



PAGOSA SPRINGS TOWN COUNCIL

2019-2020 Goals & Objectives

June 29, 2019

red=high priority; orange=medium priority; grey=low priority

Goal 1: Focus on providing excellent MAINTENANCE of town infrastructure, public spaces, facilities and equipment.

	FUTURE PLANS	2019-2020 FOCUS
Objective 1A: Build a New Maintenance Facility for Public Works, Facilities, and Parks Maintenance * * * * *	<ul style="list-style-type: none"> • Develop an outline of steps/phases timeline with goal of occupying the site by winter 2021-22 • Ensure future facility has Maintenance Plan (iWorq) 	<ul style="list-style-type: none"> • Complete financing approval • Hold public feedback/discussions with area stakeholders • Complete Design and Engineering (2019) • Select and engage CM/GC firm • Council participation in facility design / Xeriscape discussions • Phase I Construction to be underway by July 2020
Objective 1B: Enhance Regular, Ongoing Road Maintenance and Improvements * * * *	<ul style="list-style-type: none"> • Crack seal and seal coat set of roads each year • Follow plan for road reconstruction as budgeted • Develop plan for Hot Springs Blvd improvements and budget for 	<ul style="list-style-type: none"> • Provide to Council and public a List of completed projects in 2019 and planned projects for summer 2020 • Create a plan and budget for Hot Springs Blvd reconstruction in 2021 or 2022
Objective 1C: Develop and Implement Ongoing Plan for Upkeep of Sidewalks, Curbs and Gutters * * * *	<ul style="list-style-type: none"> • Implement inspection, repair and replacement program; make changes to Town code if needed • Conduct annual inspection of all sidewalks, curb and gutter according to defined criteria; develop list of sections to be fixed each year • Budget for replacements and repairs each year 	<ul style="list-style-type: none"> • Decide responsibility and policy for funding • Complete annual inspections according to criteria • Plan for Sidewalks Master Plan in 2020 budget • Provide in-house maintenance support when tools and time available
Objective 1D: Develop and Implement Plans for Purchasing/Leasing and Maintaining Necessary Vehicles and Equipment	<ul style="list-style-type: none"> • Analyze fleet needs for all departments • Save up for larger purchases; lease purchase for some • Plan for 2020 budgeted needs and beyond • Ensure proper storage of heavy and light equipment in new facility to lengthen life • Utilize fleet management software (iWorq) to track equipment and maintenance 	<ul style="list-style-type: none"> • Continue gathering fleet records from departments • Analyze fleet needs for town operations and provide options for Council toward decisions • Develop fleet policies and gather data on fleet usage/age/other criteria to guide decisions on where and when to spend on singular decisions in light of greater plan • Budget for fleet replacements and maintenance as part of 10-year capital plan development and annual capital budget • Explore implementation of Fleet Management model for 2020 or 2021
Objective 1E: Increase Beautification of Downtown Core *	<ul style="list-style-type: none"> • Need to define “beautification” and work with partners to clarify Town vs. property owner/business owner role; consider developing a BID or “Friends of Program” • Develop ongoing funding stream; explore potential funding sources • Ensure new sidewalks, fences, landscaping, important component of new projects; ensure maintenance plans are part of the project • Create a sustainable program w/ lower maintenance and less water-explore benefits of xeriscaping • Develop plan for Overlook/Riverwalk area Phase II • Develop and implement street tree program • Look into public art to enliven streetscape (murals, sculpture, painted utilities) 	<ul style="list-style-type: none"> • Beautification = Sidewalks clear, safe, new; Paint; Public Art; Clear Signage; Trash Management; Inviting Furniture; Trees, shade, Longevity implications • Explore having a Skate Park bowl or mural commissioned and completed • Downtown Art Installments Plan – reach out in partnership with PSAC presenting projects we’d like to see • Explore options for additional funding – e.g. voluntary tax option like Del Norte • Enhance Walkability – Complete Sidewalk Plan and ensure budgeting for completion of key sections • Explore whether there is interest in forming a “Friends Of Downtown” focus group – business property owners to assist with efforts

