

**AGENDA
OURAY CITY COUNCIL**

Monday, February 5, 2024 - 6:00 PM

**Ouray Community Center
320 6th Ave
Ouray, CO 81427**

VIRTUAL OPTION - <https://zoom.us/j/9349389230>

Meeting ID: 934 938 9230 Passcode: 491878 Or dial: 408 638 0968 or 669 900 6833

Ouray City Council Regular Meeting

- Changes to this agenda can be found on the bulletin board at City Hall
- Electronic copies of the Council Packet are available on the City website at www.cityofouray.com. A hard copy of the Packet is also available at the Administrative Office for interested citizens.
- Notice is hereby given that a majority or quorum of the Planning Commission, Ouray Economic Development Committee, Beautification Committee, Tourism Advisory Committee, Main Streets Committee, and/or Parks and Recreation Committee may be present at the above noticed City Council meeting to discuss any or all of the matters on the agenda below for Council consideration

1. CALL TO ORDER
2. ROLL CALL
3. Consideration of a Request from Councilor Tamara Gulde to Participate in this Meeting Remotely, per Resolution 4, Series 2022 - Remote Participation Policy for Council Members
4. PLEDGE OF ALLEGIANCE
5. PUBLIC HEARING - Hotel & Restaurant Liquor License - Ouray Riverside Resort - The Smokehouse, JTP Inc.
6. CEREMONIAL/INFORMATIONAL - Review of 2022 Financial Audit
7. APPROVAL OF MINUTES - 1/16/2024
8. CITIZENS' COMMUNICATION
9. CITY COUNCIL REPORTS/INFORMATION - Tamara Gulde, Peggy Lindsey, Michael Underwood, Josh Smith, and Ethan Funk
10. DEPARTMENT REPORTS
 - a. City Administrator
 - b. Fire Chief
 - c. Public Works Director
 - d. City Resources Director
 - e. Tourism and Destination Marketing Director
11. CONSENT AGENDA
 - Special Events Permit Application - Ouray Mountain Rescue Team, Avalanche Awareness Workshop - Feb 17, 2024
 - Special Events Permit Application - Ouray Elks Lodge #492, Mardi Gras, February 17, 2024
 - Festival Permit Application - Wright Opera House - February 17, 2024 (Notice to City Only)
 - Special Events Permit Application - Ouray Elks Lodge #492, Green Bingo - March 17, 2024
 - Liquor License Renewal Application - Brickhouse 737
 - J. Gary Dunn Resignation from Planning Commission
 - Jen Sawyer Resignation from TAC - Arts/Culture/History
12. ACTION ITEMS
 - a. Hotel & Restaurant Liquor License - Ouray Riverside Resort - The Smokehouse, JTP Inc.

- b. Resolution 3, Series 2024 - Trash/Recycling Contract with Bruin Waste
 - c. Revised Housing Needs Study
 - d. Rename City Resources Department to Parks and Recreation Department
 - e. Agreement with KRW for Parks and Recreation Director Hiring Search
 - f. Application for TAC Arts/Culture/History Seat - Kate Kissingford
13. DISCUSSION ITEMS
- a. In-city Transportation Shuttle
 - b. Schedule Work Session to Continue Discussion of Parks and Trails Strategic Plan (Tues, Feb 20?)
 - c. Future Agenda Items
14. ADJOURNMENT

Colorado Liquor Retail License Application

* Note that the Division will not accept cash Paid by check Paid online

Uploaded to Date

New License New-Concurrent Transfer of Ownership State Property Only Master file

- All answers must be printed in black ink or typewritten
- Applicant must check the appropriate box(es)
- Applicant should obtain a copy of the Colorado Liquor, Beer and Wine Code: SBG.Colorado.gov/Liquor

1. Applicant is applying as a/an Individual Limited Liability Company Association or Other
 Corporation Partnership (includes Limited Liability and Husband and Wife Partnerships)

2. Applicant If an LLC, name of LLC; if partnership, at least 2 partner's names; if corporation, name of corporation
JTP Incorporated FEIN Number **47-3635593**

2a. Trade Name of Establishment (DBA) **Ouray Riverside Resort - The Smokehouse** State Sales Tax Number **30569103** Business Telephone **970-325-4523**

3. Address of Premises (specify exact location of premises, include suite/unit numbers)
1700 Main St

City Ouray	County Ouray	State CO	ZIP Code 81427
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4. Mailing Address (Number and Street) 1700 Main St #1360	City or Town Ouray	State CO	ZIP Code 81427
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5. Email Address
jason@perkinslive.com

6. If the premises currently has a liquor or beer license, you must answer the following questions

Present Trade Name of Establishment (DBA) Ouray Cafe & Steakhouse	Present State License Number 03-08742	Present Class of License Beer & Wine	Present Expiration Date 02/13/2024
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Section A Nonrefundable Application Fees*	Section B (Cont.) Liquor License Fees*
<input type="checkbox"/> Application Fee for New License.....\$1,100.00	<input type="checkbox"/> Liquor-Licensed Drugstore (County)\$312.50
<input type="checkbox"/> Application Fee for New License w/Concurrent Review\$1,200.00	<input type="checkbox"/> Lodging & Entertainment - L&E (City)\$500.00
<input type="checkbox"/> Application Fee for Transfer\$1,100.00	<input type="checkbox"/> Lodging & Entertainment - L&E (County)\$500.00
Section B Liquor License Fees*	<input type="checkbox"/> Manager Registration - H & R\$30.00
<input type="checkbox"/> Add Optional Premises to H & R.....\$100.00 X Total _____	<input type="checkbox"/> Manager Registration - Tavern\$30.00
<input type="checkbox"/> Add Related Facility to Resort Complex \$75.00 X Total _____	<input type="checkbox"/> Manager Registration - Lodging & Entertainment.....\$30.00
<input type="checkbox"/> Add Sidewalk Service Area.....\$75.00	<input type="checkbox"/> Manager Registration - Campus Liquor Complex\$30.00
<input type="checkbox"/> Arts License (City)\$308.75	<input type="checkbox"/> Optional Premises License (City).....\$500.00
<input type="checkbox"/> Arts License (County)\$308.75	<input type="checkbox"/> Optional Premises License (County)\$500.00
<input type="checkbox"/> Beer and Wine License (City).....\$351.25	<input type="checkbox"/> Racetrack License (City).....\$500.00
<input type="checkbox"/> Beer and Wine License (County).....\$436.25	<input type="checkbox"/> Racetrack License (County).....\$500.00
<input type="checkbox"/> Brew Pub License (City)\$750.00	<input type="checkbox"/> Resort Complex License (City).....\$500.00
<input type="checkbox"/> Brew Pub License (County).....\$750.00	<input type="checkbox"/> Resort Complex License (County).....\$500.00
<input type="checkbox"/> Campus Liquor Complex (City).....\$500.00	<input type="checkbox"/> Related Facility - Campus Liquor Complex (City).....\$160.00
<input type="checkbox"/> Campus Liquor Complex (County).....\$500.00	<input type="checkbox"/> Related Facility - Campus Liquor Complex (County).....\$160.00
<input type="checkbox"/> Campus Liquor Complex (State).....\$500.00	<input type="checkbox"/> Related Facility - Campus Liquor Complex (State).....\$160.00
<input type="checkbox"/> Club License (City).....\$308.75	<input type="checkbox"/> Retail Gaming Tavern License (City)\$500.00
<input type="checkbox"/> Club License (County)\$308.75	<input type="checkbox"/> Retail Gaming Tavern License (County).....\$500.00
<input type="checkbox"/> Distillery Pub License (City).....\$750.00	<input type="checkbox"/> Retail Liquor Store License-Additional (City).....\$227.50
<input type="checkbox"/> Distillery Pub License (County).....\$750.00	<input type="checkbox"/> Retail Liquor Store License-Additional (County).....\$312.50
<input type="checkbox"/> Hotel and Restaurant License (City).....\$500.00	<input type="checkbox"/> Retail Liquor Store (City).....\$227.50
<input type="checkbox"/> Hotel and Restaurant License (County)\$500.00	<input type="checkbox"/> Retail Liquor Store (County).....\$312.50
<input type="checkbox"/> Hotel and Restaurant License w/one opt premises (City).....\$600.00	<input type="checkbox"/> Tavern License (City).....\$500.00
<input type="checkbox"/> Hotel and Restaurant License w/one opt premises (County).....\$600.00	<input type="checkbox"/> Tavern License (County).....\$500.00
<input type="checkbox"/> Liquor-Licensed Drugstore (City)\$227.50	<input type="checkbox"/> Vintners Restaurant License (City)\$750.00
	<input type="checkbox"/> Vintners Restaurant License (County).....\$750.00

Questions? Visit: SBG.Colorado.gov/Liquor for more information

Do not write in this space - For Department of Revenue use only

Liability Information

License Account Number	Liability Date	License Issued Through (Expiration Date)	Total \$
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Name	Type of License	Account Number		
7. Is the applicant (including any of the partners if a partnership; members or managers if a limited liability company; or officers, stockholders or directors if a corporation) or managers under the age of twenty-one years?		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>		
8. Has the applicant (including any of the partners if a partnership; members or managers if a limited liability company; or officers, stockholders or directors if a corporation) or managers ever (in Colorado or any other state):				
a. Been denied an alcohol beverage license?		<input type="checkbox"/> <input checked="" type="checkbox"/>		
b. Had an alcohol beverage license suspended or revoked?		<input type="checkbox"/> <input checked="" type="checkbox"/>		
c. Had interest in another entity that had an alcohol beverage license suspended or revoked?		<input type="checkbox"/> <input checked="" type="checkbox"/>		
If you answered yes to 8a, b or c, explain in detail on a separate sheet.				
9. Has a liquor license application (same license class), that was located within 500 feet of the proposed premises, been denied within the preceding two years? If "yes", explain in detail.		<input type="checkbox"/> <input checked="" type="checkbox"/>		
10. Are the premises to be licensed within 500 feet, of any public or private school that meets compulsory education requirements of Colorado law, or the principal campus of any college, university or seminary?		<input type="checkbox"/> <input checked="" type="checkbox"/>		
Waiver by local ordinance? <input type="checkbox"/> <input type="checkbox"/>				
Other: _____				
11. Is your Liquor Licensed Drugstore (LLDS) or Retail Liquor Store (RLS) within 1500 feet of another retail liquor license for off-premises sales in a jurisdiction with a population of greater than (>) 10,000? NOTE: The distance shall be determined by a radius measurement that begins at the principal doorway of the LLDS/RLS premises for which the application is being made and ends at the principal doorway of the Licensed LLDS/RLS.		<input type="checkbox"/> <input checked="" type="checkbox"/>		
12. Is your Liquor Licensed Drugstore (LLDS) or Retail Liquor Store (RLS) within 3000 feet of another retail liquor license for off-premises sales in a jurisdiction with a population of less than (<) 10,000? NOTE: The distance shall be determined by a radius measurement that begins at the principal doorway of the LLDS/RLS premises for which the application is being made and ends at the principal doorway of the Licensed LLDS/RLS.		<input type="checkbox"/> <input checked="" type="checkbox"/>		
13. a. For additional Retail Liquor Store only. Was your Retail Liquor Store License issued on or before January 1, 2016?		<input type="checkbox"/> <input checked="" type="checkbox"/>		
b. Are you a Colorado resident?		<input checked="" type="checkbox"/> <input type="checkbox"/>		
14. Has a liquor or beer license ever been issued to the applicant (including any of the partners, if a partnership; members or manager if a Limited Liability Company; or officers, stockholders or directors if a corporation)? If yes, identify the name of the business and list any <u>current</u> financial interest in said business including any loans to or from a licensee.		<input checked="" type="checkbox"/> <input type="checkbox"/>		
15. Does the applicant, as listed on line 2 of this application, have legal possession of the premises by ownership, lease or other arrangement?		<input checked="" type="checkbox"/> <input type="checkbox"/>		
<input checked="" type="checkbox"/> Ownership <input type="checkbox"/> Lease <input type="checkbox"/> Other (Explain in Detail) _____				
a. If leased, list name of landlord and tenant, and date of expiration, exactly as they appear on the lease:				
Landlord	Tenant	Expires		
b. Is a percentage of alcohol sales included as compensation to the landlord? If yes, complete question 16.		<input type="checkbox"/> <input checked="" type="checkbox"/>		
c. Attach a diagram that designates the area to be licensed in black bold outline (including dimensions) which shows the bars, brewery, walls, partitions, entrances, exits and what each room shall be utilized for in this business. This diagram should be no larger than 8½" X 11".				
16. Who, besides the owners listed in this application (including persons, firms, partnerships, corporations, limited liability companies) will loan or give money, inventory, furniture or equipment to or for use in this business; or who will receive money from this business? Attach a separate sheet if necessary.				
Last Name	First Name	Date of Birth	FEIN or SSN	Interest/Percentage
Last Name	First Name	Date of Birth	FEIN or SSN	Interest/Percentage
Attach copies of all notes and security instruments and any written agreement or details of any oral agreement, by which any person (including partnerships, corporations, limited liability companies, etc.) will share in the profit or gross proceeds of this establishment, and any agreement relating to the business which is contingent or conditional in any way by volume, profit, sales, giving of advice or consultation.				
17. Optional Premises or Hotel and Restaurant Licenses with Optional Premises:				
Has a local ordinance or resolution authorizing optional premises been adopted?		<input type="checkbox"/> <input type="checkbox"/>		
Number of additional Optional Premise areas requested. (See license fee chart)		<input type="text"/>		
18. For the addition of a Sidewalk Service Area per Regulation 47-302(A)(4), include a diagram of the service area and documentation received from the local governing body authorizing use of the sidewalk. Documentation may include but is not limited to a statement of use, permit, easement, or other legal permissions.				

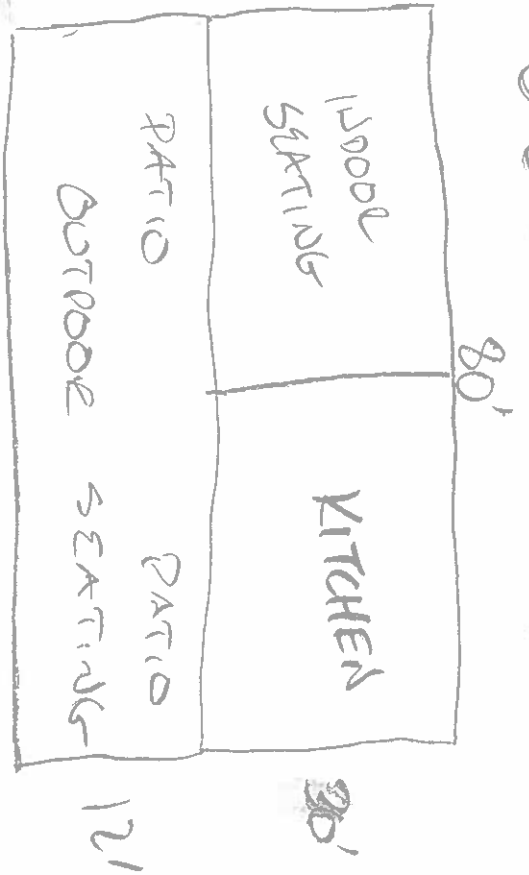
Name	Type of License	Account Number		
19. Liquor Licensed Drugstore (LLDS) applicants, answer the following: a. Is there a pharmacy, licensed by the Colorado Board of Pharmacy, located within the applicant's LLDS premise? <input type="checkbox"/> <input type="checkbox"/> If "yes" a copy of license must be attached.				
20. Club Liquor License applicants answer the following: Attach a copy of applicable documentation Yes No				
a. Is the applicant organization operated solely for a national, social, fraternal, patriotic, political or athletic purpose and not for pecuniary gain?				<input type="checkbox"/> <input type="checkbox"/>
b. Is the applicant organization a regularly chartered branch, lodge or chapter of a national organization which is operated solely for the object of a patriotic or fraternal organization or society, but not for pecuniary gain?				<input type="checkbox"/> <input type="checkbox"/>
c. How long has the club been incorporated?				
d. Has applicant occupied an establishment for three years (three years required) that was operated solely for the reasons stated above?				<input type="checkbox"/> <input type="checkbox"/>
21. Brew-Pub, Distillery Pub or Vintner's Restaurant applicants answer the following: a. Has the applicant received or applied for a Federal Permit? (Copy of permit or application must be attached) <input type="checkbox"/> <input type="checkbox"/>				
22. Campus Liquor Complex applicants answer the following:				
a. Is the applicant an institution of higher education?				<input type="checkbox"/> <input type="checkbox"/>
b. Is the applicant a person who contracts with the institution of higher education to provide food services?				<input type="checkbox"/> <input type="checkbox"/>
If "yes" please provide a copy of the contract with the institution of higher education to provide food services.				
23. For all on-premises applicants. a. For all Liquor Licensed Drugstores (LLDS) the Permitted Manager must also submit an Manager Permit Application - DR 8000 and fingerprints.				
Last Name of Manager		First Name of Manager		
24. Does this manager act as the manager of, or have a financial interest in, any other liquor licensed establishment in the State of Colorado? If yes, provide name, type of license and account number. Yes No				
				<input type="checkbox"/> <input type="checkbox"/>
25. Related Facility - Campus Liquor Complex applicants answer the following: <input type="checkbox"/> <input type="checkbox"/>				
a. Is the related facility located within the boundaries of the Campus Liquor Complex?				
If yes, please provide a map of the geographical location within the Campus Liquor Complex. If no, this license type is not available for issues outside the geographical location of the Campus Liquor Complex.				
b. Designated Manager for Related Facility- Campus Liquor Complex				
Last Name of Manager		First Name of Manager		
26. Tax Information. Yes No				
a. Has the applicant, including its manager, partners, officer, directors, stockholders, members (LLC), managing members (LLC), or any other person with a 10% or greater financial interest in the applicant, been found in final order of a tax agency to be delinquent in the payment of any state or local taxes, penalties, or interest related to a business?				<input type="checkbox"/> <input checked="" type="checkbox"/>
b. Has the applicant, including its manager, partners, officer, directors, stockholders, members (LLC), managing members (LLC), or any other person with a 10% or greater financial interest in the applicant failed to pay any fees or surcharges imposed pursuant to section 44-3-503, C.R.S.?				<input type="checkbox"/> <input checked="" type="checkbox"/>
27. If applicant is a corporation, partnership, association or limited liability company, applicant must list all Officers, Directors, General Partners, and Managing Members. In addition, applicant must list any stockholders, partners, or members with ownership of 10% or more in the applicant. All persons listed below must also attach form DR 8404-I (Individual History Record), and make an appointment with an approved State Vendor through their website. See application checklist, Section IV, for details.				
Name	Home Address, City & State	DOB	Position	%Owned
Name	Home Address, City & State	DOB	Position	%Owned
Name	Home Address, City & State	DOB	Position	%Owned
Name	Home Address, City & State	DOB	Position	%Owned
Name	Home Address, City & State	DOB	Position	%Owned

Name	Type of License	Account Number
<p>** If applicant is owned 100% by a parent company, please list the designated principal officer on above.</p> <p>** Corporations - the President, Vice-President, Secretary and Treasurer must be accounted for above (Include ownership percentage if applicable)</p> <p>** If total ownership percentage disclosed here does not total 100%, applicant must check this box:</p> <p><input type="checkbox"/> Applicant affirms that no individual other than these disclosed herein owns 10% or more of the applicant and does not have financial interest in a prohibited liquor license pursuant to Article 3 or 5, C.R.S.</p>		
Oath Of Applicant		
I declare under penalty of perjury in the second degree that this application and all attachments are true, correct, and complete to the best of my knowledge. I also acknowledge that it is my responsibility and the responsibility of my agents and employees to comply with the provisions of the Colorado Liquor or Beer Code which affect my license.		
Authorized Signature	Printed Name and Title Jason T. Perkins	Date 12/19/23
Report and Approval of Local Licensing Authority (City/County)		
Date application filed with local authority	Date of local authority hearing (for new license applicants; cannot be less than 30 days from date of application)	
For Transfer Applications Only - Is the license being transferred valid?		Yes No <input type="checkbox"/> <input type="checkbox"/>
<p>The Local Licensing Authority Hereby Affirms that each person required to file DR 8404-I (Individual History Record) or a DR 8000 (Manager Permit) has been:</p> <p><input type="checkbox"/> Fingerprinted</p> <p><input type="checkbox"/> Subject to background investigation, including NCIC/CCIC check for outstanding warrants</p> <p>That the local authority has conducted, or intends to conduct, an inspection of the proposed premises to ensure that the applicant is in compliance with and aware of, liquor code provisions affecting their class of license</p> <p>(Check One)</p> <p><input type="checkbox"/> Date of inspection or anticipated date _____</p> <p><input type="checkbox"/> Will conduct inspection upon approval of state licensing authority</p>		
<input type="checkbox"/> Is the Liquor Licensed Drugstore (LLDS) or Retail Liquor Store (RLS) within 1,500 feet of another retail liquor license for off-premises sales in a jurisdiction with a population of > 10,0000?		Yes No <input type="checkbox"/> <input type="checkbox"/>
<input type="checkbox"/> Is the Liquor Licensed Drugstore(LLDS) or Retail Liquor Store (RLS) within 3,000 feet of another retail liquor license for off-premises sales in a jurisdiction with a population of < 10,0000?		<input type="checkbox"/> <input type="checkbox"/>
<p>NOTE: The distance shall be determined by a radius measurement that begins at the principal doorway of the LLDS/RLS premises for which the application is being made and ends at the principal doorway of the Licensed LLDS/RLS.</p>		
<input type="checkbox"/> Does the Liquor-Licensed Drugstore (LLDS) have at least twenty percent (20%) of the applicant's gross annual income derived from the sale of food, during the prior twelve (12) month period?		<input type="checkbox"/> <input type="checkbox"/>
The foregoing application has been examined; and the premises, business to be conducted, and character of the applicant are satisfactory. We do report that such license, if granted, will meet the reasonable requirements of the neighborhood and the desires of the adult inhabitants, and will comply with the provisions of Title 44, Article 4 or 3, C.R.S., and Liquor Rules. Therefore, this application is approved.		
Local Licensing Authority for	Telephone Number	<input type="checkbox"/> Town, City <input type="checkbox"/> County
Signature	Print	Title
Signature	Print	Title
		Date
		Date



OURAY RIVERSIDE RESORT

OURAY SMOKEHOUSE





To the Honorable Mayor and City Council and City Administrator
City of Ouray

In planning and performing our audit of the financial statements of the governmental activities, the business-type activities, each major fund, and the aggregate remaining fund information of City of Ouray as of and for the year ended December 31, 2022, in accordance with auditing standards generally accepted in the United States of America, we considered City's internal control over financial reporting (internal control) as a basis for designing audit procedures that are appropriate in the circumstances for the purpose of expressing our opinions on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of City's internal control. Accordingly, we do not express an opinion on the effectiveness of City's internal control.

Our consideration of internal control was for the limited purpose described in the preceding paragraph and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies and therefore material weaknesses or significant deficiencies may exist that were not identified. However, as discussed below, we identified certain deficiencies in internal control that we consider to be material weaknesses and other deficiencies that we consider to be significant deficiencies.

A deficiency in internal control exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. A material weakness is a deficiency, or a combination of deficiencies in internal control, such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and corrected, on a timely basis. We consider the following deficiencies in internal control to be material weaknesses:

Capital assets were not properly recorded to the Capital Asset Ledger or Depreciation Schedule, therefore, over \$2 million in assets were not recorded in 2022.

Loans, revenues, debt service payments and amounts due from CWRPDA for the Water and Sewer Funds were not properly recorded in the general ledger, therefore, over \$1 million adjustment was made to correct entries.

Construction in progress on water and sewer projects were not properly recorded in the Utility Improvement Fund, therefore, adjustments had to be made of \$2.5 million.

A significant deficiency is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance. We consider the following deficiencies in internal control to be significant deficiencies:

The city did not adjust Inventory or Prepaid Expenses amounts for 2022, those amounts in the past have been immaterial.

This communication is intended solely for the information and use of management, City Council, and others within the City of Ouray, and is not intended to be, and should not be, used by anyone other than these specified parties.

Blair and Associates, P.C.

Cedaredge, Colorado

December 13, 2022

Certified Public Accountants



January 4, 2023

To the Honorable Mayor and City Council
City of Ouray

We have audited the financial statements of the governmental activities, the business-type activities, each major fund, and the aggregate remaining fund information of City of Ouray for the year ended December 31, 2022. Professional standards require that we provide you with information about our responsibilities under generally accepted auditing standards (and, if applicable, *Government Auditing Standards* and the Uniform Guidance), as well as certain information related to the planned scope and timing of our audit. We have communicated such information in our letter to you dated December 7, 2022. Professional standards also require that we communicate to you the following information related to our audit.

Significant Audit Matters

Qualitative Aspects of Accounting Practices

Management is responsible for the selection and use of appropriate accounting policies. The significant accounting policies used by the City of Ouray are described in Note 1 to the financial statements. No new accounting policies were adopted, and the application of existing policies was not changed during 2022. We noted no transactions entered into by City of Ouray during the year for which there is a lack of authoritative guidance or consensus. All significant transactions have been recognized in the financial statements in the proper period.

Accounting estimates are an integral part of the financial statements prepared by management and are based on management's knowledge and experience about past and current events and assumptions about future events. Certain accounting estimates are particularly sensitive because of their significance to the financial statements and because of the possibility that future events affecting them may differ significantly from those expected. The most sensitive estimate(s) affecting the Government-Wide and Enterprise Fund's financial statements were:

Management's estimate of the depreciation is based on useful lives and the chosen method of depreciation used. We evaluated the key factors and assumptions used to develop the depreciation estimate in determining that it is reasonable in relation to the financial statements taken as a whole.

Management's estimate of the net pension asset is based on actuarial studies done and information provided by FPPA. We evaluated the method of calculating the net pension asset and related amounts using the information provided by FPPA in determining that it is reasonable in relation to the financial statements taken as a whole.

Certain financial statement disclosures are particularly sensitive because of their significance to financial statement users. The most sensitive disclosure(s) affecting the financial statements were:

- The disclosure of Deposits and Investments in Note to the financial statements.
- The disclosure of Defined Benefit Pension Plans-FPPA for the volunteer fire department in Note 8.

Difficulties Encountered in Performing the Audit

We have noted in our letter of communication significant deficiencies and material weaknesses in the internal controls of certain audit findings.

Corrected and Uncorrected Misstatements

Professional standards require us to accumulate all known and likely misstatements identified during the audit, other than those that are clearly trivial, and communicate them to the appropriate level of management. Management has corrected all such misstatements. In addition, none of the misstatements detected as a result of audit procedures and corrected by management were material, either individually or in the aggregate, to each opinion unit's financial statements taken as a whole.

Certified Public Accountants

105 S.E. Frontier Ave, Suite A Cedaredge, CO 81413 | 970-856-7550 | 970-856-2122 | www.bandacpas.com

Disagreements with Management

For the purposes of this letter, a disagreement with management is a financial accounting, reporting, or auditing matter, whether or not resolved to our satisfaction, that could be significant to the financial statements or the auditor's report. We are pleased to report that no such disagreements arose during the course of our audit.

Management Representations

We have requested certain representations from management that are included in the management representation letter dated December 13, 2022.

Management Consultations with Other Independent Accountants

In some cases, management may decide to consult with other accountants about auditing and accounting matters, similar to obtaining a "second opinion" on certain situations. If a consultation involves application of an accounting principle to City's financial statements or a determination of the type of auditor's opinion that may be expressed on those statements, our professional standards require the consulting accountant to check with us to determine that the consultant has all the relevant facts. To our knowledge, there were no such consultations with other accountants.

Other Audit Findings or Issues

We generally discuss a variety of matters, including the application of accounting principles and auditing standards, with management each year prior to retention as City's auditors. However, these discussions occurred in the normal course of our professional relationship and our responses were not a condition to our retention.

We have noted in our letter of communication significant deficiencies and material weaknesses in the internal controls of certain audit findings.

Other Matters

We applied certain limited procedures to Management's Discussion and Analysis, Schedule of revenues, expenditures and changes in fund balance-budget to actual for the General Fund, Schedule of Activity-Net Pension Asset, and Schedule of Contributions to Pension Asset, which are required supplementary information (RSI) that supplements the basic financial statements. Our procedures consisted of inquiries of management regarding the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We did not audit the RSI and do not express an opinion or provide any assurance on the RSI.

We were engaged to report on supplementary information (e.g., combining statements, individual fund statements, and Local Highway Finance Report which accompany the financial statements but are not RSI. With respect to this supplementary information, we made certain inquiries of management and evaluated the form, content, and methods of preparing the information to determine that the information complies with accounting principles generally accepted in the United States of America, the method of preparing it has not changed from the prior period, and the information is appropriate and complete in relation to our audit of the financial statements. We compared and reconciled the supplementary information to the underlying accounting records used to prepare the financial statements or to the financial statements themselves.

We were not engaged to report on supplemental information, which accompany the financial statements but is not RSI. Such information has not been subjected to the auditing procedures applied in the audit of the basic financial statements, and accordingly, we do not express an opinion or provide any assurance on it.

Restriction on Use

This information is intended solely for the information and use of the City Council and management of the City of Ouray and is not intended to be, and should not be, used by anyone other than these specified parties.

Very truly yours,

Blair and Associates, P.C.

City of Ouray
Financial Statements and
Independent Auditor's Report
as of
December 31, 2022

City of Ouray
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INDEPENDENT AUDITOR'S REPORT

To the City Council
City of Ouray, Colorado

Opinions

We have audited the accompanying financial statements of the governmental activities, the business-type activities, each major fund, and the aggregate remaining fund information of the City of Ouray, Colorado, as of and for the year ended December 31, 2022, and the related notes to the financial statements, which collectively comprise the City of Ouray, Colorado's basic financial statements as listed in the table of contents.

In our opinion, the financial statements referred to above present fairly, in all material respects, the respective financial position of the governmental activities, the business-type activities, each major fund, and the aggregate remaining fund information of the City of Ouray, Colorado, as of December 31, 2022, and the respective changes in financial position and, where applicable, cash flows thereof for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Basis for Opinions

We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in Governmental Auditing Standards, issued by the Comptroller General of the United States. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of the City of Ouray, Colorado, and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinions.

Responsibilities of Management for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with accounting principles generally accepted in the United States of America, and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about the City of Ouray, Colorado's ability to continue as a going concern for twelve months beyond the financial statement date, including any currently known information that may raise substantial doubt shortly thereafter.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinions. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with generally accepted auditing standards will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

In performing an audit in accordance with generally accepted auditing standards, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.

Certified Public Accountants

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the City of Ouray, Colorado's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about the City of Ouray, Colorado's ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control-related matters that we identified during the audit.

Required Supplementary Information

Accounting principles generally accepted in the United States of America require that the management's discussion and analysis (pages 3-11), budgetary comparison information (page 39) and schedules of activity net pension asset and contributions to pension plan (pages 40-41) be presented to supplement the basic financial statements. Such information is the responsibility of management and, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board, who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required supplementary information in accordance with auditing standards generally accepted in the United States of America, which consisted of inquiries of management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.

Supplementary Information

Our audit was conducted for the purpose of forming opinions on the financial statements that collectively comprise the City of Ouray, Colorado's basic financial statements. The combining and individual nonmajor fund financial statements (pages 42-52) and Local Highway Finance Report (pages 53-57) are presented for purposes of additional analysis and are not a required part of the basic financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the basic financial statements. The information has been subjected to the auditing procedures applied in the audit of the basic financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the basic financial statements or to the basic financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the combining and individual nonmajor fund financial statements are fairly stated, in all material respects, in relation to the basic financial statements as a whole.

Blair and Associates, P.C.

Cedaredge, Colorado
December 13, 2023

CITY OF OURAY
Management's Discussion and Analysis
Year Ended December 31, 2022

The Ouray City Council and Administration are responsible for the management of the City's activities, and thus their financial results. We therefore offer the following analysis and discussion of the accompanying financial statements.

FINANCIAL HIGHLIGHTS

As of December 31, 2022

Change in Net Position:

Total Assets and Deferred Outflows		\$ 59,879,420	
Total Liabilities and Deferred Resources		39,392,049	
Net Position	12/31/22	\$ 20,487,371	
	12/31/21	17,694,167	
Increase (Decrease)		\$ 2,793,204	

Governmental Fund Balance:

	1/1/22	12/31/22	Increase (Decrease)
General Fund	\$ 2,187,023	\$ 3,045,799	\$ 858,776
Capital Improvements Fund	1,636,800	1,578,180	(58,620)
Non-major Funds	961,624	1,131,341	169,717
	\$ 4,785,447	\$ 5,755,320	\$ 969,873

Capital Assets, net of accumulated depreciation:

	1/1/22	12/31/22	Increase (Decrease)
Governmental Activities	\$ 2,707,592	\$ 3,685,563	\$ 977,971
Business-type Activities	14,300,099	16,413,030	2,112,931
Total Capital Assets	\$ 17,007,691	\$ 20,098,593	\$ 3,090,902

Cash and Cash Equivalents:

		12/31/22	
Governmental Activities		\$ 5,893,350	
Business-type Activities		2,569,227	
Total Cash and Cash Equivalents		\$ 8,462,577	

OVERVIEW OF FINANCIAL STATEMENTS

This discussion and analysis is intended to serve as an introduction to the City's basic financial statements. The basic statements are comprised of three components: 1) government-wide financial statements, 2) fund financial statements, and 3) notes to the financial statements.

Government-wide Financial Statements

The government-wide financial statements are designed to provide readers with a broad overview of the City's finances in a manner similar to a private-sector business.

The **statement of net position** presents information on all the City's assets and liabilities, with the difference between the two being reported as net position. Over time, the increases or decreases in net position may serve as a useful indicator of whether the financial position of the City is improving or deteriorating.

The **statement of activities** presents information showing how the City's net position changed during the most recent fiscal year. All changes in net position is reported as soon as the underlying event giving rise to the change occurs, *regardless of the timing of related cash flows*. Thus, revenues and expenses reported in this statement for some items will result in cash flows in future periods (e.g. uncollected taxes and earned but unused personal time).

The government-wide financial statements distinguish functions of the City that are principally supported by taxes and intergovernmental revenues (*Governmental Activities*) from other functions that are intended to recover all or a significant portion of their costs through user fees and charges (*Business-type Activities*). The Governmental Activities of the City include general government administration, police, fire, public works, and community center. The Business-type Activities of the City include the following utilities: water, sewer, refuse/recycling, and utilities-capital improvements; in addition to parks and recreation.

Fund Financial Statements

A *fund* is a grouping of related accounts that is used to maintain control over resources that have been segregated for specific activities or objectives. Fund accounting is used to ensure and demonstrate compliance with finance-related legal requirements. The City's funds can be divided into three categories: Governmental Funds, Proprietary Funds and Fiduciary Funds.

Governmental Funds – *Governmental funds* are used to account for essentially the same functions reported as *governmental activities* in the government-wide financial statements. However, unlike the government-wide financial statements, governmental fund financial statements focus on *short-term inflows and outflows of spendable resources*, as well as on *balances of spendable resources* available at the end of the fiscal year. Such information may be useful in evaluating a government's short-term financing requirements. The accounting method is called *modified accrual* accounting.

Because the focus of governmental funds is narrower than that of the government-wide financial statements, it is useful to compare the information presented for governmental activities in the *governmental funds* with similar information presented for *governmental activities* in the government-wide financial statements.

By doing so, readers may better understand the long-term impact of the government's short-term financing decisions. Both the governmental fund balance sheet and the governmental fund statement of revenues, expenditures, and changes in fund balances provide a reconciliation to facilitate this comparison between *governmental funds* and *governmental activities*.

The City maintains one major government fund, the General Fund. Information is presented separately in the governmental fund balance sheet and in the governmental fund statement of revenues, expenditures, and changes in fund balances for the general fund.

Proprietary Funds – The City maintains one type of proprietary fund. *Enterprise Funds* are used to report the same functions presented as *business-type activities* in the government-wide financial statements. The City uses a separate enterprise fund to account for each of its utility funds: Water, Sewer, Refuse/Recycling, and Utilities – Capital Improvements Fund, Parks and Recreation Fund.

Notes to Financial Statements

The notes provide additional information that is essential to a full understanding of the data provided in the financial statements.

GOVERNMENT-WIDE FINANCIAL ANALYSIS

Net Position

As noted previously, net position may serve over time as a useful indicator of the City’s financial position. For the year ended December 31, 2022, the City’s combined assets exceeded liabilities by \$ 20,487,371. Of this amount, \$ 8,402,897 is unrestricted and available to meet the City’s ongoing financial obligations.

By far the largest portion of net position is the investment in capital assets (net of related debt) of \$ 11890,976 (58% of net position). This amount reflects the investment in all capital assets (e.g. infrastructure, land, buildings, and equipment) less any related debt used to acquire those assets that are still outstanding. These capital assets are used to provide services to citizens; consequently, these assets are not available for future spending. Although the investment in capital assets is reported net of debt, it should be noted that the resources needed to repay this debt must be provided from other sources since capital assets themselves cannot be used to liquidate these liabilities.

The following table summarizes the City’s governmental and business-type net position for 2022:

	Governmental Activities		Business-Type Activities		Total	
	2021	2022	2021	2022	2021	2022
ASSETS						
Cash and cash equivalents	\$ 4,870,075	\$ 5,893,350	\$ 3,594,143	\$ 2,569,227	\$ 8,464,218	\$ 8,462,577
Property taxes receivable	654,285	647,992	-	-	654,285	647,992
Accounts receivables	116,383	133,000	193,050	241,804	309,433	374,804
Other receivables	-	-	-	29,430,308	-	29,430,308
Due from other governments	250,274	210,937	-	-	250,274	210,937
Prepaid and deposits	(665)	28,335	-	-	(665)	28,335
Inventories	7,321	7,321	25,524	25,524	32,845	32,845
Net pension assets	419,297	570,398	-	-	419,297	570,398
Capital assets, net	2,707,592	3,685,563	14,300,098	16,413,030	17,007,690	20,098,593
Total assets	<u>\$ 9,024,562</u>	<u>\$ 11,176,896</u>	<u>\$18,112,815</u>	<u>\$48,679,893</u>	<u>\$ 27,137,377</u>	<u>\$ 59,856,789</u>

	Governmental Activities		Business-Type Activities		Total	
	2021	2022	2021	2022	2021	2022
Deferred outflows						
Pension contributions made after measurement date	\$ 20,027	\$ 22,631	\$ -	\$ -	\$ 20,027	\$ 22,631
Total deferred outflows	\$ 20,027	\$ 22,631	\$ -	\$ -	\$ 20,027	\$ 22,631
LIABILITIES						
Accounts payable	\$ 373,202	\$ 478,483	\$ 208,735	\$ 691,041	\$ 581,937	\$ 1,169,524
Accrued wages	22,992	6,465	115,940	164,331	138,932	170,796
Performance bonds and deposits	-	-	7,597	9,260	7,597	9,260
Unearned revenue	61,747	32,675	333,912	5,441,305	395,659	5,473,980
Current portion of debt						
Loans and notes payable	36,219	32,112	96,456	433,347	132,675	465,459
Bonds payable	-	-	160,000	165,000	160,000	165,000
Compensated absences	105,657	142,179	-	-	105,657	142,179
Long-term liabilities						
Due more than one year:						
Bonds payable	-	-	4,525,000	4,360,000	4,525,000	4,360,000
Capital leases	99,163	67,051	2,474,000	26,359,189	2,573,163	26,426,240
Total liabilities	698,980	758,965	7,921,640	37,623,473	8,620,620	38,382,438
Deferred inflows of resources						
Deferred property tax revenue	654,285	647,992	-	-	654,285	647,992
Pension difference between expected & actual experience	188,330	361,619	-	-	188,330	361,619
Total deferred inflows	842,615	1,009,611	-	-	842,615	1,009,611
NET POSITION						
Invested in capital assets	2,572,210	3,586,400	7,044,642	8,304,576	9,616,852	11,890,976
Restricted for:						
Emergencies	152,969	193,498	-	-	152,969	193,498
Unrestricted	4,777,815	5,651,053	3,146,533	2,751,844	7,924,348	8,402,897
Total net position	\$ 7,502,994	\$ 9,430,951	\$ 10,191,175	\$ 11,056,420	\$ 17,694,169	\$ 20,487,371

A portion of net position, \$193,498, represents resources that are subject to constitutional restrictions on how they may be used. Unrestricted net position of \$8,402,897 (41% of net position) may be used to meet the government's ongoing obligations to citizens and creditors.

Change in Net Position

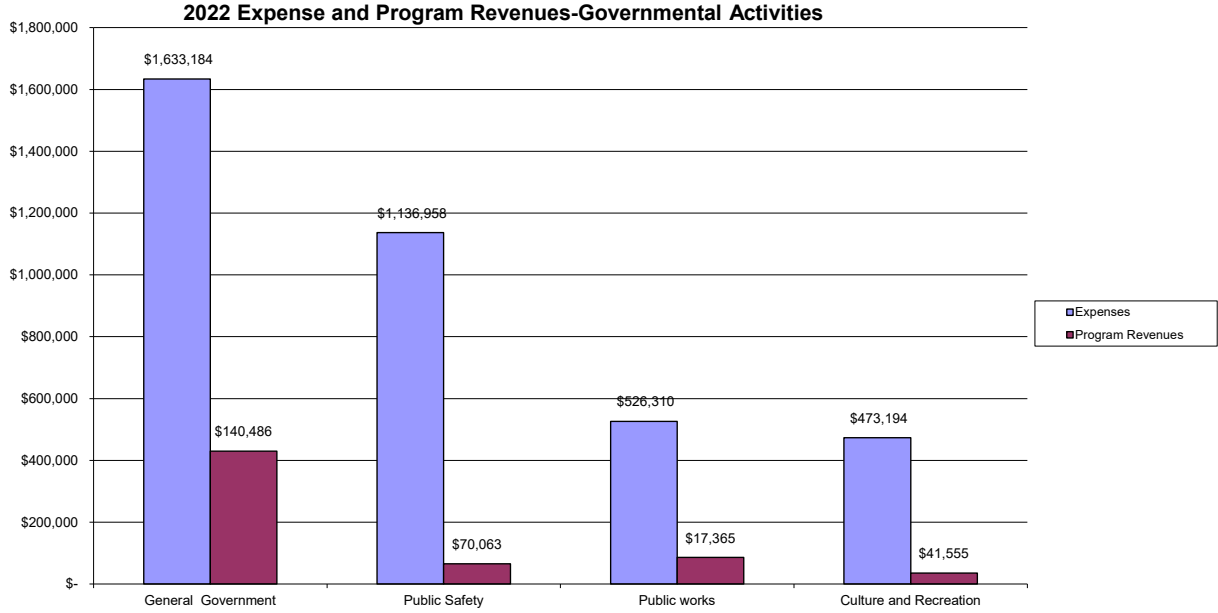
Governmental and business-type activities increased the City's net position by \$2,793,204 in 2022.

City of Ouray
For the Year Ended December 31, 2022 and 2021
Changes in Net Position

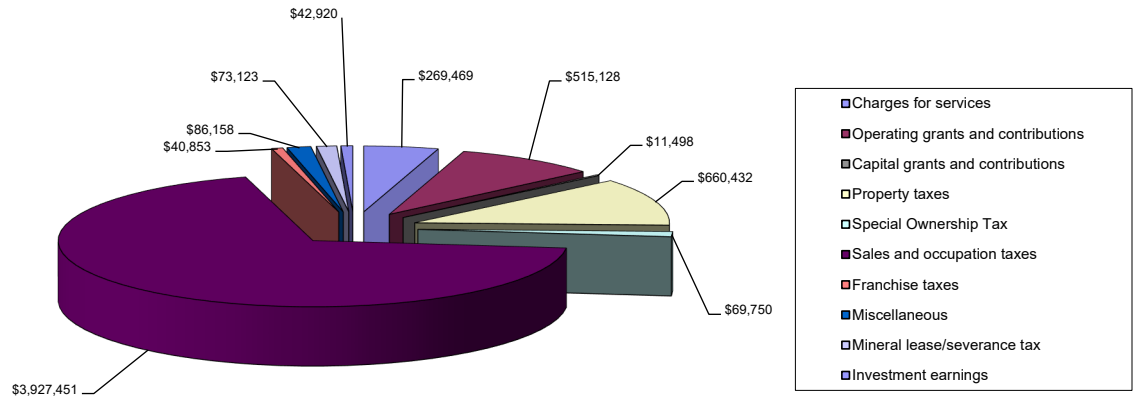
	Governmental Activities		Business-Type Activities		Total	
	2021	2022	2021	2022	2021	2022
Revenues						
Program revenues						
Charges for services	\$ 223,884	\$ 269,469	\$ 4,734,701	\$ 5,546,624	\$ 4,958,585	\$ 5,816,093
Operating grants	183,367	515,128	-	122,609	183,367	637,737
Capital grants	209,093	11,498	19,888	33,361	228,981	44,859
General Revenues						
Property taxes	586,899	660,432	-	-	586,899	660,432
Specific ownership	68,829	69,750	-	-	68,829	69,750
Sales taxes and other	3,735,589	3,927,451	-	-	3,735,589	3,927,451
Franchise taxes	64,742	40,853	-	-	64,742	40,853
Miscellaneous	22,773	86,158	43,010	20,276	65,783	106,434
Mineral lease/severance tax	7,520	73,123	-	-	7,520	73,123
Investment earnings	5,476	42,920	3,010	27,066	8,486	69,986
Transfers In (Out)	39,353	821	(39,353)	(821)	-	-
Totals	5,147,525	5,697,603	4,761,256	5,749,115	9,908,781	11,446,718
Expenses						
General government	1,161,465	1,633,184	-	-	1,161,465	1,633,184
Public safety	885,709	1,136,958	-	-	885,709	1,136,958
Public works	419,382	526,310	4,190,227	4,883,868	4,609,609	5,410,178
Culture and recreation	328,974	473,194	-	-	328,974	473,194
Total Expenses	2,795,530	3,769,646	4,190,227	4,883,868	6,985,757	8,653,514
Changes in net position	2,351,995	1,927,957	571,029	865,247	2,923,024	2,793,204
Beginning	5,150,999	7,502,994	9,620,146	10,191,173	14,771,145	17,694,167
Ending	\$ 7,502,994	\$ 9,430,951	\$ 10,191,175	\$ 11,056,420	\$ 17,694,169	\$ 20,487,371

Governmental Activities

Governmental activities increased the City's net position by \$1927,957.



Revenues by Source-Governmental Activities



Business-type Activities

Business-type activities for the year resulted in an increase in net position of \$ 865,247. Charges for services accounted for 96% of total revenues.

FINANCIAL ANALYSIS OF GOVERNMENT'S FUNDS

Governmental funds. The focus of the City's governmental funds is to provide information on near-term inflows, outflows, and balances of spendable resources. Such information is useful in assessing the City's financing requirements. In particular, unassigned fund balance may serve as a useful measure of the City's net resources available for spending at the end of the fiscal year.

As of the end of 2022, the City's governmental funds reported combined ending fund balances of \$ 5,755,320, an increase of \$ 969,873 in comparison with the prior year. Of the combined ending fund balances for all governmental funds 42% of this total amount, \$ 2,423,889, constitutes unassigned fund balance, which is available for appropriation at the City's discretion; committed fund balance is 53%, or \$ 3,074,062, of governmental fund balances. There is \$ 56,550 of fund balance that is statutorily restricted to capital spending for parks and recreation. Non-spendable fund balance of \$ 7,321 represents inventoried materials. The remaining fund balance is restricted to indicate that it is not available for new spending, because it is already committed to meet a state constitution mandated emergency reserve of \$ 193,498.

The City has one major governmental fund, the General Fund, which is the primary operating fund for the City. At the end of 2022, unassigned fund balance of the General Fund was \$ 1,605,642, while the total fund balance was \$ 2,187,023. As a measure of the General Fund's liquidity, it may be useful to compare both unassigned fund balance and total fund balance to total fund expenditures. The fund balance of the City's General Fund increased by \$ 897,566 during 2021.

Proprietary funds. The City's proprietary fund statements provide the same type of information found in the government-wide financial statements, but in more detail.

The City has five enterprise funds: Water Fund, Sewer Fund, Refuse/Recycling Fund, Utilities – Capital Improvements Fund, and Parks and Recreation Fund. At the end of 2021, these funds represented the following net position amounts:

Fund:	Water	Sewer	Refuse/Rcycl.	Utilities – CI	Parks & Rec.
Unrestricted net position	174,491	1,092,487	40,861	828,620	999,165
Total net position	3,243,110	1,921,107	40,861	1,921,107	3,738,767
Increase (decrease) in net position	(100,851)	124,413	22,695	1,023,857	(204,867)

GENERAL FUND BUDGETARY HIGHLIGHTS

The City budgeted \$ 3,326,330 for 2022 expenditures. Actual expenditures were \$ 3,398,266, or 2% more than the budgeted amount.

CAPITAL ASSET AND DEBT ADMINISTRATION

The City's investment in capital assets, net of depreciation, for its governmental and business-type activities as of December 31, 2022, was \$ 20,098,593, an increase of \$ 3,090,902 from the prior year, representing \$ 4,058,730 of acquisitions offset by \$ 967,828 of depreciation expense. As required by GASB34, the investment in capital assets includes land, buildings, building improvements, and equipment.

Long-term Debt

As of December 31, 2022, the City had long-term debt as follows:

	Balance			Balance	Due Within
	January 1, 2022	Additions	Reductions	December 31, 2022	One Year
Governmental Activities					
Fire Truck	\$ 130,370	\$ -	\$ (31,207)	\$ 99,163	\$ 32,112
Cat Backhoe	5,012	-	(5,012)	-	-
Accrued compensated absences	105,657	36,522	-	142,179	142,179
Total	<u>\$ 241,039</u>	<u>\$ 36,522</u>	<u>\$ (36,219)</u>	<u>\$ 241,342</u>	<u>\$ 174,291</u>
Enterprise Activities					
Sales Tax Revenue Bonds	\$ 4,685,000	\$ -	\$ (160,000)	\$ 4,525,000	\$ 165,000
Loan Water Fund - CWRPDA	-	7,100,000	-	7,100,000	136,735
Loan Sewer Fund - CWRPDA	-	17,330,308	(88,772)	17,241,536	184,612
Zion Bank Loan	2,559,000	-	(108,000)	2,451,000	112,000
Cat Backhoe	11,456	-	(11,456)	-	-
Total	<u>\$ 7,255,456</u>	<u>\$ 24,430,308</u>	<u>\$ (368,228)</u>	<u>\$ 31,317,536</u>	<u>\$ 598,347</u>

ECONOMIC FACTORS AND NEXT YEAR'S BUDGET

- The City is in good financial condition.

REQUEST FOR INFORMATION

This financial report is designed to provide a general overview of the City's finance for all those with an interest in the government's finances. Questions concerning any of the information provided in the report or requests for additional financial information should be addressed to:

City Administrator: City of Ouray, PO Box 468, Ouray, CO 81427

CITY OF OURAY, COLORADO
Statement of Net Position
December 31, 2022

	Governmental Activities	Business Type Activities	Total
ASSETS			
Cash and cash equivalents	\$ 5,893,350	\$ 2,569,227	\$ 8,462,577
Property taxes receivable	647,992	-	647,992
Accounts receivable	133,000	241,804	374,804
Other receivables	-	29,430,308	29,430,308
Due from other governments	210,937	-	210,937
Prepaid and deposits	28,335	-	28,335
Inventories	7,321	25,524	32,845
Net pension assets	570,398	-	570,398
Capital assets, net	3,685,563	16,413,030	20,098,593
Total assets	11,176,896	48,679,893	59,856,789
Deferred outflows of resources			
Contributions subsequent to the measurement date	22,631	-	22,631
LIABILITIES			
Accounts payable	478,483	691,041	1,169,524
Accrued wages	6,465	164,331	170,796
Performance bonds and deposits	-	9,260	9,260
Unearned revenue	32,675	5,441,305	5,473,980
Current portion of debt			
Loans and leases payable	32,112	433,347	465,459
Bonds payable	-	165,000	165,000
Compensated absences	142,179	-	142,179
Long-term liabilities			
Bonds payable	-	4,360,000	4,360,000
Loans and leases payable	67,051	26,359,189	26,426,240
Total liabilities	758,965	37,623,473	38,382,438
Deferred inflow of resources			
Deferred property tax revenue	647,992	-	647,992
Pension difference between expected and actual experience	361,619	-	361,619
Total Deferred inflow of resources	1,009,611	-	1,009,611
NET POSITION			
Invested in capital assets	3,586,400	8,304,576	11,890,976
Restricted for:			
Emergencies	193,498	-	193,498
Unrestricted	5,651,053	2,751,844	8,402,897
Total net position	\$ 9,430,951	\$ 11,056,420	\$ 20,487,371

The accompanying notes are an integral part of this statement.

