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CIVIC IMPROVEMENT PLAN

CITY OF CRAIG, COLORADO

prepared by:
SHAPINS ASSOCIATES
in association with:
EDAW
THE LINCOLN COMPANY

SHAPINS
ASSOCIATES

September 23, 1993

Mr. Greg Potter
Community Development Specialist
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PLANNING
URBAN DESIGN
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Dear Greg:

Shapins Associates, Inc. is pleased to submit the City of Craig Civic Improvement Plan. This document summarizes a long effort whereby the Craig Improvement Authority and local citizens, merchants, and public officials undertook the challenging task of planning for public improvements along primary roadways in Craig.

I admire the visions that citizens have for Craig. Visions of attractive and operative streets, signs, pedestrian facilities, and public amenities. Civic improvements which will encourage downtown revitalization and economic development in Craig. These improvements are intended to link the new and older business districts along the most important public open spaces in Craig: Victory Way and Yampa Avenue.

I expect that the CIA and the City will use this plan to guide public investments in Craig. The plan should also be used to guide private investments and the ongoing work of other boards and commissions.

In addition to this document, we are submitting the color graphic copies, color originals, and project slides that the CIA can use to explain the project to the Craig community.

We have really enjoyed working with you and the members of the CIA. It has been clear to me that this effort has been successful because of the insight and direction that you have given to the project, and because of the the interest, enthusiasm and ideas that have been forthcoming from the CIA.

If you or others have any questions, please call me.

Sincerely
SHAPINS ASSOCIATES, INC.

Jerry Shapins, ASLA
Principal

A large, stylized handwritten signature in dark ink, consisting of several overlapping loops and a long horizontal stroke extending to the right.

ACKNOWLEDGEMENTS

The Craig Civic Improvement Plan was prepared for the citizens of Craig, Colorado, under the direction of the Craig Improvement Authority, the City of Craig Community Development Department and Shapins Associates, Inc. Through a series of public meetings this document was completed between the months of February and August of 1993.

Special acknowledgements and thanks are given to the following for their support and contributions to this project:

Craig Improvement Authority

Missy Bonaker	Dr. George Mihel	Jack Bonaker	John Muller
Audrey Danner	Jerry Paulson	Dan Davidson	Bernie Rose
Tammie Hanel	Dan Samer	Frank Hanel	Corrie Scott
Sherry Holman	Kathy Shea	Frank Holman	Kasia Stevens
Jane Hume	Carol Stewart	Jean Kowach	Delaine Voloshin
Candy Kropinak	Twila White		

The Craig City Council

Current Members:

Saed Tayyara, Mayor
Cathy Nicoletto, Assistant Mayor
Tony St. John
Torie Barainca
Kelvin Stehle
Charles Holmgren
Charlotte Craft

Past Members:

Ron Ringhand
Kathleen Neal
Bob Waker

The Planning and Zoning Commission

Jim Meineke, Chairman
Chris Nichols, Vice Chairman
Darlene Sherman
Cindi Crabtree
Randy Kloos
Betty Crane
Bill Hesselgren

City of Craig Staff

Jaci Mock, Parks & Recreation Office Manager
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INTRODUCTION

A. PURPOSE AND NEED

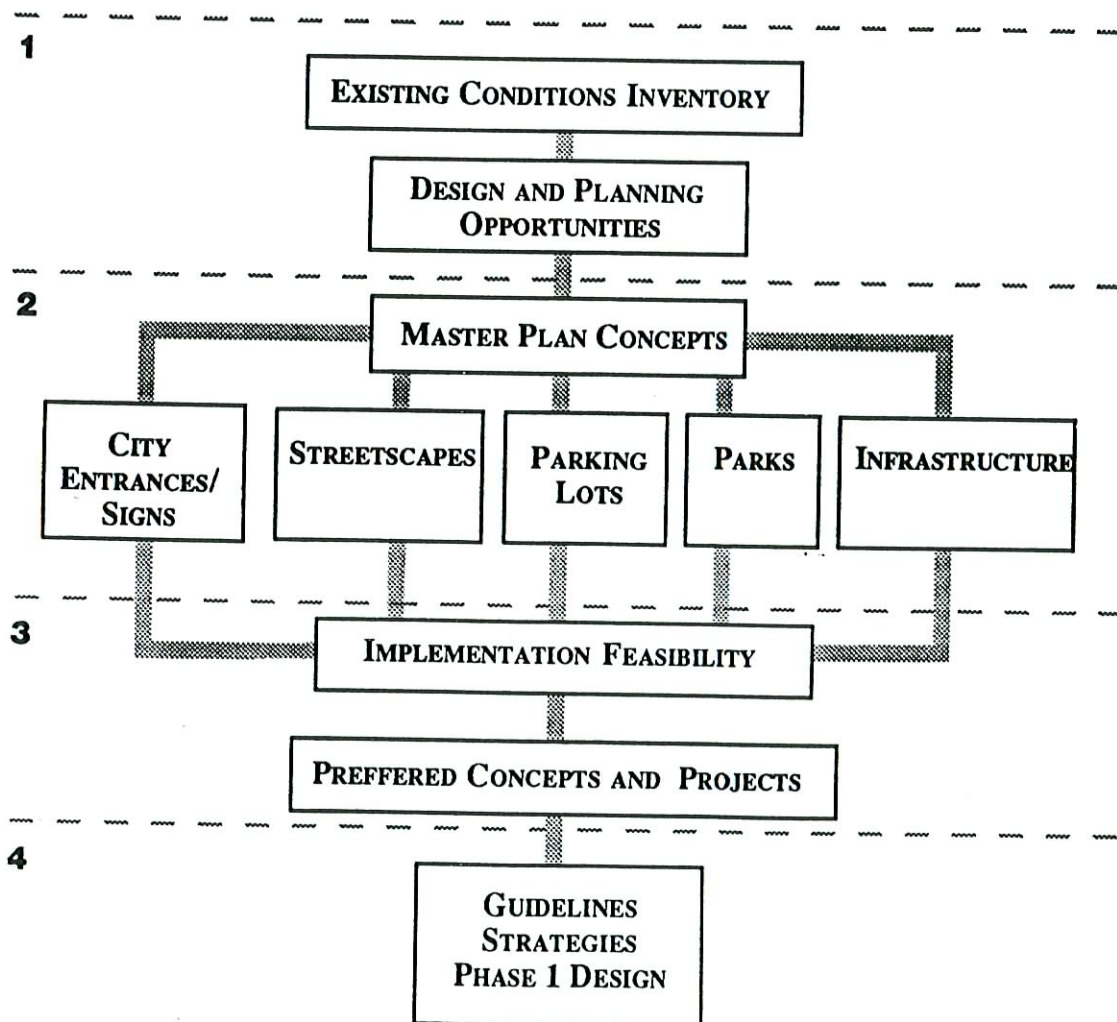
The Craig Civic Improvement Plan has been developed to provide recommendations for the implementation of future physical improvement and streetscape projects for the community of Craig, Colorado. Initiated by the Craig Improvement Authority, this document represents the last phase of a three year planning effort. This Plan has been developed under the direction of citizen volunteers and represents a consensus of opinion. The project concepts included in this plan focus on the principles of physical enhancement as a basis from which to improve existing visual appearances, community image and economic concerns.

During the last two decades, the downtown shopping district has deteriorated while growth has expanded on the western edge of the City. This newer growth and development does not provide the rich local identity that the downtown used to provide or is currently gained from Craig's parks, cultural, natural, and recreation resources. The future of Craig depends in part upon how well the town guides future growth and development and the quality of the visual environment. Victory Way is a particular case in point. Recent development along this corridor has given little consideration to the historic townscape, pedestrian uses and the downtown shopping district of Craig. In addition, the one way traffic system along Victory Way disperses traffic and has reduced the vitality of downtown. Rather than relating new development (buildings, roads, parking lots, plantings, signs) to the existing character of Craig, an automobile dominated commercial strip has created two completely distinct areas. Therefore, as one enters or leaves Craig, one experiences contrast and discontinuity between outlying commercial areas and the historic downtown. This lack of consistency along Victory Way leaves an impression that does not enhance civic identity.

This document provides a plan for improving the physical appearance of sections of Victory Way and Yampa Avenue, to create a more harmonious transition between old and newer parts of the corridor, and to identify key entrances to the City and the downtown area. Design concepts, guidelines and implementation strategies are provided to direct future civic improvements which will improve the image of the City, and serve to enhance the economic potential of business in Craig.

B. PROCESS AND BACKGROUND

The Craig Civic Improvement Plan has been developed through the combined efforts of the Craig Improvement Authority (CIA), City Staff, and the consulting firms of Shapins Associates, EDAW and the Lincoln Company. The Plan consisted of four phases shown on the diagram below. The CIA and City Staff met with the consultant team several times to review and comment on design concepts and implementation strategies for projects along Highway 40/Victory Way and Yampa Avenue. The final plans and design concepts represent a consensus among CIA members on the types of projects necessary to improve city entrances, the downtown district, and commercial and industrial corridors.



C. PROJECT GOALS AND OBJECTIVES

The goals and objectives of The Craig Civic Improvement Plan, as developed by the Craig Improvement Authority (CIA), City Staff, and the Shapins Associates Project Team, are as follows:

1. **TO DEFINE AND INITIATE ACHIEVABLE PHYSICAL IMPROVEMENT AND STREETSCAPE PROJECTS THAT ENHANCE THE CIVIC IDENTITY AND COMMUNITY PRIDE OF CRAIG.**
2. **TO DEFINE AN IDENTIFIABLE IMAGE FOR THE CITY OF CRAIG.**
3. **TO IMPROVE THE VISUAL APPEARANCE OF CITY ENTRANCES, COMMERCIAL/INDUSTRIAL CORRIDORS, AND THE DOWNTOWN DISTRICT.**
4. **TO ENHANCE AND STIMULATE THE ECONOMIC VITALITY OF BUSINESS IN CRAIG.**
5. **TO IMPROVE SAFETY AND ACCESS FOR THE PEDESTRIAN AND THE BICYCLIST ALONG HIGHWAY 40 AND YAMPA AVENUE.**
6. **TO WORK WITHIN THE PARAMETERS OF THE EXISTING ONE-WAY ROADWAY AND CIRCULATION SYSTEM OF VICTORY WAY AND 4TH STREET IN DOWNTOWN CRAIG, YET NOT PRECLUDE OPPORTUNITIES FOR FUTURE CIRCULATION IMPROVEMENTS.**
7. **TO DEVELOP CIVIC IMPROVEMENTS THAT ARE COMPATIBLE WITH EXISTING AND PLANNED LAND USES.**
8. **TO DEVELOP CIVIC IMPROVEMENTS THAT GUIDE VISITORS TO LOCAL BUSINESSES, SHOPPING AND PUBLIC FACILITIES.**
9. **TO DEVELOP COST ESTIMATES, IMPLEMENTATION STRATEGIES AND MAINTENANCE PROGRAMMING FOR HIGH PRIORITY PROJECTS.**

INTRODUCTION

2

ANALYSIS AND OPPORTUNITIES**A. SETTING AND CONTEXT**

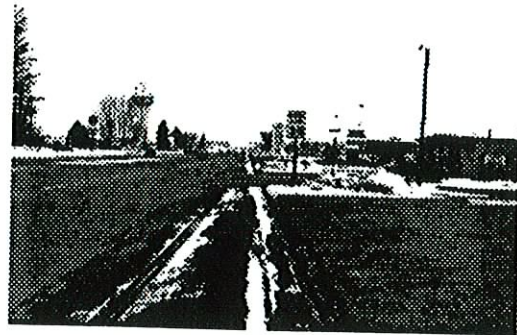
The City of Craig, situated along Highway 40 and the Yampa River, is the regional market center of Northwest Colorado. Having recently experienced boom and bust cycles related to periodic energy development, this region is currently undergoing steady economic growth and redevelopment associated with regional economic restructuring efforts.

Roadway access is provided by U.S. 40, a regional arterial in need of major improvements. This roadway is locally named Victory Way as it passes through Craig. This road is the major front door to Craig, and is the location for industrial, commercial, residential and institutional uses.

Air access to the City is provided by Hayden's Yampa Valley Regional Airport, which provides full service jet access in the wintertime.

Future growth is expected in Craig and Northwest Colorado because of the following regional strengths:

- The area offers magnificent scenery and recreational opportunities, providing a highly developed and growing winter tourism base at Steamboat Springs, and numerous opportunities for summer recreation.
- The City has recently participated in the development of the Yampa Valley Outdoor Recreation Conceptual Plan. This plan outlines an aggressive strategy to develop recreation and alternate transportation modes that are compatible with mining and agricultural industries. As this plan is implemented, it will further strengthen Craig's position as a central service and market center in the region, and solidify the growth of recreational and tourist based opportunities in Craig.



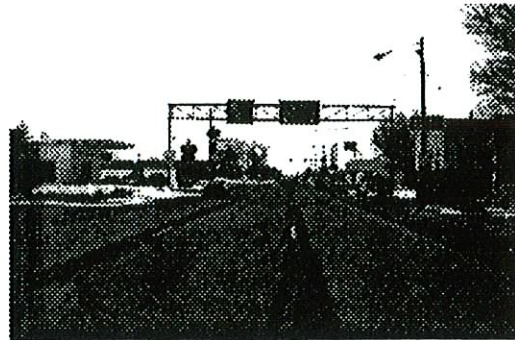
- The City is situated along the Yampa River Valley, surrounded by extensive open lands used for recreational, ranching, mining, and agricultural purposes. It has a beautiful setting that has always been a key component of the quality of life in Craig.
- Studies have been initiated to establish year round air service at Yampa Valley Airport. When year round air access is developed, it may enhance the local economy, and business development along Highway 40.
- There are abundant industrial development sites currently available for development in the region and there is excessive water and energy capacity required to fuel this development.

B. VICTORY WAY/U.S. 40

Land uses and development vary along Victory Way. On the east end of the corridor, from the eastern City limits to Legion Street there are a variety of open industrial lands, industrial buildings, a drive in movie theater, and the Moffat County Fairgrounds. There are extensive open lands abutting Highway 40, with scenic views available to local mountains across the Yampa Valley. On the north side of the roadway are scattered residential, industrial and business uses.

Victory Way in the older parts of the City is typical of commercial development that has appeared during the last four decades in rural municipalities. Except for portions of the old town area near Yampa Ave., the roadway is scaled to the automobile with an abundance of commercial and highway directional signs lining the street. The styles of architecture and set-back lines are varied with little or no consistency except for the low scale height of buildings and their orientation to the street. Open parking lots line portions of the street, and utility wires (telephone and electric) line major portions of the corridor. Numerous vacant lots and blighted properties line Victory Way in the downtown district. Cobra head street lights provide illumination in the downtown area, and intermittent street trees are present near the Yampa intersection.

The section of Victory Way, from Pershing to Finley Lane, is the location for more extensive strip commercial developments. Older motels, fast food establishments, car dealerships and a shopping mall are dominant uses along this section of Victory Way. The highway widens in this area, there



are no sidewalks, street lighting or consistent curbside landscaping. There are extensive building setbacks with large parking lots between the street and the buildings. The parking strip located along the curbside is not used because of the availability of parking lots.

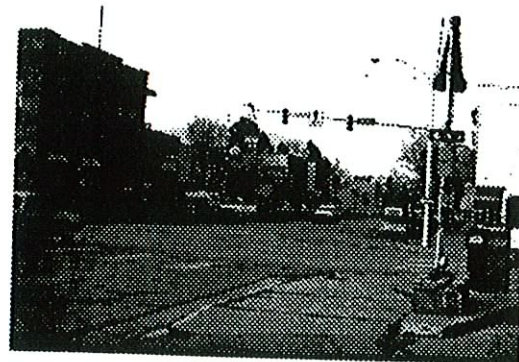
The section of Victory Way, from Finley to the intersection of Great Divide Road/Colorado Highway 13, is characterized by newer commercial and industrial developments and the presence of a frontage road on the north side. Although the City has successfully completed the landscaping of some right of way, this area still suffers from similar problems as the areas closer to downtown, including a large expanse of Right of Way.

