



TOWN OF RIDGWAY MASTER PLAN

ADOPTED
JUNE 12, 2019



TOWN OF RIDGWAY

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Ridgway, Colorado 81432

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The community of Ridgway and all who participated in the Master Plan update process!

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Community Profile

Community Survey Results – September 2018

Community Event Summary – September 27, 2018

Vision and Goals Survey Summary – February 07, 2019

Community Event Summary – February 27, 2019

Draft Plan Survey Summary – March 28, 2019

In the City's Master Plan: Ridgway's Kings and Queens

a live-scribe poem by Adrian H Molina (From the September 27, 2018 Master Plan Community Event)

In the City's Master Plan the 2nd and 5th graders are equal parts futurist and historian, and they are as important as the elders, who are as important as the mayor.

Speaking of, could you imagine an evolving 21st century town where the mayor had time to chat with you for an hour under century-old trees in the middle of the park? You might get the feeling, in-between rusting landmarks, a railroad museum, the Rocky Mountains, Sneffels and Uncompahgre Peaks, new school eateries and old school mentalities, a river that contains the town's soul, paved and dirt roads—you get the sense you could be a man or a woman, a sprouting seed or a weathered weed, an artist, a rancher, a construction worker, plant lover, descendant of miners, futurist or old timer, a chef, a designer, a ruffneck, a city councilwoman, a cowboy or an indian—and Mayor John would give you the same time of day.

A moment when the winds could carry pollen from what all the diverging folk may have to say—an opportunity when other towns are dying, to see a future where the children of today's children may want to stick around and play.

The children want:
a bigger skatepark,
preservation of their river,
more flowers and fewer “smoke shops,”
animal rights,
a program for the disabled,
ski benches,
books and music shops like in Denver
(“but not like Denver, like Ridgway!”),
less drugs,
more play,
a Starbucks,
a gymnasium,
a Gucci store,
a mall, another market—
but all agreed, NO MORE BUILDINGS!
(I wondered if the adults might find all of this familiar.)

A fifth grade surfer wants a “wave maker thing” for the river like they have out in California
(“but not like California, like Ridgway!”).
Another wants a dog park, a JC Penney's, and a football field, but none of this should attract more people!

And for all these many ideas the number of cheers to jeers was equal.

The second graders want to be artists, musicians, builders, and believers who may one day play in the beloved summer concert series and they themselves get paid. One with bright ideas wants a Ridgway Pride Parade!

As I walked through the town's history, the old baseball diamond told me it was a field of dreams that somebody had memory of. The fence falling down, the dandelions and weeds had claimed patches of grass, the earth underneath holding the mass of laughter, grit, and “simpler times.”

At the edges of change there were rhymes in the alleys like the poems in the leaves, the shifting dreamscapes that had brought the world's photographers to see what is just an everyday thing to you and me—Beauty.

But the baker can't live here (she lives in Montrose). She can't afford the rent, even though she feeds dozens daily and delights them with her craft. Why is it that even in a place so beautiful where the land demands sustainability, we humans can't seem to do the most basic math?

Could it be true that it was neither the miner's nor the rancher's ill intents, nor the fault of the laborers or the immigrants or the city government... but the bigger forces and structures that got in the way of possibility... even though everyone could imagine living in an affordable, gorgeous, vibrant, historic and future forward town-city, where the trees and the Fourteeners remained the kings, and the wildflowers and fall leaves still presided as queens over the wonder and awe of all living beings?
(Look around.)

What was truly possible on that warm late-September evening when the village revealed its dreams?





PART I

INTRODUCTION

In June 2018, the Town of Ridgway initiated a community-wide process to update the Town's Master Plan. Key objectives for the process were to: confirm and refine the community's vision and values; consolidate and update the many standalone Master Plan elements under the umbrella of a single, comprehensive plan; develop new goals and strategies to help address pressing community issues, such as affordable and workforce housing; and to ensure the Town of Ridgway is well-positioned to manage growth and development over the next ten to twenty years.

This chapter provides an overview of the process, community input, and influencing factors that helped inform this updated Master Plan.

ABOUT RIDGWAY

History of Ridgway

Prior to the arrival of Anglo-American settlers, the area which now includes Ridgway served as part of the homeland of the Tabeguache (or Uncompahgre) band of the Ute people. According to tribal history, the Ute people lived in this area since the beginning of time. Never forming permanent settlements, the Tabeguache Utes travelled seasonally across their large territory hunting and gathering food. Local hot springs were special places to the Utes. Following the 1848 Mexican-American War, the United States took possession of the land that became Colorado from Mexico. Initially, the U.S. government did not seek to remove the Ute bands from their accustomed areas, as officials considered much of Colorado unsuitable for settlement. However, this changed with the discovery of gold and silver.

As miners moved west across Colorado, demands for land and resources grew among the settlers and within the U.S. government. Chief Ouray strove to keep the peace between his band and the U.S. government. However, a series of treaties with the Ute bands created reservations that shrank in size with each subsequent treaty, allowing the U.S. to take advantage of the area's natural resources. By 1880, a delegation of Utes led by Chief Ouray traveled to Washington, D.C. to sign yet another treaty with the federal government. Per its terms, the Tabeguache Utes would be removed from their lands and relocated near Grand Junction. However, after Chief Ouray's death, the Utes were forcibly relocated to the Uintah and Ouray Reservations in present day Utah. By 1881, all Utes living in the Uncompahgre Valley had been forcibly removed by the U.S. Army.

In 1889, the Rio Grande Southern Railroad was incorporated to provide rail service to the mines in present day Ouray, Telluride, Rico and Durango. The railroad company, looking to develop a new town as a headquarters and hub for the growing ranching community, laid out what was to become the Town of Ridgway in 1890. One year later Ridgway was formally established and named after one of the railroad company's founders, Robert M. Ridgway.

Ridgway experienced many challenges over the following decades: the collapse of the silver market in 1893, two catastrophic fires, the Great Depression, two world wars, the demise of the Rio Grande Southern Railroad in the 1950s, and a controversial plan by the U.S. Bureau of Reclamation to construct a large dam and reservoir that would have inundated the town site. Undaunted, citizens always managed to survive and rebuild, earning Ridgway the reputation as "the town that would not die."

Construction of a new state highway between Ridgway and Telluride in the 1960s turned the Town into a gateway to the San Juan Mountains. The filming of two prominent Hollywood productions, *How the West was Won* (1962) and *True Grit* (1969) brought recognition to the community. Perhaps most importantly, the decision to relocate the planned reservoir to the north of Ridgway spared the community from inundation and prompted a resurgence of growth beginning in the late 1970s. Drawn by a combination of great location, good schools, public amenities, and exhilarating outdoor-oriented lifestyle, the Town started to grow at a steady pace in the 1990s, surpassing for the first time its population of a century earlier.

Today Ridgway is an authentic, friendly, western Colorado small town, with beautiful parks, well-utilized library, railroad museum and ranching museum, excellent restaurants and local businesses, and fantastic views. Whether you are an outdoor enthusiast, a "foodie," history buff or art lover, Ridgway, Colorado has it all.

Major Trends & Key Issues

A number of trends and key issues facing the Town of Ridgway were identified through the process to update the Town's Master Plan. These figured heavily into conversations held with the community, and the resulting policy guidance provided in this Master Plan. Based on current conditions during 2018, it is anticipated that these issues will continue to affect the Town of Ridgway over the next ten to twenty years in some way or another.

Future Local and Regional Growth

While development activity in Ridgway is down from where it was prior to the Great Recession, the town and the larger region are expected to grow over the next 30 years. Based on past growth and projections for future growth, it is estimated that Ridgway will add between 150 and 700 new residents between 2016 and 2050. The timing and rate of growth in Ridgway will continue to be influenced by many factors. The State of Colorado forecasts that the population of Montrose County, San Miguel County, and Ouray County will nearly double in size over that same period. While most of this growth is projected to occur in neighboring Montrose and San Miguel Counties, regional growth will impact Ridgway's transportation system, housing market, and overall economy.

Both the Town of Ridgway and the City of Ouray have intergovernmental agreements (IGAs) with Ouray County to focus growth in the municipalities. Unlike Ridgway, the City of Ouray's growth potential is limited by topographic constraints. Despite the Town's potential for growth, most undeveloped areas are not served with the infrastructure and services (such as water and sewer) needed to support new growth, and the Town's current water and wastewater facilities will need to be expanded in the near-term before additional growth can occur. Despite these limitations, growth is likely to continue over the next 20 years and has the potential to change the character of Ridgway if not carefully managed.

Increasingly Expensive Housing Market

Ridgway's housing market is shifting, and has become increasingly expensive due to the improving economy and high desirability of the community. The median home sales price in Ridgway is double that of Montrose, and rental prices are beginning to resemble high-cost markets like nearby Telluride. One in five lower income renters and one in ten homeowners struggle with housing costs. While the community is made-up primarily of permanent residents, continued price increases could adversely affect Ridgway's socioeconomic diversity. Anecdotally, employers cite housing costs and a general lack of supply of for-sale and rental housing

as barriers to their ability to attract and retain employees.

The Town has worked in coordination with Ouray County and the City of Ouray to explore a range of strategies to address the region's housing challenges. The Town has also taken steps on its own to expand housing options in Ridgway through its accessory dwelling unit program and its efforts to realize the Space to Create project, a long-term affordable workforce housing project that is a joint partnership between the Town, the State of Colorado, and a non-profit developer. Additional policies related to housing are provided in the Master Plan to guide the Town as it continues to address this issue.

Local and Regional Economic Trends

Over half of jobs in Ouray County are in industries related to tourism. These industries also play a large role in Ridgway's economy, accounting for over a quarter of all jobs. This trend exacerbates the community's housing challenges, as tourism-related industries typically pay lower wages, are more susceptible to economic downturns, and tend to attract a more transient workforce. As a result of a number of recent public and private investments in the heart of Downtown Ridgway, sales tax revenues collected by the Town have nearly doubled since 2009. As an additional economic development strategy, the Town of Ridgway became a State-Certified Creative District in 2013, and a Designated Main Street community. Through these programs, the Town has access to a range of financial and technical resources from the State of Colorado. In order to best leverage these resources, the Town has prioritized local funding to hire a staff member who works closely with creative individuals and creative entrepreneurs, economic development organizations, and other local and regional partners to help enhance Ridgway's economic and civic capital.

However, Ridgway residents voiced a strong desire to see the local economy become more diverse and less dependent on tourism and the seasonal fluctuations such a reliance creates.

Refer to the Community Profile included in Appendix A for more background on these and other trends and statistics considered during the Master Plan process.

ABOUT THE MASTER PLAN

Role of the Plan

The Town of Ridgway Master Plan (“the Plan”) is an officially adopted advisory document that outlines the community’s vision and goals for the next ten to twenty years, and beyond. The Plan is comprehensive in nature—addressing issues related to land use, growth and development, community character, historic preservation, economic development and tourism, parks and open space, and other topics of importance to the community. The Plan establishes goals, policies, and actions to help achieve the community’s vision. It also provides a blueprint for future growth within the Town of Ridgway and its defined boundaries that is implemented through the Town’s zoning and subdivision regulations and other regulatory tools. Achieving the vision and goals outlined in the Plan will not occur overnight; rather, the Plan will be implemented incrementally over time through day-to-day decision-making, and through the specific actions outlined in Part V.

Legislative Authority

The Town of Ridgway is authorized to develop a community master plan (comprehensive plan) in accordance with Sections 31-23-206 through 209 of the Colorado Revised Statutes (C.R.S.) which refer to the development, modification, and approval procedures for such a plan.

Master Plan Elements

Most communities revisit and update their comprehensive plan every five to seven years to ensure that it continues to meet the community’s vision and goals for the future. The first Town of Ridgway Master Plan was adopted in 1999. Over time, the 1999 plan was replaced by a series of standalone Master Plan elements:

- Parks, Trails, Open Spaces and Facilities Plan (2012)
- Land Use Plan Update (2011)

- Community Outreach and Public Participation Plan (2011)
- Integrated Weed Management and Native Plant Restoration Plan (2011)
- Lighting Plan (2010)
- Prescriptive Energy Code and Green Building Standards (2010)
- Transportation Plan (2007)
- Northwest Area Master Plan Element (2007)

This Master Plan establishes a consolidated policy framework that incorporates key policy recommendations from, and supersedes, all previously adopted Master Plan elements and maps.

Related Plans and Studies

In addition to the Master Plan elements listed above, the following related plans and studies were used to help inform the goals and policies contained in this Master Plan:

- Town of Ridgway Strategic Plan (2018)
- Ridgway/Ouray Housing Action Plan (2009, and 2017 working document)
- Ridgway Market Study and Opportunity Assessment (2017)
- Community Forest Management Plan (2016)
- Ridgway Main Street & Creative District Signage and Wayfinding Plan (2015)
- Green Street Park Plan (2015)
- Annexation Policy (2014)
- Ridgway Creative District Strategic Plan (2013)
- Ouray County Multi-Hazard Mitigation Plan (2013)
- Ridgway Main Street Downtown Assessment (2012)
- Town of Ridgway Source Water Protection Plan (2012)

- “Bottom –Up” Ouray County Economic Development Summary (2011)
- Regional Housing Needs Assessment (2011)
- Ouray County Housing Needs Assessment (2008)
- Ridgway Parking Assessment Report (2018)

In addition to this introductory chapter, the Master Plan contains the following parts.

While the overarching recommendations contained in these plans are reflected in this Master Plan, some contain additional background information and/or technical information that should be referenced as the recommendations of this Master Plan are carried out.

Parts of the Plan

PART II: COMMUNITY VISION & VALUES

- Describes what we value about Ridgway today and the type of community we'd like to create in the future

PART III: GOALS & POLICIES

- Provides guidance to ensure day-to-day decision-making and other actions taken by the Town Council, the Planning Commission, and Town staff help support and advance the goals of the Master Plan

PART IV: GROWTH FRAMEWORK

- Provides guidance on how and where different types of development and land uses will be allowed within the Town of Ridgway and its defined growth boundaries
- Establishes policies to guide future annexations

PART V: ACTION PLAN

- Outlines specific strategies or actions that the Town and its partners will take to implement the Master Plan over time

APPENDICES

- A: Community Profile (contains data and trends information used to help inform the Master Plan)
- B: Community engagement summaries

Plan Amendments

Over time, amendments to the Master Plan may be necessary in order to maintain the document's relevance and viability as a planning and decision-making tool. Any amendment to the Plan will include a public process to uphold the tremendous effort put into this Plan and the overall vision while also allowing for the Plan to evolve over time. Targeted text amendments and/or map revisions may be requested by the Town Council, Planning Commission, Town staff, or the public.

Amendments to the Master Plan may be considered based on community desires to shape a positive future for Ridgway, for example, when adjustments to a policy or goal are needed in order to make the Master Plan more relevant to the needs of the community or to correct a policy or goal that is not working as intended. When considering an amendment to the Master Plan, the Planning Commission and Town Council should consider the following criteria to objectively measure the request:

- The proposed amendment is consistent with the overall intent of the Master Plan;
- Strict adherence to a current goal or policy of the Master Plan would result in a situation neither intended by nor in keeping with the vision and values or other goals and policies of the Plan;
- The proposed amendment will not have an undesirable effect on adjacent properties;
- The proposed amendment is compatible with the surrounding area (when amending the Future Land Use Map or Plan) and/or the vision, goals, and policies of the Master Plan;
- The proposed amendment will have minimal effect on public services and facilities and current or planned service provision; and
- The proposed amendment is not adverse to the public health, safety, and general welfare of the Town.

Administrative updates, such as outdated partner names, will not require an amendment. In addition, there will be some natural attrition during the life of this Plan where goals or policies may become less relevant; when there are many, this may indicate that it is time to update the Plan, as described below.

Plan Updates

Town staff should evaluate whether an update to the Master Plan is needed about every five years. Major updates may be triggered by the need to:

- Update key data points and re-evaluate trends related to demographics, housing, economic development, growth and development activity, and other important factors;
- Affirm the Master Plan's vision, values, goals, and policies in total or regarding a particular topic or issue; and/or
- Re-evaluate the prioritization of implementation actions contained in the Action Plan.

Any update to the Master Plan should include opportunities for involvement by the public, Town staff, elected and appointed officials, and other relevant or affected stakeholders. Depending on the amount of time that has passed since adoption of this Master Plan or any subsequent updates, the community profile or key data in the community profile should be made current as part of the update.

ABOUT THE PROCESS

Steering Committee

A steering committee made up of 15 residents was formed to serve as a “sounding-board” for Town staff and the project team throughout the update process. The committee met on a regular basis to review interim work products and provide a citizen perspective on drafts, helped guide the community engagement process, engaged in thoughtful and thorough discussion of issues and opportunities facing Ridgway, and served as “ambassadors” of the Master Plan.

Community Engagement

The Town of Ridgway has a history of strong citizen engagement and participation. The Master Plan update process included both formal and informal opportunities for the Ridgway community to participate and to provide feedback. Input opportunities were expressly designed to build community awareness about the Master Plan process and to seek input from a wide array of stakeholder groups. Key milestones in the community engagement process included:

- June 2018 - Focus Groups:** A series of focus groups were held with residents, business owners, partner agencies and organizations, and other local and regional stakeholders to explore specific issues and opportunities to be addressed as part of the Master Plan update. Focus group topics included: business/economic development; ranching/heritage; local governments and regional entities; parks, environment, and recreation; arts and culture/creative community; youth; and housing. Issues and opportunities were also explored with Town Council, the Planning Commission, and the Master Plan Steering Committee as part of these initial kick-off meetings.
- July-September 2018 – Master Plan Booth/Activities at Community Events:** Town staff and Steering Committee members attended popular community events to raise awareness





of the process and initial community survey, answer questions, and informally engage the community. Visitors to the Master Plan booth were asked to participate in a photo voice exercise that was used to capture what people love most about Ridgway and what they would add or transform.

- Summer 2018 – Community Survey:** An initial community survey was used to explore how well the Master Plan's current vision, values, and goals aligned with the community's vision for the future. The survey asked residents to share what they love most about Ridgway, as well as their hopes and fears for the future. More than 660 people participated.
- September 2018 – Creating Our Future Community Event:** Approximately 100 people attended an open house and community event at the County Event Center to explore ways to make Ridgway an even more ideal community. The evening was facilitated by Evan Weissman of Warm Cookies of the Revolution (WCR) and featured a series of interactive activities and a live-scribe poet, Adrian Molina.
- November 2018 - Vision, Values, and Goals Survey:** A second online input opportunity was provided to seek input on the preliminary vision, values, and goals of the updated Master Plan. Respondents were asked to rank the vision and the goals for each of the five community values on a scale of 1 to 5, and to provide comments and suggestions for improving the vision and goals. Over 200 people responded to the survey.
- Youth Engagement– Ongoing:** Town staff and the project team partnered with the Ridgway School District to engage area youth—at the 3rd grade, 5th grade, and high school level—in the Master Plan conversation and build awareness about the role of Town government and opportunities for civic engagement.
- February 2019 – Draft Master Plan Review:** A final community workshop was held at the County Event Center to present and seek input on the draft Master Plan and priority actions for the future. Follow up meetings with initial focus groups were also conducted to provide



additional opportunities for discussion and input. An online survey was also created to provide an additional opportunity to provide feedback on the Master Plan following the event.

Summaries of these engagement events and survey results can be found in Appendices B and C of the Master Plan.



TOWN OF RIDGWAY



9/27 Gathering 5-8pm @ 4H

**RIDGWAY
MASTER PLAN**

www.townofridgway.org



PART II

COMMUNITY VISION & VALUES

The community vision and values set forth in this Master Plan are based on the vision and values adopted by the Ridgway Town Council in 2009. The vision and values were reviewed by the community through the Master Plan update process and refined to better fit the vision for Ridgway shared by the community today. While the community vision was carried forward with some minor edits, the seven community values from 2009 were combined into five new values to better reflect the priorities of the community. These values also serve as the organizing structure for the goals and policies of the Master Plan, contained in **Part III** of this Plan.