CITY OF OURAY, COLORADO
Statement of Activities
For the Year Ended December 31, 2022

Functions/Programs	Expenses	Program Revenues		
		Charges for Service and Fees	Operating Grants and Contributions	Capital Grants and Contributions
Primary government:				
Governmental activities:				
General government	\$ 1,633,184	\$ 140,486	\$ 29,101	\$ -
Public Safety	1,136,958	70,063	412,659	-
Public Works	526,310	17,365	72,412	-
Culture and Recreation	473,194	41,555	956	11,498
Total governmental activities	<u>3,769,646</u>	<u>269,469</u>	<u>515,128</u>	<u>11,498</u>
Business-type activities:				
Water	717,183	604,353	-	15,750
Sewer	723,421	818,699	-	17,611
Refuse	234,278	270,987	-	-
Utilities-Capital Improvements	185,104	1,176,148	19,709	-
Parks	3,023,883	2,676,437	102,900	-
Total business- type activities	<u>4,883,868</u>	<u>5,546,624</u>	<u>122,609</u>	<u>33,361</u>
Total primary government	<u>\$ 8,653,514</u>	<u>\$ 5,816,093</u>	<u>\$ 637,737</u>	<u>\$ 44,859</u>

General Revenues

Taxes:

Property taxes

Specific ownership

Sales taxes and miscellaneous

Franchise taxes

Miscellaneous

Mineral leasing and severance taxes

Investment earnings

Transfers In (out)

Total General Revenues and Transfers

Changes in Net Position

Net Position-January 1

Net Position-December 31

Net (Expense) Revenue and Changes in Net Position

Primary Government

Governmental Activities	Business-Type Activities	Total
\$ (1,463,597)	\$ -	\$ (1,463,597)
(654,236)	-	(654,236)
(436,533)	-	(436,533)
(419,185)	-	(419,185)
<u>(2,973,551)</u>	<u>-</u>	<u>(2,973,551)</u>
-	(97,080)	(97,080)
-	112,889	112,889
-	36,709	36,709
-	1,010,753	1,010,753
-	(244,546)	(244,546)
<u>-</u>	<u>818,726</u>	<u>818,726</u>
<u>(2,973,551)</u>	<u>818,726</u>	<u>(2,154,825)</u>
660,432	-	660,432
69,750	-	69,750
3,927,451	-	3,927,451
40,853	-	40,853
86,158	20,276	106,434
73,123	-	73,123
42,920	27,066	69,986
821	(821)	-
<u>4,901,508</u>	<u>46,521</u>	<u>4,948,029</u>
1,927,957	865,247	2,793,204
7,502,994	10,191,173	17,694,167
<u>\$ 9,430,951</u>	<u>\$ 11,056,420</u>	<u>\$ 20,487,371</u>

The accompanying notes are an integral part of this statement.

CITY OF OURAY, COLORADO
Governmental Funds
Balance Sheet
December 31, 2022

	General Fund	Capital Improvement Fund	Nonmajor Governmental Funds	Total Governmental Funds
Assets				
Cash and cash equivalents	\$ 3,246,091	\$ 1,494,969	\$ 1,152,290	\$ 5,893,350
Taxes receivable	647,992	-	-	647,992
Due from other governments	210,937	-	-	210,937
Accounts receivable	63,939	69,061	-	133,000
Inventory	7,321	-	-	7,321
Prepaid expenses	(665)	29,000	-	28,335
Total assets	\$ 4,175,615	\$ 1,593,030	\$ 1,152,290	\$ 6,920,935
Liabilities, Deferred inflows of resources and Fund Balance				
Liabilities:				
Accounts payable	\$ 442,684	\$ 14,850	\$ 20,949	\$ 478,483
Accrued wages	6,465	-	-	6,465
Unearned revenue	32,675	-	-	32,675
Total liabilities	481,824	14,850	20,949	517,623
Deferred inflow of resources				
Deferred property tax revenue	647,992	-	-	647,992
Fund balances:				
Non-spendable	7,321	-	-	7,321
Restricted				
Emergencies	193,498	-	-	193,498
Parks and recreation	-	-	56,550	56,550
Committed				
Flumes, streets and drainage	421,091	-	-	421,091
Capital improvements	-	1,578,180	-	1,578,180
Tourism	-	-	935,086	935,086
Beautification	-	-	139,705	139,705
Unassigned	2,423,889	-	-	2,423,889
Total fund balance	3,045,799	1,578,180	1,131,341	5,755,320
Total liabilities, deferred inflows of resources and fund balance	\$ 4,175,615	\$ 1,593,030	\$ 1,152,290	\$ 6,920,935

The accompanying notes are an integral part of this statement.

CITY OF OURAY, COLORADO
Reconciliation of the Governmental Funds Balance
Sheet to the Statement of Net Position
December 31, 2022

Total fund balance, governmental funds \$ 5,755,320

Amounts reported for governmental activities in the Statement of Net Position is different because:

Capital assets used in governmental activities are not current period expenditures and therefore are not reported in this fund financial statement, but are reported in the governmental activities of the Statement of Net Position.

Cost of capital assets	\$11,870,303	
Less accumulated depreciation	<u>(8,184,740)</u>	3,685,563

Some liabilities, (such as Notes Payable, Capital Lease Contract Payable, Long-term Compensated Absences, and Bonds Payable), are not due and payable in the current period and are not included in the fund financial statement, but are included in the governmental activities of the Statement of Net Position.

Capital leases	\$ (99,163)	
Compensated absences	<u>(142,179)</u>	(241,342)

Net pension assets and related deferred inflows and outflows of resources are not recorded in the funds.		<u>231,410</u>
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Net Position of Governmental Activities in the Statement of Net Position		<u><u>\$ 9,430,951</u></u>
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The accompanying notes are an integral part of this statement.

CITY OF OURAY, COLORADO
Statement of Revenues, Expenditures and Changes in Fund Balances
Governmental Funds
For the Year Ended December 31, 2022

	<u>General Fund</u>	<u>Capital Improvement Fund</u>	<u>Nonmajor Governmental Funds</u>	<u>Total Governmental Funds</u>
REVENUES				
Property Taxes	\$ 660,432	\$ -	\$ -	\$ 660,432
Sales and miscellaneous taxes	2,511,684	724,663	760,854	3,997,201
Fees and fines	43,417	-	-	43,417
Licenses and permits	122,377	-	-	122,377
Intergovernmental	236,427	-	12,454	248,881
Charges for services	25,541	-	-	25,541
Investment earnings	57,330	-	2,989	60,319
Miscellaneous	509,392	-	29,222	538,614
Total revenues	<u>4,166,600</u>	<u>724,663</u>	<u>805,519</u>	<u>5,696,782</u>
EXPENDITURES				
Current:				
General government	995,758	-	585,859	1,581,617
Public safety	984,006	-	-	984,006
Public works	352,166	-	-	352,166
Culture and recreation	420,056	-	-	420,056
Debt service payments	40,699	-	-	40,699
Capital outlay	605,581	743,605	-	1,349,186
Total expenditures	<u>3,398,266</u>	<u>743,605</u>	<u>585,859</u>	<u>4,727,730</u>
Excess (deficiency) of revenues over expenditures	<u>768,334</u>	<u>(18,942)</u>	<u>219,660</u>	<u>969,052</u>
OTHER FINANCING SOURCES (USES)				
Transfers In (out)	90,442	(39,678)	(49,943)	821
Total other financing sources (uses)	<u>90,442</u>	<u>(39,678)</u>	<u>(49,943)</u>	<u>821</u>
Net change to fund balance	858,776	(58,620)	169,717	969,873
Fund balance, January 1	2,187,023	1,636,800	961,624	4,785,447
Fund balance, December 31	<u>\$ 3,045,799</u>	<u>\$ 1,578,180</u>	<u>\$ 1,131,341</u>	<u>\$ 5,755,320</u>

The accompanying notes are an integral part of this statement.

CITY OF OURAY, COLORADO
Reconciliation of the Governmental Funds Statement of Revenues, Expenditures,
and Changes in Fund Balances to the Statement of Activities
For the Year Ended December 31, 2022

Net change in fund balances - total governmental funds \$ 969,873

Amounts reported for governmental activities in the statement of activities are different because:

Governmental funds report capital outlays as expenditures. However, in the statement of activities the cost of those assets is allocated over their estimated useful lives and reported as depreciation expense. This is the amount by which depreciation exceeded capital outlays in the current period.

Fixed assets current additions	\$ 1,140,983	
Depreciation expense	(163,012)	
Excess of capital outlay over depreciation		977,971

Some expenses reported in the statement of activities do not require the use of current financial resources: therefore, are not reported as expenditures in governmental funds.		(36,522)
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Pension expenses reported in the statement of activities do not require the use of current financial resources: therefore, are not reported as expenditures in governmental funds.		(19,584)
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Repayment of long-term debt principal is reported as an expenditure in the governmental funds but reduces long-term liabilities in the statement of net position.		36,219
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Change in net position of governmental funds		\$ 1,927,957
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The accompanying notes are an integral part of this statement.

CITY OF OURAY, COLORADO
Statement of Net Position
Enterprise Funds
December 31, 2022

	<u>Water Fund</u>	<u>Sewer Fund</u>	<u>Utilities-CI Fund</u>
ASSETS			
Current Assets:			
Cash and cash equivalents	\$ 175,156	\$ 824,988	\$ 289,045
Receivables:			
Accounts	93,467	118,768	-
Other	-	-	29,430,308
Inventories	19,901	5,319	-
Total current assets	<u>288,524</u>	<u>949,075</u>	<u>29,719,353</u>
Restricted cash	<u>-</u>	<u>-</u>	<u>-</u>
Capital assets:			
Land and improvements	149,131	-	-
Construction in progress	-	-	2,536,322
Utility system	5,531,393	2,929,413	-
Geothermal wells	-	-	-
Swimming pool	-	-	-
Pool filtration system	-	-	-
Box Cañon	-	-	-
Parks and other assets	-	-	-
Buildings	75,020	14,497	-
Equipment and furniture	303,483	363,888	-
Less accumulated depreciation	(2,990,408)	(2,215,311)	-
Total capital assets	<u>3,068,619</u>	<u>1,092,487</u>	<u>2,536,322</u>
Total Assets	<u>3,357,143</u>	<u>2,041,562</u>	<u>32,255,675</u>
LIABILITIES			
Current liabilities:			
Accounts payable	20,109	8,687	511,668
Accrued payroll	32,703	39,600	-
Customer deposits	375	-	-
Unearned revenues	60,846	72,168	5,289,896
Current portion of long term debt	-	-	321,347
Total current liabilities	<u>114,033</u>	<u>120,455</u>	<u>6,122,911</u>
Noncurrent liabilities			
Bonds payable	-	-	-
Loans and leases payable	-	-	24,020,189
Total noncurrent liabilities	<u>-</u>	<u>-</u>	<u>24,020,189</u>
NET POSITION			
Invested in capital assets, net of related debt	3,068,619	1,092,487	1,403,868
Unrestricted	174,491	828,620	708,707
Total net position	<u>\$ 3,243,110</u>	<u>\$ 1,921,107</u>	<u>\$ 2,112,575</u>

Refuse Fund	Parks Fund	Total Enterprise Funds
\$ 74,588	\$ 1,205,450	\$ 2,569,227
4,183	25,386	241,804
-	-	29,430,308
-	304	25,524
<u>78,771</u>	<u>1,231,140</u>	<u>32,266,863</u>
-	-	-
-	-	149,131
-	-	2,536,322
-	-	8,460,806
-	167,138	167,138
-	12,638,244	12,638,244
-	5,202	5,202
-	467,699	467,699
-	1,625,310	1,625,310
-	-	89,517
-	-	667,371
-	(5,187,991)	(10,393,710)
-	<u>9,715,602</u>	<u>16,413,030</u>
<u>78,771</u>	<u>10,946,742</u>	<u>48,679,893</u>
19,515	131,062	691,041
-	92,028	164,331
-	8,885	9,260
18,395	-	5,441,305
-	<u>277,000</u>	<u>598,347</u>
<u>37,910</u>	<u>508,975</u>	<u>6,904,284</u>
-	4,360,000	4,360,000
-	<u>2,339,000</u>	<u>26,359,189</u>
-	<u>6,699,000</u>	<u>30,719,189</u>
-	2,739,602	8,304,576
40,861	<u>999,165</u>	<u>2,751,844</u>
<u>\$ 40,861</u>	<u>\$ 3,738,767</u>	<u>\$ 11,056,420</u>

The accompanying notes are an integral part of this statement.

CITY OF OURAY, COLORADO
Statement of Revenues, Expenses and Changes in Net Position
Enterprise Funds
Year Ended December 31, 2022

	<u>Water Fund</u>	<u>Sewer Fund</u>	<u>Utilities-CI Fund</u>
Operating Revenues			
Charges for services	\$ 604,353	\$ 818,699	\$ 1,176,148
Miscellaneous	20,276	-	-
Total operating revenues	<u>624,629</u>	<u>818,699</u>	<u>1,176,148</u>
Operating Expenses			
Personal services	404,712	470,975	-
Contractual services	33,975	33,489	-
Utilities	6,070	43,283	-
Repairs and maintenance	28,650	42,941	-
Other supplies and expenses	79,247	66,239	-
Insurance claims and expenses	9,328	8,295	-
Depreciation	155,040	58,038	-
Total operating expenses	<u>717,022</u>	<u>723,260</u>	<u>-</u>
Operating income (loss)	<u>(92,393)</u>	<u>95,439</u>	<u>1,176,148</u>
Nonoperating revenues (expenses)			
Interest income	2,438	11,524	13,104
Operating grants and contributions	-	-	19,709
Interest expense	(161)	(161)	(185,104)
Total nonoperating revenues (expenses)	<u>2,277</u>	<u>11,363</u>	<u>(152,291)</u>
Income (loss) before transfers and and Capital Contributions	(90,116)	106,802	1,023,857
Transfers in (out)	(26,485)	-	-
Capital contributions-Investment Fees	<u>15,750</u>	<u>17,611</u>	<u>-</u>
Change in net position	(100,851)	124,413	1,023,857
Total net position, January 1	3,343,961	1,796,694	1,088,718
Total net position, December 31	<u>\$ 3,243,110</u>	<u>\$ 1,921,107</u>	<u>\$ 2,112,575</u>

<u>Refuse Fund</u>	<u>Parks Fund</u>	<u>Total Enterprise Funds</u>
\$ 270,987	\$ 2,676,437	\$ 5,546,624
-	-	20,276
<u>270,987</u>	<u>2,676,437</u>	<u>5,566,900</u>
-	1,471,886	2,347,573
234,278	22,108	323,850
-	148,430	197,783
-	138,534	210,125
-	397,351	542,837
-	11,490	29,113
-	591,738	804,816
<u>234,278</u>	<u>2,781,537</u>	<u>4,456,097</u>
<u>36,709</u>	<u>(105,100)</u>	<u>1,110,803</u>
-	-	27,066
-	102,900	122,609
-	(242,345)	(427,771)
-	<u>(139,445)</u>	<u>(278,096)</u>
36,709	(244,545)	832,707
(14,014)	39,678	(821)
-	-	<u>33,361</u>
22,695	(204,867)	865,247
18,166	3,943,634	10,191,173
<u>\$ 40,861</u>	<u>\$ 3,738,767</u>	<u>\$ 11,056,420</u>

The accompanying notes are an integral part of this statement.

CITY OF OURAY, COLORADO
Statement of Cash Flows
Enterprise Funds
Year Ended December 31, 2022

	Water Fund	Sewer Fund
Cash Flows From Operating Activities		
Cash received from charges for services	\$ 622,832	\$ 774,981
Cash payments for goods and services	(179,014)	(284,745)
Cash payments to employees for services	(404,712)	(470,975)
Net cash provided (used) by operating activities	39,106	19,261
Cash Flows from Noncapital Financing Activities		
Grants and contributions	-	-
Transfers from (to) other funds	(26,485)	-
Net cash provided (used) by noncapital financing activities	(26,485)	-
Cash Flows from Capital and Related Financing Activities		
Investment fees	15,750	17,611
Acquisition of capital assets	-	-
Principal paid on loans and leases	(5,728)	(5,728)
Interest expense	(161)	(161)
Net cash provided (used) by capital and related financing activities	9,861	11,722
Cash Flows from Investing Activities		
Interest on investments	2,438	11,524
Net increase (decrease) in cash and equivalents	24,920	42,507
Cash balances, January 1	150,236	782,481
Cash balances, December 31	\$ 175,156	\$ 824,988
Reconciling of operating income (loss) to net cash provided (used) by operating activities:		
Operating income (loss)	\$ (92,393)	\$ 95,439
Adjustments to reconcile operating income (loss) to net cash provided (used) by operating activities:		
Depreciation expense	155,040	58,038
Assets (increase) decrease:		
Accounts receivables	14,629	(62,197)
Liabilities increase (decrease):		
Accounts payable	(21,744)	(90,498)
Accrued payroll	11,036	11,554
Unearned revenues	(27,462)	6,925
Total adjustments	131,499	(76,178)
Net cash provided (used) by operating activities	\$ 39,106	\$ 19,261

Utilities-CI Fund	Refuse Fund	Parks Fund	Total Enterprise Funds
\$ 1,306,096	\$ 267,783	\$ 2,702,238	\$ 5,673,930
511,668	(233,410)	(634,242)	(819,742)
-	-	(1,471,886)	(2,347,573)
<u>1,817,764</u>	<u>34,373</u>	<u>596,110</u>	<u>2,506,615</u>
19,709	-	102,900	122,609
-	(14,014)	39,678	(821)
<u>19,709</u>	<u>(14,014)</u>	<u>142,578</u>	<u>121,788</u>
-	-	-	33,361
(2,536,322)	-	(381,424)	(2,917,746)
(88,772)	-	(268,000)	(368,228)
<u>(185,104)</u>	<u>-</u>	<u>(242,345)</u>	<u>(427,771)</u>
<u>(2,810,198)</u>	<u>-</u>	<u>(891,769)</u>	<u>(3,680,384)</u>
13,104	-	-	27,066
(959,621)	20,359	(153,081)	(1,024,915)
1,248,666	54,229	1,358,531	3,594,143
<u>\$ 289,045</u>	<u>\$ 74,588</u>	<u>\$ 1,205,450</u>	<u>\$ 2,569,228</u>
\$ 1,176,148	\$ 36,709	\$ (105,100)	\$ 1,110,804
-	-	591,738	804,816
-	(1,186)	-	(48,754)
511,668	868	82,008	482,302
-	-	25,801	48,391
129,948	(2,018)	1,663	109,056
<u>641,616</u>	<u>(2,336)</u>	<u>701,210</u>	<u>1,395,811</u>
<u>\$ 1,817,764</u>	<u>\$ 34,373</u>	<u>\$ 596,110</u>	<u>\$ 2,506,615</u>

The accompanying notes are an integral part of this statement.

City of Ouray
Notes to Basic Financial Statements
December 31, 2022

Note 1 - Summary of Significant Accounting Policies

The financial statements of the City of Ouray, Colorado (the City) have been prepared in conformity with accounting principles generally accepted in the United States of America (GAAP) as applied to government units. The Governmental Accounting Standards Board (GASB) is the accepted standard-setting body for establishing governmental accounting and financial reporting principles.

A. Financial Reporting Entity

The City adopted a home rule charter on May 5, 2009, with a council – administrator form of government with five elected Council members. As required by accounting principles generally accepted in the United States of America, these financial statements present the City of Ouray (the primary government). The City has no oversight responsibility for any other governmental entity since no other entities are considered to be controlled by or dependent on the City. Control or dependence is determined on the basis of budget adoption, taxing authority, funding, and appointment of the respective governing body.

Related Organizations

- The City and the Ouray Volunteer Fire Department provided fire protection to the citizens of Ouray. The volunteer fire department has a special fund that receives donations and fund-raising monies, which are also used to cover fire protection services. This fund is not included in these financial statements of the City of Ouray.

B. Government-wide Financial Statements

The government-wide financial statements (i.e., the statement of net position and the statement of activities) report information on all of the activities of the City and its component units. These statements include the financial activities of the overall government, except fiduciary activities. For the most part, the effect of inter-fund activity has been removed from these statements. These statements distinguish between the *governmental* and *business-type activities* of the City. Governmental activities, which normally are supported by taxes, charges for services and intergovernmental revenues, are reported separately from business-type activities, which rely to a significant extent on user charges for support.

The statement of activities demonstrates the degree to which the direct expenses of a given function or segment is offset by program revenues. Direct expenses are those that are clearly identifiable with a specific function or segment. Program revenues include 1) charges to those who purchase, use, or directly benefit from goods, services, or privileges provided by a given function or segment, and 2) grants and contributions that are restricted to meeting the operational or capital requirements of a particular function or segment. Taxes and other items not properly included among program revenues are reported instead as general revenues.

City of Ouray
Notes to Basic Financial Statements
December 31, 2022

Note 1 - Summary of Significant Accounting Policies - (continued)

C. Fund Financial Statements

The accounts of the City are organized on the basis of funds and account groups, each of which is considered a separate accounting entity. The operations of each fund are accounted for with a separate set of self-balancing accounts that comprise its assets, liabilities, fund equity, revenues, and expenditures, or expenses, as appropriate. Government resources are allocated to and accounted for in individual funds based upon the purposes for which they are to be spent and the means by which spending activities are controlled.

All governmental funds are accounted for on a flow of current financial resources basis. Balance sheets for these funds generally include only current assets and current liabilities. Reported fund balances are considered a measure of available, spendable resources. Operating statements for these funds present a summary of available, spendable resources and expenditures for the period.

Separate financial statements are provided for governmental funds and proprietary funds. Major individual governmental funds and major individual enterprise funds are reported as separate columns in the fund financial statements.

The City reports the following major governmental funds:

- The General Fund is the City's primary operating fund. It accounts for all the financial resources of the City, except those required to be accounted for in another fund.
- The Capital Improvement Fund, which accounts for the Town's additional sales tax, is to be used for capital improvements.

The remaining governmental funds are aggregated and presented as non-major funds. Those funds include:

- The Conservation Trust Fund, which accounts for State of Colorado lottery funds to be used for parks and recreation services and capital investment.
- Beautification Fund, which accounts for lodging tax collections to be used for City beautification projects.
- Tourism Promotion Fund, which accounts for lodging tax collections for the promotion of tourism.

Enterprise Funds account for operations that are financed and operated in a manner similar to private business enterprises, where the intent is that the costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges. Enterprise funds are considered major funds because of community interests in the activities and sources of funding supporting these operations.

City of Ouray
Notes to Basic Financial Statements
December 31, 2022

Note 1 - Summary of Significant Accounting Policies - (continued)

C. Fund Financial Statements - (continued)

Enterprise funds distinguish operating revenues and expenses from nonoperating items. Operating revenues and expenses generally result from providing services and producing and delivering goods in connection with an enterprise fund's principal ongoing operations. The principal operating revenues of the City are charges for water, sewer, refuse, pool, park, and other fees. Operating expenses for the enterprise funds include personnel services, contract services, utilities, repairs and maintenance, supplies, insurance, and depreciation cost. All revenues and expenses not meeting this definition are reported as nonoperating revenues and expenses.

The City reports the following major enterprise fund business-type activities:

- Water, Sewer and Refuse Funds, which account for all operations of the City's water, sewer, and refuse services. They are primarily financed by user charges.
- Utility Capital Improvement Fund, which accounts for the investment fees of water and sewer taps to be used for water and sewer capital expenditures.
- Park Fund, which accounts for all operations of the City's Hot Springs Pool and Box Cañon Park. They are primarily financed by user charges at the Hot Springs Pool and Box Cañon Park.
- Pool Renovation Fund, which accounts for the renovation of the City's Hot Springs Pool.

D. Measurement Focus and Basis of Accounting

The government-wide financial statements are reported using the economic resources measurement focus and the accrual basis of accounting, as are the enterprise fund financial statements. Revenues are recorded when earned and expenses are recorded when a liability is incurred, regardless of the timing of related cash flows. Property taxes are recognized as revenues in the year for which they are levied. Grants and similar items are recognized as revenue as soon as all eligibility requirements imposed by the provider have been met.

The modified accrual basis of accounting is used by all governmental funds. Under the modified accrual basis of accounting, revenues are recognized when susceptible to accrual (i.e., when they become both measurable and available). "Measurable" means the amount of the transaction can be determined and "available" means collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period.

Expenditures are recorded when the related fund liability is incurred. Exceptions to this general rule include principal and interest on general long-term debt which is recognized when due, and compensated absences which are recognized when the obligations are expected to be liquidated with expendable available resources.

Those revenues susceptible to accrual are interest revenue and charges for services. Entitlement revenues are not susceptible to accrual because generally, they are not measurable until received. Grant revenues are recognized as they are earned.

City of Ouray
Notes to Basic Financial Statements
December 31, 2022

Note 1 - Summary of Significant Accounting Policies - (continued)

D. Measurement Focus and Basis of Accounting - (continued)

The accrual basis of accounting is utilized by enterprise funds. Under this method, revenues are recorded when earned and expenses are recorded at the time liabilities are incurred.

Deferred Outflows / Inflows of Resources

In addition to assets, the statement of net position will sometimes report a separate section of deferred outflows of resources. This separate financial statement element, deferred outflows of resources, represents a consumption of net position that applies to a future period(s) and will not be recognized as an outflow of resources (expense/ expenditure) until then.

In addition to liabilities, the statement of net position will sometimes report a separate section of deferred inflows of resources. This separate financial statement element, deferred inflows of resources, represents an acquisition of net position that applies to a future period(s) and will not be recognized as an inflow of resources (revenue) until that time. Property taxes revenue that are related to a future period have been recorded as deferred inflows. Grants and entitlements received before eligibility requirements are met (e.g., cash advances) are recorded as deferred inflows. These amounts are deferred and will be recognized as an inflow of resources in the period that the amounts become available.

E. Cash and Cash Equivalents

For the purposes of the statement of cash flows of the enterprise funds, cash and cash equivalents consist of operating and restricted cash and highly liquid securities with an initial maturity of six months or less.

F. Use of Estimates

The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

G. Property Taxes

Property taxes for the current year are levied and attached as a lien on property the following January 1. They are payable in full by April 30 or in two equal installments due February 28 and June 15. Property taxes levied in the current year and collected in the following year are reported as deferred inflows of resources at December 31. However, since the taxes are not available to pay current liabilities, the receivable is recorded as deferred inflows of resources in the governmental fund.

City of Ouray
Notes to Basic Financial Statements
December 31, 2022

Note 1 - Summary of Significant Accounting Policies - (continued)

H. Capital Assets

Capital assets, which include property, equipment and infrastructure assets, are reported in the applicable governmental or business-type activities columns in the government-wide financial statements. Capitalized assets are defined by the City as assets that have a useful life of one or more years, and for which the initial, individual value equals or exceeds \$ 5,000.

All purchased assets are valued at cost where historical records are available and at an estimated historical cost where no historical records exist. Donated assets are valued at their estimated fair market value on the date received. The cost of normal maintenance and repairs that does not add to the value of an asset or materially extend asset life is not capitalized.

Depreciation on all assets is provided on the straight-line basis over the following estimated useful lives:

<u>Asset Class</u>	<u>Useful Life</u>
Improvements	10-20 years
Building and Other Improvements	40-50 years
Water and Sewer Systems	40-50 years
Furniture and Equipment	5-20 years
Swimming Pool	20-50 years
Infrastructure	15-40 years

Public domain assets consisting of roads, bridges, curbs and gutters, streets and sidewalks, drainage systems and lighting systems are examples of infrastructure assets. Infrastructure assets are distinguished from other capitalized assets as their useful life often extends beyond most other capital assets and are stationary in nature. General infrastructure assets are those associated with or arising from governmental activities.

I. Long-Term Liabilities

In the government-wide financial statements, and enterprise fund types in the fund financial statements, long-term debt and other long-term obligations are reported as liabilities in the applicable government activities, business-type activities, or enterprise fund type statement of net position.

J. Compensated Absences

It is the City's policy for employees to accumulate earned but unused vacation and sick pay benefits, but employees are not entitled to be paid for sick leave upon termination. In the government-wide statements, vacation and unused compensation time is accrued when incurred and reported as a liability of the governmental and business-type activities. In the governmental funds, vacation and unused compensation time is not expected to be liquidated with expendable available financial resources and therefore are not reported as expenditure.

City of Ouray
Notes to Basic Financial Statements
December 31, 2022

Note 1 - Summary of Significant Accounting Policies - (continued)

K. Net Position

Net position represents the difference between assets and liabilities. Net position invested in capital assets, net of related debt consists of capital assets, net of accumulated depreciation, reduced by the outstanding balances of any borrowing used for the acquisition or construction of improvements on those assets. Net position is reported as restricted when there are limitations imposed on their use either through the enabling legislation adopted by the City or through external restrictions imposed by creditors, grantors, laws or regulations of other governments.

L. Interfund Transactions

Interfund receivables and payables arise from interfund transactions and are recorded by all funds affected in the period in which transactions are executed. At year end, outstanding balances between funds are reported as “due to/from other funds.” Nonrecurring or non-routine permanent transfers of equity are reported as residual equity transfers. All other interfund transfers are reported as operating transfers. Any residual balances outstanding between the governmental activities and business-type activities are reported in the government-wide financial statements as “internal balances.”

M. Encumbrances

The City does not use an encumbrance system for budgetary control.

N. Inventory

Inventory is valued at lower of cost (first-in, first-out) or market. Reported inventories are equally offset by a fund balance reserve which indicates that they do not constitute "available spendable resources" even though they are a component of net current assets.

O. Fund Equity

The following classifications describe the relative strength of the spending constraints placed on the purposes for which resources can be used:

- Non-spendable fund balance amounts that are not in spendable form (such as inventory) or are required to be maintained intact;
- Restricted fund balance-amounts constrained to specific purposes by their providers (such as grantors, bondholders, and higher levels of government), through constitutional provisions or by enabling legislation;
- Committed fund balance-amounts constrained to specific purposes by a government itself, using its highest level of decision-making authority; to be reported as committed, amounts cannot be used for any other purpose unless the government takes the same highest-level action to remove or change the constraint;
- Assigned fund balance-amounts a government intends to use for a specific purpose; intent can be expressed by the governing body or by an official or body to which the governing body delegates the authority;
- Unassigned fund balance-amounts that are available for any purpose; positive amounts are reported only in the general fund.

City of Ouray
Notes to Basic Financial Statements
December 31, 2022

Note 1 - Summary of Significant Accounting Policies - (continued)

O. Fund Equity - (continued)

When an expenditure is incurred for purposes for which both restricted and unrestricted fund balance is available, the City considers restricted funds to have been spent first. When an expenditure is incurred for which committed, assigned, or unassigned fund balances are available, the City considers amounts to have been spent first out of committed funds, then assigned funds, and finally unassigned funds, as needed, unless City Council has provided otherwise in its commitment or assignment actions.

Note 2 - Reconciliation of Government-wide and Fund Financial Statements

The governmental funds balance sheet includes reconciliation between total fund balance, governmental funds, and net position - governmental activities as reported in the government-wide statement of net position. Additionally, the governmental fund statement of revenues, expenditures, and changes in fund balances includes reconciliation between net change in fund balances - total governmental funds and changes in net position of governmental activities as reported in the government-wide statement of activities. The enterprise fund statement of net position and statement of revenues, expenses and changes in net position also includes reconciliation to the government-wide statement of net position and activities.

These reconciliations detail items that require adjustment to convert from the current resource's measurement and modified accrual basis for government fund statements to the economic resources measurement and full accrual basis used for government-wide statements. However, certain items having no effect on measurement and basis of accounting were eliminated from the governmental fund statements during the consolidation of governmental activities.

Note 3 - Tax, Spending and Debt Limitations

Colorado voters passed an amendment to the State Constitution, Article X, Section 20, which has several limitations, including revenue raising, spending abilities, and other specific requirements of state and local governments, excluding "enterprises." The City's voters on November 8, 1994, approved a ballot measure to permit the City to collect, retain and expend the full proceeds of the City's 3% sales tax, existing lodging occupation tax and nonfederal grants.

The Amendment is complex and subject to judicial interpretation. The City believes it is in compliance with the requirements of the amendment.

The Amendment requires that an emergency reserve be maintained at three percent of fiscal year spending. A portion of the General Fund's fund balance is classified as restricted for emergencies as required by the Amendment.

City of Ouray
Notes to Basic Financial Statements
December 31, 2022

Note 4 - Budgets

The City adheres to the following procedures in establishing budgetary data reflected in the financial statements:

- A. By mid August of each year, the City Administrator gives public notice of the budget calendar for the next fiscal year. The City Administrator asks that all City departments, boards, commissions, or citizens submit within thirty days from the notice any request for funds under the budget being prepared. The City Administrator, with assistance from the City Treasurer, then prepares a proposed budget for the ensuing fiscal year and submits it to the Council no later than forty-five days prior to any date required by state law for the certification to the County of the tax levy.
- B. The budget provides a complete financial plan of all City funds and activities for the ensuing fiscal year indicating anticipated revenues, proposed operating and capital expenditures, a provision for contingencies, and anticipated net surplus or deficit for the ensuing fiscal year.
- C. A public hearing on the proposed budget is held by the Council in early November.
- D. The Council adopts the budget by resolution on or before the final day established by law for the certification of the ensuing year's tax levy to the County. Adoption of the budget by the Council shall constitute appropriations of the amounts specified therein as expenditures from the funds indicated and shall constitute a levy of the property tax therein proposed.
- E. If during the fiscal year the City Administrator determines that there are expenses in excess of those estimated in the budget, the Council by resolution may make supplemental appropriations for the year up to the amount of such excess. To meet an emergency affecting public property, health, peace or safety, the Council may make emergency appropriations. If at any time during the fiscal year it appears probable to the City Administrator that the revenues available will be insufficient to meet the amount appropriated, the City Administrator reports to the Council, indicating the estimated amount of deficit, any remedial action already taken, and a recommendation as to any other steps to be taken. At any time during the fiscal year the City Administrator may transfer part or all of any unencumbered appropriation balance within a department.
- F. Budget appropriations lapse at the end of each year.
- G. Expenditures may not exceed appropriations at the fund level. Budget amounts included in the financial statements are based on the final amended budget. The City could be in violation of Colorado Budget Law because expenditures exceed budgetary amounts in the General, Sewer, and Park Funds.
- H. Budgets for governmental funds are adopted on a basis consistent with accounting principles generally accepted in the United States of America (GAAP), except for long-term receivables and advances and capital lease financing which are budgeted rather than when the receivable/liability is incurred. Budgets for enterprise funds are adopted on a basis consistent with the spending measurement focus of the governmental funds.

City of Ouray
Notes to Basic Financial Statements
December 31, 2022

Note 5 - Deposits and Investments

A. Deposits

The Colorado Public Deposit Protection Act (PDPA) requires that all units of local government deposit cash in eligible public depositories; eligibility is determined by state regulators. Amounts on deposit in excess of federal insurance levels must be collateralized. The eligible collateral is determined by the PDPA. The PDPA allows the institution to create a single collateral pool for all public funds. The pool is to be maintained by another institution or held in trust for all the uninsured public deposits as a group. The market value of the collateral must be at least equal to the aggregate uninsured deposits. Collateral in the pool is considered to be equal to depository insurance pursuant to definitions listed in GASB Statement No. 40. At December 31, 2022, the bank balance of the City's deposits was \$8,910,117 of which \$253,313 was covered by federal depository insurance and \$8,656,804 was collateralized under PDPA.

Colorado statutes specify investment instruments meeting defined rating and risk criteria in which local government entities may invest. Authorized investments include obligations of the United States and certain U.S. government agency securities; certain international agency securities; general obligation and revenue bonds of U.S. local government entities; bankers' acceptances of certain banks; commercial paper; local government investment pools; written repurchase agreements collateralized by certain authorized securities; certain money market funds; and, guaranteed investment contracts. The City's investment policy follows Colorado statutes. At December 31, 2022 the City's investments included funds held in COLOTRUST.

The City had invested \$207,038 in the Colorado Government Liquid Asset Trust (COLOTRUST), an investment vehicle established for local government entities in Colorado to pool surplus funds. COLOTRUST operates similarly to a money market fund and each share is equal in value to \$1.00. Investments of COLOTRUST consist of U.S. Treasury bills, notes and note strips and repurchase agreements collateralized by U.S. Treasury securities. A designated custodial bank provides safekeeping and depository services to COLOTRUST in connection with the direct investment and withdrawal functions of COLOTRUST. Substantially all securities owned by COLOTRUST are held by the Federal Reserve Bank in the account maintained for the custodial bank. The custodian's internal records identify the investments owned by COLOTRUST. These pools are not required to and are not registered with the SEC. COLOTRUST's funds are rated AAA by Standard and Poor's, Fitch's, and Moody's rating services.

City of Ouray
Notes to Basic Financial Statements
December 31, 2022

Note 5 - Deposits and Investments - (continued)

A. Deposits - (continued)

The City maintains a cash pool that is available to the General Fund, Special Revenue Funds and Enterprise Funds.

Cash and cash equivalents	
Cash on hand	\$ 5,025
Deposits	8,031,259
Certificate of deposits	214,810
Cash with county treasurer	4,443
COLOTRUST	<u>207,038</u>
Total	<u>\$ 8,462,575</u>

Statement of Net Position

Cash and cash equivalents	<u>\$ 8,462,575</u>
Total	<u>\$ 8,462,575</u>

Note 6 - Risk Management

The City is exposed to various risks of loss related to torts; theft of damage to and destruction of assets; errors and omissions; injuries to employees; and natural disasters.

The City is a member of the Colorado Intergovernmental Risk Sharing Agency (CIRSA), a public entity risk pool currently operating as a common risk management and insurance program for property/casualty and workers' compensation coverage. CIRSA is to be self-sustaining through member contributions and reinsures through commercial companies for claims in excess of certain limits for each insured event. CIRSA members are subject to a supplemental assessment in the event of a deficiency.

Note 7 - Long-term Liabilities

	Balance			Balance	
	January 1, 2022	Additions	Reductions	December 31, 2022	Due Within One Year
Governmental Activities					
Fire Truck	\$ 130,370	\$ -	\$ (31,207)	\$ 99,163	\$ 32,112
Cat Backhoe	5,012	-	(5,012)	-	-
Accrued compensated absences	105,657	36,522	-	142,179	142,179
Total	<u>\$ 241,039</u>	<u>\$ 36,522</u>	<u>\$ (36,219)</u>	<u>\$ 241,342</u>	<u>\$ 174,291</u>
Enterprise Activities					
Sales Tax Revenue Bonds	\$ 4,685,000	\$ -	\$ (160,000)	\$ 4,525,000	\$ 165,000
Loan Water Fund - CWRPDA	-	7,100,000	-	7,100,000	136,735
Loan Sewer Fund - CWRPDA	-	17,330,308	(88,772)	17,241,536	184,612
Zion Bank Loan	2,559,000	-	(108,000)	2,451,000	112,000
Cat Backhoe	11,456	-	(11,456)	-	-
Total	<u>\$ 7,255,456</u>	<u>\$ 24,430,308</u>	<u>\$ (368,228)</u>	<u>\$ 31,317,536</u>	<u>\$ 598,347</u>

City of Ouray
Notes to Basic Financial Statements
December 31, 2022

Note 7 - Long-term Liabilities – (continued)

Fire Truck

\$ 300,000, July 2015, due in annual payments of \$ 34,988 each on July 31 starting on July 31 of 2016 at an interest rate of 2.90%.

	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2023	\$ 32,112	2,876	34,988
2024	32,994	1,994	34,988
2025	<u>34,057</u>	<u>931</u>	<u>34,988</u>
Total	<u>\$ 99,163</u>	<u>\$ 5,801</u>	<u>\$ 104,964</u>

Sales Tax Revenue Bonds, Series 2016

On November 3, 2015, the City's electorate approved the issuance of \$5,300,000 in sales tax revenue bonds, for the purpose planning, constructing, acquiring, and equipping improvements to the City's Hot Springs Pool Facility. The sales tax revenue bonds are payable from revenues generated by sales tax increase and also payable from any other legally available City revenues and pledge the full faith and credit of the City. The annual coupon interest ranges from 2% to 4%.

The following is a breakdown of the payments:

	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2023	\$ 165,000	\$ 178,525	\$ 343,525
2024	170,000	174,400	344,400
2025	175,000	167,600	342,600
2026	185,000	160,600	345,600
2027	190,000	153,200	343,200
2028-3032	1,080,000	645,200	1,725,200
2033-2037	1,310,000	411,800	1,721,800
2037-2041	<u>1,250,000</u>	<u>127,400</u>	<u>1,377,400</u>
	<u>\$ 4,525,000</u>	<u>\$ 2,018,725</u>	<u>\$ 6,543,725</u>

Zion Bank

The City refinanced the Certificate of Participation loan in 2021, that was for part of the construction of the City's Hot Springs Pool Facility Renovation Project, with Zion Bank. The loan requires semi-annual payments on June 1 and December 1 of each year until the loan is paid off on December 1, 2040. The annual interest rate on the loan is 2.35% through December 1, 2035, and 2.31% through December 1, 2040.

City of Ouray
Notes to Basic Financial Statements
December 31, 2022

Note 7 - Long-term Liabilities – (continued)

Zion Bank – (continued)

The following is a breakdown of the payments:

	Principal	Interest	Total
2023	\$ 112,000	\$ 57,282	\$ 169,282
2024	116,000	54,650	170,650
2025	115,000	51,924	166,924
2026	119,000	49,222	168,222
2027	123,000	46,425	169,425
2028-2032	649,000	187,758	836,758
2033-2037	733,000	108,012	841,012
2038-2040	484,000	22,592	506,592
	<u>\$ 2,451,000</u>	<u>\$ 577,865</u>	<u>\$ 3,028,865</u>

Loan Water Fund #DBS22F097

On December 15, 2022, the City entered into a loan agreement with Colorado Water Resources and Power Development Authority for a total loan amount of \$12,100,000 of which \$5,000,000 of the loan is forgiven with the repayable loan principal amount of \$7,100,000 at an annual interest rate of 2.75% over a term of 30 years. The purpose of the loan is for construction, maintenance, repair, and operating the water system for the City. The Pledge Property shall be the net revenue of the water revenues after deducting the operation and maintenance expenses for the Water Fund.

The following is a breakdown of the payments:

	Principal	Interest	Total
2023	\$ 136,735	\$ 171,123	\$ 307,858
2024	159,614	190,400	350,014
2025	164,033	185,980	350,013
2026	168,575	181,439	350,014
2027	173,243	176,771	350,014
2028-3032	940,880	809,188	1,750,068
2033-2037	1,078,557	671,511	1,750,068
2038-2042	1,236,379	513,689	1,750,068
2043-2047	1,417,297	332,771	1,750,068
2048-2052	1,624,687	125,383	1,750,070
	<u>\$ 7,100,000</u>	<u>\$ 3,358,255</u>	<u>\$ 10,458,255</u>

City of Ouray
Notes to Basic Financial Statements
December 31, 2022

Note 7 - Long-term Liabilities – (continued)

Loan Sewer Fund

On May 1, 2022, the City entered into a loan agreement with Colorado Water Resources and Power Development Authority for a total loan amount of \$18,485,000 of which \$1,154,692 of the loan is forgiven with the repayable loan principal amount of \$17,330,308 at an annual interest rate of 2.55% over a term of 30 years, with an administrative fee of .8% on the initial loan of \$17,330,308. The purpose of the loan is for construction, maintenance, repair, and operating the sewer system for the City. The Pledge Property shall be the net revenue of the water revenues after deducting the operation and maintenance expenses for the Sewer Fund.

The following is a breakdown of the payments:

	<u>Principal</u>	<u>Interest</u>	<u>Service Fee</u>	<u>Total</u>
2023	\$ 184,612	\$ 438,250	\$ 138,642	\$ 761,504
2024	378,965	432,250	138,642	949,857
2025	391,009	420,000	138,642	949,651
2026	408,432	407,500	138,642	954,574
2027	417,617	394,500	138,642	950,759
2028-3032	2,300,683	1,770,000	693,212	4,763,895
2033-2037	2,647,295	1,411,500	693,212	4,752,007
2038-2042	3,037,442	1,031,000	693,212	4,761,654
2043-2047	3,426,675	641,500	693,212	4,761,387
2048-2052	4,048,806	256,500	450,588	4,755,894
	<u>\$ 17,241,536</u>	<u>\$ 7,203,000</u>	<u>\$ 3,916,646</u>	<u>\$ 28,361,182</u>

Note 8 - Defined Benefit Pension Plans

All volunteer fire fighters participate in the Defined Benefit Pension Plan administrated by the FPPA for plan administration and investment only. The plan has a plan document, actuarial valuation and is governed by the local pension board.

Any fire fighter who has reached the age of 50 years and completed 20 years of active service, including 36 hours of training per year, is eligible for \$90 per month. In addition, there are survivor benefits of \$45 per month and a one-time only lump sum death benefit of \$180.

At December 31, 2022, the City reported an asset of \$570,398 for its proportionate share of the net pension asset. The net pension asset was measured as of December 31, 2022, and the total pension asset used to calculate the net pension asset was determined by an actuarial study as of December 31, 2021. Standard update procedures were used to roll forward the total pension liability to December 31, 2020. The City's proportion of the net asset was based on City's contributions to FPPA for the calendar year 2022 relative to the total contributions of participating employers to FPPA.

City of Ouray
Notes to Basic Financial Statements
December 31, 2022

Note 8 - Defined Benefit Pension Plans – (continued)

For the year ended December 31, 2022, the City recognized pension expense of \$22,631. At December 31, 2022, the City reported deferred outflows of resources and deferred inflows of resources related to pensions from the following sources:

	Deferred Outflows of Resources	Deferred Inflows of Resources
Difference between expected and actual experience	\$ -	\$ 361,619
Net difference between projected and actual earnings on pension plan investments	-	
Changes in proportion and differences between contributions recognized and proportionate share of contributions	-	-
Contributions subsequent to the measurement date	22,631	-
Total	\$ 22,631	\$ 361,619

Other amounts reported as deferred outflows of resources and deferred inflows of resources related to pensions will be recognized in pension expense as follows:

Year Ending December 31	Net Deferred Outflows/ (Inflows) of Resources
2021	\$ (361,619)
2022	-
2023	-
2024	-
2025	-
Thereafter	-
Total	\$ (361,619)

Actuarial assumptions. The total pension asset in December 31, 2021 actuarial valuation was determined using the following actuarial assumptions and other inputs:

Actuarially determined contribution rates are calculated as of January 1 of odd numbered years. The contribution rates have a one-year lag, so the actuarial valuation as of January 1, 2022, determines the contribution amounts for 2021 and 2020.

Methods and Assumptions Used to Determine Contribution Rates:

Actuarial Cost Method	Entry Age Normal
Amortization Method	Level Dollar, Open*
Remaining Amortization Period	20 years*
Asset Valuation Method	5-Year smoothed market
Inflation	3.00%
Salary Increases	N/A
Investment Rate of Return	7.50%
Retirement Age	50% per year of eligibility until 100% at age 65
Mortality	Pre-retirement: RP-2000 Combined Mortality Table with Blue Collar Adjustment, 40% multiplier for off- duty mortality.
	Post-retirement: RP-2000 Combined Mortality Table with Blue Collar Adjustment.
	Disabled: RP-2000 Disabled Mortality Table
	All tables projected with Scale AA

City of Ouray
Notes to Basic Financial Statements
December 31, 2022

Note 8 - Defined Benefit Pension Plans – (continued)

*Plans that are heavily weighted with retiree liabilities use an amortization period based on the expected remaining lifetime of the participants.

Regarding the sensitivity of the net pension liability/ (asset) to changes in the Single Discount Rate, the following presents the plan's net pension liability/ (asset), calculated using a Single Discount Rate of 7.50%, as well as what the plan's net pension liability/ (asset) would be if it were calculated using a Single Discount Rate that is one percent lower or one percent higher:

Sensitivity of Net Pension Liability/(Asset) to the Single Discount Rate Assumption		
Current Single Discount		
1% Decrease	Rate Assumption	1% Increase
6.00%	7.00%	8.00%
<u>\$ (488,913)</u>	<u>\$ (570,398)</u>	<u>\$ (651,883)</u>

The Fire & Police Pension Association (FPPA) administers an agent multiple-employer Public Employee Retirement System (PERS). The PERS represents the assets of numerous separate plans that have been pooled for investment purposes. The pension plans have elected to affiliate with FPPA for plan administration and investment only. FPPA issues a publicly available comprehensive annual financial report that can be obtained at:<http://www.fppaco.org>.

Note 9 - Defined Contribution Plan

All full-time permanent employees of the City must participate in the City's group-retirement plan and may participate in the City's deferred compensation plan, after twelve (12) months of continuous employment. The plans are administered by Colorado Retirement Association (CRA) plan. The employees' contributions are fully vested, and the City's contributions are vested at the rate of 20% per year. The Plan may be amended by resolution of the City Council, but it may not be amended beyond the limits established by state statute.

Under the group retirement plan, the City contributes 3% of eligible employees' base salary, matching the amount contributed by the employees. In 2022 the City's total payroll was \$2,917,161. The City's contribution was calculated using a base salary amount of \$2,316,400. The City and the covered employees made the following contributions, amounting to \$69,492 and \$69,492 respectively for a total of \$138,984.

City of Ouray
Notes to Basic Financial Statements
December 31, 2022

Note 10 - Capital Assets

Capital assets activity for the year ended December 31, 2022, was as follows:

	Balance January 1, 2022	Additions	Dispositions	Balance December 31, 2022
Governmental Activities				
Capital assets not being depreciated				
Land	\$ 325,094	\$ -	\$ -	\$ 325,094
Construction in progress	564,598	416,430	(897,253)	83,775
	<u>889,692</u>	<u>416,430</u>	<u>(897,253)</u>	<u>408,869</u>
Capital assets being depreciated				
Buildings	861,672	-	-	861,672
Improvements other than building	37,459	18,900	-	56,359
Infrastructure	6,051,396	929,007	-	6,980,403
Equipment and vehicles	2,889,101	673,899	-	3,563,000
	<u>9,839,628</u>	<u>1,621,806</u>	<u>-</u>	<u>11,461,434</u>
Less accumulated depreciation				
Buildings	(629,914)	(2,367)	-	(632,281)
Improvements	(15,761)	-	-	(15,761)
Infrastructure	(5,425,112)	(60,384)	-	(5,485,496)
Equipment and vehicles	(1,950,941)	(100,261)	-	(2,051,202)
	<u>(8,021,728)</u>	<u>(163,012)</u>	<u>-</u>	<u>(8,184,740)</u>
Capital asset being depreciated, net	<u>1,817,900</u>	<u>1,458,794</u>	<u>-</u>	<u>3,276,694</u>
 Total Governmental Activities Capital Assets	 <u>\$ 2,707,592</u>	 <u>\$ 1,875,224</u>	 <u>\$ (897,253)</u>	 <u>\$ 3,685,563</u>

City of Ouray
Notes to Basic Financial Statements
December 31, 2022

Note 10 - Capital Assets – (continued)

Business - Type Activities	Balance January 1, 2022	Additions	Dispositions	Balance December 31, 2022
Capital assets not being depreciated				
Land	\$ 149,131	\$ -	\$ -	\$149,131
Construction in progress	1,009,492	1,526,830	-	2,536,322
	<u>1,158,623</u>	<u>1,526,830</u>	<u>-</u>	<u>2,685,453</u>
Capital assets being depreciated				
Utility system	7,451,313	1,009,493	-	8,460,806
Geothermal wells	167,138	-	-	167,138
Swimming pool	12,512,490	125,754	-	12,638,244
Pool filtration system	5,202	-	-	5,202
Box Cañon	351,707	115,992	-	467,699
Other Parks assets	1,485,632	139,678	-	1,625,310
Buildings	89,517	-	-	89,517
Equipment and furniture	667,371	-	-	667,371
Less accumulated depreciation	(9,588,894)	(804,816)	-	(10,393,710)
Capital assets being depreciated, net	<u>13,141,476</u>	<u>586,101</u>	<u>-</u>	<u>13,727,577</u>
Total Business-Type Activities Capital Assets	<u>\$ 14,300,099</u>	<u>\$ 2,112,931</u>	<u>\$ -</u>	<u>\$ 16,413,030</u>

Depreciation expense was charged to governmental activities of the City as follows:

General Government	\$ 12,455
Public Safety	57,120
Public Works	89,670
Culture and Recreation	<u>3,767</u>
Total depreciation	<u>\$ 163,012</u>

Note 11 - Contingent Liabilities

Lawsuits and Claims

Various claims and lawsuits are pending against the City. In the opinion of the City's management, after consulting with legal counsel, the potential loss on all claims and lawsuits will not materially affect the City's financial position.

