CITY OF ALAMOSA

COMPREHENSIVE PLAN

Adoption Date: January 25, 2017

TABLE OF CONTENTS

Table of Contents 2
Acknowledgments 4
Chapter 1 – Plan Summary 5

- Purpose of the Comprehensive Plan 6
- Economic Development 7
- Core Services and Infrastructure 12
- Future Land Use Plan And Designations 15
- Future Land Use Map 17
- Downtown Needs Assessment 18
- Public Involvement Process 21
- Youth Vision 23

Chapter 2 – Economic Development 25

- Vision 26
- Communications, Organization and Partnerships 26
- Business Support and Retention 29
- Regional Center 32
- Infrastructure and Service Priorities for Economic Development 35
- Economic Diversification 37
- Promoting Community Assets to Prospective Residents, Employees and Businesses 40
- Tourism Development and Marketing 43
- Business Friendly Codes and Regulations 45

Chapter 3 – Core Services and Infrastructure 46

- Vision 47
- Background 47
- Core Services And Facilities 48
- Parks & Recreation 54
- City Parks and Recreation Lands Map 59
- Public Works 63
- Existing Bike and Pedestrian Infrastructure Map 66
- Priority Bike and Pedestrian Routes Map 67

Chapter 4 – Future Land Use Plan and Designations 71

- Future Land Use Plan Designations and Map 72
- Future Land Use Designations Map 74

Hazard Areas and Constraints 98
Hazards and Constraints Map 99
City Periphery 100
County Development Notification Area Map 102

Chapter 5 – Downtown Needs Assessment 103

Introduction 104
Downtown Market Assessment 104
Downtown Public Realm Improvements Plan 112
Wayfinding Map 131
Downtown Organizational Strategy 134

Chapter 6 – Implementation Matrix 139

ACKNOWLEDGMENTS

CITY COUNCIL

Mayor Josef Lucero

Jan Vigil

Ty Coleman

Liz Hensley

Kristina Daniel

Charlie Griego

Michael Stefano

CITY STAFF

Heather Brooks
City Manager

Pat Steenburg
Public Works Director

CONSULTING TEAM

RPI Consulting in partnership with Thomas and Thomas

ADVISORY COMMITTEE

Aaron Miltenberger

Charlie Griego

Christy Culp

Delzia Worley

Jamie Greenman

Jeff Owsley

Jon Brownell

Kathy Rogers

Keith Cerny

Mandy Jackson

Marianne Dunne

Michael Stefano

Ruth Heide

Patrick Steenburg

Paul Duarte

Scott Travis

Shirley Adcock

Ralph Symbleme

PLANNING COMMISSION

Mark Manzanares

Shirley Adcock

Farris Bervig

Debbie Clark

Darrel Cooper

Robert McWhirter

Scott Travis

CHAPTER 1 – PLAN SUMMARY

This Plan Summary is a narrative overview of the comprehensive plan. The summary does not contain all of the details and policies in this comprehensive plan and is meant as a starting point to direct the reader to the chapters. In order to gain a full understanding of the policy direction contained in this plan, it is necessary to read the main body of the plan.

PURPOSE OF THE COMPREHENSIVE PLAN

The Comprehensive Plan is a policy document that provides a vision for the future and sets out specific goals, policies, and land use planning that specify how to achieve this vision. The plan provides direction for decisions about economic development, land use and development core infrastructure such as water, recreation, public facilities and emergency services; and the future of Downtown, and aligns partnerships with other organizations to implement this plan.

The citizens of Alamosa provided the policy direction articulated in the Comprehensive Plan through an extensive and broad-based public process and regular meetings with city staff and leadership. This is the community's document and it can be used to protect the unique qualities that continue to attract new residents and visitors to Alamosa while articulating strategies that will make it an even better place to live, work and visit. The Comprehensive Plan will also serve as a guide to property owners and developers to help them understand the vision of the community, set general guidance for desired development patterns and to make informed land use decisions.

The Comprehensive Plan is not regulatory and does not change existing regulations, nor does it create new regulations. It is an advisory strategic planning document that recommends and provides general guidance for economic development, infrastructure and asset development, and charts a direction for changes to the land use and zoning code as a component of this strategic plan. The Comprehensive Plan is written to provide general policy direction while also providing enough detail to set priorities and guide decision-making.

The main body of the Comprehensive Plan charts goals and strategies and gives guidance for future land use that aligns these key planning elements. The main body of the plan includes:

- Chapter 1 Plan Summary
- Chapter 2 Economic Development
- Chapter 3 Core Services and Infrastructure
- Chapter 4 Future Land Use Plan and Designations
- Chapter 5 Downtown Needs Assessment
- Chapter 6 Implementation Matrix

ECONOMIC DEVELOPMENT

The Alamosa economy is already diverse compared to other communities and the city has many assets and economic development partners in the region that can be enlisted to help grow the economy. This economic development plan element lays out a strategy for the city to take a leadership role to achieve tangible economic growth outcomes in the city. Because the city is a stable organization with leadership and administrative capacity, a city sponsored economic development program could focus on organizing partners and achieving economic outcomes without being preoccupied with running a standalone organization.

The community is hopeful that leaders organize and mobilize a refreshed long-term effort to grow the economy. When asked what the appropriate role of the city in economic development is, participants at the Community Vision Workshop were overwhelmingly supportive of the city taking a more active role, 12% thought the city should take a leadership role in economic development, 12% thought the city should actively engage local and regional partners, and 72% supported a combination of both. The community also recognizes the city will need to put more city resources into economic development in order to take a leadership role and engage partners, 89% of Community Vision Workshop participants support the city putting more resources into economic development.

Figure 1. Which describes the appropriate role of the city in economic development? - Community Vision Workshop

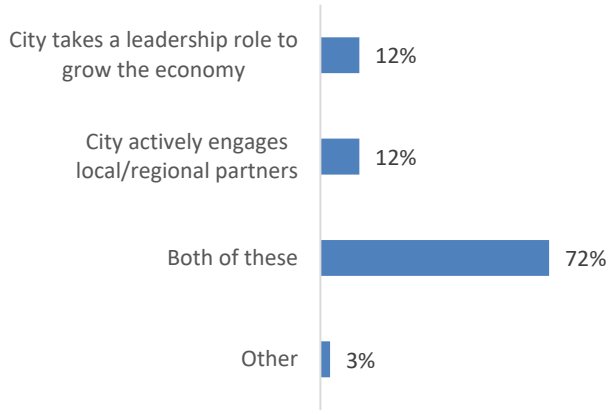
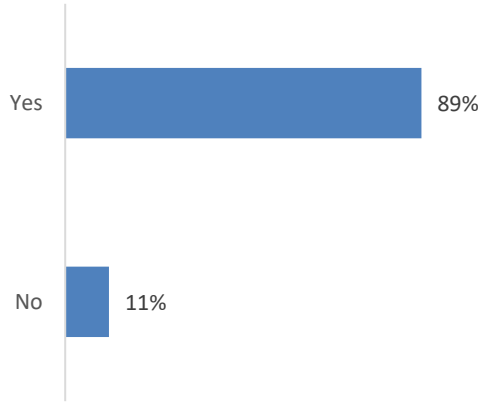


Figure 2. Should the city put more resources into economic development? - Community Vision Workshop



Chapter 2 Economic Development articulates a strategy to realize Alamosa's economic potential. The ingredients for great economic success are in place and several steps are outlined for the community to take pride in itself and implement deliberate and practical growth strategies that stay true to community values.

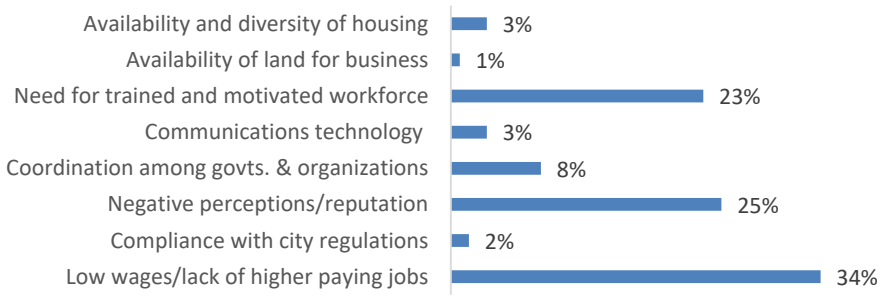
Communications, Organizations and Partnerships – With the city taking a leadership role, the community can work towards formalizing communications between local and regional economic development entities and promote accountability and get results. This

will require staff capacity and the requisite funding within the structure of the city. There are many local, regional, state and federal funding tools and resources in place that can be mobilized for action given focused leadership and capacity.

Business Support and Retention – Existing businesses are integral to the success of Alamosa and there is a tangible need to support them as they grow or face challenges staying in business. This is an area where coordination with local and regional economic organizations such as the San Luis Valley Small Business Development Center, Colorado Workforce Center, Trinidad State Junior College and Adams State University will provide local businesses with the support they need while playing to each organization's strengths and preventing duplication of efforts. Business support and retention strategies include assisting businesses with business planning, marketing, funding and financing tools, training/mentoring, business to business networking and expansion strategies.

When asked what the most significant economic challenges are for Alamosa, 23% of participants at the Vision Workshops identified the need for a trained and motivated workforce. There are good jobs available in healthcare, education and other sectors, but small and large employers alike find it difficult to find qualified employees. Adams State and Trinidad State Junior College, as well as the Alamosa Workforce Center and a number of government and non-profit partners that the city can work with to help better prepare the workforce.

Figure 3. What are the most significant economic challenges for Alamosa? (top 2) - Community Vision Workshop

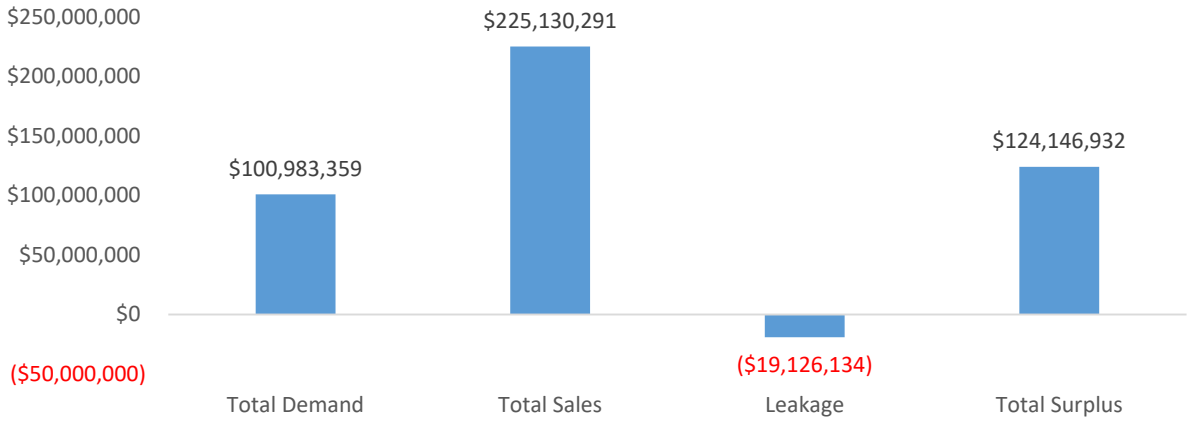


Healthcare and education organizations are large employers and face unique challenges. Business support strategies for large employers include organizing a venue for them to regularly discuss issues and addressing specific workforce needs. Planning for expansion and adaptation of the healthcare and education campuses requires careful coordination between the city, Colorado Department of Transportation and healthcare and educational organizations.

Regional Center – Alamosa's role as a regional center is well-established. Regional residents travel to Alamosa to shop, see medical professionals, fly from the San Luis Valley Airport, attend Adams State or Trinidad State Junior College, and meet with lawyers, bankers, accountants and more. Alamosa is also a center for arts, entertainment, and

community facilities including the recreation center, public parks, and ball fields. The demand for retail sales originating from residents of Alamosa is $100.9 million per year. Yet the city generates over $225.1 million in annual sales: a retail surplus of over $124.1 million in annual sales coming from regional residents and visitors.

Figure 4. Total Retail Supply and Demand - 2014 ESRI BAO



Expanding Alamosa's role in healthcare, education, transportation and professional industries will continue to fulfill Alamosa's responsibility to the region to serve as the hub for these fundamental needs. Market analysis that identifies demand in markets that are unmet in the region will result in more successful and strategic diversification. The city contains large areas of developable commercial land with access to public utilities that can accommodate a range of businesses, but these properties need to be inventoried and compiled into a succinct document to inform site selection by prospective businesses.

Infrastructure and Service Priorities for Economic Development – Some assets and services are especially important for economic development in Alamosa including trails and recreation, commercial air service, telecommunications infrastructure, and childcare. Chapter 3 Infrastructure and Core Services covers the city owned and managed infrastructure, assets and core services in detail.

The San Luis Valley Airport is an underutilized asset that could have an enormous impact on the economy not just for Alamosa but the entire region. The County has been making progress, but the process of securing and keeping regular air service to the airport will require ongoing coordination and partnerships with air service providers and state, local and regional governments.

Trails, parks, the river corridor, recreation center and Cattails Municipal Golf Course all provide in town recreation opportunities for people with limited time and those with limited transportation. In order to build Alamosa's quality of life assets and make it competitive with peer communities, the city needs to continue its efforts to meet the recreation needs of

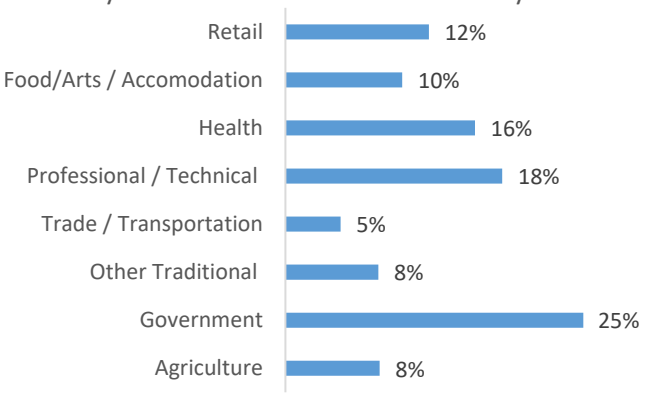
the working population by improving and increasing trails, signage and trailheads, promoting the golf course, and improving access to the river corridor.

Quality cellular and internet service are a necessary condition for economic growth. Improving broadband infrastructure will require a regional effort and it is critical that the city participate in this process. The city can provide direct action to promote investment in telecommunications by installing conduit when upgrades or repairs are made in city streets or utility rights of way.

The city is not responsible for providing childcare services but it can play an important role by supporting the efforts of local organizations, entrepreneurs and educational institutions working to meet this need such as Trinidad State Junior College which currently offers an Infant/Toddler Nursery Supervisor Certificate and an Early Childhood Education Associate Degree.

Diversification – The fact that the economy in Alamosa is not based solely on one industry or economic sector is a strength and the city should continue to support efforts to diversify the economy. Residents identified a need for higher paying jobs as one of the biggest economic challenges for the city. Poverty rates in Alamosa are significant. Forty-nine percent (49%) of households in Alamosa earn an annual income of less than $25,000 compared to the state average of 19%. Actively supporting and attracting new industry in Alamosa will provide more jobs, reduce poverty, and grow and strengthen the economy.

Figure 5. Employment in Alamosa County by Sector - Bureau of Economic Analysis



Alamosa requires an unconventional business recruitment and diversification strategy. Rather than a strategy based on chasing industries, recruiting businesses to Alamosa focuses on being ready to land businesses that are interested in locating here or that offer goods and/or services that are currently in demand. This includes establishing a single point of contact for businesses or entrepreneurs and a consolidated and centralized website ready to respond to inquiries, and more active promotion of financial incentives and funding tools that are already in place. A gap analysis that identifies businesses that offer goods or services that are in demand but are not yet offered in Alamosa would show opportunities for prospective businesses and entrepreneurs and would create a basis for identifying target industries and businesses.

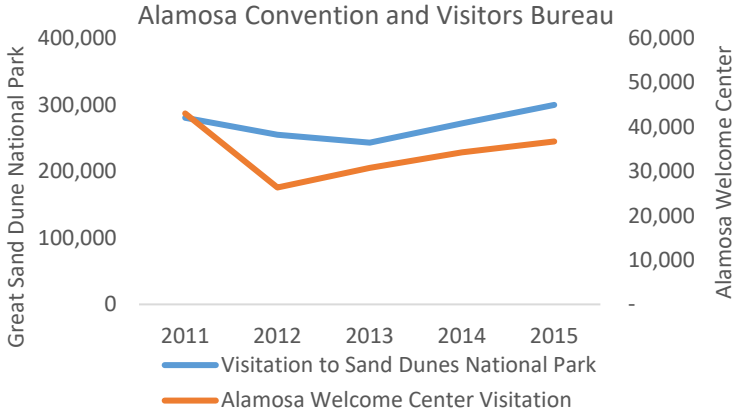
Promoting Community Assets to Prospective Residents, Employees and Business– Alamosa has healthcare options and a hospital with a level III trauma center, public

schools, higher education, an affordable cost of living, quality recreation assets, community oriented special events, a strong nonprofit presence and a sense of community. The city needs to promote these assets to prospective residents and businesses and highlight the qualities that make Alamosa so great. To do this the city needs a strategic marketing plan. Alamosa's brand and messaging should highlight the city's assets, strengths and vision for the future. Messaging and promotional materials need to be distributed according to an outreach plan outlining how to best communicate Alamosa's assets to prospective residents and businesses.

The most obvious and often overlooked target for these promotional materials are the students who live in Alamosa today and who, with the right opportunities and motivations, could decide to stay here. Similarly, Alumni who once lived in Alamosa are obvious target audiences for promotional materials that describe what jobs, business opportunities and quality of life assets the community has today.

Tourism Development and Marketing – Alamosa has a wealth of attractions in and around the city that appeal to both tourists and pass through visitors. The city has the Rio Grande Scenic Railroad, San Luis Valley Museum, restaurants, special events, trails and recreation assets while the surrounding area offers natural and outdoor attractions.

Figure 6. Annual Visitation - National Parks Service, Alamosa Convention and Visitors Bureau



A tourism marketing plan coordinated by the Alamosa Convention & Visitors Bureau and built with input from local governments, businesses, and economic development organizations would provide a roadmap for growing tourism. There are four steps, identify the target market, develop a brand and messaging, create web-based and printed materials, and develop and outreach plan. Tourism marketing is an opportunity for the Alamosa Convention and Visitors Bureau to engage key tourism partners including the Alamosa Chamber of Commerce, Adams State University and local attractions like the Rio Grande Scenic Railroad.

Business Friendly Codes and Regulations – The city has a well-earned reputation as being business friendly, but its codes and regulations need adjustments to be more user friendly, and the review procedures need to be minimized. Clarity and timeliness are paramount for businesses considering making an investment. Similarly, for those seeking to remodel or build and new home or create a new residential development time is money and clarity in regulations will reduce the risk. Ultimately, regulations should strive to use the power of the market to deliver community benefits.

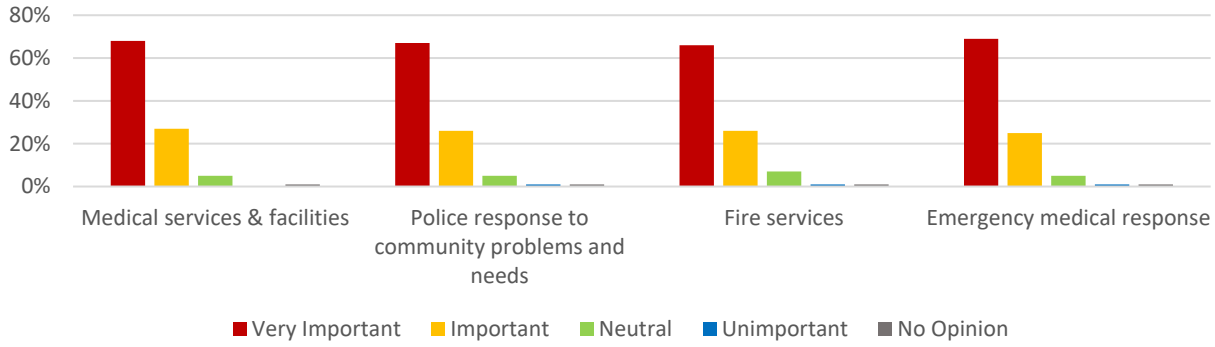
CORE SERVICES AND INFRASTRUCTURE

Wise investments in infrastructure and core services can enhance the city and have a significant economic and social impact. Water, sanitation, streets, law enforcement, fire protection and recreational amenities are fundamental components of day-to-day quality of life. City open space, parks, trails and recreation facilities allow for ready access to exercise, play and relaxation. Long-term capital improvements and capital replacement planning and funding strategies are fundamental for maintaining and improving city assets. The city can lead by example by taking steps to ensure that the public realm is well-maintained and clean, and that the facilities that are most visible to residents and visitors are complete with landscaping, wayfinding, public art and other enhancements appropriate for the location, function and context of the city property.

Core Services and Facilities – Core services and facilities are those essential services without which day to day life would not be possible, including police, fire, general government and the library. The buildings and facilities used to provide services to residents vary in age, originally constructed in 1925 to as recent as 2011. As the facilities continue to age, they will require upgrades and renovations to ensure that they continue to serve their purpose.

Currently, facility renovations and expansions are budgeted for on a 5 year timeframe. These core facilities will require longer term planning and budgeting. Debt service should be used sparingly but should be employed when making improvements sooner is more cost effective than saving cash to make improvements later due to inflating construction costs.

Figure 7. How important to you and your household are the following? - Online Survey



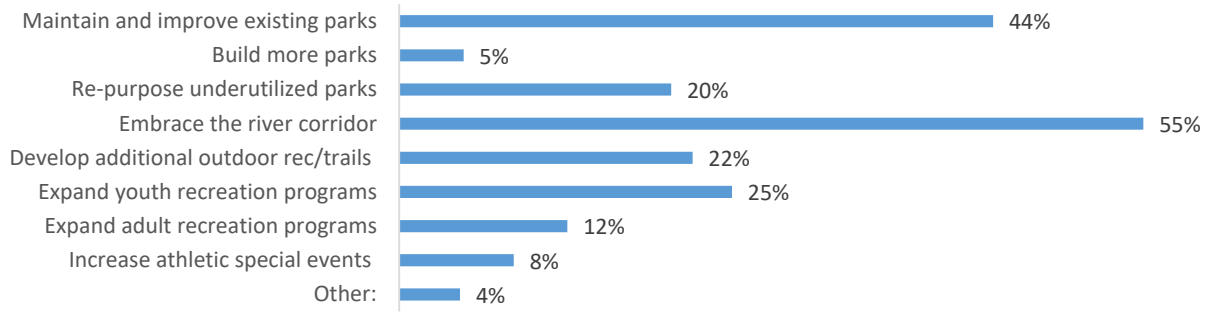
Public safety accounts for a third of General Fund expenditures, this includes police and fire services. These services are vital for a healthy and safe community. Between 93% and 95% of respondents to the online survey identified police response to community problems and needs, fire services, and emergency medical response as important to their households. The goal for the police department is to continue to balance law enforcement with crime prevention and community involvement. Once a crime is committed, in many respects the

damage is done and it becomes a matter of investigation or procedures within the courts. Community partnerships, with a focus on youth, are the key to reducing crime, drug and alcohol abuse and the patterns that so much concern residents.

The Fire Department is managed both as a district and a city department, creating administrative difficulties and fiscal inefficiencies. Providing a high level of service and replacing critical capital assets would be much more efficient were the Fire Department consolidated into a single fire protection district. In the long term as calls increase, it may also be necessary to convert from a volunteer staffed service to a full-time staffed/paid fire protection service.

Parks & Recreation – The city maintains numerous recreation assets including parks, sports fields, trails, open space, the Alamosa Family Recreation Center and Cattails Municipal Golf course. Voters showed their long-term support for city parks and recreation by approving a ½ cent sales tax earmarked to fund parks and recreation maintenance and improvements. Community members identified maintaining and improving existing parks as a priority during the vision workshop and the online survey.

Figure 8. Which of the following are the highest priority for parks and recreation services in Alamosa? (Top 2) - Online Survey



The Water Smart citizens' group identified opportunities to repurpose underutilized grass areas in parks with less water-dependent alternatives including crusher fines, xeriscaping, shade trees, boulders and more. Overall, the current supply of recreation land will accommodate population growth throughout most of the city. However, southwest Alamosa (south of U.S. Highway 160 and west of U.S. Highway 285) and its residential neighborhoods lack a nearby park and will need one as this area of the city continues to grow.

Several special events rely on Cole Park and other parks as venues. As special events grow and multiply, additional staffing will be required to ensure that the primary duties to maintain and improve city parks are not compromised.

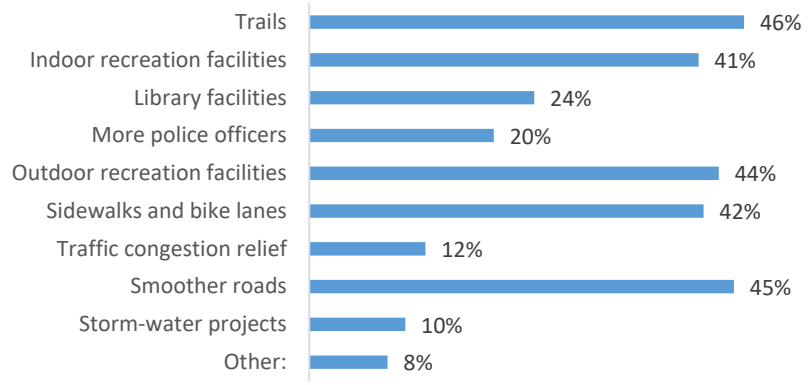
There is tremendous excitement and hope for embracing the Rio Grande River corridor as a central recreation asset for the city with complete trails on both sides, trailside amenities, river access points, boating/floating put-ins/take-outs, pedestrian bridges and river bank

vegetation improvements. Wayfinding that directs visitors, students and unfamiliar residents to the river was also cited by many community members as a priority investment.

Public Works – Water, sewer, solid waste and streets are all basic necessities for a functioning city and the Public Works Department manages these services.

The City of Alamosa has 59.15 center line miles of roads, 55.81 miles or 94% are paved, and 3.14 center line miles are unpaved. Online survey respondents identified smoother roads, sidewalks and bike lanes as top service priorities for the city. A formal classification system for street types and their level of service along with a customized 'drivability index' will help prioritize road maintenance and upgrades. Streets with heavy traffic and emergency service routes should be prioritized over dead ends and low traffic streets.

Figure 9. Choose the top 3 most important service priorities - Online Survey



Pedestrian and bike mobility are extremely important to residents in Alamosa, 42% of online survey respondents selected this as a top service priority. While demand for sidewalks is present throughout the city, there are areas where sidewalks may not be a priority, this includes areas that are, and will continue to be, primarily auto-oriented. The plan identifies priority bike and pedestrian routes to direct resources towards the most important connections.

The water plant was built in 2008 and most of the year it operates at well under its full capacity. However, the emergency water supply during peak use in the summer is sometimes as limited as four hours of supply. The plant can be upgraded to produce more water, but it will be more cost effective to implement water conservation strategies to reduce peak demand generated by irrigation. The wastewater treatment plant was built in 1995. In the coming years, the city will need to make significant upgrades to ensure the plant remains up to code. Once the plant is consistently at 80% capacity, the city will need to plan for a new wastewater treatment plant. Because water and sewer services operate as an enterprise fund, it will be critical to adjust water and sewer rates and tap fees to ensure that customers are paying for the true cost of operations and capital replacements and upgrades.

Onsite processing of storm water allows naturally filtered water to return to the groundwater system and reduces demands on the storm drainage infrastructure. The city needs long-term solutions to address runoff on city streets and rights of way as well as standards to address runoff for future development. Parking lot and streets landscaping standards should be created to treat storm runoff naturally and prevent localized flooding overloading of the storm drainage infrastructure.

Parking Lot Drainage and Onsite Stormwater Treatment

During the vision workshop the recycling center was identified as both something city residents treasure and as a facility in need of improvement. Many commented that they would like to see the city add curbside recycling.

FUTURE LAND USE PLAN AND DESIGNATIONS

The Future Land Use Plan Designations and Map articulate a physical planning strategy to implement the goals and strategies of the Comprehensive Plan. The land base in the city can accommodate demand for residential, commercial and primary job development for many years to come. The future land use plan designations and map balance future residential neighborhoods, commercial areas, mixed use areas, highway commercial corridors, the downtown, education and healthcare campuses, local government facilities and open space/outdoor recreation. The plan reflects the reality that some neighborhoods are almost entirely built out and are unlikely to change much in the foreseeable future. Together, the Future Land Use Designations and the Future Land Use Map provide an additional layer of physical specificity to guide implementation of the goals and strategies contained in the other plan elements. The Future Land Use Designations follow:

Historic Town Site Residential – Built-out residential neighborhoods near downtown with an intact streets grid pattern and alleyways.

Developed Residential Neighborhoods – Mostly built-out platted residential neighborhoods that are not part of the historic town grid pattern.

Residential Opportunity Areas – Vacant or underdeveloped residential land or vacant platted residential subdivisions.

Downtown Periphery – The area north and west of downtown with a mix of commercial and residential uses.

Campus – Adams State University, Trinidad State Junior College and the medical facilities campuses.

Railroad Heritage Gateway – Area along US Highway 160 (6th Street) that eastbound motorists see as they pass through the city just south of Downtown.

Mixed Use Opportunity Areas – One vacant parcel located on the northwest side of town by Maroon Drive and Clark Avenue and another area along the southern edge of the railroad right of way extending southward along US Highway 285

Commercial Opportunity Areas – Four mostly vacant commercial areas south of US Highway 160.

West Highway Corridor – The west side commercial corridor along US Highway 160 with regional commercial along the northern side of the highway and alternating commercial uses and vacant lands on the south side.

Downtown – The historic commercial core of the city framed by 4th & 6th Streets on the north and south and Denver and Edison Avenues on the east and west.

Local Government Facilities – Areas in south Alamosa occupied by city and county government facilities.

Future Land Use Designations

Future Land Use Designation

- Campus
- Commercial Opportunity Area
- Developed Residential
- Downtown
- Downtown Periphery
- East Hwy Gateway
- Historic Townsite Residential
- Local Govt Facilities
- Mixed Use Opportunity Area
- Parks
- Railroad Gateway
- Residential Opportunity Area
- Schools
- Unincorporated Enclave
- West Highway Corridor

RPI consulting

GATEWAY TO THE GREAT SAND DUNES

THE CITY OF ALAMOSA

Community Plan

0 0.25 0.5 1 Miles

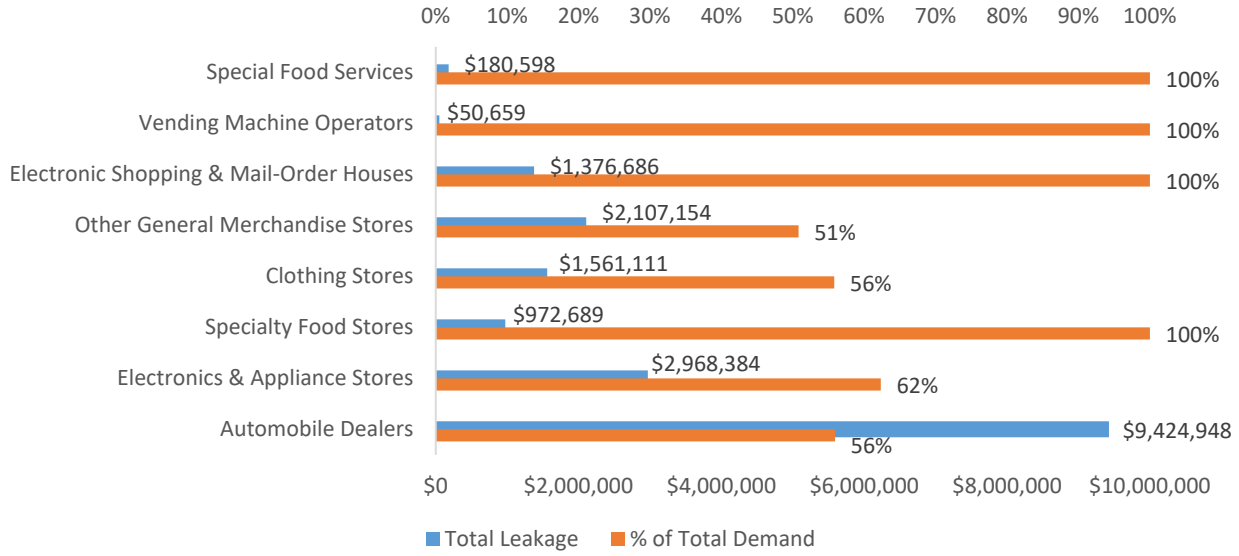
N

DOWNTOWN NEEDS ASSESSMENT

The Downtown element of the Comprehensive Plan begins with a Downtown Market Assessment that demonstrates the economic potential that exists to expand businesses and attract new businesses. This assessment shows that there is un-met demand and great potential for existing businesses to prosper and for new businesses to open and succeed.

Downtown Market Assessment – Figure 9. Retail Categories with High Leakage shows retail categories that contribute to $19.1 million in retail leakage occurring within the city and some present a strong opportunity for downtown. Fifty-six percent (56%) of citywide demand for clothing stores is currently unmet by existing clothing retailers in the city. Fifty-one percent (51%) of citywide demand for general merchandise stores (dollar stores, variety stores and trading posts…etc.) is unmet by retailers in the city, 100% of citywide demand for special food stores (i.e. bakeries, confectionaries, produce shops) is unmet meaning there are currently no retailers in the particular category, and 62% of demand for electronics and appliance stores is unmet by retailers in the city. All of the sectors showing significant leakage could be appropriate for downtown based on the vision for the future of downtown Alamosa.

Figure 10. Retail Categories with High Leakage - 2014 ESRI BAO



The Downtown Needs Assessment plan element presents recommendations for streetscape improvements, enhanced gateways, wayfinding, public art and public parking infrastructure and other improvements to the public realm that will make Downtown an attractive, and identifiable place. These public realm improvements will act as a catalyst to jumpstart private sector investment to take advantage of the business opportunities that the Downtown Market Assessment so clearly shows exist today.

Figure 11. Typical Main Street Intersection with Sidewalk Furnishings

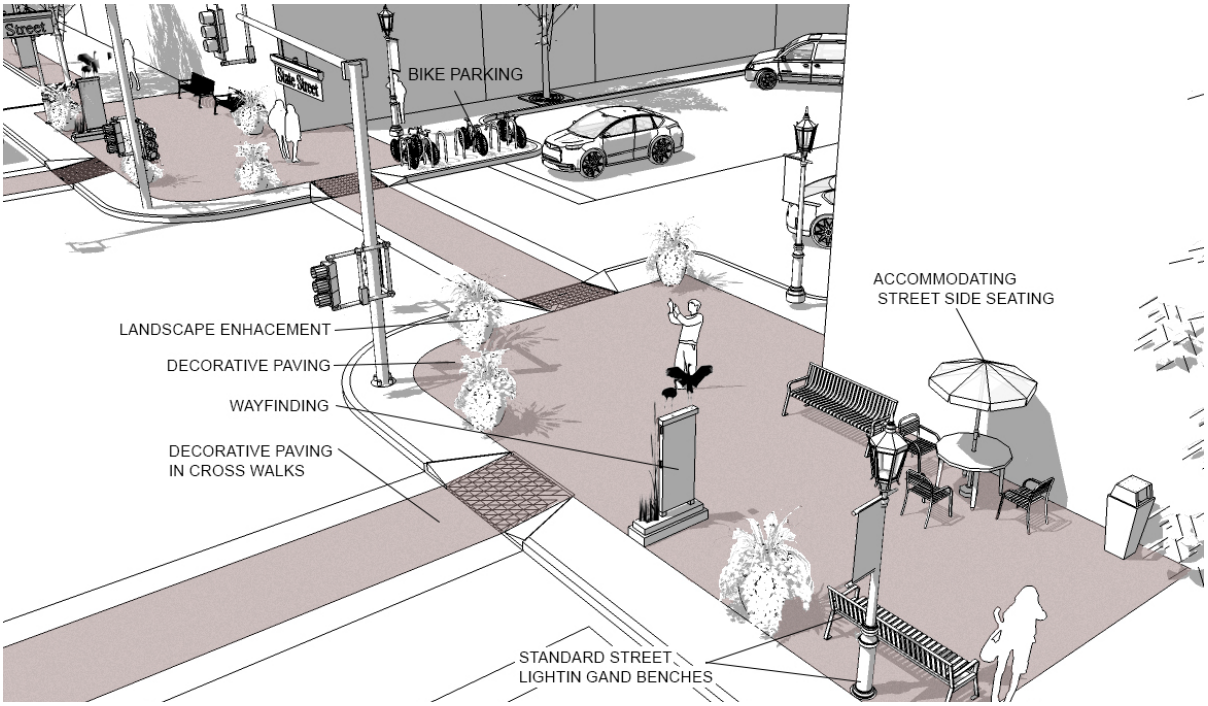
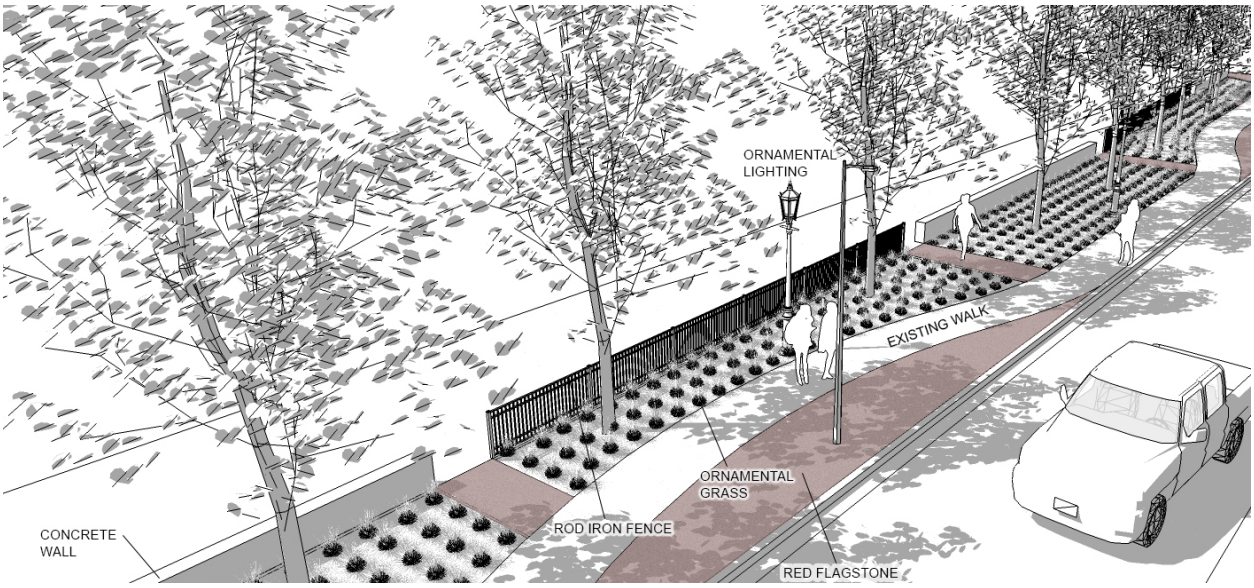


Figure 12. 6th Street South Side Landscape Enhancements



Throughout the plan public involvement process, community members cited the need for coordinated wayfinding and improvements to the gateways into the city and into Downtown. The plan recommends combining wayfinding with public art, where the signs double as mounts for public art.

Figure 13. Wayfinding and Public Art Concepts

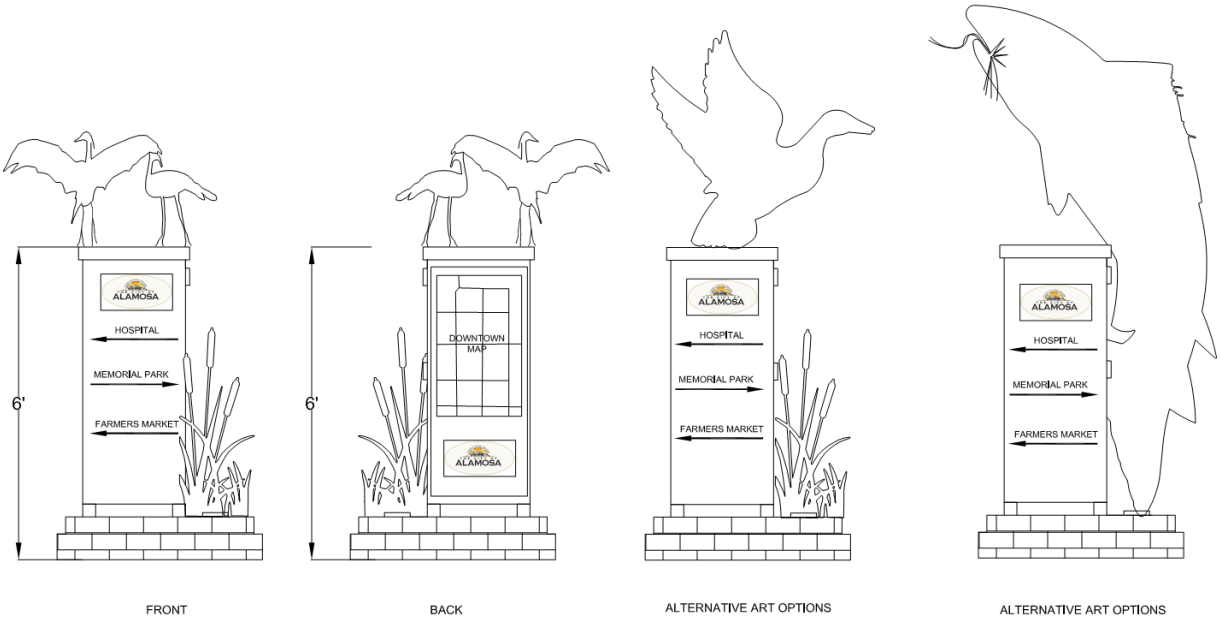
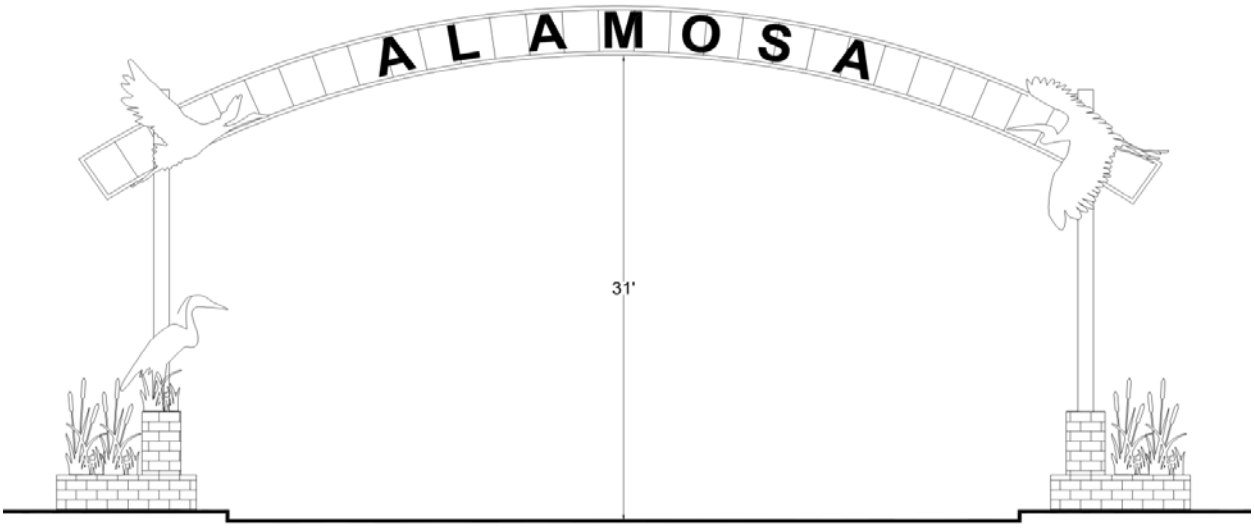


Figure 14. Gateway Arch Concept



Parking is an important component of the downtown infrastructure. Downtown parking is supplied by an array of public parking lots, private parking lots and on-street parking. During the comprehensive plan public involvement process, some cited the need for parking while others did not. The planning team's initial response to these mixed views on parking is that parking supply is an emerging issue. An initial parking supply and demand analysis was conducted in order to better understand the balance between parking supply and demand. This study showed that at full occupancy, the study area would require about 2,000 parking spaces and that the parking supply falls short of peak demand by 450 spaces.

Figure 15. Public Parking Lots in the Downtown

A windshield tour of the study area shows that the buildings are not at full occupancy, but given a much-desired uptick in business downtown, they could push closer to full occupancy. While the parking shortfall may not be apparent today with multiple vacancies in buildings Downtown, it would become evident with an increase in occupancy or when new development occurs. The recommendation for Downtown parking is to establish a long-term strategy for ensuring an adequate supply of parking serves Downtown customers, employees and special events participants.

While the City of Alamosa owns most of the public realm Downtown, and can coordinate with Colorado Department of Transportation to improve the rights of way it owns, economic success relies on a strong, well-supported and motivated business community. Citizens support the city taking a leadership role in growing the economy and bringing more vitality downtown (See Chapter 2 Economic Growth Strategy). The Downtown Organizational Strategy outlines a path for creating formalized organizational support for businesses and organizations to realize the potential of Downtown Alamosa.

PUBLIC INVOLVEMENT PROCESS

The comprehensive plan wove public involvement throughout the entire update process. This plan update started with individual interviews and continued with public meetings, surveys, and targeted outreach focused on specific populations and/or topics (economic development, youth, downtown businesses…etc.). The information and input gathered throughout the public involvement process shaped the plan's vision, goals and strategies from beginning to end. This lengthy process ensures that the final plan focuses on community priorities and has public support.

Interviews – Consultants interviewed over 30 local community members. Initial interviews provided critical background information for the visioning events.

Vision Workshop Series – The city held two workshops in February 2016 with a total of 69 people in attendance. The goal of the workshop series was to gain insight into the direction residents want the City of Alamosa to head. There were two parts to each workshop, a live survey using keypad polling about topics identified from the initial interviews and review of past planning documents, and a visioning session where residents answered two questions:

1. What do you treasure and want to preserve about Alamosa?
2. What concerns do we have about Alamosa and what changes are needed now and in the future?

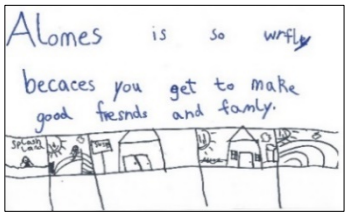
Vision Web Survey – As an extension of the visioning process the City posted an online survey to gather additional information from the public about the vision for the future of Alamosa. The survey had a total of 386 respondents and ran from March 22, 2016 through April 22, 2016. The survey was an opportunity for residents to identify top priorities for economic growth, recreation assets, core services, infrastructure, housing, transportation, and the future of downtown. The priorities identified by the interviews, workshops and survey provided the foundation for the Comprehensive Plan Update.

Growth Summit Series – This series included two public meetings in June 2016 with 45 people in attendance. These meetings focused on physical planning, and allowed residents to identify top strategies for each land use type, and for the downtown area. The event included keypad polling and a mapping exercise that allowed residents to comment on specific locations throughout the city.

Economic Development Focus Group – A meeting was held with key economic development partners including local organizations and major employers in the city and county. The group identified opportunities for economic growth and coordination.

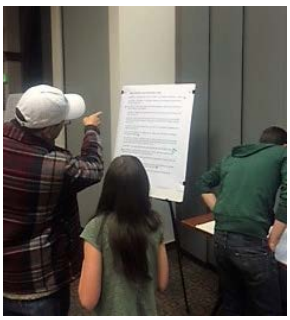
Zapata Park Outreach – In August 2016 the city hosted a casual barbecue at Zapata Park to gather input from residents with a focus on city service priorities. Consultants presented on plan progress to date and next steps and answered participant questions. Participants selected their service priorities using red stickers to vote. Over 30 people attended this event which included Spanish to English translation.

Downtown Workshop Series and Business Survey – Downtown business owners were invited to attend a workshop to discuss the future of the downtown. The downtown planning process also included an online business survey which received 28 responses.



Boys and Girls Club – To capture youth input planning consultants and city staff spent a morning at the Boys and Girls Club of the San Luis Valley. The children participated in a variety of activities that identified what they like about Alamosa and what they think the city needs. To gather the input of older youth consultants used the results of the Alamosa Teen Survey.

Advisory Committee Meetings – Advisory committee meetings were held throughout the entire planning process. The committee reviewed materials and provided feedback on each plan element to ensure the final product would be a publicly supported plan that covered all the major priorities for the city and its residents.



Open House Series – The Comprehensive Plan Public Review Draft was posted on the city website in early November and residents were invited to read the plan and provide feedback online or at one of two open houses held on November 30th and December 1st, 2016. A total of 22 people attended one of the two open houses. Both events included a presentation and a "red dot green dot" exercise where participants placed green dots next to goals and strategies to identify the highest priorities and placed red dots on goals and strategies to identify the lowest priority goals and strategies. The results of the red dot green dot exercise and online comments on the draft plan informed the implementation matrix prioritization and the final comprehensive plan.

YOUTH VISION

Children and teenagers provide unique voices to the dialogue about the future of Alamosa. Planning consultants engaged local youth and injected their perspective into the comprehensive planning process. The youth vision statements are the result of youth input gathered with the help of the San Luis Valley Boys and Girls Club.

Vision:

Youth will have employment opportunities that teach important job skills and accommodate student schedules.

Local organizations and non-profits will encourage youth participation and communicate volunteer opportunities to middle and high school students.

Alamosa will be a healthy, safe place with career opportunities where young people can build their futures.

The city will have a larger variety of restaurants and retail with more child friendly dining establishments.

There will be more entertainment and opportunities for youth to have fun including, special events, activities and safe places to hang out and socialize.

CHAPTER 2 – ECONOMIC DEVELOPMENT

VISION

Alamosa is the regional center of the San Luis Valley, the only full service city for many miles in any direction. Alamosa is connected to the entire valley so growing the economy in Alamosa and in the San Luis Valley as a whole are one and the same. The economy is already diverse compared to other communities and the city has many assets and economic development partners in the region that can be enlisted to help grow the economy. Alamosa offers higher education with a university and junior college and has great public schools. This education infrastructure already boosts the economic position of Alamosa and is an asset that brings potential for future growth by producing an educated workforce and offering many possibilities for direct engagement of educational institutions in the local economy. A mature and robust healthcare industry also provides the basis for well-paying jobs and access to healthcare not available to many of Alamosa's peer rural communities.

In addition to these economic strengths, the small town lifestyle, complete parks and recreation system, close proximity to public lands, a rich heritage and historic downtown all lend to a high quality of life. The ingredients for great economic success are in place. We need to come together as a community and take deliberate and practical steps to grow the economy in a way that stays true to the qualities our community values. We have much to be proud of and many assets on which to build, we need to be positive and proactive and affect changes that will expand livelihoods and build economic opportunities.

COMMUNICATIONS, ORGANIZATION AND PARTNERSHIPS

The community is hopeful that leaders organize and mobilize a refreshed long-term effort to grow the economy. Currently and in the past, the city has supported economic development as a partner with other organizations. The city provides annual funding for the Alamosa County Economic Development Corporation (ACEDC), the Chamber of Commerce, and San Luis Valley Development Resources Group (SLVDRG) and strives to make the city business friendly by simplifying permitting processes. The city has also contributed time and resources to specific projects such as the purchase and demolition of the "Pink Elephant" building that was once an eyesore but currently serves as additional downtown parking and has potential to become an attractive cornerstone for downtown.

The organizations currently working on economic development cover the city as part of a larger region. This plan element lays out a strategy for the city to take a leadership role on economic development to achieve tangible growth outcomes in the city. Although this plan lays out a strategy for expanding livelihoods in Alamosa, local and regional partners are a key component of the strategy:

- The small businesses and large employers that fuel the local economy.

- Alamosa Chamber of Commerce provides networking for local businesses, educational support, business development tools, and promotes the community and local events.
- San Luis Valley Small Business Development Center (SLV-SBDC) provides one-on-one consultations focused on skills development and business support to local entrepreneurs and small businesses.
- Alamosa County Economic Development Corporation (ACEDC) is focused on business retention, expansion and attraction.
- San Luis Valley Development Resources Group serves all six counties (Alamosa, Conejos, Costilla, Mineral, Rio Grande, and Saguache) that make up the San Luis Valley and is involved in a wide range of economic development efforts. SLVDRG is funded by an EDA planning grant, is a conduit for state and federal grant funding and financing, and manages the enterprise zone and a revolving loan fund and packages available incentives to encourage business investment.
- Upper Rio Grande Economic Development strives to make Rio Grande County and the western side of the San Luis Valley an attractive place to start or expand a business by providing business support and working to maximize quality of life.
- Saguache County Sustainable Environment and Economic Development (ScSEED) and Saguache County Economic Development both work to create sustainable economic growth in the upper San Luis Valley.
- Adams State University and Trinidad State Junior College both provide workforce development and are large employers in the city.
- Alamosa School District provides primary education, athletics, personal growth and college and job placement counseling for K-12 students in addition to being a major employer.
- San Luis Valley Health is one of the largest employers in the valley and has two hospitals and five clinics.
- Colorado Department of Local Affairs (DOLA) provides funding support in the form of grants and community development assistance programs.
- Colorado Office of Economic Development and International Trade (OEDIT) is a repository of funding tools and resources for both statewide and local economic development.
- Colorado Workforce Center provides job placement services for those seeking employment and recruitment for businesses and organizations seeking employees.

More communication among these economic development partners would benefit not just the city but the entire valley. Each partner has its own strengths and capacity. If the economic development organizations increased communication they would be in a better position to accomplish common goals. Creating a formal communications system would also promote accountability among partners because each organization would be assigned its own tasks.

The City of Alamosa, like other local governments throughout the state, wants to affect positive economic change and intends to take a more active role in economic development. Non-profits have long worked on economic development in the Alamosa area and have commonly found that keeping the organization funded has been so challenging that progress on economic development itself often lacks. Because the city is a stable organization with leadership and administrative capacity, a city sponsored economic development program could focus on economic outcomes and not be frequently sidetracked by the administrative and funding difficulties encountered by non-profit organizations. When asked what the appropriate role of the city in economic development is, participants at the Community Vision Workshop were overwhelmingly supportive of the city taking a more active role. 12% thought the city should take a leadership role in economic development, 12% thought the city should actively engage local and regional partners, and 72% supported a combination of both.

Additional funding and staff time will need to be allocated towards economic development in order for the city to become more involved. This will require a city funding strategy. When asked whether the city should put more resources towards economic development 89% of participants at the Community Vision Workshop responded yes while 11% said no.

Figure 16. Which describes the appropriate role of the city in economic development? - Community Vision Workshop

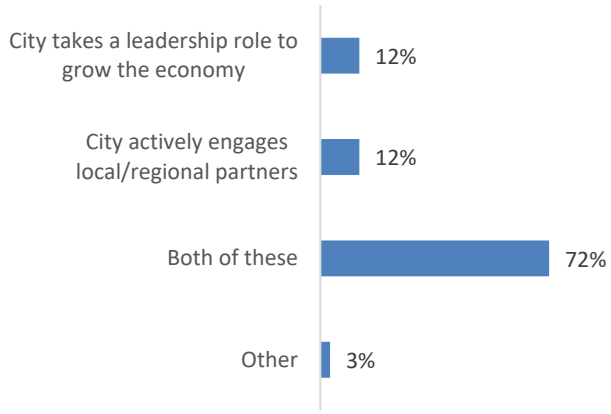
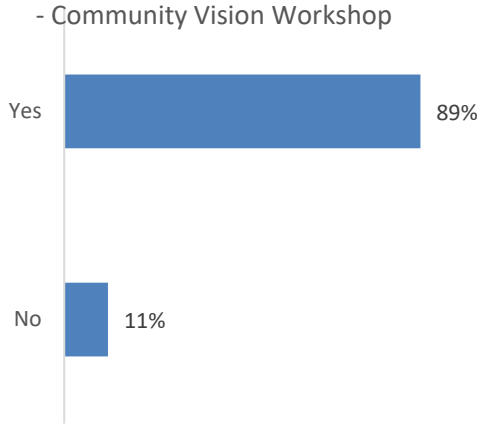


Figure 17. Should the city put more resources into economic development? - Community Vision Workshop



GOAL ED.1 – IMPROVE THE COORDINATION AMONG ECONOMIC DEVELOPMENT PARTNERS.

Strategy A – Increase and formalize the communications process between economic development partners working in Alamosa to promote accountability and action, and assign specific tasks based on organizational capacity.

Strategy B – The City of Alamosa plays a leadership role in economic development in the city.

Strategy C – Consider options for staffing an economic development position within the structure of the city government.

Strategy D – Establish a city funding strategy for economic development.

Strategy E – Improve city communications with economic development entities and local governments in the San Luis Valley and expand city participation in regional events and meetings.

Strategy F – More effectively promote the federal, state, regional and local incentives, funding tools and resources that are available to existing and prospective businesses.

Strategy G – Improve communications and coordination between the city and Alamosa County by working together on key projects such as improved air service, coordination on land use and infrastructure around the city, and economic growth initiatives and projects.

BUSINESS SUPPORT AND RETENTION

Although new businesses and industry are needed and desired, there is a tangible need to support businesses that already exist as they grow or face challenges staying in business. This is an area where coordination with local and regional economic organizations will provide local businesses with the support they need while playing to each organization's strengths and preventing duplication of efforts.

The San Luis Valley Small Business Development Center (SLV-SBDC) is part of the Colorado Small Business Development Center Network and offers services including one on one trainings and workshops for small business owners and entrepreneurs wishing to start or grow a business in the valley. There is a need to better position the SLV-SBDC and to strengthen the services that the center offers so that they can be offered more broadly and more people know about the services that are available. This may entail reorganizing the small business center. Some of the more successful small business development centers in rural Colorado have located at and been directly engaged with the local colleges or university.

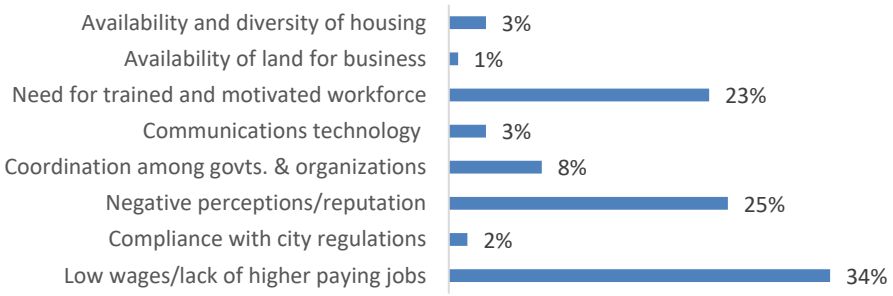
In order to provide appropriate support, there must be an understanding of what specific types of assistance are needed. There are already a number of resources available to local businesses. Surveying local business owners will help narrow down where there are gaps, whether business owners are aware of current resources, and where the city can assist.

There are many jobs in healthcare, education and other professional sectors in Alamosa, yet employers find that recruiting professional employees is a challenge. When asked what the most significant economic challenges are for Alamosa, 23% of participants at the Community Vision Workshops identified the need for a trained and motivated workforce.

There are two higher education institutions in Alamosa, Adams State and Trinidad State Junior College, as well as the Alamosa Workforce Center and a number of government and non-profit partners that the city can work with to help address the need for a trained workforce. This includes developing specialized training programs, providing job skills development and linking employers with potential employees.

Trinidad State Junior College (TSJC) and Adams State University both have programs that train students for local jobs. TSJC offers a nursing program that supplies qualified nurses for the local healthcare industry. TSJC has also proven very accommodating to new industries coming to the area. When solar farm developers needed trained welders TJSC developed a welding program. Adams State provides a wide range of bachelor's degrees and recently expanded its masters programs to include a Master of Public Administration.

Figure 18. What are the most significant economic challenges for Alamosa? (top 2) - Community Vision Workshop



GOAL ED.2 – RETAIN EXISTING BUSINESSES ACROSS ALL SECTORS AND HELP THEM ADAPT AND EXPAND.

Strategy A – Strengthen the business retention and support services offered by existing business development and support organizations and/or reorganize the resources to provide more extensive services and to promote these services more broadly. Services would include:

- business plans
- financial forecasts
- feasibility analyses
- marketing strategy
- financing
- utilizing incentives

Strategy B – Support business-to-business networking and collaborative marketing.

Strategy C – Encourage and support business workshops, individual trainings and mentorships.

Strategy D – Strengthen access to funding for business expansion and training.

Strategy E – Communicate and promote business-support services to the business and entrepreneur community.

Strategy F – Survey businesses and visit them regularly to better understand the business base and identify resources needed to provide assistance for successful retention, expansion, creation and attraction of jobs.

Strategy G – Develop business incubator space where entrepreneurs can test ideas to start new businesses and existing businesses can develop new products.

Strategy H – Leverage the educational programs at Alamosa School District, Adams State University and Trinidad State Junior College to engage directly in local businesses.

Strategy I – Utilize the services of the Colorado Workforce Center to recruit employees and fill positions at local businesses and organizations.

Strategy J – Develop strategic partnerships between economic development entities and base industry sectors such as agriculture, healthcare and tourism.

Strategy K – Support and encourage professionals and entrepreneurs who work from home:

- Continue to work in partnership with telecommunications companies and organizations to improve internet and cellular phone infrastructure.
- Create a directory of freelance professionals, mobile workers and telecommuters and encourage networking among them.
- Encourage the development of co-working facilities that include offices and conference room facilities that can be rented on an as-needed basis.

GOAL ED.3 – IMPROVE THE PROFESSIONALISM, KNOWLEDGE, AND ABILITIES OF THE LOCAL WORKFORCE.

Strategy A –Develop workforce and entrepreneurial training programs that target specific workforce needs and promote these programs to businesses, entrepreneurs and public schools.

Strategy B – Work with economic development and education partners to establish education and training programs that align with job opportunities.

Strategy C – Increase adult education opportunities to expand adult literacy, provide primary and secondary education opportunities and career building.

Strategy D – Encourage Alamosa County, state agencies and non-profits to continue to build and operate programs for training and positioning unemployed people to find employment and gain independence.

Strategy E – Help underemployed individuals utilize and further develop their skills to find year-round, stable employment.

GOAL ED.4 – IMPROVE AND INCREASE SUPPORT FOR MAJOR EMPLOYERS IN ALAMOSA.

Strategy A – Ensure that workforce development efforts and programs are integrated with major employers in Alamosa.

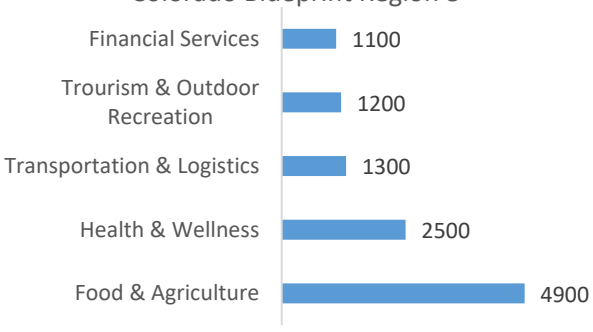
Strategy B – Organize a regular venue for large employers to discuss challenges and opportunities.

Strategy C – Coordinate with major employers on innovative work to their campuses and promote these projects as catalysts for improving the quality of development in Alamosa.

REGIONAL CENTER

Alamosa's role as regional center for the San Luis Valley is well established. The city is the primary center in the valley for retail, healthcare, transportation, education, and professional services such as accounting, banking, and legal services. Regional residents travel to Alamosa to shop, see medical professionals, fly from the San Luis Valley Airport, attend Adams State or Trinidad State Junior College, and meet with lawyers, bankers, accountants and more. Alamosa is also a center for arts, entertainment, and community facilities including the recreation center, public parks, and ball fields. The city hosts festivals and special events and has a multiplex movie theater.

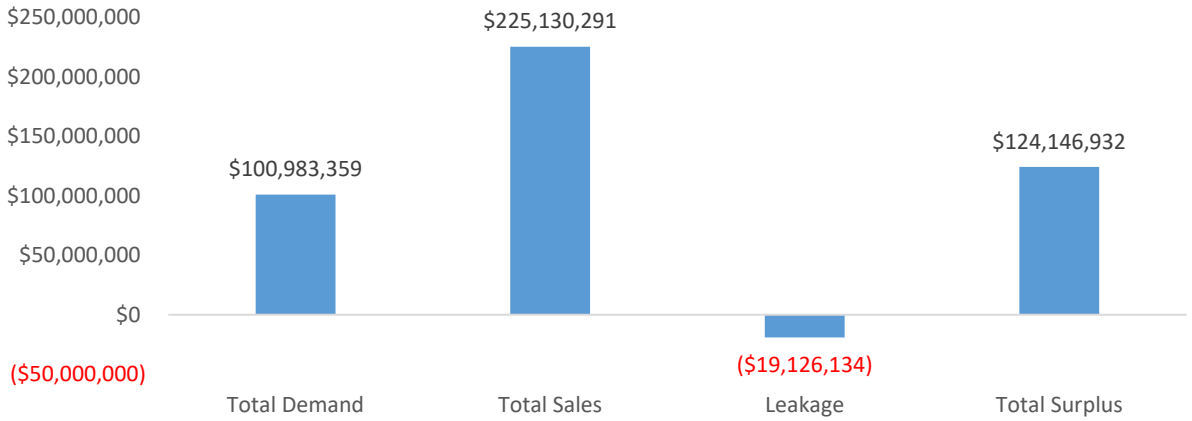
Figure 19. Top 5 Key Industries in the San Luis Valley by Employment - Colorado Blueprint Region 8



The city plays the critical role of being the full service town for a large economic region. According to the Colorado Blueprint Business Plan for Planning Region 8, Food & Agriculture, Health & Wellness, Transportation & Logistics, Tourism & Outdoor Recreation, and Financial Services are the top 5 economic sectors in the San Luis Valley (including Mineral, Rio Grande, Saguache, Alamosa, Costilla, and Conejos Counties). This is a relatively diverse economic base with agriculture at the top of the list. Within this larger context, Alamosa is central geographically and economically and many opportunities are linked to this position.

A retail leakage analysis shows that sales in Alamosa are proportionately larger than the demand generated by the population just in Alamosa. This is another indicator of Alamosa's position as a regional center. The demand for retail sales originating from residents of Alamosa is $100.9 million per year. Yet the city generates over $225.1 million in annual sales: a retail surplus of over $124.1 million in annual sales coming from regional residents and visitors. There is over $19.1 million in local spending occurring outside the city. This leakage signals an opportunity for strengthening the local retail base in Alamosa.

Figure 20. Total Retail Supply and Demand - 2014 ESRI BAO



There are an estimated 29,477 people living within a half hour drive of Alamosa and a total of 60,677 people within an hour and a half drive time from Alamosa. Alamosa serves as a regional center for this sizeable population (see map below).

Figure 21. Regional Center Market Area Population - ESRI 2015 Estimate

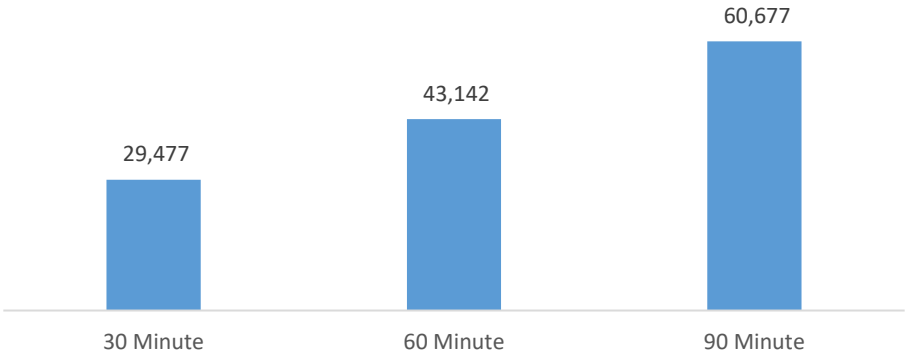
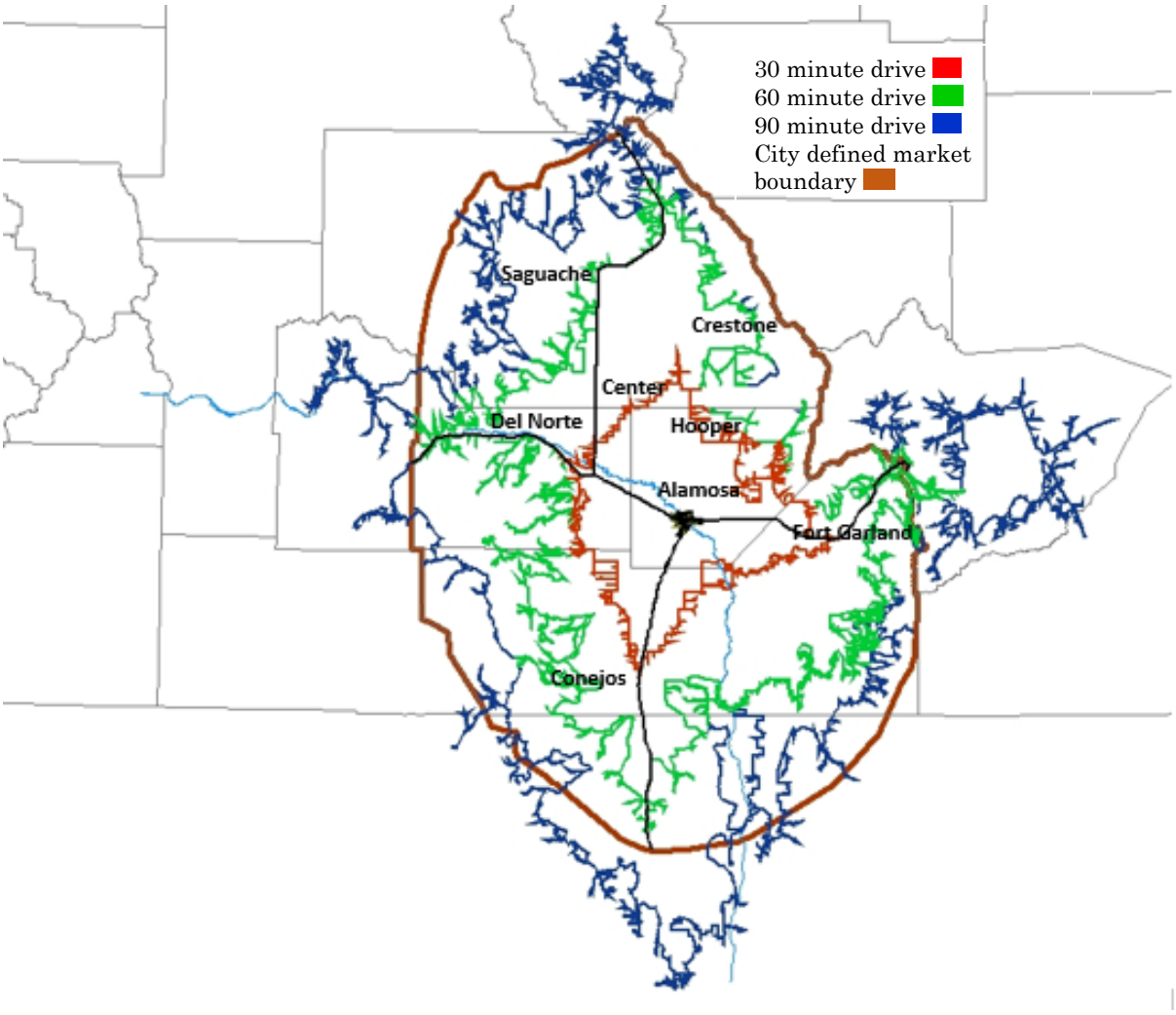


Figure 22. Regional Market Area – ESRI 2015



GOAL ED.5 – EXPAND ALAMOSA'S ROLE AS RETAIL REGIONAL CENTER IN CONTEXT OF THE SAN LUIS VALLEY AS A WHOLE.

Strategy A – Identify regional center market opportunities using market research companies and other methods such as regional consumer surveys.

Strategy B – Share retail market information with owners of vacant or underutilized commercial buildings; retail, entertainment and restaurant entrepreneurs who have been successful in the region; real estate brokers; bankers and national retail companies.

Strategy C – Identify vacant land that is suitable for medium and large format retail establishments that can be cost effectively served with water and sewer infrastructure and which possess safe and convenient street or highway access.

GOAL ED.6 – EXPAND ALAMOSA'S REGIONAL ROLE IN HEALTHCARE, TRANSPORTATION, EDUCATION AND PROFESSIONAL INDUSTRIES.

Strategy A – Support additional development of healthcare resources in Alamosa.

Strategy B – Promote rail infrastructure as an economic asset for freight and tourism.

Strategy C – Increase commercial aviation opportunities at San Luis Valley Airport

Strategy D – Emphasize the role of downtown as a hub for education, civic, and professional services serving residents in the San Luis Valley.

INFRASTRUCTURE AND SERVICE PRIORITIES FOR ECONOMIC DEVELOPMENT

Quality infrastructure and services are crucial to supporting a healthy economy in Alamosa. This section highlights assets and services that are especially important for economic development in Alamosa including trails and recreation, commercial air service, telecommunications infrastructure and services, and childcare. Chapter X Infrastructure and Core Services covers the city owned and managed infrastructure, assets and core services in detail.

Access to more childcare services is extremely important for working parents with young children. If a parent does not have access to childcare their ability to hold a job is limited. The existing childcare options cannot meet the current demand for these services and many have long waiting lists. The city is not responsible for providing childcare services but it can play an important role by supporting the efforts of local organizations, entrepreneurs and educational institutions working to meet this need such as Trinidad State Junior College. TSJC currently offers an Infant/Toddler Nursery Supervisor Certificate and an Early Childhood Education Associate Degree. There has been discussion of the school adding a "nanny training" program to help address the need for trained childcare professionals.

The San Luis Valley Airport is an underutilized asset that could have an enormous impact on the economy not just for Alamosa but the entire region. Currently there is limited commercial air service to the San Luis Valley Airport and residents often drive to Denver or Albuquerque to fly. The lack of reliable air service is a deterrent to potential entrepreneurs and residents. Local employers such as the hospital and higher education institutions have reported the lack of regular air service as a constraint to recruiting new employees. Regular air service would appeal to someone considering relocating to Alamosa full or part-time. When a person or family relocates they still want to have convenient access to family and friends elsewhere. A prospective business that requires travel will likely find the current air service inadequate and might choose another location over Alamosa. Obtaining

regular air service to the airport will require coordination and partnerships with air service providers and state, local and regional governments.

Residents working fulltime jobs have limited time to recreate. Trails, parks, the river corridor, recreation center and Cattails Municipal Golf Course all provide in town recreation opportunities for people with limited time and those with limited transportation. The city needs to continue its efforts to meet the recreation needs of the working population by improving and increasing trails, signage and trailheads, promoting the golf course, and improving access to the river corridor.

Quality cellular and internet service are a necessary condition for economic growth. Improving internet infrastructure will require a regional effort and it is critical that the city participate in this process.

GOAL ED.7 – ENHANCE INFRASTRUCTURE AND ASSETS TO ATTRACT AND RETAIN BUSINESSES, EMPLOYEES, STUDENTS AND RESIDENTS.

Strategy A – Prioritize efforts and work with the county, state, and federal governments and commercial air service providers to establish and maintain reliable commercial air service to San Luis Valley Airport.

Strategy B – Better connect residents and students to in-town recreation opportunities and inform them of the range of opportunities.

Strategy C – Participate in and assist with the efforts by regional organizations to expand and improve telecommunications infrastructure and services throughout the full process leading to implementation.

- Strategic planning - define objectives, identify business models
- Feasibility - market analysis, design and engineering, feasibility analysis
- Implement - secure funding, build the network, integrate services and providers
- Operate and maintain - marketing, operations and maintenance

Strategy D – Install conduit to house future telecomm infrastructure when utility upgrades are made in city streets and utility rights of way.

Strategy E – Increase childcare options for working parents through the development of home based and large scale daycare centers and encourage training programs and certifications for early childhood and infant care and education at higher education institutions.

Strategy F – Build and improve recreation trails and pathways, place signage and improve or develop trailheads accessing them.

Strategy G – Maintain and promote the golf course.

Strategy H – Improve safety, connectivity and convenience for cyclists and pedestrians.

Strategy I – Work with regional partners to fund and conduct a transit market and feasibility study to determine whether regional or local transit would be fiscally sustainable. While most experts would caution that there is not a large enough population to create a financially feasible system, political considerations may warrant a study.

ECONOMIC DIVERSIFICATION

A diverse and thriving economy in Alamosa that has multiple employment sectors will provide long-term economic security, increased revenues and will benefit both the city and the San Luis Valley. The fact that the economy in Alamosa is not based solely on one industry or economic sector is a strength and the city should continue to support efforts to maintain and diversify the economy.

The three largest employment sectors in Alamosa County are government, professional/technical, and health. Government, including education, provides 25% of employment in Alamosa County with a median income of $41,446. The professional/technical sector (lawyers, accountants, bankers, real estate brokers…) accounts for 18% of employment with a median income of $41,250 and the health sector accounts for 16% of employment with a median income of $21,308. Agriculture provides 8% of employment in the county. Although 8% seems small compared to other sectors, agriculture is an important component of the economy in Alamosa County.

Figure 23. Employment in Alamosa County by Sector - Bureau of Economic Analysis

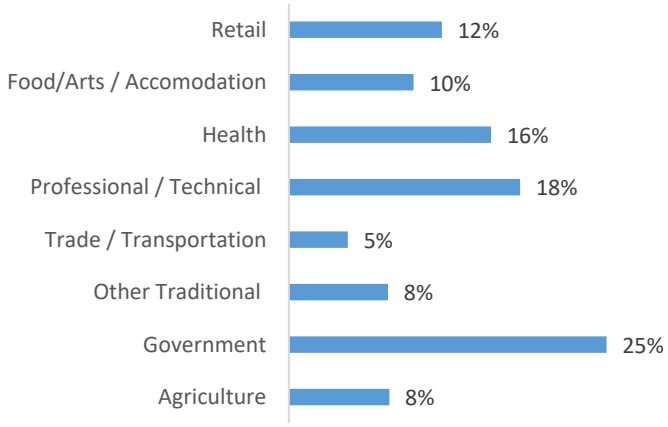
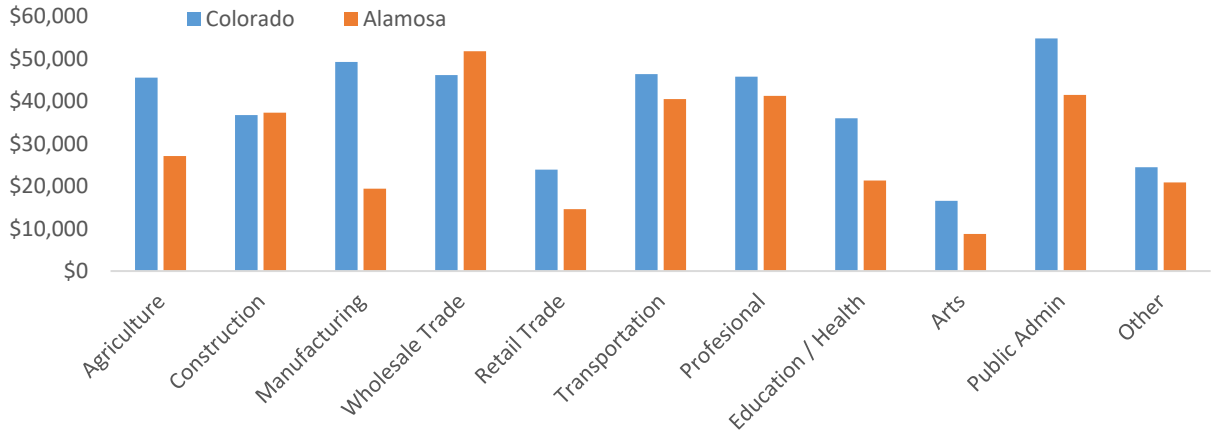


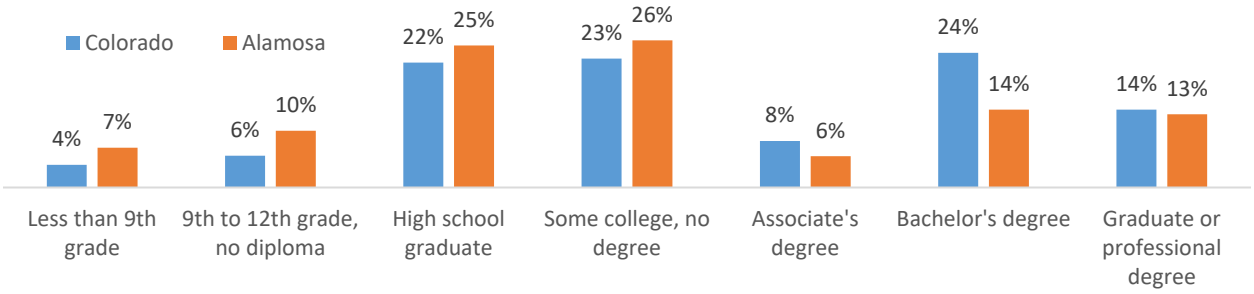
Figure 24. Median Earnings by Sector - 2014 American Community Survey



Wholesale trade and transportation are two employment sectors offering some of the highest earnings in Alamosa County. The wholesale trade sector provides a median income of $51,750 in Alamosa County, higher than the state average. The transportation sector in Alamosa provides a median income of $40,481. Together these two sectors make up only 5% of total employment in the county. Supporting growth in these industries would provide more high paying jobs.

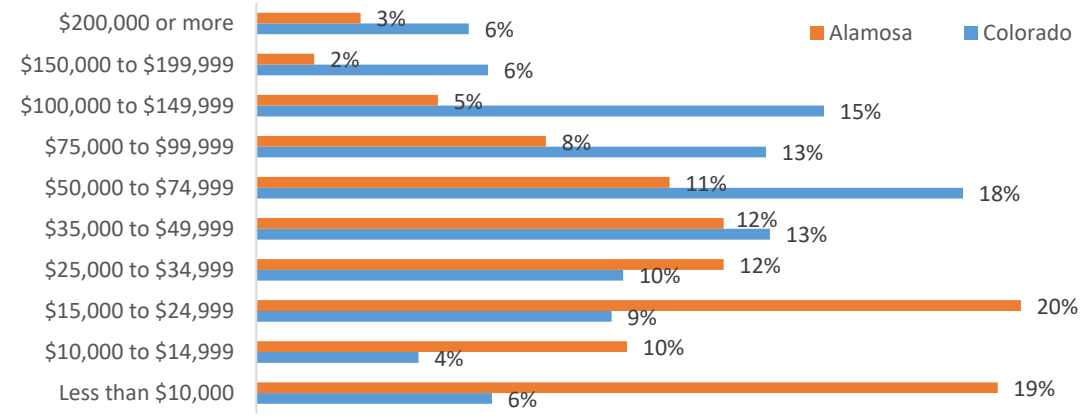
Fifty-nine percent (59%) of the adult population have some college training and 33% have earned degrees. While the percentage of Alamosa residents with an undergraduate degree lags behind the state average, the high percentage of adults with some college provides a market for increasing enrollment for higher learning institutions and the opportunity to increase the percentage with degrees, thereby making the workforce more attractive. The percentage of those earning a graduate or professional degree is on par with the state average. Given the underlying level of education of the population in Alamosa, it is also important to increase job opportunities that do not require a college degree.

Figure 25. Level of Education Attained - 2014 American Community Survey



Residents identified a need for higher paying jobs as one of the biggest economic challenges for the city. Poverty rates in Alamosa are significant. 49% of households in Alamosa earn an annual income of less than $25,000 compared to the state average of 19%. Actively supporting and attracting new industry in Alamosa will provide more jobs, reduce poverty, and grow and strengthen the economy.

Figure 26. Household Income Distribution - 2014 American Community Survey



GOAL ED.8 – TARGET AND RECRUIT SPECIFIC BUSINESSES AND ORGANIZATIONS THAT ARE APPROPRIATE FOR THE CITY OF ALAMOSA.

Strategy A – Establish a staffed single point of contact for businesses or entrepreneur who may be interested Alamosa. (Also see Goal ED.1)

Strategy B – Conduct a gap analysis that identifies businesses that offer goods or services that are in demand but are not yet offered in Alamosa and distribute this to existing and prospective businesses and entrepreneurs.

Strategy C – Identify target industries and businesses interested in Alamosa that are appropriate for the community. Examples of target businesses include:

- E-commerce and telecommuting
- Recreation-equipment research, design and manufacturing
- Mountain science and engineering
- High-altitude training
- Aviation
- Unmanned aerial vehicles/unmanned aerial systems (UAV/UAS)
- Outdoor education
- Agriculture, food production and farm to table local foods
- Agrotourism
- Creative industries
- Clean energy

Strategy D – Promote financial incentives and funding tools for prospective, new or expanding businesses on a centralized website promoting Alamosa:

- Funding tools and resources available through Colorado Office of Economic Development and International Trade.
- Colorado Enterprise Zone tax credits through San Luis Valley Development Resources Group (job training, new employees, R&D, vacant building rehab, manufacturing equipment, contributions).
- Business Loan Fund through San Luis Valley Development Resources Group (revolving business loan fund, micro enterprise loans, façade improvement loans).
- Façade improvement grants from City of Alamosa.

Strategy E – Create a consolidated and centralized website with information that is relevant to businesses that are interested in opening a business or expanding an existing business at an Alamosa location. (Also see Goal ED.9)

- Steps for "how to open a business" and links to resources and organizations that can help.
- Create and map a full inventory of city-owned land and identify land that could be developed for economic development purposes.
- Inventory existing vacant light industrial/business park land and post on a centralized website.
- Create a consistently updated demographic and economic profile of Alamosa on a centralized and consolidated website.

PROMOTING COMMUNITY ASSETS TO PROSPECTIVE RESIDENTS, EMPLOYEES AND BUSINESSES

The City of Alamosa has a variety of marketable qualities that make it an attractive place to live or locate a business. When a prospective resident or business is considering relocating they consider quality of life. Alamosa has healthcare options and a hospital with a level III trauma center, public schools and higher education, an affordable cost of living, quality recreation assets, community oriented special events, a strong nonprofit presence and a sense of community. The city needs to promote these assets to prospective residents and businesses and highlight the qualities that make Alamosa so great.

In order to promote the City of Alamosa to prospective residents, employees, and businesses the city needs a strategic marketing plan. Alamosa's brand and messaging should highlight the city's assets, strengths and vision for the future. The messaging and promotional materials then need to be distributed according to an outreach plan outlining how to communicate Alamosa's assets to prospective residents and businesses.

Easily accessible recreation opportunities in town are greatly appreciated by employees with limited time. The city works hard to provide quality parks and recreation assets that appeal to everyone. The city maintains the Cattails Municipal Golf Course, recreation center, Disc Golf Course, and numerous parks throughout the city. The river corridor provides completely unique recreational opportunities in the city and is within easy walking distance of many neighborhoods.

Alamosa has a strong sense of community, hosts annual festivals and special events and has a number of active nonprofits. Interviews with residents and the results from the Community Workshop Series identified the sense of community in Alamosa and the ability to give back through volunteering as two things that residents treasure about Alamosa. These are important qualities that appeal to prospective residents. When a person or family is considering a new location they want to know they will be welcomed and be able to integrate into the community. Alamosa is a great place to raise a family, and the city needs to better advertise this.

Access to education is a real asset in Alamosa. In the city there are good k-12 public schools and two higher education institutions, Adams State University and Trinidad State Junior College (TSJC). Not only are the schools assets for residents and employees with families, they are also an asset to businesses in need of a trained workforce. Adams State and TSJC are dedicated to providing the skilled workforce needed in the San Luis Valley and will work with an industry or business to address specific needs. For example, when solar energy developers needed welders TSJC provided a welding program. This connection between education institutions and industries is highly sought after and many communities throughout Colorado lack the ability to meet this need. The fact that this connection is already established in Alamosa is something that needs to be marketed to potential businesses and industry.

The city has low housing costs compared to the state average making it an affordable place to live. Median ownership costs (insurance and taxes included) in Alamosa are lower than the statewide average. The median mortgage for a house in Alamosa is $941 per month compared to the statewide average of $1,608 per month. The median rental housing cost is also lower than the statewide average. The median housing rental cost in Alamosa is $608 per month while the statewide median is $969 per month.

Figure 27. Median Housing Costs - 2014 ACS

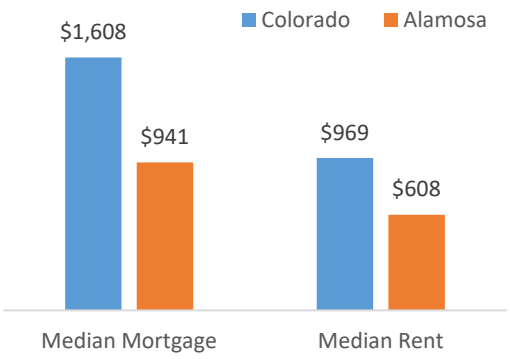
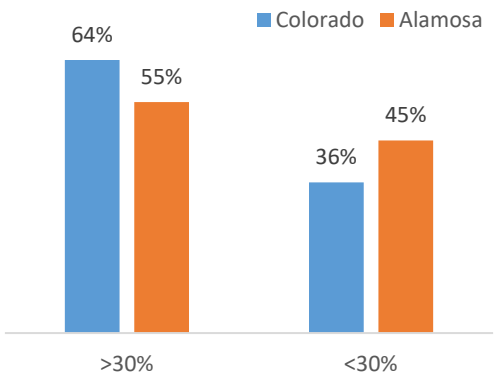


Figure 28. % of Population Paying <30% for Housing - 2014 ACS



GOAL ED.9 – PROMOTE COMMUNITY ASSETS TO PROSPECTIVE RESIDENTS, EMPLOYEES AND BUSINESSES AND CREATE A POSITIVE IMAGE OF ALAMOSA.

Strategy A – Create a tagline, messaging, logos, website and print materials to articulate Alamosa's brand, to solidify its identity and attract the interest of prospective businesses, employees, residents and students. The messaging needs to emphasize Alamosa's strengths:

- Small-town lifestyle, helpful and caring community
- In-town trails and recreation
- Close proximity to federal lands
- Agricultural and mountain scenery
- Business friendly

- Family-oriented community
- Center of events and celebrations
- Regional rural center; Alamosa is the full service city in San Luis Valley
- Affordable property/cost of living/moderate taxes
- Quality healthcare
- Great schools and higher education
- Rail infrastructure and tourist train
- Heritage and visible, valued history
- Cultural diversity
- Volunteer opportunities
- Arts, entertainment and events
- Downtown
- Restaurants
- Diverse and active faith communities
- Renewable energy
- City owned land and infrastructure

Strategy B – Develop a strategic marketing plan to communicate community assets to prospective residents, employees, students and businesses and follow it through to implementation:

1. Identify target markets (university and junior college students and alumni, prospective employees interviewing/visiting regarding a potential job, tourists, mid-sized businesses)
2. Develop a brand and message that speak to the target markets
3. Create and compile marketing materials, including web and print collateral
4. Develop a promotion and outreach plan and implement it

GOAL ED.10 – DEVELOP A SENSE OF PRIDE IN ALAMOSA RESIDENTS AND BUSINESSES.

Strategy A – Establish messaging that instills a sense of pride for living in Alamosa.

Strategy B – Expand and improve events/festivals focused on regional residents and businesses that celebrate the community and give participants a sense of community pride.

Strategy C – Acknowledge issues that contribute to negative perceptions and emphasize that work is being done to address them.

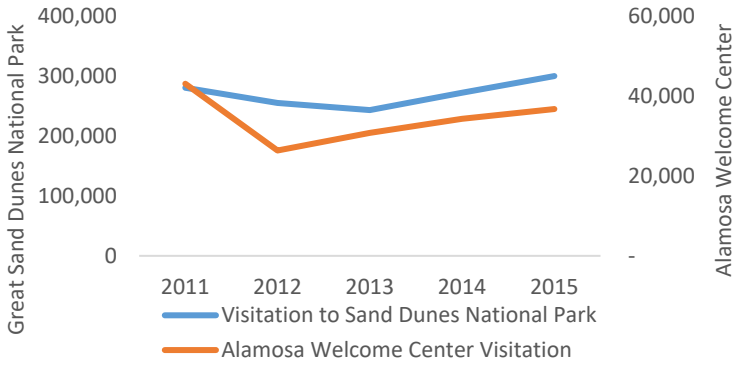
TOURISM DEVELOPMENT AND MARKETING

Tourism is an important element of the economy in Alamosa. Visitors bring new money into the local economy and introduce people to the community and everything the area has to offer. Typically, people who move to a new place visited there as a tourist or a houseguest before deciding to relocate. Increasing tourism will help local businesses, generate additional revenues for local governments, increase job opportunities and encourage a positive reputation for the city. Alamosa has a wealth of attractions in and around the city that appeal to both tourists and pass through visitors. The city has the Rio Grande Scenic Railroad, San Luis Valley Museum, restaurants, special events, trails and recreation assets. The surrounding area has a variety of natural and outdoor attractions including Great Sand Dune National Park & Preserve, the Sangre de Cristo Mountains, heritage attractions and even an alligator farm.

A tourism marketing plan built with input from local governments, businesses, and economic development organizations would provide a roadmap for growing tourism. There are four steps, identify the target market, develop a brand and messaging, create web-based and printed materials, and develop and outreach plan. Tourism marketing is an opportunity for the Alamosa Convention and Visitors Bureau to engage key tourism partners including the city, Alamosa Chamber of Commerce, Adams State University and local attractions like the Rio Grande Scenic Railroad. Identifying areas where coordination and cooperation are possible will help optimize the results generated by tourism marketing funds.

Alamosa has an established tourism market with the Rio Grande Scenic Railroad and Great Sand Dune National Park & Preserve. Entrance counts at Great Sand Dune National Park & Preserve and sign-ins at the Alamosa Welcome Center indicate that visitation to Alamosa and the region has been increasing over the last three years.

Figure 29. Annual Visitation - National Parks Service, Alamosa Convention and Visitors Bureau



The community has an opportunity to capture more of the existing visitor market and expand its target market to include a broader spectrum of visitors. Highways 285 and 160 pass through Alamosa and provide a stream of potential visitors. Improving the visual appeal of the gateways into the city and developing tourist-oriented and way-finding directional signage towards downtown Alamosa and to recreational opportunities and other attractions will encourage pass through traffic to stop in the city.

Alamosa is home to Adams State University, every year it receives prospective students, new freshman, parents and people attending special events. There are also athletic competitions that attract out of town visitors. This is a visitor market that already exists. There is an opportunity for the city to work with Adams State to promote Alamosa and encourage visitors to broaden the purpose of their visit, explore the city, attend local events, eat and shop downtown and gain an appreciation of the city. Prospective students are more likely to choose to attend Adams State and new students are more likely to continue their studies in Alamosa if they are aware of all the great opportunities available in the city. Students are a ready-made market and will bring in new money and increase sales in the city if there are establishments that cater to their needs and preferences.

GOAL ED.11 – ENTICE VISITORS AND LODGING GUESTS TO EXPLORE ALAMOSA.

Strategy A – Maintain and enhance the visitor infrastructure: restrooms, way-finding/signage, parking, public parks, public gathering places.

Strategy B – Establish a consistent streetscape with visual clues that encourage highway motorists to stop and explore Alamosa: consistent plantings and pedestrian walkways/pathways, lighting, banners, directional signage and other visual clues to direct and entice more people to Alamosa's core.

Strategy C – Improve gateway signage and develop tourist-oriented and way-finding directional signage towards downtown Alamosa, historic sites, open space, parks, recreation facilities, and cultural resources.

Strategy D – Market all that Alamosa has to offer to visitors who are already here.

- Establish training and incentives for lodging and restaurant employees so they can describe to visitors what the community has to offer.
- "Table tents" and other collateral material at local establishments that entice visitors to further explore Alamosa.

Strategy E – Encourage the Alamosa Marketing District Board to develop a strategic tourism marketing plan and implement it through web and print materials and coordinated outreach by taking the following steps:

- Identify target markets
- Develop a brand and message that speak to the target market
- Create and compile marketing materials, including web and print materials
- Develop an outreach plan

Strategy F – Encourage the Alamosa Marketing District Board to work with tourism marketing partners to organize materials and talking points for lodging front desk managers and restaurant staff to inform visitors about downtown, historic sites, parks and recreation facilities, open space and cultural resources offered in Alamosa.

Strategy G – Encourage and facilitate special events that attract both locals and visitors.

Strategy H – Better utilize existing special events notification systems to reach more valley residents or revise/reorganize the notification system.

GOAL ED.12 – PARTICIPATE IN REGIONAL EFFORTS TO PROMOTE OUTDOOR RECREATIONAL OPPORTUNITIES IN THE VALLEY TO VISITORS.

Strategy A – Engage in USFS forest plan revisions and travel management plans and maintain open communications with federal and state land management agencies.

Strategy B – Encourage and participate in regional efforts to market recreational assets in the valley and establish a brand and identity.

BUSINESS FRIENDLY CODES AND REGULATIONS

GOAL ED.13 – FACILITATE BUSINESS DEVELOPMENT BY REVISING THE LAND DEVELOPMENT CODE PROCESSES AND STANDARDS TO MAKE THE CODE CLEAR, PREDICTABLE, FAIR, CONSISTENT, TIMELY AND COST-EFFECTIVE.

Strategy A – Understand the Context - Writing good code requires not only a technical understanding of the physical form, planning objectives, and legal context of the community, but also an understanding of how the community functions—politically, economically, and ecologically.

Strategy B – Develop and Use a Shared Vocabulary - Although land use regulations require a certain degree of technical and legal language in order to be effective, they must also be accessible, well-organized, internally consistent, and written in the shared vocabulary of the community.

Strategy C – Use the Power of the Market to Create Value - We believe that (within evolving constitutional boundaries), regulators should strive to use the power of the market to deliver community benefits. A robust and diverse practice of public, private, and civic representation in planning, real estate, public finance, public-private partnerships, and governmental affairs is a substantial advantage when it comes to plan implementation and code drafting.

CHAPTER 3 – CORE SERVICES AND INFRASTRUCTURE

VISION

Alamosa is a supportive community that encourages healthy lifestyles, a diverse economy and a safe environment. Wise investments in infrastructure and core services can enhance the city and have a significant economic and social impact. Water, sanitation, streets, law enforcement, fire protection and recreational amenities are fundamental components of day-to-day quality of life. City open space, parks, trails and recreation facilities allow for ready access to exercise, play and relaxation. These same assets that make Alamosa a great place to live also make it more appealing to visitors and to prospective businesses and residents.

The city can lead by example by taking steps to ensure that the public realm in the city is well-maintained and clean, and that the facilities that are most visible to residents and visitors are complete with landscaping, wayfinding, public art and other enhancements that are appropriate for the location, function and context of the city property. The impression of the city to visitors and residents is important and maintenance increases the life span of and functionality of the infrastructure. Adequate city funding and staffing need to be dedicated to the task of maintenance and beautification. Empower volunteers to help beautify the city's public realm.

BACKGROUND

Between 2012 and 2014 the City of Alamosa had average annual expenditures of $9.6 million not including the enterprise funds. Public safety and general government accounted for an average of 58% of General Fund expenditures between 2012 and 2014. Capital outlay accounted for 18% and highways and streets accounted for 17% of total General Fund expenditures. Culture and recreation, health and welfare, and debt service accounted for the remaining 7% of general expenditures. Most of the General Fund revenues originate from taxes. On average, tax collections accounted for 85% of total General Fund revenues between 2012 and 2014.

Figure 30. Average Annual Expenditures 2012-2014 Audits

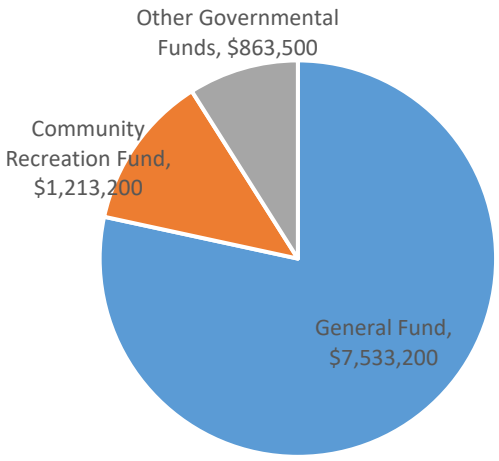


Figure 31. Percentage of Total General Fund Revenues Audits 2012-2014

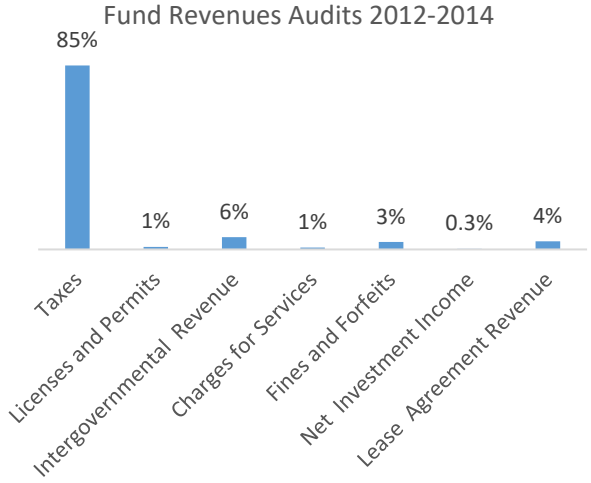
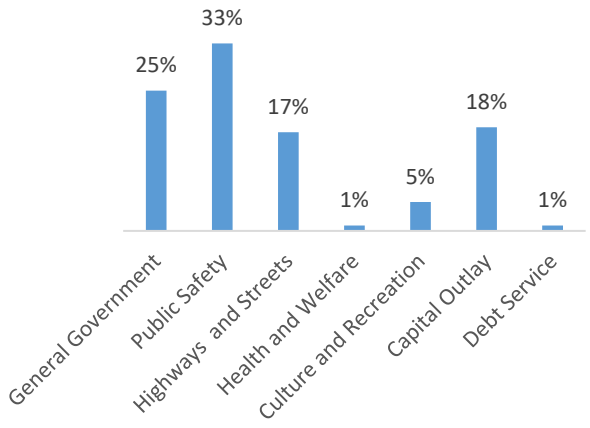
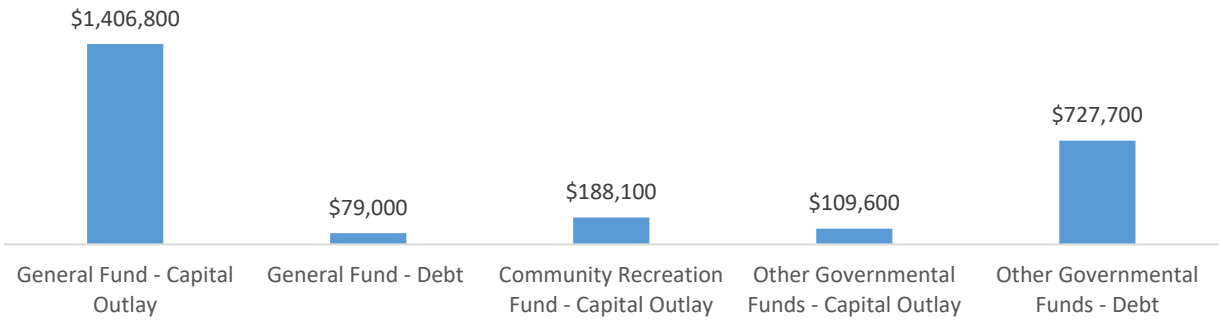


Figure 32. Percentage of General Fund Expenditures 2012-2014 Audits



The city spent an annual average of $1.4 million or 18% of General Funds towards capital outlay between 2012 and 2014. This represents a strong percentage of the budget; nearly 1 out of every five dollars spent went towards expanding, upgrading and replacing the capital infrastructure of the city. Capital outlay includes items costing more than $5,000 apiece. The city has limited its debt to large investments and in recent years has not gone into debt for operations expenses. In the recent past the city has financed most of its debt with existing revenues and has not required new taxes. Recent examples include construction of the city hall and library in 2011.

Figure 33. Detailed Capital Outlay & Debt Service 2012-2014 - Audits



CORE SERVICES AND FACILITIES

Core services and facilities are those essential services without which day to day life would not be possible, including police, fire, general government and the library. Water, sewer and refuse services are also essential, but are discussed separately in the Public Works section below because they are enterprise funds operated more like a business with most revenues coming from monthly charges and connection fees. The Capital Improvements

Fund was created to fund infrastructure replacement, improvement and major maintenance. The city maintains a five-year capital improvements plan and projects on that plan are prioritized based on a set of criteria that identify the most important projects for each budget year. The capital improvements planning process and the earmarked funding for implementing the planned improvements are critically important for the long-term sustainability of the city.

FACILITIES FOR CORE SERVICES

The City of Alamosa has $6.7 million in buildings and $1.36 million in business personal property (equipment within a building such as machinery, computers or furniture) devoted to core services.

The buildings and facilities used to provide services to residents vary in age from the cemetery office which was originally built in 1925, to the new city hall/library which was built in 2011. While there are a number of older buildings, the city has renovated or upgraded many of them. The building housing the police department and Fire Station 1 was built in 1961, but the fire station bay was expanded and the police station was renovated in 2011. As the facilities continue to age, they will require upgrades and renovations to ensure that they continue to serve their purpose.

Currently, facility renovations and expansions are budgeted for on an as needed basis in a five-year timeframe. These core facilities will require longer term planning and budgeting– especially if the city wants to pay for capital improvements without going into debt.

Core Services	Total Building/ Structure Value	Total Square Footage	Business Personal Property	No. of Structures by Year Built			
				0-15 Years	15-30 Years	30+ Years	Unknown
Facilities	$6,528,505	52,411	$1,301,574	1	1	3	
Storage	$252,385	6,695	$61,609	0	1	2	1
Total	**$6,780,890**	**59,106**	**$1,363,183**	**1**	**2**	**5**	**1**

GOAL CSI.1 – MAINTAIN THE INTENT OF THE CITY'S SEPARATE BUDGETARY FUNDS.