		<ul style="list-style-type: none"> Consider that true improvements may need downtown area dedicated staff time to execute Continue to seek public support/lead for Dark Sky Initiative Develop and budget annually on swapping out non-conforming for dark sky bulbs/fixtures/poles over five years
Objective 1F: Create Long-Term Maintenance Plans for Town Facilities	<ul style="list-style-type: none"> Have staff document work flows and preventive building maintenance tasks Consider iWorq module for facilities management Consider having building audits done by experts 	<ul style="list-style-type: none"> Gather work flow information from maintenance supervisor and staff Implement iWorq module in 2020
Objective 1G: Ensure Proper Fire Mitigation/ Resource Management on Public Properties	<ul style="list-style-type: none"> Determine other areas of need and explore contracting out vs. in-house 	<ul style="list-style-type: none"> Continue contracting for annual thinning on Reservoir Hill by Southwest Conservation Corps Have a free Public firewood pickup event – open up Res. Hill, ex. 5 days in Fall
Objective 1H: Increase Parks, Trails, Trees and Turf Maintenance	<ul style="list-style-type: none"> Bring back a tree maintenance and street tree program Develop trail maintenance annual inspection and replacement program and budget accordingly 	<ul style="list-style-type: none"> Develop/Bring back tree program Report from Arborist on tree program <ul style="list-style-type: none"> Regular replacement and pruning Ensure Right trees in right places Identify opportunities to save what we have Consider Buy 1/Plant 1 program for front yards/tree lawn areas – review if program was successful and consideration as line item in 2020 budget Focus on health of street trees through budget Review cost of irrigation implications Develop trail maintenance plan as part of Capital Improvement Plan
Objective 1I: Enhance East Side Gateway	<ul style="list-style-type: none"> Seek public input in East Side/Gateway Area Plan Review options for low maintenance but attractive landscaping/artwork/etc. Consider concerns of lack of irrigation and need for ongoing maintenance 	<ul style="list-style-type: none"> Opportunity for addition of sidewalk to move through this area more safely Start Public Planning Process in 2019 and complete in 2020 for 2021 budgeting Address areas behind River Center

Goal 2: Enhance opportunities for recreation, public health, accessibility and safety by creating better CONNECTIVITY and WALKABILITY throughout Town.

	FUTURE PLANS	2019-2020 FOCUS
Objective 2A: Make Pagosa Springs more Foot-Traffic Friendly *	<ul style="list-style-type: none"> • Seek funding options to implement RRFBS, medians, etc. • Continue to ramp up maintenance (signage, bright paint) on existing crosswalks • Continue to implement sidewalk repair and replacements • Continue to implement River Walk and Town to Lakes Trail to provide multi-modal connectivity • Develop better plan for pedestrian activity for East Side Gateway 	<ul style="list-style-type: none"> • Adopt final Corridor Vision Plan for Hwy 160 and IGA with CDOT (sidewalk and crosswalk improvements part of plan) • Review funding options for Corridor improvements • Work with CDOT to stripe in crossing at 1st St. Bridge • Complete sections of sidewalk replacements and repairs • Ensure pedestrian/multi-modal consideration for East Side Gateway plan
Objective 2B: Complete River Walk Project *****	<ul style="list-style-type: none"> • Plan for north of 1st St. Bridge connection and south of Yamaguchi Park 	<ul style="list-style-type: none"> • Hermosa – Hwy South and North side of 1st St are priority • Construction in process on Hermosa St. Riverwalk Trail • Present options in fall 2019 for design to Council for Cottons Hole Park <ul style="list-style-type: none"> - What is plan for maintaining rustic features (Council guidance) - parking/turnaround for traffic circulation • North of bridge Plan – consider funding for plan in 2020 budget
Objective 2C: Ensure Appropriate Traffic Signage throughout Town	<ul style="list-style-type: none"> • Conduct speed survey in areas above or below 25 mph to determine appropriate town-wide speed limit and put up signage • Tourism committee looking at street name signs (see 2F) • Ensure proper signage at pedestrian crosswalks and bike lanes 	<ul style="list-style-type: none"> • Complete Updated Sign Code in LUDC • Assessment of blocked crosswalk signs throughout town • Install traffic signage throughout town that is faded/in need of repair
Objective 2D: Ensure Appropriate ADA Compliance to be Accessible for All	<ul style="list-style-type: none"> • Requirement for all new construction • Ensure staff reviewing and approving plans considers ADA • Ongoing funding requirement in annual budget for business assessments and retrofits and town parks and facilities assessments • Continue to budget for ADA business assessments and matching program 	<ul style="list-style-type: none"> • Budget for each year • Program publicized • Lewis Street consideration for ADA parking • Town and Parks staff took care of low hanging fruit • Continue to move forward on barrier removal plans
Objective 2E: Increase Bicycle Mobility	<ul style="list-style-type: none"> • Stripe in/develop bike lanes and signage consistent with existing Downtown Master Plan 2018-19 and Main St. Corridor Vision Plan • Create and publicize a comprehensive map of walking and bike routes • Continue to partner with biking groups on future development of trails and community information 	<ul style="list-style-type: none"> • Develop clarity on Map and Plan direction – Identification of streets with potential for bike routes – NS/EW routes getting more use • Establish routes through signage and paint • Publicize routes
Objective 2F: Enhance Wayfinding throughout Town	<ul style="list-style-type: none"> • Implement wayfinding plan as budget allows; partner with Tourism 	<ul style="list-style-type: none"> • Confirm direction of the Plan with Tourism and Planning Depts • Plan in place and approved – simplified, not cluttered/distracting • Create understanding of what wayfinding is – direction to Town assets (not gateway signage) • Goal is cohesion: color, font, scheme; consolidate signs and develop cohesive design • Tourism to support this initiative