City of Ouray
Notes to Basic Financial Statements
December 31, 2022

Note 12 - Transfers

The following are the interfund transfers that occurred in 2022:

Funds	Transfers	
	In	Out
Water Fund	\$ -	\$ 26,485
General Fund	90,442	-
Refuse Fund	-	14,014
Parks Fund	39,678	-
Beautification Fund	-	49,943
Capital Improvement Fund	-	39,678
Totals	\$ 130,120	\$ 130,120

Note 13 – Subsequent events

In 2022, the city started constructing the new water and sewer systems, with loans from Colorado Water Resources and Power Development Authority. Total estimated cost of the new water treatment plant will be \$12,100,000 and for the new sewer plant will be \$18,485,000.

CITY OF OURAY, COLORADO
Schedule of Revenues, Expenditures and Changes in Fund Balance-Budget and Actual
General Fund
For the Year Ended December 31, 2022

	<u>Budgeted Amounts</u>		<u>Actual</u>	<u>Variance</u>
	<u>Original</u>	<u>Final</u>		<u>Favorable</u> <u>(Unfavorable)</u>
Revenues				
Property taxes	\$ 656,515	\$ 656,515	\$ 660,432	\$ 3,917
Sales taxes and other taxes	2,180,483	2,180,483	2,511,684	331,201
Licenses and permits	106,100	106,100	122,377	16,277
Intergovernmental revenues	196,339	196,339	236,427	40,088
Fees and fines	28,000	28,000	43,417	15,417
Charges for services	19,752	19,752	25,541	5,789
Miscellaneous revenue	455,809	455,809	509,392	53,583
Interest income	11,000	11,000	57,330	46,330
Total revenues	<u>3,653,998</u>	<u>3,653,998</u>	<u>4,166,600</u>	<u>512,602</u>
Expenditures				
General government	838,693	838,693	995,758	(157,065)
Capital outlay	2,500	2,500	2,590	(90)
Public safety	959,337	959,337	984,006	(24,669)
Capital outlay	457,393	457,393	534,198	(76,805)
Public works	362,799	362,799	352,166	10,633
Capital outlay	260,000	260,000	31,754	228,246
Culture and recreation	387,183	387,183	420,056	(32,873)
Capital outlay	17,725	17,725	37,039	(19,314)
Debt service payments	40,700	40,700	40,699	1
Total Expenditures	<u>3,326,330</u>	<u>3,326,330</u>	<u>3,398,266</u>	<u>(71,936)</u>
Excess of Revenues over (under) Expenditures	327,668	327,668	768,334	440,666
Other financing sources (uses)				
Transfers in	81,388	81,388	90,442	9,054
Total other financing sources (uses)	<u>81,388</u>	<u>81,388</u>	<u>90,442</u>	<u>9,054</u>
Excess of Revenues and sources over or (under) Expenditures and uses	409,056	409,056	858,776	449,720
Fund balance, January 1	<u>2,242,885</u>	<u>2,242,885</u>	<u>2,187,023</u>	<u>(55,862)</u>
Fund balance, December 31	<u><u>\$ 2,651,941</u></u>	<u><u>\$ 2,651,941</u></u>	<u><u>\$ 3,045,799</u></u>	<u><u>\$ 393,858</u></u>

Schedules of Required Supplementary Information
Schedule of Changes in Net Pension Liability/(Asset) and Related Ratios Multiyear
Last 10 Fiscal Years (to be built prospectively)

Measurement period ending December 31,	2022	2021	2020	2019	2018	2017	2016
Total Pension Liability							
Service Cost	\$ 1,978	\$ 2,113	\$ 2,130	\$ 2,130	\$ 2,130		\$ 2,303
Interest on the Total Pension Liability			28,351	28,351	28,351		35,004
Contributions		-	67,599	67,599	67,599		-
Difference between Expected and Actual Experience			(29,625)	(29,625)	(29,625)		(22,406)
Benefit Payments			(24,158)	(24,158)	(24,158)		(19,764)
Net Change in Total Pension Liability	1,978	2,113	44,297	44,297	44,297	-	(4,863)
Total Pension Liability - Beginning		307,888	263,591	263,591	263,591		287,188
Total Pension Liability - Ending (a)	\$ 311,946	\$ 310,001	\$ 307,888	\$ 307,888	\$ 307,888	\$ -	\$ 282,325
Plan Fiduciary Net Position							
Employer Contributions	\$ 22,631	\$ 20,027	\$ 20,027	\$ 18,000	\$ 18,000	\$ 18,000	\$ 18,000
Pension Plan Net Investment Income	(64,932)	121,543	93,517	90,654	37,358	43,524	11,794
Benefit Payments	(19,584)	(20,736)	(20,844)	(21,843)	(23,094)	(22,248)	(19,764)
Pension Plan Administrative Expense	(16,440)	(16,305)	(13,356)	(17,022)	(11,185)	(10,497)	(5,643)
State of Colorado supplemental discretionary payment	18,024	34,065	-	16,200	15,756	15,843	15,190
Net Change in Plan Fiduciary Net Position	(60,301)	138,594	79,344	85,989	36,835	44,622	19,577
Plan Fiduciary Net Position - Beginning	903,648	765,054	685,709	599,720	590,538	545,916	526,339
Plan Fiduciary Net Position - Ending (b)	\$ 843,347	\$ 903,648	\$ 765,053	\$ 685,709	\$ 627,373	\$ 590,538	\$ 545,916
Net Pension Liability/(Asset) - Ending (a) - (b)	(531,401)	(593,647)	(457,165)	(377,821)	(319,485)	(590,538)	(263,591)
Plan Fiduciary Net Position as a Percentage of Total Pension Liability		291.50%	248.48%	222.71%	203.77%		193.36%
Covered Payroll	N/A	N/A	N/A	N/A	N/A		N/A
Net Pension Liability as a Percentage of Covered Payroll	N/A	N/A	N/A	N/A	N/A		N/A

Schedules of Required Supplementary Information
Schedule of Contributions to Pension Plan

Required State Contributions	December 31, 2017	\$33,190
Required State Contributions	December 31, 2018	\$33,843
Required State Contributions	December 31, 2019	\$34,200
Required State Contributions	December 31, 2020	\$36,227
Required State Contributions	December 31, 2021	\$54,092
Required State Contributions	December 31, 2022	\$40,655

CITY OF OURAY, COLORADO
Combining Balance Sheet
Nonmajor Governmental Funds
December 31, 2022

	Conservation Trust Fund	Tourism Promotion Fund	Beautification Fund	Total Nonmajor Governmental Funds
Assets				
Cash and cash equivalents	\$ 56,550	\$ 954,235	\$ 141,505	\$ 1,152,290
Total assets	\$ 56,550	\$ 954,235	\$ 141,505	\$ 1,152,290
Liabilities and Fund Balances				
Liabilities:				
Accounts payable	\$ -	\$ 19,149	\$ 1,800	\$ 20,949
Total liabilities	-	19,149	1,800	20,949
Fund balances:				
Unreserved:	56,550	935,086	139,705	1,131,341
Total fund balances	56,550	935,086	139,705	1,131,341
Total liabilities and fund balances	\$ 56,550	\$ 954,235	\$ 141,505	\$ 1,152,290

CITY OF OURAY, COLORADO
Combining Statement of Revenues, Expenditures and Changes in Fund Balances
Nonmajor Governmental Funds
December 31, 2022

	Conservation Trust Fund	Tourism Promotion Fund	Beautification Fund	Total Nonmajor Governmental Funds
REVENUES				
Lodging taxes	\$ -	\$ 669,359	\$ 91,495	\$ 760,854
Intergovernmental	11,498	-	956	12,454
Interest earnings	701	-	2,288	2,989
Miscellaneous	-	29,222	-	29,222
Total revenues	<u>12,199</u>	<u>698,581</u>	<u>94,739</u>	<u>805,519</u>
EXPENDITURES				
Current:				
General government	119,916	429,425	36,518	585,859
Total expenditures	<u>119,916</u>	<u>429,425</u>	<u>36,518</u>	<u>585,859</u>
Excess revenues over (under) expenditures	(107,717)	269,156	58,221	219,660
OTHER FINANCING SOURCES (USES)				
Transfer out	-	-	(49,943)	(49,943)
Total other financing sources (uses)	<u>-</u>	<u>-</u>	<u>(49,943)</u>	<u>(49,943)</u>
Net change to fund balance	(107,717)	269,156	8,278	169,717
Fund balance, January 1	<u>164,267</u>	<u>665,930</u>	<u>131,427</u>	<u>961,624</u>
Fund balance, December 31	<u>\$ 56,550</u>	<u>\$ 935,086</u>	<u>\$ 139,705</u>	<u>\$ 1,131,341</u>

CITY OF OURAY, COLORADO
Schedule of Revenues, Expenditures and Changes in Fund Balance-Budget and Actual
Conservation Trust Fund
For the Year Ended December 31, 2022

	<u>Budgeted Amounts</u>		<u>Actual</u>	Variance with
	<u>Original</u>	<u>Final</u>		Final Budget
Revenues				Favorable
State entitlement	\$ 12,000	\$ 12,000	\$ 11,498	\$ (502)
Interest Income	10	10	701	691
Total revenues	<u>12,010</u>	<u>12,010</u>	<u>12,199</u>	<u>189</u>
 Expenditures				
Culture and recreation	125,000	125,000	119,916	5,084
Total expenditures	<u>125,000</u>	<u>125,000</u>	<u>119,916</u>	<u>5,084</u>
 Excess of Revenues over				
(under) Expenditures	(112,990)	(112,990)	(107,717)	5,273
 Fund balance, January 1	<u>168,988</u>	<u>168,988</u>	<u>164,267</u>	<u>(4,721)</u>
 Fund balance, December 31	<u><u>\$ 55,998</u></u>	<u><u>\$ 55,998</u></u>	<u><u>\$ 56,550</u></u>	<u><u>\$ 552</u></u>

CITY OF OURAY, COLORADO
Schedule of Revenues, Expenditures and Changes in Fund Balance-Budget and Actual
Tourism Promotion Fund
For the Year Ended December 31, 2022

	Budgeted Amounts		Actual	Variance with
	Original	Final		Final Budget
Revenues				Favorable
	\$	\$	\$	(Unfavorable)
Taxes	586,762	586,762	669,359	82,597
Miscellaneous revenue	50,500	50,500	29,222	(21,278)
Total revenues	637,262	637,262	698,581	61,319
 Expenditures				
General government	662,240	662,240	429,425	232,815
Total expenditures	662,240	662,240	429,425	232,815
 Excess of revenues over				
(under) expenditures	(24,978)	(24,978)	269,156	294,134
 Fund balance, January 1	595,786	595,786	665,930	70,144
 Fund balance, December 31	\$ 570,808	\$ 570,808	\$ 935,086	\$ 364,278

CITY OF OURAY, COLORADO
Schedule of Revenues, Expenditures and Changes in Fund Balance-Budget and Actual
Beautification Fund
For the Year Ended December 31, 2022

	Budgeted Amounts		Actual	Variance with
	Original	Final		Final Budget
Revenues				Favorable
				(Unfavorable)
Lodging taxes	\$ 80,205	\$ 80,205	\$ 91,495	\$ 11,290
Interest income	100	100	2,288	2,188
Grants and donations	3,150	3,150	956	(2,194)
Total revenues	<u>83,455</u>	<u>83,455</u>	<u>94,739</u>	<u>11,284</u>
Expenditures				
General government	106,800	106,800	36,518	70,282
Total expenditures	<u>106,800</u>	<u>106,800</u>	<u>36,518</u>	<u>70,282</u>
Excess of Revenues over				
(under) Expenditures	(23,345)	(23,345)	58,221	81,566
OTHER FINANCING SOURCES (USES)				
Transfer out	(38,000)	(38,000)	(49,943)	(11,943)
Total other financing sources (uses)	<u>(38,000)</u>	<u>(38,000)</u>	<u>(49,943)</u>	<u>(11,943)</u>
Net change to fund balance	(61,345)	(61,345)	8,278	69,623
Fund balance, January 1	<u>145,717</u>	<u>145,717</u>	<u>131,427</u>	<u>(14,290)</u>
Fund balance, December 31	<u><u>\$ 84,372</u></u>	<u><u>\$ 84,372</u></u>	<u><u>\$ 139,705</u></u>	<u><u>\$ 55,333</u></u>

CITY OF OURAY, COLORADO
Schedule of Revenues, Expenditures and Changes in Fund Balance-Budget and Actual
Capital Improvement Fund
For the Year Ended December 31, 2022

	<u>Budgeted Amounts</u>		<u>Actual</u>	Variance with
	<u>Original</u>	<u>Final</u>		Final Budget
Revenues				Favorable
Sales tax	\$ 632,034	\$ 632,034	\$ 724,663	\$ 92,629
Total revenues	<u>632,034</u>	<u>632,034</u>	<u>724,663</u>	<u>92,629</u>
Expenditures				
Capital Improvements	965,580	965,580	783,283	182,297
Total expenditures	<u>965,580</u>	<u>965,580</u>	<u>783,283</u>	<u>182,297</u>
Excess of Revenues over (under) Expenditures	(333,546)	(333,546)	(58,620)	274,926
Fund balance, January 1	<u>1,123,929</u>	<u>1,123,929</u>	<u>1,636,800</u>	<u>512,871</u>
Fund balance, December 31	<u>\$ 790,383</u>	<u>\$ 790,383</u>	<u>\$ 1,578,180</u>	<u>\$ 787,797</u>

CITY OF OURAY, COLORADO
Schedule of Revenues, Expenditures and Changes in Available Resources-Budget and Actual
Water Fund
For the Year Ended December 31, 2022

	Budgeted Amounts		Actual	Variance with
	Original	Final		Final Budget
Revenues				Favorable
	\$	\$	\$	(Unfavorable)
Water services	614,495	614,495	604,353	(10,142)
Investment fees	7,500	7,500	15,750	8,250
Miscellaneous	100	100	20,276	20,176
Interest revenue	150	150	2,438	2,288
Total revenues	622,245	622,245	642,817	20,572
Expenditures				
Salaries and wages	302,485	302,485	294,337	8,148
Taxes and benefits	110,838	110,838	110,375	463
Overhead	35,264	35,264	31,939	3,325
Operating maintenance	124,020	124,020	125,015	(995)
Capital expenditures	13,000	13,000	316	12,684
Debt service	5,543	5,543	5,889	(346)
Total expenditures	591,150	591,150	567,871	23,279
Excess of Revenues over (under) Expenditures	31,095	31,095	74,946	43,851
Other Financing Sources (Uses)				
Transfers in/Out	(28,300)	(28,300)	(26,485)	1,815
Net change to fund balance	2,795	2,795	48,461	45,666
Available resources, January 1	228,734	228,734	126,030	(102,704)
Available resources, December 31	\$ 231,529	\$ 231,529	\$ 174,491	\$ (57,038)

CITY OF OURAY, COLORADO
Schedule of Revenues, Expenditures and Changes in Available Resources-Budget and Actual
Sewer Fund
For the Year Ended December 31, 2022

	Budgeted Amounts		Actual	Variance with Final Budget Favorable (Unfavorable)
	Original	Final		
Revenues				
Sewer services	\$ 792,186	\$ 792,186	\$ 818,699	\$ 26,513
Investment fees	7,500	7,500	17,611	10,111
Interest	1,000	1,000	11,524	10,524
Total revenues	800,686	800,686	847,834	47,148
Expenditures				
Salaries and wages	339,237	339,237	346,746	(7,509)
Taxes and benefits	122,093	122,093	124,229	(2,136)
Overhead	54,630	54,630	65,981	(11,351)
Operating maintenance	115,320	115,320	127,899	(12,579)
Capital expenditures	9,500	9,500	367	9,133
Debt service	5,543	5,543	5,889	(346)
Total expenditures	646,323	646,323	671,111	(24,788)
Excess of Revenues over (under) Expenditures	154,363	154,363	176,723	22,360
Available resources, January 1	918,783	918,783	651,897	(266,886)
Available resources, December 31	\$ 1,073,146	\$ 1,073,146	\$ 828,620	\$ (244,526)

CITY OF OURAY, COLORADO
Schedule of Revenues, Expenditures and Changes in Available Resources-Budget and Actual
Utilities-Capital Improvement Fund
For the Year Ended December 31, 2022

	Budgeted Amounts		Actual	Variance with Final Budget Favorable (Unfavorable)
	Original	Final		
Revenues				
Water Fund				
Charges for services	\$ 430,739	\$ 430,739	\$ 496,536	\$ 65,797
SRF Loan and grant	6,000,000	6,000,000	-	(6,000,000)
EIAF Grant	0.00	0.00	19,709	19,709
Miscellaneous	259,896	259,896	-	(259,896)
Interest Income	1,000	1,000	13,104	12,104
Sewer Fund				
Charges for services	614,385	614,385	679,612	65,227
SRF Loan	10,000,000	10,000,000	1,132,454	(8,867,546)
Total revenues	17,306,020	17,306,020	2,341,415	(14,964,605)
Expenditures				
Capital expenditures/Transfers	16,372,000	16,372,000	2,536,322	13,835,678
Debt service payments	4	4	273,876	(273,872)
Total expenditures	16,372,004	16,372,004	2,810,198	13,561,806
Excess of Revenues over (under) Expenditures	934,016	934,016	(468,783)	(1,402,799)
Available resources, January 1	459,690	459,690	1,088,718	629,028
Principal payments on loans	-	-	88,772	88,772
Available resources, December 31	\$ 1,393,706	\$ 1,393,706	\$ 708,707	\$ (684,999)

CITY OF OURAY, COLORADO
Schedule of Revenues, Expenditures and Changes in Available Resources-Budget and Actual
Refuse Fund
For the Year Ended December 31, 2022

	<u>Budgeted Amounts</u>		<u>Actual</u>	Variance with
	<u>Original</u>	<u>Final</u>		Final Budget
Revenues				Favorable
Refuse collection service	\$ 187,631	\$ 187,631	\$ 199,822	\$ 12,191
Recycling	70,837	70,837	71,165	328
Total revenues	<u>258,468</u>	<u>258,468</u>	<u>270,987</u>	<u>12,519</u>
Expenditures				
Contract hauling	244,250	244,250	234,278	9,972
Total expenditures	<u>244,250</u>	<u>244,250</u>	<u>234,278</u>	<u>9,972</u>
Excess of revenues over				
(under) expenditures	14,218	14,218	36,709	22,491
Other Financing Sources (Uses)				
Transfers out	<u>(14,014)</u>	<u>(14,014)</u>	<u>(14,014)</u>	<u>-</u>
Net change to fund balance	204	204	22,695	22,491
Available funds, January 1	<u>10,710</u>	<u>10,710</u>	<u>18,166</u>	<u>7,456</u>
Available funds, December 31	<u>\$ 10,914</u>	<u>\$ 10,914</u>	<u>\$ 40,861</u>	<u>\$ 29,947</u>

CITY OF OURAY, COLORADO
Schedule of Revenues, Expenditures and Changes in Available Resources-Budget and Actual
Parks Fund
For the Year Ended December 31, 2022

	Budgeted Amounts		Actual	Variance with
	Original	Final		Final Budget
Revenues				Favorable
				(Unfavorable)
Swimming pool	\$ 2,126,700	\$ 2,126,700	2,226,473	\$ 99,773
Box Cañon	437,720	437,720	404,494	(33,226)
Ice rink	11,000	11,000	11,722	722
Gym	24,000	24,000	33,748	9,748
Grants and contributions	-	-	102,900	102,900
Transfers	-	-	39,678	39,678
Total revenues	2,599,420	2,599,420	2,819,015	219,595
Expenditures				
Salaries and wages	1,231,285	1,231,285	1,175,998	(55,287)
Taxes and benefits	173,313	173,313	295,888	122,575
Overhead	242,344	242,344	267,751	25,407
Operating maintenance	336,630	336,630	387,209	50,579
Capital expenditures	183,287	183,287	444,377	261,090
Debt Service	510,346	510,346	510,345	(1)
Supplement	-	350,000	-	350,000
Total expenditures	2,677,205	3,027,205	3,081,568	(54,363)
Excess of Revenues over				
(under) expenditures	(77,785)	(427,785)	(262,553)	165,232
Available resources, January 1	1,172,502	1,172,502	1,261,718	89,216
Available resources, December 31	\$ 1,094,717	\$ 744,717	\$ 999,165	\$ 254,448



COLORADO

Department of Transportation

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2. Right-click your mouse and select Print.
3. Confirm that print settings are correct - make sure "selection only" isn't checked.
4. Print hard copy or to PDF.
5. Click "Edit Mode" to return to modifying your data.
6. Remember to click "Save" to save any changes.

Annual Highway Finance Report - CY22

Email address: drakem@cityofouray.com

City/County: Ouray

Receipts, Disbursements & Costs

II - Receipts for Road & Street Purposes

A. Receipts from local sources

2. General Fund Appropriations:	\$	596,177.00
3. Other local imposts: <i>from A.3. 'Total' below</i>	\$	100,327.00
4. Miscellaneous local receipts: <i>from A.4. 'Total' below</i>	\$	0.00
5. Transfers from toll facilities	\$	0.00
6. Proceeds of sale of bonds and notes		
a. Bonds - Original Issues:	\$	0.00

b. Bonds - Refunding Issues:	\$	<input type="text" value="0.00"/>
c. Notes:	\$	<input type="text" value="0.00"/>
		<hr/>
SubTotal:	\$	696,504.00
B. Private Contributions	\$	<input type="text" value="0.00"/>

Receipts, Disbursements & Costs

II - Receipts for Road & Street Purposes (Detail)

A.3. | Other local imposts

a. Property Taxes & Assessments	\$	0.00
b. Other Local Imposts		
1. Sales Taxes:	\$	0.00
2. Infrastructure and Impact Fees:	\$	0.00
3. Liens:	\$	0.00
4. Licenses:	\$	0.00
5. Specific Ownership and/or Other:	\$	100,327.00
Total: <i>(a + b) carried to 'Other local imposts' above</i>		\$ 100,327.00

A.4. | Miscellaneous local receipts

a. Interest on Investments:	\$	0.00
b. Traffic fines and Penalties:	\$	0.00
c. Parking Garage Fees:	\$	0.00
d. Parking Meter Fees:	\$	0.00
e. Sale of Surplus Property:	\$	0.00
f. Charges for Services:	\$	0.00
g. Other Misc. Receipts:	\$	0.00
h. Other:	\$	0.00
Total: <i>(a through h) carried to 'Misc local receipts' above</i>		\$ 0.00

C. Receipts from State Government

1. Highway User Taxes:	\$	41,491.00
3. Other State funds:		

c. Motor Vehicle Registrations:	\$	5,915.00
d. Other (Specify):		
Comments: <input type="text" value="undefined"/>	\$	0.00
e. Other (Specify):		
Comments: <input type="text" value="undefined"/>	\$	0.00
Total: (1+3c,d,e)		\$ 47,406.00

D. Receipts from Federal Government

2. Other Federal Agencies

a. Forest Service:	\$	0.00
b. FEMA:	\$	0.00
c. HUD:	\$	0.00
d. Federal Transit Administration:	\$	0.00
e. U.S. Corp of Engineers	\$	0.00
f. Other Federal:	\$	0.00
Total: (2a-f)		\$ 0.00

Receipts, Disbursements & Costs

III - Disbursements for Road & Street Purposes

A. Local highway disbursements

1. Capital outlay: <i>(from A.1.d. 'Total Capital Outlay' below)</i>	\$	0.00
2. Maintenance:	\$	282,108.00
3. Road and street services		

a. Traffic control operations:	\$	13,091.00
b. Snow and ice removal:	\$	69,685.00
c. Other:	\$	14,707.00
4. General administration and miscellaneous	\$	1,313.00
5. Highway law enforcement and safety	\$	363,006.00
Total: (A.1-5)		\$ 743,910.00

B. Debt service on local obligations

1. Bonds		
a. Interest	\$	0.00
b. Redemption	\$	0.00
2. Notes		
a. Interest	\$	0.00
b. Redemption	\$	0.00
SubTotal: (1+2)		\$ 0.00

C. Payments to State for Highways:

\$ 0.00

D. Payments to Toll Facilities:

\$ 0.00

Total Disbursements: (A+B+C+D) \$ 743,910.00

Receipts, Disbursements & Costs

III - Disbursements for Road & Street Purposes - (Detail)

	A. ON NATIONAL HIGHWAY SYSTEM	B. OFF NATIONAL HIGHWAY SYSTEM	C. TOTAL
A.1. Capital Outlay			
a. Right-Of-Way Costs:	\$ 0.00	\$ 0.00	\$ 0.00
b. Engineering Costs:	\$ 0.00	\$ 0.00	\$ 0.00
c. Construction			
1. New Facilities:	\$ 0.00	\$ 0.00	\$ 0.00
2. Capacity Improvements:	\$ 0.00	\$ 0.00	\$ 0.00
3. System Preservation:	\$ 0.00	\$ 0.00	\$ 0.00
4. System Enhancement:	\$ 0.00	\$ 0.00	\$ 0.00
5. Total Construction:			\$ 0.00
d. Total Capital Outlay: <i>(Lines A.1.a. + 1.b. + 1.c.5)</i>			\$ 0.00

Receipts, Disbursements & Costs

IV. Local Highway Debt Status

	OPENING DEBT	AMOUNT ISSUED	REDEMPTIONS	CLOSING DEBT
A. Bonds (Total)	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00
1. Bonds (Refunding Portion)		\$ 0.00	\$ 0.00	\$ 0.00
B. Notes (Total):	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00

Receipts, Disbursements & Costs

V - Local Road & Street Fund Balance

A. Beginning Balance	B. Total Receipts	C. Total Disbursements	D. Ending Balance	E. Reconciliation
\$ 0.00	\$ 743,910.00	\$ 743,910.00	\$ 0.00	\$ 0.00

Notes and Comments:

undefined

Please enter your name:

Please provide a telephone number where you may be reached:

Save

Print Mode

Edit Mode

Please click on the "Save" button before viewing the data in a print format.



Contact: Paige Castaneda | Email: Paige.Castaneda@state.co.us | Phone: 303.512.4914

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FORM FHWA-536e (Version 9.00) - CY22

Federal Awards Reports In Accordance With the
Single Audit Act and the Uniform Guidance
December 31, 2022
CITY OF OURAY, COLORADO

CITY OF OURAY
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December 31, 2022

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INDEPENDENT AUDITOR’S REPORT ON INTERNAL CONTROL OVER FINANCIAL REPORTING AND
ON COMPLIANCE AND OTHER MATTERS BASED ON AN AUDIT OF FINANCIAL STATEMENTS
PERFORMED IN ACCORDANCE WITH *GOVERNMENT AUDITING STANDARDS*

To the City Council
City of Ouray, Colorado

We have audited, in accordance with the auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States, the financial statements of the City of Ouray, Colorado, as of and for the year ended December 31, 2022, and the related notes to the financial statements, which collectively comprise the City of Ouray’s basic financial statements, and have issued our report thereon dated December 13, 2023.

Report on Internal Control over Financial Reporting

In planning and performing our audit of the financial statements, we considered the City of Ouray, Colorado’s internal control over financial reporting (internal control) to determine the audit procedures that are appropriate in the circumstances for the purpose of expressing our opinions on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the City of Ouray, Colorado’s internal control. Accordingly, we do not express an opinion on the effectiveness of the City of Ouray, Colorado’s internal control.

A *deficiency in internal control* exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. A *material weakness* is a deficiency, or a combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the entity’s financial statements will not be prevented, or detected and corrected on a timely basis. A *significant deficiency* is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses may exist that have not been identified.

We identified a deficiency in internal controls, described in the accompanying schedule of findings and questioned costs as items 2022-001 and that we consider to be a material weakness.

Compliance and Other Matters

As part of obtaining reasonable assurance about whether the City of Ouray, Colorado’s financial statements are free from material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the determination of financial statement amounts. However, providing an opinion on compliance with those provisions was not an objective of our audit, and accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.

City's Response To Findings

Government Auditing Standards requires the auditor to perform limited procedures on the City's response to the finding identified in our audit described in the accompanying schedule of findings and questioned costs. The City's response was not subjected to the other auditing procedures applied in the audit of the financial statements, and accordingly, we express no opinion on the City's response.

Purpose of this Report

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the entity's internal control or on compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the entity's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

Blair and Associates, P.C.

Cedaredge, Colorado
December 13, 2023



Independent Auditor’s Report on Compliance for The Major Federal Program and Report on Internal Control Over Compliance; and Report on Schedule of Expenditures of Federal Awards Required by the Uniform Guidance

To the City Council
City of Ouray, Colorado

Report on Compliance for Each Major Federal Program

Opinion on Each Major Federal Program

We have audited City of Ouray’s compliance with the types of compliance requirements identified as subject to audit in the OMB *Compliance Supplement* that could have a direct and material effect on each of City of Ouray’s major federal programs for the year ended December 31, 2022. City of Ouray’s major federal programs are identified in the summary of auditor’s results section of the accompanying schedule of findings and questioned costs.

In our opinion, City of Ouray complied, in all material respects, with the types of compliance requirements referred to above that could have a direct and material effect on each of its major federal programs for the year ended December 31, 2022.

Basis for Opinion on Each Major Federal Program

We conducted our audit of compliance in accordance with auditing standards generally accepted in the United States of America; the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States; and the audit requirements of Title 2 U.S. *Code of Federal Regulations* Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* (Uniform Guidance). Our responsibilities under those standards and the Uniform Guidance are further described in the Auditor’s Responsibilities for the Audit of Compliance section of our report.

We are required to be independent of the City of Ouray and to meet our other ethical responsibilities, in accordance with relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion on compliance for each major federal program. Our audit does not provide a legal determination of City of Ouray’s compliance with the compliance requirements referred to above.

Responsibilities of Management for Compliance

Management is responsible for compliance with the requirements referred to above and for the design, implementation, and maintenance of effective internal control over compliance with the requirements of laws, statutes, regulations, rules, and provisions of contracts or grant agreements applicable to City of Ouray’s federal programs.

Auditor’s Responsibilities for the Audit of Compliance

Our objectives are to obtain reasonable assurance about whether material noncompliance with the compliance requirements referred to above occurred, whether due to fraud or error, and express an opinion on City of Ouray’s compliance based on our audit. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with generally accepted auditing standards, *Government Auditing Standards*, and the Uniform Guidance will always detect material noncompliance when it exists. The risk of not detecting material noncompliance resulting from fraud is higher than for that resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Noncompliance with the compliance requirements referred to above is considered material if there is a substantial likelihood that, individually or in the aggregate, it would influence the judgment made by a reasonable user of the report on compliance about City of Ouray’s compliance with the requirements of each major federal program as a whole.

In performing an audit in accordance with generally accepted auditing standards, *Government Auditing Standards*, and the Uniform Guidance, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material noncompliance, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding City of Ouray's compliance with the compliance requirements referred to above and performing such other procedures as we considered necessary in the circumstances.
- Obtain an understanding of City of Ouray's internal control over compliance relevant to the audit in order to design audit procedures that are appropriate in the circumstances and to test and report on internal control over compliance in accordance with the Uniform Guidance, but not for the purpose of expressing an opinion on the effectiveness of City of Ouray's internal control over compliance. Accordingly, no such opinion is expressed.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and any significant deficiencies and material weaknesses in internal control over compliance that we identified during the audit.

Report on Internal Control over Compliance

A deficiency in internal control over compliance exists when the design or operation of a control over compliance does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, noncompliance with a type of compliance requirement of a federal program on a timely basis. A *material weakness in internal control over compliance* is a deficiency, or a combination of deficiencies, in internal control over compliance, such that there is a reasonable possibility that material noncompliance with a type of compliance requirement of a federal program will not be prevented, or detected and corrected, on a timely basis. A *significant deficiency in internal control over compliance* is a deficiency, or a combination of deficiencies, in internal control over compliance with a type of compliance requirement of a federal program that is less severe than a material weakness in internal control over compliance, yet important enough to merit attention by those charged with governance.

Our consideration of internal control over compliance was for the limited purpose described in the Auditor's Responsibilities for the Audit of Compliance section above and was not designed to identify all deficiencies in internal control over compliance that might be material weaknesses or significant deficiencies in internal control over compliance. Given these limitations, during our audit we did not identify any deficiencies in internal control over compliance that we consider to be material weaknesses, as defined above. However, material weaknesses or significant deficiencies in internal control over compliance may exist that were not identified.

Our audit was not designed for the purpose of expressing an opinion on the effectiveness of internal control over compliance. Accordingly, no such opinion is expressed.

Report on Schedule of Expenditures of Federal Awards Required by the Uniform Guidance

We have audited the financial statements of the governmental activities, the business-type activities, each major fund and the aggregate remaining fund information of the City, as of and for the year ended December 31, 2022, and the related notes to the financial statements, which collectively comprise the City's basic financial statements. We issued our report thereon dated December 13, 2023, which contained unmodified opinions on those financial statements. Our audit was conducted for the purpose of forming opinions on the financial statements that collectively comprise the basic financial statements. The accompanying schedule of expenditures of federal awards is presented for purposes of additional analysis as required by the Uniform Guidance and is not a required part of the basic financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the basic financial statements. The information has been subjected to the auditing procedures applied in the audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the basic financial statements or to the basic financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the schedule of expenditures of federal awards is fairly stated in all material respects in relation to the basic financial statements as a whole.

The purpose of this report on internal control over compliance is solely to describe the scope of our testing of internal control over compliance and the results of that testing based on the requirements of the Uniform Guidance. Accordingly, this report is not suitable for any other purpose.

Blair and Associates, P.C.

Cedaredge, Colorado
December 13, 2023

CITY OF OURAY
 SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS
 For the Year Ended December 31, 2022

FEDERAL AGENCY NAME	PASS THROUGH AGENCY	FEDERAL PROGRAM TITLE	CFDA NUMBER	OTHER IDENTIFICATION NUMBER	EXPENDITURES
ENVIROMENTAL PROTECTION AGENCY	COLORADO WATER RESOURCES AND POWER DEVELOPMENT AUTHORITY	CAPITALIZATION GRANT FOR WATER POLLUTION CONTROL REVOLVING FUND	66.458	PROJECT #	\$1,638,534
				TOTAL FEDERAL AWARDS	<u>\$1,638,534</u>

CITY OF OURAY
Notes to Schedule of Expenditures of Federal Awards
December 31, 2022

NOTE A - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Basis of Presentation

The Schedule of Expenditures of Federal Awards (SEFA) includes the federal grant activity of City of Ouray and is presented on the accrual basis of accounting. The information on the SEFA is presented in accordance with the requirements of Regulations Part 200, *Uniform Administrative Requirements, Cost Principles and Audit Requirements for Federal Awards* (“Uniform Guidance”). Therefore, some amounts presented in this schedule may differ from amounts presented in or used in the preparation of the general-purpose financial statements. Expenditures represent only the federally funded portions of the program. City records should be consulted to determine amounts expended or matched from nonfederal sources.

The City has elected to not use the 10% de minimus indirect cost rate, as allowed under the Uniform Guidance.

Program Costs

The amounts shown as current-year expenses represent only the federal grant portion of the program costs. Entire program costs, including the City’s local matching share, may be more than shown.

CITY OF OURAY
Notes to Schedule of Finding and Questioned Costs
December 31, 2022

Section I - Summary of Auditor's Results

Financial Statements

Type of auditor's report issued:	Unmodified
Internal control over financial reporting:	
Material weakness identified	Yes
Significant deficiency identified	No
Noncompliance material to financial statements noted	No

Federal Awards

Internal Control over major programs:	
Material weakness identified	None Reported
Significant deficiency identified	No
Type of auditor's report issued on compliance for major programs	Unmodified
Any audit findings disclosed that are required to be reported in accordance with Title 2 U.S. Code of Federal Regulations Part 200	No

Identification of major programs:

<u>CFDA Number(s)</u>	<u>Name of Federal Program or Cluster</u>
66.458	Capitalization Grant for Drinking Water State Revolving Funds

Dollar threshold used to distinguish between Type A and Type B programs:	\$ 750,000
Auditee qualified as low risk auditee?	No

CITY OF OURAY
Notes to Schedule of Finding and Questioned Costs
December 31, 2022

SECTION II — Findings Required to be Reported by Government Auditing Standards

2022-001

Criteria Or Specific Requirement: Management is responsible for the preparation and fair presentation of these financial statements, in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Condition: Certain proposed entries were made to properly record capital assets, construction in progress, and loans on construction projects for 2022.

Cause: The City has not been properly recording the purchasing of capital assets to the depreciation schedule and year end accrual entries.

Recommendation: We recommend that the City examine its current process for financial reporting and strengthen its existing policies and procedures to help ensure that transactions are recorded timely and accurately at year end. The City Finance Officer should review the depreciation schedule at year end to see if capital assets have been properly recorded for the year and deletions have been taken off the report. Review year end financials to make sure all year end accruals have been properly recorded such as inventory, loans and etc.

Views Of Responsible Officials And Planned Corrective Action: The City agrees with the finding and has put together a correction action plan for the finding. For additional information, see the City's separate report for planned corrective actions.

SECTION III — Findings Required to be Reported by the Uniform Guidance

No Findings Noted

CITY OF OURAY
Status of Prior Audit Findings
December 31, 2022

Note: There were no prior year audit findings Required to be Reported by Government Auditing Standards and Reported by the Uniform Guidance.



Ouray City Council Regular Meeting

Tuesday, January 16, 2024 6:00 PM

Ouray Community Center, 320 6th Ave, Ouray, CO 81427

Ethan Funk: Present
Tamara Gulde: Present
Peggy Lindsey: Present
Josh Smith: Present
Michael Underwood: Present

Also present were: City Administrator Silas Clarke, Finance and Administration Director Melissa Drake (via Zoom), Public Works Director Joe Coleman, Police Sergeant Gary Ray, IT Director Rich Willis and City Attorney Carol Viner.

1. CALL TO ORDER

Mayor Funk called the meeting to order at 6:00 pm.

2. ROLL CALL

3. PLEDGE OF ALLEGIANCE

The Pledge of Allegiance was recited.

4. APPROVAL OF MINUTES - January 2, 2024 Meeting

Motion to approve minutes as presented. This motion, made by Tamara Gulde and seconded by Michael Underwood, Carried.

Ethan Funk: Yea, Tamara Gulde: Yea, Peggy Lindsey: Yea, Josh Smith: Yea, Michael Underwood: Yea

5. CITIZENS' COMMUNICATION

Mayor Funk opened the floor for public comment. Paul Smith wanted clarification on the wording of the sidewalk snow removal ordinance, saying "snow event" is unclear and there's no minimum snowfall listed for the ordinance to apply. Mr. Smith pointed out that the sidewalks over the flumes have not always been cleaned, and the City should lead by example on sidewalk clearing. Mr. Clarke clarified that the City does not own all the sidewalks across the flumes, only some, and the others are the adjacent property owner's responsibility. Mayor Funk explained that the ordinance was designed to not be specific because the intent is to have the sidewalks cleared from snowfall and ice buildup, even if the ice did not result directly from snowfall. Mr. Smith also noted that the crosswalks are not completely cleared at the edges to facilitate safe crossing all the way across the street. Since there were no other comments, Mayor Funk closed the floor.

6. CITY COUNCIL REPORTS/INFORMATION - Tamara Gulde, Peggy Lindsey, Michael Underwood, Josh Smith, and Ethan Funk

Councilor Gulde - Attended the IPAT meeting on January 3rd, discussed the report on Ice Park Sustainability Group, the All In Ice Fest that took place January 5th-7th, and the upcoming Ice Fest this weekend. This year's All In Ice Fest had 250 participants. Last year there were 70, and the first one the year before that there were 40. The OIPI public meeting is tomorrow. Attended first TAC meeting as liaison. There will be an avalanche awareness event on February 17th. TAC elected officers, Logan Tyler is the new chair and Jason Perkins is vice

chair. Attending the Colorado Association of Ski Towns meeting next week.

Councilor Lindsey - The Beautification Committee took down the Christmas decorations, but left the snowflakes. Next meeting is February 7. Bruin Waste Management presented the idea to the Beautification Committee of having trash compactors instead of each business having a dumpster, but it's probably not feasible in town.

Councilor Underwood - missed his first PARC meeting due to miscommunication, but received a report from the meeting. The Ice Rink is open and skate-able, and the Ski Hill has some water running down it that could affect usage, unknown if the source has been determined. Cabin Fever Day is February 24th, and the next meeting will be February 13th. Attended OEDC meeting on January 11th. The committee kept the same chair, vice chair and secretary. Discussed the Micro Grant program grading rubric. Applications will be accepted between January 22nd and March 1st. Micro Grant awardee decisions will be made on March 14. The next OEDC meeting will be February 8th.

Mayor Pro Tem Smith - Main Streets Committee met Monday, January 8th to create a rubric for future grant applications, and held their regular meeting on Wednesday to score applications, which will be sent to OEDIT for final decision. Attended Zoom meeting with Town of Ridgway and All Points Transit to discuss shuttle stops/schedule. They are shooting for a February start date.

Mayor Funk - nothing to report

7. DEPARTMENT REPORTS

a. City Administrator

Mr. Clarke gave an overview of his report.

b. Director of Finance and Administration

Ms. Drake presented the financial reports.

c. Information Technology Director

Mr. Willis gave an overview of his report.

d. Communications and Community Engagement Coordinator

Ms. Bailey added that the Main Street Committee is having a workshop on February 14th, their regular meeting, to pick branding options from DOLA for the Main Streets Program. Mayor Pro Tem Smith asked how grant opportunities are being shared with business owners. Ms. Bailey said links are listed on the City's Business Resources page, but doesn't want to be the "authority" on available grants and thus doesn't want to communicate about specific grants, but merely provide the resources to locate them. Ms. Bailey will add a note in the City Newsletter to direct people to the Business Resources page for grant opportunities.

8. ACTION ITEMS

a. Ouray Housing Needs Analysis and Strategy

Andrew Knudsen and Rachel Shindman from Economic and Planning Systems presented the report.

Motion to approve the report with the following changes: correct figure 9 mobile homes count, remove "and limited by TABOR" from sources of funds on page 48, clarify statement on page 32 that Short-term Rentals are not allowed in ADUs, and reference the 2021 Community Plan instead of the 2018 Community Plan on page 42. This motion, made by Tamara Gulde and seconded by Peggy Lindsey, Carried.

Ethan Funk: Yea, Tamara Gulde: Yea, Peggy Lindsey: Yea, Josh Smith: Yea, Michael Underwood: Yea

b. City of Ouray Development Agreement - Ouray Homes, LLC (Waterview PUD)

Councilor Gulde pointed out typos on page 3 under the Utility, Ditch and Trail Easements header: insert a comma after "including fences and sheds", and "shown" instead of show.

Motion to approve the Development Agreement with Councilor Gulde's noted changes on page 3. This motion, made by Peggy Lindsey and seconded by Tamara Gulde, Carried.

Ethan Funk: Yea, Tamara Gulde: Yea, Peggy Lindsey: Yea, Josh Smith: Yea, Michael Underwood: Yea

c. Ouray Waterview PUD Affordable Housing Regulations and Guidelines

Attorney Viner noted that the Council will be the housing committee until they form a separate housing committee in City Code.

Changes:

Item 1.71 - HA is replaced by "the committee".

Item 1.84 - 60 days should be changed to 6 months

Item 8.2.3.3 - change "Town" to "City"

Item 1.6, 2nd paragraph - remove reference to Ouray County Assessor, change to local jurisdiction assessor office.

Add item in 10.3.2 to say the administrator will verify that every applicant's entry is included in the lottery prior to drawing.

Appendix E number 11 - change "County" to "City".

Motion to approve Waterview PUD Housing Regulations and Guidelines with discussed changes. This motion, made by Peggy Lindsey and seconded by Tamara Gulde, Carried.

Ethan Funk: Yea, Tamara Gulde: Yea, Peggy Lindsey: Yea, Josh Smith: Yea, Michael Underwood: Yea

d. Deed Restriction and Covenant Agreement for Ouray Waterview Homes PUD

Mayor Pro Tem Smith asked what provisions are in place if the homeowner has trouble securing insurance coverage. Paul and Lois Major said the housing committee would exist to work with people and make the rulings on issues like that. Councilor Underwood noted that a qualified entity can purchase one or more units, but the tenants they rent to must qualify, the same as individual buyers.

Motion to approve Deed Restriction and Covenant Agreement for Ouray Waterview Homes PUD. This motion, made by Peggy Lindsey and seconded by Josh Smith, Carried.

Ethan Funk: Yea, Tamara Gulde: Yea, Peggy Lindsey: Yea, Josh Smith: Yea, Michael Underwood: Yea

e. Professional Services Agreement with PST Engineering for the CDOT Main Streets Project

Motion to approve the Professional Services Agreement with PST Engineering. This motion, made by Michael Underwood and seconded by Josh Smith, Carried.

Ethan Funk: Yea, Tamara Gulde: Yea, Peggy Lindsey: Yea, Josh Smith: Yea, Michael Underwood: Yea

f. Annual Memorandum of Understanding (MOU) Between Ouray County and City of Ouray

Motion to approve MOU between Ouray County and City of Ouray, and rescind prior version of MOU approved 1/2/24. This motion, made by Tamara Gulde and seconded by Josh Smith, Carried.

Ethan Funk: Yea, Tamara Gulde: Yea, Peggy Lindsey: Yea, Josh Smith: Yea, Michael Underwood: Yea

g. Ann Fellin Application for Appointment to the Tourism Advisory Committee (TAC) Event Planning/Coordination Position (Appointment to January 2026)

Motion to approve Ann Fellin to the Tourism Advisory Committee. This motion, made by Peggy Lindsey and seconded by Michael Underwood, Carried.

Ethan Funk: Yea, Tamara Gulde: Yea, Peggy Lindsey: Yea, Josh Smith: Yea, Michael Underwood: Yea

9. DISCUSSION ITEMS

- a. City of Ouray Housing Committee Creation Discussion per Ouray Waterview PUD Regulations and Guidelines

Work session February 5th 3 pm, continuing March 4th 3 pm.

- b. Future Agenda Items

10. ADJOURNMENT

Motion to adjourn at 8:31pm. This motion, made by Peggy Lindsey and seconded by Tamara Gulde, Carried.
Ethan Funk: Yea, Tamara Gulde: Yea, Peggy Lindsey: Yea, Josh Smith: Yea, Michael Underwood: Yea

Ethan Funk, Mayor

ATTEST:

Melissa M. Drake, City Clerk

CERTIFICATION

I, Melissa M. Drake, do hereby certify that I am the City Clerk of the City of Ouray, Ouray County, State of Colorado, and that the above minutes are a true and correct summary of the meeting of the Ouray City Council held on Tuesday, January 16, 2024. I further certify that the meeting was duly called and held, and that a quorum was present.

Dated this Tuesday, January 16, 2024.

Melissa M. Drake, City Clerk

P.O. Box 468
320 Sixth Avenue
Ouray, Colorado 81427



970.325.7211
Fax 970.325.7212
www.cityofouray.com

City Administrator
Report for February 5, 2024
City Council Jan. 22 – February 2, 2024

Jacobson Land Agreement:

I have met with surveyor Tim Pasek concerning the needs of the City as outlined in the Jacobson land agreement. Mr. Pasek stated he will work on the boundary line adjustment plat as soon as possible to submit for BOCC review.

City's Geothermal Water Sources and Community Discussion:

We had about 25 attendees at the community discussion of our Geothermal Water Sources. I do appreciate the representatives from Twin Peaks, Wiesbaden, City Council, and the general public being present and participating in the discussion. I would like to get a Work Session scheduled for discussion of the alternative heat source and next steps with our project Architect and Engineer.

City Audit:

The City has received the audit from Blair and Associates, P.C. and a copy was submitted to the state of Colorado.

Colorado Association of Ski Towns (CAST) Meeting:

Thank you to the Mayor and Council for attending the CAST meeting in Crested Butte with me. While Ouray is not a ski town, this organization is a great resource and all of the participating municipalities are working through the same workforce, housing, and short-term rental issues.

CDOT Main Streets Grant:

PST Engineering has executed the agreement and the kick-off meeting with CDOT is scheduled during the week of February 12. I am also looking at a potential grant for additional funding for this project.

Trash and Recycling Request for Proposal (RFP):

The City received two responses to our RFP for Refuse and Recycling Services. Based on the proposed cost of service, we (staff) are recommending a new contract with Bruin Waste Management. I have also discussed Bruin's service with other surrounding municipalities and did not identify any reason to not contract with Bruin. Moving away from the current service provider will cause temporary disruption with the removal and delivery of new containers. Depending on the Council action, we ask for our resident's patience through this process.

I also want to thank Waste Management for agreeing to stay on as our refuse and recycling provider through March of 2024 to ease this transition.

Master Parks Plan Strategic Plan:

We need to schedule the next Parks Master Plan Strategic Plan. (Tuesday, February 20th?)

Parking Study per City Budget:

Since we just completed an RFP process for engineering services, I am seeing if PST Engineering has the capability of conducting a parking/traffic study per the City budget.

Fellin Park Stage:

Jim Keo, Stage Architect, will be ready to present the updated design to the interested community groups within the next 30 days. After this meeting, a presentation will be provided to obtain the City Council review and feedback.

Fire Department Report for January, 2024

01/27/24

3 Training opportunities held in January

Currently have no fire danger within the county.

New Years show: Went as planned. Aprox 120 man hours to complete.

We have had a young man, Parker Blackford shadowing us for the past year. He just turned 18 so will become a junior member at our next meeting

Calls for January

01/09	CO Call	6 ffs 1hr
01/16	False alarm	2 ffs 1 hr
01/24	MVA	7ffs 1hr

Public Works January 2023 Update

Water

- Water Usage Numbers for December:
 - Influent (Water from spring) – 27,081,415 Gallons
 - Effluent (Water to town) – 18,624,996 Gallons
 - Ice Park – 2,891,212 Gallons
 - Mineral Farms – 203,500 Gallons
- Continued to monitor and sample chlorine residuals at the two entry points of the distribution system. The City has been in compliance and meeting all CDPHE requirements.
- CDPHE requires that the City send a letter to all of its water customers stating that we have not provided adequate treatment of our water. This letter is to be sent every 90 days until the new water treatment facility is operational. Public works labeled envelopes, folded letters, stuffed envelopes and sent the letters on February 2nd 2024. If needed, the next round of letters will be sent on May 2nd 2024.
- Public Works conducted a round of leak detection and found two leaks located on private water lines on the North end of town. The owners have been notified and repairs to the leaking water lines have been completed.
- Continued working with Ice Park Staff and providing water numbers while they continue to make ice in the park.
- Assisted with a water pressure issue on Main St. The issue was a water service line leak on the customers water service line.
- Aslan Construction continues to work on the new Water Treatment Facility. Yard piping installation from the new water plant to the new water tank is scheduled to begin on January 24th 2024. The two filter skids along with the backflow preventer have been delivered and are onsite. Framing inside the building has been completed and electrical work has started inside the building.

Sewer

- Aslan Construction continues to work on the new Wastewater Treatment Facility. An onsite meeting was held with SMPA to discuss installation of the new transformer. Currently, the plan for the new install is scheduled for February 19th 2024. The old plant will run on the generator, the entire process is expected to take between 6-8 hours. Process piping and equipment continue to be installed. Rough plumbing in the admin/headworks building is being completed and is almost ready for drywall.
- Continued to clean head works two times daily.
- Continued to skim lagoons of debris as needed.
- Continued taking wastewater samples on a weekly basis.
- Worked on cleaning aerators, two aerators were plugged with rags and debris. Both are now clean and operating correctly.
- Ran a load test on the generator for approximately six hours. The test was to make sure the generator will power the old plant while the new transformer is being installed. The generator performed well and there were no issues.

