

HISTORIC DOWNTOWN IMPROVEMENT AND ECONOMIC SUSTAINABILITY PLAN

2007



Acknowledgements

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Introduction

A Vision of the Future

The plan provides a 'vision' of what it intends to achieve for the downtown. The vision is a short statement offering a mental image of the future downtown. The vision serves as a consensus building statement and all other elements of the plan should correspond to the vision.

The following is the vision developed as a result of comments and discussions during the *Coming Together for Our Town* retreat in January, 2007 and serves as the guiding statement of what the community would like to achieve for downtown.

Vision Statement

Downtown Salida is the cultural and social center of the community with a strong and sustainable year-round economy where residents and visitors experience a uniquely charming historic Colorado town that offers a friendly atmosphere where people can live, work and play.



Purpose and Need

The City of Salida has a unique historic downtown that has been the cultural center of the community since the founding of the City. Downtown contains a mix of uses including retail, housing, offices, public institutions, recreation, restaurants and entertainment. The downtown area must be accessible to motorized vehicles, pedestrians and bicycles. It must accommodate residents, visitors, families and seniors in types of services offered and transportation facilities.



The complexity of a downtown demands special planning attention. Downtown planning ensures that new investment supports and maintains what is already in place and enriches the future. A successful downtown depends upon cooperation between local government, property owners, tenants, and the downtown users to meet the needs for transportation, utility service, market exposure and public services. This need for a common vision and coordination underlies the need for a downtown plan.

Process and Background

This plan is the result of ongoing interest in bolstering the economic vitality of downtown.

INSERT INFORMATION ABOUT IMPROVEMENT DISTRICT IN 1980's, STREET TREE PROGRAM AND DOWNTOWN BUSINESS ALLIANCE

In 2004 Historic Salida, Inc. a local non-profit group dedicated to historic preservation efforts in the Salida area became members of the *Main Street* program of the National Trust for Historic Preservation. This organization is a tool developed to help communities organize their programs to improve and maintain their downtown. Leslie Walker, a member of the board of directors for Historic Salida Inc. and a downtown property and business owner attended the national *Main Street* conference in Albuquerque in 2004. An appeal was made to the Chaffee County Board of County Commissioners who pledged \$10,000 for a *Main Street* program. Later that same year, Historic Salida invited the *Main Street* director from Gunnison who made a presentation to the Salida Business Alliance.

Main Street Colorado held their annual conference and basic training sessions in Salida in early 2005. The event was hosted by Historic Salida, Inc and the event drew about 15 people from Salida. Scholarships were provided and four local residents attended the *Main Street 101* training. While there are many aspects of the *Main Street* program that are attractive, it was determined that the organizational structure of an official *Main*



Street program was not the proper vehicle for Salida at this time. Additional information about the *Main Street* program can be found at www.mainstreet.org.

In October 2005, Historic Salida, Inc. and the City of Salida hosted *Downtown Looking Up*. Funding for this event was provided by the Colorado State Historical Fund Certified Local Government program. This three-day workshop at the Steam Plant featured famed economist Donovan Rypkema and focused on the reuse of upstairs spaces in downtown. Over 100 area residents attended this event.

On January 22, 2007 the first Coming Together for Our Town retreat was held at the Scout Hut in Riverside Park to develop a vision and action plan for the downtown. In attendance at the retreat were over 80 members of the community including residents both new and long-time, business owners, and members of City Council, the Planning Commission and Historic Preservation Commission. The mission and goals of that meeting were the following:



- **Community:** The retreat will bring community members together to enrich social and business networks.
- **Identity:** The retreat will enrich the participant's sense of the important role the downtown plays in the life and culture of Salida.
- **Strategies:** The retreat will identify and prioritize areas needing improvement and begin to develop strategies for helping the downtown to fulfill its potential.
- **Plan:** The retreat will begin the process of creating an amendment to the Salida Comprehensive Plan that addresses the specific needs of the downtown.

The morning was spent developing a needs-based vision for the downtown. In the afternoon the retreat focused on identifying and prioritizing areas needing improvement and strategies for implementing improvements.

On May 14, 2007, community members met and, with the assistance of City Planner Dara MacDonald, established priorities for implementation of the strategies within each of the eight issue categories included in the draft plan.

This plan presents the results from the retreat and the priorities assigned to action items for making the needed improvements.

Plan Components

A downtown plan guides public and private investment through a 10- to 20-year period. It establishes precise directions for the short term, yet also conveys broad policy directions that can be followed into the future. Plan components include:

- An inventory of existing and potential conditions
- Policies, strategies and action items
- Implementation plan



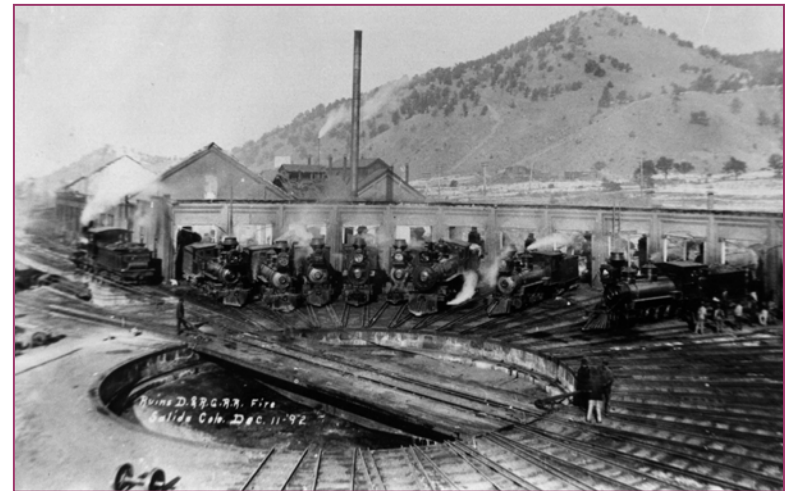
Inventory of Existing and Potential Conditions

Brief History of Salida

Salida is the county seat of Chaffee County and its largest city, with a population of 5,504 in 2000. The city is the service, supply, and tourism center for the Upper Arkansas Valley. The Denver and Rio Grande Railroad bypassed the existing settlement of Cleora to establish Salida in 1880. Salida became a major division point for the D&RG, which erected extensive railroad facilities north of the commercial district on the opposite bank of the Arkansas River. The city developed quickly, and became the hub of a prosperous mining and agricultural region within a decade of its founding. Salida experienced devastating fires in its downtown business district in 1886 and 1888, but rebounded to build a substantial commercial area consisting principally of two-story brick buildings. Railroad activity began to decline in the 1950s and, in 1971, Salida ceased to be a division point for the D&RG. Tourism, recreation, and arts-related enterprises grew in importance during the second half of the twentieth century. It is within this historic context that downtown Salida's architectural heritage emerged.