COMMUNITY VISION

Ridgway is a vibrant, welcoming, and community-minded small town situated in a beautiful mountain valley. We are diverse in age, background, and economic means. We share a deep connection to the outdoors, the lifelong pursuit of learning, and our railroad, ranching, and creative cultures. We are committed to being economically and ecologically sustainable.

COMMUNITY VALUES

Achieving our vision will require us to strive to maintain certain aspects of Ridgway that the community values today, while recognizing that we will need to adapt in the face of a certain amount of growth and change over the next ten to twenty years. Our ability to adapt successfully will require a continual focus on—and balance between—five community values: healthy natural environment, sense of community and inclusivity, small town character and identity, vibrant and balanced economy, and well-managed growth.

Community Value 1

Healthy Natural Environment

From the Uncompahgre River to the Sneffels and Cimarron mountain ranges, Ridgway's incredible natural surroundings, and the recreational opportunities they provide, are one of the top reasons residents choose to live in our community. Protecting both the scenic values and ecological functions of natural areas in and surrounding Ridgway through responsible environmental practices is something the community values strongly. Ridgway must grow in a way that is attuned to its natural environment to protect these valuable resources. Ridgway residents must also be aware of the changes to our local environment that could arise as a result of climate change. Goals and policies for this community value address:

- Preservation of natural habitats and ecosystems
- Conservation of open space and ranch lands
- Sustainable development practices
- Access to and protection of the river corridor
- Community forest management
- Climate adaptation
- Source-water protection
- Air quality protection





Community Value 2

Sense of Community & Inclusivity

Another aspect of living in Ridgway that residents highly value is the community, its inclusivity, and its diversity. Ridgway's residents represent a range of age groups, income levels, cultures, lifestyles, and political persuasions, and describe each other as friendly, welcoming, and close-knit. Residents also value how the community comes together in times of crisis or need to help one another. This strong sense of community is also demonstrated in how engaged residents are with Town affairs. Trends like increasing housing costs and a lack of affordable childcare make it difficult for many people to live in Ridgway. Looking to the future, residents would like to see Ridgway remain a diverse and inclusive community, not one that is homogeneous and unwelcoming of "others." Residents want to avoid the kinds of changes that have occurred in other small mountain towns, such as an influx of second homeowners. Goals and policies for this community value address our commitment to those things that contribute to our sense of community and help make Ridgway, Ridgway:

- Diverse housing options
- Inclusive governance and community engagement
- Lifelong learning
- Accessible community services
- Aging in place
- Public safety

Community Value 3

Small Town Character & Identity

Although they may differ on how to define “small town character,” residents feel strongly that it’s a key part of Ridgway’s identity. This small town character is evident in the size of the community, the slower and more laid back pace of life, the unpaved streets, the surrounding ranch land and associated activities, the ability of residents to easily walk from one end of town to the other, and the many activities and businesses that are geared toward locals. Although these characteristics are common among many small towns across Colorado, Ridgway stands out from other tourism-dependent communities as a town that relies on tourism to some degree—but retains its commitment to locals and still feels very much like a “real” community. Beyond small town character, this feeling is derived from a blend of Ridgway’s historic past as a western railroad town, its ranching and agricultural community, its proximity to the mountains and outdoor recreation, and its Creatives and innovative entrepreneurs. Goals and policies for this community value seek to retain and enhance key aspects of Ridgway’s small town character and identity as the community grows in the future through a continued commitment to:

- Livable neighborhoods
- Creativity and innovation
- Agriculture and ranching
- Community events and activities
- Pedestrian and bicycle connections
- Parks and recreation
- Historic preservation





Community Value 4

Vibrant & Balanced Economy

Ouray County's economy is largely centered on service industries oriented towards tourism, particularly industries such as food services and accommodation. While Ridgway's reliance on tourism is somewhat less than the County, it is still subject to seasonal fluctuations in business activity. These service jobs tend to pay low wages that make it even more difficult for those who work in Ridgway to live here as well. Residents expressed a strong desire to diversify the local economy and to create well-paying, full-time, year-round jobs. Through its participation in the Main Street and Creative District programs, the Town has been active in promoting community and economic development in recent years. While a number of businesses and Creatives have chosen to base their operations in Ridgway for quality of life reasons, many employers struggle to hire qualified employees, find space as they grow, market their creations, and face other challenges. Larger shifts in the national economy towards telecommuting mean that workers no longer need to physically commute to an office. With faster internet speed, residents will increasingly be able to pursue job opportunities and careers in industries not currently located in Ridgway. Alternatively, home-based entrepreneurs will be able to access customers or clients located around the globe. Goals and policies for this community value seek to promote a more balanced and sustainable economy through support for:

- A diversified economy
- Ranching and agriculture
- Local businesses/manufacturing/services
- Outdoor recreation industry
- Creative industries and innovation
- Tourism
- Home-based entrepreneurs
- A mobile workforce

Community Value 5

Well-Managed Growth

Based on projections in the Community Profile, Ridgway is expected to add between 150 and 700 new residents by 2050. In addition, growth in the surrounding region—which includes Ouray, Montrose, and San Miguel counties—will continue to have direct and indirect impacts on Ridgway’s housing, transportation system, environment, and quality of life. Growth limitations in the City of Ouray, Ouray County, and Telluride area will further amplify growth pressures on the Town of Ridgway. Uncertainty regarding the extent and potential impacts of future growth are of critical concern to the community. However, Ridgway has the ability through its policies and regulations, intergovernmental agreements, and other tools to help inform where and how growth will occur in the future, the types of growth the community would like to see, and guide the character and form of future development. Goals and policies in this area seek to ensure that future growth occurs incrementally in a manner that is consistent with Ridgway’s values, minimizes impacts on existing residents, and recognizes the need to balance the community’s objectives with regard to:

- Infrastructure provision
- Water supply
- Growth management
- Hazard mitigation
- Regional coordination
- Transportation
- Land use







PART III

GOALS & POLICIES

The Master Plan's goals and policies provide guidance for how the Town of Ridgway will work towards achieving the community vision set forth in the previous part of the Master Plan as part of its day-to-day actions and decision-making processes. The goals and policies are reflective of the community's vision and the community values they share. As such, goals and policies are organized by the five community values:

- Healthy Natural Environment;
- Sense of Community & Inclusivity;
- Small Town Character & Identity;
- Vibrant & Balanced Economy; and
- Well-Managed Growth.

The community values, goals, and policies are not presented in any order of importance or priority—each are equally important to achieving the community's vision for the future. Actions to support the implementation of the goals and policies are provided in Part V of the Plan.



COMMUNITY VALUE 1

HEALTHY NATURAL ENVIRONMENT



GOAL ENV-1: Preserve, protect, and restore natural habitats, including for wildlife and ecosystems.

POLICY ENV-1.1: Environmentally Sensitive Areas

Limit new development in environmentally sensitive or constrained areas, such as steep slopes, the river floodway and floodplain, riparian areas, wetlands, and other areas that contribute to the ecological health and diversity of the valley.

POLICY ENV-1.2: Wildlife Habitat

Use clustering, open space corridors, conservation easements, and other techniques to minimize development impacts in wildlife movement corridors and areas with critical or important wildlife habitat.

POLICY ENV-1.3: Invasive Species

Manage noxious weeds and other invasive species using techniques and best practices that have the least harmful impact on human health, wildlife, wetlands, gardens, riparian and ditch corridors, and individual ecosystems.

GOAL ENV-2: Strengthen the Uncompahgre River corridor as a community asset and environmental resource.

POLICY ENV-2.1: Regional River Corridor Vision

Work with regional partners, neighboring communities, and private property owners to establish and implement a cohesive vision for the protection, management, and use of the Uncompahgre River corridor.

POLICY ENV-2.2: Corridor Access and Uses

Balance protection of the riparian zone, floodplain, waterway, and wildlife habitat areas along the river corridor; protection of private property rights; and the desire to expand public access and recreational opportunities along the Uncompahgre River. Ensure that concerns from all stakeholders are heard and valued.



GOAL ENV-3: Proactively manage and protect Ridgway's water resources.

POLICY ENV-3.1: Source Water Protection Area

Monitor and manage development, economic activities, and other activities that pose potential risks to Ridgway's drinking water supply and access to it within the source water protection area (SWPA).

POLICY ENV-3.2: Water Supply

Secure and retain a supply of water adequate to meet the expected demands for growth and development within the Initial Growth Boundary (IGB), taking into consideration seasonal fluctuations in water use, the reliability of sources during a drought, potential impacts of climate change on water resources in the region, and potential savings from conservation and improved efficiency.

POLICY ENV-3.3: Water Quality

Ensure that storm water drainage does not negatively impact the water quality of local aquifers, tributaries and rivers.

POLICY ENV-3.4: Low-Impact Development

Design street layouts, grades and site developments to avoid excessive runoff concentrations and minimize the need for storm sewer infrastructure. On-site natural percolation, detention, or retention should incorporate vegetation, vegetated swales and other low-impact development strategies where possible to minimize the need for off-site infrastructure improvements.

POLICY ENV-3.5: Natural Waterway Features

Incorporate the natural features of waterways into storm water systems, using indigenous vegetation in storm water management to promote filtering and slowing storm water runoff to maximize the settling of particulate pollutants and materials.

POLICY ENV-3.6: Water Conservation

Actively manage the Town's water resources to conserve water, especially in times of limited availability.

GOAL ENV-4: Advocate for the efficient use of resources and sustainable practices that work to eliminate harmful impacts to the health of the community or natural environment.

POLICY ENV-4.1: Green Buildings

Encourage the use of proven and durable green building technology in all new developments in order to increase energy efficiency, water conservation, human health, and use of local materials while balancing the impact of costs.

POLICY ENV-4.2: Renewable Energy

Encourage the use of carbon-free and renewable energy systems within the Town and support the goal of carbon neutrality for Colorado. Support the inspiration and innovation of those who live, work, and visit Ridgway to create a low-carbon economy and lifestyle that improves the health, shared prosperity, and long-term security of our unique mountain community.

POLICY ENV-4.3: Emerging Technologies and Practices

Encourage the use of innovative building practices and materials (e.g., straw-bale construction) when such methods would increase energy efficiency, ease greenhouse gas emissions, and reduce home costs.

POLICY ENV-4.4: Dark Skies

Continue to prioritize efforts to reduce light pollution and enhance the appearance of the night sky.

POLICY ENV-4.5: Waste Management

Continue to support efforts and programs that reduce the amount of solid waste entering the waste stream, such as recycling and composting.

POLICY ENV-4.6: Air Quality

Continue to support efforts to maintain and improve air quality within Ridgway and the surrounding region.

GOAL ENV-5: Maintain a healthy and resilient community forest.

POLICY ENV-5.1: Community Forest

Protect, preserve, and enhance Ridgway's community forest, maximizing tree canopy cover across the community where financially and ecologically possible.

POLICY ENV-5.2: Tree Diversity

Strive to increase the diversity of tree species in the community forest as existing trees are replaced and new trees are added.

POLICY ENV-5.3: Community Forest Management

Select, situate, and maintain trees in public rights of way and on Town-owned properties to maximize ecological, aesthetic, and economic benefits and minimize hazard, nuisance, hardscape damage, and maintenance costs.

POLICY ENV-5.4: Community Support

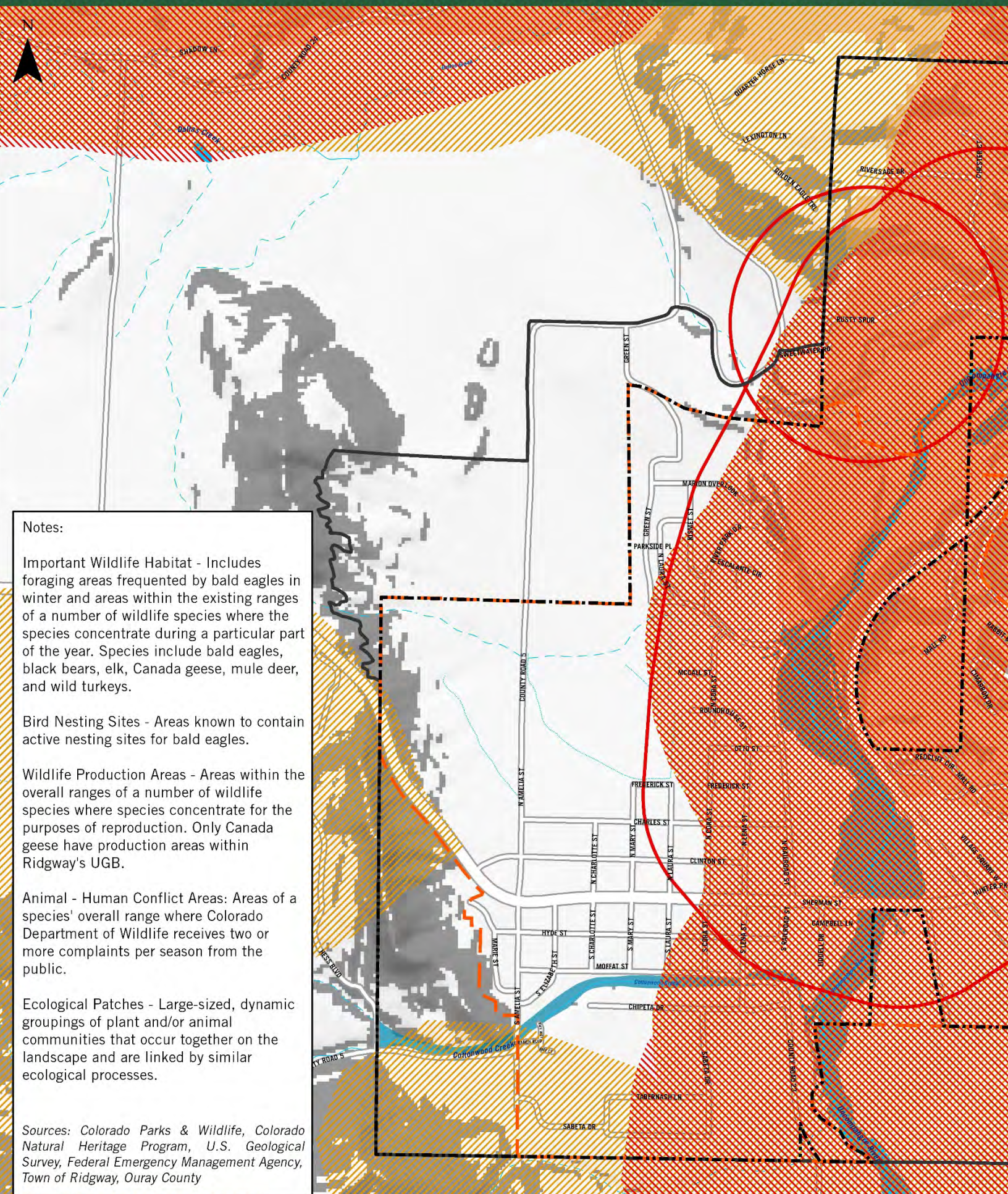
Foster community support for the local community forestry program and encourage best tree management practices by private property owners.

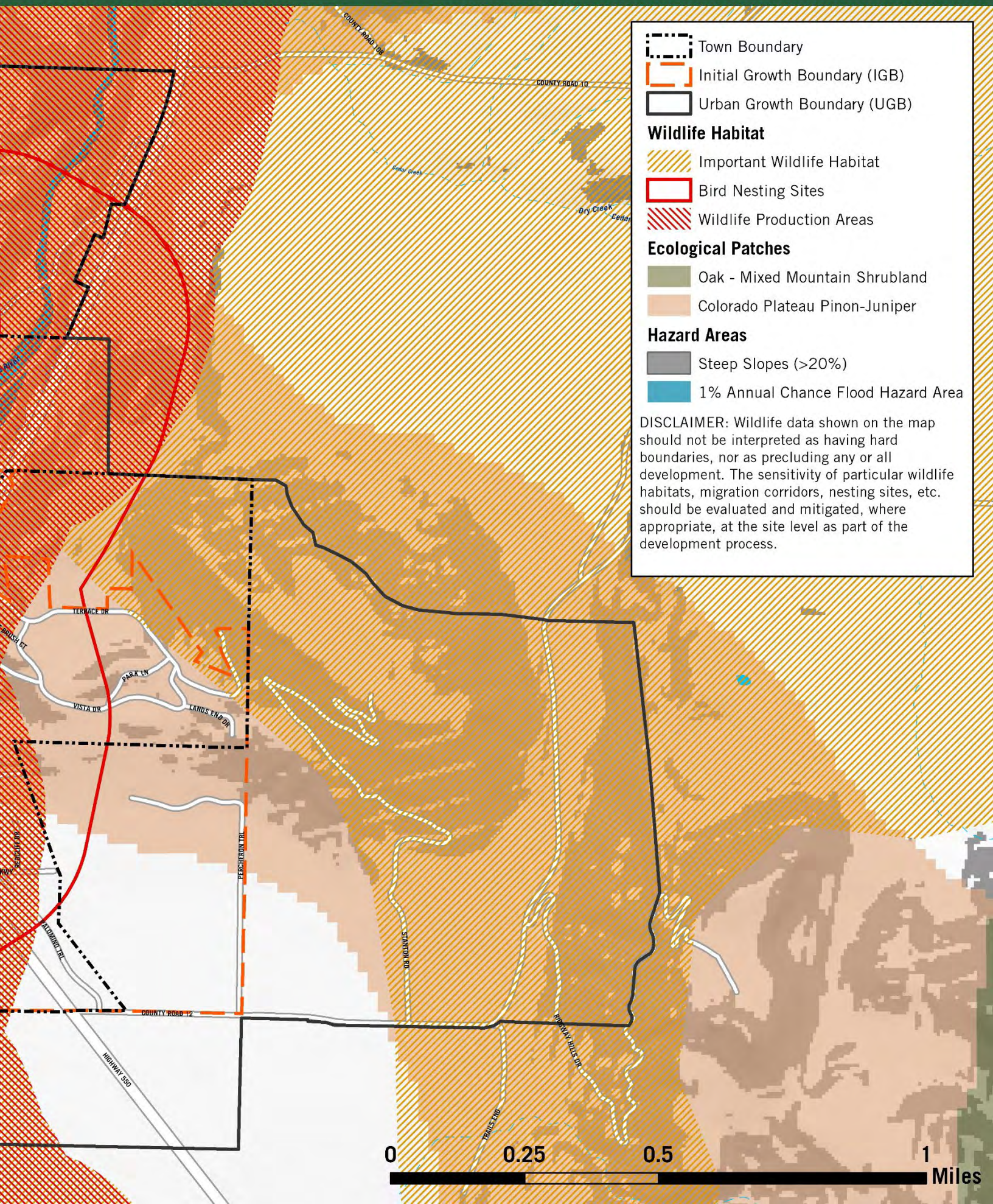
POLICY ENV-5.5: Tree Retention and Replacement

Support the retention of healthy, mature trees and the addition of new trees in both public improvement projects and private development. Encourage the replacement of trees where retention is not feasible.



Sensitive Natural Areas - Town of Ridgway





- Town Boundary
- Initial Growth Boundary (IGB)
- Urban Growth Boundary (UGB)

Wildlife Habitat

- Important Wildlife Habitat
- Bird Nesting Sites
- Wildlife Production Areas

Ecological Patches

- Oak - Mixed Mountain Shrubland
- Colorado Plateau Pinon-Juniper

Hazard Areas

- Steep Slopes (>20%)
- 1% Annual Chance Flood Hazard Area

DISCLAIMER: Wildlife data shown on the map should not be interpreted as having hard boundaries, nor as precluding any or all development. The sensitivity of particular wildlife habitats, migration corridors, nesting sites, etc. should be evaluated and mitigated, where appropriate, at the site level as part of the development process.

