1	Public Art Ridgway Colorado	3,000	3,000	3,000	3,000	3,000
5110GO1	Uncompahgre Watershed Partnership	3,000	3,000	3,000	3,000	3,000
5115GO1	George Gardner Scholarship Fund	1,000	1,000	1,000	1,000	1,000
5120GO1	Ouray County Soccer Association	3,000	3,000	0	3,000	
5135GO1	Sherbino Theater	5,000	2,500	0	2,500	20,000
5136GO1	Ouray County Food Pantry	1,000	1,000	1,000	1,000	
5137GO1	Weehawken Creative Arts	3,000	4,000	0	4,000	5,000
5138GO1	Friends of Colorado Avalanche Info Center	2,500	2,500	2,500	2,500	3,500
5139GO1	Ridgway Western Heritage Society					500
5140GO1	Ouray Mountain Rescue Team					10,000
	SUBTOTAL COUNCIL INITIATIVES	60,853	63,578	39,328	62,078	92,700
	ADMINISTRATIVE EXPEND. SUBTOTAL	1,526,971	1,791,619	955,377	1,797,794	2,671,020

GENERAL FUND		2021	2022	AS OF	ESTIMATED	2023
	DRAFT 11-11-22	ACTUAL	ADOPTED	AUG. 1, 2022	YR. END 2022	ADOPTED
			BUDGET			BUDGET
ACCOUNT #	EXPENDITURES					
	STREETS & MAINTENANCE					
	PERSONNEL					
600GO2	Streets Wages	86,044	129,830	65,111	105,482	85,028
601GO2	Employer Tax Expense	6,553	9,932	4,981	8,069	6,505
602GO2	Health Insurance	21,305	26,544	15,795	26,608	20,142
603GO2	Retirement Fund	3,291	5,193	2,576	4,219	3,401
604GO2	Workers Compensation Insurance	1,794	3,500	29	2,360	3,000
	ADMINISTRATIVE EXPENSE					
613GO2	Office - miscellaneous	281	750	185	300	500
621GO2	Workshops & Training	0	500	218	500	500
628GO2	Other - streets	963	500	0	105	500
614GO2	Consulting & Contractual Services	50,875	105,600	105	3,500	40,000
615GO2	IT Services	2,526	7,366	4,503	7,635	145
	OPERATING EXPENSE					
631GO2	Maintenance & Repairs	145	3,000	26	1,000	3,000
632GO2	Supplies & Materials	1,869	3,000	2,170	3,000	3,000
635GO2	Gravel & Sand	9,661	15,000	523	10,000	25,000
636GO2	Dust Prevention (mag chloride)	30,800	35,000	32,880	32,880	35,000
637GO2	Paving & Maintenance	5,547	40,000	464	7,500	40,000
667GO2	Street Sweeping	1,275				
633GO2	Tools	229	500	176	500	500
638GO2	Street Lighting	6,457	8,000	3,973	7,835	8,000
639GO2	Street Signs	2,293	2,500	1,284	2,500	10,000
634GO2	Safety Equipment	321	800	432	750	1,000
682GO2	Tree Trimming - Rights-of-Ways	0	6,000	0	6,000	6,000
666GO2	Landscaping - Rights-of-Ways	14,044	23,000	14,705	23,000	28,000
663GO2	Storm Drainage	214	10,000	0	0	0
662GO2	Snow Removal Equipment & Services	13,413	12,000	15,924	15,924	22,000
	SHOP EXPENSE					
642GO2	Utilities	2,282	3,000	1,590	2,550	3,000
643GO2	Telephone	1,262	1,500	784	1,177	1,500
630GO2	Computer	1,017	1,200	945	1,620	900
	VEHICLE EXPENSE					
660GO2	Gas, Oil & Diesel	4,058	5,500	3,703	6,500	6,750
661GO2	Vehicle & Equip Maintenance & Repair	11,804	9,000	2,849	5,500	9,000
	DEBT SERVICE					
	CAPITAL OUTLAY					
670GO2	Vehicle Purchase	115,016				75,000
671GO2	Office Equipment Purchase			285	285	500
672GO2	Equipment Purchase		10,000	10,188	10,188	3,500
	STREETS & MAINT. EXP. SUBTOTAL	395,339	478,715	186,404	297,487	441,371

GENERAL FUND		2021	2022	AS OF	ESTIMATED	2023
	DRAFT 11-11-22	ACTUAL	ADOPTED	AUG. 1, 2022	YR. END 2022	ADOPTED
			BUDGET			BUDGET
ACCOUNT #	EXPENDITURES					
	PARKS, FACILITIES & ENVIRONMENT					
	PERSONNEL					
700POO	Parks Maintenance Wages	49,771	38,553	24,559	39,391	67,773
706POO	Parks Maintenance - Seasonal Wages	49,936	73,440	18,845	31,817	32,000
701POO	Employer Tax Expense	7,596	8,567	3,320	5,447	7,633
702POO	Health Insurance	14,878	13,272	8,544	13,272	20,142
703POO	Retirement Fund	1,839	1,542	538	1,132	2,711
704POO	Workers Compensation Insurance	2,138	3,200	1,940	1,940	3,200
	ADMINISTRATIVE EXPENSE					
719POO	Contractual Services	31,933	4,000	0	0	48,000
720POO	Insurance (Property & Casualty)	7,000	9,802	9,302	9,302	12,815
721POO	Workshops & Training	0	500	0	0	500
728POO	Other - parks	13	250	0	105	750
	FACILITIES					
732PO1	Supplies - community center/town hall	3,841	3,000	3,040	5,000	5,000
742PO1	Utilities - community center/town hall	1,377	1,500	944	1,529	1,750
779PO1	Janitorial Services - community center/town hall	3,426	3,500	1,890	3,845	3,850
731PO1	Maintenance & Repairs - comm. center/town hall	2,395	45,000	2,055	3,000	15,000
778PO1	Space to Create Community Room		61,500	40,598	40,598	101,500
782PO1	Visitor Center	7,215	7,215	0	0	0
783PO1	Broadband Carrier Neutral Station	1,577	1,592	1,158	1,750	1,800
	OPERATING EXPENSE					
731POO	Maintenance & Repair	1,899	15,000	1,086	2,500	15,000
732POO	Supplies & Materials	23,145	24,000	11,247	22,000	30,200
733POO	Tools	0	1,000	0	750	1,000
734POO	Safety Equipment	500	1,000	605	1,215	1,000
741POO	Telephone	534	500	392	729	1,000
742POO	Utilities	7,103	7,500	3,798	7,263	7,500
729POO	IT Services	2,717	7,366	4,503	7,635	450
730POO	Computer	692	900	770	1,320	600
779POO	Janitorial Service - parks	10,277	12,000	5,670	11,530	12,000
765POO	River Corridor Maintenance&Gravel Removal	0	5,000	0	0	0
767POO	Urban Forest Management	0	20,000	7,920	20,000	20,000
768POO	Mosquito Control	11,108	12,000	12,171	12,171	12,500
769POO	Weed Control	0	1,000	0	745	1,500
	VEHICLE EXPENSE					
760POO	Gas & Oil	3,505	4,000	2,316	4,500	5,000
761POO	Vehicle & Equipment Maint & Repair	1,279	3,500	514	1,200	4,000
	CAPITAL OUTLAY					
772POO	Equipment Purchase		20,000	15,992	15,992	0
775POO	Park Improvements	5,008	50,000	15,858	35,466	45,000
	PARKS & FACILITIES EXPEND. SUBTOTAL	252,702	461,199	199,575	303,144	481,174

GENERAL FUND		2021	2022	AS OF	ESTIMATED	2023
	DRAFT 11-11-22	ACTUAL	ADOPTED	AUG. 1, 2022	YR. END 2022	ADOPTED
			BUDGET			BUDGET
ACCOUNT #	EXPENDITURES					
	LAW ENFORCEMENT					
	PERSONNEL					
800GO3	Law Enforcement Wages	179,225	288,579	142,487	245,967	287,461
807GO3	Municipal Judge	1,656	1,656	426	1,656	1,656
808GO3	Municipal Court Clerk	4,140	4,140	2,415	4,140	4,140
805GO3	Housing Stipend	16,000				
801GO3	Employer Tax Expense	19,507	25,470	13,755	23,085	22,434
802GO3	Health Insurance	33,469	53,088	26,286	49,406	53,712
803GO3	Retirement Fund	7,570	10,841	6,238	10,377	11,498
804GO3	Workers Compensation Insurance	5,590	8,500	7,070	7,070	8,500
	OFFICE EXPENSE					
809GO3	Law Enforcement - Coverage	72,265	38,560	34,628	50,000	42,000
819GO3	Contractual Services	8,330	8,700	4,020	8,800	12,000
820GO3	IT Services	4,559	7,366	4,518	7,800	16,094
822GO3	Dues & Memberships	368	500	630	630	650
841GO3	Office Supplies	719	1,000	806	1,500	1,500
842GO3	Utilities	1,377	1,600	944	1,539	1,600
843GO3	Telephone	4,317	4,750	2,464	4,214	4,750
830GO3	Computer	2,792	3,000	1,980	4,150	3,000
849GO3	Office Equip - Maintenance/Repairs	0	100	0	0	100
	OPERATING EXPENSE					
832GO3	Equipment & Supplies	11,912	29,250	14,548	16,500	15,000
821GO3	Conferences, Workshops & Training	3,756	4,000	2,592	4,000	3,000
883GO3	Uniforms	1,747	2,500	889	2,500	2,500
884GO3	Traffic & Investigations	2,256	2,500	358	1,200	2,500
886GO3	Testing & Examinations	0	1,000	0	0	1,000
828GO3	Other - law enforcement	203	1,000	115	115	1,000
885GO3	Dispatch Services	41,601	56,798	28,249	56,798	66,821
834GO3	Multi-Jurisdictional Program Participation	6,000	6,000	0	6,000	15,923
835GO3	Community Outreach Programs	824	500	576	1,576	1,000
	VEHICLE EXPENSE					
860GO3	Gas & Oil	11,068	15,000	6,911	15,000	16,500
862GO3	Radio/Radar Repair	898	2,000	630	630	2,000
861GO3	Vehicle Maintenance & Repair	1,965	4,200	1,028	3,000	4,000
	CAPITAL OUTLAY					
870GO3	Vehicle Purchase		12,000	11,658	12,452	0
871GO3	Office Equipment Purchase		1,575	1,000	1,310	3,000
872GO3	Vehicle Leasing					7,000
	LAW ENFORCEMENT EXP. SUBTOTAL	444,114	596,173	317,221	541,415	612,339

GENERAL FUND						
	2021	2022	AS OF	ESTIMATED	2023	
DRAFT 11-11-22	ACTUAL	ADOPTED	AUG. 1, 2022	YR. END 2022	ADOPTED	
		BUDGET			BUDGET	
TOTAL GENERAL FUND EXPENDITURES	2,619,126	3,327,706	1,658,577	2,939,840	4,205,904	
TRANSFER CAPITAL PROJECT - Heritage Park Improvements	61,096	20,000	150	150	70,000	
TRANSFER CAPITAL PROJECT - Lena Street Paving Reserves		225,000				
TOTAL TRANS. TO CAPITAL PROJECTS	61,096	245,000	150	150	70,000	
Tabor Emergency Reserves (3% of expenditures)		99,831		0		
ENDING GENERAL FUND BALANCE	3,011,811	2,004,045		3,814,103	3,201,817	
Restricted for Capital Improvement Fund (per GASBY 54)		0			0	

WATER ENTERPRISE FUND		2021	2022	AS OF	ESTIMATED	2023
DRAFT 11-11-22		ACTUAL	ADOPTED	AUG 1, 2022	YR. END 2022	ADOPTED
			BUDGET			BUDGET
	BEGINNING FUND BALANCE	925,470	1,456,782		1,294,095	1,730,481
ACCOUNT#						
460WOO	Water Service Charges	691,329	740,000	406,979	700,000	700,000
461WOO	Penalty Fees on Water Charges	3,508	3,000	2,098	3,200	3,000
462WOO	Transfer fees - water	1,316	500	300	500	500
464WOO	Material/Labor Reimbursement - water	24,530	45,524	20,140	25,000	25,000
463WOO	Tap Fees - water	149,150	200,000	41,800	54,400	90,000
465WOO	Other - water	213	100	15	15	100
466WOO	Grants - water	0	230,576	130,576	264,425	100,000
456WOO	Investment Income/Desgn Reserves	373	350	4,388	16,190	8,000
	TOTAL WATER FUND REVENUES	870,419	1,220,050	606,296	1,063,730	926,600
	TOTAL AVAILABLE RESOURCES	1,795,889	2,676,832	606,296	2,357,825	2,657,081
	EXPENDITURES					
	PERSONNEL					
900WOO	Water Wages	89,292	110,210	66,660	109,048	115,558
901WOO	Employer Tax Expense	6,955	8,431	5,100	8,342	8,840
902WOO	Health Insurance	23,822	26,544	17,134	27,342	26,856
903WOO	Retirement Fund	3,636	4,408	2,666	4,362	4,622
904WOO	Workers Compensation Insurance	3,078	4,000	744	1,218	3,000
	ADMINISTRATIVE EXPENSE					
920WOO	Insurance (Property & Casualty)	8,691	10,128	9,554	9,554	12,615
921WOO	Workshops & Training	759	1,500	531	531	1,500
919WOO	Wellness Program	1,274	1,400	1,079	1,400	1,750
914WOO	Consulting & Engineering Services	57,844	118,760	93,969	124,000	152,850
917WOO	IT Services	4,881	7,000	4,389	7,365	9,785
912WOO	Auditing Services	3,125	3,125	0	3,125	3,250
911WOO	Legal Services	1,129	2,500	148	500	2,500
918WOO	Permits - water	310	390	310	310	400
	OFFICE EXPENSE					
913WOO	Office - misc	272	1,500	152	350	1,000
915WOO	Dues & Memberships	324	300	203	407	500
916WOO	Filing Fees/Recording Costs	7	150	7	7	150
942WOO	Utilities	16,166	18,000	18,658	23,642	25,000
943WOO	Telephone	2,083	2,500	1,187	2,031	2,500
930WOO	Computer	1,608	2,065	1,386	2,825	2,900
941WOO	Office Supplies	1,281	1,500	443	1,250	1,500
947WOO	Records Management	431	200	61	200	200
948WOO	Office Equipment - Leases	384	400	189	189	400
949WOO	Office Equipment - Maint & Repairs	0	250	0	0	250
951WOO	Postage - water	2,033	2,250	1,239	2,500	2,500
952WOO	GIS Mapping - water	1,624	4,500	464	725	1,500
	OPERATING EXPENSE					
931WOO	Maintenance & Repairs	11,287	507,500	29,345	110,000	510,000
932WOO	Supplies & Materials	24,247	40,000	16,404	35,000	90,000
933WOO	Tools	2,753	4,000	176	1,500	3,000
988WOO	Taps & Meters	67,396	75,000	31,120	47,380	150,000
989WOO	Plant Expenses - water	19,800	22,000	11,550	19,800	22,000
934WOO	Safety Equipment	447	500	522	750	1,000
990WOO	Testing - water	6,561	8,000	3,746	8,000	8,000
987WOO	Weed Control	0	1,000	0	745	1,500
928WOO	Other - water	8	250	0	500	500
	VEHICLE EXPENSE					
960WOO	Gas & Oil	4,317	4,500	2,927	7,000	7,500
961WOO	Vehicle & Equipment Maint & Repair	4,077	5,000	840	11,000	7,000

WATER ENTERPRISE FUND		2021	2022	AS OF	ESTIMATED	2023
	DRAFT 11-11-22	ACTUAL	ADOPTED BUDGET	AUG 1, 2022	YR. END 2022	ADOPTED BUDGET
	<i>CAPITAL OUTLAY</i>					
971WOO	Office Equipment Purchase	1,674	1,575	1,028	1,028	500
972WOO	Equipment Purchase	65,005				25,000
	<i>DEBT SERVICE</i>					
992WOO	Debt Service - DOLA	9,795				
993WOO	Debt Service - CWRPDA	22,500	22,500	11,250	22,500	22,500
998WOO	Debt Service - CWCB (2)	30,918	30,918	0	30,918	30,918
	TOTAL WATER FUND EXPENDITURES	501,794	1,054,754	335,181	627,344	1,261,344
	Reserved per financing agreement with CWCB		2,843			2,950
	ENDING WATER FUND BALANCE	1,294,095	1,619,235		1,730,481	1,392,787

SEWER ENTERPRISE FUND		2021	2022	AS OF	ESTIMATED	2023
	DRAFT 11-11-22	ACTUAL	ADOPTED	AUG. 1, 2022	YR. END 2022	ADOPTED
			BUDGET			BUDGET
	BEGINNING SEWER FUND BALANCE	950,906	1,150,160		1,134,402	1,220,300
ACCOUNT#						
	REVENUES					
460SOO	Sewer Service Charges	321,161	322,250	191,475	327,500	328,000
461SOO	Penalty Fees on Sewer Charges	3,508	3,000	2,098	3,000	3,000
462SOO	Transfer Fees - sewer	1,256	500	240	500	500
464SOO	Material/Labor Reimbursement - sewer	30,863	30,000	560	560	2,500
463SOO	Tap Fees - sewer	118,650	200,000	38,040	43,640	90,000
465SOO	Other - sewer	0	100	15	15	100
466SOO	Grants - sewer	0	0	0	3,272	0
456SOO	Investment Income - Desgn Reserves	309	300	3,924	15,500	8,000
	TOTAL SEWER FUND REVENUES	475,747	556,150	236,352	393,987	432,100
	TOTAL AVAILABLE RESOURCES	1,426,653	1,706,310	236,352	1,528,389	1,652,400
	EXPENDITURES					
	PERSONNEL					
900SOO	Sewer Wages	53,255	60,710	37,228	67,102	105,375
901SOO	Employer Tax Expense	4,084	4,644	2,848	5,133	8,061
902SOO	Health Insurance	13,003	13,272	8,590	16,282	26,856
903SOO	Retirement Fund	2,135	2,428	1,489	2,423	4,215
904SOO	Workers Compensation Insurance	1,776	3,200	1,568	1,568	2,500
	ADMINISTRATIVE EXPENSE					
920SOO	Insurance (Property & Casualty)	8,691	10,128	9,554	9,554	12,615
921SOO	Workshops & Training	264	1,500	216	216	1,500
914SOO	Consulting & Engineering Services	35,669	1,400	15,424	28,000	75,500
917SOO	IT Services	3,355	7,000	4,374	7,353	9,784
912SOO	Auditing Services	3,125	3,125	0	3,125	3,250
911SOO	Legal Services	296	1,000	0	0	1,000
919SOO	Wellness Program	1,274	1,400	759	1,400	2,100
	OFFICE EXPENSE					
913SOO	Office - misc	75	1,500	55	250	1,000
915SOO	Dues & Memberships	324	300	203	342	500
916SOO	Filing Fees/Recording Costs	7	100	7	7	150
941SOO	Office Supplies	1,281	1,500	350	1,250	1,500
942SOO	Utilities	44,522	50,000	26,451	47,513	50,000
943SOO	Telephone	1,509	1,600	846	1,455	2,200
930SOO	Computer	1,283	1,765	1,211	2,620	2,600
947SOO	Records Management	431	200	61	200	200
948SOO	Office Equipment - Leases	192	400	95	174	400
949SOO	Office Equipment - Maint & Repairs	0	250	0	0	250
951SOO	Postage - sewer	1,449	2,250	792	2,000	2,000
952SOO	GIS Mapping - sewer	1,144	4,500	184	250	1,500
	OPERATING EXPENSE					
931SOO	Maintenance & Repairs	10,202	110,000	27,305	60,000	60,000
932SOO	Supplies & Materials	7,163	10,000	2,914	7,000	10,000
933SOO	Tools	229	500	176	500	1,000
918SOO	Testing & Permits	6,180	15,000	3,609	10,000	15,000
928SOO	Other - sewer	12	250	109	600	500
934SOO	Safety Equipment	447	500	522	1,400	900
987SOO	Weed Control	0	1,000	0	745	1,500
	VEHICLE EXPENSE	4,561				
960SOO	Gas & Oil	2,764	5,000	4,594	5,000	7,500
961SOO	Vehicle & Equipment Maint & Repairs		5,000	214	1,000	3,500
	CAPITAL OUTLAY	629				
971SOO	Office Equipment Purchase	65,005		285	285	500
972SOO	Equipment Purchase					25,000
978SOO	Bio-Solid Removal				7,427	5,000
	DEBT SERVICE					
996SOO	Debt Service - DOLA	15,915	15,915	15,915	15,915	15,915
	TOTAL SEWER FUND EXPENDITURES	292,251	337,337	167,948	308,089	461,371

SEWER ENTERPRISE FUND						
	2021	2022	AS OF	ESTIMATED	2023	
	ACTUAL	ADOPTED	AUG. 1, 2022	YR. END 2022	ADOPTED	
		BUDGET			BUDGET	
Reserves for Wastewater Plant Improvements					100,000	
ENDING SEWER FUND BALANCE	1,134,402	1,368,973		1,220,300	1,091,029	

RIDGWAY GENERAL IMPROVEMENT DISTRICT # 1						
	2021	2022	AS OF	ESTIMATED	2023	
	ACTUAL	ADOPTED	AUG. 1, 2022	YR. END 2022	ADOPTED	
		BUDGET			BUDGET	
BEGINNING FUND BALANCE	30,991	30,696		30,696	30,561	
REVENUES						
Operation & Maint. (Ballot #5A, 1996)						
Debt Increase (Ballot#5B, 1996)						
Interest	15	15		15	15	
TOTAL GID #1 REVENUES	15	15		15	15	
TOTAL AVAILABLE RESOURCES	31,006	30,711		30,711	30,576	
EXPENDITURES						
OPERATING EXPENSE						
Construction & Paving						
Administration/Engineering/Legal	310	4,750		150	1,350	
Maintenance						
CAPITAL OUTLAY						
Chipseal/Overlay Streets						
Highway Enhancement Projects # 3&4						
Culvert & Drainage Improvements		20,000				
TOTAL GID #1 EXPENDITURES	310	24,750		150	1,350	
ENDING FUND BALANCE	30,696	5,961		30,561	29,226	

CAPITAL PROJECTS FUND - RAMP Project Note Account						
		2021	2022	AS OF	ESTIMATED	2023
		ACTUAL	ADOPTED	AUG. 1, 2022	YR. END 2022	ADOPTED
			BUDGET			BUDGET
ACCOUNT#						
	REVENUES					
4001GOO	Property Tax		0		0	0
	Transfer from restricted Cap Imprv Acct		120,647		120,647	117,712
	TOTAL REVENUES	0	120,647	0	120,647	117,712
	PROJECT EXPENDITURES					
591GOO	Note Principal & Interest Payment Amt		120,647		120,647	117,712
	TOTAL EXPENDITURES		120,647	0	120,647	117,712

CAPITAL PROJECTS FUND - Space to Create						
		2021	2022	AS OF	ESTIMATED	2023
		ACTUAL	ADOPTED	AUG. 1, 2022	YR. END 2022	ADOPTED
			BUDGET			BUDGET
ACCOUNT#						
	REVENUES					
1700A	Boettcher Foundation Grant					
1700B	Dept of Local Affairs - Planning Grant					
1700C	Dept of Local Affairs - Prop Acq Grant					
1700D	Boettcher Foundation - PreDev Grant					
1700E	Dept of Local Affairs - PreDev Grant					
1700F	CO CreativeIndust's - PreDev Grant					
1700G	Misc Grants - Pre Development	75,000				
1700H	Property Taxes Received at Closing Town Funding					
	TOTAL REVENUES	75,000				
	PROJECT EXPENDITURES					
CP1700	Property Option					
CP1701	Affordable Housing Study					
CP1702	Arts Market Study					
CP1703	Property Acquisition					
CP1704	Legal, Survey, Closing Fees					
CP1705	Property Taxes 1/1-10/3/2017					
CP1706	Pre-Development Phase					
CP1707	Groundbreaking Ceremony	5,419				
	TOTAL EXPENDITURES	5,419				

