

# Housing

## Community Plan Overall Vision

Ouray maintains a rugged, independent and passionate community spirit that is friendly and accepting. Children and adults thrive in a creative, vibrant and resilient city with exceptional quality of life, recreation opportunities and education. The community proudly maintains and improves its remarkable family oriented, innovative small town feel while retaining its historic, high alpine identity set in the stunning beauty and nature of the San Juan Mountains.

## Housing Vision Statement

Ouray seeks to provide [provides] attainable and quality housing opportunities to maintain a strong and diverse year-round community with a viable and healthy local workforce.

**Goal H-1: Support, encourage and require adequate, diverse and permanent attainable housing integrated throughout the community for local residents and employees.**

### Actions:

- a. Create an environment and culture that encourages and facilitates attainable housing development.
- b. Assure that workforce housing is permanently affordable.
- c. Amend the OLUC and the Town adopted building regulations to provide robust incentives for the development of attainable housing in the community such as:
  - i. Density bonuses for projects that provide for a set percentage of attainable housing units.
  - ii. PUD incentives for attainable housing through building height, setback, floor area, density and other variations to the zoning regulations.
  - iii. Waivers or reductions of building permit fees, tap fees and other City fees.
  - iv. Reduction of the minimum lot size from 7,100 sq. ft. to 3,500 sq. ft.; reduction in the lot frontage from 50 feet to 25 feet; and reductions in the side setbacks if an attainable housing unit is provided.
  - v. Improving and promote the incentives for accessory dwelling units.
  - vi. Allowing for small homes with a high density on one or more lots, including reduced lots sizes, frontages and setbacks to facilitate small home development.
  - vii. Reduction of the on-site parking requirements and also considering off-site parking along public streets where it is shown adequate and safe parking will be provided.

- viii. Amendments to the Building Regulations to provide attainable housing incentives, such as reduced building setbacks, elimination of fire suppression systems for certain types of development; and energy code exemptions.
- ix. Creating streamlined and efficient development review procedures for projects that include attainable housing.
- d. Encourage second home owners to rent their housing units on a long-term basis through creative incentives and programs, such as the creation of a non-profit entity to manage rentals and guarantee the repair of any damage that is not covered by a security deposit.
- e. Consider creating and adopting an attainable housing mitigation program that may include requirements for mandatory affordable housing units via inclusionary zoning and/or a housing linkage program with required mitigation.
- f. Support and encourage attainable rental and for sale housing throughout out the community in a variety of unit types and densities in all the City zoning districts, including accessory dwelling units, live-work units, small homes, multi-family developments, mixed use developments, dormitory or “POD” style units, and other unit types that provide for attainable housing.
- g. Create the City of Ouray Housing Authority with Town Council acting as this authority to manage funds from the City Affordable Housing Fund; create and adopt city-specific housing guidelines and implement the goals and actions of the Community Plan.
- h. Explore public-private partnerships to provide attainable housing, including the use of City owned lands that are provided at low to no cost via lease or sale to developers that provide for attainable housing.
- i. Implement strategies and policies to provide resident-occupied housing and discourage or limit second homes or short-term rentals.
- j. Support, encourage and require new development to provide a variety of bedroom mixes, unit sizes, dwelling types, rental and ownership structures, and attainability limits that are based on an updated community housing needs assessment.
- k. Encourage and plan for senior housing, co-housing and assisted living facilities to allow residents the opportunity to age in place.
- l. Encourage seasonal employee housing such as dormitories, POD style housing, camps and similar housing that provides low cost housing.
- m. Ensure all housing policies promote a variety of housing options to accommodate a diverse community of residents.
- n. Identify and land bank sites appropriate for future housing projects.
- o. Create opportunities for employers to address housing needs.
- p. Consider funding for down payment assistance and mortgage assistance programs to assist buyers earning up to 120 percent of the AMI.

- q. Strengthening the accessory unit program.
- r. Review requirements for commercial and residential development to see if opportunities for workforce housing exist.
- s. Strive to provide attainable housing for 50% of the local workforce in the city.
- t. Require annexations and PUDs to provide attainable housing.
- u. Inventory City, County, and other public or special district owned property that may be suitable for housing development.
- v. Encourage unpermitted accessory dwelling units to be brought into compliance with OLUC and building code requirements.

**Goal H-2: Cooperate and work with the Town of Ridgway, Ouray County, DOLA, the development community, and other entities to plan and develop attainable housing.**

**Actions:**

- a. Work with Ouray County and the Town of Ridgway to implement the Ouray County Housing Advisory Committee 5 Year Strategic Plan.
- b. Strive to create a Regional Housing Authority to implement the Ouray County Housing Advisory Committee 5 Year Strategic Plan
- c. Foster partnerships with Ouray County, the Town of Ridgway and other appropriate governmental entities to provide attainable housing.
- d. Consider available financial support and resources for attainable housing such as an excise tax; use tax; dedicated sales tax, property tax or lodging tax; and/or linkage fees in collaboration with Ouray County.
- e. Provide financial resources for housing: consider excise tax, use tax, dedicated sales, property, lodging tax, and/or linkage fees in collaboration with the County.
- f. Encourage and support the development of Low Income Housing Tax Credit rental projects with fee waivers, land dedication, infrastructure costs and strong community support.
- g. Periodically fund an update to the community housing needs assessment with all three jurisdictions to ensure housing programs and developments are designed to meet local housing needs.