C. OLD DOWNTOWN DISTRICT

YAMPA AVENUE

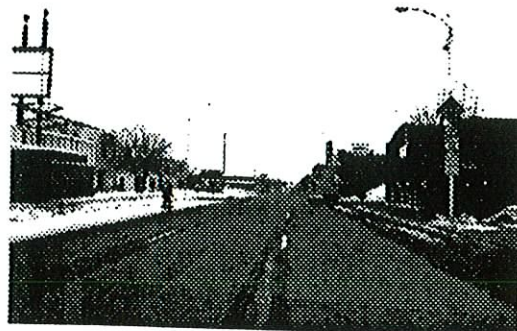
Yampa Avenue, from 4th to 6th Streets, is the location for the historic downtown shopping district. Older one and two story buildings, located behind the sidewalk and close to the street, line both the east and west sides of the street. The section of Yampa from Victory Way to 4th, has more blighted and vacant structures than the section from Victory Way to 6th. In this pedestrian oriented area, the following conditions generally exist:

- deteriorated sidewalks, lighting, furnishings
- lack of distinguished identity in downtown gateway areas at 4th/Victory Way
- inconsistent facade treatment on buildings
- open and non landscaped parking lots
- lack of year round landscape interest
- lack of clear guide signs for parking, shopping and public facilities
- blighted alley conditions: paving, lighting, drainage



VICTORY WAY

Victory Way, from Lincoln Street to Pershing Street, is a one way roadway for motorists driving west. The conditions for this road are described in section B, above.



4TH AVENUE

4th Avenue is the roadway that provides a one way link for motorists driving east through downtown. This road functions as a vehicular bypass and prevents direct access or visibility of the downtown shopping and business district. A variety of industrial and residential uses line the corridor, with standard guide signs provided to direct motorists north to the shopping district. Significant portions of the right of way are available for enhancements, particularly at the transition areas adjacent to Victory Way, and at the intersection with Yampa.



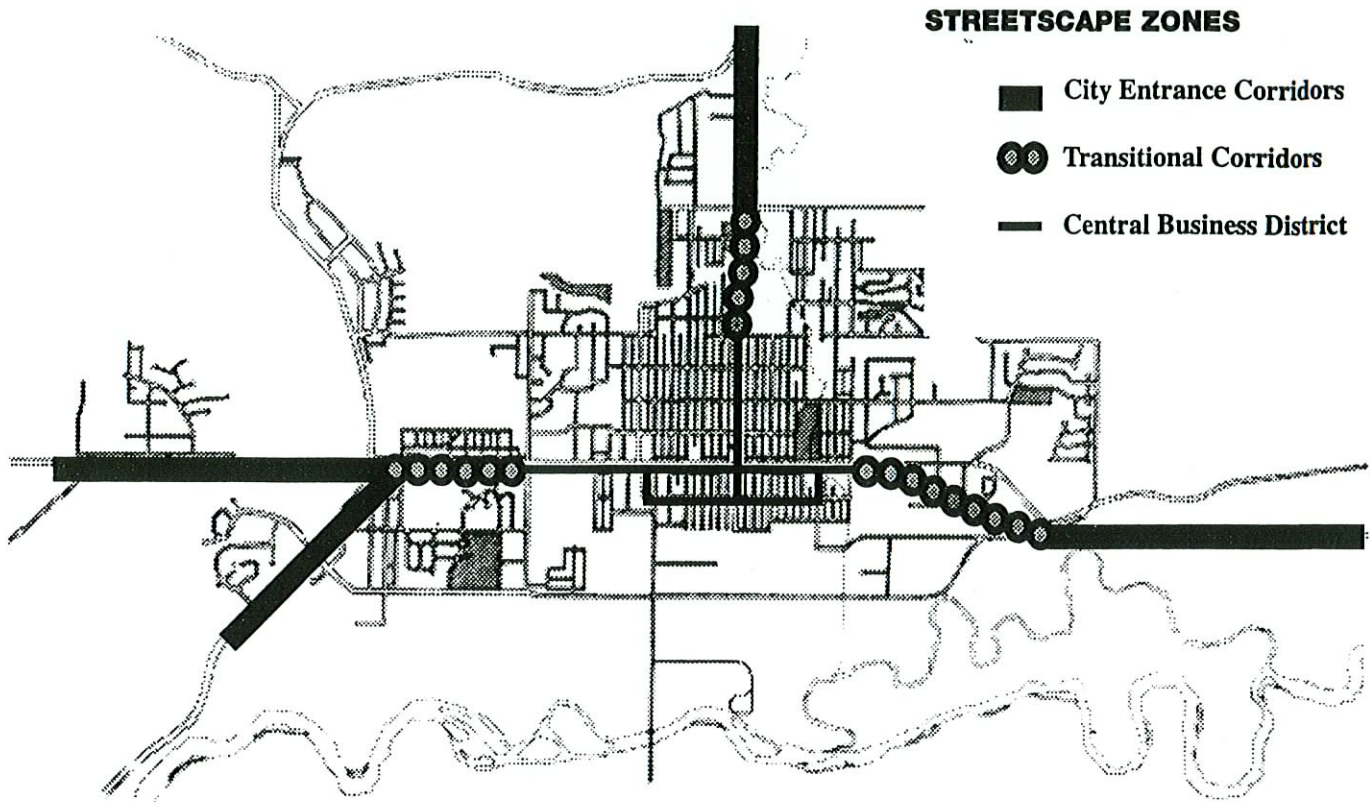
D. CITY ENTRANCES

The *East* and *West* entries to Craig, along Highway 40, are primarily open lands with scattered industrial and business uses. A City identification sign at the East entry is located close to the Yampa Valley Electric building where numerous billboards exist. The *South* entry to Craig, along Colorado Highway 13 just past the crossing of the Yampa River, is a beautiful open site with scenic distant views of the City. The *North* entry to Craig, along Yampa Avenue, is the location for the City shops and other industrial uses.

E. DESIGN AND PLANNING OPPORTUNITIES

Once the inventory of significant public streetscapes along U.S. 40, Victory Way and Yampa Avenue was completed, an analysis of the key factors providing design and /or planning opportunities along the streetscapes was completed. The major factors identified in this analysis include:

1. The opportunity for public information and signage improvements in the public right of way along Victory Way, Yampa, and 4th Avenue to identify special events, historic structures, public facilities, parking lots and the downtown shopping district. This would involve cooperative efforts of CDOT and the City to reformat existing highway signs to increase functionality and compatibility with new signs.
 2. The need for developing a more cohesive and unified image of Craig that is expressed in unified civic improvements such as signs, streetscape improvements, parks, parking lots, utilities and infrastructure.
 3. The opportunity for focal areas at major intersections along Victory Way and Yampa Avenue.
 4. Opportunities for streetscape improvements in the public right of way:
 - The opportunity for highway related commercial corridor streetscape improvements in the public right of way along Victory Way to screen parking lots, provide an attractive edge to the street, provide pedestrian facilities, and to enhance vehicular circulation. Landscape improvements should provide a diverse year round impact, emphasize use of low maintenance and xeriscape plant materials, and be protected from highway maintenance activities.
 - The opportunity for more attractive and unified pedestrian related downtown streetscape improvements in the public right of way along Yampa, from 4th to 6th, to screen parking lots, provide an attractive edge to the street, provide pedestrian facilities, and to enhance vehicular circulation. Special emphasis should be to develop a coordinated palette of paving, street furniture, planters, signs and lighting which reflect a timeless western theme. To coordinate and develop a unified character, improvements should reflect three general character zones based upon the timing and character of existing development: (see map on following page)
- City Entrance Corridors**
- Rural city entrance zones characterized by wide public rights of way, open lands, scenic views, and intermittent development. Located along U.S. 40 and Colorado 13.
- Transition Corridors**
- Transition areas between the City entrances and the central business districts. These areas possess sporadic open areas, industrial, commercial and residential development.
- Central Business District**
- Commercial Highway District from Finley to Pershing along Victory Way
 - Downtown District
5. The opportunity for infill and redevelopment projects in the vacant and underutilized lots along the street to further enframe the street and to provide increased vitality and activity.
 6. The opportunity for improving circulation and access along Victory Way and Yampa Avenue by providing improved signage, striping, and curb alignments.
 7. The opportunity to improve downtown infrastructure by:
 - reducing visual complexity by placing overhead wires underground along Victory Way and Yampa
 - improving downtown alleys and drainage



8. The opportunity to improve safety and security in Craig by improving the illumination of Victory Way and Yampa Avenue by providing unified decorative and functional street and pedestrian scale lighting in the central business district.
9. The importance of special design opportunities and projects on available public lands. Opportunities include:
 - Development of special gateway parks at the public lands:
 - NW Corner of Finley/ Victory as a gateway to the central business district where newer development is occurring.
 - Victory Way and Fortification Creek as a gateway park for the City that celebrates the recreational, energy, and cultural resources of the region and City.
 - The development of special crossroad design features at Yampa/4th St., Yampa/Victory Way and Yampa/6th St. Consider pocket parks and special features to attract users to downtown businesses.
 - Feature landscape development on vacant lands along Victory Way at Cherry Street and Ogden Street. Develop year round impact with landscape materials and possible location for public art and signage.
11. The importance for the City to develop and enforce land use and site development regulations which maintain the objectives of this plan. Strategies to consider include:
 - The City should adopt a landscape ordinance to ensure that parking lots and rights of way are appropriately buffered and landscaped.
 - The City should work to revise existing sign regulations.
 - The City should develop a comprehensive downtown plan that would define the future vision of downtown by integrating economic, land use and circulation issues.

3

MASTER PLAN

Based upon the previous analysis, the CIA has developed the following recommendations. These recommendations are presented in the three following sections:

The *Civic Design Objectives* describe the overriding principles for all projects.

The *Summary Map* describes the location and type of all proposed priority civic improvements.

The *Priority Project Recommendations* describe the recommended high priority projects.

A. CIVIC DESIGN OBJECTIVES

1. ACHIEVE HIGH QUALITY DESIGN

The public improvements along visible roadways are primarily designed for the functional needs of access, drainage and civic infrastructure. Private development has utilized utilitarian building forms located in large parking lots. This has resulted in an environment whose character is dominated by the automobile, is fragmented, does not attractively reflect the local community, and presents a substandard image. The character of public and private development along these roadways can be characterized as "Anywhere U.S.A." The form of roadside and civic development should be dramatically upgraded so that it better supports the image and economy of Craig.

2. ESTABLISH A UNIFIED AND SPECIAL DESIGN VOCABULARY

The City of Craig should establish a unified and special design theme that takes advantage of the natural setting and cultural heritage of the region. The design elements and use of materials should enhance the civic environment, and provide a *uniform* and *special* image that is visible in all public projects. Civic improvements and public art that are incorporated into the project should reflect the forces which shaped Craig such as ranching, mining, Native American influence, scenic and natural features, and historic artifacts. The City should develop its own unique design vocabulary of civic improvements to present a "Craig" image.

3. ESTABLISH STREETSCAPE ZONES

To implement the unified design vocabulary, an overall streetscape concept should reflect three distinct but compatible streetscape zones along major public rights of way in Craig. These three zones should include (see Map previous page):

- City Entrance Zones

East Victory Way City Limit to Stock Drive

West Victory Way City Limit to Colo 13

South Colo 13 City Limit to Victory Way

North Yampa City Limit to 9th

- **Transitional Zones**

East Victory Way - Stock Drive to Legion

West Victory Way - Colo 13 to Finley

North Yampa - 9th to 6th

- **Central Business District**

Victory Way - Finley to Legion(Old Town)

Yampa - 4th to 6th

Pershing (one way turn on to 4th Street)

4th - Ranney to Lincoln

4. PROVIDE DESIGN LINKS BETWEEN NEW AND OLD COMMERCIAL DISTRICTS

Businesses along West Victory Way are the primary sales tax generators in Craig. This area attracts business from throughout the region. Conversely, business in the old downtown shopping district along Yampa Avenue is declining. To best take advantage of the increasing activities along West Victory, and to encourage revitalization of the older downtown, public improvements with a unified palette of materials and character should be developed along Victory Way and Yampa Avenue. This would help Craig to develop a more cohesive image and to encourage the development of a unified and attractive central business district.

5. REDUCE THE VISUAL AND PHYSICAL DOMINANCE OF THE AUTOMOBILE

The principal element that has determined the form of commercial development along the entryway, commercial and industrial strip corridors has been the automobile. The amount of land consumed for auto circulation and storage dominates the landscape, and has not been mitigated by landscaping in any significant way. While it is important to potential customers that they know that they can enter, park and exit easily, it is not necessary that these functions dominate the appearance of highly visible roadways in Craig. Therefore, considerable attention should be given to providing improvements which mitigate the impact of the automobile, along with encouraging the private sector to adhere to principles of good site design. These improvements should be applied to Victory Way, Yampa Avenue, and to public and private parking lots.

6. PROVIDE LANDSCAPING AND SEASONAL COLOR

The natural landscape in the Yampa Valley plays a major part in the form and character of the community. Broad expanses of cottonwoods, willows and vistas of surrounding hillsides are appreciated by residents and tourists in Craig. In the built environment, introduced trees, shrubs and groundcovers serve many valuable purposes as is evident in the beautiful neighborhoods of Craig. Here landscaping softens building forms and pavements, provide for bird and wildlife habitat, provide for seasonal color and interest, and mitigate harsh winter winds. In public places and commercial streets in Craig, landscaping can play a much greater role in providing environmental, aesthetic, economic and functional benefits. Large scale tree planting and landscaping can have a major impact to Craig that will benefit the community for many years.

7. ENHANCE PEDESTRIAN ACCESS

People on foot need much of the same elements of access, circulation and information that people need in cars, but at a completely different scale. When walking, people desire safe, convenient and inviting routes of travel, with clear directional signs. In addition, research has shown that people feel much more comfortable with their surroundings when there are a variety of choices available to them: things to see, things to do, places to sit, people to interact with, etc. This suggests that civic improvements in Craig should include a number of pedestrian features such as seating, detached pathways, landscaping, lighting, and buffers from vehicular impacts.

8. PROVIDE PUBLIC OPEN SPACES

Public spaces play an important role in the life of a community. In addition to providing places for sports and active recreation, people enjoy using outdoor open space, regardless of climate, for a wide variety of activities: concerts, art fairs, celebrations, meeting neighbors and friends, having a picnic with business associates or sitting quietly reading a book or watching birds. There are many opportunities for including additional open spaces on public and private lands in Craig: vacant lands along Victory Way/Highway 40, as part of public parking lots, along natural drainage corridors and as part of existing or new commercial development. The development of these areas should reflect the special characteristics of the site and community, by incorporating the local history, natural features, tourist interests and community needs. In summary, the City should develop open spaces and parks in visible and attractive locations to:

- Mark the entries to the central business district and old town areas
- Provide place for concerts, art fairs, exhibits and other special events
- Provide "pockets" of open space along Victory Way and Yampa Avenue
- Provide linkage to other City facilities
- Increase vitality and character in the central business district
- Improve appearance and provide special identity of Craig
- Provide education/interpretation of historic/natural heritage
- Provide landscape demonstration
- Provide settings for Public Art

9. PROVIDE PUBLIC INFORMATION/SIGNS

Signs in Craig have mirrored the growth and development in Craig. The Colorado Department of Transportation signs sometimes dominate the landscape and encourage visitors to leave town. Public facility guide signs are almost non existent and are needed to help visitors to find destinations. The existing City limit sign has an outdated image and must compete with a proliferation of private off premise signs. The City of Craig should develop an attractive and coordinated signage program which would establish a more memorable and uniform City identity, help to identify special districts in Craig and help visitors find local facilities. These signs should include city entrance signs at the 4 city limits, special event signs along Victory Way as one approaches the downtown, wayfinding signs along Victory Way which direct visitors and residents to public facilities, and facility and street name identification signs. The design and location of these signs should be coordinated with the updating and relocation of existing CDOT signs.