CAPITAL PROJECTS FUND - Athletic Park Pavilion						
		2021	2022	AS OF	ESTIMATED	2023
		ACTUAL	ADOPTED	AUG. 1, 2022	YR. END 2022	ADOPTED
			BUDGET			BUDGET
ACCOUNT#						
	REVENUES					
1900A	Private Donations					
	Town Contribution					
	TOTAL REVENUES					
	PROJECT EXPENDITURES					
CP1900	Design					
CP1901	Construction	5,365				
CP1902	Bank Fees					
CP1903	Town Contributions					
	TOTAL EXPENDITURES	5,365	0	0	0	

CAPITAL PROJECTS FUND - Heritage Park Improvements						
		2021	2022	AS OF	ESTIMATED	2023
		ACTUAL	ADOPTED	AUG. 1, 2022	YR. END 2022	ADOPTED
			BUDGET			BUDGET
ACCOUNT#						
	REVENUES					
2000A	Main Street Mini-Grant	30,000				
2000B	AARP Grant					
2000C	COMS Grant					
	Town Contribution		20,000		150	70,000
	TOTAL REVENUES	30,000	20,000	0	150	70,000
	PROJECT EXPENDITURES					
CP2000	Construction	86,616	20,000	150	150	20,000
CP2001	Construction Docs					50,000
	TOTAL EXPENDITURES	86,616	20,000	150	150	70,000

CAPITAL PROJECTS FUND - North Lena Street Paving						
		2021	CREATED	AS OF	ESTIMATED	2023
		ACTUAL	Mid Year	AUG. 1, 2022	YR. END 2022	BUDGET
			2022			
ACCOUNT#						
REVENUES						
2100A	Developer Contribution		574,452	574,452		
2100B	Grant - Colorado Dept of Transportation		150,000		150,000	
	Town Budgeted Contribution		425,000			
	TOTAL REVENUES		1,149,452	574,452	150,000	0
PROJECT EXPENDITURES						
CP2100	Construction			162,413		
CP2101	Project Management & Oversight				50,000	
CP2102	Design, Survey, Engineering			48,198		
	TOTAL EXPENDITURES		0	210,611	50,000	0

5 Year Capital Improvement Project
2023-2027 **General Fund**

Project	Estimated Cost	Budget Line Item
Dennis Weaver Memorial Park - Vault Restroom Facility	\$60,000	
Amelia Street Construction Project	\$4,000,000	
Acquisition and Managed Use of South Railroad Street Right-of-Way		
Master Plan Implementation & Subdivision Updates	\$30,000	513GOO
Expand Middle Mile Fiber Network Through Rest of Town	\$73,000	
Heritage Park - Split Rail Fence	\$20,000	CP2001
Heritage Park - Construction Doc's	\$50,000	CP2000
Town Hall Assessment & Design for Reconfiguring	\$40,000	731PO1
Furnishings & Audio/Visual for Space to Create Meeting Room	\$85,000	778PO1
Purchase of an Affordable Housing Unit		
Acquisition of Two Blocks of N. Laura Street for Right-of-Way		
Traffic Plan and Mitigation on N. Laura Street		
Micro Grid on Space to Create Building	\$37,000	778PO1
Master Plan for Athletic Park	\$40,000	719POO
Replace Two Trucks in Parks Department	\$50,000	772POO
Front End Loader (set aside funds for purchase in 2024)	\$75,000	670GO2
Purchase of parcel in River Park Subdivision	\$40,000	
Note: a yellowed line is a proposed item to be included in the 2023 Fiscal Year Budget		

5 Year Capital Improvement Project
2023-2027 Water Fund

Project	Estimated Cost	Budget Line Item
Water Utility Augmentation (increase reliable water supply)	\$750,000	
Water Conservation Plan / Basin Protection Implementation	\$25,000	
Video Inspection of Transmission Lines	\$57,500	
Extend Water Mains Downtown (as needed)	\$135,000	
GAC Equipment (offset by \$100,000 & \$261,152 in grant funds)	\$400,000	931WOO
Second River Crossing of Lines	\$150,000	
Increase Storage East of the Uncompahgre River	\$750,000	
Water Collection System - Piping Ridgway Ditch & Headgate	\$1,500,000	
Water Meter at Water Treatment Plant	\$35,000	932WOO
Micro Hydro Construction	\$1,000,000	
Replace Two Modules	\$150,000	
Feasibility Study of Micro Hydro Construction & Piping Ridgway Ditch	\$40,000	
Meter Replacement 5 Year Plan (125,000 due to non-receipt of meters in 2022)	\$125,000	988WOO
Repair Flow Measuring Devices at Ridgway Ditch and Lake O	\$50,000	931WOO
Replace Public Works Fleet Vehicle	\$25,000	972WOO
Note: a yellowed line is a proposed item to be included in the 2023 Fiscal Year Budget		

5 Year Capital Improvement Project
2023-2027 Sewer Fund

Project	Estimated Cost	Budget Line Item
Preliminary Needs Assessment for Relocating Treatment Plant	\$35,200	914S00
Design and Install Secondary Discharge Pipe	\$10,000	
Emergency Generator	\$80,000	
Fine Bubble Diffuser System or Replace Aeration	\$425,000	
Replace Public Works Fleet Vehicle	\$25,000	972S00
Reserves for Wastewater Treatment Plant Improvements	\$100,000	
Sludge Removal	\$100,000	
Note: a yellowed line is a proposed item to be included in the 2023 Fiscal Year Budget		

10 Year Capital Improvement Project
2023-2033 **General Fund**

Project	Estimated Cost	Budget Line Item
Athletic Park - 3rd Soccer Field and Drainage	\$150,000	
Athletic Park - Groundwater Management	\$100,000	
Athletic Park - Tot Lot	\$25,000	
Athletic Park - Sand Volleyball Court	\$25,000	
Athletic Park - Pickle Ball Courts	\$450,000	
Heritage Park - Plan Implementation with Visitor's Center Improvements	\$1,000,000	
Heritage Park - ADA Restroom	\$130,000	
Gateway Signage	\$120,000	
Improve Drainage at Park-n-Ride Lot at Fairgrounds	\$70,000	
Green Street Park	\$2,000,000	
Chip Seal or Hard Surface Streets Throughout Town		
Stormwater Drainage Improvements		
Install Sidewalks Throughout Town		
Public Works Shop Vehicle Exhaust Ventilation	\$40,000	
Town Hall and Community Center Improvements (per Assessment Plan)	\$250,000	
Dog Park		
Uncompahgre RiverWay Trail - Regional Partnership to connect Montrose to Ouray		
Rollans Park - Restoration Project, In-Stream Improvements	\$400,000	
Public Parking Lot (North of Library)		
Scanning and Electronic File Management Plan	\$120,000	
Solar Tubes on Roof of Stage in Hartwell Park		
Pedestrian Crossing Over/Under Pass on Highway 550		
Anchor Site for Wi-Fi Connection to Water Plant		

10 Year Capital Improvement Project
2023-2033 Water Fund

Project	Estimated Cost	Budget Line Item
Third Filter Train for Water Treatment	\$500,000	
Water Storage Tank Painting (2029)	\$300,000	
Water Collection System - Piping Ridgway Ditch / Headgate	\$1,500,000	
Presedimentation Ponds Improvements and Piping	\$250,000	
Increase Capacity by the Lake Outfall (400' of 12" Line)	\$45,000	
Dallas Ditch Water into Cottonwood Creek		
Develop Hydraulic Model of Distribution System	\$50,000	
Replace John Deere Backhoe	\$95,000	
Feasibility Study of Expansion of Water Treatment Plant		
Expansion of Water Treatment Plant	\$1,000,000	

10 Year Capital Improvement Project
2023-2033 Sewer Fund

Project	Estimated Cost	Budget Line Item
Lift Station Equipment Replacement (2024-2029)	\$50,000	
Upgrade the Treatment System (when loading reaches 80% of approved design capacity - 0.194 MGD and 400 ppd of BOD)	\$100,000	
Mechanical Wastewater Treatment Plant	\$7,500,000	

AGENDA ITEM #3

TOWN OF RIDGWAY ANIMAL CONTROL ASSISTANCE - 2023 FUNDING REQUEST**Service Provider Information**Name of Service Provider: Second Chance Humane SocietyAmount Requested: \$9,306Services Provided: Town of Ridgway Animal Control AssistanceFederal Tax ID number: 84-1266231Applicant contact person: Kelly Goodin Phone #: 970-626-2273Mailing address: P.O. Box 2096 City: Ridgway St: CO Zip: 81432E-mail address: kelly@adoptmountainpets.orgWebsite: www.adoptmountainpets.org**Overview**

Second Chance Humane Society is requesting \$9,306 be included in the Town of Ridgway's 2022 Budget for reimbursement of Animal Control Assistance Services provided to the Town from Second Chance. As highlighted in the detailed request below, animal control issues such as dogs at large pose public health and safety risks and are greatly managed from services provided by Second Chance. This funding request of \$10,566 represents a small percentage of the actual expenses incurred for such services. Therefore we request that consideration be given to the full amount of this 2021 budget request.

Description of Programs & Services**Goals and Objectives**

The mission of Second Chance Humane Society is *Connecting Pets, People & Community While Saving Lives*. Our services, since 1994, to the Town of Ridgway fall within the scope of this mission and Second Chance is again requesting establishing funding to reimburse these services. As the Town of Ridgway does not employ animal control officers the services provided by Second Chance, although they don't replace the need, do provide valuable and necessary resources in addressing the Town's lost, abandoned, and pet overpopulation issues.

Service Description

Second Chance Humane Society services provided to the Town of Ridgway include call handling, recovery assistance, sheltering and disposition of pets-at-large, feral cat management, and programs designed to address the problem of pet overpopulation. Following is an itemization and description of this budget request.

Summary: 2023 Budget Request	
Animal Control Assistance	\$9,000
After Hours & Euthanasia	\$616
Feral Cat Program	\$690
Total 2023 Budget Request	\$10,306

Second Chance Animal Control Assistance Program

Stray or homeless pets pose health and safety risks to the Ridgway community. Second Chance Animal Control Assistance provides shelter, rehabilitation, and additional services for pets recovered from the Town until appropriate homes can be secured. Stray dogs and cats from the Town are also reunited with their families when possible and injured and sick pets are provided with medical treatment. Additionally, all unaltered pets are spayed/neutered, vaccinated, and micro-chipped prior to adoption, thus reducing future pet overpopulation numbers.

Of the expenses above Second Chance only seeks reimbursement from the Town for boarding stray pets for the 7 day holding period before unclaimed pets can be adopted. These fees include \$25/day with a \$25 processing fee (\$200 per pet).

Second Chance does not charge the Town any fees for pets reclaimed by their owners but only for unclaimed pets. For this past budget request year, Second Chance received 60 stray or abandoned dogs/cats-at-large from within the Town of Ridgway, 31 of which were not reclaimed by owners, resulting in a cost of \$6,200.

Of these 31 unclaimed pets, 27 arrived unaltered. Unaltered pets require special handling at an expense of \$5 per day, resulting in an additional \$35 cost per pet or \$945 for this past year. Thus, animal control assistance for the past year totaled \$7,145.

This year resulted in a significant increase in unclaimed stray pets in Ridgway, which we anticipate continuing as more people are abandoning pets when unable to find housing that includes pets. Second Chance’s expenses are again exceeding what the Town of Ridgway is budgeting and the Town has not increased the budget amount for many years. Thus we request that that the Town of Ridgway increase its animal control assistance budget for 2023 to \$9,000.

After-Hours Assistance & Additional Services

On the occasion where Second Chance does have to provide additional services, that would normally be administered by an animal control agency, Second Chance incurs additional expense for events such as after-hours responses, on-site assistance to law enforcement, and management of terminally ill, injured, or pets considered too dangerous to handle or adopt.

For such instances there are additional expenses of \$25 for after-hours response, \$20/hour for on-site assistance, \$10 day for handling of dangerous pets, and \$150 per euthanasia (for unclaimed stray pets that are severely ill or injured and untreatable).

This past year Second Chance did not have to respond to law enforcement assists after hours as we set up a system for law enforcement to drop animals after hours and assistance was not requested. We did have to euthanize 2 medically untreatable unclaimed strays, for a total of \$215 in additional service costs.

We request maintaining the same budget as 2022 for after hours and additional services of \$616.

Feral Cat Program

The Feral Cat Program provides a critical service to the community as uncontrolled feral cat populations can spread disease and are very noisy and disruptive within residential areas. Additionally, a feral cat program is humane to the animals and fosters compassion in the neighborhoods where feral cats exist. The community further benefits as spaying/neutering homeless cats is more effective and less costly than repeated attempts at extermination. Costs for repeatedly trapping and killing feral colonies are far higher than promoting stable, non-breeding colonies in the same location since vacated habitats are soon filled by other cats who start the breeding process over again.

Average costs for spay/neuter and vaccination of a feral cat are \$105. Additionally, an average of six hours of labor (\$15/hour) are involved in the process of setting, checking, and transporting traps, returning cats from the veterinarian, monitoring the cat post-surgery, and releasing the cats, increasing total costs of one cat to \$195/cat.

Second Chance received 2 feral cats this past year through its Feral Cat program for a total of \$390 in expenses.

Second Chance recommends funding to trap/release a minimum of 5 cats in the Town of Ridgway in 2023 at a projected total cost of \$690.

Summary

Second Chance feels that the assistance it provides to the Town of Ridgway in managing animal control issues is substantial and valuable. Animal control budgets are considerable in town and city governments throughout Colorado and Second Chance services support the Town of Ridgway in minimizing these costs. Second Chance greatly appreciates the funding reimbursement received from the Town of Ridgway and the difference it makes toward reducing pet overpopulation within the Town of Ridgway. We look forward to continued successful collaborative efforts of animal humane work.



Ouray Mountain Rescue Team, Inc.
P.O. Box 220
Ouray, CO 81427

Ridgway Town Council
P.O. Box 10
Ridgway, CO 81432
via email: pneill@town.ridgway.co.us

October 11, 2022

Subject: Ouray Mountain Rescue Team FY2023 Operations Funding Request

Dear Council Members:

On behalf of the members of the Ouray Mountain Rescue Team, I would like to submit our request for funding for your consideration. Please see attached, our presentation with pertinent financials.

Ouray Mountain Rescue Team is a 501(c)3 non-profit, founded in 1974, to serve the technical rescue and emergency medical service needs of Ouray County and the surrounding communities. We are available 24/7, and our essential emergency response services are free of charge. We are not publicly funded – unlike other emergency response essential services such as Law Enforcement or EMS, or even Volunteer Fire, there is no tax base or public budget for Mountain Rescue. 100% unpaid volunteers raise the funding we need each year through the solicitation of public donations and applications for local and state grants. Volunteers are responsible for purchasing all of their personal and technical gear and often use personal vehicles for missions and community support events. Ouray County generously supports the team by providing workman's comp insurance, vehicle insurance and registration, and snow removal at the rescue barn.

In addition to raising operating funds, our volunteers seek donations for capital purchases such as vehicles and building improvements. While it takes a lot of work, capital raises and special project funding are relatively easier to obtain than general operational expenses funding. In fact, many foundations and philanthropic organizations specifically state "no operational expenses" and increasingly, many state "no search and rescue" in their grant guidelines. We kindly ask City of Ouray, Ouray County and Town of Ridgway to each contribute \$10,000 for our FY2023 operating expenses to ensure sustainability of our operations ("keep the lights on"), so our team of dedicated volunteers could:

- Be more present and available for life-saving missions.
- Focus more on training and SAR professional growth and resiliency.
- Re-ignite our backcountry safety educational programs for the public.
- Be able to participate in the state-wide search and rescue conferences, trainings and advocacy initiatives.

Thank you for your consideration of the support of our organization and our volunteers. A member of our team will gladly answer any of your questions in a public meeting if needed.

Sincerely,

Patrick Brighton , Lieutenant

*The Ouray Mountain Rescue Team is a Section 501(c)3 non-profit organization – TaxID 75-2158092
Find out if your employer will match your contribution!*



September 27, 2022

Dear Ms. Kraft and the Town of Ridgway,

Thank you for the opportunity to request funds from the Town of Ridgway. Friends of Colorado Avalanche Information Center (FoCAIC) is a 501(c)3 non-profit with a goal to support avalanche forecasting, technology, and education throughout Colorado. The Friends of CAIC is requesting \$3,500 to support backcountry forecasting operations in and around the San Juans.

As backcountry use continues to grow, Friends of CAIC is expanding our reach and has committed to providing \$350,000 for Colorado Avalanche Information Center (CAIC) forecasting operations this fiscal year. This funding allows the CAIC to hire additional seasonal forecasters, including two in the San Juans, each of which costs \$63,529 annually. With additional forecasting staff, the CAIC can collect more snow science data across over 7,981 square miles of avalanche terrain in the North and South San Juan Zones. This increased coverage leads to improved local snowpack knowledge and, in turn, more accurate avalanche forecasts, which are vital to the health and safety of those traveling in avalanche terrain.

In the 2021/2022 season, with the help of Ridgway's funding, we enhanced the forecasting operations program by providing \$267,075 to the CAIC. The CAIC's daily avalanche and weather forecasts are a critical public safety resource for residents and visitors of Ridgway. Last season, the CAIC produced 142 daily forecasts for ten zones across Colorado, including 280 forecasts in the North and South San Juan zones. Although it is difficult to quantify the exact number of backcountry users, the CAIC North and South San Juan forecasting zones accounted for 183,053 pageviews.

The Town of Ridgway's residents and visitors deserve high-quality data to inform their decisions as they plan winter recreation trips in the surrounding mountains. Recreation is essential for quality of life, and there are many outdoor recreation opportunities in the area. When it comes to backcountry activities, safety should be a top priority. With your help, we can ensure that the CAIC's avalanche forecasts products are as detailed and accurate as possible, and thereby, keep the community safer as they recreate and travel through the backcountry. Thank you for your consideration in supporting avalanche safety in Colorado.

Sincerely,

Aaron Carlson



Inspiring youth to lead healthy lives since 1997

September 21, 2022

The Honorable John Clark, Mayor of Ridgway
and Members of the Ridgway Town Council
201 N. Railroad St.
Ridgway, Colorado 81432

Dear Mayor Clark and Members of the Town Council:

Subject: Voyager FY 2022 and FY 2023 funding request.

Thank you for the Town's \$7,000 contribution to Voyager Youth Program for FY 2022 which helped us sustain several important programs. We enrolled 100 unduplicated 5-12 year olds in enrichment programs. Daily attendance for the After School Program ranged from 4-10 students and Summer Enrichment averaged 35 children per day. Summer program highlights included swimming every Thursday, hiking, bouldering, exploring a local ranch, rock week, robot building, gardening in new raised beds, visiting alpacas, horses, a glass-blowing studio and more. In 2022, 30 unduplicated teens utilized the drop-in Teen Center and a group of 6-8 teens met weekly for Dungeons & Dragons. The Teen Center also housed the new Teens That Care group which has been convening since February to discuss teen mental health and social norms with Kathleen O'Mara. They have shared their thoughts through theatrical productions at the 2022 Rural Philanthropy Days, Ouray Pride and the Youth Nicotine & Vaping Conference hosted in Ridgway by Ouray County Public Health. Twenty five unduplicated teens participated in 11 Adventure Wednesdays (91 participant days): white water rafting, ziplining, via ferrata, rock climbing, hiking, swimming, crafting, paintball, jeeping, bouldering, SUPing and celebrating the end of summer at Bananas Fun Park. After a two-year pandemic hiatus, Voyager was thrilled to co-host the annual Safe & Sober After Prom for Ridgway and Ouray students with Ouray County Juvenile Services (OCJS). We also partnered with OCJS in spring on school lunch groups for Ridgway and Ouray middle and high school students to discuss cyber safety and healthy relationships. At the organizational level, 2022 was a year of significant capacity building. The Board filled a two-year Executive Director vacancy by promoting Alex Durham. She has energized staff, strengthened the Board of Directors, re-vamped Voyager's book-keeping, tracking and evaluation systems, coordinated the expansion of the After School Program to a physical location at Ouray School, and has been developing an Early Childhood Program that will serve kids 2.5-8 years old. Concurrently, Madison Gustafson stepped in as the new Program Manager after Danelle Hughes Norman's retirement from Voyager. Ms. Gustafson effectively bolstered the enrichment programs with an improved enrollment system, detailed activities planning, and risk management for support staff.

We request Town's continued support as we look ahead to FY 2023. We request \$9,000 to support our core enrichment programs for elementary age children and teen programs for youth 12 and older AND to help Voyager expand into early childcare for 2.5 year olds and up. We will allocate the additional \$2,000 we request directly to the Early Childhood Program, specifically capital improvements to existing classroom and outdoor space. We have been working with Bright Futures, schools, and current providers to evaluate the need for early childhood care in Ouray County. A county wide April 2022 survey by Bright futures showed that of the 57 responding families: 42% need childcare but do not have it, for 53% existing options do not align well with parent work schedules, 19% use pre-schools and 20% cannot afford care. There are currently 154 children age 0-5 in Ouray County and 55 full-time, licensed care spots in the county (two pre-schools and one home center). To respond to the community need, Voyager plans to launch an Early Childhood Program for 15 children in late spring 2023. We have a business plan, are extending our license to include early childhood, training support staff and determining scheduling. We are confident the program will succeed as Voyager owns its facility, we can easily adapt the room and play space originally constructed for toddlers and preschoolers, and can support the program's administration as part of existing operations. Thus, the early childhood staff will be able to fully devote their energy and time to serving children.

Town's support is critical as it helps to keep Voyager's programs accessible to all: we offer financial assistance (TANF and sliding scale) and charge modest fees for enrichment (\$4/h for after school, \$40/day for summer), \$5-\$15/outing for Adventure Wednesdays, TBD for the new Early Childhood Program. All other programs are free to participants.

Thank you for your consideration of Voyager's funding request and for recognizing youth as an integral part of our community.

Sincerely,



Agnieszka Przeszlowska
Development and Grants Manager
(970) 416-5372
grants@voyageryouth.org



September 13, 2022

Preston Neill, Town Manager
Members of the Ridgway Town Council

Dear Preston and Council Members,

We very much appreciate your past support of the Sherbino and 610 Arts Collective. For several years, the Town and the Ridgway Chautauqua Society have been partners in the growth of creative arts and lifelong learning in Ridgway.

We believe this is reflected in the many ways our mission and programming support some of the significant policies, goals and actions of the Town's Master Plan. For example, the Master Plan's Community Vision includes "lifelong pursuit of learning". Our mission is "To embody the Chautauqua tradition by producing programs celebrating lifelong learning, the arts, culture and community. For your convenience, we've matched our goals and objectives with the Town's Master Plan policies, goals and objectives in the addendum of this letter.

In recent years, the revenue generated by the beer tent concession at the July concert series has been critical to our continued success as part of the hub of our vibrant and entertaining downtown.

This year, the late, unexpected, and sudden notification (March 2022) that the Town would instead be running the beer tent concession has had a critical impact on our 2022 budget (passed in the fall of 2021) which included expected revenue from the beer tent. Relying on the good faith of the Town, we had already contacted breweries and started to add to our current inventory of necessary supplies. Fortunately, we were able to use many of the supplies in the second annual Fete de la Musique in June and sell any excess to another organization for their annual event. As is typical with our community-wide events, both events successfully brought many participants into the center of town to enjoy our local businesses.