**Goal H-3: Promote high quality housing with good design practices that fit within the character of the city.**

**Actions:**

- a. Ensure housing developments are safe, attractive and functional.

- b. Encourage the design of new housing to fit the personality and character of the City of Ouray with appropriate scale, context to surrounding properties, harmony with the natural environment, and use of sustainable building practices and materials.
- c. Ensure that housing developments are designed with exterior materials that are low maintenance and long lasting to assure affordability over time.
- d. Promote energy efficient and “green building” techniques to reduce household energy consumption, utility bills, and help maintain long-term affordability in new housing.
- e. Encourage compact developments that create true neighborhoods that reduce the amount of land for residential use, minimize resources consumed, and are located next to existing infrastructure.
- f. Assess appropriate locations for attainable housing throughout the City and surrounding area to avoid isolating low income housing.
- g. Ensure housing is located in close proximity to existing or planned infrastructure, services, intermodal transit connections, trails and employment.
- h. Provide appropriate amenities for housing, such as childcare, adequate storage area for sports and outdoor equipment, trail connectivity and public transit connectivity.
- i. Re-evaluate the existing mobile home park zoning and mobile home regulations in the city and consider additional mobile home parks for housing.
- j. Encourage the creation of additional mixed income multi-family rental housing in the community.

**Goal H-4: Promote and ensure quality and energy efficient housing to reduce the operating costs of households and reduce environmental impacts.**

**Actions:**

- a. Work with Ouray County, government agencies and non-profits to promote energy efficient upgrades of existing housing stock through existing and new programs.
- b. Consider the adoption and enforcement of the International Property Maintenance Code to ensure that housing structures are maintained and energy efficient.
- c. Adopt updates and local amendments to the City’s building regulations to ensure safe and energy efficient housing.

**Goal H-4: Create an Affordable Housing Fund to further City attainable housing initiatives.**

**Actions:**

- a. Consider a citywide tax initiative to provide funding for the Affordable Housing Fund.
- b. Consider allocating a set percentage of the City Sales Tax to the Affordable Housing Fund.

# Infrastructure

## Overall Vision

Ouray maintains a rugged, independent and passionate community spirit that is friendly and accepting. Children and adults thrive in a creative, vibrant and resilient city with exceptional quality of life, recreation opportunities and education. The community proudly maintains and improves its remarkable family oriented, innovative small town feel while retaining its historic, high alpine identity set in the stunning beauty and nature of the San Juan Mountains.

**Infrastructure Vision Statement.** Ouray commits to and delivers safe, innovative and realistic solutions for infrastructure including water, sewer, streets, and technology to meet the community's desired level of improvement.

**Goal I-1. Ensure adequate water infrastructure to serve existing, zoned and planned development.**

### **Actions:**

- a. Create a City Water Master Plan that addresses the existing water system distribution system; the water supply requirements based on existing built density, density envisioned by the Community Plan and population projections; the raw water supply and water rights; a water system analysis including if a treatment plant is needed; and improvements needed for inclusion into the overall City Capital Improvements Plan.
  - i. Plan for and provide any needed additional water rights or water infrastructure to meet the growth contemplated in the Future Land Use Plan.
  - ii. Reconstruct the Weehawken Spring collection system, vault and 2.5 miles of transmission lines to the water tanks.
  - iii. Add storage tanks to the water system as needed to ensure adequate water storage for existing, zoned and planned development.
  - iv. Consider reconstruction of the Oak Creek supply line, reservoir, and diversion to diversify water sources and have a backup water source to Weehawken Springs.
  - v. Plan for, design and finance the installation of a water treatment system as required by the State.
  - vi. Prepare engineering plans and budget for the construction of the raw water pipeline to provide water to the Ice Park; the hydropower plant and the Hot Springs pool per one of the alternatives in the 2017 Raw Water Pipeline Report.
- b. Regularly update and implement the City of Ouray Water Efficiency Plan.
  - i. Implement the installation of the Water Measurement Plan to inventory existing measurement capabilities, and to prioritize desired improvements for measuring and accounting for the City's water use.