0 0.25 0.5 1 Miles



COMMUNITY VALUE 2

SENSE OF COMMUNITY & INCLUSIVITY

GOAL COM-1: Maintain Ridgway as a community that is accessible to a range of income levels, ages, and households.

POLICY COM-1.1: Workforce Housing

Work with Ouray County and the City of Ouray to develop housing units designed and priced for employees living and working in Ouray County. The Town of Ridgway should initially focus on those living and working in Ridgway.

POLICY COM-1.2: Private Sector Responsibilities

Acknowledge the role of the private sector as a necessary partner in addressing the community's affordable and workforce housing needs.

POLICY COM-1.3: Public-Private Partnerships

Continue to explore opportunities to partner with private or non-profit developers on the construction of affordable and workforce housing.

POLICY COM-1.4: Annexation

Use annexations as an opportunity to expand Ridgway's supply of affordable and workforce housing.

POLICY COM-1.5: Distributed Approach

Take advantage of all opportunities to add needed affordable and workforce housing to Ridgway and the surrounding area while being mindful of the community's desire to avoid overconcentration in any one neighborhood.

POLICY COM-1.6: Multi-Generational Housing

Support the development of housing options designed to accommodate multi-generational needs to allow residents the opportunity to age in place.

POLICY COM-1.7: Accessibility

Require new development to provide for full accessibility under the Americans with Disabilities Act for all new and improved infrastructure on public properties.

WHAT IS AFFORDABLE & WORKFORCE HOUSING?

- **Affordable Housing:** Housing affordability comes down to the relationship between the price of housing in a region (either sale price or rent) and the incomes of households in that region. Generally, for housing to be affordable, housing costs (including utilities) for any given household should not exceed 30 percent of the household's gross annual income. When households must spend more of their incomes on housing, it means they have less income to spend on essential services (such as healthcare) and discretionary items that benefit the local economy (such as meals at a local restaurant).
- **Workforce Housing:** Workforce housing is a subset of affordable housing, and generally refers to housing that is affordable to households earning between 80 percent and 120 percent of the area median income (AMI). In other words, housing costs for households earning between 80 percent and 120 percent of AMI should not exceed 30 percent of those households' gross annual incomes. Typically, workforce housing is targeted toward workers who are vital for the everyday function of the community, such as teachers, public safety workers, first responders, and workers in retail, food/beverage, hotel, and other core industries.

GOAL COM-2: Encourage a diversity of housing options that meet the needs of residents.

POLICY COM-2.1: Diversity of Housing Types

Encourage new developments to accommodate a variety of housing sizes, household types, tenure types, densities, and prices.

POLICY COM-2.2: Housing Options

Support the development of a range of housing options in Ridgway, as appropriate in different parts of the community, including, but not limited to small homes, accessory dwelling units, townhomes, live/work units, and small-scale apartments or condominiums.

POLICY COM-2.3: Resident-Occupied Housing

Support strategies that help maintain resident-occupied housing in Ridgway, rather than housing occupied by second-homeowners.

POLICY COM-2.4: Accessible Housing

Expand the supply of housing in Ridgway that is accessible to seniors, persons with disabilities, or persons with mobility limitations through the use of universal design and visitability principles in the construction of new housing and the rehabilitation of existing homes.

GOAL COM-3: Encourage citizen participation and dialogue with elected and appointed officials and town administration in order to foster broad-based representation and input for local government decisions.

POLICY COM-3.1: Multi-Media Outreach

Use a variety of media types for public outreach and to inform the community of upcoming Town events, meetings, Town Council votes, and other meetings.

POLICY COM-3.2: Youth Outreach

Explore opportunities for engaging local youth in local government and actively soliciting input from local youth. Explore and promote additional opportunities to work with Ridgway Schools on special projects and education on local government.



POLICY COM-3.3: Relationship Building

Develop and maintain mutually beneficial relationships with local and regional civic and volunteer organizations such as church groups, non-profit organizations, and other groups.

POLICY COM-3.4: Boards and Commissions Representation

Seek to fill appointed positions on Town boards and commissions with diverse and qualified candidates that are reflective of the community's demographics.

POLICY COM-3.5: Volunteer Opportunities

Encourage and provide opportunities for residents to volunteer in projects, initiatives, programs, and other Town activities.

GOAL COM-4: Strive to be a model for transparency, efficiency, and good governance.**POLICY COM-4.1: Community Outreach**

Regularly reach out to the community to understand citizen satisfaction with Town services, programs, and facilities and to identify potential gaps or needed improvements.

POLICY COM-4.2: Town Government Sustainability

Continue to implement policies and programs to reduce greenhouse gas emissions related to the functions and operations of town government. In addition, the Town will seek to conserve water, reduce waste, promote recycling, and procure environmentally responsible products and materials in government operations where feasible.

POLICY COM-4.3: Budget Priorities

Ensure that the budgeting process promotes Town expenditures and investments that reflect community priorities, including those set forth in this Master Plan.

**POLICY COM-4.4: Fiscal Sustainability**

Ensure that the Town's budget adequately covers the costs of public services that are provided by the Town. Proactively plan to ensure that adequate funding can be maintained over the long-term and can keep pace with future cost increases.

POLICY COM-4.5: Technology

Utilize modern technology where appropriate to ensure town services are efficient and convenient.

GOAL COM-5: Encourage a range of health, human, youth, senior, and other community services in Ridgway.

POLICY COM-5.1: Accessible Local Health Care

Continue to support local options for the provision of medical services in Ouray County, whether through the Ouray County Regional Service Authority or other opportunities.

POLICY COM-5.2: Services for Youth and Seniors

Work with community partners to address gaps in programming and other services for youth and seniors in the community.

POLICY COM-5.3: Awareness of Available Services

Collaborate with local, regional, and state partners to raise awareness of health and human services, including mental health services, available in Ridgway and elsewhere in Ouray County and the region.

POLICY COM-5.4: Improved Transportation Access

Promote efforts which improve residents' access to regional health and human services through reliable and affordable transportation options.

GOAL COM-6: Support education and lifelong learning in our community.

POLICY COM-6.1: Coordination with Schools

Coordinate with and support Ridgway's public and private schools to provide a high-quality education for all Ridgway students.

POLICY COM-6.2: Youth Opportunities

Support opportunities for children and youth to gain skills and experiences outside of a traditional classroom setting.

POLICY COM-6.3: Library

Continue to support the Ridgway Public Library in its mission to provide opportunities to explore, discover, learn, grow, and dream.



POLICY COM-6.4: Lifelong Learning Opportunities

Encourage the growth of programming and events that provide opportunities for learning throughout all stages of life.

POLICY COM-6.5: Local Government 101

Provide opportunities for the community to learn about local government functions and services, including opportunities to participate in government decision-making processes.

GOAL COM-7: Provide public safety and emergency response services to engage and protect the community.**POLICY COM-7.1: Law Enforcement Services**

To the extent possible, ensure that the Ridgway Marshal's Office has the staff, facilities, equipment, resources, and training necessary to provide the community with the desired level of public safety services.

POLICY COM-7.2: Community Partners

Facilitate open communication between the Marshal's Office and residents to ensure the Marshal and deputies maintain the public trust and provide an approachable and visible presence in Ridgway and to engage the community in developing solutions to public safety issues.

POLICY COM-7.3: Regional Coordination

Collaborate with surrounding jurisdictions to ensure public safety and emergency response services have a coordinated plan and are provided in the most efficient and effective manner.

POLICY COM-7.4: Data and Metrics

Use data and metrics to evaluate performance, identify areas for improvement, and better understand how public safety providers should adapt over time as the community changes.

POLICY COM-7.5: Emergency Management

Ensure Town government is prepared to respond to and continue providing services during emergencies, such as natural hazard events. Strive to return to normal operations as soon as is feasible following such events.



COMMUNITY VALUE 3 SMALL TOWN CHARACTER & IDENTITY

GOAL CHR-1: Support vibrant, diverse, safe, and well-connected neighborhoods.

POLICY CHR-1.1: Neighborhood Character

Encourage the development of neighborhoods that enhance and reflect the character of Ridgway through quality design, cohesive materials, and integration of natural features.

POLICY CHR-1.2: Neighborhood Walkability and Bikeability

Enhance walkability and bikeability within existing neighborhoods and between existing neighborhoods and other areas of town. Ensure safe on- and off-street pedestrian and bicycle connections are provided in all new neighborhoods.

GOAL CHR-2: Protect and preserve Ridgway's historic assets.

POLICY CHR-2.1: Historic Resources and Heritage

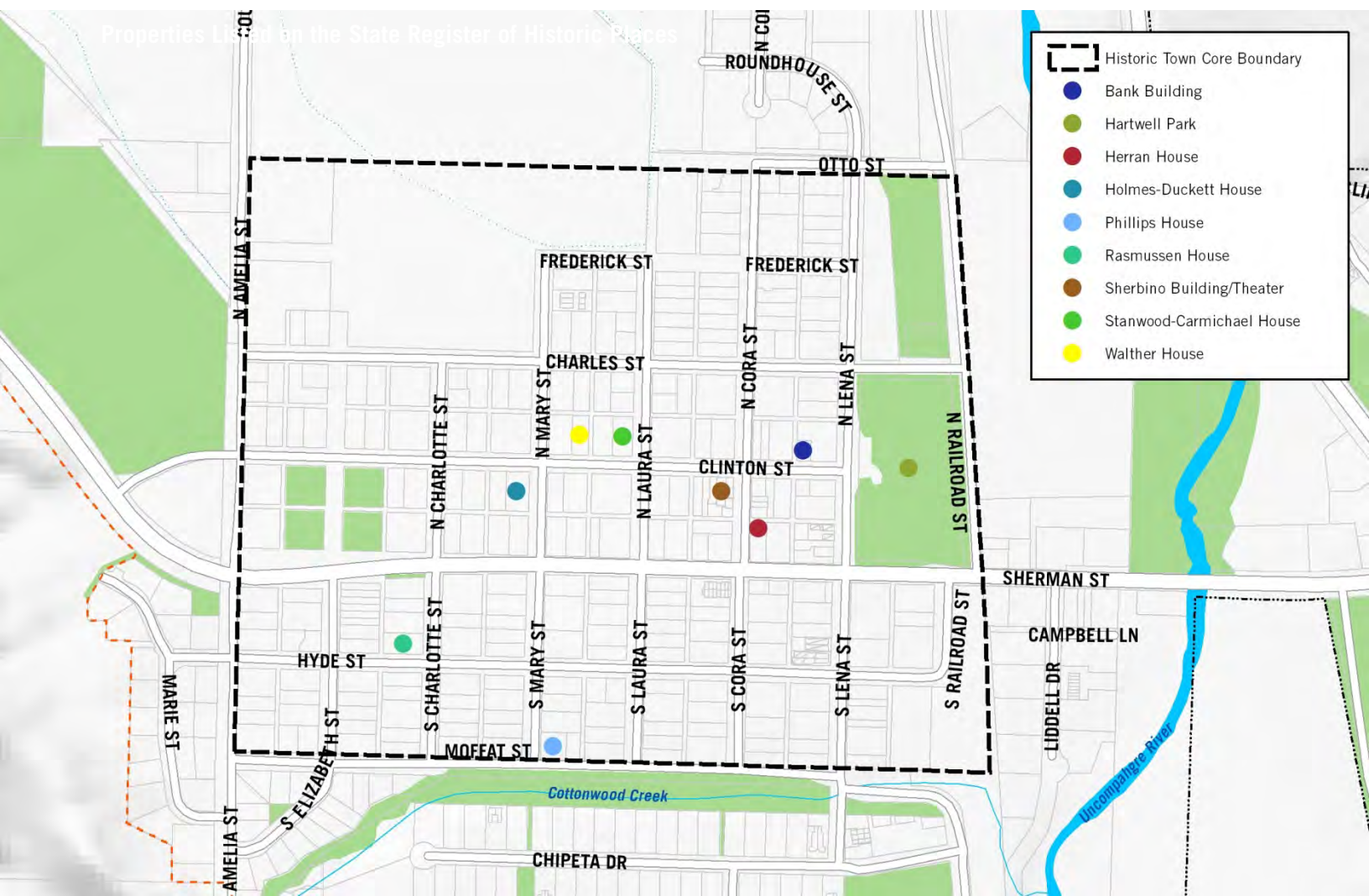
Promote and build awareness of significant resources associated with people and events important to the Town's, County's, or State's history.

POLICY CHR-2.2: Historic Preservation

Encourage the designation of historically significant buildings and districts to the county, state, and national registers of historic places.

POLICY CHR-2.3: Preservation Tools

Support protection of the Town's historic resources, including the original Town Core.



GOAL CHR-3: Promote Ridgway's identity as a ranching and agricultural community and preserve the rural character of landscapes surrounding Ridgway.

POLICY CHR-3.1: Land Use Conflicts

Actively engage and work with ranch owners and operators to minimize or mitigate land use conflicts or undue interference created by existing or proposed development outside the Town Core.

POLICY CHR-3.2: Ranching Operations

Continue to accommodate activities within the Town that are essential to daily and seasonal operations of ranch owners and operators, and that do not compromise public health and safety—such as the ability to drive cattle through Town, tie up horses, or maneuver and park trailers or other equipment while conducting business in Town.

POLICY CHR-3.3: Conservation Mechanisms

Collaborate with willing property owners and the County on opportunities to establish conservation easements, land trusts, or other mechanisms designed to preserve agricultural land outside the UGB in perpetuity.

GOAL CHR-4: Promote Ridgway's identity as a creative and innovative community where creative individuals and enterprises thrive.

POLICY CHR-4.1: Strengthen the Creative District

In collaboration with Creative organizations in the region, encourage and promote events, activities, and strategies that strengthen Ridgway's Creative District and creative sector.

POLICY CHR-4.2: Collaboration with Partners

Collaborate with partner organizations on activities and events that help foster innovation and the creative identity of Ridgway and the region, or support Ridgway's creative community. Formalize partnerships when possible.

POLICY CHR-4.3: Creativity in the Community

Continue to highlight Ridgway's status as a creative place by pursuing opportunities to display art installations and other creative projects throughout the community and continuing to engage Ridgway's creative sector.



POLICY CHR-4.4: Creativity in Capital Projects

Strive to include artistic or innovative design elements in capital improvement projects. Where possible, involve artists and other Creatives early in the design process.

GOAL CHR-5: Promote a range of opportunities and spaces for community gatherings and interactions.**POLICY CHR-5.1: Community Spaces**

Emphasize the importance of community spaces throughout Town to reinforce Ridgway's character, identity, and social fabric and continue to creatively develop these spaces.

POLICY CHR-5.2: Community Dialogue

Convene and facilitate community-wide discussions to seek input and build consensus on important or controversial issues. Ensure that all sides or perspectives have an opportunity to be heard and understood.

POLICY CHR-5.3: Community Events

Support community events that cater to a range of community interests, backgrounds, and ages.

POLICY CHR-5.4: Place-making

Continue working to create a cohesive, unique community with strategic place-making efforts and investments.

GOAL CHR-6: Maintain and enhance Ridgway's gateways, entry-corridors, and scenic vistas.**POLICY CHR-6.1: Corridor and Gateway Character**

Highway corridors and gateways to Ridgway should enhance and benefit the community's small-town character and preserve mountain vistas.



POLICY CHR-6.2: Near-Gateway Development Considerations

Encourage aesthetic improvements for existing and new developments bordering highways. Consider context, configuration, and design in evaluating development on properties adjacent to gateway areas to ensure new development contributes to the desired character of the gateway.

POLICY CHR-6.3: Ridgeline Protection

Encourage the use of clustering, flexible setbacks, height limitations, and other site planning techniques to minimize the visual impact of ridgeline development when viewed from public rights of way.

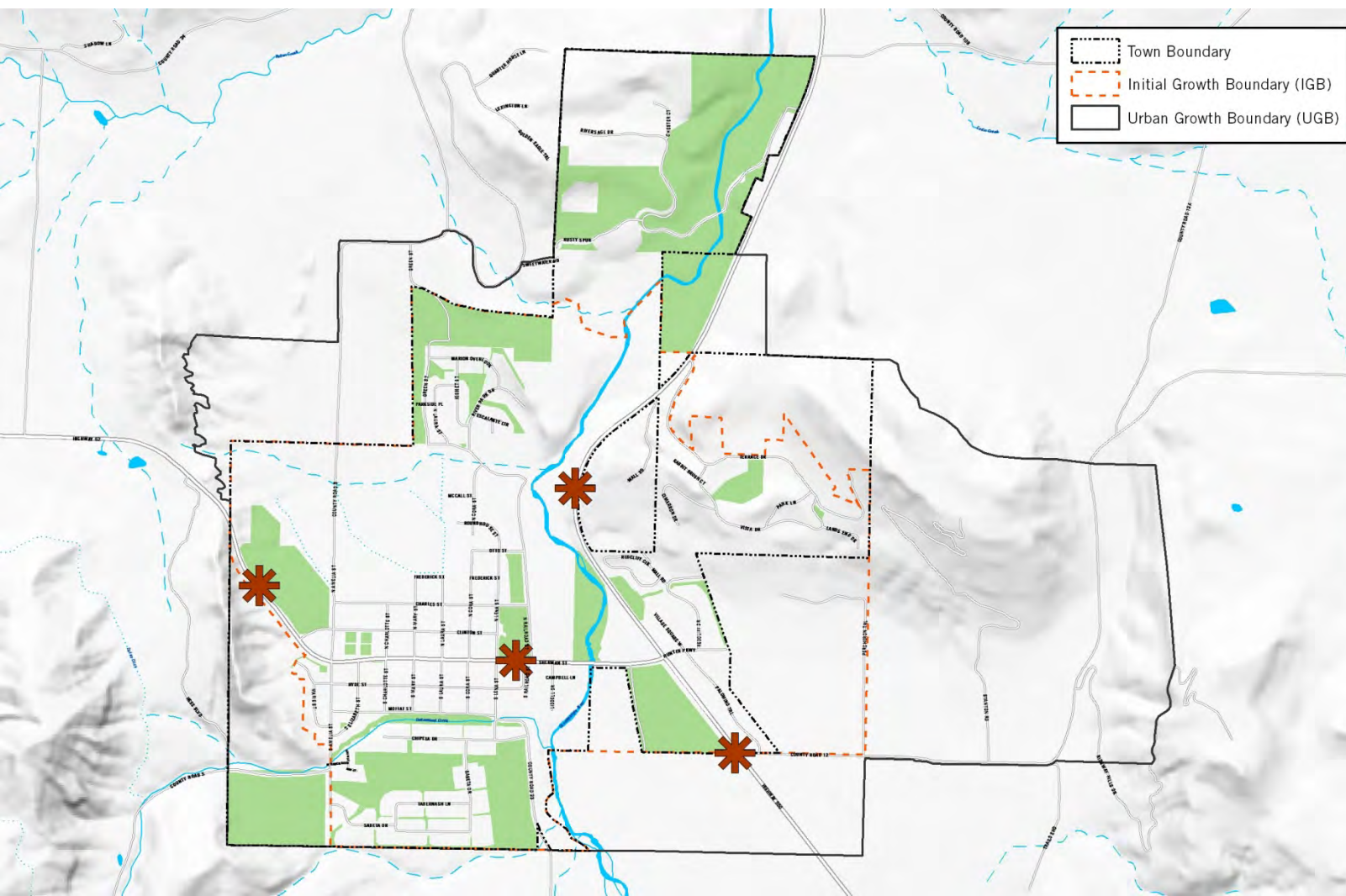
POLICY CHR-6.4: Highway Signage

Balance the need to limit signage and visual clutter along highway corridors and at gateways with the need of commercial businesses to have signage that is adequately visible. All highway signage should contribute to the Town's overall place-making efforts.

GOAL CHR-7: Develop an interconnected system of parks, trails, open space, and recreational facilities that meets the needs of Ridgway's residents and visitors.