Streets/Miscellaneous

- Public Works spent a majority of the month plowing and hauling snow throughout town. The crew had multiple shifts beginning after midnight in order to clear the parking spots on Highway 550.
- Graded roads and pool parking lot as conditions allowed.
- Cut and hauled away the town Christmas tree.
- Plowed snow for Ice Festival, cleaned area where vendors set up, plowed parking areas, cleaned area in Box Canyon parking lot and delivered sand.
- Assisted the Parks and Recreation crew in the operation of the fire hydrant at Rotary Park in order to make ice.

City Resources Department

February 5, 2024

- Unusually warm temperatures this winter have prevented the ice rink from opening this year. The rink was flooded twice but hard ice never formed.
- The restroom renovation project upstairs in the Community Center is nearly complete. The restrooms are functional and open. One partition in the men's remains to be installed and a few small finishing touches will be completed during the next weeks.
- The City Hall downstairs restroom project has begun. Old fixtures, flooring and wall board have been removed. The plumbing for the men's restroom was modified to improved drainage. An additional sink will be installed in the woman's restroom. New tile will be installed next week.
- Ski tow staff adjusted rope tension at the ski in early January.
- The annual unannounced inspection of the tow at Lee's Ski Hill occurred this week. There were no mechanical deficiencies cited.
- Water continues to course down the ski run at Lee's Ski Hill resulting in several large areas bare of snow. This is atypical for January.
- Cabin Fever Day has been scheduled for the last Saturday of February, if conditions permit.
- Electric water heaters have been installed at the bathhouse. The domestic water heating system has been removed from the geothermal source, allowing for a slight increase in geothermal heat available for the pools.
- The Hot Springs Pool is closing at 4 PM every Tuesday until there is warmer weather in the spring. Tuesday is when the OX2 well is shut down for twenty four hours, with a significant reduction in geothermal water available for pool heating.
- The Hot Springs Pool will be completely closed Feb 19 – 22 pool closed for piping modifications in the filtration building. The modifications will allow staff more options for directing water to individual pools. It is anticipated this will improve winter temperatures at the facility.
- Several Hot Springs Pool staff participated in the community geothermal meeting on January 30.
- Input has been provided to All Points Transit regarding the schedule for the anticipated bus service between Montrose and Ouray. Ideally, the schedule will support the needs of staff working at the Hot Springs Pool and other City facilities, as well as the needs of community members of employees of local businesses.
- A new pH probe was installed in the discharge line at the Hot Springs. This is for recording data for the State water discharge permit.
- Hiring continues to be a challenge. The City received 37 applicants for a recent seasonal Parks position, 7 of the applicants had experience, 3 lived within one hour of Ouray, 1 showed up for their scheduled interview.
- The new fence is completed at the Hot Springs Pool near the fish pond. Landscape work in this area is scheduled for spring or early summer.

- A new range and oven is installed in the Massard Room kitchen. The new unit has electronic ignition for the burners, rather than pilot lights that were on the previous cook stove. This will be more efficient and safer.
- The partition wall in the San Juan is installed. Further work is required from the installer for the partition to operate correctly. Touch up painting has been completed in the San Juan Room.
- Patching and painting is being completed in the Massard Room in the kitchen and above the stairs where there was a roof leak.
- The top section of stair treads on the steel staircase at the Box Canon Falls has been replaced.
- A new gas line was installed in Fellin Park for the new restrooms at that location.
- Parks crew painted the interior of the Fellin Park restrooms.
- Parks crew has repaired wallboard and completed touch up painting at the river trail restroom on Oak Street.
- Parks crew completed snow removal as needed for Ice Climbing Park, Box Canon Falls entrance road, flumes, and at City parks and facilities.
- Weekly geothermal readings were completed.

Visitor Center

- Switched V.C. hours from 10 am–2 pm to 10 am–3 pm
- Received new shirt merchandise
- Made schedule for Ice Fest
- Met with a wooden handmade goods vendor
- Mary, Linda, Kailey, and Loren took the CPR/AED course
- Ordered new 2024 visitor guides
- Finished 2024 map update list
- Finished reaching out to remind businesses to register
- Finished “assigning homes” to all of the 2023 visitor guides
- Organized garage to prepare for 25,000 guides
- Shipped 15 boxes of visitor guides to various tourism centers
- Organized stock room
- Set up the Do Ouray Right tent at the Ice Fest
- Had a successful Ice Fest!
- Updated inventory to add new bottles, dog bandanas, beanies, shirts, crewnecks, and ¼ zips
- Unpacked and reorganized items used for Ice Fest
- Picked up snacks and necessities for the center
- Sent ADA survey to as many businesses as possible
- Continued working with Mike to update the city map
- Took down all winter decorations
- Made a new DOR Ambassador program tally sheet
- The ladies made a complete email address master list
- Received new wood magnets and wood Christmas ornaments

Visit Ouray

Website:

- Added Two for One ticket deal to Stay Two Nights, Get One Night Free Promotion page (UpstART and Wright Opera House promotion)
- Added ADA button to website
- Added Spanish, Chinese, and German language options to our website
- Created an Accessibility Page
- Updated the Visitor Guide page

Social Media:

- Boosted new Stay Two Nights, Get Third Night campaign on Facebook
- Boosted new Stay Two Nights, Get Third Night campaign on Instagram
- Promoted new Visit Ouray App on social media and newsletters
- Boosted Winter Wine Festival on Facebook
- Boosted Winter Wine Festival on Youtube
- Boosted Winter Wine Festival on Google Ads
- Boosted Ouray International Film Festival on Facebook
- Boosted Ouray International Film Festival on Instagram
- Boosted Ouray International Film Festival on Youtube
- Boosted Ouray International Film Festival on Google Ads
- Ridgway Colorado Instagram Takeover for Ski Joring Event
- Created a "Stay in Ouray for Free" Localhood story

Business Highlights:

- UpstART
- The Wright Opera House
- Ouray International Film Festival
- Partners Youth Mentoring
- Lodging properties participating in winter campaign

Business Assistance:

- Ouray Chamber
- Partners Youth Mentoring

Visit Ouray

Media:

- Thirst Colorado Magazine – Destination Ouray highlight story
- Arranged press trip for January 24th with Colorado Tourism Office (Australian and United Kingdom Reps)
- Story in 5280 about Moxie Mountain Guides – UVM of 351,000 and this article has a media value of \$700
- Arranging Lumenati photo and film shoot shot locations – Coop with the Colorado Tourism Office for the \$30,000 worth of assets from the Restart and Reimagine Destinations Program
- Pitched Hot-Springs Spring Break story to Handlebar Publications
- Arranging locations for filming shot locations with Basic Creative – part of the \$40,000 grant to help collect and create professional winter assets for marketing Ouray in the winter time
- Discussions to bring a rock climbing competition here with Explore Outside (TV and magazine)
- Hosted Justin Jamieson (Australia)
 - Thank you to Quality Inn and The Alchemist Museum
- Hosted Southwest Co FAM tour (CTO, Australia, United Kingdom, and Germany)
 - Thank you to Peter and Corey with the Ouray Ice Park, Kami's Samis, and Twin Peaks Lodge and Hot Springs
- Tiny Bean online spring break deals story. This story has a readership of 813,464 and a media value of \$1.5K. Mentioned our Stay Two Nights, Get Third Night Free campaign
- Total media recorded back from the Colorado Tourism Office for stories about Ouray in 2023 that equalled roughly \$801,216 (11/71 mentions). Thank you to all the partners that allowed for us to show off to these Familiarization Tours, journalists, and media personnel how great Ouray, Colorado is.
- Ouray is now included in Travelhouse's Switzerland Tour Operator business thanks to hosting a FAM Tour in May.

Newsletters:

- Scheduled the 5.1.24 Tourism Newsletter
- Scheduled the 6.1.24 Tourism Newsletter
- Scheduled the 7.1.24 Tourism Newsletter
- Scheduled the 2.1.24 Tourism Newsletter
- Scheduled the 2.1.24 Local Newsletter

Visit Ouray

Meetings:

- 1.2.24 City Council
- 1.9.24 National Cyber Security
- 1.10.24 Main Streets Meeting
- 1.10.24 CPR / First Aid Training
- 1.11.24 TIAC / CADMO steering committee
- 1.12.24 Denver 7
- 1.12.24 RMI - International Travel Report (TRIP Report)
- 1.16.24 Site location scouting with Drew Lowen Creative
- 1.16.24 Tourism Advisory Committee
- 1.22.24 Mentor kick-off call for Destination Blueprint
- 1.22.24 VR update meeting
- 1.24.24 Met with FAM Group
- 1.24.24 Outside/Ouray Ultimate Mountain Athlete
- 1.25.24 Care For Colorado Coalition
- 1.25.24 Destination Learning Lab kick-off call
- 1.26.24 Tangram Design Wayfinding/ Branding update
- 1.29.24 International Department CTO
- 1.29.24 Meet and Greet with new Chamber Director
- 1.30.24 Mike and Olivia for Hot Springs Website
- 2.2.24 Placer AI

Do Ouray Right:

- Prepared all materials for Ouray Ice Festival
- Submitted 1/4 page (in-kind) ad to Toyota Roundup magazine for 2024 event
- Spent three days at the Ouray Ice Festival with all materials
- Attended Ice Fest 1/19/24
- Ice Fest Stats:
 - - 105 Friday
 - - 160 Saturday
 - - 49 Sunday
 - - Went through two large trash bags
 - - Many used sunscreen
- Filmed our winter season segments "Be Prepared for Winter" and "Know Before You Go"

Visit Ouray

Tourism Advisory Committee:

- 2024 Chair - Logan Tyler
- 2024 Vice Chair - Jason Perkins
- Ann Fellin - New events representative

Other Things To Note:

- Uploaded new visitor guide to the publication printers for review
- Ordered the new visitor guides, should be here by mid-February
- Reviewed and made notes about updated Wayfinding location and message schedule
- Chosen to create a Destination Learning Lab for the Colorado Tourism Office's Colorado Concierge Program for frontline workers
- Created letterheads for tourism department with new logo
- Created business cards for tourism department with new logo
- Created a business updates Google Form
- Created all check requests for LOT Grant recipients
- Received the RMI Trip report, discussed steps to success process to move forward
- Worked with Amy Cassidy for next steps for our Destination Blueprint Program

Visit Ouray - Reimagine Destination Updates

Encourage Responsible and Respectful Use:

- Convene key stakeholders to gather feedback on priority public land impacts to address (complete and ongoing, utilizing workshops)
- Develop a Do Ouray Right messaging campaign (completed principles, actionable checklist, ambassador program. Working on video messaging campaign this year)
- Implement educational campaign messaging at kiosks, stores that offer OHV trail stickers, hotels, and other local businesses (complete - made a brochure and distributed throughout town, we sell the OHV stickers at the Visitor Center)
- Provide opportunities to volunteer with OTG or other nonprofit organizations whose missions include protecting public lands (we utilize our ambassador program and have partnered with San Juan Mountain Association and some members of the OTG)
- Develop a trailhead ambassador program (complete)
- Increase backcountry educations and enforcement of Care for Colorado principles, backcountry use best practices, and regulations specific to Ouray County (still working towards this)

Champion the Value of Tourism:

- Develop a sustainable tourism marketing and management framework that includes strategies for responsible and respectful use messaging, engaging and educating residents and stakeholders, and marketing during the off-peak season (Working on - Destination Blueprint for strategy, Are We Winter Ready/ Summer Ready Workshops, and we are marketing winter heavily)
- Identify roles and responsibilities between Visit Ouray and the chamber, such as communications to local businesses, event calendar maintenance and promotion, and frontline staff training (working on - we do collaborate with messaging)
- Collaborate with OCRA to host after hours events and quarterly business summit event that include professional development, frontline staff education, and networking opportunities (have not started)
- Develop a Ouray Colorado Concierge program that educates frontline workers about local knowledge of the destination and includes incentives that allow members of the workforce to experience the destination (started - Destination Learning Lab)

Visit Ouray - Reimagine Destination Updates

Advance Off-Peak Tourism Opportunities:

- Identify, coordinate, and communicate what businesses are open and when during shoulder seasons (consistently working on)
- Develop a promotional campaign targeted toward Western Slope residents to experience Ouray in the winter season (complete and will continue to do)
- Develop an inventory of winter attractions and events that are not weather dependent, such as galleries, theater productions, and dining or restaurant events (currently doing)
- Promote "Ouray Holiday Snow Globe" or other holiday attraction (completed for Holiday season)

Promote Local Businesses and Attractions:

- Develop packages that can be booked in advance or at locations within Ouray that combine a variety of activities such as outdoor recreation, creative arts, history, and hot springs (started with our Stay Two Nights, Get Third Night Campaign and Theater tickets)
- Promote businesses via social media by using #visitourayco and tag mentioned businesses so they can amplify posts (complete and will continue to do so)
- Communicate instructions to businesses on how to provide information on hours of operation, events, and special promotions and to whom at the City of Ouray (continue to do via flyers, phone calls, emails, and newsletters)
- Explore collaboration opportunities between regional destination organizations (complete - quarterly regional partner calls, collaborations, and social media takeovers)
- Develop a centralized events calendar and simplified way to update the calendar (still needing to work on, for now we update ours when we find or receive events)

Produced on Behalf of Ouray, Colorado

Prepared by RMI on January 8, 2024

TRIP REPORT

2023 RMI TRIP REPORT



COLORADO
TOURISM OFFICE

Colorado International Travel Data
2023 Product Audit & 2022 Booking Report

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Executive Summary

Dear Colorado Stakeholders,

Welcome to the 2023 RMI TRIP Report. The following document is produced exclusively for the Colorado Tourism Office. This report offers proprietary insight into key international tourism markets, including 2023 state-, city- and property-specific product inventory; 2022 trade estimated room nights booked; and 2022 estimated visitor spend for the state.

Highlighted in this report are first glimpses of international visitation and spend for the state of Colorado produced by the tourism trade. In 2022, the first full calendar travel year after the United States international borders re-opened, there were 127,993 estimated room nights booked in Colorado, resulting in nearly \$65 million in estimated visitor spending.

The tourism product inventory audit resulted in Colorado data collected from 257 companies that offer 8,815 overnights on itineraries featuring 98 Colorado destinations and countless accommodation properties. Australia, Germany and the UK all recorded year-over-year increases in Colorado overnights available for sale. Records for France and Mexico are benchmarks set this year.

Based on this report, the German market pans out to be Colorado's top international inbound visitation market with over \$28.5 million in estimated visitor spend, followed by Mexico (\$15.8 million), United Kingdom (\$9.1 million) and Australia (\$8.1 million), with France (\$3.1 million) rounding out the five markets surveyed. 73 companies provided Colorado booking information to RMI, resulting in an impressive 28% market percentage.

Top companies selling Colorado include CANUSA Touristik (Germany), Despegar Servicios (Mexico), FTI Touristik (Germany) and Ski Shop (Mexico), all producing \$1 million-plus in estimated visitor spending.

With this data, we can easily identify travel trade selling Colorado itineraries; compare markets by travel category; conduct advanced reporting; pinpoint opportunities for itinerary improvement, add-ons and upgrades; increase productivity of meetings with international trade; determine B2B ROI; improve marketing success; engage Colorado stakeholders on the importance of international visitation to their destination; and continue to welcome international visitors to Colorful Colorado.

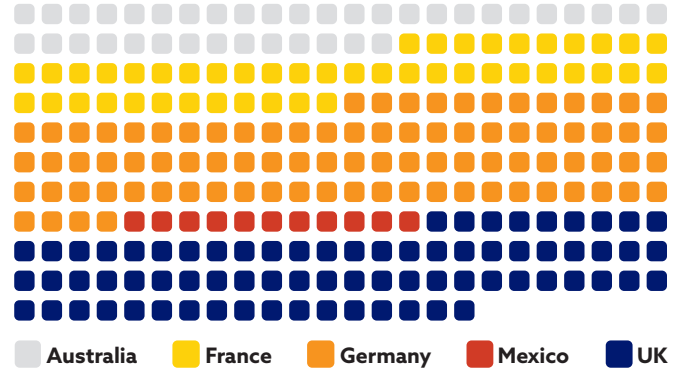
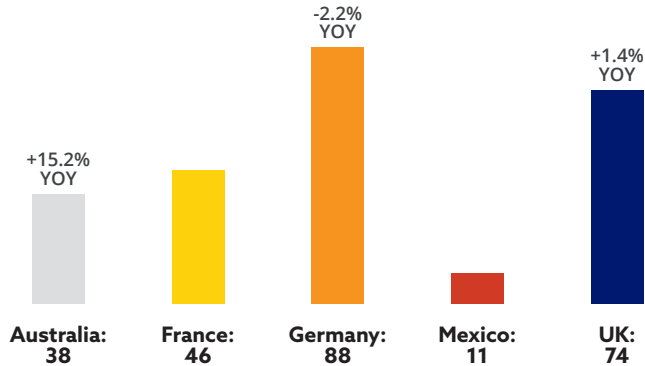
With best regards,

A handwritten signature in black ink that reads "Mathias Jung". The signature is fluid and cursive, with the first name "Mathias" and the last name "Jung" clearly distinguishable.

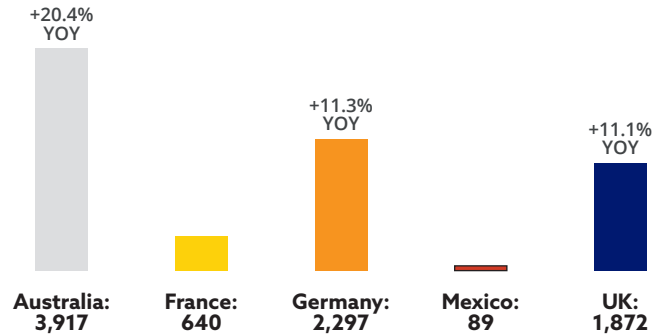
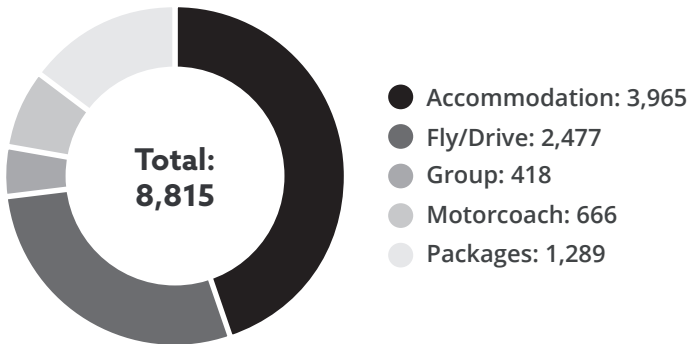
Mathias Jung, CEO, RMI

Numbers At A Glance

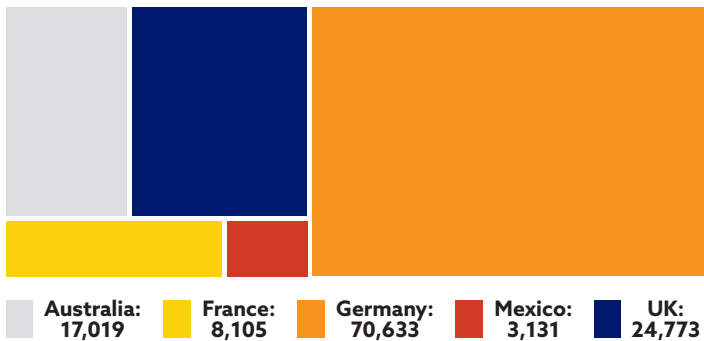
Tour Operators Offering Overnights



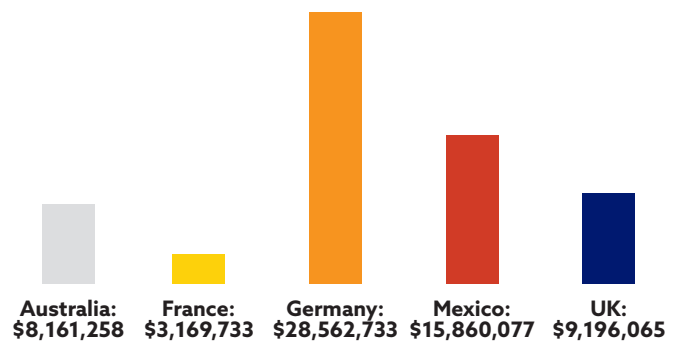
Overnights Offered



Est. Room Nights Booked



Est. Visitor Spend





Colorado

	2021	2022	2023	YOY
Tour Operators Offering Overnights	*	193	257	+33.2%
Overnights Offered	*	6,789	8,815	+29.8%
Total Estimated Room Nights Booked	*	*	127,993	*
Total Estimated Visitor Spending	*	*	\$64,574,824	*

Ouray

	2021	2022	2023	YOY
Tour Operators Offering Overnights	*	16	15	-6.25%
Overnights Offered	*	28	28	0%
Overnight Market Share (state)	*	.41%	.32%	-21.95%
Total Estimated Room Nights Booked	*	*	410	*
Total Estimated Visitor Spending	*	*	\$206,639	*

Ouray Tour Operator Count

	2021	2022	2023	YOY
United Kingdom	*	2	2	0%
Germany	*	7	4	-42.86%
France	*	*	2	*
Australia	*	5	7	+20%
Mexico	*	*	*	*
Total		14	15	0%

Ouray Overnights Offered

	2021	2022	2023	YOY
Accommodations	*	11	13	+18.18%
Fly/Drive	*	7	9	+28.57%
Group	*	5	1	-80%
Motorcoach	*	4	5	+25%
Packages	*	1	*	*
Total		28	28	0%

TRIP Product Audit

REPORT DESCRIPTION

The **TRIP Product Audit** is an overview showing the overnight totals for each product category (accommodations, fly/drive, group, motorcoach and packages). Product included in this report is current as of June 30, 2023. This includes the following metrics:

- **Accomm:** The total overnights offered in accommodations.
Definition: Accommodations include all offerings not included in the below categories for overnights. They are usually shown in a tour operator listing as a city-break, accommodations-only option and/or an additional tailor-made hotel selection. They are not offered

- in conjunction with any tours or itineraries.*
- **Fly/Drive:** The total overnights offered in fly/drive tours.
Definition: Fly/drive tours are prepackaged itineraries available to individual travelers (not traveling in a group; metric does not include ranch stays as these are included in packages).
- **Group:** The total overnights offered in group tours.
Definition: Group tours are "small group" size that is less than a motorcoach. Group size varies, and customers generally travel in

- a vehicle such as a van or minibus. Also includes camping tours.*
- **Motorcoach:** The total overnights offered in motorcoach tours.
Definition: Motorcoach tours are escorted tours in a motorcoach that are sold by tour operators as FITs into predetermined departures.
- **Packages:** The total overnights offered in packages.
Definition: Packages include adventure trips (e.g. ranch, ski, horseback, snowmobile, golf or train) offered for a specific length of time for a specific number of departures.



Ouray CO

Market	Tour Operator	Accom	Fly/Drive	Group	Coach	Package	Overnights
Australia	Flight Centre Ltd	8					8
Australia	Global Journeys				1		1
Australia	House of Travel Ltd.				1		1
Australia	Our Vacation Centre				1		1
Australia	Qantas Hotels	3					3
Australia	The Travel Junction		2				2
Australia	Trafalgar				1		1
AUSTRALIA TOTALS		11	2		4		17

Market	Tour Operator	Accom	Fly/Drive	Group	Coach	Package	Overnights
France	Allibert Trekking		2				2
France	Terre d'Escales		1				1
FRANCE TOTALS			3				3

Market	Tour Operator	Accom	Fly/Drive	Group	Coach	Package	Overnights
Germany	Diamir Erlebnisreisen			1			1
Germany	Enjoy America		1				1
Germany	Exit Reisen		1				1
Germany	SeaBridge Motorhome Tours		1				1
GERMANY TOTALS			3	1			4

Market	Tour Operator	Accom	Fly/Drive	Group	Coach	Package	Overnights
United Kingdom	Complete North America	2	1				3
United Kingdom	Trafalgar				1		1
UNITED KINGDOM TOTALS		2	1		1		4

	Accom	Fly/Drive	Group	Coach	Package	Overnights
OVERNIGHT TOTALS	13	9	1	5		28

TRIP City Report

REPORT DESCRIPTION

The **TRIP City Report** provides a list of every city with product offered. The report goes into further detail, showing how many tour operators sell product by city, overnights offered, accommodations offered, fly/drive overnights offered, group overnights offered, motorcoach overnights offered and package overnights offered. Product included in this report is current as of June 30, 2023. This includes the following metrics:

- **City:** The city being reported on.
- **St:** The state in which the city is located.
- **Operators:** The number of tour

operators offering product by city.

- **ON:** The total overnights offered by city.
- **Accom:** The total accommodations offered by city.

Definition: Accommodations include all offerings not included in the below categories for overnights. They are usually shown in a tour operator listing as a city-break, accommodations-only option and/or an additional tailor-made hotel selection. They are not offered in conjunction with any tours or itineraries.

- **Fly/Drive:** The total overnights

offered in fly/drive tours by city.

Definition: Fly/drive tours are prepackaged itineraries available to individual travelers (not traveling in a group; metric does not include ranch stays as these are included in packages).

- **Group:** The total overnights offered in group tours by city.

Definition: Group tours are “small group” size that is less than a motorcoach. Group size varies, and customers generally travel in a vehicle such as a van or minibus. Also includes camping tours.

- **Coach:** The total overnights offered

in motorcoach tours by city

Definition: Motorcoach tours are escorted tours in a motorcoach that are sold by tour operators as FITs into predetermined departures.

- **Packages:** The total overnights offered in packages by city

Definition: Packages include adventure trips (e.g. ranch, ski, horseback, snowmobile, golf or train) offered for a specific length of time for a specific number of departures.

The TRIP City Report begins on the next page.



COLORADO
TOURISM OFFICE

2023 City Product Report

Ouray CO

Company	Country	Accommodations	Fly/Drive	Group	Motorcoach	Packages
Allibert Trekking	France		L'Appel du Colorado Gateway IN: Denver CO Gateway OUT: Denver CO Denver CO: 1 Colorado Springs CO: 1 Alamosa CO: 1 Mesa Verde CO: 2 Ouray CO: 2 Montrose CO: 1 Grand Junction CO: 1 Aspen CO: 1 Grand Lake CO: 2 Estes Park CO: 2 Denver CO: 1 -----			

Ouray CO

2023 City Product Report

Company	Country	Accommodations	Fly/Drive	Group	Motorcoach	Packages
Complete North America		The Beaumont Hotel Ouray	Colorado Brewery Themed Fly Drive (14 Nights) Gateway IN: Denver CO Gateway OUT: Denver CO Denver CO: Hotel Monaco, 2 Estes Park CO: Rocky Mountain Park Hotel, 1 Breckenridge CO: Grand Timber Lodge, 2 Grand Junction CO: SpringHill Suites by Marriott, 2 Ouray CO: Wiesbaden Hotel, 1 Mesa Verde CO: Far View Lodge, Mesa Verde, 1 Durango CO: Strater Hotel, 2 Alamosa CO: Fairfield Inn and Suites, 1 Colorado Springs CO: The Cheyenne Mountain Resort / Hyatt Place, 2 -----			

Ouray CO

2023 City Product Report

Company	Country	Accommodations	Fly/Drive	Group	Motorcoach	Packages
Diamir Erlebnisreisen	Germany			Rocky Mountain High – Die Gipfel Colorados (16 Days) Gateway IN: Denver CO Gateway OUT: Denver CO Denver CO: 2 Rocky Mountain National Park CO: 3 Aspen CO: 3 Montrose CO: 1 Mosca CO: 2 Ridgeway CO: 1 Salida CO: 2 Ouray CO: 1 -----		

Company	Country	Accommodations	Fly/Drive	Group	Motorcoach	Packages
Enjoy America	Germany		Canyon Dreams (17 Days) Gateway IN: Denver CO Gateway OUT: Los Angeles CA Denver CO: 2 Estes Park CO: 1 Grand Junction CO: 2 Ouray CO: 1 Durango CO: 1 Mesa Verde CO: 1 -----			

Ouray CO

2023 City Product Report

Company	Country	Accommodations	Fly/Drive	Group	Motorcoach	Packages
Exit Reisen	Germany		Colorado & New Mexico Highlights (21 Days) Gateway IN: Denver CO Gateway OUT: Denver CO Denver CO: Baymont by Wyndham International Airport Denver, 1 Estes Park CO: Best Western Plus Silver Saddle Inn, 2 Dillon CO: Best Western Ptarmigan Lodge, 1 Grand Junction CO: Clarion Inn Grand Junction, 1 Ouray CO: Quality Inn, 1 Cortez CO: Best Western Turquoise Inn & Suites, 2 Alamosa CO: Best Western Alamosa Inn, 1 Canon City CO: Hampton Inn Canon City, 1 Colorado Springs CO: Holiday Inn Colorado Springs Airport, an IHG Hotel, 1 Denver CO: Double Tree by Hilton Hotel Denver, 2 -----			

Ouray CO

2023 City Product Report

Company	Country	Accommodations	Fly/Drive	Group	Motorcoach	Packages
Flight Centre Ltd	Australia	Hot Springs Inn Matterhorn Inn Abram Inn and Suites China Clipper Inn Black Bear Manor Quality Inn Bridal Veil B&B River Run Cabins				

Company	Country	Accommodations	Fly/Drive	Group	Motorcoach	Packages
Global Journeys	Australia				COLORADO ACTIVE ADVENTURE Gateway IN: Durango CO Gateway OUT: Denver CO Durango CO: 2 Ouray CO: 1 Grand Junction CO: 2 Breckenridge CO: 3 Estes Park CO: 2 Denver CO: 1 -----	

Ouray CO

2023 City Product Report

Company	Country	Accommodations	Fly/Drive	Group	Motorcoach	Packages
House of Travel Ltd.	New Zealand				COLORADO ACTIVE ADVENTURE Gateway IN: Denver CO Gateway OUT: Durango CO Grand Junction CO: 2 Durango CO: 2 Estes Park CO: 2 Breckenridge CO: 3 Denver CO: 1 Ouray CO: 1 -----	
Our Vacation Centre	Australia				Colorado Active Adventure Gateway IN: Durango CO Gateway OUT: Denver CO Durango CO: 2 Ouray CO: 1 Grand Junction CO: 2 Breckenridge CO: 3 Estes Park CO: 2 Denver CO: 1 -----	
Qantas Hotels	Australia	Abram Inn and Suites Black Bear Manor Matterhorn Inn				

Ouray CO

2023 City Product Report

Company	Country	Accommodations	Fly/Drive	Group	Motorcoach	Packages
SeaBridge Motorhome Tours	Germany		Westen der USA - Motorhome Tour Gateway IN: Las Vegas NV Gateway OUT: Los Angeles CA Mesa Verde CO: 1 Ouray CO: 1 -----			

Ouray CO

2023 City Product Report

Company	Country	Accommodations	Fly/Drive	Group	Motorcoach	Packages
Terre d'Escales	France		Escale au Colorado Gateway IN: Denver CO Gateway OUT: Denver CO Denver CO: Curtis Hotel, A Doubletree by Hilton Hotel, 2 Colorado Springs CO: Best Western Executive Inn & Suites, 1 Alamosa CO: Holiday Inn Express & Suites, 1 Durango CO: Leland House, 2 Mesa Verde CO: Far View Lodge, Mesa Verde, 1 Ouray CO: Ouray Victorian Inn, 1 Gunnison CO: Comfort Inn & Suites Gunnison - Crested Butte, 1 Grand Junction CO: Clarion Inn Grand Junction, 1 Grand Lake CO: Big Horn Lodge, 1 Denver CO: Best Western Plus Denver, 1 -----			

Ouray CO

2023 City Product Report

Company	Country	Accommodations	Fly/Drive	Group	Motorcoach	Packages
The Travel Junction	Australia		Colorado Hot Springs Road Trip Gateway IN: Denver CO Gateway OUT: Denver CO Steamboat CO: 1 Glenwood Springs CO: 2 Ouray CO: 1 Pagosa Springs CO: 1 Ouray CO: 1 Denver CO: 1 Denver CO: 1 -----			

Company	Country	Accommodations	Fly/Drive	Group	Motorcoach	Packages
Trafalgar	Australia				Colorado Active Adventure Gateway IN: Durango CO Gateway OUT: Denver CO Durango CO: 2 Ouray CO: 1 Grand Junction CO: 2 Breckenridge CO: 3 Estes Park CO: 2 -----	

Ouray CO

2023 City Product Report

Company	Country	Accommodations	Fly/Drive	Group	Motorcoach	Packages
Trafalgar					Colorado Active Adventure (10 Nights) Gateway IN: Durango CO Gateway OUT: Durango CO: The Strater Hotel, 2 Grand Junction CO: SpringHill Suites by Marriott, 2 Breckenridge CO: Beaver Run Resort & Conference Center, 3 Estes Park CO: Ridgeline Hotel Estes Park, 2 Ouray CO: Twin Peaks Lodge, 1 -----	

TRIP Property Report

REPORT DESCRIPTION

The **TRIP Property Report** provides a list of every property and number of overnights offered. The report is broken down by city with its corresponding properties offered. There could be properties offered that are not in this list if the information was not available. Product included in this report is current as of June 30, 2023. The TRIP Property Report begins on the next page.

EXAMPLE

City/State

Overnights

Alamosa CO

Holiday Inn Express & Suites Alamos	1
Best Bestern Alamosa Inn	25
Comfort Inn & Suites	13
Days Inn by Wyndham Alamosa	2
Dunes Inn	2



COLORADO
TOURISM OFFICE

2023 TRIP Property Report

Ouray CO

Abram Inn and Suites	2
Black Bear Manor	2
Bridal Veil B&B	1
China Clipper Inn	1
Hot Springs Inn	1
Hotel Ouray	1
Matterhorn Inn	2
Ouray Victorian Inn	1
Quality Inn	2
River Run Cabins	1
The Beaumont	1
Twin Peaks Lodge	1
Wiesbaden Hotel	1

TRIP Report Index

REPORT OVERVIEW

For over three decades, RMI has conducted extensive international trade research with the vision of tracking tourism product growth, measuring business-to-business marketing success and identifying return on investment from key international inbound tourism markets.

The RMI TRIP Report offers proprietary insight into key international tourism markets, including state-, city- and property-specific product inventory; trade estimated room nights booked; estimated visitor spend; and return on investment calculations.

The report creates compelling intelligence in a digestible format, showcasing the impact of international tourism marketing efforts. The RMI TRIP Report is a cumulative summary of hundreds of data points across top international inbound tourism markets stored in a dynamic database, allowing for real-time access and analysis of current city and property product inventory and estimated visitor spend calculations.

Our goal with the RMI TRIP Report is to provide meaningful information to organizations in the tourism industry to help take action, determine ROI, improve marketing efficiencies, and continue to welcome international visitors to the United States.

THE PROCESS

The RMI TRIP Report is updated annually in July. A product audit is conducted across all source markets, and product inventory included in this report are current as of the report release year. Estimated rooms booked and estimated visitor spend figures included in this report represent the previous calendar travel year. The RMI TRIP Report is in no way attempting to determine private revenue of international tour operators. It is a reflection of bookable product available to be sold in target markets and what RMI estimates the average visitor from a particular market spends on a day-to-day basis while traveling in the reported destination.

All estimated visitor spend calculations are proprietary models derived by RMI. International tourism trade partners self-reported the data included in this report exclusively to RMI. Information in this report should be considered confidential, and dissemination limited to the tourism destination reported.

PRODUCT AUDIT

The RMI TRIP Report provides an indication of overnight accommodations available for sale internationally in each year. While this element of the report does not measure visitation, it does provide an indication of tourism demand and shows growth or decline in an area when compared year-over-year. The product inventory audit shows the properties (hotels, motels, B&Bs, ranches, etc.) and overnights available for sale.

The product audit is calculated by reviewing available brochure, website and travel offerings of every tour operator across all selected international source markets, and the

product category it falls under: fly/drive, motorcoach, group, package and accommodations. These are defined as follows:

- **Fly/Drive:** Prepackaged itineraries available to individual travelers (not traveling in a group; metric does not include ranch stays as these are included in packages).
- **Motorcoach:** Escorted tours in a motorcoach sold by tour operators as FITs into predetermined departures.
- **Group:** "Small group" size that is less than a motorcoach. Group size varies, and customers generally travel in a vehicle such as a van or minibus. Includes camping tours.
- **Packages:** Includes adventure trips (ranch, horseback, golf, ski, snowmobile and train tours) offered for a specific duration for a specific number of departures.
- **Accommodations:** Includes all accommodation offerings not included in the above categories for overnights. They are usually shown in a tour operator listing as a city-break, accommodations-only option and/or an additional tailor-made hotel selection. They are not offered in conjunction with any tours or itineraries.

ROOM NIGHTS BOOKED / ESTIMATED SPEND

[Using market-specific statistical visitation data from the U.S. Department of Commerce](#) and self-reported tour operator booking information, RMI developed an innovative model to estimate overall impact from overseas visitation. The report lays the groundwork for continuing data accumulation and enables a tourism destination to establish where most international visitation and spending originate.

The RMI TRIP model uses booking numbers self-reported by trade partners, including total room nights booked, multiplied by market-specific average daily spend to determine the dollar impact of a trade partner and thereby tourism market. RMI utilizes U.S. Department of Commerce market statistics (total U.S. arrivals, total travel receipts, average length of stay and travel party size) to determine average daily spend by market.

CONCLUSION

Data included in the RMI TRIP Report provides digestible and actionable data to:

- Establish target markets and learn which market is most important for your state
- Identify travel trade that is selling your products (i.e. what programs and accommodations are offered to consumers and what product type: fly/drive, group, etc.)
- Identify areas for improvement (e.g. itinerary rerouting, ad-ons or new hotels)
- Targeted and productive meetings with particular operators at IRU, IPW, sales missions, etc.
- Benchmark travel trade growth year-over-year
- Track estimated visitor overnights and spend
- Advanced local searches

Produced by:



TRIP REPORT
REPORT

**2023
RMI TRIP
REPORT**



Destination Blueprint Program Mentor Project Scope of Work Winter - Spring 2024

Name of Project Representative: Kailey Rhoten	Name of Mentor: Amy Cassidy
Primary Email: krhoten@cityofouray.com	Primary Email: amy.cassidy@colorado.com
Primary Phone Number: 970.325.7097 / 970.596.7837 (cell)	Primary Phone Number: 970.390.5612

Brief Description of Project and Desired Outcomes:

Located in Ouray County, Visit Ouray is often referred to as the “Outdoor Recreation Capital of Colorado” and leverages more than 60 recreational activities that a resident or visitor can participate in from their doorstep. Visit Ouray is tasked with the development, promotion, and management of tourism for the City of Ouray and is funded through a portion of the 3.5% Lodging Occupation Tax collected within the city. A Tourism Advisory Committee, composed of representatives from the different segments of the business community, is responsible for providing input and recommendations to Visit Ouray.

The purpose of this project is to advance priority actions that emerged from Visit Ouray’s participation in the Destination Blueprint Program. The primary objectives of the program are to advance off-peak tourism opportunities, promote local businesses and experiences, and encourage responsible and respectful use of the destination.

A specific focus will include developing a year-round destination marketing and management strategic framework that focuses on balancing tourism marketing and management based on visitation trends. An additional focus will be to support the implementation of winter marketing strategies. Results from successful completion will include a strategic framework that supports a more resilient year-round tourism economy, promotes a diverse array of winter experiences to identified target audiences, and includes metrics for measuring success.

Project Deliverables:

Specific project deliverables include:

- develop a year-round, action-oriented destination marketing and management strategic plan that includes:
 - winter and off-peak season marketing and management
 - diversifying the winter experience beyond outdoor adventure
 - peak season and year-round visitor education and management
 - partnerships and collaboration
 - a communications plan for championing the value of tourism within Ouray
 - metrics for measuring success
- support implementation of winter strategies
 - research and content development
 - outreach to neighboring destinations for itinerary development



Destination Blueprint Program Mentor Project Scope of Work Winter - Spring 2024

- identify additional support such as media co-ops, press release distribution and other opportunities to increase the reach of winter marketing efforts
- conduct a focus group or survey with tourism stakeholders to evaluate winter marketing efforts following the end of the winter season
- monthly virtual status meetings to provide peer-to-peer mentorship

Success Metrics:

The deliverables will be measured by the following success metrics:

- approval of a year-round destination marketing and management plan
- development of winter focused content that includes
 - 3 winter promotional partnerships involving Ouray businesses, activities and attractions
 - 3 winter overnight itineraries
- updated content as needed on visitouray.com/winter
- completed focus group or survey questions for an end-of-winter recap with local businesses
- a plan for increased accuracy of business listings on visitouray.com and in email communications from the City of Ouray

Project Deliverables are expected to be completed by April 30, 2024.



Destination Blueprint Program Mentor Project Scope of Work Winter - Spring 2024

By signing the form below I agree to the project purpose, desired outcomes, deliverables, and timeline as outlined above. I also agree with the following statements:

I agree to contact the Colorado Tourism Office immediately should circumstances of the Project or Mentor change, or should either party prove to be an incompatible fit with achieving the agreed upon project deliverables or timeline.

I agree to participate in program evaluative activities, including filling out a short narrative report and being available for follow-up questions and short surveys.

Deliverables will be shared with CTO staff members upon project completion as part of program documentation, and content approved by both parties may be released as part of case study examples.

<i>Amy Cassidy</i>	12.28.2023
Signature of Mentor	Date

<i>Kailey Rhoten</i>	1.2.24
Signature of Project Representative	Date



Reimagine Destinations Program Workshop Summary Report Visit Ouray, Ouray County

Visit Ouray was approved to participate in the Reimagine Destinations Program by the Colorado Tourism Office in July 2022. As a participant in last year's Restart Destinations Program, the purpose of this year's program was to further advance the following objectives:

- celebrate the results of the Restart Destinations Program and foster collaboration between Ouray tourism stakeholders
- receive input from Ouray tourism stakeholders on the development of a sustainable tourism marketing and management plan
- identify strategies to build awareness of the value of tourism
- inspire more responsible and respectful use of the destination

Located in Ouray County, Visit Ouray is often referred to as the "Outdoor Recreation Capital of Colorado" and leverages the more than 60 recreational activities that a resident or visitor can participate in from their doorstep. Visit Ouray is tasked with the development, promotion, and management of tourism for the City of Ouray and is funded through a portion of the 3.5% Lodging Occupation Tax collected within the city. A Tourism Advisory Committee, composed of representatives from the different segments of the business community is responsible for providing input and recommendations to Visit Ouray.

Visit Ouray was paired with Amy Cassidy, a CRAFT Workshop Facilitator with experience in tourism and outdoor recreation development, strategic planning, and marketing and communications, to develop a destination assessment, facilitate a full-day community visioning and action planning workshop, and provide 100 hours of free consulting to Visit Ouray.

Visit Ouray also convened a core team of local tourism stakeholders to provide input throughout the design and delivery of the program. Visit Ouray hosted two core team meetings to identify priority barriers and opportunities for advancing tourism, discuss the findings from the destination assessment, and guide workshop design.



Key Findings from Destination Assessment

Visit Ouray supported the development of a destination assessment consisting of background research, a visitor profile study, a tourism stakeholder survey, and input from the core team.

The following priorities were identified through the destination assessment:

- encourage responsible and respectful use
- champion the value of tourism
- advance off-peak tourism opportunities
- promote local businesses and experiences

Background Research

Visit Ouray provided tourism data including visitor demographics, sales tax revenue, the City of Ouray Community Plan, website analytics, and economic development reports. These resources identified the need to promote off-peak tourism, distribute responsible and respectful use messaging, increase community engagement in the tourism planning process, and conduct educational campaigns to raise awareness of the value of tourism locally.

Visitor Profile Study

Visitor profile data was compiled for the City of Ouray based on a geographical boundary and Points of Interest (POIs) that were provided by Visit Ouray. Key findings include:

- visitation is highest between June through September, with July recording the highest number of visitors
- winter visitation is increasing at a slower rate
- average length of stay is increasing

Tourism Stakeholder Survey

A tourism stakeholder survey was distributed in fall 2022 to businesses and organizations directly contributing to the tourism industry in Ouray. The purpose of the survey was to receive input on economic outlook, priority concerns, and opportunity areas. All sectors of the tourism industry participated, and 83 responses were received. Key findings include:



- a majority of respondents saw visitation decrease in 2022 from 2021
- a majority of respondents saw revenue either decline or remain flat in 2022
- top business concerns for the next 12 months include housing costs for employees, rising cost of supplies, and hiring and retaining staff
- top destination priorities for the next 12 months include encouraging responsible and respectful use, developing a workforce that meets tourism industry needs, attracting more responsible and respectful visitors, promoting local business and attractions, and promoting off-peak season visitation
- most respondents generally have a positive outlook for the next 12 months
- most respondents would like to see more visitors in the destination, especially in winter and spring

Workshop Overview

Visit Ouray convened 21 tourism stakeholders on October 25, 2022, at the San Juan Room in Ouray City Hall for a community visioning and action planning workshop to review the destination assessment and align on priority actions for fostering long-term industry resilience. Workshop participants represented a wide range of tourism stakeholders, including public officials, and representatives of the chamber of commerce, outdoor recreation organizations, arts and culture organizations and attractions, educational institutions, accommodations, retail outlets, and restaurants.

Key agenda items included:

- statewide findings from the Restart Destinations Program
- envisioning Ouray in 2035
- overview of the Ouray destination assessment
- Visit Ouray update and ongoing work plan
- destination action planning

Key Findings

Workshop participants engaged in a small group activity to align on the future changes they would like to see implemented that benefit the tourism industry in Ouray. Overlapping themes from these discussions included:



- advance off-peak tourism opportunities through the promotion of winter visitation, especially arts and and cultural attractions
- enhance communication and collaboration between tourism stakeholders and local businesses
- improve visitor management strategies through responsible and respectful use messaging
- educate and engage residents on the value of tourism, and the importance of tourism marketing and management

Workshop participants also identified short- and long-term action items to advance the agreed upon priorities. Participants leveraged a Lead-Partner-Advocate framework to guide action planning discussions and define roles for Visit Ouray and its stakeholders. According to this framework, the roles of Visit Ouray are defined as:

- Lead: Visit Ouray will be responsible and accountable for the initiative
- Partner: Visit Ouray will support the pursuit of the stakeholders' goals
- Advocate: Visit Ouray will work with, for, and through others to achieve a desired outcome

Participants further detailed the priorities by assigning recommended time frames to each action item: short-term (6 - 12 months), medium-term (1-5 years) and long-term (6-10 years).



Recommendations for Fostering Long-Term Resilience

<u>Priority</u>	<u>Recommended Actions</u>	<u>Role</u>	<u>Timeframe</u>
Encourage responsible and respectful use	Convene key stakeholders (e.g. Ouray Trails Group, City Council, Sheriff, public land agency managers, Six Basins Project) to gather feedback on priority public land impacts to address	Lead	short-term
	Develop a “Do Ouray Right” messaging campaign that builds awareness of the priority public land impacts to address and showcases local residents in the messaging and delivery	Lead	short-term
	Implement educational campaign messaging at kiosks, stores that offer OHV trail stickers, hotels, and other local businesses	Partner	medium-term
	Provide opportunities to volunteer with Ouray Trails Group or other nonprofit organizations whose missions include protecting public lands	Partner	medium-term
	Develop a trailhead ambassador program in conjunction with Ouray Trails Group, Six Basins Project, and public land agencies	Partner	long-term
	Increase backcountry education and enforcement of Care For Colorado principles, backcountry use best practices, and regulations specific to Ouray County	Advocate	ongoing
Champion the value of tourism	Develop a sustainable tourism marketing and management framework that includes strategies for responsible and respectful use messaging, engaging and educating residents and stakeholders, and marketing during the off-peak season	Lead	short-term
	Identify roles and responsibilities between Visit Ouray and the Ouray Chamber Resort Association (OCRA), such as communications to local businesses, event calendar maintenance and promotion, and frontline staff training	Lead	short-term
	Collaborate with OCRA to host after hours events and a quarterly business summit event that include professional development, frontline staff education, and networking opportunities	Lead	medium-term
	Develop a Ouray Colorado Concierge program that educates frontline workers about local knowledge of the destination and includes incentives that allow members of the workforce to experience the destination	Partner	medium-term



Advance off-peak tourism opportunities	Identify, coordinate and communicate what businesses are open and when during shoulder seasons (late fall, winter, and spring)	Lead	short-term
	Develop a promotional campaign targeted toward Western Slope residents to experience Ouray in the winter season	Lead	short-term
	Develop an inventory of winter attractions and events that are not weather dependent, such as galleries, theater productions, and dining or restaurant events	Lead	short-term
	Promote "Ouray Holiday Snow Globe" or other holiday attraction (e.g. lights and decorations) over the holiday season (Thanksgiving through mid-January)	Partner	medium-term
Promote local businesses and attractions	Develop packages that can be booked in advance or at locations within Ouray that combine a variety of activities such as outdoor recreation, creative arts, history, and hot springs	Lead	short-term
	Promote businesses via social media by using #visitourayco and tag mentioned businesses so they can amplify posts	Lead	short-term
	Communicate instructions to businesses on how to provide information on hours of operation, events and special promotions and to whom at the City of Ouray	Partner	short-term
	Explore collaboration opportunities between regional destination organizations (e.g. Telluride, Montrose, Ridgway, and Silverton)	Lead	medium-term
	Develop a centralized events calendar and simplified way to update the calendar	Partner	medium-term



About Reimagine Destinations Program

The Reimagine Destinations Program supports Colorado tourism destinations to foster long-term industry resilience. Awarded destinations receive a destination assessment, a full-day workshop, 100 hours of free consulting, and a \$20,000 creative asset production shoot from the Colorado Tourism Office.

Contact Information

Andrew Grossmann
Director of Destination Development
Colorado Tourism Office
andrew.grossmann@state.co.us

Hilary Lewkowitz
Manager of Destination Development
Colorado Tourism Office
hilary.lewkowitz@state.co.us

Amy Cassidy
CRAFT Workshop Facilitator
Amy L Cassidy Consulting
amy.cassidy@colorado.com

Application for a Special Events Permit

Departmental Use Only

In order to qualify for a Special Events Permit, You Must Be a Qualifying Organization Per 44-5-102 C.R.S. and One of the Following (See back for details.)

- | | | |
|------------------------------------|---|---|
| <input type="checkbox"/> Social | <input type="checkbox"/> Athletic | <input type="checkbox"/> Philanthropic Institution |
| <input type="checkbox"/> Fraternal | <input type="checkbox"/> Chartered Branch, Lodge or Chapter | <input type="checkbox"/> Political Candidate |
| <input type="checkbox"/> Patriotic | <input type="checkbox"/> National Organization or Society | <input type="checkbox"/> Municipality Owned Arts Facilities |
| <input type="checkbox"/> Political | <input type="checkbox"/> Religious Institution | |

LIAB Type of Special Event Applicant is Applying for:	DO NOT WRITE IN THIS SPACE
2110 <input checked="" type="checkbox"/> Malt, Vinous And Spirituous Liquor \$25.00 Per Day	Liquor Permit Number
2170 <input type="checkbox"/> Fermented Malt Beverage \$10.00 Per Day	

1. Name of Applicant Organization or Political Candidate Ouray Mountain Rescue Team	State Sales Tax Number (Required)
---	-----------------------------------

2. Mailing Address of Organization or Political Candidate (include street, city/town and ZIP) PO Box 220 Ouray, CO 81427	3. Address of Place to Have Special Event (include street, city/town and ZIP) City of Ouray Community Center
--	--

4. Authorized Representative of Qualifying Organization or Political Candidate Dolgio Nergui	Date of Birth	Phone Number
--	---------------	--------------

Authorized Representative's Mailing Address (if different than address provided in Question 2)

5. Event Manager	Date of Birth	Phone Number
------------------	---------------	--------------

Event Manager Home Address (Street, City, State, ZIP)	Email Address of Event Manager
---	--------------------------------

6. Has Applicant Organization or Political Candidate been Issued a Special Event Permit this Calendar Year? <input checked="" type="checkbox"/> No <input type="checkbox"/> Yes How many days? _____	7. Is the premises for which your event is to be held currently licensed under the Colorado Liquor or Beer codes? <input checked="" type="checkbox"/> No <input type="checkbox"/> Yes License Number _____
---	---

8. Does the Applicant Have Possession or Written Permission for the Use of The Premises to be Licensed? Yes No

List Below the Exact Date(s) for Which Application is Being Made for Permit

Date	Hours	From	To	Date	Hours	From	To	Date	Hours	From	To	Date	Hours	From	To	Date	Hours	From	To	
02/17/24		5pm	9pm																	

Oath of Applicant

I declare under penalty of perjury in the second degree that I have read the foregoing application and all attachments thereto, and that all information therein is true, correct, and complete to the best of my knowledge.