Architectural Heritage

Salida has a rich history and a wealth of architecture to support its history. Salida is home to the Salida Downtown National Register District which includes many wonderful examples of

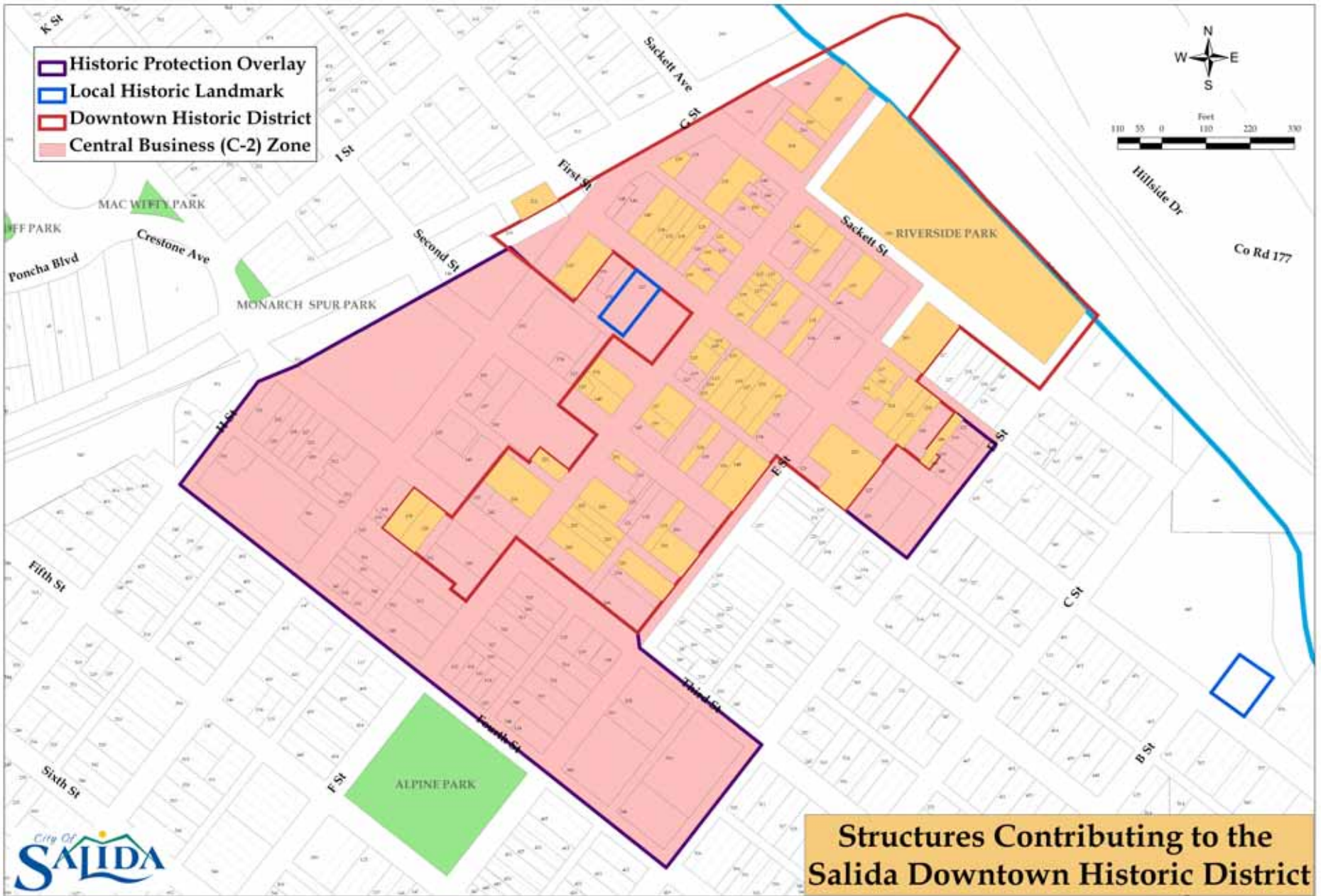




turn of the century commercial structures. The downtown buildings were resurveyed in 2001-2002 by Front Range Research Associates, Inc. This intensive survey of the Salida Downtown Historic District totaled 135 buildings. This survey report includes a complete history of the Salida area and the downtown in particular. The complete survey report can be viewed at City Hall, on the City website or the Salida Regional Library.

The City of Salida adopted a local ordinance in 2002 (updated in 2005) that provides for the review and approval of any exterior alterations to buildings located within the Salida Downtown Historic District. Additionally, the ordinance provides procedures for locally designating historic buildings, structures, sites and districts. Two sites have been designated as local landmarks under this ordinance, the Salida Opera House at 129 W. 1st Street and the original structure of the Denver and Rio Grande Hospital at 448 E. 1st Street.







Building Conditions

Buildings in the downtown are in various states of repair. With the economic decline of Salida in the late twentieth century a number of buildings downtown were left vacant and fell into disrepair. Since 2000 there has been a marked increase in interest in the downtown and some notable projects to repair and reuse downtown structures.

The efforts of property owners, the City of Salida and Chaffee County must be combined to ensure that rehabilitation and reuse of structures is both physically feasible and economically viable.



Transportation

Downtown Salida is roughly bounded by the Arkansas River and Riverside Park to the north, the Monarch Spur Trail to the west, Fourth Street and Alpine Park to the south and D Street to the east. The streets within this area are in a grid formation and include sidewalks and on-street parking. Local residents will often walk or ride bicycles to access downtown.

State Highway 291, called First Street in this area, traverses the downtown. The signalized intersection of First and F streets is considered the center of the downtown. Both First and F streets connect downtown to the U.S. Highway 50 corridor.

Infrastructure

Infrastructure in the downtown is meeting the current needs of the downtown but there is need for upgrading to maintain service levels and accommodate redevelopment and growth in the areas around downtown. The water mains are generally under the streets and the sewer mains are generally located in alleys as are most of the overhead electric, phone and cable lines. There are some cases where old private sewer lines are found serving multiple properties and cross-connection amongst several properties with various utilities is not uncommon. Infrastructure is an important component of a successful downtown. Continued investment must be made by the community to ensure that adequate services are always provided.



Expectations for Downtown

With continued publicity about Salida both regionally and nationally, interest has piqued in the last few years. Much of the interest has been from baby boomers who want to relocate or buy a second home in the area. Over the past year, from August 2006 to July 2007, Salida's residential home sales have increased by 4 percent while homes with acreage have increased by 22 percent.

People who visit or move here want the same amenities that they have come to expect in other tourist-oriented mountain towns. Amenities such as evening and weekend shopping, fine and casual dining, cultural activities are expected, while maintaining the "quaintness" of the downtown. People attracted to the area like being able to walk the streets safely and to visit interesting retail establishments. More information is needed to inform visitors and new residents about shop hours, location of restaurants, things to do while downtown, public parking areas and restrooms.



There has also been a recent surge in real estate investment in the downtown. Per square foot prices for real estate have reached unprecedented levels. Following the initial purchase, many of the new property owners are investing in improvements both to the interior and exterior of their structures. There has been concern expressed about rising rents from tenants and property taxes from owners. It is unknown as of yet what the long-term effects of this investment and corresponding rise in values will have on the mix of retail, office and residential in the downtown.