We understand that this change is within the Town's right, but the timing of notice, (in conjunction with the creation of budgets for organizations), was unfortunate and surprising. As a result, we are already working on ways to encourage more donations from our supporters this year as we go into 2023. We are also in the preliminary planning for new fundraisers for 2023 and beyond which will positively impact our bottom line and simultaneously support local businesses.

This year we request \$20,000 from the Town to help with our budget shortfall due to the unexpected and late-announced withdrawal of the beer tent concession. This request is for less than the amount RCS has paid back to the town from the beer tent operations proceeds in previous years.



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Staff

- Ashley King, Director (5)
- Trisha Oakland, Programs (5)
- Colin Sullivan, Theater (5)
- Derek Jones, Tech (.25)





We hope you've noted that last year, due to our receipt of the PPP and other grants, we had lowered our request for support from the town. We know our programming positively impacts the Town's revenue and we hope the value is mutual.

As always, we would love to see you all at our programs and events often in the coming year. Please let us know if you have any questions or requests. We're happy to hear from you!

Thank you for your consideration,

Sheelagh Williams

Sheelagh Williams, Board Chair
Ridgway Chautauqua Society

*What would Ridgway
be like without the Sherbino?"*

See next pages for Addendum. Thank you.



Board of Directors

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- Guthrie Castle
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- Allison Gelvin, Secretary
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Staff

- Ashley King, Director (.5)
- Trisha Oakland, Programs (.5)
- Colin Sullivan, Theater (.5)
- Derek Jones, Tech (.25)





Addendum:

Correlations between the Town of Ridgway Master Plan and the Ridgway Chautauqua Society mission, programming and facilities.

1) Community Vision includes "lifelong pursuit of learning".

RCS's MISSION To embody the Chautauqua tradition by producing programs celebrating lifelong learning, the arts, culture and community.

2) Community Value 2 includes lifelong learning - that's RCS again.

3) Policy Com-6.2 Support opportunities for children and youth to gain skills and experiences outside of a traditional classroom setting.

RCS has had and will continue to have a very active youth theater program. This includes instruction as well as on stage performances.

4) Policy COM-6.4 Encourage the growth of programming and events that provide opportunities for learning throughout all stages of life.

In addition to a wide variety of musical offerings, RCS programming includes lectures, an outdoor and festival film series (in partnership with organizations like dZi), trivia nights (those questions are challenging!), evenings with authors and poets, Ignite, community events, private rentals, poetry and more.

Further - as a long-time partner, RCS has provided space and resources that support Town initiatives through the FUSE committee including: space and technology for the Annual Ridgway Independent Film Fest (two full days of usage) and space for the FUSE's Ridgway Creatives Happy Hour Events (anticipating several events per year, but supporting 2 events thus far in 2022).

Lastly, RCS and Weehawken's split staff team VOLUNTEER to manage a community-wide calendar for both Ouray and Ridgway. This calendar highlights ALL community-wide programming and events -- showcasing the many opportunities for lifelong learning. Our organizations helped to secure funding for the development of the initiative and implementation of the website at www.ouraycountycalendar.com, reducing the burden of calendar administration for both Ouray and Ridgway communities and organizations at-large.

5) Goal CHR-2 Protect and preserve Ridgway's historic assets, Policy CHR-2.1 Promote and build awareness of significant resources associated with people and events important to the Town's, County's or State's history.

RCS is the proud owner and activator of two of the most historic buildings in the Town's Core Historic District. Maintenance of historic buildings is significant and expensive. We have done, and will continue to do necessary work to protect and preserve our two historic buildings.

6) All the policies under Goal CHR-4 Promote Ridgway's identity as a creative and innovative community where creative individuals and enterprises thrive.

RCS supports local and regional art and artists. In addition to gallery events dedicated to individual artists, we have an annual "locals" show which supports our many talented local artists.

New in 2020 and 2021, the 610 Courtyard and Fete de la Musique supports local and regional musicians.

7) Policy CHR-5.3 Support community events that cater to a range of community interests, backgrounds and ages.

The Fete de la Musique, the Ridgway 1K/San Juan Barrel Fest, adult and youth theater, lectures, film series, trivia night and a wide variety of music catering to many varied interests definitely support this Town policy.



Addendum:

Correlations between the Town of Ridgway Master Plan and the Ridgway Chautauqua Society mission, programming and facilities (continued).

8) Policy ECO-1.2 and 1.5 - support [...] creative enterprises, enhance Historic Town Core as the economic center of Ridgway.

RCS is a creative enterprise and owns two historic buildings in the Historic Town Core. Our programming brings residents and visitors into Ridgway where they often support other local businesses like restaurants, breweries and other retail businesses.

9) Here are some of the Master Plan's Actions that would support additional funding for RCS:

CHR-4a - engage in creative placemaking that increases the vibrancy and quality of life for residents and visitors to town.

CHR-4d - generate promotional pieces that communicate the Ridgway Creative District's and Main Street Program's value to the community, objectives, and invite potential partnerships and collaboration.

[Note: this is currently assigned to RACC but RCS has a significant promotional budget that reaches residents, regional supporters and beyond. Plus, we partner with many other non-profit organizations, including dZi, FUSE, Voyager, OCPAG, Great Old Broads, Ouray County PRIDE, UpStART Theater and more.

ECO-1b - continue to engage marketing partners in local government conversations, meetings and planning relative to sustainable tourism and shoulder season efforts, economic development and supporting small businesses.

[Note: currently assigned to RACC but RCS expends considerable time and money to this effort. EX: Management of Alpenglow Arts Alliance and AAA promotions, management of Ouray County Community Calendar, management of community-wide "Things to Do in Ridgway and Ouray" facebook group, management of "Ridgway-Ouray Employment Opportunities" facebook group, etc..]



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September 9, 2022

**Pam Kraft, Town Clerk/Treasurer
Town of Ridgway
Ridgway, CO 81432**

Dear Pam,

On behalf of the Colorado West Land Trust board and staff, thank you for the very generous 2022 grant from the Town of Ridgway. We truly appreciate this funding which has facilitated our conservation and stewardship efforts in this remarkable region of our service area.

In the past few months, CWLT staff members have completed monitoring of Ouray County conservation easements, including Rollins Park. Additionally, the conservation team continues efforts to purchase and preserve a 170-acre property adjacent to the Town of Ridgway and neighboring landowners—forever protecting significant open space, magnificent views, and wildlife habitat.

In partnership with the West Region Wildfire Council, the Land Trust recently completed wildfire mitigation work on 140 acres of conserved property in Ouray County. Collaboration with wildlife and restoration experts ensures that this work enhances the natural values of the land and mitigates the risk of wildfire in the surrounding area of Log Hill Mesa. With this pilot project complete, plans are to begin working with other interested landowners in the area.

As the CWLT staff continues to work with landowners to conserve and steward their land, we ask that you consider a generous \$5,000 grant for 2023. This funding will support continued conservation and stewardship efforts and further community engagement in Ouray County.

Thank you for your consideration and please let me know if you would like additional information.

Sincerely,

Mary Hughes
Development Director





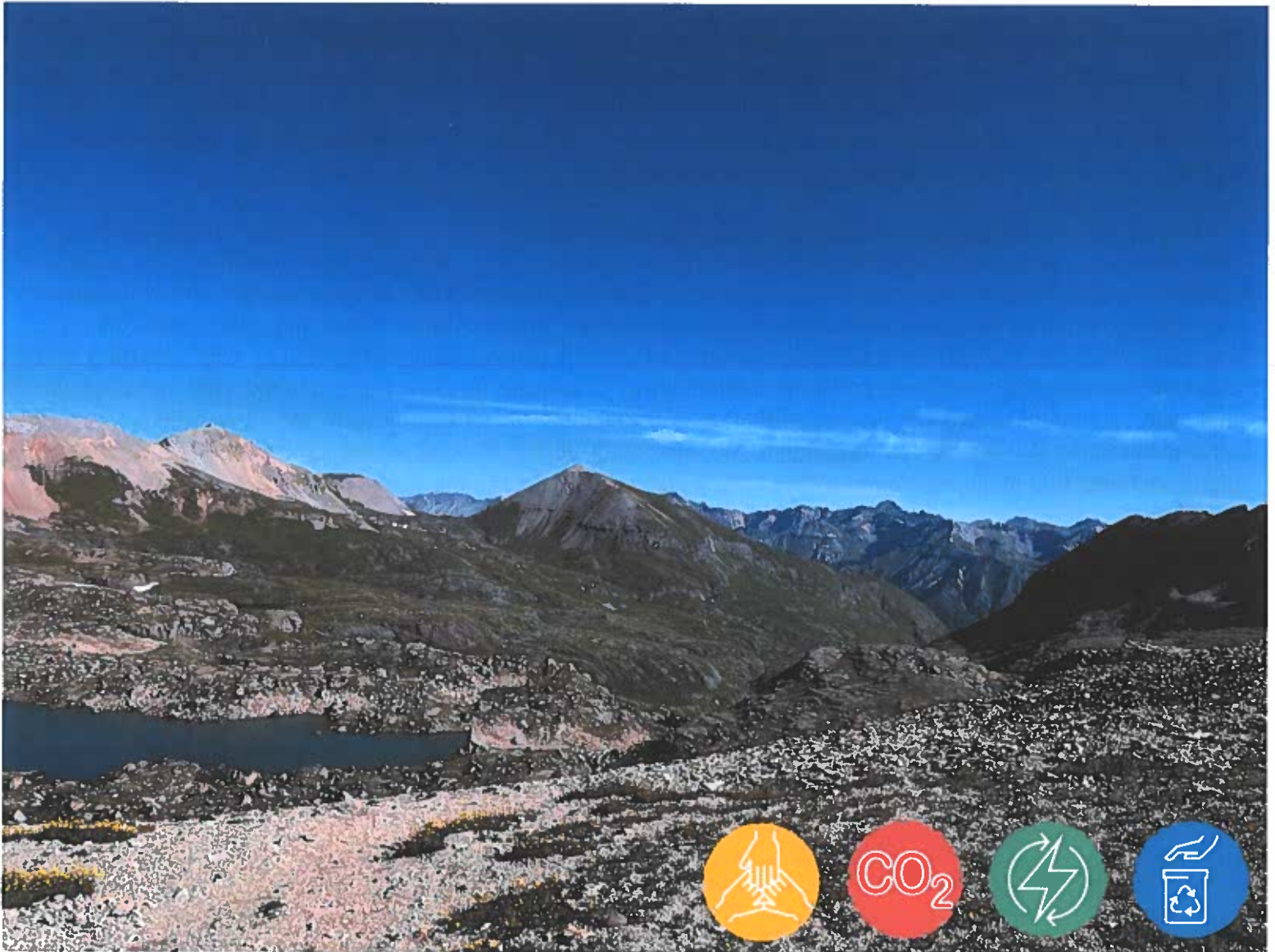
ECOACTION PARTNERS

Ridgway

Program Updates & 2023 Funding Request

September 2022

Emma Gerona, Executive Director



Memo

To: Preston Neil, Ridgway Town Manager
From: Emma Gerona, EcoAction Partners
Date: September 6th, 2022
Re: EcoAction Partners Programs Update and '23 funding request

Misslon Statement:

EcoAction Partners tracks regional greenhouse gas emissions and coordinates programs that reduce energy and waste.

EcoAction Partners would like to thank the Town of Ridgway for your commitment towards lowering Greenhouse Gas emissions and your generous support of our organization in this goal. The Town has demonstrated unwavering leadership, reducing energy consumption of government operations and leading the way for the community to do the same. EcoAction Partners continues to engage residents & businesses in programs that support Ridgway's commitment to strive towards carbon neutrality.

To support the facilitation of our program areas in partnership with the Town of Ridgway we are requesting \$6000. This funding allows EAP to successfully track and analyze regional & Ridgway community Greenhouse Gas emissions and energy use, administer EAP programs throughout Ridgway, provide technical expertise to support staff, support community compost program opportunities including grant application assistance, and other ongoing support to accomplish regional energy and waste reduction goals.

Looking ahead, we are excited to further our work with the Town of Ridgway emissions reduction efforts through our collaborative programs, including facilitation of the Sneffels Energy Board, implementation of the regional Climate Action Plan, creation of a regional EV readiness plan, CARE Weatherization, Green Business Membership, Truth or Dare and other educational programming, plastic film recycling and other waste reduction programs. We look forward to continuing our support of and participation in the ROCC CEC, ZEBRA and Ridgway Sustainability committees. We are committed to supporting the Town in achieving your sustainability goals and continuing to expand these opportunities and programs to historically underserved populations within our communities. We are excited to continue this incredibly important work as we look forward with renewed energy and direction in our mission to reduce energy and waste in our region.

We look forward to continuing our work with the Town of Ridgway government and community going forward. Thank you very much for your 2022 support, participation in EAP programs, and consideration of EcoAction Partners' 2023 funding request.



Mission Statement:

EcoAction Partners tracks regional greenhouse gas emissions and coordinates programs that reduce energy and waste.

Introduction

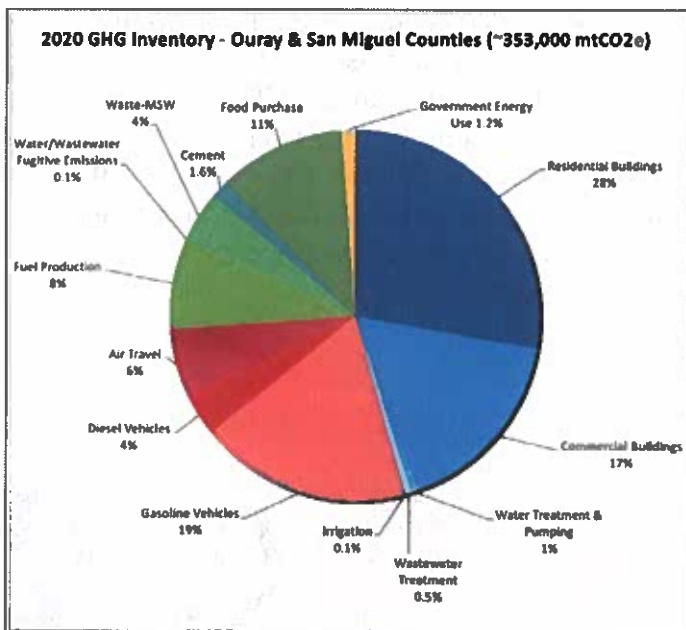
EcoAction Partners has been thrilled to continue our programming in 2022! We have loved connecting with community members as we continue the public outreach process for our regional Climate Action Plan. We have held several work sessions, community events, and information sessions to share the exciting goals and actions included in the plan! We were thrilled to be back full force at the Telluride Bluegrass festival with info for festival attendees on local programming, sustainable festival tips and of course, solar oven cookies! Through the Sneffels Energy Board, we have hosted our first two renewable energy/beneficial electrification committee meetings dedicated to electrification across the region! We want to thank the Town of Ridgway for your ongoing support of our organization and commitment towards a more sustainable future for our region and are excited for another great year of sustainability initiatives!

EcoAction partners Regional Programming

Regional Greenhouse Gas Inventory

EAP continued to improve on our ICLEI greenhouse gas inventory tracking through the ClearPath tool. As we learn details on actions that are being or plan to be implemented EAP has developed our forecasting methodology to best represent the programs and policies that will impact regional emissions. This forecasting has allowed us to clearly demonstrate the importance for local action and creative solutions to reach our local, regional, and state emission reduction goals.

EAP joined the ICLEI Race to Zero Unregulated West Cohort. The group will allow EAP to share key priorities and discuss program implementation, successes, and challenges with stakeholders across the West. These resources and networking opportunities from our ICLEI membership have been a great opportunity to understand key barriers and successes from similar communities across the country.



To the left is the pie chart of regional emissions from 2020. We saw similar trends in emissions over the last year, with building energy use making up almost half of our regional emissions. Transportation related emissions from vehicles and air travel account for 29% of our emissions. We account for major material production aspects of our GHG emissions as well, including food, fuel and waste, which make up the remaining 26%. As a remote, rural region with a tourist-based economy, tracking these emissions is important to us, as we recognize our responsibility to reduce our overall to global emissions through local action.



Sneffels Energy Board

EcoAction Partners coordinates the Sneffles Energy Board in partnership with government and staff representatives from San Miguel and Ouray counties, the towns of Ridgway, Ophir, Norwood, Telluride, Mountain Village, the City of Ouray as well as utility partners, San Miguel Power Association, Black Hills Energy, and various citizen group representatives.

Partners of the board meet quarterly to share best practices, design successful regional programs, identify new opportunities and analyze progress made to-date. This regional approach provides a stronger voice to influence political change, greater grant leverage, and the ability to address region specific challenges through enhanced engagement with community stakeholders.

The group has supported the regional [Climate Action Plan](#) public outreach process. The plan acts as a working roadmap to guide the next decade of action across the region. The plan balances short term programs with long term goals, focusing on actions that build community resilience and health, promote equity, and support economic and environmental development. We have developed a public input [survey](#) and received over 45 meaningful responses from community members.

Through this year we were thrilled to host several in depth worksessions with our government and community partners, and attend several local festivals, presenting to 1000+ people. We were thrilled to partner with the Telluride Bluegrass Festival and the Ridgway River Fest to share ways that both local and visitor attendees could interact with the CAP and share their perspectives on the importance of regional climate action. Our worksessions with the City of Ouray City Council and presentation to the Norwood Chamber of Commerce led to great discussions around diverse actions that both government and community partners could take to support our regional climate goals. EcoAction Partners was thrilled to have an information table at an earth day event hosted by our local library focused on ways locals could get involved with various sustainability initiatives across our region. We were excited to engage with so many people on the various ways they can share input and support the regional Climate Action Plan goals.

We have integrated information from each of our presentations and worksessions into our accountability planning tool that will be utilized to update key stakeholders on participating partners, estimated timeline, and action status. The tool allows for a central location for EAP to track progress toward the goals across the eight sectors of the CAP, including differing implementation strategies and timelines across our region

Through the Sneffels Energy Board, we launched a renewable energy and beneficial electrification transition committee group and hosted the first two of what will be quarterly meetings to support these efforts. We were thrilled to host an in-depth discussion where we heard creative ideas around electrification, SMPA goals, and more. The group also started the process to create a regional Electric Vehicle Readiness Plan, one of the actions identified in the CAP. We look forward to working with a regional taskforce to support an efficient EV transition across the region.



Community



Emissions



Energy



Waste

Community Outreach

Through the year we have supported the Uncompahgre solar Co-op. We were thrilled to share information about efficiency efforts folks can take to lower the costs of going solar. We have worked with Solar United Neighbors, Solar Energy International, San Miguel County and the Town of Mountain Village on several educational events since the co-op launch including a solar financing event and solar 101 webinar. The co-op closed in May with 92 members. 17 people have now signed contracts with 21 other proposals in co-op members hands. We look forward to celebrating all the folks who move forward with new solar systems!

This year we have hosted CAP work sessions with the SMC Inter Governmental Committee, Ridgway Ouray Community Coalition, San Miguel County Board of County Commissioners and the Town of Telluride Town Council, City of Ouray City Council, and Norwood Chamber of Commerce, Ridgway Town Council, Ouray County Board of County Commissioners, Norwood Board of Trustees and SMPA Board of Directors discussing this key document in depth with over 230 government and community partners. We also held a presentation on the CAP for the Telluride Restaurant Association focused on efforts members of our restaurant community can take to support our community's emissions reduction goals. We have attended the Telluride and Ridgway Farmers Markets, a TAR meeting, Telluride Bluegrass Festival and the Ridgway River Fest to share key CAP information with another 800+ members of the public and hear which actions and goals matter to you!

We were thrilled to partner with the Wilkinson Public Library and many other community partners on an earth day event to share local sustainability program info, swap plant cuttings, repair and repurpose old clothing, and more! It was a super fun way to get together with sustainability-minded folks and celebrate the earth!

We have continued to utilize KOTO Community commentaries, news stories, and other public communications to promote current programs. Monthly newsletters and our website provide updates on EcoAction Partners' programs, guidance on reducing energy and waste, upcoming electronics recycling events, Climate Action Plan updates and information from our partners. We are thrilled to continue to provide program, partner, and event information on our new Instagram account to our 1040+ followers. Follow us for more updates and news on upcoming events at [ecoaction_partners](https://www.instagram.com/ecoaction_partners).



Upcoming Events:

- ❖ EcoAction Fall Harvest Dinner Fundraiser @ The Village Table 9.8, 6pm

Building Energy Codes

We have been thrilled to participate in and support the Ridgway sustainability and ZEBRA committees in the steps to move Ridgway building codes toward net zero. We are excited that Ridgway is taking the steps to be the leader in our region and are looking forward to supporting other communities as they follow Ridgway's lead in moving toward net zero, solar and EV ready codes.



Green Business Program

We were excited to welcome a new Green Business Program Coordinator, Karissa Mielke, to the EAP team at the beginning of the year. Karissa has been working hard to develop the Green Business program in a way that will best serve our local business partners. She has been working with several businesses across the region to support weatherization upgrades, rebate applications, project consultation and more.

Signing up for a green business membership grants access to a host of benefits. We will conduct an energy assessment walkthrough and work with businesses on a customized action plan tailored to their sustainability goals. We will provide members with free materials including smart thermostats and plugs, aerators and more! Green business members have access to our in-house weatherization support for a highly discounted hourly rate for bigger projects including air sealing, installing insulation and more!

Current Green Business Participants:

- | | |
|--|----------------------------------|
| Alpine Bank – Ridgway Location | Patagonia |
| Alpine Bank – Telluride Location | Ridgway Lodge |
| Alternate Power Enterprises | Ridgway Second Chance |
| Bennet Forgeworks | Rigs Adventure Co |
| Bootdoctors | San Miguel Power Association |
| Ethos | San Miguel Resource Center |
| Fairmont Heritage Place, Franz Klammer Lodge | Sunshine Pharmacy, MV Storefront |
| Jagged Edge | Telluride Eco Cleaners |
| La Cocina De Luz | Telluride Historical Museum |
| Lotus Energy Solutions | Telluride Mountain Lodge |
| Mountain Adventure Equipment | Telluride Realty & Investment |
| Norwood Fresh Food Hub | Telluride Sports |
| Oldmixon Construction | Wagner Custom |
| Ouray Visitors Center | Wilkinson Public Library |

We were thrilled to host two roundtable events in Telluride and Ridgway in August to come together as a sustainable business community to share resources and discuss project ideas. Thank you to all the businesses that made it out!

We look forward to increasing engagement in the program this year and continuing collaborative business driven sustainability initiative.

Plastic Film Upcycling Program

The Plastic Film Program has been incredibly successful, and we are glad to see increased utilization and support across the region. EAP has upcycled over 1164 pounds of plastic film through this program so far in 2022, not including volume transported by businesses directly to the City Market collection location in Montrose, without tracking by EAP staff.

We are excited to see growing utilization of our new plastic film shed in Ridgway and are exploring options for a Norwood collection shed in partnership with the Lone Cone Library and Fresh Food Hub as we see increased demand for plastic film upcycling across the region. We were excited to expand the recycling program at the Telluride Bluegrass Festival and collected over 120 lbs. from festival vendors and attendees.

There is a public drop-off location in the shed behind the EcoAction Partners office in the Town of Telluride.



Community Composting

EcoAction staff continues to stay up-to-speed on the best methodologies and programs for community composting and promote existing composting programs that already serve our community through the [composting resources](#) page on our website.

Across the San Miguel and Ouray Counties region, EAP is communicating with our partners and making other progress toward the planning of various composting programs to support the projects in being grant ready. We supported the Town of Ophir in their application for the 2021 CDPHE mini-grant cycle and will continue to support regional stakeholders with composting projects as they arise.

SMPA Rebate Program

EcoAction Partners manages the energy efficiency rebates for SMPA. We were excited to share new rebates in 2022 including smart thermostats and induction cooktops. So far this year we have served 86 SMPA members for a total of \$24,655 in rebates.