Signature <i>Dolgio Nergui</i>	Title Treasurer	Date 01/11/24
-----------------------------------	---------------------------	-------------------------

Report and Approval of Local Licensing Authority (City or County)

The foregoing application has been examined and the premises, business conducted and character of the applicant is satisfactory, and we do report that such permit, if granted, will comply with the provisions of Title 44, Article 5, C.R.S., as amended.

THEREFORE, THIS APPLICATION IS APPROVED.

Local Licensing Authority (City or County)	<input type="checkbox"/> City <input type="checkbox"/> County	Telephone Number of City/County Clerk
--	--	---------------------------------------

Signature	Title	Date
-----------	-------	------

DO NOT WRITE IN THIS SPACE - FOR DEPARTMENT OF REVENUE USE ONLY

Liability Information			
License Account Number	Liability Date	State	Total
		-750 (999)	\$.

Application for a Special Events Permit

In order to qualify for a Special Events Permit, You Must Be a Qualifying Organization Per 44-5-102 C.R.S. and One of the Following (See back for details.)

- | | | |
|------------------------------------|---|---|
| <input type="checkbox"/> Social | <input type="checkbox"/> Athletic | <input type="checkbox"/> Philanthropic Institution |
| <input type="checkbox"/> Fraternal | <input type="checkbox"/> Chartered Branch, Lodge or Chapter | <input type="checkbox"/> Political Candidate |
| <input type="checkbox"/> Patriotic | <input type="checkbox"/> National Organization or Society | <input type="checkbox"/> Municipality Owned Arts Facilities |
| <input type="checkbox"/> Political | <input type="checkbox"/> Religious Institution | |

LIAB Type of Special Event Applicant is Applying for:	DO NOT WRITE IN THIS SPACE
2110 <input checked="" type="checkbox"/> Malt, Vinous And Spirituous Liquor \$25.00 Per Day	Liquor Permit Number
2170 <input type="checkbox"/> Fermented Malt Beverage \$10.00 Per Day	

1. Name of Applicant Organization or Political Candidate Ouray Mountain Rescue Team	State Sales Tax Number (Required)
---	-----------------------------------

2. Mailing Address of Organization or Political Candidate (include street, city/town and ZIP) PO Box 220 Ouray, CO 81427	3. Address of Place to Have Special Event (include street, city/town and ZIP) City of Ouray Community Center
--	--

4. Authorized Representative of Qualifying Organization or Political Candidate Dolgio Nergui	Date of Birth	Phone Number
--	---------------	--------------

Authorized Representative's Mailing Address (if different than address provided in Question 2)

5. Event Manager	Date of Birth	Phone Number
------------------	---------------	--------------

Event Manager Home Address (Street, City, State, ZIP)	Email Address of Event Manager
---	--------------------------------

6. Has Applicant Organization or Political Candidate been Issued a Special Event Permit this Calendar Year? <input checked="" type="checkbox"/> No <input type="checkbox"/> Yes How many days? _____	7. Is the premises for which your event is to be held currently licensed under the Colorado Liquor or Beer codes? <input checked="" type="checkbox"/> No <input type="checkbox"/> Yes License Number _____
---	---

8. Does the Applicant Have Possession or Written Permission for the Use of The Premises to be Licensed? Yes No

List Below the Exact Date(s) for Which Application is Being Made for Permit

Date	Hours	From	To	Date	Hours	From	To	Date	Hours	From	To	Date	Hours	From	To	Date	Hours	From	To	
02/17/24		5pm	9pm																	

Oath of Applicant

I declare under penalty of perjury in the second degree that I have read the foregoing application and all attachments thereto, and that all information therein is true, correct, and complete to the best of my knowledge.

Signature <i>Dolgio Nergui</i>	Title Treasurer	Date 01/11/24
-----------------------------------	---------------------------	-------------------------

Report and Approval of Local Licensing Authority (City or County)

The foregoing application has been examined and the premises, business conducted and character of the applicant is satisfactory, and we do report that such permit, if granted, will comply with the provisions of Title 44, Article 5, C.R.S., as amended.

THEREFORE, THIS APPLICATION IS APPROVED.

Local Licensing Authority (City or County)	<input type="checkbox"/> City <input type="checkbox"/> County	Telephone Number of City/County Clerk
--	--	---------------------------------------

Signature	Title	Date
-----------	-------	------

DO NOT WRITE IN THIS SPACE - FOR DEPARTMENT OF REVENUE USE ONLY			
Liability Information			
License Account Number	Liability Date	State	Total
		-750 (999)	\$.

Festival Permit Application

This permit is only available for the following license types:

- Beer and Wine license;
- Hotel and Restaurant license;
- Tavern license;
- Brew Pub license;
- Vintner's Restaurant license;
- Distillery Pub license;
- Manufacturer's license (beer, wine, or spirits);
- Wholesaler's license; or
- Limited Wineries

<input checked="" type="checkbox"/> Initial Application – \$50.00 Processing Fee <input type="checkbox"/> Subsequent Festival Application - \$50.00 per festival (9 total allowed per 12 month period, per participating licensee) Note - Beginning January 1, 2024, a permittee may hold up to 9 festivals during a calendar year.			
Legal Business Name Friends of the Wright Opera House, 501c3			
Trade Name/DBA Name The Wright Opera House			
License Number 42-94142-0002	License Type Tavern	Sales Tax Number 42941420002	
Business Phone Number 970-325-4399	Email Address info@thewrightoperahouse.org		
Premises Address 472 Main Street			
City Ouray	State CO	ZIP Code 81427	
Mailing Address PO Box 17			
City Ouray	State CO	ZIP Code 81427	
Festival Location Inside The Wright Opera House at 472 Main Street			
Date(s) of Festival February 17th, 2024			
What are the hours of alcohol service during each festival date(s)? (1 festival can be no more than 72 hours) 12pm - 7pm			
Attach a copy of Premises Use Authorization Letter or Lease			
Control Plan Attestation			
I affirm that I have attached a Security and Control plan that has been circulated and agreed upon by all participating licensees.			
Applicant's Signature <i>Kate Jones</i>			Date 1/10/24
Licensing Authority Signature <input type="checkbox"/> Object <input type="checkbox"/> Do Not Object		Local Licensing Authority Contact Name	Phone Number

List of participating businesses (Attach a separate sheet if needed)		
Name Sauvage Spectrum LLC		
License Number 03-10898	License Type Limited Winery	
Person Responsible Kaibab Sauvage	Phone Number 970-260-0422	
Name Clark & Co.'s Brandy Shack LLC dba Clark & Co.'s Distilling		
License Number 03-17174	License Type Distillery Pub	
Person Responsible Chris Schmalz	Phone Number (970) 497-9174	
Name Buckel Family Wine		
License Number 03-07474	License Type Limited Winery	
Person Responsible Shamai Buckel	Phone Number (707) 287-6636	
Name Southeastern Exposure LLC dba The Storm Cellar		
License Number Manufacturer's License	License Type 03-10348	
Person Responsible Jayme Henderson	Phone Number (720) 839-7487	
Name Grace's Bounty LLC Skyhawk Winery, LLC DBA Qutori Wines, LLC		
License Number 03-08383	License Type Limited Winery	
Person Responsible Julie Bennett	Phone Number (970) 531-1164	
Name Courtney Wells dba Blue Beryl Winery		
License Number 03-12214	License Type Limited Winery	
Person Responsible Courtney Kiel	Phone Number (970)712-0679	
Name Chill Switch Wines		
License Number 03-02311	License Type Limited Winery	
Person Responsible Dave Aschwanden	Phone Number 303-518-0581	
Oath Of Applicant		
I declare under penalty of perjury in the second degree that this application and all attachments are true, correct, and complete to the best of my knowledge. I also know that it is my responsibility and the responsibility of my agents and employees to comply with the provisions of the Colorado Liquor or Beer and Wine Code and Colorado Liquor Rules which affect my license or permit.		
Authorized Signature <i>Kate Jones</i>		
Title Programming Director, The Wright Opera House		Date 1/10/24

List of participating businesses (Attach a separate sheet if needed)		
Name LaNoue DuBois LLC		
License Number 03-13488	License Type Limited Winery	
Person Responsible Lee LaNoue	Phone Number 970-964-5112	
Name Sutcliffe Vineyards		
License Number 03-07577	License Type Limited Winery	
Person Responsible John Sutcliffe	Phone Number 970-565-0825	
Name EsoTerra Ciderworks		
License Number 03-13201	License Type Limited Winery	
Person Responsible Elizabeth Philbrick	Phone Number (202) 577-6583	
Name Peach Street Distillers LLC		
License Number 03-12741	License Type Distillery Pub	
Person Responsible Dustin Lemoine	Phone Number 970-464-1128	
Name Shelter Distilling		
License Number 03-19396	License Type Tavern	
Person Responsible Gavin Filarsky	Phone Number 310-995-9611	
Name		
License Number	License Type	
Person Responsible	Phone Number	
Name		
License Number	License Type	
Person Responsible	Phone Number	
Oath Of Applicant		
I declare under penalty of perjury in the second degree that this application and all attachments are true, correct, and complete to the best of my knowledge. I also know that it is my responsibility and the responsibility of my agents and employees to comply with the provisions of the Colorado Liquor or Beer and Wine Code and Colorado Liquor Rules which affect my license or permit.		
Authorized Signature		
Title	Date	

Application for a Special Events Permit

In order to qualify for a Special Events Permit, You Must Be a Qualifying Organization Per 44-5-102 C.R.S. and One of the Following (See back for details.)

- | | | |
|---|---|---|
| <input type="checkbox"/> Social | <input type="checkbox"/> Athletic | <input type="checkbox"/> Philanthropic Institution |
| <input checked="" type="checkbox"/> Fraternal | <input type="checkbox"/> Chartered Branch, Lodge or Chapter | <input type="checkbox"/> Political Candidate |
| <input type="checkbox"/> Patriotic | <input type="checkbox"/> National Organization or Society | <input type="checkbox"/> Municipality Owned Arts Facilities |
| <input type="checkbox"/> Political | <input type="checkbox"/> Religious Institution | |

LIAB Type of Special Event Applicant is Applying for:	DO NOT WRITE IN THIS SPACE
2110 <input checked="" type="checkbox"/> Malt, Vinous And Spirituous Liquor \$25.00 Per Day	Liquor Permit Number
2170 <input type="checkbox"/> Fermented Malt Beverage \$10.00 Per Day	

1. Name of Applicant Organization or Political Candidate OURAY ELKS LODGE #492	State Sales Tax Number (Required)
--	-----------------------------------

2. Mailing Address of Organization or Political Candidate (include street, city/town and ZIP) PO BOX 647 421 MAIN STREET OURAY, COLORADO 81427	3. Address of Place to Have Special Event (include street, city/town and ZIP) 421 MAIN STREET OURAY, COLORADO 81427
--	---

4. Authorized Representative of Qualifying Organization or Political Candidate SHELLY KUHLMAN	Date of Birth	Phone Number
---	---------------	--------------

Authorized Representative's Mailing Address (if different than address provided in Question 2)

5. Event Manager SHELLY KUHLMAN	Date of Birth	Phone Number
---	---------------	--------------

Event Manager Home Address (Street, City, State, ZIP)	Email Address
---	---------------

6. Has Applicant Organization or Political Candidate been Issued a Special Event Permit this Calendar Year? <input checked="" type="checkbox"/> No <input type="checkbox"/> Yes How many days? _____	7. Is the premises for which your events to be held currently licensed under the Colorado Liquor or Beer codes? <input type="checkbox"/> No <input checked="" type="checkbox"/> Yes License Number _____
---	---

8. Does the Applicant Have Possession or Written Permission for the Use of The Premises to be Licensed? Yes No

List Below the Exact Date(s) for Which Application is Being Made for Permit

Date	Date	Date	Date	Date
Date: 3-17-2024 Hours From: 5:00 p.m. To: 12:00 p.m.	Date: _____ Hours From: _____ To: _____	Date: _____ Hours From: _____ To: _____	Date: _____ Hours From: _____ To: _____	Date: _____ Hours From: _____ To: _____
Date: _____ Hours From: _____ To: _____	Date: _____ Hours From: _____ To: _____	Date: _____ Hours From: _____ To: _____	Date: _____ Hours From: _____ To: _____	Date: _____ Hours From: _____ To: _____
Date: _____ Hours From: _____ To: _____	Date: _____ Hours From: _____ To: _____	Date: _____ Hours From: _____ To: _____	Date: _____ Hours From: _____ To: _____	Date: _____ Hours From: _____ To: _____

Oath of Applicant

I declare under penalty of perjury in the second degree that I have read the foregoing application and all attachments thereto, and that all information therein is true, correct, and complete to the best of my knowledge.

Signature	Title	Date
-----------	-------	------

Report and Approval of Local Licensing Authority (City or County)

The foregoing application has been examined and the premises, business conducted and character of the applicant is satisfactory, and we do report that such permit, if granted, will comply with the provisions of Title 44, Article 5, C.R.S., as amended.

THEREFORE, THIS APPLICATION IS APPROVED.

Local Licensing Authority (City or County)	<input type="checkbox"/> City <input type="checkbox"/> County	Telephone Number of City/County Clerk
--	--	---------------------------------------

Signature	Title	Date
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DO NOT WRITE IN THIS SPACE - FOR DEPARTMENT OF REVENUE USE ONLY

Liability Information			Total
License Account Number	Liability Date	State	
		-750 (999)	\$

Submit to Local Licensing Authority

**BRICKHOUSE 737
 PO BOX 806
 Ouray CO 81427**

Fees Due	
Renewal Fee	625.00
Storage Permit \$100 X _____	\$
Sidewalk Service Area \$75.00	\$ 75
Additional Optional Premise Hotel & Restaurant \$100 X _____	\$
Related Facility - Campus Liquor Complex \$160.00 per facility	\$
Amount Due/Paid	\$ 700

Make check payable to: Colorado Department of Revenue. The State may convert your check to a one-time electronic banking transaction. Your bank account may be debited as early as the same day received by the State. If converted, your check will not be returned. If your check is rejected due to insufficient or uncollected funds, the Department may collect the payment amount directly from your banking account electronically.

Colorado Beer and Wine License Renewal Application

Please verify & update all information below

Return to city or county licensing authority by due date

Licensee Name BRICKHOUSE 737 LLC		Doing Business As Name (DBA) BRICKHOUSE 737	
Liquor License # 03-06211	License Type Hotel & Restaurant (city)		
Sales Tax License Number 31414600	Expiration Date 04/04/2024	Due Date 02/19/2024	
Business Address 737 MAIN STREET Ouray CO 81427			Phone Number 9703250565
Mailing Address PO BOX 806 Ouray CO 81427		Email contact@brickhouse737.com	
Operating Manager Hans Vanderploeg	Date of Birth	Address	Phone Number
1. Do you have legal possession of the premises at the street address above? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Are the premises owned or rented? <input checked="" type="checkbox"/> Owned <input type="checkbox"/> Rented* *If rented, expiration date of lease _____			
2. Are you renewing a storage permit, additional optional premises, sidewalk service area, or related facility? If yes, please see the table in upper right hand corner and include all fees due. <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No			
3a. Are you renewing a takeout and/or delivery permit? (Note: must hold a qualifying license type and be authorized for takeout and/or delivery license privileges) <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			
3b. If so, which are you renewing? <input type="checkbox"/> Delivery <input type="checkbox"/> Takeout <input type="checkbox"/> Both Takeout and Delivery			
4a. Since the date of filing of the last application, has the applicant, including its manager, partners, officer, directors, stockholders, members (LLC), managing members (LLC), or any other person with a 10% or greater financial interest in the applicant, been found in final order of a tax agency to be delinquent in the payment of any state or local taxes, penalties, or interest related to a business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			
4b. Since the date of filing of the last application, has the applicant, including its manager, partners, officer, directors, stockholders, members (LLC), managing members (LLC), or any other person with a 10% or greater financial interest in the applicant failed to pay any fees or surcharges imposed pursuant to section 44-3-503, C.R.S.? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			
5. Since the date of filing of the last application, has there been any change in financial interest (new notes, loans, owners, etc.) or organizational structure (addition or deletion of officers, directors, managing members or general partners)? If yes, explain in detail and attach a listing of all liquor businesses in which these new lenders, owners (other than licensed financial institutions), officers, directors, managing members, or general partners are materially interested. <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			
6. Since the date of filing of the last application, has the applicant or any of its agents, owners, managers, partners or lenders (other than licensed financial institutions) been convicted of a crime? If yes, attach a detailed explanation. <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			



Silas Clarke <sclarke@cityofouray.com>

Resignation Letter

1 message

Gary Dunn <j.gary.dunn@gmail.com>
To: efunk@cityofouray.com, sclarke@cityofouray.com

Sun, Jan 21, 2024 at 11:05 PM

January 22, 2024

Mayor Ethan Funk

City of Ouray

Dear Mayor Funk,

Please accept my resignation from the City of Ouray Planning Commission, effective today.

It has been my honor to serve the citizens of Ouray these past years. I did my best to be unbiased and fair regarding any decisions I made. I always tried to put the welfare of the people first.

I believe that I accomplished some good for the City, and now it is time to pass the torch to someone else.

Sincerely,

J Gary Dunn

PO Box G

Ouray, CO 81427

cc: Silas Clarke, City Administrator

--

This email has been checked for viruses by AVG antivirus software.

www.avg.com



Silas Clarke <sclarke@cityofouray.com>

TAC

1 message

Jen Sawyer <jen@mountaindog.art>
To: Silas Clarke <sclarke@cityofouray.com>
Cc: Kailey Rhoten <krhoten@cityofouray.com>

Tue, Jan 16, 2024 at 5:35 PM

Silas,

I am resigning from my position on the Tourism Advisory Committee effective January 2024.

Happy trails!
Jen

Colorado Liquor Retail License Application

* Note that the Division will not accept cash Paid by check Paid online

Uploaded to Date
 MoveIt on

New License New-Concurrent Transfer of Ownership State Property Only Master file

- All answers must be printed in black ink or typewritten
- Applicant must check the appropriate box(es)
- Applicant should obtain a copy of the Colorado Liquor, Beer and Wine Code: SBG.Colorado.gov/Liquor

1. Applicant is applying as a/an Individual Limited Liability Company Association or Other
 Corporation Partnership (includes Limited Liability and Husband and Wife Partnerships)

2. Applicant If an LLC, name of LLC; if partnership, at least 2 partner's names; if corporation, name of corporation
JTP Incorporated FEIN Number
47-3635593

2a. Trade Name of Establishment (DBA) State Sales Tax Number
Ouray Riverside Resort - The Smokehouse 30569103 Business Telephone
970-325-4523

3. Address of Premises (specify exact location of premises, include suite/unit numbers)
1700 Main St

City Ouray	County Ouray	State CO	ZIP Code 81427
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4. Mailing Address (Number and Street) 1700 Main St #1360	City or Town Ouray	State CO	ZIP Code 81427
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5. Email Address
jason@perkinslive.com

6. If the premises currently has a liquor or beer license, you **must** answer the following questions

Present Trade Name of Establishment (DBA) Ouray Cafe & Steakhouse	Present State License Number 03-08742	Present Class of License Beer & Wine	Present Expiration Date 02/13/2024
---	---	--	--

Section A Nonrefundable Application Fees*	Section B (Cont.) Liquor License Fees*
<input type="checkbox"/> Application Fee for New License.....\$1,100.00	<input type="checkbox"/> Liquor-Licensed Drugstore (County)\$312.50
<input type="checkbox"/> Application Fee for New License w/Concurrent Review\$1,200.00	<input type="checkbox"/> Lodging & Entertainment - L&E (City)\$500.00
<input type="checkbox"/> Application Fee for Transfer\$1,100.00	<input type="checkbox"/> Lodging & Entertainment - L&E (County)\$500.00
Section B Liquor License Fees*	<input type="checkbox"/> Manager Registration - H & R\$30.00
<input type="checkbox"/> Add Optional Premises to H & R.....\$100.00 X _____ Total _____	<input type="checkbox"/> Manager Registration - Tavern\$30.00
<input type="checkbox"/> Add Related Facility to Resort Complex \$75.00 X _____ Total _____	<input type="checkbox"/> Manager Registration - Lodging & Entertainment.....\$30.00
<input type="checkbox"/> Add Sidewalk Service Area.....\$75.00	<input type="checkbox"/> Manager Registration - Campus Liquor Complex\$30.00
<input type="checkbox"/> Arts License (City)\$308.75	<input type="checkbox"/> Optional Premises License (City).....\$500.00
<input type="checkbox"/> Arts License (County)\$308.75	<input type="checkbox"/> Optional Premises License (County)\$500.00
<input type="checkbox"/> Beer and Wine License (City).....\$351.25	<input type="checkbox"/> Racetrack License (City).....\$500.00
<input type="checkbox"/> Beer and Wine License (County).....\$436.25	<input type="checkbox"/> Racetrack License (County).....\$500.00
<input type="checkbox"/> Brew Pub License (City)\$750.00	<input type="checkbox"/> Resort Complex License (City).....\$500.00
<input type="checkbox"/> Brew Pub License (County).....\$750.00	<input type="checkbox"/> Resort Complex License (County).....\$500.00
<input type="checkbox"/> Campus Liquor Complex (City).....\$500.00	<input type="checkbox"/> Related Facility - Campus Liquor Complex (City).....\$160.00
<input type="checkbox"/> Campus Liquor Complex (County).....\$500.00	<input type="checkbox"/> Related Facility - Campus Liquor Complex (County).....\$160.00
<input type="checkbox"/> Campus Liquor Complex (State).....\$500.00	<input type="checkbox"/> Related Facility - Campus Liquor Complex (State).....\$160.00
<input type="checkbox"/> Club License (City).....\$308.75	<input type="checkbox"/> Retail Gaming Tavern License (City)\$500.00
<input type="checkbox"/> Club License (County)\$308.75	<input type="checkbox"/> Retail Gaming Tavern License (County).....\$500.00
<input type="checkbox"/> Distillery Pub License (City).....\$750.00	<input type="checkbox"/> Retail Liquor Store License-Additional (City).....\$227.50
<input type="checkbox"/> Distillery Pub License (County).....\$750.00	<input type="checkbox"/> Retail Liquor Store License-Additional (County).....\$312.50
<input type="checkbox"/> Hotel and Restaurant License (City).....\$500.00	<input type="checkbox"/> Retail Liquor Store (City).....\$227.50
<input type="checkbox"/> Hotel and Restaurant License (County)\$500.00	<input type="checkbox"/> Retail Liquor Store (County).....\$312.50
<input type="checkbox"/> Hotel and Restaurant License w/one opt premises (City).....\$600.00	<input type="checkbox"/> Tavern License (City).....\$500.00
<input type="checkbox"/> Hotel and Restaurant License w/one opt premises (County).....\$600.00	<input type="checkbox"/> Tavern License (County).....\$500.00
<input type="checkbox"/> Liquor-Licensed Drugstore (City)\$227.50	<input type="checkbox"/> Vintners Restaurant License (City)\$750.00
	<input type="checkbox"/> Vintners Restaurant License (County).....\$750.00

Questions? Visit: SBG.Colorado.gov/Liquor for more information

Do not write in this space - For Department of Revenue use only

Liability Information

License Account Number	Liability Date	License Issued Through (Expiration Date)	Total \$
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Name	Type of License	Account Number		
7. Is the applicant (including any of the partners if a partnership; members or managers if a limited liability company; or officers, stockholders or directors if a corporation) or managers under the age of twenty-one years?		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>		
8. Has the applicant (including any of the partners if a partnership; members or managers if a limited liability company; or officers, stockholders or directors if a corporation) or managers ever (in Colorado or any other state):				
a. Been denied an alcohol beverage license?		<input type="checkbox"/> <input checked="" type="checkbox"/>		
b. Had an alcohol beverage license suspended or revoked?		<input type="checkbox"/> <input checked="" type="checkbox"/>		
c. Had interest in another entity that had an alcohol beverage license suspended or revoked?		<input type="checkbox"/> <input checked="" type="checkbox"/>		
If you answered yes to 8a, b or c, explain in detail on a separate sheet.				
9. Has a liquor license application (same license class), that was located within 500 feet of the proposed premises, been denied within the preceding two years? If "yes", explain in detail.		<input type="checkbox"/> <input checked="" type="checkbox"/>		
10. Are the premises to be licensed within 500 feet, of any public or private school that meets compulsory education requirements of Colorado law, or the principal campus of any college, university or seminary?		<input type="checkbox"/> <input checked="" type="checkbox"/>		
Waiver by local ordinance? <input type="checkbox"/> <input type="checkbox"/>				
Other: _____				
11. Is your Liquor Licensed Drugstore (LLDS) or Retail Liquor Store (RLS) within 1500 feet of another retail liquor license for off-premises sales in a jurisdiction with a population of greater than (>) 10,000? NOTE: The distance shall be determined by a radius measurement that begins at the principal doorway of the LLDS/RLS premises for which the application is being made and ends at the principal doorway of the Licensed LLDS/RLS.		<input type="checkbox"/> <input checked="" type="checkbox"/>		
12. Is your Liquor Licensed Drugstore (LLDS) or Retail Liquor Store (RLS) within 3000 feet of another retail liquor license for off-premises sales in a jurisdiction with a population of less than (<) 10,000? NOTE: The distance shall be determined by a radius measurement that begins at the principal doorway of the LLDS/RLS premises for which the application is being made and ends at the principal doorway of the Licensed LLDS/RLS.		<input type="checkbox"/> <input checked="" type="checkbox"/>		
13. a. For additional Retail Liquor Store only. Was your Retail Liquor Store License issued on or before January 1, 2016?		<input type="checkbox"/> <input checked="" type="checkbox"/>		
b. Are you a Colorado resident?		<input checked="" type="checkbox"/> <input type="checkbox"/>		
14. Has a liquor or beer license ever been issued to the applicant (including any of the partners, if a partnership; members or manager if a Limited Liability Company; or officers, stockholders or directors if a corporation)? If yes, identify the name of the business and list any <u>current</u> financial interest in said business including any loans to or from a licensee.		<input checked="" type="checkbox"/> <input type="checkbox"/>		
15. Does the applicant, as listed on line 2 of this application, have legal possession of the premises by ownership, lease or other arrangement?		<input checked="" type="checkbox"/> <input type="checkbox"/>		
<input checked="" type="checkbox"/> Ownership <input type="checkbox"/> Lease <input type="checkbox"/> Other (Explain in Detail) _____				
a. If leased, list name of landlord and tenant, and date of expiration, exactly as they appear on the lease:				
Landlord	Tenant	Expires		
b. Is a percentage of alcohol sales included as compensation to the landlord? If yes, complete question 16.		<input type="checkbox"/> <input checked="" type="checkbox"/>		
c. Attach a diagram that designates the area to be licensed in black bold outline (including dimensions) which shows the bars, brewery, walls, partitions, entrances, exits and what each room shall be utilized for in this business. This diagram should be no larger than 8½" X 11".				
16. Who, besides the owners listed in this application (including persons, firms, partnerships, corporations, limited liability companies) will loan or give money, inventory, furniture or equipment to or for use in this business; or who will receive money from this business? Attach a separate sheet if necessary.				
Last Name	First Name	Date of Birth	FEIN or SSN	Interest/Percentage
Last Name	First Name	Date of Birth	FEIN or SSN	Interest/Percentage
Attach copies of all notes and security instruments and any written agreement or details of any oral agreement, by which any person (including partnerships, corporations, limited liability companies, etc.) will share in the profit or gross proceeds of this establishment, and any agreement relating to the business which is contingent or conditional in any way by volume, profit, sales, giving of advice or consultation.				
17. Optional Premises or Hotel and Restaurant Licenses with Optional Premises:				
Has a local ordinance or resolution authorizing optional premises been adopted?		<input type="checkbox"/> <input type="checkbox"/>		
Number of additional Optional Premise areas requested. (See license fee chart)		<input type="text"/>		
18. For the addition of a Sidewalk Service Area per Regulation 47-302(A)(4), include a diagram of the service area and documentation received from the local governing body authorizing use of the sidewalk. Documentation may include but is not limited to a statement of use, permit, easement, or other legal permissions.				

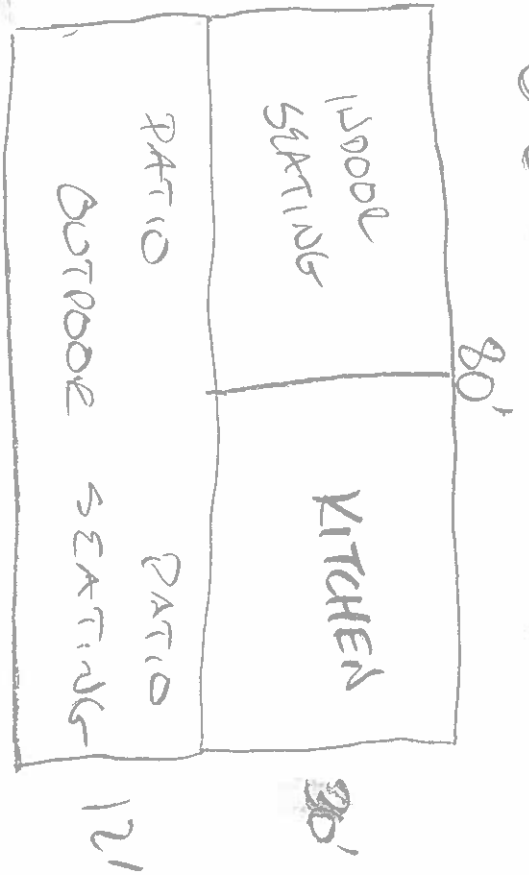
Name	Type of License	Account Number		
19. Liquor Licensed Drugstore (LLDS) applicants, answer the following: a. Is there a pharmacy, licensed by the Colorado Board of Pharmacy, located within the applicant's LLDS premise? <input type="checkbox"/> <input type="checkbox"/> If "yes" a copy of license must be attached.				
20. Club Liquor License applicants answer the following: Attach a copy of applicable documentation Yes No a. Is the applicant organization operated solely for a national, social, fraternal, patriotic, political or athletic purpose and not for pecuniary gain? <input type="checkbox"/> <input type="checkbox"/> b. Is the applicant organization a regularly chartered branch, lodge or chapter of a national organization which is operated solely for the object of a patriotic or fraternal organization or society, but not for pecuniary gain? <input type="checkbox"/> <input type="checkbox"/> c. How long has the club been incorporated? d. Has applicant occupied an establishment for three years (three years required) that was operated solely for the reasons stated above? <input type="checkbox"/> <input type="checkbox"/>				
21. Brew-Pub, Distillery Pub or Vintner's Restaurant applicants answer the following: a. Has the applicant received or applied for a Federal Permit? (Copy of permit or application must be attached) <input type="checkbox"/> <input type="checkbox"/>				
22. Campus Liquor Complex applicants answer the following: a. Is the applicant an institution of higher education? <input type="checkbox"/> <input type="checkbox"/> b. Is the applicant a person who contracts with the institution of higher education to provide food services? <input type="checkbox"/> <input type="checkbox"/> If "yes" please provide a copy of the contract with the institution of higher education to provide food services.				
23. For all on-premises applicants. a. For all Liquor Licensed Drugstores (LLDS) the Permitted Manager must also submit an Manager Permit Application - DR 8000 and fingerprints.				
Last Name of Manager		First Name of Manager		
24. Does this manager act as the manager of, or have a financial interest in, any other liquor licensed establishment in the State of Colorado? If yes, provide name, type of license and account number. <input type="checkbox"/> <input type="checkbox"/> Yes No				
25. Related Facility - Campus Liquor Complex applicants answer the following: <input type="checkbox"/> <input type="checkbox"/> a. Is the related facility located within the boundaries of the Campus Liquor Complex? <input type="checkbox"/> <input type="checkbox"/> If yes, please provide a map of the geographical location within the Campus Liquor Complex. If no, this license type is not available for issues outside the geographical location of the Campus Liquor Complex. b. Designated Manager for Related Facility- Campus Liquor Complex				
Last Name of Manager		First Name of Manager		
26. Tax Information. Yes No a. Has the applicant, including its manager, partners, officer, directors, stockholders, members (LLC), managing members (LLC), or any other person with a 10% or greater financial interest in the applicant, been found in final order of a tax agency to be delinquent in the payment of any state or local taxes, penalties, or interest related to a business? <input type="checkbox"/> <input checked="" type="checkbox"/> b. Has the applicant, including its manager, partners, officer, directors, stockholders, members (LLC), managing members (LLC), or any other person with a 10% or greater financial interest in the applicant failed to pay any fees or surcharges imposed pursuant to section 44-3-503, C.R.S.? <input type="checkbox"/> <input checked="" type="checkbox"/>				
27. If applicant is a corporation, partnership, association or limited liability company, applicant must list all Officers, Directors, General Partners, and Managing Members. In addition, applicant must list any stockholders, partners, or members with ownership of 10% or more in the applicant. All persons listed below must also attach form DR 8404-I (Individual History Record), and make an appointment with an approved State Vendor through their website. See application checklist, Section IV, for details.				
Name	Home Address, City & State	DOB	Position	%Owned
Name	Home Address, City & State	DOB	Position	%Owned
Name	Home Address, City & State	DOB	Position	%Owned
Name	Home Address, City & State	DOB	Position	%Owned
Name	Home Address, City & State	DOB	Position	%Owned

Name		Type of License	Account Number	
<p>** If applicant is owned 100% by a parent company, please list the designated principal officer on above.</p> <p>** Corporations - the President, Vice-President, Secretary and Treasurer must be accounted for above (Include ownership percentage if applicable)</p> <p>** If total ownership percentage disclosed here does not total 100%, applicant must check this box:</p> <p><input type="checkbox"/> Applicant affirms that no individual other than these disclosed herein owns 10% or more of the applicant and does not have financial interest in a prohibited liquor license pursuant to Article 3 or 5, C.R.S.</p>				
Oath Of Applicant				
I declare under penalty of perjury in the second degree that this application and all attachments are true, correct, and complete to the best of my knowledge. I also acknowledge that it is my responsibility and the responsibility of my agents and employees to comply with the provisions of the Colorado Liquor or Beer Code which affect my license.				
Authorized Signature		Printed Name and Title		Date
		Jason T. Perkins		12/19/23
Report and Approval of Local Licensing Authority (City/County)				
Date application filed with local authority		Date of local authority hearing (for new license applicants; cannot be less than 30 days from date of application)		
For Transfer Applications Only - Is the license being transferred valid?				Yes No <input type="checkbox"/> <input type="checkbox"/>
The Local Licensing Authority Hereby Affirms that each person required to file DR 8404-I (Individual History Record) or a DR 8000 (Manager Permit) has been:				
<input type="checkbox"/> Fingerprinted <input type="checkbox"/> Subject to background investigation, including NCIC/CCIC check for outstanding warrants				
That the local authority has conducted, or intends to conduct, an inspection of the proposed premises to ensure that the applicant is in compliance with and aware of, liquor code provisions affecting their class of license				
(Check One)				
<input type="checkbox"/> Date of inspection or anticipated date _____ <input type="checkbox"/> Will conduct inspection upon approval of state licensing authority				
<input type="checkbox"/> Is the Liquor Licensed Drugstore (LLDS) or Retail Liquor Store (RLS) within 1,500 feet of another retail liquor license for off-premises sales in a jurisdiction with a population of > 10,0000?				Yes No <input type="checkbox"/> <input type="checkbox"/>
<input type="checkbox"/> Is the Liquor Licensed Drugstore(LLDS) or Retail Liquor Store (RLS) within 3,000 feet of another retail liquor license for off-premises sales in a jurisdiction with a population of < 10,0000?				<input type="checkbox"/> <input type="checkbox"/>
NOTE: The distance shall be determined by a radius measurement that begins at the principal doorway of the LLDS/RLS premises for which the application is being made and ends at the principal doorway of the Licensed LLDS/RLS.				
<input type="checkbox"/> Does the Liquor-Licensed Drugstore (LLDS) have at least twenty percent (20%) of the applicant's gross annual income derived from the sale of food, during the prior twelve (12) month period?				<input type="checkbox"/> <input type="checkbox"/>
The foregoing application has been examined; and the premises, business to be conducted, and character of the applicant are satisfactory. We do report that such license, if granted, will meet the reasonable requirements of the neighborhood and the desires of the adult inhabitants, and will comply with the provisions of Title 44, Article 4 or 3, C.R.S., and Liquor Rules. Therefore, this application is approved.				
Local Licensing Authority for		Telephone Number		<input type="checkbox"/> Town, City <input type="checkbox"/> County
Signature	Print	Title	Date	
Signature	Print	Title	Date	



OURAY RIVERSIDE RESORT

OURAY SMOKEHOUSE



RESOLUTION NO. 3 (SERIES 2024)

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF OURAY, COLORADO AWARDING THE REFUSE AND RECYCLING CONTRACT TO BRUIN WASTE MANAGEMENT STARTING ON OR ABOUT APRIL 1, 2024.

WHEREAS, the City issued a Request For Proposals (RFP) for refuse and recycling services on January 5, 2024; and

WHEREAS, after consideration of the responses to the RFP, the City desires to award the refuse and recycling contract to Bruin Waste Management under the proposed terms set forth in the RFP response attached as Exhibit A; and

WHEREAS, City Council finds that this resolution awarding the refuse and recycling contract to Bruin Waste Management is adopted for the health, safety, and welfare of the public.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF OURAY, COLORADO as follows:

1. The RFP response attached as Exhibit A is accepted and the contract is awarded to Bruin Waste Management.
2. The City Council directs staff to prepare the written contract between the City and Bruin Waste Management and authorizes the mayor to sign the same.

ADOPTED this 5th day of February 2024 by the Ouray City Council.

CITY OF OURAY, COLORADO

Ethan Funk, Mayor

ATTEST:

Melissa M. Drake, City Clerk

**City of Ouray Colorado
Refuse and Recycling Services for Residents and
City Government Facilities**

City of Ouray
320 6th Ave
Ouray, Co 81427

Bruin Waste Management
PO Box 630
Naturita, Co 81422
970-864-7531



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BRUIN WASTE MANAGEMENT INTRODUCTION

Bruin Waste Management is pleased to present this proposal to the City of Ouray for solid waste and recycling collection service.

Bruin Waste Management was founded in 1996 and quickly expanded to provide waste management services for the communities in the surrounding areas. As our company has expanded over the years, we have continued to serve and give back to our communities. We currently provide residential waste collection, commercial waste collection, construction/roll-off, recycling, portable toilet rental, and Compost collection service. Our service area is from Rifle and Grand Junction to Delta down to Ridgway, Ouray, and Silverton. From there we are west to Telluride Mountain Village and Dolores/Cortez area. We also own and operate the Broad Canyon landfill just down the road from our home office in Naturita, Colorado.

As of 2021, Bruin Waste is under new ownership and has been making significant investments in its business to make it a best-in-class waste company that puts its employees first, has an amazing safety record, and is known by its customers and communities for being reliable. Currently, Bruin employs approximately 100 people.

To help ensure the high quality of service that our customers deserve, our office is open 8:00 am to 4:30 pm, Monday through Friday, to answer questions, start new service, dispatch trucks, and handle any problems. Ouray's contact people will be Chris Trospen, General Manager, who has been running Bruin Waste Management for 24 years. Michaela Zurich, Office Manager, has been with Bruin for 8 years. Our truck boss /shop supervisor, Al McFarland, ensures the safety and reliability of our equipment. He also ensures the quality and appearance of our containers. All of our drivers hold current commercial drivers licenses (CDL), we have policies that ensure a drug-free workplace, and we prioritize safety above all.

Summary of Proposal

1. Bruin is the largest locally owned and operated integrated waste management business on the Western Slope. We respond to our customers with our local customer service reps who are reachable by phone. Our senior management is also available 24/7.
2. With nearly 30 years of experience and servicing Telluride, Silverton, Ridgway and the Mountain Village, we are prepared and excited to service the City of Ouray.
3. We have started a composting program that would be available to Ouray
4. We will provide proper bear proof containers and carts
5. We will replace at our cost those receptacles when age or our damage require.
6. We will provide both waste collection and recycling services for homes and businesses
7. We will provide free services for the city and other events as set forth below.

Section 1 Qualifications and Implementation

Financial Stability of Company: Bruin Waste Management has been in the Waste and recycling business for 28 years. We are a financially stable local company that is more than capable and qualified to handle this project. Please let me know if any questions from City Council or City Employees need to be addressed. We hold similar contracts with all our references below, and they can attest to our performance.

Bruin Waste Management would like to offer services to the City of Ouray and its residents for curbside waste and recycling services. When awarded this contract, Bruin can differentiate itself from other providers by offering compost service to the residents on a separate subscription basis. This bid will include all labor, materials, and necessary equipment to provide desired services.

When awarded this contract, Bruin Waste Management will order the required containers. Any containers provided by Bruin Waste Management will be bear-resistant carts that meet requirements spelled out in the Information for Bidders that meet the standards of testing by the Living with Wildlife Foundation and have a passing rating by the IGBC as bear-resistant for 60 minutes.

Our lead time on the order of containers is 6-8 weeks. The 4 weeks given in this RFP process is not enough time. If awarded would City of Ouray consider extending start date to March 1st?

Damaged Containers:

If a container, dumpster, or recycle bin is damaged, allowing access by wildlife, Bruin Waste Management employees will report the address on the route tablet. At that time, the office will contact Town Employees. If the contractor damages the container, Bruin Waste Management will assume the replacement cost. If a Bruin Waste Management owned container is damaged by wildlife or other neglect, the customer will be responsible for assuming replacement cost to Bruin. If the container breaks or fails due to age or normal wear, the container will be replaced free of charge by Bruin Waste Management.

Bruin Waste Management will not subcontract any part of this contract. We are full service, from curbside waste services to curbside recycling services.

Bruin Waste Management will execute the contract on February 29, 2024, if awarded the bid. At that time proof of insurance and any other required documents will be delivered.

Recyclables spelled out in the RFP will be accepted at this time. As recycling markets fluctuate, Bruin Waste Management reserves the right to renegotiate or drop products with negative or no market value. Currently, all products other than plastics #3-#6 look stable. Bruin Waste Management is working with a Western Slope Community and AMP Robotics to build a MRF to handle all volumes on the Western Slope. The goal of this project is to keep recycling accessible and affordable for residents of the Western Slope .

Section 2 Background & Local Conditions

Bruin Waste Management has been providing service in and around the City of Ouray since 2006. We are familiar with the local conditions, including wintertime weather. We currently hold Contracts with the Town of Silverton, the Town of Telluride, and the Town of Mountain Village. These mountain towns have similar conditions.

Servicing accounts of similar size in this area is what we do. We understand what it takes to navigate in the variable conditions and are confident in our ability to provide great service, no matter the conditions.

Section 3 Services to be Performed

Work:

Bruin Waste Management will furnish all expertise, administrative support, labor, and materials. Equipment, parts, implements, and supplies necessary for all services.

1. Collection and disposal of trash from all residential units within Ouray
2. Collect and appropriately divert recycled materials from all residential units within Ouray.
3. Collect and dispose of trash and collect and appropriately divert recyclable material from all city government facilities.
4. Contract Management, contract administration, and customer complaint resolution.
5. Generate quarterly resource recovery reports of short tons collected from the City of Ouray accounts.
6. As listed below, other incidental and appurtenant work is required to complete the project within the City of Ouray, Colorado.

Collection will be in the alley or street unless the City notifies Bruin otherwise. Cleanup of litter caused by the trash and recyclables removal process will be the responsibility of Bruin Waste Management. All recyclable materials will be marketed, sold, reused, or donated for reuse or repurposing. The recycled material will only be disposed of at solid waste landfills or otherwise as waste with a signed written letter from the city administrator allowing for such disposal.

Schedule for work:

Bruin Waste Management will provide resource recovery pickups at least once per week—Monday through Saturday between 7:00 am and 7:00 pm. Service will occur on the same day each week. Any missed route stops will be collected within 24 hours following notification. Bruin Waste will notify the City of any missed stops due to weather, breakdown or any other reason.

The City of Ouray will be notified of Holiday schedules 7 days prior to a change of service.

Recycling Services:

Residential recycling service containers will be the standard residential size (18 gallons). Larger recycle or multiple containers can be serviced with notification to Bruin Waste.

Bruin Waste will work with the City to maintain accurate accounting of the number and size of containers at each residence. Containers provided for service will remain the property of Bruin Waste Management. Normal wear and tear will be replaced by Bruin Waste at no charge. Loss or customers negligence as determined by the City of containers will be replaced by Bruin at the customers cost. Customers will be allowed to stencil their addresses on the recycling containers.

When Bruin Waste encounters improperly prepared materials in a recycling container, Bruin can accept materials or treat improperly prepared materials as trash. We will also do our best to help educate the customers when these scenarios arise. Keeping the recycling stream free of contamination is critical to the sustainability of recycling programs.

At a minimum, recycling materials will include aluminum cans, tin, paper (office, newspaper, and slick paper), paper board, plastic containers #1 and #2, and corrugated cardboard.

Refuse Service for Residential Units and City Facilities:

Containers will be standard wildlife resistant green containers 64 gallons. Replacement for refuse containers will be available. Bruin Waste will replace normal wear and tear at no charge. Loss or customer negligence, as determined by the City of containers, will be replaced by Bruin at the customer's cost. Replacement cost will be cost plus 10%.

Bruin Waste Management will have no responsibility or obligation to pick up refuse outside of the authorized container or dumpster. Extra material may be picked up with a notification to the Bruin Waste office.

Unacceptable material in the Refuse container includes but is not limited to liquids, paints, solvents, hazardous material, or batteries of any kind. When there is hazardous materials or other unacceptable materials waste will be left and City of Ouray will be notified.

Complaints

Bruin Waste has toll-free and local telephone listings for the residents. Customers are also able to contact us through our website. The process for complaints will be as follows: The customer can contact Bruin directly, or if the customer contacts City, then the City will contact Bruin. The process customer calling or the City, they will speak to a human that lives locally, not be directed through a phone tree to an outsourced customer service department. Complaints will be noted on the customer's account. Dispatch tickets to resolve the problem will be generated. Bruin Waste Management trucks utilize real-time tablets in trucks. These tablets are tied to routing and customer accounts in the office. Drivers have the ability to make notes and take pictures that are seen throughout the system real-time. This enables communication between the drivers and dispatchers in the office and can be backed up by pictures of customers issues.

Equipment, personnel, customer education.

Bruin Waste Management prides itself on safety for its customers, employees, and people of the Towns we work in. We back that up with weekly safety meetings and safety bonus programs for those employees who are safe. With that level of safety includes our trucks and equipment. We observe and surpass all DOT safety regulations on our trucks and equipment. The personnel at Bruin Waste are the best in their fields. We pride ourselves on the high-quality service that our customers deserve. Our employees each do their job as if it were their own company.

Customer Education is also high on our list. Educating our customers in how the process works as well as what we expect is necessary to make sure recycling is done correctly. Bruin has educational materials, brochures, stickers on containers, and education available through our website.

Spring cleanup and special events.

A minimum of 4 30-cubic yard dumpsters will be provided for the annual Spring Cleanup. We also can provide dumpsters at the spring cleanup for scrap metal, green waste/compost and other products. We are currently working on a tire recycling program that will hopefully be up and running by the first spring cleanup.

Quarterly Reporting

Bruin Waste will provide accurate reporting of waste diversion numbers quarterly. We provide this service for all surrounding communities we currently serve. This report will show progress toward waste diversion from landfills to help the City meet its diversion goals.

Section 4: Necessary Information from Bidders

Basic Submittal Content Requirements

Prime Contractor:

1. Company Name **Bruin Waste Management**
2. Address **PO Box 630 Naturita, Co 81422**
3. Telephone **970-864-7531 or 1800-559-2149**
4. Type of Firm: Individual () Partnership (X) Corporation ()
5. Corporation organized under the laws of the State of **Colorado**
6. Names and Titles of all officers of the firm: **Jeffrey Kendall, Jeffrey R Kendall, Rob Kendall, Chris Trospen**
7. Number of years of experience in projects of this type **28**
8. Three projects of this type prime contractor within the last five (5) years. Please include the following information: contract type, period of contract, contract amount, name of owner/entity, name and phone number of Owner's Representative. **All similar project plus more are held with municipalities listed on our reference page.**
9. Person from your firm who inspected the site of the work proposed for this Contract: **Chris Trospen**
10. Name/Date Inspected: **Chris Trospen 1-17-24 and on going**
11. Person(s) assigned as liaison for this Bid and this Contract. (Please attach resume. If more than one person, please attach a resume for each person listed.)

Subcontractor: (Please fill out one (1) full sheet for each subcontractor.)

1. Subcontractor company name **No subcontractor will be used for this contract**

Bidder's Statement

TO: THE CITY OF OURAY, OURAY, COLORADO

The undersigned bidder hereby proposes to furnish all labor, material, equipment, tools and services necessary to perform all work required under the City of Ouray Specifications entitled:

INVITATION FOR BIDS TO PROVIDE

Refuse and Recycling Services for Residents and City Government Facilities Ouray, Colorado

In accordance with the intent of said specifications, plans, and all addenda issued by said City prior to opening of proposals.

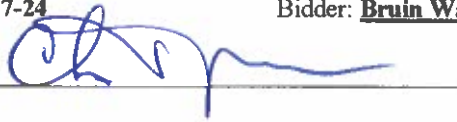
Such bidder agrees that, within ten (10) calendar days after date of written Notice of Award of the Contract by said City, bidder will execute a contract on the required form of which the Invitation for Bids, Instruction to Bidders, Proposal, Specifications, and all addenda issued by said City prior to the opening of proposals, are a part, and will secure the required insurance and bonds.

Said bidder further agrees to complete all work required under the contract within the time stipulated in said specifications, and to accept in full payment therefore the price named in the Bidding Schedule.

Dated: 1-17-24

Bidder: Bruin Waste Management

Signature



Title

MANAGER

Bid Schedule

One Time Week Trash and Recycling	Proposed Container Size	Proposed Price per unit
Waste: Multiple Residential Units Utilizing a common 1 cubic yard animal resistant dumpster	1 Cubic Yd	\$55.00
Waste: Multiple Residential Units Utilizing a common 2 cubic yard animal resistant dumpster	2 Cubic Yd	\$60.00
Waste: Multiple Residential Units Utilizing a common 3 cubic yard animal resistant dumpster	3 Cubic Yd	\$75.00
Waste: Each Single Family Residential Unit – Animal resistant poly Cart	64 Gallon	\$32.00
Recycling: Each Single Family Residential Unit	18 gallon	\$6.75
Waste: Extra container for Single Family Residential Unit	64 gallon	\$10.00
Recycling: Extra Single Family Residential Unit	18 gallon	\$4.00

Container Replacement Costs	Proposed Price per unit
18 Gallon Recycling Bin	\$10.00
64 Gallon Animal-Resistant Poly Cart	\$231.00

*** Replacement cost is if cart is lost, stolen, damaged or destroyed through no fault of vendor. Cart is subject to a delivery fee.*

Ancillary Fees	Proposed Price per unit
Delivery Fee for replacement cart or extra container	\$20.00
Contamination Fee	\$0
Residential Overage Fee	\$15.00 per Yard
Commercial Overage Fee	\$18.00 per Yard
Bulky Item Pick-up	Per item

City Facilities	# of Containers	Container Capacity	Pickup Frequency	Proposed Price per unit
Public Works/City Shop Waste	2	2 Cubic yds	1x per week	\$0
Public Works/City Shop Waste	2	6 Cubic yds	2x per week	\$0
Hot Springs Pool Waste	1	6 Cubic yds	1x per week	\$0
Hot Springs Pool Recycling	3	96 gallon	1x per week	\$0
City Hall/Community Center Waste	1	6 Cubic yds	2x per week	\$0
City Hall/Community Center Recycling	3	18 gallon	1x per week	\$0
Box Canon Falls Park Waste	1	3 Cubic yds	1x per week (seasonally May-Oct)	\$0
Box Canon Falls Park Waste	1	96 gallon	1x per week (seasonally May-Oct)	\$0

Visitor Center Waste	2	64 gallon	1x per week	\$0
Visitor Center Recycling	2	18 gallon	1x per week	\$0

Events	Proposed Container Size	Proposed Price per unit
Spring Cleanup (April/May)	(qty 3) 30 Yard roll-offs, one e-recycling dumpster	\$0*
Women's Club Rummage Sale (June)	(qty 1) 6 yard dumpster, 4-5 days	\$0
July 4 th Fellin Park	(qty 1) 6 yard dumpster, 2-4 days	\$0
July 4 th Community Center	(qty 1) 6 yard dumpster, 2-4 days	\$0
Imogene Pass Run (September)	(qty 1) 6 yard dumpster, stays through Labor Day	\$0

*** Electronic Waste Recycling at Spring Clean up – Vendor will provide the City during the Spring Cleanup a locked storage box and a list of acceptable items. Once full, vendor will remove and process the container. Vendor will provide an updated price list for each item annually before the event. The City will Remit those fees collected to vendor after the event.*

Business Services	Proposed Price per unit
Extra roll off – does not include disposal	\$400.00
Current Rate for Landfill Tipping fees per ton	\$15.00 per yard/ \$50.00 cubic yard

*** Extra roll off fee applies for any roll-off's provided they are not on fee schedule or in excess of those on fee schedule.*

Pricing Escalation

Bruin Waste Management proposes an annual rate adjustment on the contract's anniversary date. This adjustment will be based on any increase in the CPI, water, sewer, and trash collection services. Also, any adjustment based on increased landfill tipping fees.