- ii. Install a meter at the Weehawken Spring vault outlet to better monitor spring production, water use and identify any water loss prior to the water tanks.
  - iii. Develop a plan to improve monitoring of the main components of system infrastructure in order to document water uses and non-revenue water. Add measurement devices to the system in locations that will allow for tracking overall water delivery and identify data discrepancies that may be due to leaks or non-revenue uses.
  - iv. Estimate the incremental cost for treating and delivering water based on the system measurement devices; system operational costs; capacity data; and water rights considerations. This will allow the City to quantify the cost-savings of efficiency measures on a broad scale, which is an important factor in planning for City infrastructure growth and maintenance.
  - v. Implement measures to help detect, track and repair water system losses, such as leak detection, and winterization of homes and the water system to reduce water use in winter, and other efficiency measures.
  - vi. Educate the community on the importance of water use and water conservation through education, outreach and leading by example.
  - vii. Work with Mineral Farms to significantly reduce the amount of water used in the subdivision.
- c. Complete the installation of water meters for all water taps throughout the City and in unincorporated subdivisions served by the City.
- i. Implement a new water fee structure based on a water study that is completed after meters are installed in the city and community input.
  - ii. Consider a base fee for average consumption and a water use rate above and beyond the average rate of use.
  - iii. Strive to get water usage to 350 gallons per day per EQR in summer and 270 gallons per day in winter.
- d. Continue to repair and replace water lines in the City through the Water Line Replacement Program.
- i. Repair or replace 2,500 feet of water pipe per year.
  - ii. Upgrade water lines to meet NFPA standards concurrent with line upgrade.
- e. Create update and implement a source water protection plan.
- i. Identify the City's Source Water Protection Area.
  - ii. Work with Ouray County and the USFS regulate land use and activities within the Source Water Protection Area to protect water quality and reduce the risk of contamination.

**Goal I-2. Ensure adequate sewer infrastructure to serve existing, zoned and planned development.**

**Actions:**

- a. Finance and implement the construction of a new wastewater treatment plant pursuant to the 2018 Wastewater Treatment Plan Master Plan/ Capacity Study.
- b. Continue to implement an annual program to inspect, repair and/or replace City main sewer lines using camera inspection technologies.
- c. Implement and update as needed the City's regulations concerning grease traps installation and maintenance.

**Goal I-3. Provide excellent broadband service to all properties within the City.**

**Actions:**

- a. Continue to support all State, County and local efforts to provide broadband service to the City.
- b. Maintain the Central Neutral Location (CNL) and provide additional CNL locations as needed.
- c. Consider how to facilitate equitable cost sharing between Deeply Digital and Ouray Net.
- d. Consider providing broadband as a City utility if the private sector does not meet the community's broadband goals and actions.
- e. Work with area broadband providers to create a plan to ensure all properties in the City are connected.
- f. Consider establishing a committee to ensure the broadband goals and actions are met.

**Goal I-4. Improve all roads and bridges in the city.**

**Actions:**

- a. Consider paving and right-of-way improvements for heavily used avenues and streets in the city, such as:
  - i. All avenues from Second Street to Fourth Street, except 6<sup>th</sup> Avenue should be paved to Fifth Street for the Courthouse and Historic Museum Access.
  - ii. Oak Street.
  - iii. Seventh Avenue to the Ouray School.
  - iv. Fourth and Second streets between Third and Seventh avenues.
  - v. Fourth Avenue from Main Street to First Street.

- vi. First Street in between Third and Fourth Avenue
- b. Ensure improvements are completed in the right order to repair and install infrastructure in the streets prior to paving.
- c. Repair or provide sidewalks, drainage, curbs and gutters consistent with the City's design standards when streets are to be paved.
- d. Ensure community placemaking is addressed with each phase of design and paving with community input on desired public and pedestrian uses and spaces in the rights-of-way.
- e. Commission an engineering study of all the City bridges to determine structural integrity, lifespan; and an overall replacement plan.
- f. Annually maintain the drainage along and across all dirt streets in the city to prevent erosion, ponding and other adverse impacts.
- g. Provide dust control as needed on dirt roads to prevent dust from negatively impacting residents.
- h. Construct a bridge across the Uncompahgre River at Uncompahgre Street.
- i. Create a snow removal and management plan.

**Goal I-5. Repair and replace existing sidewalks as needed, and provide new sidewalks along streets and avenues to improve pedestrian connectivity.**

**Actions:**

- a. Conduct a detailed sidewalk inventory on a block and lot basis that documents where sidewalks need to be repaired or replaced along with financing strategies.
  - i. Provide annual funding for repairing sidewalk areas while also requiring property owners to repair sidewalk areas as required by the Municipal Code where needed.
- b. Prepare a Sidewalk Plan that shows existing sidewalks and where new sidewalks are needed to provide for pedestrian connectivity and community health.
  - i. Provide annual funding for new sidewalks.

**Goal I-6. Repair and maintain the City flumes and drainage to mitigate debris flows and shallow flooding in the City.**

**Actions:**

- a. Inventory flumes, identify problem areas, and initiate repairs
  - i. Conduct an engineering evaluation of problem areas as needed
  - ii. Provide required funding for flume repair, maintenance and replacement.



**Goal I-7. Provide needed personnel and equipment to monitor, maintain and improve city infrastructure.**

**Actions:**

- a. Ensure the Public Works Department has the personnel and capacity to monitor, maintain and improve city infrastructure within desired level of services.
- b. Ensure the Public Works Department has the vehicles and equipment needed to maintain and improve city infrastructure.

