

## Overview

### Purpose

The Visioning Workshop was part of the scoping process for the Grand Avenue Bridge project. The purpose was to clarify the context for the bridge, explore the community and stakeholder values that will shape the plans for the future bridge, and document the principles and desired outcomes that will be considered as the project moves forward.

### Date/Time/Location

December 7, 2011, from 1:00 p.m. to 4:30 p.m.  
December 8, 2011, from 8:30 a.m. to 12:00 p.m.  
Glenwood Springs Community Center

### Workshop Planning

SH 82 Grand Avenue Bridge Project Leadership Team representatives participated with the study team in three meetings to plan the Visioning Workshop. The planning group helped to determine:

- ▶ Timing
- ▶ Location
- ▶ Invitees
- ▶ Format
- ▶ Goals and outcomes
- ▶ Scenarios to be discussed
- ▶ Review of displays and materials

### Workshop Invitations

A letter and emails inviting participation in the Workshop was sent to 48 individuals and organizations, as well as to the members of the Project Leadership Team and Project Working Group. The recipients had been identified by the Project Leadership Team and planning group as having interest in and knowledge about the project. Care was taken to assemble a wide range of interests and opinions that would contribute to productive discussions.

The organizations invited to participate are listed in the table below.

Organizations Invited to Workshop		
Bader Floral	Glenwood River Commission	Summit Canyon Mountaineering
Blue Sky Adventures	Glenwood Springs Chamber	Tourism Commission
BMS Enterprises, Building Owner	Glenwood Springs City Council	Town of Carbondale Town Council
Canyon Bikes	Glenwood Springs Downtown Market	Town of New Castle
CLEER and Garfield Clean Energy	Glenwood Springs Fire Department	Treadz
Colorado Division of Parks and Wildlife	Glenwood Springs Police Department	Trout Unlimited
Colorado State Patrol	Glenwood Transportation	Villa Flora LLC
		Roaring Fork School District RE-1

Organizations Invited to Workshop		
Fins Grille	Commission	Roaring Fork Transportation Authority (RFTA)
Garfield County Board of County Commissioners	Hotel Colorado	Rock Garden Rafting
Garfield County Library Board	Italian Underground	Springs Liquors
Gear Exchange	Middle Colorado River Watershed	White River National Forest
Glenwood Caverns	One Love	Whitewater Rafting
Glenwood Springs Downtown Development Authority (DDA)	Pattillo and Associates	Private Citizens
Glenwood Downtown Partners	Peppo Ni	Project Leadership Team (PLT)
Glenwood Springs Historic Preservation Commission	Post Independent	Project Working Group (PWG)
Glenwood Parks and Recreation	Riviera Supper Club	Consultant Team
Glenwood Planning & Zoning Commission	Roaring Fork Anglers	
	Roaring Fork Conservancy	

**Meeting Notification**

Calls were made to the Glenwood Post, Aspen Daily News, KMTS and KAJX prior to the workshop to verbally let them know about it. There was no formal press release prior to the workshop.

**Number of Attendees**

Approximately 32 people represented a broad range of local interest groups, including businesses, business groups, property owners, local commissions and boards, local recreationalists, and environmental organizations. There were 4 CDOT staff, plus 8 consultant team members also in attendance.

The final list of attendees is included as part of this summary.

**Displays**

Displays were in the workshop area to provide background and context and to facilitate discussion. The boards are included as part of this summary.

They were:

- ▶ Workshop Agenda
- ▶ Workshop Outcomes and Ground Rules
- ▶ Timeline
- ▶ Draft Critical Success Factors
- ▶ Regional Map
- ▶ Project Vicinity Map
- ▶ Draft Context Statement
- ▶ Scenario Graphics

**Agenda**  
**December 7, 1:00-4:30pm (3.5 hours)**

**1:00 p.m. – 1:30 p.m.**

**Opening Remarks and Self Introductions**

*Joe Elsen, Pat Noyes*

Joe Elsen welcomed the group and expressed appreciation for the group's time and participation.

Pat Noyes explained the goals of the two-day workshop.

- ▶ Capture community values and vision to guide the study of the SH82/ Grand Avenue Bridge
- ▶ Develop and document strategies, approaches, and concepts that can be advanced into an environmental document



As self-introductions, each person attending stated his or her name, what organization they represented, and their favorite place or thing in Glenwood Springs. The favorite place or thing was captured on flip charts (Things We Love About Glenwood and the Bridge).

**1:30 p.m. – 1:45 p.m.**

**Outcomes and Boundaries for Visioning Workshop**

*Pat Noyes*

Pat explained what the outcomes of the Workshop were and reviewed the ground rules for participating.