Colorado Affordable Residential Energy Program (CARE)

EcoAction Partners has a goal of serving 40 homes in 2022. We are excited to continue to expand the outreach for this program and are working with an AmeriCorps VISTA member to support a more equitable outreach strategy and explore opportunities for our community to develop additional solar for income qualified residents. So far, we have served 34 homes. We look forward to continuing this incredible program this year.

Truth or Dare School Program

An elective school program, Truth or Dare challenges students to significantly reduce their carbon footprints and conserve resources. The program ran in late April and will run again in the fall. To date we have updated the curriculum to include a personal carbon footprint calculation aspect so students can understand the impact that their actions have on their own footprint. We had 6 schools participate, Naturita Elementary, Norwood Middle School, Telluride Mountain School, Telluride Intermediate School, Ouray Elementary, and Ridgway Elementary. We presented to 287 students who completed 17,470 "Dares". Their ongoing actions reduced approximately 17,300 pounds of CO₂e from being emitted.

Festival & Event Compost / Recycling / Trash (CRT) Services

We are so excited to return to festivals this summer. We had a blast at the Telluride Bluegrass Festival with attendance numbers back to pre-covid levels. We expanded our plastic film recycling program in the festival and recycled over 120 lbs. of plastic. The festival saw 70% diversion rates with over 358 cubic yards of waste diverted. We were excited to support Bluegrass Festival vendors and catering in donating leftover food to the Telluride Food Bank including:



580 pounds of solid food donated
18.5 gallons of liquid drink/food donated

We were thrilled to host an educational table at the Harmony green to share sustainability initiatives, CAP information, regional programming and solar oven cookies with attendees!





Thank You To Our Partners

Town of Ridgway
San Miguel County
Ouray County
Town of Ophir
Town of Norwood
Town of Telluride
City of Ouray
Town of Mountain Village

San Miguel Power Association
Black Hills Energy
CCAASE
Energy Outreach Colorado



Community



Emissions



Energy



Waste

Ridgway Town Manager
Ridgway Town Hall
201 N. Railroad St.

August 25, 2022
ROCC Clean Energy Committee

Dear Mr. Neill:

We're writing this letter of unequivocal support for EcoAction Partners' (EAP) annual financial request at the Town Council Meeting, September 14, 2022, for its next budget appropriations year. EAP has been a long-standing partner in Ridgway Town's mission to reduce CO2 emissions for over a decade. The accomplishments of EAP and its founding board, the Sneffels Energy Board, are well-known to the community: from visioning the need for a emission-reducing roadmap first made available in 2010 to keeping decision-making citizens informed on Ridgway's progress to this year's Climate Action Plan (CAP).

There is no other local organization or agency that evaluates and calculates so specifically the various sectors of emissions for the different governmental jurisdictions in our area and also providing both the strategies and timeline needed to lower these emissions. The town council will have already heard (or will) the presentation by EAP on its funding request. Please consider the many benefits that EAP has delivered over the years:

- LED bulbs at substantially discounted prices to Ridgway citizens
- A program for businesses to become 'green' by using less energy
- A program for income-qualified residents to make their homes more energy efficient
- A program offering rebates to residents for less energy-using devices as well as rebates for appliances that use electricity only
- Collaboration with San Miguel Power Association to strategize how to educate Ridgway citizens to become more energy conscious through newsletters, workshops, public announcements.
- A program in Ridgway's elementary school to educate children to become aware that they also have a role to play in minimizing emissions and other natural resources
- A ten-year document, the Climate Action Plan (CAP) that involved much, much work to detail the various emission-producing sectors (eg. residential/commercial heating, vehicle use, and others) which each having actionable items married to their respective emission goals.
- Six plus years of participation with the Ouray County's Clean Energy Committee to push and support numerous emission-reducing projects.

Doubtless, there are many other funding requests being made of the town revenues, but considering the benefits that EAP provides down the proverbial road for our children and grandchildren, the ROCC Clean Energy Committee believes the EAP provides exceptional value for its request – please consider granting fully what is asked.

Thank you,
Rein van West/Dave Jones, co-chairs of the Clean Energy Committee



P.O. BOX 392, RIDGWAY, CO 81432 • 970-325-3010 • UNCOMPAHGREWATERSHED.ORG

September 9, 2022

Ridgway Town Council
P.O. Box 10
Ridgway, CO 81432

Dear Ridgway Town Council Members:

The board and staff of the Uncompahgre Watershed Partnership (UWP) truly appreciate our partnership with the Town of Ridgway that furthers our mission of protecting and improving watershed resources. Our nonprofit activities benefit the town in unique ways, and we are proud to work as both a catalyst and a contributor to many watershed health and awareness projects and events in collaboration with local, state and national partners. On page 2, I have provided a summary of our accomplishments supported in part by the town's funding in 2022.

UWP is requesting \$3,000 from the 2023 Ridgway Town budget to help us continue making positive impacts throughout our watershed that ultimately benefit the water sources and environment of Ridgway. An explanation of the proposed uses for the funding is on pages 3 and 4. Due to a schedule conflict, I cannot attend the Sept. 14 council meeting. UWP Board President Dennis Murphy will attend to answer any questions you may have.

Please feel free to contact me at tanya@uncompahgrewatershed.org or 303-819-7784 if you have any related requests or questions.

Thank you very much for considering this funding request

Sincerely,

A handwritten signature in black ink that reads "Tanya Ishikawa".

Tanya Ishikawa
UWP Communications Director



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2022 Accomplishments of Uncompahgre Watershed Partnership

Since 2007, the Uncompahgre Watershed Partnership (UWP) has worked to improve and protect the watershed of the Uncompahgre River, raise community awareness of the watershed's importance and the challenges involved in maintaining water quality and supply, and provide tangible on-the-ground benefits to the community. The UWP was incorporated as a nonprofit in 2013 and next year will be the organization's 10th anniversary.

Accomplishments in 2022 will include:

- Year-round water sampling and analysis* at six Ouray County locations and summertime sampling and analysis at five more locations as part of Colorado's River Watch program;
- Coordination of the annual San Juan Mining and Reclamation Conference in Ouray to provide the opportunity for discussion and innovation of mining and reclamation practices to protect and restore our region's water quality;
- Planning and negotiations with partners on a mine remediation project* in Governor Basin, upstream of the Uncompahgre River, which is scheduled for completion in 2023;
- Production of the annual Ridgway RiverFest* on June 25, raising awareness of watershed science and issues as well as raising a record amount of funds to support our work;
- Organization of fun and educational guided tours in the mining areas around the watershed and a peak river flow contest;
- Coordination of watershed educational activities* for local school kids;
- Development of watershed lessons* specific to the local watershed for use in local schools;
- Organization of annual volunteer work days along the Uncompahgre River at Rollans Park* in Ridgway, Ouray Ice Park, and Ridgway Reservoir at Ridgway State Park;
- Production of a series of educational events about water conservation in the fall and participating in a water conservation workshop in Montrose in July;
- Planning work and meetings of the Ouray County Recreation & Conservation Alliance;
- Support of the sold-out Fly Fishing Film Tour event at the Ouray County Event Center, not only raising funds for UWP's sustainable recreation projects but bringing in 200 people from a six-county area; and
- Providing written support to various agencies for other organizations' projects focused on watershed restoration and planning.

**These three activities were specifically funded by Town of Ridgway dollars.*



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ITEM 1 – Ridgway River Festival 2023. Amount Requested: \$1,000

UWP organizes the annual Ridgway RiverFest in Rollans Park. The 2023 festival will be in June. The event with no admission fee is a celebration of the Uncompahgre River Watershed and river recreation, an opportunity to educate the community and visitors about watershed health and related topics, and raise funds for our nonprofit. This festival draws hundreds of visitors and residents to Ridgway. We are certain to entertain festival goers with the river race flotilla of kayaks, inflatables and SUPs headed down the Unc to Ridgway Reservoir, as well as the wacky Junk of the Unc race.

The RiverFest brings benefits to the Town of Ridgway such as additional visitors shopping at our local businesses and learning more about what Ridgway has to offer. Nonprofit groups have an additional opportunity to get the word out with information booths. The RiverFest makes the river the focus of attention and helps build a culture attuned to the importance of our watershed and efforts to protect and improve it. The 2022 event was a great financial success, bringing in approximately \$13,000 to support our nonprofit's general operation and outreach.

Production of Ridgway RiverFest is financially supported primarily by sponsorships from local businesses and individuals, other groups, and the Town of Ridgway. Most of the labor needed to stage RiverFest is volunteered, but the festival could not happen without the help of paid coordinators, paid entertainment and various supplies. UWP thus requests continued support by the Town of the 2023 event with a \$1,000 sponsorship.

ITEM 2 – 2023 Watershed Educational Activities. Amount Requested: \$1,000

UWP collaborates with Ridgway's third-grade teacher to provide knowledgeable volunteers to engage Ridgway's youth in understanding their local water resources and help them develop a stewardship ethic. Our education volunteers present at Ridgway Secondary School and at science nights at Ridgway Elementary School. Our volunteers also make time to meet with other groups who come to Ridgway to learn about local water ecology. UWP's staff supports the volunteers by providing materials and assisting with coordination.

UWP staff also creates other opportunities for public education about the watershed such as guided walks and snowshoe tours that provide participants with a better understanding about water resources and users. All of these educational services are provided free of charge to schools and community groups. Thus, UWP requests \$1,000 from the Town for continued support of these educational activities.

ITEM 3 – 2023 Mine Remediation Projects and Water Quality Monitoring. Amount Requested: \$1,000

Our current mine site restoration project high in the San Juan Mountains in Governor Basin has been slowed down by the complexity of legal agreements between government agencies, as well as the main private partner's financial troubles. When implemented, the project would achieve a positive, cumulative



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effect over time, improve water quality in our river’s headwaters and have positive results for downstream communities including the Town of Ridgway.

UWP is actively investigating other potential sites for water quality improvement projects. The Town's support also helps meet UWP’s matching contribution requirements and ensure successful completion of mine remediation. Monitoring water quality at and downstream of the remediation sites will be essential to understanding the water quality improvements in 2023 and subsequent years. UWP staff, partners and volunteers will coordinate this monitoring work.

UWP will also continue to partner with Colorado’s River Watch program. The program’s mission is to work with volunteer stewards, students, citizen groups, individuals, colleges and local governments to monitor water quality and other indicators of watershed health and use this high-quality data to educate citizens and inform decision makers about the condition of Colorado’s waters. The UWP has been collecting water samples from the Uncompahgre River in the Town of Ridgway since 2012, and has assumed sampling responsibilities with local citizens at several additional sites on other segments of the Uncompahgre River, Dallas Creek, Cow Creek, Imogene Creek, Blue Lakes, and other high-elevation streams.

UWP volunteers provide their time for most of the hands-on water sampling and educational activities, but overall staff coordination is essential, and UWP incurs other unfunded out-of-pocket costs for insurance, supplies and shipping the water samples for testing, which continue to increase. To bridge the funding gap in 2023, UWP again requests \$1,000 from the Town of Ridgway for water quality monitoring and to support mine remediation activities.

UNCOMPAHGRE WATERSHED PARTNERSHIP 2023 FUNDING REQUEST SUMMARY

Item	Requested Amount
1. Ridgway River Festival 2022	\$1,000
2. Watershed Education	\$1,000
3. Mine Remediation & Water Quality Monitoring	\$1,000
TOTAL	\$3,000



September 7, 2022

Ridgway Town Council

RE: Request for Funding in Fiscal Year 2023

Public Art Ridgway Colorado (PARC) wishes to thank the Town Council for its continued support over the past ten years.

PARC's is a 5013c non-profit organization with a mission to acquire art for display in public places throughout Town; and is committed to provide a cultural experience through the display of art to inspire appreciation of the creative process, for both locals and visitors.

We are a dedicated volunteer board and have been working cohesively together for nine years with a limited budget, all received from donations.

The board recognizes that art is subjective to the viewer and not every person sees or appreciates it in the same way, and we encourage the dialogue that is created as we see this as an important component of stimulating community engagement.

PARC is entrusted with maintenance and upkeep, along with continual placement, of art and installations through out Town.

Accomplishments include:

Placement of 43 sculptures and art pieces throughout the Town.

Creation and installation of water feature in Hartwell Park, which in 2022 was changed to house a flower garden along with sculptures and memorial plaques.

Purchase and installation of 8 outdoor musical instruments, placed in Hartwell and Weaver Parks.

Purchase and installation of an interactive sign in Hartwell Park, which flashes and speaks 126 different encouraging and uplifting affirmative phrases.

Creation and installation of Critter Corner (renamed to Candida's Corner), comprised of wooden animal sculptures, a seating area and poem, located at the corner of Otto and Railroad, adjacent to the riverwalk trail. The project was installed to encourage children to accept, appreciate and celebrate differences and diversity.

Hosting the annual Ridgway Plein outdoor art event in Weaver Park. The event is free to participants and draws local and regional artists, and offers two cash prizes of \$500 in the adult category and \$100 in the student. All winning adult art pieces have been gifted to the Town, and to date eight unique original pieces of art are on display in Town Hall.

PARC is truly a local organization, as we benefit only the Town of Ridgway. PARC currently has 42 sculptures and art pieces placed throughout Town located in Hartwell, Rollans, Weaver and the Athletic Parks; on street corners; at the library; and along the Uncompahgre River Trail. Most of the sculptures are owned by our organization on behalf of the public, and a few are on loan from artists.

PARC is formally requesting the Town Council allocate \$3000 in Fiscal Year 2023 as a contribution to the local non-profit organization. Funds received will be used to cover costs to solicit artists; install and purchase sculpture and art; and allow PARC to continue to provide a cultural experience, enhance the community, and assist in encouraging tourism and boosting the local economy.

We encourage you to visit our website www.PublicArtRidgwayCo.org

Respectfully Submitted,

Pam Kraft
Board President, on behalf of Board Members:
Susan Baker
Ned Bosworth
Andy Nasisse
Suzy Ulrich
Rick Weaver



August 19, 2022

Town of Ridgway
Attn: Budget Planning Committee
P.O. Box 10
Ridgway, Co 81432

Mayor fellow Counselors:

Partners of Delta, Montrose & Ouray is committed to growing programming and serving more youth with mentors in Ouray County and see great potential for growth in Ridgway. We have provided volunteer-based mentoring programs in the area for more than 30 years. We continue to grow stronger in Ridgway with an Ouray County staff member focusing on the needs of the youth and actively recruiting new volunteers. Mentoring has been proven to have a 3:1 return on investment ratio. Every dollar spent on prevention through role modeling is three dollars saved from issues like delinquency and teen substance use.

As you plan your 2023 budget we humbly ask for \$1,000 to support mentoring in the Town of Ridgway.

The cost of mentoring per child is about \$1,500 annually. This includes weekly case management support (often more), monthly activities and insurances for the child and mentor. While our main funding comes from outside sources additional funding like yours provides best-practice mentoring programs to rural communities.

Past participants are telling us what a difference it made and enrolling their children into our programs. Experienced mentors in the area recall the 10 or 12 kids they have been able to help become successful community members. And area youth continue to get the attention and guidance that can only come from a one-to-one mentoring relationship through Partners of Delta, Montrose & Ouray.

Respectfully,



Curtis Hearst
Partners of Delta, Montrose & Ouray
Executive Director



August 19, 2022

Pam Kraft
Town of Ridgway

Dear Pam,

On behalf of Neighbor to Neighbor I once again want to thank the Town of Ridgway for their generous support of our program.

I am hereby requesting our budget allocation for 2023 of \$1,000 if that is at all possible.

Thank you again for help.

A handwritten signature in blue ink that reads "Donna Whiskeman".

Donna Whiskeman
Chairman of the Board



George Gardner Scholarship Fund

PO Box 105
Ridgway, CO 81432
GeorgeFund.org

August 19, 2022

Town of Ridgway
Pam Kraft, Town Clerk/Treasurer
PO Box 10
Ridgway, CO 81432

Dear Pam,

The first gold on the cottonwood trees has appeared which reminds us that it is time to start thinking about the Town of Ridgway's annual budget. The *George Gardner Scholarship Fund* Board of Directors is deeply grateful for your past support of our mission and are hopeful that we will find a way into your 2023 budget as well. We would be thrilled with a \$1,000 donation, but of course, will deeply appreciate whatever shape your contribution takes.

During 2022, we were grateful to see a return to most of the traditional outdoor activities that the George Fund has supported in the past. Over 150 students participated in programs such as the Learn to Ice Climb program, the Senior Rafting Trip, and even an international trip to Morocco. We believe that profound learning takes place in the waters, mountains, and deserts of the world and are confident that our supported activities furthers this mission.

From all of us at The George Fund, thank you for your continued support. We wish you and the Town Council a beautiful autumn.

Sincerely,
The Board of Directors
The George Gardner Scholarship Fund

Thanks Pam!

Inspiring Confidence, Courage, & Compassion

Board of Directors—Deb Willits, Jane Pulliam, Colleen Gardner, Ralph Tingey, Tyler Van Arsdell, Lindsay Hepp, Lois Ziemann (Administrative Assistant)
Advisory Board—Former US Senator Mark Udall, Dr. Peter Hackett, Jerry Roberts, Mike Friedman, Matt Wade, Susan Lacy

September 1, 2022

Preston Neill, Town Manager
Members of the Ridgway Town Council

Dear Preston and Council Members,

It has been such a pleasure for Weehawken to work with the Town of Ridgway over the past fourteen years.

For those of you not familiar with Weehawken, it is a nonprofit organization based in Ridgway that provides high-quality arts education, personal growth programs and major community-wide cultural events while playing a leadership role in our communities year round.

Weehawken activates and operates three buildings in Ridgway that activate economy through programming and community-centered events: Weehawken Ridgway (1075 Sherman Street, ste 201 [The Old Schoolhouse Building]), The 610 Arts Collective (610 Clinton Street) and The Annex on Cora (145 N. Cora) and The Sherbino Theater (604 Clinton Street).

Weehawken Creative Arts coordinates and promotes HUNDREDS of events IN RIDGWAY that draw tourism and enhance quality of life for locals and residents each year.

Through August of 2022 (in Ridgway alone), WCA has offered 133 Classes which had 507 enrollments. Most classes met more than once, causing 4049 "trips to town" for classes so far this year.

WCA hosts 4 major cultural events that are broadly marketed to people outside of Ridgway. The Ridgway Fete de la Musique, Ridgway Rendezvous Arts and Crafts Fest, Sneffels Fiber Arts Festival, and The Ridgway 1k Rally thru the Alley.

In 2021 (in Ridgway alone), WCA offered:

- 102 classes which had 602 enrollments. Most classes met more than once causing 7288 "trips to town" for classes in one year
- WCA hosted 11 major cultural events that were broadly marketed to people outside of Ridgway. The Wizard of Oz outdoor dance performances (multiple performances and separate casts), The Fete de la Musique, The Ridgway 1k, The Ridgway Rendezvous Arts and Crafts Fest, and 5 Outdoor Children's Theater Productions (with multiple performances for each production).

In 2020 (in Ridgway alone), WCA offered:

- 108 classes which had 473 enrollments. Many classes met more than once causing 3015 "trips to town" for classes in one year.
- WCA hosted 5 major cultural events that were marketed to people outside of Ridgway. Ridgway 0k and 4 Outdoor Children's Theater Productions (with multiple performances for each production).

In 2019 (in Ridgway alone) WCA offered

- 104 Classes which Enjoyed 659 Enrollments. Many classes met more than once, causing over 4427 "trips to town" for classes in one year.
- WCA hosted 8 major cultural events that were broadly marketed to people outside of Ridgway. Ridgway 1k, Ridgway Rendezvous Arts and Crafts, Sculpting Contest, Fiber Arts Festival, 4 Children's Theater Productions (with multiple performances for each production).

On average -- 64% of students who enroll in Ridgway classes came from out of town.

Weehawken approximates that about 70% of special event attendees come from out of town (this is difficult to track with absolute certainty because most big Ridgway events have multiple entry points and are free to walk through).

SPECIAL EVENTS FILL BEDS, COLLECT AND PAY SALES TAX AND PROMOTE LOCAL BUSINESS

- Ridgway Rendezvous: 120 vendors from across the US + thousands of visitors to the event (est 10k). Vendors pay sales tax to the Town, County and State. Some vendors have reported as much as \$30,000 in sales in a single weekend.
- Sneffels Fiber Arts Fest: 25 vendors from across the US + hundreds of visitors from all around the region to the event (appx 500). It's a niche destination event. Vendors pay sales tax to the Town, County and State.
- Fete de la Musique: featuring musicians from all-around the State of CO. In 2022, the event will also feature a nationally touring band. Touring musicians stay in hotels. This event is growing rapidly and will surely become a staple event that draws regional visitors that will begin planning to "make a weekend of it" as the years go on.
- Dance Performances feature nearly 400 young dancers -- with about 170 dancers hailing from Ouray County. These shows produce ample out-of-town visitation and many dancers in Ouray County have guests from out of town come to town to enjoy the shows twice a year.
- Ridgway 1k/Rally thru the Alley: this event (combined with the San Juan Barrel Fest) is now producing a reason for people to "make a weekend of it,"

and many people are saving the date and grabbing a hotel room for the annual event. Over 300 people participate in this event and about 25% are non-residents.

GALLERY

Weehawken runs the 610 Arts Collective gallery space, which supports local artists -- which is a cornerstone of Ridgway's marketed identity.

Weehawken collects and pays sales tax on sales in the gallery to the Town, County and State.

Weehawken Markets/Advertises Event to Draw-in Audiences from Out of the Area:

Spending Snapshot:

In 2022, WCA is projected to spend over \$20,000 marketing special events.

In 2021, WCA spent \$6,743 marketing special events (pandemic)

In 2020, WCA spent \$4,959 marketing special events (pandemic)

In 2019, WCA spent \$16,077 marketing special events

Focus Areas for Advertising Spending:

- Ouray County
- Telluride/Placerville
- Norwood/Naturita
- Montrose County
- Delta County
- Grand Junction
- Gunnison/Crested Butte
- Durango
- Moab

The overall request from us is a contribution from the Town Initiatives Fund of \$5,000 for 2023. Looking forward to 2023, we see the following:

- Continued growth of our existing classes, including more large scale visiting instructor workshops. The continuing concern of COVID will most likely mean instructors visiting from nearby regions instead of from a national pool. We also will still have to keep our classes somewhat limited for student safety.
- The Third Annual Fete de la Musique- with headlining musicians and continuation of road closures for pedestrian safety, as well as other artistic performers and youth activities. This event will also shift a week so that it does not conflict with Telluride Bluegrass Festival, as many locals have lamented having to choose between the two music events.
- The Fourth Annual Ridgway 1K

- 38th Annual Ridgway Rendezvous Arts & Crafts Festival- with the likely addition of the event opening Friday night instead of Saturday morning, with a headlining musician on Friday night as a “local’s preview” style event. We also will be adding to our kids activity options.
- A new collaborative performance art event that showcases Weehawken Dance’s wide range of talent in a family-friendly community event in summer of 2023

In order to achieve these goals, we are looking for assistance from the Town of Ridgway Community Initiatives Fund. Specifically we ask for your support in helping us to continue to rebound from COVID and get our past events off the ground again, and to help us grow our newer events. We hope the town can grant us additional funding above our 2022 request specific to these events, as they are great economic drivers and have the potential to be a big draw to the town that highlights us as a Creative District and as a Colorado Main Street Community. These events all have the opportunity to bring in people who will spend money shopping, dining, lodging and playing in the town- which equals sales tax revenue for the town, revenue for all the businesses in the town and increased revenue of LOT funds. We hope the town can join in supporting these events both financially and logistically to mutual benefit.

We feel strongly that our efforts support many of Ridgway’s businesses and the Town of Ridgway and we hope you do too.

We hope to see you at our programs and events often in the coming year!