Strategy A – Maintain the status of the capital improvements fund as earmarked for capital investments.

Strategy B – Educate citizens about the separate city budgetary funds, the revenue sources for each and why those funds are maintained independent of one another.

Strategy C – Charge service rates and fees that cover the true costs of the city's utility funds: water, wastewater and solid waste.

GOAL CSI.2 – ESTABLISH A LONG-RANGE APPROACH FOR INCREMENTAL UPGRADES TO CORE FACILITIES.

Strategy A – Include long-term renovations/upgrades to city buildings in the capital improvements plan and establish a long-term funding strategy.

Strategy B – Establish a long-term city vehicle replacement plan and budget accordingly.

Strategy C – Try first to pay for facility improvements with cash assets generated by existing revenues.

Strategy D – Utilize debt services only for those facility improvements that are most essential and when construction costs are increasing at such a rate that financing improvements sooner is more cost effective than saving cash to make improvements later.

PUBLIC SAFETY

Public safety accounts for a third of General Fund expenditures, this includes police and fire services. These services are vital for a healthy and safe community. Between 93% and 95% of respondents to the online survey identified police response to community problems and needs, fire services, and emergency medical response as important to their households.

Figure 34. How important to you and your household are the following? - Online Survey

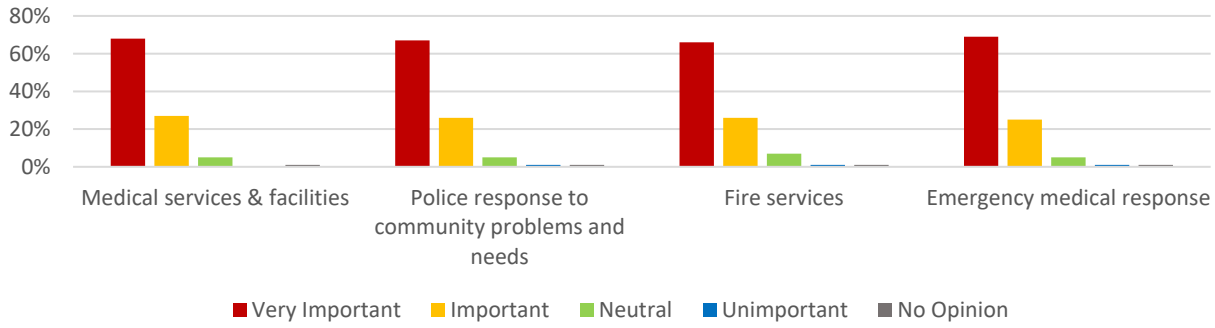
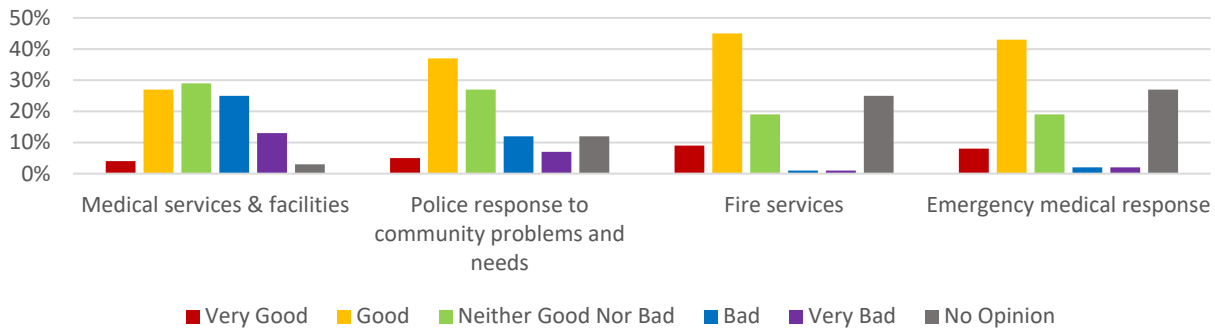


Figure 35. How do you rate the quality of the following programs/facilities? -Online Survey



POLICE DEPARTMENT

In 2011, the city renovated the police department offices. The City of Alamosa Police Department faces the same challenges as police across Colorado and the nation, maintain a safe community, combat and reduce crime and drugs. In recent years, the police have increased their knowledge and resources. The department now has both car and personal body cameras and two new K-9 units.

The Alamosa Police Department partners with doctors, pharmacists and others on a prescription drug taskforce. The taskforce has been effective in catching prescription drug law offenders. The program's success is attributed to increased communication between law enforcement and key partners in the medical community. In addition to the prescription drug taskforce, the police are tough on theft crimes which often fund illegal drugs.

Figure 36. Law Enforcement: Average Annual Number of Crime Incidents by Type 2013-2014

During the vision workshops numerous community members identified the drug problem in Alamosa as a concern. The key to reducing crime and drug abuse in Alamosa is community involvement. The police cannot do it alone, by the time it reaches the police, typically a crime has already occurred. Citizens must come together to educate youth and provide support services to prevent and reduce crime and drug abuse before a crime is committed. As evident from the success of the prescription drug taskforce, the police are more effective when open communication and community involvement exists.

GOAL CSI.3 – CONTINUE TO BALANCE LAW ENFORCEMENT WITH CRIME PREVENTION AND COMMUNITY INVOLVEMENT.

Strategy A – Better communicate ongoing efforts and progress:

- City is proactively working to address drug problem (prescription drug taskforce, tough on theft crimes that fund drugs, K-9s)
- Educate the public about new police certifications/resources (body cameras, car cameras, K-9 units)
- Addressing vacant, run-down houses/buildings
- Citizen participation in public safety

Strategy B – Foster community partnerships to strengthen community health and ethics, with a focus on youth.

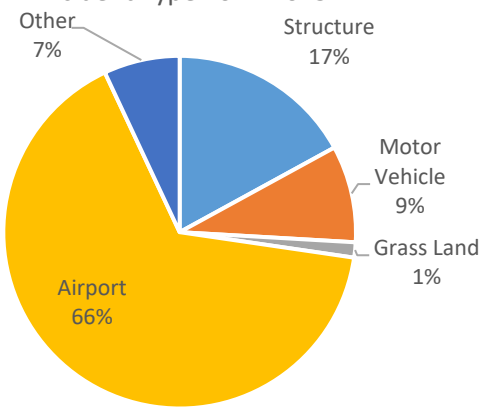
Strategy C – Strengthen efforts to be more multi-culturally aware and keep working to improve communications.

Strategy D – Implement e-citations/electronic ticketing to increase efficiency of writing tickets, administration, records keeping and convenience for citizens and visitors.

FIRE DEPARTMENT

The Alamosa Fire Department (AFD) is part of the larger Alamosa County Fire Protection District, a city/county district which formed in the 1980s. The City of Alamosa funds the Alamosa Fire Department through the General Fund while the district funds the department with a mill levy. AFD is a volunteer department, volunteers only receive compensation when they respond to a call. The AFD service area extends 10 miles west, seven miles north and south, and eight miles east of the City of Alamosa. The Alamosa Fire Department has two stations, one on 4th Street and one on Vigil Way.

Figure 37. Alamosa Fire Department Incident Type 2014-2015



Since 2013, the department has contracted with the San Luis Valley Regional Airport to provide one firefighter on standby for each commercial flight. From January through November 2014, the fire department responded to 689 calls. The department responded to 673 calls from January through November of 2015 (call data from December 2014 and 2015 was incomplete and was excluded from these results). Between 2014 and 2015, standby calls accounted for 66% of total incidents (calls that require written reports). Currently the number of standby calls does not affect the staffing level by the fire department. Were the number of commercial flights to show an upward trend, the impact of these additional standby calls should be monitored to ensure that the level of service remains unaffected.

The railroad company and the fire department communicate with each other about planned closures/blockages of railroad crossings and have contingency plans in place to ensure that the fire department can still reach the south side of Alamosa in an emergency. Although contingency plans exist, it appears the general public is presently unaware of this. During the vision workshop sticky-note session residents expressed concern about safety on the southern side of the railroad tracks when long trains blocked railroad crossings. A public information campaign to educate locals about the constant coordination between the railroad and emergency services will help quell resident's safety concerns.

GOAL CSI.4 – IMPROVE MANAGEMENT AND FISCAL EFFICIENCIES AND MAINTAIN THE LEVEL OF SERVICE.

Strategy A – Consolidate fire protection services into one fire district while maintaining the volunteer status and utilizing existing revenue sources.

Strategy B – Plan for and budget for future upgrades to the fire stations, for example, the eventual Station 2 roof replacement.

Strategy C – Continue to plan for and budget for apparatus replacement.

Strategy D – Continue to maintain communications with the railroad, have contingency plans for times when long trains block street crossings and educate the public about these arrangements.

Strategy E – Continually evaluate the impact of airport fire protection on level of service throughout the district and encourage the airport to explore options that would eliminate the need for fire department standby services.

Strategy F – Monitor the total number of fire and rescue incidents year to year, identify the threshold that will trigger a shift from the volunteer-based operational model to a fully staffed/paid fire protection operational model and budget accordingly.

ANIMAL SHELTER

The local animal shelter is struggling to remain open and has shelter has a shoestring budget. The Alamosa City Council approved a five year, short-term solution but the shelter still needs a long-term solution. It is an important asset in the community, keeping strays off the street, caring for dogs and getting them adopted out. Without a local animal shelter, it will be more difficult for a dog owner to surrender a pet they are no longer able to care for and the number of stray dogs could increase. The regional community must come together to find a solution and ensure the animal shelter remains open and funded.

GOAL CSI.5 – HELP EDUCATE THE PUBLIC ABOUT THE IMPORTANCE OF THE ANIMAL SHELTER AND SUPPORT EFFORTS TO KEEP THE SHELTER FISCALLY VIABLE FOR THE LONG-TERM.

LIBRARY

In 2011, the City of Alamosa built a new building to house the city hall and the library. The library offers over 60,000 print and non-print items including books, magazines, dvds and audiobooks. It has private study rooms, a separate children's area, a local history section and a computer lab.

The library received positive feedback from the online survey. When asked how important public library services are, 76% of respondents identified public library services as

important or very important. When asked to rate the quality of public library services in Alamosa 67% of respondents selected good or very good, 20% selected neither good nor bad, 5% selected bad or very bad, and 9% had no opinion.

Figure 38. How important are public library services? -Online Survey

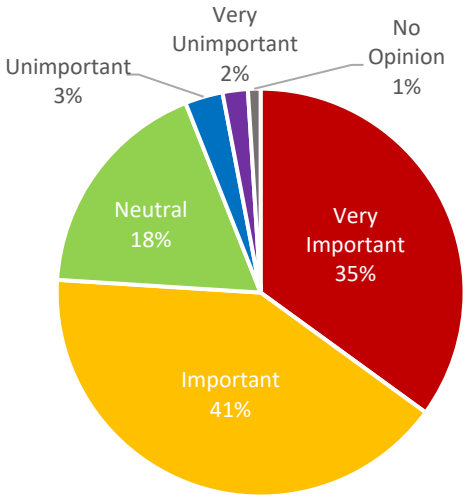
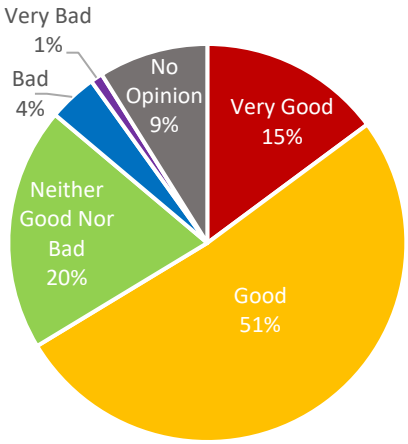


Figure 39. How do you rate the quality of public library services? -Online Survey



GOAL CSI.6 – CONTINUE TO MAINTAIN AND EVOLVE THE LIBRARY TO ADDRESS NEW DEMAND AND NEEDS.

Strategy A – Continue to track user trends and demand and preferences in as much detail as possible with gate counts, user surveys and other user trend metrics.

PARKS & RECREATION

Quality recreation assets are fundamental to day-to-day health and quality of life for residents. Voters showed their long-term support for city parks and recreation by approving a ½ cent sales tax earmarked for recreation facility construction and maintenance. When asked how important recreation assets are to their family, parks, trails and the recreation center received the highest importance ratings. Eighty-seven percent (87%) of online survey respondents identified parks as important or very important, followed by recreation trails (79%) recreation center (72%), athletic fields (51%), fairgrounds (28%), and the golf course (23%).

Figure 40. How important to you and your household are the following? - Online Survey

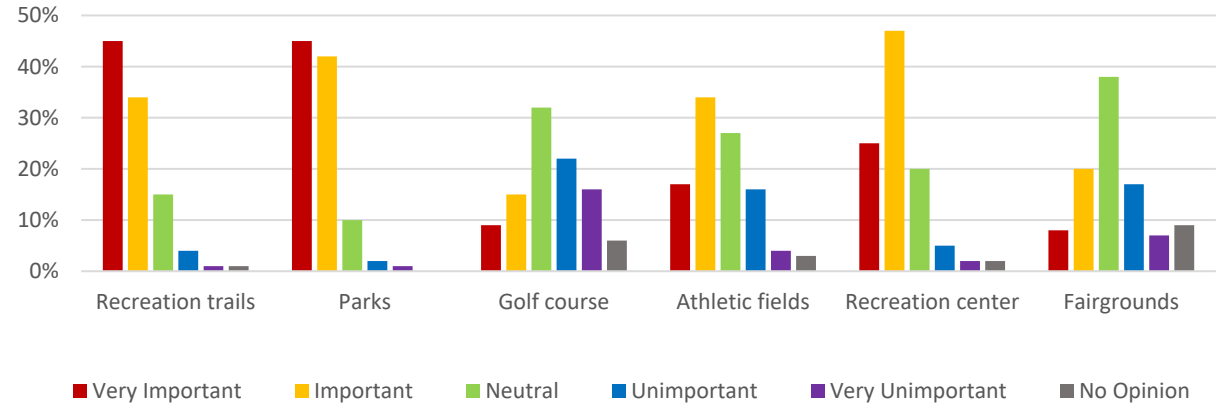
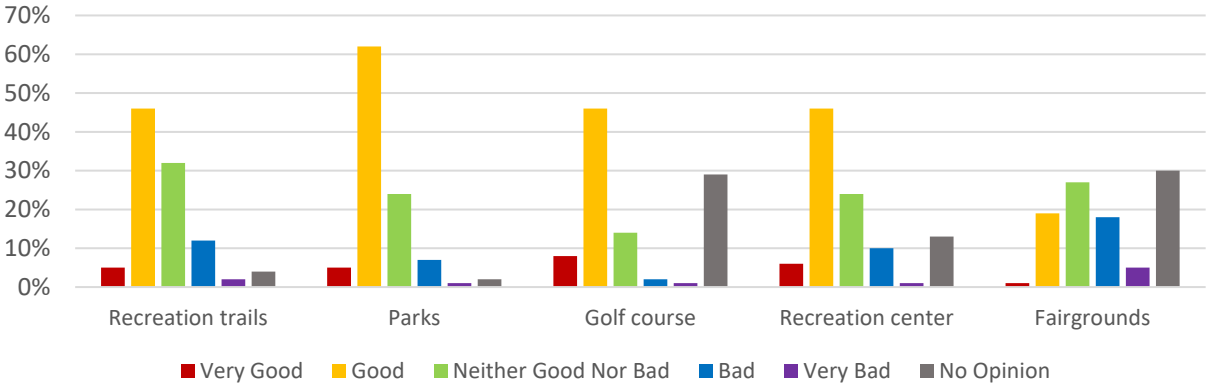


Figure 41. How do you rate the quality of the following? -Online Survey



INVENTORY OF PARKS, OPEN SPACE AND RECREATION FACILITIES

The Colorado Department of Local Affairs developed small community park & recreation standards to measure the amount of developed and undeveloped (open space) recreation land appropriate for communities with populations of 10,000 and under.

- Developed recreation land
    - Standard: 7 acres per 1000 residents
    - Alamosa: 9.7 acres per 1000 residents
- Open Space (Oxbow & Blanca Vista)
    - Standard: 8.5 acres per 1000 residents
    - Alamosa: 19.1 acres per 1000 residents

The City of Alamosa slightly exceeds the standard for developed recreational land and greatly exceeds the standard for open space. Overall, the current supply of recreation land will accommodate population growth throughout most of the city. However, southwest Alamosa (south of U.S. Highway 160 and west of U.S. Highway 285) and its residential neighborhoods lack a nearby park. More residential development is planned, and can be accommodated in southwest Alamosa, so this is one part of Alamosa that needs a new park.

City of Alamosa Recreation Assets	
Blanca Vista Park (65 acres)	2 Ramadas
Boyd Park (3.4 acres)	2 Outdoor Basketball Courts, • 2 Picnic Shelters, Playground, Outdoor Tennis Court, Restroom
Carroll Park (17.3 acres)	Outdoor Basketball Court, 2 Picnic Shelters, Playground, Outdoor Ice Rink, 4 Outdoor Tennis Courts, Soccer Fields, 2 Sand Volleyball Courts, Restroom
Centennial Park (.1 acres)	Elevated Concrete Stage, 2 Concrete Planters With Seating
Cole Park (14.5 acres)	Baseball/Softball Field, 3 Picnic Shelters, Playground, Concrete Skate Park, 2 Restrooms, Cycle Pump Track, 2 Walking Paths, 4 Horseshoe Pits
Diamond Park (1.3 acres)	Picnic Shelter, Playground
Friends Park (2.4 acres)	Soccer Field, Sand Volleyball Court, Swing Set/Star Net/Play Structure, Basketball Court, Playground. Dirt BMX Course (Small)
Jardín Hermosa Park (.9 acres)	Small Outdoor Basketball Court, Picnic Shelter, Playground
Olympian Park (.8 acres)	4 Picnic Tables
Zapata Park (1.3 acres)	1.5 Outdoor Basketball Courts, 2 Picnic Shelters, Playground, Restroom
Lee Field Complex (18.2 acres)	4 Baseball/Softball Fields, Picnic Shelter, Playground, 2 Soccer Fields, Announcer Booth /Concessions/Restroom
Sunset Ball Fields (3.4 acres)	2 Baseball/Softball Fields, Restroom
Alamosa Fairgrounds (19.2 acres)	2,500 Seat Grandstand, Rodeo Arena, Corrals and Stalls, Elevated Announcer Booth, Concession Stand/Restrooms
Cattails Municipal Golf Course	18 Hole Course, Club House/Restaurant, Driving Range
Oxbow Recreation Area (109 acres)	18 Hole Disc Golf Course, Unimproved Trails
Alamosa Family Recreation Center (4.3 acres total)	Half And Full Size Gyms, Cardio Workout Room, Overhead Track, Meeting Room, Studio Room, Conference Room, Children's Room
Lee Fields Dog Park (1.5 acres)	Dog Agility Equipment & Water Source, 2 Gated Entrances, Benches For Dog Owners
Alamosa Ranch (+1,100 acres)	Non-Functioning Dairy Complex, Active Cattle Operation, Walking Trails

The city maintains numerous recreation assets including parks, sports fields, trails, open space, the Alamosa Family Recreation Center and Cattails Municipal Golf course. The city uses $7.2 million in buildings and structures and $413,000 in equipment (building personal property) to provide recreation services. The *Other Facilities* category includes the Cattails Club House, park restrooms, concession stands and scorer's booths. The *Other*

Infrastructure and Equipment category includes items such as play structures and picnic shelters.

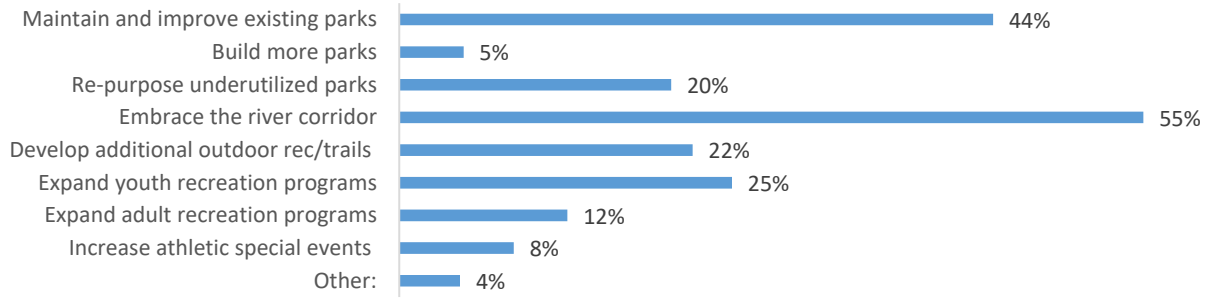
Recreation	Total Building/ Structure Value	Total Square Footage	Business Personal Property	No. of Facilities by Year Built			
				0-15 Years	15-30 Years	30+ Years	Unknown
Rec Center	$4,132,500	27,550	$325,000	1			
Other Facilities	$1,618,000	30,730	$61,163	4	7	2	5
Storage	$549,760	14,362	$27,447	1	2	1	2
Other Infrastructure and Equipment	$924,019	10,403	N/A	7	2	10	25
Total	**$7,224,279**	**82,995**	**$413,610**	**13**	**11**	**13**	**32**

PARKS

The City of Alamosa has a variety of parks throughout the city ranging from small neighborhood parks to large community parks. Community members identified maintaining and improving existing parks as a priority during the vision workshop and the online survey. The city has a Water Smarts group focused on reducing water consumption and enhancing city parks and city owned land. The group identified opportunities to repurpose underutilized grass areas in parks with less water-dependent alternatives including crusher fines, xeriscaping, shade trees, boulders and more. Residents showed support for reducing water dependency and investing in creative enhancements to city parks during the growth workshops.

Special events are important for bringing the community together and introducing visitors to the best of Alamosa. Many events occur at city parks, especially Cole Park, and these events require a significant effort on the part of the parks staff. The time spent supporting special events is time not spent on parks maintenance and improvements projects. As special events grow and multiply, additional staffing will be required to ensure that the primary duties to maintain and improve city parks are not compromised.

Figure 42. Which of the following are the highest priority for parks and recreation services in Alamosa? (Top 2) - Online Survey



GOAL CSI.7 – ENHANCE CITY PARKS AND BETTER UTILIZE THE LAND AND REDUCE WATER DEPENDENCY.

Strategy A – Where additional parking is needed, convert unused grass areas near parking lots into additional parking spaces at parks.

Strategy B – Reduce water dependency with xeriscaping, crusher fines and other creative means, where appropriate.

Strategy C – Augment traditional playgrounds with natural play structures such as boulders, tree stumps and logs.

Strategy D – Beautify the river corridor visible from the east gateway along Cole Park with rip rap and/or low grasses that meet Army Corps of Engineers standards.

Strategy E – Increase shade areas in parks with trees and picnic shelters.

Strategy F – Acquire land and develop a neighborhood park in southwest Alamosa (south of U.S. Highway 160 and west of U.S. Highway 285).

Strategy G – Monitor the staff time and resources required to support special events at city parks and adjust staffing and funding to ensure that special events are well-supported while the primary duties of parks maintenance and improvement are not compromised.

Strategy H – Develop a long-term parks equipment (playgrounds, seating, dugouts, etc.) replacement plan and funding strategy.

Strategy I – Develop a long-term parks maintenance equipment (mowers, sprinkler systems, etc.) replacement plan and funding strategy.

City Parks and Recreation Lands

- Bike Lanes
- Biker/Pedestrian
- Railroad (existing)
- City Land
- Colorado
- USFWS
- Levee
- City Limit
- Water
- Ditches (irr)
- 100yr Floodplains
- Wetlands

RPI consulting

GATEWAY TO THE GREAT SAND DUNES

THE CITY OF ALAMOSA

Comprehensive Plan

N

0 0.25 0.5 1 Miles

RECREATION FACILITIES

Alamosa Family Recreation Center

The city built the Alamosa Family Recreation Center in 2004. Recently, the recreation center replaced the carpet on the running track, upgraded the lighting system to LEDs, and installed a lift to the fitness track on the second floor. The recreation center offers exercise classes, youth and adult sports, and other activities such as pottery for children. The center also provides a public space for special events, presentations, and meetings. In 2015, there were 105,956 entries into the recreation center. The city will continue to respond to changing demand and make additional renovations and upgrades when necessary.

Alamosa Family Rec Center Entrance Counts	
Year	No. of Entrants
2008	123,130
2009	127,036
2010	115,372
2011	107,561
2012	114,891
2013	111,469
2014	113,022
2015	105,956

Ice Sports Facility

The city is in the process of raising funds to build a new ice rink and multi-use facility on the rec center grounds. The current ice rink is located at Carroll Park, is dependent on weather and has a short season of use. The new facility will extend winter use and be used during the summer for other purposes. The new ice rink/multi-use facility is the only large addition planned for the area near the recreation center in the near future.

Swimming Pool for Public Use

Throughout the comprehensive planning process residents expressed a desire for a public pool. There are multiple privately managed pools that are open to the public for a fee in and around Alamosa. A city pool is not only costly to build, it also requires expensive annual operations and maintenance. While the city recognizes the public interest in a city pool, previous attempts to fund one have failed. During the 2010 election, the ballot contained a proposed tax increase to fund a municipal pool and citizens voted it down. The city is open to alternative solutions to meeting the public demand for a pool including public/private partnerships.

GOAL CSI.8 – CONTINUE TO ENSURE THAT ALAMOSA OFFERS QUALITY RECREATIONAL FACILITIES AND FORM PARTNERSHIPS FOR RECREATIONAL FACILITIES THAT ARE BEYOND WHAT THE CITY CAN AFFORD BY ITSELF.

Strategy A – Maintain the Alamosa Family Recreation Center and make upgrades and renovations as needed.

Strategy B – Build a new ice rink and multi-use facility to ensure that participants enjoy a predictable ice season each year and the associated facilities to support a variety of ice sports.

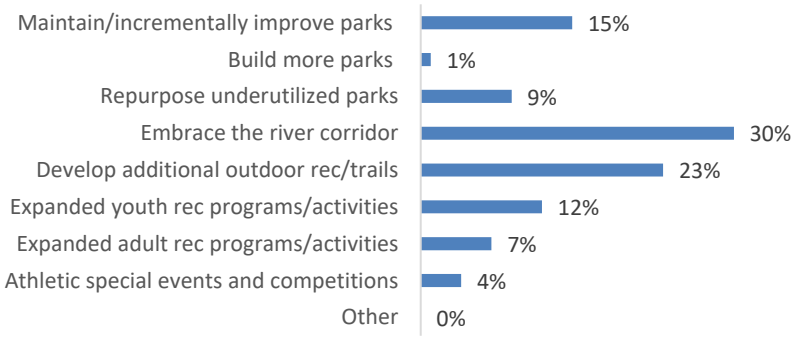
Strategy C – Explore creative ways to address demand for a pool including public/private partnerships.

OUTDOOR RECREATION

Rio Grande River Corridor

The Rio Grande River runs through the city and is ideal for river-based recreation. Participants at the vision workshops and online survey respondents both identified embracing the river corridor as the top priority for parks and recreation. The river is fairly calm through the city making it perfect for tubes, paddleboards, and rafts. There is a potential put-in located on the Alamosa Ranch. The put-in site will require possible upgrades to the access road to accommodate higher traffic and fencing to ensure river-goers don't affect the cattle ranch. With the development of river recreation, the public should be informed of regulations, public and private land, and takeout sites along the river.

Figure 43. Which is the highest priority for parks and recreation (top 2)? - Vision Workshop



Trails

Trails are an important component of outdoor recreation in Alamosa. The city has a reputation for high altitude running thanks to Adams State University's programs. Consistent public input at the vision workshops, growth workshops, and from the online survey indicate a strong level of support for connecting and expanding trails. Opportunities include: trails along the river corridor, connecting trails throughout the city, and extending city trails to regional trail systems and attractions such as the nature preserve.

In 2015, Great Outdoors Colorado (GOCO) selected the San Luis Valley as a pilot community for the Inspire Initiative. The Inspire Initiative offers grants of between $1 million to $5 million over a five year period for projects and programs promoting outdoor recreation for youths. The GOCO Inspire Grant is a potential funding source for trails linking the City of Alamosa to other areas in the valley. Having a trail that runs along the Rio Grande River would be a big asset for the community. The city should explore opportunities to secure public access easements to create the trail. This trail could link areas west of town to the Wildlife Refuge southeast of town while connecting the city ranch along the way.

Outdoor Recreation Wayfinding

Consistent wayfinding and signage to recreation assets throughout the city will encourage more people to take advantage of current recreation opportunities. Locals identified confusion about public versus private land, where to find trails, and where to park as

concerns during the comprehensive planning process. Clear postings, maps and public parking signs will make Alamosa's recreational assets user friendly for locals and visitors.

Alamosa City Ranch

In 1997, the city bought the nearly 1,300 acre North Thomas Ranch and renamed it Alamosa City Ranch. The city originally bought the ranch for two reasons, to acquire water rights associated with the property and to provide the soil needed for the levee along the Rio Grande River. Since its purchase, the city developed trails, the Oxbow Recreation Area, and Blanca Vista Park on the land. The majority of the property (1,018 acres) remains an active cattle ranch. The ranch showcases the agricultural history of the San Luis Valley with its active cattle operation and the historic dairy complex. It presents an opportunity to preserve this history as well as accommodate the city's future needs.

GOAL CSI.9 – INCREASE OUTDOOR RECREATION OPPORTUNITIES IN ALAMOSA.

Strategy A - Expand and improve trails and outdoor recreation amenities along the river corridor.

- Acquire public access easements
- Trail extension/continuity
- River/water access
- Improve vegetation
- Visibility, signage, trailheads

Strategy B – Expand trails system accessible from in-town.

Strategy C – Pursue continuous public access and a trail along the full length of the Rio Grande River levee through the city and along the north side of the river.

Strategy D – Build another pedestrian bridge across the Rio Grande.

Strategy E – Work with land management agencies to establish public recreation trails from the city to the Alamosa National Wildlife Refuge along the Rio Grande River and to design environmentally friendly trails within the refuge.

Strategy F – Develop a funding strategy and timeline for Cattails Golf Course irrigation replacement for the front 9 and eventually the back 9.

RECREATION PROGRAMS

The City of Alamosa Department of Parks and Recreation/Library offers a variety of youth and adult sports programs including indoor and outdoor sports. The department responds to changing demand for programming. When demand for youth wrestling and rocketeering

programs arose, the department chose to help support these programs even though they are not city provided.

GOAL CSI.10 – CONTINUE PROVIDING QUALITY YOUTH AND ADULT RECREATION PROGRAMS AND RESPOND TO EVOLVING DEMAND.

Strategy A - Encourage feedback about the quality of current programs and suggestions for additional programs.

Strategy B – Work with outdoor recreation partners to strengthen existing youth outdoor programs and establish an integrated youth outdoor recreation program that includes a staffed position, a clearinghouse for youth to learn about outdoor recreational opportunities and a transportation co-op to get youth to the opportunities.

PUBLIC WORKS

Water, sewer, solid waste and streets are all basic necessities for a functioning city and the Public Works Department manages these services. Along with police, fire and general government they make up the city's core services. Water and sewer, and trash services are run like a business; users pay a fee for the services. This section outlines strategies for maintaining fiscally sound Public Works Department services.

PUBLIC WORKS Facilities Inventory

Public Works	Total Building/ Structure Value	Total Square Footage	Business Personal Property	No. of Facilities by Year Built			
				0-15 Years	15-30 Years	30+ Years	Unknown
Facilities	$12,233,833	49,152	$6,196,671	5	1	5	
Storage	$460,292	17,080	$52,827	2	1	1	
Wells, Lift Stations, Towers	$6,428,400	4,500	$649,986	13	8	19	5
Total	**$19,122,525**	**70,732**	**$6,899,484**	**20**	**10**	**25**	**5**

The public works department has a total of $19.1 million worth of buildings and structures and $6.9 million in equipment (building personal property). Water and wastewater require numerous facilities and their corresponding equipment and account for the majority of the facilities and equipment provided by the public works department. The water treatment facility is valued at $5,917,823 and uses $4,397,300 in equipment to provide potable water to the city and East Alamosa, the wastewater treatment plant is valued at $4,581,900 and uses $1,587,024 in equipment to process wastewater. In addition to these two facilities the city also requires, water towers, wells, maintenance facilities, 26 lift stations and their corresponding equipment to provide water and wastewater services. Streets and highways,

the recycling center, solid waste and vehicle maintenance account for the remaining buildings and equipment.

STREETS, SIDEWALKS AND MOBILITY

The City of Alamosa has 59.15 center line miles of roads, 55.81 miles or 94% are paved, and 3.14 center line miles are unpaved. Online survey respondents identified smoother roads, sidewalks and bike lanes as top service priorities for the city. Road maintenance is time consuming and expensive, making it unrealistic to maintain every road to the same standard.

Streets Classification and Metrics

A formal classification system for street types and their level of service will help prioritize road maintenance and upgrades. Streets with heavy traffic and emergency service routes will be prioritized over dead ends and low traffic streets. The city also needs an in-house drivability index for city streets. In the past, the city used a rating system to measure street surface conditions provided by a consultant and encountered inconsistencies with results. An in-house system for rating drivability will provide consistent results which will be used to rank future maintenance and upgrades. When asked to rate city street maintenance, 2% of online survey respondents selected very good, 29% selected good, 24% selected neither good nor bad, 27% chose bad, 17% chose very bad and 1% had no opinion.

Figure 44. How do you rate Alamosa as a community that maintains its streets? - Online Survey

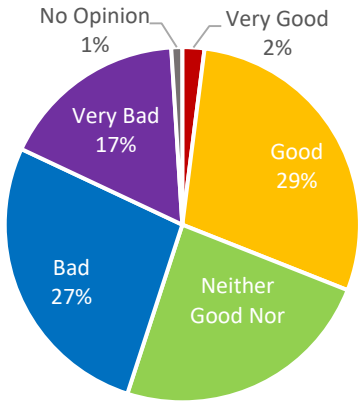
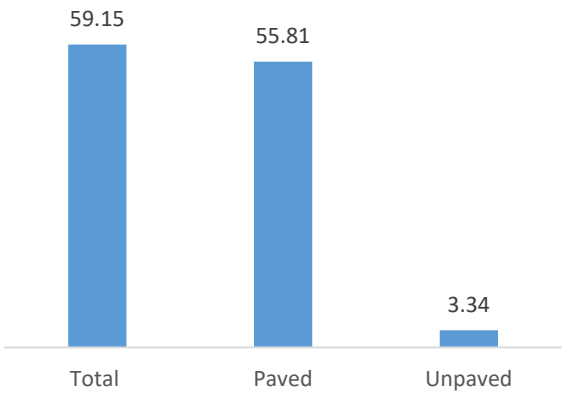


Figure 45. City Streets Center Line Miles - CDOT 2014



1st Street Master Plan

1st Street is a busy road through the city, it accesses both the medical and ASU campuses and sees heavy auto and pedestrian traffic. It is an important access road to both campuses. Because of the importance of this street to the city, hospital and ASU,

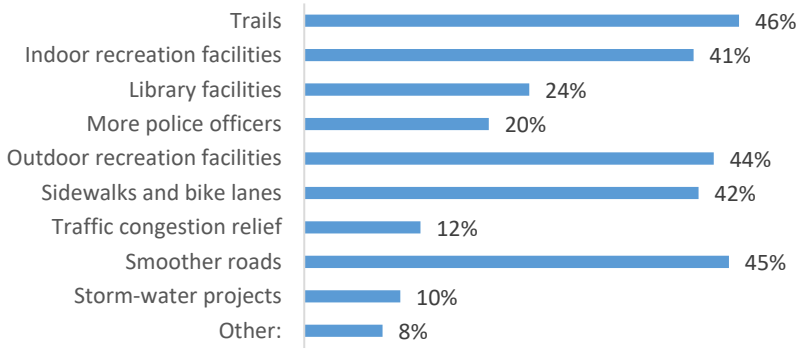
development of a 1st Street master plan and its reconstruction should be coordinated with the medical and ASU campuses.

Bike and Pedestrian Mobility

Pedestrian and bike mobility are extremely important to residents in Alamosa, 42% of online survey respondents selected this as a top service priority. From an efficiency perspective, ADA upgrades should be included in the capital improvements matrix so street and sidewalk upgrades and other maintenance occur at the same time. The Colorado Department of Transportation (CDOT) provides funding for sidewalks through its Safe Routes to School program, the city can apply for CDOT funding to help offset upgrade costs.

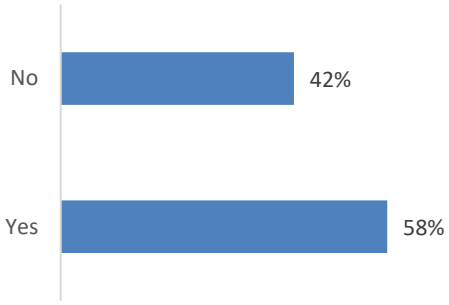
While demand for sidewalks is present throughout the city, there are areas where sidewalks may not be a priority, this includes areas that are, and will continue to be, primarily auto-oriented. In these situations, safe street and highway crossings for pedestrians will be critical, but it may not be necessary to provide continuous sidewalks.

Figure 46. Choose the top 3 most important service priorities - Online Survey



At both of the growth workshops, attendees participated in a mapping exercise where they identified priority corridors for pedestrians and bicyclists. During the growth workshops the idea to remove the bike lanes from Main Street and relocate them to 4th Street was posed, 58% supported the relocation and 42% did not support the relocation. Advisory Committee members also showed support for the change stating that many locals already use 4th Street as a bike route because Main Street has too much traffic.

Figure 47. Do you support relocating the bike lanes to 4th Street? - Growth Workshop



Existing Bicycle and Pedestrian Infrastructure

- Sidewalks on Both Sides
- Sidewalks on One Side
- No Sidewalks
- North Promenade
- Bike Lanes
- Levee
- Pedestrian Trails
- Pedestrian Bridge
- City Limit
- Park System
- Golf Course
- City Land
- Water
- Highways
- Railroad

RPI consulting

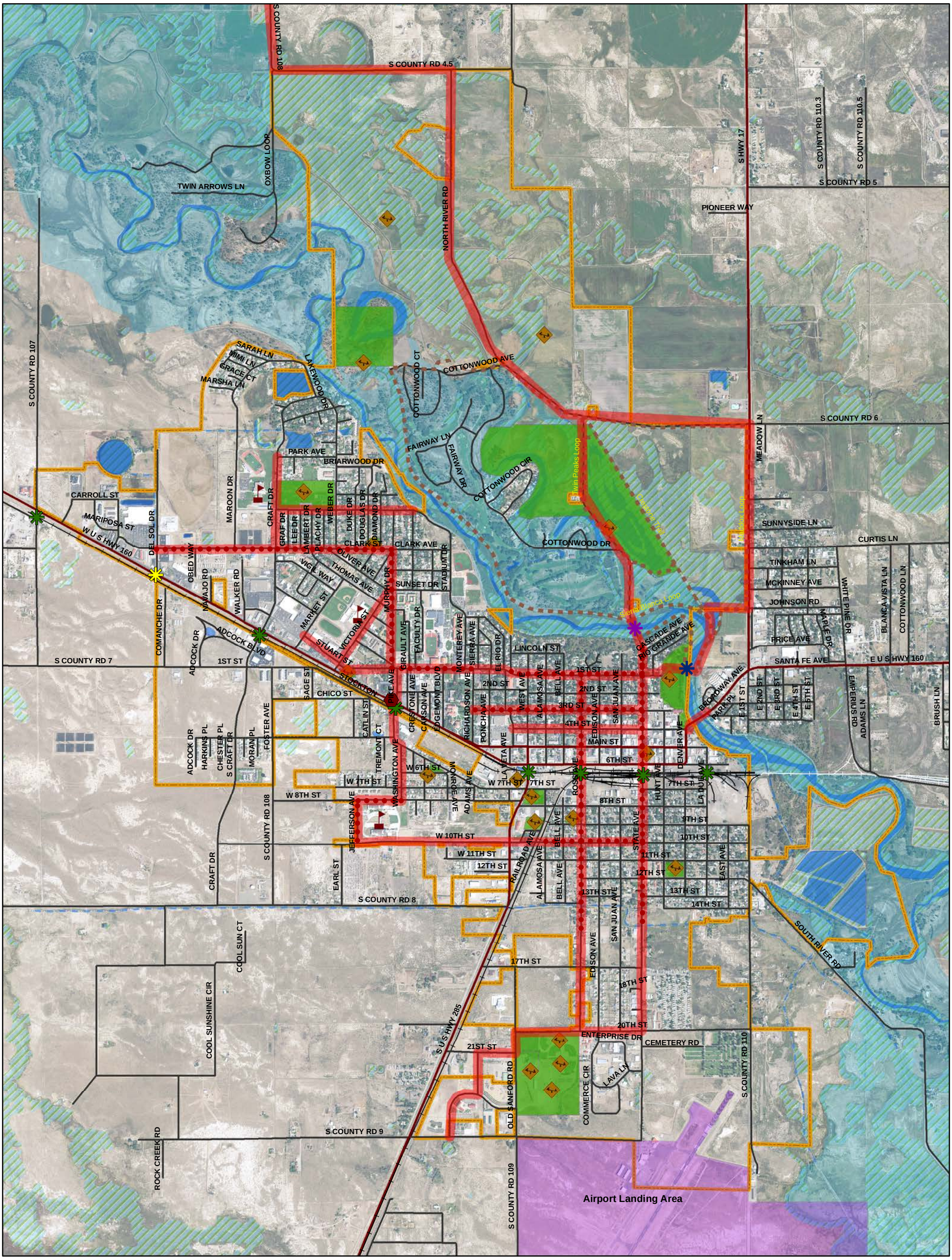
GATEWAY TO THE GREAT SAND DUNES

THE CITY OF ALAMOSA

Comprehensive Plan

N

0 0.25 0.5 1 Miles



Priority Bike and Pedestrain Routes

- New Traffic Signal
- Future RR Crossing
- Railroad Crossing
- Car Ped Bridge
- Pedestrian Bridge
- Priority Bike and Pedestrian Routes
- Bike Lanes
- Pedestrian Trails
- Schools
- Park
- Parklands

RPI consulting

GATEWAY TO THE GREAT SAND DUNES
THE CITY OF ALAMOSA

Comprehensive Plan

N

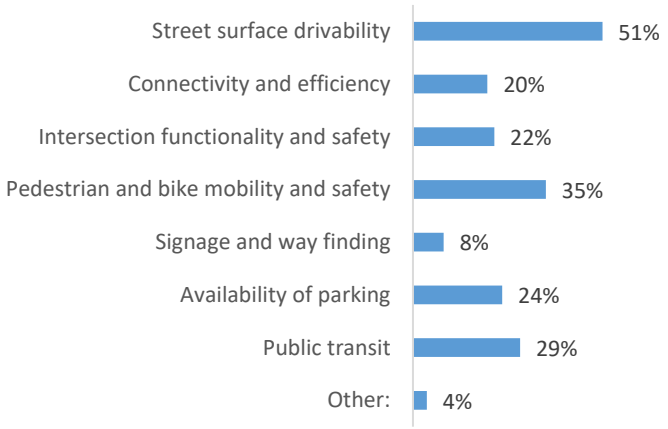
0 0.25 0.5 1 Miles

Local Transit Services

The topic of local transit services came up during the various public input opportunities throughout the comprehensive planning process. Residents listed the Alamosa Family Recreation Center, Walmart, ASU, downtown and the county facilities campus as areas that would benefit from a public transit route. Residents also identified a desire for regional transportation between Alamosa and other communities in the valley.

Public transportation systems are very costly and larger communities with more revenues than Alamosa struggle to fund public transportation. Further investigation to identify demand and fiscal feasibility is a necessary first step if the topic needs further evaluation for political reasons. The city encourages innovative thinking to find affordable, scaled solutions that can meet the demand for public transportation, including private and public/private partnerships.

Figure 48. Which of the following is most important for transportation infrastructure? (Top 2) Vision Event Results



Goal CSI.11 – Systemize street maintenance and integrate auto, bike and pedestrian mobility.

Strategy A – Determine streets maintenance or reconstruction priorities on the highest traffic streets by developing a customized drivability index for rating street conditions.

Strategy B – Define priority pedestrian and bike corridors and prioritize sidewalks, pathways and bike lane improvements along them.

Strategy C – Support the development of a 1st Street Master Plan with the hospital and Adams State University.

Strategy D – Develop standards and permitting to better oversee construction in the city streets rights of way by utility providers and other entities to ensure that impacts are properly mitigated and to capitalize on opportunities for other utility improvements such as fiber optic cable conduit installation.

Strategy E – Encourage local organizations to evaluate the demand for public transportation and the fiscal feasibility of providing local transit services.

WATER, WASTEWATER AND RECYCLING

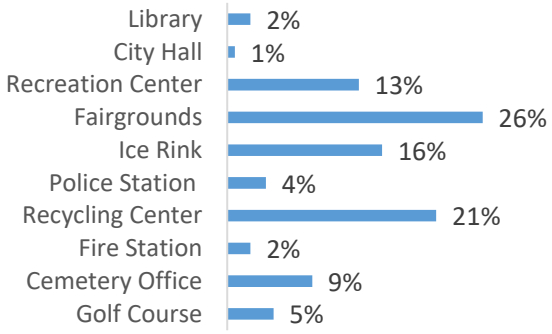
Water and Sewer

The city built a new water treatment facility in 2008. The new facility can accommodate population growth for the coming years. The water treatment facility will require upgrades and equipment replacement but no major renovations are planned for the foreseeable future. Currently, the emergency water supply during peak use in the summer is sometimes as limited as four hours of supply.

The wastewater treatment plant was built in 1995. In the coming years the city will need to make significant upgrades to ensure the plant remains up to code. Once the plant is consistently at 80% capacity, the city will need to plan for a new wastewater treatment plant.

Many of the standards for wastewater and storm water that are enforced by the state become more stringent once the population served exceeds 10,000 people. Access to grants and financing access also changes at this same threshold. It will be important to prepare for these regulatory and funding changes as the city utility service population nears 10,000 people.

Figure 49. Do any of these civic facilities need improvement and/or better service (top 2)? - Vision Workshop



Recycling Center

During the vision workshop the recycling center was identified as both something city residents treasure and as a facility in need of improvement. Many commented that they would like to see the city add curbside recycling. Presently, the city is conducting a study to see what curbside recycling will cost and whether it will be feasible.

Storm Water Management

Wide streets characterize Alamosa presenting an opportunity to improve the city's system for addressing runoff by processing storm water onsite. Onsite processing of storm water allows naturally filtered water to return to the groundwater system. The city needs long-term solutions to address runoff on city streets and rights of way as well as standards to address runoff for future development.

Best management practices (BMPs) for storm water include swales, ponds, and breaks along parking lots that drain into green space. In addition to incorporating storm water standards in the updated land use code, the city also needs a management and enforcement plan. Colorado Department of Public Health and Environment regulations require that when the city population reaches 10,000 people, it must obtain and maintain compliance with an MS4 storm water permit. Obtaining the permit and continued compliance will add

to the complexity and staff time required to manage the storm water infrastructure in the city.

Swale Drainage

Parking Lot Drainage

GOAL CSI.12 – MAINTAIN FISCALLY SOUND AND REGULATION COMPLIANT WATER, WASTEWATER, SOLID WASTE AND RECYCLING SERVICES.

Strategy A – Adjust water and sewer use rate charges and tap fees to ensure that customers are paying for the true cost of the service including operations, capital depreciation/replacement costs.

Strategy B – Maintain staff with sufficient licensure and training to operate water and wastewater systems.

Strategy C – Implement water conservation strategies on city owned irrigated land and encourage other public entities such as Adams State University and the School District to implement water conservation strategies.

Strategy D – Include water conservation incentives in the water rate structure.

Strategy E – Address groundwater infiltration into the wastewater collection system.

Strategy F – Investigate the demand for and fiscal feasibility of curbside recycling.

GOAL CSI.13 – UTILIZE LONG-TERM, COST EFFECTIVE SOLUTIONS TO MANAGE STORMWATER.

Strategy A – Develop long-term solutions to process runoff on city streets and rights of way on-site so that stormwater produced on site is filtered naturally and returns to the groundwater system.

Strategy B – Establish development review standards and enforcement procedures that require future development to install swales and landscaped detention ponds that filter storm water runoff naturally and return it to the groundwater system.

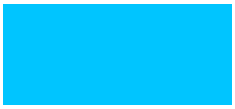
CHAPTER 4 – FUTURE LAND USE PLAN AND DESIGNATIONS

FUTURE LAND USE PLAN DESIGNATIONS AND MAP

The Future Land Use Plan Designations and Map articulate a physical planning strategy to implement the goals and strategies of this Comprehensive Plan. It is not regulatory like zoning, but it does articulate desired future conditions and provides support for willing property owners to rezone and develop their properties as described in the Future Land Use Plan. Together, the Future Land Use Designations and the Future Land Use Map provide an additional layer of physical specificity to guide implementation of the goals and strategies contained in the other plan elements.

The land base within the current city boundaries can accommodate demand for residential, commercial and primary job development for many years to come. The future land use plan designations and map balances future residential neighborhoods, commercial areas, mixed use areas, highway commercial corridors, the downtown, education and healthcare campuses, local government facilities and open space for outdoor recreation. The plan also reflects the reality that some neighborhoods are almost entirely built out and are unlikely to change much in the foreseeable future. The land use designations and map follow.

Designation	Description
Historic Town Site Residential	Built-out residential neighborhoods near downtown with an intact streets grid pattern and alleyways.
Developed Residential Neighborhoods	Mostly built-out platted residential neighborhoods that are not part of the historic town grid pattern.
Residential Opportunity Areas	Vacant or underdeveloped residential land or vacant platted residential subdivisions.
Downtown Periphery	The area north and west of downtown and with a mix of commercial and residential uses.
Campus	Adams State University, Trinidad State Junior College and the medical facilities campuses.

Designation	Description
Railroad Heritage Gateway	Area along US Highway 160 (6th Street) that eastbound motorists see as they pass through the city just south of Downtown.
Mixed Use Opportunity Areas	One vacant parcel located on the northwest side of town by Maroon Drive and Clark Avenue and another area along the southern edge of the railroad right of way extending southward along US Highway 285
Commercial Opportunity Areas	Four mostly vacant commercial areas south of US Highway 160.
West Highway Corridor	West side commercial corridor along US Highway 160 with regional commercial along the northern side of the highway and alternating commercial uses and vacant lands on the south side.
Downtown	The historic commercial core of the city framed by 4th 6th Streets and on the North and South and Denver and Edison Avenues on the East and West.
Local Government Facilities 	Areas in south Alamosa occupied by city and county government facilities.
City Periphery	One mile area around the current boundaries.

Future Land Use Designations

Future Land Use Designation

- Campus
- Commercial Opportunity Area
- Developed Residential
- Downtown
- Downtown Periphery
- East Hwy Gateway
- Historic Townsite Residential
- Local Govt Facilities
- Mixed Use Opportunity Area
- Parks
- Railroad Gateway
- Residential Opportunity Area
- Schools
- Unincorporated Enclave
- West Highway Corridor

RPI consulting

GATEWAY TO THE GREAT SAND DUNES

THE CITY OF ALAMOSA

Community Plan

0 0.25 0.5 1 Miles

N

HISTORIC TOWN SITE RESIDENTIAL

Existing Conditions – This designation includes residential neighborhoods near downtown with an intact grid streets pattern and alleyways. These areas have a long established identity and a pattern of single family and small scale multi-family residential use, mostly developed with just a few vacant lots remaining.

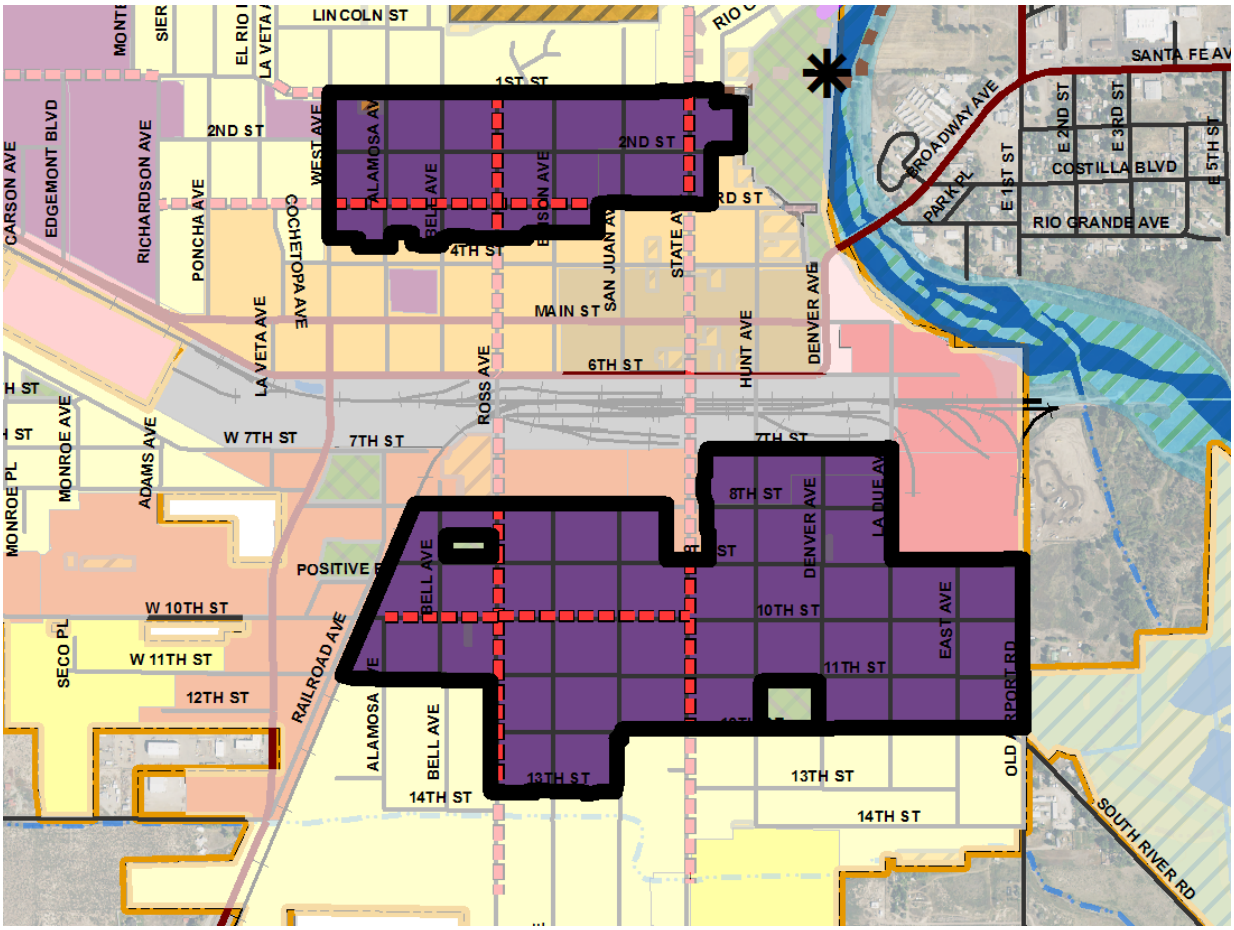
Vision – Continuing the historic character in residential portions of the historic town site is important to the appeal and viability of these neighborhoods, and to the appeal of Alamosa as a historic small town. Mature trees and a visual emphasis on the homes themselves rather than parking and garages as seen from the street make these neighborhoods aesthetically appealing. Perpetuating these components of physical character is encouraged as properties are developed or redeveloped. Proximity to downtown, parks and community facilities make walking and biking an attractive option for people living in these neighborhoods. This designation represents an opportunity for infill with single family and small-scale multi-family housing. Opportunities for accessory dwelling units also exist on lots that can accommodate an additional unit and required off-street parking.

Infrastructure – Continue to connect and repair sidewalks and ensure safe street crossings, especially along priority bike and pedestrian corridors (See page 67 for Priority Bike & Pedestrian Routes Map). Better utilize the alleys to expand alley-loaded parking and rear outbuildings thereby minimizing the need for curb cuts along the front sidewalk. Underground water and sewer utilities are old in some locations, so leak detection and incremental replacement of underground utility infrastructure will be required in many areas.

Historic Town Site Residential – North on Hunt Ave

Historic Town Site Residential – West on 2nd Ave

Figure 50. Historic Town Site Residential



DEVELOPED RESIDENTIAL NEIGHBORHOODS

Existing Conditions – These are platted residential neighborhoods that are not part of the historic town grid streets pattern. Uses are predominantly single family dwelling units with multi-family attached units in concentrated clusters. Most of these neighborhoods are built-out but some more recently developed subdivisions are partially built-out and contain vacant lots. Street patterns range from linear block patterns to curvilinear street patterns. The layout and residential use in these neighborhoods is unlikely to change.

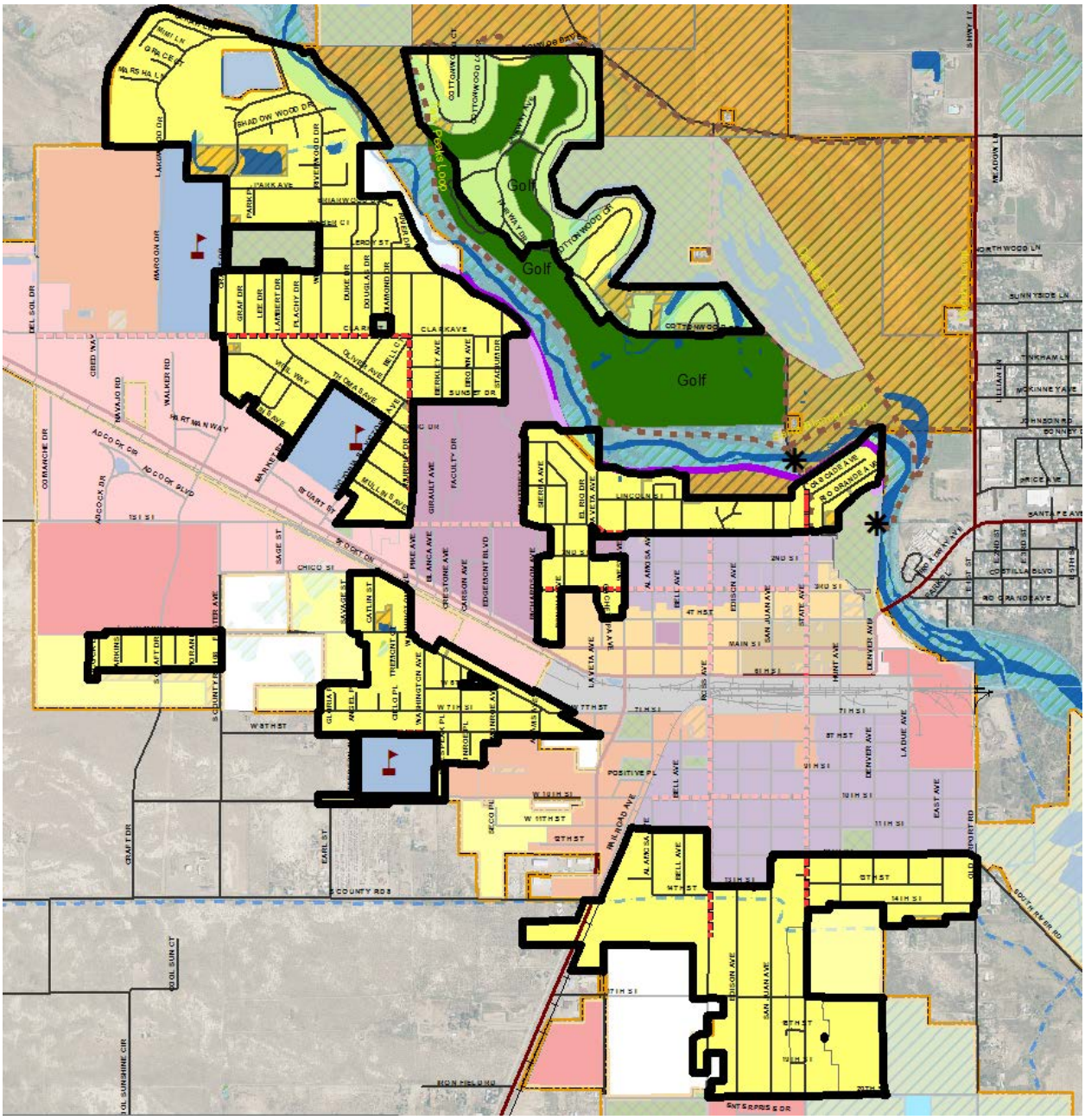
Vision – The desired future in Developed Residential Neighborhoods is to maintain existing neighborhood character and encourage ongoing maintenance and replacement of the structures and yards so that these neighborhoods continue to be viable and attractive.

Infrastructure – Maintain underground infrastructure including water, sanitary sewer and storm water sewer. Connect and repair existing sidewalks and complete bike and pedestrian networks to schools, recreation areas, and downtown (See page 67 for Priority Bike & Pedestrian Routes Map). If these neighborhoods are expanded by subdivision of adjacent vacant land, ensure that the road network is planned to achieve safe and convenient connectivity that does not overload collector streets and intersections in the existing neighborhoods. While most developed neighborhoods in the city have ready access to city parks, those neighborhoods south of U.S. Highway 160 and west of U.S. Highway 285 are further from neighborhood and community parks. As development in the city's southwestern quadrant continues, a new park should be sited and developed to ensure that these neighborhoods have nearby access to parks.

Developed Residential - Lee Drive

Developed Residential – Craft Drive

Figure 51. Developed Residential


Golf
Golf
Golf
Creek
Rio Grande
Rio Grande
Rio Grande

RESIDENTIAL OPPORTUNITY AREAS

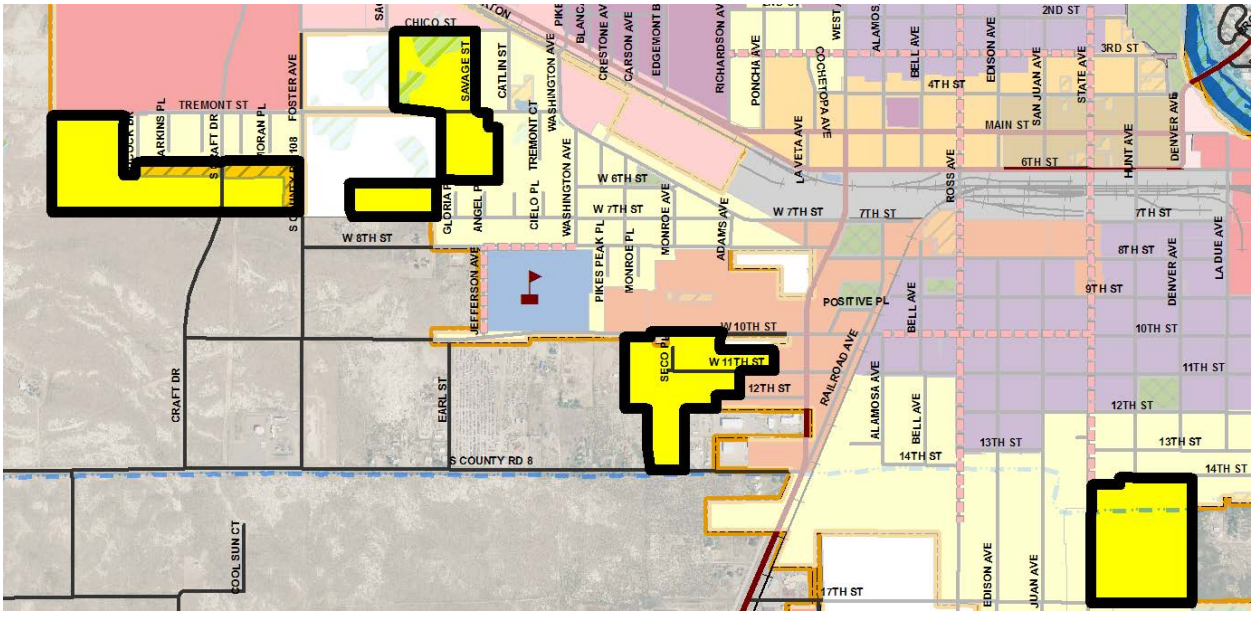
Residential Opportunity Area – Treemont St. and Foster Ave.

Existing Conditions – These areas consist of vacant, underdeveloped, or platted residential subdivisions that are mostly or entirely vacant. All four residential opportunity areas are south U.S. Highway 160.

Vision – This designation is suitable for a mix of single family and multi-family housing and presents an opportunity to revisit and possibly modify existing zoning and lot configurations in the existing platted subdivisions. The large parcels could be developed as planned communities, integrating a diversity of housing types, parks and green space.

Infrastructure – As the areas buildout, there will need to be safe bike and pedestrian routes to schools, recreation areas, community destinations and safe highway crossings. Sidewalks should connect to the existing city sidewalk network. Additional railroad crossings and highway access would facilitate buildout in these areas. While water and sewer utilities exist in nearby developments, development on these largely vacant properties will require line extensions at minimum and may require new or upgraded infrastructure such as larger main lines and sanitary sewer lift stations. Parks are limited in southwest Alamosa so neighborhood parks and green spaces will be needed as the area grows and population increases.

Figure 52. Residential Opportunity Areas



DOWNTOWN PERIPHERY

Existing Conditions – This designation includes the area north and west of the Downtown designation and includes a vibrant mix of commercial and residential uses. The Downtown designation transitions into the Downtown Periphery designation on Main Street where the character shifts from the pedestrian oriented historic feel of Downtown to the more auto-oriented commercial environment where parking lots face the street and vehicle circulation has been prioritized in the layout of commercial development. Similarly, 4th Street is the northern boundary between the Downtown designation and the Downtown Periphery designation because the continuity of the block face on the north side of 4th Street is broken up by parking lots and gaps between buildings, and the uses shift from customer oriented retail and restaurants Downtown to offices, churches, community services, non-profits and interspersed single family residences in the Downtown periphery.

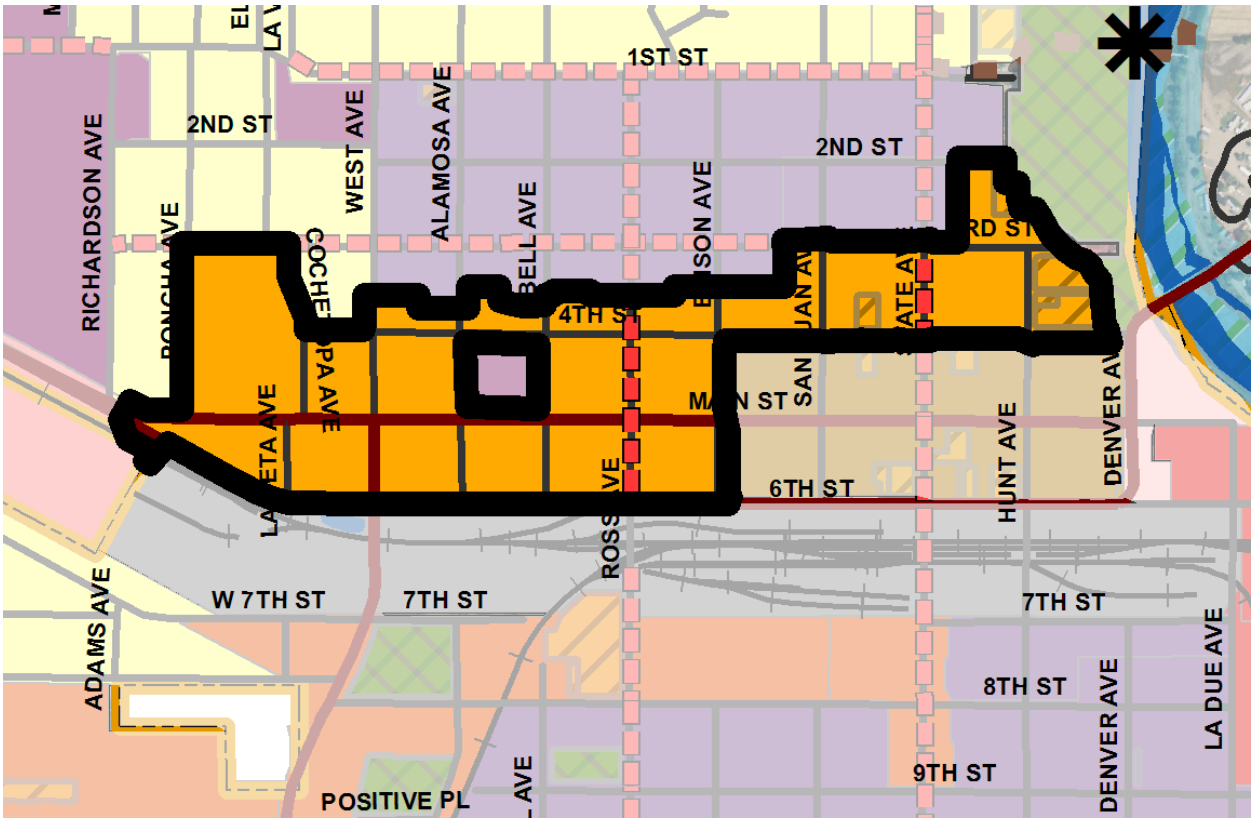
Downtown Periphery – Corner of Hunt Ave. & 4th Street

Downtown Periphery – West on 4th Street

Vision – Proximity to the hospital, Adams State and Trinidad State Junior College campuses make this area ideal for campus oriented commercial. As growth occurs, downtown may expand to encompass more of the periphery. High traffic uses such as non-residential buildings should focus on block corners where multiple entries/exits exist, while residential uses should locate in the interior of the blocks. There has been an incremental transition of residential uses to commercial uses in the Downtown Periphery over many decades and this trend is likely to continue. Ideally, it continues to serve as a mixed use residential/commercial area in the future as it evolves. By providing adequate on-site parking and landscape buffering, residential and non-residential uses can continue to coexist as this area evolves.

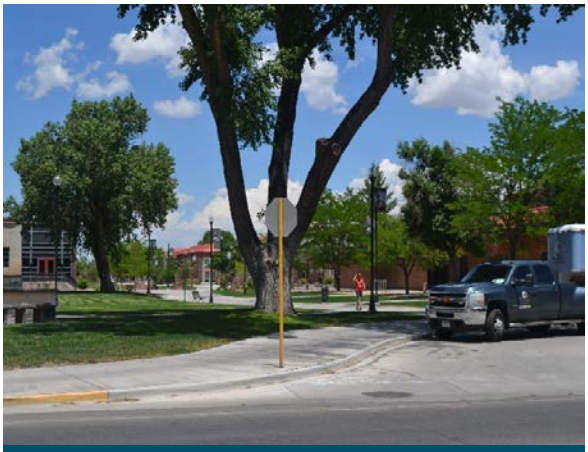
Infrastructure – Visual clues in the streetscape such as consistent landscaping and sidewalk treatments/materials combined with signage will guide people towards Downtown from the Downtown Periphery. Alleys can be better utilized for parking and additional access. The downtown periphery should balance vehicle circulation with bike and pedestrian mobility and safety. Fourth Street is an ideal east-west bike route and improvements to bike and pedestrian safety and mobility along this key corridor should be prioritized.

Figure 53. Downtown Periphery



CAMPUS

Existing Conditions – Adams State University and the medical campuses are right next to one another creating a unique opportunity for the City of Alamosa and the two entities to work together. Trinidad State Junior College is located on Main Street and is also positioned in the core of the community. Adams State University not only has all of the educational and athletic facilities associated with a state university, it also contains several hundred student housing units, representing the most densely developed residential areas in the entire city.



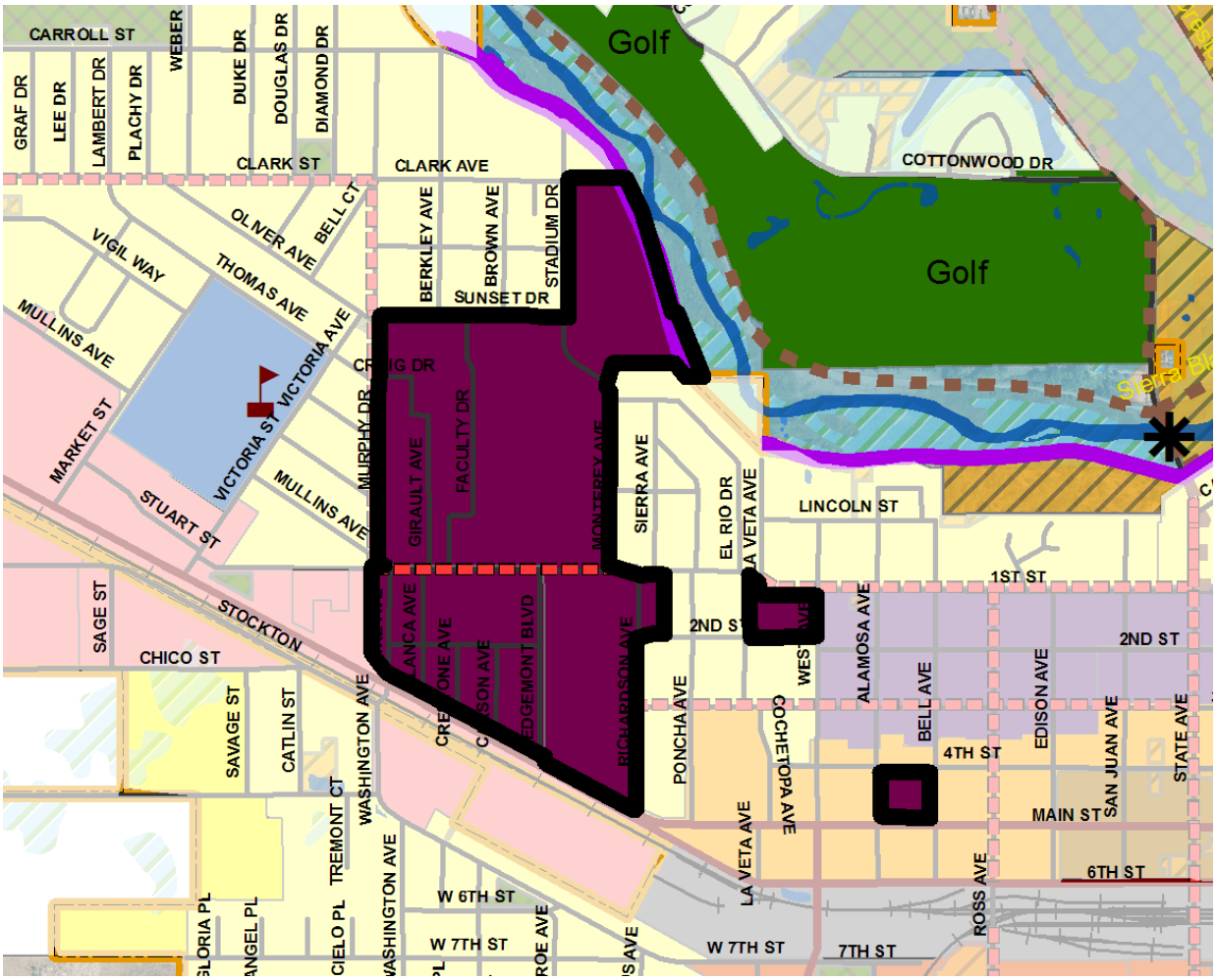
Campus – Adams State University

Campus – Adams State University

Vision – The university and healthcare entities can lead by example on investment and design, and show what is possible in Alamosa. Adams State University and the medical campuses are located just outside of the entrance to downtown for motorists traveling east on US 160 and form a visual impression for those traveling towards Downtown.

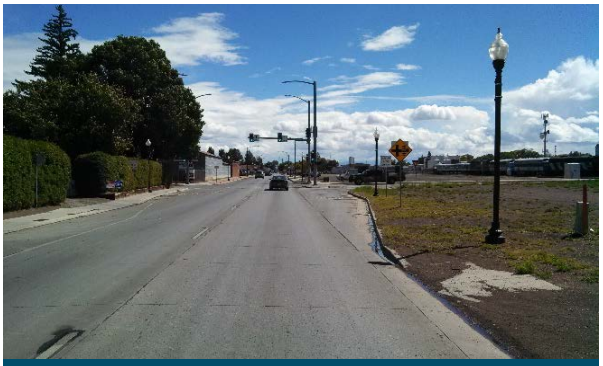
Infrastructure – Linking the campuses to the commercial areas Downtown and in the Downtown Periphery will promote better integration of students into the community. Bike and pedestrian connections to Downtown, the Rio Grande River and to other community destinations is critical for facilitating a more authentic connection of students and medical personnel to the community. Because the campuses generate significant volumes of traffic, parking and efficient traffic circulation are equally important. Adams State University has a substantial acreage of grass and landscaped areas, coordination on water conservation will also be important as the city works to balance growing water demand with a limited supply and a finite water treatement capacity.

Figure 54. Campus



RAILROAD HERITAGE GATEWAY

Existing Conditions – This is the area along US Highway 160 (6th Street) that eastbound motorists see as they pass through the city just south of Downtown. To the south, motorists see an assortment of mostly metal sided buildings that give way to a large gravel area and the railroad. There have been some improvements to the south side of this corridor, for example, the restored train depot/visitors center and the curvilinear pathway and trees, but much work remains to be done. To the north, there is a lack of continuity with an assortment of occupied and vacant buildings. There are several parking lots fronting 6th Street and a sidewalk that is right against the travel lane in many places. Community members agree that this corridor does not offer a good impression, particularly the view to the south.



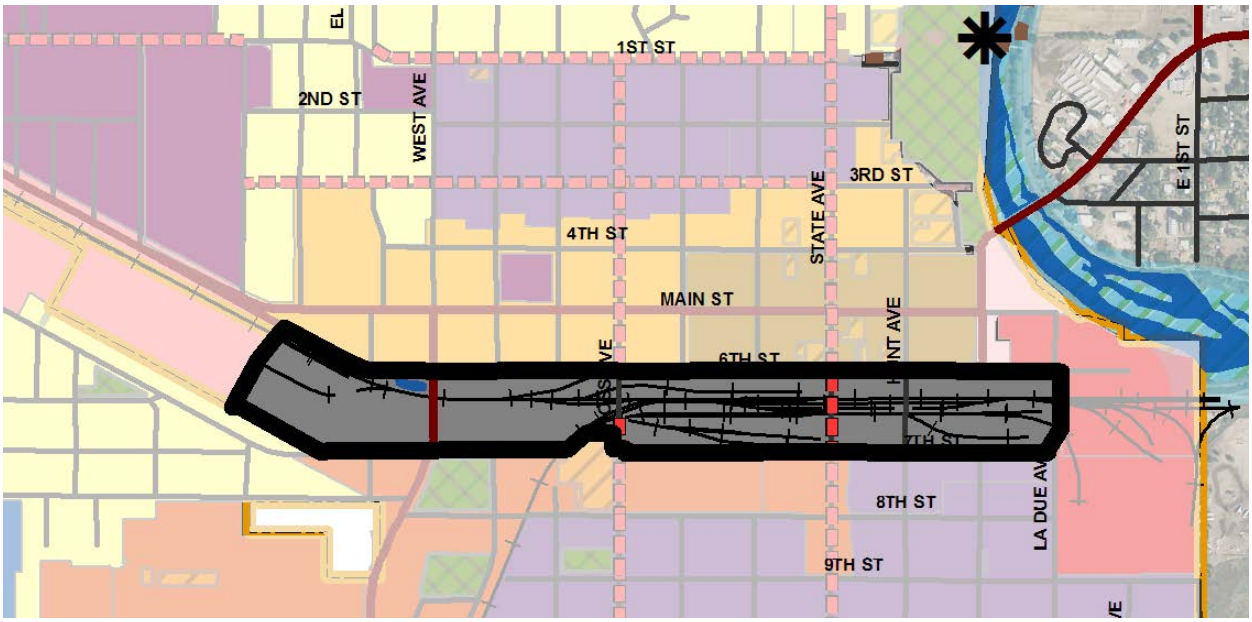
Railroad Heritage Gateway – 6th Street Looking East

Railroad Heritage Gateway – 6th Street Looking East

Vision – This area possesses a unique opportunity to create an attractive gateway to Downtown. The most immediately achievable improvements would be wayfinding to downtown and the installation of landscaping, landscape walls/fencing, lighting and public art to screen the gravel lot and railyard. These improvements would visually frame the streetscape and make the area more attractive. The gravel lot between 6th Street and the railroad could be redeveloped with formalized parking lots and although this strip of land is difficult to develop, there are opportunities for commercial development and redevelopment. Adaptive reuse of railcars should be encouraged to improve the attractiveness of this gateway and capitalize on the city's railroad history. This area could also be developed with visitor service commercial and facilities.

Infrastructure – The most immediate needs are the streetscape elements listed above: landscaping, landscape walls/fencing, wayfinding, public art, lighting and the utilities needed to support this infrastructure. Design of the streetscape elements will need to plan for eventual parking lots and commercial uses. Access to any eventual parking lots, commercial or services need to be carefully designed and marked with tasteful signage.

Figure 55. Railroad Heritage Gateway



MIXED USE OPPORTUNITY AREAS (NORTHWEST AREA)

Existing Conditions – There are two distinct mixed use opportunity areas in Alamosa. The first is a large piece of vacant land located on the northwest side of town bounded by Maroon Drive and Clark Avenue. This area is surrounded by existing residential and highway commercial development, and is just across Maroon Drive from the high school. The current zoning is Residential Medium (RL) on the northern portion and Commercial Business (CB) on the southern portion.

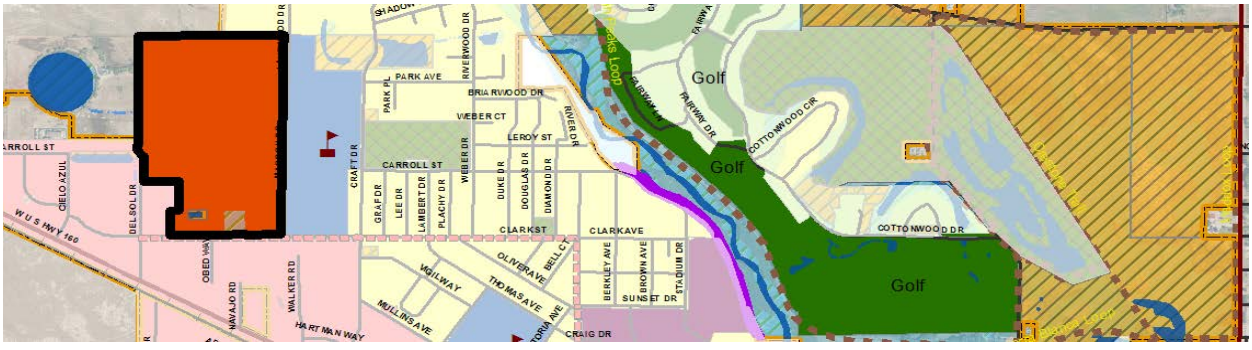
Mixed Use Opportunity Area – Looking West on Clark Avenue at Maroon Drive

Mixed Use Opportunity Area – Looking Northeast view Clark Avenue

Vision – This is a prime location for a combination of mixed commercial and residential uses and could be re-planned as a mixed use development rather than as separate residential and commercial areas. Its location next to the high school could provide an opportunity for student oriented commercial and a convenient commercial location for parents and school staff. Proximity to major retailers such as Walmart could also draw customers to this mixed use area.

Infrastructure – This area can be accessed from Highway 160, on both its east and west sides via a signalized intersection at Craft Drive and a right-in/right-out intersection at Del Sol Drive. Currently, water and sewer lines border the area on 3 sides, but lines would need to be extended into the properties to provide service for development. There may be a need for an additional lift station or an upgrade to an existing station as this area is not positioned for gravity flow to the city sewer treatment plant. Carroll Park is nearby for neighborhood recreation and the city owns two parcels along the southern boundary of the opportunity area that could be utilized for infrastructure or future public facilities.

Figure 56. Mixed Use Opportunity Area (Northwest)



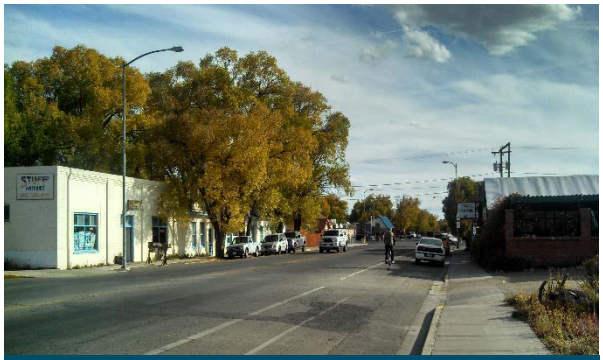
MIXED USE OPPORTUNITY AREAS (SOUTH CENTRAL AREA)

Existing Conditions – The second mixed use opportunity area is located south of the railroad tracks. This area extends out along Highway 285, with a large piece of vacant land to the north of 10th Street. The current use in this area is interspersed residential and commercial and the land surrounding this area is primarily residential. Although many dwelling units exist in this area, the current zoning for this area is Commercial Business (CB).

Vision – A combination of mixed residential densities, highway commercial and local-oriented commercial make sense in this location. This mixed use area presents an opportunity to rethink existing zoning and approvals. The area extending along State Avenue from 6th Street (Highway 160) south to 9th Street is a unique area consisting of a mix of neighborhood commercial uses, regional businesses, residential units, churches and non-profit facilities. This mixed use area represents an opportunity for developing a commercial hub to serve neighborhoods in the southern portion of the Historic Town Site Residential designation. This is also an area where live-work format development with work spaces and living spaces in the same unit would be viable and present an attractive option for small businesses and start-ups. The residential uses in this area may to transition incrementally to commercial uses, but pockets of mixed residential and commercial uses will also likely continue for many decades. Landscape screening and buffer fences/walls will be of key importance for adjacent commercial and residential uses to coexist.

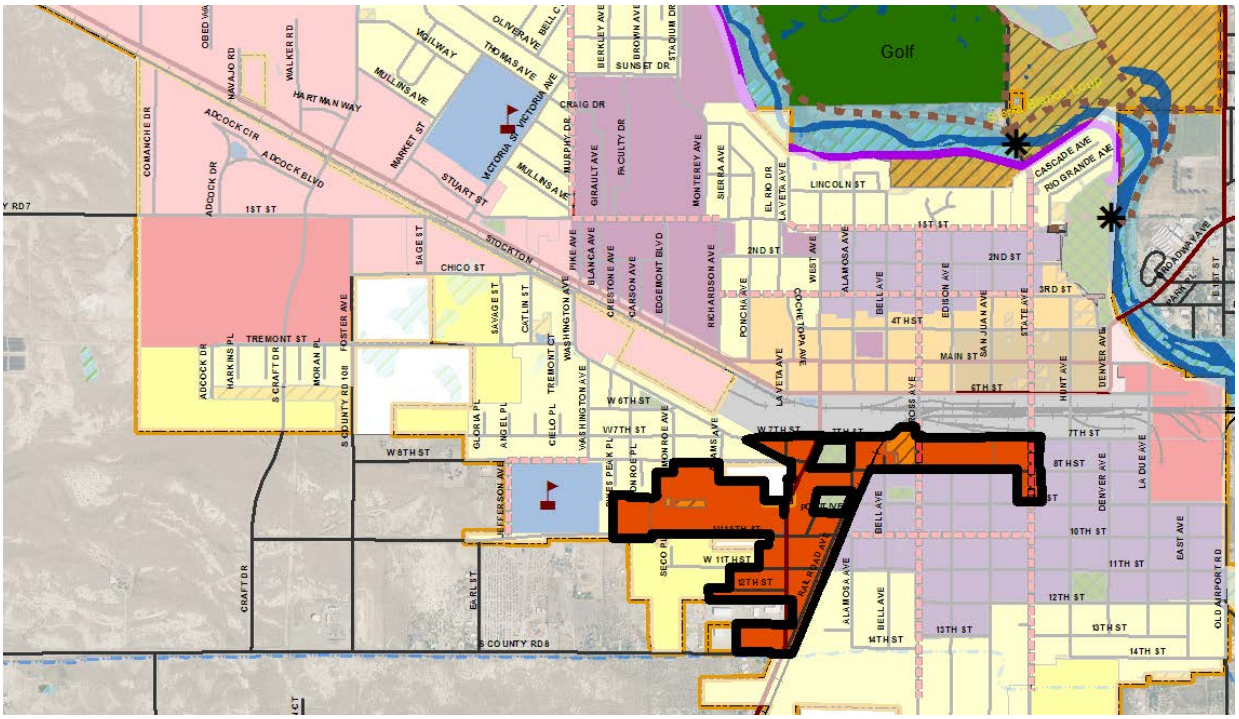
Infrastructure – Because this is a mixed use area, pedestrian and bike facilities, sidewalks and safe street/highway crossings will be of key importance. As this area builds out, commercial water users may strain the existing water and sewer capacity and line and service upgrades may be necessary. Utilization of the alleys in the northern portion of this opportunity area will provide additional parking and rear access to outbuildings.

Mixed Use Opportunity Area – Looking West on 10th Street at West Avenue



Mixed Use Opportunity Area –South on State Avenue at 7th Street

Figure 57. Mixed Use Opportunity Areas (South Central Area)



COMMERCIAL OPPORTUNITY AREAS

Existing Conditions – There are four commercial opportunity areas, one is a mostly vacant property in southwest Alamosa currently zoned Commercial Business (CB) and two areas in south Alamosa, one of which is the platted Alamosa Industrial Park which has several lots available and the other is a large mostly vacant parcel along U.S. Highway 285 that is also zoned Industrial (I) and is currently owned by the State of Colorado. The fourth commercial opportunity area is another mostly vacant property also zoned industrial is located just east of Downtown between Denver Avenue and the Rio Grande River.

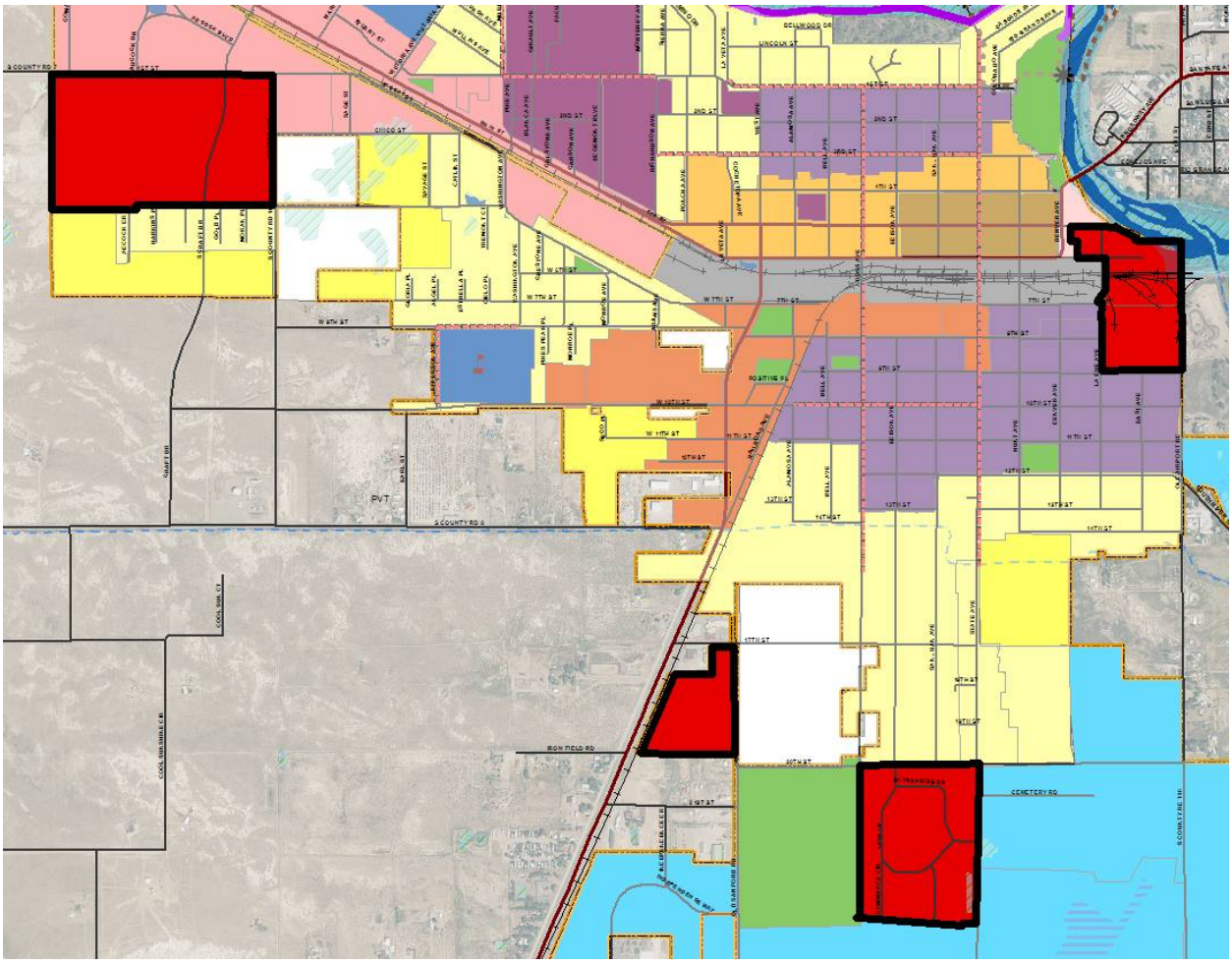
Vision – These properties represent significant opportunities for commercial development on the south side of town. The land area represented by these properties is significant and they should be promoted to businesses for development of a variety of commercial and/or industrial uses. Because they are not located in highly visible places that are highly convenient for heavily customer oriented uses, they are most suitable for primary industries such as research and development, light industrial uses and specialized equipment sales and services. Ideally, the large parcels would be developed under a master plan for the entire property so that as development is built incrementally, the infrastructure and layout of the development lend towards a desirable outcome for the entire property.

Infrastructure – These areas face access and visibility challenges, most properties in this designation are not directly off of a highway. Wayfinding, improved access to highways and railroad crossings will encourage development of land in this designation. Because these areas are primarily designated for business, priority should be placed on vehicle access and circulation and pedestrian safety associated with this infrastructure. Water and sewer infrastructure are adjacent to all of these properties, but infrastructure will need to be extended into the properties and main line upgrades may be necessary.

Commercial Opportunity Area – Corner of 9th Street and La Due

Commercial Opportunity Area – Northeast Corner of Craft Drive and Tremont Street

Figure 58. Commercial Opportunity Areas



WEST HIGHWAY CORRIDOR

Existing Conditions – This gateway has regional commercial on the north, including hotels, gas stations, grocery stores, and other large commercial businesses, and has the railroad running parallel to the highway on the south. The corridor is primarily auto-urban, with regional commercial and high volumes of vehicle traffic on Highway 160.

Vision – This designation presents an opportunity to continue to build the businesses and service providers that make Alamosa a regional center. The area should continue its auto-urban orientation while balancing bike and pedestrian safety by enhancing highway crossings. The corridor would benefit greatly by perimeter landscaping around parking lots, so that trees and shrubs frame the roadway rather than parking lots and cars. Most of the lots on the north side of the highway are developed, but as they redevelop, landscaping will improve the appearance of this regional commercial corridor.

Infrastructure – Monumentation and wayfinding at this gateway will create more of a sense of entry into Alamosa. Wayfinding signage to Downtown, recreation areas and other attractions will entice visitors and pass-through traffic to stop and explore the city. Greenspace and trees along the railroad will beautify the southern side of the highway, while varied facades and landscaping will enhance the north side of the west highway gateway. The only railroad crossings in this area are at Pike Avenue and Craft Drive. Additional railroad crossings and access to these properties would add tremendously to their attractiveness and development potential. Because there are neighborhoods to the north and south of this corridor, safe pedestrian street and highway crossings are essential. There are many pedestrians in this auto-oriented corridor because this is where many of the day to day goods and services are located, so carefully designed sidewalks and pedestrian crossings will help prevent accidents. The city should investigate a signalized crossing near Pike Avenue. There are several newer hotels clustered on the western most reach of this corridor and the river is nearby. Establishing access to and a trail along the river would add greatly to the amenities for guests staying at one of these hotels.

West Highway Corridor – Looking West on Highway 160

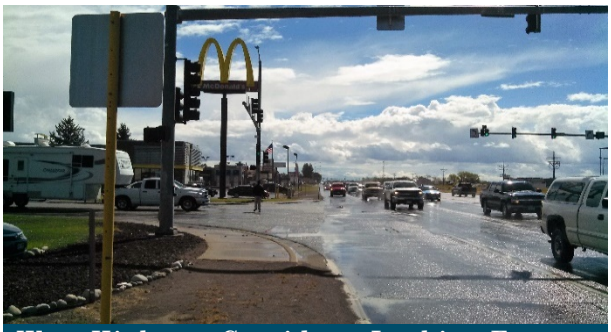
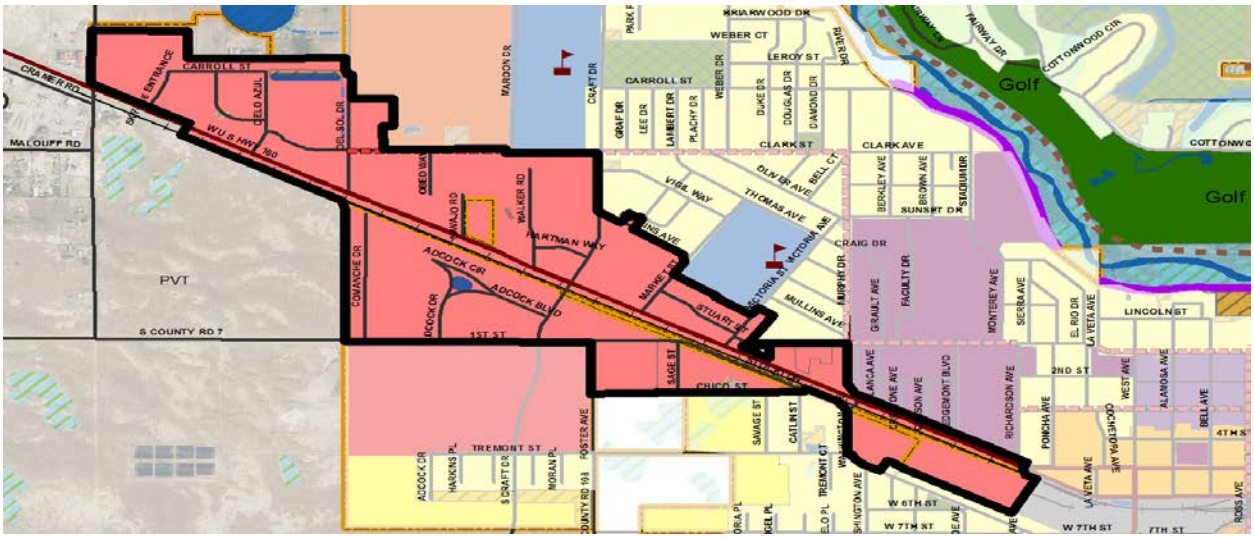

West Highway Corridor – Looking East on Highway 160

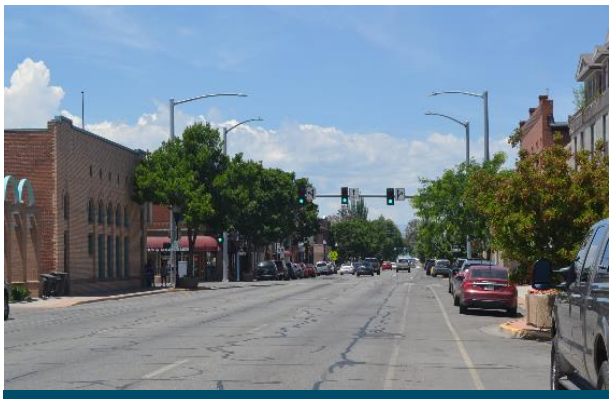
Figure 59. West Highway Corridor



DOWNTOWN

Downtown Alamosa consists of eight blocks between Denver and Edison Avenues on the east and west and 4th and 6th Streets on the north and south. This area is the heart of the community and has the ingredients to be a great downtown, but much work needs to be done, that is why the comprehensive plan includes Chapter 5 – Downtown Needs Assessment which outlines recommended physical improvements to the public realm and an organizational strategy to support growth in existing businesses and attract new businesses.

Existing Conditions - This is the area surrounding the part of Main Street that possesses the classic western downtown form where buildings forming a nearly continuous block face along the sidewalk with only a few interruptions. There are ten foot sidewalks along Main Street and the avenues that connect to it. The streetscape includes a variety of treatments, including moderate bump-outs at intersections, an assortment of sparse street furnishings, wayfinding and standard Colorado Department of Transportation lighting and signals. Most buildings are occupied, but there always seem to be several vacant storefronts, including a theater. Architecture alternates between relatively in-tact historic buildings and more modern buildings built in the past five decades. Parking consists of several public parking lots that are mostly accessed from the alleyways along Main Street or from 6th and 4th Streets as well as on-street parking on all streets except for 6th Street.



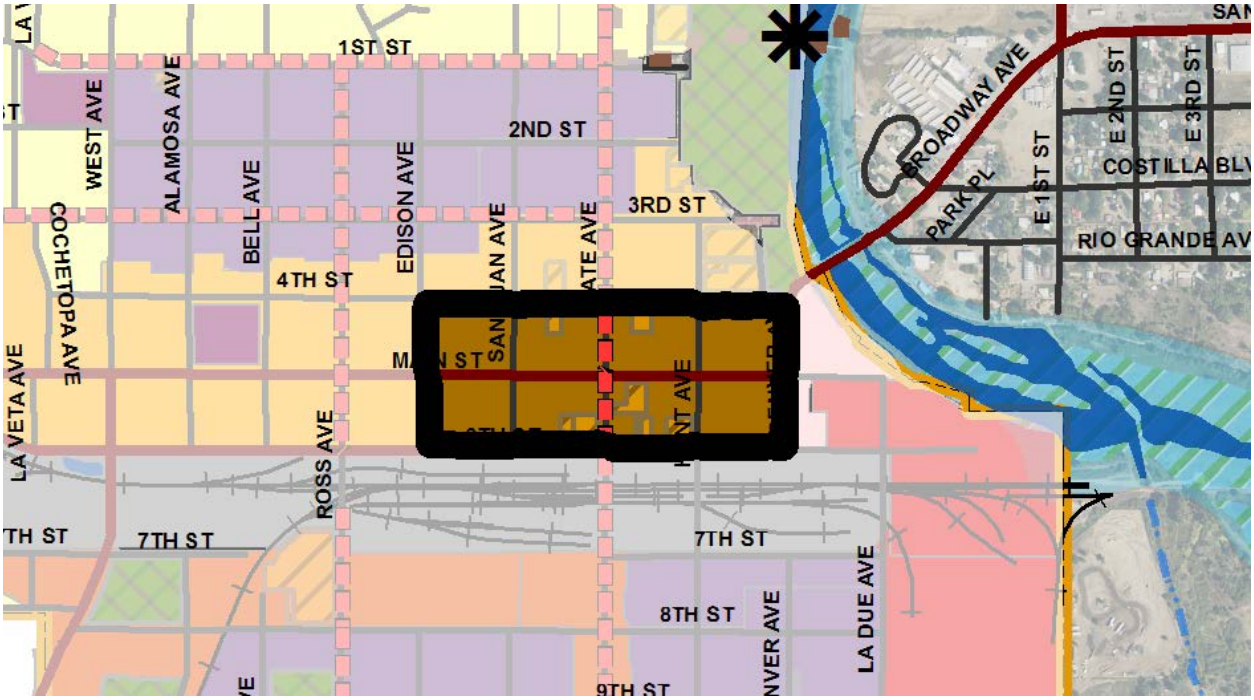
Downtown – Main Street

Downtown – Main Street

Vision – Downtown needs to be the pride of Alamosa as a thriving, walkable, pedestrian scale center for shopping, entertainment, dining, arts and community celebrations. Downtown should emphasize people over automobiles and encourage passersby to get out of their vehicles and enjoy Downtown. Vehicle traffic is accommodated and obvious and easily accessible parking encourages vehicle traffic to become foot traffic. Land use codes need to be adjusted to ensure that the classic downtown form with store fronts right along the sidewalk is preserved and perpetuated. It is hoped that downtown businesses will coordinate to take advantage of the opportunities that exist today and in the future.

Infrastructure – Several physical elements taken together will create an identifiable and consistent character in the city's commercial and cultural core: classic themed, matching sidewalk furnishings (lighting, wayfinding, seating, bicycle parking rails, trash cans, planters); landscaping (trees, planters, landscaped pockets); intersections with enhanced bump-outs and crosswalks; wayfinding and gateways combined with public art; enhanced public parking lots that are easy to see and access; and renovated alleyways that provide pedestrian connections from parking lots to businesses, provide alley-loaded parking and allow alley access into businesses. These improvements should focus on the eight block area designated as Downtown where the historic development pattern already supports the classic western downtown environment.