<p>Objective 2G: Complete Town To Lakes Trail *</p>	<ul style="list-style-type: none"> • <i>Need to develop long-term funding plan to construct middle phases</i> • <i>Find ways to stretch dollars by reducing width, less costly lighting</i> • <i>Ensure long term plan for maintenance</i> • <i>Find partners (County, PLPOA, CDOT)</i> 	<ul style="list-style-type: none"> • First priority to get people off the highway • Focus on funding – plans for funds set aside in 2020 • More solid direction on phases possibilities • Easements lined up – engage consultant to talk with property owners, donate vs. purchase of property, have these conversations in 2020 • Identify what properties involved, who they are, understand the hold-ups • Highway Right of Way vs. easements – decisions, ex. Potential for starting with soft surface single track to get started, explore alignment
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Goal 3: Prepare for a Successful Community Future by PLANNING NOW for Best Utilization of Town Assets and Public Spaces.

	FUTURE PLANS	2019-2020 FOCUS
Objective 3A: Develop a Long-Term Downtown Traffic Plan in Partnership with CDOT (with 20 year future in mind) * *	<ul style="list-style-type: none"> • Complete Pike to Eagle Dr. connection • Adopt Main St. Corridor Vision Plan with CDOT and IGA • Continue to explore future connections of secondary roads • Participate in conversations with CDOT on future traffic modeling and striping of Hwy 160/Putt Hill • Explore additional vehicle bridges and secondary routes within Town, as well as potential widening/reconstruction at key locations (e.g. Hot Springs Blvd) • Consider developing long term traffic plan for the Town 	<ul style="list-style-type: none"> • Look into inefficient timings on stoplights, specifically Hot Springs Blvd and 160 • Adopt 160 Corridor Plan with CDOT • Pike to Eagle Dr. connection – working on easement – plan finished out as part of secondary road • Priority discussion re: Access Plan – Springs property to Community Center • Pike Dr. and Great West consideration for turn lane
Objective 3B: Develop Plan For Decommissioned Sewer Lagoon Property with Community	<ul style="list-style-type: none"> • Conduct Master Plan and community engagement • Complete LOMR with FEMA • Clean up and decommission lagoons, move equipment back to Town Maintenance Facility once completed 	<ul style="list-style-type: none"> • Receive planning grant for master planning of Yamaguchi South • Collect input from public and stakeholders • Incremental progress
Objective 3C: Explore and Expand Downtown Parking Capacity (with 20 year future in mind)	<ul style="list-style-type: none"> • Consider a downtown parking facility/structure • Investigate options for metering as revenue source to fund surface parking improvements and enforcement 	<ul style="list-style-type: none"> • Explore potential for private entity endeavor to manage parking structure • Recognition that current needs do not warrant – is an issue for a few months of year only in peak periods • RV parking considerations = stopping = contributing to economy, multi-locations, ex. including larger spaces in existing (include in Parking Plan discussions)
Objective 3D: Consider Acquisition of Key Property Locations	<ul style="list-style-type: none"> • Develop a Master Plan to help prioritize • Identify pieces of property for potential and opportunities • Purchased lots for Riverwalk Trail and Cottons Hole Park • River access points 	<ul style="list-style-type: none"> • Develop clarity on direction – define parameters for what we’re looking for, ex. parking, parks development, housing, CSU extension, river access points • Identify properties ex. Res. Hill and borders – first right of refusal awareness of what’s out there, identify key lots • Purpose: Keep on radar, reach out • Money set aside – executive session discussions (no budget for acquisition) • Look for possible property that would fit specific needs for specific projects ex. Adjacent to Town Hall • Explore setting up land banking, land donations • Coordinate with existing property inventory • Potential for engaging a realtor – topics for discussion
Objective 3E: Develop a Geothermal Heating Plan/Assessment *	<ul style="list-style-type: none"> • RFP for assessment to go out in late summer 	<ul style="list-style-type: none"> • System Assessment started • RFP late summer 2019 – assessment, maximization plan • Explore potential for greater role • Access to Colorado School of Mines data share • Fund dwindling – may need to subsidize fund • Privatization considerations