**Outcomes**

- ▶ Clarify the context for the study
- ▶ Explore community and stakeholder values
- ▶ Define what is important about the future bridge
- ▶ Develop consensus around what should be protected and enhanced

**Ground Rules**

- ▶ Focus to the future – where we want to go
- ▶ Focus on sharing, learning, understanding, and finding common ground, not on problem-solving
- ▶ Every idea and comment is valid. Participants need not agree
- ▶ Flip charts will be used to create a community record
- ▶ Workshop structure is task-oriented, stick to time frames and activity
- ▶ Facilitators will structure time and tasks
- ▶ Avoid lecturing and pleading self-interests or personal agendas
- ▶ Maintain an attitude of playfulness

**1:45 p.m. – 2:15 p.m.**

**Grand Avenue Bridge Timeline Review in Large Group**

*Tom Newland*

Tom Newland reviewed the history of Grand Avenue Bridge and events in Glenwood and elsewhere that had impacted how the bridge had developed. Participants added some knowledge of the bridge and other events.



The main points about the historic context discussion were recorded on flip charts (Historic Context).

**2:15 p.m. – 2:30 p.m.**

**Break**

**2:30 p.m. – 3:10 p.m.**

**Discussion of Global, Regional and Local Trends in Small Groups**

The participants divided into four groups according to their interests (Economic and Business Trends, Social and Community Trends, Environmental Trends, Tourism Trends). There were about 10 to 12 in each group. The group assigned a recorder, timekeeper, and presenter. The recorders captured the group's thoughts on flip charts.

Questions to start the conversation for each group are below. Flip charts are included as part of this summary.

Economic and Business Trends

- ▶ What are the current and emerging trends in business, technology and the economy?
- ▶ How might these trends impact transportation in Glenwood Springs and the Grand Avenue Bridge?

Social and Community Trends

- ▶ What are the current trends in demographics, land use patterns, development, and social issues?
- ▶ How might these trends impact transportation in Glenwood Springs and the Grand Avenue Bridge?

Environmental Trends

- ▶ What are the emerging global, state, and local environmental trends?
- ▶ How might these trends impact transportation in Glenwood Springs and the Grand Avenue Bridge?

### Tourism Trends

- ▶ What are the emerging global, state, and local tourism trends?
- ▶ How might these trends impact transportation in Glenwood Springs and the Grand Avenue Bridge?

**3:10 p.m. – 3:25 p.m.**

**Break**

**3:25 p.m. – 4:05 p.m.**

**Reporting on Trends Discussions in Large Group**

The reporters from each group presented their group's thoughts from the flip charts (Summary of Key Trends).



**4:05 p.m. – 4:25 p.m.**

**Review of Draft Context Statement, Critical Success Factors and Scoping**

*Craig Gaskill*

Craig reviewed the Draft Context Statement and Critical Key Success Factors that had been developed by the Project Leadership Team. He also explained the scoping process. The study team had already held the Public Scoping (Open House), Agency Scoping (with resource agencies), and a scoping meeting with CDOT Environmental Programs Branch. This Visioning Workshop is part of the Scoping process. All of the input received during the Scoping process is used to develop the project's Purpose and Need Statement, the project goals, and the criteria for alternatives evaluation and screening.

**4:25 p.m. – 4:30 p.m.**

**Wrap-up and Homework**

*Pat Noyes*

As a wrap-up, Pat asked the group to consider the area's history and the trends that had been discussed as the context for discussions the next day related to various scenarios and solutions for the project.

The homework assignment was for the participants to spend 5 to 10 minutes considering aspects of the past and present they thought were the most important elements to include in a future vision of the Grand Avenue Bridge. What do you treasure? What aspects of the past and present do you want to leave behind as you move into the future? These ideas would be part of the discussion the next morning.

**Agenda**  
**December 8, 8:30a.m. to 12:00 p.m. (3.5 hours)**

**8:30 a.m. – 8:45 a.m.**

**Review of Prior Day’s Work**

*Pat Noyes*

Pat Noyes reviewed what the group had done the day before.

**8:45 a.m. – 9:15 a.m.**

**What We Treasure/What We Want to Leave Behind in Large Group**

*Pat Noyes*

Each person stated what they had considered for their homework assignment. What aspects of the past and present they thought were the most important elements to include in a future vision of the Grand Avenue Bridge. What do you treasure? What aspects of the past and present do you want to leave behind as you move into the future? Once something was on the list, the participants didn’t repeat it. Some of the thoughts had also already been recorded on the “What We Treasure” list from the prior day.



The thoughts were recorded on flip charts (What We Want to Keep – Treasures, What We Want to Leave Behind).

**9:15 a.m. – 9:25 a.m.**

**Break**

**9:25 a.m. – 10:25 p.m.**

**Discuss Scenarios in Small Groups**

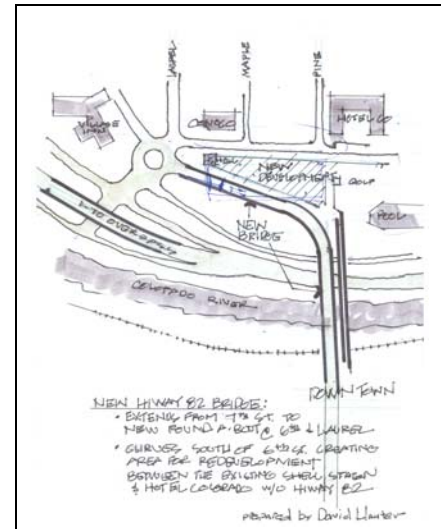
The participants numbered off 1 to 3 and formed three groups with a mix of participants and a variety of perspectives and interests. Each group spent 20 minutes at each station to discuss the scenarios. After the 20 minutes, the groups moved to the next station so that each group had the opportunity to discuss each of the scenarios. Each station had two representatives from the study team. One was the technical expert for that scenario and the other facilitated the discussion and recorded the group’s input on flip charts (Scenario: Rehabilitation, Scenario: Replacement, Scenario: Managing Construction).