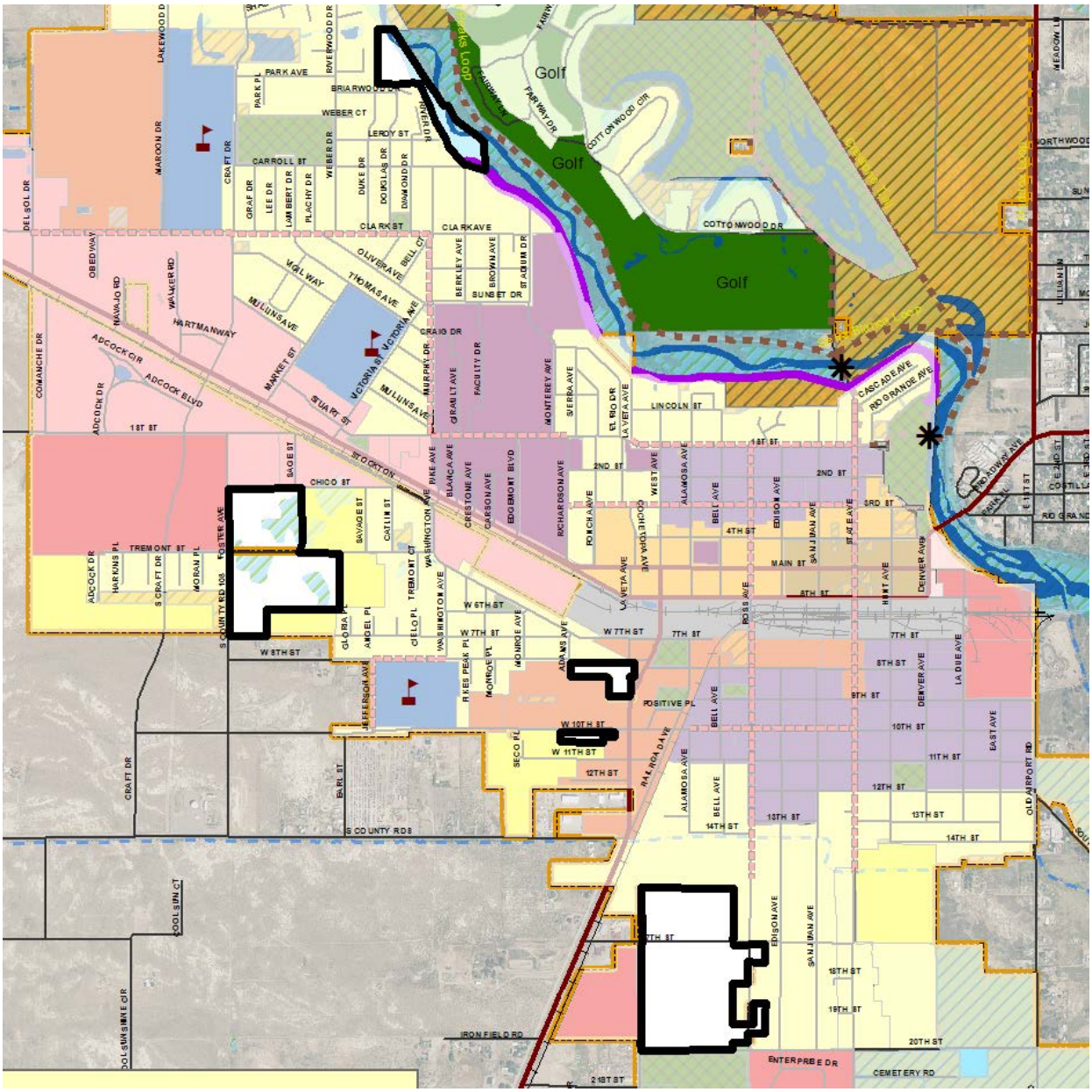
Figure 60. Downtown



UNINCORPORATED ENCLAVES

These are unincorporated parcels of land surrounded on all sides by the City of Alamosa. There are unincorporated enclaves dispersed throughout the city. As the city boundaries expanded, these parcels were never annexed. As they stand now, they cause confusion for dispatch and law enforcement, even though the city surrounds them, they are under Alamosa County Sheriff's Department jurisdiction. Most enclaves are vacant and possess future development opportunities. The City of Alamosa should encourage property owners in unincorporated enclaves to petition for annexation.

Figure 61. Unincorporated Enclaves



LOCAL GOVERNMENT FACILITIES

Existing Conditions – This designation includes property and facilities owned by either the City of Alamosa and Alamosa County. This includes the Green Waste Yard, Public Works Compound, Recycling Center, Alamosa Family Recreation Center, Wastewater Treatment Plant, Fairgrounds, the northern portion of the Airport and the Alamosa County Offices/Facilities.

Vision – The purpose of these properties and the facilities on them is to best serve the public today and in the future. Work in partnership with Alamosa County as it plans for and constructs the facilities it needs while ensuring that infrastructure, parking, storm drainage and public health and safety are taken into consideration in accordance with the city codes and standards. Local governments have the opportunity to lead by example by developing these sites to be functional, safe, visually/aesthetically pleasing and cost effective.

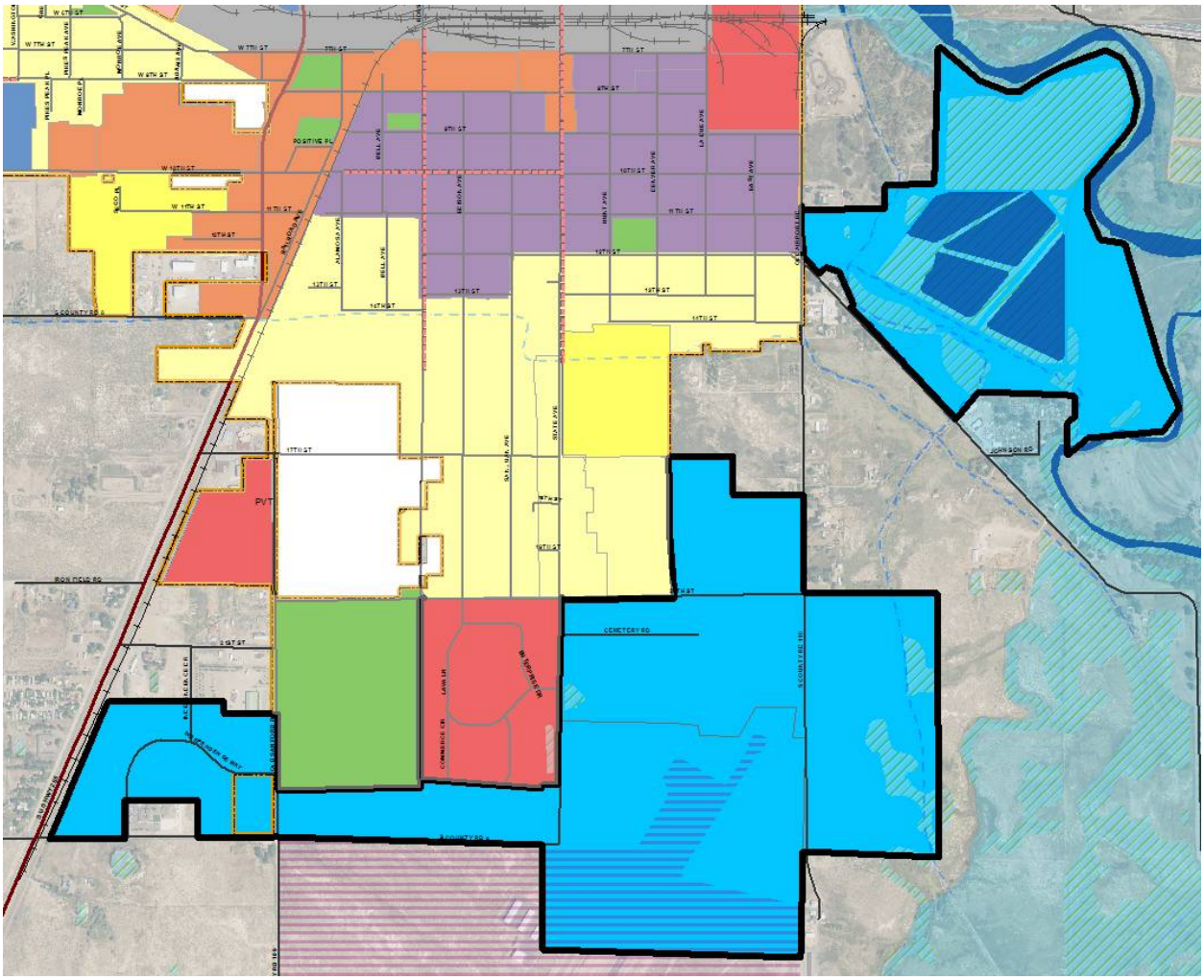
Infrastructure – Public facilities require high capacity traffic circulation infrastructure, adequate parking, fire safety infrastructure and high capacities for water, sewer and storm water management. As local governments, the city and county are obligated to make the investments that are needed to ensure that the on-site and off-site infrastructure is installed and upgraded to accommodate the demand. This will require consistent partnership and communications between the county and the city.

Local Govt. Facilities – Wastewater Treatment Plant Aeration Ponds

Local Govt. Facilities – Airport Terminal

Local Govt. Facilities – County Facilities

Figure 62. Local Government Facilities



HAZARD AREAS AND CONSTRAINTS

Because Alamosa is relatively flat and devoid of the geologic hazards that many communities contend with, the primary natural hazard is the floodplain of the Rio Grande River (see Map: Hazard Areas and Constraints). The river and its floodplain act as a natural limit to the city's growth on the north and east side. Extensive wetlands and shallow ground water run along the river extending development limitations well beyond the river itself.

While natural hazards and constraints are limited to the river, there are several other constraints and potential hazards that relate to the physical development of the city. The airport landing zone limits the type and intensity of development along the southern edge of the city. The railroad is a constraint for north to south access and only a limited number of streets cross the railroad tracks today and all of the highways through Alamosa are hazardous materials routes.

With the exception of these relatively concentrated constraints, most of the city is developable given adequate infrastructure and access to public services.

Hazard Areas and Constraints

- Flood Levee
- Airport Landing Zone
- 100yr Floodplains
- Water
- Ditches (irr)
- Wetlands
- Highways
- Streets
- Hazardous Material Routes
- Railroad
- City Land

RPI consulting

GATEWAY TO THE GREAT SAND DUNES

THE CITY OF ALAMOSA

Comprehensive Plan

N

0 0.25 0.5 1 Miles

CITY PERIPHERY

The city does not have jurisdiction to regulate land use and development outside of municipal boundaries, but development types and patterns near the city can have an impact on residents, businesses and organizations in the city. Development in the unincorporated county can also affect city infrastructure, especially if traffic generated by development will commonly utilize city streets and arterial state highways leading into the city.

Because development on unincorporated lands near the city can have tangible impacts on the city, communications between the City of Alamosa and Alamosa County regarding development on incorporated lands near the city is a best practice. The City of Alamosa has identified a one-mile area around the city boundaries within which these communications are most important (see map entitled County Development Notification Area). Because the unincorporated area commonly referred to as East Alamosa is mostly developed and is unlikely to be considered for annexation in the future, it was not included in the County Development Notification Area.

COUNTY DEVELOPMENT NOTIFICATION INTERGOVERNMENTAL AGREEMENT (IGA)

An Intergovernmental Agreement (IGA) is the best tool to formalize the protocol for communications between the City of Alamosa and Alamosa County regarding development applications and other activities reviewed under county jurisdiction within the one-mile county development notification area. The IGA would require formal approval by City Council and the Board of County Commissioners and would ideally contain the following direction regarding notifications about county development applications in the County Development Notification Area:

- Alamosa County will notify City of Alamosa of all development applications that require a public hearing under the County land use code.
- Notifications will be sent to the City in writing and will include one complete set of application materials.
- Notifications will be provided 21 days in advance of first public hearing, this is also the response time for the City.
- The County can request a shortened response time and the City can request extended time.
- If City does not respond, the County can conclude that there are no objections or issues.
- If the City does provide comments, objections, or recommendations, the County will address these comments directly in their decision to approve or deny the

development application or provide written description of decisions contrary to City comments.

CITY ANNEXATION

If a property owner petitions for annexation, the city council may vote to annex property if it is qualified under the city code and state statutes. The city council may also decide that the proposed annexation is not favorable for the city and deny the request. Utilization of city water and sewer utilities is the most common motivation for owners to petition for annexation. While every annexation proposal will require a detailed analysis, the following general policies should be considered for each annexation:

- Infill and more complete utilization of land in the current city boundaries is the primary growth strategy for the city.
- A property must be annexed to receive city water/sewer service.
- Annexation proposals need to be accompanied by a conceptual development plan for the entire "fathering" parcel vs. smaller lots subdivided under county or state regulations for the purposes of incrementally annexing a larger parcel into the city.
- Annexations should not adversely affect the city's fiscal conditions or degrade the level of service for city infrastructure and core public services. Developers will be required to pay for or contribute in kind resources or public benefits to cover their fair share of the cost of maintaining level of service.
- The design and location of proposed development in a proposed annexation will result in a well-planned extension of the city streets/pedestrian network, water distribution system, sewer collection system, and storm water management system and rationally build upon the city's core services infrastructure.
- Actively encourage annexation of enclaves of unincorporated land that are entirely or mostly surrounded by incorporated land.

Proposed County Development Notification Area

- County Development Notification Area
- Water
- Airport Landing Zone
- Highways
- 100yr Floodplains
- Wetlands

RPI consulting

THE CITY OF ALAMOSA
GATEWAY TO THE GREAT SAND DUNES

Comprehensive Plan

N

0 0.25 0.5 1 Miles

CHAPTER 5 – DOWNTOWN NEEDS ASSESSMENT

INTRODUCTION

The Downtown element of the Comprehensive Plan begins with a Downtown Market Assessment that demonstrates the economic potential that exists to expand current businesses and attract new businesses. This assessment shows that there is un-met demand and great potential for existing businesses to prosper and for new businesses to open and succeed.

This plan element then presents recommendations for streetscape improvements, enhanced gateways, wayfinding, public art, public parking infrastructure and other improvements to the public realm that will make Downtown an attractive, and identifiable place. These improvements to the public realm will act as a catalyst to jumpstart private sector investment to take advantage of the business opportunities that the Downtown Market Assessment so clearly shows exist today.

While the City owns most of the public realm Downtown, and can coordinate with Colorado Department of Transportation to improve the rights of way it owns, economic success relies on a strong, well-supported and motivated business community. Citizens support the city taking a leadership role in growing the economy and bringing more vitality downtown (See Chapter 2 Economic Growth Strategy). The final section of the Downtown element of the Comprehensive Plan is the Downtown Organizational Strategy that outlines a path for creating formalized organizational support for businesses and organizations to realize the potential of Downtown Alamosa.

DOWNTOWN MARKET ASSESSMENT

A regional center needs a great downtown as the center for arts, celebrations, civics, entertainment, eating, drinking and professional services. Alamosa's role as a regional center positions it well for a successful downtown, but much work needs to be done to capitalize on this opportunity and grow downtown's impact on the long-term success of the city. This sub-section of the Downtown Comprehensive Plan Element measures the economic indicators that show how successful Alamosa's Downtown is today and flags opportunities for expanding and diversifying Downtown businesses. This analysis measures the existing sales in each sector that makeup a vibrant downtown (for example, retail shops, eating & drinking, entertainment, professional offices) and compares the current market performance to what is possible given market demand. The findings show that there is latent demand for downtown business growth and diversification that is currently unmet and that this spells opportunity for existing and future businesses, specifically in these sectors:

- Food services (restaurants and bars)
- General merchandise
- Clothing and accessories

- Electronics and appliances
- Professional services
- Entertainment
- Specialty food stores

DATA SOURCES

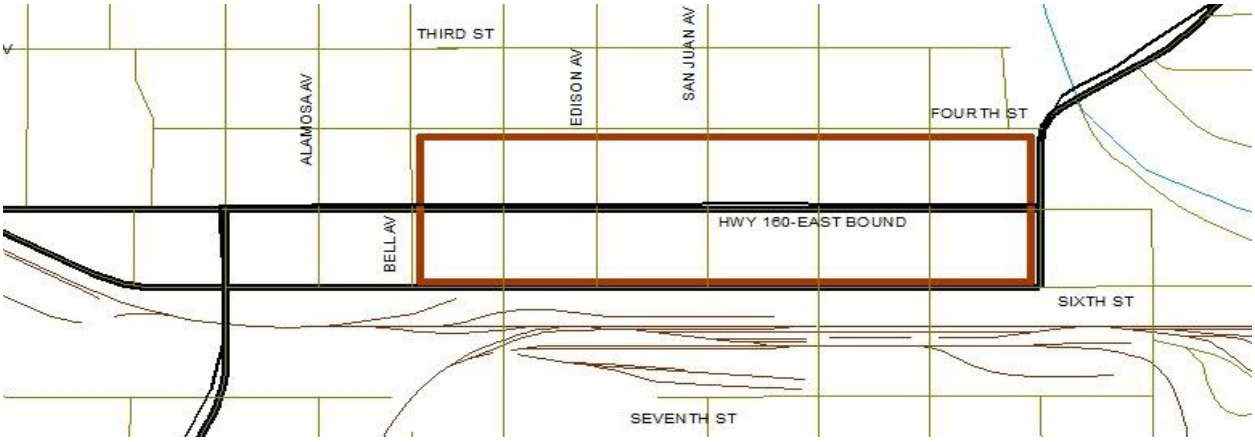
The Downtown economic analysis relies on data compiled by ESRI, an industry leader specializing in mapping and data analytics. Analysts used ESRI's Business Analyst Online (BAO) tool to gather and analyze economic data about downtown and the City of Alamosa. BAO provides baseline data for custom site evaluation and market analysis. Utilizing extensive demographic, consumer-spending, and business data, BAO provides detailed information and insights about consumers, their lifestyles and buying behavior, and businesses in the market area. This analysis is used to identify economic opportunity sectors appropriate for Downtown Alamosa.

EXISTING CONDITIONS AND MARKET CAPTURE

Central Business District

The Central Business District (CBD) is a 12 block area bounded by 4th Street on the north, Denver Avenue on the east, 6th Street on the south, and Bell Avenue on the west. The analysis in this section uses the CBD boundary for its calculations because it contains the majority of businesses that make downtown a unique destination. It should be noted that the CBD boundary used in this discussion of retail and business activity is a larger area than the eight block area identified as "Downtown" in the Future Land Use Plan that possesses the classic western downtown physical form with block faces along the sidewalk and is the focus of streetscape enhancements. CBD businesses not in the "Downtown" defined in the Future Land Use Plan contribute to the array of businesses offered.

Figure 63. – City Defined Central Business District



Central Business District Sales as Percentage of Citywide Sales

In addition to common downtown retail categories the CBD has a few longtime service oriented businesses such as the carwash, drycleaner, and auto service shops. As it exists today the Central Business District has a combination of shopping, dining, professional and resident services.

Currently, the CBD accounts for 36% of all food & drink establishments in the city as a whole and 24% of all food & drink sales. The CBD accounts for 25% of all retail establishments and 13% of all retail sales in Alamosa. In all, food & drink and retail establishments located in the CBD capture 14% of total food & drink and retail shop sales in Alamosa, while businesses outside the CBD capture 86% of sales. Outside of the CBD there is a concentration of retail, food and drink establishments along US Highway 160, including large and medium format retail establishments, a number of fast food, counter service, and sit down restaurants. There are also retail and food and drink establishments dispersed throughout the rest of the city.

Figure 64. Percentage of Total Sales and Retail Businesses in Alamosa within the CBD - 2014 ESRI BAO

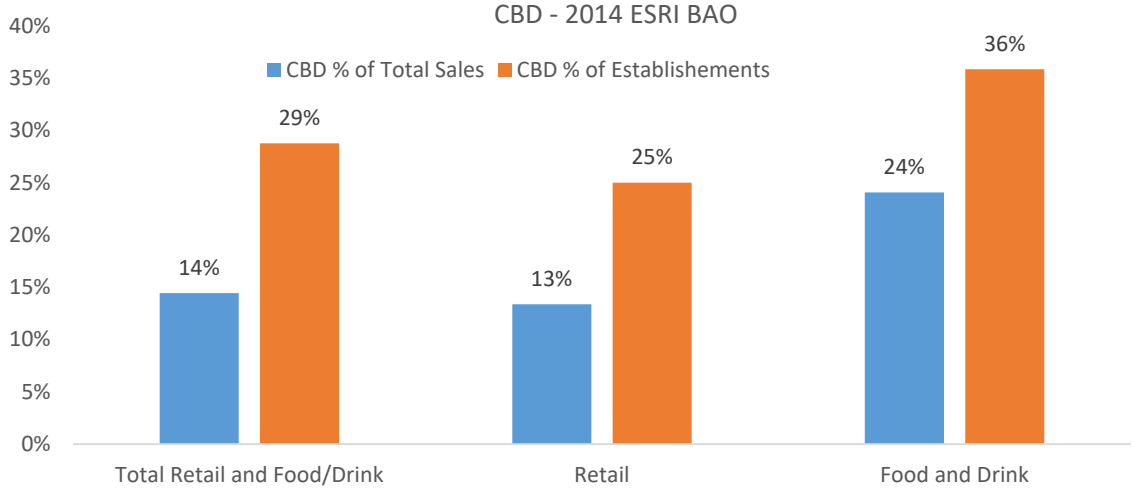
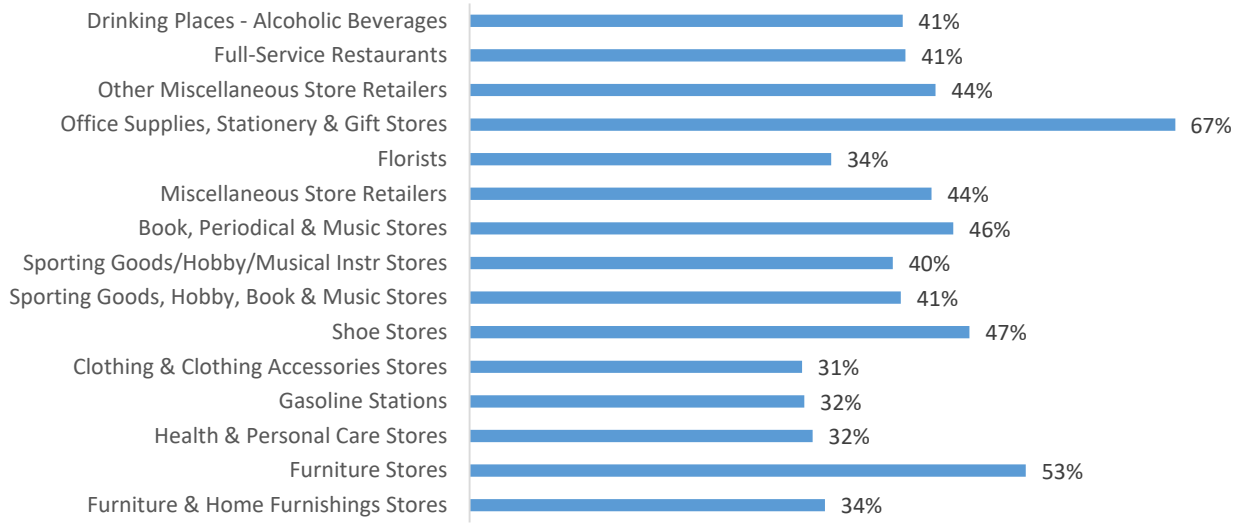


Figure 65 shows retail categories commonly found in successful and complete downtowns and the percentage of citywide sales currently captured by the CBD. The two categories where the CBD captures more than 50% of citywide sales are office supplies, stationary & gift store sales (67%) and furniture stores (53%). The remaining retail categories capture between 31% and 47% of citywide sales. This shows that overall that the CBD is not the dominant market place for the sectors that are commonly found in vibrant downtowns. Increased capture of sales in these sectors within the CBD will enrich the Downtown. The CBD can raise the percentage of retail activity captured and enhance the experience for visitors to the Downtown.

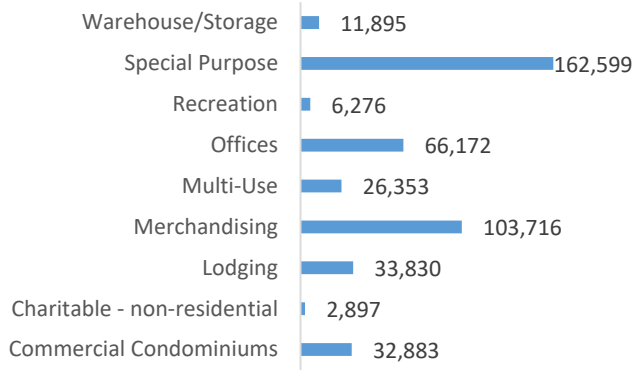
Figure 65. Percentage of Typical Downtown Retail Shop Activity Captured by the CBD - 2014 ESRI BAO



CBD Land Use

Alamosa County Assessor data contains information about the use and size of structures throughout the county. This information was summarized specifically for the CBD using GIS software, resulting in a physical inventory of the size of the structures measured in floor area and the use of each as classified by the county assessor. Of commercial property in the CBD, 36% (162,599 sq. ft.) is classified as special purpose – buildings and structures designed for a specific use that are not easily converted to a secondary use. This includes restaurants, banks, the car wash, automotive shops, and a theater, among others. Twenty-three percent (23%) is classified as merchandising, while offices and commercial condominiums make up 15% and 7% of commercial property respectively. Lodging, multi-use, recreation, warehouse/storage, and charitable (non-profit) make up the 19% of commercial land use in the CBD.

Figure 66. Central Business District Commercial Land Use Inventory (Square Footage) - Alamosa Assessor

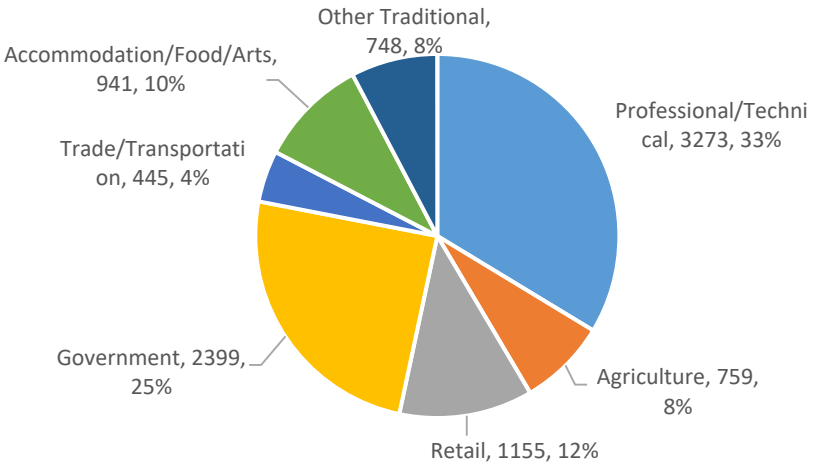


The Professional Sector in the CBD

Over half (58%) of all jobs in the city are classified as professional/technical and government according to Bureau of Economic Analysis. These sectors includes lawyers, accountants, government employees, insurance agents, real estate brokers and financial

officers. (While the professional sector includes education and health professionals, these two groups do not have significant representation in the CBD). The Central Business District contributes to this job base as evidenced by the 66,000 sq. ft. of offices. Professionals downtown add to the level of activity downtown, especially during the workday when employees are working and clients/customers are visiting, but also in the evening after work. The professional sector does not contribute to retail sales directly, but they do provide a steady customer base and are an important component of a successful and lively downtown.

Figure 67. By Employment Sector City of Alamosa - Bureau of Economic Analysis 2014



DOWNTOWN MARKET OPPORTUNITIES

The downtown should not be viewed as competing with other commercial areas throughout the city; instead it should be viewed as providing a market that is complementary and unique. Specialty shops, restaurants, bars, entertainment, arts and an atmosphere with public art, outdoor seating, compactness, walkability, and well-designed public spaces can distinguish downtown as a unique destination.

Consultants conducted a retail leakage analysis for the entire city to determine which retail sectors are exhibiting leakage and which sectors are exhibiting surpluses. Below are the definitions of key terminology for understanding leakage:

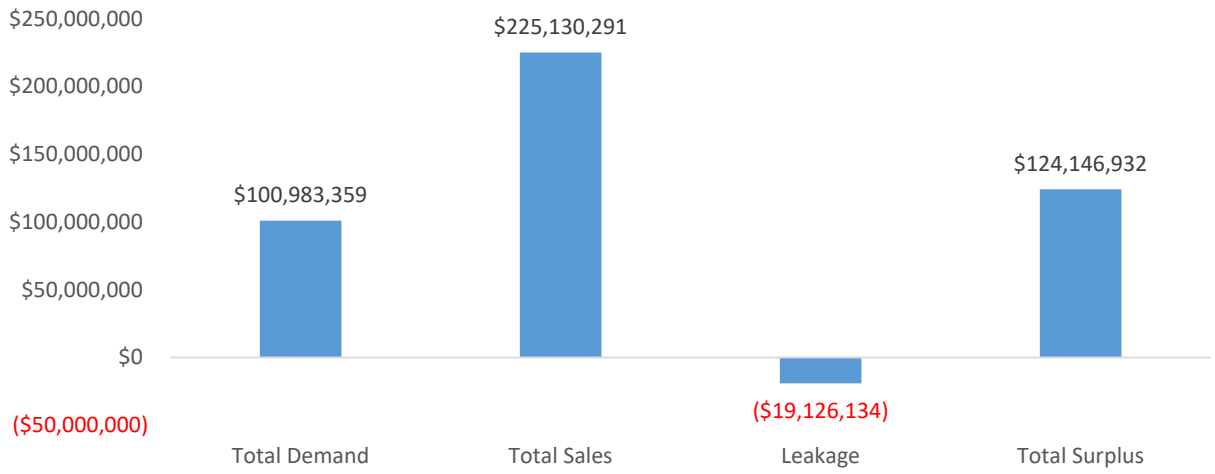
Demand – The amount of demand for retail products (in dollars) generated by City of Alamosa residents.

Total Sales – The amount of retail sales captured by business establishments in the City of Alamosa.

Surplus – The amount of sales occurring in the City of Alamosa beyond sales to Alamosa residents. A surplus indicates regional residents and visitors spending money in the City of Alamosa.

Leakage – City of Alamosa residents are spending elsewhere. Retailers outside the City of Alamosa are fulfilling the demand for retail products generated by residents in the city; therefore, demand is leaking out of the trade area. From an economic development perspective leakage represents opportunity to capture sales locally that are currently being met by other communities or by online retailers.

Figure 68. Total Supply and Demand - 2014 ESRI BAO



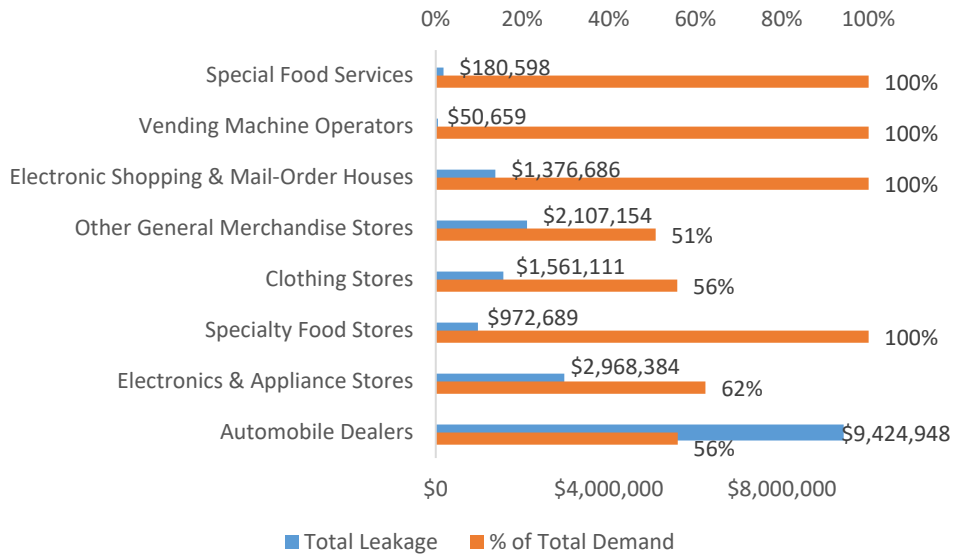
Retail demand generated by City of Alamosa residents totals $100.9 million per year. Looked at in aggregate total sales are significantly higher than the demand generated by city residents, with total sales of $225.1 million per year that results in an annual retail surplus of $124.1 million. This surplus indicates the city's role as a regional center in the San Luis Valley, regional residents and tourists are visiting the city to make purchases.

Despite this aggregate surplus, city residents travel outside of Alamosa, or shop online to purchase some goods, generating $19.1 million in retail leakage. This leakage represents a significant opportunity for the city to further develop its retail base, especially downtown. It should be noted that retail categories with small surpluses also present an opportunity to expand because of Alamosa's status as a regional center – if the city builds more commercial and entertainment downtown, it will attract more visitor and regional resident spending.

Figure 69. Retail Categories with High Leakage shows retail categories that contribute to the $19.1 million in retail leakage occurring in the city and some present a strong opportunity for downtown. Fifty-six percent (56%) of City of Alamosa resident demand for clothing stores is currently unmet by existing clothing retailers in the city. Fifty-one percent (51%) of citywide demand for general merchandise stores (dollar stores, variety stores and trading posts…etc.) is unmet by retailers in the city, 100% of citywide demand

for special food stores (i.e. bakeries, confectionaries, produce shops) is unmet, and 62% of demand for electronics and appliance stores is unmet by retailers in the city. All of these sectors showing significant leakage could be appropriate for downtown based on the vision for the future of downtown Alamosa.

Figure 69. Retail Categories with High Leakage - 2014 ESRI BAO



The downtown can continue to grow the retail and food & drink industry and capture more of the market. As the Central Business District currently captures only 14% of citywide of retail and food & drink sales, an opportunity exists to further develop the arts & cultural, entertainment, and restaurant sectors in the downtown area. Chain restaurants and retail along US Highway 60 dominate citywide sales in retail, and eating and drinking sectors. More retail and dining establishments in the CBD will draw regional shoppers and pass through traffic (US Highway 160 and US Highway 285) to Downtown Alamosa.

The CBD already has a concentration of arts & cultural businesses with a couple of galleries located on Main Street and other retail businesses selling arts and crafts such as soaps, jams, jewelry etc. Existing eating and drinking establishments in downtown include a mix of full service sit-down restaurants, limited service (order and pay at the counter) restaurants, and bars. Not only is a wider variety of retail and dining establishments possible, it is desired by city residents.

There is great need and potential for development of the entertainment sector downtown as it is noticeably absent. There is a theater located on Main Street but it lays vacant much of the time with only the occasional event. The theater could become a center for downtown events and performances including live music, plays, and film festivals. The success of one entertainment establishment can have a significant impact on the atmosphere of downtown.

The presence of the professional sector in and around the Downtown remains important. The professional workforce at banks, professional offices and government buildings expand the customer base for businesses, create a vibrant atmosphere, and create an opportunity for development of additional professional services downtown, as well as establishments including restaurants, retail shops, and local services that cater to the workforce that already works downtown. Existing office space and vacancies present the possibility for growth in the professional sector in and near the downtown.

Existing storefront vacancies and underutilized properties can accommodate immediate business growth while redevelopment may occur in the future. There is very little vacant land available for new development in the Central Business District (exceptions include the Pink Elephant property).

In summary, the market analysis signals several opportunities for business growth downtown:

- Food services (restaurants and bars)
- General merchandise
- Clothing and accessories
- Electronics and appliances
- Professional services
- Entertainment
- Specialty food stores

DOWNTOWN PUBLIC REALM IMPROVEMENTS PLAN

Alamosa's position as a regional center, a hub for tourists, and a university town all point towards potential business growth Downtown. The city and the Colorado Department of Transportation (CDOT) own the right of way containing the streets, sidewalks and alleys and the city also owns public parking lots. Streetscape improvements will physically identify downtown by creating a high quality look and feel and provide a pedestrian friendly environment that encourages people to get out of their cars, enjoy the downtown, make purchases and do business. The city, in coordination with CDOT, can make these catalytic improvements that will provide the core infrastructure for Downtown to realize its full potential.

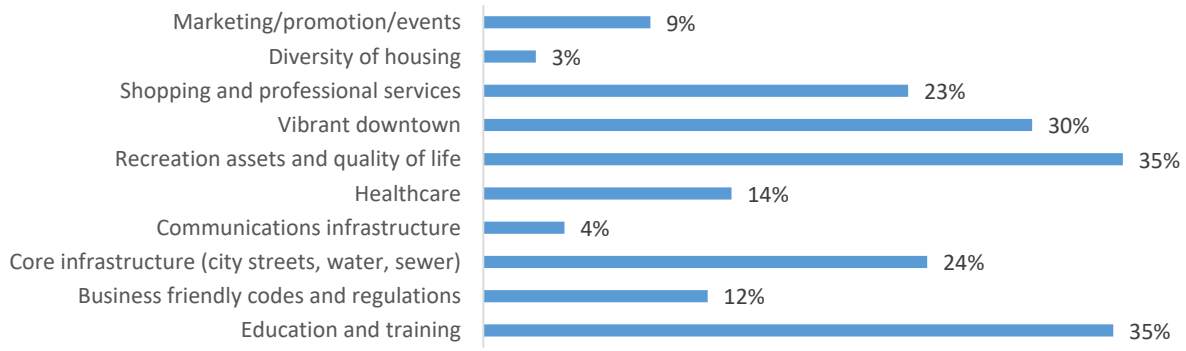
Streetscape improvements are fundamental to the appearance, function and economic success of Downtown. Several physical elements taken together will create an identifiable and consistent character in the city's commercial and cultural core:

- Consistent design standards for each unique Downtown street right of way that emphasize pedestrian-oriented commerce and socializing, and accommodate parking (Main Street, 4th Street, 6th Street, and the avenues that connect them).
- Classic themed, matching sidewalk furnishings (lighting, wayfinding, seating, bicycle parking rails, trash cans, planters).
- Landscaping (trees, planters, landscaped pockets).
- Intersections with enhanced bump-outs and crosswalks.
- Wayfinding and public art (directional signage and gateway signs combined with public art).
- Enhanced public parking lots that are easy to see and access.
- Renovated alleyways that provide pedestrian connections from parking lots to businesses, provide alley-loaded parking and allow alley access into businesses.
- Enhanced gateways into Downtown that announce the entrance to downtown and encourage motorists to get out of their cars and explore.

PUBLIC SUPPORT FOR PUBLIC REALM IMPROVEMENTS

Public input gathered during the comprehensive planning process shows support for downtown streetscape improvements to set the stage for increased business activity and vitality. When asked what is most important for economic development in the city, "vibrant downtown" was listed among the top three fundamental strategies just behind "education and training" and "recreation assets and quality of life."

Figure 70. What is most important for economic development in Alamosa? (Top 2) - Vision Survey



Nearly all of the participants in the vision key pad polling sessions felt that Downtown should be an environment that is safe and inviting to pedestrians. When asked about the most effective improvements to Downtown, most residents indicated that improvements to the buildings themselves were most important, followed by landscaping, use of sidewalks for commerce and improved pedestrian safety.

Figure 71. Downtown should be: - Vision Survey

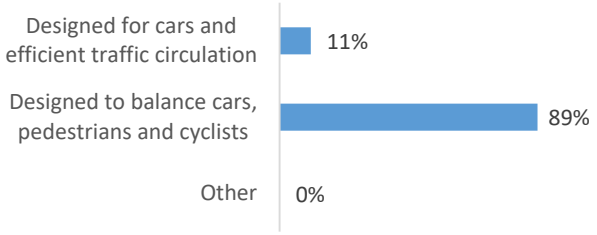
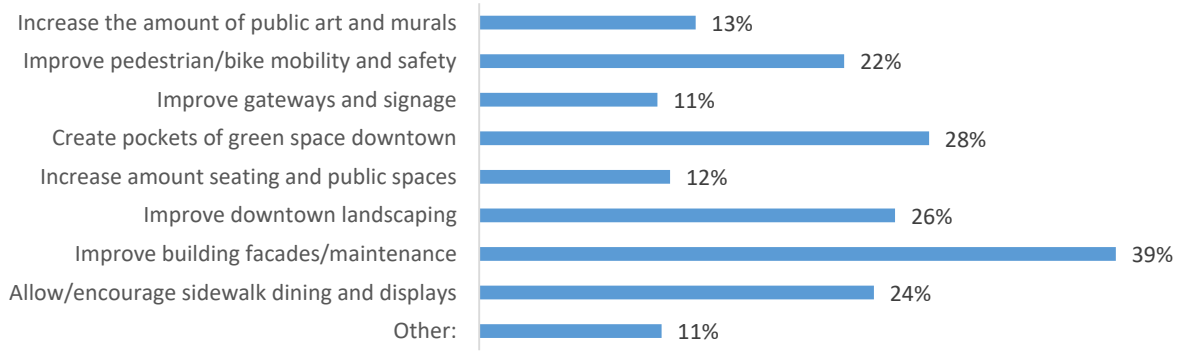


Figure 72. Which two strategies would have the most impact on improving the appearance and function of Downtown? - Vision Survey



The ultimate goal is to position existing businesses to be more prosperous and to create a market that attracts new businesses to locate and invest downtown. The community recognizes the role of a vibrant downtown in a healthy economy and also shows support for improvements to the public right of way Streetscape improvements are necessary core infrastructure to support growth and investment and most importantly attract more customers to utilize downtown.

STREETSCAPE IMPROVEMENTS

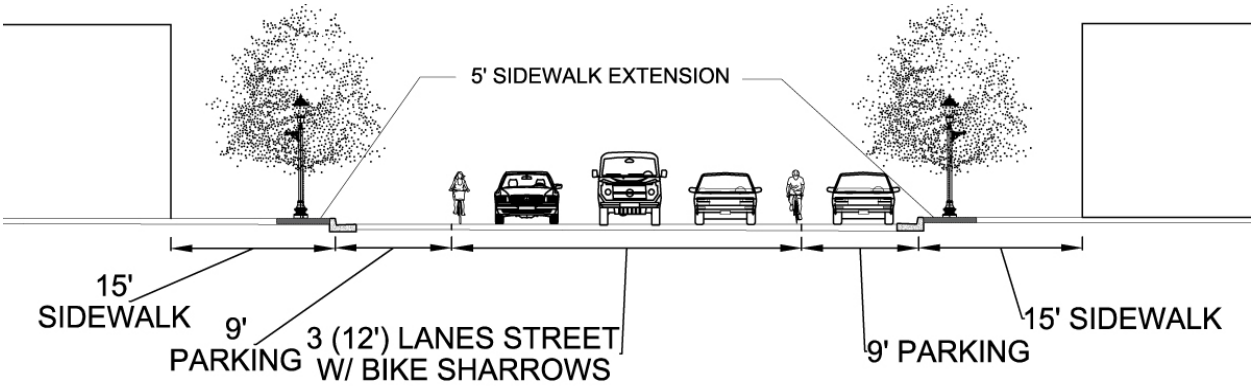
Achieving an attractive streetscape requires consistent treatments, materials and amenities that all relate to each other visually. The starting point for achieving this consistency is to define design standards for each right of way in the Downtown:

- Main Street
- Secondary Streets (Hunt, State, San Juan, Edison and Ross Avenues)
- 4th Street
- 6th Street,
- Alleys

Main Street

The proposed design for Main Street calls for 15 foot wide sidewalks (currently sidewalks are 10 feet wide) on each side with ample room for landscaping pockets, street furniture, lighting, wayfinding, amenities, sidewalk dining and merchandise displays. The design retains the existing on-street parallel parking and does not decrease the travel lane width.

Figure 73. – Typical Street Section – W. Hwy 160/Main Street



In order to accommodate the proposed changes while also providing for cyclists, 'sharrows' will replace the five foot bike lanes that are currently in place. Sharrows are painted arrows that are increasingly utilized throughout Colorado to indicate to motorists that there is a shared lane for cyclists. The design standards for 4th Street (below) reflect the guidance contained in the Bike and Pedestrian Mobility Plan (see Chapter 3) that 4th Street becomes the priority cycling corridor for the Downtown and the area to the west. Many residents noted that 4th Street is both safer and more pragmatic as a cycling route than Main Street. Although 4th Street is planned as the primary cycling route, it is still important that cyclists be accommodated on

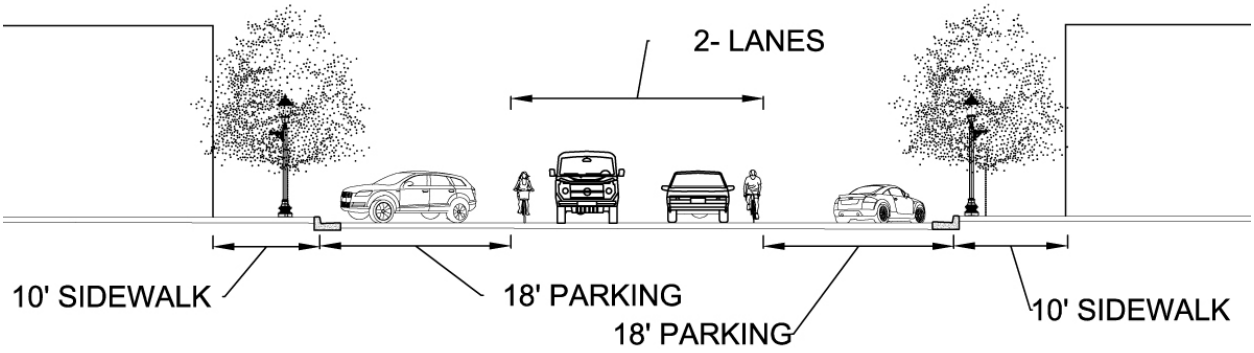
Main Street. From a cyclist safety standpoint, the biggest concern is that motorists see them, especially at intersections. By traveling in the traffic lanes, cyclists are more visible to motorists moving along the street and to those waiting to turn at cross streets. The three travel lanes on Main Street will easily allow motorists the ability to change lanes to pass a cyclists traveling in the shared lane. Discussions with CDOT regional planners indicated that standards and approaches in place today by CDOT would call for sharrows rather than bike lanes.

Figure 74. – Proposed Sidewalk Section along Main Street

Secondary Streets

The secondary streets including Hunt, State, San Juan, Edison and Ross Avenues would not change significantly from their configuration today, with the exception of adding trees, lighting, trash cans and other amenities matching those along Main Street to the sidewalks. The diagonal parking is a valuable component of the parking inventory and the streets and does not leave room for expanding the sidewalk. There are also fewer storefronts on these secondary streets, so the tradeoffs of giving up diagonal parking vs. widening the sidewalks lean towards keeping the 10 foot sidewalks and maintaining the 18 foot diagonal parking.

Figure 75. – Typical Street Section – Secondary Streets



4th Street

The Bike and Pedestrian Priority Routes map (See Chapter 3) designates 4th street as a priority route and discusses the community support to emphasize 4th Street as the primary east-west cycling route in Downtown vs. Main Street. Today 4th Street has two different configurations with parallel parking on both sides in some areas and one side diagonal and the other side parallel parking in other areas. There are two different design standards to make the improvements needed to formally accommodate cyclists without disrupting the current parking configurations. Bike lanes behind diagonal parking are potentially unsafe due to the obscured visibility caused by adjacent parked cars as they back out of a space. To avoid this hazard, sharrows will be introduced on 4th Street in lieu of bike lanes. Lane widths are sufficient to allow safe passing of a cyclist in the shared lane.

Figure 76. – Typical Street Section – 4th Street Bike Sharrows with Diagonal Parking

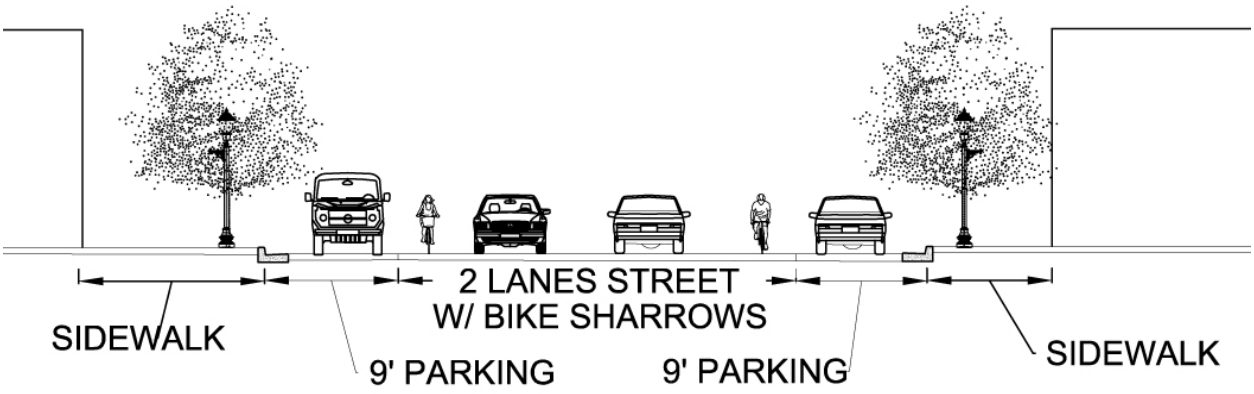
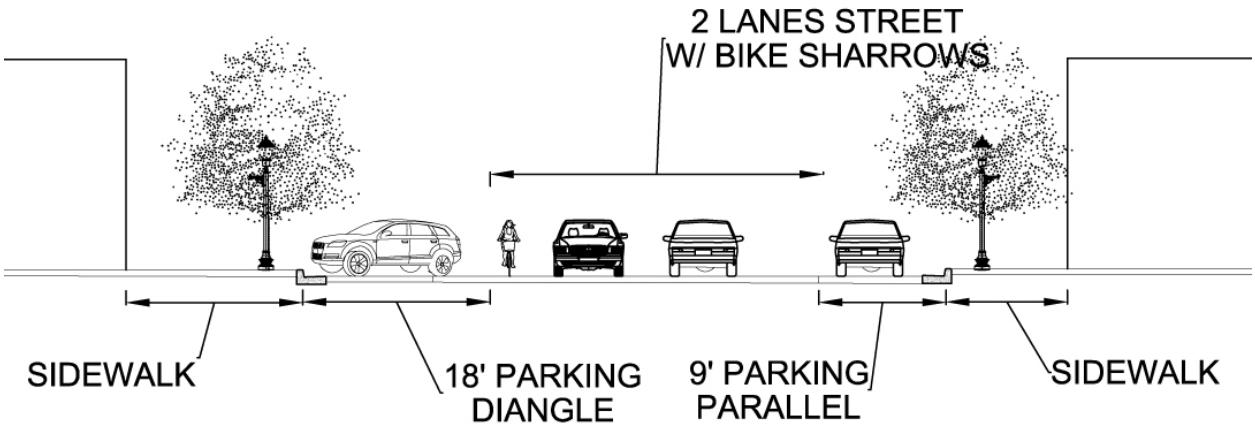


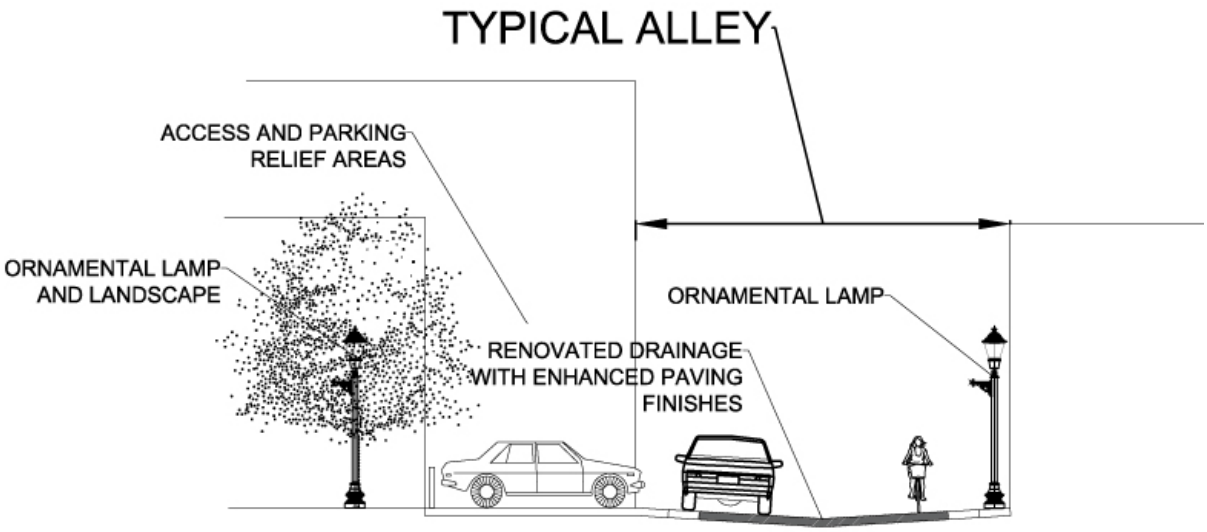
Figure 77. – Typical Street Section – 4th Street Bike Sharrows with Diagonal Parking



Downtown Alleys

The alleys provide an opportunity to link parking lots to Main Street, provide alley loaded parking and support rear entrances to businesses. Lighting, formalized alley loaded parking and relief areas, and renovated drainage and paving finishes will all lend to alleys that are more user friendly, safe and inviting to pedestrians seeking to walk from parking areas to Downtown destinations. As alleys are redeveloped, the overhead utilities will be buried, greatly reducing the clutter of utility poles and lines that are visually dominant in the alleys today.

Figure 78. – Typical Street Section - Alleys



Sidewalk Furnishings

The right-of-way design standards need to be accompanied by consistent furnishings such as lighting, trash cans, seating and planters. In keeping with Alamosa's classic western

Downtown form, classic themed sidewalk furnishings have been well supported by the community. There are many versions, colors and materials available for furnishings, but the key is that they are consistent and that design themes carry over between the various elements. Any variation between the materials and colors of light poles, benches, bike parking rails and other furnishings will be noticeable and create a visual dissonance while consistency among furnishings will create harmonious visual clues that will define Downtown as an identifiable place.

Figure 79. – Proposed Site Furniture with Classic Architecture Style

Main Street Intersection Enhancements

Although the introduction of 15 foot wide sidewalks and other enhancements will greatly improve Downtown for pedestrians and businesses, the intersections of Main Street with the Secondary Streets are an essential component. During the comprehensive plan public involvement process, many citizens stated that crossing streets, especially Main Street is unpleasant and often dangerous. Traffic speeds, long crossings and visibility limitations were all cited as problems.

Intersection improvements including enhanced bump-outs and stamped and colored concrete crosswalks will make pedestrians seeking to cross more visible to motorists. The bump-outs will extend the full length of a parked car so that pedestrians are visible to motorists and likewise, pedestrians can easily see vehicles in the travel lanes. While the enhanced bump-outs will not reduce the width of traffic lanes, they will visually constrict the roadway, which has been proven worldwide to slow down traffic by reducing lane buffers and presenting obvious visual clues that they are traveling through a pedestrian environment. The traffic lane buffer will be reduced for the entire length of Main Street by five feet on each side by the removal of the bike lanes and the introduction of sharrows, so traffic will be moving more slowly as they enter the intersections.

While the streetscape structure will slow traffic, it is equally important that the crosswalks are highly visible and offer obvious contrast to the traffic lanes. This can be accomplished with brightly colored paint, or better yet, with highly durable died and stamped concrete that will require much less maintenance.

Adjustments to the signal timing will also make it safer for pedestrians to cross the streets. CDOT is implementing "pedestrian head start" signal timing throughout the state. Signals are timed so that the walk signal switches to walk before the red traffic light turns green, allowing the pedestrian to get out into the crosswalk far enough to be visible before turning vehicles are allowed to proceed.

Figure 80. – Samples of Proposed Stamped Concrete Crosswalks

The enhanced bump-outs also offer more room on the sidewalk for essential furnishings and streetscape elements such as public art, wayfinding, seating, lighting, banners, trash receptacles and bike parking rails. Because the bump-outs extend closer to the traffic lanes, they are ideal locations for wayfinding and public art that will be visible to motorists and pedestrians.

Figure 81. – Typical Intersection Enhancements and Amenities

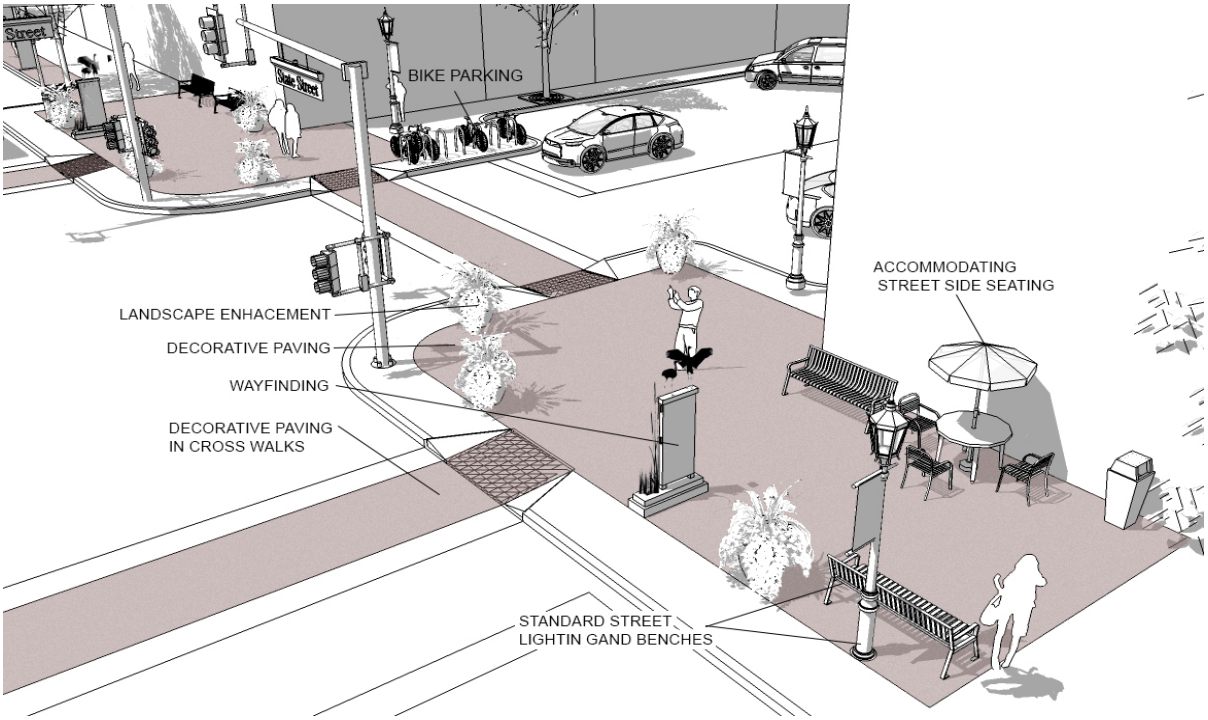
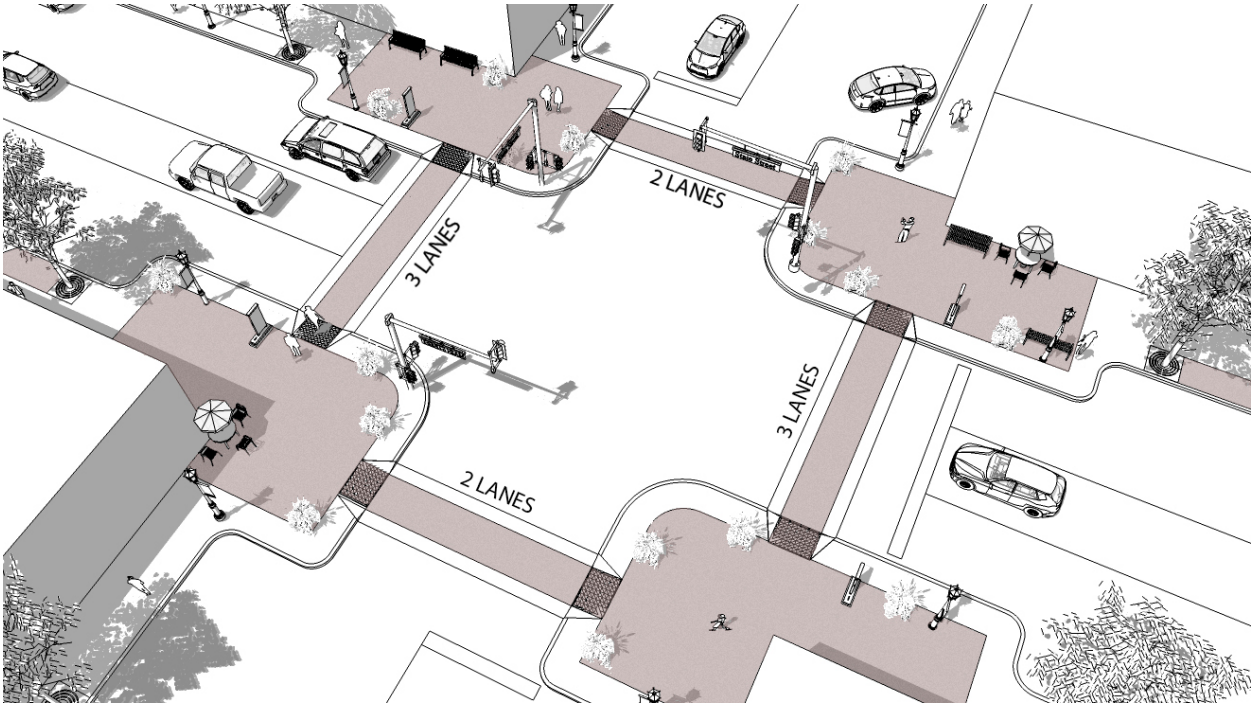


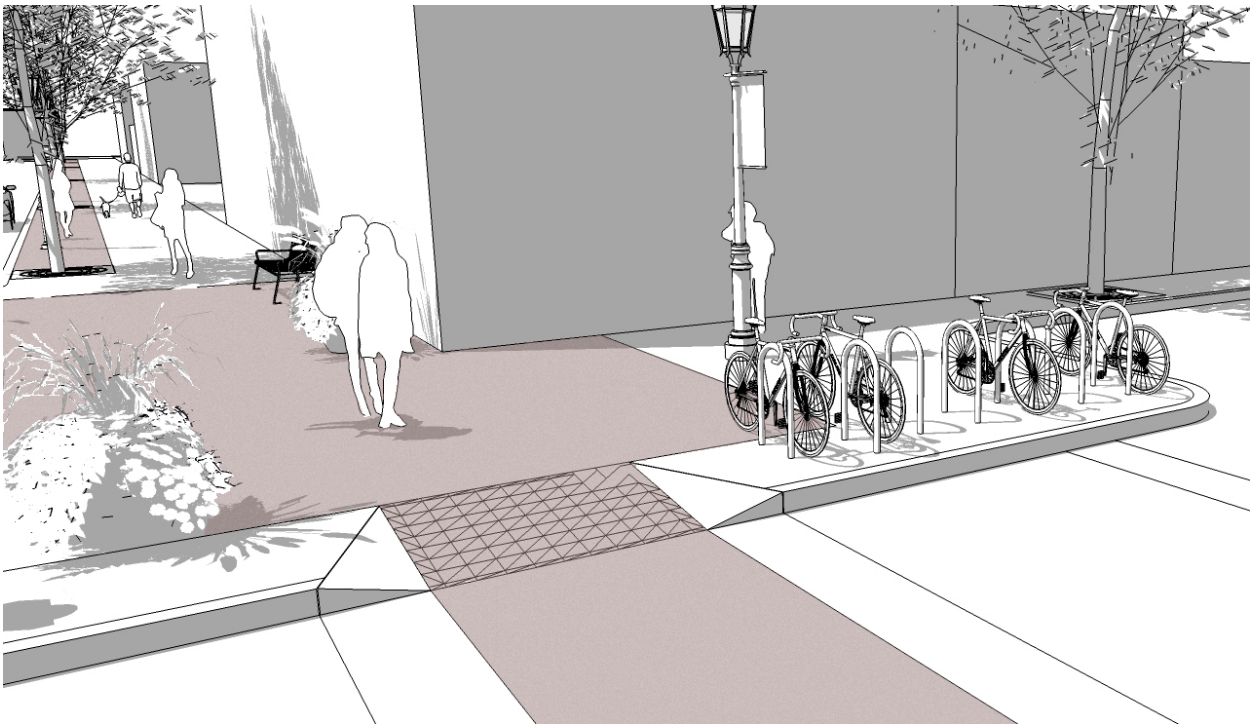
Figure 82. – Typical Intersection Configuration along Main Street



Bicycle parking is a fundamental component of the downtown infrastructure. Today there are no formal places to park and lock a bicycle, leaving cyclists with light poles and sign posts. The lack of bicycle parking was cited as a missing element in conversations with

community members and acts as a deterrent for people who would otherwise ride their bikes. The enhanced bump-outs are the most pragmatic location for bicycle parking, offering a place for cyclists coming into Downtown on secondary streets to park their bikes and walk to their destination on the sidewalk. Bicycle parking rails should also match with the classic themed sidewalk furnishings.

Figure 83. – Curb Bump-Outs with Bike Parking at Major Intersections



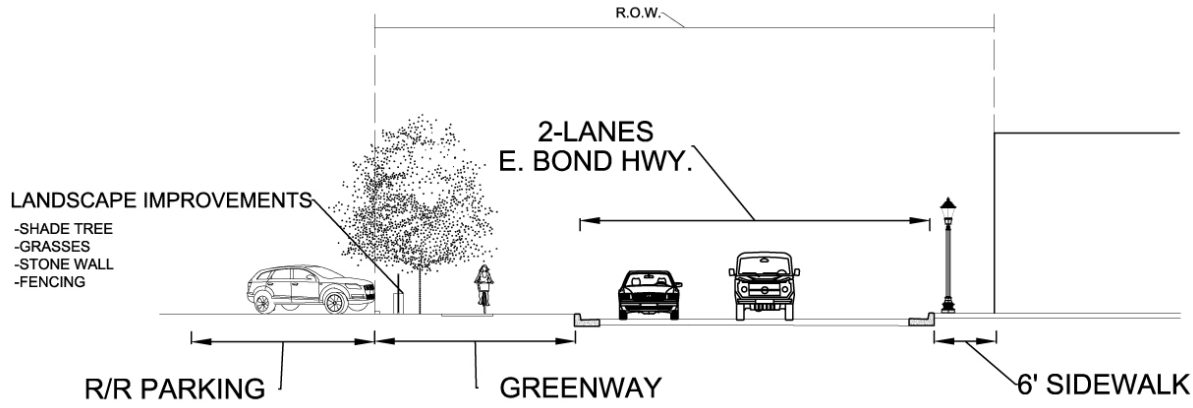
6th Street Downtown Corridor Enhancements

The 6th Street/US Highway 160 East corridor is how many eastbound passersby experience downtown Alamosa. Community members throughout the planning process expressed concern about the impressions this corridor leaves today and showed support for enhancements. Residents cited the look of this area as the main issue for the corridor and often referred to as an "eyesore". The chief concerns include the empty gravel/dirt area between the street and the railroad to the south, the lack of highly visible and tasteful signage directing traffic to parking areas and downtown businesses, and the overall disjointed and low quality visual character of the corridor. Some enhancements exist today including light posts in some areas and a section of tree lined curvilinear sidewalk.

Figure 84. – 6th Street Looking East

The design standards for 6th Street mainly focus on the reconfiguration of the south side of the roadway along the railroad gravel area. As mentioned in Chapter 4 Future Land Use Plan, future development is encouraged on the strip of graveled area between 6th Street and the Railroad but it is narrow and potentially difficult given the constraints of its shape and location. However, this area's appearance can be improved by framing the streetscape on the south side of 6th Street with a landscaping wall, walkway and landscaped pockets. During the planning process several community members proposed using the strip of land between 6th Street and the railroad as parking. The landscape strip would provide a screen for parking areas and parking spaces behind it.

Figure 85. – Typical Street Section – E. Hwy 160/6th Street



A landscape wall with trees and ground plantings between the wall and the curvilinear sidewalk would frame the south side of the streetscape and screen parking behind it. Red flagstone or other treatments in the gaps between the sidewalk and the curb would add continuity and eliminate dust and mud.

Figure 86. – Proposed 6th Street Landscape Enhancements

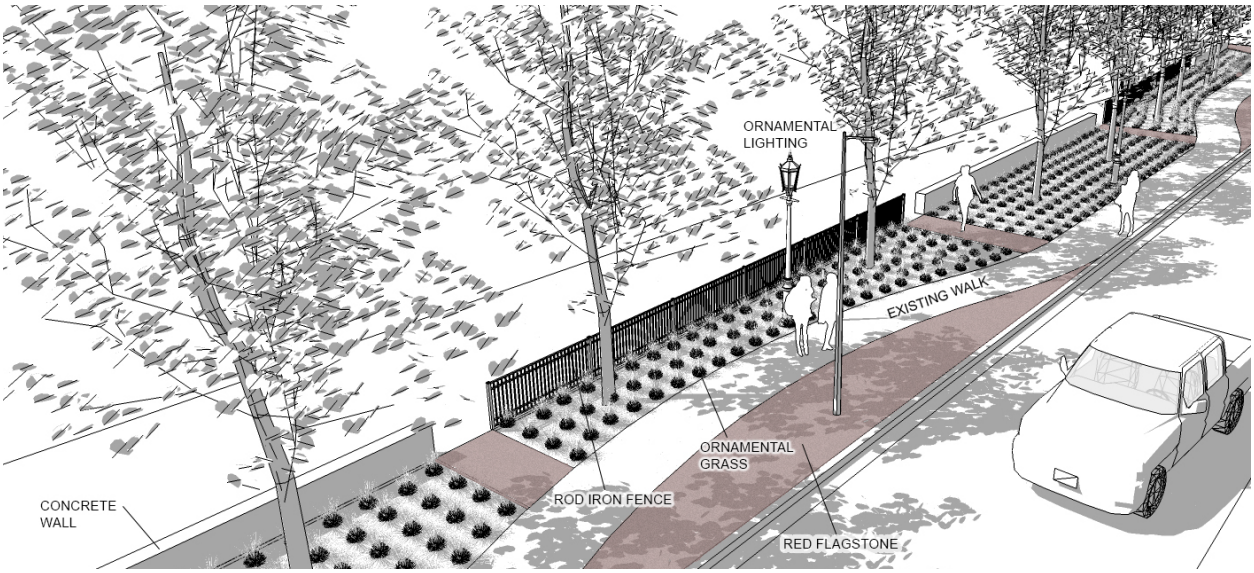


Figure 87. – Proposed 6th Street Landscape Enhancements screening Railroad, Industrial Land Use and Parking

Streetscape Goals and Strategies

GOAL DT.1 – ENHANCE THE DOWNTOWN STREETSCAPE TO MAKE IT MORE ATTRACTIVE AND FUNCTIONAL FOR CUSTOMERS AND BUSINESSES AND TO CREATE COMPLETE STREETS THAT INSPIRES RESIDENTS AND VISITORS TO ENJOY DOWNTOWN.

Strategy A – Review the conceptual design contained in the Downtown element of the Comprehensive Plan with Colorado Department of Transportation and identify all applicable codes and standards that will affect final design.

Strategy B – Meet with the Colorado Department of Local Affairs and Colorado Department of Transportation to identify sources of funding and financing assistance for design, engineering and construction of Downtown improvements.

Strategy C – Conduct a complete survey of Downtown existing conditions that includes, rights of way, property boundaries, roadways, drainage infrastructure, utilities infrastructure and service connections, access driveways, traffic signals and all other installed components.

Strategy D – Conduct property owner outreach to receive up-front input on the design concepts.

Strategy E – Using the Downtown element of the Comprehensive Plan as the conceptual design basis, finalize the design, materials, preliminary engineering, phasing and timing of streetscape improvements.

Strategy F – Develop a traffic control and business access and parking plan to minimize impacts on traffic flow and businesses during construction and inform downtown businesses and tenants about the impacts and duration of construction.

WAYFINDING AND GATEWAYS

Wayfinding assists visitors in navigating the urban environment. The wayfinding system goes hand in hand with a well-defined circulation system of paths, walkways and streets that engage and create an interface between the public and private spaces. Alamosa seeks to provide enlarged and recognizable landmarks in the public realm that will give downtown and adjacent neighborhood areas distinguishable boundaries and provide direction to key community destinations. The goal is to create a complete public environment in which it is easy to arrive, get oriented, move through the city, cross streets, walk to shops, find events, and connect to all community resources.

The Alamosa wayfinding system introduces elements that can enhance community identity including art within the public right of way, adjacent parking lots, and identification of special event areas. This blend of public art and wayfinding will assist with the objective of drawing visitors into downtown, slowing down the automobile traffic, and capturing the public's attention. The illustrations presented in this section are intended to communicate the basic design objectives and are placeholders for the final design.

The City of Alamosa will work with partners to complete a comprehensive Wayfinding Master Plan for the downtown and the larger US Highway 160 corridor. The plan should explore possible community themes such as the Rio Grande River, wildlife, the railroad, local history. The Wayfinding Master Plan will define graphic design and signage standards and finalize initial art themes with the public. It is suggested that a regular competition be scheduled to update and phase in the art associated with the wayfinding kiosks, gateways, murals and public landscapes. Some of the art will be permanent while other others will rotate with new pieces selected during the annual art competition.

Directional Wayfinding

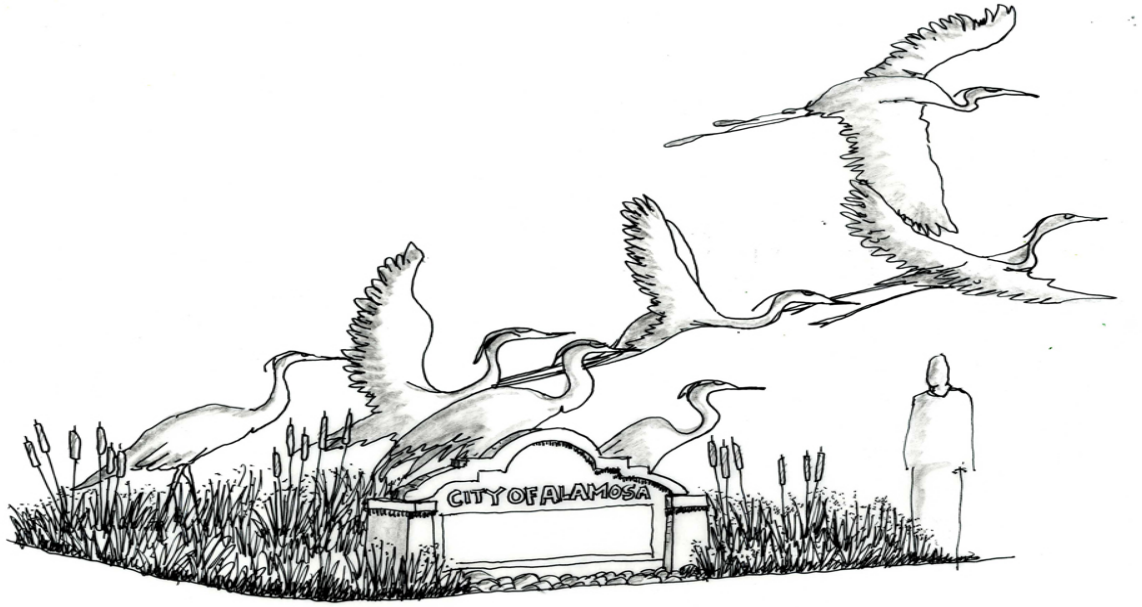
Located at key intersections and each public parking lot, the wayfinding elements should anchor the public space and provide available community information, directions and unique regional art. Kiosks will provide the basic framework, directional information, themed art on a stone base throughout the downtown. The front face will provide direction information to major destinations and the back side will provide a detailed area map illustrating historic and commercial sites in the area. It is also the intent that the themed art would be phased, replaced or rotated out on an annual or biennial basis to engage new visitors and further expose the public to the regions artists. It is intended that the kiosk would support both 2 and 3-deminsional art.

Figure 88. – Directional Art Examples

Community Service Wayfinding and Art

The wayfinding program will incorporate major community facilities. Further enhancements at community facilities will include larger scale art and themed landscapes. The improvements at each community site, such as the Hospital and City Hall...etc. would showcase a major piece of themed public art integrated into the surrounding landscape. The objective is to create community reference points and localized landmarks at each site. Overtime the permanent art pieces will become icons in the given neighborhoods and will create great photo-ops for visitors.

Figure 89. – Large Three-Dimensional Art Integrated into the Landscape



Downtown Event Spaces

Permanent event locations including fixed Farmers Market and Downtown Block Party spaces located to the north and south of Main Street on State Avenue present an opportunity for unique art and site furnishings that would create the stage and backdrop for events. Rotating art including murals, and sculptures could act as an annual calendar illustrating the projected schedule of events and celebrate the nature of the space. While a more classic style of street furniture is suggested for the overall downtown, the furniture for the special event spaces should support the theme of the space, further helping to define the event and its location.

Figure 90. – Custom Street Furnishings that Celebrate the Farmers Market and Music Festival Themes

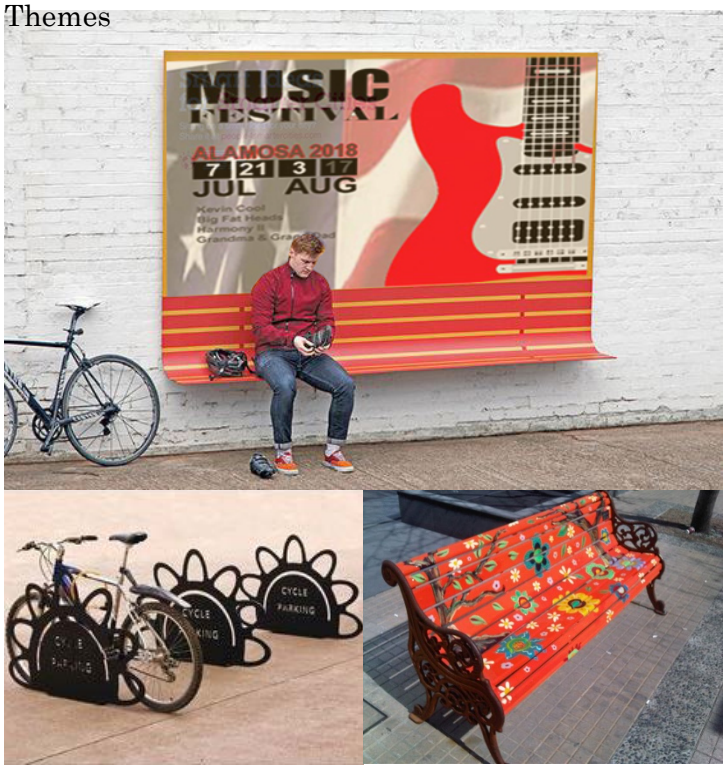
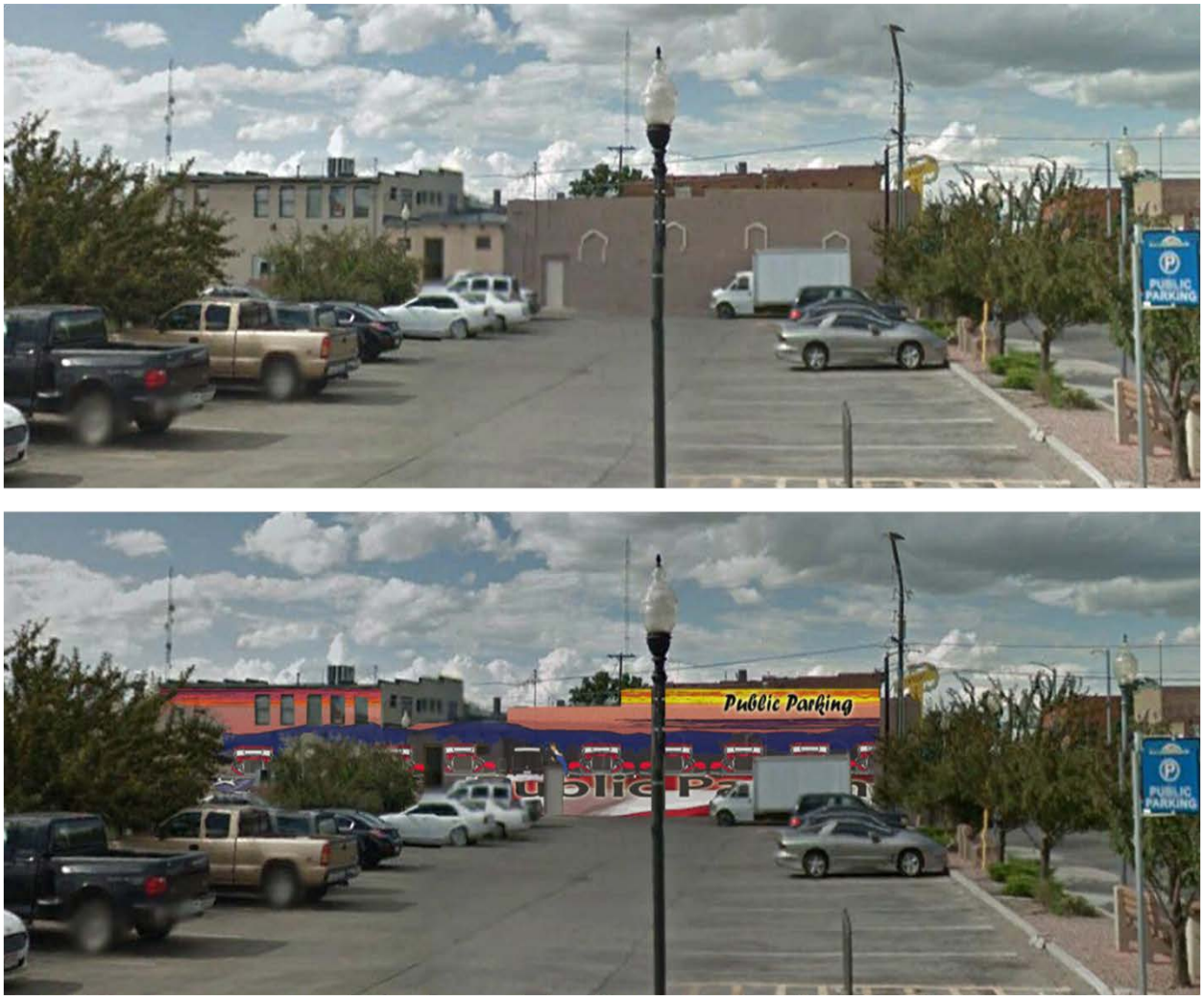


Figure 91. – Possible Event Space Backdrops

Public Parking

Today the city operates several public parking lots within the downtown. Parking lots offer one of the main points of contact with visitors and each will be furnished with new directional kiosks. The lots also offer a great opportunity to introduce a public and private art program to enhance the public environment while providing key visual cues to the parking lots. The program would develop large scale public murals that create a unique back drop for each of the lots, provide context to the area, highlight available parking and celebrate Alamosa's spirit through the artwork of regional artists. These large scale murals will create a unique, "grab-your-attention" aspect that will pull local and out of town visitors into the downtown and will enhance public parking wayfinding. It is suggested that the art would be replaced on an annual or biennial basis.

Figure 92. – Before and After Art Partnership



Gateways

The initial planning process identified potential gateway sites, primarily along the Hwy 160 corridor. The first gateway would be located at Denver Avenue and Main Street and would welcome visitors driving in from the east. The proposed gateway would consist of a steel arch, themed art and stone foundation and would connect to the proposed downtown streetscape improvements that include stone walls and landscape pockets illustrated along Denver Avenue.

Figure 93. – Main Street Gateway Concept and Potential Art Elements

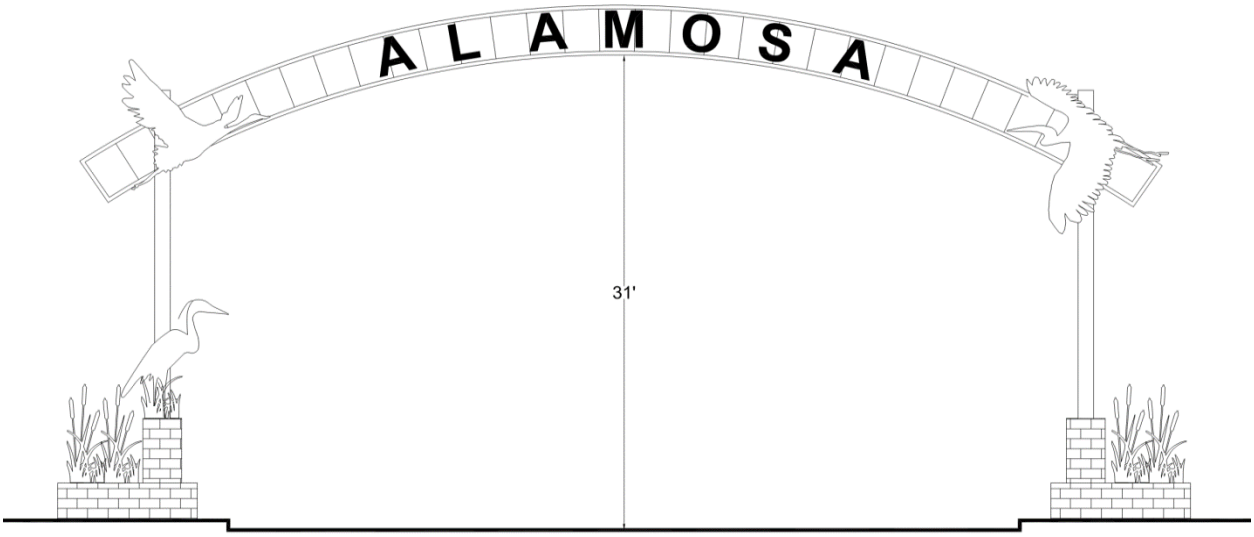
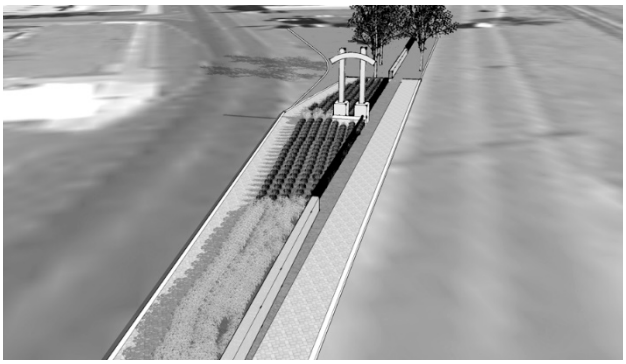


Figure 94. – Main Street Gateway Concept: Located Just West of Denver and Consisting of a Steel Arch, Themed Art and Stone Foundation.

A number of gateway locations have been suggested along the Hwy 160 corridor for visitors arriving from the west. Because of the nature of the development pattern and city limits, visitors will benefit greatly from multiple gateways entering from the west. The first eastbound (entering from the west) gateway would be located at the intersection of Victoria Street and Hwy 160 at the west end of Olympian Park. This location makes sense due to the relationship of the traffic signal, community access and the park as a popular stop for visitors. The next gateway feature is proposed at the west end of the Hwy 160 "split" just before the highway becomes a one-way. Here, visitors would be welcomed with an enhanced landscape and art in the median.

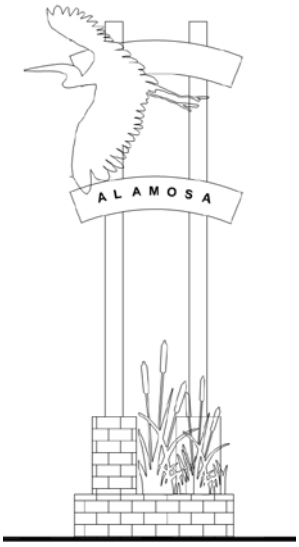
Figure 95. – Gateway Concept at the US Highway 160 "Split"



Secondary Gateway Elements

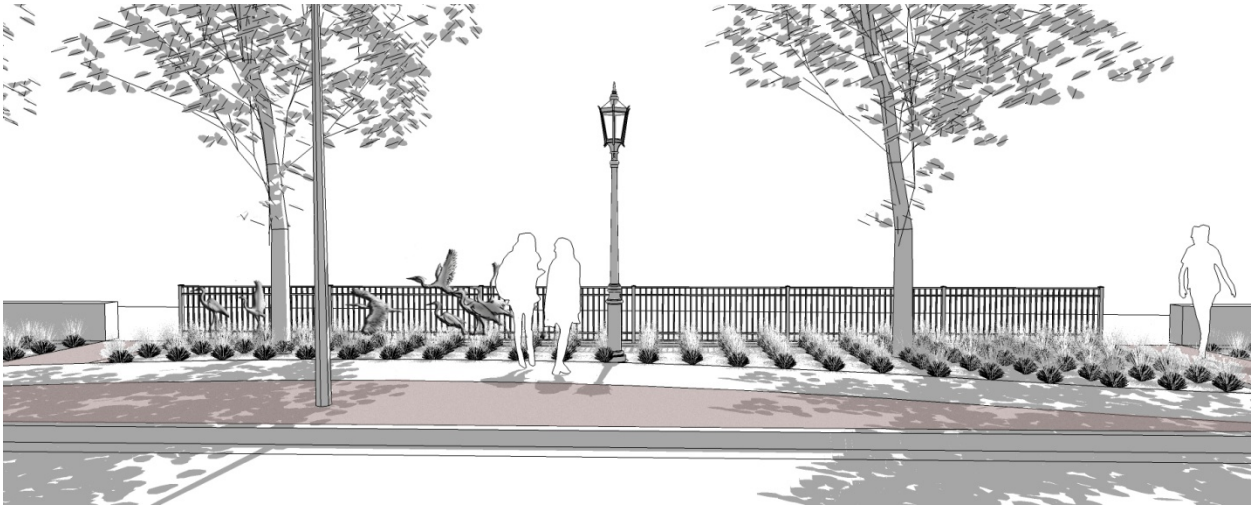
Additional site elements and landscape plantings along 6th Street will provide for an improved visitor experience along the eastbound Hwy 160 corridor. Secondary elements create a framework focused at the edges of the right-of-way along 6th Street. The proposed enhancements are located at 6th Street and State Avenue, and 6th and Ross Avenue. With the gateway improvements, greater attention is given to the south side of 6th/160. While the goal is to introduce secondary Downtown gateways at Ross and State Avenues, the objective is in many ways to screen the industrial land uses along the south side of the road.

Figure 96. – Secondary Gateway Feature along 6th Street



The proposed 6th Street gateway art enhancements could incorporate into the fencing proposed in the Downtown Design section and would lead up to gateway features at State Ave and Ross Ave. The city should also consider and incorporate the use of low walls, fencing and art into the gateway sites noted at the 6th and Main Street split, 1st Street and Victoria Street, and Ross and State Avenues.

Figure 97. – Enhanced Landscape and Art Installation along 6th Street



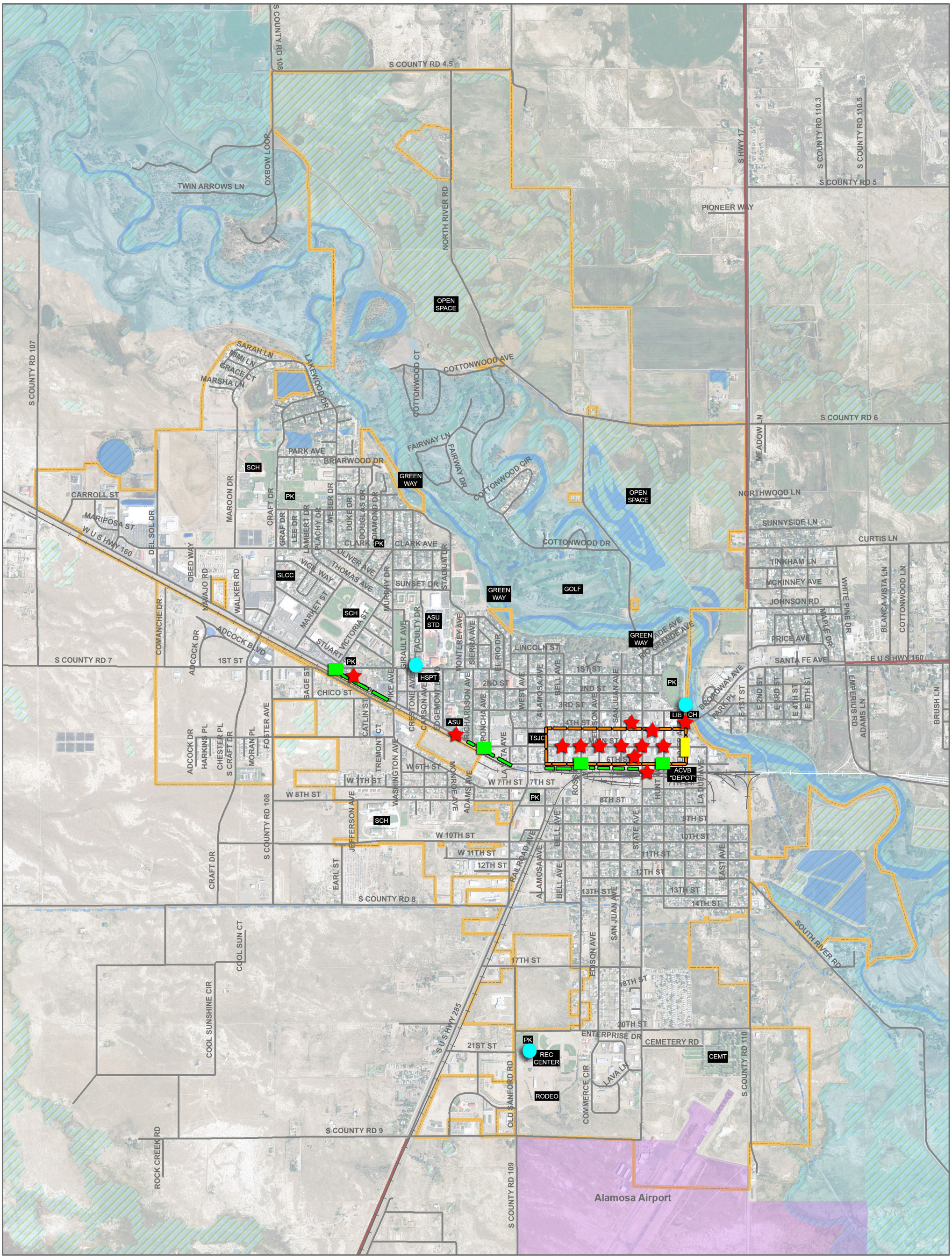
GOAL DT.2 – IMPLEMENT TASTEFUL AND FUNCTIONAL WAYFINDING AND GATEWAY IMPROVEMENTS INTEGRATED WITH PUBLIC ART.

Strategy A – Beginning with the illustrations and art contained in the Downtown Element of the Comprehensive Plan, meet with Colorado Department of Transportation planners to identify the codes and standards that will affect the final design for wayfinding and gateway improvements.

Strategy B – Meet with the Colorado Department of Local Affairs and Colorado Department of Transportation to identify sources of funding and financing assistance for wayfinding and gateway improvements.

Strategy C – Beginning with the map, illustrations and art contained in the Downtown Element of the Comprehensive Plan, develop a formal process for completing the wayfinding program that includes:

- Community outreach
- Final art themes, graphic design and signage standards



Wayfinding

- Primary Gateway at Denver and Main Street
- Secondary Gateways
- Directional Sign Locations
- Key Community Services
- Preliminary Community Destinations
- Downtown Business Core
- Enhanced Hwy 160/6th Street Landscape/Wayfinding

- Highways
- Streets
- Railroad (existing)
- Railroad (abandoned)
- Airport Landing Zone
- 100yr Floodplains
- Wetlands

RPI consulting

GATEWAY TO THE GREAT SAND DUNES

THE CITY OF ALAMOSA

Community Plan

N

0 0.25 0.5 1 Miles

DOWNTOWN PARKING ANALYSIS AND RECOMMENDATIONS

Parking is an important component of the downtown infrastructure. Downtown parking is supplied by an array of public parking lots, private parking lots and on-street parking. During the comprehensive plan public involvement process, some cited the need for parking and others did not. For example, in the Downtown Survey (targeted at business owners and managers but open to the general public), just 5.5% of respondents listed the need for parking as a challenge for Downtown. However, in public group discussions lack of parking during peak season came up as an issue. The planning team's initial response to these mixed views on parking is that parking supply is an emerging issue. An initial parking supply and demand analysis was conducted in order to better understand the balance between parking supply and demand.

The parking supply and demand study area extends from Denver Avenue on the east side to Bell Avenue on the west edge and from 6th Street on the south to 4th Street on the North. This covers a five-minute walk distance going west from the public parking lots downtown. Currently there are seven public parking lots serving Downtown. The seven public parking lots contain an estimated 385 spaces.

Figure 98. – Public Parking Lots in the Downtown

There are over 520 on-street parking spaces in the study area mostly along Main Street and 4th Street and the avenues connecting them. The narrow right of way along 6th street does not accommodate any on-street parking spaces. The private parking contained throughout the study area totals about 650 spaces and are mostly utilized by the customers/clients of the commercial tenants. The total parking supply for downtown is estimated at just over 1550 spaces.

Downtown Parking Supply	
Parking Type	**Estimated # of Spaces**
Public Parking Lots	385
On-Street Parking	521
Private Parking Lots	648
Total	**1554**

According to county assessor records, the study area contains about 500,000 sq. ft. of floor area of mixed uses. The ideal parking ratio for mixed use commercial with accessory residential use is one parking space per 250 sq. ft. of floor area for fully occupied buildings. Therefor at full occupancy, the study area would require about 2,000 parking spaces. This means that the parking supply falls short of peak demand by 450 spaces.

Downtown Parking Shortage	
Commercial Floor Area (Sq. Ft.)	500,000
Sq. Ft. of Commercial Floor Area per Parking Space	250
Current Parking Spaces Needed at Full Occupancy of Commercial Buildings	2,000
Existing Parking Spaces	1,550
Parking Shortfall at Full Occupancy	**-450**

A windshield tour of the study area shows that the buildings are not at full occupancy, but given a much-desired uptick in business downtown, they could push closer to full occupancy. Furthermore, today's land use code does not require off street parking for new development, so any new development that does not voluntarily provide its own parking would add to this deficit. While the parking shortfall may not be apparent today with multiple vacancies in buildings Downtown, it would become evident with an increase in occupancy or when new development occurs.

This initial parking supply and demand analysis shows that parking supply is or could become a real issue for the long-term success of downtown. At very least it signals the need for a more thorough parking needs analysis during which parking lots are monitored for peak and off-peak use and includes the quantification of the volume of commercial space that is vacant in the study area. The study should determine the balance of supply and demand for customers, employees and peak demand generated during busy weekends and/or special events.

GOAL DT.3 – ESTABLISH A LONG-TERM STRATEGY FOR ENSURING AN ADEQUATE SUPPLY OF PARKING SERVING DOWNTOWN CUSTOMERS, EMPLOYEES AND SPECIAL EVENTS PARTICIPANTS.

Strategy A – Conduct a thorough parking needs analysis that includes parking lot monitoring, quantification of commercial space occupancy and peak demand generated during busy weekends and/or special events.

Strategy B – Consider introducing off-street parking requirements for new development.

Strategy C – Explore shared parking strategies that maximize the use of parking spaces with daytime and evening allocations of the same space.

Strategy D – Consider the additional public parking lots in deficient areas.

Strategy E – Improve the alleyways to provide better access to rear parking.

Strategy F – Improve pedestrian connections between parking and commercial destinations.

DOWNTOWN ORGANIZATIONAL STRATEGY

DOWNTOWN COMMUNICATION, ORGANIZATION, AND LEADERSHIP

All the changes that need to take place in order to bring more vitality and prosperity into Alamosa's downtown will require an organization to provide leadership and the resources to follow-through. In the past, organizations that had tried to take the lead on revitalizing Downtown were unsuccessful because they lacked sufficient resources and organizational capacity. Downtown revitalization is an incremental process that takes decades. Consistent leadership, organizational capacity and dedicated resources are needed to make tangible progress Downtown.

The Alamosa County Chamber of Commerce has played an active, albeit limited role in augmenting business activity downtown. With funding for a part-time administrative assistant, the Chamber of Commerce could free up staff time to play a more active role as the leading organization focused on increasing activity and growing businesses downtown. Brush, Colorado has the most successful chamber sponsored downtown program in the state and could provide a model for Alamosa.

GOAL DT.4 – USE THE CHAMBER OF COMMERCE AS THE UMBRELLA ORGANIZATION TO MANAGE DOWNTOWN.

Strategy A – Clarify roles, responsibilities, and resources between the chamber, City of Alamosa, the downtown community, and any other stakeholder who wishes to actively participate.

Strategy B – Establish annual funding to augment the chamber staff so that they have the capacity to focus on downtown revitalization.

Strategy C – Communicate regularly with the chamber, downtown community and other stakeholders about upcoming events, projects, and budgets, and develop and consistently update a five year work plan.

GOAL DT.5 – COLLECT DATA ABOUT THE DOWNTOWN, THEN BASED ON DATA AND GAPS IN DATA, SET GOALS AND CREATE ONE TO FIVE-YEAR WORK PLANS.

Strategy A – Create and maintain a downtown business and building database that includes details about goods/services offered, hours of operation, inventories and markets served as well as physical information about underutilized building space, structural/mechanical/site conditions, façade appearance and needed/planned upgrades.

Strategy B – Conduct surveys to gather information about downtown customers' perceptions of downtown and shopping/dining/entertainment preferences, the purpose of downtown visits, where customers live, and how frequently they visit downtown.

Strategy C – Use this data to create annual work plans that are comprehensive and support the long-term goals for downtown**.**

Strategy D – Empower residents to help implement specific elements of the annual work plan.

IMAGE, PROMOTION, MARKETING, AND MESSAGING

Creating a strong image for the downtown builds consumer confidence which, in turn, supports and builds the businesses' confidence. Downtown has four primary markets: residents, regional visitors, tourists, and Adams State University and Trinidad State Junior College students. Strategic marketing should target each market segment. Downtown marketing should be cohesive with other city strategic marketing.

GOAL DT.6 – STRATEGICALLY MARKET DOWNTOWN TO TARGET MARKETS: VISITORS, LOCAL/REGIONAL RESIDENTS, UNIVERSITY/COLLEGE STUDENTS AND TO EXISTING AND PROSPECTIVE BUSINESSES AND EMPLOYEES.

Strategy A – Discover downtown's unique image and use to create messaging and branding.

Strategy B – Create and compile marketing materials, including web/social media and print collateral using the most appropriate media for each target market.

Strategy C – Develop a promotion and outreach plan and implement it.

Strategy D – Provide a clear 'how to' for city business and development permitting in Downtown and promote the city's business friendly processes.

Strategy E – Create and promote special retail events to attract local and regional audiences to Downtown such as art walks, sidewalk sales, "First Friday" weekly events and music/entertainment aimed at university/college students.

BUSINESS VITALITY

Independent, locally-owned businesses are the heart and soul of Downtown. Healthy businesses also help to contribute to the image and character of the downtown, they add the colors, smells, sounds, and flavors that represent Alamosa. According to the results of the downtown business survey, demand exists for more retail options and restaurant choices.

Currently, many downtown buildings are occupied by service-oriented businesses and organizations. While service oriented businesses are important components of the economy and bring employees and potential customers downtown during the day, they close at the end of the workday. Downtown needs to create an environment that will attract all ages throughout the day and into the evening. Incentives and financial assistance for business and property owners to improve and update the appearance of their buildings and properties also need to be better utilized and expanded. An attractive downtown will help get people to visit downtown more often and entice passersby to get out of their cars.

Figure 99. Downtown Visitors and Users - Downtown Business Survey

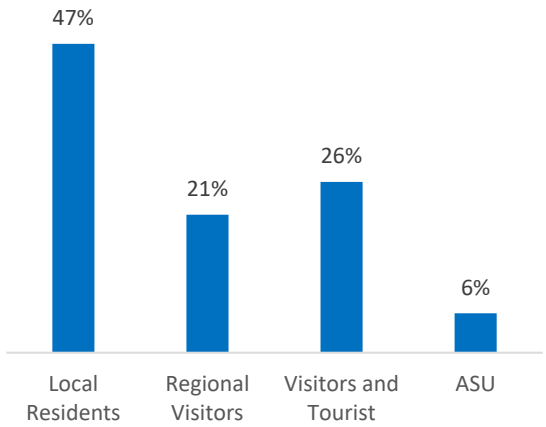


Figure 100. Marketing Strategies for Downtown - Downtown Business Survey

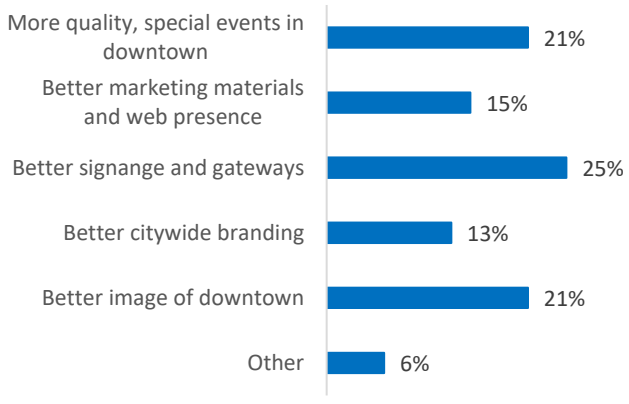


Figure 101. Types of Businesses Desired for the Downtown - Downtown Business Survey

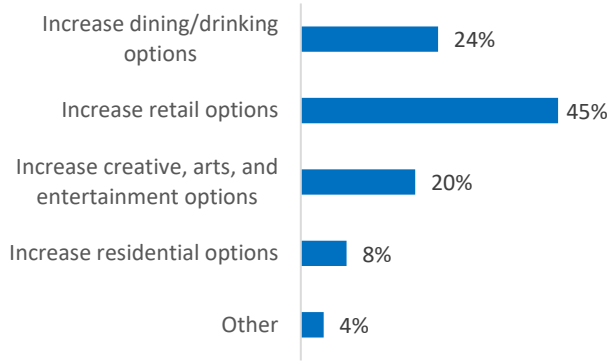
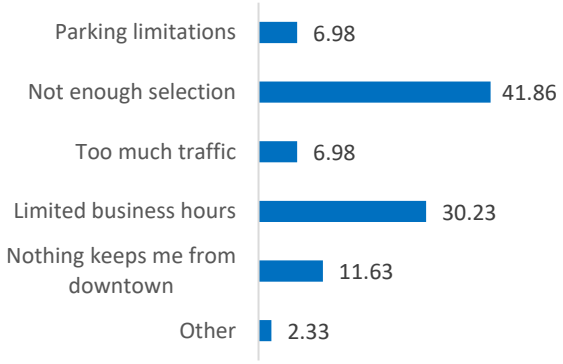


Figure 102. What Is Most Keeping You From Visiting Downtown - Downtown Business Survey



GOAL DT.7 – ATTRACT MORE RESTAURANTS AND RETAIL INTO DOWNTOWN TO CREATE A BALANCED BUSINESS MIX.

Strategy A – Choose one or two empty buildings and work with owners and local realtors to position as catalyst sites.

Strategy B – Use the data collected about the downtown to create specific and targeted attraction strategies for retailers and restaurants (see Goal DT.2 Strategy B above).

Strategy C – Encourage business pop-ups in empty buildings, especially during the holiday seasons.

GOAL DT.8 – IMPROVE THE PHYSICAL APPEARANCE OF THE BUILDINGS AND FAÇADES DOWNTOWN.

Strategy A – Market the City's façade program and any other incentive available to help attract new businesses, restore aging historic façades and renovate unattractive/outdated façades.

Strategy B – Create a revolving loan fund, or partner with an existing organization with a revolving loan program, to help reduce the cost of financing improvements to downtown properties.