Objective 3F: Acquire/Develop Public River Downtown Launch Sites with Overall River Corridor Plan	<ul style="list-style-type: none"> • Explore up-river site north of town for future acquisition • Review and improve existing and potential river take-out/put in sites for circulation, parking, changing area, signage, etc. (e.g. S. 2nd St, Cottons Hole, Yamaguchi Park, Trujillo Rd. etc.) 	<ul style="list-style-type: none"> • Continue work of acquiring property upstream and downstream for this purpose • Map and publish current established sites and budget for needed improvements in 2020 and beyond
Objective 3G: Emergency Preparedness Planning	<ul style="list-style-type: none"> • Ensure Town preparedness and proper response to natural and man-made emergencies. 	<ul style="list-style-type: none"> • Complete and train on emergency response plan for each of Town's facilities • Develop greater understanding of flood plans affecting town infrastructure and Town's role in executing plan (Pump Station, Visitor Center)
Objective 3H: Explore Funding Improvements and Maintenance via Downtown Development Authority/Business Improvement District/Tourism \$ *	<ul style="list-style-type: none"> • Determine whether a separate mechanism/group should be formed to enhance beautification, arts, maintenance in downtown area (see 1E) 	<ul style="list-style-type: none"> • Determine whether to move forward with creation of URA
Objective 3I: Review Reservoir Hill Future Possibilities	<ul style="list-style-type: none"> • Review capacity and use limits • Explore adjacent property acquisition • Develop partnership with future organizers of Folk West • Develop plan for fire mitigation and emergency access/egress 	<ul style="list-style-type: none"> • "Less is more" in terms of development • Continue fire mitigation work • Progress with future Plans list – emergency access priority plan <ul style="list-style-type: none"> - Alternate access case - Review Folk West alternate location - Revisit what Town provides in agreement • Explore potential for ADA access in some areas without opening road

Goal 4: Find ways of truly ENGAGING OUR COMMUNITY in local government.

	FUTURE PLANS	2019-2020 FOCUS
Objective 4A: Develop Community Outreach Methods and Invite the Community to Participate *	<ul style="list-style-type: none"> • Continue to utilize online surveys to gather feedback • Hold neighborhood-level discussions on planning and other issues (e.g. area plans such as Hermosa St/San Juan St, South of Apache, east 160 gateway) • Explore contracting with PIO to do a better job of publicizing success stories, events, information • Consider contracting for a community-wide satisfaction survey • Engage community through master planning process for Yamaguchi South 	<ul style="list-style-type: none"> • Explore having Block Parties – well attended via planning, informal survey opportunity • Specific dates/times for different neighborhoods, neighborhood volunteers, council attends • Purpose: Better communications with community to find out what they think • Discuss/reveal/awareness of Boards in these communications – demystify, make attractive
Objective 4B: Develop Better Online Presence to Provide Clear and Up-to-Date Information to the Public	<ul style="list-style-type: none"> • Consider consolidation of (or new) online platform (web site) to avoid duplication and confusion between multiple sites • Develop better information pieces (print and online) for developers and those wanting to open a business 	<ul style="list-style-type: none"> • Develop a social media policy • Develop Information pieces for developers <ul style="list-style-type: none"> - Overcome impression we are not friendly - Bullet point sheet on steps they need to take • Encourage scheduled pre-application meetings with staff • Finalize economic development policy with County and publicize • Our desire is we do want to be “open for business” • Consider addition to planning department to process applications faster and provide better, more timely information • More public outreach: <ul style="list-style-type: none"> - Newsletter updates, Summer intern, plan for one website
Objective 4C: Increase Meaningful Participation on Boards and Committees - School, TPR, SWCCOG, Region 9, etc.	<ul style="list-style-type: none"> • Determine whether changes to board assignments are needed • Discuss additional ways to encourage committee information exchange 	<ul style="list-style-type: none"> • Purpose: Show encouragement, develop sense of “we support you” – how to achieve this without attending face-to-face • Create imperatives list of necessary, ex. TPR, COG, Tourism • Guidance: If you receive money from Town – come to present periodically, ex. CDC and PHP present regularly • Public participation/awareness – make advisory boards participation attractive

Goal 5: Enhance ORGANIZATIONAL CAPACITY of Town Staff and Implement Policies and Procedures to Ensure BEST MANAGEMENT of Key Services for the Community.