Policies, Strategies and Action Items

The strategic component of the downtown plan directs how the plan's objectives and the policies advocated can be achieved. During the January, 2007 retreat the issues facing downtown were identified and grouped into eight categories. Each of these categories has specific areas of dissatisfaction identified as well as strategies to address these issues.

The categories identified are:

- Buildings – Fostering Well Maintained and Fully Utilized Structures
- Transportation, Traffic and Parking
- Events, Activities, Recreation and Entertainment
- Commercial – Businesses, Services and Economics
- Railroad Property North of the Arkansas River
- Infrastructure – Outdoor Amenities, Landscaping and Public Environment
- Housing
- Children and Young People

Each category is listed below with policies, strategies and action items to implement the downtown plan. These are listed in priority order based on a meeting of the expanded planning team in May 2007. Numbers in brackets indicate the number of points each policy received. A wide range of potential funding mechanisms will be explored in the Implementation section of the plan.



Buildings – Fostering Well Maintained and Fully Utilized Structures

The downtown historic district dates to the late 1800’s and early 1900’s. The buildings from that time period are primarily brick construction due to a history of fires during the development period. There was an economic downturn in the 1980’s from which the downtown is still recovering today. The economic downturn affected property owners’ ability to fully utilize and maintain their buildings.

The last five years have seen significant reinvestment in the downtown and a renewed vitality. Several buildings have had substantial rehabilitation that has brought new use to long vacant spaces and along with that a new expectation of how downtown should be cared for in the future.

Policy	Strategy	Action Item	Responsible
<i>1. Encourage property owners to maintain their properties. [14 points]</i>			
	1.01	Enact an ordinance to require maintenance of buildings.	
		1.01.01 The City should enact the 2006 International Property Maintenance Code as part of the building code update process to require maintenance of property.	City, County
	1.02	Enact an ordinance that penalizes property owners who let their buildings remain vacant.	
		1.02.01 The City Land Use Attorney and Code Enforcement Officer should investigate the legality of the type of regulation and pursue adoption if possible.	City

Policy	Strategy	Action Item	Responsible
	1.03	Create incentives for façade maintenance.	
		1.03.01 Develop a grant-funded matching program to assist property owners with maintaining the facades of their buildings.	City, HPC, HSI, Property Owners
<p>2. Encourage exterior rehabilitation of historic structures that have been altered in a way that is incompatible with the historic district, to return them to their original appearance or to an appearance that meets design guidelines. [8 points]</p>			
	2.01	Create a revolving loan program to provide financial assistance for façade rehabilitation.	
		2.01.01. The City Attorney and Finance Committee should strive to enact a low-interest, revolving loan program for property owners to rehabilitate facades of downtown buildings.	City
	2.02	Provide education about grant and tax credit programs providing financial assistance for rehabilitation.	
		2.02.01. Sponsor grant applications for downtown property owners who rehabilitate their historic buildings.	City, HPC, HSI
		2.02.02 Host educational workshops to alert property owners to the grant and tax credit opportunities.	City, HPC, HSI

Policy	Strategy	Action Item	Responsible
		2.02.03 The City of Salida should become the tax credit application review agency.	City, HPC

3. Utilize upper floors of downtown buildings. [5 points]

3.01 Adopt building codes which recognize the unique limitations of historic structures and allow for reuse while still ensuring safety.

3.01.01 Adopt codes such as the 2006 International Existing Building Code that allow for some flexibility in reuse of historic structures. Any deviations from or relaxation of building or fire codes should be done in such a way as to ensure safety.

City, Building Official,
Fire Chief

4. All ground floor storefronts in the downtown should be occupied by commercial businesses. [4 points]

4.01 Update zoning for the downtown to permit only commercial uses on the ground floor.

City, Planning
Commission, HPC

5. Recognize historic structures that contribute to the downtown. [2 points]

Policy	Strategy	Action Item	Responsible
	5.01	Place plaques on downtown buildings or in strategic locations to provide information about historic structures that contribute to the historic district.	
		5.01.01. Develop, fund, and implement a plaque program.	City, HPC, HSI
	5.02	Provide educational materials about the historic downtown.	
		5.02.01. Expand <i>The Mountain Mail</i> walking tour.	HPC, HSI
		5.02.02. Develop brochures highlighting downtown buildings and defining the historic district.	HPC, HSI

6. Investment in the buildings and related property tax increases should be recaptured through increased rental revenue. [1 point]

	6.01	Create a property tax rebate program that would ease the tax burden for property owners who invest in their properties.	
		6.01.01 In coordination with the County and School District, create an ordinance that would refund property tax increases resulting from improvements in commercial properties or downtown facades.	City, County, School District, DTPOA

Transportation, Traffic and Parking in the Downtown Area



Downtown is the area of Salida that is most conducive to multi-modal transportation meaning that people travel to and within downtown by car, bike or foot. All modes of transportation to and within the downtown must be accommodated so that residents and visitors alike can utilize the amenities offered in downtown.

Adequate street connectivity must be provided along with parking for vehicular traffic. Trucks also need to be accommodated in downtown to permit deliveries in a manner that does not block parking and traffic.

Policy	Strategy	Action Item	Responsible
1. Link downtown with other areas of the City (11 points)			
1.01	Implement a wayfinding plan that includes signage directing people to the downtown and to parking and amenities within downtown.		City, SBA
		1.01.01 City Staff and community stakeholders develop a wayfinding plan showing locations of proposed signs.	

Policy	Strategy	Action Item	Responsible
		1.01.02 Pursue grant funding for wayfinding signs.	City, CPS&HB
1.02	Enhance bicycle and pedestrian connections city-wide to allow non-motorized users to travel to downtown.		
		1.02.01 Require all new development to install sidewalks and connect to the City trail system where appropriate, as required by the Land Use Code.	City (P&Z, PW) SPOT
		1.02.02 Develop a strategy for installing sidewalks throughout the City to allow connection to the Downtown.	City (P&Z, PW)

2. Make it easy for visitors to locate downtown amenities. (11 points)

2.01	Identify locations for signs downtown.		
		2.01.01 Purchase and install signs.	City (PW), SBA, CPS&HB
2.02	Select an information kiosk location.		
		2.02.01 Design and install the kiosk.	City, SBA, CofC

3. Provide adequate facilities for vehicle parking downtown. (7 points)

Policy	Strategy	Action Item	Responsible
	3.01	Ensure there are adequate parking facilities downtown to support businesses, residents and visitors.	
		3.01.01. Study peak parking demand, preferred location of additional parking if necessary, and strategies for regulating public parking, e.g., time limits, paying for parking, and enforcement strategies.	City (PW)
		3.01.02. Require business owners and employees to practice parking habits that do not limit parking options for visitors and customers.	SBA, DTPOA
		3.01.03. Schedule downtown deliveries for non-peak business hours.	SBA, DTPOA

4. Encourage using transportation other than cars. (5 points)

	4.01	Accommodate bicycle users, including a safe riding environment and parking.	
		4.01.01. Create a plan for the placement of bicycle racks throughout downtown to ensure adequate parking and placement.	City (PW), SBA
		4.01.02 Create a bicycle awareness and education campaign.	City (PW), SPOT, SBA, local bicycle retailers.

