

Chapter 16: Strategies and Action Plan

Overview

The Pagosa Springs Comprehensive Plan is a policy document that will guide decision-making within the town. Upon adoption of the plan, it is important that the town carry out the strategies within it.

This chapter recommends how the town may implement the broad-reaching goals and policies of the plan, and how to prioritize the strategies within the various chapters of the plan. The Action Plan Matrix, located at the end of this chapter, lists the strategies and actions required to implement the Plan and the relative priority of the actions so the town can allocate resources appropriately. Staff and elected officials will provide direction to revise work plan priorities on a periodic basis, if necessary.



Heritage Building (drawing by Gayle Allston-Catlin)

General Approaches

The town will carry out this Comprehensive Plan using several approaches, as briefly described below, including:

- Policy Decisions;
- Land Use and Development Code (LUDC) Revisions;
- Programs or Detailed Planning;
- Intergovernmental Coordination; and
- New Funding Mechanisms.

Policy Decisions

The town will carry out most of the policies in this Plan during day-to-day policy decisions—those made by the planning staff, Planning Commission, Design Review Board, Board of Adjustments, and Town Council. The Planning Commission will continually makes decisions regarding development proposals and Plan amendments. For example, resolving to restrict rezoning of land outside the Urban Service Boundary for more intensive commercial or residential uses is a policy decision that is

consistent with the intent of the Plan policies and the Future Land Use Plan. The Plan will guide such policy decisions that will occur throughout the life of the Plan.

Examples:

- Day to day review and decisions about development projects and capital investments.

Land Use and Development Code (LUDC) Revisions

A large part of carrying out this Plan will revolve around making the town's municipal code and other development regulations consistent with the intent of this Plan. The town will need to revise its development regulations (including zoning, subdivision regulations, and possibly roadway standards) to make them consistent with the goals and policies of the Comprehensive Plan. For example, the Plan recommends the adoption of new incentives for cluster development in the Rural Residential categories to minimize service demands from dispersed development and to conserve open space and elements of rural character.

Examples:

- Incentives to achieve quality design, or conservation, or other goals (e.g., density bonus, streamlined review procedures for preferred development patterns);
- New or revised zoning and/or subdivision requirements (e.g., to revise standards that preclude achieving design principles, such as setbacks that are contradictory to town center design, or to add standards to improve quality of development);
- Procedural improvements (e.g., neighborhood meetings, or pre-application meetings);
- Design standards or guidelines;
- Conservation design approaches, clustered development; and
- Others.

Programs or Detailed Planning Efforts

This Comprehensive Plan establishes a foundation for new programs as well as more detailed plans. For example, a Parks and Recreation Master Plan should provide more detailed standards for parks. Others may require new or enhanced programs, such as the policy to support attainable workforce housing, or to develop subareas strategy areas (e.g., neighborhood planning). Programs have varying levels of priority, depending on the issues involved. Consequently, the town will initiate them at different intervals.

Examples:

- Education about a particular topic (e.g., historic preservation, rural land conservation);
- Downtown revitalization and local business districts;
- Subarea planning;
- Historic preservation; and
- Assessing needs for infrastructure and services.

Intergovernmental Coordination

A number of the Comprehensive Plan recommendations will be best achieved through new or amended Intergovernmental Agreements between the town and other governmental entities, including Archuleta County. Once established, the agreements continue to be operative for as long as the agreements intend.

Examples:

- Town/County IGAs to address service provision, coordinated planning, or annexation;
- Agreements with service districts or other agencies;
- Partnerships with other private or quasi-public organizations; and
- Coordinated review of development applications with potential regional impacts.

New Funding Mechanisms

The town is currently exploring options to increase funding for essential services and quality of life facilities in the community. Possible funding mechanisms include: impact fees (so that new development pays its own way to cover the costs of roads, fire protection, schools, and other services); land dedication requirements (for parks and trails, and other facilities); possible Lodging Tax (so that visitors help pay for the costs of increased demand for services in peak tourism seasons); and increased use of user fees (so that visitors or out of town residents pay more for community facilities than residents).

Examples:

- Local improvement districts;
- Business improvement districts; and
- Dedicated sales tax or other mechanisms such as lodging tax (may need voter approval).

Key Strategies to Implement the Plan

This section lists some of the key strategies or “Priority 1” actions to implement this Plan. Many more strategies are identified in the goals chapters and in the Action Plan Matrix at the end of this chapter. These strategies are organized by the goals topics, including:

- Land Use Growth and Development,
- Community Culture and Arts,
- Natural Environment,
- Historic Preservation and Community Heritage,
- Economic Vitality,
- Neighborhoods and Housing,
- Transportation, Trails, and Mobility, and
- Provision of Services and Fiscal Responsibility.