	FUTURE PLANS	2019-2020 FOCUS
Objective 5A: Adopt Financial Policies for the Town for Procurement and Contracting, Savings and Debt Strategies	<ul style="list-style-type: none"> • Bring investment policy and purchasing guidelines to Council • Adopt financial policies (includes use of reserves policy, pay as you go vs. financing, savings and debt strategies, grant matching, etc.) 	<ul style="list-style-type: none"> • All policies listed in future plans are complete • Explore sweep account possibility
Objective 5B: Ensure Compliance and Monitoring of Short Term Rentals	<ul style="list-style-type: none"> • Continue monitoring with STR Helper software • Consider whether additional regulations are needed 	<ul style="list-style-type: none"> • End of 2019: Provide report to Council on how many registered, non-compliance number and percentage of STRs out of # of households • Explore whether report can be generated on how many second homes there are in Town, how many are vacant out of total households • Seek attorney assistance for summons into municipal court, as necessary
Objective 5C: Review Public Warning Signage	<ul style="list-style-type: none"> • Review procedure for decisions on placing warning signs; need direction from Council • Council has opportunity to consider with regards to Beautification Vision - safety as a critical guideline 	<ul style="list-style-type: none"> • Develop better, more informational river signage (ex. Animas River) • Provide information on costs for implementing signs and cost of not implementing per CIRSA/legal to Council
Objective 5D: Build Organizational Capacity by Restructuring as Needed and Adding Staff in Key Areas *	<ul style="list-style-type: none"> • Immediate staffing needs are in Planning Department • Continue to invest in proper training (leadership development) • Consider which staffing needs are contracted positions and which are provided through CDC, Region 9 (e.g. Economic Developer), and PHP (housing) 	<ul style="list-style-type: none"> • Continue to contract for assistance with housing, broadband, CDC, etc. • Council consensus to add Associate or Planner I level in Planning Department
Objective 5E: Explore Bringing Attorney on Staff vs. Contracting	<ul style="list-style-type: none"> • Time to put out for RFP again (summer/fall 2019) • Determine whether in-house or contracted attorney sought; bring information to Council on costs vs. benefits 	<ul style="list-style-type: none"> • Define parameters – job description, minimum hours/office hours agreements, understanding of role • Costs vs. Contractor comparisons, ex. Discovering code vulnerability • Proactive vs. Reactive benefits – presence at Council meetings, optimal return on investment
Objective 5F: Explore Bringing Engineering On Staff vs. Contracting	<ul style="list-style-type: none"> • Explore value and analyze cost vs. benefits; re-evaluate each year 	<ul style="list-style-type: none"> • Explore value, analyze costs vs. benefits – evaluate annually • Explore IGS with County – sharing engineering time
Objective 5G: Ensure Appropriate Employee Compensation Package	<ul style="list-style-type: none"> • Discuss where Council wants to go with this for 2020 budget and beyond • Plan for compensation survey every six years and make adjustments to scales as needed combat issues before they arise, not fall behind/encounter surprises 	<ul style="list-style-type: none"> • Present analysis and cost estimates to Council to inform budget for 2020 (merit based vs. cost of living)

Objective 5H: Reevaluate and Restructure Town Project Bidding Procedure	<ul style="list-style-type: none"> • <i>Hold post-project contractor debriefs</i> • <i>Ensure better up front budgeting and project estimating by paying more for up-front preliminary design and engineering and project budget development</i> 	<ul style="list-style-type: none"> • Hold Work session on purchasing/bid process with Council; provide analysis on who bid on projects, what the bids were and final project costs • Support from Council for paying more for preliminary design and planning – leads to better scope and tighter RFPs, closer construction bids • Aiming for under budget/early delivery – build in greater contingency
Objective 5I: Develop Community-Wide Construction Standards for Streets, Sidewalks, Trails, and Infrastructure to Provide Consistency, Streamline Operations and Ensure Contractor Understanding	<ul style="list-style-type: none"> • <i>Finalize standards document and bring to Council for adoption</i> • <i>Hold contractor forums to share information</i> • <i>Put document online and ensure that pertinent sections are referenced or included in invitations to bid</i> 	<ul style="list-style-type: none"> • Complete future plans list by end of 2020
Objective 5J: Nuisance Code Enforcement	<ul style="list-style-type: none"> • <i>Check in with Council on appropriate amount of enforcement</i> • <i>Continue to follow up on complaints</i> • <i>Train on new noise level instrumentation in Police Dept.</i> 	<p>Council comfortable with current level of enforcement angles based on availability of staff time, <i>ex. List of Top 10</i></p> <ul style="list-style-type: none"> • Take into account health and safety risks • Status quo 2019-2020 – initiated by complaints • Ensure policy for how we deal with complaints – can be explained and justified
Objective 5K: Council Structure	<ul style="list-style-type: none"> • <i>Monitor whether Council structure outlined in Charter encourages best representation and participation</i> 	<ul style="list-style-type: none"> • Explore whether to request a charter amendment in April 2020 – how councilmembers are appointed to fill vacancies

Goal 6: PARTNER WITH ORGANIZATIONS to Achieve Successful Programs and Projects for the Community.