GOAL DT.9 – KEEP AND EXPAND EXISTING DOWNTOWN RETAIL, ARTS/CULTURE, AND RESTAURANT BUSINESSES.

Strategy A – Create a visitation program. Visit all businesses in the downtown on a regular basis to build a relationship and gain mutual trust.

Strategy B – Promote the training and permitting assistance programs available at the San Luis Valley Small Business Development Center.

Strategy C – Provide events and facilitate informal networking opportunities for business owners and managers to interact and communicate with each other.

Strategy D – Work with business owners to establish more consistent business hours for downtown businesses.

CHAPTER 6 – IMPLEMENTATION MATRIX

The City of Alamosa Comprehensive Plan sets forth a vision that will transpire as the City and its implementation partners work together to fulfill the plan's goals and strategies. This chapter presents a matrix that will guide the implementation of this plan. The matrix includes an "Implementation Notes and Team" section which identifies recommended steps and key partners the city can work with to carry out the strategy. The matrix uses three tiers to prioritize the plan strategies:

Tier 1 – Strategies which received strong citizen support and are considered most important and/or most urgent and/or first steps in the process of implementing each goal.

Tier 2 – Citizen priorities that are still important but considered secondary to Tier 1 and/or second steps in the process of implementing each goal.

Tier 3 – Citizen priorities that are not urgent, and should be implemented as funding allows and/or final steps in the process of implementing each goal.

The extensive public involvement throughout the planning process informed the prioritization of goals and strategies. The results of the Vision Workshop Series, Growth Summit Series, Vision Survey, Downtown Survey, Zapata Park Community Outreach, online comments on the Public Review Draft, and the Open Houses were used to identify the top priorities. The implementation matrix is a living document, as city implements the goals and strategies, the priorities may change. This document will inform the annual and long term budget and work plan for the City of Alamosa.

ECONOMIC DEVELOPMENT		
GOAL ED.1 – IMPROVE THE COORDINATION AMONG ECONOMIC DEVELOPMENT PARTNERS.		
Strategies	**Implementation Notes and Team**	**Priority**
Strategy B – The City of Alamosa plays a leadership role in economic development in the city.	- Dedicate one or two City Council work sessions to this topic. - Continue using the City's Economic Development Team	1
Strategy C – Consider options for staffing an economic development position within the structure of the city government.	- Write a job descriptions for the economic development coordinator. - Survey other jurisdictions to identify salary ranges for economic development coordinators. - Establish a budget for the position. - Evaluate current staff workloads and skills and redundancies.	1
Strategy D – Establish a city funding strategy for economic development.	- Set a first year work program for city economic development.	1

	- Investigate state programs that can help fund the work program: REDI, OEDIT.	
Strategy A – Increase and formalize the communications process between economic development partners working in Alamosa to promote accountability and action, and assign specific tasks based on organizational capacity.	- Meet twice annually (at minimum) with regional partners to increase communications and develop coordinated work programs. - Follow up and summarize actions at each meeting and email meeting notes and the work program to the project partners. - SLVDRG, SLVSBDC, ACEDC, ASU, and chamber are key partners.	2
Strategy E – Improve city communications with economic development entities and local governments in the San Luis Valley and expand city participation in regional events and meetings.	- Catalogue the existing regional economic development meetings and events and identify the ones that the City will attend. - Assign city staff to attend the events as appropriate to their roles at the city.	2
Strategy F – More effectively promote the federal, state, regional and local incentives, funding tools and resources that are available to existing and prospective businesses.	- Create a guide with infographics to simplify the information and educate businesses. -See Appendix M Economic Funding and Incentive Tools. -Partners include SLVDRG, ACEDC, Chamber and SLVSBOC	2
Strategy G – Improve communications and coordination between the city and Alamosa County by working together on key projects such as improved air service, coordination on land use and infrastructure around the city, and economic growth initiatives and projects.	- Select one to three projects that would lead to early success with a city and county cooperative effort. - Create clear work plans for each project with: timeline, budget, and roles for partners. - Assign city and county staff to manage the projects and coordinate/meet regularly to chart progress.	3
GOAL ED.2 – RETAIN EXISTING BUSINESSES ACROSS ALL SECTORS AND HELP THEM ADAPT AND EXPAND.		
Strategies	**Implementation Notes and Team**	**Priority**
Strategy A – Strengthen the business retention and support services offered by existing business development and support organizations and/or reorganize the resources to provide more extensive services and to promote these services	-The San Luis Valley Small Business Development Center offers these services. There needs to be more effective linkage between the SLV-SBDC and the City of Alamosa. - Also see the Downtown Needs Assessment regarding	1

more broadly. Services would include: • business plans • financial forecasts • feasibility analyses • marketing strategy • financing • utilizing incentives	downtown business communications.	
Strategy D – Strengthen access to funding for business expansion and training.	- Identify businesses in need of funding and the type of incentives or funding that would be most appropriate for them. - See plan Appendix M - Economic Funding and Incentive Tools. - Partners include SLVDRG, ACEDC and SLV-SBDC.	1
Strategy E – Communicate and promote business-support services to the business and entrepreneur community.	- Create a guide with infographics to simplify the information and educate businesses. - Use social media and other web tools to communicate the services available. - Partners include Chamber, ACEDC and SLV-SBDC.	1
Strategy I – Utilize the services of the Colorado Workforce Center to recruit employees and fill positions at local businesses and organizations.	- Establish regular communications between the workforce center and the business community.	1
Strategy C – Encourage and support business workshops, individual trainings and mentorships.	- Work with SLV-SBDC to advertise workshops. Adams State University and Trinidad State Junior College may also have classes and programs that would apply in specific cases. - ACEDC can help identify businesses in need of these services and route them to the SLV-SBDC, ASU or TSJC.	2
Strategy F – Survey businesses and visit them regularly to better understand the business base and identify resources needed to provide assistance for successful retention, expansion, creation and attraction of jobs.	- Create a business and building inventory/directory (See Goal ED.5 Strategy C) - Create a formal business visitation plan and questionnaire. - Announce the visits in advance and distribute survey results afterwards. -This would be a task for the future city economic	2

	development coordinator to lead. ACEDC is already a partner and the chamber already networks with businesses regularly and would be a valuable partner.	
Strategy H – Leverage the educational programs at Alamosa School District, Adams State University and Trinidad State Junior College to engage directly in local businesses.	- City economic development staff person to work with ASU and TSJC and Alamosa School District representatives to find alignment between school curricula and workforce needs. - Explore potential for establishing entrepreneurship classes.	2
Strategy K – Support and encourage professionals and entrepreneurs who work from home:	- Continue to work in partnership with telecommunications companies and organizations to improve internet and cellular phone infrastructure. - Establish clear home occupation regulations and promote them to residents and realtors. - Create a directory of freelance professionals, mobile workers and telecommuters and encourage networking among them. - Encourage the development of co-working facilities that include offices and conference room facilities that can be rented on an as-needed basis (could be combined with incubator space).	2
Strategy B – Support business-to-business networking and collaborative marketing.	- Hold consistent morning coffee/evening happy hours, monthly meetings, businesses could rotate hosting. - Establish a consolidated and comprehensive business directory for the city that spans all sectors. - Advertise the events/meetings with advanced notice. - Alamosa Chamber of Commerce is the partner best positioned to help implement this strategy.	3
Strategy G – Develop business incubator space where entrepreneurs can test ideas to start new businesses and existing businesses can develop new products.	- Create a business and building inventory/directory (See Goal ED.5 Strategy C) -Identify potential site(s) -Consult with SLVDRG and OEDIT to establish funding for the incubator program. -Hire staff or find volunteers to provide technical assistance to start-ups.	3

	-Find equipment to support the business needs. -Establish strong linkage with SLV-SBDC.	
Strategy J – Develop strategic partnerships between economic development entities and base industry sectors such as agriculture, healthcare and tourism.	- Facilitate discussions with industry leaders, identify common needs gaps. -Continue to participate in sector partnerships. - Formulate a plan based on gaps or need for growth. - Partners include SLVDRG and ACEDC	3
GOAL ED.3 – IMPROVE THE PROFESSIONALISM, KNOWLEDGE, AND ABILITIES OF THE LOCAL WORKFORCE.		
Strategies	**Implementation Notes and Team**	**Priority**
Strategy A –Develop workforce and entrepreneurial training programs that target specific workforce needs and promote these programs to businesses, entrepreneurs and public schools.	-Work with regional industry clusters to provide training and networking based on industry needs and goals. -Use information gathered in business visits to help develop workforce training curriculum. -Partners include Colorado Workforce Center, Alamosa School District, ASU and TSJC.	1
Strategy E – Help underemployed individuals utilize and further develop their skills to find year-round, stable employment.	- Establish relationships with larger employers to help employee based training. - Investigate state incentives to help support this cost. - Partners include area non-profit organizations, churches, the Colorado Workforce Center and temporary employment agencies.	1
Strategy B – Work with economic development and education partners to establish education and training programs that align with job opportunities.	-Work with regional industry clusters to provide training and networking based on industry needs and goals. -Use information gathered in business visits (See Goal ED.2, Strategy F) to help develop workforce training curriculum. -Partners include Colorado Workforce Center, SLVSBDC, Alamosa School District, ASU and TSJC.	2
Strategy C – Increase adult education opportunities to expand adult literacy, provide primary and secondary education opportunities and career building.	- Area non-profits, TSJC and ASU.	2

Strategy D – Encourage Alamosa County, state agencies and non-profits to continue to build and operate programs for training and positioning unemployed people to find employment and gain independence.	- Work with valley non-profits and the Colorado Workforce Center to help unemployed individuals find work.	2
GOAL ED.4 – IMPROVE AND INCREASE SUPPORT FOR MAJOR EMPLOYERS IN ALAMOSA.		
Strategies	**Implementation Notes and Team**	**Priority**
Strategy A – Ensure that workforce development efforts and programs are integrated with major employers in Alamosa.	- Host regular meetings among large employers and higher education representative to address workforce needs. - Partners include ASU, TSJC, Medical Industries, and the Colorado Workforce Center.	1
Strategy B – Organize a regular venue for large employers to discuss challenges and opportunities.	-Organize and host quarterly meetings with large employers. -The city economic development staff person or ACEDC would organize these meetings.	2
Strategy C – Coordinate with major employers on innovative work to their campuses and promote these projects as catalysts for improving the quality of development in Alamosa.	- Continue to have open communications between City of Alamosa Public Works, CDOT, ASU, TSJC, Alamosa School District, and medical organizations regarding campus needs and long range plans.	2
GOAL ED.5 – EXPAND ALAMOSA'S ROLE AS RETAIL REGIONAL CENTER IN CONTEXT OF THE SAN LUIS VALLEY AS A WHOLE.		
Strategies	**Implementation Notes and Team**	**Priority**
Strategy A – Identify regional center market opportunities using market research companies and other methods such as regional consumer surveys.	-Subscribe to ESRI Business Online or develop standard reports to be created by ESRI staff annually. -City economic development staff would lead this task. -Investigate ESRI grants/public sector discounts and REDI funds to offset the costs.	1
Strategy B – Share retail market information with owners of vacant or underutilized commercial buildings; retail, entertainment and restaurant entrepreneurs who have been successful in the region; real estate brokers; bankers and national retail companies.	- Utilize GIS mapping and assessor data and a field survey to conduct a business inventory to establish contact information of businesses. - Share market research results with vacant building owners, post on the city website and notify chamber members. - City economic development staff would lead this effort with	1

	assistance from ACEDC and chamber.	
Strategy C – Identify vacant land that is suitable for medium and large format retail establishments that can be cost effectively served with water and sewer infrastructure and which possess safe and convenient street or highway access.	-Utilize GIS mapping and assessor data to conduct a business and building inventory to identify vacant buildings and vacant/underdeveloped land to establish contact information of owners and tenants.	2
GOAL ED.6 – EXPAND ALAMOSA'S REGIONAL ROLE IN HEALTHCARE, TRANSPORTATION, EDUCATION AND PROFESSIONAL INDUSTRIES.		
Strategies	**Implementation Notes and Team**	**Priority**
Strategy A – Support additional development of healthcare resources in Alamosa.	- Work with health care organizations and businesses as they develop and modify facilities. - Also see workforce-related economic development strategies in Goal ED.3. -Continue the sector partnership process.	1
Strategy C – Increase commercial aviation opportunities at San Luis Valley Airport	- Recent addition of Boutique Air has resulted in improved reliable air service. - Encourage the county to identify other commuter airlines in the event that the current service is discontinued. - Encourage the county to maintain a fulltime airport manager position in order to operate a professional and FAA compliant airport. - Encourage the county to look at ways to grow the economic impact of the airport through additional hangers and other relevant businesses.	1
Strategy D – Emphasize the role of downtown as a hub for education, civic, and professional services serving residents in the San Luis Valley.	- See Chapter 5 Downtown Needs Assessment	1
Strategy B – Promote rail infrastructure as an economic asset for freight and tourism.	- Public Works coordinates with the Rio Grande Scenic Railroad to improve the attractiveness, features and encourage additional visitor services businesses in the downtown rail station area.	2

	- Support efforts of the Alamosa County Tourism Board to market the scenic railroad to visitors. - Help the with regional messaging and help change negative perceptions of the railroad.	
GOAL ED.7 – ENHANCE INFRASTRUCTURE AND ASSETS TO ATTRACT AND RETAIN BUSINESSES, EMPLOYEES, STUDENTS AND RESIDENTS.		
Strategies	**Implementation Notes and Team**	**Priority**
Strategy B – Better connect residents and students to in-town recreation opportunities and inform them of the range of opportunities.	- Goal ED.9 – Promote community assets to prospective residents, employees and businesses and create a positive image of Alamosa. - Strategy A – Create a tagline, messaging, logos, website and print materials to articulate Alamosa's brand, to solidify its identity and attract the interest of prospective businesses, employees, residents and students. The messaging needs to emphasize Alamosa's strengths. - Strategy B – Develop a strategic marketing plan to communicate community assets to prospective residents, employees, students and businesses and follow it through to implementation. - Create a budget. - City economic development staff would coordinate this effort (Strategy A) and write content for the website and collateral. - City economic development staff would take the lead (Strategy B) and write content for the website and collateral material. - Hire a professional marketing firm to build the website and design the collateral materials. - Involve TSJC and Adams State students, allow student feedback before finalizing materials.	1
Strategy C – Participate in and assist with the efforts by regional organizations to expand and improve	- SLVDRG and SLVCOG are the primary implementation partners for regional projects.	1

telecommunications infrastructure and services throughout the full process leading to implementation. • Strategic planning - define objectives, identify business models • Feasibility - market analysis, design and engineering, feasibility analysis • Implement - secure funding, build the network, integrate services and providers • Operate and maintain - marketing, operations and maintenance	- The city should develop a broadband plan. - The city should opt out of SB152. - The city should partner with private providers for implementation of the plan. - The city should look at public investment to encourage private roll-out.	
Strategy F – Build and improve recreation trails and pathways, place signage and improve or develop trailheads accessing them.	- Goal ED.9 – Promote community assets to prospective residents, employees and businesses and create a positive image of Alamosa. - Strategy A – Create a tagline, messaging, logos, website and print materials to articulate Alamosa's brand, to solidify its identity and attract the interest of prospective businesses, employees, residents and students. The messaging needs to emphasize Alamosa's strengths. - Strategy B – Develop a strategic marketing plan to communicate community assets to prospective residents, employees, students and businesses and follow it through to implementation. - Create a budget. - City economic development staff would coordinate this effort (Strategy A) and write content for the website and collateral. - City economic development staff would take the lead (Strategy B) and write content for the website and collateral material. - Hire a professional marketing firm to build the website and design the collateral materials. - Involve TSJC and Adams State students, allow student feedback before finalizing materials.	1

Strategy H – Improve safety, connectivity and convenience for cyclists and pedestrians.	- Goal CSI.11 – Systemize street maintenance and integrate auto, bike and pedestrian mobility. - Strategy B – Define priority pedestrian and bike corridors and prioritize sidewalks, pathways and bike lane improvements along them. - Public Works Department - See Bike and Pedestrian Priority Corridors Plan/Map	1
Strategy A – Prioritize efforts and work with the county, state, and federal governments and commercial air service providers to establish and maintain reliable commercial air service to San Luis Valley Airport.	- Recent addition of Boutique Air has resulted in improved reliable air service. - Encourage the county to identify other commuter airlines in the event that the current service is discontinued.	2
Strategy D – Install conduit to house future telecom infrastructure when utility upgrades are made in city streets and utility rights of way.	- Amend the City of Alamosa ROW construction permit standards to include provisions for installing telecom conduit. - Send notification of revised ROW construction permit standards to all underground utility providers.	2
Strategy E – Increase childcare options for working parents through the development of home based and large scale daycare centers and encourage training programs and certifications for early childhood and infant care and education at higher education institutions.	- Approach TSJC and ASU about potential for early childhood and infant care certificate programs. - Ensure that daycare centers and pre-schools are allowed in most zoning districts and educate residents that daycare centers are possible in residential zoning districts. - Consolidate building codes and other local regulations for day care centers into a concise handout and distribute widely. - Encourage invested residents to contact SBDC and SLVDRG if interested in opening a facility.	2
Strategy G – Maintain and promote the golf course.	- Goal CSI.9 – Increase outdoor Recreation Opportunities in Alamosa. - Strategy F – Develop a funding strategy and timeline for Cattails Golf Course irrigation replacement for the front 9 and eventually the back 9. - Parks & Recreation Department, Public Works Department, Finance Department	3
Strategy I – Work with regional partners to fund and	- Partners include Alamosa County, SLVDRG, CDOT	3

conduct a transit market and feasibility study to determine whether regional or local transit would be fiscally sustainable. While most experts would caution that there is not a large enough population to create a financially feasible system, political considerations may warrant a study.		
GOAL ED.8 – TARGET AND RECRUIT SPECIFIC BUSINESSES AND ORGANIZATIONS THAT ARE APPROPRIATE FOR THE CITY OF ALAMOSA.		
Strategies	**Implementation Notes and Team**	**Priority**
Strategy A – Establish a staffed single point of contact for businesses or entrepreneur who may be interested Alamosa. (Also see Goal ED.1)	- City economic development staff would fill this role or Director of ACEDC	1
Strategy D – Promote financial incentives and funding tools for prospective, new or expanding businesses on a centralized website promoting Alamosa: • Funding tools and resources available through Colorado Office of Economic Development and International Trade. • Colorado Enterprise Zone tax credits through SLVDRG (job training, new employees, R&D, vacant building rehab, manufacturing equipment, contributions). • Business Loan Fund through SLVDRG (revolving business loan fund, micro enterprise loans, façade improvement loans) • Façade improvement grants from City of Alamosa	- Create a guide with infographics to simplify the information and educate businesses. - See Appendix M Economic Funding and Incentive Tools. Partners include SLVDRG and ACEDC. - The city should research other tools or incentives that it could bring to the table.	1
Strategy E – Create a consolidated and centralized website with information that is relevant to businesses that are interested in opening a business or expanding an existing business at an Alamosa location. (Also see Goal ED.9) • Steps for "how to open a business" and links to resources and organizations that can help. • Create and map a full inventory of city-owned land	- City economic development staff takes the lead and develops website content. - Hire a marketing professional to build the website.	1

and identify land that could be developed for economic development purposes. • Inventory existing vacant light industrial/business park land and post on a centralized website. • Create a consistently updated demographic and economic profile of Alamosa on a centralized and consolidated website.		
Strategy B – Conduct a gap analysis that identifies businesses that offer goods or services that are in demand but are not yet offered in Alamosa and distribute this to existing and prospective businesses and entrepreneurs.	- Conduct a business gap analysis and update on a regular basis (annually) and use data to help attract new businesses.	2
Strategy C – Identify target industries and businesses interested in Alamosa that are appropriate for the community. Examples of target businesses include: • E-commerce and telecommuting • Recreation-equipment research, design and manufacturing • Mountain science and engineering • High-altitude training • Aviation • Unmanned aerial vehicles/unmanned aerial systems (UAV/UAS) • Outdoor education • Agriculture, food production and farm to table local foods • Agrotourism • Creative industries • Clean energy	- City economic development staff would take the lead or ACEDC. - Develop ready information as described in Goal ED.8, Strategy E. - Begin with the list in Strategy C, contact business leaders and consultants in each industry and gauge interest.	3

GOAL ED.9 – PROMOTE COMMUNITY ASSETS TO PROSPECTIVE RESIDENTS, EMPLOYEES AND BUSINESSES AND CREATE A POSITIVE IMAGE OF ALAMOSA.		
Strategies	**Implementation Notes and Team**	**Priority**
Strategy A – Create a tagline, messaging, logos, website and print materials to articulate Alamosa's brand, to solidify its identity and attract the interest of prospective businesses, employees, residents and students. The messaging needs to emphasize Alamosa's strengths: • Small-town lifestyle, helpful and caring community • In-town trails and recreation • Close proximity to federal lands • Agricultural and mountain scenery • Business friendly • Family-oriented community • Center of events and celebrations • Regional rural center; Alamosa is the full service city in San Luis Valley • Affordable property/cost of living/moderate taxes • Quality healthcare • Great schools and higher education • Rail infrastructure and tourist train • Heritage and visible, valued history • Cultural diversity • Volunteer opportunities • Arts, entertainment and events • Downtown • Restaurants • Diverse and active faith communities • Renewable energy • City owned land and infrastructure	- Create a budget. - City economic development staff would coordinate this effort and write content for the website and collateral. - Hire a professional marketing firm to build the website and design the collateral materials. - Involve TSJC and Adams State students, allow student feedback before finalizing materials.	1
Strategy B – Develop a strategic marketing plan to	-City economic development staff would take the lead and	1

communicate community assets to prospective residents, employees, students and businesses and follow it through to implementation: 1. Identify target markets (university and junior college students and alumni, prospective employees interviewing/visiting regarding a potential job, tourists, mid-sized businesses) 2. Develop a brand and message that speak to the target markets 3. Create and compile marketing materials, including web and print collateral 4. Develop a promotion and outreach plan and implement it	write content for the website and collateral material. -Hire a marketing professional to build the website and design the collateral materials. -Partners include Adams State University, Adams State Associated Students & Faculty	
GOAL ED.10 – DEVELOP A SENSE OF PRIDE IN ALAMOSA RESIDENTS AND BUSINESSES.		
Strategies	**Implementation Notes and Team**	**Priority**
Strategy A – Establish messaging that instills a sense of pride for living in Alamosa.	- See Goal ED.9 for messaging, website and marketing materials. This effort will articulate the sense of pride. - All civic and business leaders need to be involved in spreading this revised messaging.	1
Strategy B – Expand and improve events/festivals focused on regional residents and businesses that celebrate the community and give participants a sense of community pride.	- Ensure that the Parks and Recreation Department and the Public Works Department are adequately staffed to facilitate community events. - Chamber of Commerce and the Alamosa County Tourism Board are key partners.	1
Strategy C – Acknowledge issues that contribute to negative perceptions and emphasize that work is being done to address them.	- Incorporate efforts into the annual work plan and document progress.	1
GOAL ED.11 – ENTICE VISITORS AND LODGING GUESTS TO EXPLORE ALAMOSA.		
Strategies	**Implementation Notes and Team**	**Priority**
Strategy A – Maintain and enhance the visitor	- See Downtown Needs Assessment	1

infrastructure: restrooms, way-finding/signage, parking, public parks, public gathering places.	- See Goal CSI.7 - The Alamosa Marketing District Board is a partner	
Strategy B – Establish a consistent streetscape with visual clues that encourage highway motorists to stop and explore Alamosa: consistent plantings and pedestrian walkways/pathways, lighting, banners, directional signage and other visual clues to direct and entice more people to Alamosa's core.	- See Chapter 5 Downtown Needs Assessment - See Chapter 4 Future Land Use Plan - The Alamosa Marketing District Board is a partner to help identify destinations.	1
Strategy C – Improve gateway signage and develop tourist-oriented and way-finding directional signage towards downtown Alamosa, historic sites, open space, parks, recreation facilities, and cultural resources.	- See Chapter 5 Downtown Needs Assessment - The Alamosa	1
Strategy H – Better utilize existing special events notification systems to reach more valley residents or revise/reorganize the notification system.	- Chamber and Alamosa Marketing District Board take the lead.	1
Strategy G – Encourage and facilitate special events that attract both locals and visitors.	- Ensure that the Parks and Recreation Department and the Public Works Department are adequately staffed to facilitate community events. - Chamber of Commerce and the Alamosa County Tourism Board are key implementation partners.	2
Strategy D – Market all that Alamosa has to offer to visitors who are already here. • Establish training and incentives for lodging and restaurant employees so they can describe to visitors what the community has to offer. • "Table tents" and other collateral material at local establishments that entice visitors to further explore Alamosa	- City economic development coordinator attends regular Alamosa Marketing District Board meetings. - Work to get a City representative on the Alamosa Marketing District Board. - The Alamosa Marketing District Board is a partner.	3
Strategy E – Encourage the Alamosa Marketing District Board to develop a strategic tourism marketing plan and implement it through web and print materials and coordinated outreach by taking the following steps:	- The Alamosa Marketing District Board would take the lead on this. - City economic development coordinator attends regular Alamosa Marketing District Board meetings.	3

• Identify target markets • Develop a brand and message that speak to the target market • Create and compile marketing materials, including web and print materials • Develop an outreach plan	- Work to get a City representative on the Alamosa Marketing District Board.	
Strategy F – Encourage the Alamosa Marketing District Board to work with tourism marketing partners to organize materials and talking points for lodging front desk managers and restaurant staff to inform visitors about downtown, historic sites, parks and recreation facilities, open space and cultural resources offered in Alamosa.	- Encourage the Alamosa Marketing District Board to take the lead. - Chamber and ACEDC can be partners.	3
GOAL ED.12 – PARTICIPATE IN REGIONAL EFFORTS TO PROMOTE OUTDOOR RECREATIONAL OPPORTUNITIES IN THE VALLEY TO VISITORS.		
Strategies	**Implementation Notes and Team**	**Priority**
Strategy B – Encourage and participate in regional efforts to market recreational assets in the valley and establish a brand and identity.	- SLVDRG and SLVCOG are working on regional marketing.	2
Strategy A – Engage in USFS forest plan revisions and travel management plans and maintain open communications with federal and state land management agencies.	- Assign city staff to participate in USFS planning processes.	3
GOAL ED.13 – FACILITATE BUSINESS DEVELOPMENT BY REVISING THE LAND DEVELOPMENT CODE PROCESSES AND STANDARDS TO MAKE THE CODE CLEAR, PREDICTABLE, FAIR, CONSISTENT, TIMELY AND COST-EFFECTIVE.		
Strategies	**Implementation Notes and Team**	**Priority**
Strategy A – Understand the Context - Writing good code requires not only a technical understanding of the physical form, planning objectives, and legal context of the community, but also an understanding of how the community functions—politically, economically, and	- Public Works Department, Code Rewrite Committee (Includes City Council and P&Z representation)	1

ecologically.		
Strategy B – Develop and Use a Shared Vocabulary - Although land use regulations require a certain degree of technical and legal language in order to be effective, they must also be accessible, well-organized, internally consistent, and written in the shared vocabulary of the community.	- Public Works Department, Code Rewrite Committee	1
Strategy C – Use the Power of the Market to Create Value - We believe that (within evolving constitutional boundaries), regulators should strive to use the power of the market to deliver community benefits. A robust and diverse practice of public, private, and civic representation in planning, real estate, public finance, public-private partnerships, and governmental affairs is a substantial advantage when it comes to plan implementation and code drafting.	- Public Works Department, Code Rewrite Committee	1

CORE SERVICES AND INFRASTRUCTURE		
GOAL CSI.1 – MAINTAIN THE INTENT OF THE CITY'S SEPARATE BUDGETARY FUNDS.		
Strategies	**Implementation Notes and Team**	**Priority**
Strategy A – Maintain the status of the capital improvements fund as earmarked for capital investments.	- City Manager, Finance Department	1
Strategy C – Charge service rates and fees that cover the true costs of the city's utility funds: water, wastewater and solid waste.	- Public Works, Finance Departments - Conduct a rate analysis approximately every five years.	1
Strategy B – Educate citizens about the separate city budgetary funds, the revenue sources for each and why those funds are maintained independent of one another.	- City Manager, Finance Department, PIO Group	2
GOAL CSI.2 – ESTABLISH A LONG-RANGE APPROACH FOR INCREMENTAL UPGRADES TO CORE FACILITIES.		
Strategies	**Implementation Notes and Team**	**Priority**
Strategy A – Include long-term renovations/upgrades to city buildings in the capital improvements plan and establish a long-term funding strategy.	- Public Works, City Manager, Finance Department	1
Strategy B – Establish a long-term city vehicle replacement plan and budget accordingly.	- Public Works, Fire, Police, Parks & Recreation, Finance Departments	1
Strategy C – Try first to pay for facility improvements with cash assets generated by existing revenues.	- City Manager, Finance Department	1
Strategy D – Utilize debt services only for those facility improvements that are most essential and when construction costs are increasing at such a rate that financing improvements sooner is more cost effective than saving cash to make improvements later.	- City Manager, Finance Department	1
GOAL CSI.3 – CONTINUE TO BALANCE LAW ENFORCEMENT WITH CRIME PREVENTION AND COMMUNITY INVOLVEMENT.		
Strategies	**Implementation Notes and Team**	**Priority**
Strategy A – Better communicate ongoing efforts and progress:	- Police Department, City Manager, Information Technology Department, PIO Team	1

• City is proactively working to address drug problem (prescription drug taskforce, tough on theft crimes that fund drugs, K-9s) • Educate the public about new police certifications/resources (body cameras, car cameras, K-9 units) • Addressing vacant, run-down houses/buildings • Citizen participation in public safety		
Strategy B – Foster community partnerships to strengthen community health and ethics, with a focus on youth.	- Police Department, Alamosa School District and area non-profits	1
Strategy C – Strengthen efforts to be more multi-culturally aware and keep working to improve communications.	- Police Department and area non-profits	1
Strategy D – Implement e-citations/electronic ticketing to increase efficiency of writing tickets, administration, records keeping and convenience for citizens and visitors.	- Police Department, Information Technology Department	2
GOAL CSI.4 – IMPROVE MANAGEMENT AND FISCAL EFFICIENCIES AND MAINTAIN THE LEVEL OF SERVICE.		
Strategies	**Implementation Notes and Team**	**Priority**
Strategy B – Plan for and budget for future upgrades to the fire stations, for example, the eventual Station 2 roof replacement.	- Fire Department, Finance Department, City Manager, Public Works Department	1
Strategy C – Continue to plan for and budget for apparatus replacement.	- Fire Department, Finance Departments, City Manager	1
Strategy D – Continue to maintain communications with the railroad, have contingency plans for times when long trains block street crossings and educate the public about these arrangements.	- Fire Department, Public Works Department, Police Department	1
Strategy A – Consolidate fire protection services into one fire district while maintaining the volunteer status and utilizing existing revenue sources.	- Fire Department, Finance Department, City Manager, Fire District Board	2
Strategy E – Continually evaluate the impact of airport fire protection on level of service throughout the district and encourage the airport to explore options that would eliminate	- Fire Department, City Manager, Alamosa County	2

the need for fire department standby services.		
Strategy F – Monitor the total number of fire and rescue incidents year to year, identify the threshold that will trigger a shift from the volunteer-based operational model to a fully staffed/paid fire protection operational model and budget accordingly.	- Fire Department, City Manager, Finance Department	2
GOAL CSI.5 – HELP EDUCATE THE PUBLIC ABOUT THE IMPORTANCE OF THE ANIMAL SHELTER AND SUPPORT EFFORTS TO KEEP THE SHELTER FISCALLY VIABLE FOR THE LONG-TERM.		
GOAL CSI.6 – CONTINUE TO MAINTAIN AND EVOLVE THE LIBRARY TO ADDRESS NEW DEMAND AND NEEDS.		
Strategies	**Implementation Notes and Team**	**Priority**
Strategy A – Continue to track user trends and demand and preferences in as much detail as possible with gate counts, user surveys and other user trend metrics.	- Library	3
GOAL CSI.7 – ENHANCE CITY PARKS AND BETTER UTILIZE THE LAND AND REDUCE WATER DEPENDENCY.		
Strategies	**Implementation Notes and Team**	**Priority**
Strategy B – Reduce water dependency with xeriscaping, crusher fines and other creative means, where appropriate.	- Parks & Recreation, Public Works Departments	1
Strategy D – Beautify the river corridor visible from the east gateway along Cole Park with rip rap and/or low grasses that meet Army Corps of Engineers standards.	- Parks & Recreation, Public Works Departments	1
Strategy G – Monitor the staff time and resources required to support special events at city parks and adjust staffing and funding to ensure that special events are well-supported while the primary duties of parks maintenance and improvement are not compromised.	- Parks & Recreation Department	1
Strategy H – Develop a long-term parks equipment (playgrounds, seating, dugouts, etc.) replacement plan and funding strategy.	- Parks & Recreation, Finance Departments	1
Strategy I – Develop a long-term parks maintenance equipment (mowers, sprinkler systems, etc.) replacement plan and funding strategy.	- Parks & Recreation, Finance Departments	1

Strategy E – Increase shade areas in parks with trees and picnic shelters.	- Parks & Recreation Department	2
Strategy A – Where additional parking is needed, convert unused grass areas near parking lots into additional parking spaces at parks.	- Parks & Recreation, Public Works Departments	3
Strategy C – Augment traditional playgrounds with natural play structures such as boulders, tree stumps and logs.	- Parks & Recreation Department	3
Strategy F – Acquire land and develop a neighborhood park in southwest Alamosa (south of U.S. Highway 160 and west of U.S. Highway 285).	- Parks & Recreation, Public Works Departments, City Manager, Rec Board	3
GOAL CSI.8 – CONTINUE TO ENSURE THAT ALAMOSA OFFERS QUALITY RECREATIONAL FACILITIES AND FORM PARTNERSHIPS FOR RECREATIONAL FACILITIES THAT ARE BEYOND WHAT THE CITY CAN AFFORD BY ITSELF.		
Strategies	**Implementation Notes and Team**	**Priority**
Strategy B – Build a new ice rink and multi-use facility to ensure that participants enjoy a predictable ice season each year and the associated facilities to support a variety of ice sports.	- Parks & Recreation Department, Public Works Department	1
Strategy A – Maintain the Alamosa Family Recreation Center and make upgrades and renovations as needed.	- Parks & Recreation Department, Public Works Department	2
Strategy C – Explore creative ways to address demand for a pool including public/private partnerships.	- Parks & Recreation, Finance Departments, City Manager, Rec Board	3
GOAL CSI.9 – INCREASE OUTDOOR RECREATION OPPORTUNITIES IN ALAMOSA.		
Strategies	**Implementation Notes and Team**	**Priority**
Strategy A - Expand and improve trails and outdoor recreation amenities along the river corridor. • Acquire public access easements • Trail extension/continuity • River/water access • Improve vegetation • Visibility, signage, trailheads	- Parks & Recreation Department, Public Works Department	1

Strategy B – Expand trails system accessible from in-town.	- Parks & Recreation Department, Public Works Department	1
Strategy C – Pursue continuous public access and a trail along the full length of the Rio Grande River levee through the city and along the north side of the river.	- Parks & Recreation Department, Public Works Department, City Manager, City Attorney	1
Strategy D – Build another pedestrian bridge across the Rio Grande.	- Parks & Recreation Department, Public Works Department	2
Strategy E – Work with land management agencies to establish public recreation trails from the city to the Alamosa National Wildlife Refuge along the Rio Grande River and to design environmentally friendly trails within the refuge.	- Parks & Recreation Department, Public Works Department, City Attorney	3
Strategy F – Develop a funding strategy and timeline for Cattails Golf Course irrigation replacement for the front 9 and eventually the back 9.	- Parks & Recreation Department, Public Works Department, Finance Department	3
GOAL CSI.10 – CONTINUE PROVIDING QUALITY YOUTH AND ADULT RECREATION PROGRAMS AND RESPOND TO EVOLVING DEMAND.		
Strategies	**Implementation Notes and Team**	**Priority**
Strategy B – Work with outdoor recreation partners to strengthen existing youth outdoor programs and establish an integrated youth outdoor recreation program that includes a staffed position, a clearinghouse for youth to learn about outdoor recreational opportunities and a transportation co-op to get youth to the opportunities.	- Parks & Recreation Department, Rec Board	1
Strategy A - Encourage feedback about the quality of current programs and suggestions for additional programs.	- Parks & Recreation Department	2
GOAL CSI.11 – SYSTEMIZE STREET MAINTENANCE AND INTEGRATE AUTO, BIKE AND PEDESTRIAN MOBILITY.		
Strategies	**Implementation Notes and Team**	**Priority**
Strategy B – Define priority pedestrian and bike corridors and prioritize sidewalks, pathways and bike lane improvements along them.	- Public Works Department - See Bike and Pedestrian Priority Corridors Plan/Map	1
Strategy C – Support the development of a 1st Street Master	- Public Works Department	1

Plan with the hospital and Adams State University.		
Strategy D – Develop standards and permitting to better oversee construction in the city streets rights of way by utility providers and other entities to ensure that impacts are properly mitigated and to capitalize on opportunities for other utility improvements such as fiber optic cable conduit installation.	- Public Works, Information Technology Departments	1
Strategy A – Determine streets maintenance or reconstruction priorities on the highest traffic streets by developing a customized drivability index for rating street conditions.	- Public Works Department	2
Strategy E – Encourage local organizations to evaluate the demand for public transportation and the fiscal feasibility of providing local transit services.	- Public Works Department	3
GOAL CSI.12 – MAINTAIN FISCALLY SOUND AND REGULATION COMPLIANT WATER, WASTEWATER, SOLID WASTE AND RECYCLING SERVICES.		
Strategies	**Implementation Notes and Team**	**Priority**
Strategy A – Adjust water and sewer use rate charges and tap fees to ensure that customers are paying for the true cost of the service including operations, capital depreciation/replacement costs.	- Public Works Department	1
Strategy B – Maintain staff with sufficient licensure and training to operate water and wastewater systems.	- Public Works Department, Human Resources Department	1
Strategy C – Implement water conservation strategies on city owned irrigated land and encourage other public entities such as Adams State University and the School District to implement water conservation strategies.	- Public Works Department, Parks & Recreation Department, Water Smarts Team	1
Strategy D – Include water conservation incentives in the water rate structure.	- Public Works Department, Finance Department	1
Strategy E – Address groundwater infiltration into the wastewater collection system.	- Public Works Department	2

Strategy F – Investigate the demand for and fiscal feasibility of curbside recycling.	- Public Works Department, Finance Department, City Manager	3
GOAL CSI.13 – UTILIZE LONG-TERM, COST EFFECTIVE SOLUTIONS TO MANAGE STORMWATER.		
Strategies	**Implementation Notes and Team**	**Priority**
Strategy B – Establish development review standards and enforcement procedures that require future development to install swales and landscaped detention ponds that filter storm water runoff naturally and return it to the groundwater system.	- Public Works Department	1
Strategy A – Develop long-term solutions to process runoff on city streets and rights of way on-site so that stormwater produced on site is filtered naturally and returns to the groundwater system.	- Public Works Department	3

DOWNTOWN NEEDS ASSESSMENT

GOAL DT.1 – ENHANCE THE DOWNTOWN STREETSCAPE TO MAKE IT MORE ATTRACTIVE AND FUNCTIONAL FOR CUSTOMERS AND BUSINESSES AND TO CREATE COMPLETE STREETS THAT INSPIRES RESIDENTS AND VISITORS TO ENJOY DOWNTOWN.

Strategies	Implementation Notes and Team	Priority
Strategy A – Review the conceptual design contained in the Downtown element of the Comprehensive Plan with Colorado Department of Transportation and identify all applicable codes and standards that will affect final design.	- Public Works Department	1
Strategy B – Meet with the Colorado Department of Local Affairs and Colorado Department of Transportation to identify sources of funding and financing assistance for design, engineering and construction of Downtown improvements.	- City Manager, Public Works Department	1
Strategy C – Conduct a complete survey of Downtown existing conditions that includes, rights of way, property boundaries, roadways, drainage infrastructure, utilities infrastructure and service connections, access driveways, traffic signals and all other installed components.	- CDOT Region 5 has as-built drawings of US 160 and intersections on file.	2
Strategy D – Conduct property owner outreach to receive up-front input on the design concepts.	- Utilize GIS mapping and assessor data, chamber business database, and a field survey to conduct a downtown business and building inventory to identify vacant buildings and to establish contact information of owners and tenants. -Chamber of Commerce is a key implementation partner.	2
Strategy E – Using the Downtown element of the Comprehensive Plan as the conceptual design basis, finalize the design, materials, preliminary engineering, phasing and timing of streetscape improvements.	- Public Works Department - Identify funding sources and a project budget - Develop project RFP and put it out to bid	2
Strategy F – Develop a traffic control and business access and parking plan to minimize impacts on traffic flow and businesses during construction and inform downtown	- Traffic control and business access planning should be included in the project RFP.	2

businesses and tenants about the impacts and duration of construction.		
GOAL DT.2 – IMPLEMENT TASTEFUL AND FUNCTIONAL WAYFINDING AND GATEWAY IMPROVEMENTS INTEGRATED WITH PUBLIC ART.		
Strategies	**Implementation Notes and Team**	**Priority**
Strategy A – Beginning with the illustrations and art contained in the Downtown Element of the Comprehensive Plan, meet with Colorado Department of Transportation planners to identify the codes and standards that will affect the final design for wayfinding and gateway improvements.	- City Manager, Public Works Department	1
Strategy B – Meet with the Colorado Department of Local Affairs and Colorado Department of Transportation to identify sources of funding and financing assistance for wayfinding and gateway improvements.	- City Manager, Public Works Department	1
Strategy C – Beginning with the map, illustrations and art contained in the Downtown Element of the Comprehensive Plan, develop a formal process for completing the wayfinding program that includes: • Community outreach • Final art themes, graphic design and signage standards	- Develop a project RFP for wayfinding/public art mount final design and construction.	2
GOAL DT.3 – ESTABLISH A LONG-TERM STRATEGY FOR ENSURING AN ADEQUATE SUPPLY OF PARKING SERVING DOWNTOWN CUSTOMERS, EMPLOYEES AND SPECIAL EVENTS PARTICIPANTS.		
Strategies	**Implementation Notes and Team**	**Priority**
Strategy A – Conduct a thorough parking needs analysis that includes parking lot monitoring, quantification of commercial space occupancy and peak demand generated during busy weekends and/or special events.	- Public Works Department, Chamber of Commerce Downtown Coordinator - Get quotes from transportation and/or landscape architecture firms - Develop a project RFP and put out to public bid	1
Strategy C – Explore shared parking strategies that maximize the use of parking spaces with daytime and evening	- Utilize GIS mapping and assessor data, Chamber of Commerce business database, and a field survey to conduct	2

allocations of the same space.	a downtown business and building inventory to identify vacant buildings and to establish contact information of owners and tenants. - Contact parking lot owners to discuss potential for shared parking arrangements. - Public Works Department, Chamber of Commerce Downtown Coordinator	
Strategy E – Improve the alleyways to provide better access to rear parking.	- Begin with the illustrations and art contained in the Downtown Element of the Comprehensive Plan - Contact utility providers to discuss impacts on lines and services. - Get quotes from designers and engineering firms - Research funding sources - Develop a project RFP and put it out to public bid	2
Strategy B – Consider introducing off-street parking requirements for new development.	- Utilize parking needs study results to determine the need for off-street parking requirements. - Public Works Department, Chamber of Commerce Downtown Coordinator.	3
Strategy D – Consider the additional public parking lots in deficient areas.	- Utilize parking needs study results to determine the need for off-street parking requirements. - Public Works Department, Chamber of Commerce Downtown Coordinator.	3
Strategy F – Improve pedestrian connections between parking and commercial destinations.	- Begin with the illustrations and art contained in the Downtown Element of the Comprehensive Plan - See Strategy E above, alleys are a key component of the connection. - Get quotes from designers and engineering firms - Research funding sources - Develop a project RFP and put it out to public bid	3

GOAL DT.4 – USE THE CHAMBER OF COMMERCE AS THE UMBRELLA ORGANIZATION TO MANAGE DOWNTOWN.		
Strategies	**Implementation Notes and Team**	**Priority**
Strategy A – Clarify roles, responsibilities, and resources between the chamber, City of Alamosa, the downtown community, and any other stakeholder who wishes to actively participate.	- Use implementation matrix to define the most appropriate roles for each agency and formally assign tasks and deadlines. - Create annual work plans that support the larger goals/vision.	1
Strategy B – Establish annual funding to augment the chamber staff so that they have the capacity to focus on downtown revitalization.	-Chamber and the city will need to create a shared budget for salary and benefits, training, travel, and other overhead. -As a duty to the newly funded position, the Chamber should also seek out state and Foundation grants/funding to help offset costs of project implementation.	1
Strategy C – Communicate regularly with the chamber, downtown community and other stakeholders about upcoming events, projects, and budgets, and develop and consistently update a five-year work plan.	- Hold quarterly update meetings. - Hold annual retreats for one-year and five- year planning goals and projects and to reconnect and focus in on the larger vision for Downtown Alamosa.	2
GOAL DT.5 – COLLECT DATA ABOUT THE DOWNTOWN, THEN BASED ON DATA AND GAPS IN DATA, SET GOALS AND CREATE ONE TO FIVE-YEAR WORK PLANS.		
Strategies	**Implementation Notes and Team**	**Priority**
Strategy A – Create and maintain a downtown business and building database that includes details about goods/services offered, hours of operation, inventories and markets served as well as physical information about underutilized building space, structural/mechanical/site conditions, façade appearance and needed/planned upgrades.	- Obtain county assessor data and tie it to specific buildings. - Track vacancies in partnership with local commercial realtors. - Update often and use the business visitation to help gather data on goods/services and other data - Use database for attraction and marketing efforts.	1
Strategy B – Conduct surveys to gather information about downtown customers' perceptions of downtown and shopping/dining/entertainment preferences, the purpose of downtown visits, where customers live, and how frequently they visit downtown.	- Establish a field survey instrument (consider a tablet based instrument) - Recruit downtown business owners/manager to help administer the survey. - Use data to formulate retention and attraction plans. - Use data to formulate training and/or networking program for the business	1

Strategy C – Use this data to create annual work plans that are comprehensive and support the long-term goals for downtown**.**	- Analyze data for trends and develop small goals, incrementally work towards bigger goals. - Make sure projects build upon themselves to support the larger vision.	2
Strategy D – Empower residents to help implement specific elements of the annual work plan.	- Use Facebook and other social media and ask to for help with specific tasks. Be exact in the type of help requested to find the right volunteer. - Create a database of volunteer information. Collect contact information and types of volunteer projects they are interested in working on.	3
GOAL DT.6 – STRATEGICALLY MARKET DOWNTOWN TO TARGET MARKETS: VISITORS, LOCAL/REGIONAL RESIDENTS, UNIVERSITY/COLLEGE STUDENTS AND TO EXISTING AND PROSPECTIVE BUSINESSES AND EMPLOYEES.		
Strategies	**Implementation Notes and Team**	**Priority**
Strategy A – Discover downtown's unique image and use to create messaging and branding.	- Ensure design and messaging is cohesive with the City's overall image.	1
Strategy D – Provide a clear 'how to' for city business and development permitting in Downtown and promote the city's business friendly processes.	- Use infographics to convey concise information. - Use the same messaging on the City, Chamber, and other economic development websites.	1
Strategy B – Create and compile marketing materials, including web/social media and print collateral using the most appropriate media for each target market.	- Involve TSJC and Adams State students, allow student feedback before finalizing materials	2
Strategy C – Develop a promotion and outreach plan and implement it.	- Partner with the Alamosa County Tourism Board to include Downtown marketing material in tourism marketing materials. - Utilize social media and other web media to distribute messaging to residents and businesses.	2
Strategy E – Create and promote special retail events to attract local and regional audiences to Downtown such as art walks, sidewalk sales, "First Friday" weekly events and music/entertainment aimed at university/college students.	- Change events to correlate with the seasons or key historical events in Alamosa. - Communicate through all channels - Invite Adams State Associated Students & Faculty	2

GOAL DT.7 – ATTRACT MORE RESTAURANTS AND RETAIL INTO DOWNTOWN TO CREATE A BALANCED BUSINESS MIX.		
Strategies	**Implementation Notes and Team**	**Priority**
Strategy B – Use the data collected about the downtown to create specific and targeted attraction strategies for retailers and restaurants (see Goal DT.2 Strategy B above).	- This task would be led by the Chamber Downtown Coordinator	1
Strategy A – Choose one or two empty buildings and work with owners and local realtors to position as catalyst sites.	-Obtain county assessor data and tie it to specific buildings. -Track vacancies in partnership with local commercial realtors. - Use market data/gap analysis (see ED.5, Strategy A and ED.8 Strategy B) to explain the market to potential owners. - Goal ED.5 – Expand Alamosa's role as retail regional center in context of the San Luis Valley as a Whole. - Strategy A – Identify regional center market opportunities using market research companies and other methods such as regional consumer surveys. - Goal ED.8 – Target and recruit specific businesses and organizations that are appropriate for the City of Alamosa. - Strategy B – Conduct a gap analysis that identifies businesses that offer goods or services that are in demand but are not yet offered in Alamosa and distribute this to existing and prospective businesses and entrepreneurs.	2
Strategy C – Encourage business pop-ups in empty buildings, especially during the holiday seasons.	- Utilize the building and business inventory to identify locations for pop-up businesses. - Establish permitting for pop-up businesses. - Promote the opportunity for pop-up businesses using social media and other web tools. - Encourage crafts booth pop-ups during the holidays.	3

GOAL DT.8 – IMPROVE THE PHYSICAL APPEARANCE OF THE BUILDINGS AND FAÇADES DOWNTOWN.		
Strategies	**Implementation Notes and Team**	**Priority**
Strategy A – Market the City's façade program and any other incentive available to help attract new businesses, restore aging historic façades and renovate unattractive/outdated façades.	- Use infographics and make sure information is on the City, chamber, and other economic development websites and explained at trainings.	1
Strategy B – Create a revolving loan fund, or partner with an existing organization with a revolving loan program, to help reduce the cost of financing improvements to downtown properties.	- Research existing revolving loan funds, make adaptations that will also serve the downtown.	3
GOAL DT.9 – KEEP AND EXPAND EXISTING DOWNTOWN RETAIL, ARTS/CULTURE, AND RESTAURANT BUSINESSES.		
Strategies	**Implementation Notes and Team**	**Priority**
Strategy A – Create a visitation program. Visit all businesses in the downtown on a regular basis to build a relationship and gain mutual trust.	- Enlist the help of volunteers to visit businesses, provide list of business resources, gather input and follow up on requests made by the businesses. - Maintain a database of business requests, suggestions, and ideas, use database to log contact information, topics discussed, etc.	1
Strategy B – Promote the training and permitting assistance programs available at the San Luis Valley Small Business Development Center.	- Use the visitation program to market trainings	2
Strategy C – Provide events and facilitate informal networking opportunities for business owners and managers to interact and communicate with each other.	- Use the visitation program to market networking, encourage businesses to cross market and advertise each other's products and services.	2
Strategy D – Work with business owners to establish more consistent business hours for downtown businesses.	- Explain the benefits of holding consistent hours	2

COMMUNITY MEMBER INTERVIEW NOTES

The notes below are the compiled summary from interviews conducted in person on February 11th & 12th, and from phone interviews. This summary is grouped by topic, Guatemalan Community, Recreation, Education, Housing, Law Enforcement, Health, Infrastructure, Economic Development, Agriculture, and Other.

Guatemalan Community
Radio show once a week-opportunity to get Guatemalan community involved.
No Spanish newspaper.
Francisco translated for the salmonella outbreak
School district does announcements in Spanish.
Many speak variations of Mayan- Q'anjob'al. Usually at least one member in family speaks Spanish or English.
Tell them to come out and volunteer, park cleanups, river trail, safety…etc.
Twice a year the Guatemalan Community meets with the Sherriff and Police. Trust needs to be built, good relations. Someone stole a piano
Once a month a Salida organization brings food staples to Alamosa.
Immigrant Resource Center-Flora Archuleta-provides help with rental assistance
Community maintains a Mayan community garden
Mayan/Guatemalan Community Events

- Fiesta-Crown a princess, free food, music
- Mother's Day-May 7, Immigration Resource Center pays for half the food.
- September Feast

2012 Mayan Conference
Recreation
Golf course is not profitable
Rec center is a huge asset
A pool would be well loved
TNC won't let people walk in preserve. $175 ticket
Really like Coal Park
Boy Scout-Want Barbeque, water fountain, sink
Want formal preservation of The Ranch
Make better use of river.

- Riverwalk
- Trails, bathroom, benches, signage
- Many comments supporting development of river as local asset

Children are put in a lot of activities and sports, get to try everything but don't narrow down focus
Love the trails
Friends Park
Fishing ponds-geothermal fishing ponds
Only have 4-court tennis courts
Skating
Baseball/softball
Improve ability to bike to work
Healthy Living Park

- Potential location for events
- Will improve gateway
- Possible SUP dock location

High altitude running-city approved 5-6 years ago
High altitude running-training center

- Supported, but financially would require investment from ASU
- ASU funds prioritized for dome.
- What could work as a bare minimum?
- Had race on golf course couple years ago, very successful.
- Potential

Overabundance of parks not being used as much. Cole Park very popular but what is the use at others? Potential to minimize parks and focus on fewer?
Rec Board isn't involved in maintenance priorities.
Plan for running events

- Attract running events/races
- Keep momentum for training center and a positive influence for Alamosa

Ice rink
Nordic skiing
SLVGO Regional Trails Website has questionnaire results

Education

No Charter school beyond 3rd grade
TSJC needs to retain workers long enough to stick around in Alamosa
Need to provide more jobs for students-deferred taxes
Education is a primary component of equality

Housing

Many single moms have a hard time paying for housing
Some families can't open a checking account
Can't buy homes because of credit requirement
Many double up housing (multiple families)
Trailer park- buy a home for $3-5K, rent $340/month
Tierra Nueva is low income housing
Need more single occupancy housing

Law Enforcement

Traffic tickets-majority people running lights

- 17th & Hwy 160 stoplight for pedestrians

Need to continue to build trust with Guatemalan community
Need medical staff at jail
Bicycle safety classes needed

Health

Need a healthy restaurant-balance between Tollhouse… and healthy offerings
Drug issues are real, street drugs, overdoses
Hospital

- Has grant writer
- Writing CDBG grant for parking for Infusion Center, Cancer Center & Oncology
- In order to keep staff and recruit employees there need to be: amenities, good schools, restaurant variety, access to healthy living, education support, training programs offered in Alamosa…
- See turnover of medical staff, need better retention

Grizzly Inn is short term housing and conference center for Health education and La Puente

- Support for La Puente, deals with children and parents, is a needed program
- Seen as a problem, recruits homeless

Kid's Place offers support for children
Need more support for parents
Not a culture of biking and walking in Alamosa
SLV Local Foods-Public Health is a goal-Chaffee County, Salida

Infrastructure

Improve gateways-especially east gateway

- NW gateway, bridge

Linking south side with walking and bike
Need Southside sidewalks
Flower boxes (too much concrete)-downtown
Blight in the 3-mile radius-first impression not good.
Need highway cleanups
Many sidewalks are difficult for wheelchair and stroller access
1st Street and Victoria Street is a very difficult intersection
Elementary school parking and traffic to drop off/pick up is very difficult

Economic Development

Mushroom farm and potato have less than half the employees they used to
Valley Electric has about 30 employees
Inspect vacant buildings annually to prevent people from buying and leaving vacant-incentive to keep them occupied. When they are sitting without repairs they become a hazard.
Empty building, bad to convert to office space
Downtown ebbs and flows, people are attracted to the highway
Downtown has lost businesses

- Treasure Alley does well
- Bookstore does well, people are always in the store shopping

People blame Walmart for some businesses closing
Need to incentivize industry
Support machinists
Want manufacturing
Need factory work
El Pomar-working on nursing/practitioners, going to focus on early childcare
Interest groups not looking at the bigger picture

- Don't think they have to market
- Need best practice training

Alamosa & the valley, takes credit for everything
Need a permanent location for the Farmer's market

- 14 weeks in summer, Saturdays
- ¾ vendors are farmers

Need a nice RV park in town
County is not pro economic development
Sales tax $.01 for justice center
Existing courthouse for probation and D.A.

Need more jobs for economic development, more employment will bring about positive changes all around
Need more restaurants
Vodka Distillery
Drones

- Amanda Aircraft
- Benefit entire area
- Test railroad with drone
- Universities working on curriculum and TSJC is looking into drone tech program
- 333 FAA designations
- 27/28 criteria

Agriculture
Agriculture investments have slowed, used to be 3-5 million, now it's more like .5 million
Alfalfa
Other
Railroad has stiffed a couple businesses on bills
County and City need better relationship/work together more

- Duplicity of services

Need more events/festivals-attract people to city, present an image of Alamosa as "cool"

- Rio Frio 5K
- Train Race
- Rollin Deep-Low rider festival

Eduardo Masias- Niños
Catholic Church & Tamales
Valley Community Fund – want it to be a community foundation

- For SLV
- Individual grant procedures
- Wide open as to its purpose

Biggest need is equality of access to city facilities and services
Water conservation in the city

VISION SURVEY RESULTS

CITY OF ALAMOSA COMPREHENSIVE PLAN – PUBLIC INPUT

APRIL 25, 2016

RPI Consulting LLC

Durango, Colorado

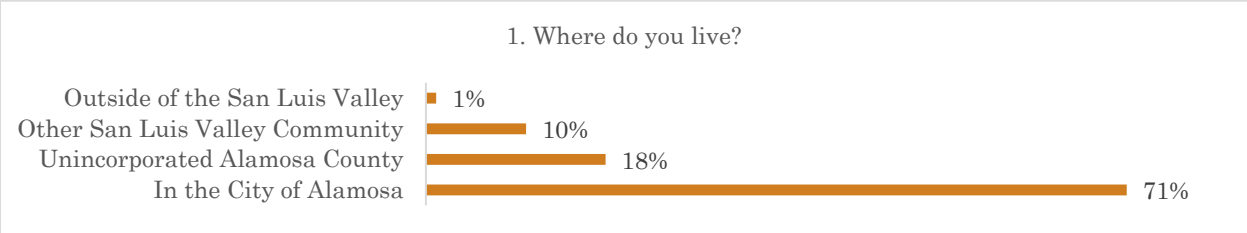
SURVEY AND VISION PROCESS BACKGROUND

The City of Alamosa held two Community Vision Workshops and as an extension of the visioning process the City posted an online survey to gather additional information from the public about the vision for the future of Alamosa. The survey had a total of 386 respondents and ran from March 22, 2016 through April 22, 2016.

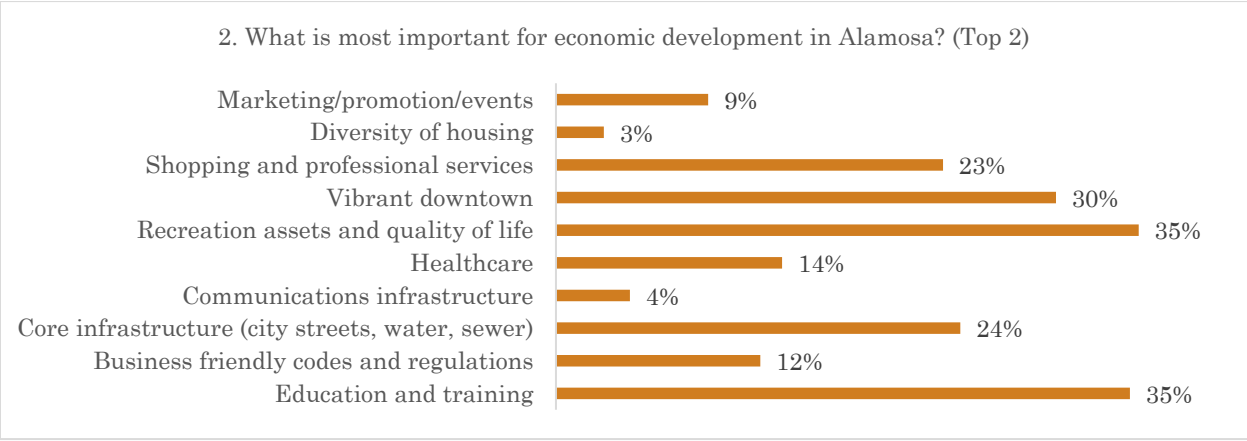
The survey was an opportunity for residents to identify top priorities for economic growth, recreation assets, core services, infrastructure, housing, transportation, and the future of downtown. The results of the online survey augment the input received from the workshop series. The priorities identified by the community during this initial planning stage will provide the foundation for the entire Comprehensive Plan update process.

The survey results session are presented below.

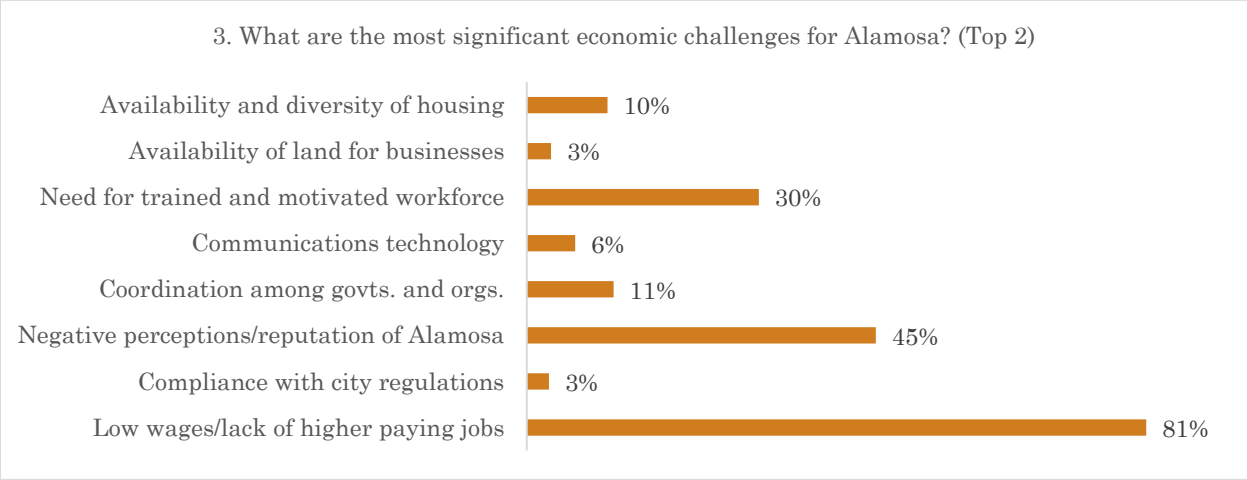
The majority (71%) of survey respondents were residents of Alamosa, 18% lived in unincorporated areas of Alamosa County, 10% lived in other communities in the San Luis Valley and 1% lived outside of the San Luis Valley.



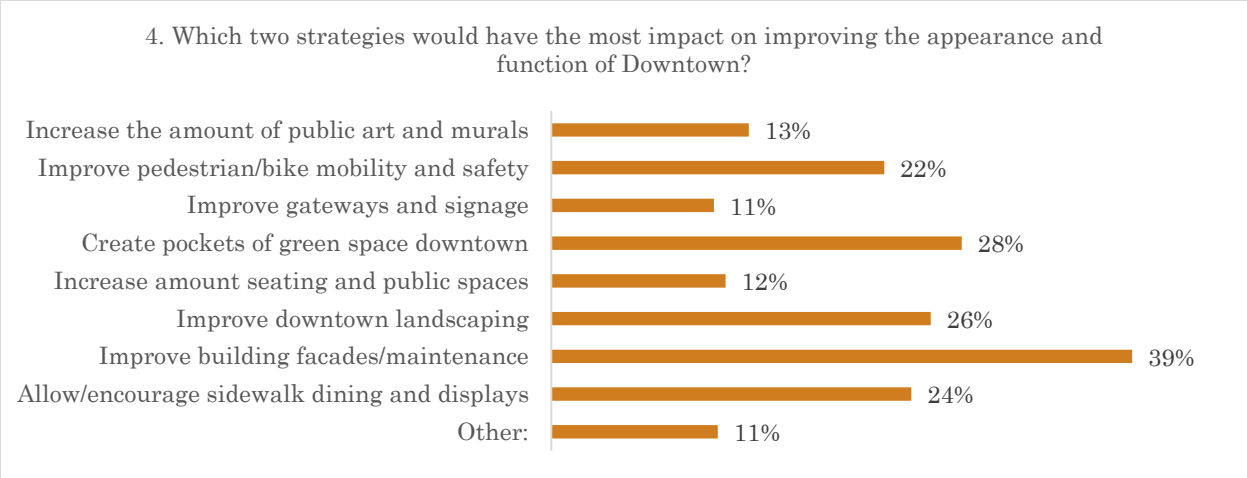
Respondents to question two identified education and training, recreation assets and quality of life, and a vibrant downtown as the most important factors for economic development in Alamosa. Each of these choices were identified by 30% or more of the respondents as one of the top two priorities. Diversity of housing, and communications infrastructure were chosen as priority factors by less than 5% of respondents.



81% of survey respondents to question three identified low wages/lack of high paying jobs as one of the most significant economic challenges for Alamosa. A negative perception/reputation of Alamosa and the need for a trained and motivated workforce were also identified as significant challenges each receiving more than 30% of total responses. According to survey respondents, compliance with city regulations and the availability of land for businesses are the least significant challenges from the list, each chosen by 3% of survey respondents.



39% of respondents to question four think that improving building facades would have the most impact on improving downtown. 28% of respondents chose creating pockets of green space and 24% chose allowing or encouraging sidewalk dining and displays as one of the top two strategies with the most potential impact on improving the appearance and function of downtown. Respondents identified improving gateways and signage, and increasing the amount of public art and murals as the least important strategies for improving the appearance and function downtown.



Other responses to question four sorted by theme:

Public Infrastructure

- Unmake Main Street a two way again.
- Road/street maintenance
- the way one streets, people going east never see downtown
- The one-way road thing is not good for a vibrant downtown.
- Redirect the highway or slow it way down- it's hard to have a vibrant downtown when there is a major highway running straight through main street
- Develop and landscape south of 6th street, railway corridor
- Improve recreation areas and bring more spaces for families including activities and indoor playground.
- Parking
- Parking
- Improve Parking
- Increase parking
- Paved Parking lots

Entertainment

- Modern day entertainment, bring crowds of people in that walk past on the street of downtown
- More music events
- vibrant nightlife
- Well thought out and executed events downtown to draw people to the area. Previous events have not been executed or advertised well, and have not had buy-in from a majority of downtown merchants. We need to find a way to get buy in from ALL downtown merchants.

Business/Economic

- Build a Target and a Barnes and Noble
- Encourage development plan for restaurant and businesses.
- Being open to new eateries, etc
- Good restaurants
- Better restaurants and shopping diversity
- Better businesses
- More shopping and restaurants that are good!
- More businesses
- Better types of stores
- Please incorporate and bring in legitimate big time business and restaurants. What we currently have is failing business and horrible locally run restaurants that don't even meet health code.
- Bring in more business
- Increase new stores
- Attract a diverse mix of businesses w/marketing-curbside appeal
- Canine friendly shops/businesses

Buildings/Storefronts

- Eliminate vacant store fronts; indoor playground downtown
- Increase occupancy
- Fill in empty storefronts
- support business growth/encourage living in downtown (apartments above businesses)
- More use of empty buildings
- Filling vacant premises with vibrant businesses
- Would like to see more original facades
- More shops, less empty buildings

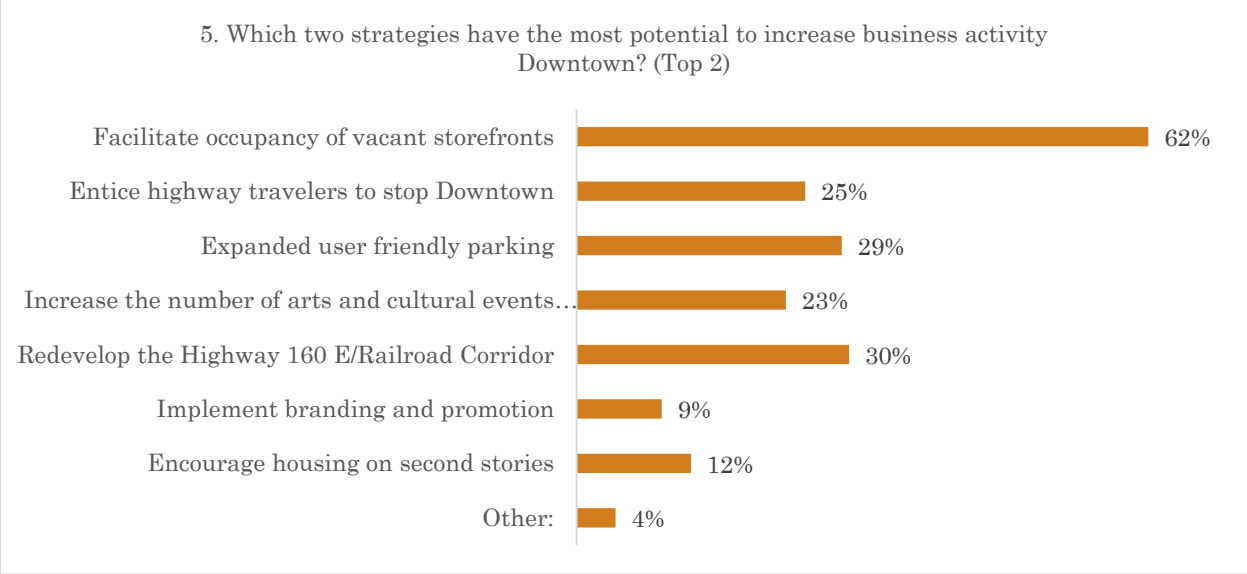
zoning and Code

- Improved zoning for commercial, residential - it all looks mixed together now, very unattractive coming into town from either direction, especially coming in from the east.

General/Other

- increase a welcome feeling
- Get rid of Community Corrections
- http://www.columbus.in.us/see-do/see-do/the-commons-playground
- http://www.columbus.in.us/see-do/see-do/the-commons-playground
- Free RV facilities
- Clean up the look of the town; it looks trashy and such low economic standing

The majority of respondents to question five selected facilitating the occupancy of vacant storefronts and redeveloping the 160 E/Railroad corridor as a top strategy with the most potential to increase business activity downtown. Between 25% and 30% of respondents identified enticing highway travelers, expanding user friendly parking and redeveloping the 160 E /railroad corridor as priority strategies for increasing activing in downtown Alamosa. 12% of respondents identified encouraging housing on second stories, and 9% identified implementing branding and promotion as priority strategies for increasing activity downtown.



Other responses to question five sorted by theme:

Public Infrastructure

- Get rid of one-way travel
- Again, the one way needs to go.
- Park once, walking distance to a cluster of social/entertaining business interests to encourage people to hang out and browse. Make it feel like a neighborhood.
- Parking in downtown

Business/Economic

- Build a Target and a Barnes and Noble
- Encourage new retail businesses I think that downtown is great, however, the restaurants and shops downtown are not consistent with their food and the customer service sucks.
- Better businesses. major chain stores.

- Allow chain restaurants and stores that people actually enjoy and find useful
- More businesses that will appeal to travelers and a younger population.
- Put better stores downtown. The stores that are currently there do not have any appeal or interest to travel down town. It's too congested
- Businesses worth going to

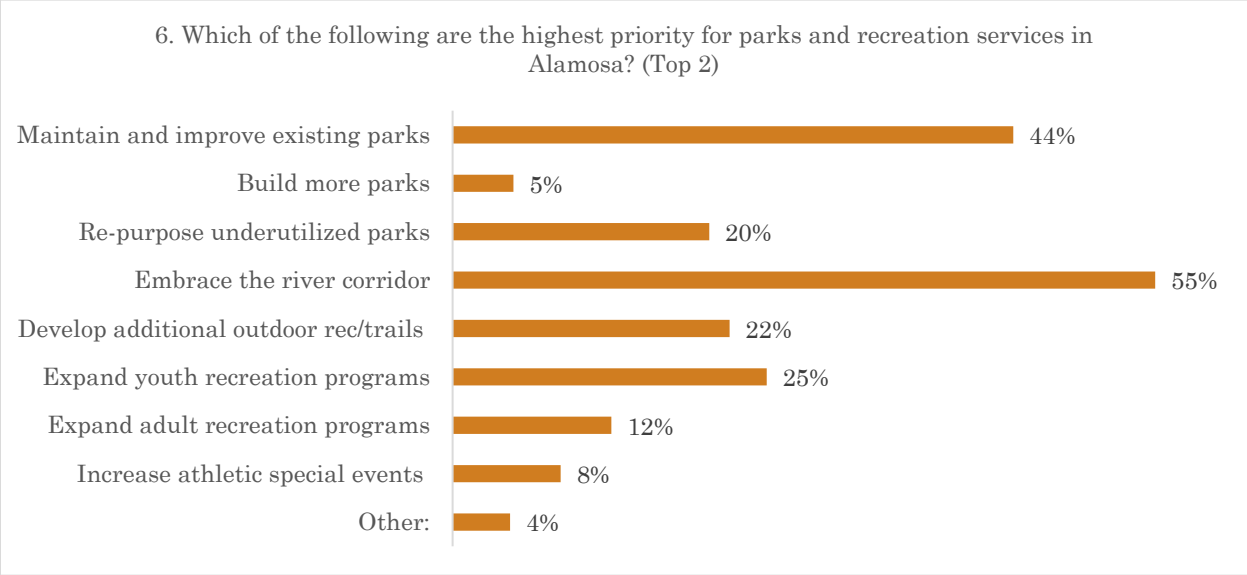
ZONING AND CODE/CODE ENFORCEMENT

- Enforcing crosswalk and pedestrian right of way
- Make the city business friendly by tax incentives

GENERAL/OTHER

- Weed control into and in Alamosa
- Increased recreational opportunities nearby.

The survey showed that question six respondents favor embracing the river corridor and maintaining and improving existing parks as the two top priorities for parks and recreation in Alamosa. Between 20% and 25% of respondents selected repurposing underutilized parks, developing additional outdoor trails and rec options, and expanding youth rec programs as top parks and recreation priorities. Increasing the number of athletic special events and building more parks were chosen as top priorities by 5% or less.



Other responses to question six sorted by theme:

OUTDOOR RECREATION

- Safety at the parks
- Improve playground equipment especially at Cole Park, and Boyd
- Have an outdoor stage to throw shows.
- Bike trail to AFRC/K-5 School; ""all star"" experiences for kids sports
- In addition to embracing the river corridor, please re-acquire the dike access given to residents Maintain and expand tennis courts!

Indoor Recreation

- Indoor playground and more activities for families during cold season (October through May)

Pool

- Year round swimming
- Pool
- Build a pool
- Year round swimming pool- laps and lessons
- Water slides/park like Walsenberg
- Water park/ swimming pools like Durango rec center
- Build an indoor pool for lap training so youth have another option for sports.

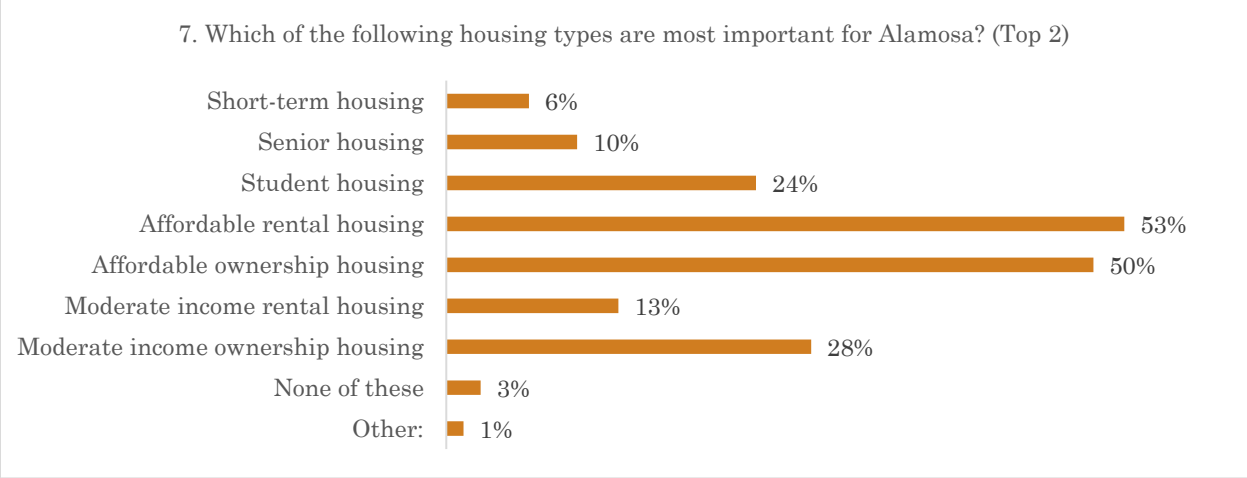
Library

- More library staff and programs

General/Other

- Increase number of special events of all kinds, not just athletic
- Increase the number of programs and activities for families in winter months

Affordable rental housing and affordable ownership housing were each chosen by over half total respondents to question seven as the two most important types of housing for Alamosa. 10% of respondents selected senior housing and 6% of respondents picked short-term housing as most important housing types, for Alamosa. Student housing and moderate income ownership housing were identified as top priorities by 24% and 28% of respondents, respectively.

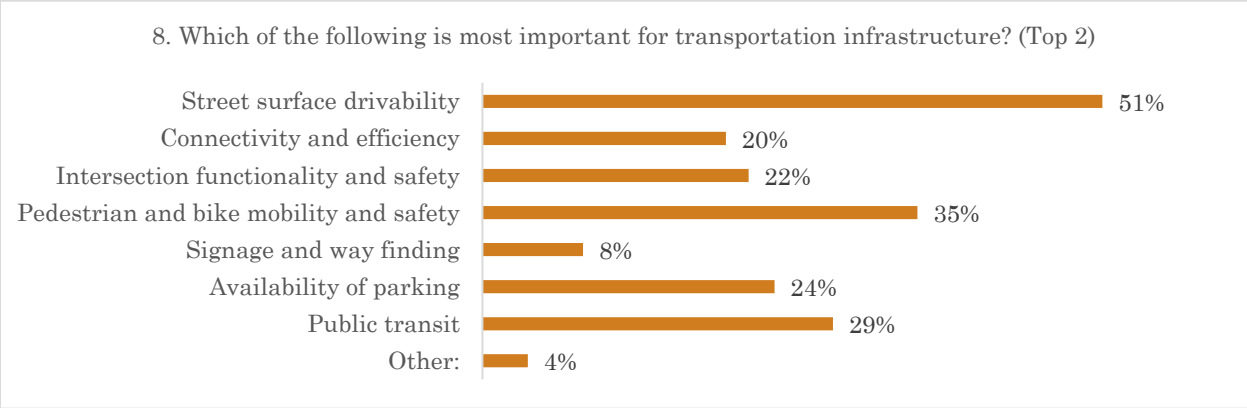


Other responses to question seven:

- I am considering moving due to the fact that owning a house is outrageous. The Valley is the poorest in the State.
- Safer Housing for families
- Don't know.
- Something not government funded
- All of these

51% of question eight respondents identified street surface drivability as the most important priority for transportation in Alamosa. Pedestrian and bike mobility and safety

was chosen by 35% of survey respondents as one of the top two most important priorities for transportation infrastructure. Signage and wayfinding was identified as the least important priority for transportation in Alamosa, selected by 8% of survey respondents.



Other responses to question eight sorted by theme:

Public Transportation

- CITY BUS SYSTEM NEEDED!!!!!!!!
- PUBLIC TRANSIT!!!
- Public transportation
- Mass transit from the outlying bedroom communities

Streets

- No more ill advised circle intersection
- The streets in Alamosa are the worst streets I have ever driven on in my life. They damage vehicles and are uncomfortable to drive on due the clearly lacking standards of road repair and maintenance. The roads are a joke. They might as well be dirt roads that are self maintained by traffic, weather, and natural erosion.

Pedestrian

- Pedestrian crossing - so many street corners are not accessible for wheel chairs or strollers, you find them both on the bike path! Which is not safe at all. In addition those same

Safety

- Intersections are covered with ice during cold season.
- Fixing blind intersections
- There are several dangerous areas, like around the light at Victoria, and at the light on 17, and the new "round about"

General/Other

- Make lights changing slower.
- Being able to avoid waiting 30 mins for the train
- There is no need for so many useless traffic signal lights
- Speed Limit Signs - what's the speed limit on 1st St or Murphy? The last sign coming into town from the golf course is 30 but coming from over the bridge it's 25. There are many other places like that...
- No opinion

Question nine asked respondents to rate Alamosa as a community on 18 quality of life indicators. On average the City was rated very good by 5% of respondents, good by 31% of respondents, neither good nor bad by 29% of respondents, bad by 21% of respondents, very

bad by 8% of respondents and 5% of respondents did not have an opinion. Over 50% of respondents rated Alamosa as good or very good on the following indicators: as a community with access to city services, as a community to raise children, as a place to attend college, as a safe place to work and live, as a community with parks and trails, and overall as a place to live. The City was rated bad or very bad by over 50% on only one indicator: as a place with varied shopping opportunities. Over 40% of the respondents rated Alamosa as bad or very bad at the following: providing leisure opportunities for adults, maintaining its streets, and providing dining and entertainment options.

9. How do you rate Alamosa as a community:	Very Good	Good	Neither Good Nor Bad	Bad	Very Bad	No Opinion
that provides convenient access to the City services	11%	45%	27%	8%	3%	6%
to raise children	9%	43%	23%	12%	5%	8%
to retire	10%	32%	27%	14%	8%	9%
to attend college	19%	53%	13%	8%	3%	3%
to work	5%	33%	29%	22%	8%	1%
with diverse housing alternatives	2%	16%	35%	30%	8%	8%
that is safe to live and work	8%	46%	28%	14%	4%	0%
providing opportunities for leisure-time activities for adults	5%	23%	29%	29%	11%	3%
providing senior recreation programs and services	2%	17%	32%	14%	5%	31%
providing varied recreation opportunities for youth	5%	31%	28%	17%	7%	12%
providing parks: hiking, biking, and walking trails	8%	42%	27%	18%	3%	2%
that maintains its streets	2%	29%	24%	27%	17%	1%
providing opportunities for dining out and other entertainment venues	3%	25%	31%	28%	13%	1%
providing varied shopping opportunities	1%	8%	24%	39%	27%	1%
providing opportunities to attend arts/cultural events	2%	24%	38%	24%	8%	4%
projecting a positive community image	1%	23%	36%	26%	11%	2%
providing landscaping (streetscapes- medians and sidewalks) to enhance the community	1%	22%	36%	31%	8%	1%
overall as a place to live	4%	46%	34%	12%	4%	0%

When asked to rate the quality of 17 programs and services in Alamosa in question ten, on average 5% of the respondents rated the services as very good, 36% rated services as good, 26% rated services as neither good or bad, 14% rated services as bad, and 14% had no opinion. The following services were rated as good or very good by more than half of survey respondents: recycling, recreation trails, parks, golf courses, recreation center, public library, fire and EMS, and traffic flow. Only the fairgrounds received a rating of bad or very bad from more than 50% of respondents.

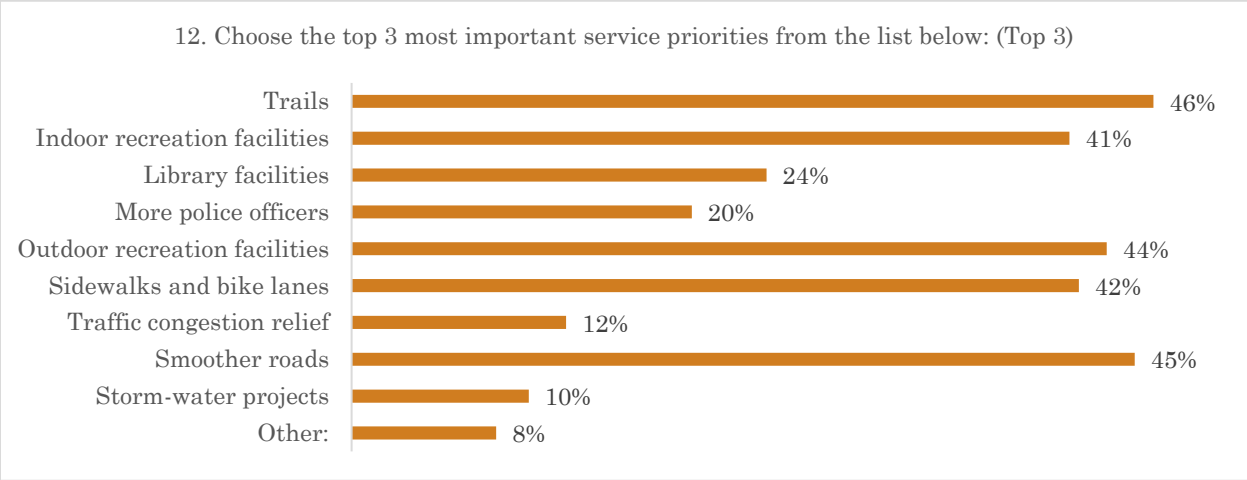
10. How do you rate the quality of each of the programs or facilities listed below?	Very Good	Good	Neither Good Nor Bad	Bad	Very Bad	No Opinion
Recycling program	8%	43%	18%	16%	6%	10%
Recreation trails	5%	46%	32%	12%	2%	4%
Parks	5%	62%	24%	7%	1%	2%
Golf course	8%	46%	14%	2%	1%	29%
Recreation center	6%	46%	24%	10%	1%	13%
Public library services	15%	52%	20%	4%	1%	9%
Taxi service	1%	19%	27%	16%	11%	27%
Downtown environment	0%	25%	45%	24%	5%	1%
Medical services & facilities	4%	27%	29%	25%	13%	3%
Police response to community problems and needs	5%	37%	27%	12%	7%	12%
Fire services	9%	45%	19%	1%	1%	25%
Emergency medical response	8%	43%	19%	2%	2%	27%
Traffic flow	6%	45%	30%	15%	4%	1%
Historic preservation	3%	37%	35%	11%	2%	12%
Business assistance and retention	0%	10%	33%	29%	9%	19%
Attracting businesses to provide a wider range of goods and services	0%	5%	24%	40%	22%	9%
Fairgrounds	1%	19%	27%	18%	5%	30%

When asked to rate the same set of services on a scale of very important to very unimportant in question 11, EMS, fire services, police response, medical services were ranked very important most often, each was selected as very important by over 60% of respondents. The golf course, athletic fields, taxi service and the fairgrounds were ranked as the least important, 20% or more of respondents rated these services as unimportant of very unimportant.

11. How important to you and or members of your household are the programs or facilities listed below?	Very Important	Important	Neutral	Unimportant	Very Unimportant	No Opinion
Recycling program	42%	31%	18%	6%	2%	2%
Recreation trails	45%	34%	15%	4%	1%	1%
Parks	45%	42%	10%	2%	1%	0%
Golf course	9%	15%	32%	22%	16%	6%
Athletic fields	17%	34%	27%	16%	4%	3%
Recreation center	25%	47%	20%	5%	2%	2%
Public library services	35%	41%	18%	3%	2%	1%
Taxi service	6%	20%	35%	21%	10%	9%
Downtown environment	40%	41%	15%	2%	1%	1%
Medical services & facilities	68%	27%	5%	0%	0%	1%
Police response to community problems and needs	67%	26%	5%	1%	0%	1%
Fire services	66%	26%	7%	1%	0%	1%

11. How important to you and or members of your household are the programs or facilities listed below?	Very Important	Important	Neutral	Unimportant	Very Unimportant	No Opinion
Emergency medical response	69%	25%	5%	1%	0%	1%
Traffic flow	24%	49%	23%	3%	1%	1%
Historic preservation	19%	32%	32%	9%	5%	2%
Business assistance and retention	36%	40%	18%	2%	1%	3%
Attracting businesses to provide a wider range of goods and services	52%	34%	9%	2%	1%	2%
Fairgrounds	8%	20%	38%	17%	7%	9%

Respondents chose trails, outdoor recreation facilities and smoother roads as the top three most important service priorities for question 12, each of these was chosen by 44% or more of survey respondents. Respondents also identified indoor recreation facilities, sidewalks and bike lanes as top priorities. Respondents chose storm water projects, traffic congestion, as the least important service priorities.



Other responses to question 12 sorted by theme

ECONOMIC

- Not a one of the above selections will entice new business growth.
- SHOPPING CENTER/MALL
- Business. Business.
- New businesses
- Better businesses
- Downtown Business Development, Recreation, and Affordable Housing
- Downtown environment: There is a chance to make Alamosa a college town with prospering businesses and many people, take advantage.
- Downtown atmosphere

HEALTH

- Health care
- Better Medical Facilities/Professionals

RECREATION

- Public, indoor pool

ENVIRONMENT

- Use the river a beautiful natural resource

- Environmental clean-up
- Planting trees

INFRASTRUCTURE

- Airport
- I'd really like more speed limit signs...
- Bike/walk option for K-5 School--unsafe to cross Hwy 160 or travel along 285
- Better visibility for oncoming traffic at stop signs in the city.
- utilities-city public
- More parking downtown and on campus
- Public transportation
- recycling

SOCIAL/ENTERTAINMENT

- Music Venue or an entertainment center
- More restaurants and things to do for the younger and middle aged adults
- Activities for Youth

GENERAL/OTHER

- Pet friendly places
- More dog parks. Research shows that dog parks help create social capital
- More City Workers
- Farmers market
- Crime prevention / neighborhood watch implementation

The following two questions were open ended; responses are posted below. Open ended comments were broken up and sorted by theme to simplify reading and identify common threads. For example, "More trails and more health care" was broken in two with "More trails" sorted under Recreation while "More healthcare" was sorted under Health. Large comments that would lose their meaning if broken up were left whole and are listed under the General/Other category.

13. WHAT NEW SERVICES WOULD YOU LIKE TO SEE?

INFRASTRUCTURE/SERVICES

Recycling/Trash

- More consistent "environmental trash" clean up (trash bags in the weeds, etc) - let's face it, Alamosa looks pretty "trashy".
- Comingled recycling would be amazing.
- Recycling supplied by city
- Curbside recycling
- Curbside recycling
- Recycling programs that pick up recycling at your house!
- Curbside recycling
- Home recycling pickup
- Recycling Pick-up with trash service
- Recycling pick up at your houses. one bin, unsorted, to make it as easy as possible for people to recycle!
- Recycling
- Curbside recycling, bag tax and encouragement of reusable bag use,

- Curb-side recycling
- Curbside recycling would be a HUGE improvement.
- Curb side recycling, recycling education program
- Continuing to expand curbside recycling would appeal to many, as the resources to do so become available and seem feasible.
- More robust recycling (all types of plastic and cardboard)
- Can recycling that pays money for cans in town (have to drive to La Jara now)

Internet

- Better quality high speed internet to the Valley
- Fiber to the home with the option to choose from multiple Internet providers.
- Affordable internet.
- Citywide free wifi

Traffic/Streets

- Better street maintenance
- More than anything I think a better job needs to be done in maintaining streets. They are the worst I've ever been around consistently. Even the dirt roads in town aren't maintained well and are wash boarded causing significant maintenance cost for people the drive them every day.
- The condition of the roadways are a disgrace as are the snow removal processes. First Street desperately needs to be paved. Also, the traffic circle does not function; east and west traffic do not stop or slow.
- Fix Road on 1st Street and keep maintained
- Anything to improve the streets. They are a disgrace!
- I would also like to see a 4 way stop at 6th and Washington. Ever since the school was put in there is a lot more traffic, children walking, getting across the Hwy. is a nightmare if you are on foot. I hope we don't have to wait until there is an accident or someone killed trying to cross the Hwy at Hwy 160 and Washington. The curve in Washington Street at Excel Energy is very dangerous.
- We need a speed sign on First Street. I'm so tired of being behind someone going 25!!Also the light on West Avenue heading S over Hwy 160 is too short. And the next light past that should stay on so we don't have to stop and wait again. Washington Street needs more signs. Right at the railroad tracks and then again when it turns off of Tremont. And then West 7th needs a sign at the intersection of Washington.
- Better snow plowing that doesn't block drive way with snow pile
- Snow removal from streets following moderate to heavy snow storms.
- I also wish all the town roads were plowed/sanded during the cold month snows (Nov, Dec, Jan, Feb)
- I would like to see the roads improved, a light at Washington and Hwy 160 with a crosswalk.

Parking

- More restaurants with easy handicapped parking

Bike/Pedestrian

- Sidewalks on the south side
- I would love to see some paved bike trails.
- I would like to see a program to bring sidewalks up to standard, either at time of sale of property or via a long term low interest loan to property owners with substandard walks.
- More bike lanes.
- Better maintained sidewalks.
- Bike safety, bike outreach, bike friendly roads
- Sidewalks and bike lanes
- Paint crosswalks
- Better roads/sidewalks in east Alamosa behind Rhodeway Inn
- Sidewalks running up Washington Street leading to the Elementary school.
- Developing more trails and shoulders on roads where people already bike or go would be helpful. North River and south river roads being an example of that. Cyclist are not always welcomed on those roads and sometimes it can be dangerous.
- More bike lanes and create paved bike trails.
- A bike trail somewhere between Ross and 285S from 1st St to AFRC that connects with a bike trail to K-5 School and a bike path that goes over or under Hwy 160 to K-5 School.

Other/General

- No new services until existing services a significantly improved. specifically the airport is in great need of further investment and development.
- Have more light posts on the south side it is always dark.
- More trees!
- Permanent Amphitheater in Cole Park, or along Railroad corridor Cooperative wayfinding with hospital, college
- I would like to see more respect for the community members, especially on the south side, by investing in crumbling infrastructure (streets, lack of curb/gutter, street lights) instead of shoving all the "bad stuff" over there, away from the North side.
- Repair of all sides of the city evenly. Infrastructure on different types of town are like day and night. The types of activities that take place in the town also need to involve all sides of town.
- Go to Durango and Salida and match they're services.

GATEWAYS/COMMUNITY BEAUTIFICATION

- Downtown is pretty nice; the outskirts of town are what travelers/tourists first see, and that's the area that is the worst and most unappealing.
- I would also like for the city to have local business and homes improve landscaping and not leave their areas under developed. Looks like eyesores everywhere especially local. Business areas.
- Improved curb appeal of city entrances

- Cleanup the "look" of driving into town from any direction - zoning; landscaping.
- We have an Eastern gateway, how about a Western gateway?
- Encourage Businesses to improve their landscaping. Keep trash picked up, South side is a mess. People arriving from the Airport have a poor first impression as they drive along State Ave.

RECREATION

Recreation Center/Indoor Recreation

- Improve customer service at Rec Center.
- Indoor rec for families and kids like skating and bounce houses etc. More restaurants would be great.
- Lockers and changing rooms at the rec center.
- More hours of operation, especially on Sundays! !
- Indoor soccer winter sports recreation RC airfield
- More Youth and Adult Rec programs.
- Indoor soccer. Indoor Roller skating. We absolutely need more indoor recreation. Indoor pool. In the winter it's cold, in the spring it's windy. Let's give our children indoor options to play.
- Ice hockey rink
- Ice rink
- I would like to see a better recreation center for youth and families. Maybe with an indoor pool and a varied of exercises that you can do. Parks and recreation do an amazing job!
- It also seems like the AFRC is underutilized in terms of open recreation options for kids.
- Rec center good price and pool

Trails

- Enhanced parks and trails
- Trash cans and doggie poop bags at all trail heads.
- Addition of a drive thru park- for picnicking/volleyball play/walking
- A few years ago it looked like the rec center was planning an expansion of the trail system into the Alamosa Ranch area, including a bridge over the river. What happened to that?
- More connected trail systems.

Parks/Sports Fields

- We have enough parks and all these services are fine.
- I would like to see a really progressive bike park to get kids more into biking (the current one is pretty sub par) also the skate park could be better
- I believe that activating the parks that we have, promoting how beautiful this community is, as well as investing in infrastructure that brings people to live here is very important. What would draw people here?

- Minor renovations would go a long way at Sunset Park fields--redo benches and paint the dugouts.

River Corridor

- I believe the river corridor is a huge asset that needs to be developed!
- I would like to see the river area by the park upgraded with walking trails, great landscape and a restaurant or two and a frozen yogurt shop. Similar to the Salida river area.
- Hiking and biking trails and a river walk.
- I would like to see the river dike on the south side of Hwy 160 developed for walking and other access.
- Trails around river so people will stop in Alamosa.
- Help to develop the river corridor. Add more bike lanes through town.
- A river park similar to Salida, Durango, Gunnison.
- Create a "Riverwalk"
- Would like to see expanded access to the river beyond existing trails and more access points and crossing/bridge to the northwest.
- Outdoor recreational activities such as rafting or kayaking tours of our local rivers. No more recreational facilities, we need outdoor things.
- Development of the River Corridor to stimulate healthy life styles and economic growth! Take advantage of the awesome access to outdoor activities.
- Let's make the Rio Grande riparian area an attraction!

Pool

- It would be nice if there was a swimming pool like in Conejos County that was at the REC center, and affordable for community members to enjoy.
- Possibly more parks or a better pool,
- Inexpensive pool for lap swim.
- Indoor pool
- A community swimming pool would be great to see.
- Outdoor water slide park like Walsenberg's park upgrades-better BBQ facilities/ heaters more winter activities outside like Leadville's
- Year round swimming pool for community
- Indoor, public pool for lap swimming, senior fitness, youth competitive swimming program, infant learn to swim program, toddler fun in the pool, family enjoyment.
- An indoor swimming pool.
- An indoor pool
- Also, a city/county run indoor swimming pool would be a huge asset to families, particularly children, year round. This would greatly improve quality of life during the winter months.
- Better rec center and a place to swim for families
- An outdoor public pool with zero entry for kids, a splash park.
- A public swimming pool would be awesome.

- I wish there were a swimming pool with a kiddie pool that was open year-round in Alamosa

Youth/Adult Programs

- More/expanded athletic opportunities for children (gymnastics, martial arts, climbing, ice skating, etc).
- For youth sports, have a special recognition day in partnership with ASU athletics (soccer kids go to soccer game and do something soccer-related after on the big field, etc.). Little League affiliation for tournaments/LLWS?
- More recreational activities for kids/teens
- It would be nice to add an all-star week to youth sports programs to get additional specialized coaching and development, culminate the week with one all-star game.
- Low-cost/free places to take restless children in the winter.
- More winter sports! Toddler activities! Family spaces!
- A community bike share program would be a great addition to our community. Zagster could be a good model to consider.
- Weekend Events for parents that work during the week. Like swimming lessons for children on Sat and Sun. Mother Child exercise classes in the evening. More art related programs for the children.
- As a mother of two very young children, I personally think it would be nice to see more places to play indoors during the cold winter months. I think an indoor playground that is not at a fast-food restaurant would be immensely helpful to building community connections.
- More indoor recreation/play areas for children during the winter.
- Adult soccer leagues, both indoor and outdoor!

General/Other

- Some form of a community bike share program.
- Honestly for a city our size, we are afforded many amenities others our size aren't fortunate enough to have. We have many opportunities for trails and outdoor recreation, as well as indoor rec. facilities.
- A larger presences of outdoor recreation for youth and adults (utilizing existing resources in Alamosa and surrounding areas ex: river activities, hiking, rock climbing, skiing) We live in a beautiful place with amazing people. I would like to see us come together more to really highlight the positive attributes of Alamosa and the SLV.
- Tennis courts (maintenance and expansion...indoor) racquetball courts
- Enhancement of the Dog Park. Great facility, and lots of use. Need a separate area for small dogs, and year round water. Bathrooms would be nice, but that's an expensive item.
- Dog parks that separate big dogs from little as well as putting either gravel or mulch down instead of just dirt.

- A community rock climbing facility would be great as well as ASU is increasingly less available to the community.
- horseback riding trails
- Would like to see the Alamosa Ranch put in permanent protection, so it is available for recreation and scenic beauty without the risk of future commercial development.
- ASU should open up the Bubble for community use of the track.

LIBRARY

- Upgrade library personnel i.e. hire a qualified director
- More Library programs for pre-teens and teens. More community programs and services for teens and young people.
- More Adult inspired programming at the library as well as expanded library services for tweens and teens. There's a lot of great stuff for babies and young children, but nothing for tweens and teens.
- I'd also like to take this opportunity to commend the library services that are already in place, especially the efforts of Becky Steenburg and her children's literacy program. She is a golden asset to Alamosa and if there were an option listed, I would nominate her for an award.

YOUTH

- I would like to see more youth programs
- Camps for children during the summer. I have paid money (that could be in Alamosa's pockets) to take my child to a Spanish language day camp in Denver.
- Children's/teen recreation facilities, more than just a bowling alley.
- More activities for children under 4, gymnastics, swimming classes, etc. A community garden. More community activities. Additionally, as a recent transplant (we have lived here for almost 1 year) I don't find the community to be very safe. I would like to see the corrections facility moved to a different town, and I would like to see a more active police approach toward public intoxication, especially during the daytime hours. However most importantly the school system needs to change in a major way. There is a serious lack of decent childcare, with three of the four preschools having unqualified, and often abusive staff members. The lack of childcare for children under three is also very difficult. It feels as though Alamosa is decades behind in its services which provide for children. I would never feel comfortable sending my children to the schools here, after children s garden, which we are very happy with.
- I would like to see more activities for children.
- Programs /activities for the youth in the community
- I'd like to see more for the kids. I work in the school system so I see the trouble bored students get into. If Alamosa offered opportunities for the youth, we'd see a lower crime rate. I don't believe parks are the best thing to invest in as many youth experience drugs and alcohol at our local parks; as sad as it is. I'd like to see an improvement in our hospital. Our hospital has horrible service, it's ranked low

overall in so many areas, and it's billing is the worst. I travel to the springs rather than seek healthcare here in the valley because of it's reputation and my bad experiences.

- Make these options available in Alamosa. The boys and girls club is scary. Transplants do not have local grandparents and parents have to work during the summer--there is no quality summer programming for children. Also, this community needs curbside recycling. We are about 20 years behind on this.
- I would like to see some recreational and fun activities or events for Youth. I would also like to see more methods of advertising for these programs for youth.
- More activities for our children.... of all ages. Skating rink? Arcades?

ENTERTAINMENT/SOCIAL/CULTURAL

- Year-round Farmer's Market
- I love that we now have a music venue--more cultural offerings could really bring this town to life. Music, cool stores, great food=quality. People will be drawn here to stay, and that mean economic growth.
- We need more businesses promoting what is available, a lot of students at ASU have no idea what downtown is
- More to do for fun - business that cater to middle class for entertainment - nicer restaurants; happy hour; brunch; etc. family fun center, something finally done with the Grove Theater
- More entertainment and recreation for adults, youth and families especially, to give them more options to stay out of trouble
- More entertainment and festivals
- Revamp downtown theaters for community theater programs.
- More shopping centers, more activity centers for youth, more activity for families, adults, and kids. To be honest Alamosa can be very boring- we need to keep these kids busy and having fun! We need to be proud to live in Alamosa.
- A permanent outdoor concert structure.
- More activities for college students besides bar environments.
- I would like to see more art galleries and art events utilizing local artists. I think some of the existing community development groups forgot to talk to the people who had been organizing arts events here and shut them out. Arts events includes, but is not limited to, visual arts, dance, theatre, music, movies, performance art, open mics, poetry and story reading etc.
- Sidewalk and rooftop dining options would be cool. How about close down the traffic and have "Eat in the Street" during the summer where you could have a table right in the middle of Main Street or something like that? The parades have really been awesome lately, especially the winter one. The whole Rio Frio motif can go a long way for that event, so that's awesome! Why not have a kids' ballgame going on during Sundays at 6 concerts? It could infuse more people down to the park and could lend a really cool vibe.

- As a college student, it would be nice to see more places where college kids can hang out. Alamosa does have great outdoor exploration, but in the cold winter there needs to be an alternative for students who can't brave the cold. Whether it be a new bar, a roller skate rink or a better kept hookah bar something needs to be added. Maybe a re-vote should happen to allow recreation marijuana stores in town. Students complain all the time that there is nothing to do here!
- I would love to see the Farmers Market at Cole Park along the trail.
- Upping the Hispanic Culture in the public in a positive way and preserving traditions and show casing them more often.
- More performing arts based after-school programs.
- More places for Musicians to play and have a better music scene.
- Arts and cultural facility
- More art and cultural activities.
- A well funded and well organized public art program, i.e. http://www.gjarts.org/ and http://manitouspringsartscouncil.org/The revitalization effects are well documented, and the benefits outweigh the costs.

HEALTH

- More specialty doctors, i.e., dermatologists, neurologists, orthodontists.
- Better and more reliable hospitals
- More convenient care options for healthcare and more health facilities so that we have more choices besides Valley-Wide Healthcare.
- Better Medical care. It takes at least a month to get anything done.
- Better retention of good physicians. I doctor out of town as I can't find a consistent physician in Alamosa and have also had several horrible experiences at the local hospital and urgent care clinic.

HOUSING

- The housing market is crazy high.
- More affordable rental housing for senior citizens who are not low income, but are on a fixed income such as retirement benefits. You either have to be poor or rich in order to obtain descent housing in Alamosa.
- Affordable housing/ living for middle income seniors or Aging in Place programs.
- Work with ASU on campus housing options/privatized housing or some hybrid option to promote more permanent tenants (whether owning or renting) in the community. College students drive up the cost of house rentals, and ultimately detract from neighborhood appeal. The promotion of apartment rentals in downtown is intriguing.

CRIME/DRUG ABUSE/LAW ENFORCEMENT

- better police department.
- Police that stop red light runners. At almost every light there is someone running it.
- Decrease the presence of drugs in Alamosa and make it safer for children to be outdoors.