Key Strategies for Land Use, Growth, and Development:

- Revise Land Use Development Code to be consistent with the Future Land Use Plan and policies of this Plan.
- Town/County IGA
- Urban Service Area/Location for Future Urban Development
- Standards/Incentives for Infill and Redevelopment
- Review/Update Design Standards

Land Use, Growth and Development Strategies

The intent of this Plan is to shape growth in a manner that preserves the region’s natural environment, livability, and sense of community. It directs growth to well-defined contiguous areas, and promotes infill and redevelopment of its core areas. To implement this aspect of the Plan, the following priority actions are recommended:

Revise Land Use and Development Code (LUDC)

An overarching strategy for accomplishing many of the policies and directions of this Plan will be for the town to update comprehensively its Land Use and Development Code (LUDC). Strategies through the plan also identify individual sections of the LUDC that will require updating, for example, zoning districts, zoning map, or standards or incentives.

Develop a Town/County Intergovernmental Agreement

The town and county should develop an IGA with particular emphasis on actions needed to implement this plan, such as joint facilities planning and consistent zoning and development standards within the planning area boundary and agreement about purpose and service within an Urban Service Boundary.

Establish Urban Service Area Boundary—for Future Urban Development

The town should establish an Urban Service Area and direct future urban development to existing and new neighborhoods within this area, as indicated on the Future Land Use Plan, while reducing the potential for dispersed growth not conducive to pedestrian and transit activity or conserving resources.

Standards and Incentives for Infill and Redevelopment

The town should identify specific redevelopment and infill opportunities. In addition, the town should develop infill residential design standards to address scale; context, and design issues so that new development fits the character of existing neighborhoods.

Review and Update Design Standards

The town should take a fresh look and continue to develop design standards to encourage exemplary site planning and building design to replace interim standards that are in place to ensure that all the design issues have been adequately addressed, especially for landscaping, pedestrian-oriented site planning, visual impacts of lighting, parking lot design, rural development patterns, and amenities and design of other outdoor semi-public areas.

Community Culture and Arts Strategies

Citizens of the community have expressed strong desire to see the town support a Cultural Plan, art in public places, special events coordinator, and performing arts venues. To that end, the following priority actions are recommended to address many of the issues revolving around culture and arts in the community:

Town Public Events Coordination

The town will support staff time to coordinate with community organizations and develop a Cultural Plan,

Cultural Plan

The town will develop a Cultural Plan, working with partners in the community and a Cultural Arts Board, to address needs for culture, arts, and heritage. This may include art-related functions and activities, performing arts facilities, exploring future facilities and venues, events, and festivals, and other cultural activities (as described in Chapter 6 and Appendix G). The Cultural Arts Board would be made up of diverse representation within the



Key Strategies for Community Culture and Arts:

- Public Events Coordination
- Cultural Plan

community and would address a myriad of culture, heritage, and arts issues and needs in the community and work with the private sector.



Key Strategies for Natural Environment Conservation:

- Improved Protection of San Juan River, Lakes, and Wetlands
- Tree Protection
- Xeric Landscape

Natural Environment Strategies

During the preparation of this Plan, citizens of the community expressed a strong desire to see the town implement stronger measures to preserve sensitive areas and ensure that development occurs in an environmentally responsible manner. To that end, the following priority actions are recommended:

Improved Floodplain Standards and Protection of San Juan River, Lakes, and Wetlands

Members of the community have consistently expressed their strong desire to protect the San Juan River and streams from negative impacts of development. This should be accomplished through strengthening floodplain wetlands and stream standards.

Tree Protection

The town should establish a tree protection ordinance to prevent removal of large, significant healthy trees in the community.

Xeric Landscape Standards / Incentives

The town should establish standards or incentives for xeric landscaping.



Strategies for Historic Preservation and Community Heritage:

- Demolition Ordinance
- Incentives to Maintain and Renovate Historic Properties
- TDR Program Study
- Clustered Development/Rural Design

Historic Preservation and Community Heritage Strategies

The historic preservation and community heritage chapter of the plan contains goals that address preserving the town’s downtown commercial core and residential neighborhoods, support programs to showcase the town’s heritage, and work with the county to address the rural landscape and agricultural heritage of the area. The following strategies are priorities:

Demolition Ordinance

The town should develop an ordinance to review demolition request for historic resources.

Incentives for Maintaining, Renovating Historic Properties

The town will consider a program and incentives to renovate and repair historic properties, such as a façade program for downtown. Façade programs provide some funds to assist local owners with renovation efforts.

Explore Transfer of Development Rights (TDR) Program

The town will work with the county to explore the feasibility of developing a TDR program to reduce sprawl in rural areas, conserve rangelands in a manner that is fair to property owners, and to sustain cost-efficient county and town services in the future.

Clustering Development / Rural Design

The town will develop clustering provisions in the LUCD to encourage (incentivize) clustering on properties that are categorized Rural Residential or Transition Residential (transition between the town residential neighborhoods and the county rural areas). Clustering development helps conserve open space and heritage resources and can reduce infrastructure costs. In addition, it will be important for new development in these areas to follow principles of rural design, as addressed in Chapter 8 of this Plan.