**Goal I-8. Provide needed parking infrastructure to support business and tourism.**

**Actions:**

- a. Commission a parking study of the town by a qualified firm to document the parking demand, along with alternatives and financing options to provide the needed parking to meet the demand.
- b. Ensure new development has parking provided on-site unless the City Council approves off-premise parking to facilitate a desired use, such as workforce housing, or to meet an allowance of the OLUC.
- c. Consider strategies to reduce parking demand, such as a mass transit circulator; the addition of parking meters to limit demand; the creation of interceptor parking lots, and the creation of a more pedestrian friendly and pedestrian-oriented Town.
- d. Encourage the conversion of vacant lots within the downtown area to be converted to temporary parking areas.

**Goal I-9. Maintain and improve geothermal infrastructure.**

**Actions:**

- a. Repair and replace geothermal lines as needed with insulated pipes to maximize geothermal resources.

**Goal I-10. Ensure the provision of trash, recycling and composting infrastructure.**

**Actions:**

- a. ??

**Goal I-11. Update the City's specifications for roads, sidewalks, utilities and infrastructure.**

**Actions:**

- a. Budget for consulting firm to assist Town staff on updating the City's infrastructure specifications.

# Heritage and Historic Resources

## Overall Vision

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## Theme Vision Statement

Ouray retains, celebrates, and preserves its outstanding historic resources and traditions as a cornerstone of community character and pride.

## Goal HH-1: Preserve historic resources and the historic character of the City of Ouray.

### Actions:

- a. Create and adopt historic preservation regulations for development within and adjacent to the National Landmark District to protect the historic character of the city; protect and preserve historic buildings and resources; allow for alterations and additions that do not diminish a buildings historic rating; require appropriate infill development; and provide for a process to allow for demolitions when a building cannot be reasonably rehabilitated.
  - i. The new regulations need to be reasonable, simple to understand, and fit the culture of the city.
  - ii. Provide annual training for the development community, architects and property owners on the adopted historic preservation regulations.
  - iii. Update the historic preservation regulations as needed to account for new trends or address new issues or considerations that arise.
- b. Update the historic building survey when the City adopts new historic preservation regulations. Update the historic survey every five years.
  - i. Pursue grant funding to leverage City funds for historic survey updates.
- c. Encourage and support the rehabilitation of historic buildings through State Historical Fund grants, historic preservation tax credits, and other tax credits and other financial incentives.
  - i. Assist property owners with grant and fund applications, and sponsor and administer grants and other fund sources when needed.
- d. Promote the economic and cultural benefits of historic preservation.
- e. Pursue the Colorado Main Street Program in support of downtown revitalization.

- f. Develop technical assistance and educational programs to encourage private property owners to designate eligible properties and structures as Local Historic Landmarks.
- g. Maintain the integrity of the Ouray Historic District since this designation can be removed by the National Park Service.
- h. Evaluate the adoption of the International Property Maintenance Code to ensure historic buildings are maintained.

**Goal HH-2: Provide incentives and education programs that promote historic preservation efforts.**

**Actions:**

- a. Restart the historic preservation awards program that recognizes outstanding rehabilitations, additions, alterations and infill development.
- b. Promote state and federal tax credits, grant programs and loans for historic preservation, building maintenance, and building improvements.
- c. Update the historic building plaque program and place new plaques at all historic buildings in cooperation with affected property owners and the Ouray County Historical Society.
- d. Provide updated and consistent historical plaques and interpretive panels throughout the city to promote historic preservation.
- e. Promote the city's rich history culture and historic resources in cooperation with the Ouray Tourism Office and the Ouray County Historical Society.
- f. Update and promote the city's historic walking tour.
- g. Educate and promote the city's Ute Indian heritage and culture working with the Southern Ute Indian Tribe and other Ute Indian groups.
- h. Encourage education and promotion of the high concentration of Mesker Storefronts in the city.
- i. Celebrate and recognize the city's rich history through new events, displays, educational platforms and media.
- j. Provide a better connection and wayfinding between Main Street and the Ouray County Museum to increase visitation.
- k. Engage children and young adults in the city's history.

**Goal HH-3: Support and promote historic preservation organizations, programs and events.**

**Actions:**

- a. Foster great working relationship with the Ouray County Historical Society.

- b. Support the Ouray County Museum and the research center and library annex in the city.
- c. Educate the community on the importance of historic preservation in the city and the retention of the National Historic District.
- d. Create an outdoor history and cultural area in the city for historic presentations, education and events.

# Responsive Governance

## **Community Plan Overall Vision**

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## **Government Vision Statement**

The City of Ouray provides responsive and transparent governance with capital planning to ensure modern infrastructure and improvements; commitment to customer service; and sound fiscal policies where spending is in line with anticipated revenues.