- I would like some kind of service that will address and help to eliminate the growing crime, and drug problem that has been seeming to increase lately.
- More visible police personnel in neighborhoods, i.e., walking or bikes.
- More coordinated and expanded Animal Control.
- Public education about drugs and how to stop it.
- I also think we need better doctors and police officers.
- I would very much appreciate the adherence to "pedestrian in crosswalk" law with signage and city workers
- Better drug awareness, training, enforcement. Drug use is a large problem in Alamosa and the surrounding area. How can we reduce the usage of drugs and better utilize people's time and energy? Better job training for locals and youth work opportunities. Teach work ethic. Work for welfare. If you expect to have a handout, you should find a work related activity to be eligible to receive it. For example. City and county wide trash collection by anyone who receives a welfare check. This should be monitored and structured, not just bring in some trash and you can collect your check.
- Please deal with the drugs around town. Also, the shady Department of Correction people at the Library and the drug activity taking place in the Library parking lot and the computer labs has made me stop taking my family there, it is very unsafe and sad!
- Personally, I would like to see more legal services provided such as a larger restorative justice program and a possibly a rehabilitation service for drug and alcohol users.
- I would like to see the police force have body cams so they can conduct service honestly.
- The most important thing (yes, more important than the dog park :)) is continued work to stop our inadvertent importing of criminals and homeless people. We should be importing clean industry and working on ways to retain our professionals (mainly medical folks)
- More drug prevention programs. Hard drugs, such as meth and heroine, are taking a toll on the entire community. Not just the users, but our entire town is suffering because of the sudden spike in usage concerning these two drugs. The healthcare industry helped create this problem and nobody is doing anything to help the users, aside from throwing them in jail and denying them treatment because they can't afford it. If we can help combat this problem amongst our youths, the entire town will benefit tremendously, immediately and in the future. This includes awareness, support, prevention and extracurricular activities to show the drug users that they are not shunned and the entire community cares enough to help them, rather than to charge them criminally and encourage their current behavior.

LOCAL GOVERNMENT

- Lower Taxes

- Timely replies or actually any reply when questions are asked.
- I think it is important to hire local business to provide their services and products to our city. example: Planting Flowers Downtown, Please leave that to the professionals. STOP shopping online and out of our local communities. You're not good keepers of our funds shopping else where like Online. You may save a few bucks, but your hurting our local economy more than you may think.
- I would like for our city government to take action and change the environment for those who are from low income levels. Roads and environment on specific sides of town need to be fixed also. Let's be fair to the whole community.
- Considering all the new debt and ongoing cost to operate all the new facilities (water, sewer, fire, police, city hall, etc), I do not think Alamosa can afford to offer new services. The city need to focus on the core (sewer, water, streets, crime prevention) services and work toward being more lean, efficient and effective and not try to be the one who is trying to solve everyone's problems. People will ask for the moon and government needs to sometimes say no. Just because you can off the service, the question is, should government be involved?

EDUCATION

- Better sharing and communications between the college and townies.

DOWNTOWN

- I would like to see the downtown come alive with shops and restaurants and nice places to live right down town. Our downtown needs to be revitalized!!I do enjoy a lot of the events offered such as Sunshine Festival, Early Iron with its parade. The Christmas decorations and light parade. The art walk.
- I would like to see more parking downtown and improvement of local roads.
- I would love to see a thriving downtown with a bunch of cute restaurants bars and coffee shops that really draw people in to a safe and beautiful little city. I would also like it if we could do more to help addicts such as a rehab in the valley. I had a dirty syringe dropped in my front yard and was a little horrified to say the least! I would really like to have recycling pick up at my house!!! I would also like to see more programs that get kids excited about the mountains and the outdoors
- One issue that makes me not spend a lot of time downtown is the noise from the highway traffic but I don't think there is a way to address to that issue.
- Downtown closing off maybe a sheet to allow more foot traffic down town would help to create a feel down town that it doesn't have right now.
- It seems downtown business is pushed. I don't like going downtown because there are no businesses that interest me. The businesses that interest me are on the west end of town. Put better businesses in downtown and maybe it will bring more people in. Better restaurants like big chain, Applebee's, Hooters, tilted kilt, Good sports bars not a bar with a TV. I am not interested in art or cultural events.

BUSINESSES/ECONOMY

- I would like to see better shopping so I don't have to go to Pueblo, Colo. Springs, or Denver. Lowes & Home Depot, K-Mart, Target, Kohl's, etc.
- Better businesses. allowing major chains to come to Alamosa like Home Depot, fast food, allow local business to flourish and not charger almost double for a plate.
- A major truck stop.
- Finding ways to compel vacant storefronts downtown to either be filled, or be sold, after a certain period of time. Empty storefronts downtown are really unacceptable and keep downtown from getting off the ground and really moving forward in any meaningful way.
- Would like to see Alamosa utilize the Rio Grande River. Restaurants, Shops, trails along the river, Kind of like Salida.
- More variety in shopping and dining out.
- Let's attract more business like we've attracted all the new motels. example, we need a bakery.
- I would like to affordable healthy local food options developed more.
- Marijuana outlet
- More variety of restaurants to attend.
- More programs for tweens and teens.
- More variety of foods and shops
- A plan to reduce drug usage in town.
- More positive activities for youth.
- Better quality food in restaurants
- Variety of affordable shopping
- more outdoor dining more quality dining west of town (by hotels)quality hotels downtown
- More chain restaurants, more business choices,
- More clothing stores. An alternative to Walmart. (Kmart, Target)
- More big chain restaurants
- More variety of restaurants
- More businesses
- A Chipotle.
- More department stores. Perhaps a bigger Penney's or other type of stores so Walmart isn't our only choice.
- SPORTING GOODS SUCH AS A SPORTSMAN'S WAREHOUSE OR BASS PRO
- NEW AND INNOVATIVE SHOPPING VENUES AND SERVICES.
- Create more business assistance and retention.
- Sporting good stores, Archery Range indoor, Dollar theater, black eyed pea, cracker barrel
- I think we need more restaurants and businesses. Some examples might be Target, Home Depot, Lowes, Chipotle, Applebees, Olive Garden etc.

- A store like Hobby Lobby that is mainly for crafts and needlework.
- I would like to see a more aggressive approach to industry here (higher
- Shopping and dinning
- Clothing stores
- More access and retention of local businesses
- A Cabela's Store
- More shopping and restaurants
- More shopping possibilities
- Better shopping opinions. Something other than Wal-Mart. More entertainment. Alamosa can be very boring and leads youth to participate in bad activities
- I would like to see a Target and Barnes and Noble built in Alamosa.
- More food places Applebees, Buffalo Wild Wings
- Target, Home Depot, and more name brand places to eat (ex. Olive Garden, Chipolte, etc.). There needs to be more commercial businesses to not only provide a better range of services and goods (so that we are not spending our money outside of the valley to get these services/goods) but also to provide more jobs to the community.
- welcome new business opportunities, from paying customers - not charitable, tax-exempt projects
- More brand name department stores and restaurants like Target, Home Depot, Olive Garden.
- I would like to see the city promote stores like Lowes or Home Depot to come into town. We have a strong need for them here in the valley. People are going to Pueblo anyway, we might as well collect the sales tax here.
- More prospering businesses.
- Expansion of eateries in Alamosa would be beneficial to our community as well. As restaurants, like Chiles, are doing well, why not bring in a sports bar like Buffalo Wild Wings, that would really increase revenue for the City of Alamosa? If we have a fear for expansion, we would not have brought in a chain like Chiles or Ihop in the first place. Thank you for your time.
- We need to grow our local economy (501c3's and La Puente jobs don't do this). We also need to better utilize our beautiful natural space. We also need to encourage more diversity of activities in Alamosa.
- Maybe beyond your control, but there is a dearth of decent restaurants in Alamosa. Try going out to eat on a Sunday evening, or after church, or many other times.
- Open the theater downtown for second-run movies! Stop building crap out by Walmart. Nobody likes going to Walmart, and it should not be at the center of our local culture and economy.
- Sports Bars, quick desirable places to eat that are not merely fast food chains or locally owned Mexican restaurants, roads that are not extensively populated by pot holes, outdoor rec areas that are clean and maintained, clean up the south side of

town This community needs to learn to accept change and become more progressive. We need to allow some businesses to come in and bring life to this city. Whether you like it or not, this is a college town that needs restaurants, bars, attractions, and a night life to help maintain a healthy student population, which in turn, will lead to economic growth.

- I would like to see a hooters, a twin peaks, or a tilted kilt. The food is great and it would bring attraction!
- We desperately need modern conveniences such as a major shopping mall, large box stores such as Sam's Club, COSTCO, Home Depot, Lowes etc. Our tax revenues and community's dollars are being spent in shopping in Pueblo and Colorado Springs. These large box stores create jobs for your un-skilled workforce.
- More ability to provide good jobs to our community - economic development opportunities that truly support our unworking folks in the valley, that are SAFE.
- My complaint is not having high quality, diverse, healthy restaurants. A couple of the ones here are not so good--tolerable. I would like to see more ethnic food choices, and less talk of bringing in chain restaurants. When I hear that chains are a priority (especially in the downtown area), I think Alamosa lacks vision and it makes me sad I also think that alternative business could bring in charm to the downtown area. A yoga studio is one example of what I think Alamosa needs. I love the old buildings, and would hate to see them torn down for growth--they could be repurposed, updated, and that might attract business.
- -Sports Bars-Wide variety of 24 hour restaurants-A better movie theater with more than two showings per day!-Better restaurants period. -The fact of the matter is that all restaurants here are very poor I would like to see more "hands up" types of community projects sponsored/facilitated by the city. For example, an entity like La Puente who may have skilled residents that can help in phases of the rejuvenation of buildings in need of repair with an incentive for businesses who choose to employ said residents. The benefits would be an instillation of pride and a sense of belonging to those less fortunate within the community that puts the poorest of our poor into a position to generate income. Meanwhile, economic incentives for those businesses hiring from that pool of workers would help local businesses. Another idea would be to offer internship/training programs within city entities and local business to facilitate shadow training programs for men/women who want/need to enter the workforce. At one time the Chamber of Commerce was offering free local workshops in areas like Customer Service training available to local business who wanted to offer professional development for its employees. Not sure if that program is still in existence, however it seemed to have a bit of a following and was meeting a need. It also showed a level of support of local business improvement by the City. My opinion is that one of the most economically impactful steps the City could take would be to build a legitimate Conference/Event Center. Groups hoping to hold special events locally such as weddings, conferences, sporting events, concerts, etc. are at a

disadvantage because of a lack of this type of venue/service. The long-term and residual economic benefits to hotels, restaurants and retailers are worth looking into. Finally, the City of Alamosa must recognize that the local economy is supported by the ENTIRE San Luis Valley and not simply Alamosa residents. There is a high percentage of people who live outside of Alamosa who are a driving force to its local economy because of those same people working for and shopping at businesses within Alamosa.

TRANSPORTATION SERVICES

- Cab service
- public transportation
- Public transportation
- Transportation
- Public transportation
- Public transportation
- Public transportation.
- Public transit connecting medical services, college, downtown, shopping centers and north/ south side of Alamosa.
- Transportation services would be great, but have proven to be unsuccessful in the past.
- Public Transit Low Cost Events that support learning new skills and making vital community connections.
- Reasonably priced public transportation; but given cost to size of town, (and surrounding area,) in population; this is not economically feasible, which is not the city's fault. Due to large number of low and/or fixed income people, many who don't, or can no longer, drive (such as disabled and/or senior) more "centrally located" low income housing needed; partially due to lack of public transportation.
- I also think that some sort of public transportation system would be very helpful for the college students, low income families, and those who just like to avoid polluting the air and spending money on gas.
- Provide public transportation to Denver, Colorado Springs, Pueblo, or any other city for medical needs. You have to be on Medicaid in order to obtain those services. For those that are not on Medicaid, it is very difficult to obtain transportation to a city for medical purposes when there is no other means to get there.
- I do not think that we need new services, however, we need to work on what's here. The problem with Alamosa is that it is not consistent and the service is bad. People who come to visit love that it is a mountain town. So why are we having bad service and inconsistent food? We need to make what we have great. Adding more won't change. We need to make what we have great. The only thing that we should add is more public transportation. For example, Little Stinkers; it is a great idea but it is not great. When you call after the bar hours sometimes you have a 30-45 min wait and if you walk home you can also be arrested for being drunk.

- Taxi service. Downtown beautification. Long term transportation issues such as a by-pass or relocation of rail off main corridor.
- A city bus would be most beneficial. I am a worker of on of the local agencies and clients are unable to attend vital appointments due to lack of transportation and they are unable to receive services from transportation services due to insurance purposes. They have complained that the local taxi services over charge for their services and they are on limited incomes. I recently moved here from a larger population and this is a setback for these clients living within out community.

OTHER/GENERAL

- Job opportunities for people with physical and mental different abilities along with meeting the transportation needs for that group to access jobs and meet their daily needs.
- More opportunities for adult involvement in the community. If these projects became community service projects, I'd love to volunteer
- More outdoor dining and pet friendly areas
- combined seniors/children services
- Reduce the deer population (very difficult, I know)
- Deer management and control
- Control of deer population, barking dogs, get 5th wheel trailers and RVs off of residential streets.
- I would like to see a city/county grant writer who can help bring more resources for city programs to Alamosa. There are many opportunities that are missed due to lack of resources and lack of time to get those resources.
- I would like to see the current services expanded and the city to take a larger involvement in programs by devoting more resources to them especially the children's library program and the Farmers' Market
- Farmers Market
- I haven't lived here long enough to say
- music venues, progressive businesses not those that pollute air, water, or land. more locally run stores for clothing, home goods, garden supply, electronics, health foods, organic foods.
- indoor facility/activities for winter season indoor park/swimming pool more space/activities in public library
- More projects for children or the youth and a happier downtown.
- The incorporation of the other businesses in town (particularly the West side of town) in the business vision. Downtown gets a lot of attention and we don't want to lose downtown businesses but there are other areas of town that deserve attention as well. The parks on the West side of town also get overlooked unless there are Soccer matches, Tennis matches or Hockey going on. Fix the blight! The trailer park near Walmart is an eyesore.

- I would like to see signs for pedestrian right-of-way. Drivers in Alamosa treat their cars like weapons, driving fast and challenging pedestrians at walk ways rather than yielding.
- I would like to see more businesses come into Alamosa. You ask people to buy locally, but if we can't find what we are looking for we have to go somewhere else, and end up doing other shopping as well. I would like to see a hobby/craft store, also an alternative to Walmart would be nice. We need to keep working on the downtown area and continue to improve and beautify this area. Our streets are in terrible shape. We need to get more tourists in and offer weekends filled with things to do, not just once or twice a year. The fourth of July would be a good time to have a huge festival of some kind. Those who come to ride the train have nothing else to do. Encourage clubs and organizations to help with promotion and follow through. Keep the pool open all Winter. I have been in towns where they have weekly evening cars shows where the "drag Main" at the end of the evening. This could work on a monthly basis, let them park on Main Street, keep businesses open late, have music. No prizes or entry fees necessarily, just let people show off their cars and bring people to town.
- I visited Alamosa twice for my master's at Adams. I was disappointed in the options and quality of restaurants and food options, especially when it comes to healthy options, organic. Also, there are no trails, or outdoor activity that are available nearby, even though Alamosa is in the "country". I was expecting to find trails in the hills nearby, and more trails throughout the city and right outside.
- I love the healthy living park, and can't wait for that to be developed. I would like to see a bike trail that connects the entire town, and more trails developed. I think there could be more public transportation, especially between the hospital-clinics and social services.
- I would love to see some "meetup" groups or similar type of organization for all types of niches. Especially for adults. We need a hiking group. It would be nice if the running group ran other routes than just the one, or offered coaching. More races. 5Ks, 10Ks, half marathons - all can promote Alamosa. More things to do. More open opportunities to socialize. More classes at the rec center with more varied interests: maybe a class to teach someone how to sew. Adult continuing education that is affordable, not $300 per class at ASU for someone wanting to learn Quickbooks.
- Additions to the recycling center, for example, we could purchase a paper pulp brick maker & make fire -starter bricks with the newspaper turned in for recycling (and then sell the fire-starter bricks); Incentives to recycle--I only put my trash bin out to be collected, at most, 1x/month because we recycle--if everyone did so, we could reduce the amount of trash that goes to the landfill. Also, if I only need trash pickup 1x/month, perhaps the cost of trash pickup would go toward the recycling center. I see cardboard boxes filling the trash bins downtown--where is the incentive for downtown merchants to recycle? Solar gardens for neighborhoods in the city or at

the outskirts of the city limits. I would like to see Alamosa explore a plan to generate most of our electricity usage from solar power. Assistance for small business startups, perhaps tax breaks or other assistance like we did for Walmart. Allow dike access all the way through town for residents; pedestrian bridge near the college, or somewhere at that end of the river for access. Allow residents to contribute additional funding for special projects--for example, if the city can't fully fund a pedestrian bridge, perhaps have a fundraiser...if we contribute the cash, we get the project...Comments I couldn't leave above: Housing: Alamosa already has so much rental property--I have lived in our neighborhood for > 25 years--I have seen the rental property increase from about 10% when I first moved here to about 90% now...any all of it is short term, so the residents are not invested in the neighborhood (lest you think this is a "south-side neighborhood", it is actually in the neighborhood of 2nd and Ross). Drivability: 2nd Street is not very drivable. It has not been paved in the entire time we have lived in our neighborhood.

- A year-round farmers market. We live in an agricultural area and should be celebrating our agricultural heritage, not only through education and events, but also with our dollars. Local food should be readily available, rather than being shipped out of state. Development of the railroad/6th Street corridor into a mixed-use/live-work-play/warehouse-urban feel. Look at what Santa Fe did with their Railyard area. It's a hit with locals, tourists, teens, families, and more. They have everything from hands-on art studios with ongoing lessons, to drumming and dance workshops, to live music and ice cream/coffee stands. People would have something to DO before and after their train ride, and it would be overflow for some of those services or businesses that might not "fit" in the existing downtown infrastructure. Look at Grand Junction's downtown and how much space they have to "play" and enjoy being there. This space should not be filled with junk - it should be things that attract locals to do real things there - like the indoor farmers market, other essential shopping, restaurants with nice courtyards and good food and music. This could be a place for moderate-income rental housing for young professionals, which there is a serious lack of in Alamosa. This town will never evolve unless you start attracting young, educated families. Most Adams State professors who I know with kids under the age of 5 see this as a "stepping stone." They will move before their kids get much past kindergarten. You have to find a way to KEEP families like these in Alamosa. I would like to see more activities and services for young children and families. I have been to the playground at Cole Park 8 million times and I am bored out of my mind, watching kids fight over the TWO SWINGS that are there. I can't imagine how my 4-year-old feels. Here are some ideas that are appealing to families like mine: Build a better playground at Cole Park. Think about City Park in Pueblo. Massive playground with diverse playing options, surrounded by pavilions that are rented for birthday parties every weekend, swarming with families who are there to recreate at the variety of options such as dog park, tennis courts, river trails, zoo, etc. WHY is

our rec center in the middle of nowhere???? Have you ever thought of turning the Library and City offices into the Rec Center? That way it would actually connect with the park, river trails, baseball fields, and other ways people choose to spend their time outdoors.... rather than having the rec center in the middle of nowhere. I know the current Rec Center is near all the softball fields... but they have no connection. It's not like the rec center is even open when games are going on. The Rec Center COULD have been so much more! The YMCA in my husband's home town is always packed. They have a kids play room, day care, swimming pools, endless programming... I know our rec center must have more programming for kids that are older than mine, but I don't even hear about that. Better advertising!!! It feels empty when I walk in there. Build more trails. One reason we live in the downtown area is that we love the access to trails and Cole Park. We will probably never move out of this neighborhood because we love that so much. We need trails that connect all our neighborhoods, expanded river trails, and offer more accessibility for bikes and pedestrians. FIX THE SIDEWALKS. I would love to see a group of city officials try to walk around this town with a stroller, or a kid on a bike with training wheels. Sidewalks literally end, or turn to rubble, or lack ramps so there are curbs everywhere. It might sound small but it is infuriating. Our walk to the park looks like we are navigating a maze. What we are really doing is crisscrossing the street to avoid the curbs and other spots where the sidewalk is atrocious. I actually saw a woman driving down the STREET in her WHEELCHAIR, and she said "Looks like you're having a rough time" to ME, because my toddler was having a tantrum on her tricycle in a pile of gravel that should have been sidewalk. This is real life. Can't make it up. Clean this place up. It's no secret that Alamosa is an eye-sore. Fix the library. It's like a mausoleum. I feel unwelcome there with my children. There's hardly anybody there, and there are very few programs. I know it's "new", but seriously, you did it wrong. There is nothing about the staff, layout, decor, or anything in there that makes it feel like a place I want to spend time. My mom works at a library in Illinois and it is truly like a community center. They have programs going all the time, for all types of people. Educational programming, programs for kids of all ages, health fairs, fun events, you name it. The upstairs is the "quiet place". And guess what... it's colorful. And comfortable. And friendly. People smile there. Better educational options. The public schooling has a terrible reputation. I know more parents who truck their kids to Sangre or Sargent, pay for Kindergarten at the Lutheran school, or pull their kids out and homeschool than I do parents who send their kids to Alamosa schools. Again, if you want to keep families here, you need to care about the things they care about. AES might be a work in progress, but in the meantime we need supplemental education of all kinds for our kids to take part in recreationally. I would also love to see alternative options like Montessori and Waldorf education. Leverage our unique-ness. Alamosa and the SLV is one of the most unique and fascinating places I've ever been. Why isn't that

celebrated more? This goes along with my plea that you think carefully about community economic development. Think about the towns people love to visit. They love them because of their local character, their unique charm, their quirkiness, the fact that they offer something NO other place does. We can be one of those places... instead of the "forgotten" part of the state. I urge you to take an interest in unique and innovative projects - like the Healthy Living Park - that can assist in celebrating the amazing people who live here. Focus on building a local economy that takes advantage of everything we have to offer locally. We have to tackle the drug/poverty issue. There is a serious poverty consciousness here that is both real and imaginary - and it affects the success of new businesses and restaurants, educational initiatives, the quality of work that is done, how our kids can succeed or not succeed in the outside world, etc. The "real" part is that we need a better educated workforce, higher professional standards, and higher goals for our kids and college students. The "imaginary" part is that people actively avoid spending money on local services because they are perceived to be expensive. Meanwhile, people offer their services for lower-than-market value and thus contribute to the poverty consciousness because they're not making a living wage. 8 years ago, Alamosa was extremely safe. I left my keys in my car, never locked my door, etc. Now, things have changed. I see a lot of sketchy activity on my street, and I hear people saying Alamosa is not as safe as it used to be. This is bad news. We also have a real housing issue. There is a real estate issue going on with rentals where almost everything is trashy, so the landlords with "nicer" rentals can charge as much as they want because nicer rentals are in high demand. Same thing with real estate. Very few "nice", middle-income houses are on the market... and the ones that would normally be middle-income are priced much higher than they are worth (in my opinion) because of the supply-demand issue. The dilapidated housing is terrible. It makes the face of our town very hard to handle. I don't know how you address this. With low wages, extremely high poverty rate, uneducated workforce, and limited employment opportunities... how are people supposed to fix up their houses? Recycling pick-up. Is this available? More health-oriented focus. News just came out that the Diabetes rate has quadrupled since 1980, and the SLV is no exception. We need people to eat better and move more. Our city's health should be a top priority.

14. WHICH EXISTING SERVICES, IF ANY, WOULD YOU LIKE TO REDUCE OR ELIMINATE?

INFRASTRUCTURE

- There are entirely TOO MANY sets of traffic lights in insignificant intersections. Specifically along Main Street/6th street and Ross Ave.
- When our downtown was 2 way and had more stop lights it was a lot nicer to walk around. It's a highway running through our downtown now.
- Eliminate the railroad tracks going through the middle of town.
- more recyclable-plastic/recyclable options
- Traffic, congestion, 'recreation' center, golf course.
- Traffic congestion
- Stop spending money on someone working all day and a machine to clean the streets...are you kidding me??...the streets themselves are garbage, why are you spending resources on removing a few leaves and dust from them while having to drive around pot holes that are 5'x5' in order to do so? Eliminate all waste on promoting the existing cultural and business and bring in a fresh perspective with a young crowd and businesses and services to support that demographic. Change is vital...if this town doesn't have some foresight and change now, it will die in 30-40 years.
- Thank you for providing the yard waste. Please consider widening the bottleneck on Market St. between Vigil Way & Thomas Ave.
- I don't really care for the one way street downtown. Very difficult to maneuver.

RECREATION

- I believe a lot of money and resources are spent on the golf course. This is an amenity that should be looked at closely. Are there things that could be done privately to reduce the costs to the city? It is a lovely amenity for some people. We use it to walk by, and for x-country skiing when there is snow. It seems that if the city were to look at how much the course costs the city per person who uses it, it would illustrate the need for those folks to be more financially invested.
- Golf course
- We have way to many athletic fields in a town this small.
- 4-wheeling or dirt biking on county land near city limits or in town
- golf as a public service
- Rapid expansion of trail system.
- Fairgrounds.
- fair grounds
- The fairgrounds are too far away and poorly used.

ENTERTAINMENT/SOCIAL/CULTURAL

- Concerts in the summer, this is a waste of taxpayer money.

- Christmas decorations going up before Halloween and Thanksgiving. Would rather have nothing than ticky-tackiness.

HEALTH

- Planned parenthood and any programs similar to that. The local Women's Resource Center provides pretty much the same thing and this doesn't cost the city/county anything as it is a non profit entity. Why duplicate what is already being done well!

LAW ENFORCEMENT

- Police inattention to violators of traffic laws
- Less traffic patrol and more investigation & drug task force. I don't believe more officers is the answer, but rather better prioritizing and utilization. Drug issues in Alamosa have gotten out of hand.
- Corrupt Police
- I would like to see the police force size smaller and court system reduce numbers of the high incarceration rate of local citizens.

SOCIAL SERVICES/REHABILITATION SERVICES/NONPROFITS/CHARITY SERVICES

- I think the majority of services provided by the city are excellent. We just need to get rid the drugs and Community Corrections - That would be a great start. Also, start advertising the good things about Alamosa. This is too well a kept secret.
- Crime and Drug use.
- Community Corrections drug dealers
- We need to really address the drug problem in our community and college. I think it is bigger than most people realize
- La Puente, Adalante, and these non profits that are attracting so many transients to the community.
- I think that the Methadone clinic should be closer monitored. It is the only local resource that we have to combat against the heroin crisis, however I have been informed at a training on the Methadone clinic, that breast feeding mothers can breast feed while on Methadone. This is very concerning knowing that that drug is legally passed on to the baby. Also, it should be closely monitored so that we aren't producing Methadone addicts in place of Heroin addicts.
- reduce some hand-outs, and maybe reduce some crime and drugs in the end
- La Puente
- We need fewer homeless people coming to our town. Let's reduce the number of groups bringing them here!
- Reduce the influx of an invitation of low income people. We have enough economic problems here without bringing in more and more people we can support or sustain or offer jobs to! Also, Alamosa should not become the dumping ground for the state's unwanted. This adversely affects the perception and livability of Alamosa.
- Drug addiction help

- We need to eliminate/reduce our correction services. We are welcoming all these drug addicts and criminals to our community, pretending like we're helping them, then releasing them to influence our community and people.
- I would like to see La Puente's shelter shut down. It is a drain on the local economy and resources, as well as a liability to the property owners around it. He shelter itself helps very few locals, and is a magnet for outsiders to come use our resources.

LOCAL GOVERNMENT/REGULATION

- Regulations on building
- Can't think of any big ones here... maybe code enforcement? Having someone driving around full time to check parking and look for weeds seems a bit frivolous. Maybe having these pieces taken care of by a) installing parking meters or something that can help make parking enforcement more efficient, and/or b) having weed violations and other non-vehicle related infractions dealt with by having people call in rather than having someone out searching? Not sure how this might work...

EDUCATION

- School system needs to be improved also. Individuals who work there also need to be better selected and the environment is bad for parents and children who come from low income levels.

DOWNTOWN

- More restrictions on non-profit's operating within the Downtown. Why are businesses growing on the West side of Alamosa instead of downtown? Reduce the wasteful strip mall model!
- I think it's an absolute crime that the city has decided to move city/county services so far south of town, and build monstrous, mostly empty buildings. The original decision, and every decision thereafter, to move our services out of downtown is a vote to KILL the potential for downtown Alamosa to thrive. All the people who could potentially be walking to work, shopping at local businesses during their lunch hour and after work, eating lunch downtown, stopping by the coffee shop to say hello to friends... they are all isolated outside of town. I think it's horrible and a decision founded on short-sighted values. Bring our services back to the town center. Build our town up, don't break it apart. I also need to comment on the difference between "economic development" and building a LOCAL COMMUNITY-based economy. I fear the city sees just as much value in a McDonalds (or IHOP) as it does in a locally-based business, organization, or inventive model for economic stimulation. DO NOT turn Alamosa into every other cardboard-cutout town along every interstate in this country, with box stores and chain restaurants. I beg you to make decisions that will allow small, local, innovative businesses to thrive. These are the businesses that can truly affect our local economy and keep our dollars local. IHOP will NEVER decide to purchase local potatoes or flour. McDonalds will NEVER pay a living wage or invest in employee education so they can move up in their position. On the issue of parking. I am shocked when I hear a group of people agree that

parking is a major barrier to coming downtown. That's ridiculous. I have NEVER had a hard time parking downtown. I've never had to park more than 2 blocks from where I'm going. I live downtown, work downtown, my husband works downtown, and we regularly attend downtown events and things like the farmers market. I don't know who can't find a place to park, because I always can. I live 3 blocks from Cole Park and have NEVER had anyone park in front of my house for an event like Summerfest or Early Iron. So that means people can always park within 2 blocks of the park. Again, please do not make our downtown any uglier by putting a massive parking lot in it. Alamosa has a horrible reputation for its appearance. Talk with anyone who has driven through, and not stopped to visit a local, and they will tell you it's ugly and downtown is empty. This reputation needs to change through beautification, thriving downtown businesses, fixing up buildings/sidewalks and filling empty spaces, and bringing innovative events and services more to the forefront of Alamosa's image.

ECONOMIC

- businesses that are not locally owned
- Fast foods
- Liquor stores,
- Sport clothing shops
- Businesses that charge too much and then cry "buy local" or shop downtown. I can drive over the mountain and still pay less after gas and lunch.
- Less chain businesses that funnel money out of the valley
- Liquor stores- they are just bad news and there is to many drunk's walking around! It's disgusting makes Alamosa look awful.
- too many mexican restaurants. we need more variety
- diversify the types of restaurants offered.
- any city program or regulation that encourages corporate businesses relocation to Alamosa without improving the local economy or creating full time jobs the chain and franchise stores that have opened in Alamosa over the last 30+ years have done almost nothing to contribute to the local economy and have provided only low paying, mostly part time work. These are the reasons why Alamosa and the SLV in general continues to be one of the poorest places in the state and the country. the main reason why we are unable to retain the best and brightest is that there are no opportunities here besides Wal-Mart, the hospital, and the college. We must encourage small business growth and development. We do not need any programs or incentives to bring another IHOP or Chilis because that money never reenters our economy. It is a direct drain.

PUBLIC TRANSPORTATION

- Public transit is a waste of the city's tax dollars because the service is underused.

HISTORIC PRESERVATION

- Investing in older buildings that just need to be replaced.

- Trying to preserve history in town. It hasn't been done well enough to attract anyone and just makes the town look trashy.
- Historic anything. Mow it down and rebuild it modern!

MARIJUANA

- No marijuana facilities in town in the future.
- Pot places!
- POT SHOPS IN THE COUNTY, SICC AND TWISTED

OTHER/GENERAL

- I can't think of anything. I do want to give kudos to the EMT services here, they are awesome, caring and here within literally minutes.
- Any of them not being fully utilized.
- I have no specific recommendation for that other than to suggest looking at those services that have a high cost/low impact ratio and determining the value in keeping those.
- I don't think that we should get rid of anything, again, it is not about adding or eliminating it is about fixing what we already have.
- The city has done a good job of adding important services as the opportunity and funding is available....such as the continual improvement of recycling over the years.
- haven't lived here long enough to know
- Provide me with a list of "services" which are primarily administered behind the scenes and not usually talked about in the main stream media and I am sure something will come to mind.
- I think many of the services are great, I wouldn't reduce any of them.
- I don't think there are to many, so I feel as though it would be pointless to get rid of any at the moment.
- None. We just need to build on to our success as a community.
- I can't think of any, I think that they all serve a purpose, as well as different groups of our community.
- I haven't lived here long enough to say
- I honestly can't think of any that should be reduced or eliminated.
- How many are there? What are they? Is there a lot of them that aren't being utilized? Are you referring to the ones above? Please clarify!
- Can not think of any.
- None - need more businesses/more jobs!!Eliminate Walmart! :)
- Not that I can think of!
- None come to mind, as I have only lived here a relatively short time.
- None that I can think of
- None. Keep adding and improving.
- None that I can think of.
- None
- Not sure

- None
- None
- Na
- None
- none
- None
- None.
- no opinion.
- N/A
- N/a
- Building all the services out of town
- Reduce number of personally owned vehicles from the fire department running lights and siren through town.
- The golf course and taxi service are not something that I personally use, but I do not think either should be eliminated.
- The reluctance to accept any kind of change.
- Not sure how helpful it is to have a plan for the Mosquito control district. Would like to see numbers of how that is getting rid of more mosquitoes...
- Mosquito control district is a significant misuse of scarce funds when many other individual options exist which are not disruptive or costly
- As a graduate from the local university I feel there needs to be social changes within the community. I would like to eliminate the amount of police presents and invest more funds into the youth. The high rate of individual in trouble with the law has a large negative impact on the area and creates individuals who have no hope for work once they have these criminal charges. Fair pay and better employment will help the community. The tax that will be invested in the new jail & court system would have benefited the community better if they invested into parts of town that have been forgotten. This town is a terrible place to live due to the segregation within the community. Some parts of town have new sidewalks and others are crumbling. This is highly noticeable. If you live in a better environment it is likely to impact individuals positively. I am currently looking to move from Alamosa due to the lack of opportunities and negative social activity that only favors certain groups within the community. I had moved here expecting a positive place to live in the valley due to the larger population size but I have found that to be a false hope. In such a small community I feel the whole area should prosper and work together where large cities have masses of people where it makes it difficult.
- I would like to see the community change. There is to many individuals who have positions they are not qualified for due to them having family in government and private industry. Police presents is extreme and negatively affect those from certain backgrounds. Police consistently harass those who are from low income back grounds. There is only segregation within the community and those who are in

power deny this. There is no community here only those who have and those they discriminate against.

COMMUNITY VISION WORKSHOPS
KEYPAD POLLING RESULTS

MARCH 17, 2016

RPI Consulting LLC

Durango, Colorado

INTRODUCTION AND KEY PAD HIGHLIGHTS

The City of Alamosa held two Community Vision Workshops on February 29th at the San Luis Valley Baptist Church and March 1st at City Hall. A total of 69 people attended one of the two workshops. The goal of the workshop series was to gain insight into the direction residents want the City of Alamosa to head. There were two parts to each workshop, a live survey using keypad polling and a visioning session.

During the keypad polling session participants were presented with concepts and strategies using PowerPoint and were able to ask questions and discuss before responding anonymously. The results were calculated in real-time for all to see. The questions asked during the survey were developed through a process of research and interviews with city staff, local community members and business owners. This session contained questions about economic development and growth, the future of downtown, recreation, housing, and core services and infrastructure. Many of the questions were structured so participants had to identify their top priorities. The process allowed residents to identify their shared values and aspirations for Alamosa.

The combined results of the keypad polling sessions are presented below.

KEYPAD POLLING HIGHLIGHTS

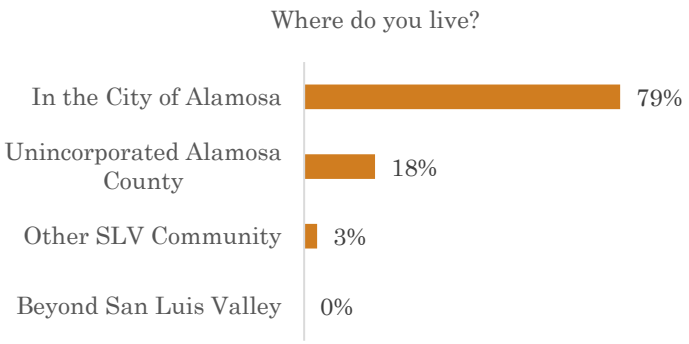
- A majority (89%) of poll respondents were city residents, no respondents lived outside of the San Luis Valley.
- Respondents favored infill and redevelopment (89%) over expanding city boundaries to accommodate future growth.
- The need for a trained workforce, negative perceptions of Alamosa, and low wages were identified as the three most significant economic challenges facing Alamosa.
- A vibrant downtown, recreation assets and quality of life, and education and training, were identified as most important for economic development in Alamosa.
- 89% of respondents think the city should put more resources into economic development, and 72% think the city should take a leadership role and actively engage partners.
- Restaurants and entertainment are the primary reasons for visiting downtown.
- Landscaping and façade improvements were picked as the two top strategies for improving the appearance for downtown. Improving downtown parking and redeveloping the 160 corridor were identified as the top strategies for increasing activity downtown.
- Embracing the river corridor was the highest priority for parks and recreation collecting 30% of total votes.

- 85% of respondents preferred some form of development including trails and amenities or commercial outfitters along the river corridor.
- Moderate income ownership housing was identified as most important for housing conditions in Alamosa, receiving 22% of total votes.
- Street surface/drivability and pedestrian/bike mobility and safety were identified as the most important for transportation infrastructure, receiving a combined total of 48% of total votes.
- Only 10% of total respondents indicated that they were either not sure of the quality of services offered by the city, or felt that the city does not offer good services to citizens and businesses.
- 65% of respondents felt that Alamosa is a safe or somewhat safe city.

KEY PAD POLLING DETAILED RESULTS

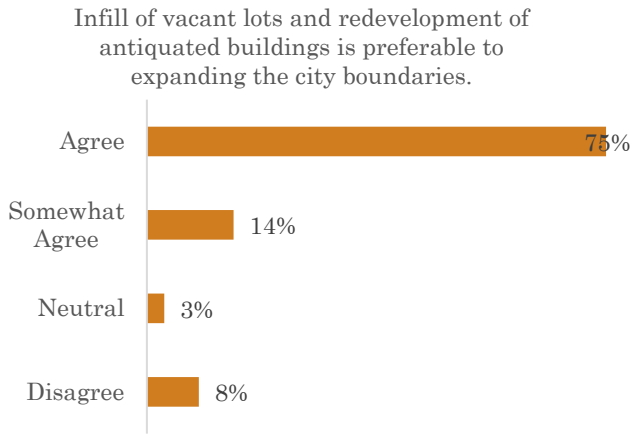
BACKGROUND QUESTION

All poll respondents were residents of the San Luis Valley. The majority (79%) of poll respondents live in Alamosa, while 18% are residents of unincorporated regions of the county, and 3% live in another community in the San Luis Valley.



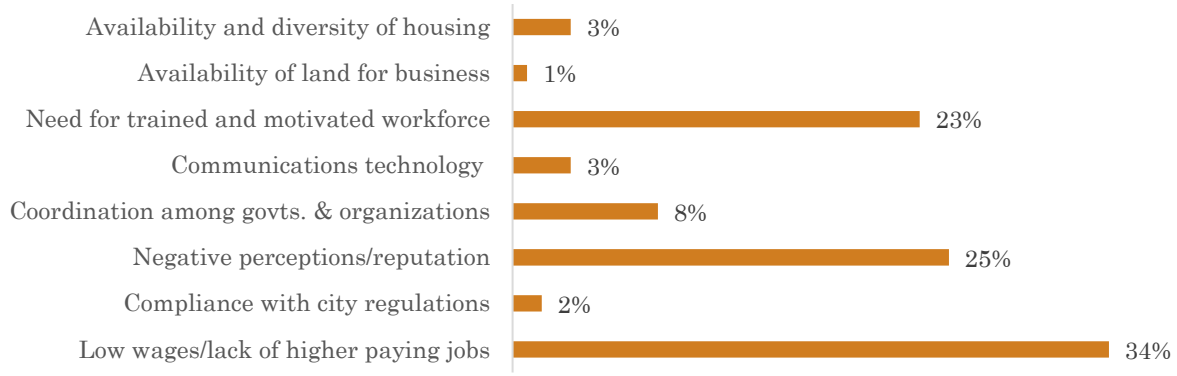
ECONOMIC DEVELOPMENT AND GROWTH

75% of vision event keypad respondents agreed that redeveloping old buildings and infill on vacant lots is preferable to expanding city boundaries to accommodate growth. 14% of respondents somewhat agreed with favoring infill and redevelopment over expanding city limits. 3% of respondents were neutral with respect to this growth strategy and 8% disagreed with the strategy.



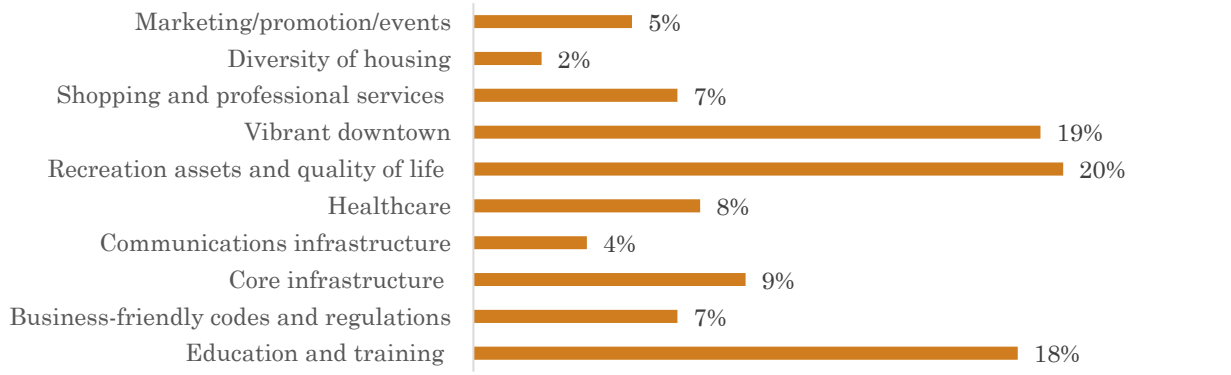
The need for a trained workforce, negative perceptions of Alamosa, and low wages or the lack of high paying jobs were identified as the three most significant economic challenges facing Alamosa, each of which garnered over 20% of total responses. Availability and diversity of housing, availability of land for business, communications technology and compliance with city regulations were the least selected responses, with each category getting less than 5% of total responses. 8% of respondents chose coordination among governments and organizations as a significant economic challenge.

What are the most significant economic challenges for Alamosa? (top 2)

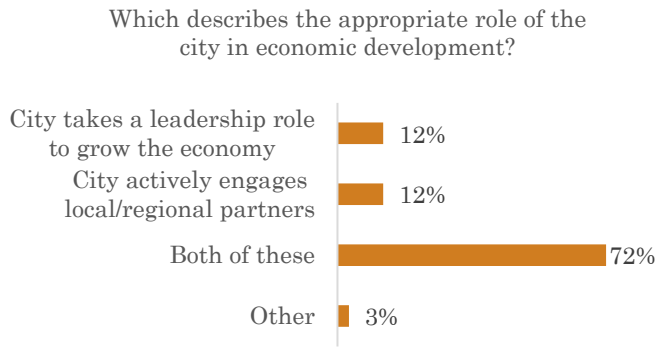


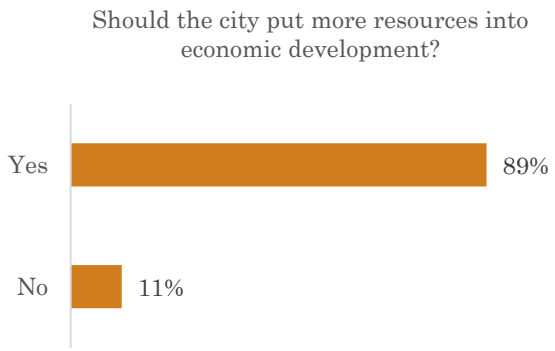
A vibrant downtown, recreation assets and quality of life, and education and training were the top three characteristics identified as most important for economic development in Alamosa, each receiving 18% or more of total votes. Diversity of housing, communications infrastructure, and marketing were chosen the least, receiving 5% or less of the total votes. A business friendly code, shopping and professional services, healthcare, and core infrastructure were mid-tier characteristics that collected more between 7%-9% of total potential votes.

What is the most important for economic development in Alamosa? (top 2)



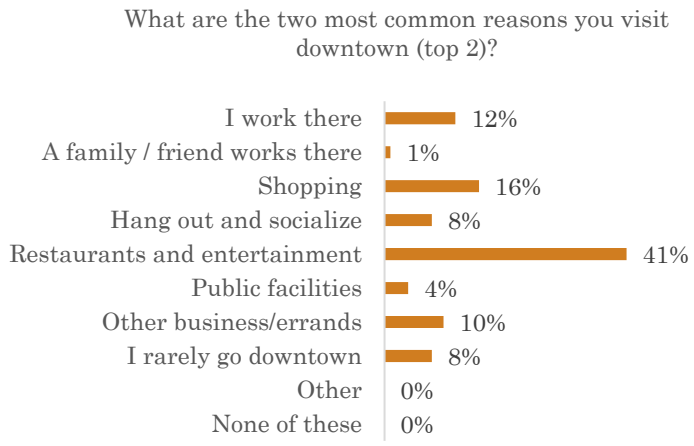
A large majority (89%) of respondents think the city should put more resources into economic development, and 72% of respondents think the city should take a leadership role in economic development efforts and actively engage local and regional partners. Only 11% of respondents thought the city should not put more resources into economic development, while 12% think the city should take a singular role focusing on leadership or engaging regional partners.

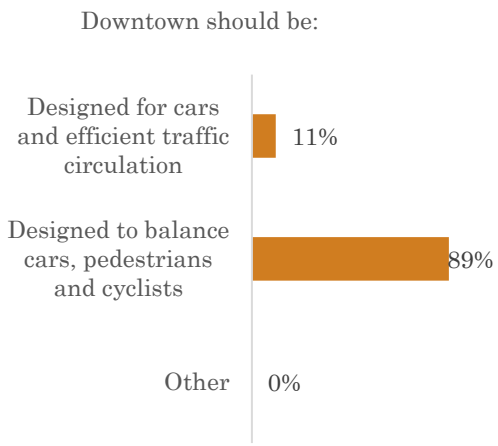




DOWNTOWN

Patronizing restaurants and entertainment was the most common reason respondents visited downtown getting 41% of the total votes. Working downtown and shopping were the next most popular reasons for visiting downtown. "I rarely go downtown" accounted for 8% of responses, and few respondents traveled downtown to visit working friends or family or visit public facilities. The majority of respondents believed that downtown should be designed to balance cars and pedestrian traffic, while 11% thought it should be primarily be designed around vehicle traffic to ensure efficient traffic circulation

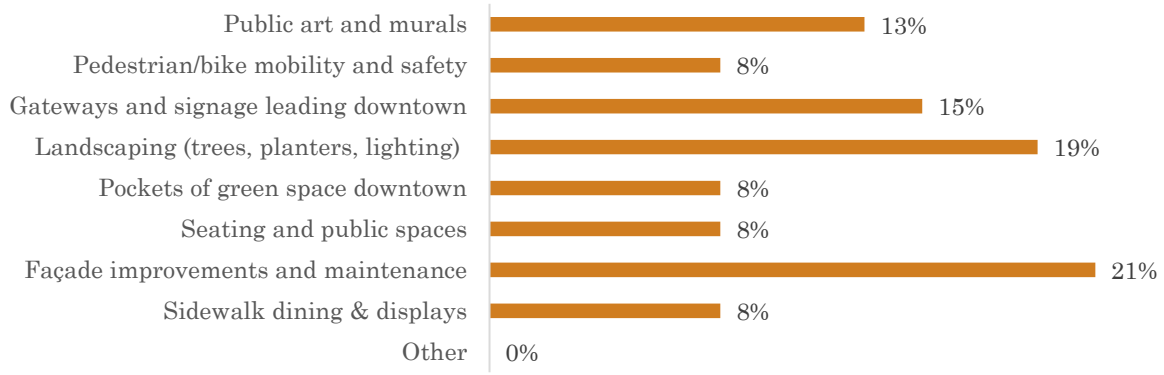




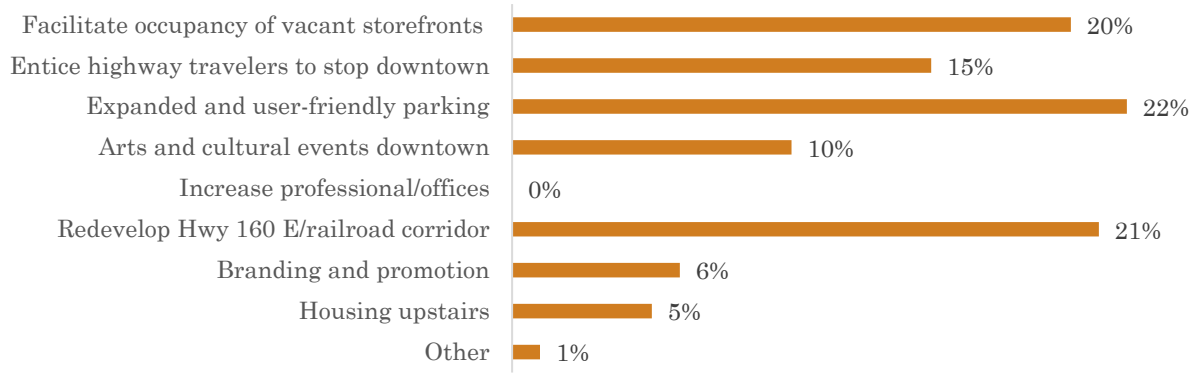
Respondents picked landscaping and façade improvements as the two top strategies for improving the appearance of downtown, receiving 19% and 21% of total votes, respectively. Improving downtown parking and redeveloping the Highway 160 corridor were identified as the top two strategies for increasing activity downtown. Developing public murals and improving downtown gateways and signage were relatively popular strategies for improving downtown's appearance. Improving pedestrian and bike mobility, developing pockets of greenspace, developing seating/public spaces and improving sidewalks and sidewalk displays were the least popular strategies for improving the appearance of downtown each getting only 8% of total votes.

Facilitating occupancy, enticing highway travelers, and holding arts/cultural events downtown were secondary strategies for increasing downtown business activity getting between 10% and 20% of the total votes. Branding and promotion efforts, allowing second story housing and increasing the number of offices were the least popular getting 6% or less of total votes.

Top 2 strategies to improve the appearance, function of downtown



Top 2 strategies to increase business activity in Downtown

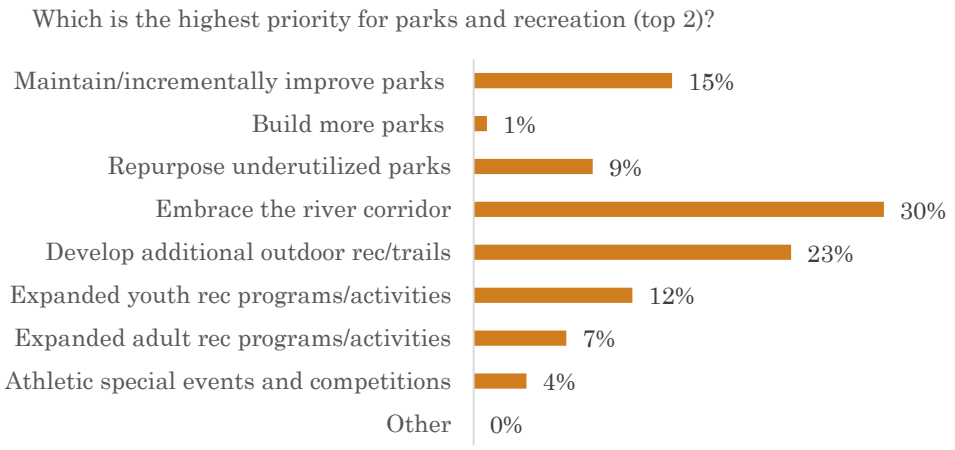


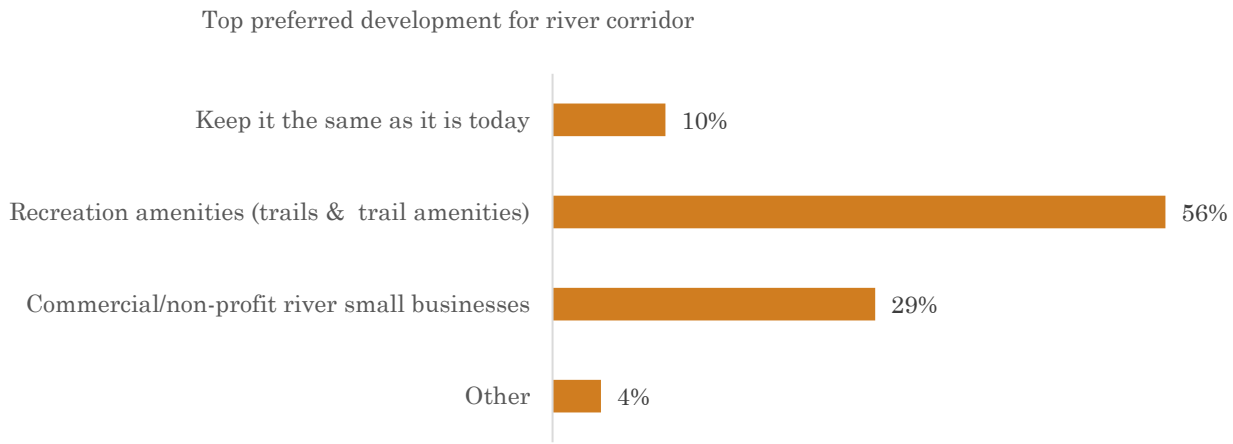
RECREATION

Embracing the river corridor was the highest priority for parks and recreation collecting 30% of total votes. 56% of respondents prefer development of trails and other amenities as a development option for the river corridor, 29% prefer the development of commercial or non-profit river based companies. Only 10% of respondents think the river should be kept as is, with little to no new recreation development.

Other priorities for parks and recreation in Alamosa include developing additional trails, and improving existing parks, each garnering 15% or more of total votes. Building more parks, hosting athletic events, and expanding

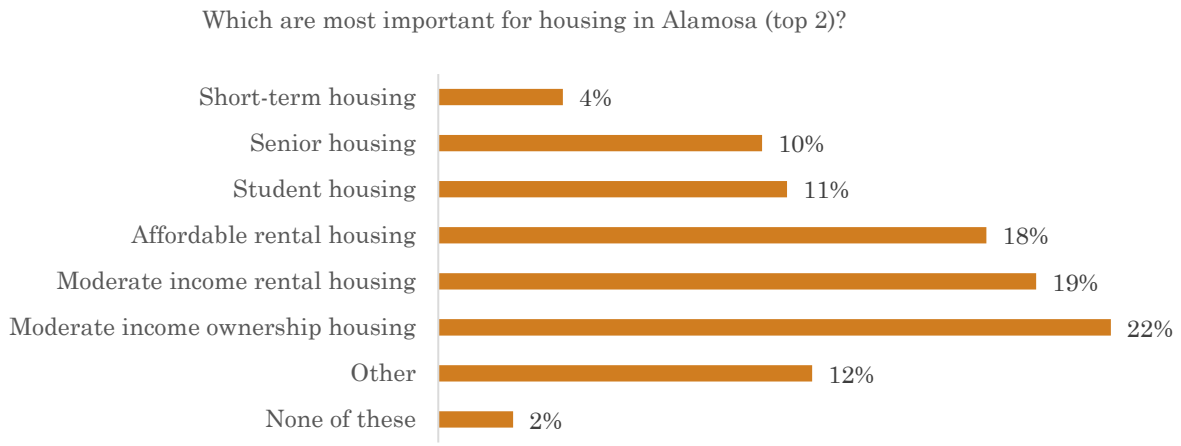
adult recreation programs were the least popular priorities with each receiving 7% or less of total votes.





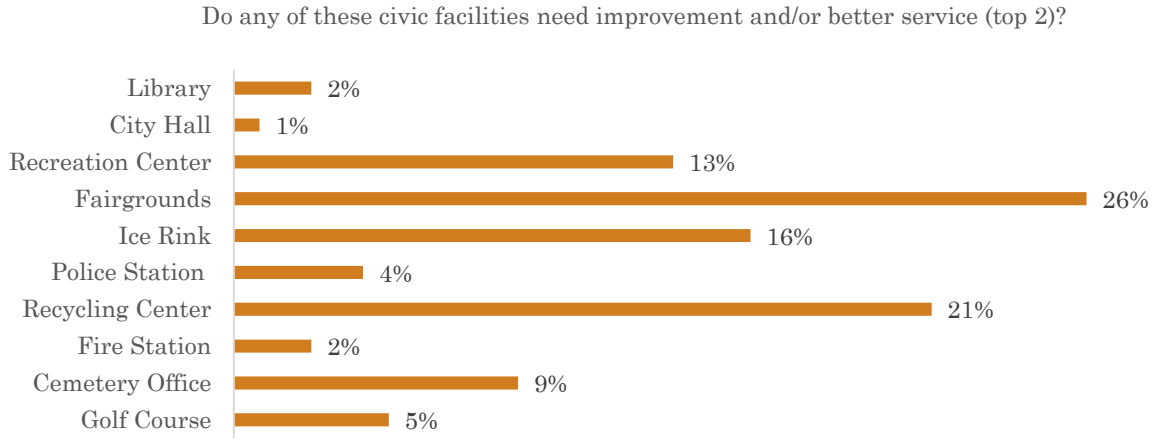
HOUSING

Moderate income ownership housing was identified as most important for housing conditions in Alamosa, receiving 22% of total votes. Other popular choices included moderate income rental housing and affordable rental housing receiving between 18%-19% of total votes. Short-term housing, student housing and senior housing each received the fewest votes, each received 11% or less of total votes.

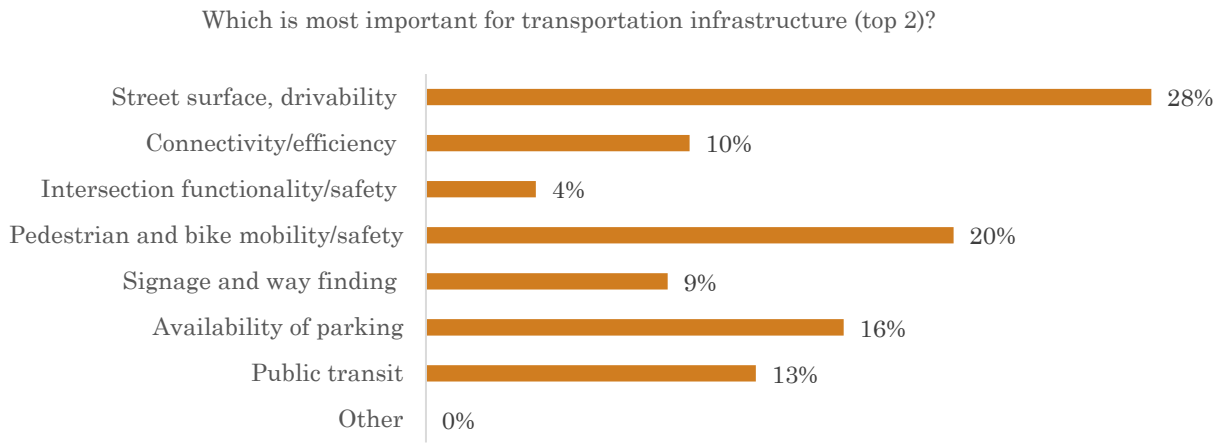


Core Services and Infrastructure

The fairgrounds, and the recycling center were identified as the public facilities that most needed improvement each received 26% and 21%, respectively. They were followed by the ice rink with 16% and the rec center with 13% of votes. The library, city hall, police station, fire stations, and the golf course received relatively few votes each garnering 5% or less.

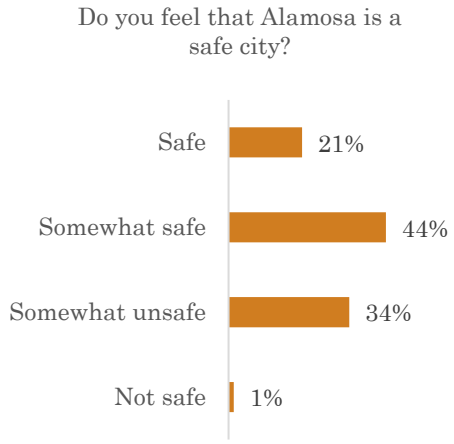


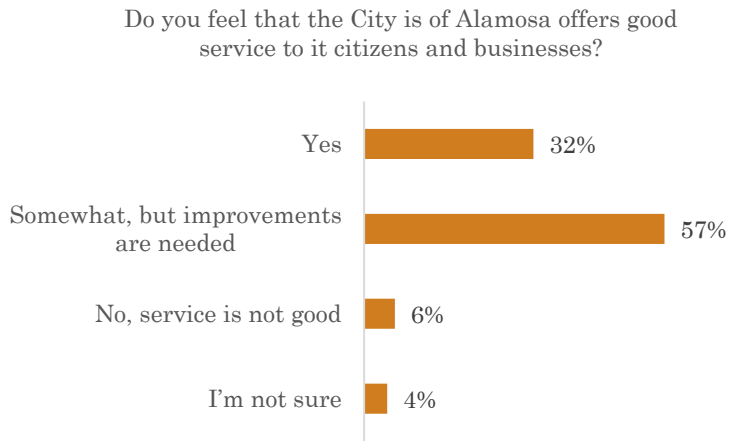
Street surface/drivability and pedestrian/bike mobility and safety were identified as most important for transportation infrastructure receiving a combined total of 48% of votes. Intersection functionality, and signage and way finding were identified as least important for transportation infrastructure receiving less than 10% of total votes.



57% of respondents think the city provides good services but improvements are needed. 32% think the city is currently offering good services, with no improvements needed. 6% of respondents felt the city is not currently offering good services while 4% were unsure.

65% of respondents feel that Alamosa is a safe or somewhat safe city. 34% feel that the city is somewhat unsafe and only 1% feel that city is not safe at all.





COMMUNITY VISION WORKSHOPS
VISIONING STICKY-NOTE RESULTS

MARCH 21, 2016

RPI Consulting LLC

Durango, Colorado

INTRODUCTION

The City of Alamosa held two Community Vision Workshops on February 29th at the San Luis Valley Baptist Church and March 1st at City Hall. A total of 69 people attended one of the two workshops. The goal of the workshop series was to gain insight into the direction residents want the City of Alamosa to head. There were two parts to each workshop, a live survey using keypad polling and a visioning session.

The visioning session was an interactive, energetic event with small and large group discussions which allowed participants to identify new directions and issues to be addressed in the Comprehensive Plan Update. During the visioning session participants worked in small groups to answer two questions:

What do you treasure and want to preserve about Alamosa?

What concerns do we have about Alamosa and what changes are needed now and in the future?

Each small group compiled their responses and presented their results out to the larger group. The results from each of the workshops were compiled by theme and combined into one summary document. The comments collected from these workshops are organized by vision question (below) and grouped into themes. The numbers in the parentheses (3) indicate the number of individual comments collected at the workshops that were the same or similar to that particular comment or topic.

The combined results are presented below.

STICKY-NOTE RESULTS

WHAT DO YOU TREASURE AND WANT TO PRESERVE ABOUT ALAMOSA?

COMMUNITY

Uncongested simplicity
Family oriented (2)
Multi-generational
Newcomers
The hardworking immigrants who are improving our city
Quality of Life (2)
New Society Hall
Organized events (5)

- Summer Fest (2)
- Parades (2)
- Early Iron (2)
- Sundays at Six (3)
- Rio Frio
- Ice Fest
- Demolition derby

Friendly People (11)

- Unique personality
- Creative people

Diversity of Community (2)

- Culture (4)
- Religion
- Socially responsible

Sense of Community (7)

- Nexus point of culture, socializing, networking
- Community working together (4)

Small town community/hometown (14)

- Small town atmosphere with progressive ideas
- Working flexibility
- Small town with opportunities
- Rural Community (3)

Closeness of everything/short commutes (3)
Great place to raise kids
Slow pace (2)
Low noise levels (2)
Heritage/History (9)

Stories of Alamosa
Affordable
Churches and their communities (2)
Proximity to Sand Dunes

GOVERNMENT

Government services aiding the under privileged
Social Programs
Six counties working together

PUBLIC SAFETY

Safety
Concerned citizens

RECREATION

Rec Center
River corridor (Riverwalk) and associated natural habitat (12)
The Ranch 2

- The ranch as open space
- Disc golf course

Trails (5)

- Trails on the dikes (3)

Open Space (6)
Parks (6)

- Cole Park (3)

Soccer
Youth Support and Activities (2)
Running group/running culture (2)
Access to recreational activities (2)

- Access to outdoor activities (3)

Golf Course

ENVIRONMENT

Mud/soil (2)
Wetlands (2)
Trees (3)
Flowers
Natural Beauty (4)
Ridgelines and views/skyscapes (5)
Sunsets (3)
Mountains 2
Wildlife (4)
Clean Air (5)
Natural resources (2)
Water

No light pollution

CORE SERVICES

Ease of transportation
New infrastructure
Great municipal services
City Hall
Library (4)
- ASU library

Recycling Center (2)

EDUCATION

Role of education in the community (3)
Having two local post-secondary options (2)
Trinidad State Junior College and what it offers the community (4)
Adams State and what it offers to the community (12)
- Arts and theater (2)
- Economic impact

RE-11J

ECONOMIC DEVELOPMENT

Tourists
Railroad (7)
JCPenny's
Brewery
Importance of Agriculture (2)
Businesses and public working together
Availability of retail
Lack of "commercial businesses"
Downtown businesses
Small and large businesses working together
Small Businesses/locally owned (7)
Unique Downtown (2)
- Main Street

Feeling of "potential" in Alamosa
Agriculture

HEALTH SERVICES/SOCIAL SERVICES

Health Care
Kids/Parenting activities
Hospital

ARCHITECTURE

Historic buildings (5)
- Court House (2)
- Sacred Heart Church

New buildings

OTHER

Green chili (2)
Ability to walk and bike everywhere (2)
Preserve the rural outside the city
Southern Colorado

WHAT CONCERNS DO WE HAVE ABOUT ALAMOSA AND WHAT CHANGES ARE NEEDED NOW AND IN THE FUTURE?

COMMUNITY

Need more community pride (3)
Negative perceptions of Alamosa (2)

- Perceptions of parts of the city

Need more diversity

- Welcome newcomers

Poverty
Panhandling (2)
Idea that things are just free
Graffiti
More events for families (2)
More facilities to welcome large out of town events
More property owner pride-weeds, debris…
Brand of Alamosa
Unified voice = unified effort
Support museum
Stuck in "how things used to be"
Reason for kids to stay
Staying current and relevant
Lack of beauty/need more beautification (4)
Need meet up groups
Difficulty of establishing social connections
Concern about separation of economic classes
Need more integration of East Alamosa into the city
Help mobile home parks improve, need a park for kids and adults
Need more access to local foods – extend farmer's market
Need to market Alamosa to people as a place for personal, spiritual, and social growth with recreation amenities. People coming to Alamosa for these reasons will ensure the foundations of the city. Protect and preserve the social services offered.

GOVERNMENT

Concern for government buildings far from downtown, growth occurring away from downtown
Code enforcement (2)

- Biking on sidewalks
- Weeds (2)
- Parking times

Change times for building permits
Make the government more efficient/streamlined
Lack of cooperation between government entities (2)
Many exempt organizations don't pay taxes-the tax base is the future money
State budget constraints

- Tabor
- Gallagher
- Revenue caps

Long term vision city planning
Pay city/county employees a living wage

ECONOMIC GROWTH

Need more workforce development and job training (3)

- Customer service training

Need Economic Development

- Need to work with other communities and counties on economic development

Availability of jobs/not enough jobs (6)

- Jobs to keep people in Alamosa
- Lack of opportunities
- Youth jobs
- Need jobs with $20/hour and benefits

UAVs –economic development future goal

- Technical and non-technical work opportunities

Concern about people who are "unmotivated" to work
Sustainable wage
Expansion of businesses
Retention of businesses
Need bigger stores so residents don't shop out of town
More local business, not big box (3)
Economic development for small businesses
Compatible sustainable growth
Growth while keeping charm
Divided living economics
Focus on the arts – redevelop Alamosa
Tourism

- Educate potential visitors
- Build tourism
- Visitor retention
- Better meet the needs of tourists
- Develop agro-tourism
- Need more nightlife – local and tourist

Low wages
Loss of producing agriculture land
Focus on Agriculture enhanced businesses (2)
Renewable energy development – solar, wind, and a program for low income (2)
Losing the airport
Blight

INFRASTRUCTURE

Infrastructure – general
Need streetlights, brand, and signs to be coordinated
Street and sidewalk cleaning (2)
Bridge near high school
Public transportation (8)

- Transportation for social services to county buildings
- Lack of transportation to/from Alamosa

Streetscape improvements
Gateways 5

- West gateway more prominent
- East gateway, visually more appealing
- Acknowledge Rio Grande at gateways

Keeping in touch with technological changes
Transfer stations for trash
Recycling center-expand services and open more hours
Communications expansion
Making the sidewalks continuous and ADA (6)

- Sidewalks for Victoria to State on 1st
- Walkways between Main and 6th
- Broken curb and gutter

Roads (5)

- Paving
- Beautify 6th Street

Streetlights (3)
Develop alleyways

PARKING

Parking for downtown shopping (3)

HOUSING

More affordable rental housing (2)
No affordable senior assisted living/housing
Want programs for aging in pace-NORCS neighborhood organized retirement communities
No middle options for housing

PUBLIC SAFETY

Safer schools
Girls and kids getting abused
Kidnapping
Need more public safety/police presence (2)

- Increase public safety proportionately to the population
- Support local law enforcement

Alcohol abuse (3)
Drug problem (12)

- More education and resources to deal with drug problem (2)
- Need to crack down on drugs (2)
- Need more drug education about effects on community
- Less concentration on providing drug rehab facilities & pot shops
- Concern about effect of drug problems on safety and workforce (2)
- High number of kids on serious drugs

Crime rate (3)
Vandalism
Number of home business break-ins and public awareness of them
Response times of emergency vehicles to South Side
More thru streets for ambulance and police (2)

- Re-open Hunt crossing
- Crossing by Walmart – economic development opportunities

Adequacy of jail facilities and proper supervision
Safer for pedestrians

PUBLIC SERVICES/SOCIAL SERVICES/HEALTH SERVICES

Better cooperation between public agencies
Support humane society
Perceptions of La Puente
Community Corrections (2)

- Correctional facility, is it really a benefit to our community?
- Get rid of Community Corrections

Access to VA provider and healthcare for veterans
Healthcare (3)

- Access to more healthcare/specialists
- Perceptions of the hospital

LAND USE

8th Street redevelopment-art studios
Clean up and develop both sides of 6th Street (2)
Sprawl (2)
Redevelop what we have already
Eastbound Highway 160 redevelopment
Smart growth versus sprawl
Concern about over expansion
Ranch

- Don't gobble up
- Concern for non-wildlife development of ranch

Expansion of empty land

EDUCATION

University needs to become a bigger part of the city to be able to call Alamosa a college town (2)
Improve curriculum at elementary, secondary, and post-secondary for drug education
ASU student enrollment and retention
Concern if one of the college campuses were lost, very important to the economy
Continue to support public education
Larger focus on education and its importance

ENVIRONMENT

Make AC Wildlife Refuge a bigger part of Alamosa
No cows on open space
Wind factor
Soil erosion
Water (7)

- Availability of water for household and garden/farm use
- Drying up the valley
- Arsenic

RECREATION

Alamosa Plan for Parks & Rec
Beef up the library
Need more walking/hiking/biking trails (5)

- Increase bike racks

Need trail & parks south of Hwy 160
Improve trail from ASU north of baseball field, along river
Safe biking trails along Highways 160 & 285
Ice rink (3)
Upgrades to the rec center (2)
Playgrounds could use upgrade (3)
Multi-purpose center for kids and adults

Complete full access to dikes for recreation (2)
Develop the river- improved use of river (4)

YOUTH

Safety of children
More youth activities (5)

- More kid friendly places for winter activities

More opportunities for youth

DOWNTOWN

Beautify downtown-make it more inviting (2)
Make more pedestrian friendly
Better shopping experience
Vacant buildings downtown (9)

- Vacant buildings around town

Make Main Street businesses less of a revolving door
Lack of downtown businesses
Too many offices on Main
Expand CBD (3)

- Include property east of the river on Hwy 160
- Include 8th Street and State Ave

OTHER

Lack of beautification throughout Alamosa (2)
More public art (3)
Integrate old town with new town – Walmart and hotels…
Reputation of Alamosa as dangerous
Dilapidated structures and homes
Require mufflers on motorcycles
Homeless (3)

- Too many vagrants/homeless/programs for them
- Too many undesirables relocating to Alamosa

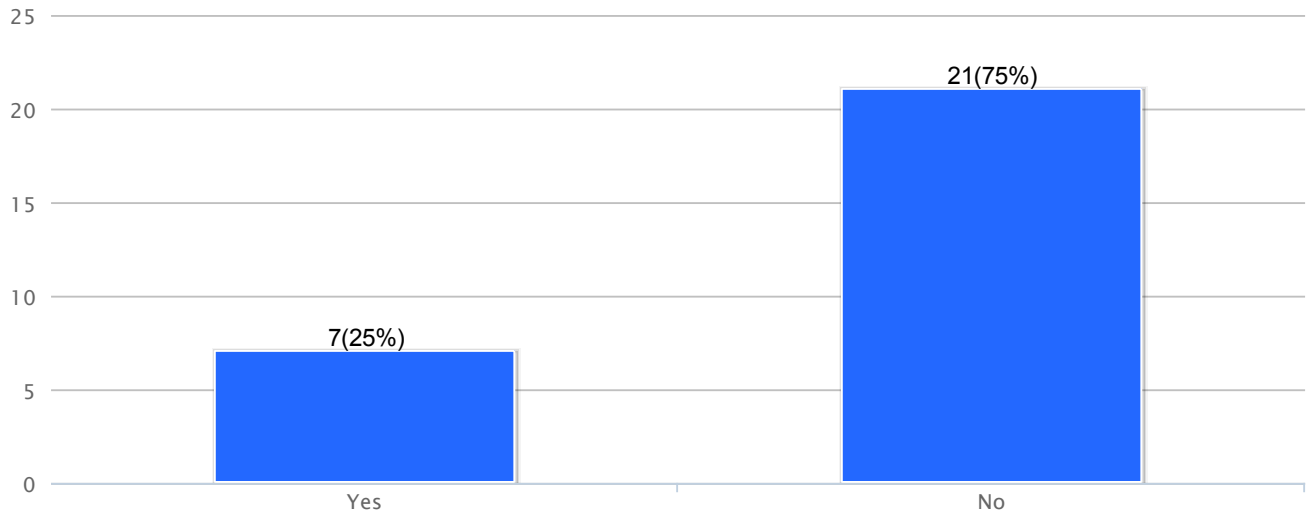
Barking dogs
Deer (3)
Trash/littering (2)

- Rampant public dumping in and around trails and public spaces

Want to be able to shape the future trajectory of the city
Keeping up with the times
Food scrap composting
Need a "tool" or "thing" lending library – library where someone can rent a saw, sander, or other equipment.
Train

- No parked train cars
- Clean up and improve

1. Do you own a business or property downtown?



Total Response Count		28
Answer	**Count**	**Percent**
Yes	7	25.00%
No	21	75.00%

2. What do you like about downtown? – Responses sorted by theme.

Note – Long responses that cover many topics and that would lose meaning if broken up are listed under General/Other.

Businesses

The Brew Pub is a highlight

There are good restaurants and a decent number of retail stores.

Unique shops and restaurants.

Variety of business.

The restaurants, especially the ones with outdoor seating. The galleries and gift shops are nice.

Friendly atmosphere. The salespeople/ store owners acknowledge you are in the store. Alamosa Chamber does a great job pushing out events on their website regarding local activities.

Easy, convenient shopping & dinning

Offers a small variety of eateries.

I love the fact we have a good mix of businesses and overall healthy downtown.

The variety of shops and restaurants.

The diversity, the different shops, the different restaurants.

Our downtown is unique, we have stores not found anywhere i.e. Nestles. They are a big draw for tourists. Everyone wants something different, every Walmart is the same and not fun shopping. We need to capitalize on that. Cities are building malls to look like downtown so we do have something desirable!

8] Restaurant "scene" is pretty good

Feel/Atmosphere

It's cozy.

Clean

The atmosphere of being downtown.

Feels safe

Convenience, community, neighbors. I like shopping, dining, and participating in events downtown, because I know people-store owners, restaurant owners, and others.

5] Intriguing Rail Road/Rail Yard presence

Places to sit and visit, friendliness, unique owners of business rather than chain stores

Location

6] Great access to walking trails

4] Great (and safe) access to one of the most Well-Known, High-Profile, albeit controversial, Rivers in the world

Our parks - specifically Cole Park is amazing and its great that it is close to downtown and city hall/library.

Close to residential area.

3] A great University and 2-year Tech school close by

Buildings

Some of the facades which are beautiful (old Alamosa Bank which is now Brewery).

1] Clean/well-kept/building facades in good condition (some buildings are spectacular examples of small-town commercial architecture, some are of historic importance)

I like the renovations to old buildings. It gives our town a nice touch with some history behind it and I like the idea of recycling what we can.

The buildings that have been historically renovated.

Beautiful buildings

Wild Roses has a beautiful façade with hanging baskets.

Streets/Parking

Good traffic because of highway

I like the 2 one-way streets. Traffic moves more easily.

Ease in parking

Easy parking.

Wide streets, clean, easy access to stores

Other Infrastructure/Public Improvements

Walking access

Walkability

I love the big flower pots and brightly colored flowers!

I like the planters with flowers and when the flags are up to catch attention of travelers and even locals.

I like the trees, the old fashioned looking street lamps.

2] "Decent" lighting/ landscaping/sidewalks

The lampposts, trees and signage are nice.

7] All new Infrastructure - City Hall/Library, Police/Fire Facilities, Airport, Courts/County Facilities

The trees that some merchants wisely kept. The flower boxes.

Events

The farmers market.

Closing down San Juan between Main and 4th for special functions is a good thing. The Farmer's Market adds a lot to downtown on Saturdays in the summer.

General/Other

LOTS of Potential

Frankly, there's not much to like about downtown.

Not much

It is better than many small town downtowns in staying alive and having good occupancy levels.

3. What don't you like about downtown? – Responses sorted by theme.

Note – Long responses that cover many topics and that would lose meaning if broken up are listed under General/Other.

Hours

I don't like how businesses close so early and there aren't opportunities for locals, college students and tourists to do things in the evenings.

Stores that close at 5:00.

It would also be great if the businesses would stay open later and be more ASU friendly - however the City cannot control that.

Everything closed on Sunday

No stores that have expanded hours. Fired Works is open until 6 p.m. but I don't believe other stores are open that late.

Businesses/Establishments

Not enough fun and useful businesses to attract a larger audience.

Lack of a restaurant that features organic or local foods and lots of vegetables.

Lack of retail shops.

Lack of diversity, opportunity, and choice.

Downtown needs more shopping options

It would be great to have more businesses and shopping options.

The shops to choose from. Recently, there have been great additions downtown but still a lot of the "same" shops or businesses who don't stay in business too long.

Too many storefronts closed. Not enough ART offerings, such as galleries, or even better, an art center, featuring all the Arts.

There has been a transition from retail businesses to office space which is great for the food service industry but little else. Although, office space is better than vacant space.

Feel/Atmosphere

3] Very little "Night Life"

2] Little or No visual/ cultural/ art & aesthetic enticements: where is there a Totally Unique Down Town Alamosa "Metro Personality" That Can Only Be Experienced Here; it has yet to be defined, coalesced, and developed.

The street is ugly except for the few buildings in front of which the beautiful trees were left.

Lacks character - needs beautification East One way does not look inviting.

People smoking around Milagros and Rainbows end

It's difficult to sit outside at a restaurant, when you can't hear conversation over the traffic noise.

Even inside our store, if the doors are open, we often can't hear on the phone, or hear what a customer is saying.

No One wants to sit on a busy, noisy, fume-laden sidewalk what a stupid idea that people actually want to do that; maybe on a cross street, but not on Main Street.

1] 6th Street (one half of our "Downtown Experience" is utterly depressing: acres of empty dirt - parking lots - empty buildings - the bare backsides of other buildings - little to no retail [FYI I find our "rail yard" to be exquisite and intriguing, but it's at least 300-400' away with no "invitation" to our visitor to engage this rare, powerful, historic entity that helped shape and continues to shape the SLV)

Walkability/Foot Traffic

I don't like how we have lost the foot traffic we used to have. There aren't as many retailers and many buildings are now offices.

LITTLE TO NOTHING beckons our visitor to SAGO (Stop And Get Out of their car) - THIS is directly related to a lack of Down Town Alamosa "retail" and "cultural" vitality - We are not yet able to give our visitor that exciting reason to SAGO - either before or after their visit to that big box store located 2 miles away

Buildings

Empty buildings

Empty storefronts.

Empty store fronts.

empty spaces

Fake building facades.

I don't like all of the storefronts that have ugly metal paneling and some storefronts that do have beautiful architectural elements have not been well attended to.

Alamosa's downtown is tired, run-down, and ugly. Some, not all, facades are tired and dated. Empty buildings detract because they are quite obviously empty and unkept (Lockhart's Furniture Building is a good example". Other's are just empty - Hungry Farmer building, Lockharts, old spencer sporting goods, Grove Theater, etc..

The empty buildings are an eyesore. Owners can be encouraged to clean them up and fill them. Other cities, Washington DC, for instance have very strict guidelines for empty buildings and require inspections. We could have avoided a fire had we done that.

Traffic/Streets/Parking

You do not speed through Monte Vista, La Jara, or Antonito, because you will get a ticket and it's not worth it.

Traffic/Streets/Parking Cont.

If you want a fun, active street scene, traffic can't be moving through at 40 miles an hour.

Traffic moves too fast; reduce the speed limit.

The one way traffic is awful. Not only is it extremely loud, people drive so fast it is dangerous.

No one, including the police drive the speed limit. Drivers honk at pedestrians. We watch some people give up and not even try to cross. Drivers DO NOT STOP!

Traffic speeds

Put your speed signs up. Issue tickets until people do slow down.

Tight parking/traffic areas such as on San Juan in the 400-500 block

Very difficult to cross main street at San Juan (brew pub) and Main.

Cars DON'T STOP! And they FLY down Main. It's dangerous. More police traffic stops should be happening on main (not on the corner of Clark & Craft).

Not enough crosswalks.

Too many non-retail concerns (government/professional groups) which require heavy parking use; outlaw parking downtown for their employees. If I go downtown and can't find a close parking spot, I don't shop there.

NOT ENOUGH CLOSE PARKING!

Streets and services are not labeled well.

Public Parking not labeled well (from Main Street).

One-way traffic

Parking is an issue

There could be more parking however - I think we just need to be more used to walking and be pedestrian friendly.

The bike lanes are great - however it is still scary to ride along the traffic and parked cars.

Auto traffic

Traffic does not often yield to pedestrians even at a "WALK"

Crossing the highway is dangerous.

Crosswalk

There should be a serious effort made to warn people to slow down.

The traffic! I would love to take my kid downtown on a bike ride on the weekend but it is to dangerous and you are not allowed on the sidewalk. Even if you are walking down town the semi traffic does not let you enjoy the day because it is loud and dangerous!

Other Infrastructure/Public Improvements

Merchants in Salida all have large flower pots in front of their doors which are beautiful; we need that here. And not short flowers you can't see unless you are standing next to the box either.

There should be more space for businesses to have outdoor seating.

More trees would be nice

The sidewalks are wide enough to provide more outdoor seating, and space for beautification - landscaping, art, etc.

Events

No activities to draw you downtown. How about a few moonlight madness events?

Lack of participation in events by many of the businesses. Too many offices and apartments versus retail that would bring more foot traffic.

Drug Abuse

The drug use has become a big problem and the evidence is scary. You cannot even use the restroom at these local areas without walking in on a drug deal.

General/Other

Lack of central plaza.

The ugly train that is parked in the same place for days, it's an eyesore

It's somewhat barren.

4] Little interaction with college students/ staff/ faculty

Main Street, currently, is a way to get THROUGH Alamosa, not a place to go. It's a function, not a destination. As a destination, what is there for tourists (not residents)? Some restaurants, a dumpy motel + annex, a locally owned book store, 2 nice standalone gift shops, some gift shops in the Crane building (if people know they are there), and that's about it... the rest is a office building or service geared toward residents - it's not a draw for anyone passing through town. There's nothing there to make them WANT to stop and explore... at least Walsenburg has a cute little area of shops that I've heard people talk about

4. If you could change something about downtown what would it be? – Responses sorted by theme.

Note – Long responses that cover many topics and that would lose meaning if broken up are listed under General/Other.

Businesses/Establishments

Bring in more establishments

More variety of stores. But realistically, not much. We're lucky to have what we have.

More restaurants with outdoor/patio seating. More variety in food choices. Please no more Mexican food restaurants. Doesn't anyone eat salad or fish? No wonder we have a weight problem.....

Add an art center or artist co-op.

Bring in more businesses

More small business retail shops that appeal to tourists and locals alike.

Help organize and support a DTA business owner's group that focuses on their commercial needs and advancement

Youth

The downtown is not family friendly.

Have a place for kids to go to. We used to have an arcade on State St.

A place for kids, such as trampoline world (Colorado Springs) or laser tag. Need something for middle schoolers+ to do.

Feel/Atmosphere

Get more energy and enthusiasm create a reason for people to stop.

Smoke free

Walkability/Foot Traffic

I would make it more pedestrian friendly - well marked cross walks so cars will stop. If there are more traffic stops that might also slow people down.

More pedestrian friendly paths to a variety of small businesses.

Buildings

The artificial looking, fake store fronts of some of the buildings. The historic character of the buildings should be protected and/or preserved, not covered over with stucco or metal panels.

Get more local shops in the empty store fronts

Also, making the empty storefronts look more appealing would help main street look "fuller". Painted store windows, small twinkling lights at night. Very inexpensive ways to make something look nicer.

Improve façade.

Fill up vacant buildings

Traffic/Streets/Parking

Put a stop light at San Juan to slow down traffic and make downtown friendlier. Enforce the stop girl pedestrians.

Traffic Speed. Can't say it enough.

Other Infrastructure/Public Improvements

Trees/flowers

More benches and flowers/greenery

Bike Lanes/sidewalks

Events

The other thing that I would change is having the Chamber of Commerce actually step up and coordinate downtown events with the downtown merchants. The most recent ArtWalk (coinciding with Rodeo) was a disaster. A list of participating merchants was never published, nor easily accessible. The artwalk seemed to be focused on non-working individuals, as my group of locals and tourists didn't participate because some of us had to work, and the downtown merchants did not have extended hours. So many of the businesses shut down at 5pm. Who does that??? We ended up going to a restaurant for dinner (which we planned to do anyway, so the Artwalk didn't contribute that $$) and went home, frustrated. Many downtown events seem to do the same thing. The only really exciting place on Main Street is the SLV Brewery which has street parties, and such... but it doesn't really do anything for any other downtown merchant...

Cultural-Event Rotation that is right downtown (NOT at Cole Park nor at any venue that is NOT contiguous with downtown - most people just get in their cars after Cole Park Events and then they just drive away - go home or out to the franchise restaurants 2 miles away... because they are already in their cars); Music/Dance Downtown, Fashion Downtown; Live Theater Downtown; Taste Of SLV Cuisine Events Downtown

General/Other

Incorporating the businesses with the university better

General/Other Cont.

No offices facing Main Street.

The amount of semi traffic on Main Street and even the side streets, it is a danger. It also seems that anytime a new store wants to come into Alamosa that might be a named brand store the City Council runs them out of town without realizing the opportunity for more jobs that they create. I would also like something done with the homeless, as someone who likes to bike our walk to down town from East Alamosa the only way is on the pedestrian bridge through Cole Park. The homeless that stay under that bridge scare me and my child and you can see evidence of drug use, why can our city cops not walk around the parks once in a while. The county park on the east side, you see the Sheriff Deputy and his dog walk the park.

Make it just for RETAIL concerns, not for government offices and professional offices (like lawyers, assessors, etc.). There should be a "professional" center such as in Colorado Springs where they are clustered in one area of town, which is NOT downtown. But off by themselves somewhere where traffic and parking are not issues.

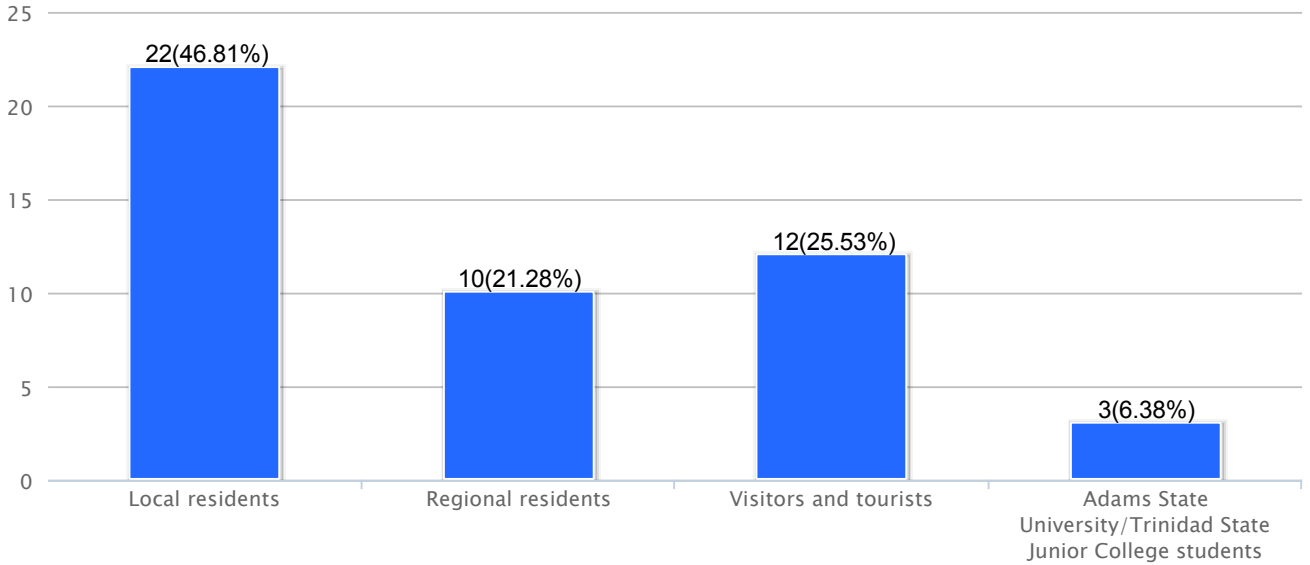
Explode the Down Town Alamosa "Experience": That might be encourage opening a theater venue, open boutique shops (Non-Walmart); encourage an Artist's Presence create an Art and/or I'd like to see Alamosa's Main Street/Downtown capitalize on it's historic atmosphere. Maybe there are some grants that can be written to help restore some of the buildings to their former glory by stripping off ugly facades, and bringing back the beauty of the buildings, much like what happened with the Masonic Building. The old Husung Hardware Store is a STUNNING building, but needs to be freshened up. Really bring the community together to help restore downtown and make it someplace people want to stop at...

One of the cutest areas I've seen in a while is the old downtown area in Grand Junction. The buildings are well kept, businesses are going in and the area has been gentrified. It's designed for pedestrian use, and it's clean. I don't care if there is a service business or not, if they are participating in the "look and feel" of downtown, it should work. Get Corporate sponsors involved - use their money - DOWN TOWN ALAMOSA HAS 25,000 CARS A DAY MOVING THROUGH IT - any number of large corporations might find that fact intriguing - especially when they/you can fairly accurately define and "target" any demographic migrating through our downtown on a daily/seasonal basis.

6th Street is an embarrassment, and needs to be addressed. Weeds, used cars, HIDEOUS train cars parked all over the place. If you drive down 6th Street from Hwy 285.. you have the "Teaparty guns and ammo store" the Car Care Center with all kinds of cars parked around it, the railroad yard with all those ugly non-operational cars parked in the middle of town, a vacant lumber yard, 3 parking lots in a row with used cars and stuff parked out on the dirt rail yard across the street, then you get to the old Walsh Hotel, which seems to be needing condemned. Those apartments and associated vehicles are a detraction from down. Then you get past State Street and the dirt lots, you have basically an industrial area until you see "The Office" which looks horrible and on out of town over the bridge... and that's a whole other crap fest in East Alamosa.

Make it more pedestrian friendly by making the sidewalks wider, more beautification and art to admire. Really work on the eastbound route, 6th St, to give a better impression of the city. Provide better connection between Main and 6th, perhaps even closing one or more streets to traffic, maybe San Juan for one. Make the ally between Main and 6th nicer, maybe mural art and cleaning it up. Find a way to build a central plaza with benches and landscaping and a slowing of the downtown energy. Bring in a healthy restaurant with local organic veggie and meat dishes.

5. As you see it, who are the primary users of downtown?



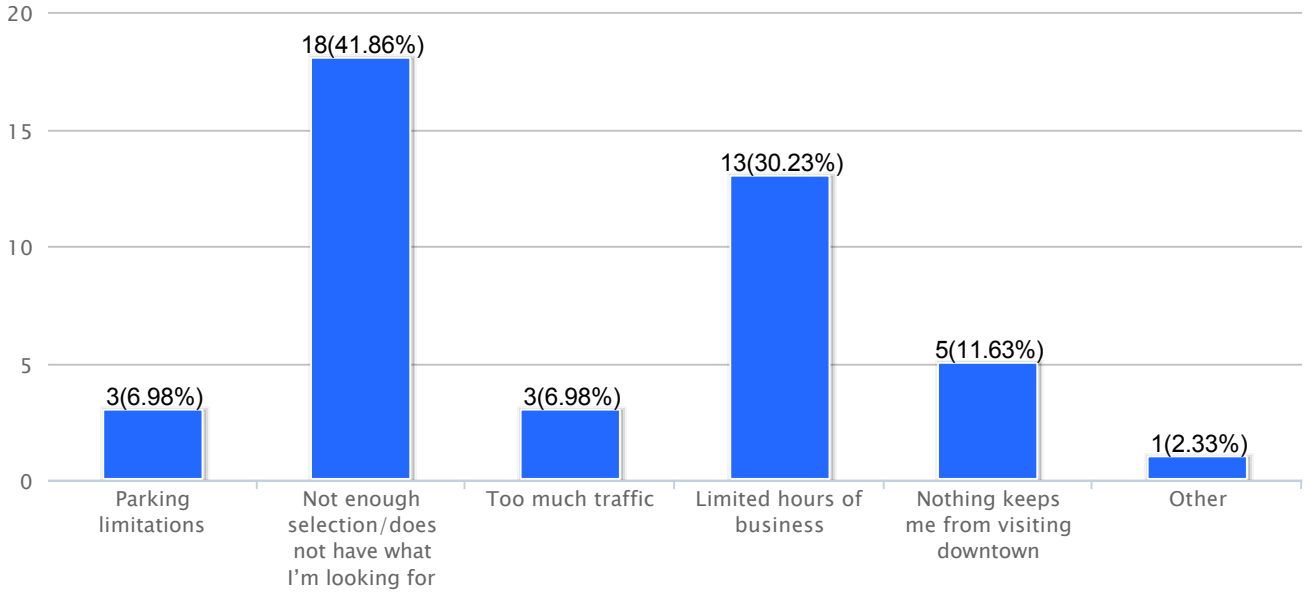
Total Response Count		27
Answer	**Count**	**Percent**
Local residents	22	46.81%
Regional residents	10	21.28%
Visitors and tourists	12	25.53%
Adams State University/Trinidad State Junior College students	3	6.38%

6. In your opinion, what are the top two challenges facing downtown? (top 2)

28 Responses

Answer	Count	Percent
Limited services, retail, and/or dining options	10	18.18%
Physical layout (i.e. one way streets,configuration of parking,etc.)	9	16.36%
Appearance (rundown/vacant buildings, visible dumpsters,etc.)	12	21.82%
Lack of promotion of downtown	2	3.64%
Competition from other commercial areas in Alamosa	5	9.09%
Competition from other cities in the area (i.e. Trinidad, Pueblo, Salida, Taos)	7	12.73%
Difficulty complying with regulations	2	3.64%
Need for more parking	3	5.45%
Need for historic building preservation	2	3.64%
Other	3	5.45%

7. What, if anything, would you say most keeps you from visiting...a?



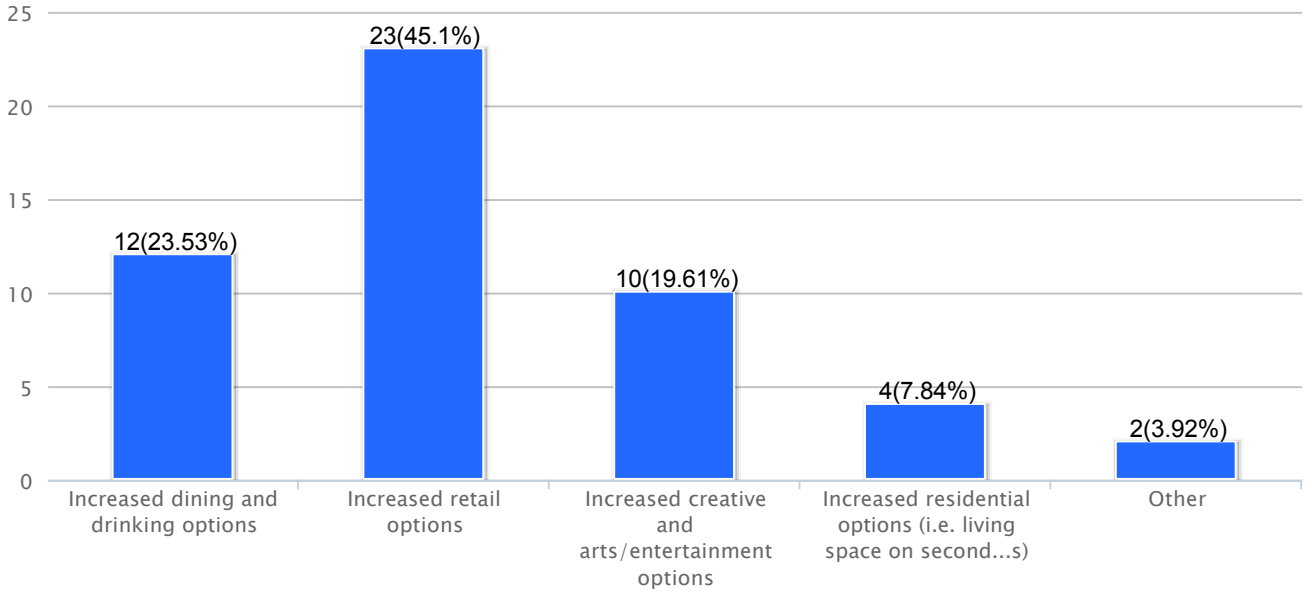
Total Response Count		28
Answer	**Count**	**Percent**
Parking limitations	3	6.98%
Not enough selection/does not have what I'm looking for	18	41.86%
Too much traffic	3	6.98%
Limited hours of business	13	30.23%
Nothing keeps me from visiting downtown	5	11.63%
Other	1	2.33%

8. What types of physical improvements do you think would help increase activity downtown? (top 2)

28 Responses

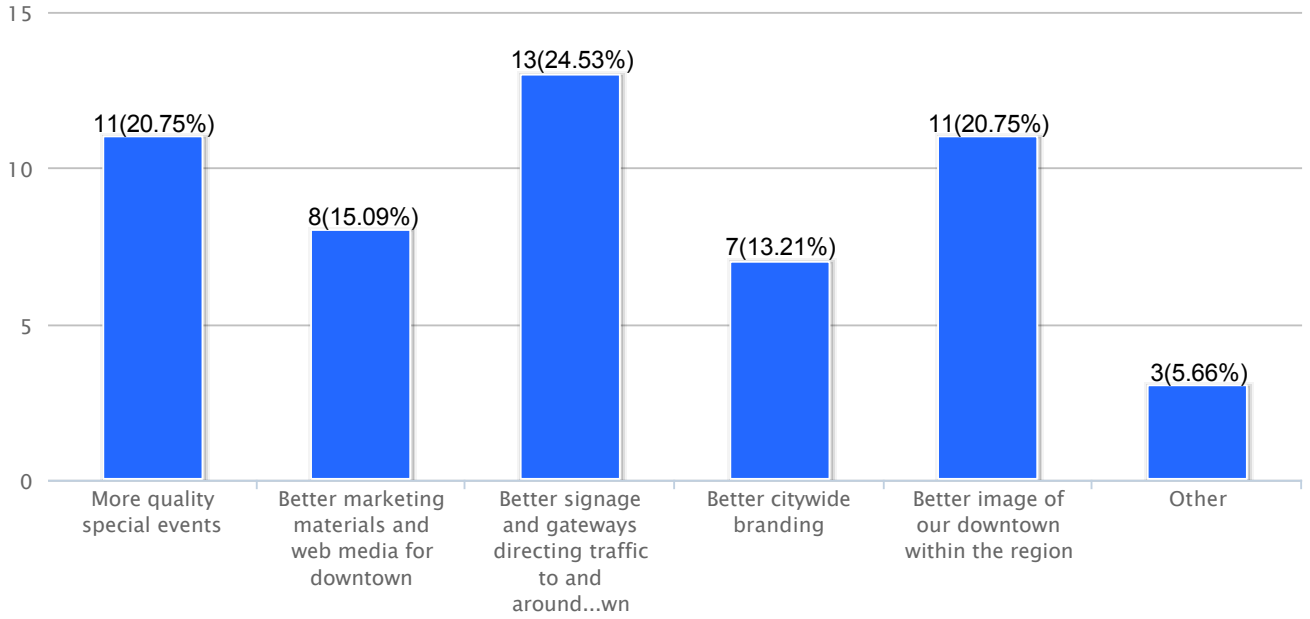
Answer	Count	Percent
Connections to other areas of Alamosa (river, railroad, parks, other commercial areas)	4	7.27%
More places to sit and socialize	6	10.91%
Wider sidewalks and landscaping	7	12.73%
More/better parking	9	16.36%
Safer pedestrian crossings	6	10.91%
Improved bike lanes and bike connections in downtown	1	1.82%
Façade improvements	8	14.55%
Better signage and gateways	1	1.82%
Public art	6	10.91%
Improve alleys for pedestrian use (bury utility lines, cleanup/reduce clutter, lighting etc.)	3	5.45%
Other	4	7.27%

9. What types of businesses do you think would help increase...2)



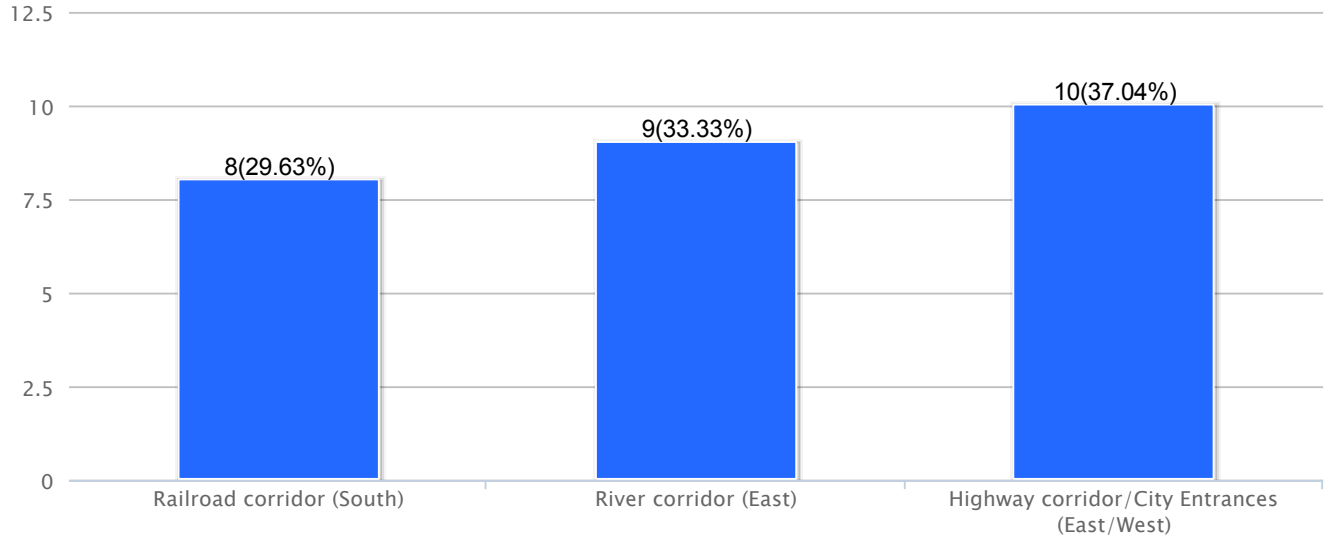
Total Response Count		28
Answer	**Count**	**Percent**
Increased dining and drinking options	12	23.53%
Increased retail options	23	45.10%
Increased creative and arts/entertainment options	10	19.61%
Increased residential options (i.e. living space on second floors)	4	7.84%
Other	2	3.92%

10. What type of marketing strategies do you think would help...2)



Total Response Count		28
Answer	**Count**	**Percent**
More quality special events	11	20.75%
Better marketing materials and web media for downtown	8	15.09%
Better signage and gateways directing traffic to and around downtown	13	24.53%
Better citywide branding	7	13.21%
Better image of our downtown within the region	11	20.75%
Other	3	5.66%

11. Of the areas surrounding downtown, which one do you think...d?



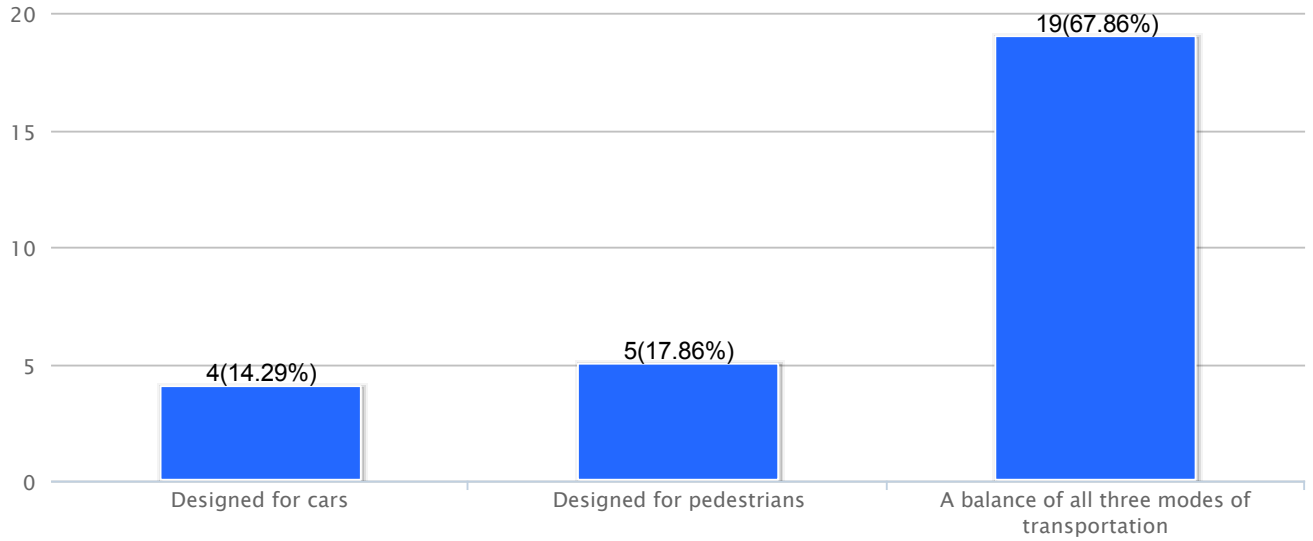
Total Response Count		27
Answer	**Count**	**Percent**
Railroad corridor (South)	8	29.63%
River corridor (East)	9	33.33%
Highway corridor/City Entrances (East/West)	10	37.04%

12. On a scale from 1-5, where 1=Poor/Unacceptable and 5=Excellent, please rate the following relative to doing business in Alamosa.