POLICY CHR-7.1: Dedicating Parks, Trails, and Open Spaces

Establish an equitable basis for dedicating parks, trails, and open spaces associated with new and proposed development including annexations and subdivisions, with "payment in lieu" and land donation options for dedicated parks, trails, and open spaces that considers land values, park land development costs, and long-term maintenance.



POLICY CHR-7.2: Trail Development

Encourage and support trail development within and surrounding Ridgway, particularly trails that fill gaps or key trail linkages in the Town's current system and improve continuity and connectivity. Where feasible, create trails that support walking, hiking, biking, and other non-motorized uses. Trail development should not impede existing agricultural uses or cross private property unless arrangements have been made with the property owner.

POLICY CHR-7.3: Low-Impact Trails

Balance the desire to build additional trails in Ridgway and the surrounding area with the need to protect environmentally sensitive areas from human disturbance, and the need to maintain the viability of ranching and agricultural operations in cases where the landowner has given permission for a trail to cross private property.

POLICY CHR-7.4: Future Growth

Observe, monitor, and respond to the Town's growth and community demands for increased or improved services, including the functions and duties of Town personnel, to ensure efficient and effective operations that are adequately funded.

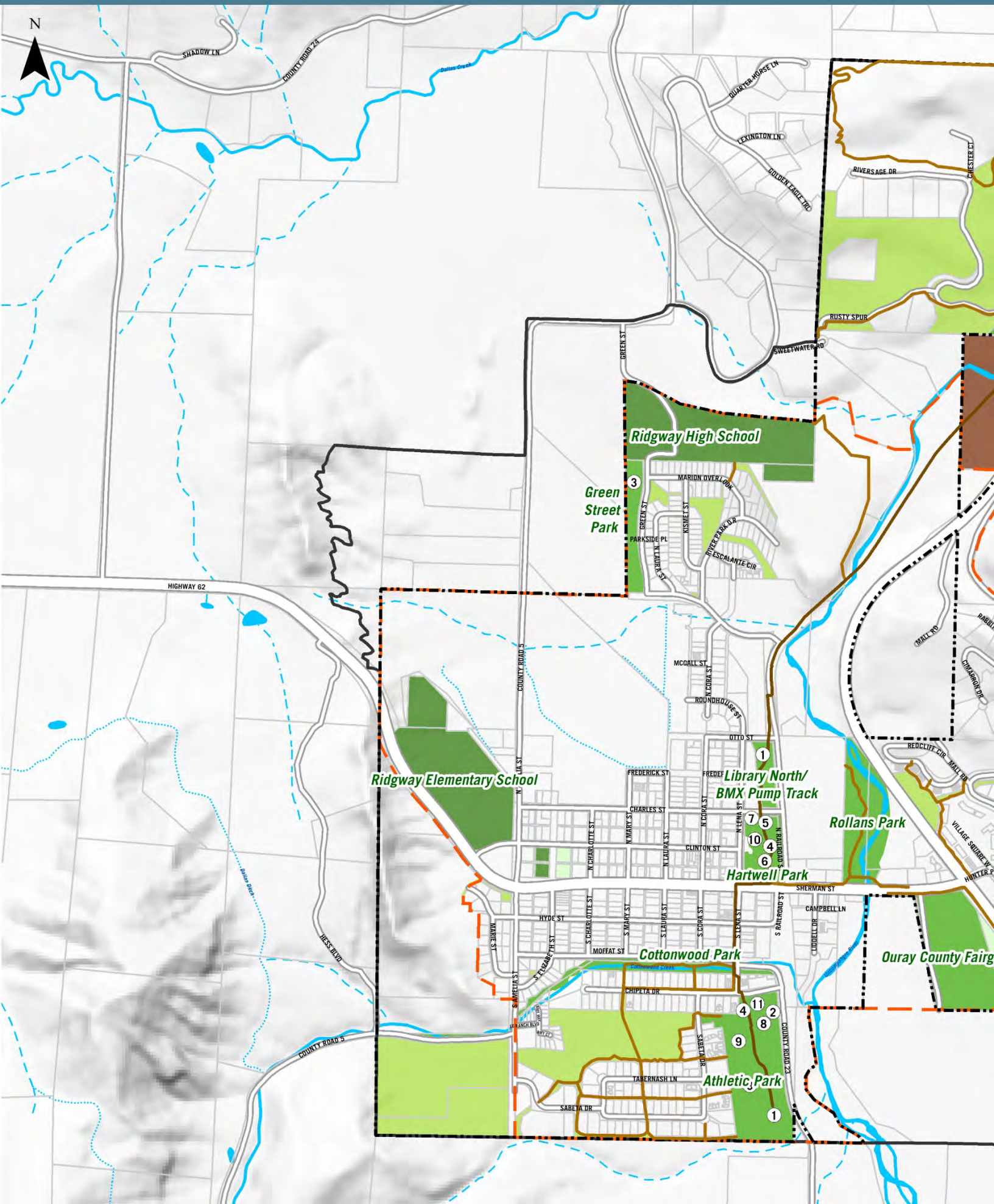
POLICY CHR-7.5: Community Involvement

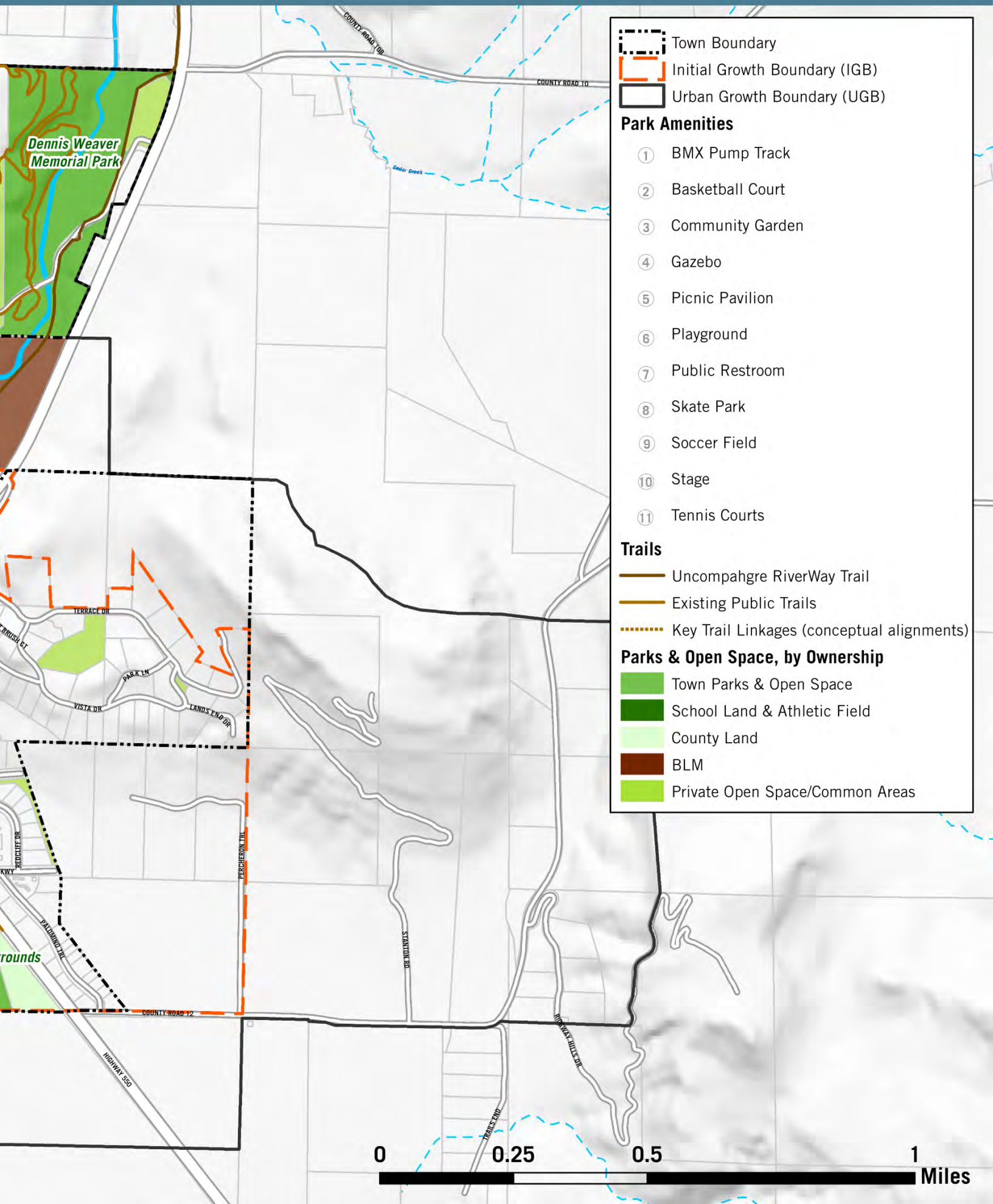
Involve the community in the preservation and care of existing facilities and amenities.

POLICY CHR-7.6: Facility Maintenance

Ensure Town staff can reasonably manage and finance the long-term maintenance of existing parks, trails, open spaces, and facilities prior to dedicating, building, or assuming ownership or maintenance responsibilities of additional amenities.

Parks, Trails, Open Spaces, and Amenities - Town of







COMMUNITY VALUE 4

VIBRANT & BALANCED ECONOMY

GOAL ECO-1: Create a vibrant, diverse, and sustainable year-round local economy that reflects Ridgway's social fabric, values, and character.

POLICY ECO-1.1: Regional Partnerships

Strengthen partnerships with others in Ouray County and the region to manage economic development. Consider formalizing regional partnerships in order to better coordinate economic development efforts across jurisdictions and organizations.

POLICY ECO-1.2: Community and Economic Development

Continue to participate in and support initiatives, such as the Main Street and Creative District programs, to maintain and enhance a thriving environment for businesses, entrepreneurs, and creative enterprises.

POLICY ECO-1.3: Economic Diversity

Encourage light manufacturing, creative industries, renewable energy, outdoor recreation, and agricultural-or ranching-related industries that complement the community's vision for Ridgway and do not negatively impact the community or environment.

POLICY ECO-1.4: Broadband Internet Service

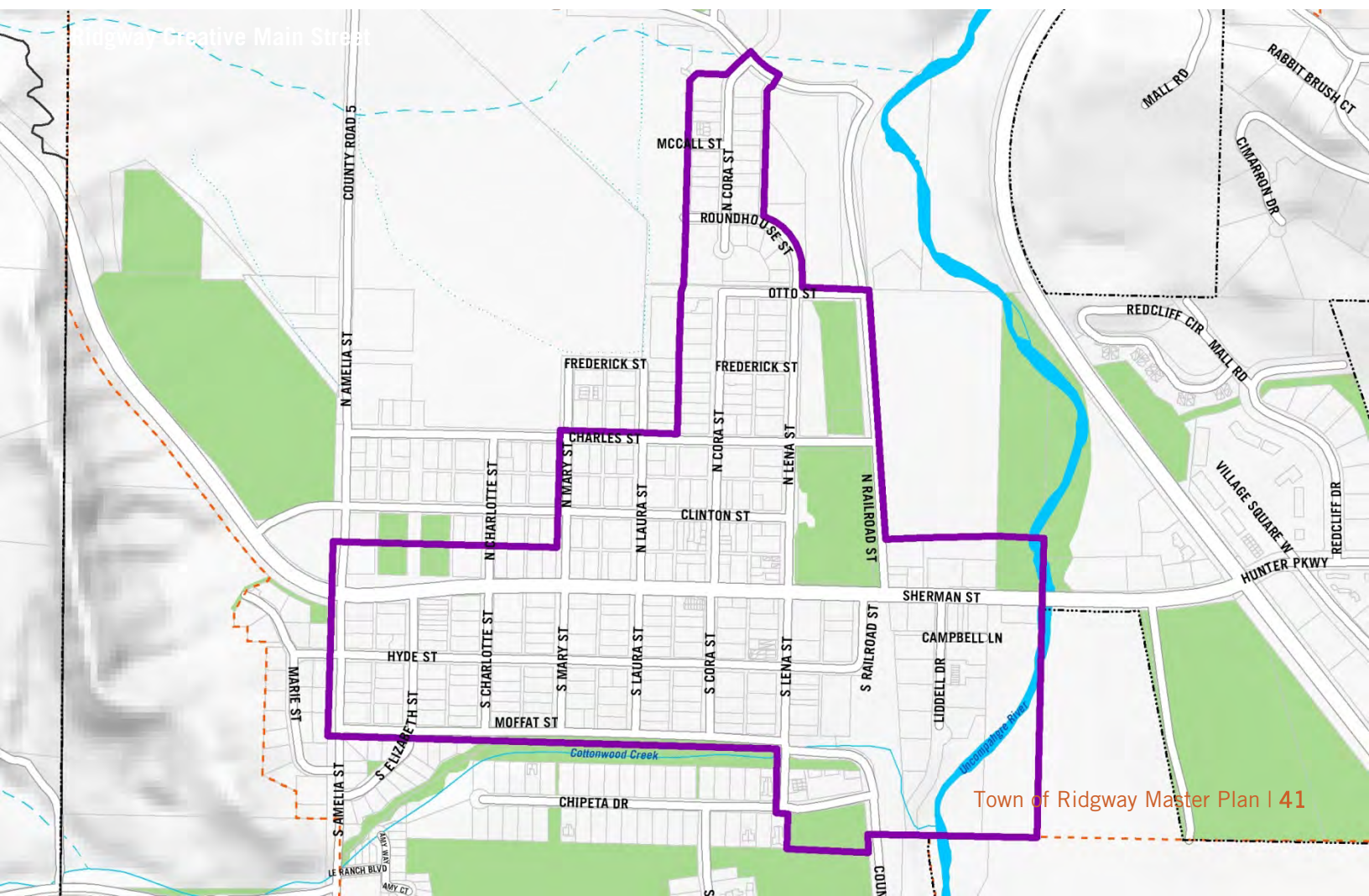
Continue efforts to improve the speed, reliability, and redundancy of broadband internet service available in Ridgway, including a variety of end-user options for service.

POLICY ECO-1.5: Historic Downtown Ridgway

Continue to enhance the Historic Town Core as the economic center of Ridgway, enriching its vibrancy.

POLICY ECO-1.6: Data Collection and Assessment

Explore ways to improve the collection and tracking of data related to the local economy and economic development in order to better understand local economic dynamics and assess the impacts of economic development initiatives.





GOAL ECO-2: Support the retention and expansion of local businesses.

POLICY ECO-2.1: Land Designated for Employment

Protect light industrial, manufacturing, and other employment lands from encroachment by potentially incompatible land uses. Discourage the conversion of employment lands to other uses, unless doing so helps achieve another Master Plan goal.

POLICY ECO-2.2: Space Needs

Encourage the creation and retention of industrial or employment spaces or building sites that meet the needs of existing local businesses as they look to grow or expand.

POLICY ECO-2.3: Resource Awareness

Ensure local businesses are aware of local, regional, state, and federal resources available to businesses, particularly small businesses.

POLICY ECO-2.4: Ease of Doing Business

Improve the ease of doing business in Ridgway through transparent and predictable regulations and development review/permitting processes.

POLICY ECO-2.5: Regulations

Ensure regulations, including land use regulations, support and nurture a successful business environment and do not unnecessarily impede desirable industrial or employment uses, or compromise other community goals and priorities.

GOAL ECO-3: Balance the need to preserve quality of life for residents with business needs.

POLICY ECO-3.1: Locals-Serving Businesses and Services

Develop strategies to grow or attract appropriately-scaled businesses that provide needed goods and services to local residents and “fit” the character of the community.

POLICY ECO-3.2: Local Goods, Products, and Services

Support the creation and expansion of businesses that create desired goods and products or provide services within Ridgway.

POLICY ECO-3.3: Sustainable Tourism

Participate in community conversation about sustainable tourism to better understand current tourists and visitors while considering what is desired for the future. Potential questions to explore include:

- Types of visitors to target;
- Off-season visitation;
- Levels of visitation needed to sustain local businesses; and
- Others as identified.



COMMUNITY VALUE 5

WELL-MANAGED GROWTH

GOAL GRO-1: Manage growth and development in order to maintain Ridgway's small town character, support a diverse community, and create employment opportunities.

POLICY GRO-1.1: Directed Growth

Direct growth to occur in a concentric fashion from the core outward, in order to promote efficient and sustainable Town services, strengthen the Historic Town Core and existing neighborhoods, and preserve the rural character of the surrounding landscape.

POLICY GRO-1.2: Balanced Mix of Uses

Accommodate a balanced mix of residential, employment, retail and commercial services, and institutional uses that allows residents to live, work, play, learn, and conduct more of their daily business in Ridgway.

POLICY GRO-1.3: Mixed-Use Development

Promote vertically or horizontally mixed-use development, where appropriate, to encourage more opportunities to live and work in Ridgway, and to add vibrancy and diversity to existing centers.

POLICY GRO-1.4: Underutilized Areas

Encourage infill development on vacant parcels and the redevelopment or adaptive reuse of underutilized parcels or structures in the Historic Town Core or other areas where infrastructure and services are already in place.

POLICY GRO-1.5: Design of New Development

Ensure new development and infill/redevelopment is compatible with the surrounding area or neighborhood, particularly in the Historic Town Core where maintaining the historic character of Ridgway is desired.

POLICY GRO-1.6: Clustered Development

Encourage clustering of residential development where appropriate to preserve open space, agricultural land, wildlife habitat, visual quality and other amenities.

POLICY GRO-1.7: Transitions

Provide clear guidance to developers to ensure smooth transitions and/or compatibility between distinct land uses (i.e., between industrial or commercial and residential, including areas with mixed uses) or development densities/intensities.

POLICY GRO-1.8: Development and Annexation Impacts

Evaluate all development and annexation proposals in order to understand the expected economic impacts, demand for services, impact to water resources, as well as if the proposal is compatible with Ridgway's character, improves connectivity, and provides significant community benefits or enhancements.



GOAL GRO-2: Ensure public infrastructure, utilities, facilities, and services are sufficient to meet the needs of residents and businesses as the town grows.

POLICY GRO-2.1: Growth Pays for Growth

Ensure that the costs of extending or expanding Town infrastructure and services to support new development are borne by the developer and not the Town or residents. This includes the impacts new development will have on Town facilities and utilities.

POLICY GRO-2.2: Adequate Public Facilities

Proposed development should demonstrate that existing Town facilities and infrastructure have the capacity to serve the development while still maintaining an acceptable level of service, as determined by the Town, or, if supported by the Town, development shall fill in any infrastructure, utility, facility, and service gaps.

POLICY GRO-2.3: Development Capacity

Monitor the Town's capacity to support development based on existing infrastructure and facility capacity, population projections, and community desires.

POLICY GRO-2.4: Public Works Services

To the extent possible, ensure that the Public Works Department has the equipment, facilities, resources, and staff needed to provide the community with the desired level of services.

GOAL GRO-3: Proactively mitigate natural and human-made hazards.

POLICY GRO-3.1: Hazardous Areas

To the extent feasible, prevent development in high risk areas, such as in floodplains and on steep slopes. Where such development may be inevitable, encourage the incorporation of measures or design techniques that help mitigate risks.



POLICY GRO-3.2: On-Site Stormwater Management

Encourage new development to manage stormwater on site, using low impact development techniques or other best practices.

POLICY GRO-3.3: Hazard Mitigation Planning

Continue to participate in maintaining and updating the *Ouray County Multi-Hazard Mitigation Plan*, *Ouray County Community Wildfire Protection Plan*, and other local, regional or statewide hazard mitigation planning efforts. Participate in implementation as plans are adopted.

POLICY GRO-3.4: Community Awareness

Promote efforts and programs that build awareness of the Town's emergency response protocols and how residents can help mitigate, prepare for, and respond during and after disaster events, such as wildfires or flooding.

POLICY GRO-3.5: Resilient Infrastructure

Site and design new Town facilities and infrastructure to avoid and/or mitigate exposure to hazards. To the extent possible, use redundancies or back-up systems in the provision of critical services such as water.