Thank you for your consideration,

Trisha Oakland, Programming Director
On Behalf of the Weehawken Board of Directors

Pam Kraft

From: Eve Becker-Doyle <evebeckerdoyle@icloud.com>
Sent: Thursday, August 11, 2022 6:54 PM
To: Pam Kraft
Subject: Budget request

Hi Pam Here is my letter for the town council. Thanks for your help with this. Best, Eve
8-11-22

Town Council members:

The Ridgway Western Heritage Society was formed to highlight Ridgway's film, ranch and railroad heritage, and to celebrate all things Western. Our main activity is the Ridgway Old West Fest, which is scheduled in the fall each year.

We also coordinate the True Grit walking tours of downtown filming sites. These tours are held weekly during the summer season. In January 2022 our walking tour received True West magazine's readers choice award for Best Historic Town Tour.

We are asking the town council to include \$500 in the 2023 town budget for the Old West Fest. Funds will support the concert.

Thank you for providing this funding in the past.

Sincerely,

Eve Becker-Doyle
President
Ridgway Western Heritage Society



P.O. Box 635 - Ridgway, CO 81432 • www.RidgwayGarden.org

September 29, 2022

The Honorable John Clark, Mayor of Ridgway
and Members of the Ridgway Town Council
201 N. Railroad St.
Ridgway, Colorado 81432

Dear Mayor Clark and Members of the Town Council:

Subject: Ridgway Community Garden FY 2022 report and FY 2023 request.

The Ridgway Community Garden (RCG) had another productive year in 2022:

- We rented 48 out of 50 garden plots. Two of the plots were a communal rhubarb raised bed and a flower bed. The garden served 76 adults and 20 children.
- One of the participating families grew produce specifically for the Ouray County Food Pantry. Their donations along with contributions from other members supported 170 adults and 45 children in the community.
- We also had two families from the WIC program participate this year.
- Our Master Gardener, Chris Lance, hosted nine classes on topics that included planting, soil health, garden plot maintenance, low tunnels, disease & pest management, and harvesting tips.
- Chris also led two garden sessions with Voyager youth that educated children on the values of a community garden and the importance of composting.
- Community events included Dark Skies with Val Szwarc and Seed Up Saturday (seed exchange) with Ridgway Public Library.
- We had three social gatherings/potlucks for garden members and friends.
- We coordinated four work sessions for garden members to help with special projects and general garden maintenance. We had 50% membership participation.
- We are now coordinating fall service projects with Ridgway middle and high school students.

In 2022, we were also able to improve the composting system, the main pathway, uprights for hoses, and add new features to the Children's Area. In terms of administration, the RCG obtained its 501(c)3 nonprofit status, recruited three new directors to the board, renewed the

lease with Town for a 20-yr term, maintained general liability coverage per limits outlined in the lease, and managed a sublease to the Ridgway Community Apiary.

As we prepare to shut down the garden for the 2022 season, we are also planning for next year. In 2023, we will construct four tall beds for older members that have a hard time gardening in the short raised beds, plant flowering perennials to beautify the garden, establish a communal pumpkin patch and continue to enhance the Children's Area. These projects as well as on-going maintenance of the garden will be funded by secured grants, donations, and membership fees.

We would like to request Town's assistance in spring 2023 to improve the parking area at the RCG. In spring 2019, Town generously donated materials and staff time to cut the curb/sidewalk for parking access, prepare the site, contribute and spread gravel for the parking area. Over time, weeds have encroached into portions of the parking area and some spots would benefit from additional gravel. We request Town's resources to help us mitigate the weeds and to bring in more gravel for parking.

Thank you in advance for your consideration of RCG's request for 2023. We are grateful for your continued support of the community garden and the Town's donation from one of the Music In The Park concerts this past summer.

Sincerely,

A handwritten signature in black ink, appearing to read 'Agnieszka Przeszlowska', with a long horizontal flourish extending to the right.

Agnieszka Przeszlowska
Ridgway Community Garden
Board of Directors, President

Town of Ridgway Request for Funds
Home Trust of Ouray County 2023 Operational Support
9/20/2022

The Home Trust of Ouray County is a 501c3 non-profit affordable housing organization for the town of Ridgway, the city of Ouray, and the county of Ouray.

Our mission is to grow an inclusive, economically diverse community by providing permanently affordable homes and rentals for modest income households through the stewardship of community assets.

The Home Trust of Ouray County would like to thank the Town of Ridgway for its 2022 operating support of \$10,000. The organization has made a lot of progress since April and we are happy to share that with you.

The Home Trust is addressing Ouray County's affordable housing needs in a myriad of ways. We have partnered with Habitat for Humanity of the San Juans to be our general contractor on our first donated property, a duplex lot in Ridgway's Parkside subdivision. We have completed architectural drawings, structural and civil engineering plans, and are currently working on a landscape plan. We will be applying for a building permit early next year. We have received land acquisition funding totaling \$1,035,000 from DOLA's Turnkey fund to purchase two properties: one at 660 Sherman Street in Ridgway and the other at 1505 Oak Street in Ouray. We have been working with the town of Ridgway on preliminary conceptual plans for fourteen affordable rental units and a licensed childcare facility on the 660 Sherman Street property. And 6-12 rental units are being considered for 1505 Oak Street. Last week, these two projects received an award of 100 hours of technical assistance from CHFA for financial modeling, design graphics, and community outreach. Lastly, we are under contract for a 6-unit apartment building in Ouray that currently houses local workforce at very affordable rents.

We are also in the process of growing a down payment assistance program called the "Homebuyer Opportunity Fund" that was seeded with \$50,000. Through an upcoming campaign we aim to grow the revolving fund to at least \$250,000. And lastly, the Home Trust would like to serve our communities by managing our municipality's deed restrictions and ensuring the long-term affordability of any resale-restricted home.

The Home Trust of Ouray County received \$30,000 from our local governments in 2022. We received a \$2500 operating grant in May from the El Pomar Foundation and a \$15,000 operating grant in August from CHFA. We are working with the Gates Family Foundation, the CO Health Foundation, the Boettcher Foundation, the Kenneth King Foundation, and the Anschutz Foundation on additional funding. To-date we have raised \$25,420 in donations and an additional \$19,586 from our fundraisers. And we have received \$274,375 in in-kind donations.

The operational budget for the Home Trust of Ouray County for the current fiscal year is \$53,125. It includes a PT salary for an executive director, insurance, software, property taxes, marketing, and office supplies. The operational budget for 2023 is \$291,562 which includes a FT salary with benefits for the executive director, two additional full time positions with benefits, and PT property maintenance services. Operational support will ensure that the Home Trust of Ouray County has the capacity to fulfill our mission of building and managing our affordable housing projects in Ouray County. We are requesting \$20,000 in 2023 operational support from each of our three local governments.

Our request specifically to the Town of Ridgway is: **\$20,000 in operational support.**

Thank you for your time and consideration. The Home Trust appreciates the affordable housing efforts made thus far by the Town of Ridgway.

Home Trust of Houty County Operating Budget

93 Meadows Circle
 Ridgway, CO 81432
www.houtycountycolorado.org

REVENUE	CURRENT FISCAL YEAR 2022		FISCAL YEAR 2023		FISCAL YEAR 2024		FISCAL YEAR 2025		FISCAL YEAR 2026		FISCAL YEAR 2027	
	CURRENT YEAR BUDGET	YEAR TO DATE ACTUALS	2023 YEAR BUDGET	YEAR TO DATE ACTUALS	2024 YEAR BUDGET	YEAR TO DATE ACTUALS	2025 YEAR BUDGET	YEAR TO DATE ACTUALS	2026 YEAR BUDGET	YEAR TO DATE ACTUALS	2027 YEAR BUDGET	YEAR TO DATE ACTUALS
CHA Operating Grants	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Foundations (B Farmer, Gates Family, CO Health, Bookman, Anschutz)	\$ 2,500.00	\$ 2,500.00	\$ 100,000.00	\$ -	\$ 25,000.00	\$ -	\$ -	\$ -	\$ 10,000.00	\$ -	\$ -	\$ -
Developer Fees	\$ -	\$ -	\$ -	\$ -	\$ 280,732.00	\$ -	\$ 232,343.00	\$ -	\$ -	\$ -	\$ 13,423.00	\$ -
Donations	\$ 17,000.00	\$ 17,695.00	\$ 15,000.00	\$ -	\$ 20,000.00	\$ -	\$ 25,000.00	\$ -	\$ 30,000.00	\$ -	\$ 35,000.00	\$ -
Fundraising	\$ 17,000.00	\$ 17,611.00	\$ 17,000.00	\$ -	\$ 22,000.00	\$ -	\$ 27,000.00	\$ -	\$ 35,000.00	\$ -	\$ 37,000.00	\$ -
Membership	\$ 375.00	\$ 375.00	\$ 375.00	\$ -	\$ 500.00	\$ -	\$ 1,000.00	\$ -	\$ 1,500.00	\$ -	\$ 2,000.00	\$ -
Other Support from Local Governments	\$ 30,000.00	\$ 30,000.00	\$ 40,000.00	\$ -	\$ 90,000.00	\$ -	\$ 90,000.00	\$ -	\$ 90,000.00	\$ -	\$ 90,000.00	\$ -
Ground lease fees - Ridgway duplex	\$ -	\$ -	\$ -	\$ -	\$ 2,400.00	\$ -	\$ 2,400.00	\$ -	\$ 2,400.00	\$ -	\$ 2,400.00	\$ -
Effective Gross Rental Income	\$ -	\$ -	\$ 56,637.00	\$ -	\$ 56,637.00	\$ -	\$ 145,824.00	\$ -	\$ 305,032.00	\$ -	\$ 515,097.00	\$ -
CHDO general operation funding	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000.00	\$ -	\$ 105,000.00	\$ -	\$ 110,000.00	\$ -
TOTAL YEARLY REVENUE	\$ 41,775.00	\$ 41,775.00	\$ 244,012.00	\$ 16,611.00	\$ 417,732.00	\$ 16,611.00	\$ 529,447.00	\$ 16,611.00	\$ 539,432.00	\$ 16,611.00	\$ 629,500.00	\$ 16,611.00

EXPENSES	CURRENT FISCAL YEAR 2022		FISCAL YEAR 2023		FISCAL YEAR 2024		FISCAL YEAR 2025		FISCAL YEAR 2026		FISCAL YEAR 2027	
	CURRENT YEAR BUDGET	YEAR TO DATE ACTUALS	2023 YEAR BUDGET	YEAR TO DATE ACTUALS	2024 YEAR BUDGET	YEAR TO DATE ACTUALS	2025 YEAR BUDGET	YEAR TO DATE ACTUALS	2026 YEAR BUDGET	YEAR TO DATE ACTUALS	2027 YEAR BUDGET	YEAR TO DATE ACTUALS
SALARIES AND WAGES	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Executive Director (PT to full)	\$ 35,000.00	\$ 21,875.00	\$ 70,000.00	\$ -	\$ 70,000.00	\$ -	\$ 75,000.00	\$ -	\$ 75,000.00	\$ -	\$ 80,000.00	\$ -
Development Director	\$ -	\$ -	\$ 40,000.00	\$ -	\$ 40,000.00	\$ -	\$ 45,000.00	\$ -	\$ 45,000.00	\$ -	\$ 70,000.00	\$ -
Admin Position (PT to full)	\$ -	\$ -	\$ 24,000.00	\$ -	\$ 24,000.00	\$ -	\$ 24,000.00	\$ -	\$ 24,000.00	\$ -	\$ 24,000.00	\$ -
Project Manager	\$ -	\$ -	\$ -	\$ -	\$ 40,000.00	\$ -	\$ 40,000.00	\$ -	\$ 40,000.00	\$ -	\$ 40,000.00	\$ -
Maintenance Contractor	\$ -	\$ -	\$ 5,000.00	\$ -	\$ 5,000.00	\$ -	\$ 5,000.00	\$ -	\$ 5,000.00	\$ -	\$ 5,000.00	\$ -
Benefits	\$ -	\$ -	\$ 20,000.00	\$ -	\$ 20,000.00	\$ -	\$ 20,000.00	\$ -	\$ 20,000.00	\$ -	\$ 20,000.00	\$ -
Duplex General liability and BOD Insurance	\$ 2,290.00	\$ 2,290.00	\$ 1,625.00	\$ -	\$ 1,625.00	\$ -	\$ 1,625.00	\$ -	\$ 1,625.00	\$ -	\$ 1,625.00	\$ -
Office Supplies	\$ 200.00	\$ 147.42	\$ 400.00	\$ -	\$ 400.00	\$ -	\$ 400.00	\$ -	\$ 400.00	\$ -	\$ 400.00	\$ -
Office Rent	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 600.00	\$ -	\$ 600.00	\$ -	\$ 600.00	\$ -
Utilities	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 400.00	\$ -	\$ 400.00	\$ -	\$ 400.00	\$ -
Rentals Property Expenses (Admin, Operating, Maintenance, Other)	\$ -	\$ -	\$ 36,334.00	\$ -	\$ 36,234.00	\$ -	\$ 69,119.00	\$ -	\$ 127,994.00	\$ -	\$ 205,944.00	\$ -
Debt Service	\$ -	\$ -	\$ 17,802.00	\$ -	\$ 17,802.00	\$ -	\$ 17,802.00	\$ -	\$ 17,802.00	\$ -	\$ 17,802.00	\$ -
Duplex HOA Fees	\$ 514.94	\$ 514.94	\$ 514.94	\$ -	\$ 514.94	\$ -	\$ 514.94	\$ -	\$ 514.94	\$ -	\$ 514.94	\$ -
Duplex Property Taxes	\$ 2,470.21	\$ 2,470.21	\$ 2,470.21	\$ -	\$ 2,470.21	\$ -	\$ 2,470.21	\$ -	\$ 2,470.21	\$ -	\$ 2,470.21	\$ -
Payroll Taxes	\$ -	\$ -	\$ 30,946.00	\$ -	\$ 30,946.00	\$ -	\$ 30,946.00	\$ -	\$ 30,946.00	\$ -	\$ 30,946.00	\$ -
Accounting	\$ 2,500.00	\$ -	\$ 5,000.00	\$ -	\$ 5,000.00	\$ -	\$ 5,000.00	\$ -	\$ 5,000.00	\$ -	\$ 5,000.00	\$ -
Software	\$ 2,050.00	\$ 1,281.00	\$ 2,050.00	\$ -	\$ 2,050.00	\$ -	\$ 2,050.00	\$ -	\$ 2,050.00	\$ -	\$ 2,050.00	\$ -
Memberships	\$ 100.00	\$ 100.00	\$ 300.00	\$ -	\$ 300.00	\$ -	\$ 300.00	\$ -	\$ 300.00	\$ -	\$ 300.00	\$ -
Travel	\$ 500.00	\$ 407.00	\$ 2,000.00	\$ -	\$ 2,000.00	\$ -	\$ 2,000.00	\$ -	\$ 2,000.00	\$ -	\$ 2,000.00	\$ -
Fundraising	\$ 8,000.00	\$ 786.71	\$ 7,500.00	\$ -	\$ 7,500.00	\$ -	\$ 7,500.00	\$ -	\$ 7,500.00	\$ -	\$ 7,500.00	\$ -
Marketing	\$ 2,500.00	\$ 111.25	\$ 2,000.00	\$ -	\$ 4,500.00	\$ -	\$ 3,500.00	\$ -	\$ 5,000.00	\$ -	\$ 5,000.00	\$ -
TOTAL YEARLY EXPENSES	\$ 53,125.16	\$ 46,677.21	\$ 241,953.15	\$ 41,267.21	\$ 413,267.21	\$ 41,267.21	\$ 542,187.21	\$ 41,267.21	\$ 553,472.21	\$ 41,267.21	\$ 605,000.21	\$ 41,267.21

	CURRENT YEAR BUDGET	CURRENT YEAR ACTUAL	CURRENT YEAR BUDGET	CURRENT YEAR ACTUAL	CURRENT YEAR BUDGET	CURRENT YEAR ACTUAL	CURRENT YEAR BUDGET	CURRENT YEAR ACTUAL	CURRENT YEAR BUDGET	CURRENT YEAR ACTUAL	CURRENT YEAR BUDGET	CURRENT YEAR ACTUAL
TOTAL YEARLY REVENUE	\$ 41,775.00	\$ 41,775.00	\$ 244,012.00	\$ 16,611.00	\$ 417,732.00	\$ 16,611.00	\$ 529,447.00	\$ 16,611.00	\$ 539,432.00	\$ 16,611.00	\$ 629,500.00	\$ 16,611.00
TOTAL YEARLY EXPENSES	\$ 53,125.16	\$ 46,677.21	\$ 241,953.15	\$ 41,267.21	\$ 413,267.21	\$ 41,267.21	\$ 542,187.21	\$ 41,267.21	\$ 553,472.21	\$ 41,267.21	\$ 605,000.21	\$ 41,267.21
TOTAL YEARLY OPERATING OVERAGE/SURPLUS	\$ 28,649.84	\$ 52,652.79	\$ 27,558.85	\$ 25,343.79	\$ 88,944.84	\$ 25,343.79	\$ 123,449.84	\$ 25,343.79	\$ 123,449.84	\$ 25,343.79	\$ 123,449.84	\$ 25,343.79



Annual Cash Flow Projection
Home Trust of Ouray County
 Years 2022-2027

	2022	2023	2024	2025	2026	2027
	Actual	Actual	Actual	Actual	Actual	Actual
	Pro.	Pro.	Pro.	Pro.	Pro.	Pro.
Beginning Total Cash	\$0.00	\$38,649.85	\$32,653.29	\$42,095.76	\$168,375.76	\$52,653.29
Unrestricted Operating Cash on Hand (beginning of year)	\$0.00	\$28,649.85	\$47,428.29	\$85,095.76	\$168,375.76	\$44,930.76
Operating Cash						
Unrestricted Operating Cash Receipts						
Earned Income - Fees	\$0.00	\$0.00	\$283,122.00	\$234,653.00	\$12,096.00	\$0.00
Earned Income - Effective Gross Rental Income	\$0.00	\$56,637.00	\$56,637.00	\$145,824.00	\$305,032.00	\$0.00
Unrest. Contributions - Local Governments	\$30,000.00	\$60,000.00	\$0.00	\$90,000.00	\$90,000.00	\$0.00
Unrest. Contributions - Grants	\$17,500.00	\$115,000.00	\$0.00	\$0.00	\$0.00	\$0.00
Unrest. Contributions - Donations, Fundraising, Memberships	\$24,275.00	\$29,906.00	\$0.00	\$53,000.00	\$63,500.00	\$0.00
Unrest. Contributions - CHDO	\$0.00	\$0.00	\$0.00	\$100,000.00	\$105,000.00	\$0.00
Restricted Cash Releases						
Total Op. Cash Receipts	\$81,775.00	\$264,012.00	\$497,259.00	\$623,467.00	\$576,028.00	\$0.00
Operating Cash Spent						
Personnel	\$35,000.00	\$21,875.00	\$181,000.00	\$322,000.00	\$332,000.00	\$0.00
Professional Fees	\$2,500.00	\$0.00	\$5,000.00	\$10,000.00	\$10,000.00	\$0.00
Office Rent, Supplies, Utilities, Software	\$2,250.00	\$1,426.62	\$2,750.00	\$4,209.00	\$5,650.00	\$0.00
Property Debt Service, Expenses, Fees	\$514.94	\$514.94	\$54,550.94	\$136,040.00	\$281,891.00	\$0.00
Interest on Debt	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Taxes and Insurance	\$4,760.21	\$4,760.21	\$49,662.00	\$51,647.00	\$53,632.00	\$0.00
Fundraising	\$5,000.00	\$780.71	\$7,500.00	\$7,500.00	\$7,500.00	\$0.00
Marketing	\$2,500.00	\$111.23	\$4,500.00	\$5,500.00	\$5,500.00	\$0.00
Other - Travel/Memberships	\$600.00	\$507.00	\$2,300.00	\$3,300.00	\$3,300.00	\$0.00
Total Op. Cash Spent	\$53,125.15	\$29,977.71	\$291,562.15	\$540,187.00	\$659,473.00	\$0.00
Net Cash from Operations	\$28,649.85	\$47,428.29	\$33,996.06	\$83,280.00	\$116,855.00	\$0.00
Non-Operating Cash						
Draw on LOC/ Long Term Debt Receipt	0	0	0	0	0	0
Capital Campaign Contributions	0	0	0	0	0	0
Other Non-Op. Cash In	0	5225	0	0	0	0
Non-Operating Cash Out						
Principal Payment on LOC	0	0	0	0	0	0
Principal Payment on LTD	0	0	0	0	0	0
Other Non-Op. Cash Out	0	0	0	0	0	0
Net Non-Op. Cash						
	\$0.00	\$5,225.00	\$0.00	\$0.00	\$0.00	\$0.00
Operating Cash Flow Projection vs Actual:						
Beginning Total Cash	\$0.00	\$38,649.85	\$32,653.29	\$42,095.76	\$168,375.76	\$52,653.29
Operating Cash	\$0.00	\$18,776.44	\$27,550.15	\$60.00	-\$83,996.06	\$0.00
Operating Cash Flow Projection vs Actual:	\$0.00	\$18,776.44	\$27,550.15	\$60.00	-\$83,996.06	\$0.00

Request for Funds
Home Trust of Ouray County
Narrative
8/24/2022

The Home Trust of Ouray County is a 501(c)(3) community land trust whose mission is to grow an inclusive, economically diverse community by providing permanently affordable housing and housing-related resources to modest income households through the stewardship of community assets. To meet the needs of our communities and ensure our organization's sustainability, we will develop and acquire homeownership and rental units. We will also develop community resources such as childcare facilities, administer a revolving homebuyer down payment assistance fund, and administer deed restrictions if contracted by our local governments. We currently serve the population of Ouray County, including the town of Ridgway, and the city of Ouray.

This narrative and additional documentation will answer the following questions:

- How is the Home Trust of Ouray County (HTOC) planning on being sustainable? How will the organization fund its operations in the future?
- What is the project schedule?
- Do the projects cover all expenses including debt service?
- How do the DOLA Operation Turnkey loans get paid off?
- 6-plex:
 - What does a \$100,000 contribution from the city and county achieve?
 - What do rents look like in the future?
 - How does the property pay for itself including building repairs?
- How will the organization utilize experienced partners?
- What is in our bylaws and what is the make-up of the board?
- What happens to the organization's assets if it were to dissolve?

How is the Home Trust of Ouray County planning on being sustainable? How will the organization fund its operations in the future?

The Home Trust of Ouray County will achieve sustainability with a combination of rental income, ground lease fees, resale transaction fees, developer fees, and support from local governments, state housing organizations, local donors, and philanthropic organizations. In the past 8 months the organization has received over \$17,000 in donations and has fundraised over \$17,000. In 2022 we have also received \$17,500 in operating grant funding from CHFA and the El Pomar Foundation. We will be relying on philanthropic support for our operations in the first few years as the organization builds the projects that will eventually generate income. Local government support is integral to creating a local affordable housing organization and ensuring the organization obtains philanthropic support. Long-term support for a local housing affordable organization shows citizens that our local governments support affordable housing. We received \$10,000 from each of our local governments in 2022 which has enabled our organization to get off the ground. The organization will request \$20,000 in 2023 and \$30,000 in 2024 from each of our three local governments with the amount requested remaining the

same for years 2024-2027. At \$30,000 per local government, those entities can facilitate the development and management of affordable housing without a large investment. The cost to each entity for such an organization is minimal and the benefit is exponential. Annual support from our local governments and the combined rental incomes and ground lease fees will fulfill the organization's operational needs. As the operating budget shows, the annual revenue in 2022 is \$82,631 and by 2027 the annual revenue is projected to be \$804,920. The 2022 budgeted expenses totals \$53,125 and the 2027 expenses with three full time staff members and a contracted position is projected to be \$838,000. The beginning cash flow for the year 2027 is \$44,930 which will close the gap in operating income. By year 2027, the organization will be generating just over \$500,000 in rental income which is 60% of the operating budget. As HTOC develops properties over time, it will eventually become 100% self-supported. **See operating budget and project proformas.**

What is the Home Trust of Ouray County's project schedule?