Section 5 Insurance

Included in the following pages are copies of our Certificates of Insurance. Bruin Waste Management works closely with our insurance company to secure the best rates and proper amounts of coverage. This ensures we can keep cost down to pass to our customers as well as protect us and the people around us. When awarded the bid we will generate the necessary bid bond and deliver it to the City of Ouray.



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
1/17/2024

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER TrueNorth Companies, L.C. 7900 E Union Ave. #300 Denver CO 80237	CONTACT NAME: RM Denver PHONE (A/C, No): 303-740-8101 [FAX (A/C, No): 303-740-8019] E-MAIL ADDRESS: coservicemanager@truenorthcompanies.com														
INSURED Bruen Waste Management LLC; Telluride Waste Services, LLC dba Double J Disposal 31186 HWY 145, PO Box 630 Naturita CO 81422	<table border="1"> <thead> <tr> <th>INSURER(S) AFFORDING COVERAGE</th> <th>NAIC #</th> </tr> </thead> <tbody> <tr> <td>INSURER A: GuideOne National Insurance Company</td> <td>14167</td> </tr> <tr> <td>INSURER B: Pinnacle Assurance</td> <td>41190</td> </tr> <tr> <td>INSURER C: ACUITY A Mutual Insurance Company</td> <td>14184</td> </tr> <tr> <td>INSURER D: StarStone Specialty Insurance Company</td> <td>44776</td> </tr> <tr> <td>INSURER E:</td> <td></td> </tr> <tr> <td>INSURER F:</td> <td></td> </tr> </tbody> </table>	INSURER(S) AFFORDING COVERAGE	NAIC #	INSURER A: GuideOne National Insurance Company	14167	INSURER B: Pinnacle Assurance	41190	INSURER C: ACUITY A Mutual Insurance Company	14184	INSURER D: StarStone Specialty Insurance Company	44776	INSURER E:		INSURER F:	
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INSURER D: StarStone Specialty Insurance Company	44776														
INSURER E:															
INSURER F:															

COVERAGES **CERTIFICATE NUMBER: 1666626883** **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS

INSR	TYPE OF INSURANCE	ADDL SUBR	POLICY NUMBER	POLICY EFF	POLICY EXP	LIMITS
LTB		INDC		(MM/DD/YYYY)	(MM/DD/YYYY)	
C	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input checked="" type="checkbox"/> PROJECT <input checked="" type="checkbox"/> LOC OTHER:		ZN1749	5/30/2023	5/30/2024	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 500,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 3,000,000 PRODUCTS - COMP/OP AGG \$ 3,000,000 \$
C	<input checked="" type="checkbox"/> AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input checked="" type="checkbox"/> NON-OWNED AUTOS ONLY OTHER:		ZN1749	5/30/2023	5/30/2024	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
A	<input checked="" type="checkbox"/> UMBRELLA LIAB <input type="checkbox"/> OCCUR <input checked="" type="checkbox"/> EXCESS LIAB <input checked="" type="checkbox"/> CLAIMS-MADE DEF RETENTION \$		5600309301	5/30/2023	5/30/2024	EACH OCCURRENCE \$ 5,000,000 AGGREGATE \$ \$
B	<input checked="" type="checkbox"/> WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE/OFFICER/ MEMBER EXCLUDED? <input type="checkbox"/> Y <input checked="" type="checkbox"/> N N/A (Mandatory in HI) If yes, describe under DESCRIPTION OF OPERATIONS below		4020917	5/1/2023	5/1/2024	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTHER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000
D	<input checked="" type="checkbox"/> Excess Liability <input type="checkbox"/> Stand Alone/Co-Insured		SXSL001000006901 ZN1749	5/30/2023 5/30/2023	5/30/2024 5/30/2024	Each Occurrence 5,000,000 Leased Rented 100,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

CERTIFICATE HOLDER City of Ouray Colorado 320 6th Ave Ouray Co 81427 United States	CANCELLATION SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. ALL INFORMATION IS PROVIDED AS IS
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Section 6 References:

Town of Telluride
1370 Black Bear Rd
Telluride Colorado 81435
Karen Guglielmone
970-728-0190
Town Contract held since 2010

Town of Mountain Village
455 Mountain Village Blvd Ste A
Mountain Village Colorado
JD Wise
970-708-0215
Town Contract held since 2008

Town of Silverton
1450 Green St
Silverton Colorado 81433
Bill MacDougall
970-387-5522
Town Contract held since 2009

Town of Ridgway
PO Box 10
Ridgway Co 81432
Preston Niell
Town Contract held since 2003

Chris Trospen

PO Box 156, Redvale, Co 81431

chris@bruinwaste.com 970-428-1246

Experience Bruin Waste Management Naturita, Co **April 2000-present**
Manager

- Bruin Waste Management is a Waste and Recycle Service Company
- Built the single stream recycle sorting facility
- Increased business, customer base, sales 20% annually since 2000
- Doubled service area
- Designed and executed our recycle service program
- Implemented our in house maintenance program for equipment and route trucks

Bayfield Builders, Tucson, Az **September 1999 – April 2000**
Site Manager

- Bayfield Builders was a custom home contractor
- Managed scheduling, material orders and budgeting for all projects

Trospen Construction, Montrose, Co **April 1995 – April 1998**
Site Manager

- Trospen Construction built custom and spec residential homes
- Managed on site activities
- Managed subs, material orders and budgeting

Education Montrose High School **September 1991 – May 1995**

- High School Diploma

Skills

- Sales
- Logistics
- Customer Service
- Operations Management
- Team Building

Final Report

Ouray Housing Needs Analysis and Strategy

The Economics of Land Use



Prepared for:
City of Ouray, Colorado

Prepared by:
Economic & Planning Systems, Inc.

January 25, 2024

EPS #223142

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Denver, CO 80202-3511
303 623 3557 tel
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Los Angeles
Oakland
Sacramento*

www.epsys.com

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1. Introduction

The City of Ouray is located in a region with significant housing challenges. The housing pressure has been present for decades and in the recent past, generally during the COVID-19 pandemic, home costs escalated significantly, making the recognized housing needs that much more acute. Recently, the City has benefited from two housing projects that are in the development pipeline. In addition, there have been steps taken to create a housing fund based on short-term rental fees and taxes, creating resources for housing solutions. In addition, there has been discussion of looking at vacant land as a resource for affordable housing. All of these steps have increased the focus of the City on its housing opportunities, with questions about how to channel the City's resources.

The purpose of this report is to help the City direct its resources as it strives to create the best possible set of solutions with a limited amount of land and funding. Key points that are addressed include:

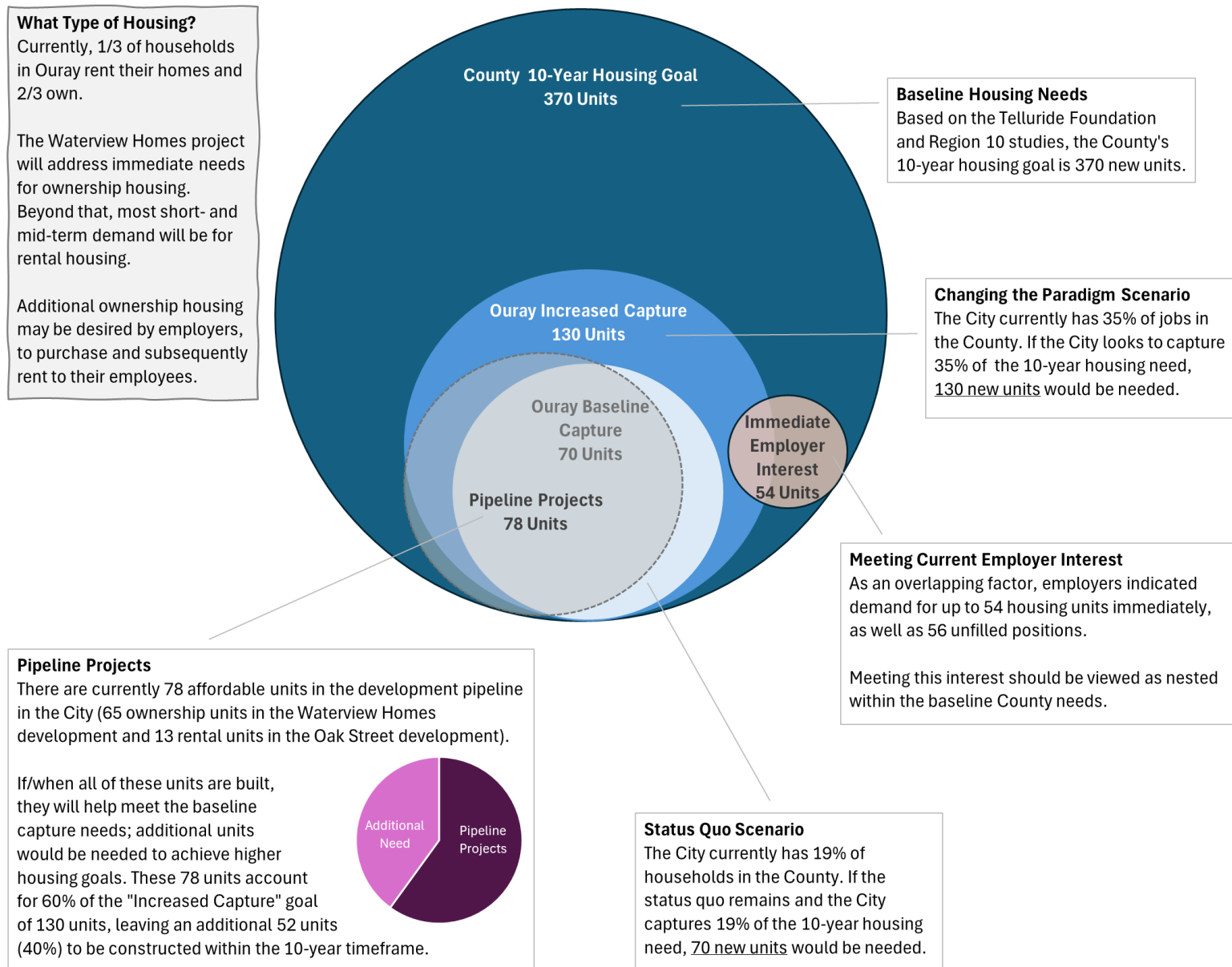
- A data-driven basis that quantifies the nature of the current need.
- A breakdown of a regional housing target for the county, with a delineation of Ouray's proportional share.
- A basis for a future public private partnership (P3) between the City and local employers, based on a detailed delineation of interest and need.
- A specific Action Plan at the end of the report provides clarity on what steps should be taken to advance the City's commitment to affordable housing.

This report is presented in four chapters following this Introduction:

- Data Summary
- Employer Survey
- Housing Goals and Strategy Analysis
- Action Plan

An overview of County housing targets, and the proportional share for the City of Ouray is provided on the following page in **Figure 1**. Based on previous reports done for the region by the State of Colorado and the Telluride Foundation, the recognized target for the county is 370 units over 10 years, generally framing action during planning horizon from 2021 through 2031. Ouray's portion of the 370 unit goal is 130 units based on the proportion of jobs located within the city. This target will be partially filled by the 78 affordable units currently in the development pipeline (65 ownership and 13 rental). This accounts for approximately 60 percent of the target, leaving another 40 percent to be built during the planning horizon. The balance of this study is framed to assist the City as it determines how to best fulfill the portion of the remaining target.

Figure 1. Housing Goals Summary



2. Data Summary

This chapter documents housing market conditions and overall housing need in Ouray. This assessment is intended to provide City-level data to inform the assessment of housing needs and opportunities. Data are provided for economic and demographic indicators, including population, households, housing characteristics, and employment, as well as market conditions and housing affordability.

Key findings from this analysis include:

- **Slow population growth:** The city population has decreased an average of 1 percent (9 residents) annually since 2010, despite overall growth in the county.
- **An aging population:** Since 2010 there has been an increase in residents aged 60 to 80, and a decrease in those under 20 and ages 30 to 50. This population shift has housing implications both currently and into the future.
- **Housing characteristics in the city are typical of resort communities:** The City's housing inventory has increased despite its population decreasing. This, alongside a vacancy rate of 44 percent reflecting the strong presence of second homeownership, is characteristic of a mountain resort community throughout the Rocky Mountain West.
- **There is a strong reliance on an external labor force:** According to 2021 estimates, approximately 90 percent of people who work in Ouray live outside the city. Nearly 24 percent of workers are estimated to live between 10 and 24 miles away, while 30 percent live 35 to 50 miles away.
- **The City's economy has seen a reduction in seasonality, with a shift to year-round visitation:** The City has seen an increase in winter visitation and shorter shoulder seasons, which has changed employment needs. While employment and visitation used to be focused in the summer months, needs are now year-round and the City needs housing inventory to accommodate the employees to support that visitation.
- **Significant increase in home costs, and limited rental inventory:** Home prices have increased significantly since 2019, making homeownership increasingly unattainable for local residents and employees. Additionally, there is limited rental inventory and what does exist is often advertised informally, making it difficult for those not already connected to the community to access. New development is significantly constrained by geography (the canyon limiting developable space, and geological hazards such as rockfall on parcels that do exist), further exacerbating these housing challenges.

Economic and Demographic Indicators

Population, housing, and employment trends provide context to the changes Ouray has experienced since 2010. These trends are used to understand and contextualize current housing need, and inform estimates of housing needs in the future.

Population Growth

The City of Ouray has experienced different growth trends than the county and other regional communities. The City has seen a population decline since 2010, while the overall population in Ouray County has grown.

The City had a population of 903 in 2021, a decrease of 100 people since 2010. Over this time period Ridgway grew by 357 residents, accounting for over half of Ouray County’s growth.

As shown in **Table 1**, Ouray County overall has been growing faster than other communities in the region. The county’s population grew at 1.2 percent annually between 2010 and 2021, compared to 0.9 percent annual growth in San Miguel County and 0.4 percent annual growth in Montrose County. Over this period, Ouray was the only community to lose population.

Table 1. Population Growth, 2010-2021

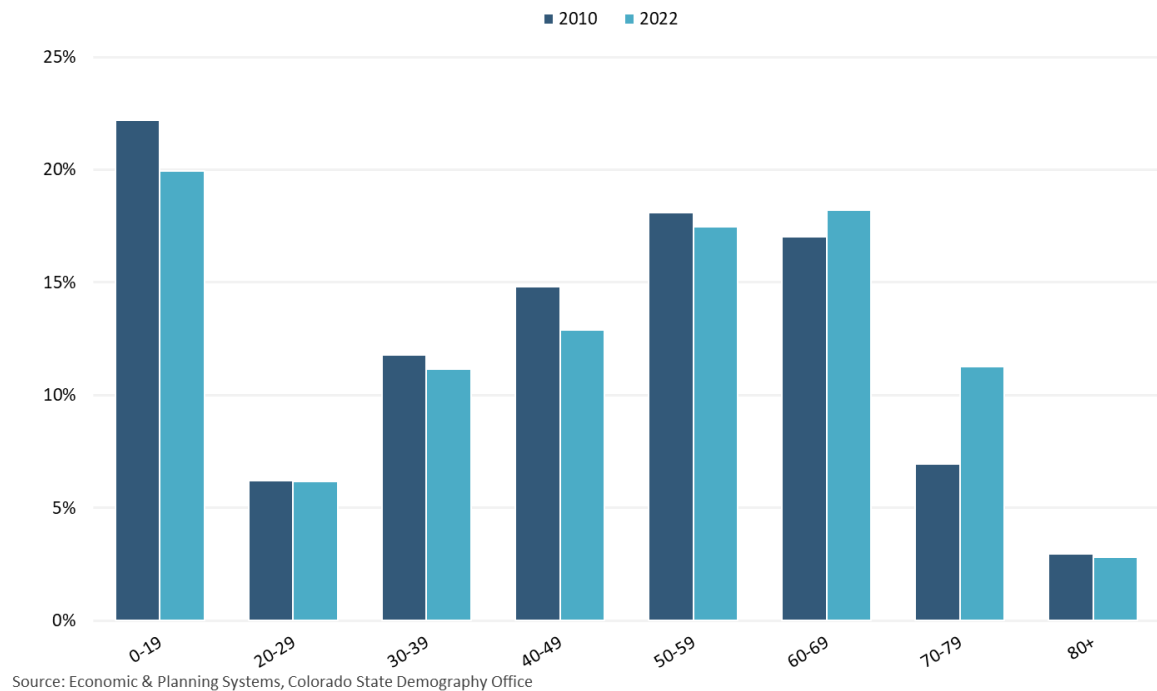
Total Population	2010	2015	2021	2010-2021		
				Total	Ann. #	Ann. %
Ouray County	4,446	4,550	5,046	600	55	1.2%
Ouray	1,003	928	903	-100	-9	-1.0%
Ridgway	925	1,002	1,282	357	32	3.0%
San Miguel County	7,356	7,825	8,076	720	65	0.9%
Telluride	2,319	2,559	2,608	289	26	1.1%
Montrose County	41,188	41,457	43,178	1,990	181	0.4%
Montrose	19,179	20,090	20,664	1,485	135	0.7%
Olathe	1,838	1,817	2,006	168	15	0.8%

Source: Economic & Planning Systems, DOLA State Demography Office

The population of Ouray has aged since 2010, with growth primarily in the 60- to 80-year-old demographic.

As shown in **Figure 2**, between 2010 and 2022 there was a decrease in the population of all age groups under 60. Aging populations are a national trend, with significant housing implications including need for downsizing and independent and assisted living facilities. The decrease in the population of core workforce and families also has housing implications, both for housing that currently exists (that there may be decreased demand for) and what may need to be built (if this population needs to be attracted).

Figure 2. Population by Age 2010-2022, City of Ouray



Household Growth

Households in the City of Ouray have also decreased since 2010, at a slightly lower rate than population.

Ouray lost 30 households between 2010 and 2021, an annual loss of 0.6 percent (compared to 1.0 percent annual population decline). Most other communities in the region saw increases in households as Ouray saw a decline (with the exception of Olathe) In some communities households grew at a faster pace than population, indicating a shift towards smaller households.

Table 2. Household Growth, 2010-2021

Total Households	2010	2015	2021	2010-2021		
				Total	Ann. #	Ann. %
Ouray County	670	698	788	119	11	1.5%
Ouray	458	432	428	-30	-3	-0.6%
Ridgway	404	447	585	181	16	3.4%
San Miguel County	502	564	582	81	7	1.4%
Telluride	1,115	1,190	1,207	93	8	0.7%
Montrose County	2,939	3,343	3,540	601	55	1.7%
Montrose	7,903	8,445	9,017	1,114	101	1.2%
Olathe	562	577	553	-9	-1	-0.1%

Source: Economic & Planning Systems, DOLA State Demography Office

Average household size in Ouray has decreased since 2010, a trend seen in almost all peer communities.

The average household size in the city in 2021 was 2.11 persons per household, down from 2.19 in 2010. Apart from Telluride, which saw an increase from 2.08 in 2010 to 2.16 in 2021, all other communities saw average household size decrease over this time, as shown in **Table 3**. Household sizes often influence housing demand, as the size of a household is a factor in desired unit sizes.

Table 3. Average Household Size, 2010-2021

Average Household Size	2010	2015	2021
Ouray County	2.21	2.17	2.13
Ouray	2.19	2.15	2.11
Ridgway	2.29	2.24	2.19
San Miguel County	2.44	2.27	2.31
Telluride	2.08	2.15	2.16
Montrose County	2.77	2.44	2.40
Montrose	2.37	2.32	2.26
Olathe	3.15	3.02	3.01

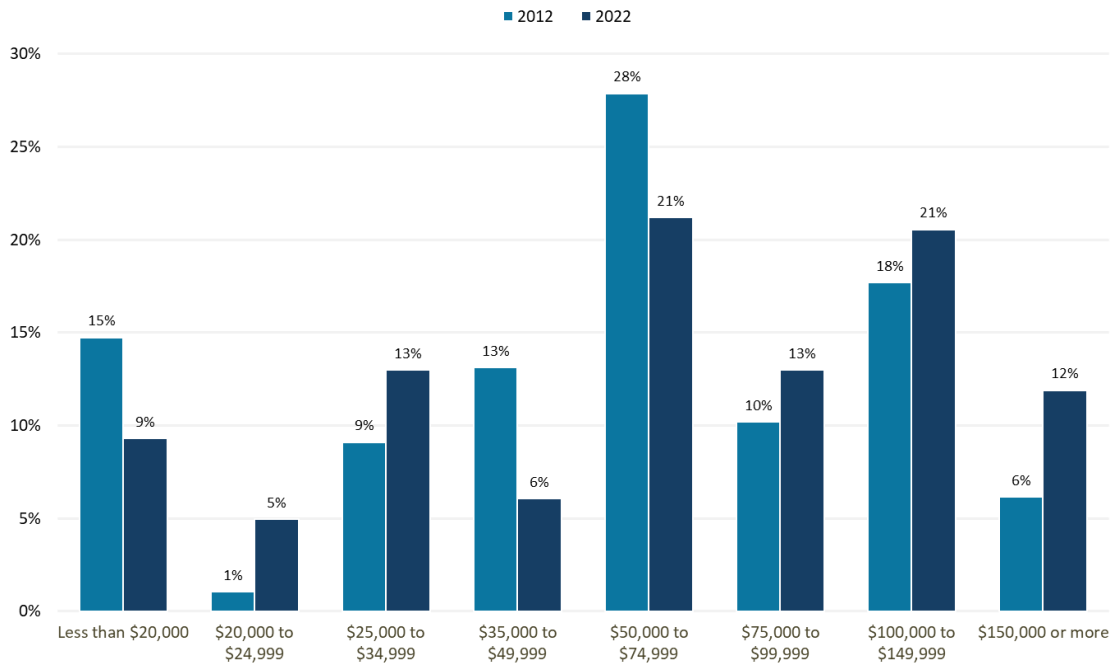
Source: Economic & Planning Systems, DOLA State Demography Office

Household Income

The median household income in the City of Ouray has not significantly increased over the past decade, despite shifts in household income distribution.

The median household income in Ouray in 2022 was \$68,750, a small increase from 2012 when the median income was \$63,867. As shown in **Figure 3**, income distribution has changed over this time despite little change in the median. Among households earning less than \$35,000 per year there has been an upward trend over the past decade, with fewer households earning less than \$20,000 and more earning between \$20,000 and \$35,000. There are fewer households in the middle of the income distribution; in 2012, 41 percent of households earned between \$35,000 and \$75,000, while in 2022 27 percent of households fell into this category. There has also been growth at the high end of the income spectrum, with 46 percent of households earning over \$75,000 compared to 34 percent in 2012.

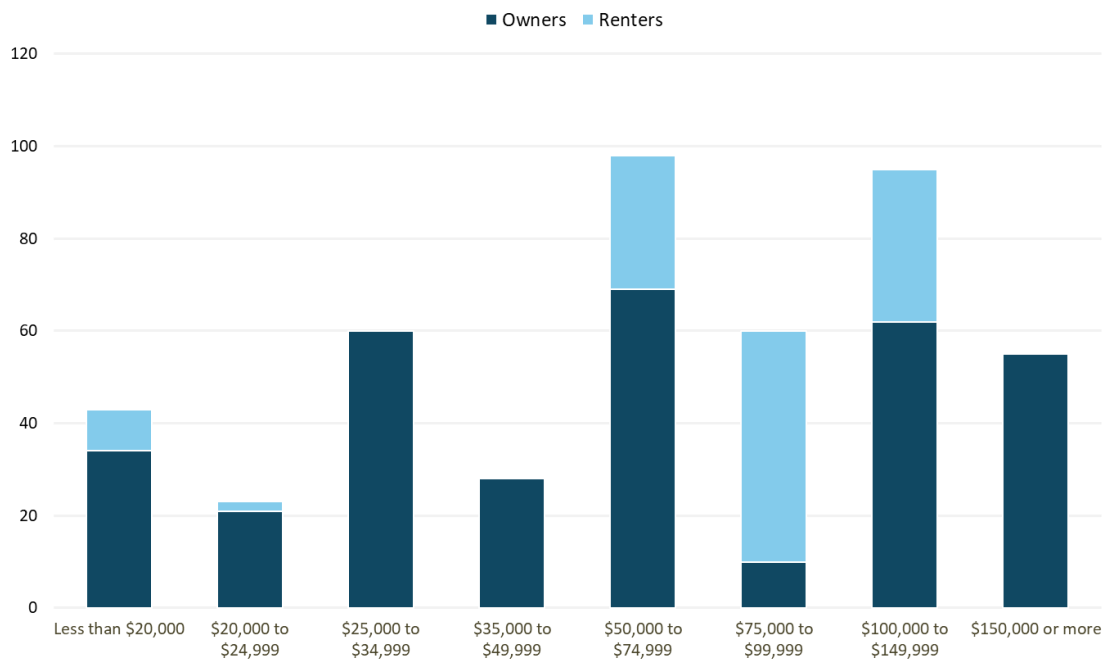
Figure 3. Households by Income, 2012-2022



Source: US Census; Economic & Planning Systems

Income distribution varies by tenure, as shown in **Figure 4**. Nearly all households earning less than \$50,000 per year own their homes. This indicates that many of these homeowners have likely lived in the city for a long time and have low housing costs (either because they purchased their home for less than costs today, and/or they have paid off the home and no longer have mortgage costs). Nearly all renters in the city earn between \$50,000 and \$150,000.

Figure 4. Household Income by Tenure, City of Ouray 2022



Source: US Census; Economic & Planning Systems

Among residents in the county, the share of income from government transfers has increased since 2010, while the share of income from wages and salaries has decreased. The share of household income from investments has remained stable.

Personal income typically comes from three main sources: wages and salary (employment income); dividends, interest, and rent (investment income); and government transfers (income from benefits programs). As shown in **Table 4**, between 2010 and 2021 the share of personal income in Ouray County (this data is not available at the local level) from wage and salary employment decreased from 51 percent to 48 percent, while at the same time the share of income from transfer receipts increased from 15 percent to 18 percent.

This analysis of income by source helps characterize population changes. In general, an increase in the share of income from transfer receipts aligns with an aging population (decrease in wages and increase in receipt of social security). The flat share of income from investments (at 34 percent of personal income) indicates and there are not many people with external, non-employment incomes moving into the community full time (although these residents may be in the area for part of the year, and not captured in this dataset).

Table 4. Ouray County Income by Source, 2010-2021

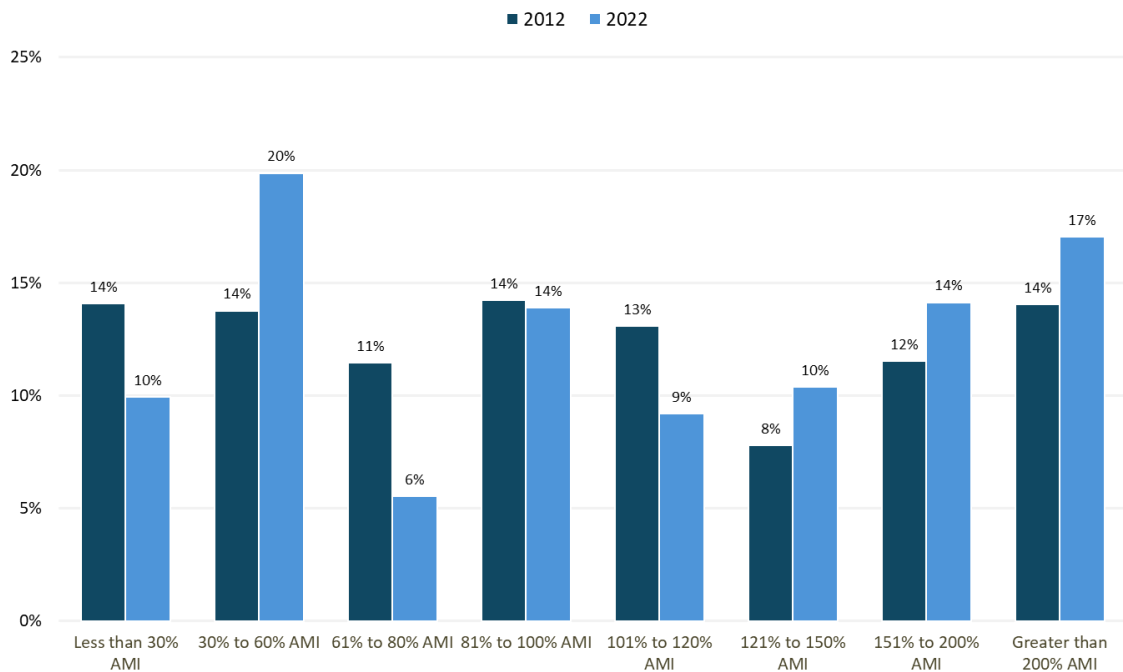
Income Source	2010	2015	2021
Percent of Personal Income			
Wage & Salary	51%	50%	48%
Investment Income	34%	36%	34%
Transfer Receipts	<u>15%</u>	<u>14%</u>	<u>18%</u>
Total	100%	100%	100%

Source: BEA; Economic & Planning Systems

There have been shifts in the lower and upper ends of income distribution by Area Median Income (AMI) over the past decade, with stability in the 80-100% AMI category.

In addition to income, it is helpful to consider households by Area Median Income (AMI) distribution, as this is the most common metric for measuring housing affordability (and often setting rents/prices and qualifying households for affordable housing programs). As shown in **Figure 5**, the percentage of households in the 80 to 100% AMI category has held steady between 2012 and 2022 while the distribution among other categories has changed. There has been an increase in the percent of households earning between 30 and 60% AMI, along with increases in households earning over 120 percent of AMI, while the share of households earning less than 30% AMI, 60 to 80 percent, and 100 to 120 percent have decreased.

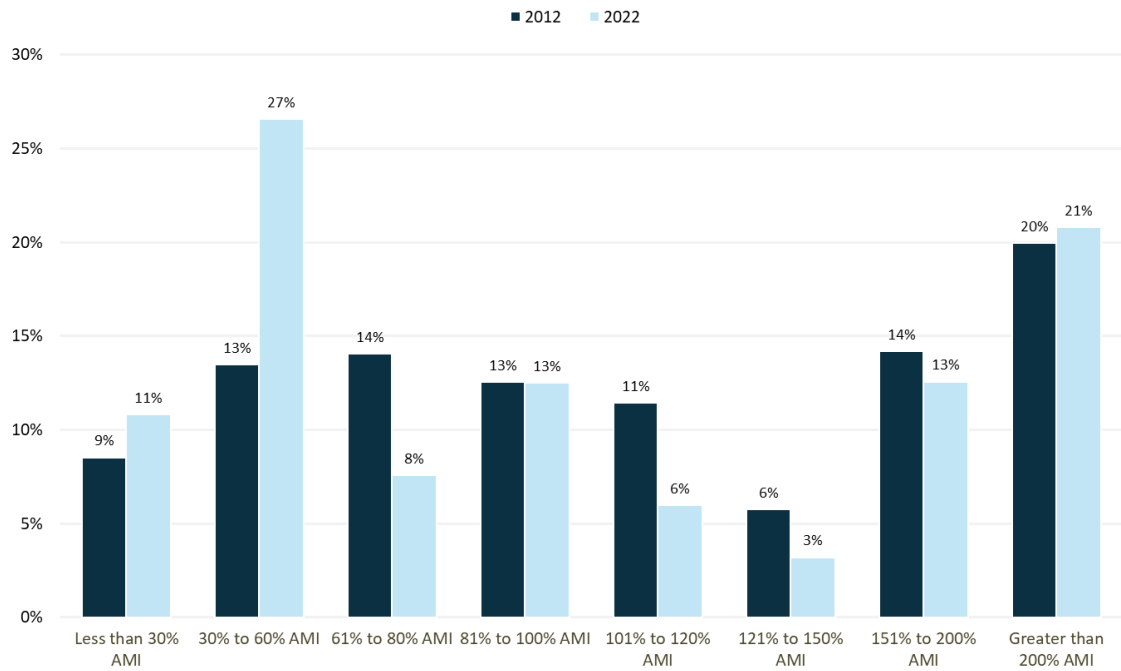
Figure 5. Households by AMI, City of Ouray 2012-2022



Source: US Census; Economic & Planning Systems

This distribution varies by tenure. As shown in **Figure 6**, between 2012 and 2022 there was a large increase in the share of owner households earning between 30 and 60% AMI, and decreases in the share earning 60-80% AMI and 100 to 120%.

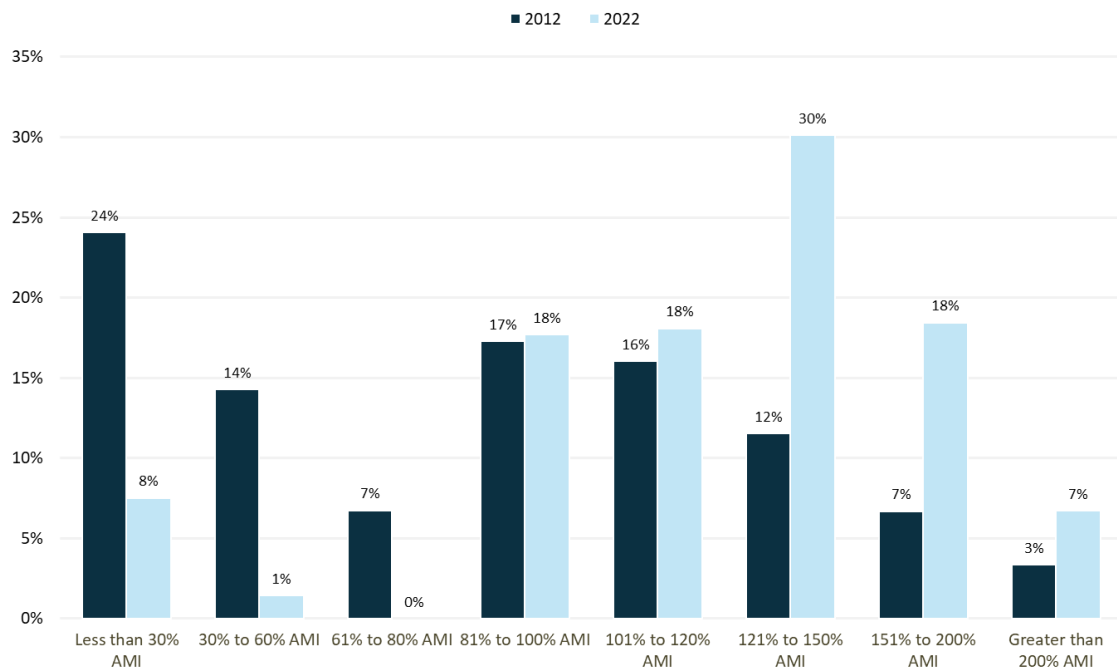
Figure 6. Owner Households by AMI, 2012-2022



Source: US Census; Economic & Planning Systems

There were different trends among renter households, as shown in **Figure 7**. Between 2012 and 2022 there was a significant shift of renters to higher income categories. In 2012, 45 percent of renters earned less than 80% AMI; by 2022 only 9 percent of renters fell into this category. While the share of renters earning between 80 and 120% AMI has remained relatively stable, in 2022 55 percent of renters earned over 120% AMI, compared to only 22 percent in 2012. The data reflect an increasing pressure on the housing inventory, and in this case, specifically the rental housing inventory. Notwithstanding the historic supply of ‘naturally occurring’ affordable housing (i.e., smaller, older rental units), the trend data shows a distribution of incomes that are substantially higher. Thus, the inventory is supporting higher income households and suggest that the lower income households have left the community as they have sought out less expensive options.

Figure 7. Renter Households by AMI, City of Ouray 2012-2022



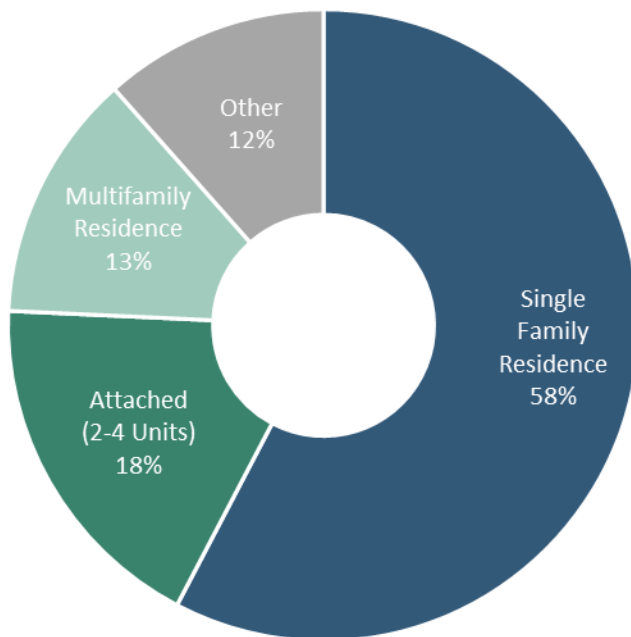
Source: US Census; Economic & Planning Systems

Housing Occupancy and Tenure

Housing in the city is primarily single family detached homes, with some attached (2-4 unit) and multifamily inventory as well.

As shown in **Figure 8**, single family detached homes comprise 58 percent of the housing inventory in Ouray. Attached homes (2-4 units) comprise 18 percent of the inventory, while multifamily units account for 13 percent. Other units, primarily mobile homes, are 12 percent of housing in inventory in the city.

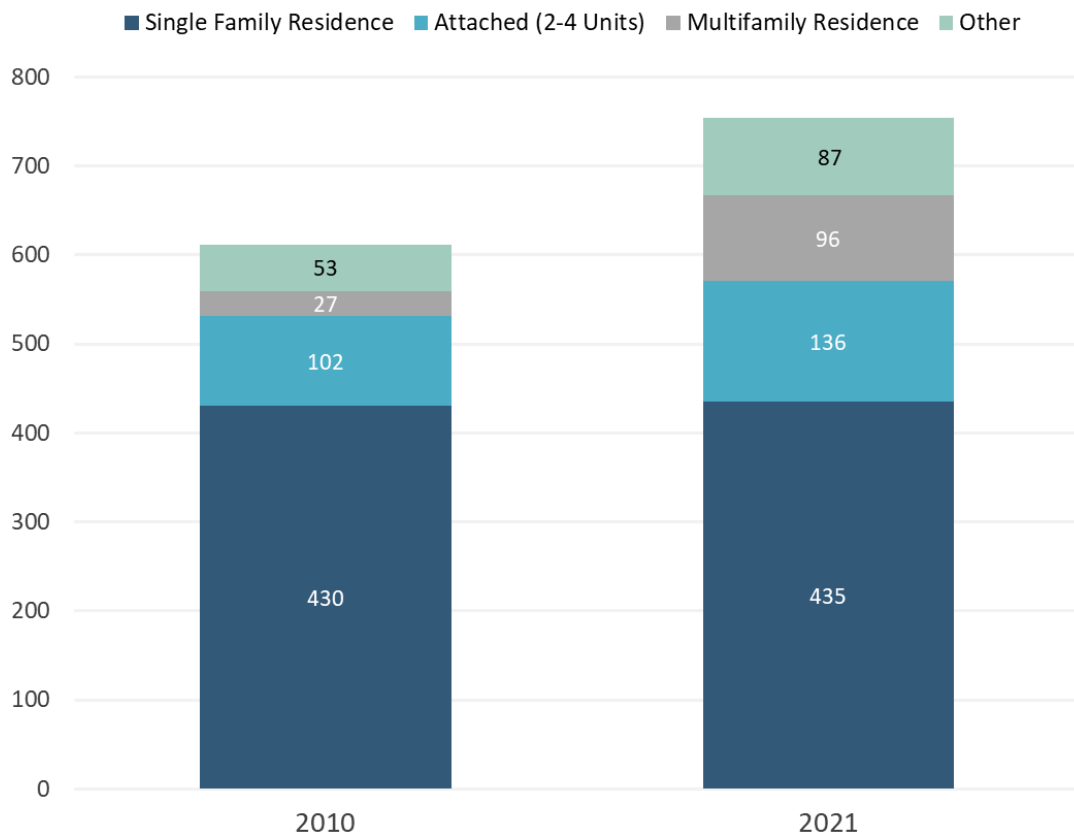
Figure 8. City of Ouray Housing Units by Type, 2021



Housing inventory in the city has increased since 2010, despite a decline in both population and households.

Between 2010 and 2021 the City’s housing inventory grew by a total of 61 housing units (net increase, accounting for both construction and demolition). As shown in **Figure 9**, growth was primarily in attached (2-4 units) and multifamily homes. Only five new single-family residences were added over this time, while the inventory of other homes (primarily mobile homes) declined from 53 to six units. While the housing inventory grew, population and households within the city declined, indicating that most housing development taking place within the city is not being occupied by year-round residents.

Figure 9. Housing Inventory by Type, City of Ouray 2010-2021

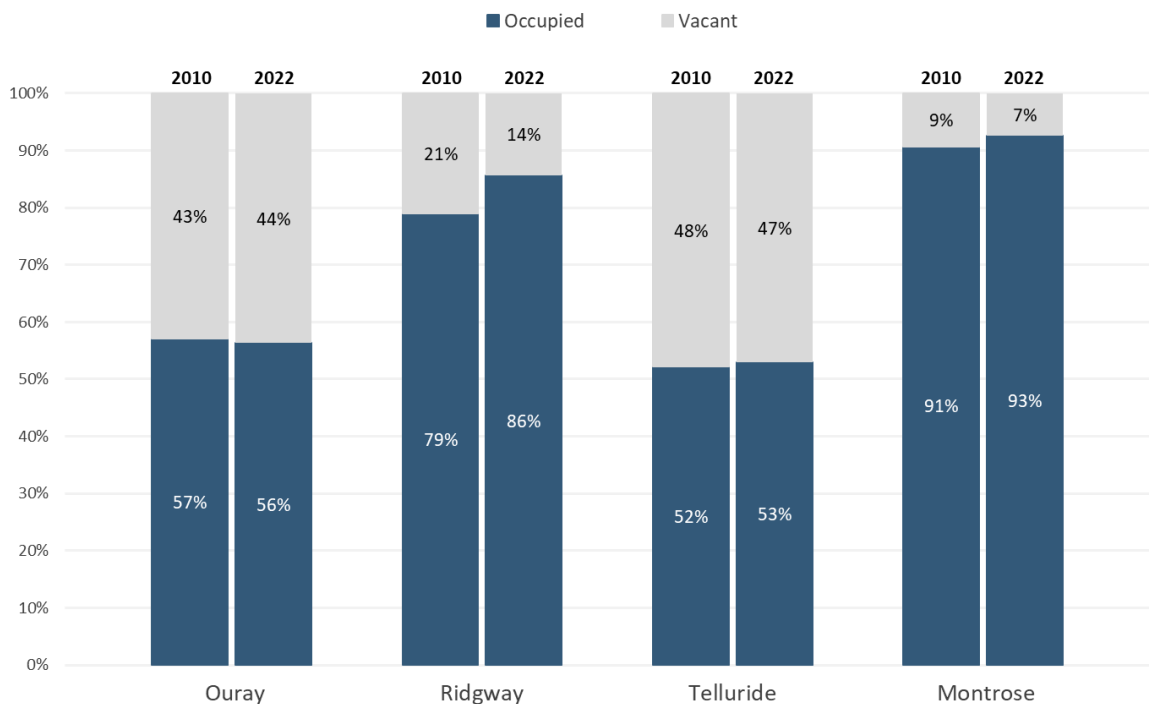


Source: Economic & Planning Systems, Colorado State Demography Office

Ouray has a higher vacancy rate than Ridgway and Montrose; the City’s vacancy is similar to Telluride, and characteristic of a second home community.

As shown in **Figure 10**, Telluride has the highest vacancy rate of peer communities at 47 percent. Vacancy in Ouray was estimated at 44 percent in 2022, closer to the rate in Telluride than that of Ridgway (14 percent) and Montrose (7 percent). A consistently high vacancy rate can help explain the growth in housing without population growth, as new housing units are utilized as second homes and so growth in these units does not relate to growth or decline in the year-round population.

Figure 10. Housing Occupancy and Vacancy, 2010-2022

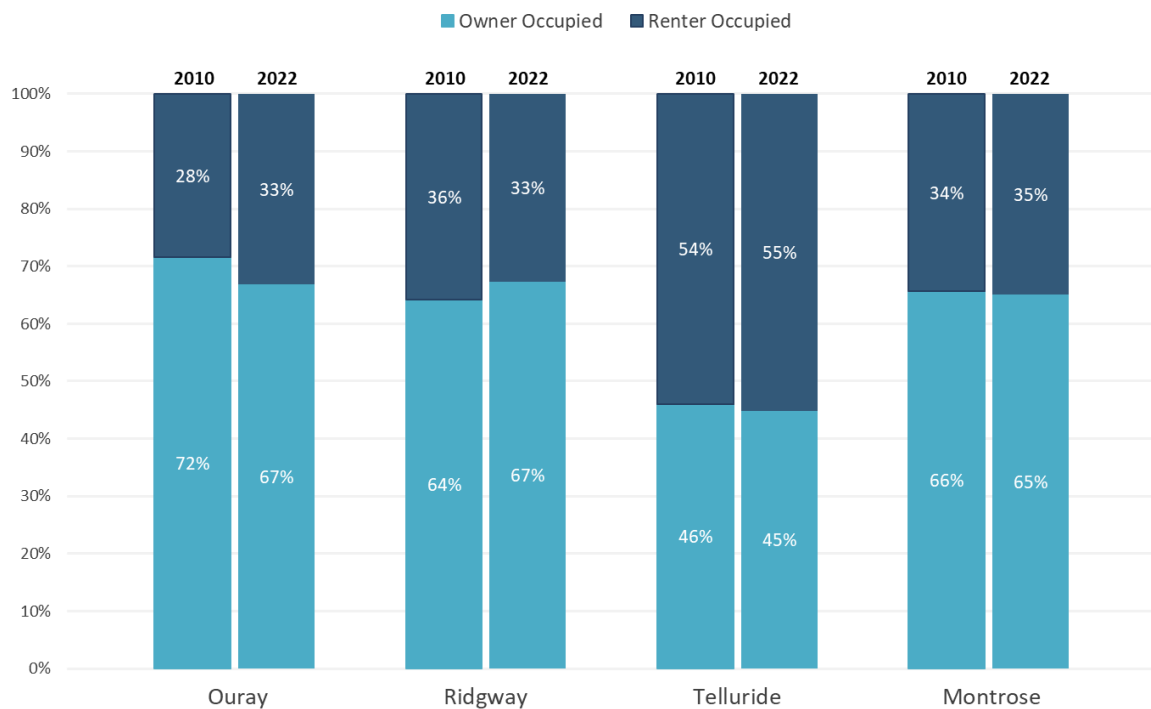


Source: Economic & Planning Systems, Colorado State Demography Office

One-third of households in Ouray rent their homes, similar to Ridgway and Montrose.

The split between owners and renters in Ouray is similar to other Ouray County communities, as shown in **Figure 11**. In Ouray, 33 percent of residents rent their homes, an increase from 28 percent in 2010. This is the same renter percentage as Ridgway – although since 2010 Ridgway has experienced a decrease in the proportion of renters, likely due to new for-sale housing developments being built. In Montrose, 35 percent of residents rent their homes, a similar share as 2010. Telluride, a resort town, has a much higher proportion of renters at 55 percent.

Figure 11. Housing Tenure, 2010-2022



Source: Economic & Planning Systems, Colorado State Demography Office

Employment

Employment is a key driver of housing needs in Ouray. As the city has shifted from a primarily summer-season economy to a year-round destination, employment needs – and thus housing needs – have also changed. Approximately 35 percent of jobs within the county are located in the city, a share that has remained relatively consistent over time.

The nature of local employment is analyzed below using three data sets:

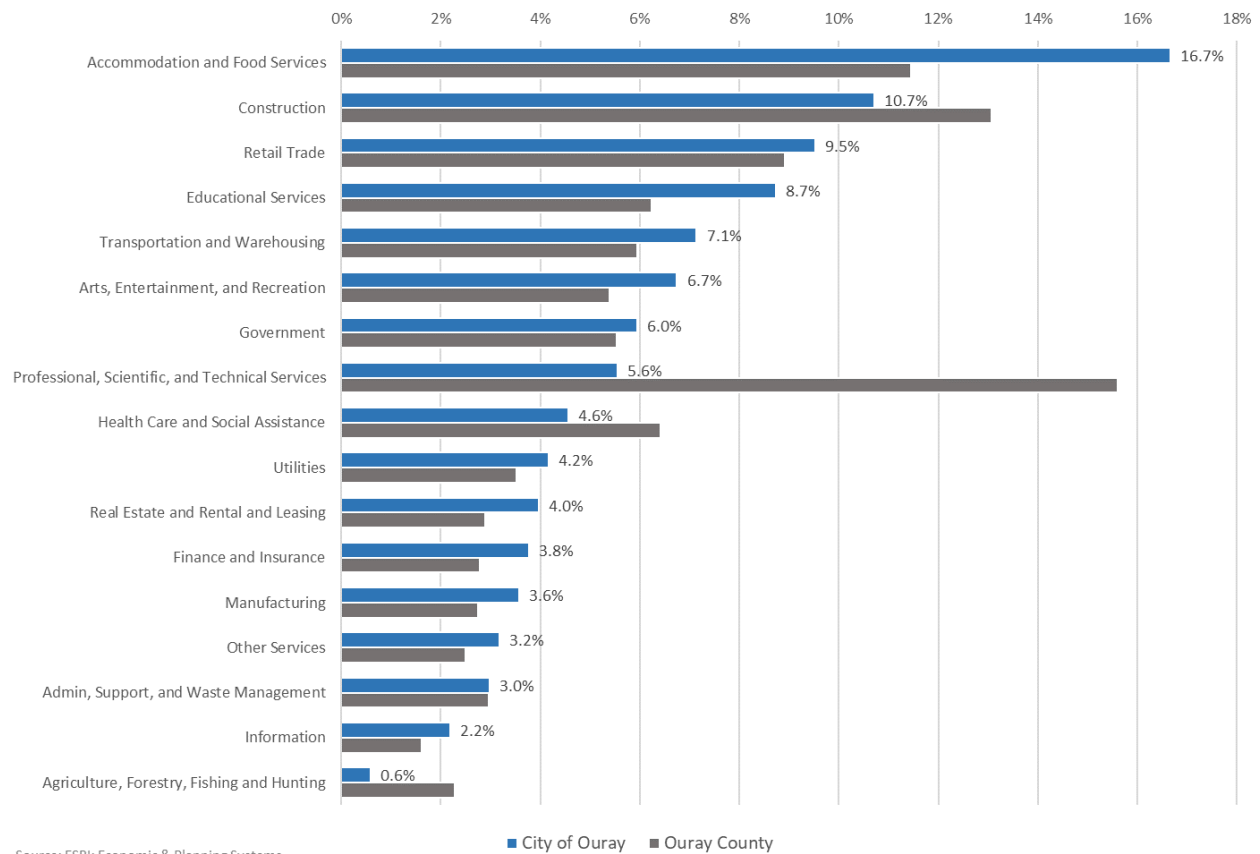
- Jobs held by Ouray residents
- Employment Based Within Ouray
- Proprietors

Jobs held by Ouray Residents

Ouray residents work in a variety of sectors. The top employment sectors are Accommodation and Food Services (17 percent of residents work in this industry), Construction (11 percent of residents), Retail (nearly 10 percent of residents), and Education (9 percent). As shown in the Commuting section below, most residents work outside of the city, so this is a different distribution than the employment located within the city.