25 Responses

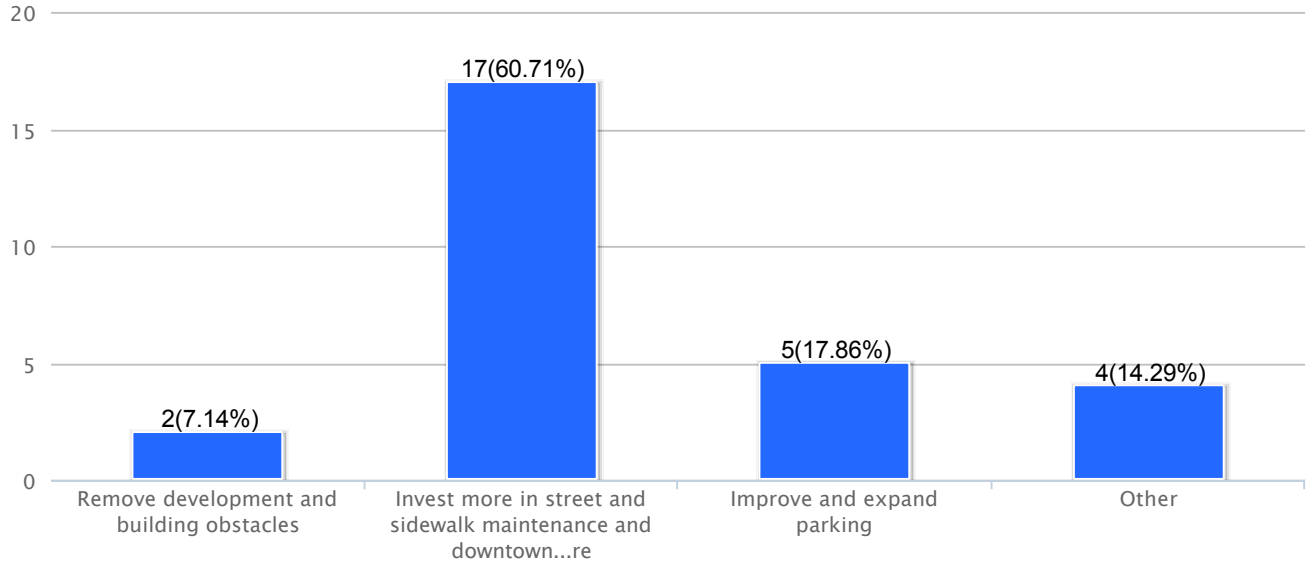
	1	2	3	4	5	Average Rating
Cost of doing business	**0** *(0.00%)*	**2** *(8.33%)*	**12** *(50.00%)*	**7** *(29.17%)*	**3** *(12.50%)*	3.5
Ease of doing business – regulations	**0** *(0.00%)*	**2** *(8.33%)*	**15** *(62.50%)*	**5** *(20.83%)*	**2** *(8.33%)*	3.3
Availability of suitable spaces for doing business	**1** *(4.00%)*	**2** *(8.00%)*	**12** *(48.00%)*	**10** *(40.00%)*	**0** *(0.00%)*	3.2
Ease of travel (e.g. proximity to major highway/airport)	**2** *(8.00%)*	**5** *(20.00%)*	**9** *(36.00%)*	**6** *(24.00%)*	**3** *(12.00%)*	3.1
Internet and mobile connectivity	**2** *(8.33%)*	**3** *(12.50%)*	**11** *(45.83%)*	**6** *(25.00%)*	**2** *(8.33%)*	3.1
Community services and infrastructure	**3** *(13.04%)*	**3** *(13.04%)*	**10** *(43.48%)*	**6** *(26.09%)*	**1** *(4.35%)*	3
Work ethic of local employees	**1** *(4.17%)*	**7** *(29.17%)*	**7** *(29.17%)*	**9** *(37.50%)*	**0** *(0.00%)*	3
Local resident support/patronage of your business	**1** *(4.17%)*	**3** *(12.50%)*	**11** *(45.83%)*	**7** *(29.17%)*	**2** *(8.33%)*	3.3
Access to capital and suppliers	**2** *(8.33%)*	**3** *(12.50%)*	**15** *(62.50%)*	**2** *(8.33%)*	**2** *(8.33%)*	3
Training and networking opportunities	**3** *(12.00%)*	**6** *(24.00%)*	**13** *(52.00%)*	**2** *(8.00%)*	**1** *(4.00%)*	2.7

13. Should downtown be:



Total Response Count		28
Answer	**Count**	**Percent**
Designed for cars	4	14.29%
Designed for pedestrians	5	17.86%
A balance of all three modes of transportation	19	67.86%

14. What should the city do to support downtown businesses and...t?



Total Response Count		28
Answer	**Count**	**Percent**
Remove development and building obstacles	2	7.14%
Invest more in street and sidewalk maintenance and downtown infrastructure	17	60.71%
Improve and expand parking	5	17.86%
Other	4	14.29%

15. Do you have any other comments regarding downtown? – Responses sorted by theme.

Note – Long responses that cover many topics and that would lose meaning if broken up are listed under General/Other

Businesses/Establishments

I would be willing to help in the development of an artisan's gallery, artist co-op, or arts center. My name is Nancy Harris and I can be reached at nancy@sundweller.com.

Food truck corral. I'd like to see one. Less offices facing Main Street. Encourage retail facing Main Street by offering reduced rent for the first year.

Need many more stores and restaurants. No reason to get out and walk here. There is only about 1-1/2 blocks that have anything going on. Would be great to have dinner (sit outside) then wander for a bit. We all know what this looks like in other towns. Quiet, pretty store fronts, music, trees and flowers, etc. Must encourage businesses to move into this part of town. Otherwise, Alamosa is just a "big box", rather than a vibrant, energetic community. Downtown should be the heart of any community.

Youth

Please try to bring in a business for kids to have a place to go and play of all ages. The city has put together more programs for kids through recs but sometimes the advertisement that is used does NOT work. The word doesn't get out enough. Having an arcade or something for kids would draw more families to spending time downtown. Parents follow the kids, so if there is a place for kids, parents will stay downtown to eat more, shop more, etc.

Feel/Atmosphere

I hope it can become a fun and interesting place for people to go and to attract those driving through to stop.

Create an absolutely unique Down Town Alamosa Experience that is intrinsically "advertisable", that is intriguing and enticing for our visitors/ potential visitors; that delivers "Something You Only Get Here In Down Town Alamosa"

Walkability/Foot Traffic

As a pedestrian, navigating the downtown traffic is very difficult at times.

Traffic/Streets/Parking

The city has done a good job of increasing parking.

Impose parking violations for extended periods of parking.

The lot at the north east corner of 6th & State needs to be made into permanent parking space. I know it is intended for sale for development, but until the empty store fronts on Main & the side streets are full, new retail space is not needed. I believe it is clear from the use the gravel lot is getting, that parking is the most needed thing in the area.

ALSO MOST IMPORTANT: PREVENT TRACTOR TRAILERS/SEMI TRUCKS FROM COMING OFF BRIDE AND GOING DOWN FOURTH STREET!!!!! They are way too dangerous and heavy and noisy and do NOT need to be going down Fourth Street!!!

Other Infrastructure/Public Improvements

Wifi downtown would be helpful for many who "hang out" downtown.

Recycling containers would show that we are committed to our larger environment, not just the downtown area.

I like our downtown and think some people don't give it a chance and just head to Walmart. Once they do come downtown though, they come back. I like the expanded sidewalk idea which would allow more outside seating at the many restaurants. That alone makes drivers want to stop because it's inviting.

Events

When there are events that involve clean up or promoting community pride, you rarely see City employees and elected officials participating. Why? To busy to care?

Economic

Need a concerted effort between business owners, city and chamber.

Or some sort of revitalization scholarship for a new, viable retail or dining space --that is NOT a hair salon or a Mexican restaurant.

Encourage/ support an influx of small retail by creating discernible market opportunities and an exciting retail environment in Down Town Alamosa.

I would like to have a downtown business, but have had no support in the process. At times like this, I can't help but think that the

barriers to having local businesses develop are high, and therefore limit Alamosa's development.
Market this DTA Experience in the correct locations/ areas, using the right channels/ ad-vehicles to attract more businesses – and SAGO visitors - all of which will build this DTA Experience into an ongoing, burgeoning attraction for the every visitor and resident of Southern Colorado!

General/Other

Improve the Police Force, they speed, they are always on their personal cell phones, ten cars have to show up to one call, you never see them walk the streets or parks unless there is a big event.
Let's do more with the River and running trails AND ASU/TSJC!
The old, graffiti marked train is an eyesore not only for tourists driving through but locals that have to view it every day. Why does it have to be moved all around town every couple of days? Makes the highway seem more congested.
Thank-you for asking!
There are too many government or professional buildings downtown and their employees take up all the parking spaces!! Make THEM park over there katty korner to Green Spot, NOT business customers! Making wider sidewalks is ABSURD when there is no landscaping (save for a few new trees--beautiful!) on Sixth Street which makes the whole town APPEAR ugly and when our streets are in HORRIBLE condition! All you seem to be concerned about is pulling some tourists in rather than KEEPING the locals shopping locally! Gateway signage is another ridiculous idea when our infrastructure is so lousy and there's nowhere to park. Pink elephant lot needs to be saved for parking! Or Sixth Street dirt lots; downtown businesses ALL need to have sandwich boards along sixth street telling outsiders what is downtown. DO WHAT IT TAKES TO KEEP LOCALS SHOPPING LOCALLY, not just focusing on tourists. Have government and professional office concerns move away from downtown, like in front of Safeway, or out to Villa Mall, or near Walmart. Plus they do facades that aren't historic or fit in with downtown. KUDOS to Rich Vendola who re-did the old Alamosa Bank so beautifully! Move District Attorney, Congressmen, lawyers, etc. away from downtown. That would really really help parking issues.

ZAPATA PARK OUTREACH

The City of Alamosa hosted a public outreach event at Zapata Park on August 24, 2016. A total of 30 local residents attended. The event kicked off with a presentation about the City and the comprehensive planning process followed by an opportunity for residents to provide their input.

Residents responded to three questions:

1. What does the city do best right now?
2. What would you like to see the city focus on more?
3. What are the most important services the city provides for residents?

For each question, respondents selected their top three from the following choices:

Police
Fire protection
Code enforcement
Animal control
Library
Trails
Parks
Golf course
Athletic fields
Rec center
Fairgrounds
Streets
Bike routes
Sidewalks and pedestrian safety
Storm water
Trash
Water and sewer
Recycling center

The compiled results are shown below.

	What does the city do best right now?	What would you like to see the city focus on more?	What are the three most important services the city provides for residents?
Public Safety			
Police	3	6	16
Fire protection	11	0	5
Code enforcement	1	4	7
Animal control	1	1	1
Parks and Recreation			
Library	16	0	6
Trails	3	5	3
Parks	2	0	3
Golf course	0	0	0
Athletic fields	1	0	2
Rec center	4	1	9
Fairgrounds	1	0	0

	What does the city do best right now?	What would you like to see the city focus on more?	What are the three most important services the city provides for residents?
Public Works Department			
Streets		16	12
Bike routes	2	2	2
Sidewalks and pedestrian safety	2	9	6
Water and sewer	0	5	6
Recycling center	13	1	5
Storm water	0	4	4
Trash	10	1	4

Future Land Use / Designations

Legend

UpdatedAlamosaFlup6-24

- <all other values>

FLUPDes

- Campus
- CommercialOpportunityArea
- DevelopedResidential
- Downtown
- DowntownPeriphery
- EastHwyGateway
- HistoricTownsiteResidential
- LocalGovtFacilities
- MixedUseOpportunityArea
- None
- RailroadGateway
- ResidentialOpportunityArea
- UnincorpEnclave
- WestHwyCorridor

NorthPROMINAD
Bike Lanes
Biker/Pedestrian
Railroad (existing)
Railroad (abandoned)
Park System
Golf Course
City Land
Colorado
USFWS
Schools
Type
Pedestrian Bridge
Levee
City Limit
Water
Ditches (irr)
100yr Floodplains
Wetlands

RPI consulting

GATEWAY TO THE GREAT SAND DUNES
THE CITY OF ALAMOSA

Community Plan

N

0 0.25 0.5 1 Miles

1.) Top 2 Strategies for Developed Residential

	Responses (percent)	Responses (count)
Maintain existing neighborhood character	14%	9
Maintain underground infrastructure	16%	10
Connect and repair existing sidewalks	23%	15
Complete bike/pedestrian networks	16%	10
All of these	27%	17
None of these	5%	3
Totals	100%	64

2.) Have you ever lied to your mother?

	Responses (percent)	Responses (count)
Never	3%	1
Only once	10%	3
A few times	55%	17
More times than I can count!	32%	10
Totals	100%	31

3.) What transportation does your household use most often? (Top 3)

	Responses (percent)	Responses (count)
Personal vehicle	36%	27
Motorcycle	1%	1
Scooter	0%	0
Bike	16%	12
Walk	32%	24
Skateboard	4%	3
Airplane/jet	5%	4
Horse	1%	1
ATV	1%	1
Other	3%	2
Totals	100%	75

4.) Where do you live?

	Responses (percent)	Responses (count)
In the City of Alamosa	74%	23
Unincorporated Alamosa County	26%	8
Other SLV Community	0%	0
Beyond San Luis Valley	0%	0
Totals	100%	31

5.) Top 2 Strategies for Historic Town Site Residential

	Responses (percent)	Responses (count)
Facilitate development of vacant lots	22%	13
Single family and small scale multi-family	22%	13
Opportunity for accessory dwellings	5%	3
Connect and repair existing sidewalks	23%	14
Minimize curb cuts across sidewalks	2%	1
Use alleys for access & alley loaded parking	2%	1
Reclaim inactive alleys	5%	3
All of these	15%	9
None of these	5%	3
Totals	100%	60

6.) Top 2 Strategies for Residential Opportunity Areas

	Responses (percent)	Responses (count)
Mix of single-family and multi-family housing	13%	7
Opportunity to revisit zoning and approvals	14%	8
Complete sidewalks connected to the city	5%	3
Safe railroad crossings	5%	3
Additional railroad crossings	5%	3
Safe highway crossings	14%	8
Safe routes to school	16%	9
All of these	25%	14
None of these	2%	1
Totals	100%	56

7.) What (top 2) strategies will bring long term success to the Downtown Periphery?

	Responses (percent)	Responses (count)
Mix of commercial and a variety of housing types	13%	8
Visual cues and signage to downtown	23%	14
Balance autos with pedestrian/bike mobility & safety	23%	14
Focus high traffic uses on block corners	8%	5
Utilize alleys for parking and access	3%	2
Campus commercial for ASU and Hospital	8%	5
All of these	17%	10
None of these	3%	2
Totals	100%	60

8.) What are the best strategies to better integrate the ASU and Medical campuses into the town core? (top 2)

	Responses (percent)	Responses (count)
Encourage campus planning and investment	19%	11
Bike and pedestrian connectivity	16%	9
Parking and circulation for autos	21%	12
Campus oriented commercial leading to downtown	28%	16
All of these	16%	9
None of these	2%	1
Totals	100%	58

9.) How commercial opportunity areas be a greater asset? (top 2)

	Responses (percent)	Responses (count)
Encourage development	24%	13
Balance vehicle access with ped/bike safety	11%	6
Include sidewalks and bike lanes	9%	5
Improve railroad crossings and hwy access	22%	12
Wayfinding, signage and visibility	19%	10
All of these	9%	5
None of these	6%	3
Totals	100%	54

10.) What are 2 the best strategies for enhancing the entrance to Alamosa from the west end?

	Responses (percent)	Responses (count)
Safety and function for automobiles	10%	6
Pedestrian and bike mobility/safety	13%	8
Additional railroad crossings	11%	7
Add green space and trees along railroad	30%	18
Landscape screen outdoor work/storage areas	11%	7
Varied façades avoiding block-like structures	8%	5
Gateway monumentation and wayfinding	8%	5
All of these	7%	4
None of these	2%	1
Totals	100%	61

11.) What (top 2) strategies can best capitalize on Alamosa's railroad heritage near downtown?

	Responses (percent)	Responses (count)
Green space and trees	26%	15
Wayfinding for downtown and other attractions	19%	11
Commercial development and redevelopment	14%	8
Outdoor museum/visible railroad heritage	23%	13
All of these	18%	10
None of these	0%	0
Totals	100%	57

12.) What (top 2) strategies would make mixed use neighborhoods work?

	Responses (percent)	Responses (count)
Mixed residential and commercial neighborhoods	11%	6
Commercial uses sensitive to residential neighbors	28%	15
Live-work and home occupations	17%	9
Balance autos with bikes and pedestrians	19%	10
All of these	17%	9
None of these	9%	5
Totals	100%	54

13.) Strategy for unincorporated enclaves?

	Responses (percent)	Responses (count)
Actively encourage annexation	46%	17
Wait for petitions by property owners	46%	17
None of these	8%	3
Totals	100%	37

14.) Do you support relocating the bike lanes to 4th Street?

	Responses (percent)	Responses (count)
Yes	58%	21
No	42%	15
Totals	100%	36

15.) Do you feel that the extra-wide sidewalks along Main Street are a good strategy?

	Responses (percent)	Responses (count)
Yes	40%	16
Maybe	30%	12
No	30%	12
Totals	100%	40

16.) Which do you like best?

	Responses (percent)	Responses (count)
A.	21%	8
B.	50%	19
C.	16%	6
D.	13%	5
Totals	100%	38

17.) Are you supportive of downtown gateways?

	Responses (percent)	Responses (count)
Yes	80%	32
No	20%	8
Totals	100%	40

18.) How important is art to the future of Downtown?

	Responses (percent)	Responses (count)
Not important	13%	5
Important	53%	20
Very important	34%	13
Totals	100%	38

19.) How successful do you feel the current wayfinding system is working?

	Responses (percent)	Responses (count)
Poor	56%	22
OK	18%	7
Great	3%	1
I am unaware of existing wayfinding	23%	9
Totals	100%	39

20.) Is it important for the city to invest more into wayfinding?

	Responses (percent)	Responses (count)
Yes	82%	32
No	18%	7
Totals	100%	39

21.) Are formal farmers market and special event spaces needed?

	Responses (percent)	Responses (count)
Yes	85%	33
No	15%	6
Totals	100%	39

22.) Top 2 Strategies to Make Downtown a More Vibrant Place

	Responses (percent)	Responses (count)
Orientation towards pedestrian access	17%	13
Buildings connect and relate to sidewalks	7%	5
Wayfinding and public art	18%	14
Historic bldg. preservation & continuity w/new bldgs.	16%	12
On-street, alley loaded and consolidated parking	7%	5
Customer commercial at sidewalk level	5%	4
Civic uses and public gathering areas	13%	10
People living and working downtown - mixed use	8%	6
Avoid monotonous, box-like buildings.	8%	6
Minimize curb cuts across the sidewalk	1%	1
Totals	100%	76

23.) Do you feel that parks we are reflecting parks priority strategies?

	Responses (percent)	Responses (count)
Yes	68%	27
Yes, but it needs some changes	23%	9
No, not reflecting the priorities	10%	4
Totals	100%	40

BACKGROUND

As one of the final steps in the Comprehensive Planning Process the City of Alamosa hosted two Open Houses on November 30th and December 1st, 2016. During these open houses RPI Consulting presented on the Draft Comprehensive Plan and allowed residents an opportunity to provide feedback on the plan and identify the top goals and strategies. A total of 25 people attended one of the events. The City also posted the presentation and draft pan on the city website with a comment tool to give everyone unable to attend one of the open houses an opportunity to provide feedback on the plan.

This document summarizes the Red Dot/Green Dot activity results for both open houses. During the Red Dot/Green Dot exercise participants identified their favorite and least favorite parts of the draft plan. Participants were given green and red stickers to use during the exercise. Participant placed green dots next to their top priority goals and red dots next to their least favorite goals. The combined results from both open houses are presented below.

Economic Development	Green	Red
Goal ED.1 – Improve the coordination among economic development partners.	3	
Goal ED.2 – Retain existing businesses across all sectors and help them adapt and expand.	2	
Goal ED.3 – Improve the professionalism, knowledge, and abilities of the local workforce.	1	
Goal ED.4 – Improve and increase support for major employers in Alamosa.		
Goal ED.5 – Expand Alamosa's role as retail regional center in context of the San Luis Valley as a whole.	4	
Goal ED.6 – Expand Alamosa's regional role in healthcare, transportation, education and professional industries.	2	
Goal ED.7 – Enhance infrastructure and assets to attract and retain businesses, employees, students and residents.	1	
Goal ED.8 – Target and recruit specific businesses and organizations that are appropriate for the City of Alamosa.	4	
Goal ED.9 – Promote community assets to prospective residents, employees and businesses and create a positive image of Alamosa.	1	
Goal ED.10 – Develop a sense of pride in Alamosa residents and businesses.	2	
Goal ED.11 – Entice visitors and lodging guests to explore Alamosa.	1	
Goal ED.12 – Participate in regional efforts to promote outdoor recreational opportunities in the valley to visitors.	4	

Economic Development Cont.	Green	Red
Goal ED.13 – facilitate business development by revising the land development code processes and standards to make the code clear, predictable, fair, consistent, timely and cost-effective.	1	
Core Services and Infrastructure	**Green**	**Red**
Goal CSI.1 – Maintain the intent of the city's separate budgetary funds.	1	
Goal CSI.2 – Establish a long-range approach for incremental upgrades to core facilities.		
Goal CSI.3 – Continue to balance law enforcement with crime prevention and community involvement.	2	
Goal CSI.4 – Improve management and fiscal efficiencies and maintain the level of service.		
Goal CSI.5 – Help educate the public about the importance of the animal shelter and support efforts to keep the shelter fiscally viable for the long-term.		
Goal CSI.6 – Continue to maintain and evolve the library to address new demand and needs.		
Goal CSI.7 – Enhance city parks and better utilize the land and reduce water dependency.	2	
Goal CSI.8 – Continue to ensure that Alamosa offers quality recreational facilities and form partnerships for recreational facilities that are beyond what the city can afford by itself.	1	
Goal CSI.9 – Increase outdoor recreation opportunities in Alamosa.	4	
Goal CSI.10 – Continue providing quality youth and adult recreation programs and respond to evolving demand.	2	
Goal CSI.11 – Systemize street maintenance and integrate auto, bike and pedestrian mobility.	3	
Goal CSI.12 – Maintain fiscally sound and regulation compliant water, wastewater, solid waste and recycling services.	3	
Goal CSI.13 – Utilize long-term, cost effective solutions to manage stormwater.	1	
Downtown Needs Assessment	**Green**	**Red**
Goal DT.1 – Enhance the Downtown streetscape to make it more attractive and functional for customers and businesses and to create complete streets that inspires residents and visitors to enjoy Downtown.	6	
Goal DT.2 – Implement tasteful and functional wayfinding and gateway improvements integrated with public art.	4	
Goal DT.3 – Establish a long-term strategy for ensuring an adequate supply of parking serving Downtown customers, employees and special events participants.	2	1

Downtown Needs Assessment Cont.	Green	Red
Goal DT.4 – Use the Chamber of Commerce as the umbrella organization to manage downtown.	7	4
Goal DT.5 – Collect data about the downtown, then based on data and gaps in data, set goals and create one to five-year work plans.		
Goal DT.6 – Strategically market Downtown to target markets: visitors, local/regional residents, university/college students and to existing and prospective businesses and employees.	2	
Goal DT.7 – Attract more restaurants and retail into downtown to create a balanced business mix.	7	
Goal DT.8 – Improve the physical appearance of the buildings and façades downtown.	7	
Goal DT.9 – Keep and expand existing downtown retail, arts/culture, and restaurant businesses.	5	

This document is a brief summary of the long range planning documents relevant to the City of Alamosa. Included in this summary are documents from the City of Alamosa and from local and regional groups such as the San Luis Valley Development Resources Group and San Luis Valley Great Outdoors. Each summary includes a short description of the plan and how it is relevant to the Comprehensive Plan. Many of the long range plans in this document cover the entire San Luis Valley and allow for a solid grasp of how the valley wants to grow, where city and valley-wide goals align, and what role the City of Alamosa can play as the regional center. In addition to long range plans, we have received other smaller documents and resources from the city that are too numerous to be fully listed here.

City of Alamosa Comprehensive Plan, 1997

The previous Comprehensive Plan was completed in 1997. This was a time when there was an expectation for considerable growth and the plan was written to address the accommodation of growth. Population projections were higher than what has actually occurred, it was projected that the City population would be over 10,000 by 2010. In reality the population was 8,796. The economic conditions in Alamosa have also changed, since the plan was written the US experienced the Great Recession. Even though Alamosa came through better than most, it was still seriously affected. Today there are vacant retail spaces and the industrial park is still a long way from being built out. Both the poverty rate and the unemployment rate in Alamosa are higher than what they were in the 90's when the plan was written.

The 1997 Comprehensive Plan contained 10 main goals related to land use planning, parks, trails and open space, community image, transportation, downtown, infrastructure and public facilities, and the economy. The plan heavily emphasized the development of design and landscaping standards throughout the city, strategic annexation of land, and ensuring that development coincides with expansion of parks and open space. The economy is touched on, but was not a major component of the plan. Similarly, the plan briefly touches on the need for additional housing. At the time of the writing, there was concern about providing more space for retail, implementing design improvements to the industrial park, building the appeal of downtown to tourists and residents, and supporting the continued growth of Adams State, the hospital and health services. There was little focus on attracting new industries or businesses. While some of the goals from the 1997 plan are still relevant, much has changed since the plan was written and there are new issues and priorities to be addressed.

1997 Comprehensive Plan Goals	Level of Implementation
1. Encourage development within and near existing city boundaries to preserve open space, reduce costs of extending city services and infrastructure and maintain existing neighborhoods.	City has accomplished the preservation of open space. Infill vs. expansion is still a relevant concern. • City boundaries have expanded and development has occurred in the expanded City limits. • Bought and annexed the Ranch (major open space)

	• Restrictions on development in southwest Alamosa due to storm water issues. • How much infill has occurred since '97? • Infill widely supported by the public.
2. Address traffic congestion downtown through short-term action on 6th Avenue and longer term consideration of a southern by-pass.	CDOT created the split highway on Main Avenue and 6th Street. • Traffic congestion is still a relevant concern. • Truck traffic – what happened with the idea of rerouting out of downtown?
3. Improve all gateways to the city with better design and landscaping standards and city improvements.	Improving the visual appeal and prominence of the gateways is still applicable. • All gateways could benefit from improvements. Signage, landscaping, marketing City's assets. • City Hall and Cole Park provide nice views entering from the east still needs more improvement
4. Enhance the appearance and compatibility of all commercial and industrial development by requiring improved landscaping, site design and performance standards.	What are the current landscaping, site design and performance standards? • More relevant today would be attracting industrial, commercial, manufacturing.
5. Consider annexations that will have a positive financial impact and other benefits for the city.	The city limits have grown greatly, and include many of the mapped areas in the 3mile plan. • Sewage Treatment Plant • The Alamosa Ranch Property • Property to the South and Southwest Recently the trend has been to annex without considering ROI. Currently owners initiate annexation.
6. Develop a comprehensive parks plan for the city and its environs.	The city maintains management plans for areas under the Parks and Rec dept. including the Ranch, Library, and Rec Center. City did not develop a Parks Plan.
7. Strengthen and improve the downtown.	Intended for downtown to be the primary government, financial, entertainment, specialty shopping and pedestrian district of Alamosa. • County has moved offices out of

	downtown • There are vacant buildings • Traffic downtown is still a concern • City services in new building downtown • Need streetscaping and wayfinding • City façade program in place • Parking is an issue
8. Encourage reinvestment in South Alamosa, including improved sidewalks and other municipal infrastructure, gateway street enhancements such as landscaping and industrial park improvements.	There appears to be a continued need for investments in South Alamosa.
9. Open West Alamosa south of railroad tracks for commercial development.	Train tracks still impede access to West Alamosa.
10. Undertake cooperative land use planning with the county.	What are the current procedures for coordinated land use planning?

Alamosa County Comprehensive Plan, 2008

The Alamosa County comprehensive plan outlines a series of guiding policies for maintaining a stable and successful future while preserving the character and agricultural heritage/economy of the county. The major priorities outlined in the plan are: continuing to provide an appropriate level of county services, ensuring the county is fiscally sound, preserving the agricultural economy, and expanding the economy in the county. Promoting the expansion of the renewable energy industry, preserving the agriculture industry, promoting tourism, and expanding businesses and services for local residents are all economic goals outlined in the plan. Other goals include preserving wildlife habitat, maintaining and expanding recreation opportunities, protecting water and other natural resources and mitigating natural hazards. The plan provides an understanding of county intentions and details a number of areas where the city and county would benefit from coordinated planning and communication including transportation and land use planning in the three mile area around the City of Alamosa.

Economic Development Plan, 2015 –City of Alamosa Grant Application "Plan"

Although this document is brief and not a full-fledged economic development plan, it does outline the intent of the city to play an active role in economic development and details some of the current efforts by the city. This useful reference will help inform the economic element of the comprehensive plan. The city defines economic development as business retention, expansion, attraction (BREA). This document also lists ways the city is currently working towards economic development including staff trainings, the Façade Improvement Program, retail attraction and targeted marketing, and key partnerships with the San Luis Valley Development Resource Group, Alamosa County Economic Development Corp and the Chamber of Commerce. City plans to use a GIS platform if they can hire a GIS analyst.

Comprehensive Economic Development Strategy, 2013 –San Luis Valley Development Resources Group

This Comprehensive Economic Development Strategy (CEDS) covers the San Luis Valley District and includes six counties: Alamosa, Conejos, Costilla, Mineral, Rio Grande, and Saguache. Funded by the EDA, the CEDS report outlines the regional economic development priorities for the five year period of 2014-2018. The CEDS will be used to understand where regional priorities align with the priorities of the City of Alamosa. Additionally the CEDS will help identify where it will be advantageous to coordinate with both Alamosa County and neighboring counties on bigger projects or efforts in order to reduce duplication, save resources and prevent conflict. The CEDS is also useful for identifying potential project partners and funding. The City of Alamosa can receive EDA grants for projects that align with the priorities outlined in the CEDS.

URA Preliminary Boundary Area Study, 2009-City of Alamosa

This study identified areas in the City of Alamosa's commercial core and adjacent lands that meet the qualifications for Urban Renewal Area designation and outlined which areas in Alamosa are "blighted". In other words, areas that retard growth and housing provision or are an economic liability or menace to public health or safety. This document laid the foundation for identifying areas that are affecting the ability of Alamosa to grow economically. The City did form a URA but never created a board or funding mechanism.

San Luis Valley Targeted Industry Study, 2008-San Luis Valley Development Resources Group

This is a great economic development resource for the region, even though it is a bit dated much of the study is still relevant. This report lists five primary development targets and five secondary development targets for the San Luis Valley. The report outlines opportunity areas and the requirements and considerations for each opportunity area, such as tourism. This study identified areas of growth and industries that: have potential to work in the valley, use local assets and resources, and fit the culture and atmosphere of the valley. There is support for growing the City of Alamosa as the regional center for the valley, growing tourism, bringing in new businesses and supporting the growth of current businesses.

Other documents

In addition to the formal plans, reports and studies listed above, we have a wealth of maps detailing economic development opportunity areas in the city, market research data from Buxton, annexation maps, and smaller documents such as the Alamosa flyer, business attraction materials, and the city's capital improvements plan. These documents are smaller, more focused, and speak to the work that has been done and is underway currently, in regards to economic development. These smaller documents will be utilized as part of the Comprehensive Planning process.

RECREATION

Ranch Management Plan, 2012-City of Alamosa & Alamosa Community Trails and Cross Country Site Master Plan, 2012-City of Alamosa

The ranch is a major asset to the City of Alamosa. The Ranch Management Plan as well as the Alamosa Community Trails and Cross Country Site Master Plan can be used as references for understanding the current status of the ranch, what has been implemented and what is planned for the future. The Ranch Management Plan is focused on the areas of the ranch where cattle ranching is permitted and includes policies for leasing the land, grazing, reseeding, maintenance, irrigation and more. The Community Trails Plan is focused on the recreation portion of the ranch and includes plans for trail development and an assessment of environmental constraints such as wildlife habitat and wetlands that affect recreation opportunities. Both documents will be used when incorporating the ranch into the Comprehensive Plan.

San Luis Valley Trails and Recreation Plan, 2014 -San Luis Valley Great Outdoors

This plan is focused on regional recreation in the San Luis Valley (SLV). It covers current recreation assets and identifies where there are recreation gaps. With a list of regional recreation priorities, this plan can be used to identify where there are opportunities for the city to work with regional partners and ensure that recreation development in Alamosa aligns with regional goals.

Ice Rink and Multi-Use Facility PowerPoint, 2015-City of Alamosa

This new ice rink and multi-use facility is an ongoing project which the city is working to fund. The city has put money aside and is also seeking grants. The new ice rink is slated to be built next to the recreation center. Projected to cost approximately $2.4 million, with the city contributing $1.8 million with the remaining $600,000 coming from outside sources.

PUBLIC WORKS

We have received a series of useful documents pertaining to public works including: maps outlining road types and conditions, traffic counts, water and sewer systems maps, and data and information for the rate study that is currently underway. These resources will be referenced throughout the comprehensive planning process.

HOUSING

This is an area with a void of prior studies, assessments, and plans. We have collected data about the current housing conditions in Alamosa and found that generally housing is affordable in the city with rental and owner costs lower than the state average, but there is a limited supply of rental units. This is an area with a gap in long term planning documents where further research will be required.

ECONOMIC DEVELOPMENT

GOAL ED.1 – IMPROVE THE COORDINATION AMONG ECONOMIC DEVELOPMENT PARTNERS.

Strategy A – Increase and formalize the communications process between economic development partners working in Alamosa to promote accountability and action, and assign specific tasks based on organizational capacity.

Strategy B – The City of Alamosa plays a leadership role in economic development in the city.

Strategy C – Consider options for staffing an economic development position within the structure of the city government.

Strategy D – Establish a city funding strategy for economic development.

Strategy E – Improve city communications with economic development entities and local governments in the San Luis Valley and expand city participation in regional events and meetings.

Strategy F – More effectively promote the federal, state, regional and local incentives, funding tools and resources that are available to existing and prospective businesses.

Strategy G – Improve communications and coordination between the city and Alamosa County by working together on key projects such as improved air service, coordination on land use and infrastructure around the city, and economic growth initiatives and projects.

GOAL ED.2 – RETAIN EXISTING BUSINESSES ACROSS ALL SECTORS AND HELP THEM ADAPT AND EXPAND.

Strategy A – Strengthen the business retention and support services offered by existing business development and support organizations and/or reorganize the resources to provide more extensive services and to promote these services more broadly. Services would include:

- business plans
- financial forecasts
- feasibility analyses
- marketing strategy
- financing
- utilizing incentives

Strategy B – Support business-to-business networking and collaborative marketing.

Strategy C – Encourage and support business workshops, individual trainings and mentorships.

Strategy D – Strengthen access to funding for business expansion and training.

Strategy E – Communicate and promote business-support services to the business and entrepreneur community.

Strategy F – Survey businesses and visit them regularly to better understand the business base and identify resources needed to provide assistance for successful retention, expansion, creation and attraction of jobs.

Strategy G – Develop business incubator space where entrepreneurs can test ideas to start new businesses and existing businesses can develop new products.

Strategy H – Leverage the educational programs at Alamosa School District, Adams State University and Trinidad State Junior College to engage directly in local businesses.

Strategy I – Utilize the services of the Colorado Workforce Center to recruit employees and fill positions at local businesses and organizations.

Strategy J – Develop strategic partnerships between economic development entities and base industry sectors such as agriculture, healthcare and tourism.

Strategy K – Support and encourage professionals and entrepreneurs who work from home:

- Continue to work in partnership with telecommunications companies and organizations to improve internet and cellular phone infrastructure.
- Create a directory of freelance professionals, mobile workers and telecommuters and encourage networking among them.
- Encourage the development of co-working facilities that include offices and conference room facilities that can be rented on an as-needed basis.

GOAL ED.3 – IMPROVE THE PROFESSIONALISM, KNOWLEDGE, AND ABILITIES OF THE LOCAL WORKFORCE.

Strategy A –Develop workforce and entrepreneurial training programs that target specific workforce needs and promote these programs to businesses, entrepreneurs and public schools.

Strategy B – Work with economic development and education partners to establish education and training programs that align with job opportunities.

Strategy C – Increase adult education opportunities to expand adult literacy, provide primary and secondary education opportunities and career building.

Strategy D – Encourage Alamosa County, state agencies and non-profits to continue to build and operate programs for training and positioning unemployed people to find employment and gain independence.

Strategy E – Help underemployed individuals utilize and further develop their skills to find year-round, stable employment.

GOAL ED.4 – IMPROVE AND INCREASE SUPPORT FOR MAJOR EMPLOYERS IN ALAMOSA.

Strategy A – Ensure that workforce development efforts and programs are integrated with major employers in Alamosa.

Strategy B – Organize a regular venue for large employers to discuss challenges and opportunities.

Strategy C – Coordinate with major employers on innovative work to their campuses and promote these projects as catalysts for improving the quality of development in Alamosa.

GOAL ED.5 – EXPAND ALAMOSA'S ROLE AS RETAIL REGIONAL CENTER IN CONTEXT OF THE SAN LUIS VALLEY AS A WHOLE.

Strategy A – Identify regional center market opportunities using market research companies and other methods such as regional consumer surveys.

Strategy B – Share retail market information with owners of vacant or underutilized commercial buildings; retail, entertainment and restaurant entrepreneurs who have been successful in the region; real estate brokers; bankers and national retail companies.

Strategy C – Identify vacant land that is suitable for medium and large format retail establishments that can be cost effectively served with water and sewer infrastructure and which possess safe and convenient street or highway access.

GOAL ED.6 – EXPAND ALAMOSA'S REGIONAL ROLE IN HEALTHCARE, TRANSPORTATION, EDUCATION AND PROFESSIONAL INDUSTRIES.

Strategy A – Support additional development of healthcare resources in Alamosa.

Strategy B – Promote rail infrastructure as an economic asset for freight and tourism.

Strategy C – Increase commercial aviation opportunities at San Luis Valley Airport

Strategy D – Emphasize the role of downtown as a hub for education, civic, and professional services serving residents in the San Luis Valley.

GOAL ED.7 – ENHANCE INFRASTRUCTURE AND ASSETS TO ATTRACT AND RETAIN BUSINESSES, EMPLOYEES, STUDENTS AND RESIDENTS.

Strategy A – Prioritize efforts and work with the county, state, and federal governments and commercial air service providers to establish and maintain reliable commercial air service to San Luis Valley Airport.

Strategy B – Better connect residents and students to in-town recreation opportunities and inform them of the range of opportunities.

Strategy C – Participate in and assist with the efforts by regional organizations to expand and improve telecommunications infrastructure and services throughout the full process leading to implementation.

- Strategic planning - define objectives, identify business models
- Feasibility - market analysis, design and engineering, feasibility analysis
- Implement - secure funding, build the network, integrate services and providers
- Operate and maintain - marketing, operations and maintenance

Strategy D – Install conduit to house future telecomm infrastructure when utility upgrades are made in city streets and utility rights of way.

Strategy E – Increase childcare options for working parents through the development of home based and large scale daycare centers and encourage training programs and certifications for early childhood and infant care and education at higher education institutions.

Strategy F – Build and improve recreation trails and pathways, place signage and improve or develop trailheads accessing them.

Strategy G – Maintain and promote the golf course.

Strategy H – Improve safety, connectivity and convenience for cyclists and pedestrians.

Strategy I – Work with regional partners to fund and conduct a transit market and feasibility study to determine whether regional or local transit would be fiscally sustainable. While most experts would caution that there is not a large enough population to create a financially feasible system, political considerations may warrant a study.

GOAL ED.8 – TARGET AND RECRUIT SPECIFIC BUSINESSES AND ORGANIZATIONS THAT ARE APPROPRIATE FOR THE CITY OF ALAMOSA.

Strategy A – Establish a staffed single point of contact for businesses or entrepreneur who may be interested Alamosa. (Also see Goal ED.1)

Strategy B – Conduct a gap analysis that identifies businesses that offer goods or services that are in demand but are not yet offered in Alamosa and distribute this to existing and prospective businesses and entrepreneurs.

Strategy C – Identify target industries and businesses interested in Alamosa that are appropriate for the community. Examples of target businesses include:

- E-commerce and telecommuting
- Recreation-equipment research, design and manufacturing
- Mountain science and engineering
- High-altitude training
- Aviation
- Unmanned aerial vehicles/unmanned aerial systems (UAV/UAS)
- Outdoor education
- Agriculture, food production and farm to table local foods
- Agrotourism
- Creative industries
- Clean energy

Strategy D – Promote financial incentives and funding tools for prospective, new or expanding businesses on a centralized website promoting Alamosa:

- Funding tools and resources available through Colorado Office of Economic Development and International Trade.
- Colorado Enterprise Zone tax credits through San Luis Valley Development Resources Group (job training, new employees, R&D, vacant building rehab, manufacturing equipment, contributions).
- Business Loan Fund through San Luis Valley Development Resources Group (revolving business loan fund, micro enterprise loans, façade improvement loans).
- Façade improvement grants from City of Alamosa.

Strategy E – Create a consolidated and centralized website with information that is relevant to businesses that are interested in opening a business or expanding an existing business at an Alamosa location. (Also see Goal ED.9)

- Steps for "how to open a business" and links to resources and organizations that can help.
- Create and map a full inventory of city-owned land and identify land that could be developed for economic development purposes.

- Inventory existing vacant light industrial/business park land and post on a centralized website.
- Create a consistently updated demographic and economic profile of Alamosa on a centralized and consolidated website.

GOAL ED.9 – PROMOTE COMMUNITY ASSETS TO PROSPECTIVE RESIDENTS, EMPLOYEES AND BUSINESSES AND CREATE A POSITIVE IMAGE OF ALAMOSA.

Strategy A – Create a tagline, messaging, logos, website and print materials to articulate Alamosa's brand, to solidify its identity and attract the interest of prospective businesses, employees, residents and students. The messaging needs to emphasize Alamosa's strengths:

- Small-town lifestyle, helpful and caring community
- In-town trails and recreation
- Close proximity to federal lands
- Agricultural and mountain scenery
- Business friendly
- Family-oriented community
- Center of events and celebrations
- Regional rural center; Alamosa is the full service city in San Luis Valley
- Affordable property/cost of living/moderate taxes
- Quality healthcare
- Great schools and higher education
- Rail infrastructure and tourist train
- Heritage and visible, valued history
- Cultural diversity
- Volunteer opportunities
- Arts, entertainment and events
- Downtown
- Restaurants
- Diverse and active faith communities
- Renewable energy
- City owned land and infrastructure

Strategy B – Develop a strategic marketing plan to communicate community assets to prospective residents, employees, students and businesses and follow it through to implementation:

1. Identify target markets (university and junior college students and alumni, prospective employees interviewing/visiting regarding a potential job, tourists, mid-sized businesses)
2. Develop a brand and message that speak to the target markets

3. Create and compile marketing materials, including web and print collateral
4. Develop a promotion and outreach plan and implement it

GOAL ED.10 – DEVELOP A SENSE OF PRIDE IN ALAMOSA RESIDENTS AND BUSINESSES.

Strategy A – Establish messaging that instills a sense of pride for living in Alamosa.

Strategy B – Expand and improve events/festivals focused on regional residents and businesses that celebrate the community and give participants a sense of community pride.

Strategy C – Acknowledge issues that contribute to negative perceptions and emphasize that work is being done to address them.

GOAL ED.11 – ENTICE VISITORS AND LODGING GUESTS TO EXPLORE ALAMOSA.

Strategy A – Maintain and enhance the visitor infrastructure: restrooms, way-finding/signage, parking, public parks, public gathering places.

Strategy B – Establish a consistent streetscape with visual clues that encourage highway motorists to stop and explore Alamosa: consistent plantings and pedestrian walkways/pathways, lighting, banners, directional signage and other visual clues to direct and entice more people to Alamosa's core.

Strategy C – Improve gateway signage and develop tourist-oriented and way-finding directional signage towards downtown Alamosa, historic sites, open space, parks, recreation facilities, and cultural resources.

Strategy D – Market all that Alamosa has to offer to visitors who are already here.

- Establish training and incentives for lodging and restaurant employees so they can describe to visitors what the community has to offer.
- "Table tents" and other collateral material at local establishments that entice visitors to further explore Alamosa.

Strategy E – Encourage the Alamosa Marketing district Board to develop a strategic tourism marketing plan and implement it through web and print materials and coordinated outreach by taking the following steps:

- Identify target markets
- Develop a brand and message that speak to the target market
- Create and compile marketing materials, including web and print materials
- Develop an outreach plan

Strategy F – Encourage the Alamosa Marketing District Board to work with tourism marketing partners to organize materials and talking points for lodging front desk

managers and restaurant staff to inform visitors about downtown, historic sites, parks and recreation facilities, open space and cultural resources offered in Alamosa.

Strategy G – Encourage and facilitate special events that attract both locals and visitors.

Strategy H – Better utilize existing special events notification systems to reach more valley residents or revise/reorganize the notification system.

GOAL ED.12 – PARTICIPATE IN REGIONAL EFFORTS TO PROMOTE OUTDOOR RECREATIONAL OPPORTUNITIES IN THE VALLEY TO VISITORS.

Strategy A – Engage in USFS forest plan revisions and travel management plans and maintain open communications with federal and state land management agencies.

Strategy B – Encourage and participate in regional efforts to market recreational assets in the valley and establish a brand and identity.

GOAL ED.13 – FACILITATE BUSINESS DEVELOPMENT BY REVISING THE LAND DEVELOPMENT CODE PROCESSES AND STANDARDS TO MAKE THE CODE CLEAR, PREDICTABLE, FAIR, CONSISTENT, TIMELY AND COST-EFFECTIVE.

Strategy A – Understand the Context - Writing good code requires not only a technical understanding of the physical form, planning objectives, and legal context of the community, but also an understanding of how the community functions—politically, economically, and ecologically.

Strategy B – Develop and Use a Shared Vocabulary - Although land use regulations require a certain degree of technical and legal language in order to be effective, they must also be accessible, well-organized, internally consistent, and written in the shared vocabulary of the community.

Strategy C – Use the Power of the Market to Create Value - We believe that (within evolving constitutional boundaries), regulators should strive to use the power of the market to deliver community benefits. A robust and diverse practice of public, private, and civic representation in planning, real estate, public finance, public-private partnerships, and governmental affairs is a substantial advantage when it comes to plan implementation and code drafting.

CORE SERVICES AND INFRASTRUCTURE

GOAL CSI.1 – MAINTAIN THE INTENT OF THE CITY'S SEPARATE BUDGETARY FUNDS.

Strategy A – Maintain the status of the capital improvements fund as earmarked for capital investments.

Strategy B – Educate citizens about the separate city budgetary funds, the revenue sources for each and why those funds are maintained independent of one another.

Strategy C – Charge service rates and fees that cover the true costs of the city's utility funds: water, wastewater and solid waste.

GOAL CSI.2 – ESTABLISH A LONG-RANGE APPROACH FOR INCREMENTAL UPGRADES TO CORE FACILITIES.

Strategy A – Include long-term renovations/upgrades to city buildings in the capital improvements plan and establish a long-term funding strategy.

Strategy B – Establish a long-term city vehicle replacement plan and budget accordingly.

Strategy C – Try first to pay for facility improvements with cash assets generated by existing revenues.

Strategy D – Utilize debt services only for those facility improvements that are most essential and when construction costs are increasing at such a rate that financing improvements sooner is more cost effective than saving cash to make improvements later.

GOAL CSI.3 – CONTINUE TO BALANCE LAW ENFORCEMENT WITH CRIME PREVENTION AND COMMUNITY INVOLVEMENT.

Strategy A – Better communicate ongoing efforts and progress:

- City is proactively working to address drug problem (prescription drug taskforce, tough on theft crimes that fund drugs, K-9s)
- Educate the public about new police certifications/resources (body cameras, car cameras, K-9 units)
- Addressing vacant, run-down houses/buildings
- Citizen participation in public safety

Strategy B – Foster community partnerships to strengthen community health and ethics, with a focus on youth.

Strategy C – Strengthen efforts to be more multi-culturally aware and keep working to improve communications.

Strategy D – Implement e-citations/electronic ticketing to increase efficiency of writing tickets, administration, records keeping and convenience for citizens and visitors.

GOAL CSI.4 – IMPROVE MANAGEMENT AND FISCAL EFFICIENCIES AND MAINTAIN THE LEVEL OF SERVICE.

Strategy A – Consolidate fire protection services into one fire district while maintaining the volunteer status and utilizing existing revenue sources.

Strategy B – Plan for and budget for future upgrades to the fire stations, for example, the eventual Station 2 roof replacement.

Strategy C – Continue to plan for and budget for apparatus replacement.

Strategy D – Continue to maintain communications with the railroad, have contingency plans for times when long trains block street crossings and educate the public about these arrangements.

Strategy E – Continually evaluate the impact of airport fire protection on level of service throughout the district and encourage the airport to explore options that would eliminate the need for fire department standby services.

Strategy F – Monitor the total number of fire and rescue incidents year to year, identify the threshold that will trigger a shift from the volunteer-based operational model to a fully staffed/paid fire protection operational model and budget accordingly.

GOAL CSI.5 – HELP EDUCATE THE PUBLIC ABOUT THE IMPORTANCE OF THE ANIMAL SHELTER AND SUPPORT EFFORTS TO KEEP THE SHELTER FISCALLY VIABLE FOR THE LONG-TERM.

GOAL CSI.6 – CONTINUE TO MAINTAIN AND EVOLVE THE LIBRARY TO ADDRESS NEW DEMAND AND NEEDS.

Strategy A – Continue to track user trends and demand and preferences in as much detail as possible with gate counts, user surveys and other user trend metrics.

GOAL CSI.7 – ENHANCE CITY PARKS AND BETTER UTILIZE THE LAND AND REDUCE WATER DEPENDENCY.

Strategy A – Where additional parking is needed, convert unused grass areas near parking lots into additional parking spaces at parks.

Strategy B – Reduce water dependency with xeriscaping, crusher fines and other creative means, where appropriate.

Strategy C – Augment traditional playgrounds with natural play structures such as boulders, tree stumps and logs.

Strategy D – Beautify the river corridor visible from the east gateway along Cole Park with rip rap and/or low grasses that meet Army Corps of Engineers standards.

Strategy E – Increase shade areas in parks with trees and picnic shelters.

Strategy F – Acquire land and develop a neighborhood park in southwest Alamosa (south of U.S. Highway 160 and west of U.S. Highway 285).

Strategy G – Monitor the staff time and resources required to support special events at city parks and adjust staffing and funding to ensure that special events are well-supported while the primary duties of parks maintenance and improvement are not compromised.

Strategy H – Develop a long-term parks equipment (playgrounds, seating, dugouts, etc.) replacement plan and funding strategy.

Strategy I – Develop a long-term parks maintenance equipment (mowers, sprinkler systems, etc.) replacement plan and funding strategy.

GOAL CSI.8 – CONTINUE TO ENSURE THAT ALAMOSA OFFERS QUALITY RECREATIONAL FACILITIES AND FORM PARTNERSHIPS FOR RECREATIONAL FACILITIES THAT ARE BEYOND WHAT THE CITY CAN AFFORD BY ITSELF.

Strategy A – Maintain the Alamosa Family Recreation Center and make upgrades and renovations as needed.

Strategy B – Build a new ice rink and multi-use facility to ensure that participants enjoy a predictable ice season each year and the associated facilities to support a variety of ice sports.

Strategy C – Explore creative ways to address demand for a pool including public/private partnerships.

GOAL CSI.9 – INCREASE OUTDOOR RECREATION OPPORTUNITIES IN ALAMOSA.

Strategy A - Expand and improve trails and outdoor recreation amenities along the river corridor.

- Acquire public access easements
- Trail extension/continuity
- River/water access
- Improve vegetation
- Visibility, signage, trailheads

Strategy B – Expand trails system accessible from in-town.

Strategy C – Pursue continuous public access and a trail along the full length of the Rio Grande River levee through the city and along the north side of the river.

Strategy D – Build another pedestrian bridge across the Rio Grande.

Strategy E – Work with land management agencies to establish public recreation trails from the city to the Alamosa National Wildlife Refuge along the Rio Grande River and to design environmentally friendly trails within the refuge.

Strategy F – Develop a funding strategy and timeline for Cattails Golf Course irrigation replacement for the front 9 and eventually the back 9.

GOAL CSI.10 – CONTINUE PROVIDING QUALITY YOUTH AND ADULT RECREATION PROGRAMS AND RESPOND TO EVOLVING DEMAND.

Strategy A - Encourage feedback about the quality of current programs and suggestions for additional programs.

Strategy B – Work with outdoor recreation partners to strengthen existing youth outdoor programs and establish an integrated youth outdoor recreation program that includes a staffed position, a clearinghouse for youth to learn about outdoor recreational opportunities and a transportation co-op to get youth to the opportunities.

GOAL CSI.11 – SYSTEMIZE STREET MAINTENANCE AND INTEGRATE AUTO, BIKE AND PEDESTRIAN MOBILITY.

Strategy A – Determine streets maintenance or reconstruction priorities on the highest traffic streets by developing a customized drivability index for rating street conditions.

Strategy B – Define priority pedestrian and bike corridors and prioritize sidewalks, pathways and bike lane improvements along them.

Strategy C – Support the development of a 1st Street Master Plan with the hospital and Adams State University.

Strategy D – Develop standards and permitting to better oversee construction in the city streets rights of way by utility providers and other entities to ensure that impacts are properly mitigated and to capitalize on opportunities for other utility improvements such as fiber optic cable conduit installation.

Strategy E – Encourage local organizations to evaluate the demand for public transportation and the fiscal feasibility of providing local transit services.

GOAL CSI.12 – MAINTAIN FISCALLY SOUND AND REGULATION COMPLIANT WATER, WASTEWATER, SOLID WASTE AND RECYCLING SERVICES.

Strategy A – Adjust water and sewer use rate charges and tap fees to ensure that customers are paying for the true cost of the service including operations, capital depreciation/replacement costs.

Strategy B – Maintain staff with sufficient licensure and training to operate water and wastewater systems.

Strategy C – Implement water conservation strategies on city owned irrigated land and encourage other public entities such as Adams State University and the School District to implement water conservation strategies.

Strategy D – Include water conservation incentives in the water rate structure.

Strategy E – Address groundwater infiltration into the wastewater collection system.

Strategy F – Investigate the demand for and fiscal feasibility of curbside recycling.

GOAL CSI.13 – UTILIZE LONG-TERM, COST EFFECTIVE SOLUTIONS TO MANAGE STORMWATER.

Strategy A – Develop long-term solutions to process runoff on city streets and rights of way on-site so that stormwater produced on site is filtered naturally and returns to the groundwater system.

Strategy B – Establish development review standards and enforcement procedures that require future development to install swales and landscaped detention ponds that filter storm water runoff naturally and return it to the groundwater system.

DOWNTOWN NEEDS ASSESSMENT

GOAL DT.1 – ENHANCE THE DOWNTOWN STREETSCAPE TO MAKE IT MORE ATTRACTIVE AND FUNCTIONAL FOR CUSTOMERS AND BUSINESSES AND TO CREATE COMPLETE STREETS THAT INSPIRES RESIDENTS AND VISITORS TO ENJOY DOWNTOWN.

Strategy A – Review the conceptual design contained in the Downtown element of the Comprehensive Plan with Colorado Department of Transportation and identify all applicable codes and standards that will affect final design.

Strategy B – Meet with the Colorado Department of Local Affairs and Colorado Department of Transportation to identify sources of funding and financing assistance for design, engineering and construction of Downtown improvements.

Strategy C – Conduct a complete survey of Downtown existing conditions that includes, rights of way, property boundaries, roadways, drainage infrastructure, utilities infrastructure and service connections, access driveways, traffic signals and all other installed components.

Strategy D – Conduct property owner outreach to receive up-front input on the design concepts.

Strategy E – Using the Downtown element of the Comprehensive Plan as the conceptual design basis, finalize the design, materials, preliminary engineering, phasing and timing of streetscape improvements.

Strategy F – Develop a traffic control and business access and parking plan to minimize impacts on traffic flow and businesses during construction and inform downtown businesses and tenants about the impacts and duration of construction.

GOAL DT.2 – IMPLEMENT TASTEFUL AND FUNCTIONAL WAYFINDING AND GATEWAY IMPROVEMENTS INTEGRATED WITH PUBLIC ART.

Strategy A – Beginning with the illustrations and art contained in the Downtown Element of the Comprehensive Plan, meet with Colorado Department of Transportation planners to

identify the codes and standards that will affect the final design for wayfinding and gateway improvements.

Strategy B – Meet with the Colorado Department of Local Affairs and Colorado Department of Transportation to identify sources of funding and financing assistance for wayfinding and gateway improvements.

Strategy C – Beginning with the map, illustrations and art contained in the Downtown Element of the Comprehensive Plan, develop a formal process for completing the wayfinding program that includes:

- Community outreach
- Final art themes, graphic design and signage standards

GOAL DT.3 – ESTABLISH A LONG-TERM STRATEGY FOR ENSURING AN ADEQUATE SUPPLY OF PARKING SERVING DOWNTOWN CUSTOMERS, EMPLOYEES AND SPECIAL EVENTS PARTICIPANTS.

Strategy A – Conduct a thorough parking needs analysis that includes parking lot monitoring, quantification of commercial space occupancy and peak demand generated during busy weekends and/or special events.

Strategy B – Consider introducing off-street parking requirements for new development.

Strategy C – Explore shared parking strategies that maximize the use of parking spaces with daytime and evening allocations of the same space.

Strategy D – Consider the additional public parking lots in deficient areas.

Strategy E – Improve the alleyways to provide better access to rear parking.

Strategy F – Improve pedestrian connections between parking and commercial destinations.

GOAL DT.4 – USE THE CHAMBER OF COMMERCE AS THE UMBRELLA ORGANIZATION TO MANAGE DOWNTOWN.

Strategy A – Clarify roles, responsibilities, and resources between the chamber, City of Alamosa, the downtown community, and any other stakeholder who wishes to actively participate.

Strategy B – Establish annual funding to augment the chamber staff so that they have the capacity to focus on downtown revitalization.

Strategy C – Communicate regularly with the chamber, downtown community and other stakeholders about upcoming events, projects, and budgets, and develop and consistently update a five year work plan.

GOAL DT.5 – COLLECT DATA ABOUT THE DOWNTOWN, THEN BASED ON DATA AND GAPS IN DATA, SET GOALS AND CREATE ONE TO FIVE-YEAR WORK PLANS.

Strategy A – Create and maintain a downtown business and building database that includes details about goods/services offered, hours of operation, inventories and markets served as well as physical information about underutilized building space, structural/mechanical/site conditions, façade appearance and needed/planned upgrades.

Strategy B – Conduct surveys to gather information about downtown customers' perceptions of downtown and shopping/dining/entertainment preferences, the purpose of downtown visits, where customers live, and how frequently they visit downtown.

Strategy C – Use this data to create annual work plans that are comprehensive and support the long-term goals for downtown.

Strategy D – Empower residents to help implement specific elements of the annual work plan.

GOAL DT.6 – STRATEGICALLY MARKET DOWNTOWN TO TARGET MARKETS: VISITORS, LOCAL/REGIONAL RESIDENTS, UNIVERSITY/COLLEGE STUDENTS AND TO EXISTING AND PROSPECTIVE BUSINESSES AND EMPLOYEES.

Strategy A – Discover downtown's unique image and use to create messaging and branding.

Strategy B – Create and compile marketing materials, including web/social media and print collateral using the most appropriate media for each target market.

Strategy C – Develop a promotion and outreach plan and implement it.

Strategy D – Provide a clear 'how to' for city business and development permitting in Downtown and promote the city's business friendly processes.

Strategy E – Create and promote special retail events to attract local and regional audiences to Downtown such as art walks, sidewalk sales, "First Friday" weekly events and music/entertainment aimed at university/college students.

GOAL DT.7 – ATTRACT MORE RESTAURANTS AND RETAIL INTO DOWNTOWN TO CREATE A BALANCED BUSINESS MIX.

Strategy A – Choose one or two empty buildings and work with owners and local realtors to position as catalyst sites.

Strategy B – Use the data collected about the downtown to create specific and targeted attraction strategies for retailers and restaurants (see Goal DT.2 Strategy B above).

Strategy C – Encourage business pop-ups in empty buildings, especially during the holiday seasons.

GOAL DT.8 – IMPROVE THE PHYSICAL APPEARANCE OF THE BUILDINGS AND FAÇADES DOWNTOWN.

Strategy A – Market the City's façade program and any other incentive available to help attract new businesses, restore aging historic façades and renovate unattractive/outdated façades.

Strategy B – Create a revolving loan fund, or partner with an existing organization with a revolving loan program, to help reduce the cost of financing improvements to downtown properties.

GOAL DT.9 – KEEP AND EXPAND EXISTING DOWNTOWN RETAIL, ARTS/CULTURE, AND RESTAURANT BUSINESSES.

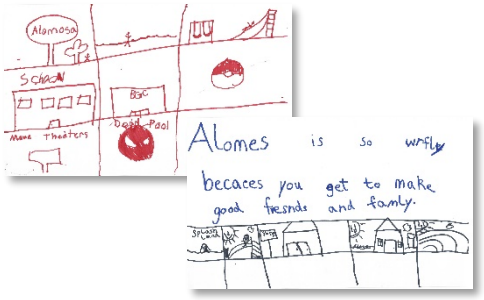
Strategy A – Create a visitation program. Visit all businesses in the downtown on a regular basis to build a relationship and gain mutual trust.

Strategy B – Promote the training and permitting assistance programs available at the San Luis Valley Small Business Development Center.

Strategy C – Provide events and facilitate informal networking opportunities for business owners and managers to interact and communicate with each other.

Strategy D – Work with business owners to establish more consistent business hours for downtown businesses.

YOUTH INVOLVEMENT PROCESS



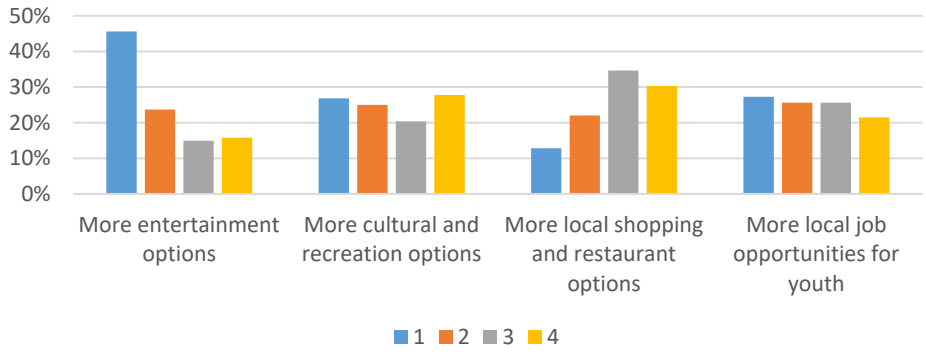
The consulting team hosted an event at the San Luis Valley Boys and Girls Club where elementary school children participated in activities that identified what they like about Alamosa and what they want for the city. The children created drawings to illustrate what they like about Alamosa. The Boys and Girls Club, elementary school, restaurants, families and homes were all depicted in drawings. The children also took part in a brainstorming session where they identified what they want for Alamosa such more child friendly restaurants, more swings and other play structures in city parks, and less crime.

An Alamosa teen survey was conducted during the spring semester of the 2015-2016 school year. A total of 144 8th grade through 12th grade students took the survey which comprised of questions about technology, student plans for the future, opportunities for youth, and the future of Alamosa. The results were combined with the elementary school input to formulate the youth vision.

Survey Highlights

When asked to rank the most important changes student would like to see in the community, 46% of students ranked more entertainment options as a high priority making it the highest ranked change. Twenty-seven percent (27%) of students ranked more cultural and recreation options as a high priority, 27% ranked more local job opportunities as a high priority and 13% ranked more local shopping and restaurant options as a high priority.

Figure 1. Please rank the importance of the four options below from 1-highest to 4-lowest for making your community a better place to live: - BCG Survey



When students were asked whether they saw themselves living in Alamosa in the future, 47% responded that they do picture themselves in Alamosa in the future and 53% said they did not picture themselves in Alamosa.

Figure 2. At this time, do you picture yourself living in this area in the future? - BGC Survey

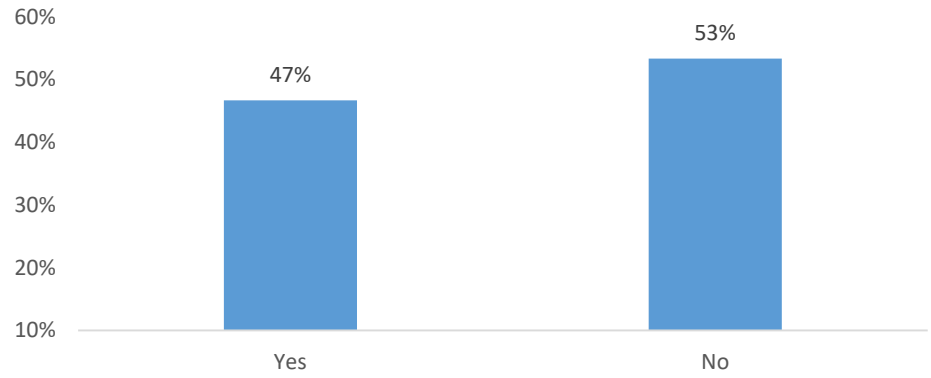


Figure 3. What are some of the reasons you would not picture yourself living in this area in the future? - BCG Survey

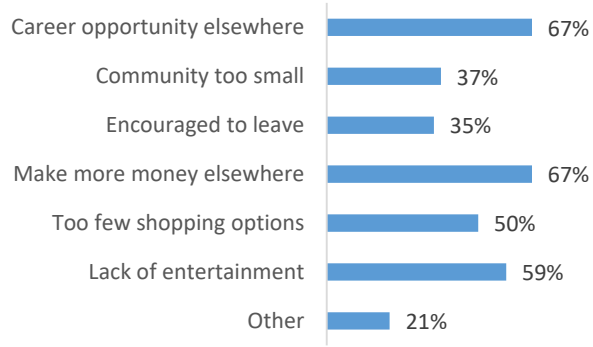
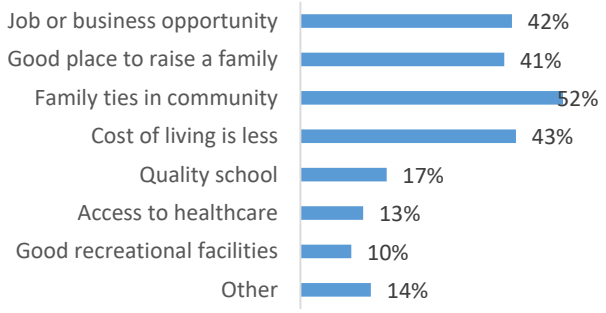


Figure 4. What are some of the reasons you would picture yourself living in this area in the future? (Select all that apply) - BCG Survey



When asked the reasons behind why they would see themselves living in Alamosa in the future the top answers were: career opportunities elsewhere 67%, make money elsewhere 67%, and lack of entertainment 59%. Conversely, when asked the reasons they would picture themselves in Alamosa in the future the top responses where: family ties 52%, cost of living is less 43%, and job or business opportunity 42%.

When asked if students typically work during the summer, 58% said they do typically work during the summer. When asked whether they would volunteer to make the community better, 75% said they would while 25% said they would not volunteer.

Figure 5. Do you typically work at some job during the summer months? - BCG Survey

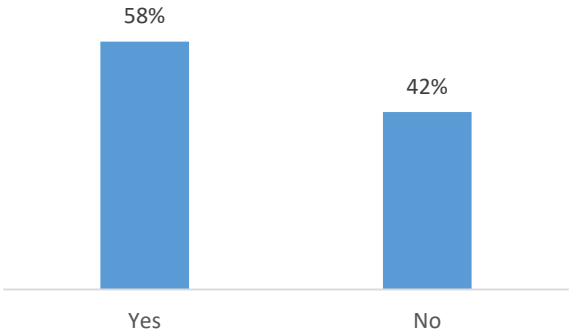
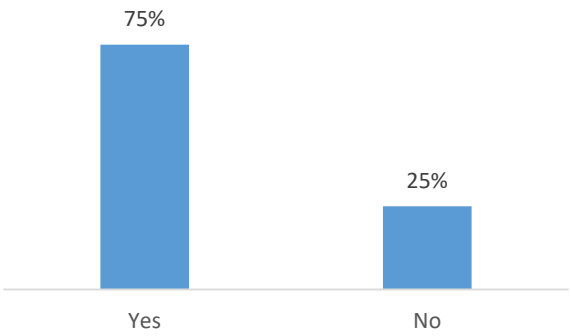


Figure 6. If an adult leader asked you to become involved in making the community better, would you volunteer? - BCG Survey



ECONOMIC FUNDING AND INCENTIVE TOOLS

A number of economic incentives exist in the City of Alamosa today. These incentives are provided by a variety of government agencies, nonprofits and other organizations (City of Alamosa, SLVSRG, SLVCOG, DOLA, EDA, OEDIT). The following list outlines tax credits, loans, and grants available in the City of Alamosa as of December 2016.

ENTERPRISE ZONE TAX CREDITS AND INCENTIVES

The San Luis Valley Development Resources Group oversees the management of the Enterprise Zone credits and incentives.

Investment Tax Credit: Providing businesses a tax credit of 3 percent for equipment purchases. Special rules for renewable energy equipment apply.

Job Training: Companies that implement a qualified job-training program for their enterprise zone employees may claim an income tax credit of 12 percent of their eligible training costs.

New Employee Credit: A tax credit offering businesses $1,100 per new job.

- **Agricultural Processing:** A tax credit of $500 per new business facility employee may be claimed by business adding value to agricultural commodities through manufacturing or processing.
- **Enhanced Rural Enterprise Zone New Employee:** Offers $2,000 total per new job for new businesses located within an enterprise zone.
- **New Employee Enhanced Ag Processor Credit:** Businesses located in an enterprise zone may be eligible for a credit of $500 per new employee, if the business is an agricultural manufacturing or processing business.

Health Insurance: Offers businesses $1,000 per insured job available for the first two years in state enterprise zones.

Research and Development Tax Credit: A tax credit for businesses up to three percent, based on the increase of a company's research and development expenditures within an enterprise zone during the previous two income tax years.

Vacant Building Rehab: Allows owners or tenants of a building in an Enterprise Zone that is at least 20 years old and that has been completely vacant for at least two years to claim a tax credit of 25 percent of the cost of rehabilitating the building for commercial use, up to $50,000.

Commercial Vehicle Investment Tax Credit: Offers businesses a state income tax credit up to 1.5 percent on commercial trucks, truck tractors, tractors, or semitrailers, as well as associated parts.

Contribution Projects: Enterprise Zone (EZ) Contribution Projects encourage community participation and public-private partnerships to revitalize EZs. EZ Administrators may propose projects for EZ Project status to implement the economic development plan of that specific EZ. EZ Administrators work with their communities to bring forward proposals that meet the economic development needs, result in job creation/retention and business expansion, and have the support of the community. Colorado taxpayers may earn Colorado income tax credits by contributing to targeted efforts.

Revolving Loan Funds

SLVDRG Revolving Loan Fund: Gap financing loan for business expansion, start-ups and retentions. Minimum loan $10,000 maximum $250,000. Businesses must fill 60% of positions with low-moderate income persons. 10-year maximum loan term. Can be used for land, buildings, equipment, working capital, inventory, and limited leasehold improvements.

SLVDRG Micro Enterprise Loan Fund (MEP): Assists eligible low and moderate-income business owners with financing for business startups and expansions. Five or fewer employees including the owner. $2,500-$100,000. Can be used for land, buildings, equipment, working capital, inventory, and limited leasehold improvements.

Grants

Community Development Block Grant: The Community Development Block Grant (CDBG) is a federally funded block grant program (managed by DOLA) with the overall goal to develop viable urban communities by providing decent housing and a suitable living environment primarily for low-mod income persons. CDBG-funded projects must satisfy one of three national program objectives: Provide a benefit to low and moderate income persons, prevent or eliminate slums and blight, or meet other urgent community development needs due to natural disasters or other emergencies. Eligible activities include:

- Public Services: senior services, disabled and handicapped services, child care services, health services, youth services, and fair housing
- Public Improvements: streets, curbs, gutters, sidewalks, streetlights, sewers, storm drains, traffic signals, parks and recreation facilities, health facilities, and fire station improvements
- Housing Services: home improvement programs for lower and moderate income households

SLVCOG Mini Grant: Funding will be awarded to projects that demonstrate contributions to Economic Development needs of the community including but not necessarily limited to:

- Economic Development projects including façade improvements, energy efficiency assessments and improvements,

- Main Street/Community assessments, and community mapping,
- Small scale capital improvements projects,
- Development of marketing/promotional resources such as a website for the municipality or county,
- Planning studies/analysis for municipality/county use,
- Training or meeting facilitation.

Façade Improvement Grant: Businesses within the Downtown Overlay District or in a Commercial Business Zone can apply for a city façade grant between $500 and $1,500, to improve the façade of their building. Grant recipients must provide three times the amount of the grant.

Economic Characteristics

City of Alamosa Comprehensive Plan and Downtown Needs Assessment, February 2016

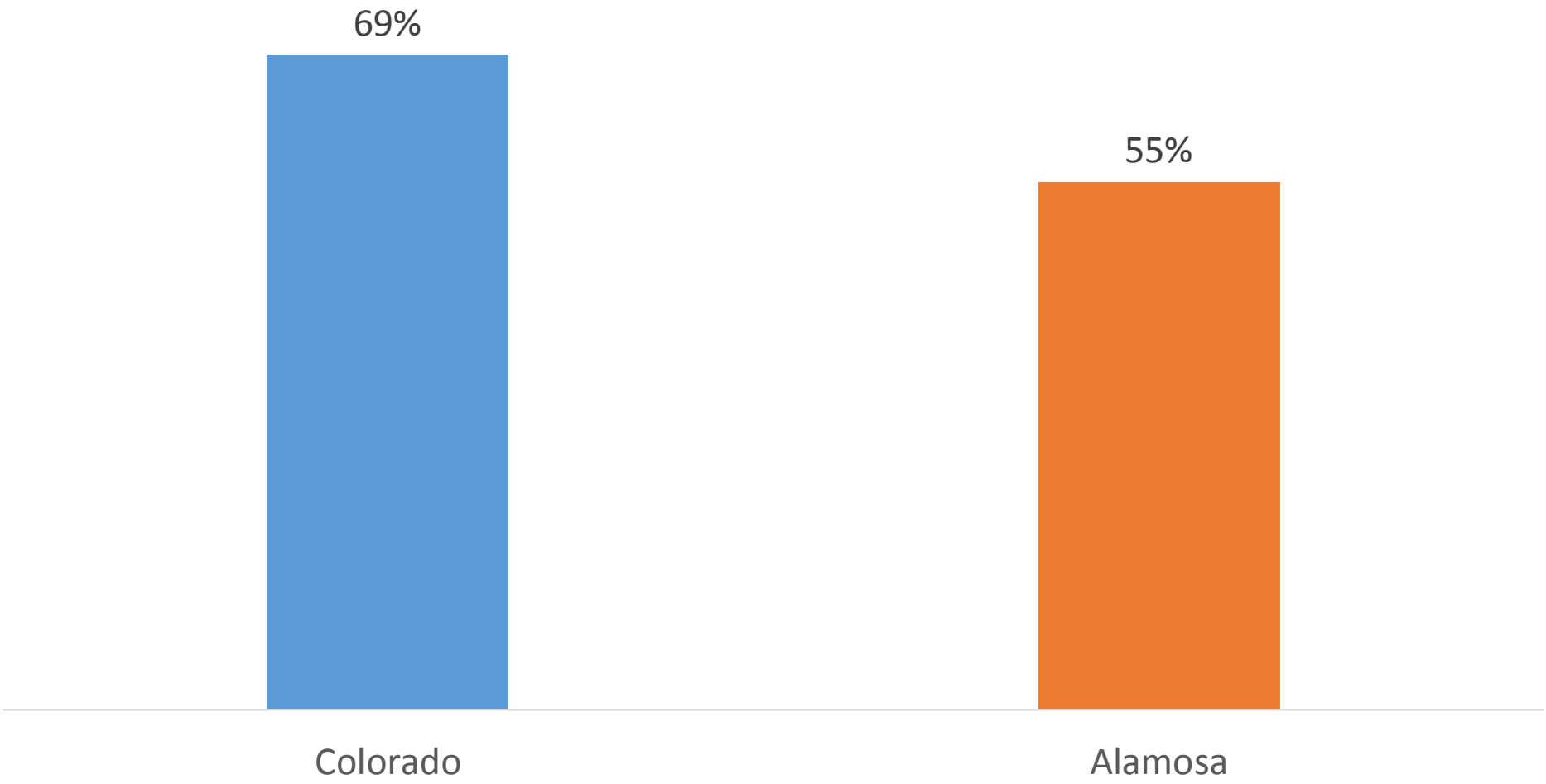
For: City of Alamosa

By: RPI Consulting LLC

RPI consulting

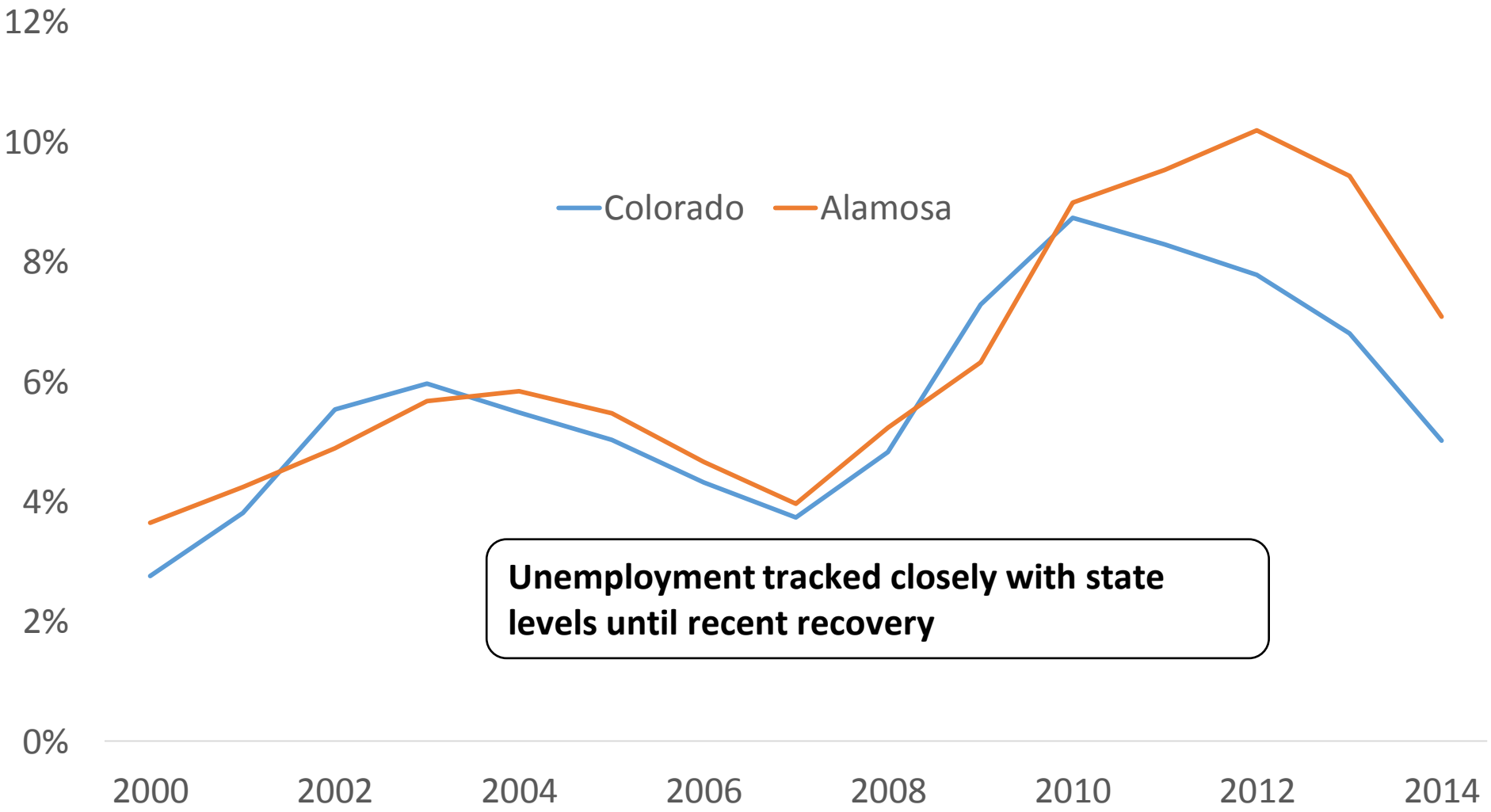
Percent of Population in Labor Force

Source 2014 ACS



Historic Unemployment Rates

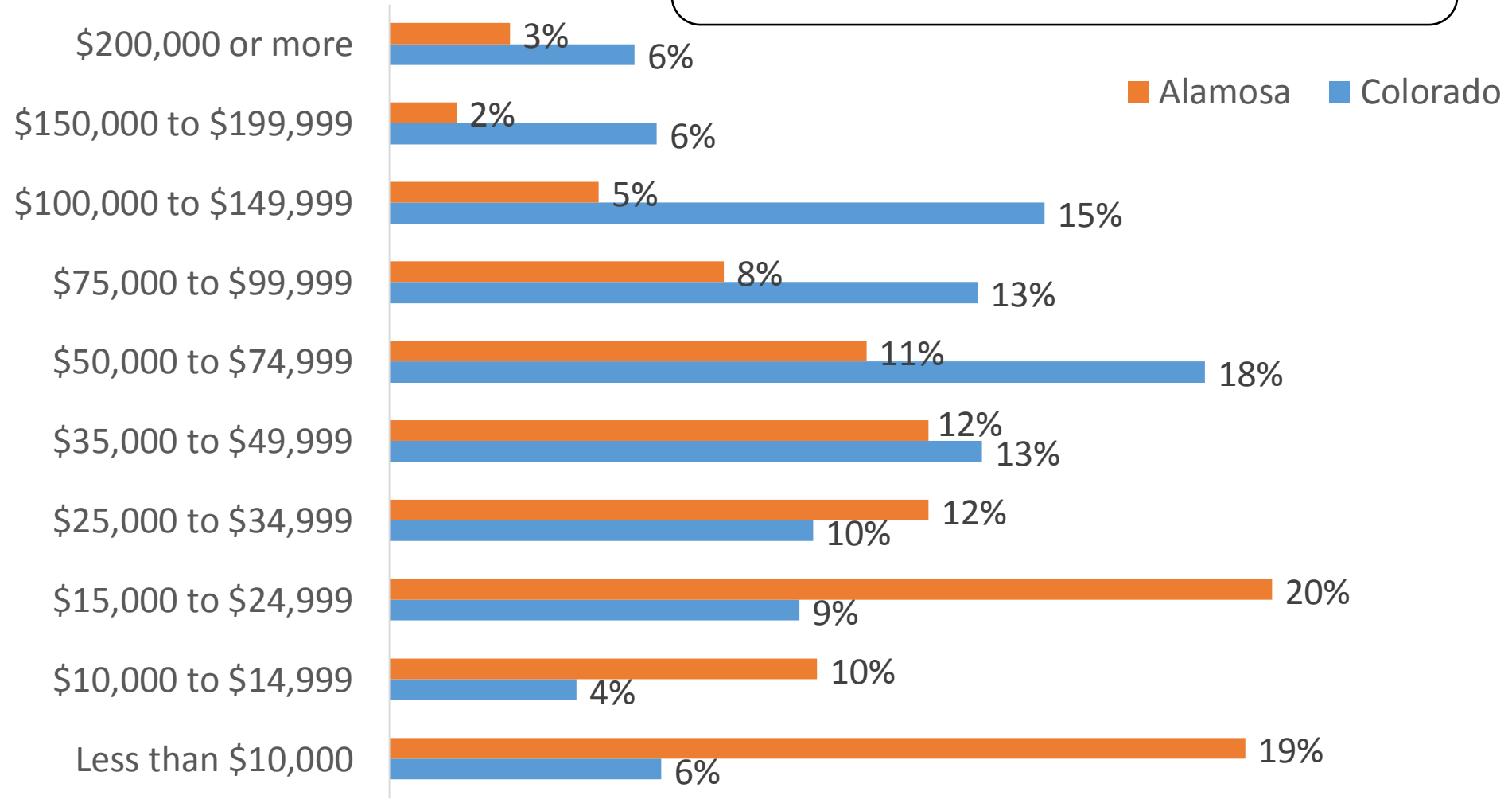
Source: Bureau of Labor Statistics



Income

Source: 2014 ACS

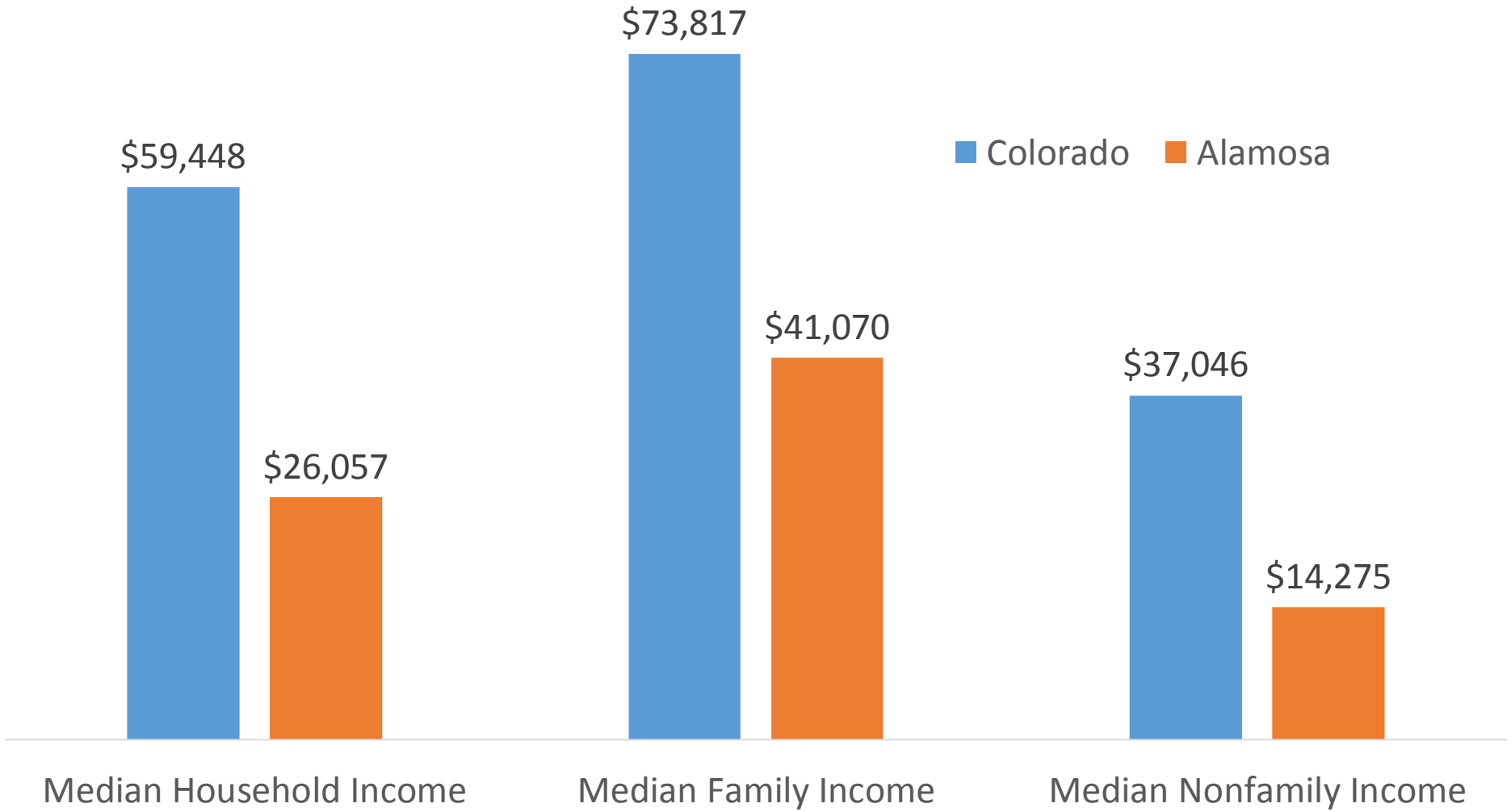
49% of households in Alamosa have income less than $25,000 compared with 19% statewide.



Median Income

Source 2014 ACS

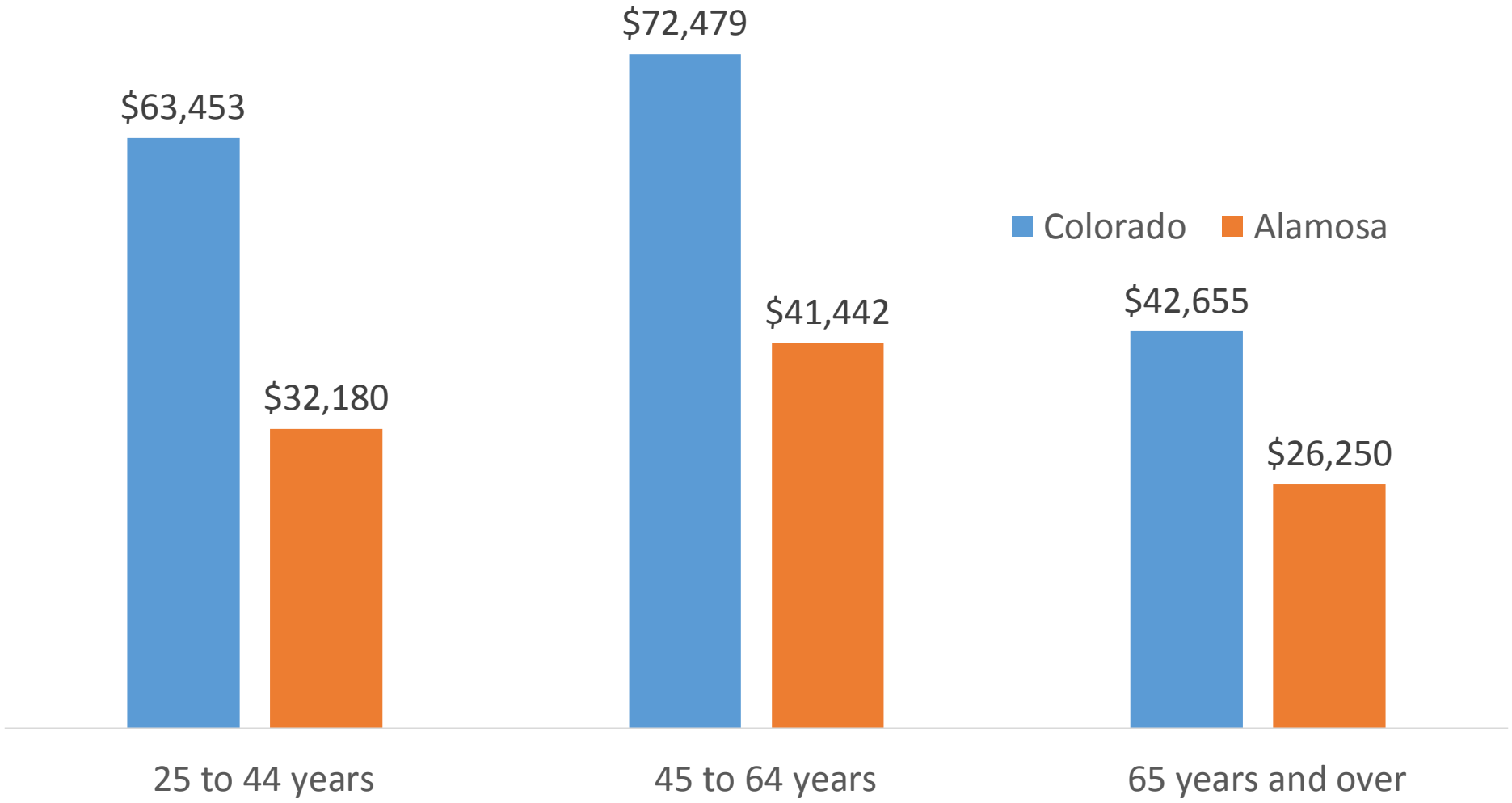
Median family and household income in Alamosa is approx. half of statewide figures



Median Income By Age of Householder

Source 2014 ACS

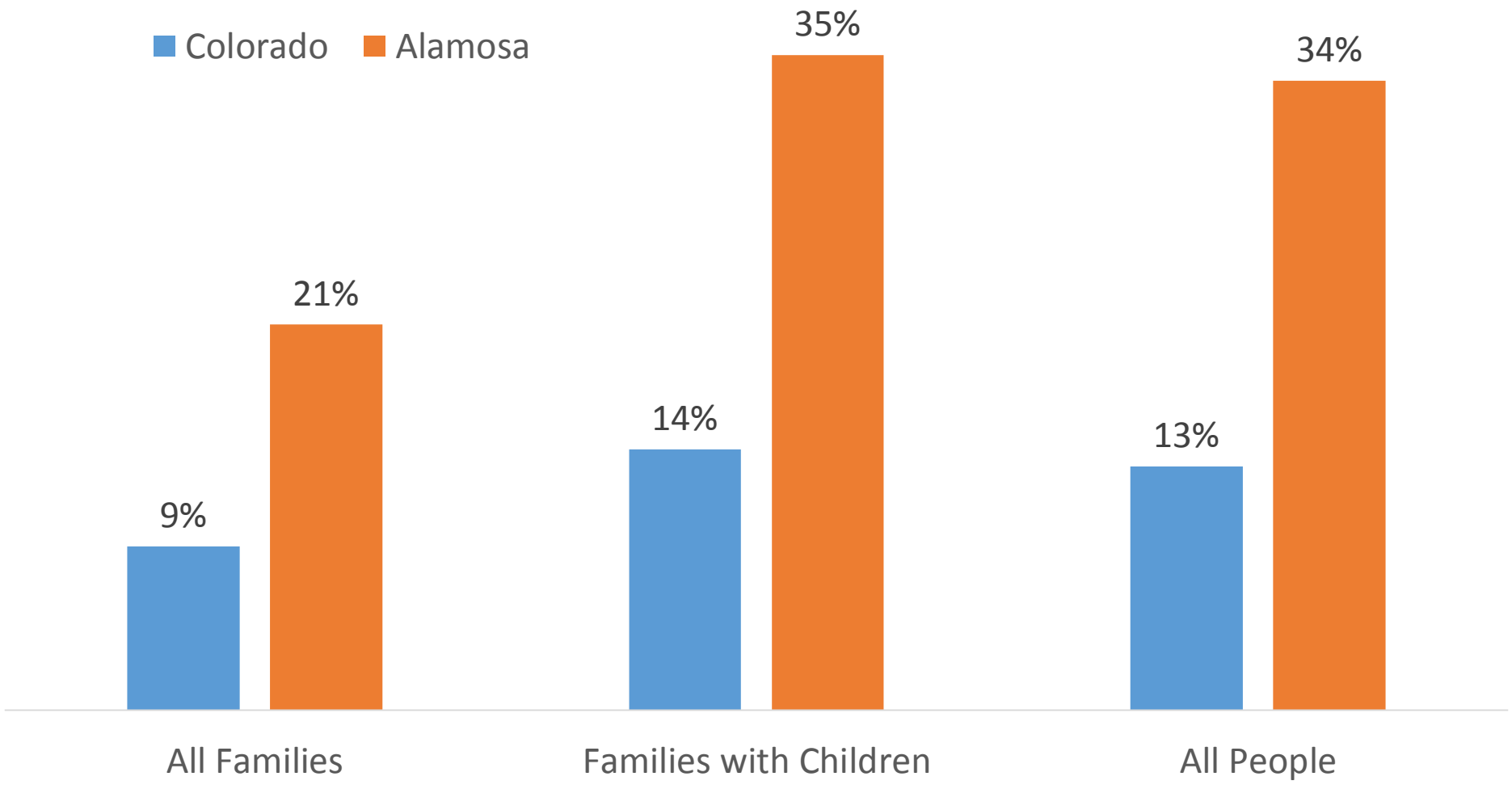
Correcting for large college population still shows relatively low household incomes



Poverty Rates

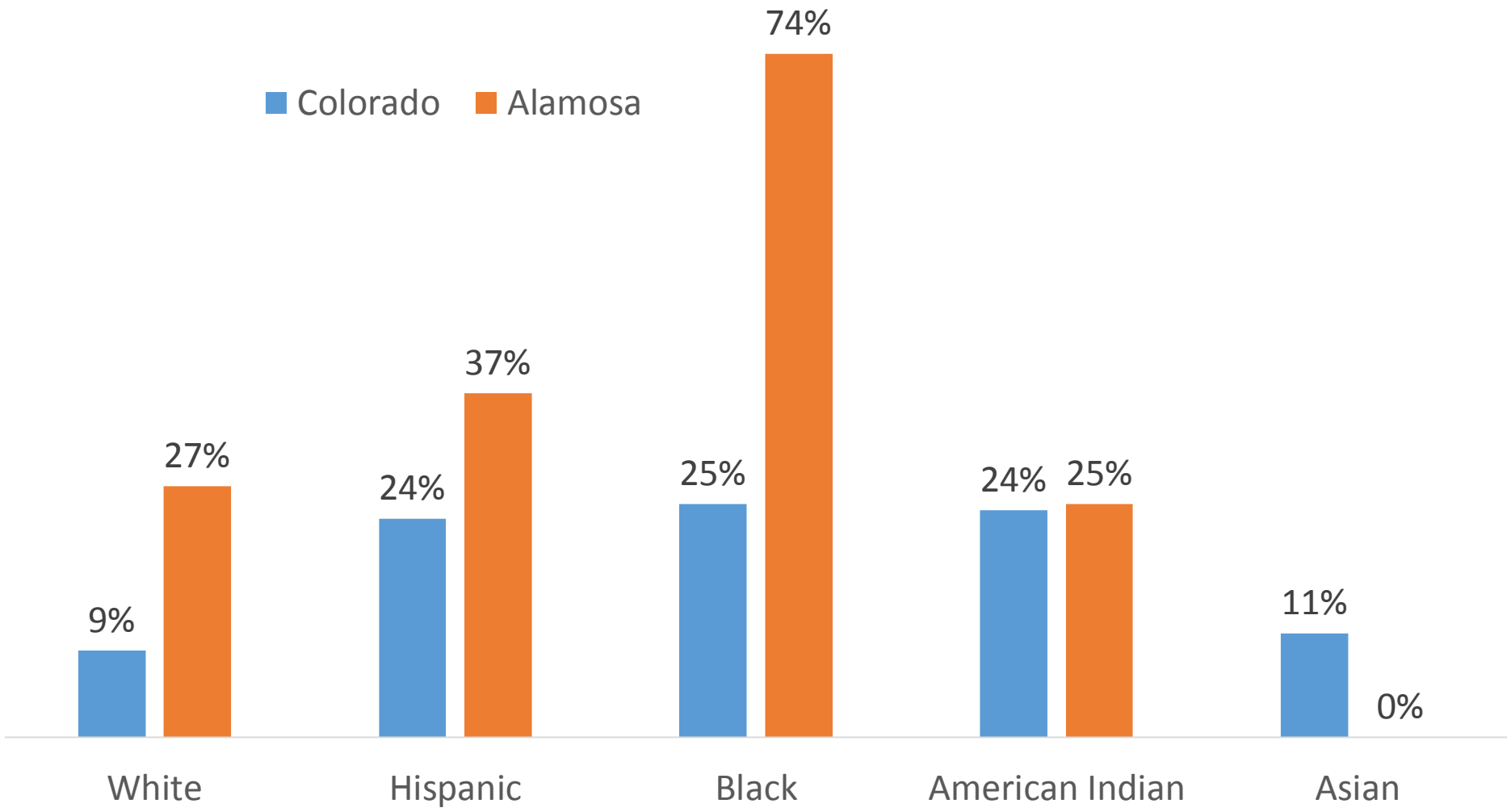
Source: 2014 ACS

Poverty rates in Alamosa are more than twice the statewide rate



Poverty Rates by Race

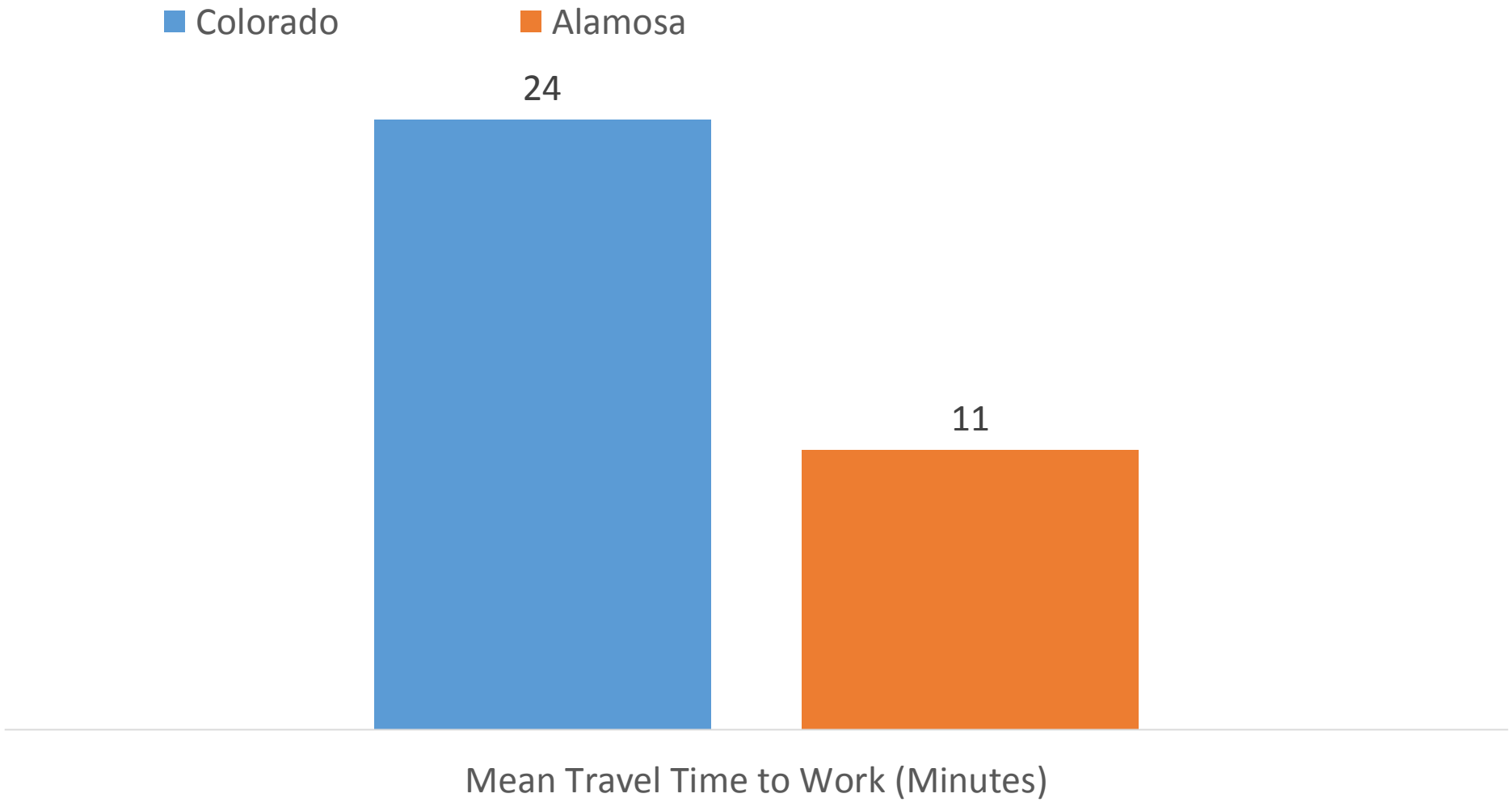
Source: 2014 ACS



Commuting to Work

Source: 2014 ACS

Commuting times in Alamosa are half the state wide average



Base Analysis Explained

Source: DOLA Demography Office

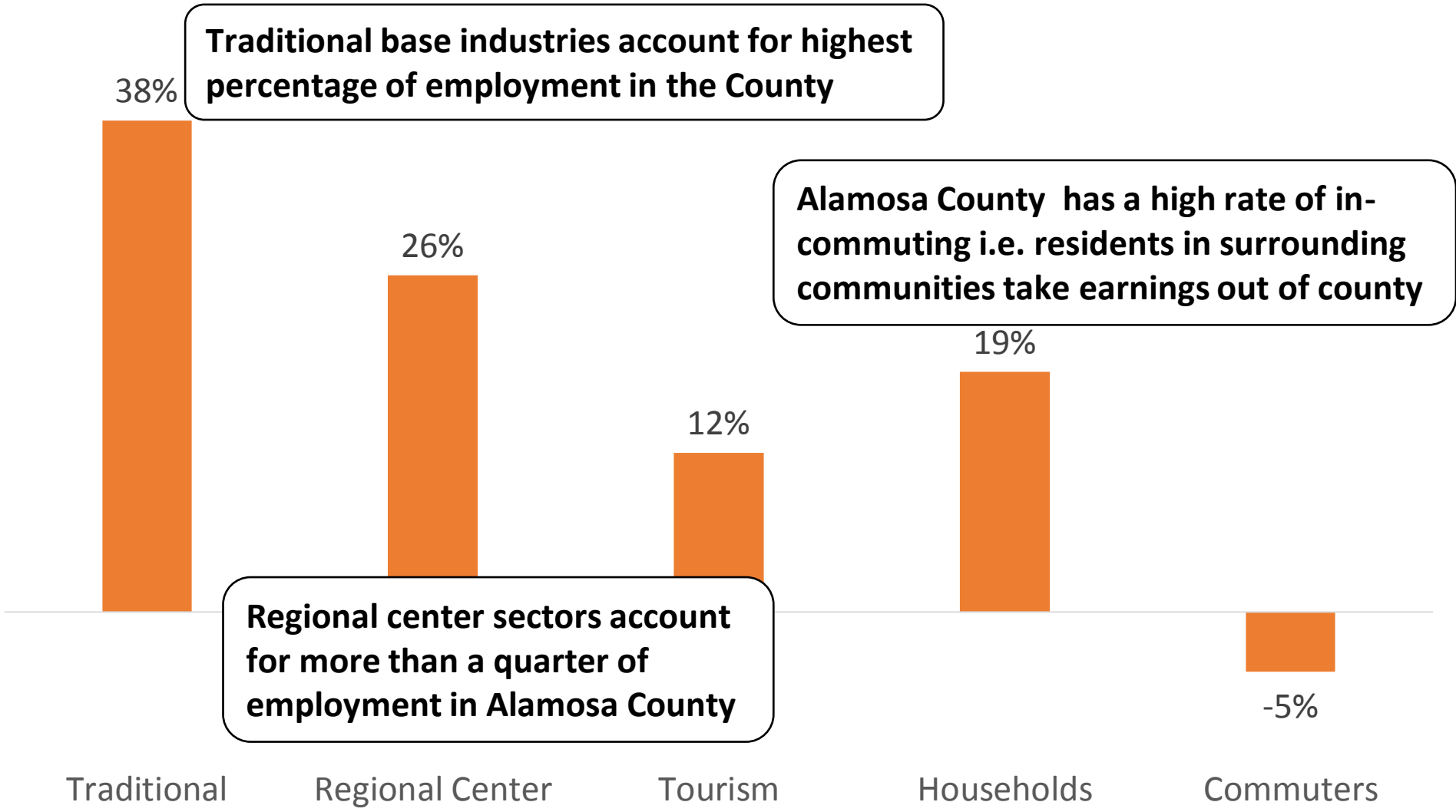
Base industries bring outside dollars into a community