Policy	Strategy	Action Item	Responsible
5. Provide a pedestrian friendly downtown environment. (4 points)			
5.01	Create an environment that targets pedestrians and encourages people to get out of their cars, walk to their destination, and explore more of downtown.	5.01.01. Ensure adequate amenities are in place including benches, trash cans, planters, etc.	City (PW), SBA
		5.01.02. Provide adequate signage directing motorists to public parking areas where they can leave their cars for several hours while they walk around downtown.	City (PW)
		5.01.03. Place bike racks, displays, and sandwich board signs to ensure adequate space is available for pedestrian circulation.	SBA, DPTOA, Business Owners
5.02	Ensure adequate safety so pedestrians feel comfortable walking around downtown.	5.02.01. Improve crosswalks to ensure vehicle drivers are aware of the pedestrian environment.	City (PW)
		5.02.02. Explore streetscape changes that help to slow vehicle traffic through downtown.	City (PW)

Policy	Strategy	Action Item	Responsible
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6. Create a downtown where all public facilities are universally accessible. (4 points)

- 6.01 Inventory all public facilities in the downtown to ensure they are accessible to the disabled.
 - 6.01.01. Identify and improve specific items that do not meet ADA requirements. City (PW)
 - 6.01.02. Integrate necessary accessibility improvements into the budget, to be implemented over the next five years. City (PW), Finance Committee

7. Provide public transportation within downtown and to the rest of the City. (3 points)

- 7.01 Ensure there is public transportation to serve the needs of citizens and visitors, and enhance the economic vitality of downtown.
 - 7.01.01. Commission a transportation study that identifies the thresholds for the necessity to provide public transportation and methods for a system that can be self-supporting. City (P&Z), CPS&HB

Events, Activities, Recreation and Entertainment

Downtown is the heart of activities and events in Salida. Downtown is where the community comes together to celebrate holidays, enjoy cultural activities and enjoy a number of recreational events.

Riverside Park and the Scout Hut are host to a number of community events throughout the summer including the Memorial Day Bluegrass Festival, Colorado Brewers Rendezvous, Going Green 100, Holiday Park and other music and theater productions. The F Street Bridge is the start/finish for several recreational races including the Banana Belt bike race, Tenderfoot Hill Climb and A Run Through Time Marathon. F Street is the site of both the Parade of Lights and the Fourth of July Parade. Downtown is given over almost entirely to the FibArk Festival and ArtWalk each year during those events.



The Salida Steam Plant is the host of theater productions, live music, art exhibitions, educational events and other activities throughout the year. The Steam Plant has been approved for extensive renovation and expansion so that it will grow into an events center with construction scheduled for completion in July 2008.

Policy	Strategy	Action Item	Responsible
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1. Host festivals and events downtown throughout the year. (8 points)

Policy	Strategy	Action Item	Responsible
1.01	Create an environment that fosters existing events and encourages new events in the downtown.	1.01.01 Continue providing a structure to coordinate event planning, park rental, street closures, and licensing.	City (Rec., PW)
		1.01.02 Investigate the possibility of creating an event coordinator position.	City (Rec.), SSP, SBA, CofC, others
1.02	Coordinate activities downtown to maximize the visitor and event attendee experience.	1.02.01 Salida Business Alliance works with business owners to ensure downtown businesses are open during downtown events.	SBA, Business Owners
1.03	Spread activities throughout the week, not just on weekends.	1.03.01 Create a farmer's market on a weekday afternoon/evening during the summer that can serve local residents and allow merchants an alternate location.	
		1.03.02 Create a bimonthly music or entertainment event in Riverside Park that provides a draw for local residents to come downtown.	
1.04	Ensure quick clean up following events.	1.04.01 Quick removal of road blocks after an event.	City (PW)

Policy	Strategy	Action Item	Responsible
2	<i>Locate Museum Downtown (4 points)</i>		
2.01	Increase visitor numbers to the Salida Museum by locating it downtown.	2.01.01 Find and purchase a suitable location downtown for Salida Museum	City (Rec), SMA, CPS&HB, SHF
		2.01.02 Develop exhibits and storage that meet today's educational and research standards.	City (Rec.), SMA, CPS&HB, SHF
3.01	Create a museum that strengthens the Salida Museum's interpretation of the history of railroads and the role of railroads in Salida's history.		

Commercial – Businesses, Services and Economics



The downtown was established as the commercial center for Salida. With the advent of cars and the ease that form of transportation provided, a lot of new commercial activity was shifted to the Highway 50 corridor. However, citizens of Salida and visitors continue to see the charm and character of the historic downtown as an important attribute to the community and the downtown has managed to maintain commercial activity because of that sentiment.

Salida is fortunate to maintain a mix of businesses in the downtown core. Businesses range from those oriented to everyday needs of residents such as a major grocery store, hardware store, furniture, auto repair and a pharmacy to stores selling unique works of art, antiques, clothes and specialty gifts. Also included are a variety of restaurants, bars and entertainment such as movie theaters and the Steam Plant which provides a live theater venue. Many professional offices also make their home in downtown.

It is imperative that the community continue to support existing businesses and attract new businesses that compliment the unique character of the downtown.

Policy	Strategy	Action Item	Responsible
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- 1. Help downtown businesses be more successful in serving a variety of needs for both residents and visitors. (8 points)**

Policy	Strategy	Action Item	Responsible
1.01	Provide shopping that will encourage residents to shop downtown for their basic needs.		
		1.01.01 Provide community support by continuing and reinforcing the “Buy Local” campaign to encourage residents to support downtown businesses.	SBA, CofC, Business Owners
		1.01.02 Business owners maintain consistent hours of operation that allow for local residents and visitors to shop after work and on weekends, and during events downtown.	Business Owners
		1.01.03 Create strategies to encourage businesses that serve local residents to remain or locate downtown.	City, SBA, CofC
		1.01.04 Research the times when customers shop.	City, SBA, Business Owners
1.02	Businesses sell products or provide services that are appropriate for downtown.		
		1.02.01 Business owners take classes and use services offered through CMC on how to structure a successful business including location, product mix, accounting, and marketing.	CMC, Business Owners
1.03	Balance rents between providing adequate return on investment for building owners and allowing businesses to survive.		DTPOA

Policy	Strategy	Action Item	Responsible
	1.04	Coordinate marketing strategies for downtown business owners. Through cooperative marketing all downtown businesses will see an increase in sales.	SBA, CofC
		1.04.01. Collaboratively create a coordinated marketing campaign for downtown.	SBA, CofC, CCVB

2. *Position businesses physically to provide for a vital downtown that encourages pedestrian activity. (5 points)*

	2.01	Reserve ground-floor, street-front locations for retail stores, eating or drinking establishments, or other businesses that add to the vitality of downtown. Encourage the use of upper floors and locations off the street for destination, non-retail businesses such as offices.	
		2.01.01. Investigate tools for limiting ground floor, street-front locations by offices.	City
	2.02	Where ground floor offices and vacant storefronts exist, encourage appropriate displays in the windows that can market the character of downtown or enrich the downtown through cultural displays.	
		2.02.01. Work with owners of ground floor offices and vacant storefronts to place displays.	HSI, SMA, SBA, DPOA and Business Owners

Railroad Property North of the Arkansas River

The downtown was created as a commercial hub directly across the river from the rail yard that established this community. For many years the rail yard was the employment center for the community and served as a major service and transportation hub for the Denver and Rio Grande Railroad.