POLICY GRO-3.6: Hazards and Climate Change Considerations

Consider hazard mitigation, resiliency, and anticipated climate change impacts in Town planning and decision-making processes.

GOAL GRO-4: Develop a safe and efficient multi-modal transportation system, balancing the needs of all users.

POLICY GRO-4.1: Existing Block Pattern

Extend the existing grid of blocks and streets as the Town grows to the north, consistent with the Master Streets map. North of Otto Street, and throughout the northwest portion of the UGB, continuation of the grid is recommended. However, a modified grid may be considered where topography, natural features, or other site limitations exist.

POLICY GRO-4.2: Traffic Impacts of Development

Ensure that future development does not create traffic volumes or patterns that will create traffic hazards or interrupt traffic flow.

POLICY GRO-4.3: Traffic Calming

Consider the use of context-sensitive traffic control and calming devices where appropriate to enhance automobile, pedestrian and cyclist safety, including raised cross walks, neck-outs, raised medians, landscaping, beacons and signage. Take into account the need to accommodate larger trucks and trailers in conjunction with any traffic calming improvements.

POLICY GRO-4.4: Speed Limits

Maintain speed limits on all streets within Ridgway and, where reasonable, its three-mile area which reflect the residential and pedestrian nature of the community and prioritize safety at pedestrian crossings, near parks, and in school zones.

POLICY GRO-4.5: Traffic Signals

Traffic signals within Town boundaries should be avoided unless and until needed as established through carefully evaluated traffic studies and infrastructure demands.

POLICY GRO-4.6: Non-Motorized Transportation

Promote non-motorized transportation throughout Ridgway by enhancing connections between key destinations within the community, improving sidewalks and pathways, developing parking where appropriate, and utilizing a variety of environmentally-friendly inviting surface treatments, streetscape improvements, landscaping, and context sensitive design.



POLICY GRO-4.7: Connectivity of New Development

Encourage new development to include paths, trails, and other connections to facilitate biking and walking throughout town.

POLICY GRO-4.8: Crosswalks and Sidewalks

Crosswalks should be clearly marked and designed to enhance safety and minimize walking distances across roadways, especially along highway corridors and near schools and parks. Sidewalks should be built and maintained along both Highways 62 and 550 within the Town boundary. Overpasses or underpasses across these highways should be considered where needed to enhance pedestrian safety.

POLICY GRO-4.9: Additional Roads

Work cooperatively with the County to study the need and feasibility of additional roads to serve a wider area around the community and to determine other effective transportation improvements within the Town's area of influence.

POLICY GRO-4.10: Regional Transportation

Continue to collaborate with jurisdictions in the region and Region 10 to explore the feasibility of expanding public transit services in Ouray County and the region, particularly between Ridgway and Montrose and between Ridgway and Telluride.

POLICY GRO-4.11: Alternative Commuting Options

Promote telecommuting and bicycle/pedestrian commuting, ridesharing and public transportation and identify locations for future park and ride facilities.

GOAL GRO-5: Utilize Ridgway's parking resources effectively.**POLICY GRO-5.1: Diagonal Parking**

Encourage diagonal parking, where rights-of-way allow, on residential streets within the Historic Town Core as downtown needs for parking increase.

POLICY GRO-5.2: Accessible Parking

Ensure an adequate supply of Americans with Disabilities Act (ADA) compliant parking spaces.

POLICY GRO-5.3: Wayfinding

Use signage and other wayfinding to direct visitors to parking, particularly locations within the Historic Town Core that are typically vacant or underused. Use wayfinding to direct residents and visitors to trailer and RV parking.

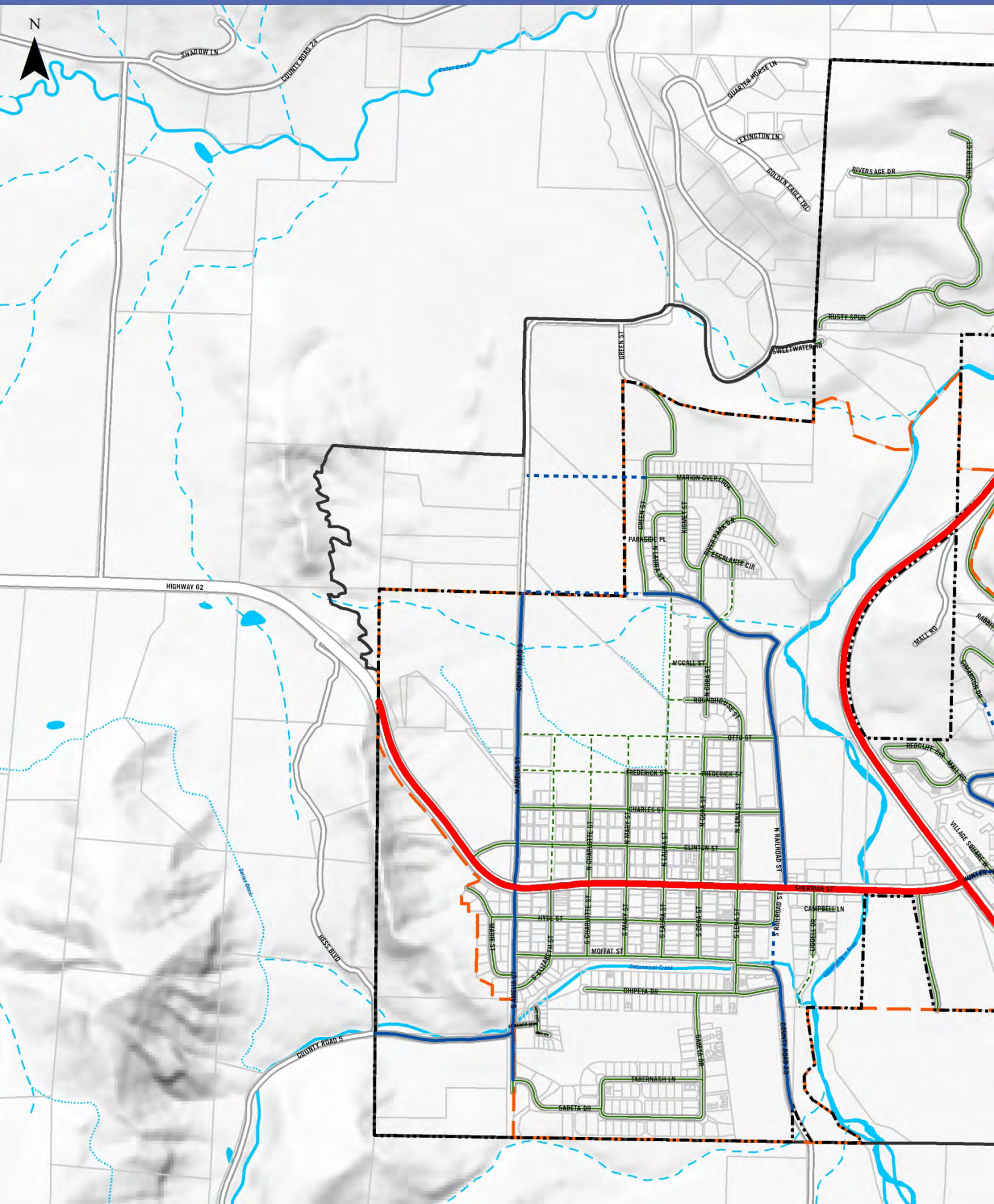
POLICY GRO-5.4: Parking Requirements

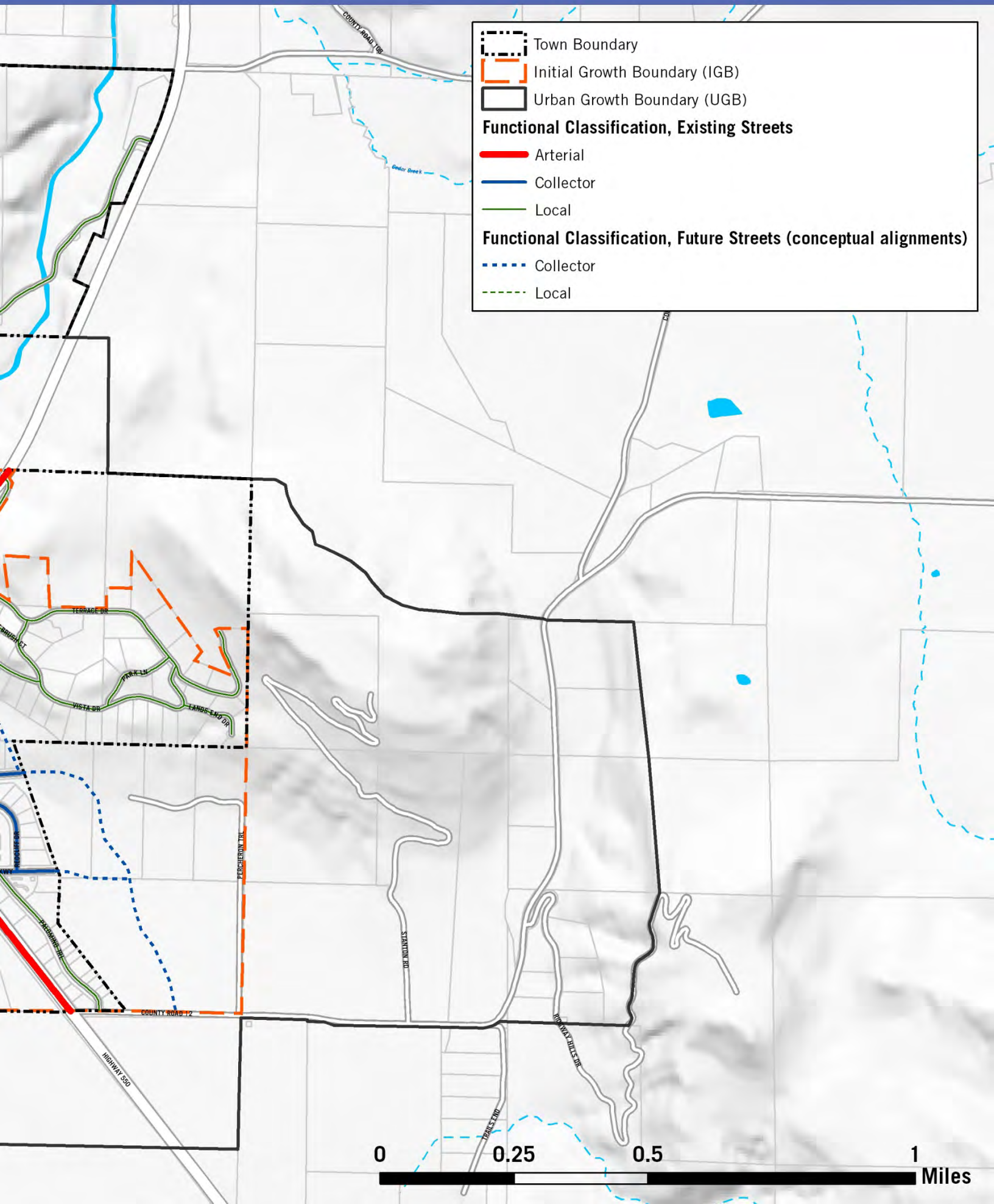
Support the use of shared parking, on-street parking, and other strategies to maximize the use of available resources and support local business.

POLICY GRO-5.5: Employee Parking

During peak tourist season, encourage businesses located in the Town Core to direct their employees to park in public parking lots or on streets that typically experience low occupancy (such as Lena Street between Clinton Street and Charles Street; Laura Street between Sherman Street and Clinton Street) in order to free up parking for customers.

Master Streets Map - Town of Ridgway





Town Boundary

Initial Growth Boundary (IGB)

Urban Growth Boundary (UGB)

Functional Classification, Existing Streets

Arterial

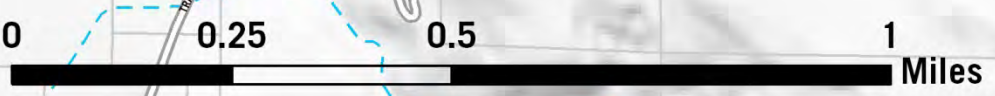
Collector

Local

Functional Classification, Future Streets (conceptual alignments)

Collector

Local







PART IV

GROWTH FRAMEWORK

Based on past growth and projections for future growth, it is estimated that Ridgway will add between 150 and 700 new residents by 2050. During the same timeframe, the population of the three-county region (Montrose, San Miguel, and Ouray counties) is expected to nearly double – from 54,265 to 97,252. This regional growth will have direct and indirect impacts on Ridgway; however, the extent to which—and the rate at which—Ridgway can absorb projected future growth is constrained by a variety of factors, including the availability of infrastructure and services needed to serve future growth, market demand, existing growth boundaries and intergovernmental agreements, and the cyclical nature of the state and national economy. Additional detail on population and growth trends is provided in the Community Profile in Appendix A.

This Growth Framework builds on established plans, policies, and regulations the Town of Ridgway and Ouray County have in place to help manage growth. It should be used to as a tool for making decisions regarding the location, timing, and types of future growth that can occur and for guiding future infrastructure investments.

Key Objectives

Key objectives for this chapter are to:

- Encourage infill and redevelopment within the Town's existing limits and where infrastructure and services already exist;
- Grow in an orderly, logical and sequential pattern outward from the existing Town core;
- Accommodate diverse housing options;
- Support sustainable development practices;
- Plan for a balanced mix of uses that allows more residents the ability to live and work in Ridgway; and
- Protect the natural resources and visual qualities that make Ridgway unique.

This chapter should be used in conjunction with the goals and policies contained in Part III of this Master Plan to evaluate all growth-related decisions.

Factors Influencing Growth

The timing and rate of growth in Ridgway will continue to be influenced by market demand and supply, existing development patterns and entitlements, land supply, natural hazards and environmental constraints, regional pressures, and a variety of other factors. Other factors include established plans and policies, and the availability of infrastructure and services—each of which are discussed below:

Ridgway-Ouray County Intergovernmental Agreement

In 2002, the Town and Ouray County entered into an Intergovernmental Agreement (IGA), committing to collaborative efforts in managing growth in the unincorporated areas surrounding the Town. The IGA established formal growth boundaries (as defined in this chapter) and a Joint Area Planning Board to review land use requests. In accordance with the IGA, as amended, the Town and Ouray County work collaboratively to:

- Protect the community identities of the Town and Ouray County;
- Designate areas of urban development and direct growth to these areas;

- Preserve open lands, alpine lands, and agricultural uses around urban areas; and
- Consider unincorporated land for commercial development only when it complements the existing commercial lands in the Town.

Accomplishing these objectives means that the majority of new growth in Ouray County will be directed to Ridgway.

Ridgway Annexation Policy

The Town uses annexation policies and intergovernmental agreements, as adopted, as tools to effect good land-use planning and logical growth patterns. Requests for annexations into the Town will be considered with the following goals in mind:

- Annexation will not impose the cost of new development on existing town residents; and
- Annexation shall be undertaken with the goal of maintaining or improving existing public service levels in Ridgway. Services shall include all services provided by public entities including, but not limited to, water, sewer, police, administrative services, library, fire, ambulance, schools, public works, social services, recreation and other similar public functions.

All annexations shall conform to the Master Plan, and the criteria below.

Annexation Criteria

The Town will apply these general criteria to any annexation request to determine if it is appropriate for consideration.

1. All annexation requests shall be accompanied by a specific and binding overall land use development plan for the entire property to be annexed and proposed zoning. The Town may require a development plan to be submitted concurrent with the annexation request in accordance with applicable town regulations.
2. Land already receiving municipal services on a similar basis as existing municipal residents that adjoins the existing municipal boundary shall be considered a higher priority for annexation in comparison to lands where

municipal service levels are not in place or readily available.

3. Ridgway will consult with Ouray County to coordinate decision making on the appropriateness and advisability of land-use and annexation proposals within the Urban Growth Boundary (UGB). Ridgway will pursue mechanisms to foster reciprocation by Ouray County through the Intergovernmental Agreement (IGA) process.
4. The Town may require a cost/revenue analysis on each parcel proposed for annexation considering proposed future land use. This analysis shall also consider any potential degradation of existing service levels or increased cost of services to the existing community. On properties where it is shown that existing services will be diminished or cost of services will be increased, compensation shall be required that offsets these impacts over the long-term. Compensation may be in the form of fees, dedications or other exactions determined by the Town to compensate the community for long-term negative impacts.
5. Annexation priorities should focus on enclaves or peninsulas of non-municipal territory within or adjoining existing municipal boundaries. The purpose of annexing these areas is to regularize Town boundaries and municipal service areas.
6. Payment may be required for a fair portion of the costs of previously installed utilities that benefit a property proposed for annexation if the cost of the original installation of those utilities was borne by the Town.
7. The Town will require dedication of water rights or fees in lieu of dedication commensurate with future water demands on the property.
8. Remediation action, including performance guarantees, will be required to eliminate any existing conditions on property proposed for annexation that may adversely affect health safety or welfare or which constitute a nuisance or hazard to the public.
9. All new or existing onsite and off-site improvements necessary to serve a property

subject to annexation shall meet or be improved to town standards in association with annexation. These improvements may include but not be limited to water, sewer, drainage facilities, parks, trails, rights of way, roads, broadband, and similar improvements.

Annexations are also expected to contribute to advancing the availability of workforce and affordable housing in the Town.

10. Where the Town determines that certain lands in the area to be annexed are needed for public purposes, the Town may require that the land be dedicated for a period of years or that the land be dedicated to the Town or other public entities.
11. Where possible, the boundary lines of parcels intended for annexation shall be drawn along major topographic features, roadways, waterways or other similar barriers, which form a natural boundary line. If possible, annexations should include property for at least one lot depth to one side or the other of a street right-of-way.
12. Prior to annexation, the parties requesting annexation shall resolve any jurisdictional or municipal service problems arising from extension of municipal boundaries into special utility or service districts.
13. Applicants interested in pursuing annexation to the Town may be required to submit information (or to fund the development of information by a disinterested third party) beyond that specified under these criteria to make a comprehensive evaluation of the costs and benefits of annexation to the Town. This information may include, but shall not be limited to, geotechnical analysis, environmental studies, fiscal impact studies, statistical data, traffic studies, impact analyses on water, sewer, schools, recreation, emergency services, administrative services and similar topics.

Infrastructure and Services

The Town provides water, sewer, and stormwater services to most residents within Ridgway's municipal boundaries and plans for the incremental expansion of services within the Initial Growth

Boundary and Urban Growth Boundary. Most of the areas planned for future development on the Future Land Use Plan map do not have infrastructure and services in place today. For planning purposes, anticipated service needs are based on the uses and development intensities depicted on the Future Land Use map. In accordance with goals and policies in Part III of this Master Plan:

- Costs of extending or expanding Town infrastructure and services to support new development will be borne by the developer and not by the Town or residents;
- Provision of services and extensions of utilities to annexed lands shall be made in a cost-effective manner; and
- Extension of utilities will be planned and implemented so as to avoid "leap frog" development.

As a general policy, Ridgway will not extend services outside of municipal limits. If any services are to be extended beyond municipal boundaries, extra-territorial service agreements will be used to define the terms and conditions of the provision of such services. These agreements shall also include an obligation to annex to the Town in the future under specific terms and conditions. Additional information on service providers, power, and other utilities is provided in Appendix A: Community Profile.

Ridgway's Growth Boundaries

The following boundaries are used to manage growth outside the Town limits:

Initial Growth Boundary (IGB)

The IGB delineates the area within which the Town will encourage urban levels of development in the next ten to twenty years. The boundary includes areas that are contiguous to established parts of Ridgway that are already served by Town services, and to which utility extensions could logically and efficiently be provided. The purpose of the IGB is to support the community's desire to grow in an orderly, logical and sequential pattern outward from the existing town core. In general, urban levels of development outside the IGB would be considered premature until substantial development has occurred within the boundary.