**Goal RG-1: The City Council, Planning Commission, appointed committees and employees serve the public interest and the overall community.**

### **Actions:**

- a. Establish and foster an exceptional civil service culture and practice based on exceptional customer service.
- b. Celebrate the value of community service and the impact to community preservation, enhancement and development.
- c. Implement the Community Plan as the best expression of the public interest.
- d. Require that tax measures and other citizen directed capital and other projects are implemented based on the vote and direction of city citizens, with any ballot measure specific as to fund use.
- e. Ensure the direction of City Government is in line with citizen expectations.
- f. Continue to rebuild the citizen's trust in government.

**Goal RG-2: The Ouray City Council, Planning Commission, City committees and employees are responsive, accountable and accessible to all citizens, businesses and guests in the City.**

### **Actions:**

- a. Provide for governance that is responsive to the evolving culture of the city.
- b. Ensure accessibility via telecommunications and in person during normal business hours for all departments, with 24-7 availability for police, fire and public works services that protect the public health and safety.

- c. Strive to respond to all communication within one business day.
- d. **Goal RG-3: Improve communication and outreach on City services, community issues and other city matters.**

**Actions:**

- a. Continue to improve and expand central messaging from the City.
- b. [Requesting other actions from Jennifer Peterson]

**Goal RG-4: Ensure all City Council members, Planning Commission members, appointed committee members, employees and contract businesses act with honesty, integrity, respect and professionalism.**

**Actions:**

- a. Establish and maintain high ethical standards and respect in the conduct of all government service.

**Goal RG-5: The Ouray City Council creates, adopts and implements long-range capital plans to ensure adequate infrastructure is provided and maintained, and to implement the goals and actions of the Community Plan.**

**Actions:**

- a. Include Community Plan improvements and projects in the capital plan to ensure implementation.
- b. Ensure adequate reserve funds for all City-owned and maintained infrastructure.
- c. Require Committee capital projects to be included into the capital plan, along with the costs to maintain desired improvements over time.

**Goal RG-6: Ensure the City has adequate employees, facilities, equipment, resources and funds to carry out desired levels of service, maintain existing facilities and equipment, and to implement existing and proposed regulations, laws and improvements.**

**Actions:**

- a. Enforce City codes on junk, rubbish, vehicles etc. to remove blight and maintain community character.
- b. Externally advertise City positions when applicable to ensure capable and qualified employees.
- c. Retain City employees where possible to ensure good public service, efficiency, employee morale, and retention of institutional knowledge through an employee retention plan.

**Goal RG-7: The City of Ouray develops partnerships with the Town of Ridgway, Ouray County, Ouray School District, City of Montrose and other regional stakeholders to create and promote cooperative planning and implement the goals and actions of the Community Plan.**

**Actions:**

- a. Work with the Town of Ridgway on transportation planning issues, such as mass transit option, forming or joining a regional transportation authority, or creating a recreational path between the communities.
- b. Retain and where possible expand existing facilities and services that serve Ouray County residents as a whole, such as the Courthouse and County Health services.
- c. Explore the feasibility of the Ouray Police Department and the Fire Department on sharing a facility in the city that could free up space for other County or city offices.
- d. Work with the County to explore shared services and facilities for taxpayer and government efficiencies and collaboration.
- e. Support interjurisdictional efforts for law enforcement, community health, mountain rescue, ambulance, and other areas.
- f. Maintain and update the current GIS system for the City in cooperation with Ouray County.
- g. Coordinate with the Ouray School District on maintaining a great school system and implementing the Community Plan.
- h. Work with Ouray County to create and adopt a Three Mile Plan within the Ouray Area of Influence.
- i. Adopt and update as needed the Countywide Hazard Mitigation Plan.

**Goal RG-8: The City of Ouray provides for efficient and user friendly governance.**

**Actions:**

- a. Improve governmental operations and procedures where possible to maximize taxpayer funds while also ensuring the protection of the public interest.
- b. Strive to run City government with accountability, fiscal responsibility and follow through.
- c. Improve the development review procedures for more efficient and streamlined processes that do not compromise public input and desired outcomes.
- d. Reduce the debt load of the City where possible to ensure no adverse impacts.
- e. Provide governance that fits the city and do not over regulate beyond desired levels.

## Community Health

### Overall Vision

Ouray maintains a rugged, independent and passionate community spirit that is friendly and accepting. Children and adults thrive in a creative, vibrant and resilient city with exceptional quality of life, recreation opportunities and education. The community proudly maintains and improves its remarkable family oriented, innovative small town feel while retaining its historic, high alpine identity set in the stunning beauty and nature of the San Juan Mountains.

### Theme Vision Statement

Ouray embraces healthy community planning and infrastructure improvements for the health and safety of its residents and visitors.