	FUTURE PLANS	2019-2020 FOCUS
Objective 6A: Encourage Development of Affordable Housing	<ul style="list-style-type: none"> Continue to implement "Roadmap"—define realistic and achievable goals Hold discussions with Archuleta County regarding level of commitment going forward, considerations of staff time and resources PHP to implement Room Connect program Continue to outreach to potential developers on projects; develop properties within Opportunity Zone as housing projects 	<ul style="list-style-type: none"> Develop RFP for Trujillo Rd. property and select developer for possible construction start of units in 2020 Develop "give and take" relationship with developers through policy on requests for public property Continued momentum with PHP – regular updates
Objective 6B: Allocate Service Organizations Funding in Clear Manner	<ul style="list-style-type: none"> Discuss guidelines and parameters for applications prior to August application cycle for 2020 Ensure competitive process, give priority to initiatives that are aligned with Town priorities 	<ul style="list-style-type: none"> Staff to create points system for application process and evaluate proposals according to criteria Staff to bring recommendations to Council based on points system
Objective 6C: Engage in Economic Development Attraction Efforts	<ul style="list-style-type: none"> Business sector/Region 9 working on plan for hiring an Economic Developer, potentially guided by CDC Continue to find ways to streamline new business development rules and provide educational pieces on steps to starting a business Explore opportunities to attract primary job creators Explore development of business park Support co-working, incubator space creation with partners Determine whether to initiate URA formation 	<ul style="list-style-type: none"> Monitor and encourage Business Sector Economic Development Coordinator Adopt Economic Incentives Policy Support co-working space development – Powerhouse remodel Complete Opportunity Zone prospectus with partners
Objective 6D: Encourage Community-Wide Early Childhood Care	<ul style="list-style-type: none"> Determine what, if any other assistance is appropriate from Town in 2020 Hold discussions with Archuleta County regarding level of commitment going forward, considerations of staff time and resources 	<ul style="list-style-type: none"> Encourage Early Childcare and Education Group to help guide in-house private service to expand Consider support for in-house private daycare programming through ECE
Objective 6E: Support Community Broadband Expansion	<ul style="list-style-type: none"> Determine what, if any, other assistance is appropriate from Town in 2020 Hold discussions with Archuleta County regarding level of commitment going forward, considerations of staff time and resources Continue to participate in ongoing efforts on regional infrastructure planning with the SWCCOG Through CDC Broadband Services Manager, lease out dark fiber to ISPs and negotiate new infrastructure with LPEA and others 	<ul style="list-style-type: none"> Continue to participate in Broadband Tech Working Group Initiate discussion for potential partnership with La Plata Electric regarding use of easements/existing poles Support CDC and BSMs in broadband expansion efforts
Objective 6F: Explore the Town Role in Providing Sanitation Collection Services	<ul style="list-style-type: none"> Continue discussions with PAWSD Assess condition of lines/equipment/assets and debt to income 	<ul style="list-style-type: none"> Continue discussions as per future plans

