



551 Hot Springs Boulevard
Post Office Box 1859
Pagosa Springs, CO 81147
Phone: 970.264.4151
Fax: 970.264.4634

**TOWN COUNCIL RETREAT MINUTES
FRIDAY JANUARY 19, 2007 AT 9:00 A.M.
THE SPRINGS INN CONFERENCE ROOM ABOVE THE BATH
HOUSE 165 HOT SPRINGS BOULEVARD**

- I. CALL MEETING TO ORDER** – Mayor Aragon, Council Member Cotton, Council Member Holt, Council Member Middendorf, and Council Member Simmons were all present. The meeting was facilitated by Chris Cares of RRC Associates. Mark Garcia, Town Manager, Tamra Allen, Town Planner, and Deanna Jaramillo, Town Clerk were also present.
- II. ANNUAL BOARD RETREAT TO DISCUSS 2006 AND 2007 BUSINESS** – The focus of this years retreat were issues relevant to Downtown Development.

Angela Atkinson gave a presentation on the Downtown Development Authority (DDA) Survey she completed. She gave the council a copy of her summary. She is worried about the downtown and thinks there is already a problem and it is not going to go away unless there is some help from the town. The public sector can get it started and then pull in the private sector right away. She does not think a DDA will solve all of the problems, but it will help. In conclusion she recommended moving forward with some kind of district hybrid, starting with a steering committee to look at specific issues relevant to the various districts in the downtown area.

The Council then covered the following topics:

- **Economic Viability**
- **Maximum Standards Compliance**
- **Density**
- **Parking Requirements**
- **Historic Preservation**
- **Annexation**

There is a worksheet on discussion and actions attached for each of the above topics.

- III. ANY OTHER BUSINESS THAT MAY COME BEFORE THE COUNCIL**
- IV. ADJOURNMENT** – Council Member Cotton moved to adjourn the meeting, Council Member Holt seconded. The motion carried unanimously and the meeting adjourned at 4:00 p.m.

**Ross Aragón
Mayor**

2007 Retreat Discussion and Action Items

Issue: Economic Viability

Vision: Comprehensive Plan

Retain, grow, promote, and support our unique local businesses and encourage a diverse economic base with year-round job opportunities;

Goal E-1: Our town will retain and help expand unique and independent local businesses.

Goal E-2: Pagosa Springs will support new businesses that are compatible with and compliment our distinct character and community's values, and that avoid an "Everytown USA" image.

Goal E-4: Pagosa Springs will support and attract businesses and industries that will diversify and sustain the local economy and level out seasonal fluctuations.

Goal E-5: Pagosa Springs will contain a balance of businesses that provide services and shopping for local residents' needs and for tourists.

Vision: Downtown Master Plan (draft)

A mix of uses enliven Downtown. New homes and mixed-use developments are sited along the river and other commercial infill development and redevelopment have occurred that support existing multi-generational businesses. Downtown is filled with retail businesses, restaurants, outdoor cafes, art galleries and public plazas for gathering and events. Retailers reflect local ownership and tastes and national franchises are limited in number. Those franchises that are present have been designed and constructed to reflect the local character already established within the town. The majority of businesses are locally owned and unique which contributes to the distinctive identity of Downtown.

Current Policy and Decision Trends:

No policies directly address economic viability. Large retail regulations will impact local economics as well as adopted development standards (height, FAR, parking, etc)

Potential Policies to address Issue:

Regulatory Tools: Limit Franchises, Density Factors (height, FAR, parking)

Incentives: New Business Incubator, Small business Grants

Programs: BID, DDA, URA, Tax Increment Financing, Training/Marketing Programs

Issues Discussed:

- Downtown needs to be the "center" of town
 - Town should set policy to help downtown thrive
 - Diversity in uses (including residential) extremely important to downtown vitality
 - Deed restrictions should be considered for preserving/creating affordable housing
 - Incentives and regulations should be considered for advancing residential units in downtown
 - Formula stores/Chains should be regulated by design only, though diversity and uniqueness in business is important
 - Incentives should be considered for limiting office uses (eg. Real estates) on the 1st floor. Regulatory actions should not be enacted
 - There should be latitude on density factors (height, FAR, parking, etc)
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Actions:

- A work session on housing should be scheduled
 - Strategically campaign for and form a downtown district and authority
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Issue: Maximum Standards Compliance

Vision: Comprehensive Plan

Manage growth responsibly, promoting development patterns that support and retain the town's character.