10. IMPROVE OUTDATED INFRASTRUCTURE

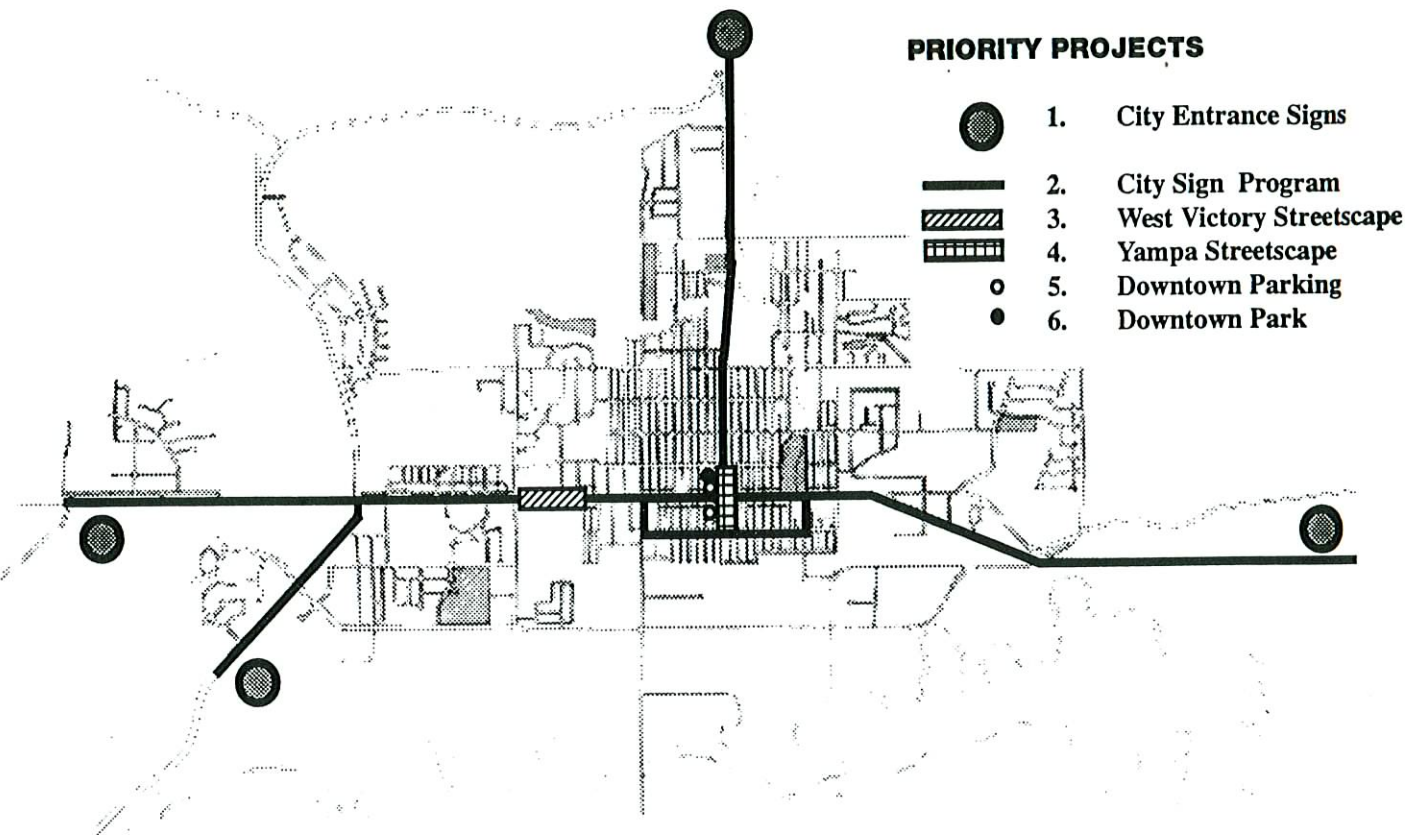
The alleys, lights, and utility wires in Craig are critical componenets of the civic environment. Over the years, some of these elements have deteriorated and are in need of overhaul. Therefore, the City should:

- Improve alley surfaces to improve service access, drainage and appearance
- Underground highly visible aerial utilities. Undergrounding of aerial utilities should be a high priority along public easements or public property. The City should seek out funds and measures that may become available for undergrounding work. Improvements in the areas around undergrounding projects should be deferred until the undergrounding is complete.
- Work with Yampa Valley Electric to replace inefficient and outdated street highway lighting. New standards and fixtures will increase illumination, improve appearance, and to reduce operating costs.

B. SUMMARY MAP

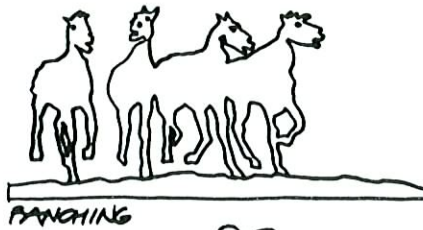
The Civic Improvement Plan for the City of Craig as developed by the CIA, the City Staff, and the Shapins Associates Project Team consists of the following key priority projects illustrated on the map below.

These projects were selected from a group of over twenty projects initially considered by the Craig Improvement Authority. See Appendix.

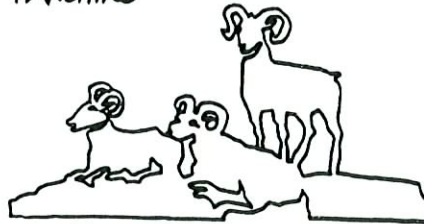




COLORADO 13 GATEWAY
NORTHBOUND



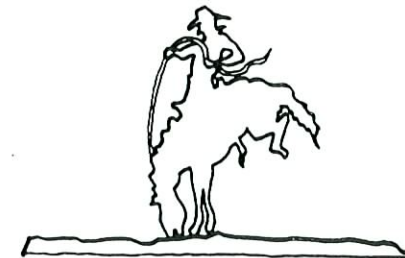
RANCHING



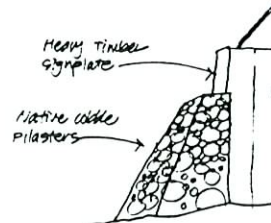
WILDLIFE



MINING/ENERGY



WESTERN



WESTERN/MOUNTAIN

GATEWAY SIGNS
THEME FIGURE OPTIONS

C. PRIORITY PROJECT RECOMMENDATIONS

1. CITY ENTRANCE SIGNS

Purpose:

- To identify political boundaries of the City
- To enhance City identity
- To welcome visitors to Craig

Description:

- Establish primary entrances to the city at the 4 city limits. Develop city entry signs at the following locations:
 - The east entry along Highway 40, just past the existing entry sign along the north escarpment. This area is an attractive site, closer to the motorist, with a scenic City vista in the background. It is not confused with private uses or billboards
 - The south entry, along Colorado 13 overlooking the Yampa Valley and the City of Craig
 - The west entry in an open and rural area along Highway 40
 - The north entry north of the City shops
- Each of these signs shall be designed to:
 - Be simple in character and message to relate to the passing motorist
 - Express local heritage and resource themes
 - Differentiate the four entries to Craig
 - Include local materials such as stone, wood and metal

2. CITYWIDE SIGN PROGRAM

Purpose:

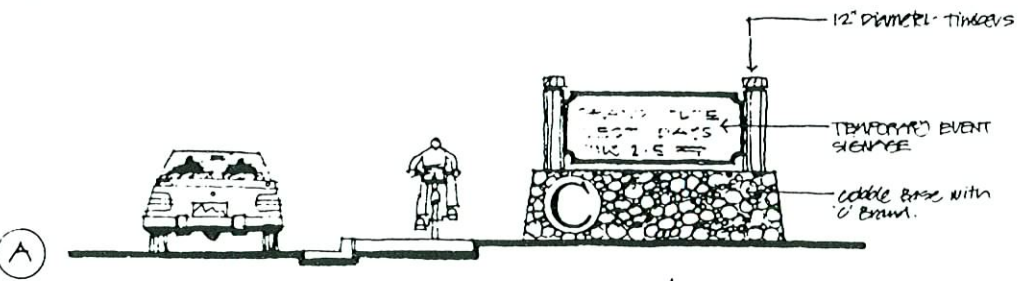
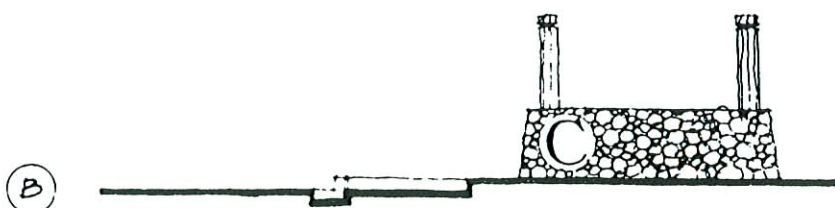
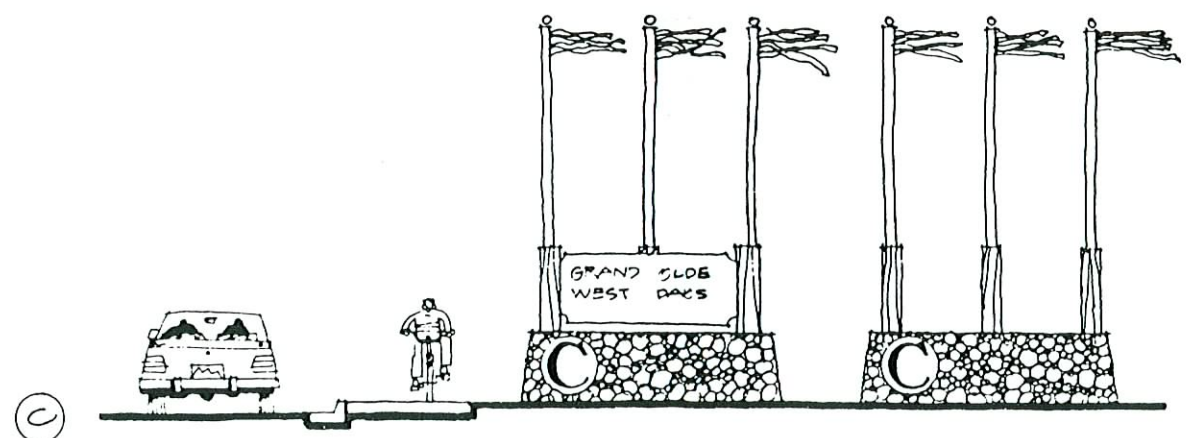
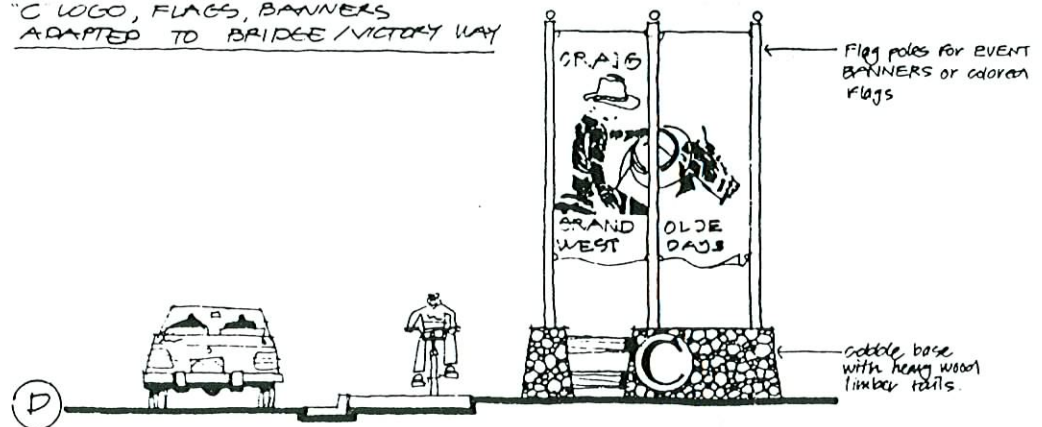
- To reduce confusion and clutter of public highway signs
- To identify special events to motorists
- To identify city facilities
- To guide motorists to City facilities, shopping districts, and other key destinations
- To enhance City identity

Description:

- Develop detailed signage program to identify key messages, sign requirements, and costs
- Work with CDOT to:
 - relocate overhead signs
 - color code new guide signs
 - develop new messages
 - reduce sign size
 - eliminate some signs
- Build 4 special event signs at east, west, north, south entry corridors. These signs shall:
 - Identify seasonal activities and events to residents and visitors to Craig
 - Be designed to be compatible with the City entrance signs
 - Be located in attractive and visible landscaped settings that do not conflict with private development
- Build decorative street name signs in central business district.
- Develop Directional Signage at major intersections along Victory Way .
- Street signs should be located at every street intersection at designed with theme colors, type and "C" Brand.
- Large directional signs shall be developed to include messages with directional arrows to direct motorists to visitor information, downtown district, major parks and trails, chamber of commerce, library, city hall, and fairgrounds.
- Color, text, size, shape and locations should meet state and national standards to minimize visitor confusion and to maximize communication and safety.
- Develop Community Facility Identification Signs . These signs shall:
 - Identify community facilities at each building or site
 - Be designed to be compatible with the City entrance and special event signs
 - Be located in attractive and visible settings that do not conflict with private development
 - Build site/facility identification signs at library, 4 City parks, 3 City parking lots, City Hall, and the County Court House



"C" LOGO, FLAGS, BANNERS
ADAPTED TO BRIDGE / VICTORY WAY



SPECIAL EVENTS SIGNAGE 4' x 10"

3. WEST VICTORY STREETScape DEVELOPMENT

Purpose:

- Improve pedestrian/bikeway circulation
- Improve appearance
- Link to downtown areas
- Improve retailing opportunities/visibility
- Increase value of area
- Reinvest in improvements to promote continued growth

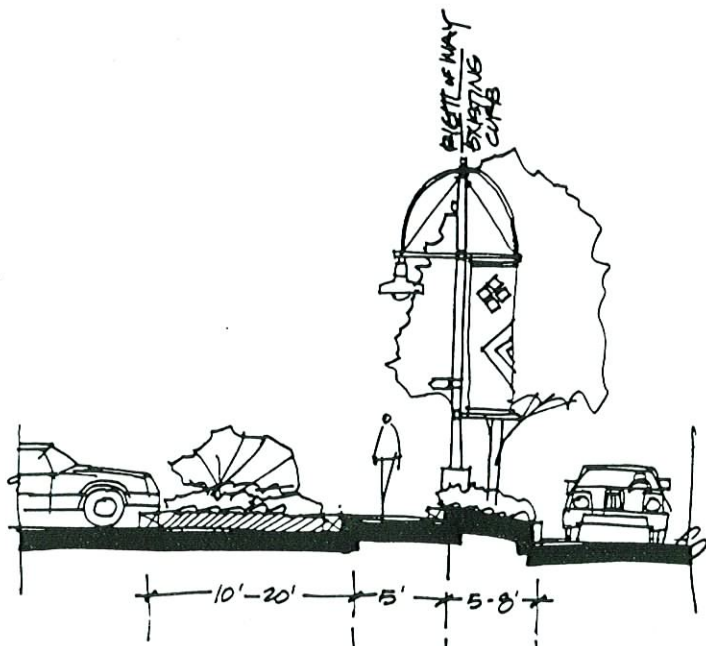
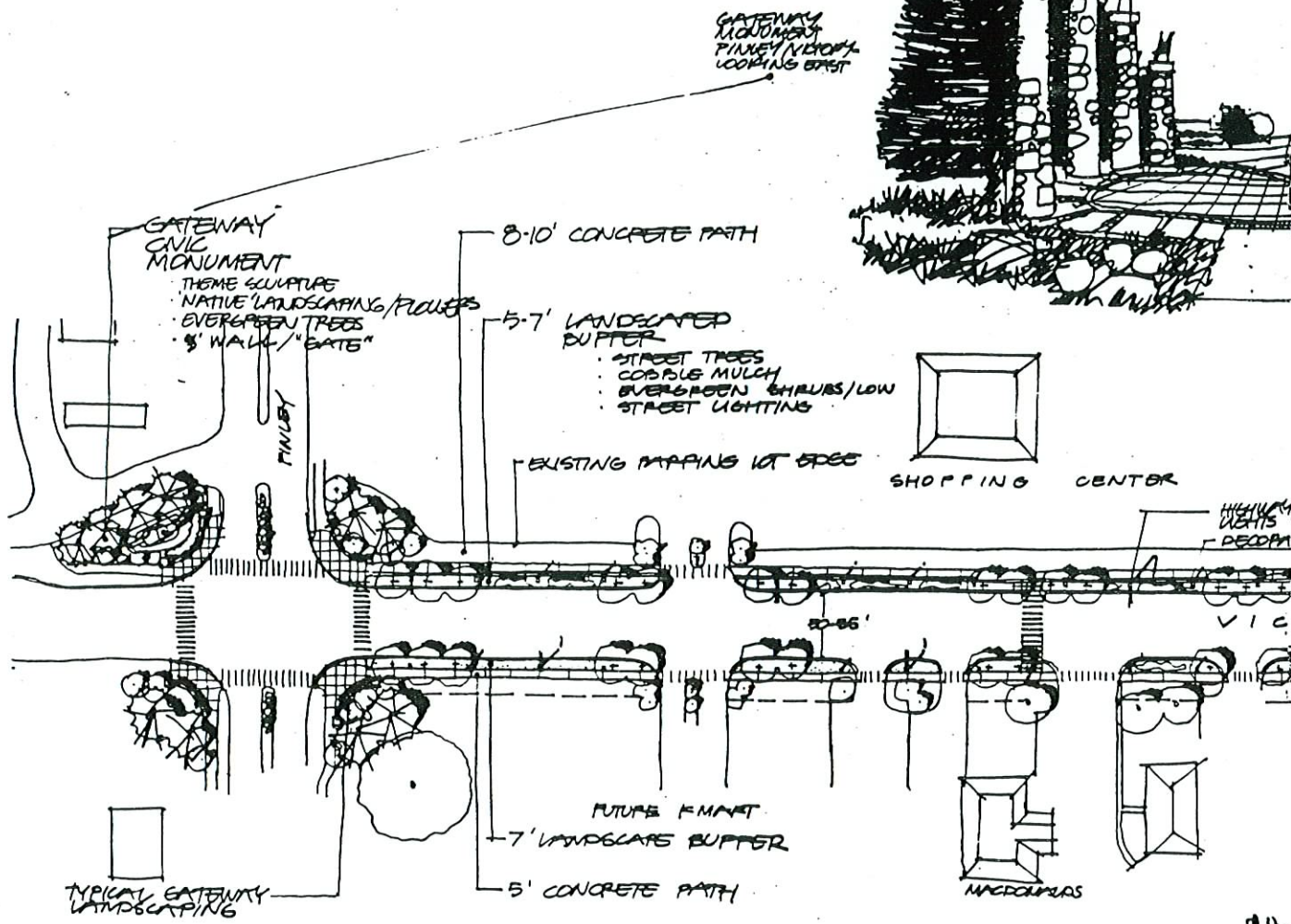
Description