Economic Vitality Strategies

An important goal of the Plan is to ensure that the community has a strong, diversified economic base that provides a variety of jobs and services to residents. The following priority actions are identified to accomplish this goal:

Maintain Inventory of Available Sites with Services

Working closely with partners in the community, the town will monitor the supply of finished sites and raw land that have available services suitable for economic development uses. In addition, the town should review the Capital Improvements Plan on an annual basis to be sure that planned provision of infrastructure and services are coordinated with this Plan's goals and policies for economic development.

Management Organization and Structure for Downtown Businesses, such as Downtown Development Association

The town will work with the business community to support a Downtown Development Association (DDA) or other management organization and will work with other partners in the community to support other measures to improve business coordination and planning for downtown.



Key Strategies for Economic Vitality:

- Inventory of Sites
- Management Organization
Downtown Business
- Economic Indicators
- Leakage Study
- "Big Box" Appearance and
Location Standards.

Economic Indicators

The town should establish a system of monitoring economic health and vitality in the community in collaboration with others. Other organizations will be important partners in these efforts.

“Big Box” Appearance and Location Standards

The community has been actively engaged in dialogue about Big Box developments but has not adopted a policy to limit the size of large retail stores. The LUDC can, however, specify how large retail should look and fit in the community, and where it should be located.



Key Strategies for Neighborhoods and Housing:

- Monitor Housing Needs/Costs
- Establish Criteria for Attainable/Workforce Housing
- Promote Traditional Neighborhoods
- Neighborhood Conservation and Infill Standards

Neighborhoods and Housing Strategies

The policies proposed in this plan are intended to create an opportunity for individuals who work in the community to live in the community on a permanent basis as well as to address the general issues of balance and quality of housing and new neighborhoods. The following priority actions are intended to accomplish this goal:

Monitor Housing Needs/Costs

The town should prepare a Housing Needs Assessment to identify trends and indicators for the housing market. The town should periodically update a database of these statistics and indicators to help the community understand housing affordability trends and problems, such as cost burdened households.

Establish Criteria for an Attainable/Workforce Housing Program

The town should consider adopting other strategies to increase the supply of attainable housing, when certain thresholds are met (e.g., forty percent of residents can not afford housing). Possible strategies include inclusionary zoning requirements and/or a commercial/lodging linkage program. Inclusionary zoning standards require a minimum number of affordable housing units to be built in new developments. A commercial/lodging linkage program includes a specific requirement for providing employee housing tied to new commercial/lodging development.

Promote Traditional Neighborhoods – LUDC Revisions

This plan incorporates the principles of traditional neighborhood planning. These principles draw in part from the traditional land use and neighborhood patterns of the older areas of the town. The town should revise the LUDC to allow for and promote traditional neighborhood design.

Neighborhood Conservation and Infill Standards

Neighborhood Conservation Districts and infill standards are tools used to protect the character of existing neighborhoods without imposing a high level of restrictions that historic districts do. The town could consider these tools for certain older neighborhoods within the community (such as Hermosa Street, Lewis Street, Mesa Heights, or South Pagosa Springs, if these neighborhoods are not designated as historic districts), coupled with infill standards.

Transportation, Trails, and Mobility Strategies

The primary objective of the transportation chapter is to provide a framework for creating a balanced and integrated transportation system that will address the needs of a wide variety of users and provide a range of transportation alternatives. To implement this element of the Plan, the following priority actions are recommended:

Highway 160 4-Lane Widening and Signalization Improvements

The town will work with CDOT to implement Highway 160 widening to serve the transportation demands for the next 15-20 years. Transportation modeling indicates that a continuous Highway 160 four-lane section through Pagosa will be necessary to meet regional and local travel demands.

In addition, the town should pursue funding sources (Town, State, and private development) to implementation the adopted Highway 160 Access Management Plan. A traffic signal is currently warranted at 8th Street. This should be the first priority for funding. As additional signal warrants are met, funding should be pursued and signals installed.

Highway 160 Alternate Routes

This Comprehensive Plan identifies conceptual east-west connector routes and the need for a Highway 160 bypass. The town will continue to refine possible locations for alternative routes to resolve long-term traffic problems in the community. In areas where such an option extends beyond the town limits or planning boundary, the town will work with appropriate entities and stakeholders (e.g., the county, metro districts, Department of Wildlife). As alternative route(s) are identified, the town will work with developers to reserve right-of-way.



Key Strategies for Transportation:

- Highway 160 4-lane Widening
- Highway 160 Alternative Route
- Standards for Sidewalks and Bike Lanes in New Development
- Dedicated Funding for Transit
- Parking Study/Solutions

The primary mechanism for implementation of the east-west connector routes will be the development review process. It will be critical (with each development application) to identify (1) funding responsibilities; (2) right-of-way preservation; and (3) construction responsibilities for the east-west connectors. The most important implementation step is to ensure that future east-west connector routes are not precluded by development approvals that block potential routes.