The Home Trust of Ouray County's project schedule is such that our projects overlap to some degree. However, we are never under construction with two different projects at one time. Particularly the two new-construction rental projects, at 1505 Oak Street and 660 Sherman Street, will start construction in 2024 and 2025 respectively. The duplex at 485 N Laura Street has a project duration of 25 months with certificate of occupancy scheduled for June 2024. Geotech survey, architectural plans, structural and civil engineering plans are complete. A landscape plan set is currently underway with estimated completion in October. The 6-plex at 734 4th Street, Ouray has a 16-month project schedule with renovations scheduled to be completed by October 2023. The rentals project at 1505 Oak Street, Ouray has a project duration of 33 months with a certificate of occupancy scheduled for July 2025. The mixed-use project at 660 Sherman Street, Ridgway has a project duration of 51 months with a certificate of occupancy scheduled for October 2026. We have received a technical assistance award from CHFA for the two new-construction rental projects. All projects are intended to be completed by the end of 2026. **See project schedule.**

Do our projects cover all expenses including debt service?

All project proformas were developed to show a debt coverage ratio (DCR) of at or above 1.15 which means that the project can cover its debt service and they meet the DCR standard for DOLA and CHFA. Every project's rental income also covers administration, operating, and maintenance expenses. Cash flow is positive and by the year 2027, cash flow for 734 4th Street, Ouray will be \$5,088, for 1505 Oak Street \$17,567, and 660 Sherman Street, Ridgway \$32,201. The cash flows have a 2% annual increase built in. There is also a vacancy rate of 7% and a 3% annual expense increase built into the proformas. A return on investment (ROI) is not applicable because there are no investors in any of the projects expecting a return on their investment as there would be in for-profit real estate development projects. The Ridgway duplex – which is a homeownership project – has a ground lease fee built into the mortgage. The ground lease fees for the duplex total \$2400 per year. The Ridgway duplex project also has a \$30,000 developer fee built into the project proforma. The Sherman Street rentals project has a rental income of \$300,168, \$103,960 in annual expenses, a net operating income (NOI) of \$176,126, and an annual debt service of \$151,429. Cash flow in Year 1 is \$24,697 and by Year

10 the project has an annual cash flow of \$47,656. The Sherman Street rentals project has a \$250,000 developer fee built into the proforma. The Oak Street rentals project has a rental income of \$190,800, \$65,770 in annual expenses, a NOI of \$112,604, and an annual debt service of \$98,238. Cash flow in Year 1 is \$14,366 and by Year 10 the project has an annual cash flow of \$29,120. The Oak Street rentals project has a \$232,243 developer fee built into the proforma. The 4th Street 6-plex has a rental income of \$60,600, \$36,234 in annual expenses, a NOI of \$20,403, and an annual debt service of \$17,802. Cash flow in Year 1 is \$2,601 and by Year 10 the project has an annual cash flow of \$5,638. In summary, all of our projects have sufficient rental income to cover expenses and debt service and generate modest cash flows as is appropriate for a non-profit organization. **See project proformas.**

How do the DOLA Operation Turnkey loans get paid off?

The Home Trust of Ouray County was awarded two Operation Turnkey loans to purchase properties in Ouray County. The process of obtaining these loans began with working through proformas with our DOLA regional representatives, then each project had to pass a review committee, and finally the projects went before the Colorado state housing board where they were awarded funding. The organization will receive \$360,000 in September to purchase 660 Sherman Street in Ridgway. And we will receive \$675,000 in December to purchase 1505 Oak Street in Ouray. These DOLA Operation Turnkey funds are loans at 0.5% deferred interest for four years. These funds can be repaid by future DOH gap funding loans or grants. We have included the cost of the land in our project proformas so that the loan will be repaid with the funding for the entire project. Each project will ultimately have a different capital stack depending on grant awards, fee waivers, local government contribution, and philanthropic interest or support for various project components.

6-plex: What does a \$100,000 contribution from the city and county achieve? What do rents look like in the future? How does the property pay for itself including building repairs?

A \$100,000 contribution from the city of Ouray and the county will preserve an existing affordable housing property and ensure the rental income can cover expenses and debt service. Assisting the Home Trust in purchasing this property preserves 6 existing affordable rental units. Without the city and county's \$100,000 contribution, the project will not cover its expenses and debt service and the Home Trust will have to secure \$200,000 from some other source. The Home Trust has spoken with the DOH (Andrew Atchley, Olivia Cook, and Andrew Paredes) about a \$360,000 grant for acquisition and renovation. The Home Trust has also spoken with CHFA (Terry Barnard and Beth Truby) about financing through the Colorado Affordable Housing Preservation fund, a loan product for acquisition and rehabilitation of multifamily rental housing properties. CAHP is being offered to our organization as a first mortgage for 15 years at a 2% interest rate. The seller has accepted our offer of \$1,250,000 which puts the building at \$233 per square foot. The current rents at \$600 for a one-bedroom and \$800 for a two-bedroom are very low. Rents are in part determined by tenant's incomes. The standard is to spend no more than 30-33% of one's income on housing. An affordable rent schedule is provided by CHFA every year for each county in Colorado. Though we would like to keep the rents the same, they have been kept extremely low. In order to ensure that there is enough rental income to cover the expenses and debt service, we will need

to raise the rents by \$100 for 5 of the units, and \$150 for the largest unit after the renovations are completed. Until the renovations are completed, we will provide additional funds (approximately \$8000) from donations to ensure the project covers its expenses and debt service. With the renovation funding we will upgrade the apartment complex and provide some benefits for the increase in rents such as a finished laundry room with a commercial washer and dryer, new kitchen cabinetry in two of the apartments (that are missing cabinet door and drawers), storage for two of the apartments (that have none), new flooring in the hallway to the carport, and additional items to be determined by an experienced contractor. We will also be working with Energy Outreach and SMPA to partially offset the increase in rents with lower utility bills. And we will be working with Clearnetworx to obtain lower-cost internet rates through their low-income program. The rents will see an annual increase of 2.5% as shown in the proforma. The property's expenses (operating, maintenance, and administration) and mortgage payments will be covered by the rental income. **See 6-plex proforma.**

Please note on our proformas:

- The properties do not operate at a loss.
- The Home Trust of Ouray County will own and manage our rental projects in perpetuity. The rental income will pay for expenses for maintenance and reserves, administration, and operations. The rental income, developer fees, and management fees will ensure long-term sustainability of our projects.
- The development budget includes a developer fee but part of it is deferred to lower the cost of the project. The deferred fee schedule is located on the proforma sheet. The deferred developer fees are included in the 7 year operating budget.
- Rents and AMI composition are not final. We will be working on our rents and AMI targets to ensure they fit Ouray County. We are using HUD AMI schedule, CHFA's maximum rent schedule, and local rent data to determine our rents. We are getting information from Space to Create to help inform us of the demand for each AMI level.
- Admin expenses have a line item for property management. The property management expense budgeted for all three rental projects combined total \$52,000.
- DCRs for all of our projects are above 1.15 which means we can cover our debt service and meet the standard for DOLA and CHFA.
- Grant amounts and sources are subject to change as we are in a pre-development phase. In general, we will be fine tuning our proformas as we receive funding.
- Loan amounts are also subject to change depending on our grant amounts and AMI targets.
- Commercial rents are \$1.75 per square foot except for the childcare and HTOC office (\$1.30/psf).

How will our organization utilize experienced partners?

With all of our projects we are partnering with organizations with a depth of experience in building, planning, and lending. Habitat for Humanity of the San Juans and FCI Constructors have years of building and general contracting experience, particularly with affordable housing projects. **See attached for FCI experience.** Our general contractors will assist us in cost

estimating, identifying and securing an architect, identifying and securing subcontractors, and managing the construction process.

Since we obtained our 501(c)(3) in April of 2021 we have spent meaningful time working with our regional specialists Andrew Atchley and Olivia Cook at the Division of Housing, our community relationship manager Chris Lopez at CHFA, and various cohorts in housing including but limited to Read McCullough at the Chaffee Housing Trust, Susan Barrientos at the Montrose Housing Authority, Stefka Fanchi at Elevation Community Land Trust, and Erica Madison (previously) at Habitat for Humanity of the San Juans. We regularly consult these housing professionals on financial modeling, proformas, CLT policies and formulas, grant opportunities, rental project costs, capacity, and operational funding.

Our public partnerships are also integral to our organization's success. We have monthly informal meetings with our local governments to ensure dissemination of information and knowledge, and opportunities for partnership.

We have secured industry expertise for our rental projects at 1505 Oak Street and 660 Sherman Street, through a CHFA technical assistance program. The program "helps catalyze small-scale affordable housing developments by providing access to pro bono affordable housing consulting and pre-development grant assistance. Examples of eligible pre-development work include: community engagement, market studies, site identification, site feasibility, soils study, environmental site assessment, project visioning and conceptualization, financial modeling, real estate planning, cost estimating, architect and design concepts, and energy-efficiency and performance modeling." We also met with an experienced contractor to assess the 6-plex at 734 4th Street, Ouray and give us guidance on appropriate and necessary renovations.

The Home Trust executive director has 8 years of experience as a landlord and two years managing multiple properties for an employer. She has also spent the last 5 years as an owner's representative for the Firehouse Project in Ridgway, an 18,000 square foot mixed-use development project that includes 6 residential units, a restaurant, an indoor and outdoor event space, and an aeroponic greenhouse. As an owner's representative and assistant to the owner/developer, she has been a part of the project since its conception, assisting the owner/developer with conceptual design, building a proforma, selecting a general contractor, development team, and hospitality consultant, editing contractual documents, applying for grants, researching various aspects of the project including but not limited to employee housing, culinary ventures, and food production. The executive director will be hiring three full time positions and contracting with a maintenance company to ensure that there is experienced capacity within the organization.

With the Home Trust acting as an owner/developer on all of our projects, our organization will be tasked with obtaining and providing the land, creating the concept, working with local planning staff, creating proformas to project expenses and revenues, selecting the general contractor and architect, and coming up with the funding. Our experienced general contractors will provide our organization with cost estimating, a construction schedule, subcontractor

selection, and management of the construction process through certificate of occupancy. Our architects and engineers will provide us with the construction plan sets for a functional, cost-effective, energy-efficient, and aesthetically pleasing building.

With the state providing a “once in a generation” amount of funding for affordable housing (see **Slide 110 of 2022 Outreach and Engagement PPT**), the Home Trust of Ouray County is poised to make the most out of this opportunity. The new DOH funding includes: \$138,000,000 in grants (HB22-1304) and \$150,000,00 in a revolving loans (SB22-159). These funds need to be obligated by December 31, 2024 and expended by December 31, 2026. (Please note our project schedule is through 2026.) There will be \$25,000,000 in new CHFA funding for rental housing through the Middle Income Access Program (SB22-146). DOLA’s Strong Communities program (which will be the future version of HB21-1271) will average \$5 million of infrastructure grant money per project. There is ample funding for our projects and we are working with our local governments to access these funds for our projects.

What is in the Home Trust of Ouray County’s bylaws and what is the make-up of the board of directors?

To quote from the Community Land Trust technical manual issued by the national CLT organization, Grounded Solutions Network: “The “classic” CLT model is designed to balance the interests of individual CLT homeowners with the interests of the community as a whole. It entails an independent, community-based membership corporation in which there is specific provision for two equally empowered membership categories – one category including all people who live on CLT-owned land, the other category open to all other people in the community who have an interest in the CLT’s efforts and want to support them. Each of these categories elects one third of the board of directors. The final third, the “public representatives,” may be elected by the total membership or by the board itself to represent the “broader public interest.” The bylaws of some but not all classic CLTs specify that the public representatives (or a certain number of them) are to be public officials.” Having public representatives or officials comprise a third of the board is *by design*. This is to have public representatives or officials represent *their* interests and protect public interest. It is standard practice to have these public representatives or officials recuse themselves from decisions regarding the organization when necessary. **See bylaws.**

The following CLTs have these public representatives or officials on their board of directors:

- Chaffee Housing Trust: Board includes 1 current county commissioner and 1 former city council member. <https://www.chaffeehousing.org/board-and-staff>
- Elevation Community Land Trust: Board includes the deputy chief projects officer from the Denver mayor’s office. <https://www.elevationclt.org/about/leadership/>
- Urban Land Conservancy: Board includes the deputy chief of staff from the Denver Mayor’s office, and past boards included chief projects officer from the mayor’s office of the city and county of Denver. <https://www.urbanlandc.org/about/staff-board/>

- Champlain Housing Trust: Board includes the city manager for South Burlington, school district finance manager, assistant director of community and economic development for city of Burlington, and director of planning and development for the city of St. Albans. <https://www.getahome.org/board-of-directors/>

What happens to the organization's assets if it were to dissolve?

If the Home Trust of Ouray County should dissolve then our assets should be held by another housing organization that could manage the properties in the interim until another local housing organization is created. As a community land trust, the best interim organization to manage our assets would be another CLT. Since Elevation Community Land Trust has been established as a state-wide CLT, Elevation would be the best fit with ample resources to manage our assets and fulfill our mission while our local governments and community members create another housing organization. We have reached out to Elevation's executive director, Stefka Franchi, and Elevation is open to being the interim beneficiary in the event of dissolution. The draft MOU is being reviewed by Elevation's board of directors on September 20, 2022 after which both organization's will have a lawyer review the document before a final draft is signed. **See draft MOU.**

Bylaws of the Home Trust of Ouray County

ARTICLE I: NAME AND PURPOSE

Section 1.1. Name. The name of this organization shall be the **Home Trust of Ouray County**, hereinafter referred to as "Home Trust".

Section 1.2. Purpose. The purposes of Home Trust are exclusively charitable. The specific and primary purposes are:

- a. To provide opportunities for low- and moderate- income people to secure housing that is decent and affordable and that is controlled by the residents on a long-term basis.
- b. To preserve the quality and affordability of housing for future low- and moderate- income residents of the community.
- c. To combat community deterioration by promoting the development, rehabilitation, and maintenance of affordable housing; by promoting economic opportunities for low-income and moderate-income residents; by making land available for projects and activities that improve the quality of life of the community; and by assisting residents in improving the safety and well-being of their community.
- d. To protect the natural environment and to promote the ecologically sound use of land and natural resources; and by promoting the long-term health and safety of the community.

In furtherance, but not in limitation, of the foregoing charitable purposes, the Corporation shall have the following powers:

- a. To purchase, receive, take by grant, gift, devise, bequest or otherwise acquire, own, hold, improve, employ, use and otherwise deal in and with real or personal property, or any interest therein, wherever situated;
- b. To sell, convey, lease, exchange, transfer, or otherwise dispose of, or mortgage or pledge, or create a security interest in, all or any of its property, or any interest therein, wherever situated;
- c. To raise or solicit funds for the furtherance of its charitable purposes;
- d. To do such things as are incidental to the foregoing purposes and powers.

Notwithstanding any other provisions of these articles, the Corporation is organized exclusively for one or more of the purposes as specified in §501 (c)(3) of the Internal Revenue Code and shall not carry on any activities not permitted to be carried on by a Corporation exempt from Federal income tax under IRC §501 (c)(3) or corresponding provisions of any subsequent Federal tax laws. No part of

the net earnings of the corporation shall inure to the benefit of any member, trustee, director, officer of the Corporation, or any private individual (except that reasonable compensation may be paid for services rendered to or for the corporation), and no member, trustee, officer of the Corporation or any private individual shall be entitled to share in the distribution of any of the Corporation assets on dissolution of the corporation.

No substantial part of the activities of the Corporation shall be carrying on propaganda, or otherwise attempting to influence legislation [except as otherwise provided by IRC §501 (h)] or participating in or intervening in (including the publication or distribution of statements), any political campaign on behalf of any candidates for public office.

ARTICLE II: MEMBERSHIP

Section 2.1. Regular Membership. Subsequent to the first annual meeting, the Regular Members of the Corporation, with full voting rights, shall be:

- a. The Lessee Members, who shall be all persons who lease land or housing from the Corporation or who lease or own housing that is located on land leased by another entity from the Corporation.
- b. The General Members, who shall be all other persons, eighteen years of age or older, who have complied with the following requirements.

(1) Submission of a Membership application including a signed statement of support for the purposes of the Corporation in a form to be determined by the Board of Directors.

(2) Payment of dues as established by the Membership for the current calendar year.

Section 2.2. Requirements for Continuing Regular Membership. To maintain Regular Membership beyond a person's first year of Regular Membership a person must either be a Lessee Member or have paid dues established for the current calendar year.

Section 2.3. Membership Dues

a. Annual membership dues shall be assessed for each calendar year by an affirmative vote of a majority of the Board of Directors present and voting at the Annual Meeting preceding that year. If no such action is taken to assess dues for a given year, the dues for that year shall be as established for the previous year.

b. Annual dues may be paid either in cash or through a contribution of labor to the organization. The Board of Directors shall determine the hourly rate at which labor will be credited as dues and shall have the power to designate the types of labor that may be credited.

Section 2.4. Rights of Regular Members

a. Every Regular Member shall have the right to participate in meetings of the Membership, to cast one vote on all matters properly put before the Membership for consideration, to nominate and participate in the election of the Board of Directors as provided by these Bylaws, to serve on the Board of Directors or on committees if chosen, and to receive notices and minutes of Membership Meetings and Annual Reports of the Corporation.

b. The assent of the Regular Membership, in accordance with these Bylaws, shall be required before action may be taken on the assessment of membership dues, the sale of land, the establishment or alteration of the "resale formula," the amendment of the Certificate of Incorporation or these Bylaws, and the dissolution of the Corporation.

Section 2.5. Supporting Membership

a. Any person who has paid the annual dues established for the current calendar year but who does not wish to become a Regular Member or has not met all of the requirements of Regular Membership shall be designated a Supporting Member of the Corporation.

b. Supporting Members shall have all of the rights of Regular Members except the right to nominate and participate in the election of the Board of Directors and the right to vote on matters put before the Regular Membership.

Section 2.6. Membership Meetings

a. Notice of Meetings. Written notice of every Membership Meeting shall be given to all Regular and Supporting Members and shall include an agenda for the meeting. Except as otherwise provided in Article VIII of these Bylaws, notice shall be served (via email) at least seven days prior to a meeting.

b. Annual Meetings. Subsequent to the First Annual Meeting, the Annual Meeting of the Membership, for reports to the Membership by the Board of Directors and Officers, the election of Directors, the assessment of dues, and the transaction of other business, shall be held in the fourth quarter of each year. The location and specific time of the Annual Meeting shall be determined by the Board of Directors. Notice of the Annual Meeting shall include a list of those persons nominated for the Board of Directors as provided in Article III of these Bylaws.

c. Regular Meetings. Regular Meetings may be scheduled by the Regular Membership at such times and places as they shall establish at the Annual Meeting.

d. Special Meetings. Special Membership Meetings may be called by the Board of Directors or by a written petition, addressed to the President of the Corporation, signed by at least one tenth (10%) of the Regular Membership. At a Special Meeting, only those matters stated on the agenda, as included in the notice of the meeting, may be acted upon by the Membership.

e. Open meetings. All Membership Meetings shall be open to any person.

f. Minutes. Minutes of all Membership Meetings shall be recorded by the Secretary of the Corporation or by another person designated by the Board of Directors. Minutes for every meeting shall be approved by the Regular Membership at the next Membership Meeting.

g. Quorum. A quorum shall consist of one third (1/3) of the total Regular Membership, as determined by the Secretary of the Corporation.

h. Decision-Making. Whenever possible, decisions shall be made at Membership Meetings by the consensus of the Regular Members present, a quorum being assembled. In the event that consensus is not attained, a decision shall be made by an affirmative vote of a majority of the Regular Members present and voting, a quorum being assembled, except as otherwise provided in these Bylaws. Before a vote is held on any motion, the exact language of the motion shall be recorded by the Secretary and read to the Membership, and all Members present shall have a reasonable opportunity to express their opinions on the proposition.

ARTICLE III: BOARD OF DIRECTORS

Section 3.1. Number of Directors. Except for the initial Board named in the Articles of Incorporation, the Board of Directors shall consist of no less than three (3) and no more than nine (9) Directors.

Section 3.2. Composition of the Board. There shall be three categories of Directors, each consisting of four Directors, or one third of the total Board. The three categories shall be "Lessee Representatives" representing Lessee Members, "General Representatives" representing General Members, and "Public Representatives" representing the interests of the general public. "Public Representatives" are public officials which include elected or appointed officials or public employees.

Section 3.3. Nomination of Directors. For all regular elections subsequent to the first Annual Meeting of the Membership, Directors shall be nominated as follows:

a. Lessee Representatives.

(1) Lessee Members may nominate Lessee Representatives to the Board from among themselves. These nominations must either be submitted in writing to the Secretary of the Corporation at least ten days prior to the Annual Membership Meeting or be made from the floor at the Annual Meeting.

(2) In the event that, at the time when the notice of the Annual Membership Meeting is to be sent out, the number of nominations is less than the number of Lessee Representative seats to be filled, the Board of Directors shall nominate enough candidates so that the total number of candidates is sufficient to fill the number of seats to be filled. To achieve this end, the Board may, at any time prior to the sending out of such notice, approve a list of candidates for Lessee Representative to be nominated in such event. In making such nominations, the Board shall select actual Lessees to the extent that they are available to serve on the Board of Directors. Otherwise the Board shall select persons who can reasonably be expected to represent the normal interests and concerns of Lessees.

b. General Representatives.

(1) General Members may nominate General Representatives to the Board from among themselves. These nominations must either be submitted in writing to the Secretary of the Corporation at least ten days prior to the Annual Meeting or be made from the floor at the Annual Meeting.

(2) If, at the time the notice of the Annual Membership Meeting is to be sent out, the number of nominations for General representative is less than the number of General Representative seats to be filled, the Board of Directors shall nominate enough candidates so that the total number of candidates is sufficient to fill the number of seats to be filled. To achieve this end, the Board may, at any time prior to the sending out of such notice, approve a list of candidates for General Representatives to be nominated in such event.

c. Public Representatives. At least ten days prior to the Annual Meeting, the Board of Directors shall make nominations for Public Representatives to the Board.

d. Notice of Nominations. A list of all persons nominated in each of the three categories shall be included with the notice of the Annual Meeting.

Section 3.4. Election of Directors. Directors shall be elected by the Regular Members present and voting at the Annual Meeting, a quorum being assembled, in accordance with the following procedures.

a. A separate vote shall be taken for each of the three categories of Board representatives: (1) Lessee Representatives, (2) General Representatives, and (3) Public Representatives. If a person has been nominated in more than one category and is then elected in one category, his or her name shall be removed from the list of nominees in the remaining categories.

b. Only Lessee Members may vote to elect Lessee Representatives unless no Lessee members are present at the Annual Membership Meeting. If no Lessee members are present, then General Members may vote to elect Lessee Representatives. Each Member qualified to vote for Lessee Representatives may vote for as many nominees in this category as there are Lessee Representative seats to be filled.

c. Only General Members may vote to elect General Representatives unless no General members are present at the Annual Membership Meeting. If no General Members are present, then Lessee Members may vote to elect General Representatives. Each Member qualified to vote for General Representatives may vote for as many nominees in this category as there are General Representative seats to be filled.

d. All Regular Members (both Lessee and General Members) may vote to elect Public Representatives. Each Regular Member may vote for as many Public Representative nominees as there are Public Representative seats to be filled.

e. In each of the three categories, positions shall be filled by those candidates receiving the largest numbers of votes in the category, though such numbers may constitute less than a majority of the total votes cast in the category.