Provide the following programs, improvements and streetscape elements along West Victory, from Finley to Stout:

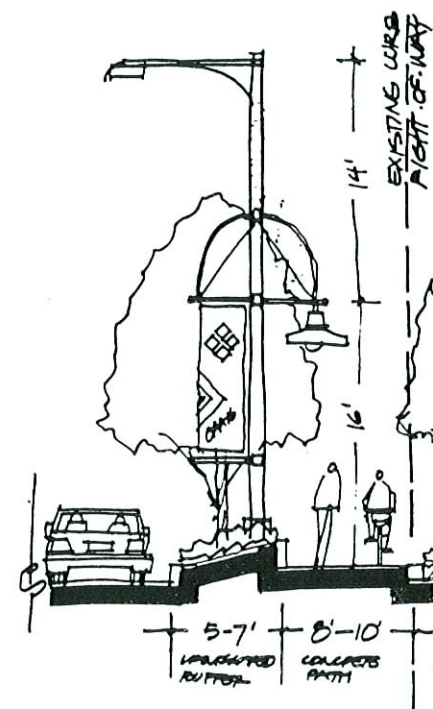
- Formal clumps of large canopy street trees
- Detached bikepath/sidewalk on north side
- Landscaped buffer strip at edge of curb
- Landscaped entries to shopping center and the new K- Mart
- Pedestrian crosswalks at key intersection
- Detached sidewalk on south side
- 16' Street/Pedestrian scale lights
- 5 lane highway without roadside parking
- Varied building setbacks
- Screened parking lots

Program recommendations include:

- Incentive programs for landowners to make roadside improvements
- Design and development guidelines
- Signage guidelines and regulatory incentives
- Develop and adopt a landscape ordinance



WEST VICTORY / COMMERCIAL / SOUTH SIDE



NORTH SIDE / SHOPPING CENTER

4. YAMPA STREETScape DEVELOPMENT

Purpose:

- Improve pedestrian circulation
- Improve appearance
- Link to Victory Way
- Improve retailing opportunities/visibility
- Increase value of area
- Reinvest in improvements to promote continued growth

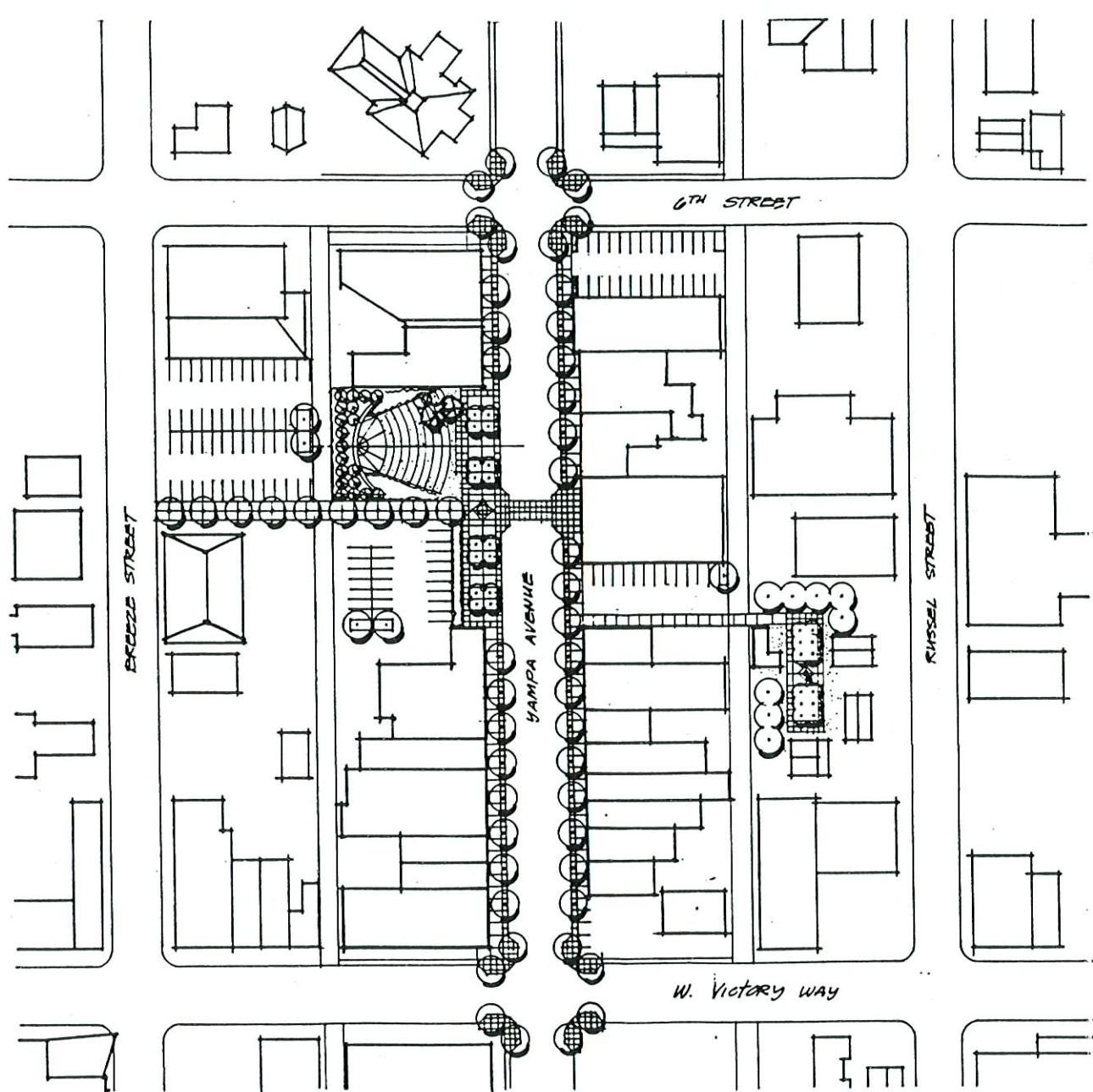
Description:

Provide the following programs, improvements and streetscape elements along Yampa Avenue, from 4th to 6th:

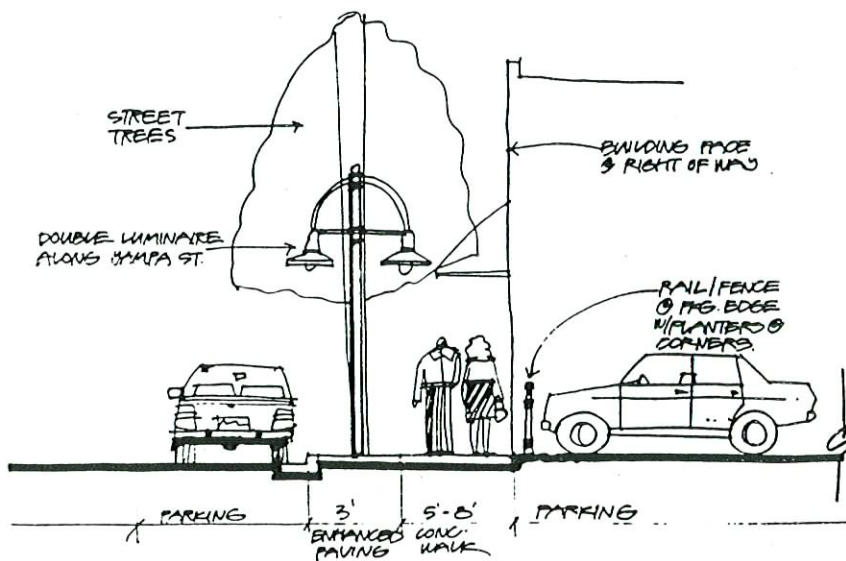
- Single row of medium scale canopy street trees planted 25-30' O.C.
- Landscaped/screened parking lots
- Attached sidewalk on both sides
- Pedestrian crosswalks at key intersection
- 12' Street/Pedestrian scale lights
- 4 lane highway with roadside parking

Program recommendations include:

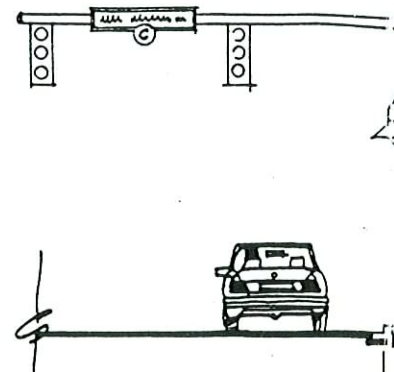
- Incentive programs for landowners to make roadside improvements
- Design and development guidelines
- Signage guidelines and regulatory incentives
- Develop and adopt a landscape ordinance



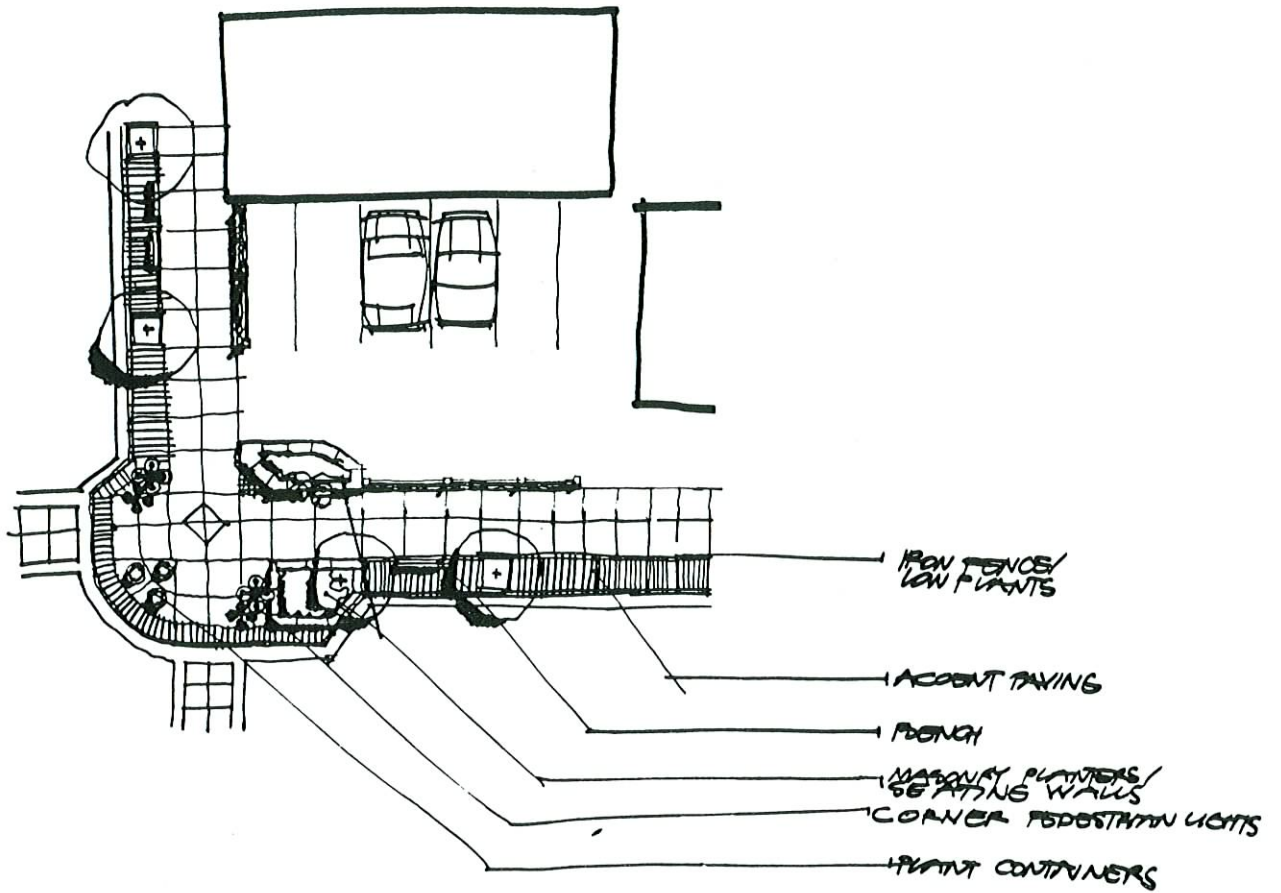
YAMPA AVE PLAN 1"=50' 0"



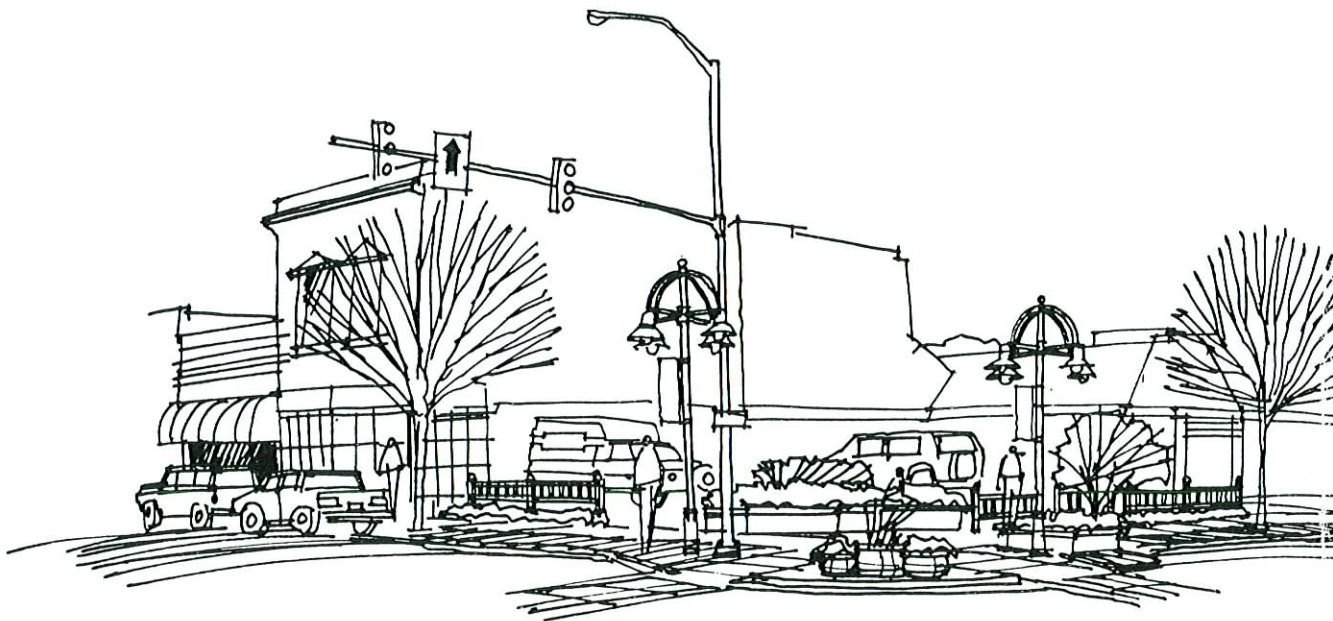
YAMPA AVE. CROSS-SECTION 1/4"=1' 0"