Build quality, attractive development appropriate to the neighborhoods

Vision: Downtown Master Plan (draft)

Does not specifically address standard compliance

Current Policy and Decision Trends:

Variance is the only method of deviating from maximum standards

Potential Policies to address Issue:

Regulatory Tools: PUD Process, Alternative Compliance, Variances, Minor Modifications

Incentives: Expedited Review, flexibility in standards

Programs: Create separate Design Review Board, Design Review training, Staff negotiations of discretionary standards

Issues Discussed:

- Standards should be flexible, but should have some kind of range with a cap
 - Fee structure should reflect amount of work by staff in reviewing an application
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Actions:

- Implement alternative compliance in revised land use code
 - Use PUD process for negotiations on larger projects
 - Create a separate Design Review Board comprised of professionals (can include County residents)
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Issue: Density

Vision: Comprehensive Plan

Be known for and retain our small town atmosphere and unique character;

Manage growth responsibly, promoting development patterns that support and retain the town's character;

Build quality, attractive development appropriate to the neighborhoods;

Goal G-2: The town's future commercial developments will occur in commercial activity centers.

Goal G-4: The town will target investment and development in the Downtown and other "core" areas with existing infrastructure.

Goal G-6: New private development will fit in with existing residential, commercial, and other areas and will incorporate principles of livable and sustainable design.

Goal NH-3: The town will work to promote housing that is attainable.

Goal H-1: Pagosa Springs will preserve our historic downtown and the character of older neighborhoods in and around downtown.

Goal SP-4: The town will reinforce the historic downtown as a thriving center for social and economic activity.

Vision: Downtown Master Plan (draft)

In 2020, Downtown Pagosa Springs will become the "Center of Town" by developing a lively mix of

activities that engage people of all generations, income levels and places of origin. The Downtown is an important stimulant to the local economy because of its captivating *pedestrian-oriented experience* and interactive relationship between the pristine natural and built environment. Visitors and residents alike join together to enjoy activities and features of the Downtown. Downtown remains a distinctly special place, with breathtaking views to mountains and valleys beyond, and also with an exciting sense of arrival and its built environment with *quality construction, excellent planning and architecture* compliments the natural environment. Highway 160 will no longer dominate the landscape, but will be one of several vital components that contribute to the overall character of the Downtown Core.

A mix of uses enliven Downtown. New homes and mixed-use developments are sited along the river and other *commercial infill development and redevelopment have occurred that support existing multi-generational businesses*. Downtown is filled with retail businesses, restaurants, outdoor cafes, art galleries and public plazas for gathering and events. Retailers reflect local ownership and tastes and national franchises are limited in number. Those franchises that are present have been designed and constructed to reflect the local character already established within the town. The majority of businesses are locally owned and unique which contributes to the distinctive identity of Downtown.

Current Policy and Decision Trends:

Maximum standards set for Height, Dwelling Units, Parking, Setbacks, and Landscaping Area

Potential Policies to address Issue:

Regulatory Tools: Discretionary Standards (FAR, height, Dwelling Units, Parking, Setbacks, Landscaping Area, Lot Coverage)

Incentives: Min/Max Standards, density bonuses for _____?

Programs: Density bonuses for affordable housing, Transfer of Development Rights

Issues Discussed:

- Density in downtown needs to be high enough to support a pedestrian-friendly and lively atmosphere (eg. Critical Mass)
- FARs for East Village should range between .6 and .85
- Suggested that FARs change by use
- Density bonuses should be used as an incentive for residential/affordable development
- Setbacks in the East Village should remain intact
- Sites should be higher density, but also maintain landscaping and green space

Actions:

- Set acceptable ranges for FARs

Issue: Parking Requirements

Vision: Comprehensive Plan

Manage growth responsibly, promoting development patterns that support and retain the town's character.

Be built around a system of connected and continuous streets, sidewalks, and trails and provide transportation options that are well integrated into the neighborhoods;

Goal T-4: Parking downtown will support a thriving, pedestrian-oriented downtown business district

Vision: Downtown Master Plan (draft)

Alternative means of transportation including transit and bicycle commuting have dramatically increased, potentially reducing traffic congestion. Parking is convenient and accessible, but does not dominate the landscape. A variety of parking is provided that includes an adequate variety of surface lots, parking structures, intercept lots, paid lots and free public parking.