The Highway 160 Bypass will require close coordination with CDOT and Archuleta County. Given the long lead time for a project of this nature, the town should initiate discussions now so that the Bypass efforts can proceed at a reasonable pace.

Standards for Sidewalks and Bike Lanes in New Development

The town should modify development standards so that new roadways within developments include sidewalks and/or bike lanes—furnished at the time of development.

Dedicated Funding Source for Transit

To ensure long-term viability, the town will need to establish a consistent, dedicated funding source for transit, such as a property tax or a sales tax to aid in the development of long-term transit planning and improved service. Discussions with Archuleta and LaPlata Counties should focus on enhancing transit service between Durango, Bayfield, and Pagosa.

Parking Study and Implementation

The town will conduct a parking study to determine needs for downtown and implement a strategy to address deficiencies.

Key Strategies for Parks, Open Space, and Recreation:

- Parks, Open Space, and Recreation Master Plan to identify Land Dedication for Parks and identify Priorities
- New Funding Sources for Parks and Open Space

Parks, Open Space, and Recreation Strategies

The policies in this Plan address open space protection and focus on the need to provide additional financial tools for open space acquisition, protection of related parks and trails. In addition, this chapter addresses at a broad level, the other recreation and trails issues and goals in the community. The following priority actions are intended to accomplish these goals:

Master Plan for Parks, Open Space, and Recreation to Enhance and Expand Parks and Recreation System/Land Dedication

Population growth, as well as increasing visitation to the community, has created additional demands for recreational facilities, such as parks. Efforts are needed to better define

community needs, including consideration of level of service standards. The town should adopt tools to improve the community's ability to respond to emerging needs in a timely manner. This plan recommends developing a Master Plan for Parks, Open Space, and Recreation to address that level of detail. The Master Plan should also include a priorities map and plan for open space, and include strategies to conserve and manage open space.

Create New Funding Sources

Without a dedicated funding source, the community's ability to acquire and manage open space will continue to be subject to unreliable and unpredictable funding procedures. This Plan recommends pursuit of a range of options to provide an ongoing funding source for open space protection.

Provision of Services, Fiscal Responsibility Strategies

The availability of water, wastewater, fire protection and emergency management services, police protection, schools, parks and other utilities and services affects the safety and quality of life for residents and the economic stability of the town. Ideally, facilities and services should be developed or expanded in a manner commensurate to the rate of growth and paid for by in part by development. The following actions accomplish this goal:

Growth Management—Adequate Public Facilities

Implement a system designed to ensure that adequate public facilities and services needed to support development and protect the environment are available when the service demands of development occur. This includes an annual evaluation of service levels and land use trends to anticipate demand for service and determine needed improvements to be addressed in the CIP or through other fee mechanisms, such as impact fees or land dedication requirements. This approach involves adopting written level of service standards for each type of public facility or utility service, and plan for capital improvements to achieve and maintain such standards for existing and future development.

Infrastructure and Facilities Phasing

Develop and implement a phasing schedule for the provision of services within the Urban Services Boundary that is reflected in the Capital Improvement Plan and strategically coordinates planned service levels with anticipated land use and development trends.



Key Strategies for Provision of Services and Fiscal Responsibility:

- Growth Management System
–Adequate Public Facilities and Level of Service Standards
- Infrastructure and Facilities Phasing

Action Plan Matrix

The matrix below indicates the type of actions that will be required to implement the policies, and the priority of the actions to be initiated. Town staff and planning officials will need to update this matrix on an annual basis, or as necessary, to keep the list of actions current.

The “Type of Action” column refers back to the list at the beginning of this chapter, and codes mean the following:

(Decisions)	Policy Decisions,
(LUDC)	Land Use and Development Code (LUDC) revisions,
(Program)	Programs or Planning,
(IG)	Intergovernmental Coordination, and
(Funding)	Funding Mechanisms.

The “**Priority**” column lists three possible time frames for implementing actions:

- (1) **Immediate**, to be initiated generally within one to three (1-3) years after Plan adoption.
 - (2) **Short-Term**, to be initiated generally after immediate actions or within three to five (3-5) years after Plan adoption,
 - (3) **Mid-Term**, to be initiated generally after short-term actions or within five to ten (5-8) years, as appropriate, and
 - (4) **Long-Term**, to be generally initiated and completed after mid-term actions.
- (☉) **Ongoing**, actions (i.e., that occur continually) are also listed in the matrix.

Town implementation of the actions will be dependent upon available funding.