TYPICAL CURB EXTENSION



VICTORY/YAMPA CORNER / PARKING 1" = 10' 0"
 TYPICAL AMENITIES / IMPROVEMENTS



VICTORY/YAMPA CORNER N.E. 9
 VIEW NE LOOKING AT NE CORNER

5. PUBLIC PARKING AREAS

Purpose:

Develop attractive multipurpose public parking lots in visible and attractive locations to:

- Improve vehicular circulation and parking efficiency
- Improve pedestrian access to community facilities and shopping
- Provide for recreational vehicle parking
- Improve appearance
- Provide demonstration to private sector

Description:

Develop public parking lot improvements at the following locations:

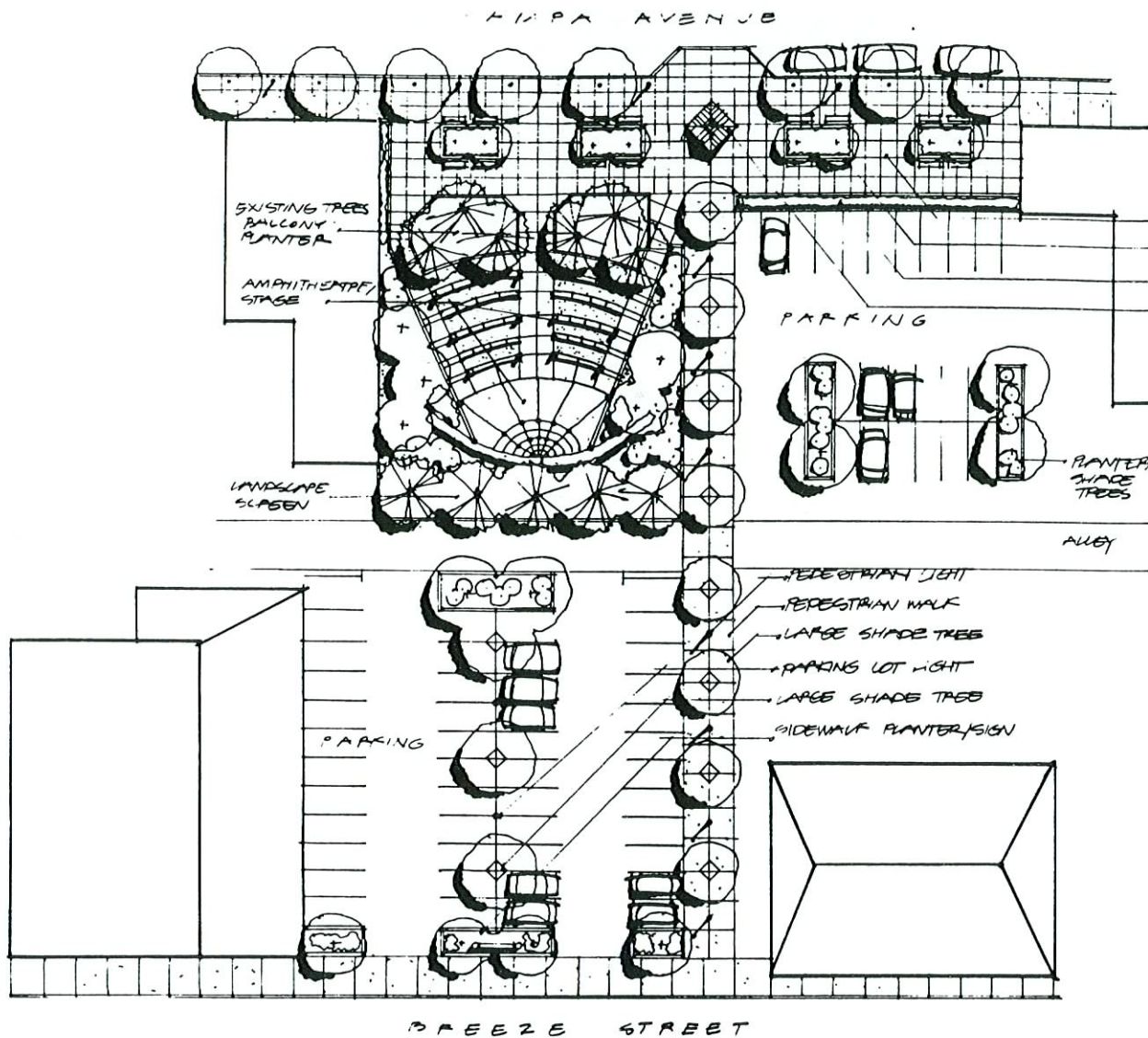
- In public lot west of downtown park
- In public lot along Yampa, between Victory and 4th
- In lot south of downtown park

For each lot, develop the following public improvements

- Paving, signing, striping, lighting, landscaping
- 36" landscape screen/wall or fence at edge of facility next to sidewalk
- Safe and comfortable pedestrian access through lot
- Install electrical outlets for special events and decorations

Program recommendations include:

- Parking lot design and development guidelines
- Develop and adopt a landscape ordinance that would include parking lot landscape development requirements



6. DOWNTOWN PARK

Purpose:

- Provide place for concerts, art fairs, exhibits and other special events
- Provide "pocket" of open space along Yampa Avenue
- Provide destination for shoppers and pedestrians
- Increase vitality and character in downtown

Description:

This space should be developed as a unique pocket park and downtown oasis with year round activities and a full complement of visitor and pedestrian facilities. It should be redeveloped to be compatible with other new civic improvements. A special plaza space should be developed along Yampa to become a vital "front door" to the park. This space should project a progressive local image of Craig as a community with a variety of things to do. Existing trees should be saved and made part of a new interior festival space that would include grass terraces, a stage, focal planters, a walkway that would connect public parking to Yampa, and pedestrian scale lighting.

Provide the following improvements and design elements to the Downtown Park on Yampa, between Victory Way and 6th:

- Benches
- Yampa Street Plaza with specialty "western" brick paving with star pattern
- Grass terrace amphitheatre with stone/concrete seating walls
- Raised performance stage/focal multiuse area
- 12' Pedestrian scale lights
- Shrub and Flower beds
- Decorative information kiosk with theme design elements
- Landscape edging
- Seating wall/planter to screen parking area to south
- Public Art/ Sculpture
- Public clock

4

GUIDELINES

A. DESIGN GUIDELINES

The purpose of the Design Guidelines is to set up performance standards and quality control measures for future civic improvements that will enhance the image and vitality of the City of Craig. This image should project a viable and progressive economy characterized by a diverse mix of healthy land uses and attractive civic spaces.

The design treatment of these areas should:

- Unify the image of Craig, and bring about a sense of coherence among numerous civic improvements dispersed throughout the City.
- Maintain aesthetic and functional consistency from one project to the next within the City, by using a common palette of materials, signage and design themes.
- Achieve a timeless design quality throughout the City, one which links historic western themes with contemporary materials and functions.

The Master Plan recommendations provide a means through which a set of appropriate improvements are identified and organized. This provides for a uniform treatment of public spaces that include City Entrances, Streetscapes, Parks, Parking Lots, and Miscellaneous Projects. The Design Guidelines supplement the information previously set forth in the Master Plan by further identifying a specified palette of materials that when implemented, will project the desired image of City of Craig.

This palette is broken down into five general categories of improvements. They are listed as follows:

1. Street and Pedestrian Scale Lighting
2. Public Information and Signage
3. Site Furnishings
4. Paving Surfaces
5. Landscaping

This chapter will identify these materials and discuss their application throughout the City of Craig.

At the end of the chapter, product cut sheets and specific improvement items will be grouped to describe a proposed "kit of parts" for public improvements.

1. STREET/PEDESTRIAN SCALE LIGHTING

Design Intent

- Street and pedestrian scale lights equally spaced to provide organized and unified appearances along Victory Way, Yampa Avenue and other City corridors
- Locate pedestrian lights to provide general illumination for security and ambience
- Landscape lighting could supplement the pedestrian street lighting
- Spotlights call attention to featured pieces of art or civic sculpture

Street Lighting

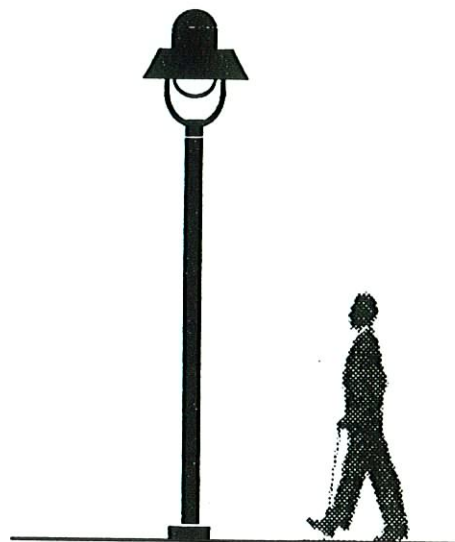
- Style to be selected from list of acceptable luminaires provided by the City Engineer and YVEA
- Low pressure sodium (250 watt)
- Steel post set on concrete footing
- Light standard color to be Theme Color: Terra Cotta
- Average spacing of 400 ft. in between light fixtures, alternate with street lights on other side of street

Pedestrian Scale Lights

- 16' high fixtures located along Victory Way. 80-100 ft. spacing
- 12' high fixtures located along Yampa. 40'-50' spacing
- Triple or quadruple head luminaire for special corners along Yampa
- 90 or 180 degree bent arms
- pole to incorporate banners
- use theme colors: Terra Cotta
- Shielded or cut off luminaire
- Color corrected low pressure sodium

Spotlighting of Sculpture

- Individual pieces of sculpture to be spot lit as required
- Must conform to on-site lighting ordinance



2. PUBLIC INFORMATION AND SIGNAGE

Signage systems play a key role in a successful beautification program. It is the primary network which facilitates communication of necessary information to the general public. Signage is also one of the "finishing touches" which reinforces a projected image set forth in a master plan design. The following discussion will focus on identifying categories of signage and their respective information, character and location within the City of Craig.

Design Intent

- To reduce confusion and clutter of public highway signs
- To ensure compatibility between City and State Signs
- To enhance City identity with a unified and attractive system of design and messages
- To identify special events and city facilities
- To guide motorists to City facilities, shopping districts, and other key destination

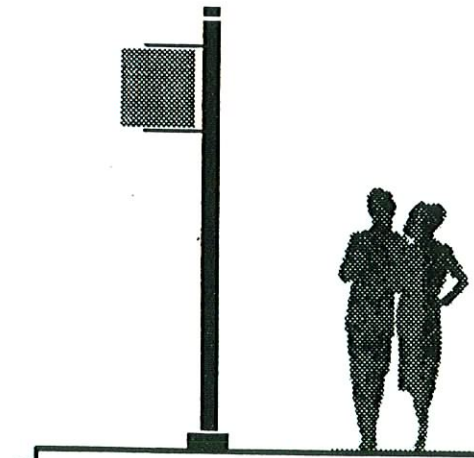
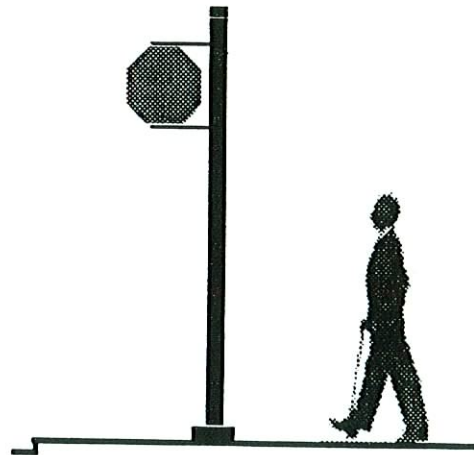
Traffic Control Signage

Regulatory signs must be in conformance with the Manual of Uniform Traffic Control Devices. (This manual allows varying degrees of leeway in design of many non-regulatory devices.)

- Parking
- Speed Limits
- Stop, Yield, Left Turn, etc.
- Pedestrian Crosswalks
- Bike Path Signage

All traffic control signage should be in strict accordance in terms of location and construction with both the City of Craig Engineering Department and the State Department of Transportation Standards. Depending upon the type of traffic signage, there are design measures which can be modified without compromising the intended level of performance. These design measures need to conform to CDOT Standards but if variations are allowed would include:

- Color of Signage
- Typeface Style of Signage
- Construction Material of Signage



Any modification of these standards should take into account the following issues and then be reviewed by the appropriate agencies at both the preliminary and final stages of design.

- Color selection to provide appropriate color contrast for legibility
- Typeface style to be simple and easy to read
- Letter size to assure maximum visibility
- Construction materials to meet durability and impact requirements

Modifications to the signing standards should also take into account the following basic principals:

- Fulfill a need for the motorist
- Command attention
- Convey a clear, simple meaning
- Command respect of road users
- Give adequate time for proper response

Directional Signage

- These signs should provide directions to key destinations in Craig. They should be designed with clear and simple typefaces, color fields and messages that are easily readable to motorists.

Street Signs

- To be located at all traffic intersections along Victory Way and Yampa Avenue in the Central Business District either at street level on corners or overhead on traffic mast arms

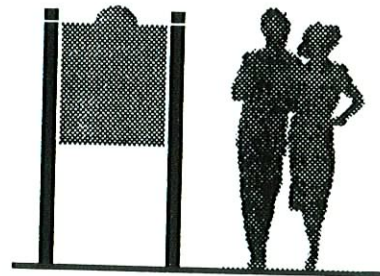
Public Wayfinding Signs

- To be located in advance of and at appropriate intersections at street level on corners
- Locations: Victory Way, Yampa Ave. and 4th St.
- Provide direction to primary public facilities: City Hall, hospital, parks, library, police, parking lots, etc.