Activity across the river downtown diminished over a number of years and now there is no commercial activity at all on the north side of the river close to downtown. The defunct rail yard and underutilized property have become a blight on the downtown behind chain link fencing. This area is a logical extension of the downtown and should be improved and utilized.



Policy	Strategy	Action Item	Responsible
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1. Work with Union Pacific to make the railroad property an active extension of the City (11 points)

Policy	Strategy	Action Item	Responsible
1.01	Encourage Union Pacific to work with the City and County on redeveloping the property for such uses as recreational, commercial, and mixed-use activities, and for City infrastructure and transportation.		
		1.01.1 Establish a Task Force	City (P&Z), County
		1.01.1 Establish an intergovernmental agreement with Chaffee County for addressing future development in the area.	City, Task Force
		1.01.2 Collect background information: what has been done in the past, existing infrastructure, brownfields.	City, County, Task Force
		1.01.3 Offer assistance such as funding for municipal and county efforts, and brownfields remediation.	City, County, Task Force

2. Develop a master plan for the property (to be implemented after annexation).

2.01	Include consideration of the following elements in the Master Plan:		City, County, Task Force, Consultant
	<ul style="list-style-type: none"> • A vision for the property, and appropriate zoning or overlay zoning for the area. • Legal at-grade crossings to access County Road 177 and public lands on the far side of the railroad tracks. • Civic uses that complement but do not compete with 		

¹ An interpretive kiosk could be developed now, with funding from GARNA, Byways, AHRA, SHF

Policy	Strategy	Action Item	Responsible
		<p>downtown, such as a city hall or civic center across the F Street bridge.</p> <ul style="list-style-type: none"> • Additional public parking needed for downtown. • Transportation connections to downtown, trails, public lands, and US 50 and Hwy 291. • Need for utility connections associated with any transportation or development plans for the property. • A utility corridor for the City to connect the wastewater plant with downtown and Highway 291, to support future redevelopment within the City and beyond current municipal boundaries. • A riverfront park and trails. • Recognition of the important role the property played in the history of Salida, e.g., an interpretive kiosk.¹ 	

3. Recognize the railroad property as the gateway to public lands, existing and future trail connections, and recreation possibilities. (3 points)

3.01	Continue to identify trail corridors and recreation opportunities that connect the City and public lands through the railroad property.	City (Rec.), SPOT, Chaffee County, BLM
3.02	Encourage trail corridors along the railroad creating a regional trail system connecting communities along the line.	City (Rec.) SPOT, Chaffee County, BLM



Infrastructure – Outdoor Amenities, Landscaping and the Public Environment

Downtown Salida is fortunate to have a large number of well-preserved structures from the turn of the century. These buildings frame the character of downtown but there are many other factors that help to reinforce the identity of downtown. Additional factors that influence the character of downtown and the experience of visitors to the area include landscaping, decorations, facilities and a feeling of security.

Policy

Strategy

Action Item

Responsible

1. ***Use public art to add visual interest to the downtown and reinforce its identity as an arts district. (5 points)***

1.01 Design and implement a program for art in public spaces.

1.01.01 Investigate programs used in other communities to place art in public places.

City, Art Organizations, Artisans & Artists

Policy	Strategy	Action Item	Responsible
		1.01.02 Coordinate to ensure art is appropriate, can be maintained, and will have a lasting positive effect on the community.	City, Art Organizations, Artisans & Artists
2. Use landscaping and seasonal decorations to create a positive environment in downtown. (4 points)			
	2.01	Install and maintain existing street trees downtown and install new ones where appropriate. Maintain park landscaping.	
		2.01.01 Work with property owners to select and maintain street trees downtown.	STB, Business Owners
		2.01.02 Provide long-term solution to ensure that street trees receive adequate water.	City, STB, Business Owners
		2.01.03 Replace old or damaged trees removed from the parks with new trees.	City, STB
	2.02	Coordinate summer flower-planting throughout the downtown.	
		2.02.01 Plant and tend containers with flowers throughout downtown.	SBA, Business Owners, Garden Club

Policy	Strategy	Action Item	Responsible
		2.02.02 Continue to plant and tend large containers with flowers or other landscaping materials at the north end of F Street.	City (PW)
	2.03	Continue using seasonal decorations downtown	
		2.03.01 Continue purchasing and installing banners on the light posts downtown.	City (PW), SBA
		2.03.02 Continue to install holiday decorations throughout downtown during the winter season and remove them in a timely fashion.	City (PW)

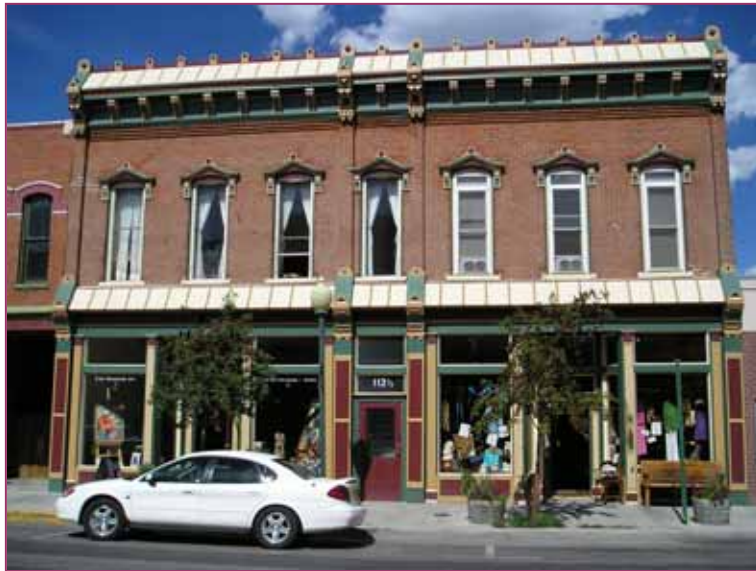
3. Quality public facilities and feelings of safety and security enhance the user experience for both residents and visitors. (3 points)

	3.01	Provide public facilities downtown to supplement the experience of downtown users.	
		3.01.01 Install and maintain showers, changing rooms and bathrooms near the boat ramp that can be utilized by downtown users and river users.	AHRA, City (Rec)
		3.01.02 Provide clear directional signs to public restrooms.	City (PW)

Policy	Strategy	Action Item	Responsible
		3.01.03 Provide adequate and well-designed benches and trash cans in appropriate locations.	City (PW), SBA
		3.01.04 Maintain the street cleaning schedule.	City (PW)
	3.02 Discourage inappropriate activities in the downtown that influence feelings of safety and security.		
		3.02.01 Discourage cruising on F Street through enforcing speed limits and traffic calming devices.	City (Police, PW)
		3.02.02 Stop skateboarding and bicycling on sidewalks where prohibited.	City (Police)

4. Provide readily accessible communication infrastructure for all users of the downtown. (2 points)

	4.01 Provide universal wireless internet access throughout downtown.	City (PW)
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Housing

Housing is an important component of downtown without which downtown will not thrive. Residents of downtown support the local businesses year-round in a way that tourists cannot. Upper floors of downtown buildings are appropriate for residential uses and should provide a variety of housing products from efficiency apartments to large loft style units.