County - not city geography

Category	Industries
Traditional	Agriculture, Mining, Manufacturing, Government
Regional Center	Construction, Communications, Trade and Transportation, Professional and Business, Finance and Insurance, Education and Health
Tourism	Resorts, Second Homes, Tourist Services and Transportation
Households	Retirees, Transfer Payments, Commuters, Other Household Income
Commuters (Households)	Negative if large amount of in-commuters

Base Analysis

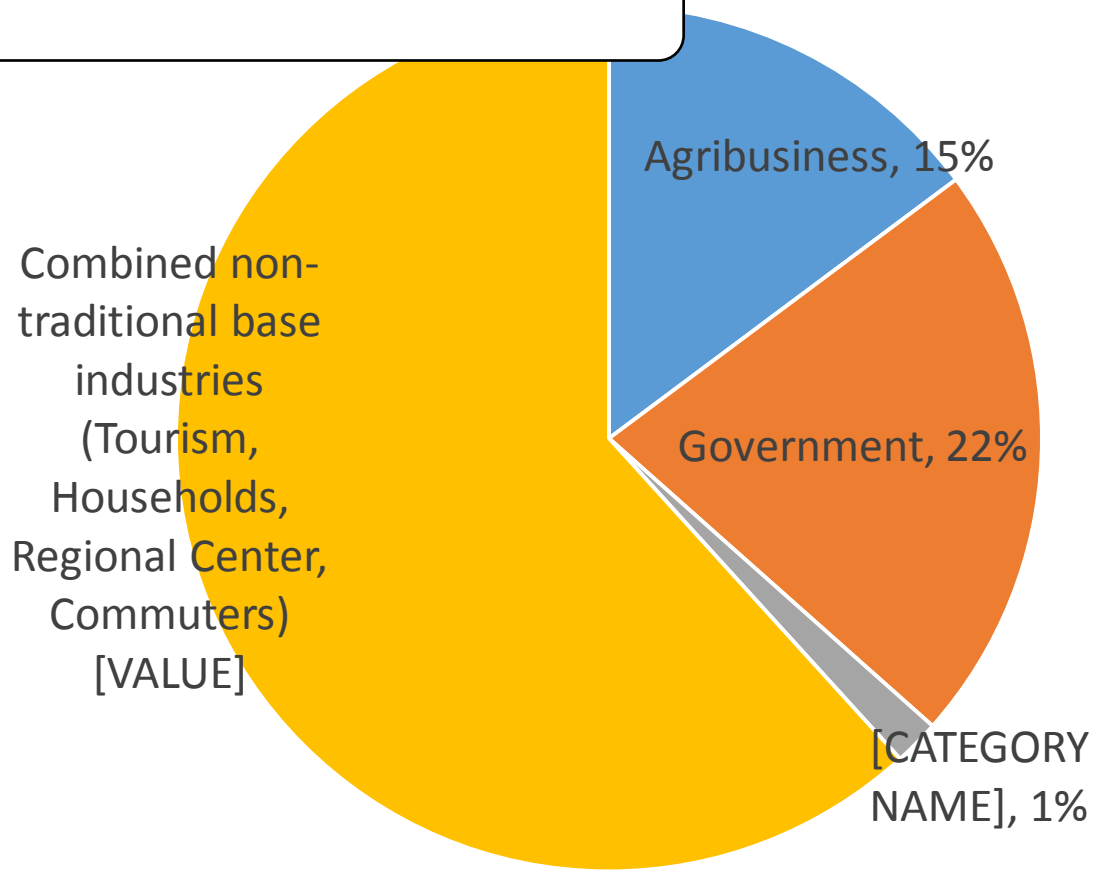
Source: DOLA Demography Office



Base Analysis – Traditional Sector

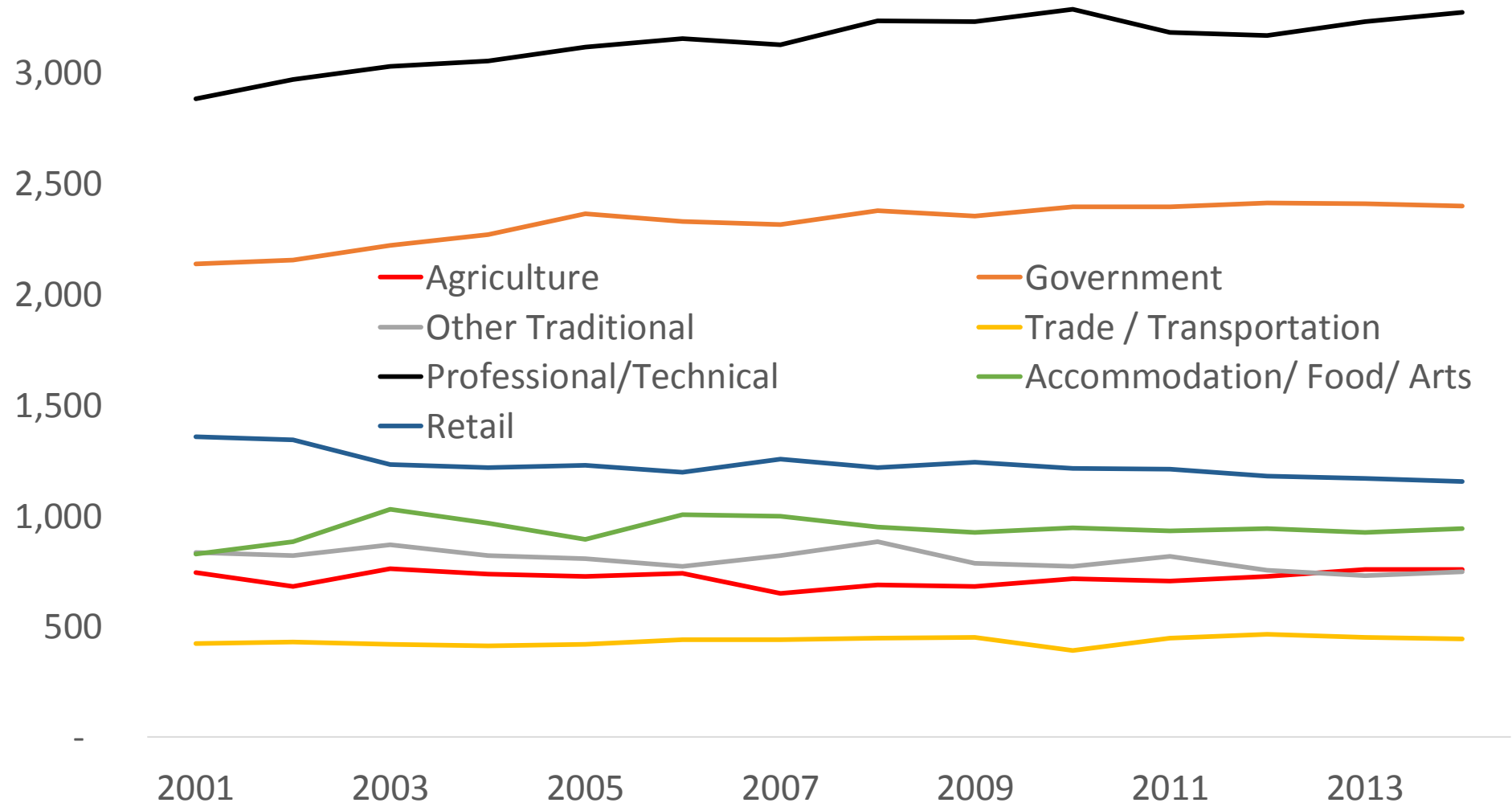
Source: DOLA Demography Office

Traditional sector is driven by agribusiness and government



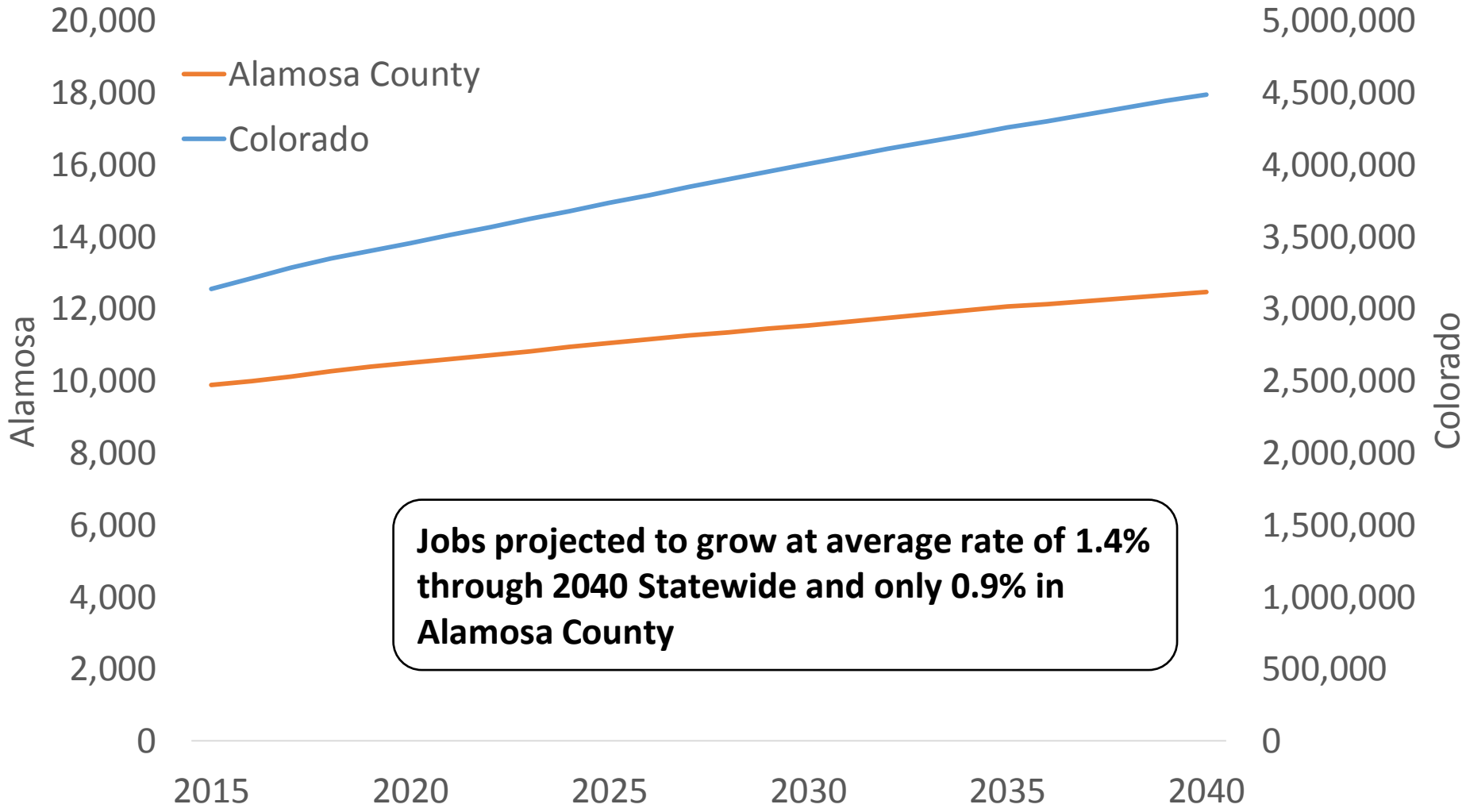
Jobs 2001-2014

Source: Bureau of Economic Analysis – (RPI estimates for suppressed data)



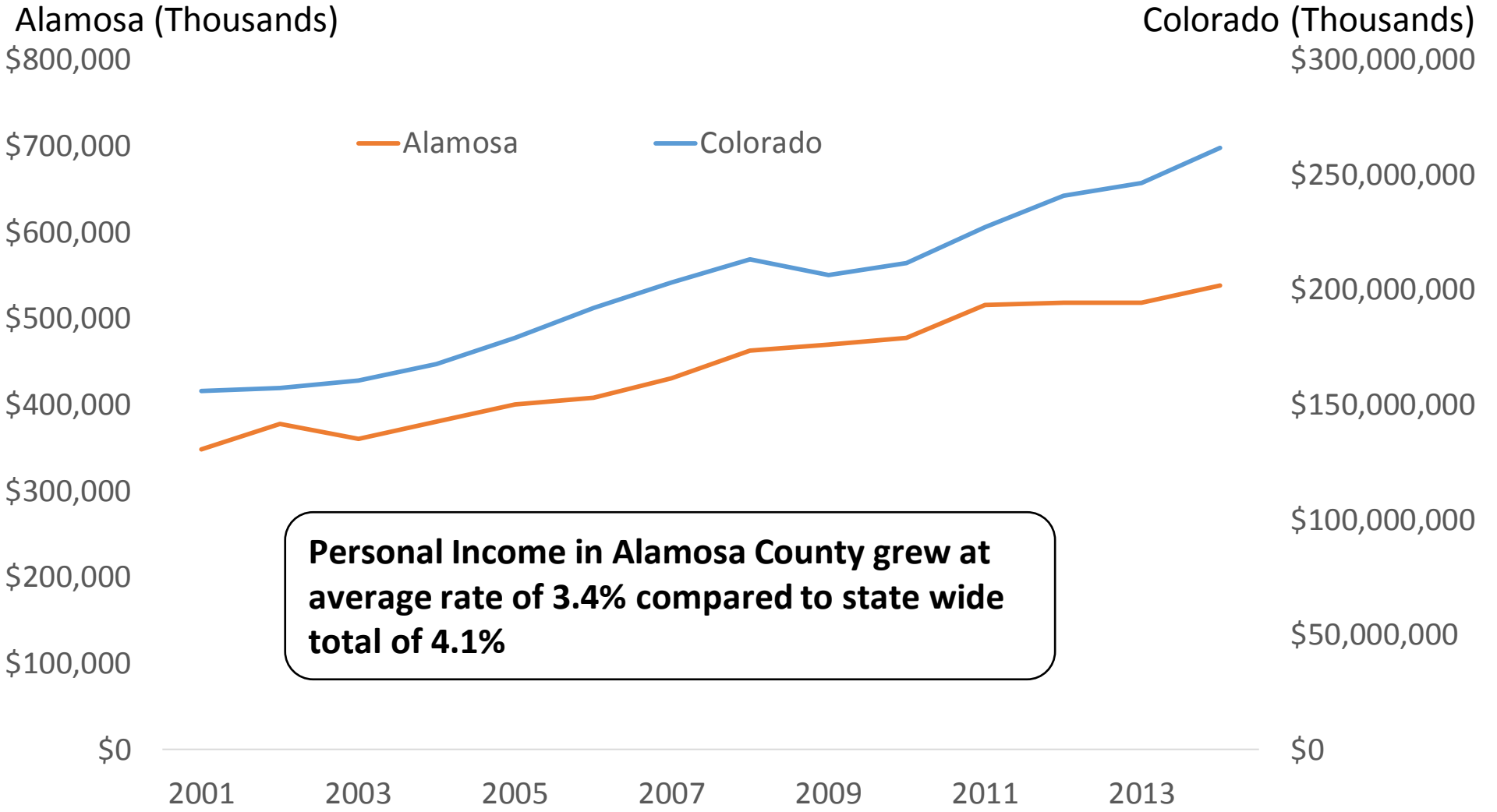
Projected Jobs Through 2040

Source: DOLA Demography Office



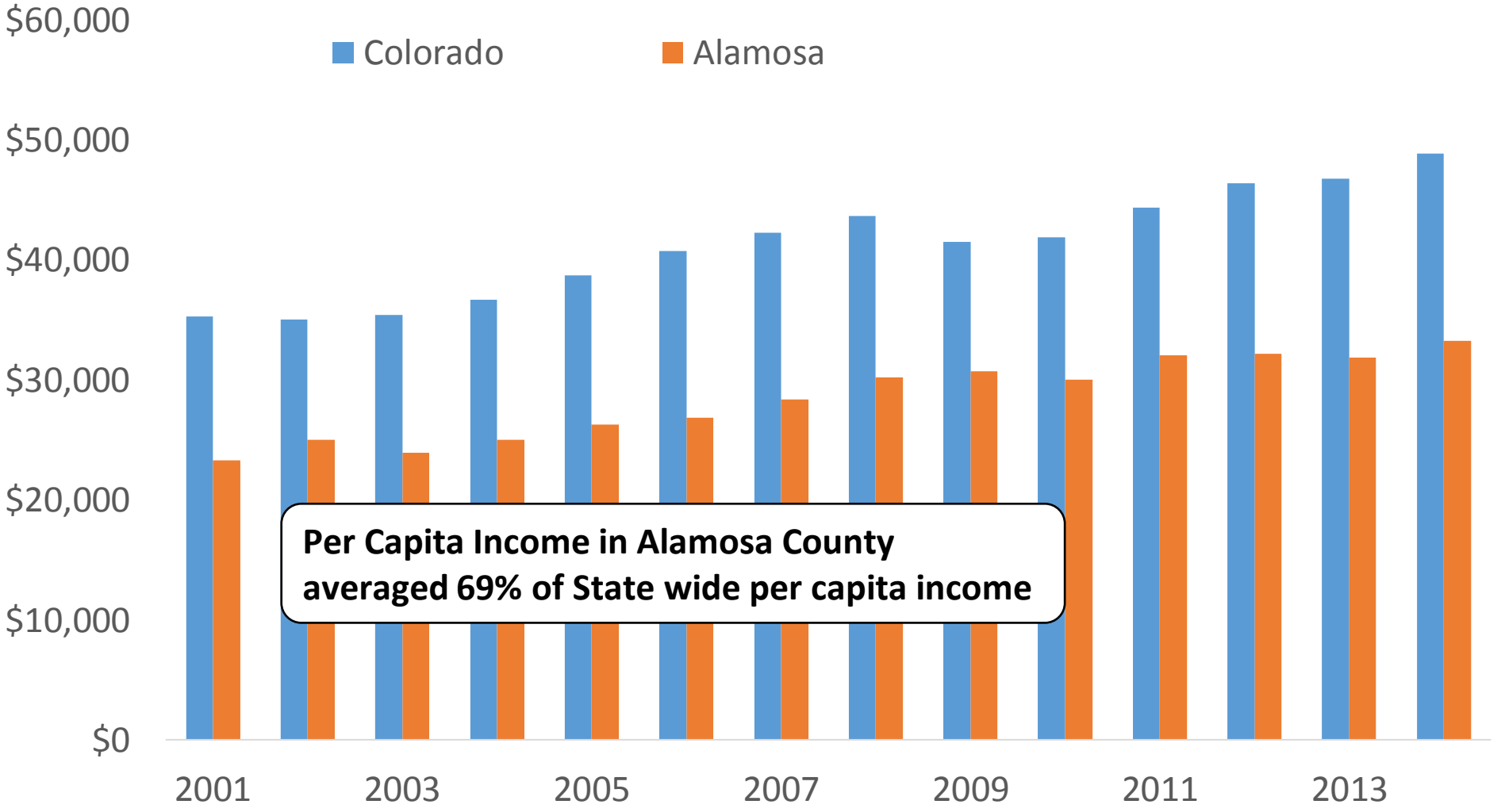
Personal Income 2001-2014

Source: Bureau of Economic Analysis



Per Capita Income 2001-2014

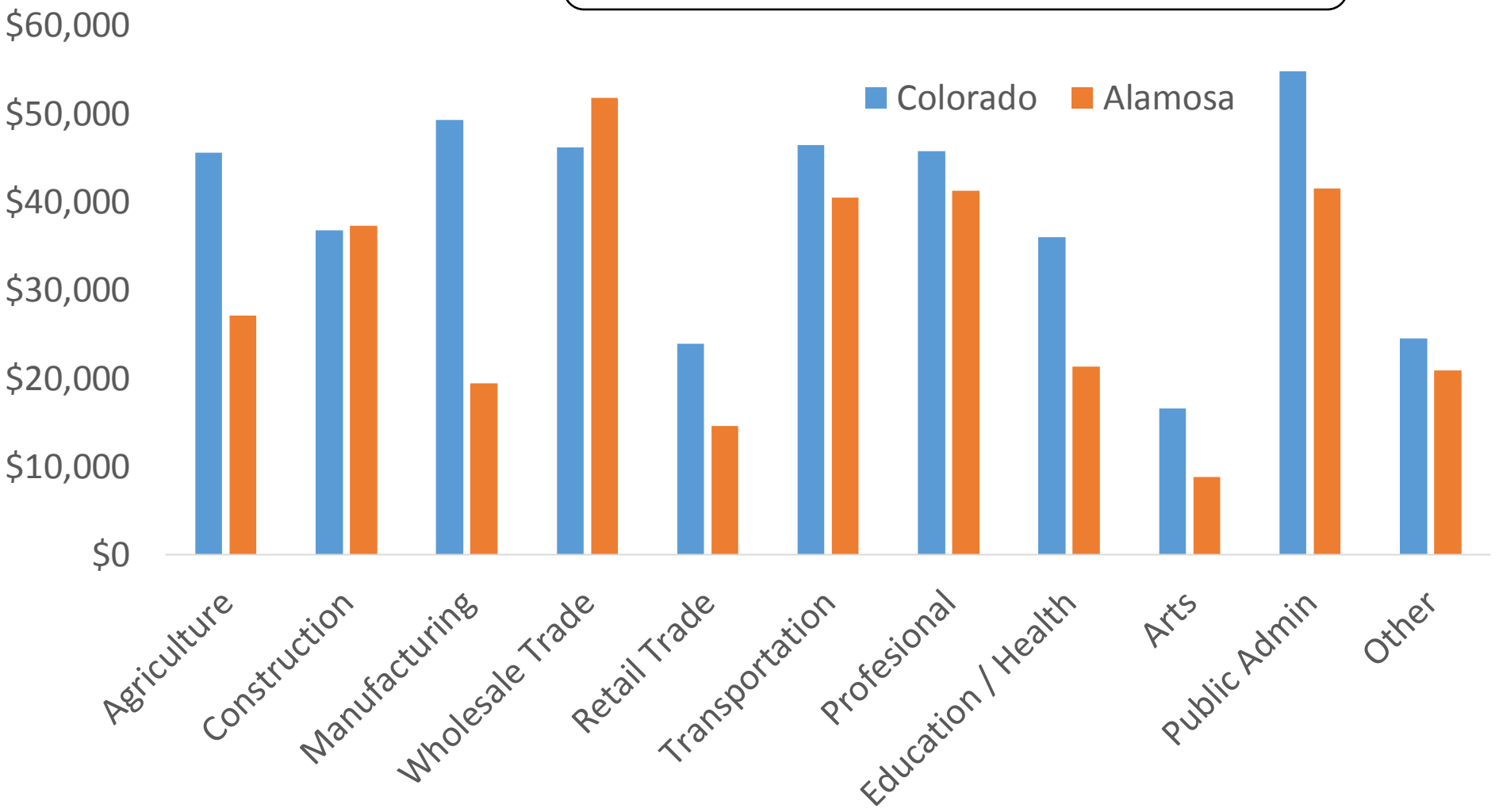
Source: Bureau of Economic Analysis



Median Industry Earnings per Job

Source: 2014 ACS

On average industry earnings in Alamosa are 75% of state rates



Social Characteristics

City of Alamosa Comprehensive Plan and Downtown Needs Assessment, February 2016

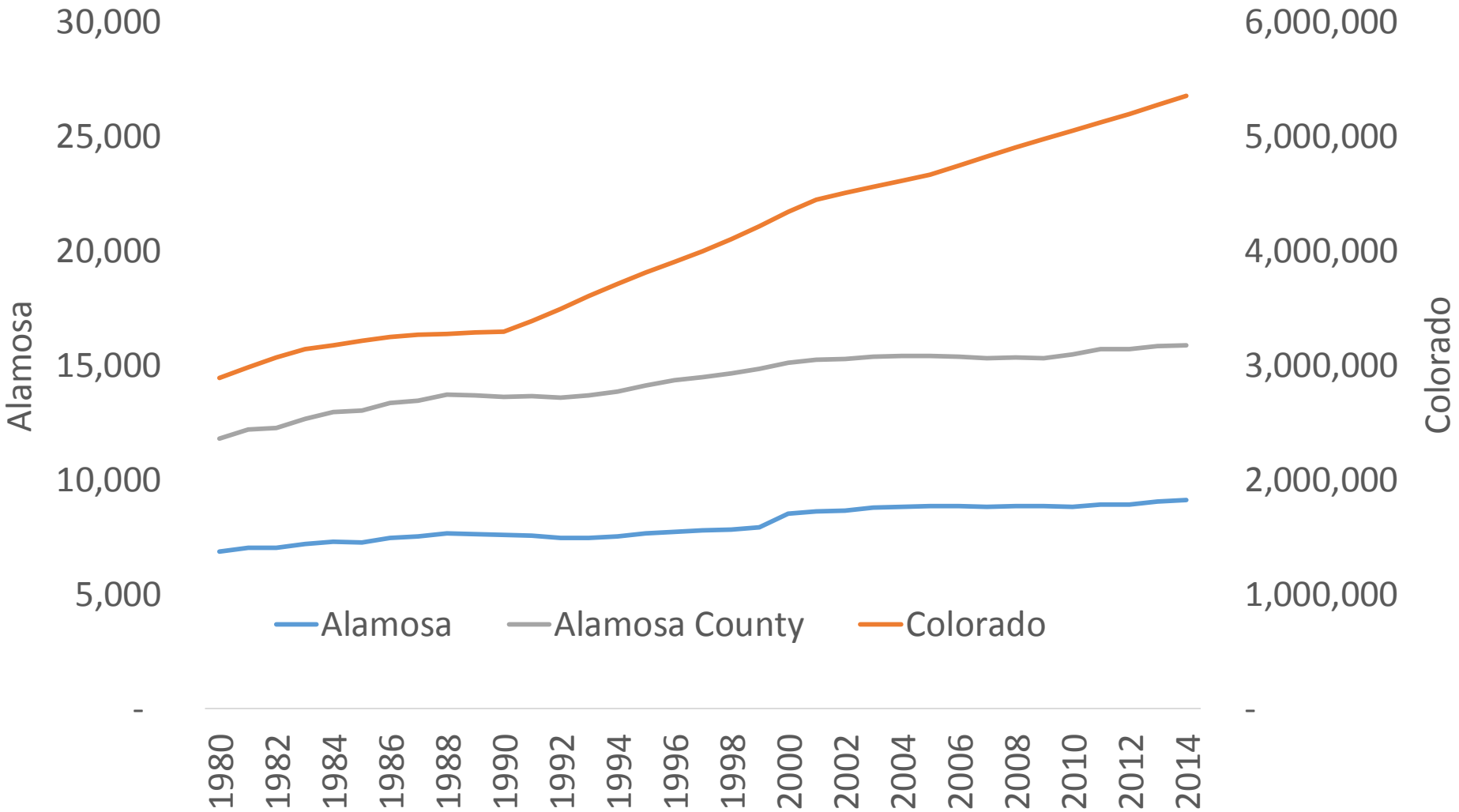
For: City of Alamosa

By: RPI Consulting LLC

RPI consulting

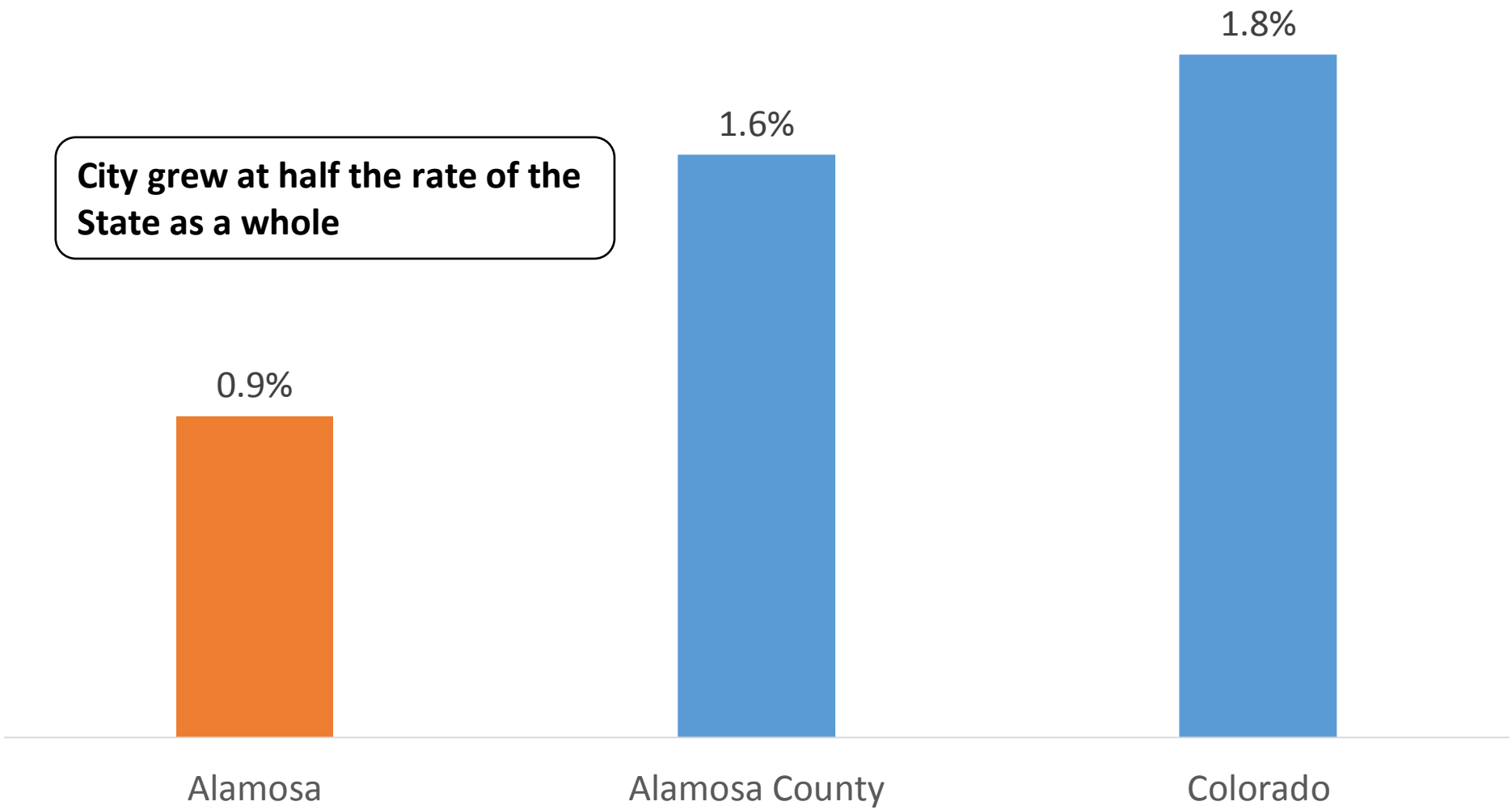
Historic Population

Source: DOLA Demography Office



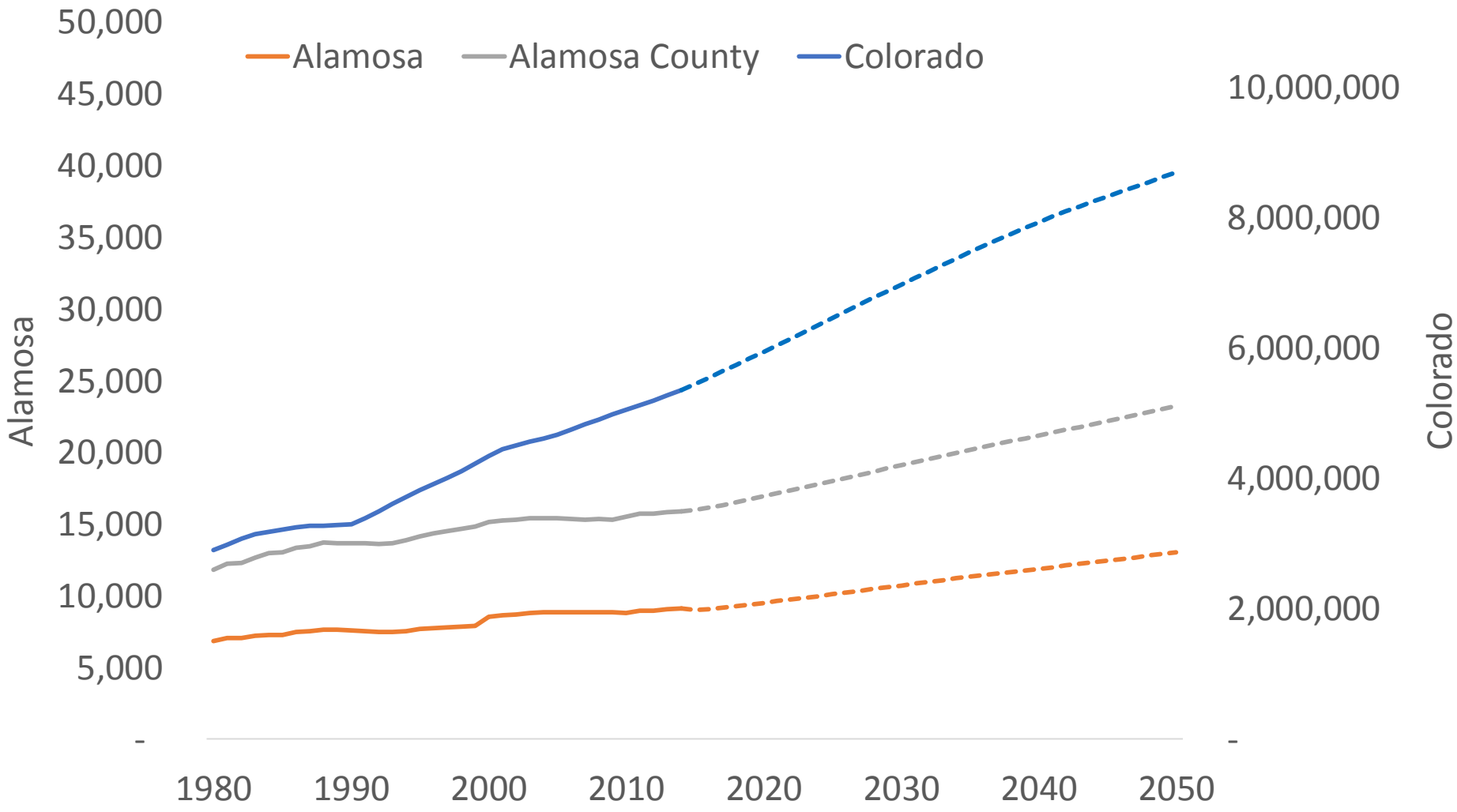
Average Growth Rate 1980-2014

Source: DOLA Demography Office



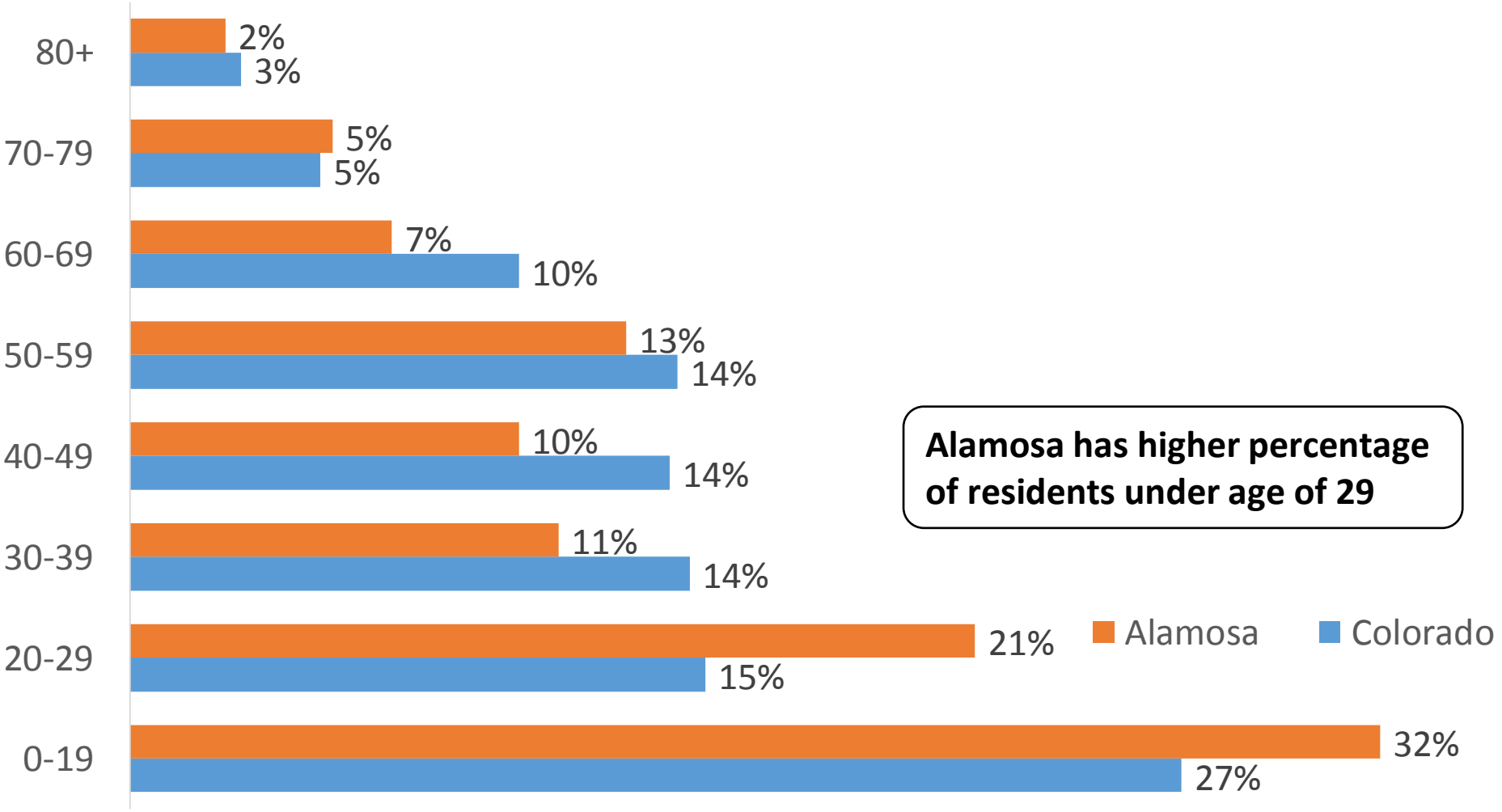
Projected Population

- Source: DOLA Demography Office



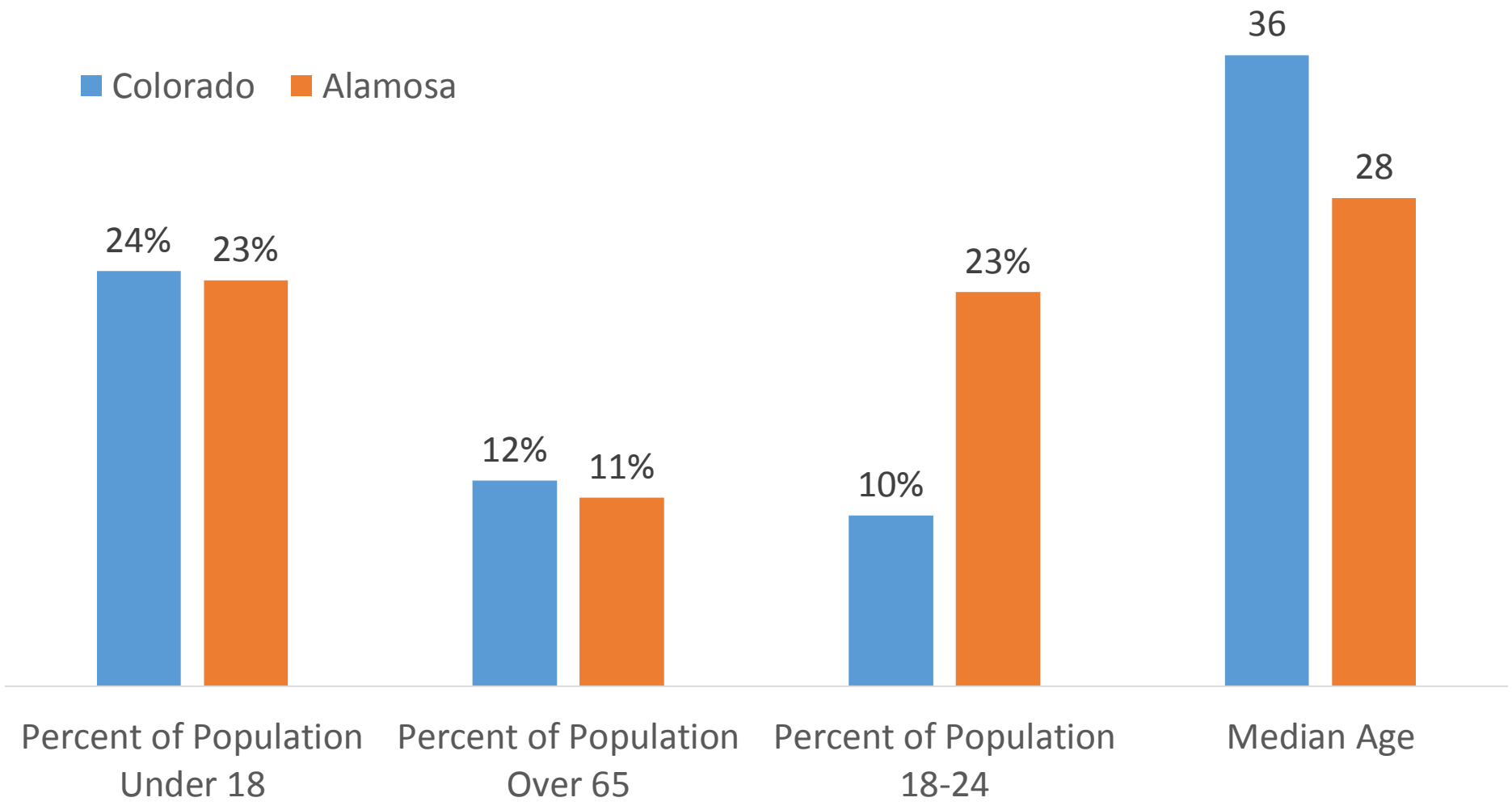
Age

Source: 2014 American Community Survey



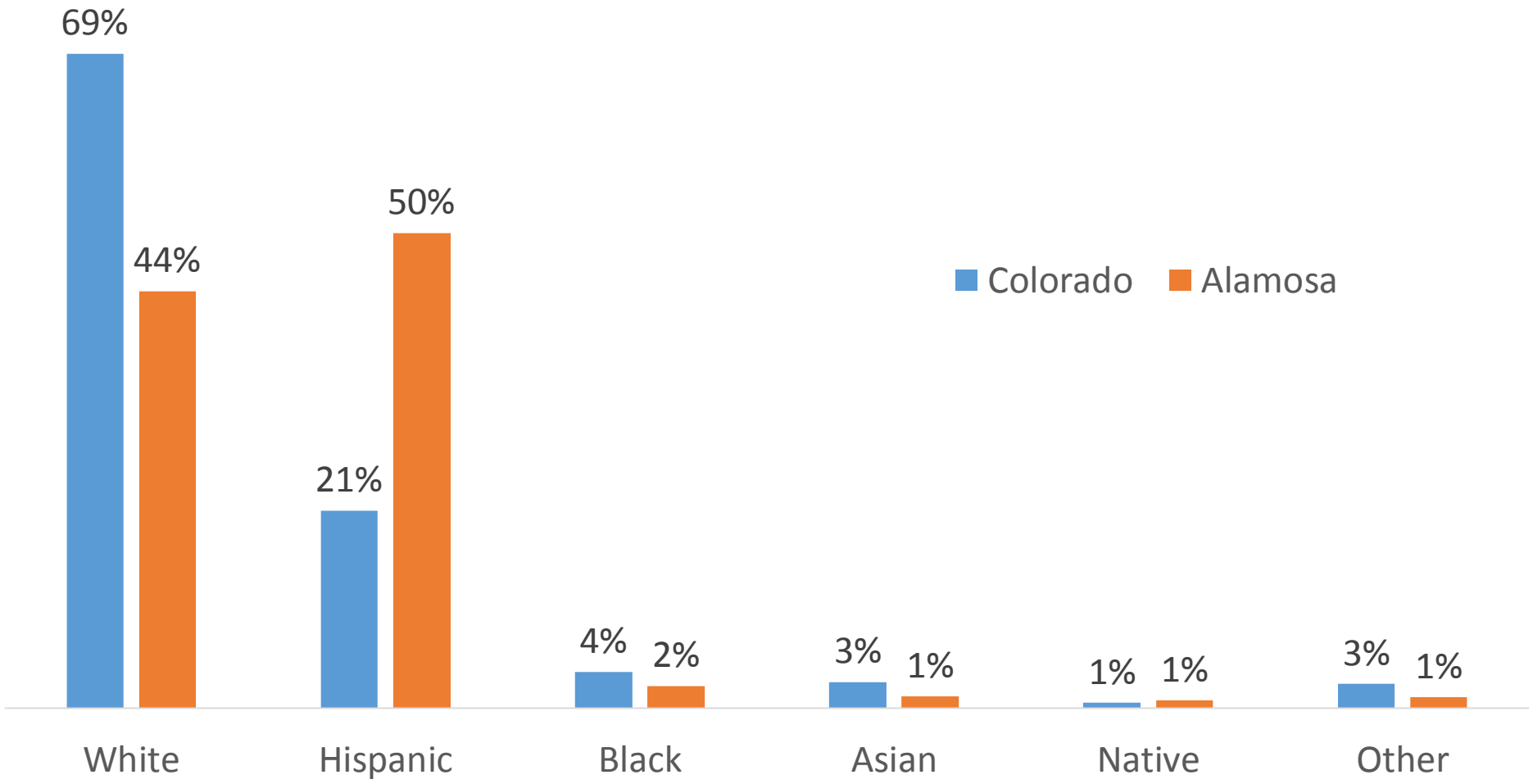
Age – Impact of College Population

Source: 2014 ACS



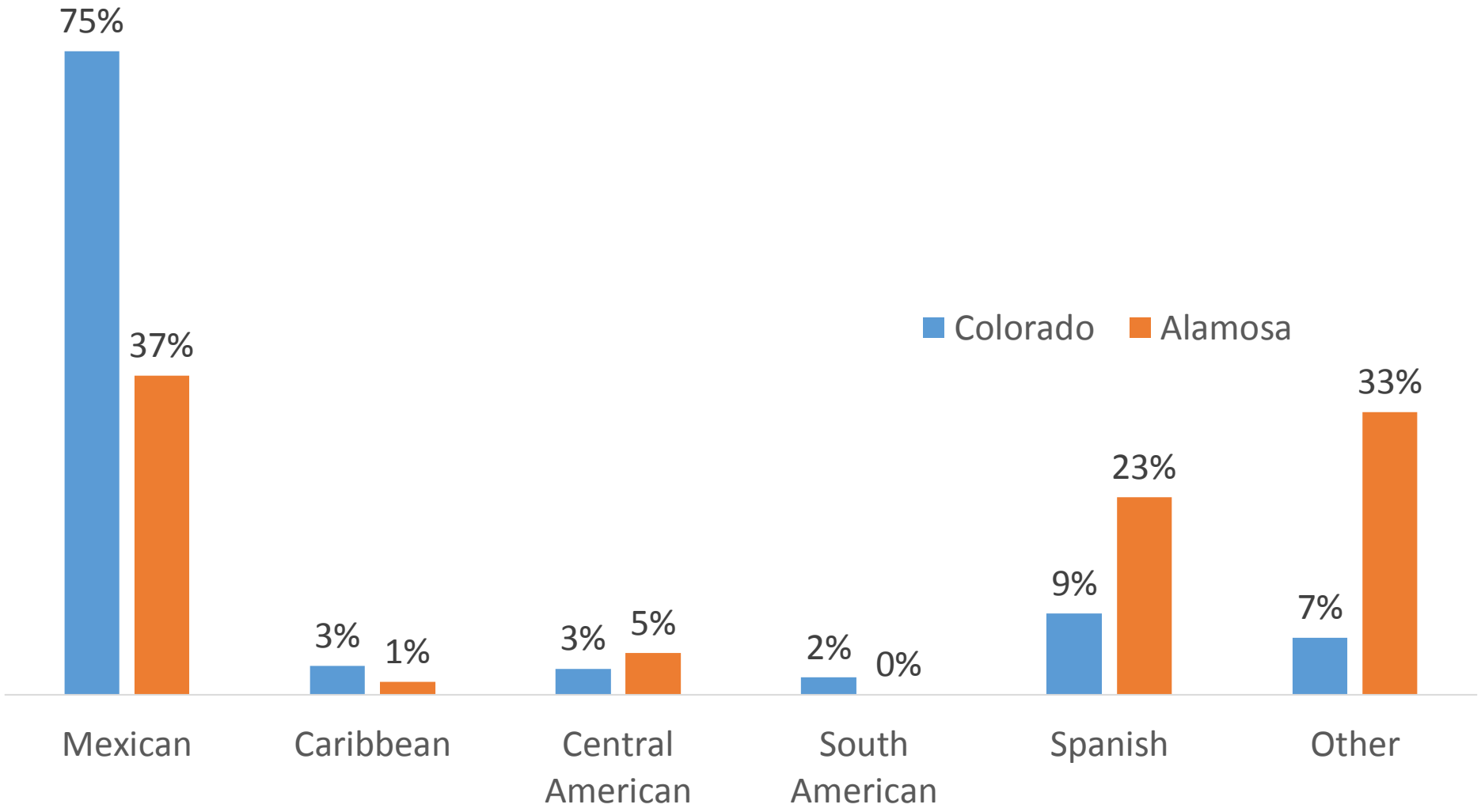
Race

Source: 2014 ACS



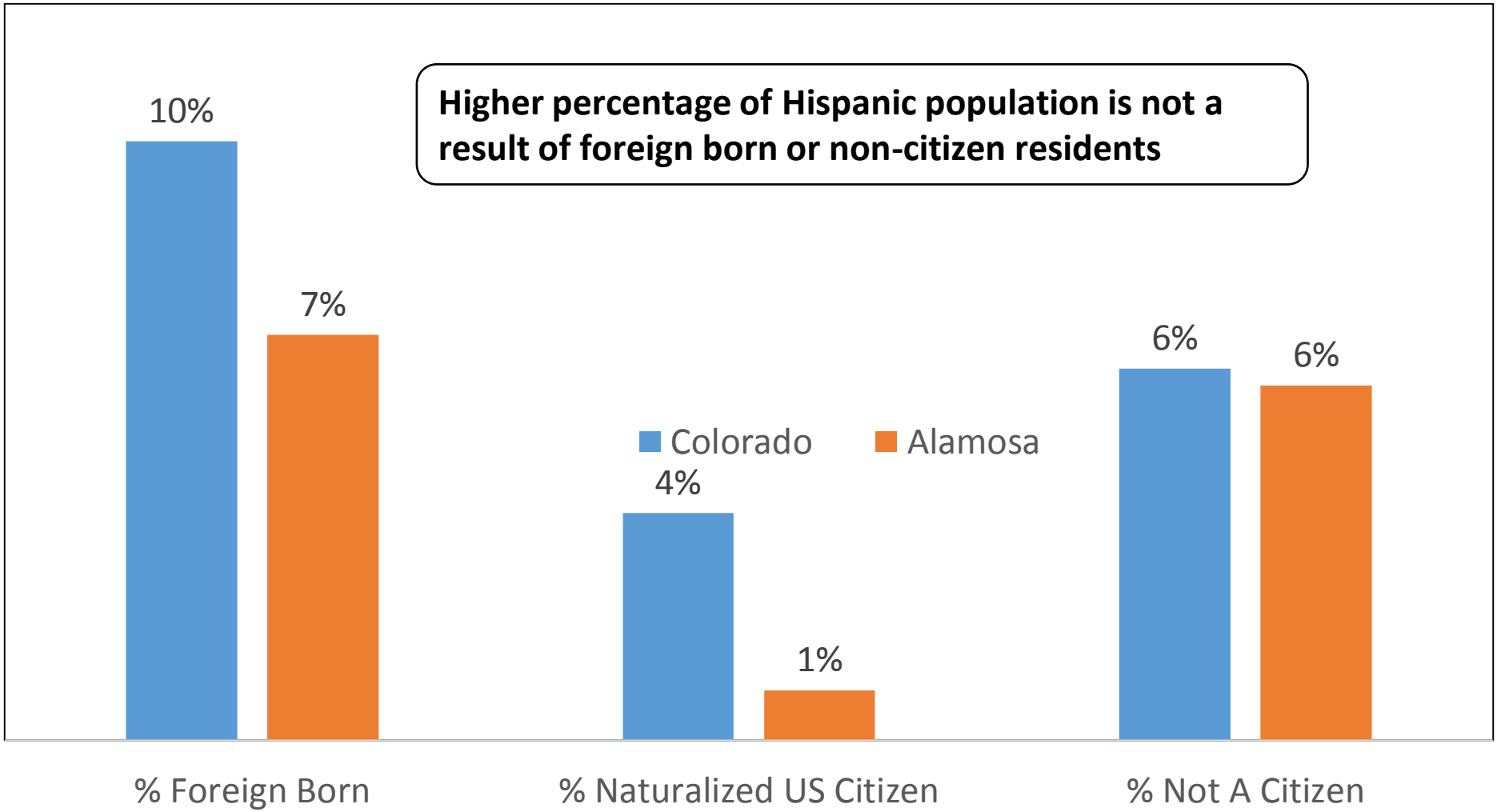
Race - Hispanic Population

Source: 2014 ACS



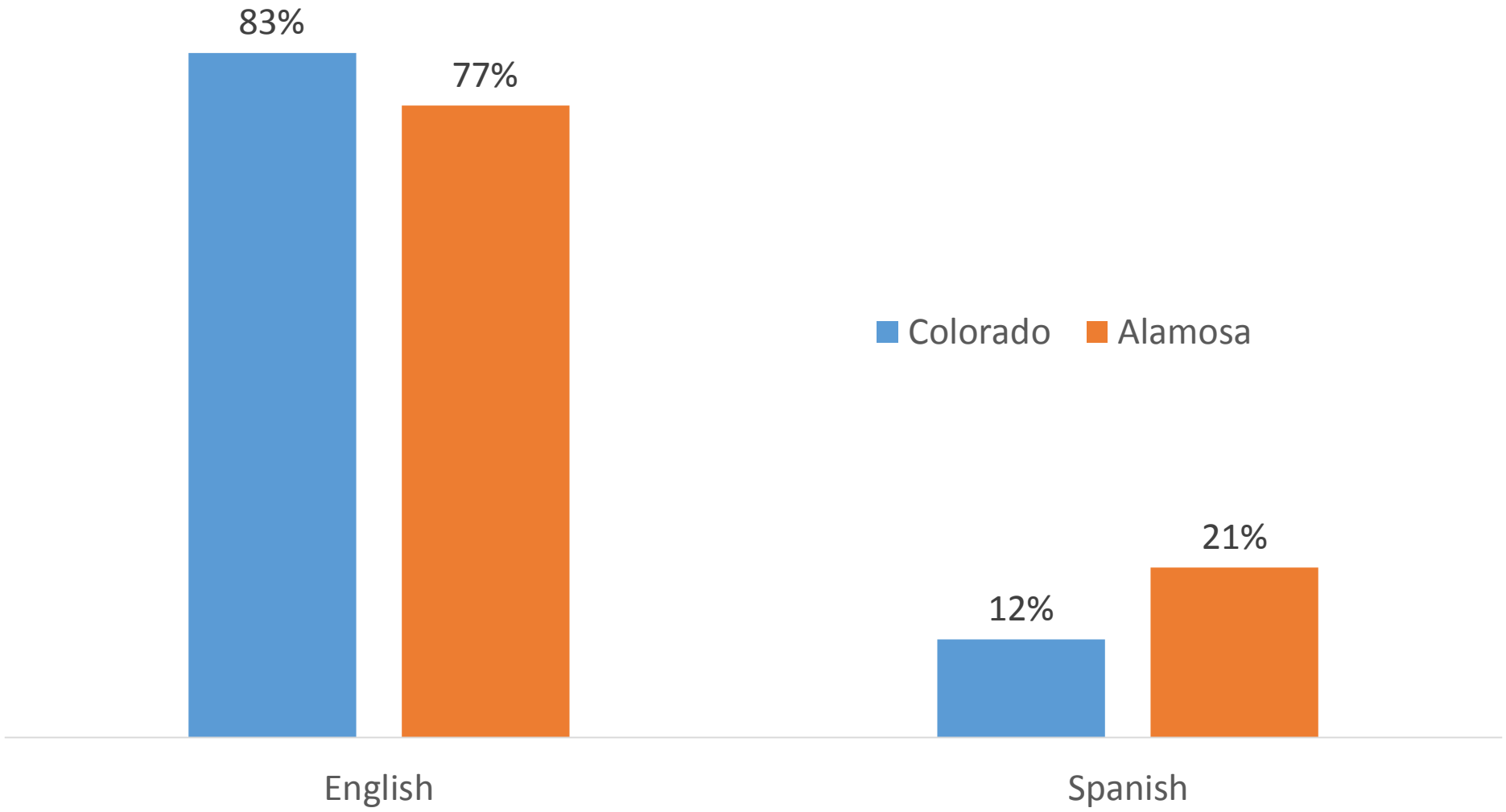
Foreign Born Population

Source: 2014 ACS



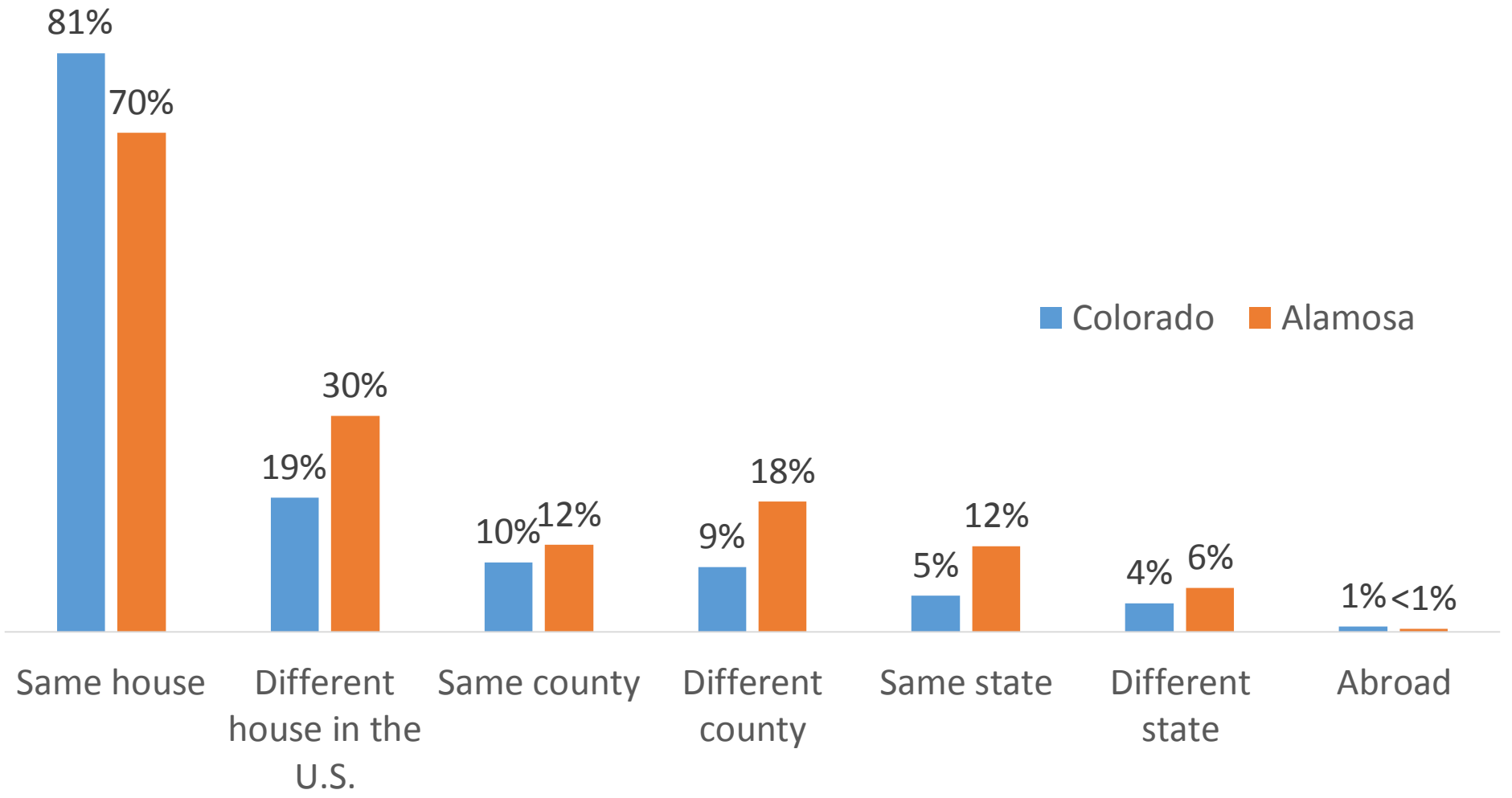
Language Spoken at Home

Source: 2014 ACS



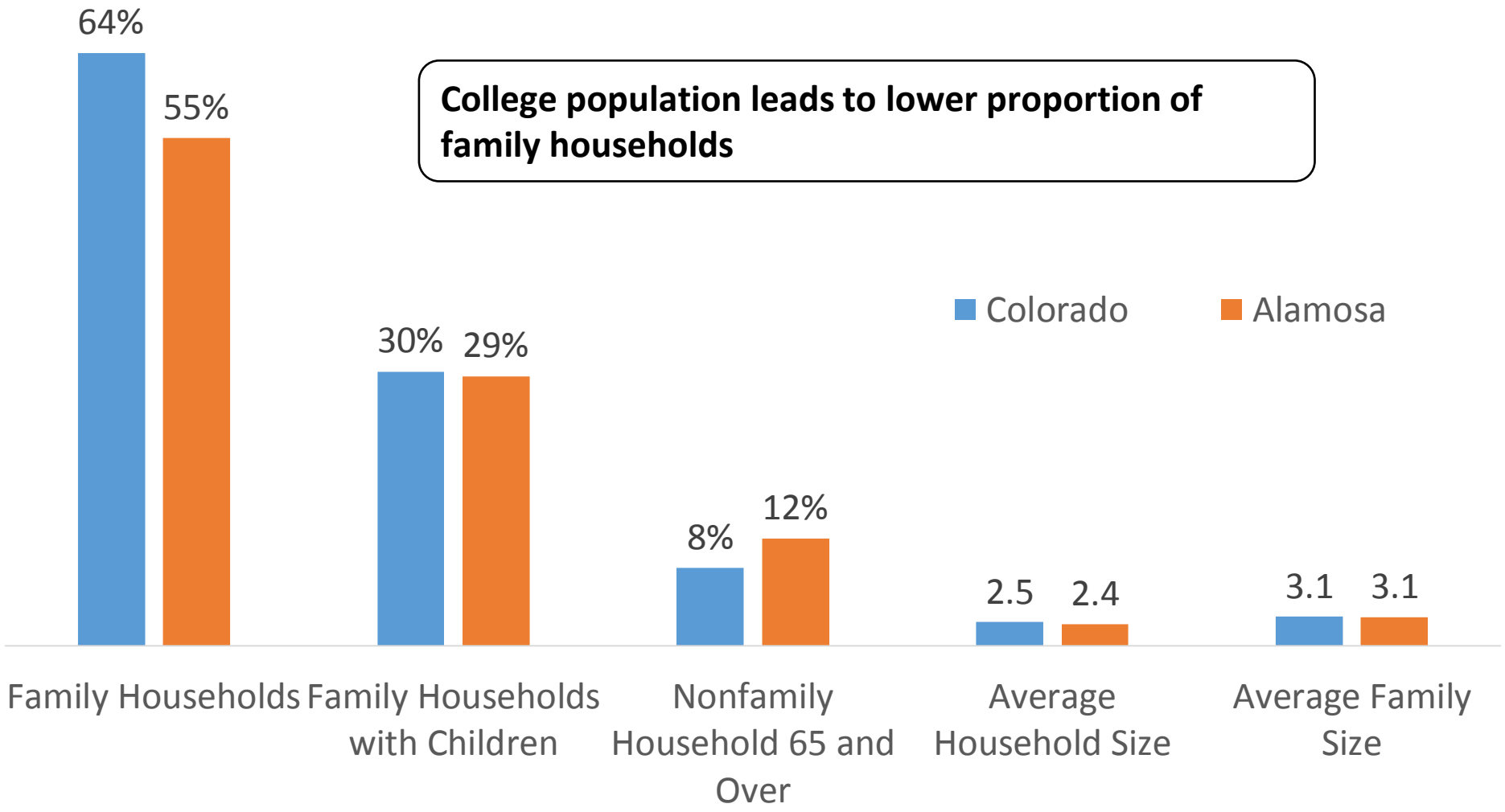
Migration - Residence One Year Ago

Source: 2014 ACS



Family Households

Source: 2014 ACS



Discussion Topics For Future Study

- Benchmarking Cities??
  - Rifle
  - Delta
  - Cortez
  - Fruita
- Aspirational Cities???
  - Durango
  - Glenwood Springs
  - Salida
  - Gunnison

Housing Characteristics

City of Alamosa Comprehensive Plan and Downtown Needs Assessment, February 2016

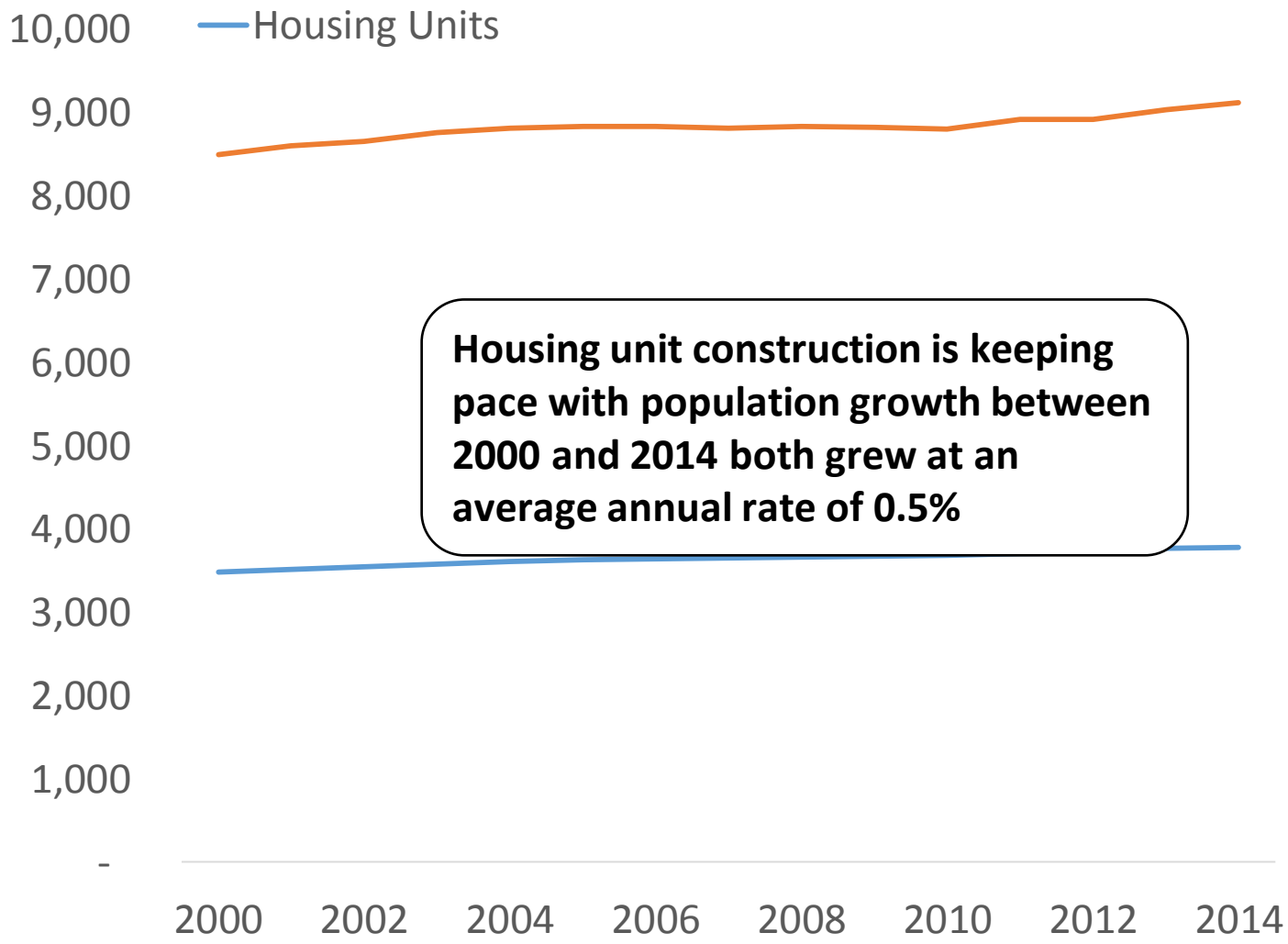
For: City of Alamosa

By: RPI Consulting LLC

RPI consulting

Housing Unit Supply

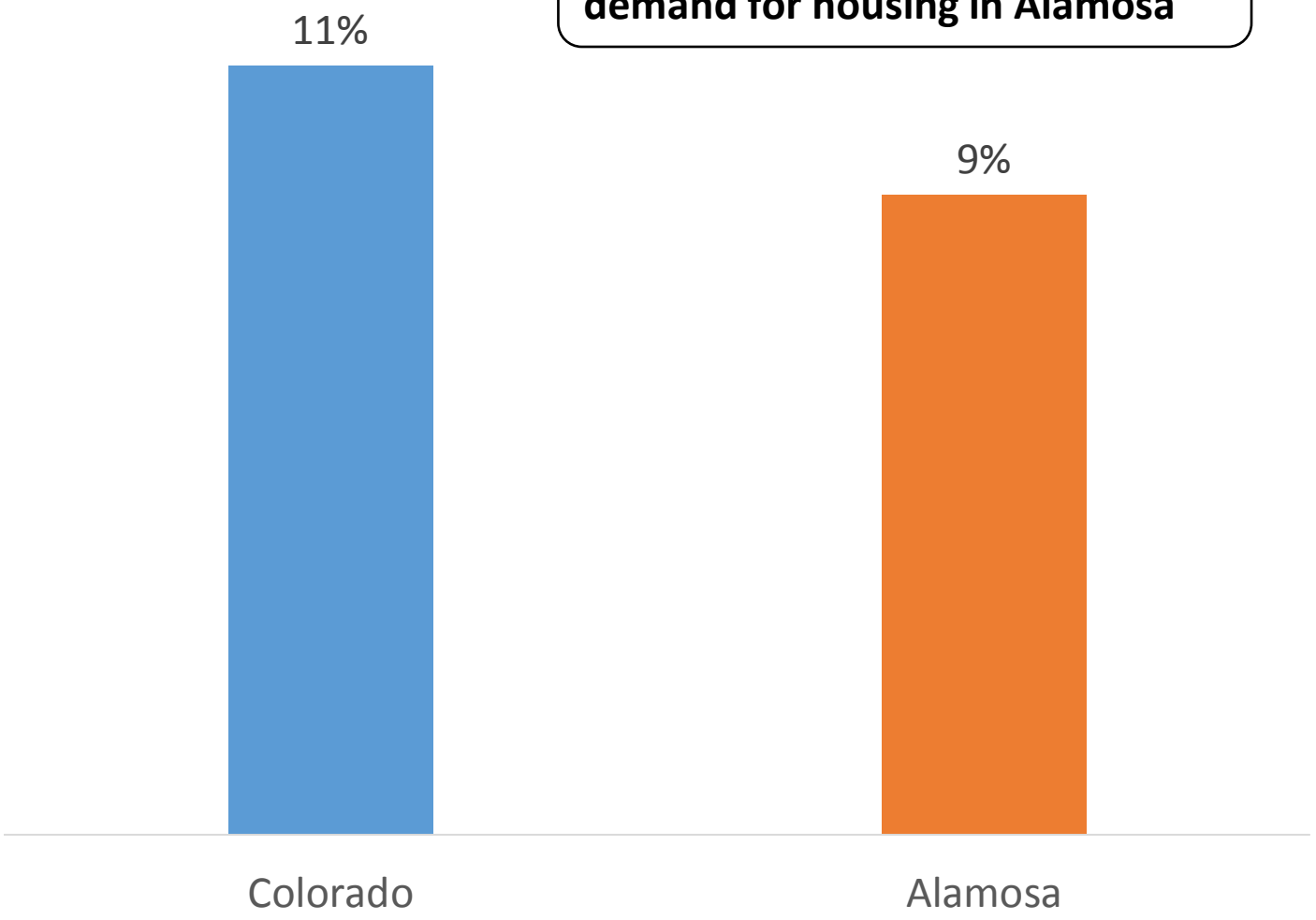
Source: DOLA Housing Unit and Population Estimates



Vacancy Rate

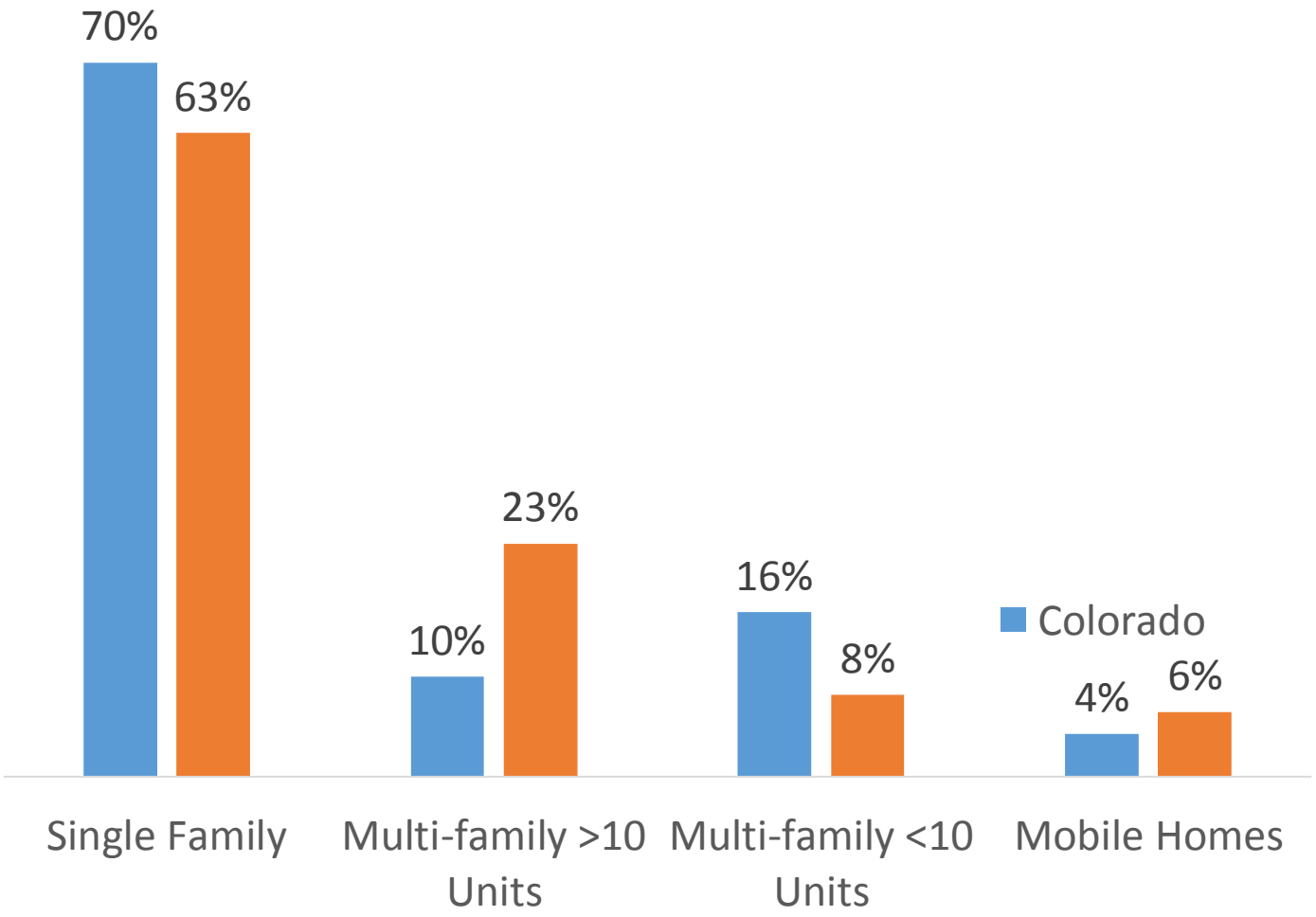
Source: 2014 ACS

Lower vacancy rate indicates high demand for housing in Alamosa



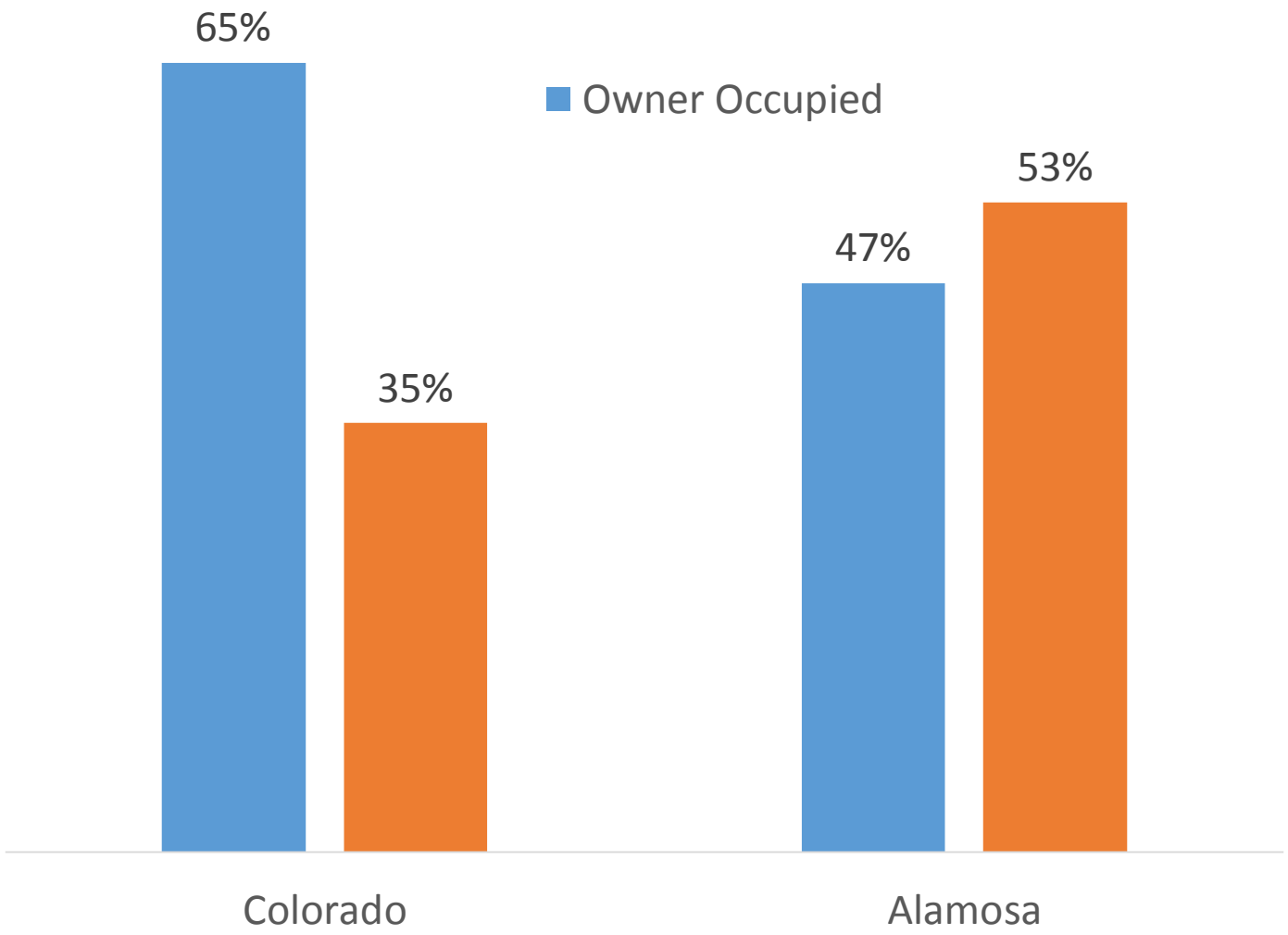
Housing Stock by Type

Source: 2014 ACS



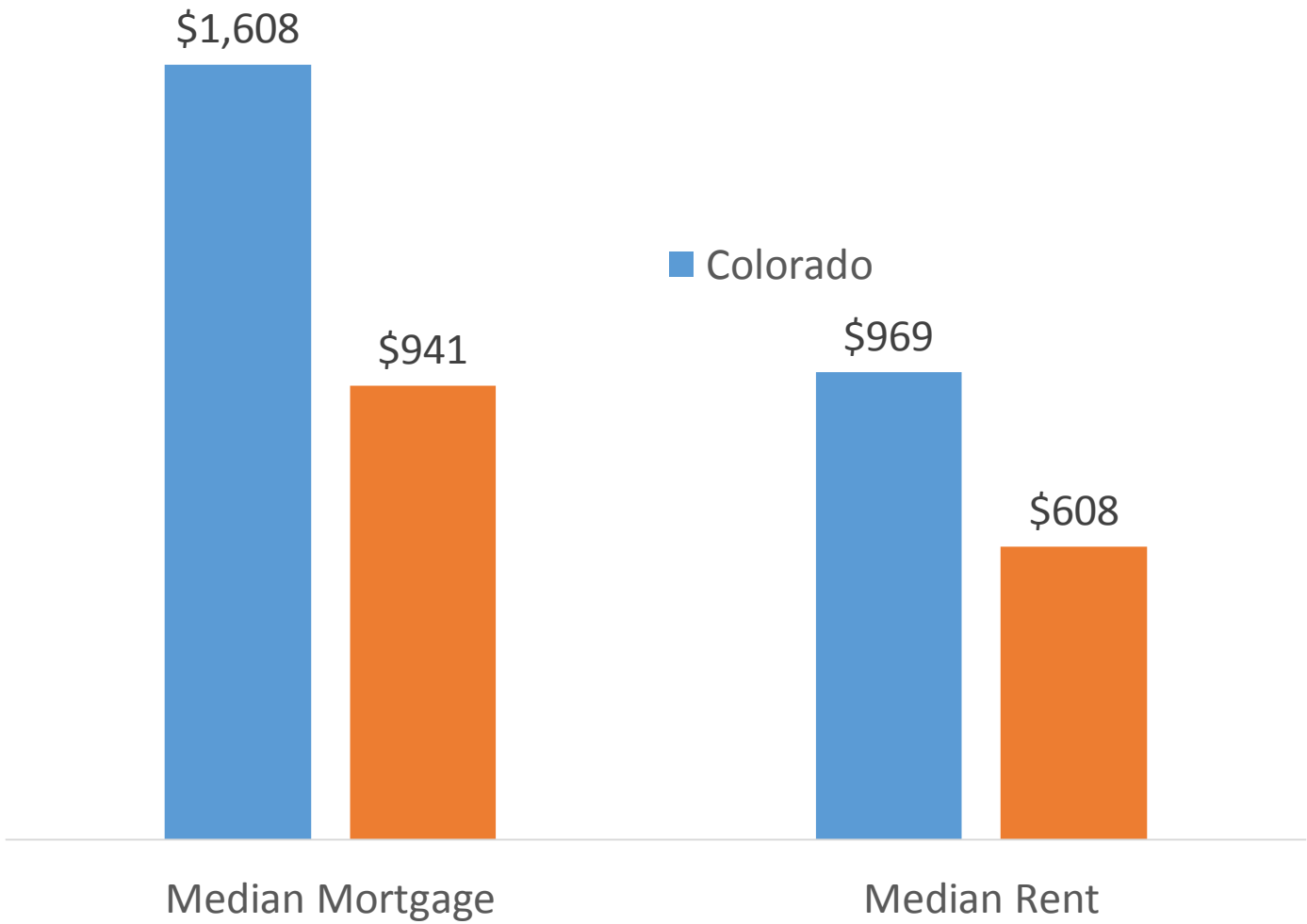
Housing Tenure

Source: 2014 ACS



Median Housing Costs

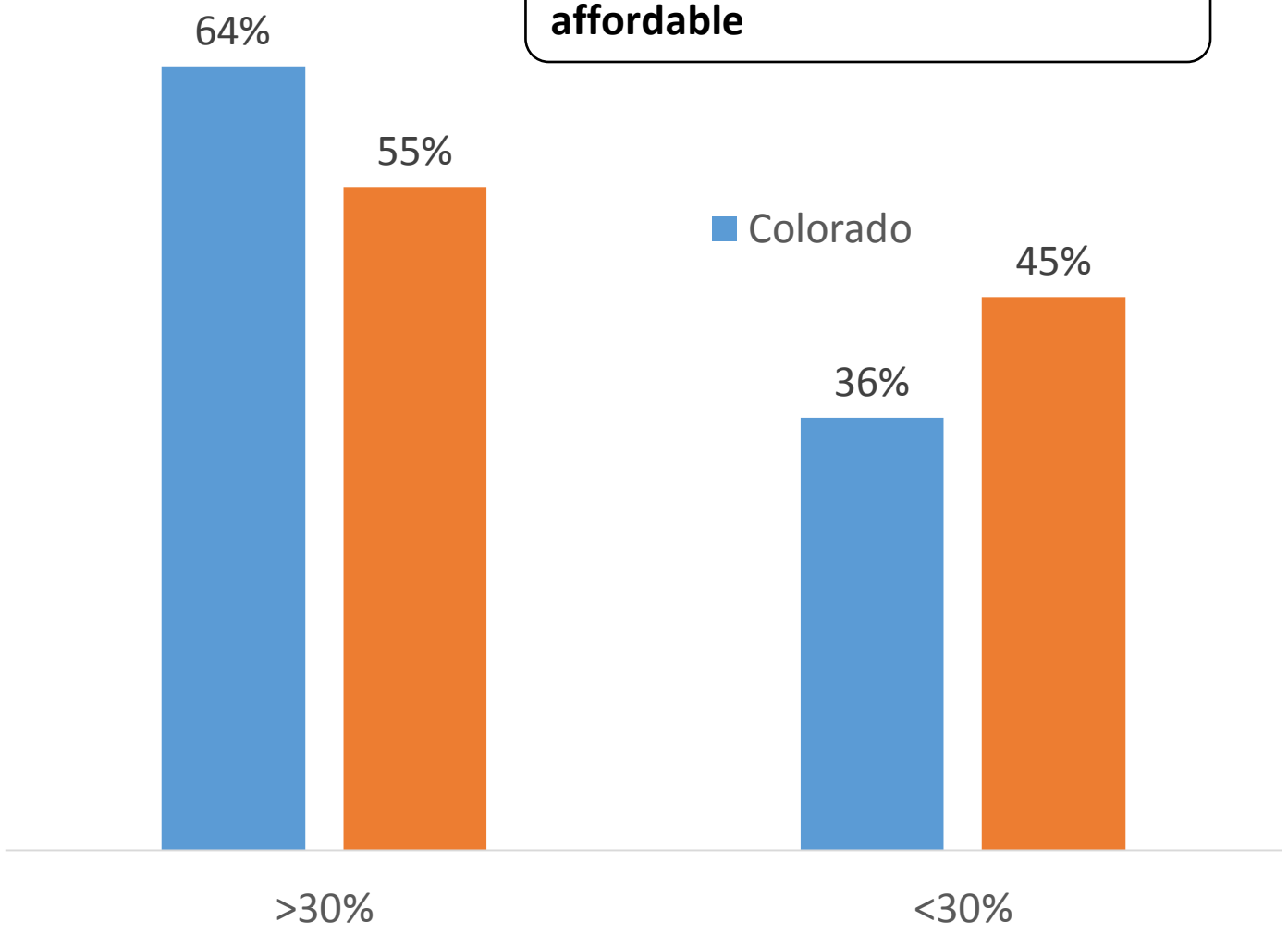
Source: 2014 ACS



% of Pop. Paying <30% for Housing

Source: 2014 ACS

Housing in Alamosa is relatively affordable



Discussion Topics For Future Study

- Benchmarking/Aspirational Cities??
- Initial data seems to suggest that overall housing is affordable in Alamosa, what are other housing issues:
  - Overcrowding
  - Lack of supply due to college (rental units)
  - Quality
  - Lack of housing options
- Potential Areas for future study:
  - MLS/Sales data

Education Characteristics

City of Alamosa Comprehensive Plan and Downtown Needs Assessment, February 2016

For: City of Alamosa

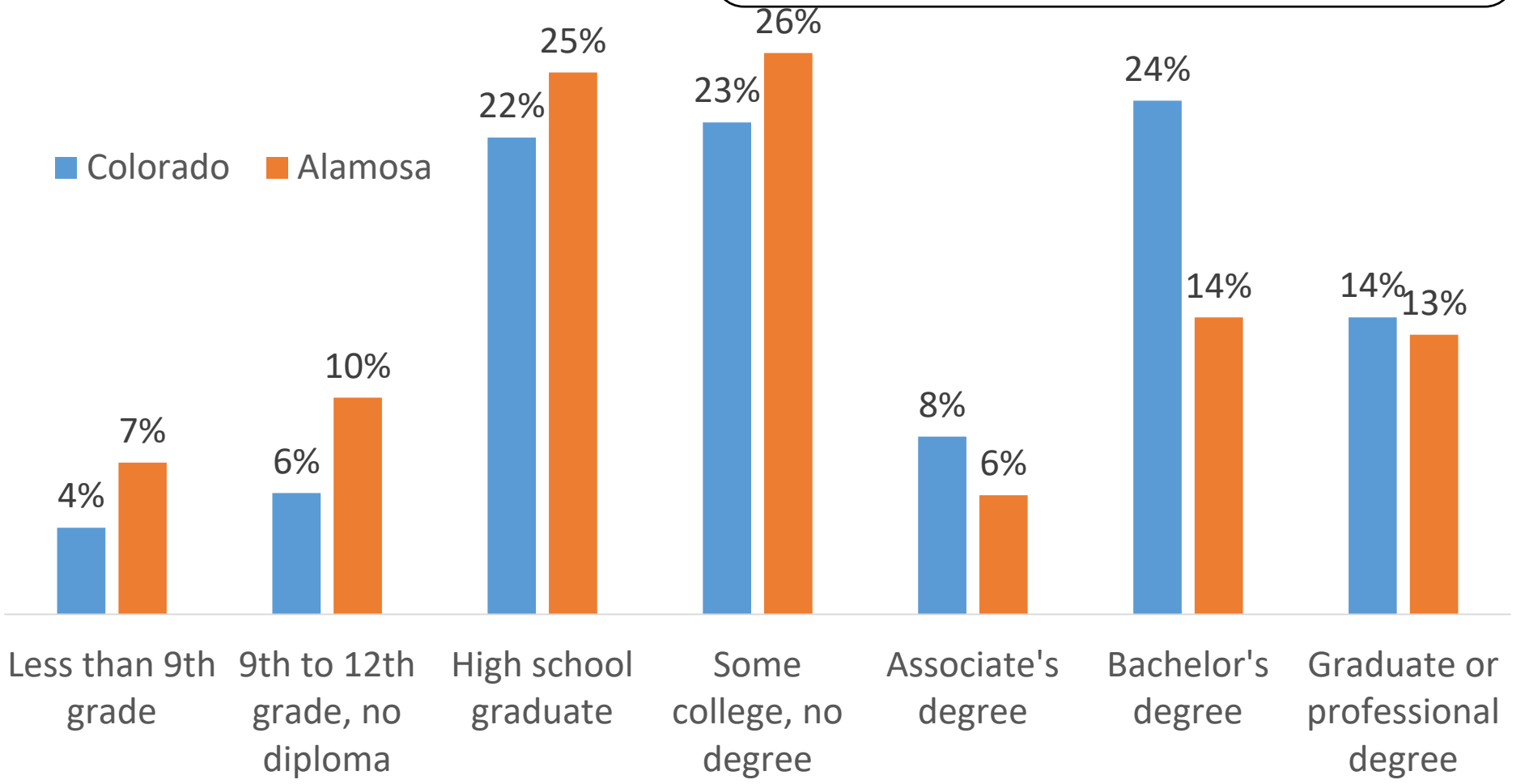
By: RPI Consulting LLC

RPI consulting

Educational Attainment

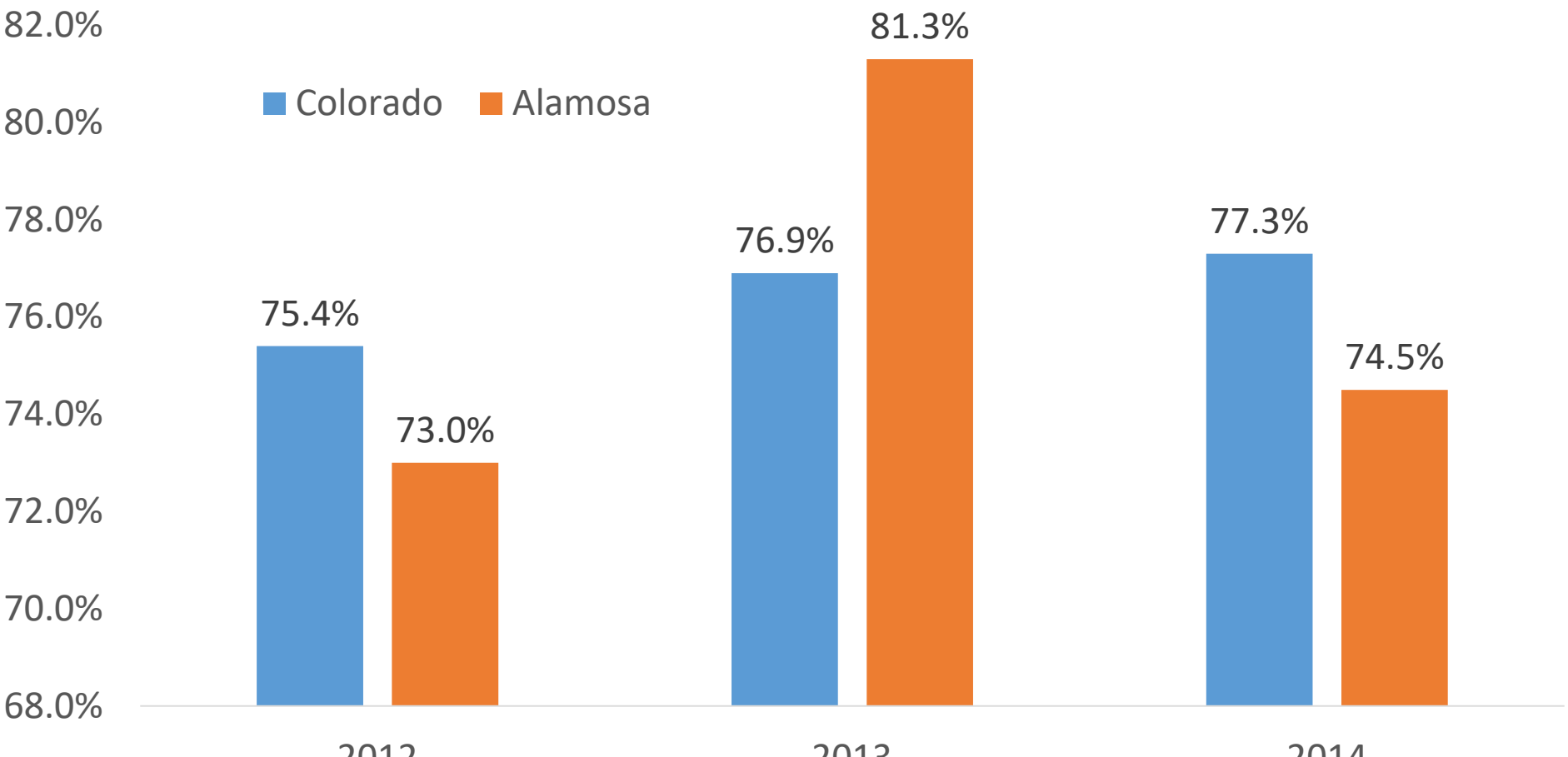
Source: 2014 ACS

Alamosa has higher proportion of high school graduates that state as a whole but lower rates of advanced degrees



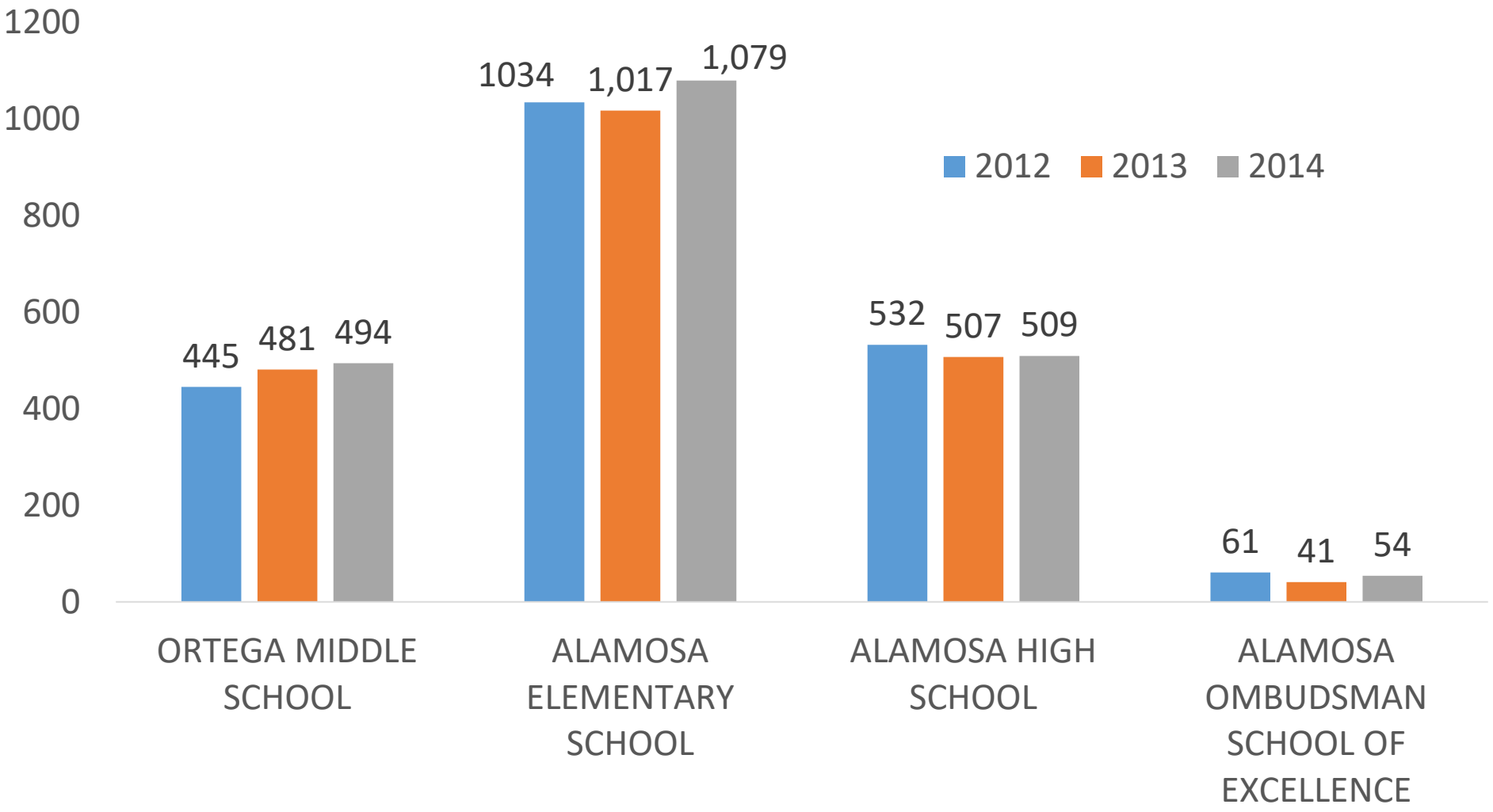
High School Graduation Rate

Source: Colorado Department of Education



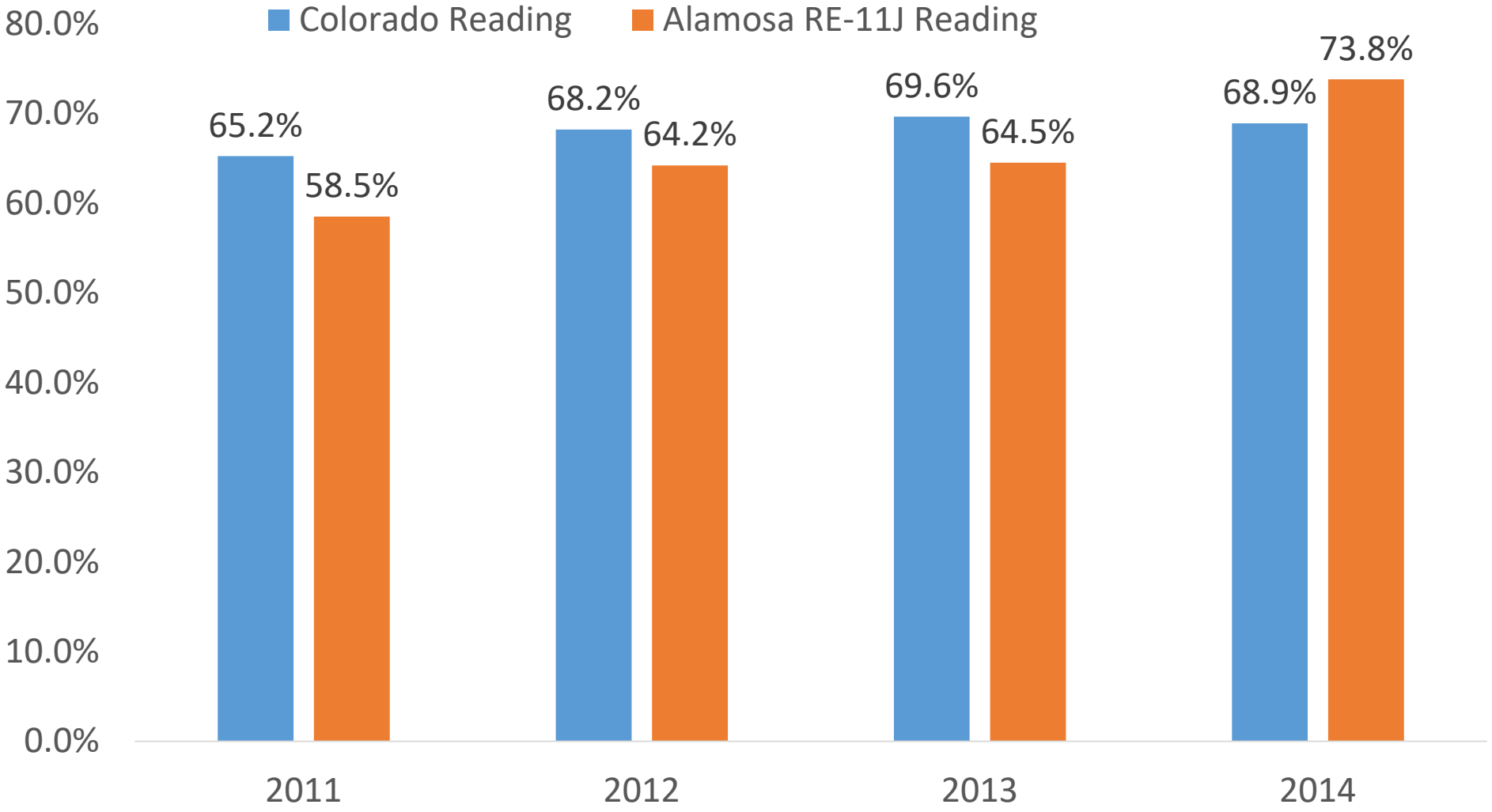
Student Enrollment

Source: Colorado Department of Education



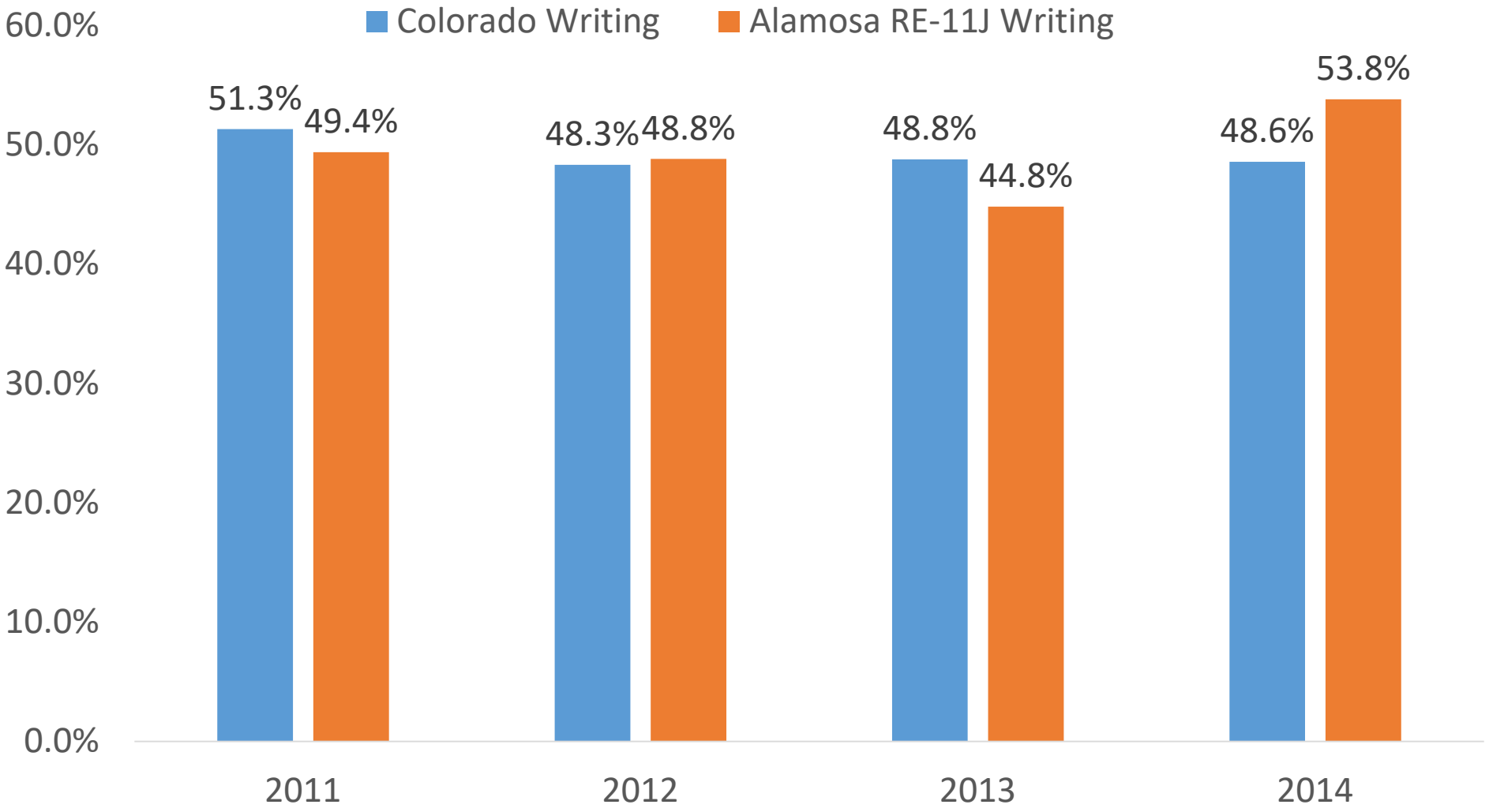
Percentage of Grade 10 Students Testing Proficient/Advanced Proficient TCAP-Reading