Objective 6G: Monitor Success Of CDC	<ul style="list-style-type: none"> • Makeup of CDC board and staffing may change pending business sector/Region 9 economic development strategy • Encourage CDC sponsorship growth to greater percentage of private partners to become self-sufficient 	<ul style="list-style-type: none"> • Encourage self-sufficiency • Continue quarterly updates to Council
Objective 6H: Explore Ways to Increase Recycling and Consumption Reduction	<ul style="list-style-type: none"> • Review franchise agreements when up for renewal for opportunities to include recycling (this will be a pass on cost to consumer) • Continue to explore opportunities for glass reuse and recycling with County and regional recycling group 	<ul style="list-style-type: none"> • Town's role: stay informed, SWCCOG aware Pagosa is on board (Pagosa Springs not authority or responsible) • Keep showing up and offering support
Objective 6I: Set Joint Priorities with County and Work Together to Complete Them	<ul style="list-style-type: none"> • Continue to share revenue • Work together with other partners on Dispatch Center funding for facilities and equipment needs 	<ul style="list-style-type: none"> • Dispatch Center is a priority • Continue monthly meetings with County • Determine whether priorities are supported in 2020 and beyond; engage in collective problem-solving
Objective 6J: Explore Alternative Energy Sources for Community Self-Sufficiency	<ul style="list-style-type: none"> • Define Town's role in this and what resources (staff and funding) will be allocated to this • Explore use of geothermal water for heat and cooling • Growing Water Smart initiative helps to plan for proper water resource needs in the future 	<ul style="list-style-type: none"> • Stay aware of water situation, continued investigation • Recognition of lack of resources • Keep on list as awareness item
Objective 6K: Implement DUST2 Trail Network	<ul style="list-style-type: none"> • Develop MOU with DUST2 on ongoing maintenance • Finish "you are here" trail signage and kiosks with updated maps 	<ul style="list-style-type: none"> • Complete Future Plans list
Objective 6L: Continue to Preserve Our Historic Resources	<ul style="list-style-type: none"> • Continue to apply for grants to complete restoration projects 	<ul style="list-style-type: none"> • Continue pursuing grants for historic preservation projects
Objective 6M: Develop Greater Understanding of Our Historic Resources Through Public Education	<ul style="list-style-type: none"> • Continue to develop ways to engage the public (e.g. open houses re: Water Works building, Historic Preservation Month, etc.) 	<ul style="list-style-type: none"> • Continue to support
Objective 6N: Partner with Rotary for 4th of July Parade	<ul style="list-style-type: none"> • Partner with Rotary and other community organizations 	<ul style="list-style-type: none"> • Debrief 2019 parade and calculate costs for events • Planning discussions early for 2020 parade, decide whether changes are needed
Objective 6O: Partner with Pagosa Peak Open School for Building Purchase	<ul style="list-style-type: none"> • Partner with PPOS to assist in receiving grant to purchase building 	<ul style="list-style-type: none"> • Bring grant agreement and IGA to Council for approval • Monitor Grant
Objective 6P: Partner with Pagosa Springs Arts Council to Create More Public Art	<ul style="list-style-type: none"> • Establish a public art plan with community participation 	<ul style="list-style-type: none"> • Create a Public Art Plan with PSAC • Potential for recycled Art Projects, ex. Glass • Explore budgeting for public art

<p>Objective 6Q: Senior Center Plans To Expand – More Meal Preparation and Organizational Support</p>	<ul style="list-style-type: none"> • <i>Provide encouragement to Archuleta Seniors Inc. in its quest for expansion into new facilities</i> 	<ul style="list-style-type: none"> • Monitor ASI contract • Continue communication with ASI reps on their plans • Consider, when appropriate, options to backfill space at Community Center
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20 YEAR LONG-TERM VISION & GUIDING PRINCIPLES