The purpose of the exercise was NOT to select a preferred scenario; rather, it was to test various ideas and concepts to learn what opportunities and benefits each option might offer. The facilitators directed the discussion to help test concepts and elements help identify what was most important to the community, what values should be captured and provided as guidance to the planners and engineers. The focus was on values not physical characteristics – asking why, what is important about that?

The scenarios and facilitators were:

- |                         |  |
|-------------------------|--|
| ▶ Rehabilitation        | Technical Expert: George Tsiouvaras  |
| ▶ Replacement           | Facilitator: Pat Noyes<br>Technical Expert: Jeff Simmons                                   |
| ▶ Managing Construction | Facilitator: Tom Newland<br>Technical Expert: David Woolfall<br>Facilitator: Craig Gaskill |



At each station, the group was asked to describe scenario options and key elements in terms of:

- ▶ What are the advantages of the different elements in the scenario?
- ▶ What do you like about these scenarios and why?
- ▶ If you have concerns with a scenario, what would need to happen to make the scenario a viable future?
- ▶ Consider construction timing and impacts, what are the advantages and disadvantages do you see in the different options?

**10:25 a.m. - 10:55 a.m.**

**Break**

During the break, the facilitators developed an initial list of common values, criteria, and strategic building blocks from input received during the group discussions.

The group summarized the following:

- ▶ What were the advantages of rehabilitation? What were the major concerns or limitations with rehabilitation? What would need to happen to make rehabilitation a viable approach?
- ▶ What opportunities or advantages were identified for replacing the bridge? What were the major concerns or limitations of replacement? What would need to happen to make replacement a viable approach?
- ▶ What were the major objectives to managing traffic during rehabilitation or replacement? What would need to happen to minimize the impacts and address access and mobility needs?

**10:55 a.m. – 11:40 a.m.**

**Finding Common Ground**

*Pat Noyes*

Pat presented the list of common values, criteria, and strategic building blocks the facilitators had developed. These are documented on flip charts (Key Project Objectives).

- ▶ Minimize impacts to businesses.
- ▶ Balance duration and extent of closures for construction.
- ▶ Gateway/view from all perspectives important.
- ▶ Bridge needs to be integrated into community fabric/infrastructure.
- ▶ Incorporate human element – streetscape.
- ▶ Accommodate pedestrians and bikes.
- ▶ Harmonious with natural environment and local materials.
- ▶ Provide separated pedestrian experience.
- ▶ Minimize piers in river and impacts to I-70.
- ▶ Accommodate local and regional traffic.
- ▶ Create an attraction – Long term and during construction.
- ▶ Provide strong information/media coverage – “open for business”.
- ▶ Design to manage speed and livability and minimize noise.
- ▶ Consistency with local transportation and land use plans.
- ▶ Partner with City and Stakeholders to address impacts and explore opportunities.
- ▶ Look for opportunities to enhance areas at ends of bridge.
- ▶ Consider staging and construction traffic.
- ▶ Strive for the best design and value.

**11:40 a.m. – 12:00 p.m.**

**Wrap up and Next Steps**

*Pat Noyes*

Pat wrapped up the workshop and summarized the next steps and how the Visioning Workshop will contribute to the study. The purpose of the Workshop was to discover common values that define what is important about the design and construction of the future bridge. The visioning process did not choose an alternative or identify a particular design; rather, it helped the project team by developing and documenting concepts and a project vision that will guide the development of the project through the alternative evaluation and selection process.



Attendees at the workshop agreed to continue their participation in the design process for the bridge by meeting again with the project team at intervals to review and comment on the various alternatives that will be developed.



**Attachments:**

- ▶ Invitation Letter
- ▶ List of Invited Organizations and List of Participants

Displays

- ▶ Workshop Agenda
- ▶ Workshop Outcomes and Ground Rules
- ▶ Draft Critical Success Factors
- ▶ Regional Map
- ▶ Project Vicinity Map
- ▶ Draft Context Statement
- ▶ Scenario Graphics
- ▶ Timeline

Workshop Materials

- ▶ Trends Discussion Points
- ▶ Scenarios Discussion Points

Flip Charts

- ▶ Things We Love About Glenwood and the Bridge
- ▶ Historic Context
- ▶ Economic and Business Trends
- ▶ Social and Community Trends
- ▶ Environmental Trends
- ▶ Tourism Trends
- ▶ Summary of Key Trends
- ▶ What We Want to Keep – Treasures
- ▶ What We Want to Leave Behind
- ▶ Scenario: Rehabilitation
- ▶ Scenario: Replacement
- ▶ Scenario: Managing Construction
- ▶ Key Project Objectives

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