Table 16-1: Action Plan Matrix

Strategy/Action	Plan Chapter	Type of Action	Priority
Chapter 4: Land Use			
Revise LUDC/Zoning Districts to be Consistent with Future Land Use Plan.	Ch. 4	LUDC	1
Chapter 5: Growth and Development			
G-1.1, R-1.1 – Town/County Intergovernmental Agreement	Ch. 5	IG	1
G-1.2 – Continue Regional Growth Planning	Ch. 5	IG	⊙
G-2.1 – Development Consistent with Future Land Use Plan	Ch. 5	Decisions	⊙
G-2.2, G-5.1 – Revise LUDC/Zoning Districts Consistent with Plan	Ch. 5	LUDC	1
G-3.1 – Refine/Develop Annexation Criteria	Ch. 5	LUDC	3
G-3.2 – Benefits/Costs of Annexation on a Case-by-Case Basis	Ch. 5	Decisions	3
G-4.1 – Infill and Redevelopment Design Standards	Ch. 5	LUDC	1
G-4.2 – Tiered Fee/Review System Favoring Infill	Ch. 5	LUDC	2
G-4.3 – Adopt Impact Fees for Road Improvements	Ch. 5	Funding	1
G-4.4 – Implement Downtown Master Plan / Design Guidelines	Ch. 5	Decisions	⊙
G-5.1 – (see G-2.2)			
G-5.2 – Develop/Use Implementation Workbook	Ch. 5	Decisions	⊙
G-5.3, G-7.2 – Improved Code Enforcement, in cooperation with Archuleta County	Ch. 5	Program	1 & ⊙
G-6.1 – Review/Amend Commercial Design Standards	Ch. 5	LUDC	1
G-6.2 – Sign Standards	Ch. 5	LUDC	1
G-6.3 – Historic Preservation Standards	Ch. 5	LUDC	2
G-6.4 – Develop “Green Development” LUDC Provisions	Ch. 5	Program	2
G-6.5 – “Green Building” Non-Regulatory Approaches (e.g., Awards)	Ch. 5	Program	4
G-7.1 – Gateways and Corridors Program	Ch. 5	Program	3
G-7.2 – (see G-5.3)			
G-7.3 – Clean-Up/Beautification Programs for Right-of-Way	Ch. 5	Program	3
G-8.1 – Neighborhood Planning; Dedicated Funding for Small Neighborhood Projects	Ch. 5	Program / Funding	3
G-8.2 – Process to include Neighborhood-Identified Projects in CIP (Including those Identified in Chapter 15)	Ch. 5	Program / Funding	⊙
Chapter 6: Community Culture and Arts			
C-1.1 – Cultural Arts Board	Ch. 6	Program	2
C-1.2 – Develop/Adopt a Cultural Plan	Ch. 6	Program	2
C-3.5 – Cultural Plan addresses funding options (See C-1.2)	Ch. 6	Funding	4
C-2.1 – Town Public Events Coordinator Position (Full or Part-Time)	Ch. 6	Program	3
C-2.2 – Coordinate with Businesses / Other Organizations to	Ch. 6	Program	⊙

Strategy/Action	Plan Chapter	Type of Action	Priority
Promote Arts, Culture, & Heritage			
C-2.3 – Develop/Review Economic Performance	Ch. 6	Program	2
C-3.1 – (see C-2.2)			
C-3.2 – Inventory of Possible Venues and Property	Ch. 6	Program	1
C-3.3 – Incentives to Rehabilitate and Upgrade Venues or Live/Work Space	Ch. 6	LUDC	3
C-3.4 – Reservoir Hill Venue/Balanced with Open Space & Recreation	Ch. 6	Program / Decisions	⊙
C-4.1 – Staff Time to Coordinate/ Art in Public Places	Ch. 6	Program	3
C-4.2 – Public Art Program	Ch. 6	Program	2
C-4.3 – Municipal Public Works Projects, Creative and Artistic	Ch. 6	Decisions	⊙
Chapter 7: Natural Environment			
N-1.1 – Standards to Protect Natural Resources, Including River/Water Bodies (LUDC)	Ch. 7	LUCD	2
N-1.2 – Non-Regulatory Approaches (e.g., Conservation Easements, Land Trusts, etc.) to Protect Resources, Including Wildlife Habitat	Ch. 7	Program	3
N-1.3 – Environmental Educational Materials	Ch. 7	Program	3
N-1.4 – Work with Army Corps data to Identify and Protect Wetlands/ Re-evaluate Wetlands Standards	Ch. 7	Program	3
N-2.1 – Standards to Protect Significant, Mature, Healthy Trees	Ch. 7	LUDC	1
N-3.1 – Update FEMA Floodplain Maps; Convert to Digital	Ch. 7	Program	4
N-3.2 – Strengthen Floodplain Standards	Ch. 7	LUDC	1
N-3.3 – Identify Steep Slopes (i.e., 30%+) /Other Potential Hazards; Develop Standards; Minimize Cut and Fill	Ch. 7	Program / LUDC	2
N-4.1 – (see N-3.3)			
N-4.2 – Standards/Incentives to Allow & Promote Clustered Development (Rural Residential Areas)	Ch. 7	LUDC	3
N-4.3 – County Consistent Clustering / Rural Residential Standards at Town Edge	Ch. 7	IG / LUDC	3
N-4.4 – Provide Incentives to Convert Light Fixtures to Low-Level Shielded Fixtures	Ch. 7	LUDC / Program	4
N-5.1 – Continue Efforts with Colorado Department of Wildlife to Create Wildlife Friendly Land Use Guidelines	Ch. 7	IG / Program	3
N-6.1 – Standards/Incentives for Xeric Landscaping	Ch. 7	LUDC	1
N-6.2 – Partner with PAWSD to Educate Public about Water Conservation	Ch. 7	IG	⊙
N-6.3 – Use Non-Potable Water for Public Landscapes	Ch. 7	Program	2
N-6.4 – Explore the Feasibility of Grey Water Use	Ch. 7	Program	2
N-7.1 – Develop Air Quality Plan	Ch. 7	Program	3