### Goals and Actions

**Goal 1. Increase walking and biking through pedestrian- and bike-friendly street design standards. Ouray will become a Complete Streets community with safe and convenient automobile, pedestrian and bike transit equally provided that meet the needs of multiple users to provide safe travel to everyone.**

#### Actions

1. Facilities that meet the needs of multiple users must be included in all transportation projects.
2. Provide bicycle and pedestrian sidewalks throughout the community.
3. Ensure full integration of vehicular, pedestrian and bicycle transit modes into everyday transportation planning and design.
4. Ensure planning and design takes into account the needs, safety and convenience of all users of the transportation system are accommodated, including older adults who need clear markings and signage; lower income groups; freight and delivery providers; emergency responders; younger children; and persons with disabilities.
5. Restructure or revise related procedures, plans, regulations, and other processes to accommodate all users on every project.
6. Develop as many street projects as possible in an affordable, balanced, responsible, and equitable way that accommodates and encourages travel by motorists, bicyclists, public transit vehicles and their passengers, and pedestrians of all ages and abilities.
7. Ensure all transportation improvements are viewed as opportunities to create safer, more accessible streets for all users.
8. Exceptions to a Complete Street approach are not required to be accommodated when specific users are prohibited; challenging topography does not allow for adaptable access or for safe transit; the cost of accommodation is excessively disproportionate to the need or probable use or it is too costly or impossible to accommodate all modes; or there is a documented absence of current *and* future needs.



9. Provide a connected, integrated system that provides transportation options to a resident's many potential destinations.
10. Form partnerships with other agencies are important to creating a truly multimodal network within the City and between surrounding communities.
11. Update the City's design specifications to incorporate Complete Street policy into the City's transportation and street design specifications.
  - a. Use the best and latest design standards available to update the specifications, such as existing design guidance from the American Association of State Highway Officials (AASHTO), the Colorado Department of Transportation, the Institute of Transportation Engineers, the National Association of City Transportation Officials, the Americans with Disabilities Act, the Public Right-of-Way Accessibility Guidelines (PROWAG), or the Model Design Manual for Living Streets.
12. Design transit systems to be sensitive to reflect the context and character of the surrounding built and natural environments, and enhance the appearance of the environment.
13. Establish dedicated pathways for pedestrians and cyclists.
14. Address pedestrian and bicycle safety at crossings, along traffic corridors, on routes between residential areas and schools and in other public transportation projects.
15. Improve access for all residents to existing public buildings, commercial businesses and recreational or open space areas.
16. Provide capital investments on walking, biking, public transit, and access to recreation and natural areas.

## **Goal 2. Support access to healthy food.**

### **Actions**

1. Encourage and support backyard, communal, or collective gardens.
2. Encourage and support Community Supported Agriculture operations in the area to provide access to healthy food.
3. Amend the OLUC to allow community gardens, farmers' markets, and produce stands are in any zone district.
4. Support efforts for food and nutrition education.
5. Partner with state's public and private institutions towards building a sustainable, equitable, and health-promoting food environment.

## **Goal 3: Initiate the Ouray Farmer's Market**

### **Actions**

1. Create volunteer group to plan the market; seek vendors; and manage the market during the summer months.
2. Create or find a non-profit entity to run the market working with the city on its management and operation.

3. Determine appropriate location for the market that ensures its success and compliments events and activities in the city.

**Goal 4: Strive to be designated as a Healthy Eating and Active Living Community (HEAL) working with LiveWell Colorado**

**Actions**

1. Join the LiveWell program, identifying the highest HEAL priority; pass a resolution for HEAL.
2. Support efforts to provide access to healthy food, active living and a healthy workplace.

# Economic Development

## Community Plan Overall Vision

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## Economic Development Vision Statement

Ouray is an economically relevant and resilient economy that is connected to the southwest region and represents the best practices in local entrepreneurship, tourism, outdoor recreation and public-private partnerships.

**Goal ED-1: Diversify and innovate the economy to improve resiliency, spread out economic activity throughout the year and create a more relevant, active and vital community.**

### Actions:

- a. Attract more year round businesses and “cottage industries”, such as outdoor recreation and sports companies that provide year round employment, business diversity ad complement existing business and community assets.
- b. Attract anchor businesses that drive traffic into Ouray that improve business diversity, and are destination businesses such as [provide examples climbing,
- c. Provide government and other incentives to retain, expand or attract new businesses.
- d. Improve and enhance the creative and performing arts in the community to expand the economy and improve community culture.
- e. Create and support a business startup/venture accelerator in the community with mentorships and education.
- f. Establish an organization to promote businesses, business attraction and economic development.
- g. Encourage, support and market for film/media production in the area.
- h. Encourage and support more festivals in the community to improve the culture and economy.
- i. Support and encourage mining activities in the area and mining-related businesses.
- j. Encourage businesses that support local residents, such as doctors, dentists, senior services, laundry/dry cleaning, and coffee shops.

- k. Provide infrastructure to support existing and planned development.
- l. Encourage and incentivize the provision of affordable housing; childcare; desired community amenities, connectivity and a high quality of life to drive economic resiliency.
- m. Protect, support and improve the following key economic assets within the community to ensure economic resiliency: natural amenities; hot springs and geothermal resources; Historic District and historic buildings; cultural heritage; Ouray School; vibrant Downtown Business District; and outstanding parks, trails and other recreational assets.
- n. Establish a strong base workforce and foster collaborative leaders to lay the foundation for public and private projects that benefit the broader community.
- o. Work with the Town of Ridgway, Ouray County and local foundation to develop a local leadership program to educate and foster community and business leaders who develop and foster a culture of commitment, seizing opportunities and continually building businesses and the assets of a community.
- p. Support development as envisioned by this Plan and in accordance with the OLUC to further the economic development vision, goals and actions.
- q. Provide more accommodations for professional business.
- r. Promote economic development initiatives in the city through a dedicated webpage, City and business promotion of initiatives and programs; marketing; and forum or resource center for economic development.
- s. Consider adopting a business license ordinance to monitor business activity in the city, understand business trends and fund economic development in the city.