Urban Growth Boundary (UGB)

The UGB—also referred to as the Urban Growth Management Area (UGMA)—establishes the long-term future municipal boundary for the Town. This boundary lies within Ouray County and outside the current municipal limits but its designation is not intended to motivate annexation or development. The UGB is intended to establish a boundary for future urban development and to make general land-use designations within that boundary to meet foreseeable future needs of the County and the Town—for example, by maintaining very low densities in these areas to preserve the land for future urban levels of development. To achieve this outcome, the county and Town will coordinate their planning efforts and land-use decision-making through specific intergovernmental agreement(s) (IGAs) that identify actions, responsibilities, jurisdictions and goals for the respective parties to the IGA.

Some areas outside the current municipal boundaries, but within the UGB may be subject to annexation before other areas because of their proximity to municipal limits, their proximity to existing infrastructure, compelling community benefits or other factors. These factors may lead the Town to enter into annexation discussions with landowners on a site-specific basis before the build-out threshold for undeveloped areas within the Town has been reached. Such discussions shall consider all factors related to identified municipal plans, goals and needs and shall not undermine the goals and policies of the Master Plan.

Ridgway Area of Influence (AOI)

The AOI is an area of unincorporated land outside the UGB that has been mutually designated by Ouray County and the Town. Any development or land use activity within the AOI boundary that will have impact upon the goals and purposes of the adopted IGA and which bears a relation to the planning of the area within the municipality, should, to the extent possible, be reviewed by Ouray County with participation by the Town in the review and recommendations. The AOI boundary constitutes the Town's three-mile limit as required by CRS 31-12-105.(1)(e)(I).

Future Land Use Plan

The Future Land Use Plan is a tool to guide the type, intensity, and location of future development within the Town and its various growth boundaries. It will be applied through day-to-day decision-making as a means to help implement a shared vision for the physical growth of the Town and portions of Ouray County. The Future Land Use Plan is intended to be used by Town staff, the Planning Commission, and the Town Council to:

- Help guide future rezoning and annexation requests;
- Inform future updates to existing zoning districts and development standards;
- Track the Town's overall capacity for future development;
- Inform infrastructure and facility planning; and
- Ensure future development is supportive of the community's vision.

The Future Land Use Plan is comprised of a map and the accompanying land use category descriptions that follow.

Rural Neighborhoods



Maximum Density/Height

0.1 to 1 du/ac; 2.5 stories

Primary Uses

Single-family homes

Supporting Uses

Agricultural and ranching uses, parks and recreational facilities, open space conservation

Characteristics

- Rural Neighborhoods are intended to preserve the rural character of areas within the UGB but outside of the Town core, or to mitigate the impacts of development in hazardous or environmentally-sensitive areas such as on steep slopes.
- Where existing, agricultural and ranching uses are encouraged to continue for as long as the property owner desires.
- Undeveloped areas may convert to parks or open space if acquired by the Town or land trust, or if protected through a conservation easement.
- Clustering of residential development is encouraged to preserve open land.

Single-Family Neighborhoods



Maximum Density/Height

2 to 8 du/ac; 2.5 stories

Primary Uses

Single-family homes and duplexes

Supporting Uses

Parks and recreational facilities, community gardens, and civic and government facilities. Accessory dwellings were permitted

Characteristics

- Single-Family Neighborhoods are made up primarily of single-family homes, with a small number of duplexes and smaller multi-family building mixed in, oftentimes near transitions between different land uses. Accessory dwelling units are encouraged where permitted.
- The neighborhoods should incorporate open space into the overall design to provide recreational opportunities to residents and/or preserve wildlife habitat or environmentally sensitive lands.
- While streets may not follow a grid pattern, connections to existing adjacent developments or areas should be provided for pedestrians and bicyclists to promote walkability.

Town Core Neighborhoods



Maximum Density/Height

6 to 12 du/ac; 3 stories

Primary Uses

Single-family homes, duplexes, and smaller multi-family residential uses

Supporting Uses

Professional offices and service businesses, limited retail, parks and recreational facilities, community gardens, civic and government facilities

Characteristics

- Town Core Neighborhoods are characterized by a gridded street pattern and alleys.
- Historic preservation and adaptive reuse of existing structures are a priority to maintain the historic character of this area. New development should respect the scale and character of existing development.
- While single-family homes and duplexes are the primary housing types found within these neighborhoods, they also support a range of higher density housing types such as townhomes and smaller multi-family buildings. Accessory dwelling units are encouraged where permitted.
- Office, service businesses, and retail uses are only allowed along Sherman Street. Such uses must appear “residential” to differentiate this section of Sherman Street from uses in the Town Core and maintain the character of the neighborhood.

Mixed Neighborhoods



Maximum Density/Height

12 to 18 du/ac; 3 stories

Primary Uses

Multifamily residential, townhomes, and duplexes

Supporting Uses

Other residential uses, small-scale retail or commercial services, parks and recreational facilities, community gardens, and civic and government facilities

Characteristics

- Mixed Neighborhoods provide for a range of housing types, particularly higher density types such as small multi-family buildings, quadplexes, triplexes, and townhomes.
- A range of supporting non-residential uses are also encouraged to provide services to residents of these and adjacent neighborhoods.

Town Core



Maximum Density/Height

12 to 18 du/ac; typically 3 stories or less, but may be taller in some instances

Primary Uses

A diverse mix of retail, restaurants, lodging, and professional offices

Supporting Uses

Civic and government facilities, parks and recreational facilities, and a range of residential uses

Characteristics

- The Town Core is the commercial heart of Ridgway with a unique historic character, pedestrian-oriented development pattern, and vibrant mix of uses, including those oriented towards the community and tourists.
- Historic preservation and adaptive reuse of existing structures are a priority to maintain the historic character of this area. New development should respect the character of existing development.
- Residential uses are encouraged as supporting uses, particularly in the stories above commercial uses or as standalone multifamily buildings, townhomes, or attached single-family housing.
- Sidewalks, public art, lighting, street trees, and other streetscape enhancements are encouraged to improve the walkability and experience of pedestrians.

Mixed Use Business



Maximum Density/Height

12 to 18 du/ac; typically 3 stories or less, but may be taller in some instances

Primary Uses

Retail stores, professional offices, commercial services, restaurants

Supporting Uses

Parks and recreational facilities, civic and government facilities, higher density residential uses, and alternative energy installations

Characteristics

- Mixed-Use Business areas are intended to support a range of commercial uses that serve residents and tourists.
- Developments within these areas are more auto-oriented than those found in the Town Core, but should still consider the needs of pedestrians and bicyclists in the overall design.
- Higher-density residential uses are encouraged, either above ground floor commercial uses or in standalone buildings, generally as part of a mixed-use development.

Employment



Maximum Density/Height

3 stories

Primary Uses

Light manufacturing and fabrication, professional offices

Supporting Uses

Storage and warehousing, wholesale retail, commercial services, alternative energy installations

Characteristics

- Employment areas are intended to serve the employment needs of Ridgway, and accommodate creative industries and other entrepreneurial pursuits.
- Higher intensity uses within these areas should mitigate impacts on adjacent residential neighborhoods.

Institutional



Maximum Density/Height

N/A

Primary Uses

Uses will vary depending on the facility and organization

Supporting Uses

Housing for institutional employees

Characteristics

- Includes current and future facilities owned and/or operated by the Town of Ridgway, Ouray County, Colorado Department of Transportation, Ridgway School District, San Miguel Power Authority, and other public or quasi-public institutions.

Parks & Natural Areas



Maximum Density/Height

N/A

Primary Uses

Parks and recreational facilities, undeveloped natural land, passive outdoor recreation, and agriculture.

Supporting Uses

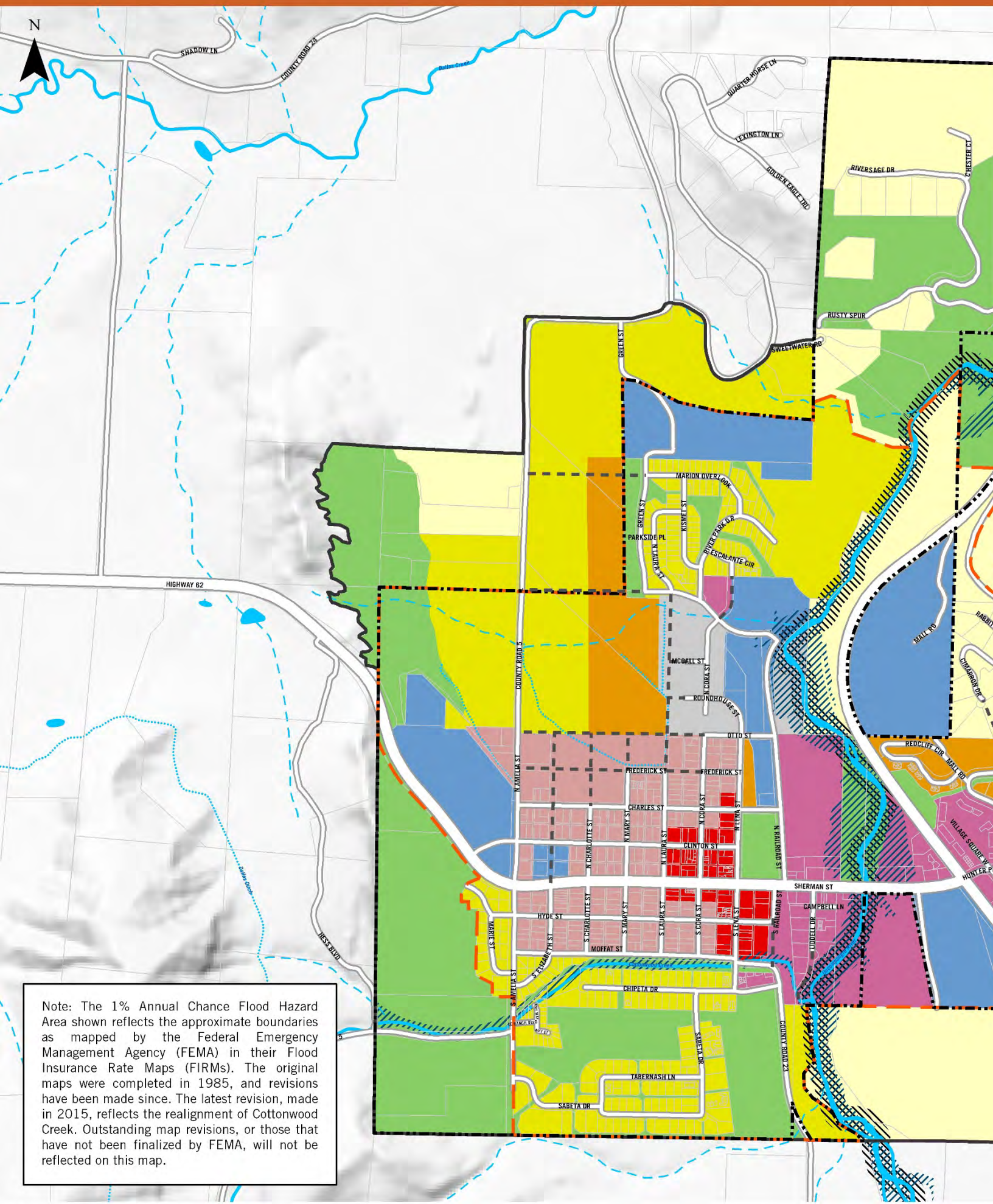
Civic and government facilities and infrastructure.

Characteristics

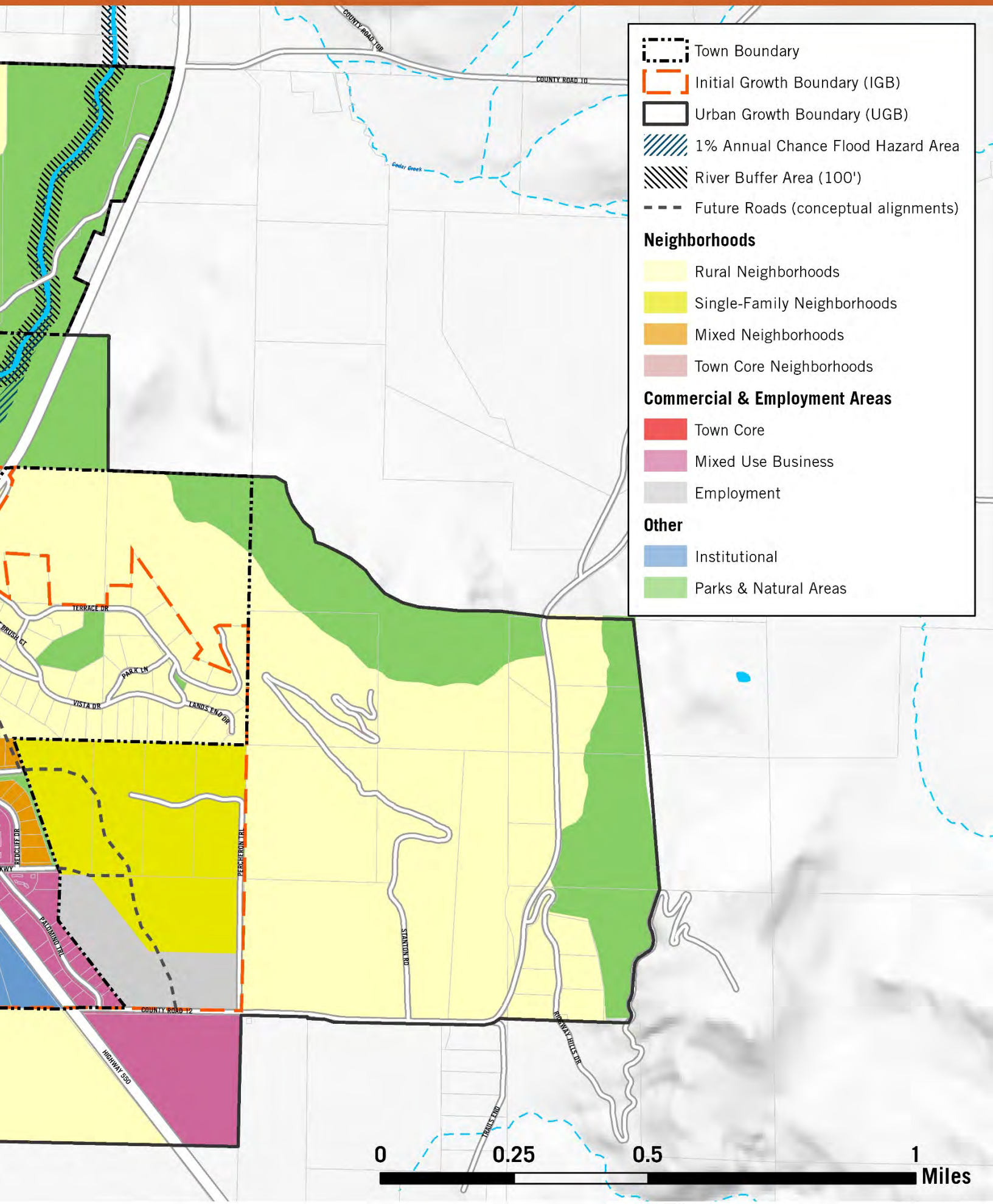
- Private and public green spaces, including active park lands, Homeowners' Association (HOA) open spaces, and private lands held in conservation easements.
- May include natural resources or environmentally sensitive areas, such as wildlife habitat and corridors, steep slopes, floodplains, or scenic vistas.

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Future Land Use Map - Town of Ridgway



Note: The 1% Annual Chance Flood Hazard Area shown reflects the approximate boundaries as mapped by the Federal Emergency Management Agency (FEMA) in their Flood Insurance Rate Maps (FIRMs). The original maps were completed in 1985, and revisions have been made since. The latest revision, made in 2015, reflects the realignment of Cottonwood Creek. Outstanding map revisions, or those that have not been finalized by FEMA, will not be reflected on this map.







PART V

ACTION PLAN

This chapter contains a comprehensive list of actions to help support the implementation of the Master Plan. It should be used as a tool to guide the preparation of annual Town Council strategic planning, Town department work programs, capital improvement planning, and the allocation of staff time and other Town resources. It should also be used as a reference for community partners interested in supporting plan implementation. Actions are organized by the five core values that serve as a framework for the Master Plan and the goals listed under each:

- Community Value 1: Healthy Natural Environment
- Community Value 2: Sense of Community and Inclusivity
- Community Value 3: Small Town Character and Identity
- Community Value 4: Vibrant and Balanced Economy
- Community Value 5: Well-Managed Growth

For each action listed, anticipated responsibilities, timing, and resources required are identified.

IMPLEMENTATION ACTIONS

Roles and Responsibilities

Town staff plays a critical role in helping to implement the Master Plan in the course of carrying out their regular duties. For each implementation action, the Town department responsible for leading the action and any supporting partners are listed. An overview of each department's regular duties is provided at right.

Timing

Anticipated timeframes for completion of the implementation actions are as follows:

- **Short-term:** to be initiated within 1-3 years of the Master Plan's adoption
- **Medium-term:** to be initiated within 4-7 years of the Master Plan's adoption
- **Long-term:** to be initiated within 8-10 years of the Master Plan's adoption
- **Ongoing:** actions implemented by Town staff that continue over time

Actions may be implemented sooner than the timeframes identified here if the opportunity to do so arises (e.g., staffing or grant funding becomes available) or as community priorities change over the 10 to 20 year Master Plan horizon. Shaded actions indicate those that are already underway not including ongoing actions.

Resources Required (RR)

The types of resources needed to implement each of the actions listed in this chapter are listed to inform preparation, planning, and budgeting for implementing the actions as well as to help Town staff and elected officials identify needs and gaps in the resources currently available. While the time commitment required for each action will vary, all actions will require Town staff time for completion or ongoing administration. Some of the actions (both those listed as ongoing, and those with shading)

DUTIES OF TOWN DEPARTMENTS

- **Town Manager:** The Town Manager serves as the legislative liaison for the Council overseeing the administration and management of the Town in accordance with the policies determined by the Town Council.
- **Town Clerk:** The Town Clerk's office provides administrative support to the Town Council and Planning Commission and is responsible for other administrative tasks that support the function of the Town government.
- **Marshal:** The Marshal's Office provides general law enforcement to maintain public peace and safety; protect life and property and prevent crime.
- **Community Development:** The Community Development department consists of Planning, Building, as well as the Main Street, Space to Create, and Creative District initiatives. Together these divisions are responsible for development, land use, code enforcement, building permit reviews, and economic vitality efforts.
- **Public Works:** The Public Works Department is responsible for the operation, maintenance, repair, and long-term planning of the Town's infrastructure. This includes parks, water, sewer, streets, and more.

build on Town initiatives and efforts that are already underway.

Other types of resources that may be required to carry out the actions listed include:

- **Regional Collaboration (RC).** Actions to be implemented in partnership with others in the region, such as Ouray County, the City of Ouray, the Chamber of Commerce, the Ridgway School District. In some cases, actions will be initiated by the Town. In other cases, actions

reflect ongoing partnerships or initiatives that the Town is already engaged in.

- **Funding (F).** Actions that will require funding through the Town's General Fund and/or Capital Improvement Plan (CIP). Others will require outside support or other specialized services (e.g., through grants or other funding sources) to supplement staff time and expertise.
- **Public (P).** Actions that may include significant interaction with the public, workshops with Town Council/Planning Commission and/or the public, reviewing and adopting ordinances, public meetings, and other time from elected and appointed officials.