Interpretive Signage/Public Art

This category includes the following signs:

- City Entrance signs
- Special Events signs
- CBD entry designation/gateway civic art
- Special/Historic buildings

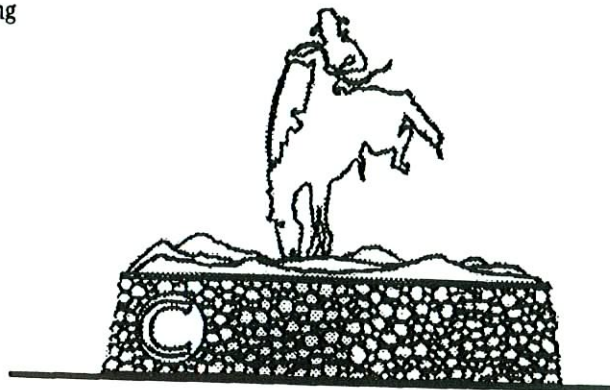


All signage categories should be designed to project a consistent municipal image throughout the City. This image can be achieved through the development of the following design components:

- *Logo* - a graphic simplification of the City logo. Incorporating "C" brand letter to be applied to signs and civic improvements
- *Theme Color Scheme* (dark field, light tone or white letters, terracotta accents)
- *Use of Specific Materials* (wood, metal, riverstone)
- *Distinctive Character and Graphic Design* utilizing colors, shapes, and type - face that promotes western civic theme

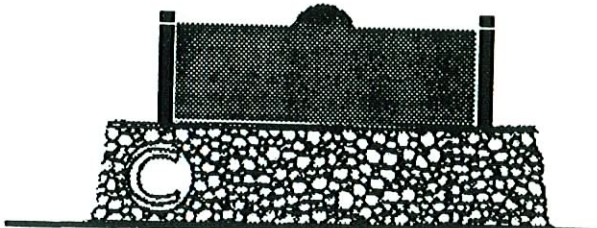
City Entrance Signs

- Locate at east, west, north and south City entrances
- Ensure compatibility with private signs
- Design features to include:
 - Riverrock/Masonry base
 - C Brand Logo
 - Steel cutout of theme image for vehicular visibility
 - Native landscaping



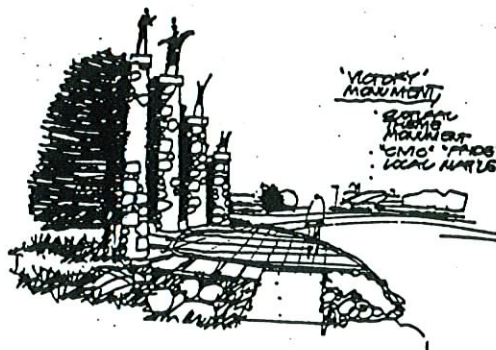
Special Events Signs

- Locate along approaches to the central business district
- Ensure compatibility with private signs
- Design features to include:
 - Riverrock/Masonry base
 - C Brand Logo
 - Timber pole/banners
 - Native landscaping



CBD Entry Designation/Gateway Civic Art

- Locate at key gateways: Finley/Victory Way and Fortification Bridge area
- Ensure compatibility with private signs
- Design features to include:
 - Riverrock/Masonry walls/base
 - C Brand Logo
 - Specialty landscaping
 - Civic art/monuments
 - Pedestrian amenities



3. SITE FURNISHINGS

Design Intent

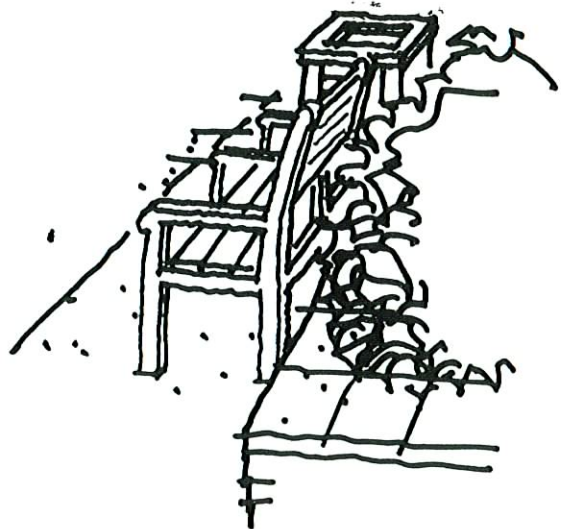
- To integrate traditional and contemporary design styles by using traditional materials in a contemporary design context
- Benches and planters to have simple, contemporary lines, but are built from natural, indigenous materials
- Trash receptacle designed to be simple and understated with construction materials and color to match other site furniture. They must be easy to access and service
- Bike racks to have clean contemporary lines
- Sculpture and other feature design elements to have a traditional flavor

Benches

- Wood or metal benches with backs
- Create settings conducive to conversation
- Locate in comfortable setting protected from vehicles/elements
- Metal surfaces to have baked enamel finish in theme colors
- Simple design
- Low maintenance

Trash Receptacles

- Trash receptacle to be compatible with benches and other furnishings
- Trash receptacle mounted on concrete footing or pole
- Receptacles located at street corners, bus stops and plazas
- Wood or metal
- 2 x 2 x 3 ft. adequate size
- Removable insert to dump trash
- Simple and unobtrusive design
- Easy to service



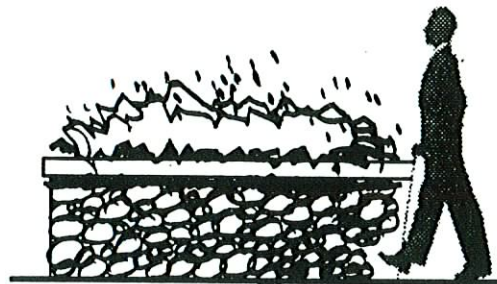
Bicycle Racks

- Choose bicycle rack style that complements other furnishings
- Simple design
- Locate where demand for bike parking is expected
- Flexible to use and locate
- Space efficient
- Metal surfaces to have baked on enamel finish - theme colors or weathered steel
- Capable of handling mountain or road bikes

Planters

Permanent Planters

- Planter walls to be 12" to 18" in height at sidewalk, future bus stop locations, and in front of businesses
- Riverrock wall to have a sandstone or mortar cap along the top



Plant Containers

- To be related to streetscape and grouped to have greater visual impact
- Wood or Concrete to be compatible with other furnishings
- Use larger containers to enhance liveability and maintenance
- Maintenance free finish and resistant to urban impacts



Tree Grates

- Expandable (center portions of grate can be removed to allow for tree growth)
- Cast iron, 4 ft. x 4 ft. square, install along streetscape

Tree Guards

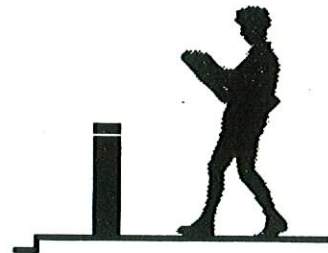
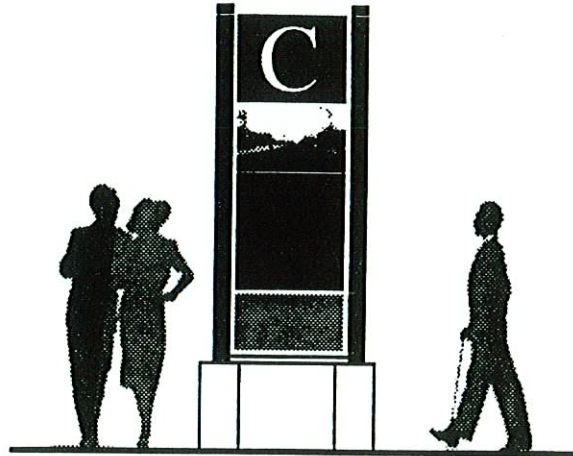
- Protect tree trunk from damage
- Cast Iron
- Select tree guards compatible with other furnishings

Sculpture /Feature Design Elements

- Freestanding sculpture pieces
 - Design competition
 - Bronze construction
 - Traditional composition to reflect the heritage of Craig

Pedestrian Shelter/Information Kiosk

- Locate along Yampa Ave.
- Develop as an oasis for pedestrians
- Develop on Yampa/Victory corner
- Provide sitting area outside and under shelter
- Wind protection for cold days
- Constructed for visibility and security
- Use riverrock theme base/metal roof with theme colors
- Flexible, easy to maintain, message board
- No advertising is to be placed on the shelter



Bollards

- Locate at intersections and other areas which require a barrier between pedestrian/vehicular traffic. To complement/reinforce vertical curbs
- Locate carefully to avoid street clutter
- Wood or cast iron
- Heights:

Pedestrian areas	24-30"
Vehicular areas	36"

Banners

- Use banners to add movement, color and festive air to Craig
- Develop as a decorative element designed by local artists
- Incorporate wind load factors by selecting light material with perforation
- Fix banner to light poles or special banner poles
- Banner should not conflict with pedestrians



4. PAVING SURFACES

Design Intent and Location

- To achieve a visual rhythm as perceived by the pedestrian and motorist through a uniform organization of paving materials
- To provide attractive settings for pedestrian activities and building entries
- Location of accent paving to imply pedestrian circulation zone
- Accent paving to contrast with the simplicity of the surrounding concrete paving
- Special pedestrian areas along streetscape receive larger areas of accent paving, i.e., corner and crossing locations

Primary Paving Material

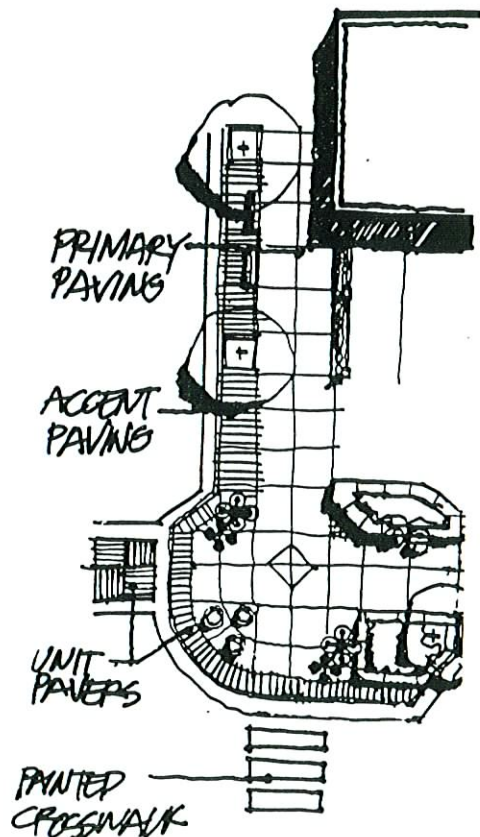
- Concrete with medium broom finish
- Light brown, terracotta or gray color
- Scored to reflect buildings/circulation
- Intersperse concrete with accent paving panels to provide texture and interest

Accent Paving

- Locate at intersections along Victory Way and in bands and curbside strips along Yampa Ave.
- Modular Concrete paving units
- Brick pavers
 - Tan/Dark red/brown/terracotta color
 - 4" x 8" x 3" depth
 - Flush joints (no mortar in between bricks)
 - Detail pattern in large areas, simple pattern in small areas
 - Width of areas to receive brick pavement to be a dimension evenly divisible by the module size

Crosswalks

- Reinforce pedestrian right of way, alert driver and pedestrians
- Painted crosswalks on Victory Way
- Unit pavers used along Yampa Ave.



5. LANDSCAPING

General Design Intent

- Street trees are located to form a buffer zone between cars and pedestrians
- Street trees provide a visual rhythm, organization of the sidewalk area and provide shade
- Simple palette of trees provide a unified image (4-5 varieties)
- Ornamental trees identify special areas while canopy trees fill in other sections
- Buffer parking lots
- Plantings frame selected views
- Creates shaded areas for pedestrians

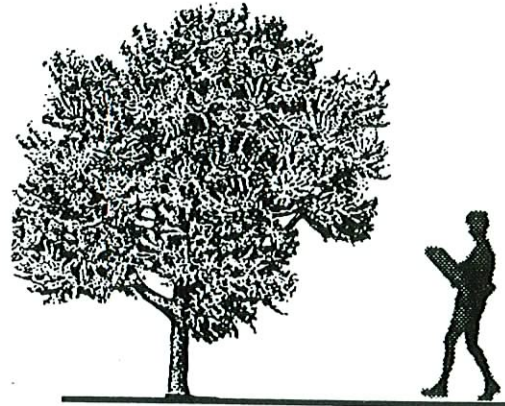
Ornamental Trees

- Approximately 15'-18' spread and 18'-25' height (mature size)
- Flowering, seasonal color, minimal fruit
- Height from ground to underside of crown should be 6 ft. minimum
- Locate at gateway parks, public art display areas, bus stops, intersections — high traffic areas
- Minimum caliper size of 3-1/2"
- Recommended Plants:

Amur Maple

American Redbud (protected areas)

Hawthorn

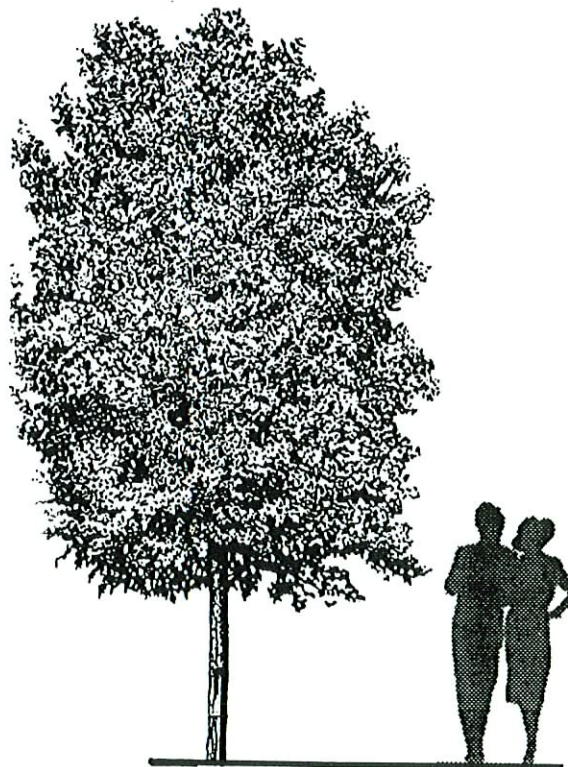


Canopy Trees/Street Trees

- Approximately 18'-25' spread and 20'-30' height (mature size)
- Provides filtered shade to cool pavement and air
- Locate so as not to obstruct building entries and signage
- Preferable locations at breaks in between buildings
- Trees are to be installed in tree grates except at locations where they occur in raised planters and in bermed or large planted areas
- Minimum installed caliper size of 4"
- Recommended Plants:

Marshall Ash

Hackberry



Trees for Mass Plantings in Clumps

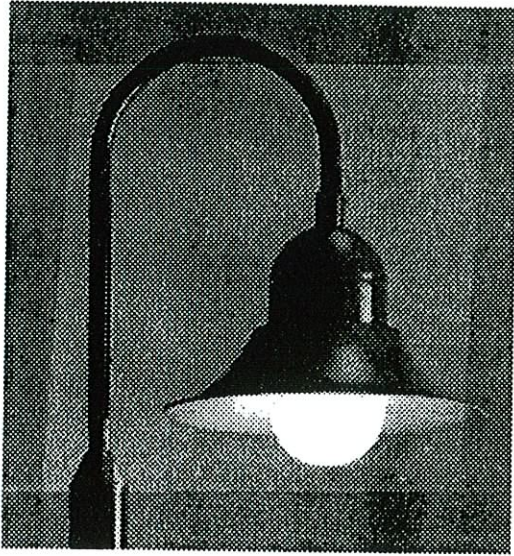
- Sizes vary
- Native/Drought resistant species
- Plant away from road to allow for snow storage
- Plant so as not to shade roadway in winter
- Combination of Evergreen and Deciduous to obtain year round screen effect and color.
- Recommended Plants:

Narrowleaf Cottonwood, Willow, Russian Olive, Colorado Blue Spruce, Quaking Aspen (inset and disease prone when under stress), Ponderosa Pine, Gambel Oak, Juniper, Austrian Pine, Pinyon Pine

B. PRODUCT CUT SHEETS

The following 6 pages describe specific products and furnishings that should be consistently used as a "kit of parts" to develop the recommended projects.