Strategy/Action	Plan Chapter	Type of Action	Priority
N-7.2 – Fireplace and Woodstove Burning Regulations	Ch. 7	Program / LUDC	2
N-7-3 – Reduce Particulate Matter by Requiring Paved Roads/Parking	Ch. 7	LUDC	⊙
Chapter 8: Historic Preservation and Community Heritage			
H-1.1 – Designate Lewis St., Hermosa Street, and Pagosa Street (1 st to 3 rd) as Historic Districts	Ch. 8	Program / LUDC	2
H-1.2, H-2.1 – Continue to Support Historic Preservation Board to Review State Tax Credit Applications, Educate Public, Address Rural Heritage, etc.	Ch. 8	Program	⊙
H-1.3 – Alternative Assistance and Incentives for Historic Preservation, Including Façade Program	Ch. 8	Program / LUDC	1
H-1.4 – Design Guidelines for Renovation and Infill in Downtown Historic District.	Ch. 8	Program	3
H-1.5 – Ordinance to Review Demolition Requests for Historic Resources	Ch. 8	LUDC	1
H-2.1 – Support Historic Preservation Board (<i>see H-1.2</i>)		Decisions	⊙
H-2.2 – Support San Juan Historical Society to Develop Cultural/History Museum	Ch. 8	Program	4 & ⊙
H-3.1 – Partner to Develop Standards/Incentives that Retain Historic Rural Landscape (<i>see Land Use Section and N-4.3</i>)	Ch. 8	Program	2
H-3.2 – Explore Feasibility of Town/County Transfer of Development Rights (TDR) Program	Ch. 8	IG	1
H-3.3 – Support Research of Other Cultural Sites	Ch. 8	Program	2
H-3.4 – Events and Programs to Help Support Agriculture, Ranching, and Equestrian Activities	Ch. 8	IG / Program	4
Chapter 9: Economic Vitality			
E-1.1, E-2.1, E-5.1 – Market Study to Identify Economic Leakage and Strategies	Ch. 9	Program	1
E-1.2 – Infrastructure Improvements for Downtown	Ch. 9	Program	⊙
E-1.3 – On-going Management Organization and Structure for Downtown Business	Ch. 9	Program	⊙
E-1.4 – Support Programs to Train Local Business Owners	Ch. 9	Program	2
E-1.5 – Retain Services for Locals Downtown; Monitor Businesses	Ch. 9	Program	⊙
E-1.6 – Review Fees and Taxes to Ensure Fair Business Climate	Ch. 9	Program	⊙
E-2.1 – Identify Needs for Services (<i>see E-1.1</i>)	Ch. 9	Program	3
E-2.2 – Review/Enhance Commercial Design Standards (<i>see G-6.1</i>)		LUDC	
E-2.3 – Revise LUDC to Limit Drive-Through Businesses Downtown	Ch. 9	LUDC	1
E-2.4 – Revise LUDC to Limit Locations and Appearance of “Big Box” Retail; Monitor Economic Impacts	Ch. 9	LUDC	1