**Goal ED-2: Improve existing businesses in the city.**

**Actions:**

- a. Promote and support home occupations that help drive the economy through regulatory changes and other incentives.
- b. Ensure business diversity and choices are maintained in the city.
- c. Encourage destination visitors to stay longer.
- d. Diversify community investment in the north corridor.
- e. Support existing climbing businesses and embrace the climbing culture in the community.
- i. Improve and expand the scope of the Ouray Ice Festival.
- ii. Support and encourage climbing and guide services in the city.

**Goal ED-3: Improve the Downtown Business District.**

**Actions:**

- a. Revitalize the Downtown Business District by the creation of a Downtown Master Plan; joining the Colorado Main Street Program; Downtown Colorado, Inc. programs; and consideration of the creation of a Business Improvement District; Downtown Development Authority and/or Urban Renewal Authority.
  - i. Fund the development and adoption of Downtown Master Plan to realize the goals and objectives of the Plan.
  - ii. Develop the Downtown Master Plan working with the business community, OTO, and other key groups.
- b. Expand the Downtown Business District along Main Street and along avenues as envisioned by the Future Land Use Map.
- c. Provide convenient short-term and long-term parking in the downtown core.
  - i. Evaluate creative options for providing parking, such as satellite parking.
- d. Encourage more outdoor dining and drinking areas in the Downtown Business District to increase activity and vitality by revisiting and revising regulations, and to streamline permitting.
- e. Consider the creation of a “shop local” program working with area businesses.
- f. Strive to plan, design and create a vibrant downtown with mixed use development with commercial on the main and street levels and long-term residential development on the upper levels; multi-use experiences; public spaces; appropriate landscaping; public art; outdoor dining; public restrooms; uniform wayfinding; safe sidewalks; community event areas; and similar improvements.
- c. Consider streamlining and simplifying the process and needed agreements for private use of public rights-of-ways, including waiving any fees for desired improvements.

**Goal ED-4: Expand and promote broadband within the community as a pillar of economic development.**

**Actions:**

- a. Provide high speed internet to encourage telecommuters.
- b. Market the fiber internet to key markets to attract desired businesses and individuals in the internet economy.
- c. Require open access for broadband infrastructure to ensure provider diversity and competition.

**Goal ED-5: Ensure education is the backbone of a strong local economy.**

**Actions:**

- a. Encourage adventure based learning and services for kids to adults.
- b. Support the Ouray School as an economic driver for the community.
- c. Explore creating a trade school for the manual arts that serves both the area school districts.
- i. Determine if the current school facilities can be used or improved for vocational/manual arts training in the evenings, weekends or summers.
- ii. Develop partnership with area colleges on educational programs in the city.
- d. Encourage a small community college to locate in the city or Ridgway to support and improve existing and new businesses and help drive the local economy as envisioned by the Plan.
- e. Promote the city's natural environment assets for professional training, such as emergency response, alpine rescue, ecology, geology, and sustainability.
- f. Encourage arts and holistic health education.

**Goal ED-6: Reinforce the City of Ouray as the County Seat.**

**Actions:**

- a. Maintain the City of Ouray as the County Seat and for the provision of needed community facilities and services.
- b. Continue to support the County with its Courthouse and Annex Building rehabilitation and improvement efforts.
- c. Encourage the County to relocate the Socials Services, Land Use and Planning, and other County departments to the city in close proximity to the Courthouse.

**Goal ED-7: Collaborate and leverage resources with Region 10 Economic Development Initiatives**

**Actions:**

- a. Develop stronger relationship with Region 10, USDA, OEDIT, DOLA and other entities by meeting with the Executive Director on a monthly basis and participating in key events and meetings.
- b. Promote economic development in the City by advertising the available Enterprise Zone benefits, such as the 3% investment tax credit; \$1,100 new employee credits; 25% vacant building rehabilitation tax credit; and 12% job training tax credit.
- i. Consider approving local government tax incentives as may be allowed in an Enterprise Zone.

- c. Cooperate on implementing the Comprehensive Economic Development Strategy or any succeeding document.

# Tourism

## Community Plan Overall Vision

Ouray maintains a rugged, independent and passionate community spirit that is friendly and accepting. Children and adults thrive in a creative, vibrant and resilient city with exceptional quality of life, recreation opportunities and education. The community proudly maintains and improves its remarkable family oriented, innovative small town feel while retaining its historic, high alpine identity set in the stunning beauty and nature of the San Juan Mountains.