Community Value 1: Healthy Natural Environment

ACTION ITEM	RESPONSIBILITY	TIMING (RR)
GOAL ENV-1: Preserve, protect, and restore natural habitats, including for wildlife and ecosystems.		
Action ENV-1a: Expand and maintain the Town's collection of GIS data related to the natural environment and wildlife, including habitat and migration corridors.	Lead: Community Development Partners: Colorado Parks and Wildlife, Colorado Natural Heritage Program	Short-term (F)
Action ENV-1b: Prioritize the conservation and preservation of community valued natural resources such as environmentally sensitive areas, view and wildlife corridors, riparian areas and wetlands, river corridor, natural filtration and storm water drainage areas.	Lead: Community Development Partners: Public Works, Ouray County, Colorado Parks and Wildlife, Community Partners	Ongoing (RC,F)
Action ENV-1c: Work with Land Trust organizations and other partners to identify opportunities for land preservation.	Lead: Community Development Partners: Ouray County, Land Trusts, private property owners	Ongoing (RC)
Action ENV-1d: Continue noxious weed management that balances the community's desires with available Town resources.	Lead: Public Works Partners: Ouray County, Uncompahgre Watershed Partnership	Ongoing (F,RC)
GOAL ENV-2: Strengthen the Uncompahgre River corridor as a community asset and environmental resource.		
Action ENV-2a: Coordinate with regional partners to identify and pursue sources of funding for the completion of the Uncompahgre RiverWay Trail from Montrose to Ouray.	Lead: Administration Partners: Ouray County, City of Ouray, Montrose County, City of Montrose, private property owners, CDOT	Long-term (RC)
Action ENV-2b: Continue to acquire property or easements along the Uncompahgre River using, among other strategies: <ul style="list-style-type: none"> • Fee simple purchases; • Options to buy or rights of first refusal; • Land exchanges; • Donations; • Dedications; and • Partnerships with land trusts. 	Lead: Administration Partners: Public Works, Town Council, private property owners	Ongoing (F,P,RC)
GOAL ENV-3: Proactively manage and protect Ridgway's water resources.		
Action ENV-3a: Complete water supply analysis to better understand available water resources. Pursue identified priority opportunities.	Lead: Administration Partners: Public Works	Short-term (F)

ACTION ITEM	RESPONSIBILITY	TIMING (RR)
Action ENV-3b: Work with Ouray County to regulate uses or activities allowed within or adjacent to the Town's Source Water Protection Area to reduce the risk of pollution or other contaminants entering the Town's water supply and ensure the Town has access as needed.	Lead: Community Development Partners: Public Works, Ouray County, US Forest Service, private property owners	Short-term (RC)
Action ENV-3c: Update the Town's landscaping regulations to require low water usage landscaping or xeriscaping.	Lead: Community Development Partners: Public Works, Planning Commission	Short-term (F,P)
Action ENV-3d: Create and implement a master stormwater plan for the entire Town. Codify and or create standards and specifications for stormwater mitigation requirements for new development.	Lead: Public Works Partners: Private Property Owners, Developers	Short-term (P,F)
Action ENV-3e: Research and explore water conservation opportunities in follow up to the 2018 adoption of the Water Management and Conservation Plan and water rate increases. Codify regulations as appropriate.	Lead: Public Works	Short-term (P,F)
Action ENV-3f: Update regulations for shared utility taps and shared water meters.	Lead: Public Works	Short-term (P)
Action ENV-3g: Develop and roll out regulations to require and maintain grease traps to prevent sewer backups and facilitate the water treatment process.	Lead: Public Works Partners: Community Development	Short-term (P)
Action ENV-3h: Provide the public with information on best practices for reducing stormwater pollution.	Lead: Public Works Partners: Community Development, Community Partners	Medium-term
Action ENV-3i: Conduct a study on the Town's water system to identify and repair leaks or other issues that result in water being lost as it travels from the headgate to customers.	Lead: Public Works	Medium-term (F)
Action ENV-3j: Improve water quality by incorporating functional green infrastructure into the Town's stormwater drainage system where practical.	Lead: Public Works	Ongoing (F, P)
Action ENV-3k: Monitor the use of the Town's water resources and regularly report usage statistics to the public. Reports should compare usage/demand to available supplies.	Lead: Public Works Partners: Clerk's Office	Ongoing
Action ENV-3l: Regularly review the Town's water rate structure to ensure rates promote water conservation.	Lead: Public Works Partners: Administration, Town Council	Ongoing (P)

ACTION ITEM	RESPONSIBILITY	TIMING (RR)
Goal ENV-4: Advocate for the efficient use of resources and sustainable practices that work to eliminate harmful impacts to the health of the community or natural environment.		
Action ENV-4a: Update building codes and conduct outreach to the development community.	Lead: Community Development Partners: Planning Commission, community stakeholders	Short-term (P)
Action ENV-4b: Share radon mitigation information with the building community by disseminating information via training and electronic media.	Lead: Community Development Partners: Builders, Designers	Short-term
Action ENV-4c: Convert street lights where appropriate to LEDs.	Lead: Public Works Partners: SMPA	Long-term (F)
Action ENV-4d: Work to get more electric vehicle charging stations and encourage the use of alternative fuel vehicles.	Lead: Public Works Partners: SMPA, State of Colorado	Long-term (F)
Action ENV-4e: Support regional efforts to reduce greenhouse gas emissions and regional sustainability.	Lead: Public Works Partners: Community Development, regional and local governments, SMPA, Sneffels Energy Board	Ongoing (RC)
Action ENV-4f: Continue to protect our dark skies as a valuable community resource.	Lead: Community Development Partners: Planning Commission, Community Partners	Ongoing (P)
GOAL ENV-5: Maintain a healthy and resilient community forest.		
Action ENV-5a: Work to create a sustainable and reliable water supply in Cottonwood Creek.	Lead: Public Works	Short-term (F)
Action ENV-5b: Consider a tree ordinance that addresses the management, maintenance, protection, and/or replacement of trees.	Lead: Public Works Partners: Parks, Trails and Open Space Committee	Short-term (P)
Action ENV-5c: Continue to implement Ridgway's Community Forest Management Plan. Update the plan as needed.	Lead: Public Works Partners: Parks, Trails and Open Space Committee, Community Development, Colorado State University Forest Service	Ongoing (F)
Action ENV-5d: Support the Parks, Trails and Open Space Committee in their efforts toward monitoring and protecting Ridgway's community forest.	Lead: Public Works	Ongoing

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Community Value 2: Sense of Community & Inclusivity

ACTION ITEM	RESPONSIBILITY	TIMING (RR)
Goal COM-1: Maintain Ridgway as a community that is accessible to a range of income levels, ages, and households.		
Action COM-1a: Continue to plan, design, and construct Ridgway Space to Create to provide long-term affordable and workforce housing in Ridgway's downtown, in conjunction with State, regional, and local entities.	Lead: Administration, Community Development Partners: Space to Create Colorado, ArtSpace, DOLA, Town Council, regional partners	Short-term (F,P,RC)
Action COM-1b: Update Planned Unit Development Regulations to require community benefits—such as, but not limited to— the dedication of a portion of planned units to affordable or workforce housing.	Lead: Community Development Partners: Planning Commission, Town Council, private property owners, developers	Short-term (P)
Action COM-1c: Update the Ridgway Municipal Code to promote housing affordability (i.e.: reducing lot size requirements, increasing allowed densities, and reducing parking requirements).	Lead: Community Development Partners: Planning Commission	Short-term (P,F)
Action COM-1d: Develop and consider adopting a policy on deed restriction language for affordable units.	Lead: Community Development Partners: Planning Commission	Short-term (P)
Action COM-1e: Explore and pursue a variety of mechanisms to help fund affordable housing, including but not limited to: residential and commercial linkage policies that require paying a fee, constructing units, or other contributions to housing affordability for new development; real estate transfer tax (RETT); ¹ use tax; lodging and occupancy taxes; dedication of a portion of marijuana tax revenue; and/or a potential mill levy.	Lead: Administration Partners: Community Development, Town Council, City of Ouray, Ouray County	Short-term (RC,P)
Action COM-1f: Develop and adopt guidelines or standards for universal design that encourage the use of design features or strategies that create housing that is usable by all people, particularly those with limited mobility.	Lead: Community Development Partners: Planning Commission, Community Partners	Medium-term (P)

¹ See COM-1k. The use of Real Estate Transfer Taxes (RETT) is currently restricted and would require changes at the state level.

ACTION ITEM	RESPONSIBILITY	TIMING (RR)
Action COM-1g: Provide development incentives, such as density bonuses, fee waivers, or others as appropriate, to encourage the construction of a variety housing sizes, types and prices.	Lead: Community Development Partners: Planning Commission, Town Council	Medium-term (P,F)
Action COM-1h: Explore, in collaboration with Ouray County, the potential to allow for the construction of affordable and/or workforce housing in targeted areas outside the Urban Growth Boundary, provided it meets certain locational criteria and other provisions of the IGA, as adopted, if such an opportunity presents itself.	Lead: Administration Partners: Community Development, Town Council, Ouray County	Long-term (RC)
Action COM-1i: Track the location of deed restricted and other workforce housing in the community, including any units that are income restricted and their affordability expiration date. When units are set to expire, implement partnerships with the non-profit and private sectors to preserve the affordability of the unit.	Lead: Community Development Partners: Administration, Town Council, Community Partners	Ongoing
Action COM-1j: Apply for state funds and make residents aware of affordable housing resources, including but not limited to the State of Colorado Division of Housing and Community Development Block Grant Rehabilitation and Down-Payment Assistance programs through the Delta Housing Authority. ²	Lead: Community Development Partners: Regional Housing Authorities, Ouray County	Ongoing
Action COM-1k: Collaborate with other jurisdictions in the region to inform state leadership (legislators and governor) of the significantly limited resources in the region and the need to develop state-level legislative solutions, such as removing existing restrictions on the use of real estate transfer tax (RETT) and/or removing rent control restrictions in state statute and funding a state trust fund.	Lead: Administration Partners: Town Council, Ouray County, City of Ouray, Region 10	Ongoing (RC,P)
Action COM-1l: Communicate the challenges, opportunities, and efforts regarding affordable and workforce housing in a positive and consistent manner.	Lead: Community Development Partners: Town Council, Planning Commission, all Town Departments, Community Partners	Ongoing

² The Delta Housing Authority offers a range of programs and resources to Ridgway and other Western Slope communities without dedicated Housing Authorities.

ACTION ITEM	RESPONSIBILITY	TIMING (RR)
Action COM-1m: Continue to collaborate with Ouray County and the City of Ouray on affordable housing, including establishing a goal for the creation of affordable housing units in the next 10 years.	Lead: Town Council Partners: Community Development, City of Ouray, Ouray County	Ongoing (RC)
Goal COM-2: Encourage a diversity of housing options that meet the needs of residents.		
Action COM-2a: Review and update the Town's zoning regulations as necessary to ensure desired housing types are defined and allowed in locations designated for residential uses by the Land Use Plan.	Lead: Community Development Partners: Planning Commission	Short-term (P,F)
Action COM-2b: Review and update the Town's subdivision standards and PUD regulations to encourage/incentivize a mix of housing types in new neighborhoods and establish formal criteria for community benefits, such as affordable or workforce housing.	Lead: Community Development Partners: Planning Commission	Short-term (P,F)
Action COM-2c: Study recent innovations in modular home and small home construction and revise land use and building codes to allow in appropriate locations.	Lead: Community Development Partners: Planning Commission, Community Partners	Short-term (P)
Action COM-2d: Consider incorporating housing in future public building and facilities.	Lead: Administration Partners: Ridgway School District, Ouray County	Medium-term (RC)
Action COM-2e: Collaborate with regional partners to develop affordable housing units such as Habitat for Humanity of the San Juans.	Lead: Community Development Partners: Habitat for Humanity of the San Juans, Ouray County, Ridgway School District	Ongoing (RC,F,P)
Goal COM-3: Encourage citizen participation and dialogue with elected and appointed officials and town administration in order to foster broad-based representation and input for all local government decisions.		
Action COM-3a: Increase outreach on municipal elections with reminders, absentee ballot option, banners, among other efforts.	Lead: Clerk's Office Partners: Town Council	Ongoing
Action COM-3b: Expand community outreach and information sharing efforts.	Lead: Clerk's Office Partners: Town Council	Ongoing
Goal COM-4: Strive to be a model for transparency, efficiency, and good governance.		
Action COM-4a: Expand efforts on official record and electronic file organization.	Lead: Clerk's Office Partners: All Departments	Short-term
Action COM-4b: Acquire and utilize a new integrated software system for the Marshal's Office.	Lead: Marshal's Office	Short-term (F)

ACTION ITEM	RESPONSIBILITY	TIMING (RR)
Action COM-4c: Develop clear roles, expectations and guidelines for all Town volunteer groups and committees.	Lead: Community Development Partners: All Departments	Medium-term
Action COM-4d: Create and maintain succession plans for all Town Hall positions and standard operating procedures.	Lead: Administration Partners: All Departments	Medium-term
Action COM-4e: Include a progress report detailing implementation of the Master Plan as part of the annual strategic planning, capital improvement planning and budgeting process.	Lead: Administration Partners: All Town Departments	Ongoing
Action COM-4f: Continue to provide opportunities for residents to participate and provide feedback during applicable study and planning processes.	Lead: All Departments	Ongoing
Action COM-4g: Periodically review and update fee schedules for all of Town services, applications, fees, etc.	Lead: Administration Partners: All Departments	Ongoing (P)
Action COM-4h: Continue to evaluate and prioritize the annual Capital Outlay and the 5- and 10-year Capital Improvements Plan as part of the yearly budgeting process.	Lead: Administration Partners: Town Council, All Departments	Ongoing (F,P)
Goal COM-5: Encourage a range of health, human, youth, senior and other community services in Ridgway.		
Action COM-5a: In collaboration with local and regional organizations, seek to support the expansion of programming and community spaces for youth in the community, focusing in particular on evening programs, weekend programs, programs serving teens, and programs serving infants and toddlers.	Lead: Community Development Partners: Community Partners, Ridgway School District	Medium-term (RC)
Action COM-5b: Assess community needs related to seniors and an aging community and identify gaps in existing programs and services that Town services could address. Develop and implement an action plan to address gaps or other identified priorities.	Lead: Community Development Partners: Region 10, Ouray County, Community Partners	Long-term (F,RC)
Action COM-5c: Explore opportunities for mental health support and outreach.	Lead: Marshal's Office, Ridgway School District, Ouray County	Ongoing (F,RC)

ACTION ITEM	RESPONSIBILITY	TIMING (RR)
Goal COM-6: Support education and lifelong learning in our community.		
Action COM-6a: Develop a “Local Government 101” presentation or series of presentations which introduce residents to the basic functions, services, and responsibilities of the Town of Ridgway and inspire participation in local government, particularly among those who might be interested in running for Town Council or joining a Town board or commission.	Lead: Clerk’s Office Partners: All Town Departments	Short-term
Goal COM-7: Provide public safety and emergency response services to engage and protect the community.		
Action COM-7a: Develop a set of metrics for the Marshal’s Office, including call response times, to help track performance over time, and to understand when additional deputies or other staff may be needed to meet the needs of Ridgway as the community grows.	Lead: Marshal’s Office Partners: Administration, Clerk’s Office	Short-term
Action COM-7b: Monitor and improve traffic calming initiatives.	Lead: Marshal’s Office	Short-term (F)
Action COM-7c: Develop and maintain a local emergency response and management plan, as well as a plan for the continuation of government operations during and following an emergency event.	Lead: Administration Partners: All Departments, Ouray County, City of Ouray, Ridgway School District, Community Partners	Short-term (RC)
Action COM-7d: Explore the feasibility and desirability of implementing new approaches to policing and community safety.	Lead: Marshal’s Office Partners: Administration	Long-term (F,P)
Action COM-7e: Engage the community in identifying solutions for community identified public safety issues such as traffic, parking, bears, leashes, puffing, etc.	Lead: Marshal’s Office Partners: Town Council	Ongoing (P)
Action COM-7f: Continue to participate, organize, and/or facilitate regional law enforcement trainings.	Lead: Marshal’s Office	Ongoing (RC)

Community Value 3: Small Town Character & Identity

ACTION ITEMS	RESPONSIBILITY	TIMING (RR)
Goal CHR-1: Support vibrant, diverse, safe, and well-connected neighborhoods.		
Action CHR-1a: Consider updating the Single Family Home Design Standards for residential infill and redevelopment to protect the character of these areas.	Lead: Community Development Partners: Planning Commission, Ouray County Historical Society	Short-term (P)
Action CHR-1b: Work to prioritize, plan and construct a pedestrian and bicyclist underpass/overpass across Highway 550.	Lead: Administration Partners: CDOT, GVTPR, community partners, BLM, CPW, private property owners	Medium-term (RC,F,P)
Action CHR-1c: Review and update as needed the Town's subdivision regulations to ensure connectivity and public infrastructure requirements are aligned with the goals and policies of the Master Plan.	Lead: Community Development Partners: Planning Commission	Medium-term (P)
Action CHR-1d: Address gaps or missing links in the town's bicycle and pedestrian network.	Lead: Public Works Partners: Community Development	Ongoing (F)
Goal CHR-2: Protect and preserve Ridgway's historic assets.		
Action CHR-2a: Conduct a historic resources inventory to understand the location, distribution, and condition of historic resources in the community.	Lead: Community Development Partners: Ouray County, Ouray County Historical Society, State Historical Fund/History Colorado, Planning Commission, Colorado Main Street/DOLA	Medium-term (RC,F)
Action CHR-2b: Continue to explore the feasibility of becoming a Certified Local Government.	Lead: Community Development Partners: Town Council, History Colorado, Colorado Main Street/DOLA	Medium-term
Action CHR-2c: Create, distribute and promote educational or promotional materials that highlight historic resources.	Lead: Community Development	Medium-term
Goal CHR-3: Promote Ridgway's identity as a ranching and agricultural community and preserve the rural character of landscapes surrounding Ridgway.		
Action CHR-3a: Revise subdivision regulations and/or PUD regulations to encourage the retention of agricultural land or the incorporation of small-scale urban agriculture as community benefits where appropriate or desirable.	Lead: Community Development Partners: Planning Commission, Ouray County Right to Farm Board	Short-term (P)

ACTION ITEMS	RESPONSIBILITY	TIMING (RR)
Action CHR-3b: Provide information to residents and visitors about ranching activities that periodically occur in and around Town, such as cattle drives, and how they can safely view such activities without creating hindrances to ranchers.	Lead: Clerk's Office Partners: Ouray County Right to Farm Board, Ouray County Ranch History Museum	Short-term
Action CHR-3c: Continue to honor our ranching heritage through the Creative District Program.	Lead: Community Development Partners: Community partners	Ongoing (RC,P)
Action CHR-3d: Continue to support events and activities such as the Ouray County Fair and Rodeo, 4-H programs, Skijoring competitions, and others that celebrate and help educate and inspire others about Ridgway's ranching heritage.	Lead: All Town Departments Partners: Community partners	Ongoing (F)
Action CHR-3e: Maintain IGA with the County to continue to protect surrounding rural lands.	Lead: Community Development Partners: Planning Commission, Ouray County	Ongoing (RC,P)
Action CHR-3f: Continue to collaborate with neighboring ranching and agricultural operations to facilitate their interface with the town.	Lead: Community Development Partners: Planning Commission, Ouray County, Community partners	Ongoing
Action CHR-3g: Consider annexing land for conservation and/or recreational purposes, should the opportunity arise.	Lead: Administration Partners: Community Development	Ongoing
Goal CHR-4: Promote Ridgway's identity as a creative and innovative community where creative individuals and enterprises thrive.		
Action CHR-4a: Continue to engage in creative placemaking that increases the vibrancy and quality of life for residents and visitors to town.	Lead: Community Development Partners: Public Works, PARC	Short-term (F)
Action CHR-4b: Continue to plan, design, and construct and activate spaces within the Ridgway Space to Create development that support Ridgway's creative individuals and enterprises.	Lead: Administration, Community Development Partners: Space to Create, ArtSpace, DOLA, Town Council, regional partners	Short-term (F, P, RC)
Action CHR-4c: Explore opportunities to activate underutilized spaces or buildings, with a particular emphasis on those in the Historic Town Core.	Lead: Community Development Partners: Ridgway Area Chamber of Commerce, Property owners	Medium-term (F)
Action CHR-4d: Generate promotional pieces that communicate the Ridgway Creative District's and Main Street Program's value to the community, objectives, and invite potential partnerships and collaboration.	Lead: Community Development Partners: Creative community, businesses, Ridgway Area Chamber of Commerce	Ongoing