As with the rest of Salida, we should strive for a mix of income levels in the downtown. Many jobs downtown are service oriented and people working those jobs should have the opportunity to live in close proximity of their employment.

Policy

Strategy

Action Item

Responsible

1. Provide a mix of housing types in the downtown. (6 points)

1.01 Provide affordable housing in any new residential construction in the downtown.

1.01.01 Update the C-2 zoning for downtown to require a percentage of new residential construction be designated as affordable housing.

City (P&Z)

Policy	Strategy	Action Item	Responsible
2. Encourage the use of upper floors for residential use. (2 points)			
	2.01	Adjust property tax assessments to recognize the use of upper levels as residential rather than commercial, resulting in reduced assessments for these areas of the structures.	City, County, DTPOA
	2.02	Form a neighborhood association to address the unique long-term needs of living downtown such as parking and noise.	DTPOA



Children and Young People

Salida has always been a community that included many generations. Young families and children are an important component of the community and they should be recognized as a group that may require special facilities and activities.

Policy

Strategy

Action Item

Responsible

1. Continue providing activities downtown for children and young people as well as adults. (0 points)

1.01 Continue organized activities at the Scout Hut for young people.

City (Rec), B&GC

1.02 Develop recommendations for Riverside Park that help ensure the park serves the needs of young people².

City (Rec), HPC

² This strategy needs to take into consideration that Riverside Park is a contributing resource to the Salida Downtown Historic District, and changes need to be compatible with its historic appearance.

Policy	Strategy	Action Item	Responsible
1.03	Maintain the skate park and provide other valuable improvements that provide activity for young people downtown.		City (Rec)
1.04	Encourage young people to have a stake in downtown so they will treat downtown with respect.		
		1.04.01 Create educational programs that can be used to foster interest in the downtown. Examples include the ghost signs brochure.	SMA, HSI, City (Rec)
		1.04.02 Maintain and improve facilities and activities that serve young people downtown.	City (Rec)

Implementation Plan

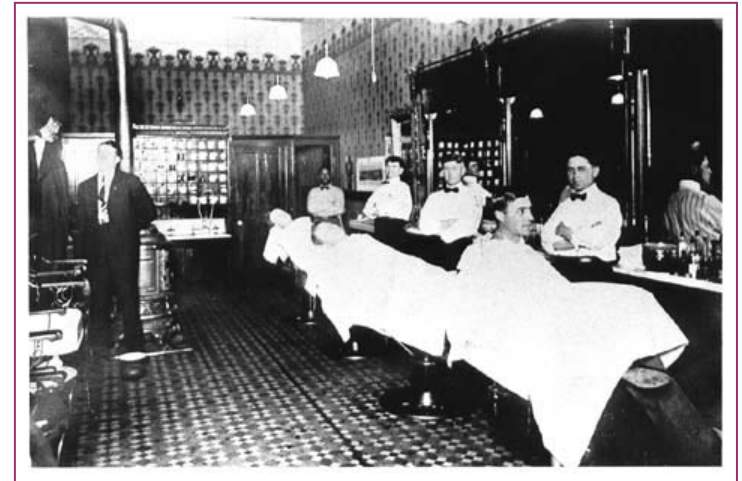
This part of the document lays out action items grouped by priority within policies. It tentatively identifies organizations within and outside City government who can assume responsibility for accomplishing the action items within each high priority strategy. Potential funding sources are also identified. The City, other organizations, or a combination will provide cash matches needed to obtain funds when required.

Priority does not necessarily indicate order of completion. Some items will take long periods of time for laying groundwork and showing progress. If an opportunity presents itself to accomplish a lower-priority item that will not detract from the eventual accomplishment of the higher-ranking items, it should be taken.

When possible, local non-profit organizations will "adopt" an item for accomplishment. City staff will help to coordinate the work of all the groups with responsibility for implementing the plan.

The implementation plan should be revisited from time to time, to assess progress and to coordinate the activities of all the individuals and organizations involved in its accomplishment.

During discussions, it was pointed out that sales tax income might be increased if Salida were a Home Rule City rather than a Statutory City. Becoming Home Rule is a complex city-wide effort that needs to be initiated by private citizens, and is not included in implementation of the downtown plan.



Abbreviations:

AHRA	Arkansas Headwaters Recreation Area	GARNA	Greater Arkansas River Nature Association
B&GC	Boys & Girls Club of Chaffee County	HPC	Salida Historic Preservation Commission
BLM	Bureau of Land Management	HSI	Historic Salida, Inc.
CCVB	Chaffee County Visitors Bureau	P&Z	City Planning and Zoning
CLG	Colorado Historical Society Certified Local Government Program	PC	Salida Planning Commission
CofC	Heart of the Rockies Chamber of Commerce	PW	City Public Works
CDOT	Colorado Department of Transportation	Rec	City Recreation
County	Chaffee County Government	SBA	Salida Business Alliance
CPS&HB	Collegiate Peaks Scenic & Historic Byway	SHF	Colorado State Historical Fund
DOLA	Colorado Department of Local Affairs	SMA	Salida Museum Association
DTPOA	Downtown Property Owners Association	SPOT	Salida-area Parks Open Space, & Trails
		SSP	Salida SteamPlant
		STB	Salida Tree Board

Proposed responsible organization is displayed in **bold**.