Strategy/Action	Plan Chapter	Type of Action	Priority
E-2.5 – Study Feasibility/Impact of Limiting Formula Businesses	Ch. 9	Program / LUDC	2
E-2.6 – Create Design Guidelines for Businesses/Commercial Development to Conform to Downtown Character	Ch. 9	LUDC	1
E-3.1 – Encourage/Support Sustainable Tourism Strategic Plan	Ch. 9	Program	3
E-3.2 – Establish Business Licensing System	Ch. 9	Program	1
E-3.3 – Work with Partners to Create Economic Indicators; Monitor Annually	Ch. 9	IG / Program	3 & ☉
E-3.4 – Partnering to Position and Market Pagosa Springs	Ch. 9	IG / Program	☉
E-3.5 – Focus Marketing on Off-Peak Visitation Periods	Ch. 9	Program	2 & ☉
E-4.1 – Use Economic Indicators to Measure Industry Diversification (see E-3.3)	Ch. 9	Program	4
E-4.2 – Develop CIP Program (see S-1.1)			
E-4.3 – Explore Feasibility of Different Business Types to Build on Base Economy (e.g., Colleges, Medical Facilities, Research Enterprises)	Ch. 9	Program	3
E-4.4 – Fill Market Niches	Ch. 9	Program	3
E-4.5 – Explore Feasibility of Business Incubators	Ch. 9	Program	3
E-4.6 – Incentives for Businesses that Fit Town (e.g., Green Businesses, Primary Jobs)	Ch. 9	Program	2
E-4.7 – Review LUDC/Streamline Business Development Review without Environmental Quality Compromise	Ch. 9	LUDC	2
E-4.8 – Maintain inventory of sites and land available for economic development.	Ch. 9	Program	2
E-5.1 – Monitor Businesses in Different Parts of Town (see E-1.1)		Program	
E-5.2 – Provide Incentives for Desired Businesses to Fit Niches in Different Parts of Town	Ch. 9	Program	2
Chapter 10: Neighborhoods and Housing			
NH-1.1 – Amend LUDC Residential Districts to be Consistent with Future Land Use Plan	Ch. 10	LUDC	1
NH-1.2 – Guidelines or Standards for Infill in Existing Neighborhoods (see G-4.1)	Ch. 10	LUDC	1
NH-1.3 – Improved Code Enforcement (see G-5.3)	Ch. 10	Program	2 & ☉
NH-1.4 – Identify/Prioritize Neighborhood Infrastructure Deficiencies (e.g., sidewalks, stormwater drainage)	Ch. 10	Program	2
NH-2.1 – Amend LUDC Guidelines or Standards for New Traditional-Style Neighborhoods	Ch. 10	LUDC	1
NH-2.2 – Develop Guidelines for Multi-family Projects.	Ch. 10	LUDC	2
NH-3.1 – Annual Assessment of Housing Prices and Homeownership	Ch. 10	Program	1 & ☉

Strategy/Action	Plan Chapter	Type of Action	Priority
NH-3.2 – Threshold for Affordable/Attainable Housing Program	Ch. 10	Program	2
NH-3.3 – Amend LUDC – Allow Accessory Units	Ch. 10	LUDC	1
NH-3.4 – Consider Incentives for Affordable/Attainable Housing	Ch. 10	LUDC	3
Chapter 11: Transportation, Trails, and Mobility			
T-1.1 – Work proactively with the Colorado Department of Transportation to Address Future Needs	Ch. 11	IG	⊙
T-1.2 – Work with Archuleta County to Develop Consistent Street Standards	Ch. 11	IG / LUDC	2
T-1.3 – Adopt Impact Fees for Streets (<i>see S 2.2</i>)	Ch. 11	Funding	1
T-1.4 – Developments should not preclude implementation of the east-west connector street system, shown on Figure 11-1	Ch. 11	Program	⊙
T-1.5 – New developments construct applicable components of the east-west connector street system shown on Figure 11.1.	Ch. 11	Program	⊙
T-1.6 – Coordinate mixed-use centers with multi-modal transportation to maximize transit, bicycle, and pedestrian use.	Ch. 11	LUDC	1 & ⊙
T-2.1 – Work with CDOT to examine and plan for Hwy. 160 alternative route.	Ch. 11	Program	1
T-2.2 – Work with CDOT to widen existing two-and three-lane segments of Hwy. 160 to four lanes.	Ch. 11	Program	1 & ⊙
T-2.3 – Include Hwy. 160 widening in community-wide funding sources.	Ch. 11	Funding	2
T-2.4 – Include Hwy. 160 traffic signalization in community-wide funding projects, and from adjacent development projects.	Ch. 11	Funding	2
T-2.5 – Implement street design standards for Highway 160 and proposed east-west connectors, emphasize multi-modal.	Ch. 11	LUDC / Program	1
T-3.1 – Implement east-west connector roads (including bicycle lands, sidewalks, and trails) with applicable development applications.	Ch. 11	Program	1
T-3.2 – Further Prioritize Trails on the Trails Plan for funding	Ch. 11	Program	2
T-3.3 – Seek Funding for Trails (e.g., Grants)	Ch. 11	Program / Funding	⊙
T-3.3 – Identify Funds in the Capital Improvements Plan for Priority Trails	Ch. 11	Program	⊙
T-3.5 – Coordinate with the County for Transit Planning	Ch. 11	IG	⊙
T-3.6 – Plan for Transit in Development Projects		LUDC / Decisions	2 & ⊙
T-3.7 – Study Feasibility of Regional Transit Service	Ch. 11	IG	3
T-3.8 – Review and Amend Code to Require Sidewalks for New Development	Ch. 11	LUDC	1