This is also a different distribution than the county overall, as shown in **Figure 12**. The primary employment sector for county residents (including residents of Ouray) is Professional, Scientific and Technical services, which accounts for 16 percent of resident employment (but only 6 percent of city residents work in this industry).

Figure 12. Jobs Held by Residents, City of Ouray and Ouray County, 2023



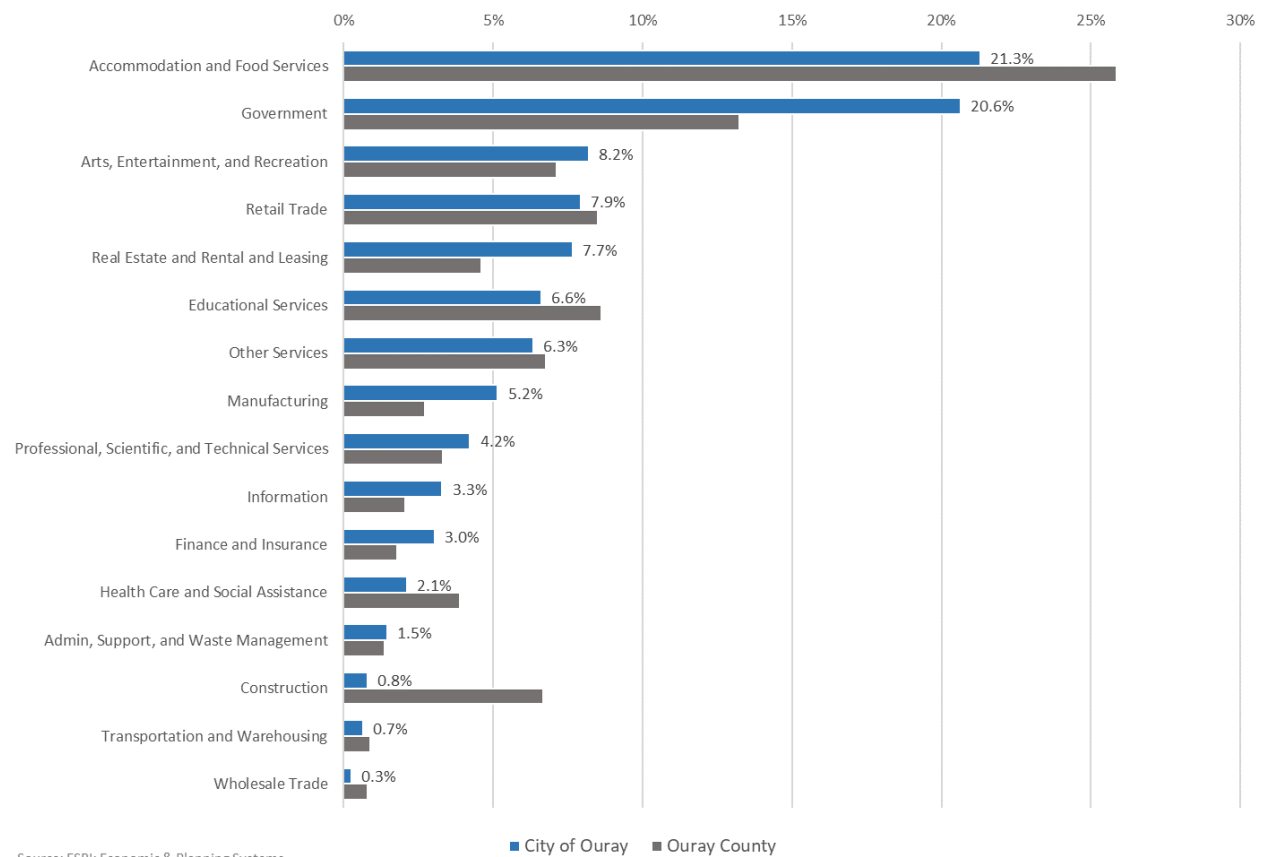
Source: ESRI; Economic & Planning Systems

Employment Based within Ouray

Most jobs in the city are reflective of the tourism economy, with employment in Accommodation & Food Services, Arts Entertainment & Recreation, Retail, and Real Estate. Government is also a major employer, accounting for 21 percent of local jobs.

In comparison to the types of jobs residents work in, nearly half the jobs in the city are in Accommodation and Food Services and Government, as shown in **Figure 13**. Jobs in the city are oriented towards and second homeowner economy, with other major employment industries including Arts, Entertainment & Recreation, Retail, and Real Estate.

Figure 13. Jobs Located in the City of Ouray and Ouray County, 2023



Proprietors

Ouray County has a large proportion of proprietors, or people who work for themselves. The share of proprietorship has decreased slightly since 2010, while the share of wage and salary employment has increased. In addition to traditional employment, where an employee works for a wage or salary, there is also employment through proprietorship (owning a business). As shown in **Table 5**, in 2021 employment in Ouray County was nearly 47 percent proprietors and 53 percent wage and salary employees (this data is not available below the county level). This split is generally typical of mountain communities, with higher proprietorship rates than larger cities or front range communities.

Proprietorship has grown at a slower rate than wage and salary employment since 2010, increasing by 2.3 percent annually (compared to 3.3 percent annual growth for wage and salary). The share of proprietors in the county has also declined since 2010, from 49 percent of total employment to 47 percent, while the share of wage and salary employment has increased (from 51 percent to 53 percent).

As it relates to housing needs, proprietors often run solo businesses and do not have the same housing needs for employees as larger businesses. At the same time, recognizing that nearly half of employment is proprietorship, there needs to be housing available for those business owners to come and open a business and maintain it as their housing needs change.

Table 5. Ouray County Proprietors, 2010-2021

Employment Type	2010	2015	2021
Proprietors	49.3%	47.8%	46.8%
Wage & Salary	<u>50.7%</u>	<u>52.2%</u>	<u>53.2%</u>
Total	100.0%	100.0%	100.0%

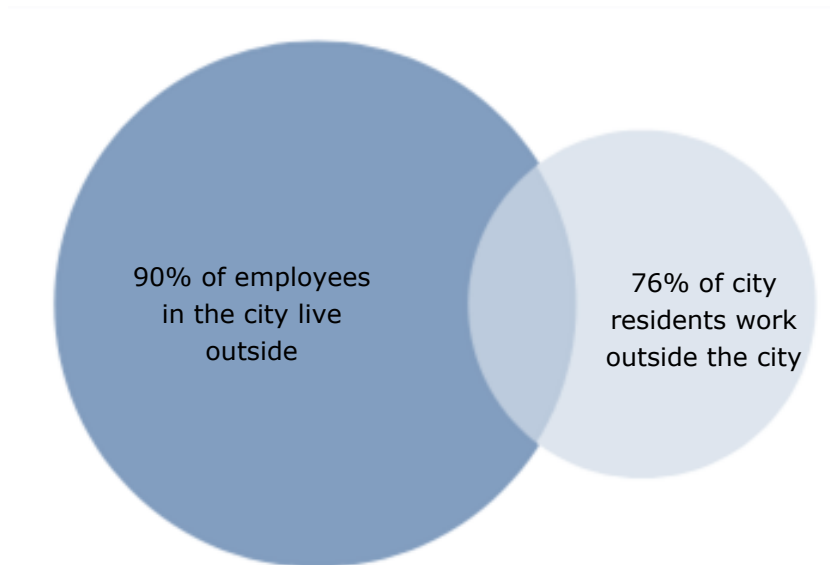
Source: BEA; Economic & Planning Systems

Commuting

The City of Ouray relies heavily on an external labor force. As shown in **Figure 14**, according to 2021 estimates from the U.S. Census (Longitudinal Employer-Household Dynamics program), nearly 90 percent of employees in the city live outside of the city, while over three-quarters of city residents work outside of the city. Nearly 24 percent of employees commute between 10 and 24 miles, while almost 30 percent commute 25 to 50 miles.

The most common location for employees to commute from is Montrose, where 17 percent of employees live. Another 13 percent live in Ridgway, 10 percent are Ouray residents, and the remainder live across other locations.

Figure 14. City of Ouray Commuting, 2021



Market Conditions and Housing Needs

This section outlines recent and planned development and evaluates market conditions of for-sale and rental housing. An affordability analysis is also outlined to evaluate the housing needs of Ouray residents and workers.

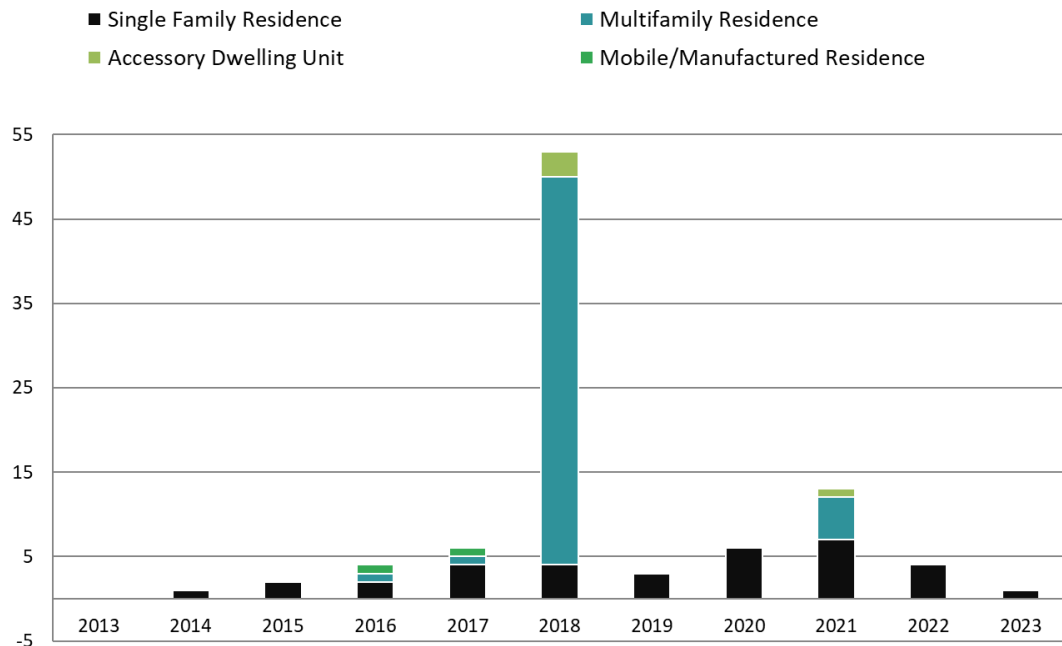
Residential Development

There were 93 housing units built in Ouray between 2013 and March 2023. Most of these new units were multifamily housing (including townhomes).

Of the 93 units, 53 (or 57 percent) were multifamily residences. Single family homes accounted for 37 percent of units, while accessory dwelling units (ADUs) were 4 percent and mobile/manufactured homes were 2 percent (with permits only in 2016 and 2017).

As shown in **Figure 15**, most new development occurred in 2018, when 53 units were permitted (including 46 multifamily residences). Outside of 2018, there were an average of 5 units permitted annually.

Figure 15. Building Permits (Units) by Type, 2013-March 2023



Source: City of Ouray; Economic & Planning Systems

As of spring 2023, there were 19 projects totaling 102 housing units in the planning/development pipeline.

These include single family detached homes, townhomes, and two affordable projects: 65 units of affordable ownership in the Waterview PUD being developed by Rural Homes LLC, and 13 affordable rental units being developed by Home Trust of Ouray County.

In addition to these projects currently in the pipeline, the City intends to develop housing on the City-owned Cascade Falls site. This is further discussed in **Chapter 5**.

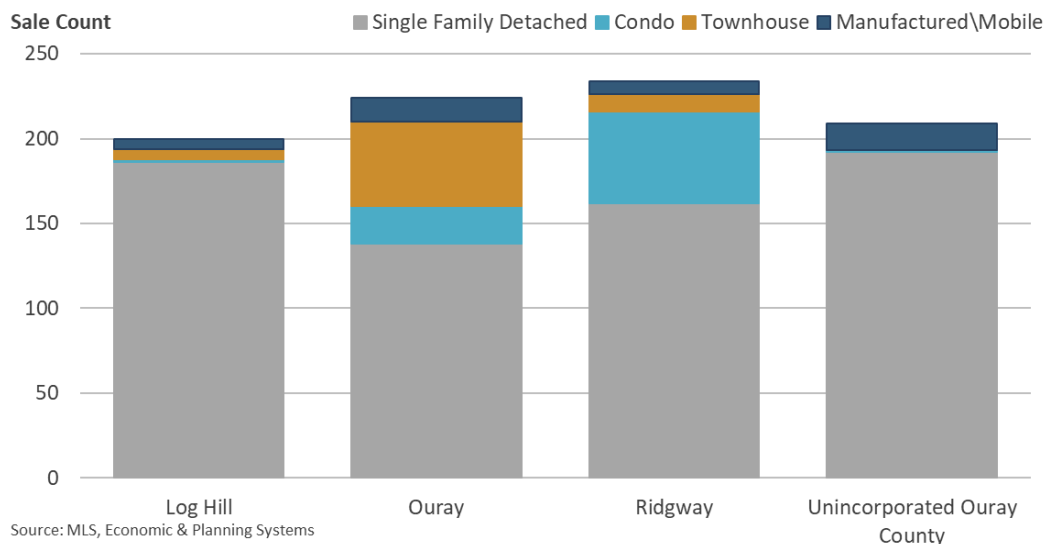
Home Sales

The cost of purchasing a home is a key indicator of the housing market. To evaluate trends in homeownership in Ouray, local and regional home sales were evaluated over a 10 year period, looking at units by location and type to analyze broad market trends and changes in affordability for local residents. Four locations were considered: the City of Ouray, Ridgway, Log Hill, and unincorporated Ouray County.

Sales volume from 2013 through August 2023 was similar across the four areas, but the types of homes sold in Ouray and Ridgway differ from those sold in Log Hill and the unincorporated county.

As shown in **Figure 16**, all of these areas had between 200 and 250 home sales over the period of 2013 to August 2023. In all communities, sales were primarily single family detached homes, however these comprised a larger portion of sales in Log Hill (93% of sales) and the unincorporated county (91%) than in Ridgway (69%) and Ouray (61%). Ouray had more townhome sales than other communities, with 50 townhomes sold over this time (accounting for 22 percent of all sales in the city), while Ridgway had more condo sales, with 54 units accounting for 23 percent of sales in the town.

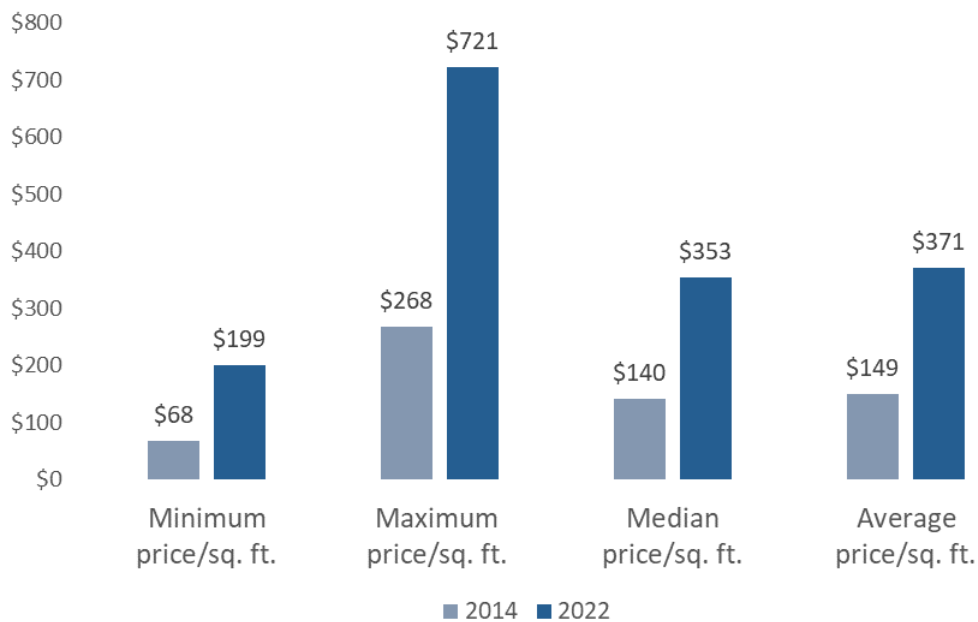
Figure 16. Home Sales by Type, 2013-2023



Price per square foot in the City of Ouray has more than doubled since 2014.

Data for condo, single family detached, and townhome sales is summarized in **Figure 17** and illustrates a large increase between 2014 and 2022. As shown, the median and average price per square foot increased by a factor of about 2.5 over this time period, while the minimum price per square foot nearly tripled. The median and average prices were similar in both 2014 and 2022, indicating that while overall prices have increased significantly, the distribution of prices has not changed (there are not more very expensive homes selling now than there were in 2014, and there is a relatively even distribution of homes across the price spectrum).

Figure 17. Sale Price Per Square Foot, City of Ouray, 2014-2022



Within the region, costs are highest in Ridgway, but all communities have experienced similar growth trends in home prices.

Ridgway has the highest per square foot costs, at \$446, while Ouray has the lowest, at \$366. Over the last decade, all areas have seen increases in price per square foot of between \$214 and \$284, or 10 to 13 percent annually, as shown in **Table 6.**

Table 6. Price Per Square Foot Increase, 2014-2022

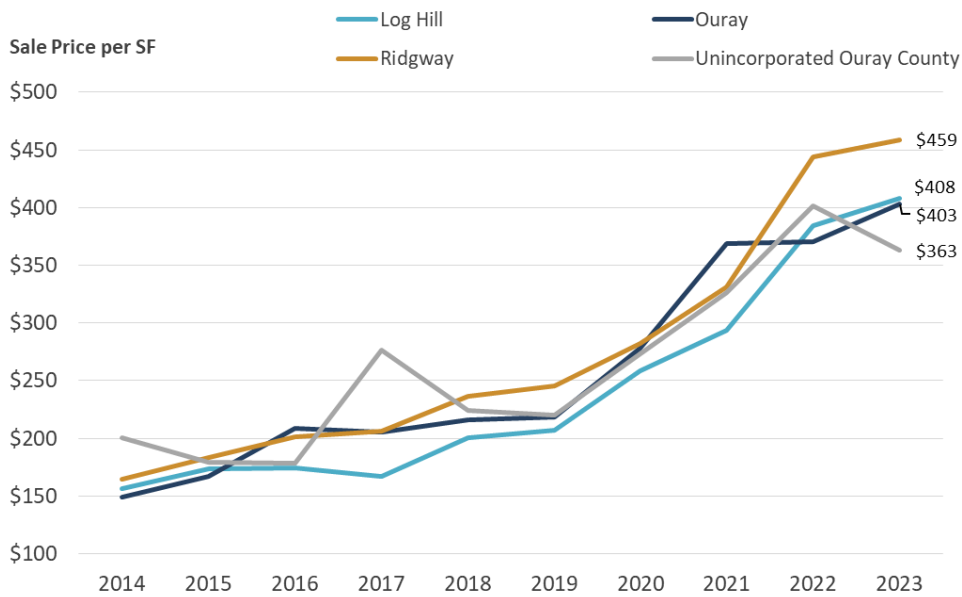
Average Price Per Sq. Ft. (all home types)	2014	2015	2016	2017	2018	2019	2020	2021	2022	2014-2022		
										Total Change	Ann. #	Ann. %
Ouray County	\$159	\$172	\$185	\$202	\$217	\$218	\$266	\$324	\$405	\$246	\$31	12%
Ouray	\$143	\$160	\$186	\$205	\$197	\$218	\$258	\$369	\$366	\$223	\$28	12%
Ridgway	\$163	\$179	\$199	\$204	\$236	\$241	\$282	\$321	\$446	\$284	\$35	13%
Log Hill	\$143	\$173	\$171	\$166	\$211	\$207	\$259	\$294	\$384	\$241	\$30	13%
Unincorporated County	\$185	\$174	\$176	\$256	\$222	\$217	\$265	\$318	\$399	\$214	\$27	10%

Source: MLS; Economic & Planning Systems

Prices in all communities have increased at a faster pace since 2019.

As shown in **Figure 18**, the growth rate in sale price per square foot has increased since 2019. Prior to 2019, average price per square foot had only exceeded \$250 once (in the unincorporated county in 2017), and had not broken \$300. As of August 2023, the average price per square foot ranged from \$363 in the unincorporated county to \$459 in Ridgway, and has been above \$300 in most communities since 2021.

Figure 18. Average Sale Price per Square Foot, 2013-August 2023



Source: MLS, Economic & Planning Systems

This escalation since 2019 is further shown in **Table 7**. Between 2014 and 2019, average sales price per square foot grew by 3 percent annually in the unincorporated county, and between 8 and 9 percent annually in other areas (7 percent overall in the county). From 2019 through 2022 growth rates increased dramatically. Ouray had the lowest average annual growth, at 19 percent per year. All other areas saw per-square-foot sales prices increase by 23 percent per year.

Table 7. Price Per Square Foot, 2014-2019 and 2019-2022

Average Price Per Sq. Ft. (all home types)	2014	2019	2022	2014-2019			2019-2022		
				Total Change	Ann. #	Ann. %	Total Change	Ann. #	Ann. %
Ouray County	\$159	\$218	\$405	\$60	\$12	7%	\$186	\$62	23%
Ouray	\$143	\$218	\$366	\$75	\$15	9%	\$148	\$49	19%
Ridgway	\$163	\$241	\$446	\$79	\$16	8%	\$205	\$68	23%
Log Hill	\$143	\$207	\$384	\$64	\$13	8%	\$177	\$59	23%
Unincorporated County	\$185	\$217	\$399	\$31	\$6	3%	\$182	\$61	23%

Source: MLS; Economic & Planning Systems

Escalating home prices have put ownership increasingly out of reach for local residents. The affordability gap (the difference between what a household can afford and what homes cost) for a household earning the median income increased by over \$400,000 between 2014 and 2022.

Data on home sales and affordability for single family detached homes, condos, and townhomes is shown in **Table 8**. As shown, between 2014 and 2022 the affordability gap between what a 2-person household earning the median income could afford and the median-priced home grew from \$37,100 to \$517,700. Between 2015 and 2019 the gap averaged \$117,100; from 2020 to 2022 that increased to \$332,700.

Data for January to August 2023 is not included in the table, as there were only five sales over that period. However, those sales show a reduced affordability gap from 2022, with a median sale price of \$485,000 and an affordability gap of \$223,900.

Table 8. Affordability Gap, For-Sale Housing 2014-2022

For-Sale Housing Affordability Gap Ouray, Colorado	2014	2015	2016	2017	2018	2019	2020	2021	2022	2014-2022		
										Total	Ann. #	Ann. %
Median Household Income (2-person)	\$57,300	\$60,200	\$59,300	\$58,700	\$63,500	\$62,900	\$61,100	\$63,400	\$70,900	\$13,600	\$1,700	3%
Affordable Unit Price	\$199,900	\$204,900	\$202,300	\$197,600	\$223,100	\$218,600	\$205,200	\$204,300	\$219,800	\$19,900	\$2,488	1%
Median Sale Price (all types)	\$237,000	\$335,000	\$316,000	\$335,000	\$315,000	\$331,000	\$379,950	\$510,000	\$737,500	\$500,500	\$62,563	15%
# of sales	19	21	19	25	21	27	28	24	16			
Affordability Gap	-\$37,100	-\$130,100	-\$113,700	-\$137,400	-\$91,900	-\$112,400	-\$174,750	-\$305,700	-\$517,700	(\$480,600)	(\$60,075)	39%

Source: Economic & Planning Systems, MLS, Census Bureau

The income needed to afford the median-priced home in Ouray has increased over time, with significant increases during COVID-19.

Another way of looking at affordability is examining how much a household needs to earn to afford a home. As shown in **Table 9**, in 2014 a 2-person household needed to earn 111 percent of the median income to afford the median-priced home in Ouray. That increased over time (with some fluctuation), and by 2022 a household would need to earn 247% AMI to afford the median priced home. As shown and described previously, prices through August 2023 have come down slightly; the median priced home through this time period required a household to earn 160% AMI.

Table 9. Income Needed to Afford Median-Priced Homes, 2013-2023

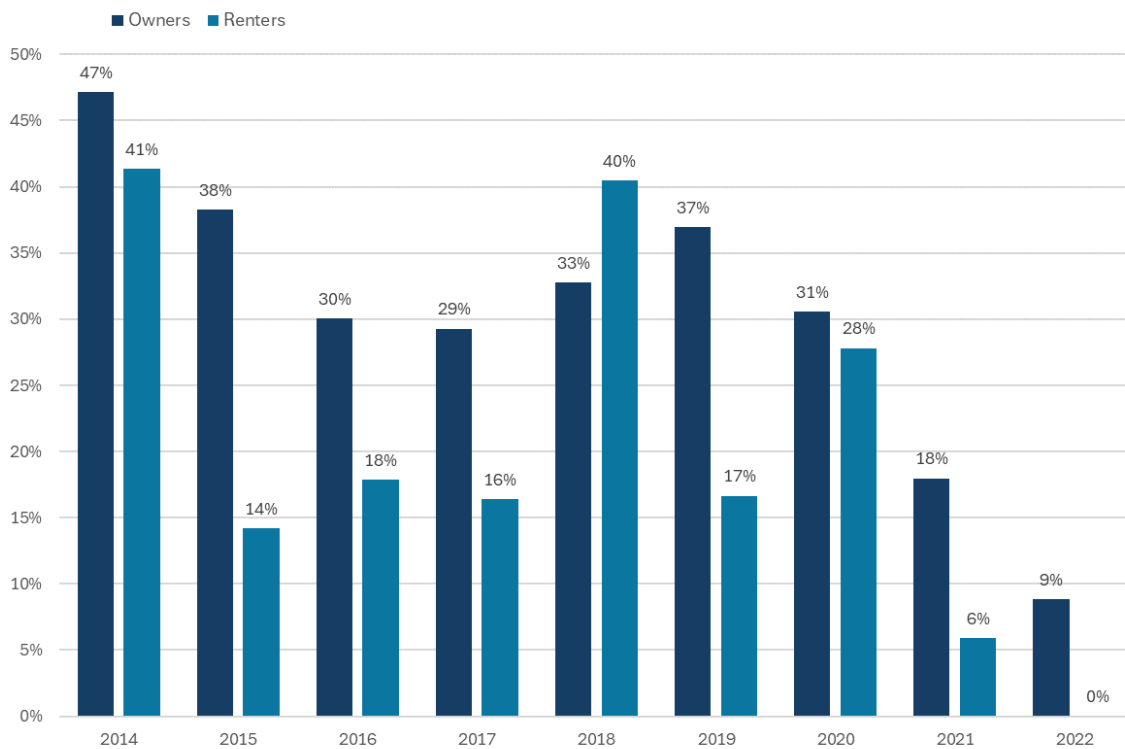
Median For-Sale Housing Income Needed	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Median Sale Price	\$237,000	\$335,000	\$316,000	\$335,000	\$315,000	\$331,000	\$379,950	\$510,000	\$737,500	\$485,000
Number of Sales	19	21	19	25	21	27	28	24	16	5
Income Needed	\$63,532	\$85,391	\$81,153	\$85,391	\$80,930	\$84,499	\$95,418	\$124,427	\$175,173	\$118,850
% AMI (2-person household)	111%	142%	137%	145%	127%	134%	156%	196%	247%	160%

Source: MLS; CHFA; Economic & Planning Systems

The number of homes affordable to local households has declined since 2014, particularly for local renters.

The availability of homes to local households has diminished over time, as shown in **Figure 19**. In 2014, 47 percent of owners and 41 percent of renters could afford a median-priced home in the city. By 2022, only 9 percent of owners could afford this, while the median-priced home was not affordable to any renter households in the city. When local homes are affordable to local homeowners, it enables them to move within the city – whether to increase their space (and free up a smaller home for another household), or to downsize and ensure they can stay in the community longer. When local renters are able to afford homes, it allows them to move into homeownership and stay in their community, putting down roots and building wealth. As these options diminish, it is more likely that existing residents will either take on more than they can afford to stay in the community, or move to find housing that is more affordable.

Figure 19. Households Able to Afford the Median-Priced Home by Tenure, City of Ouray 2014-2022



Rental Market Trends

Rental data is difficult to collect, and so multiple methods were used throughout this study to track the rental market.

Online rental listings do not accurately capture the local rental market.

As a first step, rental listing were tracked on public websites and local Facebook groups across a period of four months. These listings are summarized in **Table 10**. Ouray had fewer listings posted than neighboring communities, and the average listed rent per square foot for the city was the second highest among the four communities tracked (second to Telluride). While overall rental rates were similar between Ouray and Ridgway, units in Ouray were typically smaller (in both square footage and number of bedrooms), and several listings advertised private rooms in homes rather than entire units.

Table 10. Online Rental Tracking

Location	Listings Tracked	Average Rent	Average Rent per Sq. Ft.
Ouray	11	\$2,084	\$2.49
Ridgway	21	\$2,058	\$2.01
Montrose	62	\$1,687	\$1.22
Telluride	24	\$4,265	\$3.96

Source: Economic & Planning Systems, Zillow, Craigslist, Facebook

The online tracking did not capture the scale of the local market, as the market is mostly informal. To account for this, a survey was distributed to local property owners and landlords to understand the scope of inventory and cost of rental units available in the city. The survey asked about number of units, bedroom counts, type of housing (e.g. market rate, subsidized, employee housing), rental rates, and method(s) of advertising.

The survey captured 85 rentals, reported by 16 respondents. As shown in **Table 11**, units are primarily considered market rate (unit types were self-defined and self-reported). Average rents ranged from \$900 per unit for affordable units to nearly \$1,400 for market rate units.

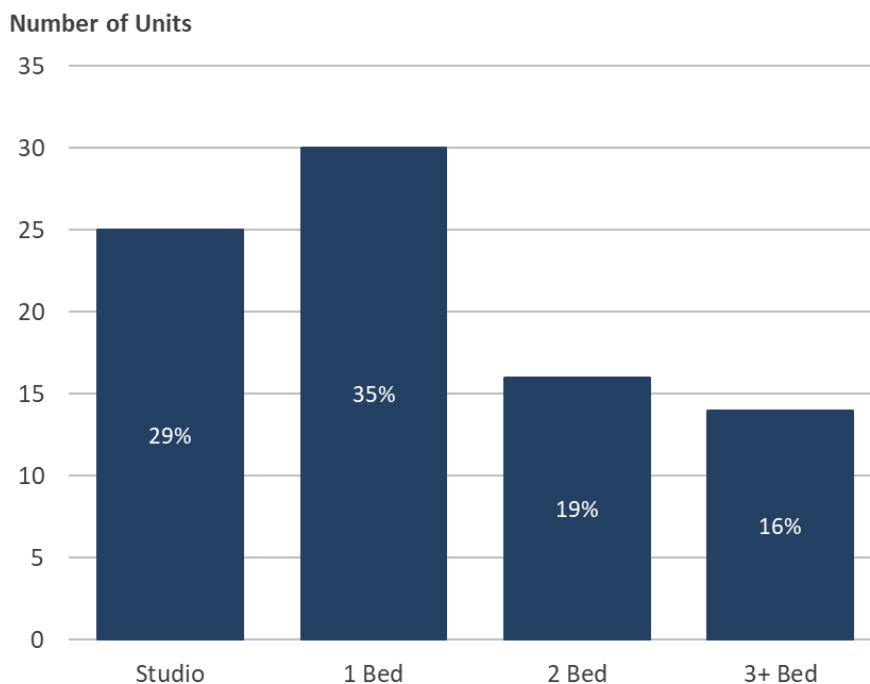
Table 11. Rental Survey – Units by Type and Average Rent

Rental Unit Type	Count of Units	% of Total	Average Rental Rate
Affordable Housing	4	5%	\$900
Employee Housing	6	7%	\$1,050
Market Rate Housing	75	88%	\$1,394

Source: Ouray Rental Survey, Economic & Planning Systems

Units reported through the survey were primarily 1-bedroom and studio units, which together accounted for 64 percent of units (29 percent studios, 35 percent 1-bedroom). As shown in **Figure 20**, 19 percent of units were 2-bedrooms, and 16 percent had 3 bedrooms or more.

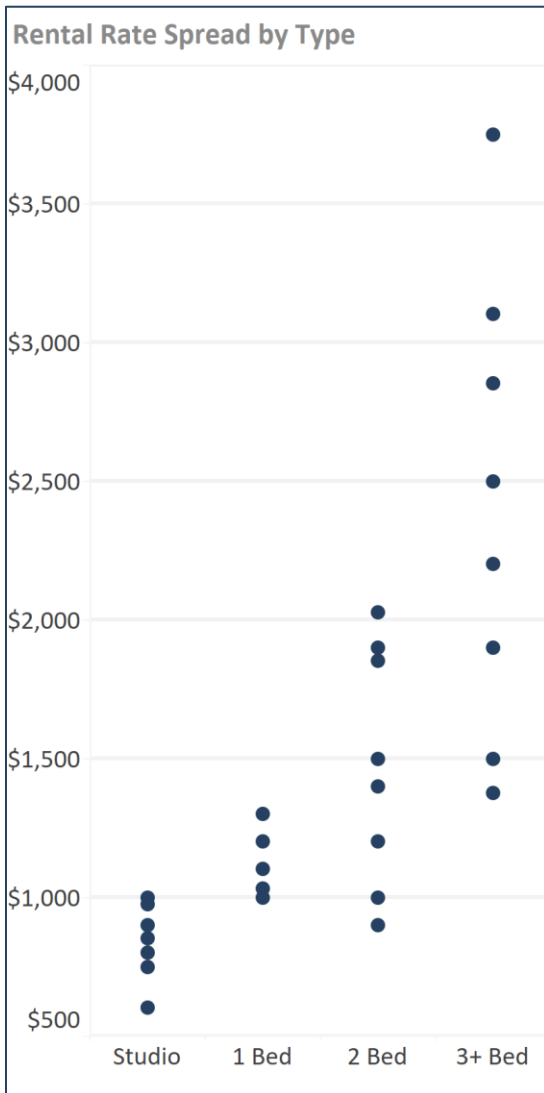
Figure 20. Rental Units by Bedrooms, City of Ouray 2023



Source: Ouray Rental Survey, Economic & Planning Systems

Average rents for these units ranged from \$868 for a studio to \$2,616 for a 3+ bedroom. As shown in **Figure 21**, rental rates are generally clustered for studio (\$500 - \$1,000) and 1-bedroom units (\$1,000 - \$1,300), and start to see a wider range for 2-bedroom and larger units.

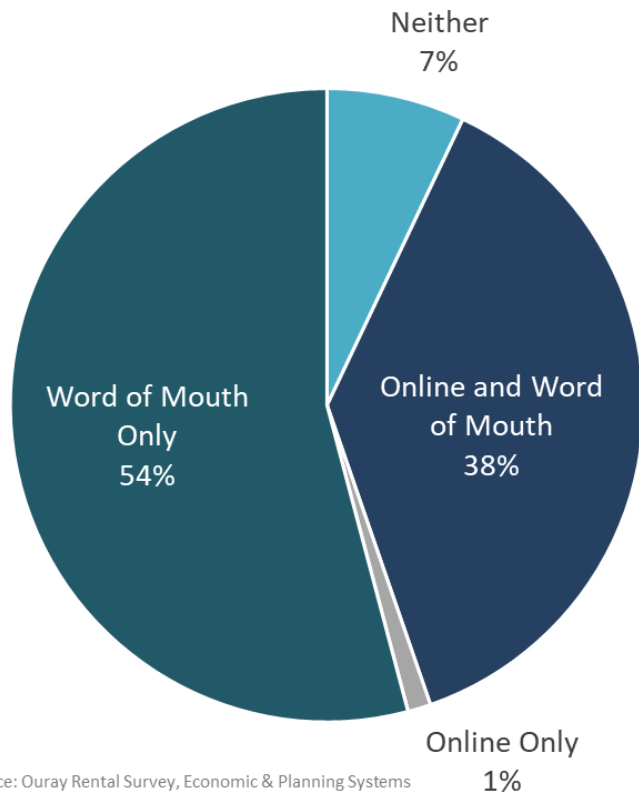
Figure 21. Rental Rates by Unit Type, City of Ouray 2023



Most units are advertised through word-of-mouth marketing, making it difficult for those not already connected in the community to find this housing.

Survey respondents were asked how they advertise their rental units. Over 90 percent of respondents use word-of-mouth marketing, either on its own or in combination with online marketing. As shown in **Figure 22**, 54 percent of respondents use word-of-mouth only, while 38 percent use that in combination with online, 1 percent do online marketing only, and 7 percent do not advertise (these units were reserved for employees of the business owners). This creates an additional challenge for renters looking for housing in the city, as there is not a clear place to find rental listings.

Figure 22. Rental Unit Advertising



Source: Ouray Rental Survey, Economic & Planning Systems

Survey data indicates that rental units are not unaffordable, particularly for smaller units/smaller households.

As shown in **Table 12**, the average rents reported for studio, 1-bedroom, and 2-bedroom units are affordable to households making less than 80% AMI. Affordability only exceeds 100% AMI for 3+ bedroom units; this indicates that rental affordability challenges may be more prevalent for families or larger households. As shown through the survey, costs of units are not necessarily out of reach for local residents, but the informal market and lack of advertising means these units are hard to find, particularly for those not currently living in the area.

Table 12. Rental Survey – Average Rents and Affordability

Unit Type	Average Rent	Income Needed to Afford	Percent AMI
Studio	\$868	\$34,720	53% (1 person hh)
1 Bedroom	\$1,165	\$46,600	71% (1 person hh)
2 Bedroom	\$1,325	\$53,000	71% (2 person hh)
3+ Bedroom	\$2,616	\$104,640	125% (3 person hh)

Source: City of Ouray; Economic & Planning Systems

Short Term Rentals

Many communities across Colorado are experiencing impacts of short term rentals (STRs) on their housing inventory. The City currently has 110 active STR licenses, with a cap of 120 available licenses, limiting STRs to a maximum of 16 percent of housing units. STRs are not permitted in the R-1 Zone District, except for legal nonconforming uses. STRs are also not permitted in accessory dwelling units (ADUs). These two regulations minimize impacts on local housing availability. There are currently only 4 licensed STRs within the R-1 District.

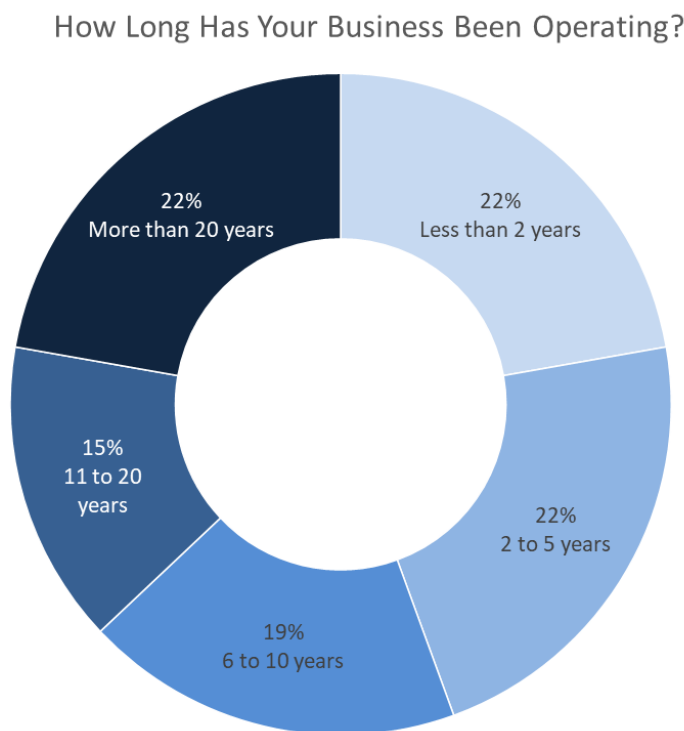
In addition to licensing and geographic restrictions, the City imposes a voter-approved 15 percent excise tax on short term rentals, generating revenue for local affordable housing programs. The tax has generated between \$500,000 and \$600,000 annually, with 50 percent of revenue dedicated to affordable/attainable housing.

3. Employer Survey

In addition to the data analysis outlined in the previous chapter, a survey was distributed to local employers to determine specific challenges they face related to housing and the resources they are willing to contribute to solutions. There were 23 respondents to the survey, representing 33 business (8 respondents operate multiple businesses) and 242 jobs (12 percent of overall county employment).

Among respondents there was a diversity of business age, as shown in **Figure 23**, with nearly even distribution among age categories. There was also a diversity of business size, with an average of 13.4 employees (full time and part time) among respondents. Business sizes ranged from 1 or 2 employees to over 50.

Figure 23. Employer Survey – Time in Business



Employer Challenges

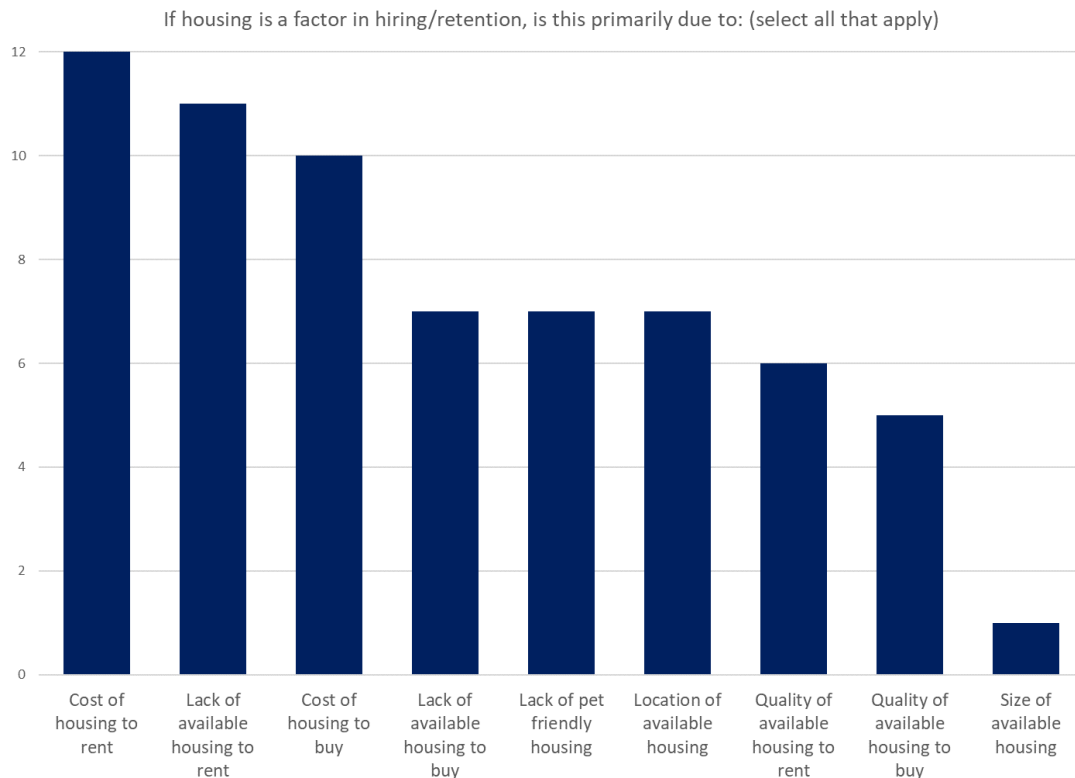
Employer challenges were determined through questions about unfilled positions, employees holding multiple jobs, seasonal employment, and business/economic changes.

- **Unfilled Positions:** Employers reported a total of 56 unfilled positions – 13 full time and 43 part time. If all these jobs were filled, it would represent a 23 percent increase in employment.
- **Multiple Jobholders:** Over half of respondents (57 percent) reported that they are aware of their employees working multiple jobs. When asked to estimate the percentage of employees working multiple jobs, responses ranged from 5 percent to 100 percent of employees at a business.
- **Seasonal Employment:** Fifty-five percent of respondents indicated that they hire seasonal employees. Seasonal employment is more prevalent in summer than winter.
- **Business/Economic Changes:** Employers reported that they have needed to increase their workforce because of additional customers and/or more business, but have faced challenges in increasing their staffing due to labor shortages and hiring challenges.

Housing Challenges

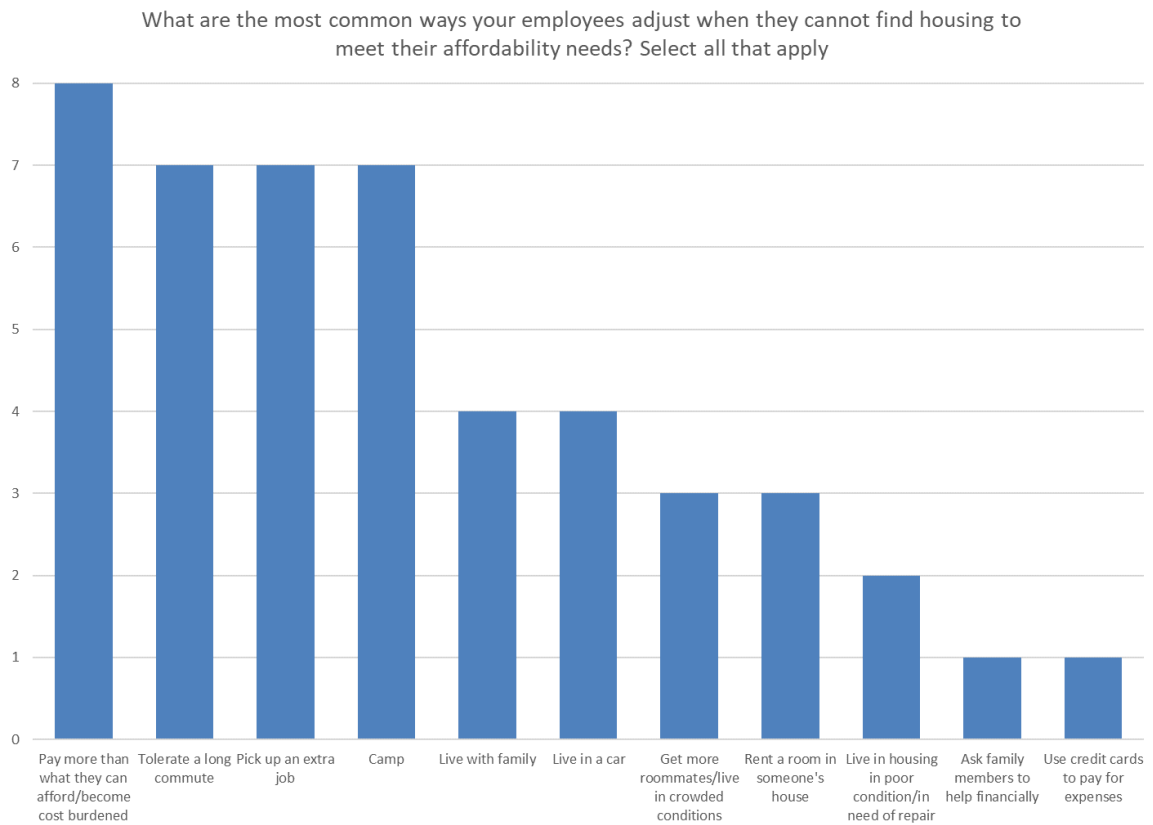
Employers were asked how housing factors into hiring and retention challenges. As shown in **Figure 24**, the most common responses were the cost of rental housing, the lack of available rental housing, and the cost of ownership housing.

Figure 24. Employer Survey – How Housing Impacts Hiring and Retention



Employers were asked how employees adjust to these challenges, when they cannot find housing to meet their affordability needs. As shown in **Figure 25**, the most common responses were to spend more than they can afford, tolerate a long commute, pick up an additional job, and camp.

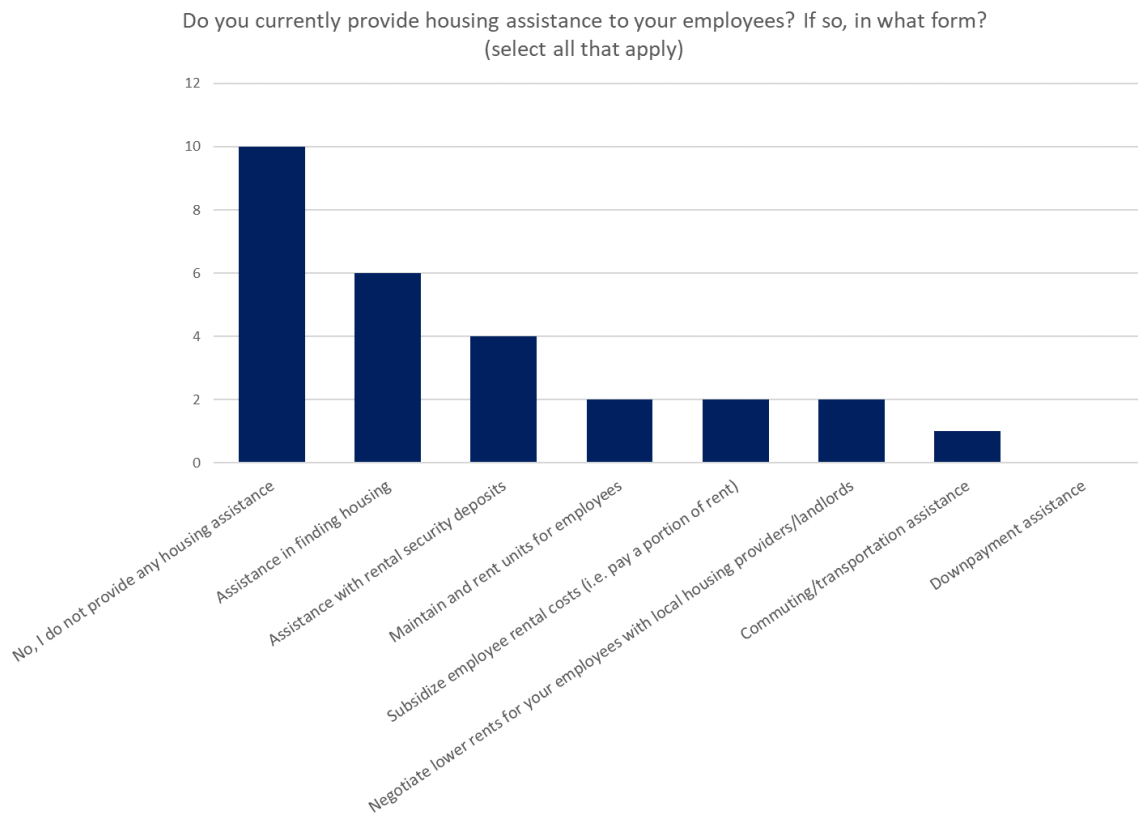
Figure 25. Employer Survey – How Employees Adjust to Housing Challenges



Current Employer Strategies

Ten employers (43 percent of respondents) do not currently provide housing assistance for their employees. As shown in **Figure 26**, of employers who are providing assistance, the most common methods are assistance in finding housing (6 employers) and assistance with rental security deposits (4 employers). Additional types of assistance include maintaining and renting units for employees, subsidizing employee rental costs, negotiating lower rents with local housing providers/landlords, and providing commuting/transportation assistance.

Figure 26. Employer Survey – Current Assistance Provided



Employer Interest in Housing Solutions

A key goal of the employer survey was to gauge interest from employers in participating in housing solutions. Employers were asked to rate their interest in participating if the City or another entity considered constructing a housing project and making units available to employers to purchase or master lease. Nearly 40 percent of respondents rated their interest a 5/10 or higher, with 5 employers indicating a 10/10 interest, 1 indicating an 8/10 interest, and 3 indicating 5/10 interest. There was relatively equal interest in master leasing and purchasing units.