Action Items	Responsible Parties	Funding Sources	Schedule
<i>BUILDINGS – FOSTER WELL-MAINTAINED AND FULLY UTILIZED STRUCTURES</i>			
<i>BUILDING MAINTENANCE (14 pts)</i>			
<ul style="list-style-type: none"> Require maintenance of buildings 	City , County		Underway
<ul style="list-style-type: none"> Penalize property owners who let their buildings remain vacant 	City (Land Use Atty, Code Enf.)		Underway
<ul style="list-style-type: none"> Create incentives for façade maintenance 	City (P&Z), HPC , HSI, Property Owners	SHF (Owner 25% match)	SHF deadlines 10/01 and 04/01 each year.
<i>ENCOURAGE COMPATIBLE EXTERIOR REHABILITATION (8 pts)</i>			
<ul style="list-style-type: none"> Create a revolving loan program for façade rehab 	City (Atty, Finance Committee)	Colorado Historical Foundation, SHF	
<ul style="list-style-type: none"> Provide educational workshops about grant and tax credit programs providing financial assistance for rehabilitation. 	HPC , HSI	SHF, CLG (Travel for CHS staff needed.)	
<ul style="list-style-type: none"> Sponsor grant applications for private owners of historic properties. 	HPC , HSI	SHF (Owner 50% match)	
<ul style="list-style-type: none"> HPC becomes the tax credit review agency. 	HPC	Require qualified consultant to be paid by developer fees	

Action Items	Responsible Parties	Funding Sources	Schedule
UTILIZE UPPER FLOORS OF DOWNTOWN BUILDINGS (5 pts)			
<ul style="list-style-type: none"> Adopt codes allowing flexibility for reuse of historic structures (2006 IEBC) 	City , County Building Official, Fire Chief		Underway
RETAIL OCCUPIES GROUND FLOOR STOREFRONTS (4 pts)			
<ul style="list-style-type: none"> Update downtown zoning to permit only retail use on the ground floor 	City (Atty, P&Z), SPC, HPC, SBA		
RECOGNIZE HISTORIC STRUCTURES THAT CONTRIBUTE TO THE DOWNTOWN (2 pts)			
<ul style="list-style-type: none"> Develop, fund, and implement a plaque program 	City (P&Z), HPC	Property Owners	
<ul style="list-style-type: none"> Expand the historic walking tour 	HPC , HSI	SHF, CPS&HB	
<ul style="list-style-type: none"> Develop brochures highlighting historic buildings 	HPC, HSI	SHF, CPS&HB	
PROPERTY TAX RELIEF (1 pt)			
<ul style="list-style-type: none"> Create a property tax rebate program to encourage rehabilitation 	City, DTPOA	Coordinate with County & School District	

TRANSPORTATION, TRAFFIC, AND PARKING

LINK DOWNTOWN WITH OTHER AREAS OF THE CITY (11 pts)			
<ul style="list-style-type: none"> Develop and implement a wayfinding plan for signs to downtown, parking, and amenities 	City (P&Z, PW), SBA	CPS&HB	Underway
<ul style="list-style-type: none"> Require sidewalks and trails to enhance bicycle and pedestrian connections city-wide 	City (P&Z, PW), SPOT	CPS&HB, CDOT	
MAKE IT EASY FOR VISITORS TO LOCATE DOWNTOWN AMENITIES (11 pts)			
<ul style="list-style-type: none"> Develop signs (duplicated above) 			
<ul style="list-style-type: none"> Provide an information kiosk 	CofC , SBA, City		
PROVIDE ADEQUATE VEHICLE PARKING DOWNTOWN (7 pts)			
<ul style="list-style-type: none"> Study peak parking demand, plan provision of additional parking if needed, and develop strategies for regulating public parking 	City (P&Z, PW), SBA	CDOT, DOLA	
<ul style="list-style-type: none"> Require workers and residents downtown to practice parking habits that do not limit parking options for visitors and customers. 	SBA , DTPOA	N/A	Immediately
ENCOURAGE USING TRANSPORTATION OTHER THAN CARS (5 pts)			
<ul style="list-style-type: none"> Create and implement a plan to place bicycle racks throughout downtown 	City (PW), SBA	Business Owners	

<ul style="list-style-type: none"> • Create a bicycle awareness and education campaign. 	SBA , Local bicycle retailers, SPOT	Business Owners	
CREATE A PEDESTRIAN FRIENDLY DOWNTOWN ENVIRONMENT (4 pts)			
<ul style="list-style-type: none"> • Place amenities such as benches, trash cans, flower containers, etc. 	SBA , City (PW)	Business Owners	
<ul style="list-style-type: none"> • Provide signs directing motorists to public parking areas where they can leave their cars for several hours while they walk around downtown. 	[This duplicates items above re: signs & parking.]		
<ul style="list-style-type: none"> • Ensure adequate space for pedestrian circulation when placing bike racks, displays, and sandwich board signs. 	Business Owners & Tenants , SBA		Immediately
<ul style="list-style-type: none"> • Improve crosswalks to ensure vehicle drivers are aware of the pedestrian environment 	City (PW)	CDOT	
<ul style="list-style-type: none"> • Explore streetscape changes to help slow vehicle traffic through downtown. 	City (PW)	CDOT	
CREATE A DOWNTOWN WHERE ALL PUBLIC FACILITIES ARE UNIVERSALLY ACCESSIBLE (4 pts)			
<ul style="list-style-type: none"> • Inventory public facilities to identify and improve specific items that do not meet ADA requirements 	City (PW, Finance Committee)	Integrate into budget, to implement over 5 years	5 years
PROVIDE PUBLIC TRANSPORTATION WITHIN DOWNTOWN AND TO THE REST OF THE CITY (3 pts)			
<ul style="list-style-type: none"> • Commission a transportation study to identify the thresholds for the necessity to provide public transportation, and methods for a system that can be self-supporting. 	City (PW) , Consultant	CDOT, CPS&HB	

EVENTS, ACTIVITIES, RECREATION, AND ENTERTAINMENT

HOST FESTIVALS AND EVENTS DOWNTOWN THROUGHOUT THE YEAR. (8 pts)			
<ul style="list-style-type: none"> Continue providing a structure to coordinate event planning, park rental, street closures, and licensing. 	City (Rec, PW)		
<ul style="list-style-type: none"> Explore possibility of hiring an events coordinator 	City (Rec) , SBA, SSP, CofC, others		
<ul style="list-style-type: none"> Work to ensure downtown businesses are open during downtown events. 	SBA , Business Owners	N/A	Immediately
<ul style="list-style-type: none"> Spread activities throughout the week, not just on weekends. For example, a farmers' market and bimonthly music/ entertainment event, to attract local residents.. 	[Who? Events Coordinator?]		
LOCATE MUSEUM DOWNTOWN (4 pts)			
<ul style="list-style-type: none"> Find a purchase a suitable downtown location for Salida Museum, to increase its visitor numbers 	City (Rec) , SMA	CPS&HB, SHF (cash match needed)	
<ul style="list-style-type: none"> Develop exhibits and storage that meet today's educational and research standards. 	City (Rec) , SMA	CPS&HB, SHF, CEH (cash match needed)	