Section 3.5. Vacancies.

a. If any Director vacates his or her term or is removed from the Board, the remaining Directors (though they may constitute less than a quorum) may elect a person to fill the vacancy, or may, by unanimous agreement, decide to leave the position vacant until the next Annual Meeting of the Membership, provided the Board still includes at least three Representatives in each category. Elections to fill vacancies shall be by a majority of the remaining Directors.

b. Any person elected to fill a vacancy on the Board of Directors must be one who can be reasonably expected to represent the interests of the constituents in the category (Lessee, General, or Public) in which the vacancy occurs.

c. Replacement Directors elected by the Board shall serve out the remaining term of the person who has vacated the position.

Section 3.6. Low-Income Representation. In their actions regarding the nomination and election of directors and appointment of people to fill vacancies on the board of directors, the membership and the board of directors shall at all times ensure that at least one third of the Board is maintained for residents of low-income neighborhoods, other low-income community residents, or representatives of low-income neighborhood organizations.

Section 3.7. Terms of Directors.

a. Terms of First Elected Directors. After the election of Directors at the first Annual Meeting, each Director shall be assigned, by mutual agreement or by lot, to a one-year or two-year term. At least two Directors shall be assigned a two-year term.

b. Terms of Successor Directors. Except as otherwise provided in these Bylaws, each Director shall serve a full term of two years.

c. Commencement of Terms. The term of office of a regularly elected Director shall commence at the adjournment of the Annual Membership Meeting in which he or she is elected. The term of office of a Director elected by the Board to fill a vacancy shall begin at the time of his or her acceptance of the position.

d. Re-election. No person shall serve as a Director for more than three consecutive elected terms. After a year's absence from the Board, however, a person who has served three consecutive elected terms may return to the Board, if reelected, and may serve up to three consecutive elected terms.

Section 3.8. Resignation.

a. Any Director may resign at any time by giving written notice to the President. Unless otherwise specified, such resignation shall be effective upon the receipt of notice by the President.

b. A Director shall be considered to have given notice of resignation and his or her position shall be declared vacant by the Board of Directors if he or she fails to attend three consecutive meetings of the Board with the exception of emergency meetings, unless good cause for absence and continuing interest in participation on the Board are recognized by the Board. When a Director has failed to attend three consecutive meetings, the President shall notify him or her in writing that, at the next regular Board meeting, his or her position will be declared vacant unless the Board determines that there has been good cause for the Director's absences and that the Director continues to be interested in participating on the Board of Directors. The notification by the President shall be mailed no later than seven days prior to the Board meeting at which the position may be declared vacant. At this meeting, the Director in question shall be given the opportunity to show good cause for past absences from meetings and continuing interest in participating on the Board. The resignation of a Director who has missed three consecutive meetings shall not become effective until the Board has declared the position vacant as provided herein.

Section 3.9. Removal of Directors. A Director of the Corporation may be removed for good cause by the regular members of the Corporation when such Director is judged to have acted in a manner seriously detrimental to the Corporation. However, before such removal can occur, the following procedure must be followed.

a. Written charges specifying the conduct considered to be detrimental must be signed by at least three members of the Corporation and submitted to the President (or, if the President is the Director charged, to the Vice President). Any Regular Members of the Corporation may submit such charges.

b. The President (or Vice President) shall deliver or mail a copy of the charges to the Director charged.

c. A Special Committee consisting of three Regular Members of the Corporation shall be created to consider the charges. One member of the Committee shall be selected by the Board of Directors, but without the participation of the Director charged, within ten days following the delivery or mailing of the charges to the Director charged. In making its selection, the Board shall endeavor to select a person who will consider the charges without bias. No later than ten days following the Board's selection of the first member of the Committee, a second member may be selected by the Director charged. In the event that the Director charged fails to select a second member of the Committee within ten days, the Board may select a second member who, in the judgement of the Board, will consider the charges without bias. Within ten days following the selection of the second member of the Committee, the first and second members shall select a third member of the Committee. If the first and second members cannot agree upon a third member within this ten-day period, the Board shall select a third member.

d. The Special Committee shall hold a hearing, at which both the Director charged and the members who have filed charges may present evidence in the presence of the other. Following the hearing, the Committee shall prepare a written report of its findings and its recommendation for or against removal. The recommendation shall be based on a majority vote if consensus cannot be reached. The report shall contain a statement of how each member of the Committee has voted. The report shall be completed and submitted to the President of the Corporation no later than one month following the selection of the third member of the Committee.

e. If the Committee recommends removal of the Director, the recommendation shall be presented to the Regular Membership, which shall then have sole authority to decide the question of removal. A Membership meeting for this purpose shall be called by the President for a time no later than one month following the President's receipt of the Committee's recommendation for removal. Notice of this meeting shall include a complete copy of the Committee's report.

Section 3.10. Meetings of the Board of Directors.

a. Notice of Meetings. Except as provided below for emergency meetings, written notice of a Board meeting shall be mailed to all Directors at least seven days prior to the meeting or shall be delivered in person or emailed at least five days prior to the meeting. Notice of every meeting shall include an agenda for the meeting.

b. Waiver of Notice. Any Director may waive any notice required by these Bylaws. Any Director who has not received notice of a Board meeting but has attended that meeting shall be considered to have waived notice of that meeting, unless he or she requests that his or her protest be recorded in the minutes of the meeting.

c. Annual Meeting. The Annual Meeting of the Board of Directors may be held immediately following the Annual Membership Meeting and must be held no later than six weeks following the Annual Membership Meeting.

d. Regular Meetings. The Board of Directors shall meet no less often than once every two months, at such times and places as the Board may establish.

e. Special Meetings and Emergency Meetings. Special meetings may be called by the President, by any three Directors, or by 10% of the Regular Members of the Corporation. Notice must be given as provided above, unless any three Directors determine that the matter at hand constitutes an emergency. When so determined, an Emergency Meeting may be called on one-day notice. Notice of Emergency Meetings, including an announcement of the agenda, shall be given by telephone or in person to all Directors. At any Special or Emergency Meeting of the Board, only those matters included in the announced agenda may be acted upon unless all of the Directors are present at the meeting and unanimously agree to take action on other matters.

Section 3.11. Procedures for Meetings of the Board of Directors.

a. Open Meetings. All meetings of the Board of Directors shall be open to any person except when the Board has voted, during an open meeting, to go into executive session.

b. Executive Session. A motion to go into executive session shall state the nature of the business of the executive session, and no other matter may be considered in the executive session. No binding action may be taken in executive session except actions regarding the securing of real estate purchase options or contracts in accordance with paragraph b-2 below. Attendance in executive session shall be limited to the Directors and any persons whose presence is requested by the Board of Directors. Minutes of an executive session need not be taken; however, if they are taken, they shall be recorded as a part of the minutes of the meeting in which the Board has voted to go into executive session. The Board shall not hold an executive session except to consider one or more of the following matters.

(1) Contracts, labor relations agreements with employees, arbitration, grievances, or litigation involving the Corporation when premature public knowledge would place the Corporation or person involved at a substantial disadvantage.

(2) Real estate purchase offers and the negotiating or securing of real estate purchase options or contracts.

(3) The appointment or evaluation of an employee, and any disciplinary or dismissal action against an employee (however, nothing in this section shall be construed to impair the right of the employee to a public hearing if action is taken to discipline or dismiss).

(4) The consideration of applications from persons seeking to lease land and/or housing, purchase housing or other improvements, or arrange financing from the Corporation.

(5) Relationships between the Corporation and any party who might be harmed by public discussion of matters relating to the relationship.

c. Quorum. At any meeting of the Board, a quorum shall consist of a majority of the Board of Directors, provided that at least one representative from each of the three categories of representatives is present.

d. Decision-Making. The Board shall attempt to reach unanimous agreement on all decisions. In the event that unanimous agreement cannot be achieved, a decision may be made by a majority of the Directors present and voting, except as otherwise provided in these Bylaws.

e. Minutes. Minutes of all Board meetings shall be recorded by the Secretary or by such other person as the Board may designate and shall be corrected as necessary and approved by the Board before (via email) or at the next Board meeting. All duly approved minutes of Board meetings shall be kept on permanent record by the Corporation and shall be open for inspection by any Member of the Corporation.

Section 3.12. Duties of the Board of Directors. The Board of Directors shall carry out the purposes of the Corporation, implement the decisions of the Regular Membership, and be responsible for the general management of the affairs of the Corporation in accordance with these Bylaws. Specifically, the Board shall:

- a. Approve a written Annual Report to The Membership and make this report available to all members. This report shall include a summary of the Corporation's activities during the previous year, the Corporation's most recent financial reports, and a list of all real estate held by the Corporation.
- b. Adopt an annual operating budget prior to the beginning of each fiscal year, and approve any expenditures not included in the budget.
- c. Select all officers of the Corporation.
- d. Appoint and discharge the Executive Director.
- e. Supervise the activities of all officers, agents, and committees of the Corporation in the performance of their assigned duties and investigate any possible conflicts of interest within the Corporation.
- f. Adopt and implement personnel policies providing for the hiring, supervision, and evaluation of employees.
- g. Provide for the deposit of funds in such bank or banks, trust companies or other depositories as approved by the Board. Determine by whom and in what manner deeds, leases, contracts, checks, drafts, endorsements, notes and other instruments shall be signed on behalf of the Corporation.
- h. Approve authorized signatories of deeds, leases, contracts, checks, drafts, endorsements, notes, and other instruments on behalf of Corporation.
- i. Acquire such parcels of land, with or without buildings and other improvements, through donation, purchase, or otherwise, as the Board shall determine that it is useful and prudent to acquire in furtherance of the purposes of the Corporation.
- j. Convey the right to use land, through leases or other limited conveyances, in accordance with the provisions of Article VI of these Bylaws.
- k. Convey ownership of housing and other improvements on the Corporation's land to qualified lessees, as possible, in accordance with the provisions of Article VI of these Bylaws.
- l. Exercise, as appropriate, the Corporation's option to repurchase (or arrange for the resale of) housing and other improvements on the Corporation's land, or condominium units on which the Corporation holds a purchase option.

- m. Develop the resources necessary for the operation of the Corporation and for the acquisition and development of land and housing.
- n. Ensure the sound management of the Corporation's finances.

Section 3.13. Powers of the Board of Directors. In addition to the power to carry out the duties enumerated above, the Board of Directors shall have the power to:

- a. Appoint and discharge advisors and consultants.
- b. Create such committees as are necessary or desirable to further the purposes of the Corporation. (Any member of the Corporation may be appointed to any committee. No committee may take action on behalf of the Corporation except as authorized by the Board of Directors.)
- c. Call special meetings of the membership.
- d. Approve the borrowing and lending of money as necessary to further the purposes of the Corporation and in accordance with paragraph X-4 of these Bylaws.
- e. Exercise all other powers necessary to conduct the affairs and further the purposes of the Corporation in accordance with the Certificate of Incorporation and these Bylaws.

Section 3.14. Limitation on the Powers of the Board of Directors. Action taken by the Board of Directors on any motion for the assessment of membership dues, the removal of Directors, the sale of land, the establishment or alteration of the "resale formula," the amendment of the Certificate of Incorporation or these Bylaws, or dissolution of the Corporation shall not become effective unless and until such action is approved by the Regular Membership in accordance with these Bylaws.

ARTICLE IV: OFFICERS

Section 4.1. Designation. The officers of the Corporation shall be: President, Vice President, Secretary, and Treasurer. Any individual may hold more than one office.

Section 4.2. Election. The officers of the Corporation shall be elected by a majority vote of the Board of Directors, from among themselves, at the Annual Meeting of the Board. Any vacancies occurring in any of these offices shall be filled by the Board for the unexpired term.

Section 4.3. Tenure. The officers shall hold office until the next Annual Meeting of the Board after their election, unless, before such time, they resign or are removed from their offices, or unless they resign or are removed from the Board of Directors. Any officer who ceases to be a member of the Board of Directors shall thereby cease to be an officer.

Section 4.4. Removal from Office. The officers shall serve at the pleasure of the Board of Directors and may be removed from office at any time by an affirmative vote of two thirds of the entire Board of Directors

Section 4.5. Duties of the President. The President shall preside at all meetings of the Board of Directors and the Membership when able to do so; shall consult with the other officers and the committees of the Corporation regarding the fulfillment of their duties; shall ensure that an agenda is prepared for every meeting of the Membership and the Board of Directors; shall give notice to any Director who has been absent from three consecutive regular meetings, as required by these Bylaws; shall call special meetings of the Membership or Board of Directors when petitioned to do so in accordance with these Bylaws; shall carry out the duties assigned to the President regarding the removal of a Director; shall perform such other duties as the Board of Directors may assign.

Section 4.6. Duties of the Vice President. The Vice President shall perform all duties of the President in the event that the President is absent or unable to perform these duties; shall perform those duties assigned to the President regarding the resignation or removal of a Director when the President is disqualified from performing these duties; shall ensure that up-to-date copies of these Bylaws (incorporating any duly approved amendments) are maintained by the Corporation; answer all questions from the Board regarding these Bylaws; and assure that all actions of the Membership and Board of Directors comply with these Bylaws; shall ensure that any and all committees established by the board of directors are constituted as the board has directed and meet as necessary and appropriate; and shall perform such other duties as the Board of Directors may assign.

Section 4.7. Duties of the Secretary. The Secretary shall ensure that a list of all Members and their mailing addresses is maintained by the Corporation; shall ensure that proper notice of all meetings of the Membership and the Board of Directors is given; shall ensure that motions and votes in meetings of the Membership and Board are accurately represented to those present and are accurately recorded in the minutes; shall ensure that minutes of all meetings of the Membership and the Board of Directors are recorded and kept on permanent record; and shall perform such other duties as the Board of Directors may assign.

Section 4.8. Duties of the Treasurer. The Treasurer shall oversee the finances of the Corporation. Specifically, the Treasurer shall ensure that the financial records of the Corporation are maintained in accordance with sound accounting practices; shall ensure that funds of the Corporation are deposited in the name of the Corporation in accordance with these Bylaws; shall ensure that all deeds, title papers, leases, and other documents establishing the Corporation's interest in property and rights in particular matters are systematically and securely maintained; shall ensure that all money owed to the Corporation is duly collected and that all gifts of money or property to the Corporation are duly received; shall ensure the proper disbursement of such funds as the Board of Directors may order or authorize to be disbursed; shall ensure that accurate financial reports (including balance sheets and revenue and expense statements) are prepared and presented to the Board at the close of each quarter of each fiscal year; shall ensure that such reports and returns as may be required by various government agencies are prepared and filed in a timely manner; and shall ensure that an annual

operating budget is prepared and presented to the Board for its approval prior to the beginning of each fiscal year.

ARTICLE V: Conflict of Interest Policy

Section 5.1. Conflict of Interest Policy. The Board of Directors shall adopt and maintain a Conflict of Interest Policy to address conflicts of interest that may arise as a result of a transaction involving a financially interested director.

ARTICLE VI: STEWARDSHIP OF LAND

Section 6.1. Principles of Land Use. The Board of Directors shall oversee the use of land owned by the Corporation and shall convey the right to use such land so as to facilitate access to land and affordable housing by low- and moderate- income people. In so doing, the Board shall be guided by the following principles:

- a. The Board shall consider the needs of potential lessees and shall attempt to affect a just distribution of land use rights.
- b. The Board shall convey land use rights on terms that will preserve affordable access to land and housing for future low- and moderate- income residents of the community.
- c. The Board shall convey land use rights in a manner that will promote the long-term well-being of the community and the long-term health of the environment.

Section 6.2. Encumbrance of Land. The decision to mortgage or otherwise encumber land owned by the Corporation shall require the approval of the Board of Directors. Any such encumbrance shall be subordinated to any ground leases relating to such land.

Section 6.3. Sale of Land. The sale of land does not conform with the philosophy and purposes of the Corporation. Accordingly, land shall not be sold except in extraordinary circumstances, and then only in accordance with the following guidelines.

- a. A parcel of land may be sold pursuant to a resolution adopted by an affirmative vote by at least two thirds of the entire Board of Directors at a regular or special Board meeting, provided that (i) the Corporation has owned the parcel for no more than sixty (60) days at the time the vote is taken, (ii) the parcel is not leased to any party, and (iii) the resolution states that the location or character of the parcel is determined to be such that the charitable purposes of the Corporation are best served by selling the land and applying the proceeds to the support of other activities serving those purposes.
- b. In all other circumstances a parcel of land may be sold only with:

(1) An affirmative vote by at least two thirds of the entire Board of Directors at a regular or special Board meeting, provided that written notice of such meeting has described the proposed sale and the reasons for the proposal; and

(2) The approval of two thirds of the Regular Members present at a regular or special Membership Meeting, a quorum being assembled, provided that written notice of such meeting has described the proposed sale and the reasons for the proposal.

c. If any of the Corporation's land is to be sold to any person or entity other than a not-for-profit corporation or public agency sharing the purposes of the CLT, any ground lessees on that land shall have the opportunity to exercise a right of first refusal to purchase the land that they have been leasing from the CLT.

ARTICLE VII: OWNERSHIP OF HOUSING AND OTHER IMPROVEMENTS LOCATED ON THE CORPORATION'S LAND, AND LIMITATIONS ON RESALE

Section 7.1. Ownership of Housing and Improvements on the Corporation's Land. In accordance with the purposes of the Corporation, the Board of Directors shall take appropriate measures to promote and facilitate the ownership of housing and other improvements on the Corporation's land by low- and moderate- income people. These measures may include, but are not limited to, provisions for the sale of housing to such people; provisions for financing the acquisition of housing by such people, including direct loans by the Corporation; and provision for grants or other subsidies that will lower the cost of housing for such people.

Section 7.2. Preservation of Affordability. It is a purpose of the Corporation to preserve the affordability of housing and other improvements for low- and moderate- income people in the future. Accordingly, when land is leased for such purpose, the Board of Directors shall assure that, as a condition of the lease, housing on the land may be resold only to the Corporation or to another low- or moderate- income person and only for a price limited by a "resale formula" as described in Section 3 below. However, notwithstanding the foregoing, the Board of Directors may choose, for reasons consistent with the charitable purposes of the Corporation, to lease certain parcels of land for uses that do not require continued affordability for low- or moderate- income people, and in such cases the resale restrictions described above shall not be required as a condition of the lease.

Section 7.3. The Resale Formula. Whenever its purpose is to preserve affordability, the Corporation shall restrict the price that ground lessees may receive when they sell housing and other improvements located on the land that is leased to them by the Corporation. The same policy shall be applied in the case of condominium units stewarded by the Corporation, regardless of whether the land is owned by the Corporation. A policy establishing such restrictions in the form of a "resale formula" shall be adopted by the Board of Directors and the Regular Members of the Corporation, in accordance with the following principles:

a. To the extent possible, the formula shall allow the seller to receive a price based on the value that the seller has actually invested in the property being sold.

b. To the extent possible, the formula shall limit the price of the property to an amount that will be affordable for other low- and moderate- income people at the time of the transfer of ownership.

Section 7.4. Procedures for Adoption of the Resale Formula. The adoption of the resale formula shall require:

a. An affirmative vote by at least two thirds of the entire Board of Directors at any regular or special Board meeting, provided that written notice of such meeting has set forth the proposed formula with an explanation thereof; and

b. An affirmative vote by at least two thirds of the Regular Members present at any regular or special Membership meeting, a quorum being assembled, provided that written notice of such meeting has set forth the proposed formula with an explanation thereof.

Section 7.5. Procedures for Altering the Resale Formula. The consistent long-term application of a resale formula is essential to the purposes of the Corporation. Accordingly, the resale formula shall not be altered unless the Board of Directors and Regular Members of the Corporation determine that the current formula presents an obstacle to the achievement of the purposes of the Corporation. In such event, the resale formula may be altered only by a two-thirds vote of the entire Board of Directors and a two thirds vote of the Regular Members present at a Membership meeting, as described above for the adoption of the formula.

ARTICLE VIII: AMENDMENT OF ARTICLES OF INCORPORATION AND BYLAWS

The Certificate of Incorporation may be amended and these Bylaws may be amended or may be repealed and new Bylaws adopted only by:

Section 8.1. An affirmative vote by two thirds of the entire Board of Directors at any regular or special Board meeting, provided that written notice of such meeting has set forth the proposed amendment or replacement, with appropriate explanations thereof; and

Section 8.2. An affirmative vote by two thirds of the Regular Members present at any regular or special Membership meeting, a quorum being assembled, provided that written notice of such meeting has set forth the proposed amendment or replacement, with appropriate explanations thereof.

ARTICLE IX: DISSOLUTION

In the event of dissolution, all the remaining assets and property of the Corporation shall, after necessary expenses thereof, be distributed to another organization exempt under IRC §501(c)(3) or corresponding provisions of any subsequent Federal tax laws, or to the Federal government, or state or local government for a public purpose.

A decision to dissolve the Corporation and to distribute the Corporation's assets in a particular manner in accordance with the Articles of Incorporation shall require:

Section 9.1. An affirmative vote by two thirds of the entire Board of Directors at any regular or special Board meeting, provided that written notice of such meeting has included a full description of a proposed plan of dissolution; and

Section 9.2. An affirmative vote by two thirds of the Regular Members present at a regular or special Membership meeting, a quorum being assembled, provided that written notice of such meeting, including a full description of the proposed plan of dissolution, has been given to all Members of the Corporation no later than three weeks prior to the meeting.

ARTICLE X: MISCELLANEOUS PROVISIONS

Section 10.1. Fiscal Year. The fiscal year of the Corporation shall begin on January 1 of each year and shall end on December 31 of each year.

Section 10.2. Deposit of Funds. All funds of the Corporation not otherwise employed shall be deposited in such banks, trust companies, or other reliable depositories as the Board of Directors from time to time may determine.

Section 10.3. Checks, etc. All checks, drafts, endorsements, notes and evidence of indebtedness of the Corporation shall be signed by such officers or agents of the Corporation and in such manner as the Board of Directors from time to time may determine. Endorsements for deposits to the credit of the Corporation shall be made in such manner as the Board of Directors from time to time may determine.

Section 10.4. Loans. No loans or advances shall be contracted on behalf of the Corporation, and no note or other evidence of indebtedness shall be issued in its name, except as authorized by the Board of Directors. Any such authorization shall relate to specific transactions.

Section 10.5. Contracts. Any officer or agent of the Corporation specifically authorized by the Board of Directors may, on behalf of the Corporation, enter into those contracts or execute and deliver those instruments that are specifically authorized by the Board of Directors. Without the express and specific authorization of the Board of Directors, no officer or other agent of the Corporation may enter into any contract or execute and deliver any instrument in the name of the Corporation.

Section 10.6. Investment Managers. The Board of Directors shall have the authority to designate any bank, trust company, brokerage firm, or investment advisor to manage the assets and investment of the assets of the Corporation.

Section 10.6. Indemnification. The Corporation shall indemnify to the maximum extent permitted by law any person who is or was a director, officer, employee, fiduciary, and other agent of the Corporation against any claim, liability or expense arising against or incurred by such person made

party to a proceeding because such person is or was a director, officer, employee, fiduciary or other agent of the Corporation or because such person is or was serving another entity as a director, officer, partner, trustee, employee, fiduciary or other agent at the Corporation's request. The Corporation shall further have the authority to the maximum extent permitted by law to purchase and maintain insurance providing such indemnification.

ARTICLE XI: INITIAL MEMBERSHIP AND BOARD, ADOPTION OF BYLAWS, FIRST ANNUAL MEETING

Section 11.1. Initial Membership. The Initial Members empowered to vote at the first annual meeting shall be those persons 18 years of age or older who have attended at least one of the organizational meetings held between December 3, 2020, and the time of the First Annual Meeting, as recorded in the minutes of these meetings.