Employers were asked how many employees they would be interested in housing in a development. As shown in **Table 13**, there was significant interest in both year-round and summer seasonal housing, with moderate interest in winter seasonal housing. If all of these employers participated in a housing project, there would be demand for 29 year-round, 25 summer seasonal, and 7 winter seasonal employees.

Table 13. Employer Survey – Employees to House

Interest in Housing	Year Round	Summer Seasonal	Winter Seasonal	Total
10/10 Interest	22	20	6	48
8/10 Interest	3	1	1	5
5/10 Interest	4	4		8
Total	29	25	7	61

Source: Economic & Planning Systems

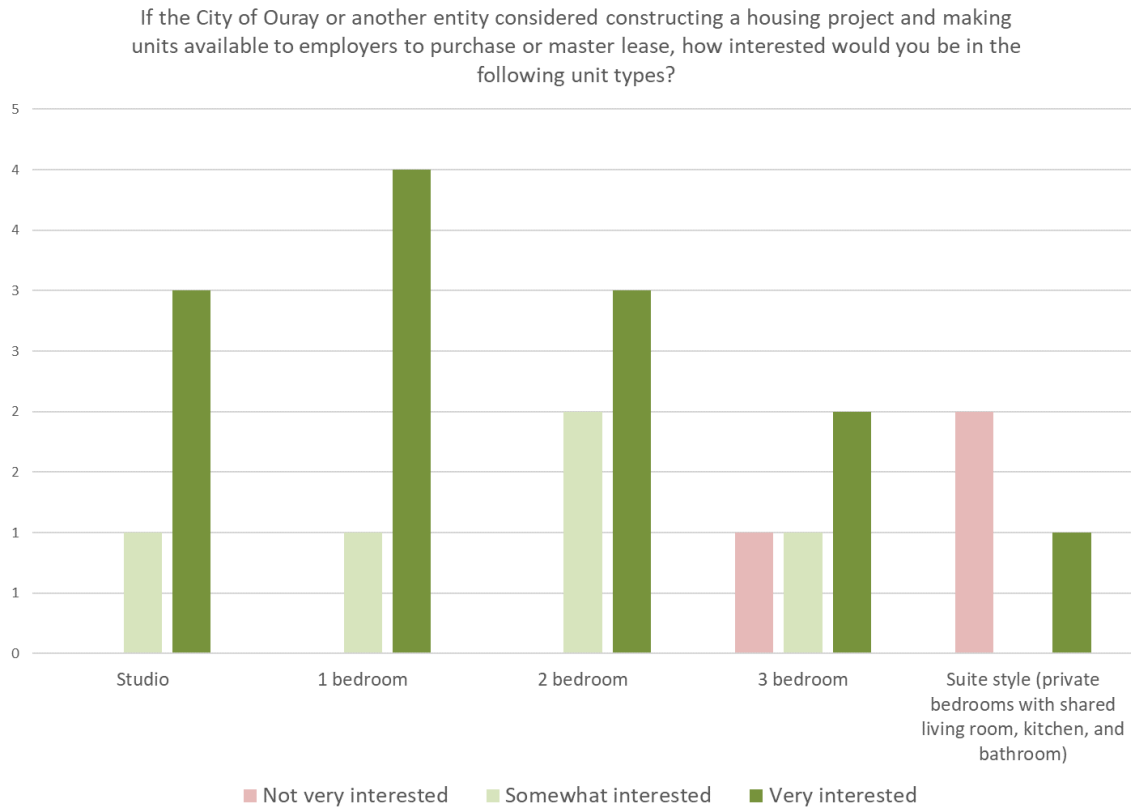
In addition to the number of employees that can potentially be housed, employers were asked about the type of housing that was of most interest. Among employers who expressed any interest in housing, there was most significant interest in 1- and 2-bedroom units, as shown in **Figure 27**.

Figure 27. Employer Survey – Housing Interest by Unit Type



When considering only those employers who rated their interest a 10/10, interest is highest in studio, 1-, and 2-bedroom units, as shown in **Figure 28**.

Figure 28. Employer Survey – Interest in Housing by Type (10/10 interest in a housing project)



Employer needs comprise a significant portion of local housing demand. Understanding these needs helps to frame up goals and strategies for the City, discussed in the next chapter.

4. Housing Goals and Strategy Analysis

This chapter outlines housing goals for the City of Ouray, and a strategy framework that can be used to achieve those goals. The next chapter provides a more detailed action plan to implement strategies.

Strategy Framework

The strategy framework is outlined in **Figure 29** below, and includes five elements:

- **Housing goals and strategies** outline development and preservation targets for the City, for both rental and ownership housing at various income levels.
- **Land resources** identifies areas in the city where there is land available for housing and ways to maintain that resource for future development.
- **Financial resources** looks at existing City resources that can be used for housing, potential new funding sources to consider to support housing objectives, and uses for housing funds.
- **Partnerships** considers opportunities to partner with local organizations doing housing work to enhance resources and help achieve outcomes faster.
- **Prioritization** evaluates key priorities for the City. This is further outlined in the action plan, which considers how to phase strategies over the short- and mid/long-term.

Figure 29. Housing Strategy Framework



Housing Goals

Housing goals for Ouray address both short term and long term needs, based on existing gaps, needs met by projects underway, and future trends (e.g., aging population).

Housing Needs

Housing needs are based on the 2021 Telluride Foundation/Rural Homes Project Housing Market Study and the 2022 Region 10 Workforce Housing Study. Additional consideration is given to the needs documented by local employers through the employer housing survey.

The Telluride Foundation/Rural Homes and Region 10 studies both provided housing needs at the county level. The Telluride Foundation study focused on ownership housing needs in communities throughout the county, estimating that there are over 100 units needed throughout the county at 60-80% AMI targets. The demand for rental housing was discussed qualitatively in that assessment, and not quantified. The Region 10 study focused on workforce housing needs, providing conservative estimates of both “catch-up” and “keep-up” components of demand. This study estimated a need for 270 units of workforce housing in the county through 2032. Combined, these reports indicate a need for 370 units countywide over the next 10 years.

Development Capacity

In addition to housing needs, it is important to consider the housing capacity of the city. The City’s 2018 Wastewater Treatment Master Plan provided buildout capacity for the City to inform the capacity of the treatment facility. This can be considered the upper limit of housing capacity in the city. As noted in the Wastewater Treatment Plan, the expected buildout capacity of the city was based on preliminary work for the 2021 Community Plan that evaluated land use, zoning, and water supply limitations to determine buildout projections for the city. Based on this analysis, there were 800 unbuilt units in the city, consisting primarily of condos, apartments, and townhomes (549 unbuilt units), as well as single family homes (136 unbuilt units) and accessory dwelling units (115 unbuilt). Based on this analysis, physical capacity will not be a constraint for the City to meet housing targets.

Regional Affordable Housing Pipeline

Regional organizations are currently in the process of developing over 100 units of affordable housing throughout the region, as shown in **Table 14**. Nearly 80 of these units are planned to be in Ouray, not including the Cascade Falls project (discussed separately in this report). These units are accounted for in the housing targets outlined below.

Table 14. Regional Affordable Housing Pipeline

Name	Units	Location	Tenure
Waterview Homes	65	Ouray	Ownership
Oak Street	13	Ouray	Rental
Cascade Falls	Unknown	Ouray	Unknown
660 Sherman	14	Ridgway	Rental
Habitat Triplex	3	Ridgway	Ownership
Wetterhorn Homes	14	Ridgway	Ownership
Total	109		
<i>Ouray</i>	<i>78 units</i>		
<i>Ridgway</i>	<i>31 units</i>		

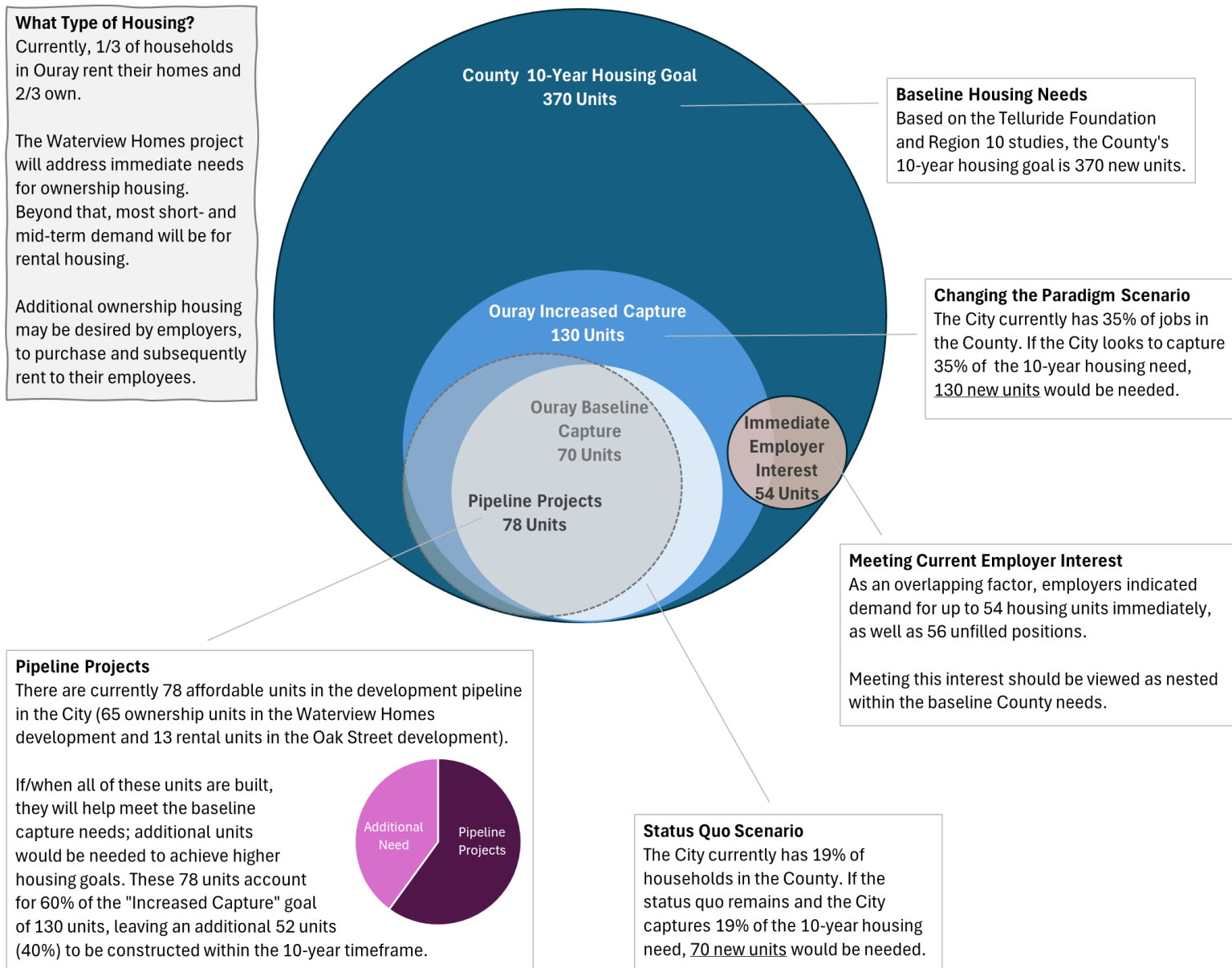
Source: City of Ouray; Economic & Planning Systems

After accounting for pipeline units, housing targets for the City are focused on rental housing, as well as for-sale housing targeted to employers looking to participate in housing solutions.

Housing Targets

Housing targets will depend on how much county growth is captured in the city. As noted above, the goal outlined by the Telluride Foundation and Region 10 reports is 370 units over 10 years, generally framing action during planning horizon from 2021 through 2031. As shown in **Figure 30**, Ouray's portion of the 370 unit goal for the county is 130 units based on the proportion of jobs located within the city. This target will be partially filled by the 78 affordable units currently in the development pipeline (65 ownership and 13 rental). This accounts for approximately 60 percent of the target, leaving another 40 percent to be built during the planning horizon.

Figure 30. Housing Goals Summary



Tenure

The City needs both affordable ownership and rental housing. The 65 ownership units in the Waterview Homes project will generally address the needs for ownership housing. The 13 units of rental housing slated for the Oak Street infill project will account for a portion of the total rental units needed, but the need for rental housing will require additional efforts.

Over the past 10 years, the city has seen a significant change in the composition of the renter community. While the rental stock has traditionally offered 'naturally affordable units' (i.e., those units that are rented at generally affordable rates due to being smaller and older), the past decade saw a shift in the composition of renters. Today, the renter community represents higher household incomes (at or above 100 percent AMI), as the pressure on lower income households has likely displaced them.

Approximately one third of households in the City are renters. Between 2012 and 2022 there was a contraction in renters earning less than 100 percent of AMI; in 2012, 62 percent of households earned less than the median income, while in 2022 only 27 percent of households fell into that income category (with the balance of household earning more than 100 percent AMI). It is recommended that the City focus on the needs of these households below 100 percent AMI, and commit to increasing the affordable rental inventory over the 10-year planning horizon.

Because this change in composition of the community reflects the likely displacement of renter households who now likely commute into town, the target to address this change in makeup of renter households is roughly half of the 130 units identified in regional studies for renters. The balance should be provided as ownership housing, resulting in a dual goal of 50 percent ownership and 50 percent rental housing.

Affordable Price Targets

The definition of affordability is provided below in **Table 15**. The data quantifies the ceiling for rents and purchase prices, based on income and the number of people within the household.

Table 15. Affordability by AMI and Household Size

Description	1 Person Household			2 Person Household			3 Person Household		
	Income	Monthly Rent	Purchase Price	Income	Monthly Rent	Purchase Price	Income	Monthly Rent	Purchase Price
60% AMI	\$39,120	\$978	\$127,600	\$44,700	\$1,118	\$152,500	\$50,280	\$1,257	\$177,600
80% AMI	\$52,160	\$1,304	\$186,000	\$59,600	\$1,490	\$219,400	\$67,040	\$1,676	\$252,700
100% AMI	\$65,200	\$1,630	\$244,500	\$74,500	\$1,863	\$286,200	\$83,800	\$2,095	\$327,900
120% AMI	\$78,240	\$1,956	\$302,900	\$89,400	\$2,235	\$352,900	\$100,560	\$2,514	\$402,900
150% AMI	\$97,800	\$2,445	\$390,600	\$111,750	\$2,794	\$453,200	\$125,700	\$3,143	\$515,700

Source: Economic & Planning Systems

Gaps and Targets by Tenure and AMI

The City’s goal of 130 new units over 10 years is further broken down by owner/renter and AMI categories in **Table 16** and **Table 17**. As noted previously, the 130 unit goal is recommended to be split 50/50 between owner and renter households, with a target of 65 units in each tenure category.

It is important to recognize that most local jurisdictions are not funded such that they can address rental needs below 30 percent of AMI. Those units are most often supportive housing, and the programs are typically funded with federal sources. It is also important to recognize that other than targeted programs like Habitat for Humanity, homeownership affordable to households earning less than 60 percent is very difficult to make work. Recognizing these limits, targets for homeownership begin at 60 percent AMI, and for rental begin at 30 percent AMI.

As shown in **Table 16**, the targets for ownership housing are proportionally based on the distribution of owner households earning between 60 and 120 percent AMI, who are not currently served by the market. Note that at levels above 120 percent of AMI, need is generally met by the market. Analyzing needs at these income levels and applying the need to the 65 unit goal for homeownership results in a target of 34 percent (22 units) affordable for households earning 60 to 80 percent AMI, 43 percent (28 units) affordable at 80 to 100 percent AMI, and 23 percent (15 units) affordable at 100 to 120 percent AMI.

Table 16. Ownership Needs by AMI

	Ownership	
	Percent	Units
Total Need (10 year)		130 units
Ownership Share	50%	
Ownership Units		65 units
Needs by AMI		
Less than 30% AMI	0%	0
30% to 60% AMI	0%	0
61% to 80% AMI	34%	22
81% to 100% AMI	43%	28
101% to 120% AMI	23%	15
121% to 150% AMI	0%	0
151% to 200% AMI	0%	0
Greater than 200% AMI	0%	0

Source: US Census; Economic & Planning Systems

For rental units, goals were set based on shifts in the distribution of renter households by AMI from 2012 to 2022. As noted earlier, over this 10-year period there was a decline in households earning less than 100 percent AMI. Rental production goals were based on providing opportunities for households in these income categories to move to/return to the community, calculated on the proportional share of lost households within the 30 to 100 percent AMI range. As shown in **Table 17**, this results in a target of 63 percent (41 units) affordable for households earning 30 to 60 percent AMI, 12 percent (8 units) affordable at 60 to 80 percent AMI, and 26 percent (16 units) affordable at 80 to 100 percent AMI..

Table 17. Rental Needs by AMI

	Rental	
	Percent	Units
Total Need (10 year)		130 units
Rental Share	50%	
Rental Units		65 units
Needs by AMI		
Less than 30% AMI	0%	0
30% to 60% AMI	63%	41
61% to 80% AMI	12%	8
81% to 100% AMI	26%	16
101% to 120% AMI	0%	0
121% to 150% AMI	0%	0
151% to 200% AMI	0%	0
Greater than 200% AMI	0%	0

Source: US Census; Economic & Planning Systems

Proposition 123 Housing Funds

Ouray is classified as a Rural Resort community for Prop 123 funding, meaning that the funding can be used to serve households with higher incomes. The City’s baseline is 98 units; this needs to be increased by 3 percent each year for three years, for a total of a 9 percent increase. This means the City needs to add 10 new units; this goal can be achieved within the Cascade Falls development.

Land Resources

Land is often the most expensive component of housing developments, and land availability is a particular challenge in mountain communities. The City of Ouray is in a good position, as there is still undeveloped land within the city (and in the surrounding area, if annexation is desired) and the City owns land that can be utilized for housing development.

Undeveloped Land

As shown in Row D of **Table 18**, a 2022 City analysis showed capacity for over 900 additional dwelling units in the city (based on undeveloped land at currently allowed densities). This analysis is caveated by the fact that the parcels analyzed include those subject to considerable geologic hazards that would reduce the site capacity for housing. Together with the buildout capacity analysis from the Wastewater Treatment Master Plan, analyses indicate that there is capacity for an additional 800-900 housing units in the city.

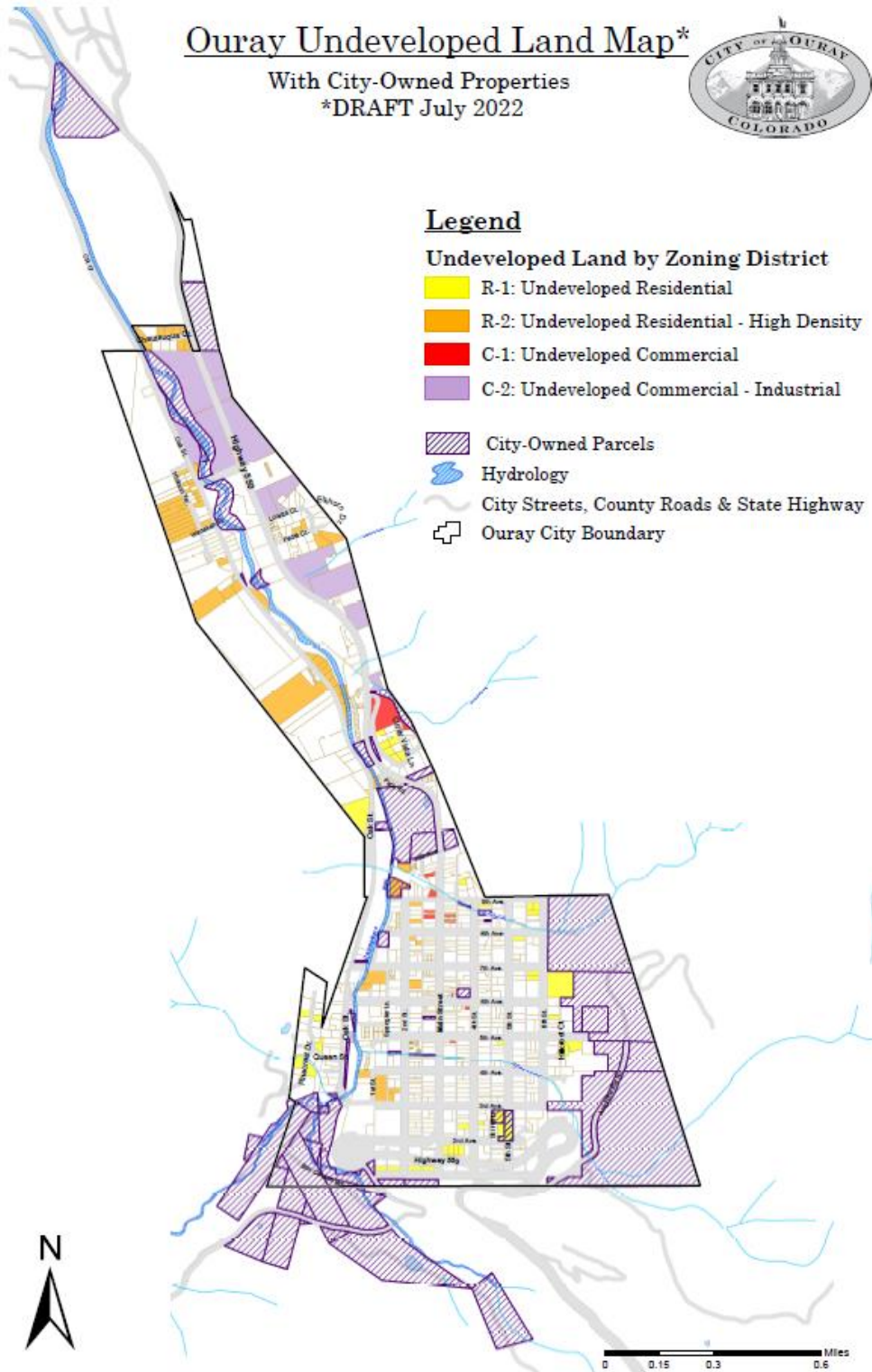
Table 18. Undeveloped Land by Zoning District (City Staff Analysis, June 2022)

Item	Variable	ZONING DISTRICT				All Zones
		C-1	C-2	R-1	R-2	
A	Total Lot Area Calculated (Sq. Ft.)	137,006	1,466,141	675,690	1,100,766	3,379,603
B	Total Lot Area Calculated (Acres)	3.15	33.66	15.51	25.27	77.59
C	Total Lots Possible (conforming to Zone)	36	206	93	149	463
D	Total Dwelling Units Possible (conforming to Density)	N/A	413	193	310	916
E	Percent Share of Total Dwelling Units Possible	N/A	45%	21%	34%	100%
F	Total Lodging Units Possible (conforming to Density)	N/A	1239	Use Not Allowed	930	2,170
G	Percent Share of Total Lodging Units Possible	N/A	57%	Use Not Allowed	43%	100%

City-Owned Land

In addition to the overall amount of developable land in Ouray, the City owns land that can be used for housing. This ownership provides one avenue of incentive or contribution the City can make to housing projects. As shown in **Figure 31**, based on location and site characteristics (e.g., topography, rockfall hazards) not all of this land is suitable development, and not all of it is suitable for housing. In addition to land the City currently owns, the City may choose to purchase additional land as it becomes available and dedicate it to housing uses (this is discussed further in **Chapter 5**).

Figure 31. Ouray Undeveloped Land Map (City Staff Analysis), July 2022 (Draft)



Land Use and Zoning

Beyond the land itself, land use and zoning regulations can help or hinder the feasibility of affordable housing development. These regulations may also help to incentivize private landowners to make housing affordable without specific programs. The City recently updated its land use code to support a broader diversity of housing typologies; additional changes may be made in consultation with landowners and developers to determine if there are additional opportunities for or barriers to affordable housing (for example, minimum density in certain areas or density bonuses in exchange for affordable housing).

Financial Resources

In addition to land, financial resources are key to getting new housing developed and supporting housing programs. Funding may be internal (from City sources/budgets) or external (from state, federal, or other sources). There are two key financial considerations – sources of funds (where the money comes from), and uses of funds (how the money is used).

Sources of Funds

The City's main source of funding for housing is STR excise tax revenue. Half of this revenue is dedicated to affordable housing; this is currently approximately \$250,000 per year. In addition to this tax revenue, recent federal and state funding allocations have made a significant amount of money available through grant programs for affordable housing in Colorado.

This funding is generally sufficient for current needs and immediate priorities. As additional housing opportunities arise, new funding sources may be considered in the future.

Uses of Funds

Just as important as having funding is having a plan for that funding. Uses of funds will depend on the level of revenue, whether it is used in a pay-as-you-go fashion or used as bond repayment revenue, and the opportunities available for the funding. In general, funds can be used for projects (development) or programs.

Project uses may include property acquisition, development subsidy to a developer, or direct funding for projects where the City is the developer. Financial support for projects may be particularly impactful, as construction costs are higher in Ouray than other areas of the state, and the City competes with higher market areas (Telluride, Mountain Village) for limited construction capacity.

Program uses may include buy-downs (subsidizing purchase prices in exchange for deed restrictions), rental assistance, or contribution to downpayment assistance programs. This may also include financial support for employer-driven strategies within the city.

Partnerships

Partnerships between the public, private, and nonprofit sectors can work to advance housing outcomes faster than any one entity or sector can accomplish on its own. This can create opportunities for the City to leverage its resources and diversify the options available (through strategies the City would not be able to do independently).

City resources can be contributed to partnerships in a number of ways, primarily through land or funding:

Land can be donated (if the City owns it) or purchased and transferred to private or nonprofit developers for workforce/affordable housing projects. Given that land is a significant portion of development costs, the contribution from the City can help a project achieve affordability goals by reducing overall project costs.

Funding can be used in many ways. For developments planned by nonprofit or private developers, the City can contribute gap closure funding to make an affordable housing project feasible. For existing housing, or for new for-sale development, the City can provide funding for buy-downs (in exchange for deed restrictions) and/or incentives to deed restrict the property. The City can also contribute to downpayment assistance programs (new or add to existing), other programs, or financially assist employers with housing strategies.

5. Action Plan

This chapter presents specific recommendations for the City to pursue, using a multifaceted approach. It includes Goals, Actions, and Implementation Considerations to guide the City as it moves forward.

Strategy: Form Partnerships to Construct Projects

Goal: Support existing projects underway that increase the inventory of affordable housing.

Recognizing the importance of partnerships, the City should look to support the current efforts to build new ownership and rental product.

- Action: Evaluate proposals to ensure each meets City development standards and support with in-kind services and/or direct financial support.
- Action: Evaluate absorption rates and recommend phasing as appropriate.

Goal: Define Development Program and Begin Cascade Falls Project

The Cascade Falls site is a major development opportunity for the City. Based on the preliminary engineering report, it appears there is likely 1.5 acres of land outside environmental hazards that can be developed for housing on the site. Based on a reasonable assumption for multifamily density of 25 dwelling units per acre, there may be capacity for between 25 and 38 units on this site.

- Action: Based on needs expressed by employers, focus project on rental units, with approximately 80 percent concentrated in 2-bedroom units, and the balance in 1-bedroom/studio units.
- Action: Retain land planners, civil engineers, and architects to define a project of this magnitude that can be constructed in two phases to mitigate risk.
- Action: Frame up the project ownership and financing, based on opportunities listed below.
- Action: Define deed restrictions commensurate with degree of subsidy provided.
- Action: Map out strategy to secure Proposition 123 funding and ensure gap closure dollars can be integrated with other financing terms.

Goal: Create a Land Bank

Land banks are government entities or nonprofit organizations that aim to convert vacant, abandoned, or tax delinquent properties into productive use. Housing development is often a primary goal of land banks. A land bank can be used for land the City already owns, and the City can also purchase land and place it in the land bank. When the time is right for development, land can be sold or otherwise provided to a developer to develop rental and/or for sale affordable housing. Any revenue from the sale of a land bank asset can be used to purchase more land bank properties. Land banks may be funded through dedicated affordable housing funds, the General Fund, or other funding sources.

- Action: Evaluate which City-owned parcels to put in land bank.
- Action: Develop policy for Council to consider future acquisitions.
- Action: Develop land disposition strategy and policy for parcels that do not represent a reasonable solution to affordable housing needs.

Strategy: Engage the Business Community to form Housing Solutions

Goal: Provide Opportunities for Employer Partnerships for Housing

As noted in **Chapter 3**, multiple local employers are very interested in partnering on housing projects that can benefit their employees. Offer the opportunity to buy-in to the Cascade Falls project, in which the employers are able to benefit from the value of the land in exchange for the investment of private capital.

- Action: Building on recent survey results, open conversations with the employer community to identify those interested in participating in the new build.
- Action: Assess feasibility by establishing a working set of assumptions for sources and uses of funds. Estimate cost of construction from design team inputs and compare to revenues based on state funds, land value, and equity sources from employers.
- Action: Based on discussions with interested employers, define investment thresholds, initial valuation, long-term investment returns, and annual cash flow commitments to ensure viability.
- Action: Specify deed restriction to be placed on units.

Goal: Create a Centralized Local's Resource Page

A key finding of this study is that affordable housing may be present (particularly rental housing), but there is no centralized listing location and no way for those who aren't "in the know" to find out about these units. A centralized webpage where property owners can list available units can aid both those currently living in Ouray looking for housing, as well as those looking to move to the city who are in search of reliable housing advertisement.

- Action: Set up webpage for housing listings
- Action: Connect with local property owners to list available units
- Action: Explore option of allowing for local job postings on the site as well

Strategy: Leverage Ouray's Market Position to Expand Housing Inventory

Goal: Modify Land Development Code to accommodate interest from prospective developers and investors, ensuring that affordable housing needs are incorporated into redevelopment plans

- Action: Evaluate development code to ensure appropriate development types and densities are allowed (and potentially incentivized) to encourage development of affordable/workforce housing.
- Action: Seek ways to incent large scale redevelopment in specific areas, and identify housing commitments to be required of developers.
- Action: Recognize the building market pressure in Ouray and prepare for a greater number of small scale redevelopment (including scrapes of single family homes). Establish demolition permitting process and identify replacement provisions.
- Action: Ensure land development code includes housing requirements for all types of redevelopment, providing a fee-in-lieu option in the form of a linkage program for both commercial and residential projects.

Goal: Evaluate opportunities to annex property and/or expand city boundaries to incorporate land suitable for affordable/workforce housing.

- Action: Expand boundaries to bring in new lands that can be serviced by City utilities and represent unique solutions for land supply.

Goal: Recognize the importance of the steps taken thus far to establish dedicated funding sources for affordable housing, and seek to expand as appropriate.

- Action: The City's STR tax revenue provides a steady stream of funding for housing. As noted in the Financial Resources section, a plan for use of funding is important; outlining priorities for these funds (e.g., Cascade Falls, support of other projects, program support) will help in determining if/when additional funding sources are needed.
- Action: As noted above, the STR tax revenue is one funding source for housing in the city; depending on what strategies are pursued, there may be a need for additional funding sources. As a last step in this prioritization, the City should consider and evaluate additional funding sources to support housing projects and programs moving forward.



Public Sector Executive Search and Organizational Consulting

Executive Search and Organizational Consulting
Web: KRW-Associates.com

Lorne Kramer, MPA - Jerry Williams, DPA - Lynn Johnson, BA

January 12, 2024

Silas Clarke, City Administrator
City of Ouray
320 6th Ave. PO Box 468
Ouray, CO 81427

RE: Executive Search Services, Parks and Recreation Director Recruitment and Selection Process Proposal

Dear Silas,

Enclosed please find a proposal to the City of Ouray from KRW Associates LLC (KRW), for assistance with the recruitment and selection process for your Parks and Recreation Director position, including an assessment process for finalists.

Based on our professional experience and educational credentials, we believe that we are extremely well suited to assist you with this assignment. We have extensive practitioner backgrounds as government chief executives. For over seventeen years, KRW has developed extensive executive search expertise, and have contacts and professional associations with highly qualified municipal executives throughout the country.

The principals of KRW have served a variety of cities, towns, counties, and other entities with successful director level searches for many years. In addition to Parks and Recreation Directors, our experience in successful executive search encompasses executive-level positions such as City/Town Managers, Public Works Directors, Police Chiefs, Fire Chiefs, Executive Directors, and County Managers (please see the enclosed sample client list and enclosed biographical information). Our network of contacts and professional associations has consistently attracted high quality candidates for executive positions from throughout the United States. We are uniquely qualified to perform a recruitment and selection process for your position. In conjunction with City staff, we have the capability to take this process from the announcement stage through the final selection and reference checks of candidates. We can also advise you with important candidate information, as well as the final negotiation process. Enclosed please find several items: a.) a description of services to be provided and timeline for each component of the process; b.) a cost sheet; c.) a sample client list; d.) a biography sheet; e.) a list of recent references. Hopefully, these items provide the information needed to make an informed decision.

The estimate for this project is \$18,000.00 which covers consultant fees and most direct consultant expenses. Our fee includes all phases of the project, the recruitment and selection

process, the assessment, background and reference checks of candidates and the final recommendations and notifications.

Regarding a process for the Parks and Recreation Director executive search, we envision a schedule and timetable which would progress as quickly as possible once a service agreement is approved. KRW Managing Partner, Mr. Lorne Kramer will be the project manager. Mr. Kramer is the former City Manager, Deputy City Manager and Police Chief for the City of Colorado Springs, Colorado. KRW Associate Mark Collins will facilitate both the operational and logistical aspects of the executive search. He is a former City/County Manager in both Colorado and Wyoming in addition to serving as a Vice President at the University of Wyoming. Mark has extensive experience in the local government field and recently served as the County Manager of Routt County, Colorado. Additional KRW Associates may assist in the process as needed.

Detailed biographies of our Managing Partners plus a list of KRW's contact information and a sample list of our clients are included in this correspondence.

Recruitment Process

KRW has an established recruitment protocol which has been successful for many years. Working with City staff and/or other liaisons as directed, KRW would follow this process:

1. Meet and/or conference call with City representatives and appropriate staff/stakeholders to compile input/information relative to the skills, abilities, attributes desired in the new Parks and Recreation Director. Develop a profile for the position announcement and key discussion points with potential candidates.
2. Based on this information, KRW will draft the Parks and Recreation Director position announcement that describes both the position and the community.
3. The draft posting brochure will be submitted to the City for approval, and subsequently, KRW will post the announcement with professional associations and publications and utilize national channels as described below, **for a minimum of 30 days**.
4. Candidates will be directed to submit application materials to KRW electronically.
5. During the posting period, KRW will evaluate applicant resumes as well as perform outreach to contacts and solicit potential suitable candidates.
6. At the close of the posting period, the applicants will be ranked in three "tiers" (Tier 1.a", "Tier 1.b." etc.), based on background, credentials, experience, and qualifications, in descending order for City review and consensus of top candidates.
7. KRW will meet with City officials, staff, and other key stakeholders to identify the top 6-8 candidates as semi-finalists. KRW will conduct due diligence on the identified semi-finalists. The due diligence will include a personal interview with the candidate (via Zoom if preferred), a review of any questions in their resume, an internet/media search and research on applicable qualifications. A written report (or video recordings) will be provided to the City. The interview questions will be designed and tailored by KRW to elicit responses to issues relevant and timely for the City.
8. Meet and/or conference with designated City representatives (and staff members) to discuss candidates and select finalists.
9. KRW will conduct thorough background and reference checks on the proposed finalists, including, but not limited to verification of educational credentials, work history, general

conduct, criminal history, and social media accounts. If there have been any position changes over the past 5-10 years which were not considered promotions, KRW will research and provide details on the circumstances of the change.

10. Work with the City in designing the assessment/interview process and assist the staff in organizing candidate visits. The specific process will be discussed with City representatives, but may include a visit with department members, as well as panel interviews.
 11. Administer the assessment/interview process in Ouray and assist with final candidate deliberations.
 12. KRW will, at all phases of the recruitment and selection process, provide notification to all candidates not selected as finalists for the position.
- Potential candidates: Our firm has a database of executive level candidates who have previously applied for open positions. Additionally, we have contact with a vast network of City/Town/County Managers, HR Directors, and other municipal professionals. The database is also used for targeted mailing and/or brochures. KRW uses a tiered ranking process to present all candidates to the appointing authority. Unlike many firms who merely arrive with eight to ten names, we use a proven methodology that simplifies the task for the appointing authority while retaining quality and creditability. We understand the job, the public sector, and the needs of the hiring authority and the community.

Scope of Work, Key Steps, and Schedule

- **January 2024** - Finalize service agreement and project details. Mr. Lorne Kramer and Mr. Mark Collins will be the project managers from KRW Associates.
- **January 2024** - KRW will meet or conference call with City representatives to compile information concerning the abilities and qualities desired of the new Parks and Recreation Director.
- **Late January 2024** - KRW will prepare an ideal candidate profile and customized posting and submit it to the City for approval. KRW will post the position on the City's website and in a multitude of professional publications such as the Colorado Municipal League (CML), Colorado City and County Manager's Association (CCCMA), Colorado Parks and Recreation Association (CPRA), National Recreation and Parks Association (NRPA) International City/County Manager's Association (ICMA), etc. for a minimum of 30 days. Additionally, KRW will post the position on its website and other affiliated job websites. All applications will be submitted to KRW electronically. Applications will consist of 1.) cover letter, 2.) current resume, and 3.) six professional references.
- **Late February 2024** - KRW will receive and initially screen applications and resumes based on background, credentials, experience, and qualifications. The applicants will be ranked in three "tiers" (Tier 1.a", "Tier 1.b." etc.), and presented in descending order for the City to review. KRW Associates will confer with the City to conduct a review, discussion, and screen the KRW ranked candidates to develop the group of semi-finalists. This will essentially be a review of the qualified applicants who have met the established requirements and narrowing the group down to a number manageable for the next step, usually 8-10. KRW Associates will conduct telephonic interviews (or zoom interviews) of the top candidates with interview questions that will be designed and tailored by KRW to elicit responses to issues relevant and timely for the City. KRW will also conduct a thorough national media and social media checks on the semi-finalists

and will provide a written report to the City with a recommended list of finalists to review and consider.

- **March 2024** – The City and the KRW team will confer to review and identify finalists. KRW will conduct professional reference checks, a national background, and social media investigation on the finalists. KRW will provide a comprehensive report on the results of the investigation.
- **Late March 2024** - Assessment process in Ouray with candidates selected and approved by the City. KRW will design interview questions for the panels, train panelists, and facilitate the various aspects of the interview process.
- **Late March 2024 (if necessary)** - Final follow-up interviews or meetings with the City and the top finalists.

I would like to underscore, the scope of work for *KRW Associates LLC* would include assistance with recruiting and selection, including advertisements, (actual cost of all advertisements is the responsibility of the City), e-mail and telephone solicitations, resume evaluation and screening, background checks, the preparation and presentation of recommended final candidates, the development and facilitation of an assessment process for finalists, notifications of candidates, and reference checks. Reference checks typically include media searches, telephonic interviews with references, etc. Site visits are not a normal part of the reference check process; however, exceptions may be made under certain conditions.

There is no psychological testing or assessment included in this proposal.

Thank you for considering our offer of assistance.

Sincerely,

L. C. Kramer

Lorne C. Kramer, MPA
KRW Associates, LLC

Attachment A

References for Projects of Similar Scope in the past three years:

City of Sheridan, WY

Executive Search, Community Development Director
Hanns Mercer, Public Works Director
307-751-9106
hmerc@sheridanwy.gov

Town of Fraser, CO

Executive Search, Public Works Director
Ed Cannon, Town Manager
(970) 726-5491
ecannon@town.fraser.co.us

Town of Hudson, CO

Executive Search, Town Manager
Laura Hargis, Mayor
303-536-9311
lhargis@hudsoncolorado.org

City of Glenwood Springs, CO

Executive Search, City Manager
Steve Boyd, City Manager
(970) 309-2494
steve.boyd@cogs.us

Town of Eagle, CO

Executive Search, Town Manager
Scott Turnipseed, Mayor
(970) 328-6354
Scott.turnipseed@townofeagle.org

City of Ogallala, NE

Executive Search: City Manager
Kevin Wilkins, City Manager
(308)284-600
Kevin.wilkins@ogallala-ne.gov

Routt County, CO

Executive Search, County Manager
Timothy V. Corrigan, Commission Chair
(970) 870 5226
tcorrigan@co.routt.co.us

Attachment B

SAMPLE LIST OF CLIENTS

CITY OF AMARILLO (TX)
CITY OF ASPEN (CO)
CITYOF AVON (CO)
CITY OF BOULDER (CO)
CITY OF BRECKENRIDGE (CO)
CITY OF BRIGHTON (CO)
CITY AND COUNTY OF BROOMFIELD (CO)
CITY OF COMMERCE CITY (CO)
CITY OF CRAIG (CO)
CITY OF DELTA (CO)
CITY OF DILLON (CO)
CITY OF DURANGO (CO)
EL PASO COUNTY (CO)
CITY OF ENGLEWOOD (CO)
CITY OF ESTES PARK (CO)
CITY OF EVANS (CO)
CITY OF FORT COLLINS (CO)
CITY OF FORT LUPTON (CO)
CITY OF FORM MORGAN (CO)
CITY OF FRISCO (CO)
CITY OF FRUITA (CO)
CITY OF GOLDEN (CO)
CITY OF GRAND JUNCTION (CO)
CITY OF GREENWOOD VILLAGE (CO)
CITY OF GUNNISON (CO)
CITY OF JACKSON (WY)
JEFFERSON COUNTY (CO)
CITY OF LARAMIE (WY)
CITY OF LITTLETON (CO)
CITY OF LONE TREE (CO)
CITY OF MANASSAS (VA)
CITY OF MANITOU SPRINGS (CO)
CITY OF MILLIKEN (CO)
CITY OF MONTE VISTA (CO)
CITY OF MOUNT CRESTED BUTTE (CO)
CITY AND COUNTY OF MONTROSE, (CO)
CITY OF MOUNTAIN VIEW (CA)
MESA COUNTY (CO)
MONTGOMERY COUNTY (MD)
NE TELLER COUNTY FIRE DEPARTMENT (CO)
CITY OF OURAY (CO)
PITKIN COUNTY (CO)
PUEBLO COUNTY (CO)
CITY OF SILVERTHORNE (CO)
CITY OF SPRINGFIELD (MO)
CITY OF STERLING (CO)
CITY OF TELLURIDE (CO)
CITY OF TRINIDAD (CO)
CITY OF SHERIDAN (CO)
SUMMIT COUNTY (CO)
CITY OF WHEAT RIDGE (CO)
TOWN OF WELLINGTON (CO)
WEST METRO FIRE PROTECTION DISTRICT (CO)
TOWN OF WINDSOR (CO)
CITY OF WINTER PARK (CO)

TOWN OF VAIL (CO)
STATE OF COLORADO, OFFICE OF EMERGENCY MANAGEMENT
STATE OF COLORADO, DEPARTMENT OF LOCAL AFFAIRS
COLORADO STATE PATROL
COLORADO MUNICIPAL LEAGUE
PROFESSIONAL SECRETARIES INTERNATIONAL
INTERNATIONAL ASSOCIATION OF CHIEFS OF POLICE
COLORADO ASSOCIATION OF CHIEFS OF POLICE
WESTERN INSTITUTE FOR POLICE ADMINISTRATION
WYOMING ASSOCIATION OF CHIEFS OF POLICE
ASSOCIATION OF LAW ENFORCEMENT RECORDS TECHNICIANS
COLORADO STUDENT'S ASSOCIATION

Attachment C

PROJECT COST SHEET

CITY OF OURAY, COLORADO – 2024

**Parks and Recreation Director Search - RECRUITMENT AND SELECTION
PROCESS**

- 1. Oversight and administration of executive search process..... \$14,000.00**
Includes meeting with City representatives, reviewing and screening resumes, telephone and e-mail follow up, due diligence of semi-finalists, development of candidate finalist lists, reference checks and recommendations to the City regarding both semi-finalists and finalist candidates.
- 2. Use of *KRW Associates LLC* Assessment System.....\$1,500.00**
Includes use of all custom written materials, research support materials, training, and interview process administration for candidates/finalists over one day.
- 3. Assessor training, included in set fee No charge**
- 4. Candidate orientation, included in set fee.....No charge**
- 5. Travel/Lodging.....\$2,500.00**
- 6. Copying/Printing of Assessment Materials..... No charge**

- CONSULTANT COSTS FOR PROJECT.....\$18,000.00**

The above fee does not include the costs of advertisements on job boards, in professional publications or newspapers, or other expenses related to candidates. The City would bear the cost of candidate travel if necessary.

WARRANTY: KRW Associates is confident in their capacity to produce a quality group of candidates and ultimately the selection of the right person for the position. In the event the person selected by the City does not complete a full year in the position, due to performance or qualification issues, KRW Associates will complete a supplemental search, charging only for travel and related expenses.

Attachment D

Consultant Biographies

Lorne C. Kramer, MPA

Police Chief/City Manager (Retired)
Former President, Police Executive Research Forum (PERF)
and Colorado Association of Chiefs of Police

Managing Partner, KRW Associates, LLC

Lorne Kramer served as the City Manager of Colorado Springs, Colorado from 2002 to 2007, a municipality of over 400,000 people. Prior to this appointment, he was the Deputy City Manager and the Police Chief for 11 years. During his years as City Manager, Mr. Kramer was successful in reorganizing municipal operations; addressing fiscal shortfalls; orchestrating the successful passage and implementation of the Public Safety Sales Tax initiative focused on increased public safety projects throughout the city; gaining citizen support for the Rural Transportation Authority; implementing the Storm-water Enterprise and enhancing the Development Review Process.



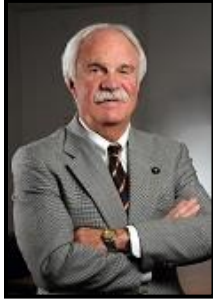
While the Chief of Police, the Colorado Springs Police Department received national recognition for many progressive and innovative programs and accomplishments in the areas of crime reduction, gang violence and community partnerships. He was both President and Vice President of the national Police Executive Research Forum (PERF) and President of the Colorado Association of Chiefs of Police. He was appointed by the Governor of Colorado to the Peace Officer Standards and Training Board (POST) and the Drug Control Systems Board.

His academic accomplishments include a Master's degree in Public Administration from the University of Southern California, and a Bachelor's degree from the University of Redlands, California graduating with honors from both institutions. He is also a graduate of the University of Southern California's Management Policy Institute, California's Law Enforcement Command College, the National Executive Institute and the Rocky Mountain Leadership Institute. Mr. Kramer is the former Executive Director of the Colorado Springs Leadership Institute.

Jerry Williams, DPA
Police Chief (Retired)
Past Director, Executive Leadership Master's
In Criminal Justice, & Associate Professor, University of Colorado Denver

Managing Partner, KRW Associates, LLC

Dr. Williams spent over 20 years as a public sector executive, as well as program director key policing leadership programs at three nationally recognized universities. Dr. Williams has over 30 years of experience in the criminal justice field and has served as police chief in Arvada and Aurora, Colorado. Dr. Williams was a graduate of the FBI's National Academy (114 Session.)



Dr. Williams is a Past President of the Police Executive Research Forum and former Chair of the National Commission on Law Enforcement Accreditation. Dr. Williams was a member of the National Institute of Justice series Perspectives on Policing held at the John F. Kennedy School of Government, Harvard University. Williams is a former Principal Associate for the Institute for Law and Justice, a public sector criminal justice consulting firm located in the Washington, D.C. area.

Jerry has held Executive Director and faculty positions at three universities, the Blackwood Law Enforcement Management Institute of Texas at Sam Houston State University, the Administrative Officer Management Program at North Carolina State University, and the Executive Leadership Master's Program at the University of Colorado Denver. In 2009 Dr. Williams was a panel member in the University of Denver's Strategic Issues year long program entitled Architecture for Immigration Reform: Fitting the Pieces of Public Policy.

He has been involved in executive search consulting since 2001. He holds a DPA from the University of Colorado Denver, a Master's Degree in Criminal Justice from the University of Colorado Denver, and a BA in History and Sociology from Metropolitan State University of Denver.

Mark Collins, MPA
KRW Senior Associate

Mark is a KRW Associate and has over 25 years of experience as a City Manager, Town Manager and County Manager in Colorado and Wyoming. Mark most recently served as the County Manager in Routt County, CO. He was the first City Administrator in Sheridan, WY and the City Manager in Laramie, Wyoming. Previously he served as the City Manager in Gunnison, Colorado for ten years and the Town Manager in Grand Lake Colorado for four years. Additionally, he served as an Associate Vice President for Administration at the University of Wyoming. He holds an MPA in Public Administration, an MS in Geography and Parks/Recreation Administration and a BA in History. He is a Certified Public Manager and is an Adjunct Professor at the University of Wyoming and the University of Colorado-Denver. He currently teaches graduate classes in Human Resources and Strategic Management and facilitates numerous strategic planning retreats for local communities.



Gina McGrail, BA
KRW Senior Associate

Gina McGrail joined KRW Associates following her 27-year career with the Fire and Police Pension Association of Colorado (FPPA). From 2006 until her retirement in 2017, she served as Chief Benefits Officer (CBO) and led the teams responsible for benefits administration, the Department Chief election process, communications, member and employer education and affiliations. In this role, she was also involved with advising the Executive Director and the Board of Directors on matters related to benefit plan design and implementation, strategic planning, the annual legislative proposal, and rule-making initiatives. As CBO, she served on and led the Self-Directed Plans committee and was the liaison for the record keeper for all DC plans. She has led and participated in search processes for executives, staff, contractors, and vendors. Prior to joining FPPA, she worked in insurance and banking. Gina earned a Bachelor's degree from the University of Northern Colorado. She is also a graduate of the Special Districts Association Leadership Academy. Gina holds the designation of Certified Employee Benefits Specialist (CEBS) from the International Foundation of Employee Benefit Specialists from the Wharton School, University of Pennsylvania.





APPLICATION FOR PARTICIPATION ON A CITY COMMITTEE

City of Ouray
320 6th Avenue
PO Box 468
Ouray, Colorado 81427
Telephone: (970) 325 7211 FAX: (970) 325 7212

An Equal Employment Opportunity Employer

Thank you for your interest in applying to serve on a City Committee. Please complete the following on your background. This information will allow us to select and appoint a balanced membership for each of our committees.

PART 1: PERSONAL DATA

Full Name: Katharine Kissingerford (Kate)
Physical Address:
Mailing Address:
E-Mail Address:
Home Telephone Number:
Business Telephone Number: Same
Present job title: Artistic Director, Upstart Theater
Present employment is (check one) [] Full-time [] Part-time
May we contact you at work for committee related issues? [x] Yes [] No
Do you [] rent or [x] own your home? If you own, do you have vacation rentals? no

PART 2: BACKGROUND INFORMATION

Please check the name of the committee you are interested in:
[] Planning Commission [] Ouray Economic Development Committee [] Beautification
[] Park & Recreation (PARC) [x] Tourism Advisory Committee (TAC) [] Other:
How long have you lived in the City of Ouray?
What do you think are the major issues affecting our City?
Lack of affordable housing to house workers that serve visitors + locals + are trying to enjoy a life in this stunning city.
Lack of commitment to renewable sources of energy, while increasing energy use (ex/ heating the hot springs v. downsizing the footprint)
How do you envision your contribution to this committee?
I envision the City of Ouray becoming a destination for arts, culture and outdoor/nature-centered events + celebrations, year round. And I can expand on my Denver-based networks to help this happen.
If you own a business in Ouray, please list name (All businesses must be registered):
Upstart Theater that Moves

Signature: Katharine J. Kissingerford

Date: Nov 27, 2023

Print Name: Katharine J. Kissingerford

If you are interested in an opportunity to serve your community, please fill out the application and return to the above address.

Future Agenda Items/Work Sessions

- Waterview PUD Fines as Outlined in Guidelines
- Alcohol at the pool (Delayed Until Alternative Heat Source Report Decision)
- (Non-Land Use) Code Revisions
- Additional Fee & Fine Schedules
- Workforce & Attainable Housing
- Alcohol – Entertainment/Consumption District on Main Street (In discussions)
- Water Conservation Incentive
- Dark Sky Ordinance
- Huckstering Permit Re-examine Permit and Fees
- Short-Term Parking Signs Resolution (Staff Creating List)
- Branding (Logo) Trademark Guidelines
- Affordable Housing Rental Property Development (Review of Land Ability)