ACTION ITEMS	RESPONSIBILITY	TIMING (RR)
Action CHR-4e: Cultivate activities with Creative District partners and collaborators that benefit the creative sector, encourage innovation, and increase the vitality of the community and economy.	Lead: Community Development Partners: RCD partners and collaborators	Ongoing (F)
Action CHR-4f: Continue to strengthen communication between the Creative District, the community, and District collaborators about the purposes and activities of the Creative District and the evolving priorities of the community for the District.	Lead: Community Development Partners: Creative District partners and collaborators	Ongoing (F)
Action CHR-4g: Take the lead on RCD and Main Street initiatives until such time as organizational capacity builds and other nonprofits can take on responsibility and budgeting for these initiatives.	Lead: Community Development	Ongoing (F)
Goal CHR-5: Promote a range of opportunities and spaces for community gatherings and interactions.		
This goal will be implemented through the application of accompanying policies.		
Goal CHR-6: Maintain and enhance Ridgway's gateways, entry-corridors, and scenic vistas.		
Action CHR-6a: Develop a gateway concept plan for Heritage Park, to address gaps left by departure of Railroad Museum assets, including funding options, and implementation phases.	Lead: Community Development Partners: Ridgway Area Chamber of Commerce, CO Main Street/DOLA, CO Tourism Office, Community partners	Short-term (F,P)
Action CHR-6b: Examine each community gateway to determine any defining features or characteristics that should be protected or considered when reviewing development applications in these areas.	Lead: Community Development Partners: Public Works	Long-term
Action CHR-6c: Revise the Town's zoning and development regulations to ensure new development or redevelopment preserves the existing or desired character of gateways.	Lead: Community Development Partners: Planning Commission	Long-term (P,F)
Goal CHR-7: Develop an interconnected system of parks, trails, open space, and recreational facilities that meets the needs of Ridgway's residents and visitors.		
Action CHR-7a: Work with local, regional, state, and federal partners to promote recreational amenities within the Town and throughout Ouray County, including the collaborative development of outreach materials and mapping.	Lead: Public Works Partners: Community Development, Ouray County, City of Ouray, Chamber of Commerce	Short-term (RC)

ACTION ITEMS	RESPONSIBILITY	TIMING (RR)
Action CHR-7b: Identify and work to address needed trail linkages and recreation paths that would expand access to existing and future parks, open spaces, public facilities and schools within the Town.	Lead: Public Works Partners: Community Development	Short-term (F,P)
Action CHR-7c: Continue to work with the community to develop the Green Street Park plan, including the community garden.	Lead: Public Works Partners: Ridgway Community Garden, Parks, Trail and Open Space Committee	Short-term (F)
Action CHR-7d: Improve trails in Cottonwood Park.	Lead: Public Works	Short-term (F)
Action CHR-7e: Replace picnic tables town-wide in parks.	Lead: Public Works	Short-term (F)
Action CHR-7f: Create multi-purpose tennis and pickleball courts in the Athletic Park.	Lead: Public Works Partners: Ridgway Pickleball Club	Short-term (F)
Action CHR-7g: Identify opportunities for volunteers to take part in the care and management of the Town's parks such as an "Adopt a Park" program.	Lead: Public Works Partners: Administration, Community Partners, Parks, Trails and Open Space Committee	Medium-term
Action CHR-7h: Adopt development regulations that address the long-term management and financing of new parks, trails, open spaces and facilities, including but not limited to the acquisition and/or dedication of irrigation and water rights when possible and feasible.	Lead: Administration Partners: Public Works, Community Development, Town Council	Long-term (P)
Action CHR-7i: Establish and codify requirements for developing parks, trails, open spaces and amenities to ensure community spaces are compatible, appropriate, connected and have a plan for long-term maintenance.	Lead: Public Works Partners: Community Development, Parks, Trails and Open Space Committee	Long-term (P)
Action CHR-7j: Explore the feasibility of forming a regional recreation district or similar special district with the City of Ouray and Ouray County.	Lead: Administration Partners: Public Works, City of Ouray, Ouray County	Long-term (RC,P)
Action CHR-7k: Analyze current use and demand for recreational facilities and amenities and identify priority projects.	Lead: Public Works Partners: Parks, Trails and Open Space Committee, Community Development, Town Council	Long-term (P)

ACTION ITEMS	RESPONSIBILITY	TIMING (RR)
Action CHR-7I: Provide continuing education and training of parks staff to assess and care for existing flora and trees in public parks for health and longevity, and plant new flora and trees accordingly to ensure long - term growth and healthy canopies.	Lead: Public Works	Ongoing (F)
Action CHR-7m: Continue to pursue outside funding, including grant opportunities, to supplement efforts for the acquisition, development, and maintenance of desired parks and recreation facilities and amenities.	Lead: Administration Partners: Public Works	Ongoing

Community Value 4: Vibrant & Balanced Economy

ACTION ITEM	RESPONSIBILITY	TIMING (RR)
Goal ECO-1: Create a vibrant, diverse, and sustainable year-round local economy that reflects Ridgway's social fabric, values, and character.		
Action ECO-1a: Update zoning regulations to support the implementation of broadband access in all new developments.	Lead: Community Development Partners: Planning Commission	Short-term
Action ECO-1b: Continue to engage marketing partners in local government conversations, meetings and planning relative to sustainable tourism and shoulder season efforts, economic development, and supporting small businesses.	Lead: Community Development Partners: Ridgway Area Chamber of Commerce, Ouray Tourism Office, OEDIT	Medium-term (RC)
Action ECO-1c: Encourage innovative small business development and an entrepreneurship culture.	Lead: Community Development Partners: CO Main Street, OEDIT, Proximity Space, Southwest Innovation Corridor, School District	Medium-term (RC,F)
Action ECO-1d: Encourage entrepreneurial and learning opportunities for creative individuals and businesses so that they can economically thrive and continue to live in town.	Lead: Community Development Partners: OEDIT/CCI, Small Business Development Center	Ongoing (RC,F)
Action ECO-1e: Continue to improve a system to track the impact of Creative District and Main Street programs on town-wide revenues.	Lead: Clerk's Office Partners: Community Development	Ongoing
Action ECO-1f: Continue to collaborate with Region 10 on its Broadband Project on efforts to provide affordable access to broadband, including completion and management of a Carrier Neutral Location in Town and key linkage to anchor institutions. Encourage providers to complete last mile infrastructure.	Lead: Public Works Partners: Administration, ClearNetworkx, Deeply-Digital	Ongoing (RC)
Goal ECO-2: Support the retention and expansion of local businesses.		
Action ECO-2a: Continue to assess the value of establishing a system for business licensing to better track business retention, transitions, and closures, implementing this as indicated.	Lead: Community Development Partners: Clerk's Office, Chamber of Commerce, Businesses	Short-term
Action ECO-2b: Strengthen the Town zoning code to support industrial and commercial uses in appropriate zones.	Lead: Community Development Partners: Planning Commission	Short-term (P)

ACTION ITEM	RESPONSIBILITY	TIMING (RR)
Action ECO-2c: Engage the business community to review development regulations as they apply to light industrial development in future locations.	Lead: Community Development Partners: Public Works, Light Industrial businesses	Long-term (P)
Action ECO-2d: Engage local businesses and employers to better understand and respond to local economic conditions, space needs, or similar issues.	Lead: Community Development Partners: Chamber of Commerce	Ongoing
Goal ECO-3: Balance the need to preserve quality of life for residents with the needs of tourists and visitors.		
Action ECO-3a: Work with the community to identify mechanisms to improve food accessibility.	Lead: Community Development Partners: Community partners	Medium-term (RC)
Action ECO-3b: Identify gaps in the local economy envisioned to meet the needs of local residents.	Lead: Community Development Partners: Chamber of Commerce	Ongoing (F)
Action ECO-3c: Incorporate creative and innovative approaches to community improvements to engage visitors in a way that also meets the needs of the community.	Lead: Community Development Partners: Chamber of Commerce	Ongoing (F)

Community Value 5: Well- Managed Growth

ACTION ITEM	RESPONSIBILITY	TIMING (RR)
Goal GRO-1: Manage growth and development in order to maintain Ridgway's small town character, support a diverse community, and create employment opportunities.		
Action GRO-1a: Update the Town's zoning code and map, as needed, to align with the Master Plan.	Lead: Community Development Partners: Planning Commission, Town Council	Short-term (P,F)
Action GRO-1b: Evaluate the desirability of creating an incentive system whereby developers and property owners are given density, height, or other bonuses in exchange for community benefits, such as affordable housing. Codify the incentive system if found desirable.	Lead: Community Development Partners: Planning Commission, Town Council	Short-term (P)
Action GRO-1c: Review and update the Town's Planned Unit Development and Subdivision Regulations to ensure economic impacts, service demands, compatibility, connectivity, and community enhancements are considered, and to ensure both support the vision and goals of this Master Plan.	Lead: Community Development Partners: Planning Commission, Town Council	Medium-term (P,F)
Action GRO-1d: Consider revising the Commercial Design Guidelines to provide clearer guidance on design related issues, such as transitions between incompatible land uses or development densities. Codify applicable guidelines where desired.	Lead: Community Development Partners: Planning Commission	Long-term (P)
Action GRO-1e: In collaboration with Ouray County, periodically review and update, as needed, the Town's IGA with the County to ensure it supports the vision and goals of this Master Plan.	Lead: Community Development Partners: Town Council, Ouray County	Ongoing (RC,P)
Action GRO-1f: Continue to monitor development activity and trends in Ridgway to evaluate how well new growth is meeting the community's vision as set forth in this Master Plan. Consider amendments to the Master Plan or the addition of new implementation actions if needed.	Lead: Community Development Partners: Clerk's Office	Ongoing
Action GRO-1g: Track the location and uses allowed on vacant parcels in the community to ensure Ridgway maintains a land supply adequate to meet its future housing, employment, and commercial needs.	Lead: Community Development	Ongoing (F)

ACTION ITEM	RESPONSIBILITY	TIMING (RR)
Goal GRO-2: Ensure public infrastructure, utilities, facilities, and services are sufficient to meet the needs of residents and businesses as the town grows.		
Action GRO-2a: Develop operational plans for all infrastructure systems in Ridgway detailing the Town's intended approach to maintenance, operation, and expansion of systems and facilities over time.	Lead: Public Works	Short-term
Action GRO-2b: Review and update the Town code's regulations regarding adequate water supply for new development.	Lead: Public Works Partners: Community Development	Short-term (P)
Action GRO-2c: Develop and maintain the water and sewer utility systems GIS database.	Lead: Public Works	Short-term (F)
Action GRO-2d: Pursue IGAs with other local districts or agencies as may be appropriate to assure that new development does not burden their service delivery capacities or place additional costs on existing residents.	Lead: Public Works Partners: Administration	Ongoing (RC)
Action GRO-2e: Pursue potential funding/revenue sources to support the incremental expansion of the Town's Water and Wastewater System.	Lead: Public Works Partners: Administration	Ongoing
Action GRO-2f: Regularly monitor existing infrastructure and ensure that improvements needed to maintain Town systems are appropriately conveyed, budgeted and completed. Establish regulations as needed to protect town infrastructure.	Lead: Public Works Partners: Community Development	Ongoing (F)
Action GRO-2g: Monitor available infrastructure capacity in the context of growth trends, particularly at the Town's water and wastewater treatment facilities, to understand how much residential and non-residential development could be accommodated and when upgrades might be needed.	Lead: Public Works Partners: Community Development	Ongoing (F)
Goal GRO-3: Proactively mitigate natural and human-made hazards and plan for a resilient community.		
Action GRO-3a: Identify and secure a secondary interconnection for any interruption in the Town's water supply.	Lead: Administration	Short-term (F)
Action GRO-3b: Define "steep slopes" in the development code, and develop regulations that detail the conditions and performance standards under which such development may be evaluated.	Lead: Community Development Partners: Planning Commission	Long-term (P)

ACTION ITEM	RESPONSIBILITY	TIMING (RR)
Action GRO-3c: Work with area partners to implement and update local, regional or statewide hazard mitigation planning efforts, as adopted.	Lead: Administration Partners: Ouray County, All Departments	Long-term (RC,F)
Action GRO-3d: Maintain a contingency plan in case of an emergency that threatens or disrupts the community water supply.	Lead: Administration Partners: Public Works	Ongoing (P,F, RC)
Action GRO-3e: Continue to evaluate Town infrastructure and critical facilities to determine what values are at risk from hazards. Identify opportunities to introduce redundancies into infrastructure systems.	Lead: Public Works Partners: San Miguel Power Association, Ouray County, CDOT, Black Hills Energy	Ongoing (RC)
Action GRO-3f: Work with FEMA and Ouray County to maintain up-to-date maps of the 100-year floodplain and floodway along all waterways flowing through Ridgway.	Lead: Administration Partners: Community Development, FEMA, Ouray County	Ongoing (RC)
Goal GRO-4: Develop a safe and efficient multi-modal transportation system, balancing the needs of all users.		
Action GRO-4a: Update Town specifications and engineering standards to incorporate ADA guidelines and standards for the design of sidewalks and other pedestrian facilities.	Lead: Public Works	Short-term (P,F)
Action GRO-4b: Establish pedestrian trail connections along Railroad Street to the south of Highway 62 in a manner that will connect Regional Athletic Park with the center of Town.	Lead: Public Works Partners: Ouray County, Community Partners	Short-term (F)
Action GRO-4c: Add high visibility striping and bicycle symbols to existing bike lanes with greater frequency to make lanes more visible and easily identifiable.	Lead: Public Works Partners: CDOT, Ouray County	Medium-term (F)
Action GRO-4d: Update subdivision requirements for streets to include bike lanes where appropriate.	Lead: Community Development Partners: Planning Commission, Town Council	Medium-term (P)
Action GRO-4e: Explore the feasibility of establishing a Town-wide sidewalk district.	Lead: Administration Partners: Public Works, Town Council	Long-term (P)
Action GRO-4f: Establish parameters to guide the repair, reconstruction, and use of the Town's roadways, balancing the desire to safely accommodate multiple functions and modes with maintenance, community character, and air quality objectives.	Lead: Public Works Partners: Community Development	Long-term (F)

ACTION ITEM	RESPONSIBILITY	TIMING (RR)
Action GRO-4g: Identify opportunities for adding sidewalks and bicycle lanes on existing roadways and establish a plan for implementation. This includes, but is not limited to, connections between the secondary and elementary schools and to other recognized pedestrian routes.	Lead: Public Works Partners: Community Development, Administration, Community Partners	Long-term (F,P)
Action GRO-4h: Continue to work with state and regional partners to explore the feasibility of expanding the frequency of regional transit service and potentially establishing localized shuttles between Ridgway, Telluride, Montrose, Ouray, and points beyond. Also work to develop a park and ride facility in Ridgway.	Lead: Public Works Partners: Community Development, CDOT, Regional Partners	Ongoing (RC)
Action GRO-4i: Monitor and implement specific road improvement projects and control measures, including striping, bulb-outs, walk signals, and other improvements which enhance traffic flow and pedestrian and bicyclists safety.	Lead: Public Works Partners: Community Development, Marshal's Office	Ongoing (F)
Action GRO-4j: Reevaluate street classification, such as arterial, collector and local streets, as development occurs. Maintain appropriate design standards and traffic speeds accordingly.	Lead: Public Works Partners: CDOT, Community Development	Ongoing
Action GRO-4k: Explore the feasibility of alternatives to the current stoplight at Highway 550 and Highway 62 to improve pedestrian and bicycle connectivity and safety and enhance the character of the community gateway.	Lead: Public Works Partners: CDOT, Community Development	Ongoing
Goal GRO-5: Use Ridgway's parking resources efficiently.		
Action GRO-5a: Educate downtown employees about the best places to park in order to free up nearby customer parking and implement other education recommendations per 2018 Parking Assessment recommendations.	Lead: Community Development Partners: Local Businesses, Ridgway Area Chamber of Commerce	Short-term
Action GRO-5b: Prioritize and implement event parking recommendations from the 2018 Parking Assessment.	Lead: Clerk's Office Partners: Community Partners	Short-term (F)
Action GRO-5c: Revise the zoning code parking requirements for residential and lodging uses in the Historic Business district.	Lead: Community Development Partners: Public Works, Planning Commission	Medium-term (P)
Action GRO-5d: If lack of turnover becomes a larger concern, evaluate the potential need to limit parking to 2-hours along Clinton and Lena Street and in other hubs of activity.	Lead: Public Works Partners: Community Development, local businesses	Medium-term (F)

ACTION ITEM	RESPONSIBILITY	TIMING (RR)
Action GRO-5e: Add universally recognized parking directional signage as recommended in 2018 Parking Assessment.	Lead: Community Development Partners: Pubic Works	Medium-term (F)
Action GRO-5f: Consider striping and adding signage to unmarked parking areas, particularly areas that can accommodate diagonal and motorcycle parking, as parking demand increases with growth.	Lead: Public Works Partners: Community Development	Long-term (F)
Action GRO-5g: Prioritize and implement new ADA public parking spaces as recommended in the 2018 Parking Assessment.	Lead: Public Works Partners: Community Development	Long-term (F)
Action GRO-5h: Periodically update the 2018 Parking Assessment, or applicable sections to analyze how parking resources are meeting demand.	Lead: Community Development	Ongoing (F)

The Beautiful Finale?

a live-scribe poem by Adrian H Molina

Excitement builds.
The hopeful and skeptical gather.
Smiles, handshakes and eye rolls—
Political landscapes. Democracy matters.

Insiders. / Outsiders.
Bridges. / Dividers.
Familiar Patterns. / Outliers.
The land reflects it all.

Little walls fall. Breath. Poetry.
Surveys. Trivia. “Bear with me.”

Projected growth is lower than we had all
thought!
For the town... WAIT.
Shhhhhiiiiiiiiee...oooouuut! The region size could
double?!
Trouble.

Upturns. / Downturns.
Backspins. / U-turns.
You can look around
and see all the wheels turn:

questions burning,
calculations,
transformations—What do you want?

New roads. Walking trails. Bike paths.
Parking. Healthy food. Recreation.
And Space to Create fill the collective
imagination.

But, “Who is missing from the conversation?”
Who notices?
Who has reservations?

How might the conversation about jobs,
housing, services, and transportation change
if *they* were here?

(Questions to follow up on.)

For now, play the role.
Dream BIG. Before the authority
comes to scale dreams down to size.
They always come. They take big bites.
And some pay with their lives.

“But this is just an exercise,” right?

Until it gets real. Wheh! “It’s getting real.”
“Where are the comedians?” Why didn’t we
bring the circus? Work with us. “If they try to
bring Home Depot we’ll either burn it down or
stamp ’N.F.W. in the ground”
(Resident’s quotes).

Let’s talk vision: *Ridgway is a welcoming,
community-minded rural small town
situated in a beautiful mountain valley...*
“and it’s going to stay that way!”

Can I get a witness?!
How about a handclap??

Switch gears. Change clothes.
Deep breath. Go.
Who, again, are we missing from this
conversation?

“The animals.”
“The water.”
“The youth.”
“The poor.”
The eccentrics who quite fit the mold—
(“Screw the mold.”)

And closing questions from the floor:

How do we set the table for honest and
authentic inclusion?

What is the tradeoff when we let the money
talk?

When do we as community walk?
(away... and forward, not back)

And will the leadership have our back?

You can answer with a clicker and one eye
closed but the questions open doors—

a fitting dark sky place to end
as Ridgway opens up a star portal
and the next adventure begins.



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