## Tourism Vision Statement

Ouray is a world-class, sustainable mountain destination, where visitors enhance the year-round economic vitality of Ouray by engaging in authentic experiences that reflect our community values, history and environment.

**Goal 1: Encourage, promote and require sustainable tourism to retain the economic and social advantages of tourism development while reducing or mitigating any undesirable impacts on the natural, historic, cultural or social environment.**

### Actions:

- a. Evaluate and update visitor capacity data on an annual basis and communicate through community meetings.
- b. Balance the needs of tourists with those of the community by aligning marketing strategies in symmetry with visitor capacity data and adjust as needed.
- c. Disperse visitors in the city and area to reduce impacts to congested areas and at risk resources or assets.
- d. Promote lesser known or used area travel experiences except for those that are sacred.
- e. Encourage and expand new travel experiences and outdoor based adventure activities away from core tourism attractions that spread out tourism impacts and fit within the community culture such as new climbing attractions, guided trail tours, zip lines, via ferratas, and a new recreational path in between Ouray and Ridgway.
- f. Collaborate with non-profit entities, Ouray County, BLM, CDOT, the Town of Ridgway, the USFS, Colorado Parks and Wildlife Department and other governmental agencies to identify at risk assets; promote the dispersion of travel experiences and recreation opportunities throughout the area; and provide for sustainable tourism.
- g. Develop and encourage coordinated opportunities for volunteers to address the maintenance of visitor resources in the city and on Federal and State land in order to maintain and improve user capacity and protect natural resources.
- h. Encourage and support the Ouray Tourism Office marketing, visitor services, and funding in line with the Plan policies.



- i. Coordinate marketing with regional destinations, agencies and non-profits to further the Town's, cities, sustainable tourism efforts, pool resources and build capacity by working regionally.
- j. Educate and promote leave no trace backcountry ethics.
- k. Ensure that tourism marketing and assets are agile and adjusted due to changing preferences in tourism drivers.

**Goal 2: Encourage and support tourism businesses that diversify the economy, maintain the pillars of Ouray tourism, and spread out tourism throughout the year.**

**Actions:**

- a. Encourage and promote Ouray as renewed health and wellness center around the hot springs with spas, integrated medicine facilities, holistic experiences, mindful development, meditation/yoga studios, apothecaries and similar activities and uses.
- b. Expand winter tourism opportunities, such as cross country skiing, backcountry skiing, snowmobiling, and backcountry chalets.
- c. Encourage and support a conference center or conference center meeting infrastructure in the city.
  - i. Consider improvements to the Community Center's Massard Room and San Juan Room to provide better meeting space; needed technology; creating break out rooms; and improved facilities.
  - ii. Promote conference marketing to groups based on conferencing capacity.
  - iii. Develop a coordinated plan where conferencing resources are collaboratively marketed and utilized.
- d. Explore improving regional tourism private transit shuttles, and mass transit for non-motorized travelers flying into the Montrose Regional Airport.
- e. Promote and expand heritage tourism by providing infrastructure and marketing with a focus on its Native American, mining, and spa origins.
- f. Foster and support the San Juan Skyway and Grand Circle as tourism travel routes that are vital to the city.
- g. Support and maintain the Alpine Loop as premiere off road experience and attraction.
- h. Encourage and promote Ouray as a culinary destination.
  - i. Encourage, support and promote the resurrection of the Ouray Food Festival.

**Goal 4: Maintain and improve the positive tourism experience.**

**Actions:**

- a. Fund the preparation, adoption and implementation of an overall wayfinding plan for the city.
  - i. Collaborate with CDOT, OTO, businesses and the community on the wayfinding program.
- b. Support additional family oriented travel experiences such as....
- c. Define and maintain the unique Ouray hospitality and friendliness by....
- d. Support efforts and initiatives that improve tourism assets and infrastructure.
- e. Collaborate with surrounding jurisdictions on tourism initiatives.

*“Sustainable tourism [is] tourism that meets the needs of present tourists and host regions while protecting and enhancing opportunity for the future. Rather than being a type of product, it is an ethos that underpins all tourism activities. As such, it is integral to all aspects of tourism development and management rather than being an add-on component. The objective of sustainable tourism is to retain the economic and social advantages of tourism development while reducing or mitigating any undesirable impacts on the natural, historic, cultural or social environment. This is achieved by balancing the needs of tourists with those of the destination.”*

“**Placemaking** is a multi-faceted approach to the [planning](#), design and management of public spaces. Placemaking capitalizes on a local community's assets, inspiration, and potential, with the intention of creating public spaces that promote people's health, happiness, and well-being. It is political due to the nature of [place identity](#). Placemaking is both a process and a philosophy that makes use of urban design principles. It can be either official and government led, or community driven grass roots [tactical urbanism](#), such as extending sidewalks with chalk, paint, and planters, or open streets events such as [Bogotá, Colombia's Ciclovía](#). Good placemaking makes use of underutilized space to enhance the urban experience at the pedestrian scale.” - Wikipedia