LONG-TERM GOALS	GUIDING PRINCIPLES	
Convenient Bypass For Walkable Downtown	<ul style="list-style-type: none"> • <i>Collective alignment and desire to accomplish</i> • <i>Partners (CDOT)</i> 	<ul style="list-style-type: none"> • <i>Consider impact on downtown businesses</i>
Well-Connected Trail Network and Sidewalk System Leading To Multi-Use Park Facility Yamaguchi South	<ul style="list-style-type: none"> • <i>Sustainable revenue sources</i> • <i>Community involvement in planning</i> 	<ul style="list-style-type: none"> • <i>Setting benchmarks/milestones in the face of change</i>
Pagosa Springs Continues To Be A Refreshingly Authentic and Healthy Small Mountain Town	<ul style="list-style-type: none"> • <i>Continue to promote engagement and cooperation on all local boards</i> • <i>Create a Shared Vision toward similar goals</i> 	<ul style="list-style-type: none"> • <i>Keep locals in mind (not just visitors, not just growth)</i>
Residents Walking Through Neighborhoods On Sidewalks – Smiling!	<ul style="list-style-type: none"> • <i>Master Sidewalk Plan and funding</i> • <i>Encourage pedestrian traffic “If you build it they will come”</i> 	<ul style="list-style-type: none"> • <i>Continue to foster and develop community character</i>
A Visibly Vibrant, Quiet Town	<ul style="list-style-type: none"> • <i>Implement 160 Corridor Plan</i> • <i>Calm downtown traffic (not cut off downtown)</i> 	<ul style="list-style-type: none"> • <i>Build out secondary roads for expansion of downtown core</i> • <i>Noise control and light pollution measures</i>
Businesses and Homes That Appeal To and Support A Wide Range Of People	<ul style="list-style-type: none"> • <i>Developers who will bring these homes in with a Shared Vision</i> • <i>Diversified economy and livable wages</i> 	<ul style="list-style-type: none"> • <i>Give and Take Collaborative Relationships – equilibrium, culture, policy, habit</i>
A Thriving Economy (not solely tourism based)	<ul style="list-style-type: none"> • <i>Economic Development foundational strategy to attract business and employees to the big vision for what this community to be</i> • <i>Broadband initiative</i> • <i>Reviewing precedents in other communities – positive and negative results</i> 	<ul style="list-style-type: none"> • <i>Post-secondary education availability</i> • <i>Dedicated, aligned, Economic Development Coordinator/steward</i> • <i>Real systemic issues addressed</i> • <i>Consider all options for additional (combination) long-term funding</i> • <i>Use same principles we have used for successful tourism – dedicated funding stream for attracting residents and businesses</i>
Less Cars On Main Street (because of parking garage)	<ul style="list-style-type: none"> • <i>Most communities have a central park-then-walk facility</i> • <i>Through-traffic vs. people stopping – good for businesses</i> 	<ul style="list-style-type: none"> • <i>Developing a multi-pronged solution</i>
Well Maintained and Connected Neighborhoods Where People Of Diverse Backgrounds and Incomes Live Together	<ul style="list-style-type: none"> • <i>Sidewalk infrastructure</i> • <i>Second home considerations (ex. property tax review on 2nd homes)</i> • <i>Bike lanes development</i> • <i>Structured pricing control</i> • <i>Encourage community to get to know their neighbors – meeting on sidewalks and at parks</i> 	<ul style="list-style-type: none"> • <i>Why do we love our neighborhood? Coming together in big or small groups to foster real neighborhoods – Block Parties</i> • <i>Building relationships face-to-face</i> • <i>Boards participation – vibrant at all levels</i> • <i>Neighborhood Plans – shared understanding</i>
Preserved Open Spaces and Parks – Natural River Flowing Through Town (not encased in concrete)	<ul style="list-style-type: none"> • <i>River put-in/take-outs – maps and changing stations</i> • <i>Stay focused on this!</i> • <i>Land acquisition strategy</i> 	<ul style="list-style-type: none"> • <i>Careful, wise management of existing properties</i> • <i>Environment considerations for safety/impact potentialities</i>

Streets, Sidewalks, Trails, and Parks are Modern, Clean, and Welcoming	<ul style="list-style-type: none"> • Continue to support Parks & Recreation initiatives • Parks & Recreation Maintenance Plan • Identify long-term funding sources 	<ul style="list-style-type: none"> • Continued budget and empowering staff • Having people who care
A Diverse Age Strata Of Locals	<ul style="list-style-type: none"> • Who are we trying to bring here? Develop identity • Infrastructure at every point of life • Ability for youth to find jobs, raise families, and see a future here • Investigate precedents - what does it take 	<ul style="list-style-type: none"> • How friendly are we for the elderly? • Develop environment/community that embraces this, ex. higher education opportunities
An Active and Well-Functioning Local Citizen Government: Diverse Council and Long-Serving Staff	<ul style="list-style-type: none"> • Preventative measures for staffing and officials burnout issues • Flexibility of schedules and lifestyle • How to keep good staff – interviews with current long-term staff • Clear goals and objectives that are achievable • “Great leadership” – training • Preserving institutional knowledge • Leadership checking in – no isolation • Avoiding curse of the competent (burnout) • Healthy organizations keep good employees longer • Social interaction opportunities • Recognize continued education – programs/incentives • Staff individual goals matched to activity • Feeling proud and valued that we can accomplish 	<ul style="list-style-type: none"> • Channel folks who don’t get statistics into functions – invite to coffee – exit interview • Foster advancement • Culture fit • Address recruitment and retention issues • An environment where we can see and feel results • Engagement – volunteering – share information that reveals what these boards do • Balance for staff to have time to participate on an advanced basis and receive recognition • “The get and the give” – each individual can pursue professional growth and reward • Sense of value and prestige
Infill Development Has Reduced Number Of Vacant Lots (infill vs. greenfield)	<ul style="list-style-type: none"> • Economic development • Guiding policy • “Slow growth is fine” 	<ul style="list-style-type: none"> • Identify roadblocks by line item • Incentives – tap fees, Sales Tax • Review Land Use Code
A Large Community Recreation Center	<ul style="list-style-type: none"> • Funding, special bond issue vote • Community, Town, and County unified support 	<ul style="list-style-type: none"> • Better prepared to go forward – finance package • Parks and Recreation to revisit