COMMERCIAL – BUSINESSES, SERVICES AND ECONOMICS

HELP DOWNTOWN BUSINESSES BE MORE SUCCESSFUL IN SERVING A VARIETY OF NEEDS FOR BOTH RESIDENTS AND VISITORS (8 pts)			
<ul style="list-style-type: none"> Provide shopping that will encourage residents to shop downtown for their basic needs 			
<ul style="list-style-type: none"> Continue and reinforce the “Buy Local” campaign 	SBA, CofC, Business Owners	Business Owners	Immediately
<ul style="list-style-type: none"> Business owners maintain consistent hours of operation that allow for local residents and visitors to shop after work and on weekends, and during events downtown. 	Business Owners	N/A	Immediately
<ul style="list-style-type: none"> Create strategies to encourage businesses that serve local residents to remain or locate downtown. 	City, SBA, CofC		
<ul style="list-style-type: none"> Businesses sell products or provide services that are appropriate for downtown. 			
<ul style="list-style-type: none"> Business owners take classes and use services offered through CMC 	Business Owners, CMC	Business Owners	
<ul style="list-style-type: none"> Balance rents between providing adequate return on investment for building owners and allowing businesses to survive. 	Property Owners		
<ul style="list-style-type: none"> Collaboratively create a coordinated marketing campaign for downtown 	SBA, CofC, CCVB		

<p>POSITION BUSINESSES PHYSICALLY TO PROVIDE FOR A VITAL DOWNTOWN THAT ENCOURAGES PEDESTRIAN ACTIVITY (5 pts)</p>			
<ul style="list-style-type: none"> Investigate tools for limiting ground-floor, street-front locations by non-retail, non-dining, non-entertainment establishments. 	<p>City (Atty, P&Z), PC</p>	<p>Staff time</p>	
<ul style="list-style-type: none"> Work with owners to encourage appropriate displays where there are ground floor offices and vacant storefronts 	<p>SMA, HSI, SBA, Property owners, Business owners</p>	<p>SHF, CEH, HSI (Cash match needed)</p>	

RAILROAD PROPERTY NORTH OF THE ARKANSAS RIVER

<p>WORK WITH UNION PACIFIC TO MAKE THE RAILROAD PROPERTY AN ACTIVE EXTENSION OF THE CITY (11 pts)</p>			
<ul style="list-style-type: none"> Establish a Task Force 	<p>City (P&Z), County, Planning Commissions</p>	<p>N/A</p>	<p>Immediately</p>
<ul style="list-style-type: none"> Establish an intergovernmental agreement with Chaffee County for addressing future development in the area. 	<p>City (P&Z), County, Task Force</p>		
<ul style="list-style-type: none"> Collect background information on what has been done in the past, existing infrastructure, brownfields, legal ramifications. 	<p>Task Force, City (P&Z, PW), County</p>		
<ul style="list-style-type: none"> Offer assistance from available funding sources for municipal and county efforts, and brownfields remediation. 	<p>Task Force, City, County</p>		

<ul style="list-style-type: none"> Develop a Master Plan for the property (to be implemented after annexation) 	Task Force, City, County, Consultant		
RECOGNIZE THE RAILROAD PROPERTY AS THE GATEWAY TO PUBLIC LANDS, EXISTING AND FUTURE TRAIL CONNECTIONS, AND RECREATION POSSIBILITIES (3 pts)			
<ul style="list-style-type: none"> Continue to identify trail corridors and recreation opportunities that connect the City and public lands through the railroad property. 	City (Rec.), SPOT, County, BLM	Staff Time, Volunteers	
<ul style="list-style-type: none"> Encourage trail corridors along the railroad creating a regional trail system connecting communities along the line. 	City (Rec.), SPOT, County, BLM		

INFRASTRUCTURE – OUTDOOR AMENITIES, LANDSCAPING, AND THE PUBLIC ENVIRONMENT

USE PUBLIC ART TO ADD VISUAL INTEREST TO THE DOWNTOWN AND REINFORCE ITS IDENTITY AS AN ARTS DISTRICT (5 pts)			
<ul style="list-style-type: none"> Design and implement a program for art in public spaces 	City, Art Organizations, Artisans & Artists	CEH	
<ul style="list-style-type: none"> Maintain existing street trees downtown and install new ones where appropriate. Maintain park landscaping. 			
<ul style="list-style-type: none"> Maintain existing street trees 	Property Owners, STB		

<ul style="list-style-type: none"> • Work with property owners to select street trees 	STB , Property Owners		
<ul style="list-style-type: none"> • Ensure that street trees receive adequate water. 	City , STB, Property Owners		
<ul style="list-style-type: none"> • Replace old or damaged trees removed from parks and streets with new trees 	City , STB		
<ul style="list-style-type: none"> • Coordinate summer flower-planting throughout the downtown 	SBA , Business Owners, City (PW)	Business owners, City	
<ul style="list-style-type: none"> • Continue using seasonal decorations downtown, such as banners on the light posts and holiday decorations during the winter season 	City (PW) , SBA	Business owners	
ENHANCE THE USER EXPERIENCE FOR BOTH RESIDENTS AND VISITORS WITH QUALITY PUBLIC FACILITIES AND FEELINGS OF SAFETY AND SECURITY (3 pts)			
<ul style="list-style-type: none"> • Provide public facilities downtown to supplement the experience of downtown users. 			
<ul style="list-style-type: none"> • Install and maintain showers, changing rooms, and bathrooms near the boat ramp 	AHRA , City(Rec)		
<ul style="list-style-type: none"> • Provide clear directional signs to public restrooms 	City (PW)		
<ul style="list-style-type: none"> • Provide adequate and well-designed benches and trash cans in appropriate locations. 	City (PW) , SBA		
<ul style="list-style-type: none"> • Maintain the street cleaning schedule 	City (PW)		
<ul style="list-style-type: none"> • Discourage inappropriate activities such as cruising and bicycling and skateboarding on sidewalks 	City (PW, Police)		

PROVIDE READILY ACCESSIBLE COMMUNICATION INFRASTRUCTURE FOR ALL USERS OF THE DOWNTOWN (2 pts)			
<ul style="list-style-type: none"> Provide universal wireless internet access throughout downtown 	City (PW)		

HOUSING

PROVIDE A MIX OF HOUSING TYPES IN THE DOWNTOWN (6 pts)			
<ul style="list-style-type: none"> Provide affordable housing in any new residential construction in the downtown 	City (P&Z), PC		
ENCOURAGE RESIDENTIAL USE OF UPPER FLOORS (2 pts)			
<ul style="list-style-type: none"> Adjust property tax assessments to recognize the use of upper levels as residential rather than commercial, resulting in reduced assessments for these areas of the structures. 	DTPOA , City, County, School District	N/A	Underway by DTPOA
<ul style="list-style-type: none"> Form a neighborhood association to address the unique needs of living downtown such as parking and noise. 	DTPOA	N/A	Underway

CHILDREN AND YOUNG PEOPLE

CONTINUE PROVIDING ACTIVITIES DOWNTOWN FOR CHILDREN AND YOUNG PEOPLE AS WELL AS ADULTS (no pts)			
<ul style="list-style-type: none"> Continue organized activities at the Scout Hut for young people 	City (Rec) , B&GC, etc.		
<ul style="list-style-type: none"> Develop recommendations for Riverside Park that help ensure the park serves the needs of young people 	City (Rec) , HPC		
<ul style="list-style-type: none"> Encourage young people to have a stake in downtown so they will treat it with respect. <ul style="list-style-type: none"> Maintain and improve facilities and activities that serve young people downtown. 	City (Rec)		