Source: Colorado Department of Education



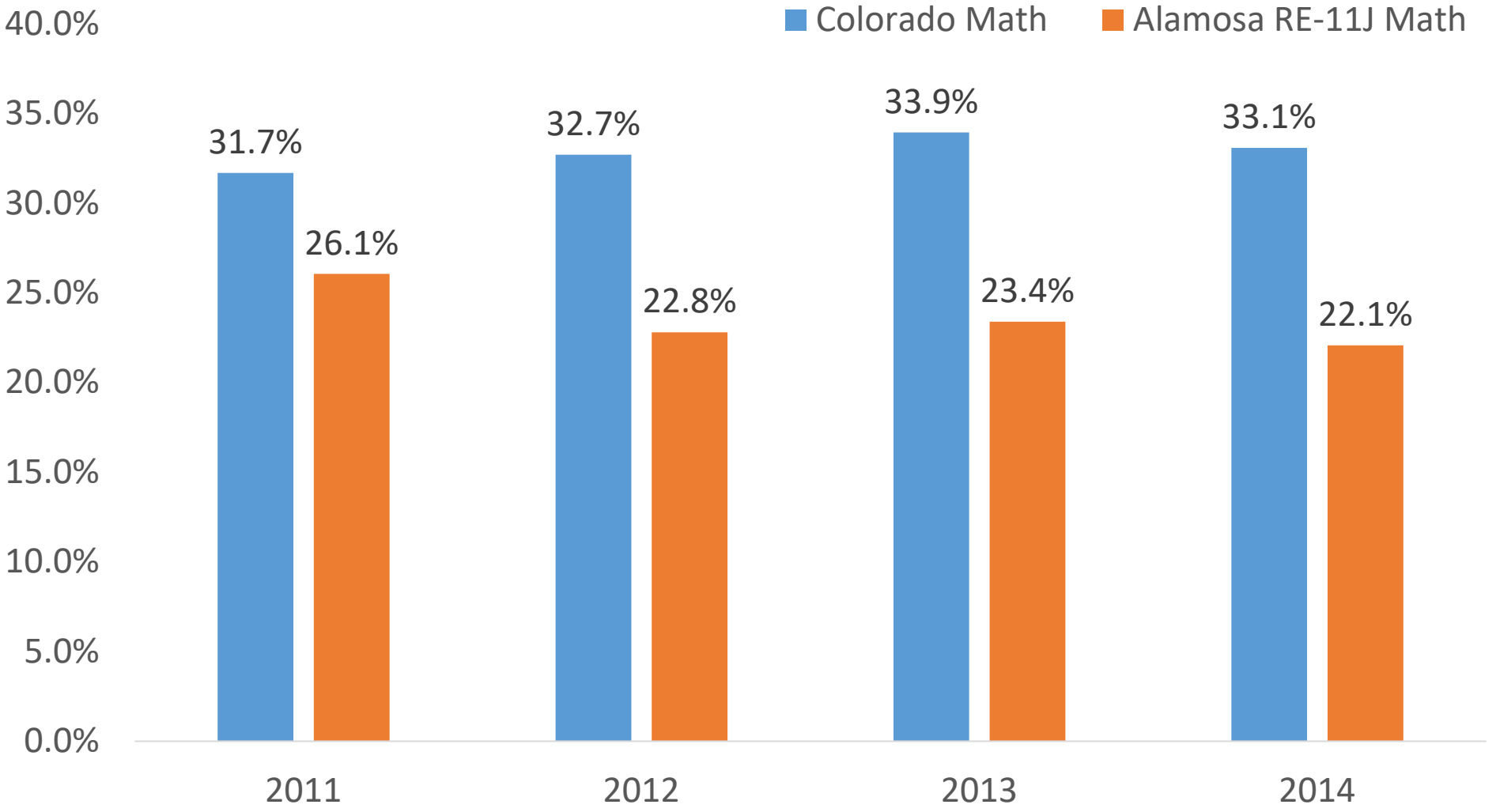
Percentage of Grade 10 Students Testing Proficient/Advanced Proficient TCAP-Writing

Source: Colorado Department of Education



Percentage of Grade 10 Students Testing Proficient/Advanced Proficient TCAP-Math

Source: Colorado Department of Education



Retail Market Study

City of Alamosa Comprehensive Plan and Downtown Needs Assessment, February 2016

For: City of Alamosa

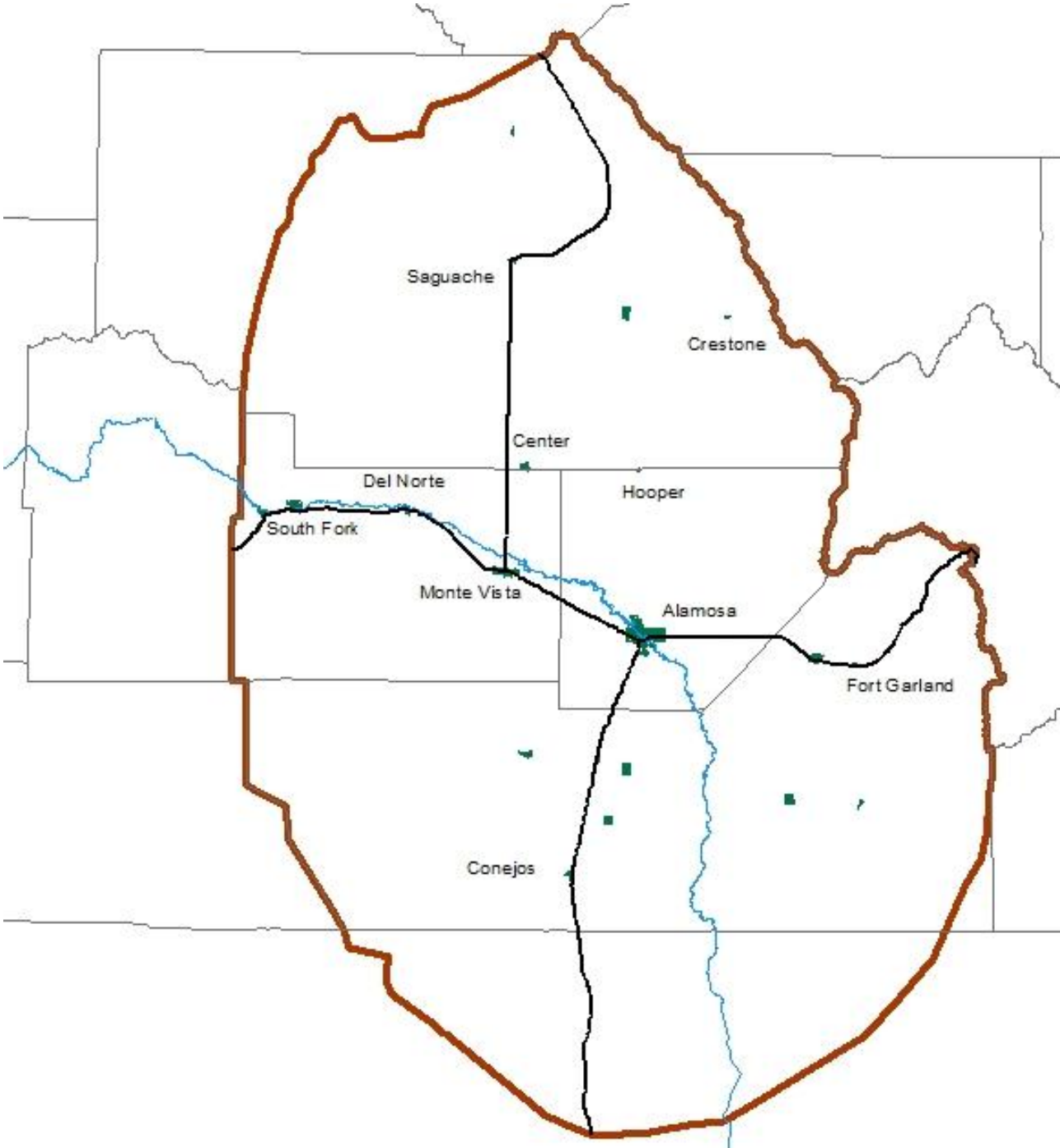
By: RPI Consulting LLC

RPI consulting

City Defined Trade Area

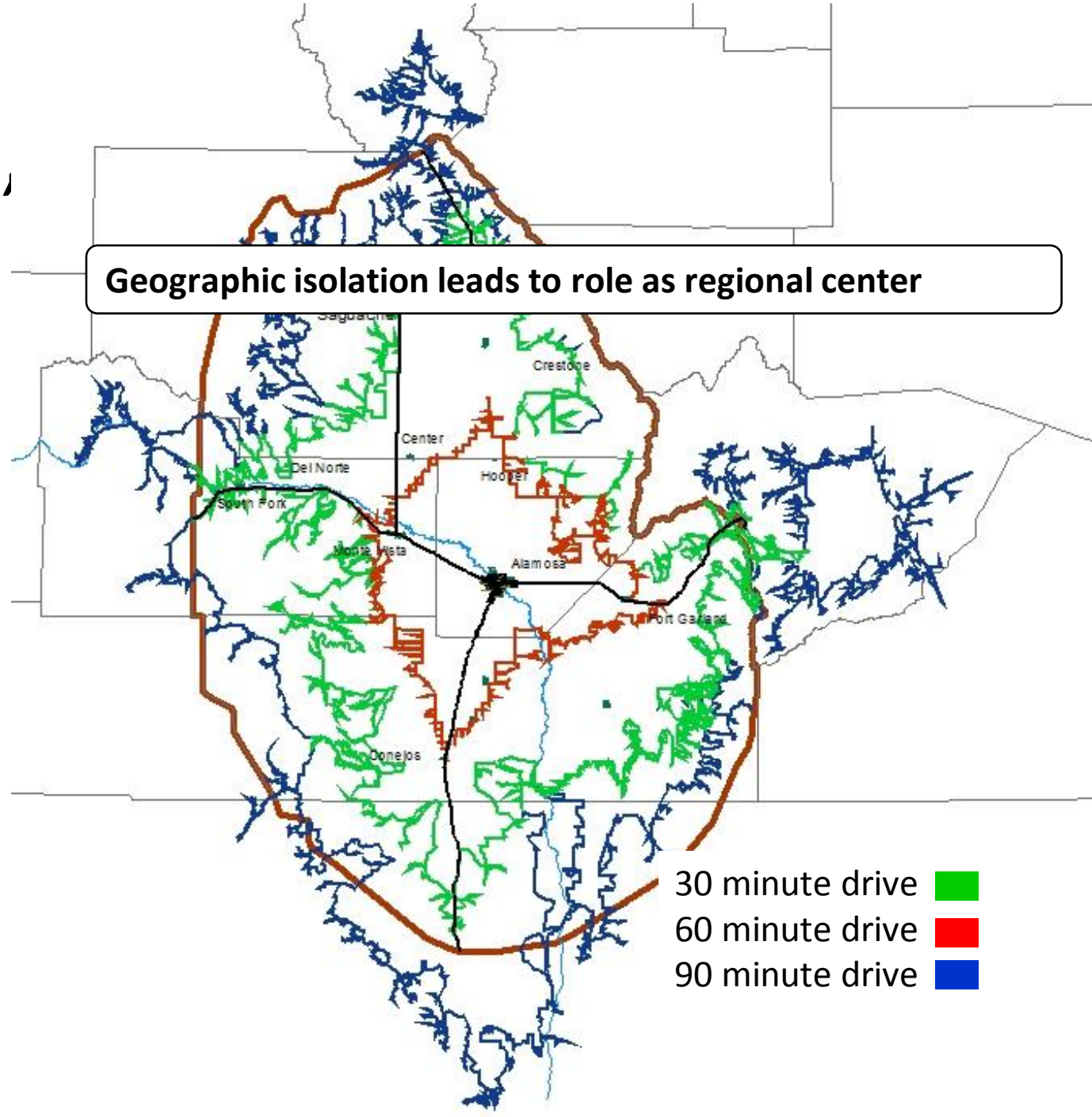
Source:

City of Alamosa



ESRI 30, 60, 90 Minute Drive Radius

Source:ESRI BAO



Market Populations

Source 2015 ESRI Estimate

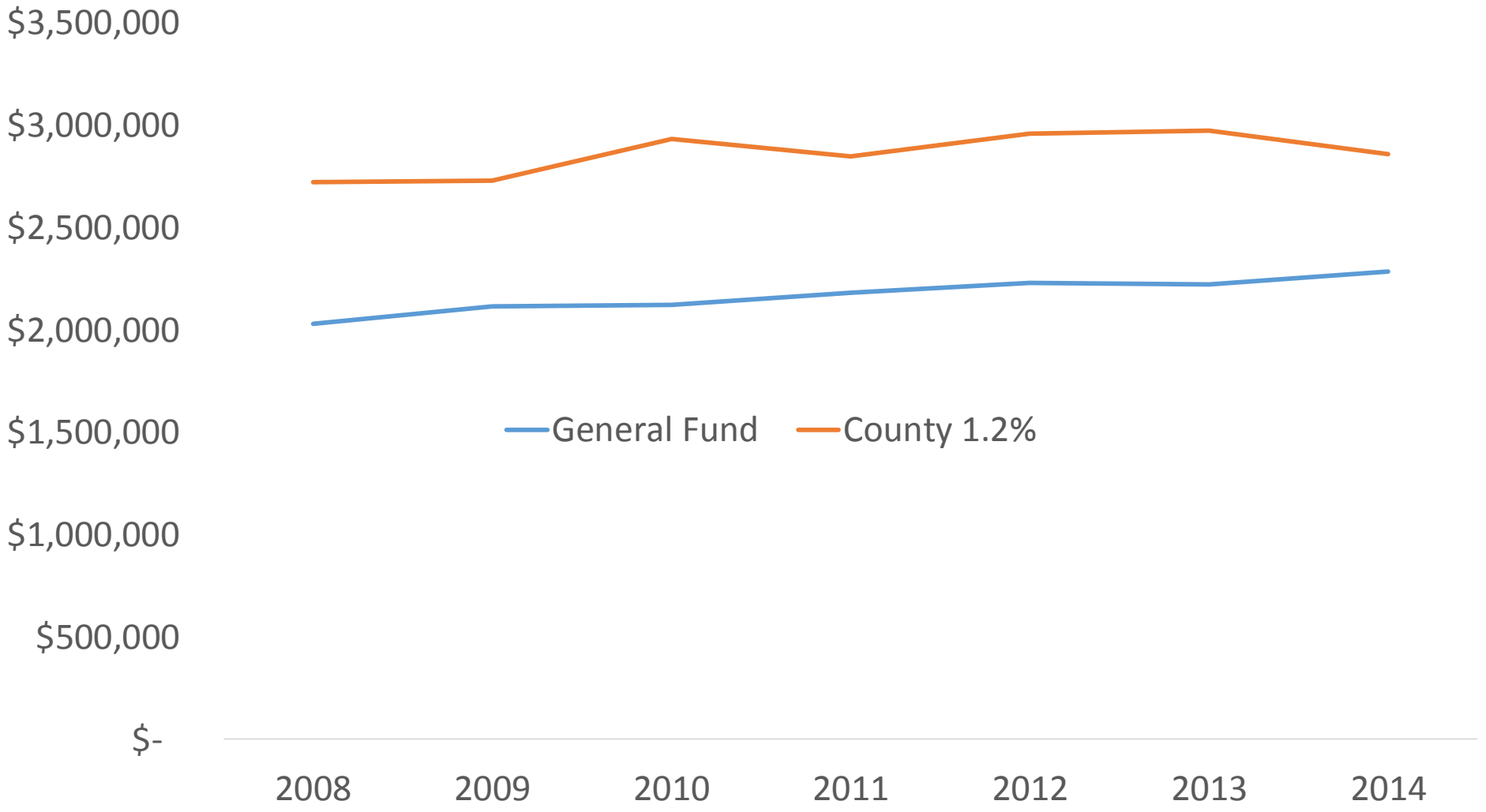
Approx two hour drive to Pueblo, Salida/Buena Vista, Pagosa, Northern New Mexico

Core market area of approx. 1 hour drive ~ 43,000 Residents

Sales Tax Collections

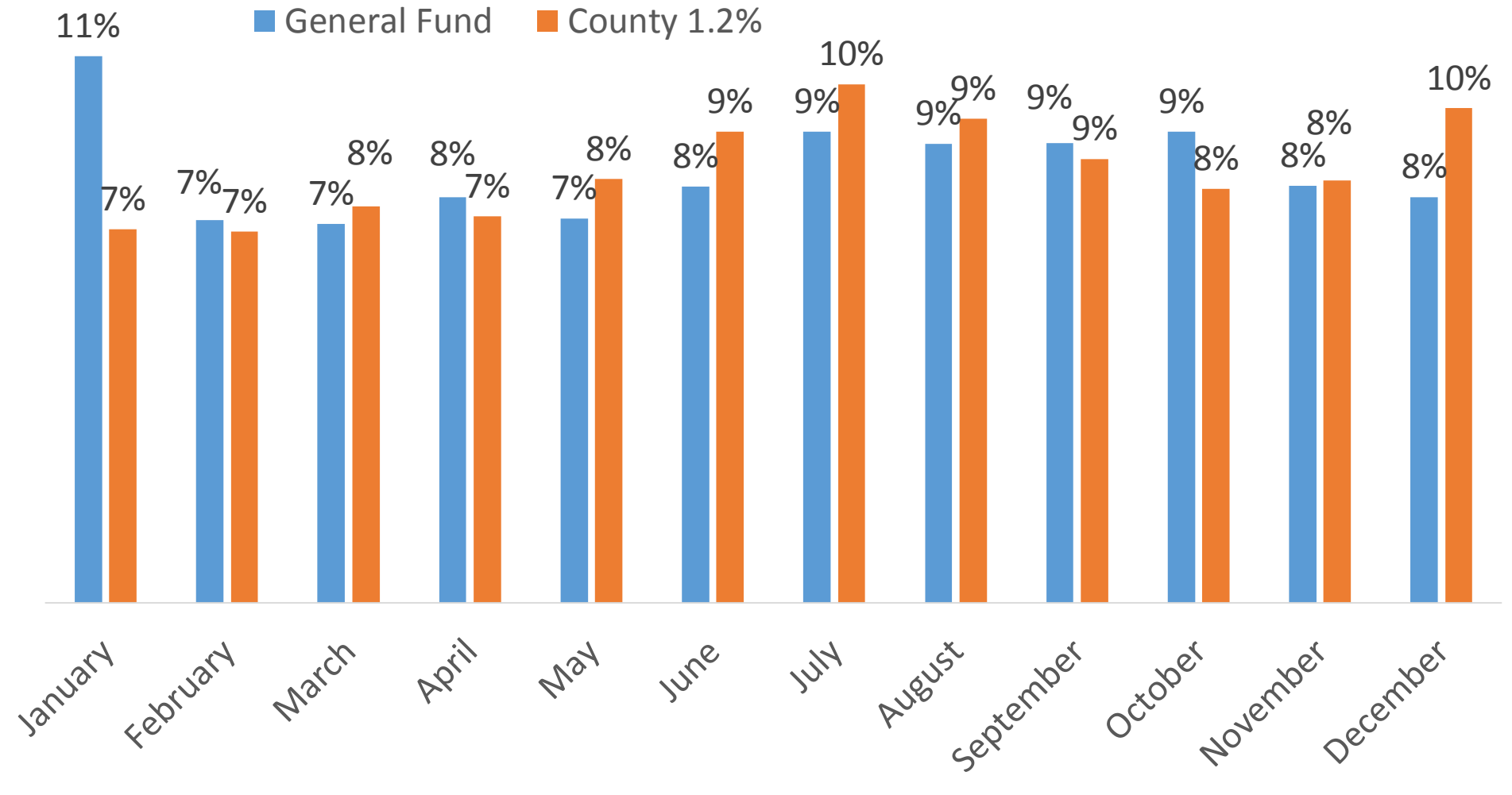
2008-2014 Sales Tax Collections

Source: Alamosa Finance Department



2008-2014 Average Collections By Month

Source: Alamosa Finance Department



Retail Leakage

Leakage Explained

Source: 2014 ESRI BAO

Retail Demand- potential sales from area residents

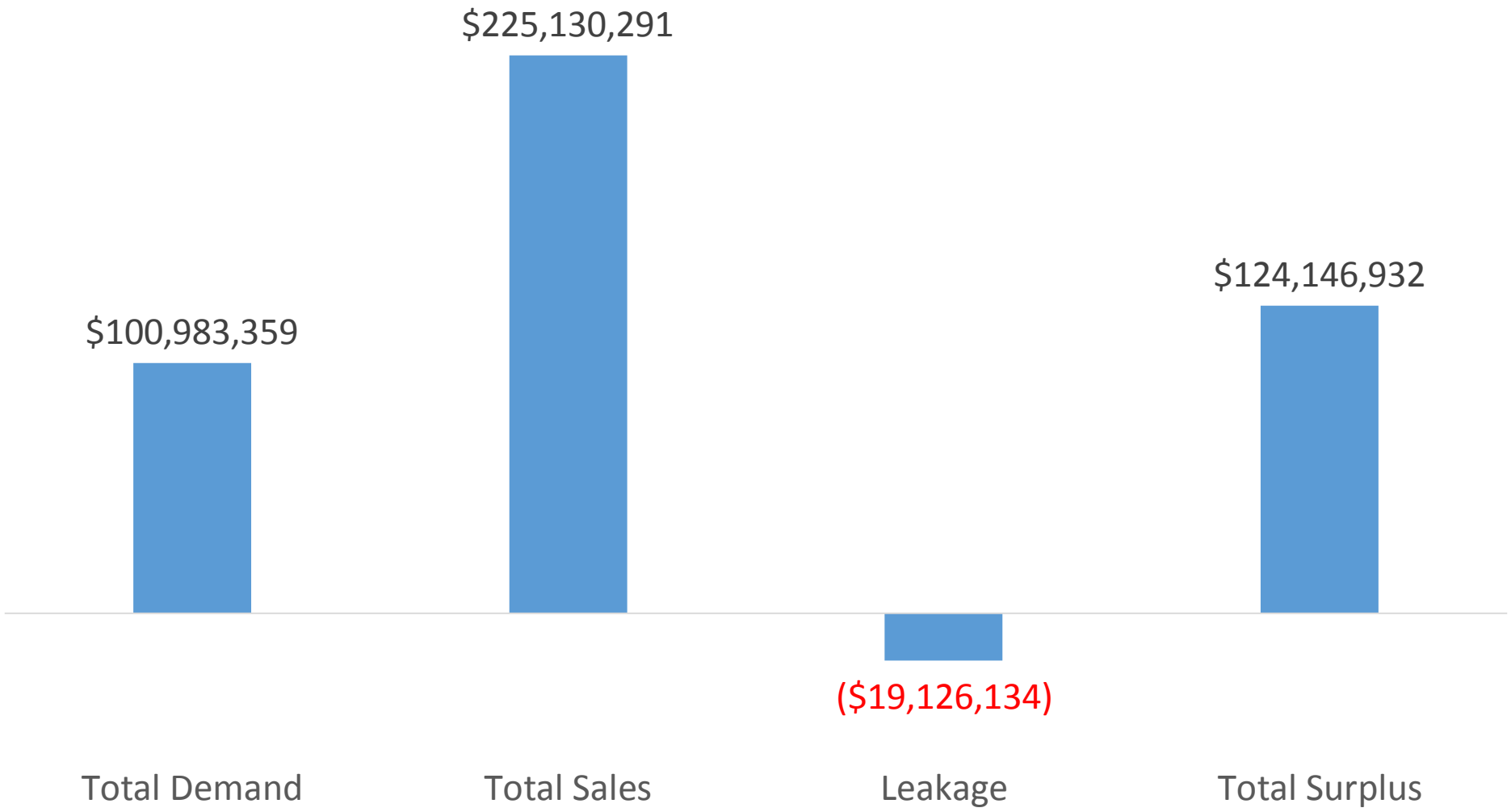
Retail Supply – actual sales occurring

Leakage – retail sales from area residents not occurring in area

Surplus – sales occurring not as a result of area residents

Total Supply and Demand

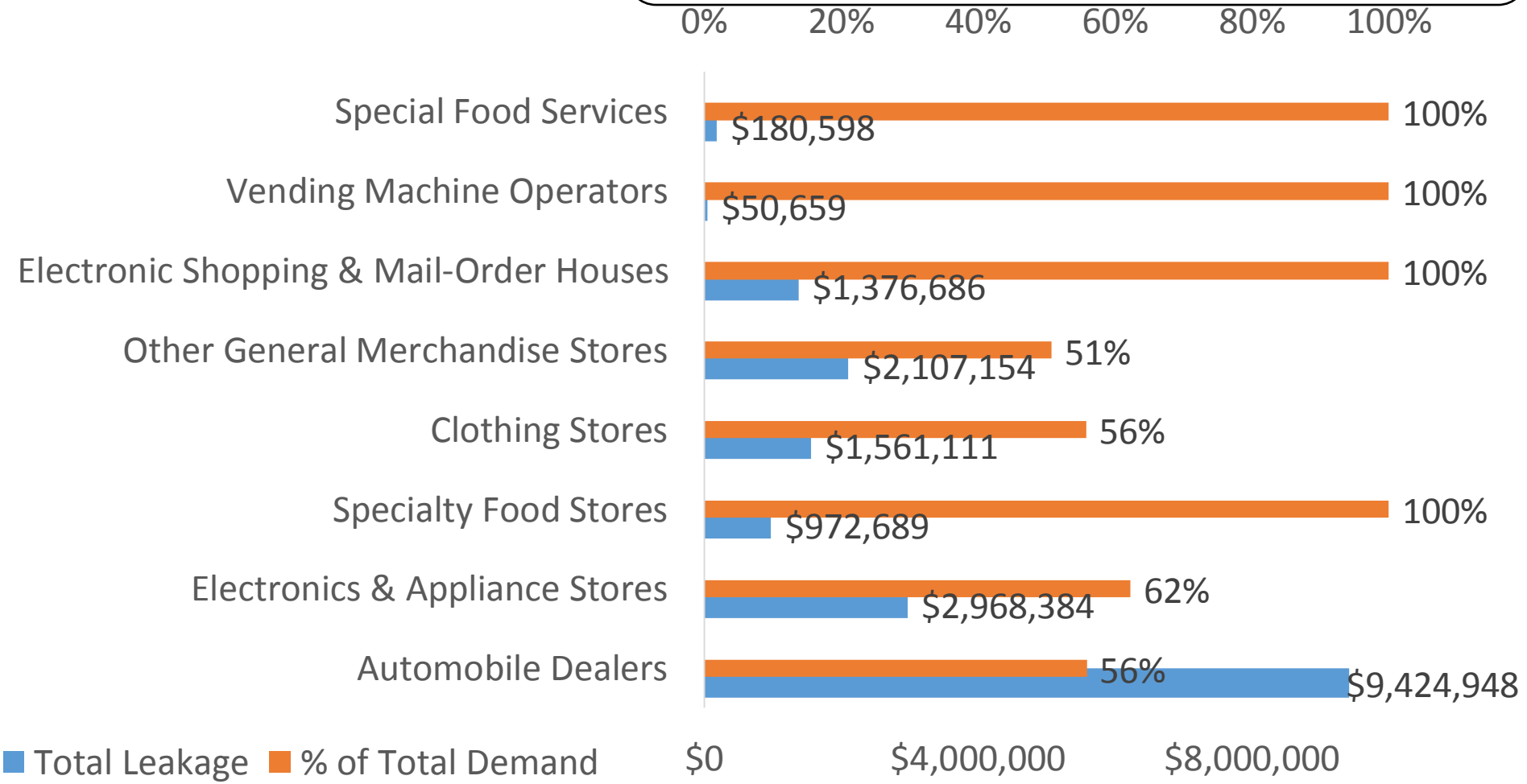
Source: 2014 ESRI BAO



Retail Categories with High Leakage

Source: 2014 ESRI BAO

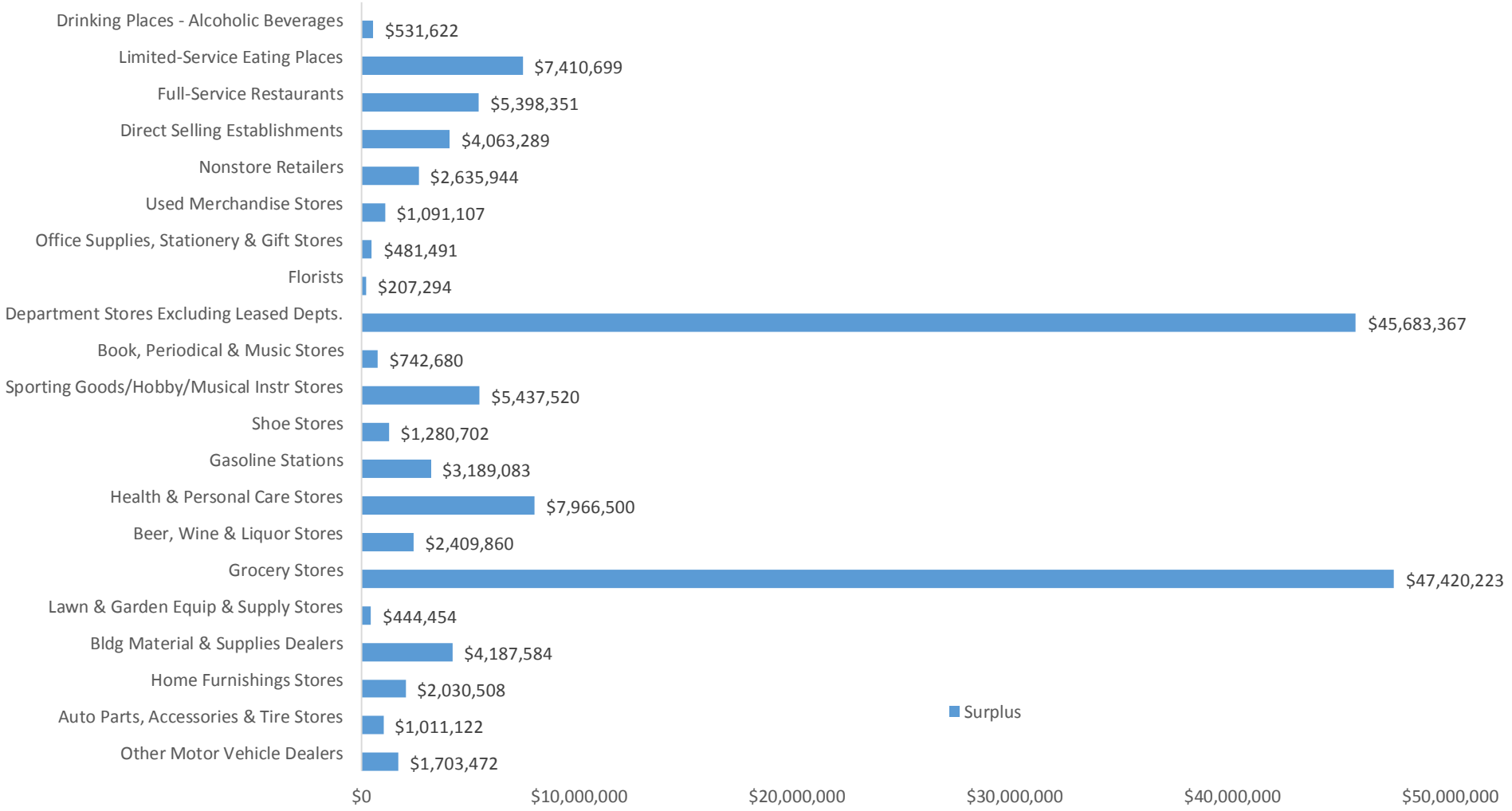
With exception of clothing, electronics and appliances, and auto most retail leakage is specialty or niche/other categories



Retail Categories with High Surplus

- Source: 2014 ESRI BAO

High surplus in basic retail categories indicates City's role as regional center



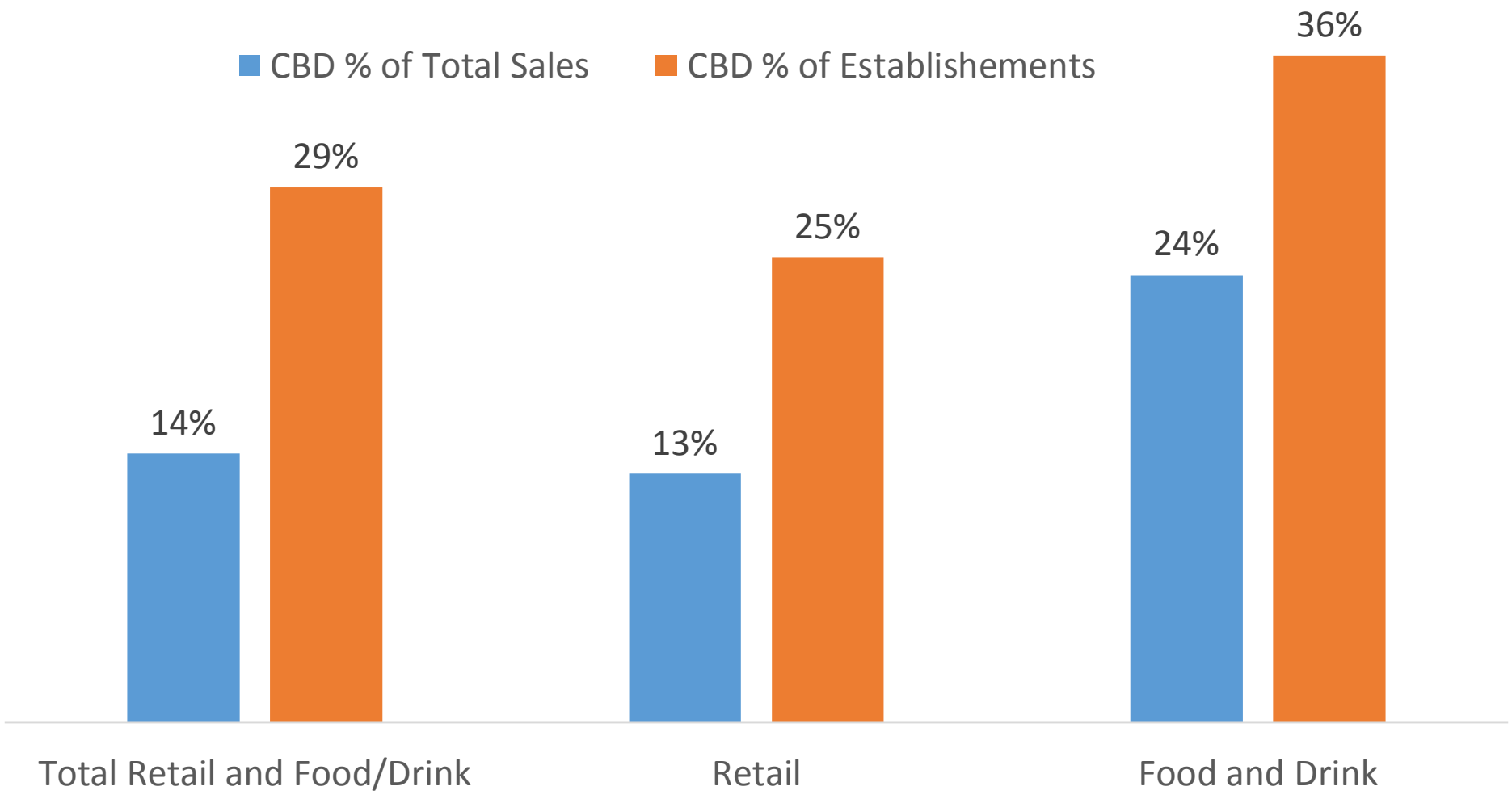
Role of Downtown

City Defined Downtown – Central Business District

Source: City of Alamosa

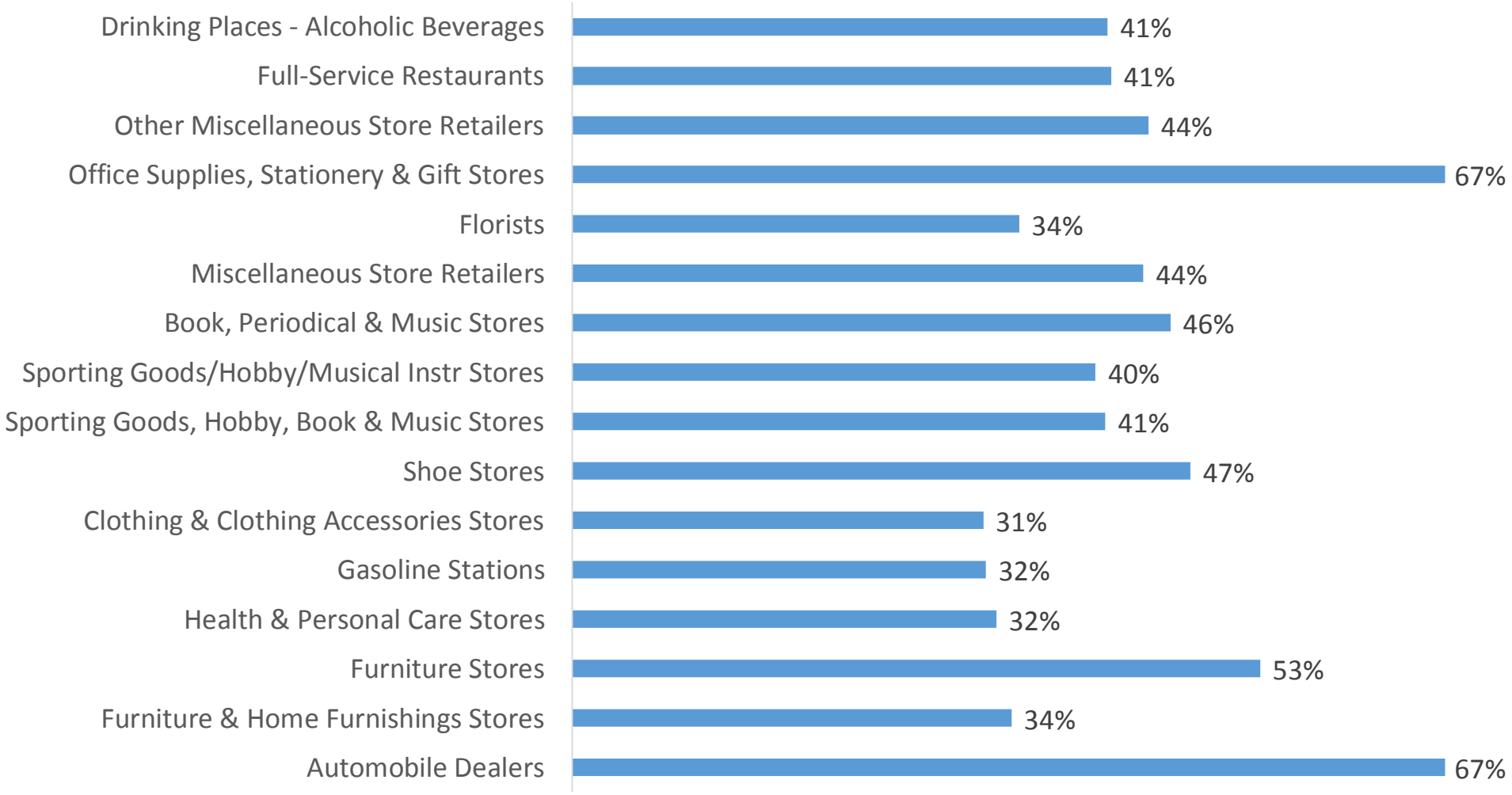
% of Sales and Retail Businesses in CBD

Source: ESRI BAO



Retail Categories with High Activity in CBD

Source: ESRI BAO



Discussion Topics Future Study

- Market relationships to Pueblo, Salida/Buena Vista, Pagosa Springs, Northern New Mexico
- Resident shopping habits/preferences
- Define other retail areas for study

Comparison
City Benchmarking

City of Alamosa Comprehensive Plan

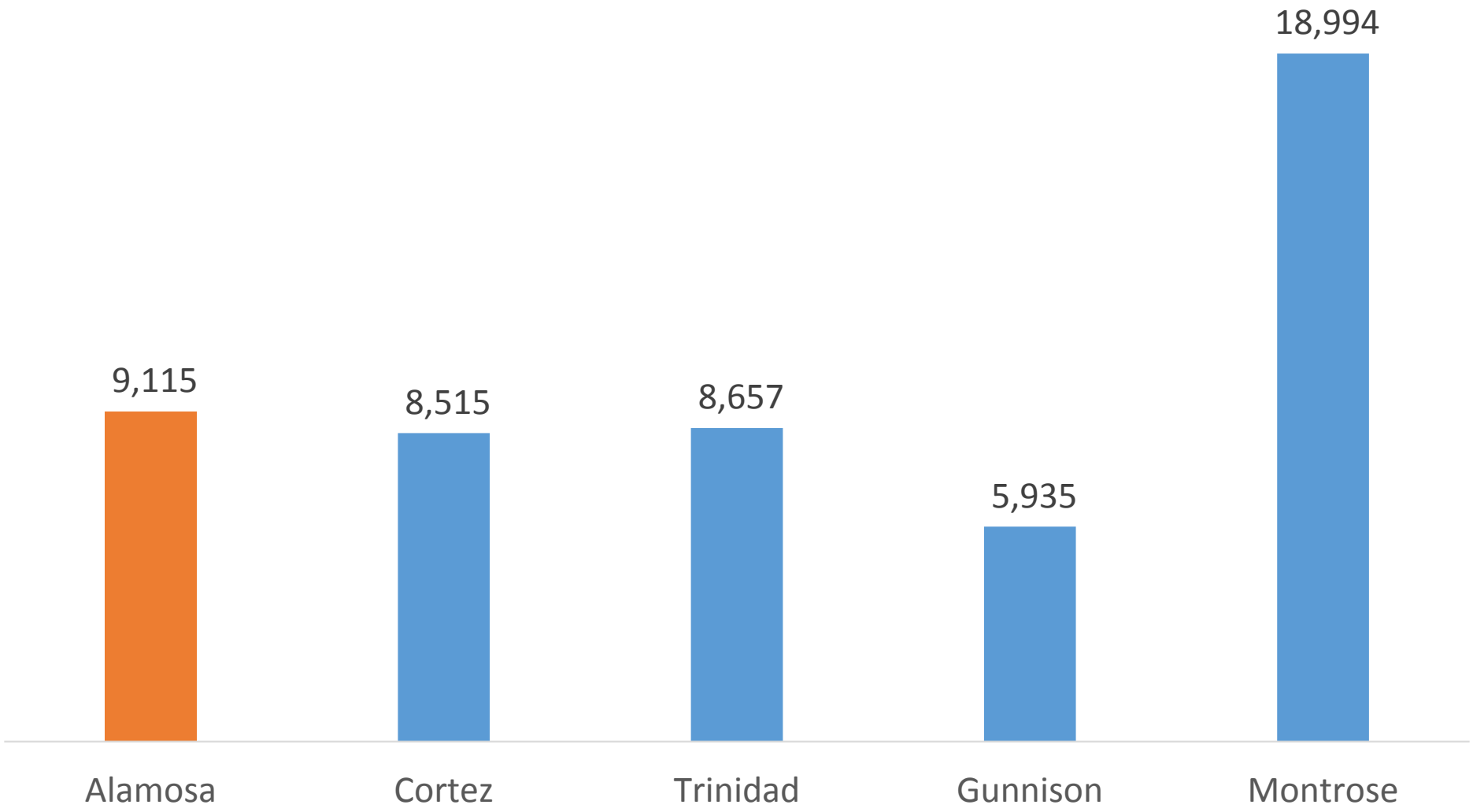
Revised 07-13-2016

Similarities and Differences

	Alamosa	Cortez	Trinidad	Gunnison	Montrose
4 Year College/University	x			x	
Airport with Regular Commercial Service	x	x			x
Large Presence of Agriculture	x	x	x		x
Proximity to National Park	x	x		x	x
2014 County Travel Spending (millions)	$34.50	$85.0	$35.90	$174.60	$115.40
Sales Tax Rate	2.00%	4.05%	4.00%	4.00%	3.30%
Municipal Strcuture	Home Rule	Home Rule	Home Rule	Home Rule	Home Rule
County Seat	x	x	x	x	x
Federal Land Onwership % (County)	19.6%	42.0%	3.2%	80.6%	59.6%

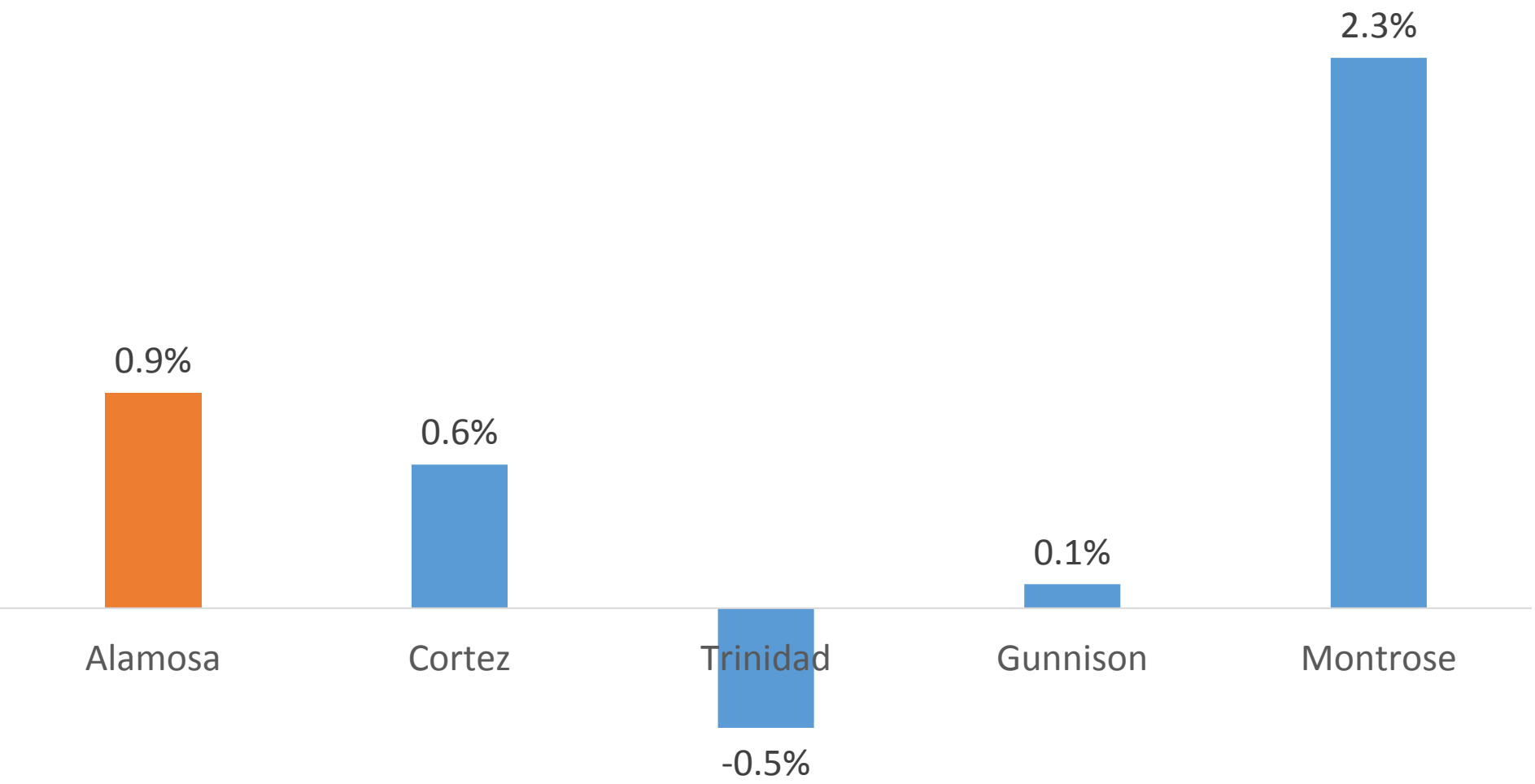
Population

Source: DOLA Demography Office



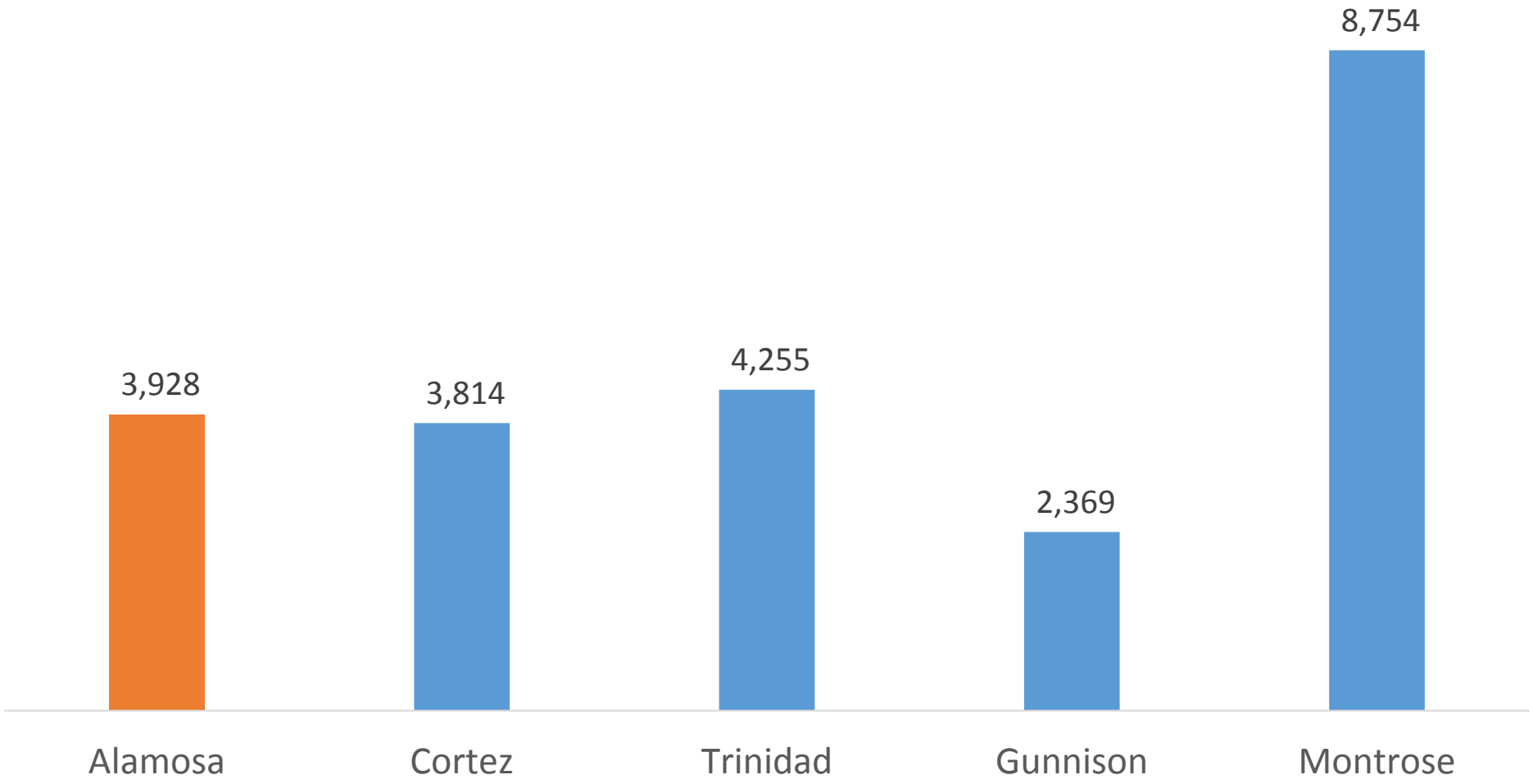
Average Annual Population Growth Rate 1980-2014

Source: DOLA Demography Office



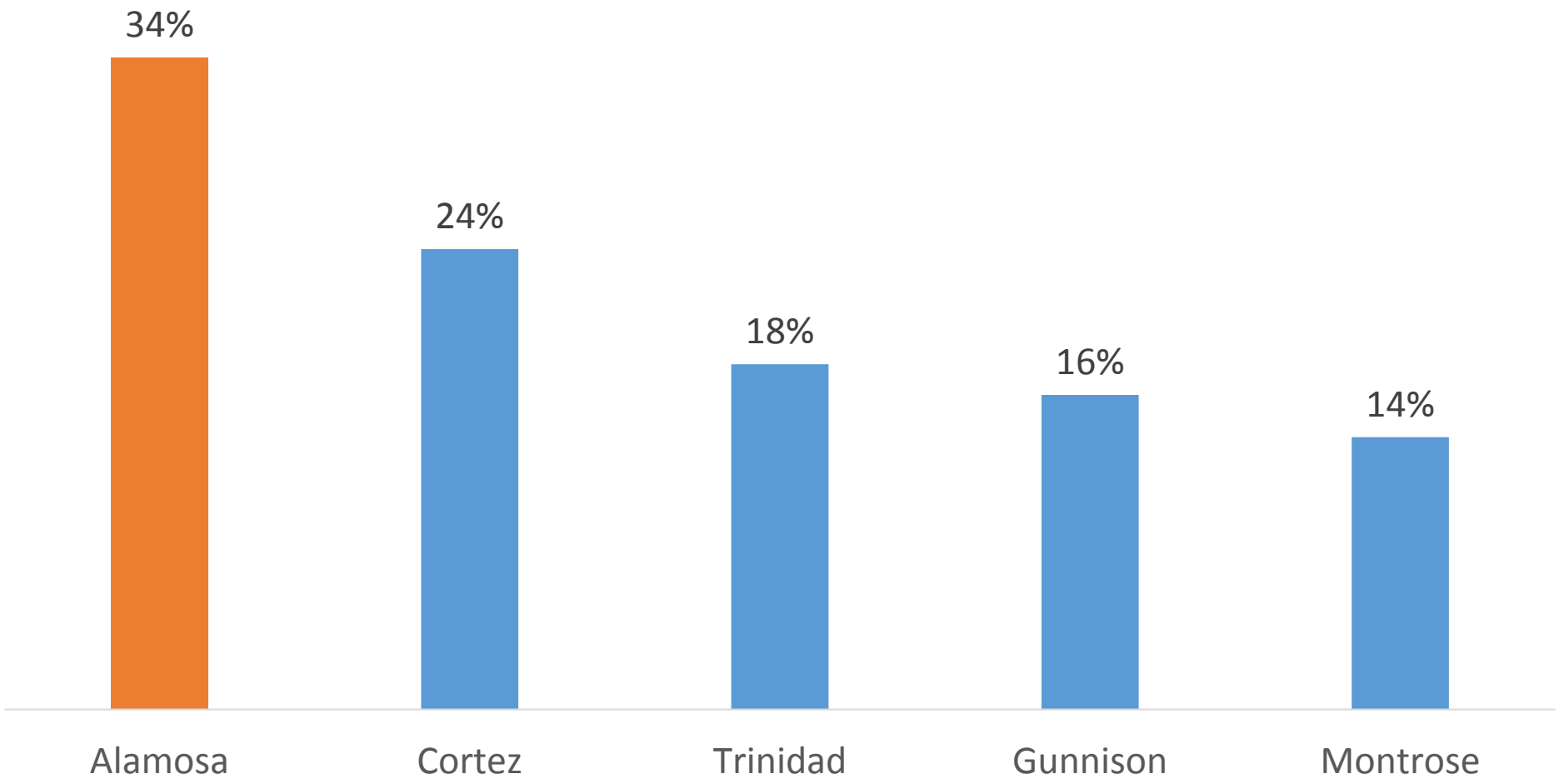
Total Housing Units

Source: 2014 American Community Survey



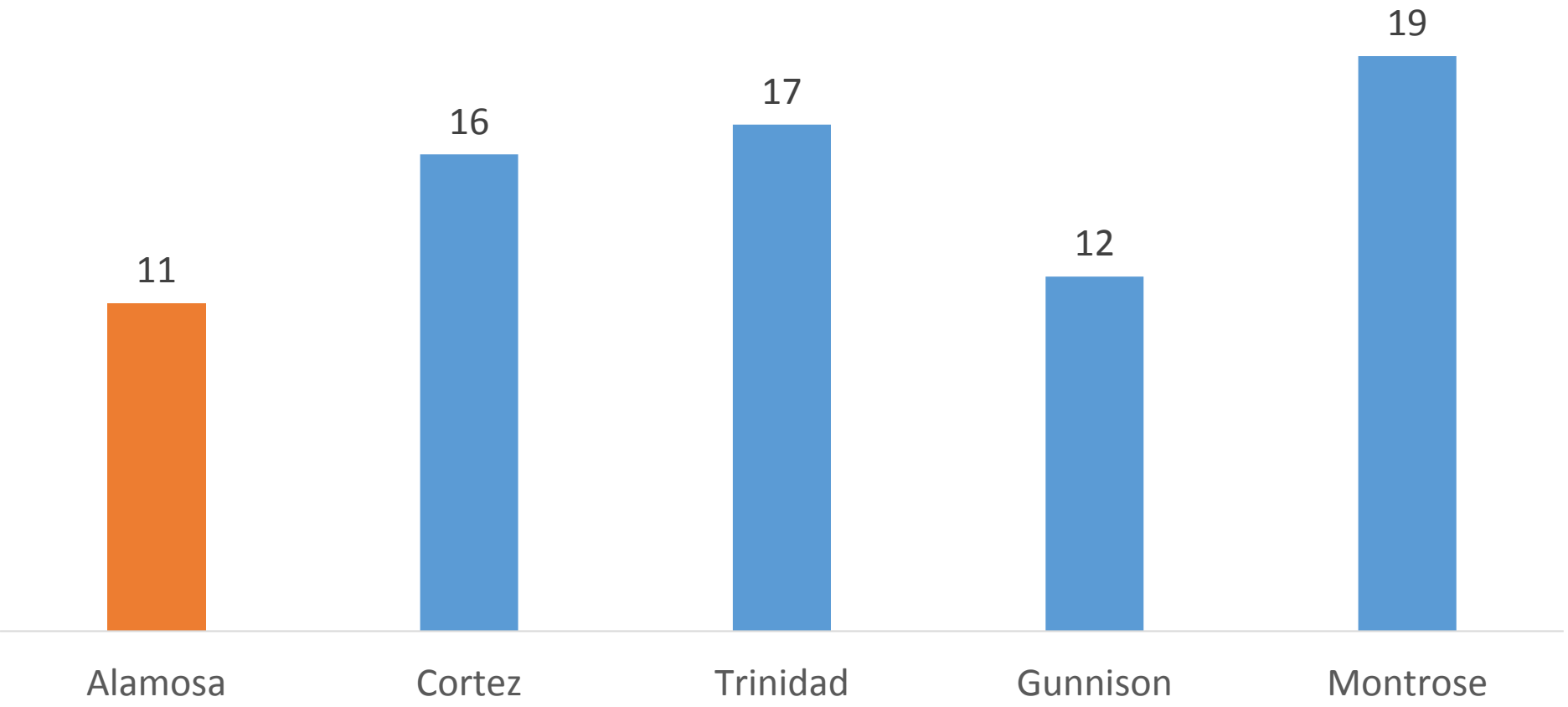
Percent of Population Living Below Poverty Line

- Source: 2014 American Community Survey



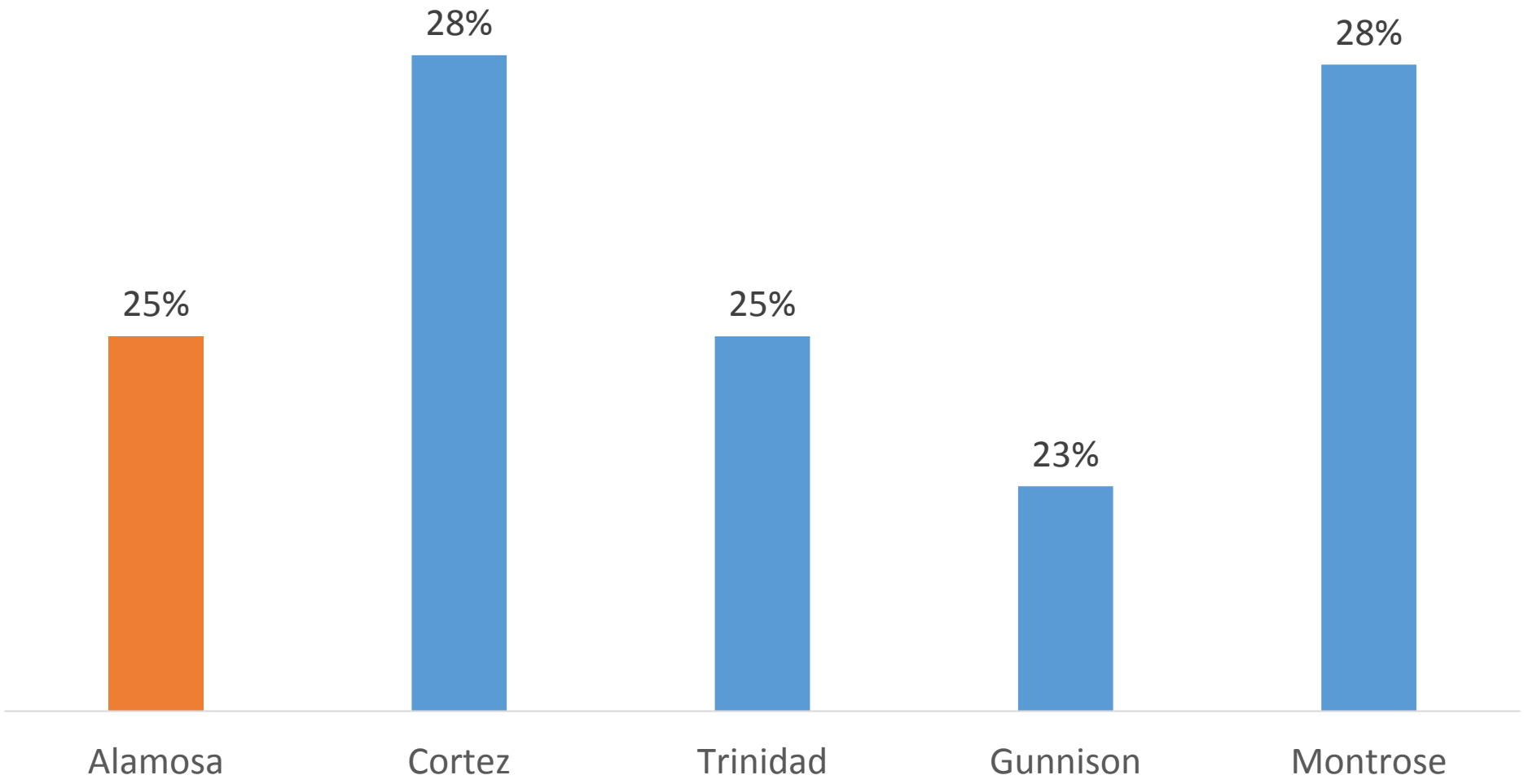
Mean Travel Time to Work (Minutes)

Source: 2014 American Community Survey



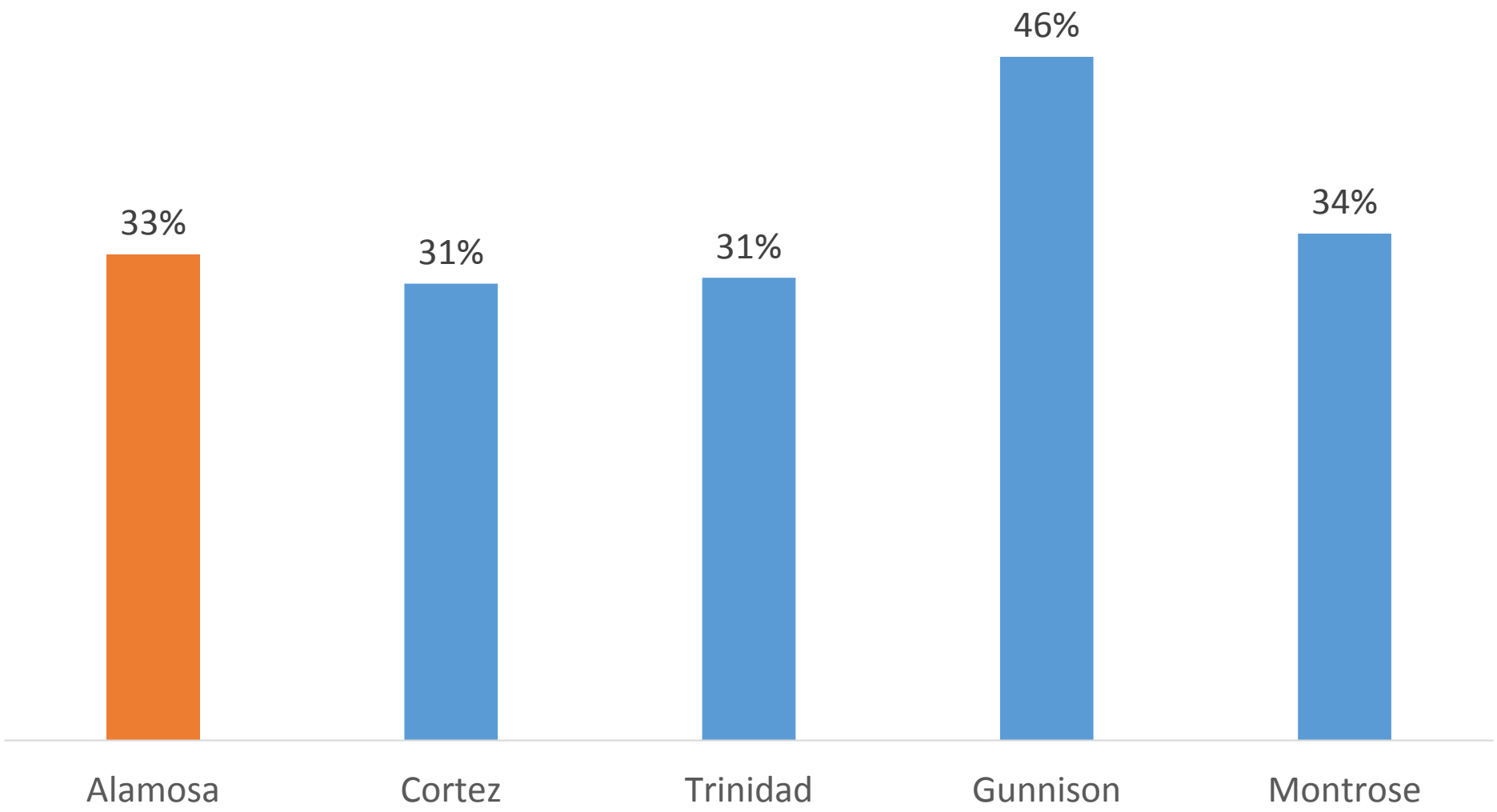
% with High School as Highest Degree

Source: 2014 American Community Survey



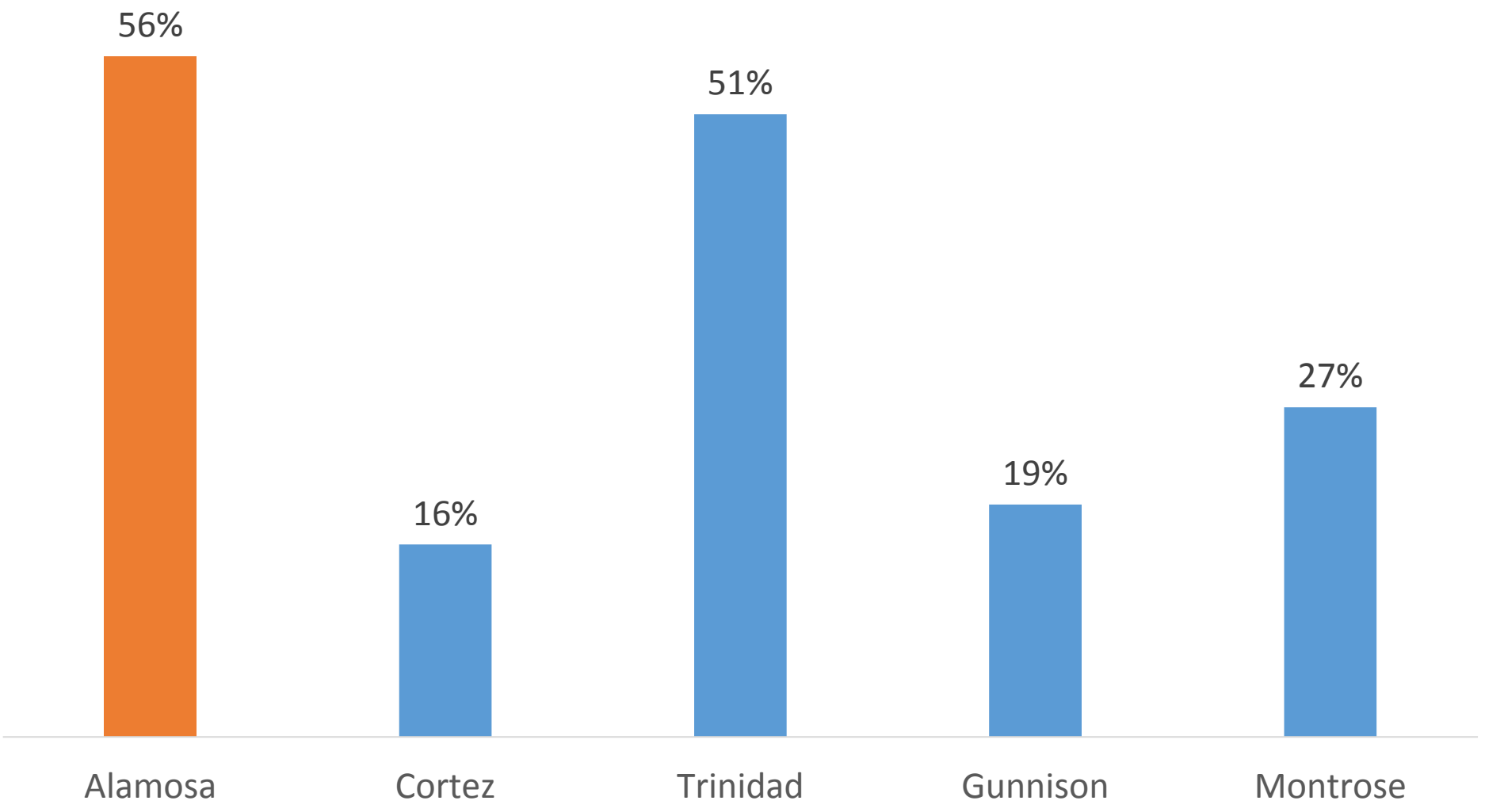
% with Associates Degree or Higher

Source: 2014 American Community Survey



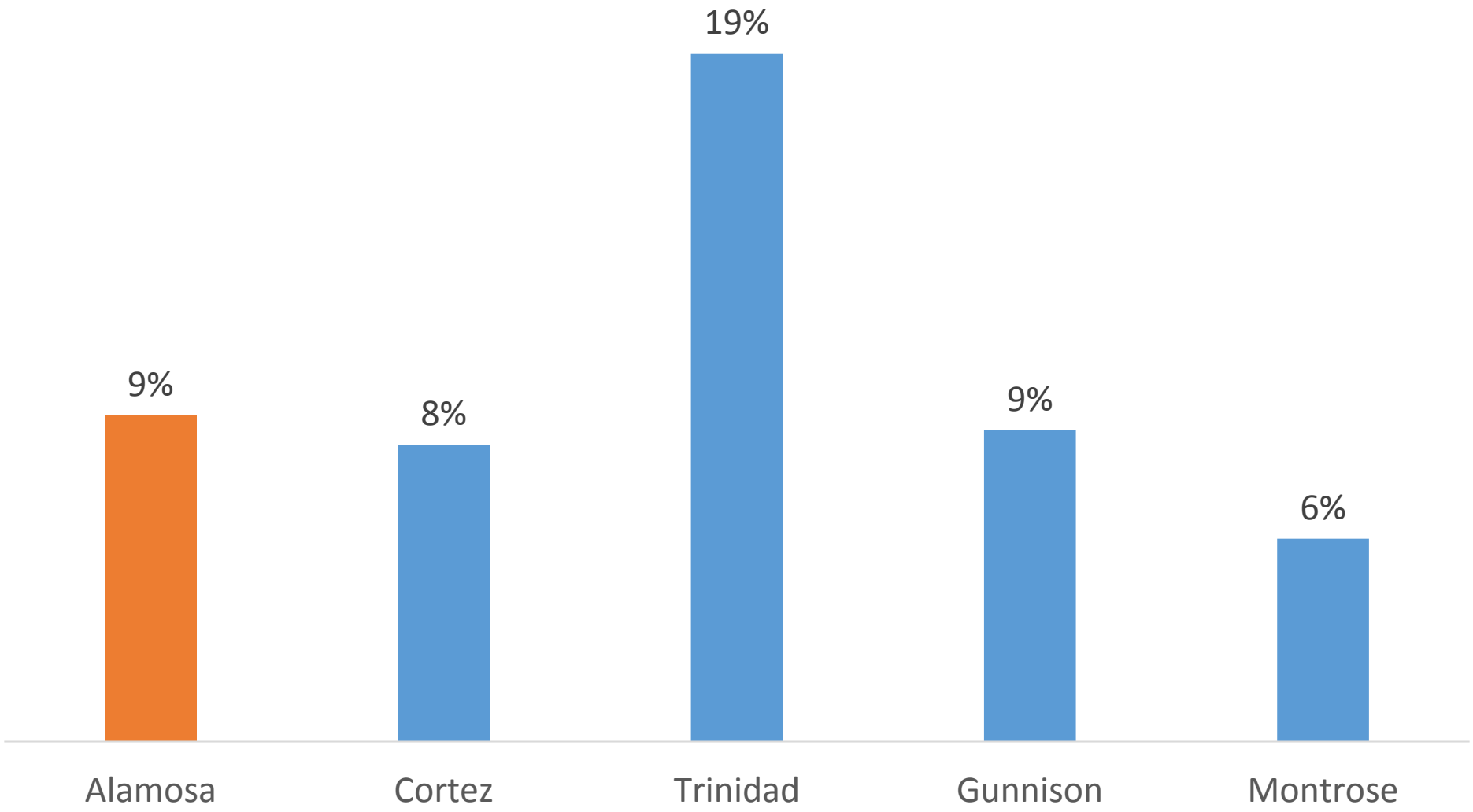
Race - % Hispanic and Non-White

Source: 2014 American Community Survey



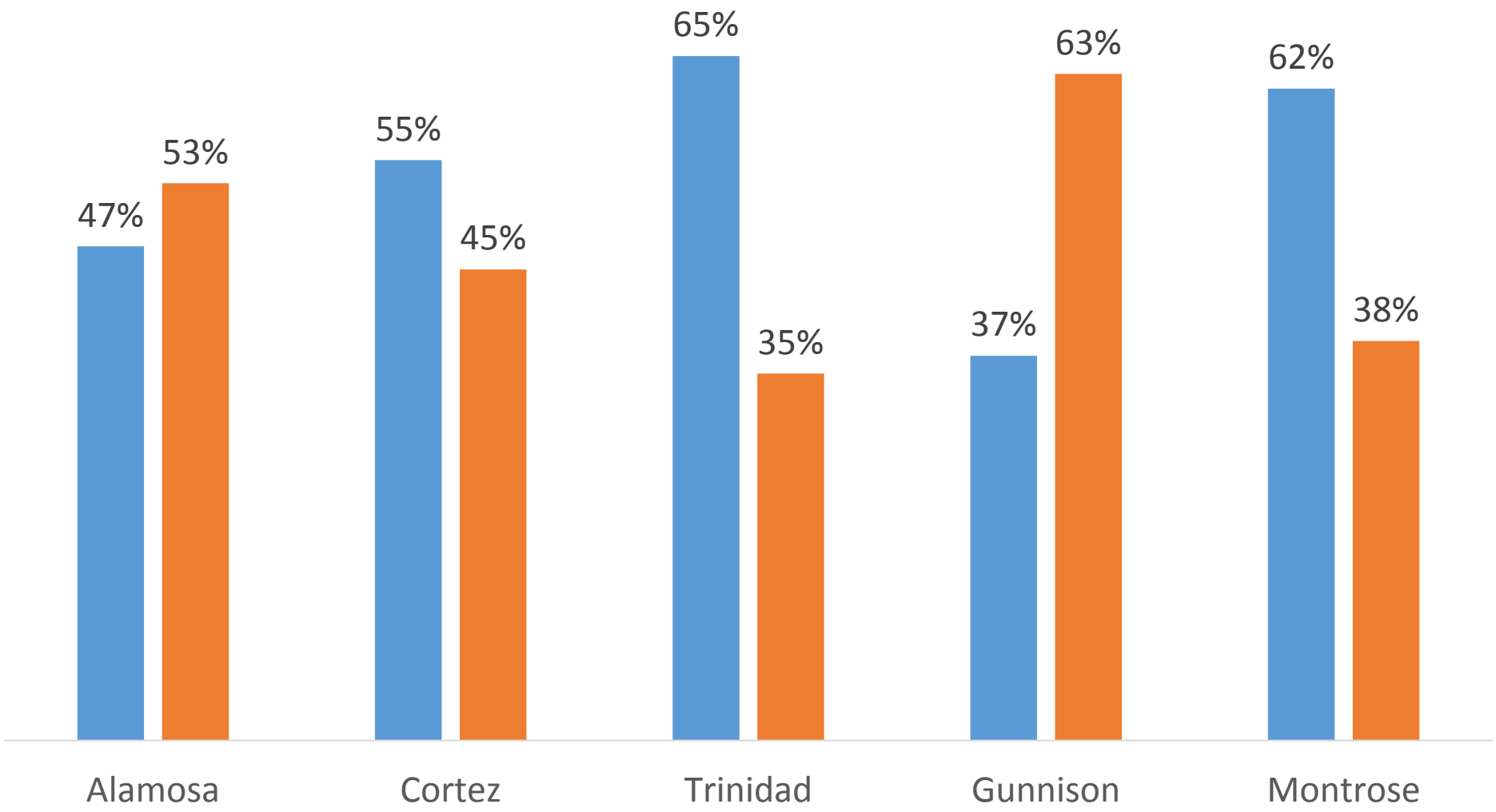
Housing Vacancy Rate

Source: 2014 American Community Survey



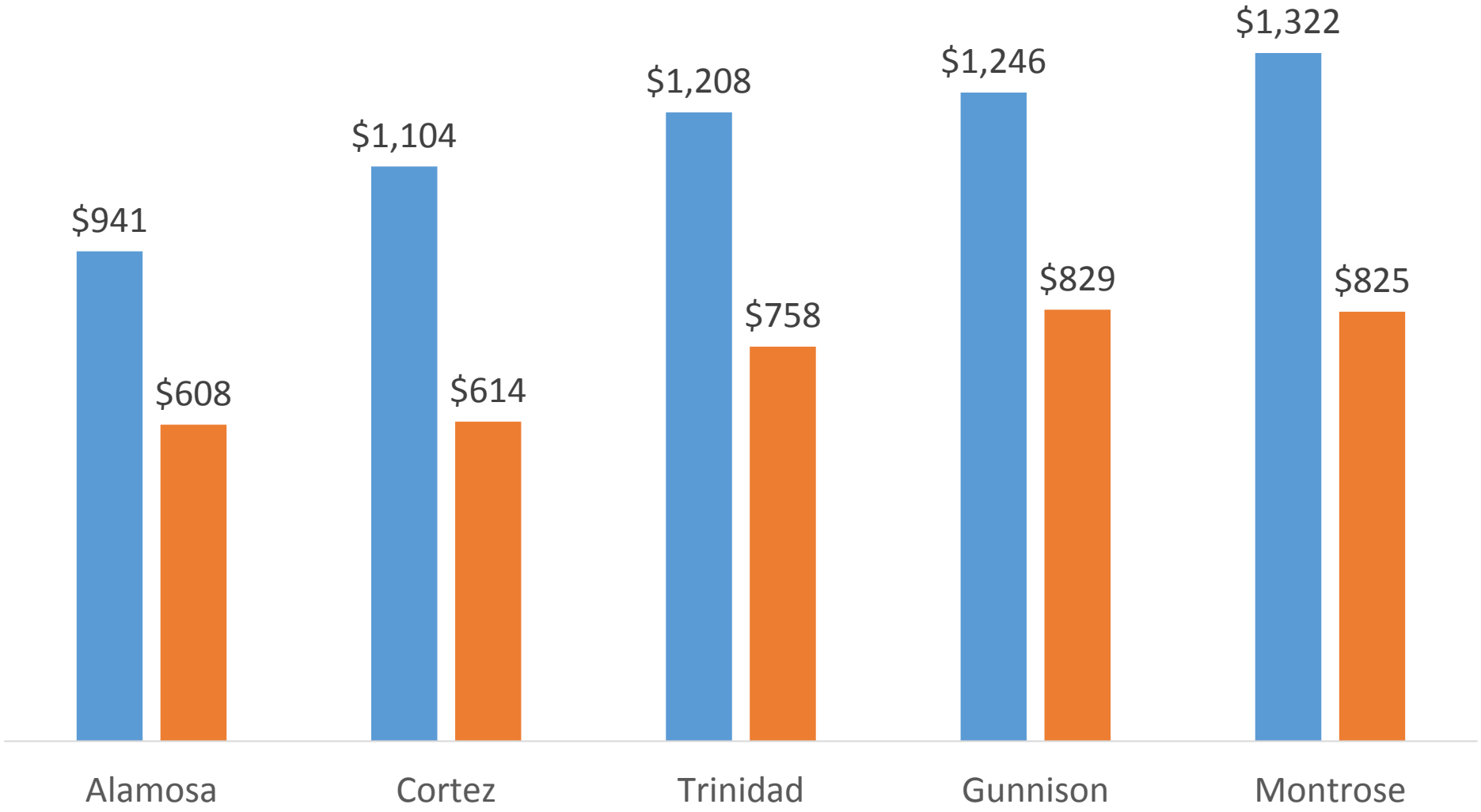
Tenure – Own Vs Rent

Source: 2014 American Community Survey



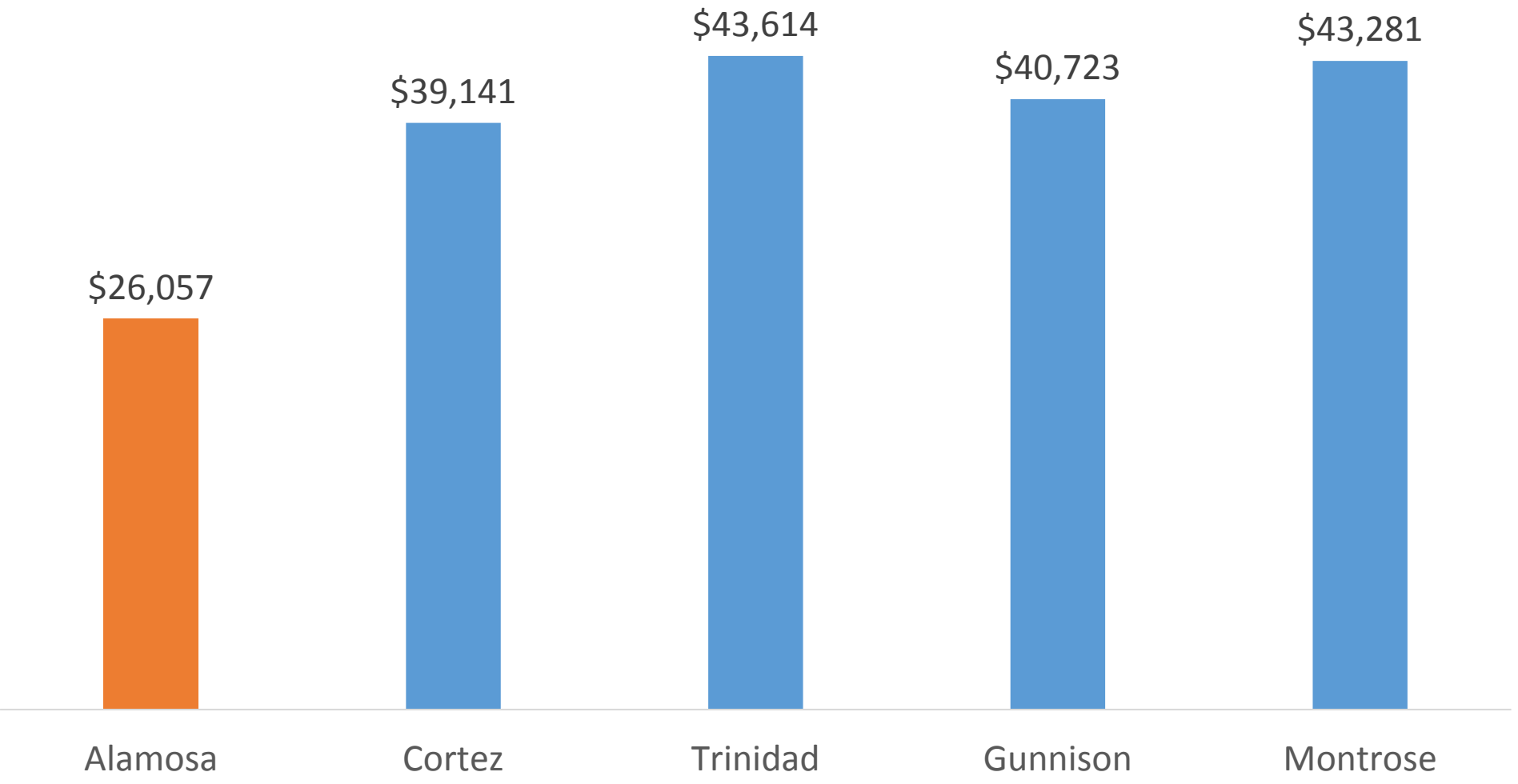
Tenure – Own Vs Rent Cost

Source: 2014 American Community Survey



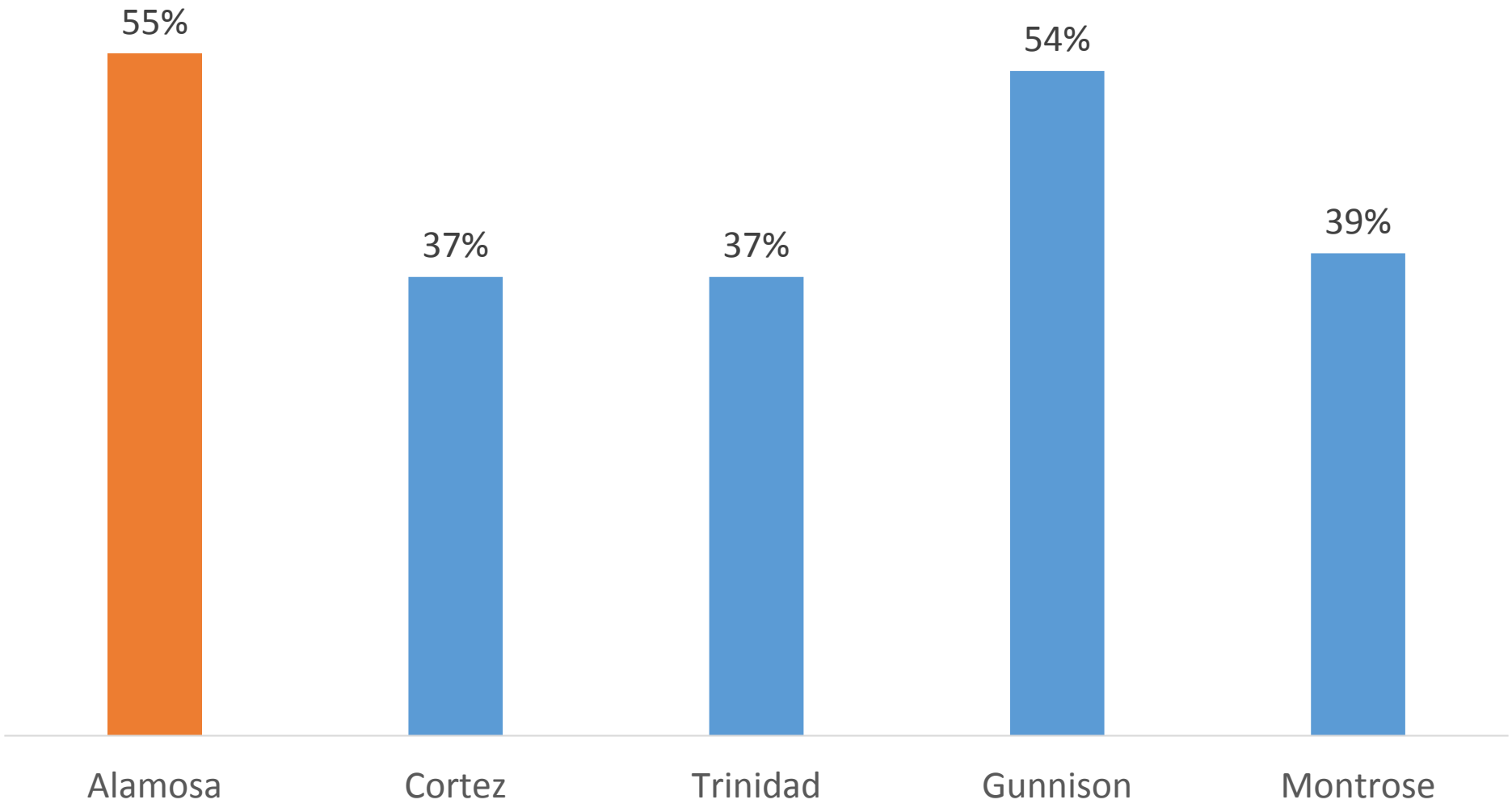
Median Household Income

Source: 2014 American Community Survey



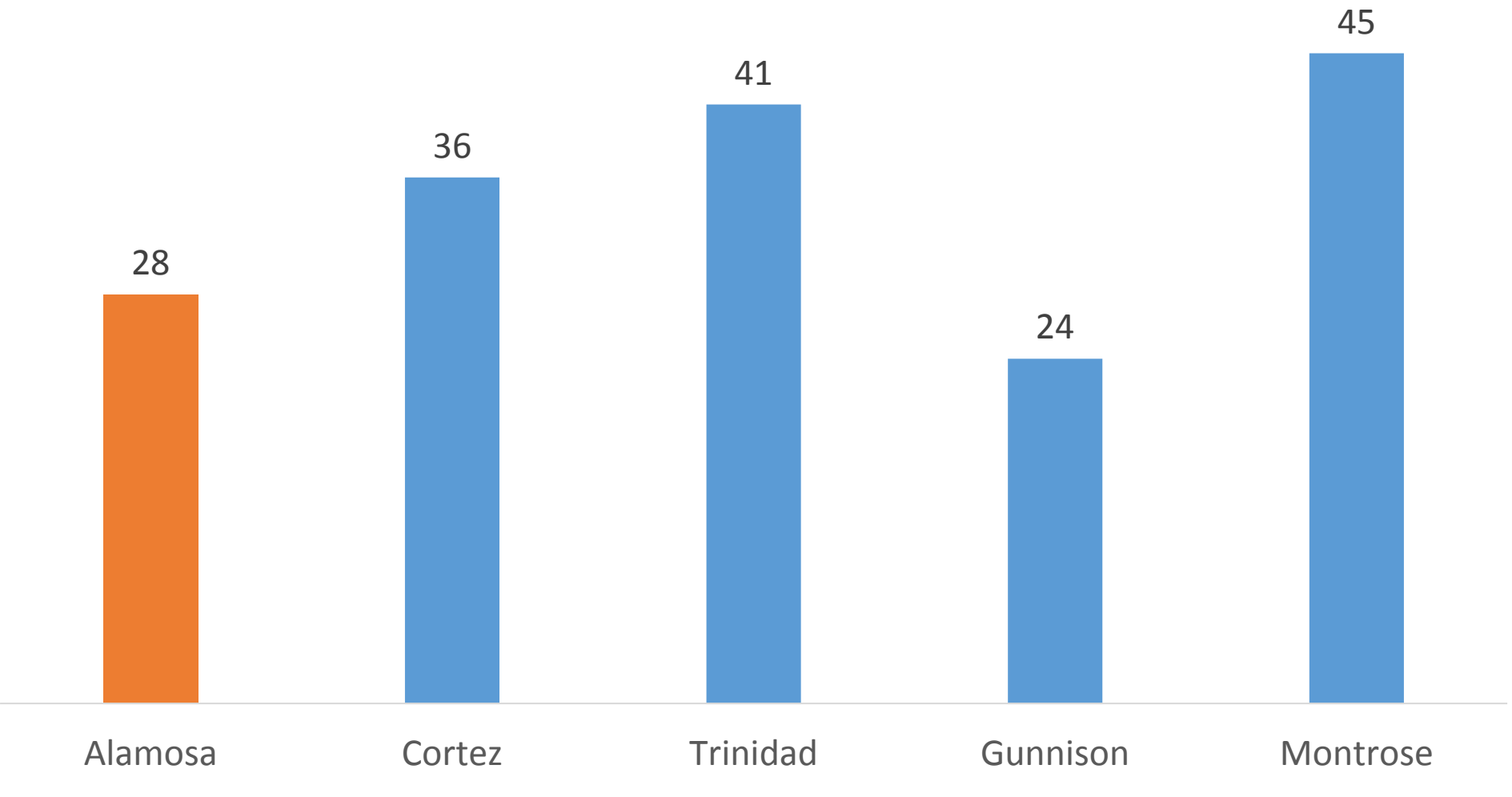
% of Households Paying >30% for Housing

Source: 2014 American Community Survey



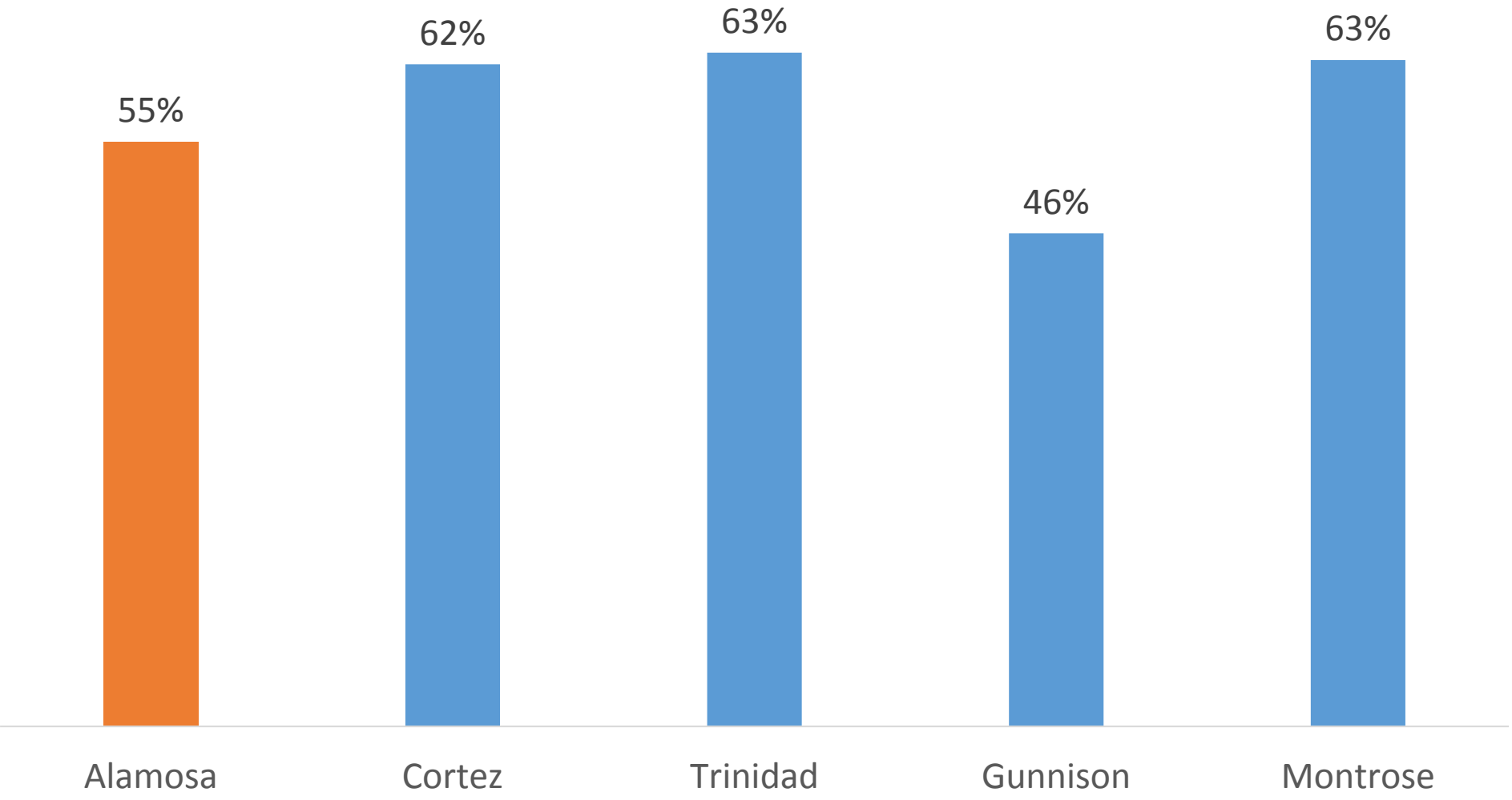
Median Age

Source: 2014 American Community Survey

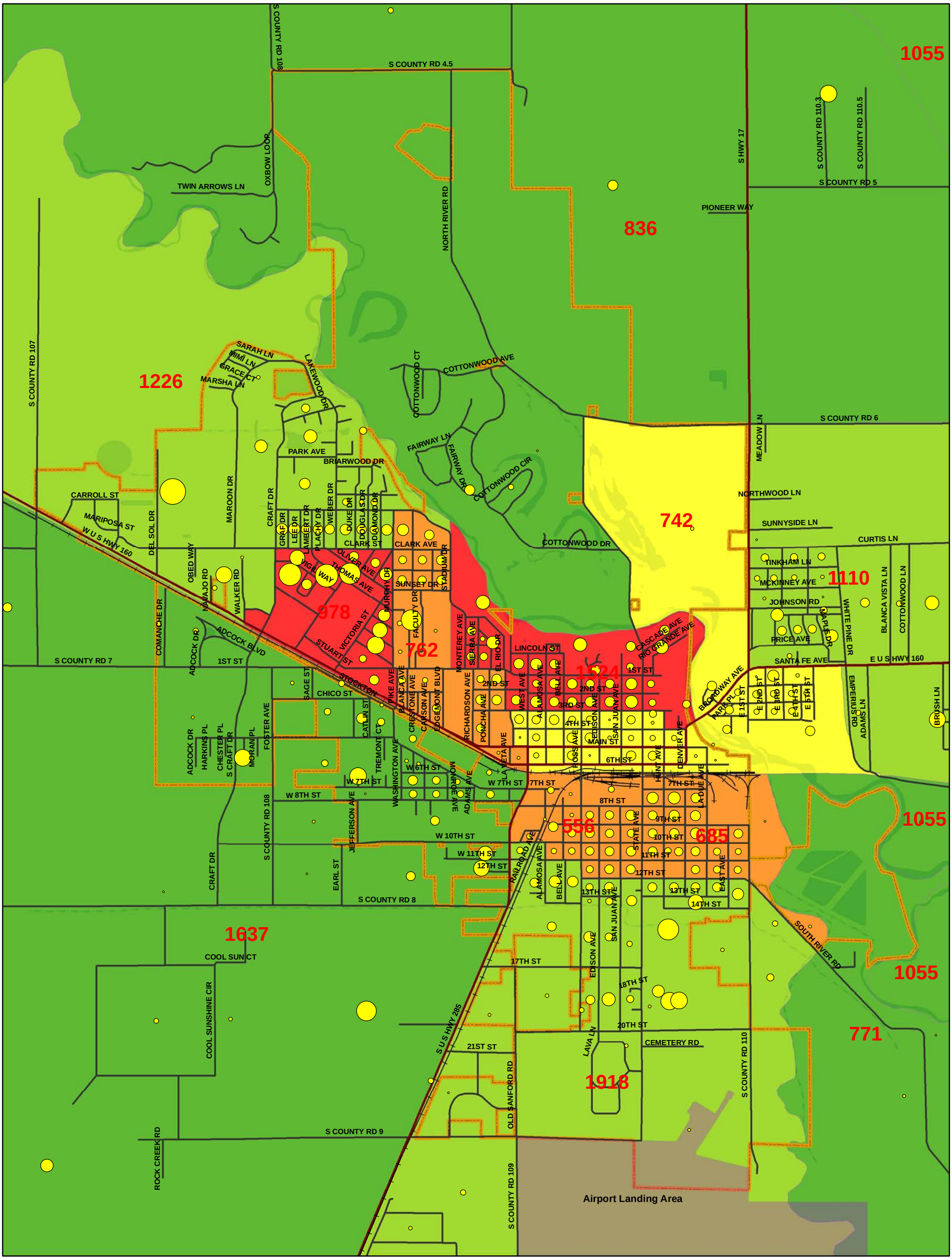


% Family Households

Source: 2014 American Community Survey



Demographic Information / Population



BlockGrp2010

POP10_SQMI

- 2.500000 - 179.100000
- 179.100001 - 422.500000
- 422.500001 - 727.500000
- 727.500001 - 2780.000000
- 2780.000001 - 3907.700000

HOUSEHOLDS

- 1
- 5
- 10
- 50
- 100

RPI consulting

GATEWAY TO THE GREAT SAND DUNES

THE CITY OF ALAMOSA

Comprehensive Plan

N

0 0.25 0.5 1 Miles