Strategy/Action	Plan Chapter	Type of Action	Priority
T-3.9 – Allocate Funds to Expand and Improve Sidewalks	Ch. 11	Program	2
T-3.10 – Provide Incentives or Grants to Owners for Improvements	Ch. 11	Program	4
T-4.1 – Work with CDOT to Plan for Safe Crossings on Highway 160.	Ch. 11	IG	2
T-4.2 – Explore and Implement Parking Solutions for Downtown	Ch. 11	Program	1
T-4.3 – Consider Fee in Lieu of Parking for Downtown	Ch. 11	Program / Funding	1
T-4.4 – Explore Private/Public Funding for Parking	Ch. 11	Program / Funding	2
Chapter 12: Parks, Open Space, and Recreation			
P-1.1 – Prepare Parks, Open Space, and Recreation Master Plan	Ch. 12	Program	2
P-1.2 – Identify/Establish Dedicated Parkland Funding and Additional Revenue Sources	Ch. 12	Funding	3
P-1.3 – Continually Monitor Parkland—Quality and Quantity	Ch. 12	Program	⊙
P-1.4 – Evaluate Existing Parkland Dedication Standards (LUDC)	Ch. 12	LUDC	1
P-2.1 –Identify and Conserve Connected Open Space and Corridors	Ch. 12	Program / LUDC	2 & ⊙
P-2.2 – Determine Public Willingness to Support Open Space Acquisition	Ch. 12	Program	1
P-2.3 – Work with Partners/Non-Profit Groups to Conserve Open Space	Ch. 12	Program	⊙
P-3.1 – Continue Support for Community Center	Ch. 12	IG	⊙
P-3.2 – Identify Funding for A Recreation Center	Ch. 12	Funding	2
P-3.3 – Work with Private Sector; Avoid Duplication of Recreation Services	Ch. 12	IG	3
Chapter 13: Provision of Services and Fiscal Responsibility			
S-1.1 – Develop a Five-Year Capital Improvements Program	Ch. 13	Program / Funding	1
S-1.2 – Provide Consistent/Reliable Funding for Essential Services as Prioritized in CIP	Ch. 13	Funding	⊙
S-1.3 – Prioritize Improvements for Existing Facilities	Ch. 13	Funding	⊙
S-1.4 – Review Engineering and Design Standards	Ch. 13	LUDC	2
S-2.1 – Review/Amend (if Necessary) Land Dedication Standards	Ch. 13	LUDC	2
S-2.2 – Establish Impact Fees to Pay for Costs Associated with New Development	Ch. 13	LUDC / Funding	1
S-3.1 – Explore Other Revenue Sources for Services, Such as Lodging Tax or Sales Tax	Ch. 13	Funding	1
S-3.2 – Explore Increased Use of User-Fees	Ch. 13	Funding	1
S-4.1 – Provide Dedicated/Consistent Funding for Law Enforcement	Ch. 13	Program / Funding	⊙

Strategy/Action	Plan Chapter	Type of Action	Priority
S-4.2 – Provide Adequate Training for Staff to Enhance Services.	Ch. 13	Funding	⊙
S-4.3 – Review and prioritize law enforcement and juvenile service needs based on community growth.	Ch. 13	Program	2 & ⊙
S-4.4 – Develop programs based on “best practices”.	Ch. 13	Funding	⊙
Chapter 14: Regional Coordination			
R-1.1 – Work with Archuleta County to Prepare an IGA to address Location for Urban Development and Consistent Land Use	Ch. 14	IG	1
R-1.2 – Unify and Coordinate Town/County Services	Ch. 14	IG	2 & ⊙
R-1.3 – Work with CDOT on highway issues that affect the town.	Ch. 14	IG	1 & ⊙
R-1.4 - Work with the county to develop and implement other tools to help manage growth, such as TDRs.	Ch. 14	IG	1 & ⊙
R-1.5 - Consider the feasibility of creating a joint town/county planning department to deal with regional growth issues.	Ch. 14	IG	2
R-2.1 - Coordinate with PAWSD to plan for future growth and infrastructure improvements, including reservoir planning.	Ch. 14	IG	1 & ⊙
R-2.2 - Review the LUDC to better meet the needs of utilities, such as location and size of easements.	Ch. 14	IG	2
R-3.1 – Continue to Work With School District, Planning for Future Growth	Ch. 14	IG	3 & ⊙
R-3.2 - Work to improve safe routes to schools.	Ch. 14	IG	2
R-4.1 – Coordinate with Public Safety Agencies for Information Sharing, Education, and Training	Ch. 14	IG	3 & ⊙
R-4.2 – Develop Coordinated Hazard Mitigation plan	Ch. 14	IG / Program	4
R-4.3 – Support events that Promote “Getting to Know” Public Safety Employees	Ch. 14	Program	⊙

See also specific actions listed in Chapter 15: Specific Planning Areas.

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