PRODUCT CUT SHEETS



1A

Design Element:
Pedestrian Lights

Model:

Luminairre:

SL SH 20-PM Post Top Mount 12'

SL-SH 20-T Top Mount/ Arms 12'

SL SH 30-PM Post Top Mount 16'

SL-SH 30-T Top Mount/ Arms 16'

or similar cutoff
industrial fixture by
others

Arms: varied

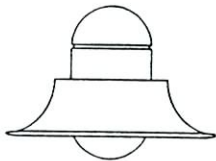
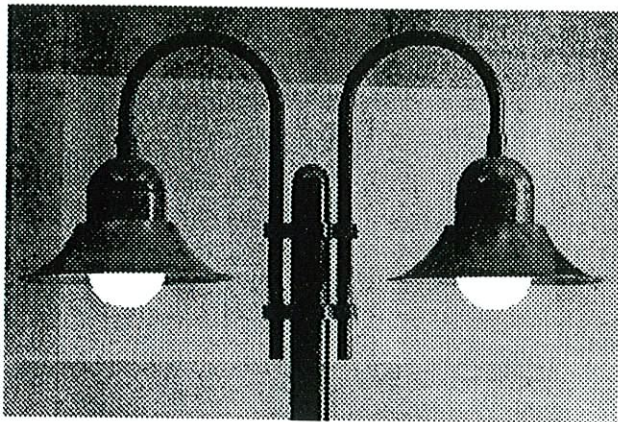
Poles: varied

Manufacturers:

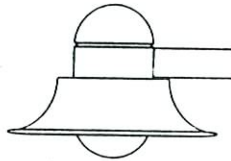
Architectural Area Lighting 14249
Artesia Boulevard P.O. Box 1869
La Mirada CA 90638-1869
714.914.2700 FAX 714.994.0522

Distributor:

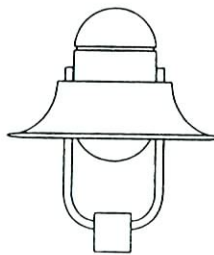
M/H Lighting
1036 Speer Boulevard
Denver, CO 80204
(303) 573-0222



top mount



arm mount



post top

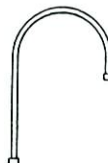
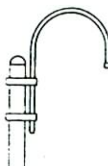
Probable Unit Costs:

12' post /single luminairre ` \$1100

16' post /single luminairre ` \$1150

12' post /double luminairre \$1850

16' post /double luminairre \$1900

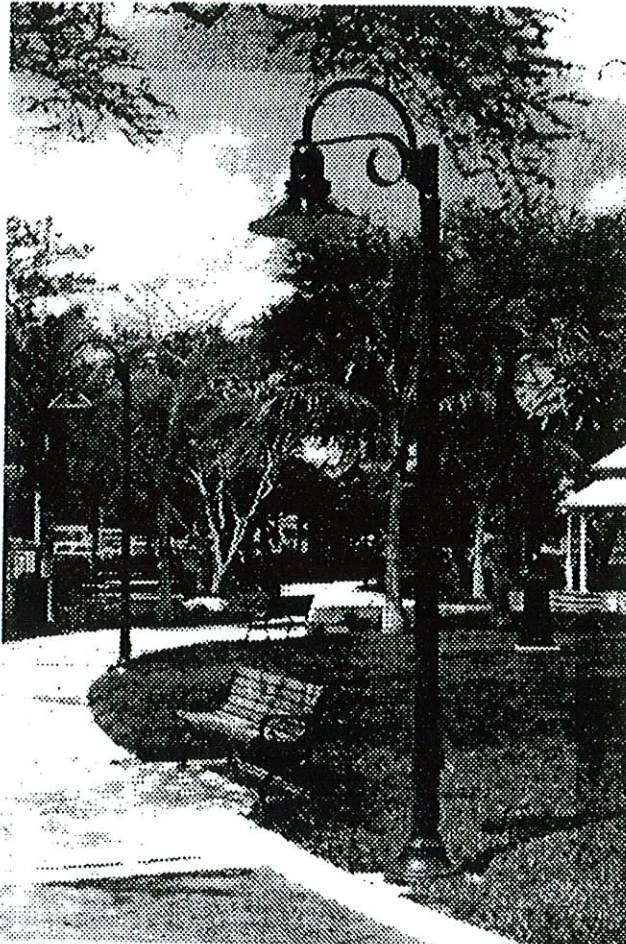


Detail Specifications:

Mounting Height: 16', 12'

Luminairre: 100 Watt Metal Halide

PRODUCT CUT SHEETS



1B

Design Element:
Pedestrian Lights

Model:
Luminairre:
1040-100MH-SM-120-F-SP-24"
or similar cutoff
industrial fixture by
others

Arms: varied

Poles:
OE307-12-SP-5PTR(35)
OE307-16-SP-5PTR(35)

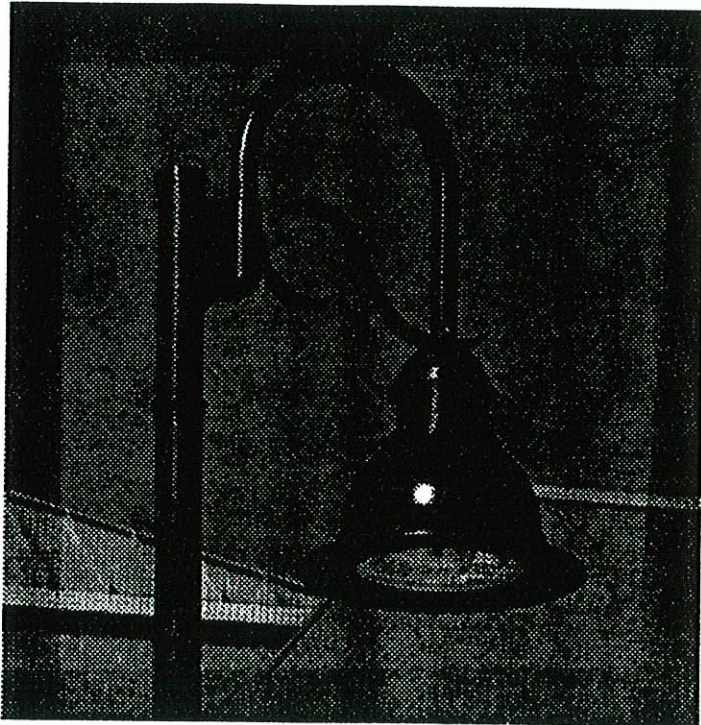
Manufacturers:
W.J. Whatley, Inc.
6980 East 54th Place
Commerce City, Colorado 80222
(303) 573-0222

Distributor:
M/H Lighting
1036 Speer Boulevard
Denver, CO 80204
(303) 573-0222

Probable Unit Costs:
12' post /single luminairre ` \$1100
16' post /single luminairre ` \$1150
12' post /double luminairre \$1850
16' post /double luminairre \$1900

Detail Specifications:
Mounting Height: 16', 12'
Luminairre: 100 Watt Metal Halide
Post: Jamestown, series 307,
smooth
tapered; fiberglass

PRODUCT CUT SHEETS



1C

Design Element:
Pedestrian Lights

Model:
Luminaire:
100 HPS DMS 10
Domus Series
or similar cutoff
industrial fixture by
others

Arms:
LM/180 degree bent section

Poles: varied

Manufacturers:
Lumec
P.O. Box 633
Ste-Therese (QC), Canada
J7E 4K3
Tel: (514) 430-7040

Distributor:
Lumen Power Sources
1340 S. Santa Fe Drive Suite 200
Denver, CO 80223
(303) 744-7900

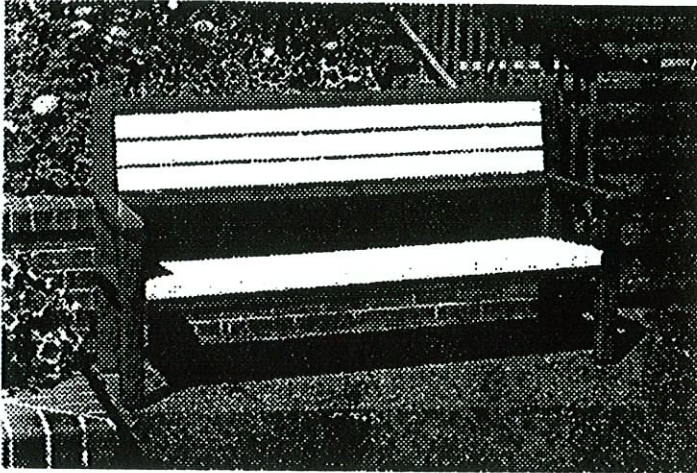
Probable Unit Costs:
12' post /single luminaire \$1400
16' post /single luminaire \$1500
12' post /double luminaire \$2400
16' post /double luminaire \$2500

Detail Specifications:
Mounting Height: 16',12'
Luminaire: 100 Watt Metal Halide



PRODUCT CUT SHEETS

3



Design Element:
Bench

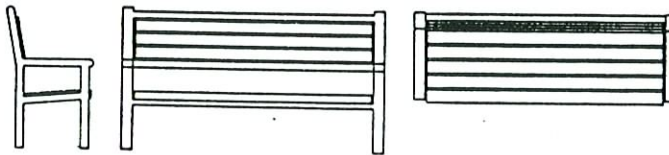
Model:
2847-6

Manufacturer:
Columbia Cascade
1975 S.W. Fifth Avenue
Portland, Oregon 97201-5293
(503) 223-1157
(503) 223-4530 (FAX)

Distributor:
Recreation Plus
15207 W. Ellsworth Place
Golden, CO 80401
(303) 343-7249
(303) 278-1606

Probable Unit Costs:
\$980

Detail Specifications:
6' length, arms and back rests
Kiln dried wood slats with color
coated steel frame painted Terra
Cotta



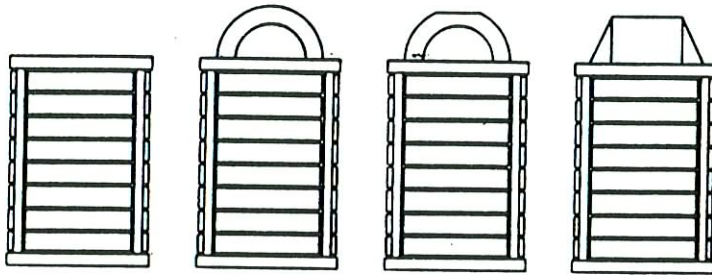
2847-6

PRODUCT CUT SHEETS

4

Design Element:
Trash Receptacle

Model:
2851-OT



Manufacturer:
Columbia Cascade
1975 S.W. Fifth Avenue
Portland, Oregon 97201-5293
(503) 223-1157
(503)223-4530(FAX)

Distributor:
Recreation Plus
15207 W. Ellsworth Place
Golden, CO 80401
(303) 343-7249
(303) 278-1606

Probable Unit Costs:
\$695

Detail Specifications:
2' x 2' x 3'1"
Kiln dried wood with color coated
steel painted Terra Cotta

C. FUTURE MAINTENANCE AND OPERATION ISSUES AND CRITERIA

General maintenance and operation concerns the preservation and use of original design elements in their optimum condition. This section will define and describe maintenance and operation issues that the City must address for the development of the priority projects. Such issues must be considered when evaluating the long term cost requirements of the proposed civic improvements.

1. PRIORITY PROJECTS

CITY ENTRANCE SIGNS

Snow removal - It may be necessary to remove snow from the bases and visual fields of the signs as the text and graphics become concealed. A snow fence may reduce this maintenance task.

Lighting - If lighting is used to illuminate the signs, bulbs will need to be replaced. A cost estimate of electrical use must also be developed once the type of lighting is chosen.

Landscaping - Recommendations include the use of native vegetation which will not demand long term irrigation support. Initial landscaping will require some consistent watering until established. Vegetation will also need to be trimmed as needed.

Vandalism - The design of the signs, including the use of heavy, solid materials (stone, metal, timber), and their proposed locations should detract from destruction. Concerns over shooting at the silhouette portions of the signs should be mitigated by the use of thick plate steel panels.

CITY WIDE SIGN PROGRAM

This project will need to be developed in conjunction with the Colorado Department of Transportation. Specific maintenance and operation issues should be addressed in the future with the development of the sign program. The Craig Civic Improvement Plan does not contain the in depth information needed in order to address these specific issues for the sign program.

WEST VICTORY WAY AND YAMPA AVE. STREETScape DEVELOPMENT

Snow Removal - CDOT presently plows Hwy 40 and Hwy 13. The City of Craig is responsible for removing excessive snow. The Victory Way streetscape project would require the narrowing of the street width by eliminating the area presently designated as on street parking. An area has been designated for snow storage located between the curb and sidewalk. Additional efforts of snow removal would be required to maintain safe pedestrian and vehicular conditions. Snow would need to be removed from the sidewalk areas.

Spring Cleaning - The use of sand during the winter months causes a large build up of material on the areas adjacent to the Highways. The debris will need to be removed each spring season in order to provide a clean and neat streetscape appearance and assure the best possible conditions for the landscaping.

Landscaping - Trimming on a regular seasonal basis will be required for bushes and trees. All landscaped areas will require a permanent irrigation system. Maintenance issues include general repairs and seasonal flushing of the lines for winterization. Other issues include fertilization, weed and insect control, replacement of dead vegetation and removal of sand build up from winter months.

Lighting - Both streetscape projects include the installation of decorative pedestrian and vehicular street lighting. These improvements will increase the City's annual operation expenses with Yampa Valley Electric Association. An agreement would need to be developed with Y.V.E.A. concerning these costs of operations and maintenance.

PUBLIC PARKING AREAS

Landscaping - Trimming on a regular seasonal basis will be required for bushes and trees. All landscaped areas will require a permanent irrigation system. Maintenance issues include general repairs and seasonal flushing of the lines for winterization. Other issues include fertilization, weed and insect control, replacement of dead vegetation and removal of sand build up from winter months.

Snow Removal - Parking areas will need to be plowed and cleared of excessive snow.

Striping - Parking spaces should be restriped as needed.

Pavement Maintenance - Parking lots will require general maintenance, resurfacing and cleaning as needed.

Lighting - Parking areas will contain limited lighting. Associated issues include utility costs, bulb replacements, general repairs and vandalism.

DOWNTOWN PARK

Landscaping - Trimming on a regular seasonal basis will be required for bushes, trees and grass. All landscaped areas will require a permanent irrigation system. Maintenance issues include general repairs and seasonal flushing of the lines for winterization. Other issues include fertilization, weed and insect control, replacement of dead vegetation and planting of annual flower beds.

General Cleaning - Attention should be given to maintaining the downtown park as a clean space. Cleaning duties will include sweeping of pavement surfaces and benches, and removal of trash and debris.

Lighting - The Park area will contain limited lighting. Associated issues include utility costs, bulb replacements, general repairs and vandalism.

Snow Removal - The park area and sidewalks will need to be shoveled and plowed of excessive snow.

2. MAINTENANCE GOALS/OBJECTIVES

- a. To preserve the original design. This involves every element included in the area. Maintenance activities should not change the character of the original design by changing paint colors, surface treatments, improper plant pruning or improper irrigation or plant part replacements.
- b. To portray and preserve a positive, warm and pleasant image of the City of Craig and its businesses. The maintenance activities should keep the design elements clean, unscathed, and in proper working condition. Visual images are a visitor's first impression of the City and should be maintained in the best possible condition.
- c. To preserve and protect the health, safety, and welfare of the general public. Maintenance activities should be primarily concerned with keeping areas clean and safe to use, without irregularities and uneven surfaces.

These maintenance goals are accomplished through the initiation of the following objectives during maintenance activities.

- a. It is recommended that most maintenance operations take place before or after business/retail hours (8 pm to 8 am) to avoid the time period of highest usage in the project area. Some activities must be done during daylight and normal business hours due to personnel requirements and the activity itself. Those activities that take place during the day should not be disruptive to businesses, the general public (users) or vehicular traffic.
- b. The maintenance crews themselves are highly visible to the general public and should portray a positive image of the City of Craig. The crews should be polite and helpful to users who need directions or other

information. The maintenance equipment as well should be well maintained, clean, and in proper working condition.

- c. Repairs and replacements should be made in a timely fashion.
- d. All maintenance activities themselves are to protect the health, safety, and welfare of the general public.

Maintenance issues should be considered for the priority projects and the following elements :

1. Site Improvements

- a. Bollards
- b. Pedestrian/Bus Shelter
- c. Drinking Fountains
- d. Lighting and Receptacles
- e. Pavement Areas
- f. Signage
- g. Site Furniture
- h. Special Design Features such as sculpture
- i. Trash Receptacles
- j. Tree Grates

2. Landscape Elements

- a. Irrigation
- b. Plantings

Maintenance activities can be performed by two groups. City crews can perform all of these tasks. The addition of several pieces of equipment and personnel will probably be required. Private contractors are the other group. These contractors would be prequalified and bonded. They would have the necessary equipment, personnel, and expertise to perform any tasks described below.

Regardless of whether City crews or private contractors are utilized, the most important consideration is that the maintenance tasks be performed by qualified individuals. Tree and shrub pruning or irrigation maintenance should be done by someone knowledgeable in those fields with previous working experience. The same goes for repairs and maintenance of the electrical components or even the site furniture.

3. REPAIRS/REPLACEMENTS

Repair or replace any element or component of each element that has failed in its designed purpose or function. All repairs and replacements should be made according to city/state codes and should be made in a timely fashion.

Specific element considerations are as follows:

- a. Concrete Paving Joints
 - Recaulk as needed
- b. Lighting and Receptacle
 - Keep control boxes secure
 - Replace light bulbs first working day after outage is reported

c. Pavement Areas

- Saw cut concrete to be removed - provide smooth clean edge
- Replace complete modular pavers

d. Site Furniture

- Remove furniture until repairs are made

e. Landscaping

- Replacement and removal of dead material

f. Irrigation

- Use original replacement parts
- Irrigate manually while system is down

4. INSPECTIONS

It is recommended that the City make a minimum of quarterly inspections of the project areas. At the conclusion of the City's inspection, a check list should be reviewed with a maintenance supervisor to review the condition of the areas. Changes and adjustments in maintenance operations should be made at this time.

5. GENERAL MAINTENANCE

General Maintenance tasks may include include: checking; cleaning, washing, and sweeping; touch-up; and removing spots and stains from all surfaces of all elements. These maintenance tasks are defined below then specific considerations and timing of maintenance are outlined for elements as applicable.

Clean and wash all surfaces, mountings, and other components of each element. Check for proper working condition and any repairs that should be done at a later time.