Current Policy and Decision Trends:

LUDC allows for parking to be reduced

Potential Policies to address Issue:

Regulatory Tools: In Lieu Fees, Min/Max standards, off-site requirements

Incentives: Public/private partnerships, Alternative transportation facilities, reduced parking requirements

Programs: Parking Management Plans, Metered/Monitored parking, Parking Vouchers,

Issues Discussed:

- Parking should be shared responsibility (private-public), while town takes a leadership role
 - Shared parking needs to be considered for mixed-use developments
 - Town should subsidize parking developments (lots, structures, etc)
 - Transportation should be multi-modal and transit should be considered in mid to long term programs
 - Parking should be required for all living spaces
 - Consolidated parking is very appropriate
 - Explore the need for neighborhood permit parking
 - Location for employee parking should be explored
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Actions:

- Parking stalls should be stripped on Main Street
 - Site for structure should be identified, secured and cost estimates compiled (Peripheral lots eg: CDOT site, should be considered)
 - Parking meter study should be completed (ASAP) with recommended lengths, costs and potential revenue generation
 - Determine cost of a Payment in Lieu and use as an option for off-parking
 - Set Minimum off-site parking standards
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Issue: Historic Preservation

Vision: Comprehensive Plan

Be known for and retain our small town atmosphere and unique character;

Manage growth responsibly, promoting development patterns that support and retain the town's character;

Preserve and promote our historic downtown and community heritage;

Goal G-6: New private development will fit in with existing residential, commercial, and other areas and will incorporate principles of livable and sustainable design.

Goal H-1: Pagosa Springs will preserve our historic downtown and the character of older neighborhoods in and around downtown.

Goal SP-4: The town will reinforce the historic downtown as a thriving center for social and economic activity.

Vision: Downtown Master Plan (draft)

Does not specifically address historic preservation in the vision section of the draft plan

Current Policy and Decision Trends:

Voluntary Local Landmark Designation, 50% property owner consent to form a district, demolition allowed for all non-designated buildings (pending expiration of moratorium), State and federal tax credits granted for appropriate rehabilitations, required development permit (pending)

Potential Policies to address Issue:

Regulatory Tools: façade easement conservation, designation criteria, overlay/district formation, involuntary designation, design criteria, Properties of Merit

Incentives: grants for rehabilitation, waivers of fees

Programs: interpretive signage, façade easement conservation, review process,

Issues Discussed:

- Need to protect Large Mature Trees and significant landscaping
 - Properties like Train Station (7th and Durango) need to be protected
 - Museum property should be discussed to capitalize on adaptive reuse options with a strong preservation component
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Actions:

- Identify “Structures of Merit” (Map)
 - Article 14 should be revised by HPB and the TC presented with their recommendations and potentially options
 - Propose Incentives
 - Revise criteria for designation
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Issue: Annexation

Vision: Comprehensive Plan

Manage growth responsibly, promoting development patterns that support and retain the town’s character;

Provide a variety of neighborhoods that contain a mix of housing that is attainable by all our citizens, no matter age, income, or ethnicity;

Goal G-3: The town will annex properties that provide an overall benefit to the Pagosa Springs community.

- I. Goal NH-3: The town will work to promote housing that is attainable.
 - II. Goal R-1: Pagosa Springs will proactively work with counties and the Colorado Department of Transportation (CDOT) to address growth management, provision of services, transportation, and other issues.
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Vision: Downtown Master Plan (draft)

Does not specifically address historic preservation in the vision section of the draft plan

Current Policy and Decision Trends:

Annex properties and require annexation agreements, require annexation upon inclusion into sanitation district (per Wednesday’s discussion)

Potential Policies to address Issue:

Regulatory Tools: C.R.S. Requirements, “intent to annex,” Development plan required, Annexation Agreements

Incentives: Sewer service, water service (special cases), Waiver of fees

Programs: Involuntary Annexation

Issues Discussed:

- Growth of town boundaries very important to regulating land uses
 - Update Policy on Annexations
 - Focus on Infill annexations
 - Annexation and Inclusion into sanitation district should be correlated
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Actions:

- Proceed with “Putnam” Annexation
- Proceed with East Highway 160 Annexation