Section 11.2. Initial Board of Directors. The Initial Board of Directors shall be as stated in the Certificate of Incorporation. The Initial Board, after approving these Bylaws, shall call the first Annual Meeting of the Membership, and shall serve until the first elected Board of Directors has been seated upon the completion of the First Annual Meeting.

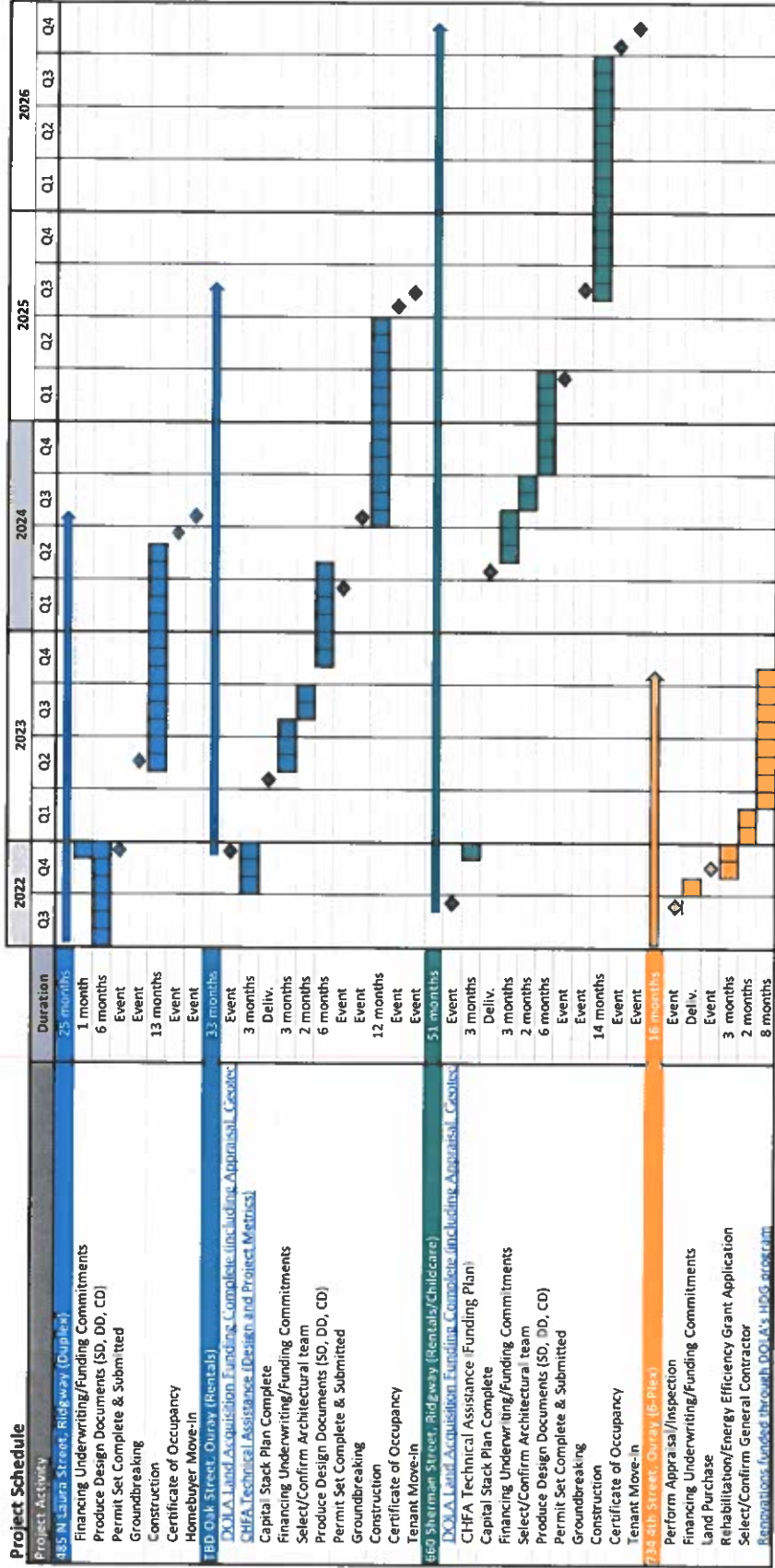
Section 11.3. Adoption of Bylaws. Adoption of these Bylaws as the Bylaws of the Corporation shall require:

- a. Approval by a majority of the Initial Board of Directors prior to the First Annual Meeting; and
- b. Ratification by two thirds of the Initial Members present and voting at the First Annual Meeting.

Section 11.4. Nomination of Directors to Be Elected at First Annual Meeting. In consultation with the Initial Members, the Initial Board of Directors shall nominate three (3) to nine (9) candidates and shall designate one third of these candidates as candidates for "Lessee Representatives," one third as candidates for "General Representatives," and one third as candidates for "Public Representatives." Additional nominations for any of the three categories of representatives may be made by any Initial Member from the floor at the First Annual Meeting.

Section 11.5. First Annual Meeting. The location and specific time of the First Annual Meeting of the Membership shall be determined by the Initial Board of Directors. Notice of the First Annual meeting shall be emailed to all Initial Members at least seven days prior to the Meeting and shall include a list of those persons nominated for the Board of Directors in accordance with Paragraph 4 above. Except as otherwise provided in this Article, the election of Directors and other business of the First Annual Meeting shall be conducted in accordance with Articles II and III of these Bylaws.

The Bylaws of the Home Trust of Ouray County were approved and adopted by the Board of Directors on January 21, 2021.



AGENDA ITEM #4

TOWN OF RIDGWAY

2023 STRATEGIC PLAN

COMMUNITY VISION

Ridgway is a vibrant, welcoming, and community-minded small town situated in a beautiful mountain valley. We are diverse in age, background, and economic means. We share a deep connection to the outdoors, the lifelong pursuit of learning, and our railroad, ranching, and creative cultures. We are committed to being economically and ecologically sustainable.

COMMUNITY VALUES & GOALS

Achieving our vision will require us to strive to maintain certain aspects of Ridgway that the community values today, while recognizing that we will need to adapt in the face of a certain amount of growth and change over the next ten to twenty years. Our ability to adapt successfully will require a continual focus on—and balance between—five community values: healthy natural environment, sense of community and inclusivity, small town character and identity, vibrant and balanced economy, and well-managed growth.

Community Value 1

Healthy Natural Environment

From the Uncompahgre River to the Sneffels and Cimarron mountain ranges, Ridgway’s incredible natural surroundings, and the recreational opportunities they provide, are some of the top reasons residents choose to live in our community. Protecting both the scenic values and ecological functions of natural areas in and surrounding Ridgway through responsible environmental practices is something the community values strongly. Ridgway must grow in a way that is attuned to its natural environment to protect these valuable resources. Ridgway residents must also be aware of the changes to our local environment that could arise as a result of climate change.

Goals:

ENV-1: Preserve, protect, and restore natural habitats, including for wildlife and ecosystems.

ENV-2: Strengthen the Uncompahgre River corridor as a community asset and environmental resource.

ENV-3: Proactively manage and protect Ridgway’s water resources.

ENV-4: Advocate for the efficient use of resources and sustainable practices that work to eliminate harmful impacts to the health of the community or natural environment.

ENV-5: Maintain a healthy and resilient community forest.



	Healthy Natural Environment: 2023 Strategy	Responsible Party
1	Advance goals of the Town's Source Water Protection Plan including working with Ouray County on setbacks to the Town's water supplies in the unincorporated areas of Ouray County.	PW/Manager
2	Review Adequate Water Supply Rules in RMC 7-6 and update Town Code.	Manager/PW
3	Ensure the cost of water is understood and user fees are in line with costs.	Manager/Eng.
4	Make available educational materials on radon mitigation, and water and energy conservation, and periodically communicate this information via the Town website and other communication channels.	Building
5	Participate on the Sneffels Energy Board and work with the Board and EcoAction Partners to implement the objectives and supporting actions detailed in the <i>San Miguel & Ouray County Regional Climate Action Plan</i> in order to help our community continue to reduce our greenhouse gas emissions from our 2010 GHG emissions baseline.	Manager
6	Continue working with Ouray County Vegetation Management on implementation of the Town's Integrated Weed Management Plan and to manage weeds in Ridgway more aggressively. Continue following the policy set forth in Resolution No. 22-01, Amending the Policy Relative to Noxious Weed Management. The policy now allows for the application of chemical-based herbicides when deemed necessary by Town staff and Ouray County Vegetation Management personnel, as long as the application falls in line with the Chemical Application and Protocol Recommendations found in the Integrated Weed Management Plan.	Manager/PW
7	Support and promote the Sustainability Advisory Board as members work to, among many other things, advance and encourage environmentally sustainable practices and ideas within the Town. The Sustainability Advisory Board's priorities and work plan items for 2023 are as follows: <ul style="list-style-type: none"> • Explore a mandate for all new construction (commercial and residential) to be all-electric ready and solar ready (ELECTRIC READY). • Explore the requirements outlined in HB22-1362, monitor progress of the energy code board, and on or after July 1, 2023 recommend adoption of an energy code that achieves equivalent or better energy performance than the 2021 international energy conservation code and the model electric and solar ready code developed by the energy code board (ENERGY CODE UPGRADE). • Enhance education on regional sustainability/climate action efforts by establishing a webpage to serve as a clearinghouse of regional programs and incentives that can benefit community members and help meet regional greenhouse gas emissions reduction targets (EDUCATION). 	Manager
8	Make available educational materials on the amended landscape regulations to encourage water conservation and require low water usage landscaping or xeriscaping.	Planner/Building

10	Perform state-mandated requirements for backflow prevention and cross-connection control outreach, reporting and tracking.	Manager/PW
11	Research and develop regulations or a policy specific to grease traps.	Manager/PW
12	Research and develop regulations or a policy specific to graywater residential use.	Manager
13	Install water meter at water tanks; test meters for accuracy; repair alarm dialer from the plant to on-call personnel.	PW
14	Repair and maintain wastewater lines; replace pond curtain; add aerator for lagoon.	PW
15	Develop a Preliminary Needs Assessment that makes recommendations for improvements to the current wastewater treatment system and identifies future needs.	Eng.
16	Remove gravel from Uncompahgre River in Rollans Park and continually improve the area.	PW
17	Evaluate results of <i>Uncompahgre River Corridor Ecological Assessment and Technical Report</i> and explore implementation of the recommended restoration opportunities and river management actions.	Manager/PW
18	To support operations and when needed, acquire roll-off bins for green waste and composting from local companies that manage organic waste.	PW
19	Ensure the Town’s responsibilities, as described in <i>Resolution No. 21-09 Rights of Nature</i> , are met, and ensure good stewardship of the Uncompahgre River, its tributaries, and its watershed.	Manager
20	Work with SMPA to further explore the idea of a community solar array, or even a agrophotovoltaic system being constructed somewhere on public property, namely the remaining area of Green Street Park. Identify feasible locations and assist SMPA, as needed, in developing a formal proposal for the public to weigh in on and for the Town Council to consider.	Manager
21	Host annual Town Cleanup Day event and Adopt-A-Highway Cleanup events.	Manager/PW

Community Value 2

Sense of Community & Inclusivity

Another aspect of living in Ridgway that residents highly value is the community, its inclusivity, and its diversity. Ridgway’s residents represent a range of age groups, income levels, cultures, lifestyles, and political persuasions, and describe each other as friendly, welcoming, and close-knit. Residents also value how the community comes together in times of crisis or need to help one another. This strong sense of community is also demonstrated in how engaged residents are with Town affairs. Trends like increasing housing costs and a lack of affordable childcare make it difficult for many people to live in Ridgway. Looking to the future, residents would like to see Ridgway remain a diverse and inclusive community, not one that is homogeneous and unwelcoming of “others.” Residents want to avoid the kinds of changes that have occurred in other small mountain towns, such as an influx of second homeowners.



Goals:

COM-1: Maintain Ridgway as a community that is accessible to a range of income levels, ages, and households.

COM-2: Encourage a diversity of housing options that meet the needs of residents.

COM-3: Encourage citizen participation and dialogue with elected and appointed officials and town administration in order to foster broad-based representation and input for local government decisions.

COM-4: Strive to be a model for transparency, efficiency, and good governance.

COM-5: Encourage a range of health, human, youth, senior, and other community services in Ridgway.

COM-6: Support education and lifelong learning in our community.

COM-7: Provide public safety and emergency response services to engage and protect the community.



	Sense of Community and Inclusivity: 2023 Strategy	Responsible Party
1	Continue the process of developing an interior design/furnishing plan for the Ridgway Space to Create community room and begin implementation. Develop a usage policy for the space, as well as an application process.	Manager/Community Initiatives
2	Complete the updates to Chapter 7 “Planning and Zoning” of the Ridgway Municipal Code in an effort to, among other things, clarify the application review and approval processes and incorporate new application types to improve the development review process. Updates to the Town’s subdivision regulations and Planned Unit Development regulations will meet Action COM-1b and Action GRO-1c identified in the Town of Ridgway Master Plan.	Manager/Planner
3	Work with developers through the Planned Unit Development process to secure deed restricted workforce housing.	Planner/Manager
4	Continue efforts on workforce housing, including evaluating and recommending mechanisms or strategies for a dedicated revenue source for affordable housing; hold a Town Council workshop solely dedicated to evaluating and considering strategies and funding mechanisms; continue regular communication with regional partners.	Manager
5	Organize and facilitate one regional law enforcement training opportunity.	Marshal
6	Complete training with the Ouray County Sheriff’s Office and City of Ouray Police Department to improve skills and foster good relations across the jurisdictional departments.	Marshal
7	Complete the transition of the Ouray County Victim Services Program from the Town of Ridgway to Ouray County and continue to support, grow and promote the Program/victim advocacy and victim’s rights.	Marshal
8	Develop a community outreach and education program, including outreach on leash laws and dog owner responsibilities, securing trash containers and being bear-aware, town-wide speed limits, snow removal, etc.	Marshal/Community Initiatives/PW
9	Promote the Athletic Park Pavilion as a Town facility and community amenity that is available for rent.	Manager/Clerk
10	Provide in-kind support to the Ridgway Community Garden by helping to improve the parking area with additional gravel and weed mitigation.	PW
11	Work with Ouray County Plaindealer staff to begin implementation of monthly newspaper advertisements to showcase what’s going on at the Town of Ridgway.	Manager

Community Value 3

Small Town Character & Identity

Although they may differ on how to define “small town character,” residents feel strongly that it’s a key part of Ridgway’s identity. This small town character is evident in the size of the community, the slower and more laid back pace of life, the unpaved streets, the surrounding ranch land and associated activities, the ability of residents to easily walk from one end of town to the other, and the many activities and businesses that are geared toward locals. Although these characteristics are common among many small towns across Colorado, Ridgway stands out from other tourism-dependent communities as a town that relies on tourism to some degree—but retains its commitment to locals and still feels very much like a “real” community. Beyond small town character, this feeling is derived from a blend of Ridgway’s historic past as a western railroad town, its ranching and agricultural community, its proximity to the mountains and outdoor recreation, and its Creatives and innovative entrepreneurs.

Goals:

CHR-1: Support vibrant, diverse, safe, and well-connected neighborhoods.

CHR-2: Protect and preserve Ridgway’s historic assets.

CHR-3: Promote Ridgway’s identity as a ranching and agricultural community and preserve the rural character of landscapes surrounding Ridgway.

CHR-4: Promote Ridgway’s identity as a creative and innovative community where creative individuals and enterprises thrive.

CHR-5: Promote a range of opportunities and spaces for community gatherings and interactions.

CHR-6: Maintain and enhance Ridgway’s gateways, entry-corridors, and scenic vistas.

CHR-7: Develop an interconnected system of parks, trails, open space, and recreational facilities that meets the needs of Ridgway’s residents and visitors.



	Small Town Character and Identity: 2023 Strategy	Responsible Party
1	Expand community outreach and information sharing efforts.	Manager/Community Initiatives
2	Further implementation of the <i>Ridgway Visitor Center & Heritage Park Master Plan (Amended June 2022)</i> via the phased Implementation Plan that staff developed and presented to Town Council on September 14, 2022. Continue exploring grant funding opportunities to bring the improvements to fruition.	Community Initiatives/Manager
3	Partner with GOCO on a Youth Corps project.	PW
4	Lead <i>Ridgway Fuse, A Colorado Creative Main Street Program</i> in implementing priority Council initiatives and supporting the Ridgway Creative District and Ridgway Main Street programs. Continue efforts to Connect, Gather, Build, and Spotlight via the collectively agreed upon work plan.	Community Initiatives
5	Generate promotional pieces that communicate the Ridgway Creative District’s and Main Street Program’s value to the community, objectives, and invite potential partnerships and collaboration. Continue efforts to bolster and enhance the Ridgway Fuse website and its functionality.	Community Initiatives
6	Support and promote the Youth Advisory Council and provide its membership opportunities for input on Town projects, programs, and events.	Manager
7	Make efforts to educate and inspire residents and visitors about Ridgway’s ranching heritage; provide information about ranching activities that periodically occur in and around Town, such as cattle drives.	Community Initiatives
8	Create and maintain succession plans for all Town staff and standard operating procedures.	All Departments
9	Identify a consultant to undertake a master planning process for the Athletic Park and to develop a master plan document for the Town to follow and implement.	Manager

Community Value 4

Vibrant & Balanced Economy

Ouray County’s economy is largely centered on service industries oriented towards tourism, particularly industries such as food services and accommodation. While Ridgway’s reliance on tourism is somewhat less than the County, it is still subject to seasonal fluctuations in business activity. These service jobs tend to pay low wages that make it even more difficult for those who work in Ridgway to live here as well. Residents expressed a strong desire to diversify the local economy and to create well-paying, full-time, year-round jobs. Through its participation in the Main Street and Creative District programs, the

Town has been active in promoting community and economic development in recent years. While a number of businesses and Creatives have chosen to base their operations in Ridgway for quality of life reasons, many employers struggle to hire qualified employees, find space as they grow, market their creations, and face other challenges. Larger shifts in the national economy towards telecommuting mean that workers no longer need to physically commute to an office. With fast internet speed, residents will increasingly be able to pursue job opportunities and careers in industries not currently located in Ridgway. Alternatively, home-based entrepreneurs will be able to access customers or clients located around the globe.



Goals:

ECO-1: Create a vibrant, diverse, and sustainable year-round local economy that reflects Ridgway’s social fabric, values, and character.

ECO-2: Support the retention and expansion of local businesses.

ECO-3: Balance the need to preserve the quality of life for residents with business needs.

	Vibrant and Balanced Economy: 2023 Strategy	Responsible Party
1	Continue participation in local and regional broadband initiatives, including connecting local government and anchor institution buildings.	Manager/Planner
2	Plan, organize, and manage Summer Concert Series and Love Your Valley event.	Clerk
3	Plan, organize, and manage Ridgway Independent Film Festival and other Ridgway Fuse events.	Community Initiatives
4	Continue the partnership with the regional Creative Districts and the Ridgway Area Chamber of Commerce to advance the Creative Corridors Initiative.	Community Initiatives
5	Partner with Colorado Creative Industries to further develop and grow the Ridgway Creative District, including consideration of feedback and recommendations from Ridgway Fuse; provide training and educational opportunities for members of Ridgway Fuse.	Community Initiatives
6	Identify and complete a priority Creative District project with the Colorado Creative Industries matching grant.	Community Initiatives
7	Partner with the Department of Local Affairs on the Main Street Program and implement priority recommendations from the Main Street Downtown Assessment focused on economic restructuring, design, organization, and promotions.	Community Initiatives
8	Oversee and manage downtown streetscape maintenance and landscaping; maintain and replace trees as needed; maintain landscaping at Heritage Park; maintain planter boxes and landscaping around Town Hall and Hartwell Park.	PW

Community Value 5

Well-Managed Growth

Based on projections in the Community Profile, Ridgway is expected to add between 150 and 700 new residents by 2050. In addition, growth in the surrounding region—which includes Ouray, Montrose, and San Miguel counties—will continue to have direct and indirect impacts on Ridgway’s housing, transportation system, environment, and quality of life. Growth limitations in the City of Ouray and Ouray County will further amplify growth pressures on the Town of Ridgway. Uncertainty regarding the extent of and potential impacts of future growth are of critical concern to the community. However, Ridgway has the ability through its policies and regulations, intergovernmental agreements, and other tools to help inform where and how growth will occur in the future, the types of growth the community would like to see, and guide the character and form of future development.



Goals:

GRO-1: Manage growth and development in order to maintain Ridgway’s small town character, support a diverse community, and create employment opportunities.

GRO-2: Ensure public infrastructure, utilities, facilities, and services are sufficient to meet the needs of residents and businesses as the town grows.

GRO-3: Proactively mitigate natural and human-made hazards.

GRO-4: Develop a safe and efficient multi-modal transportation system, balancing needs of all users.

	Well-Managed Growth: 2023 Strategy	Responsible Party
1	Continue the process of updating the Town’s zoning and subdivision regulations to allow for administrative approvals as appropriate.	Planner
2	Update Town regulations to address shared utility taps and shared water meters.	Planner/PW
3	Complete solicitation and selection processes for new engineering consultant to spearhead development/civil review.	
4	Participate in regional transportation initiatives including the Gunnison Valley Transportation Planning Region (GVTPR) and the Ouray County Transit Advisory Council, as appropriate.	Manager
5	Continue working with the City of Ouray, Ouray County, and All Points Transit to establish and begin the rollout of the Ouray County Workforce Transportation Project.	Manager
6	Assist Ouray County and their selected contractors to update the Ouray County Community Wildfire Protection Plan and develop a Multi-Jurisdictional Evacuation Plan.	Manager
7	Explore feasibility of a roundabout at Railroad St. and Hwy 62 and recommend inclusion on GVTPR 10 Year Plan.	Manager
8	Finalize GIS database for water and sewer infrastructure, including catalog of all mechanical/fleet equipment.	PW/Eng.
9	Develop and organize volunteer efforts, focused on procedural rules, expectations, purpose, etc. for Council appointed commissions, boards, committees and task forces.	Manager/Community Initiatives
10	Implement measures to address deficiencies and ensure Wastewater Treatment Plant consistently meets permit limitations and other terms and conditions of its permits.	Manager/PW/Eng.
11	Expand efforts on official record and electronic file organization.	Manager/Clerk
12	Complete the updates to the Town’s standard specifications for infrastructure that have not yet been completed.	Eng./PW
13	Address access to Ridgway Ditch and adjacent development, including building and septic setbacks, Ditch access, and land use opportunities with Ouray County to protect the Ditch.	Eng./Manager/PW
14	Explore grant funding opportunities that would provide for major improvements to the Ridgway Ditch in a way that would allow the Town to receive additional water and mitigate system loss (i.e., piping portions of the Ridgway Ditch). Repair and install additional flow measuring devices along Ridgway Ditch and at Lake O.	Manager
15	Investigate how to access potential funding opportunities for water-related projects (i.e., monitoring and improvements to the Town’s water supply system) under the Infrastructure Investment and Jobs Act or through state funding options such as Colorado Water Plan grants or Gunnison Basin Roundtable grants.	Manager
16	Replace hydrants and valves, as needed, on water distribution system.	PW
17	Continue the phased water meter replacement program.	PW
18	Complete transition from chlorine dioxide treatment to Granular Activated Carbon filtration alternative at water treatment plant.	PW/Eng./Manager
19	Complete sewer line camera and root abatement work; remove contact chamber sludge.	PW
20	Employ methods to better manage traffic flow and safe speeds; further explore additional advisory signage, temporary pedestrian signage, and street devices to mitigate speeding vehicles on westbound and eastbound Hwy 62 and other areas of town.	Marshal/PW
21	Review Traffic Flow Plan and update, as needed.	Eng./Manager/PW
22	Partner with Browns Hill Engineering & Controls to utilize the VSaaS platform and a high-end, full-featured, cybersecurity-protected SCADA system for the water treatment plant.	Manager/PW