Touch-up surfaces of each element and its components annually unless otherwise noted. Treatments may include paint, sealants, stains, protectants. Match color and type of original treatment. Consult the manufacturer and specifications for type and method of application.

Remove spots and stains on surfaces of all elements as they occur. Use chemical cleaners as directed by the manufacturer and approved by the owner. Use due caution to protect adjacent design elements, plant materials, and general public. Removal to occur within one week of record in Daily Journal.

Remove trash and debris from all element surfaces and within each element as applicable. Remove trash daily from all areas and spot clean heavy usage areas at least three times a week. Remove and dispose of trash from project area as soon as possible in the day.

6. SNOW REMOVAL

All project pavement areas should be free from dangerous snow and ice at all times. Snow removal should be an on-going operation until the total disappearance of all snow and ice. Problem areas of ice build up from water dripping off structures and run-off melting should be treated as necessary.

Snow removal should begin immediately after 1"-2" of snow has accumulated. To ensure most effective and efficient use of snow removal equipment and personnel pedestrian circulation priority areas should be established. Snow should be removed from these areas first and should always have less than 1/2" of snow accumulation.

Snow removal operations should not disrupt or impede the commercial or retail users of the project area. The priority areas should be done as needed. If possible, the other areas should be done during non-

business hours (8 pm - 8 am), especially when great accumulations are present and heavy equipment necessary.

All snow should be removed from all pavement surfaces within 12 hours after the snow has stopped. If this requires snow removal during business hours, then again, do not impede or disrupt the businesses excessively. Use of heavy equipment on pavement surfaces to have prior approval of the City.

All snow accumulations should be removed and stockpiled. The stockpiles will then be removed during the general snow removal of streets. Care should be taken as to not disrupt the flow of vehicular traffic on Victory Way or Yampa Avenue.

Apply sand and/or an approved de-icer as necessary to maintain a safe pedestrian traffic way.

Sweep off sand or cinders immediately after each snow melt to maintain neat appearance and reduce dust.

7. LANDSCAPE MANAGEMENT

It is critical that the City develop a comprehensive program to ensure that future street trees and potted plants are maintained and watered to ensure long life and health. Because these plants will be planted in urban conditions, it is even more critical that landscape management issues are addressed. The following list describes key landscape management issues associated with the priority projects:

Irrigation

- Deep Watering, 8-10" Soil Penetration

- Adaptive Plants

- Moisture Measurement

- Winter preparation

Mulching and Soil Preparation

- Promote air circulation

- Prevent weed growth

- Proper soil amendments per existing conditions

- Water conservation

Fertilization

- Promote Vigor and appearance

- Prevent disease

- Timing/Methods

Plant Protection

- Windthrow

- Sunscald

- Staking

- Snow/Ice Damage

- Low temperatures/Plant Selection for Craig

- Winterburn/Dessication

Plant Pruning and Repair

- Removes Dead Limbs

Encourage desired habit/natural form

Timing/Methods

Repair Injuries

Weed and Insect Control

Disease Prevention and Control

8. SPECIAL MAINTENANCE ISSUES

Coordination With Colorado Department Of Transportation

The City should work closely with the State Department of Transportation to develop a coordinated maintenance program that ensures functional and aesthetic integrity of the civic improvements. This coordination should address, at a minimum, snow removal, gravel cleanup from roads, and street sweeping.

Drinking Fountains Winterization

Shut-off the drinking fountains at the valve near the meter within one week after the first frost in the fall. Blow out all fixtures, pipes and fittings to drain the entire system of water and moisture to prevent freeze damage. Protect any fitting or valve which will retain water throughout the winter.

Spring start-up should occur when weather permits. The City may adjust the date according to the weather. Activate the system, check all fittings and connections for leaks and other damage. Make any necessary repairs following owner's approval.

Tree Grate Expansion

When the tree trunk grows within one inch on any side of the tree grate opening, adjustments are necessary. Consult grate manufacturer for methods and materials for expanding grate opening.

Irrigation System Winterization

Winterization - At the owner's discretion and as weather dictates, shut off irrigation system at the valve near the meter. As a general rule, this should be within one week after the first frost in the fall. Blow out all heads, connections, valves, fittings, and other components to drain the entire system of water and moisture to prevent freeze damage. It is recommended that compressed air be used. Protect any connection or valve which will retain water throughout the winter.

Spring start-up should occur when the weather permits. The City may adjust the date in accordance with the weather. Activate the system, check all connections and valves for leaks and other damage. Make any necessary repairs following the owner's approval.

Irrigation System Maintenance

Check the entire irrigation system for proper operation, coverage, and pressure. Check also for trench settlement in planted, paved, and other areas.

G U I D E L I N E S

5

IMPLEMENTATION

A. SUMMARY STRATEGIES

The following section describes summary implementation strategies for the six priority projects selected by the CIA and City Staff. These projects are:

1 City Entrance Signs	\$ 94,000
2 CityWide Sign System	81,000
3 Streetscape: West Victory/Finley-Stout	961,000
4 Streetscape: Yampa/4th-6th	765,000
5 Downtown Parking Lots	250,000
6 Downtown Park	260,000
 Total Priority Projects	 \$ 2,411,000

These implementation strategies and funding suggestions form a record of current options available to the City. As the City better defines its needs, it is expected that these strategies will be revised.

Project costs have been developed in this section for planning and evaluation purposes only and are not intended to be used for construction bidding purposes. See breakdowns at the end of this chapter.

PROJECT 1 : CITY ENTRANCE SIGNS

DESCRIPTION: Develop four major entry way signs at the east, west, north and south highway entrances to the City.

COSTS: \$94,000

FUNDING: Initial funding for design and cost estimates could be funded from City resources to jump start the project. Grants are a slower possibility. This project will be highly visible and could serve as a image builder for companies or individuals who might contribute to the funding. A fund raising campaign, possibly organized by the Chamber or a bank would be appropriate.

The Daily Press and KRAI could participate in a fund-raising or public relations campaign.

This project should qualify for Energy Impact Assistance funding, but this source might be reserved for other priority projects. Similarly, block grants (CDBG) could be requested but might be more applicable to longer term projects.

Maintenance will be negligible and could be assigned to the Road and Bridge Department at no visible extra cost.

BENEFITS:

- The signs will be attractive and informative. They will announce arrival in Craig to motorists soon enough to prepare them mentally for a stop in town to purchase something or stay the night.
- The attractiveness of the signs will generate a favorable first impression of the community. They could put motorists in a buying mood.
- The signs are a demonstration of community pride. This can be important in economic development activities and in keeping retail demand from "leaking" to other communities.

SCHEDULE: This project is not contingent on the completion of any other. The initial controlling event is acquisition of funding. Construction will be more efficient in the warmer months. It could start as soon as design drawings are complete. Initial drawings will be available in early summer, 1993.

NOTES: The City Entrance Signs Project is already in process and could be completed as early as the end of 1993. It will have no effect on the other projects which are longer term.

PROJECT 2: CITYWIDE SIGN SYSTEM

DESCRIPTION:

- Develop detailed signage program to identify key messages, sign requirements and costs.
- Work with CDOT to:
 - Relocate overhead signs
 - Color code new guide signs
 - Develop new messages
 - Reduce sign size
 - Eliminate some signs.
- Build four special event signs at east, west, north, and south entry corridors.
- Build city/facility identification signs at library, 4 city parks, 3 city parking lots, City Hall.
- Build street name signs in central business district.

COSTS: \$81,000

FUNDING: Initial funding for the first element, design and cost estimates, could be funded from City resources and subsequently reimbursed from grants. Like the city entrance signs, this project will have high visibility and is evidence of community pride and involvement. Sponsors from the community, businesses, and utilities could gain favorable publicity by participating. Other potential funding sources include foundations, Energy Impact Assistance or Community Development Block Grants. Supplemental funding might be negotiated from the CDOT because some of the signage will be for the highway system and some will need compatibility with the highway signs.

BENEFITS:

- The highway signs will improve safety by reducing confusion. For example, the present turn from eastbound Victory Way south on Pershing Street to the one-way eastbound is confounding to the uninitiated.
- The changes in highway signs should encourage motorists to explore Craig, rather than directing them to leave for other communities or locations.
- The attractiveness and effectiveness of the signs will generate a favorable first impression of the community. They could put motorists in a buying mood.
- The ability of visitors to learn of City attributes and to find them will enhance use of parks, the Chamber of Commerce, the museum and other city facilities. The more time a visitor spends in the community, the more likely he is to spend money as well.

SCHEDULE: This project is not contingent on the completion of any other. It could have minor impact on the streetscape projects. The initial controlling event is acquisition of funding for the program design. Negotiations with CDOT for their participation, compatibility and funding will be another early task. Development of a consistent motif, design of signs, and designation of their locations are the first steps. Actual installation can be accomplished in part by City and CDOT personnel. If initiated with City funds, the first steps could be accomplished by year end and installation could take place as weather permits.

NOTES: This is not the largest project but it could have substantial impact. It would show that something is being done to enhance the appearance and function of the community, but the City Sign System could be deferred until at least one of the streetscape projects is complete. This deferral would permit application of the learning process in the streetscape work to the sign system. This project should be deferred until after the first streetscape project.

The anticipated schedule begins with project approval by City Council, although many hours will have been spent in preparing project description, plans, estimates and coordination with affected entities. Funding sources could include the Colorado Department of Transportation and negotiations with them could affect the funding application. A time period of nearly a year should be allowed for this project.

Vendor selection and actual sign preparation and installation are identified as support tasks.

PROJECT 3: STREETSCAPE DEVELOPMENT

WEST VICTORY: FINLEY TO STOUT

DESCRIPTION: Develop sidewalks, landscaping, curb/gutter, furnishings and lighting for both sides of the street. The north side will contain a wider sidewalk area for bicycle use.

COST: \$961,000.

FUNDING: Revenue bonds. It should be possible to pledge a portion of the total community sales tax revenue because the locality is a major contributor to the total.

Initial funding for design and cost estimates could be funded from City resources to jump start the project. Grants are a slower possibility. Potential sources include foundations, Colorado Initiatives, Community Development Block Grants.

This is more than a beautification project. It has economic development implications and is transportation related. It should qualify for Energy Impact Assistance funding, and another alternative might be Community Development Block Grants. Neither will provide the approximately one million dollars needed.

A Downtown Development Authority would be a useful tool for this and other streetscape projects. Establishment of a DDA would create a mechanism for several funding alternatives.

Tax Increment Financing might be a temptation here. The area is already experiencing commercial development and has increasing property values. The streetscape will enhance the property values and resulting property tax revenues. The incremental increase could be set aside.

A concern is that the ad valorem increment would not be substantial enough, considering that the City levy is only 21 mills.

The project could be funded, at least in part, by a bond issue. The City's rating is good and cost would not be exorbitant. General obligation bonds should be a last resort. Revenue bonds funded by special district property taxes or by sales taxes are a more conservative approach.

Sales taxes as a revenue basis could work in this particular area. A portion of sales tax revenue might be pledged to bond repayment since the streetscape improvements will benefit this locality where a substantial portion of the City's sales tax revenue is derived. The improvements should stimulate retail sales and increase revenues.

ISTEA, although potentially a source under "Landscaping and Other Scenic Beautification," requires 20 percent matching funds, administrative capability and patience.

BENEFITS:

- Residents of the community will benefit from improved access, and increased retail activity.
- Merchants will benefit from being in an up-graded location where comparison shopping will increase traffic and trade.

- Economic development, in terms of attracting new businesses, is enhanced by improved appearance, which is also evidence of community pride and citizen involvement.
- Street lighting will attract more shoppers, particularly in the wintertime. They will enjoy greater safety and security.
- Visual attractiveness stimulates trade. The extensive market area already served by Craig could be expanded by the enhanced appearance of the area. It is a destination with cumulative attraction from increasing amounts of retail activity.
- More retail activity makes commercial property more valuable and enhances the property tax base and eventual tax revenue. It also increases retail sales tax revenues.

SCHEDULE: This project should be integrated with the signage project. The initial controlling event is acquisition of funding. Construction will be more efficient in the warmer months. It could start no sooner than acquisition of funding and completion of design, and no sooner than spring weather in early 1994.

Lighting is the controlling item since it requires underground wiring and lamp bases before sidewalks, curb and gutter. Project completion could require more than a year, possibly to September 1995.

NOTES: Conceptual design was created in this Capital Improvements Study, but additional work by City staff will be necessary before Council can approve the project. An associated decision is whether the electrical utilities are to be located underground. This is in part an engineering consideration and it is shown in the schedule as an engineering responsibility.

Actual submittal of funding applications to other entities such as the Colorado Department of Local Affairs is contingent on Council approval of the project although the applications can be prepared in advance. After funding is secured, final engineering, design and cost estimates should be prepared.

PROJECT 4: STREETScape, YAMPA AVENUE, 4TH TO 6TH

DESCRIPTION: Develop sidewalks, landscaping, furnishings and lighting for both sides. Develop special features for corners at 6th, Victory Way and 4th.

COST: \$765,000

FUNDING: Revenue bonds. It should be possible to pledge a portion of the total community sales tax revenue because the locality is a major contributor to the total. (see Funding description in Project 2.1 and the discussion of a Downtown Development Authority in that project description and in Appendix). Initial funding for design and cost estimates could be from foundations, or Community Development Block Grants. ISTEA, although potentially a source under "Landscaping and Other Scenic Beautification," requires 20 percent matching funds, administrative capability and patience.

BENEFITS: North of Victory Way, this street has already had design improvements. It is the focus of downtown and one of the most visible and active areas for streetscape improvements. Benefits include:

- Contributions to making the Yampa/Victory intersection area a major activity node. It could be the boost which downtown retailers will need to compete with increasing retail concentration west of downtown.
- Residents of the community will benefit from improved appearance and increased retail activity.
- Merchants will benefit from being in an up-graded location where comparison shopping will increase traffic and trade.
- Economic development, in terms of attracting new businesses, is enhanced by improved appearance, which is also evidence of community pride and citizen involvement.
- Street lighting will attract more shoppers, particularly in the wintertime. They will enjoy greater safety and security.
- Visual attractiveness stimulates trade. The extensive market area already served by Craig could be expanded by the enhanced appearance of the area. It is a destination with cumulative attraction from increasing amounts of retail activity.
- More retail activity makes commercial property more valuable and enhances the property tax base and eventual tax revenue. It also increases retail sales tax revenues.

SCHEDULE: This project is not contingent on the completion of any other, but it should be planned to accommodate the two lower priority streetscape projects on Victory Way which terminate at Yampa Avenue. This streetscape project could be concurrent with the high priority one on Victory Way/Finley to Stout. Two other high priority projects are adjacent and should be planned to compliment this one.

The initial controlling event is acquisition of funding. Construction will be more efficient in the warmer months. It could start no sooner than acquisition of funding and completion of design, and no sooner than spring weather in 1994.

Lighting is a controlling item since it requires underground wiring and lamp bases before sidewalks, curb and gutter. Project completion could require more than a year, possibly to late fall 1995. (Lighting is an element of all streetscape projects along Victory Way. It could be identified as a separate project to be accomplished prior to all other streetscape projects)

NOTES: This streetscape project has elements common to the Victory Way project, such as lighting. They could be worked simultaneously, but lack of funds would presumably prohibit this approach.

Council approval and the utility decision could occur at the same time as those for the earlier streetscape project (3). Funding application could be deferred until after receipt of the funding for the earlier project and the approval process could take as much as a year.

PROJECT 5: DOWNTOWN PARKING LOTS:

BREEZE STREET/YAMPA AVENUE

DESCRIPTION: Remove and replace pavement, improve sidewalks and pedestrian facilities, upgrade drainage and utilities, provide striping/signing/lighting/landscaping. Land acquisition south lot.

COST: \$250,000

FUNDING: This project has transportation implications and downtown redevelopment aspects. It is a block grant (CDBG) candidate. The cost estimate of \$250,000 might be high, but it is still a big project.

Revenue bonds are an alternative. It should be possible to pledge a portion of the total community sales tax revenue because the locality is a major contributor to the total. (see discussion of Downtown Development Authority.)

BENEFITS:

- The existing parking lot is not city-owned. It is not paved and not maintained. This project will make the lot much more useable, particularly in bad weather.
- Easier access to retail will enhance trade volume.
- Visual attractiveness stimulates trade.
- Provision for RV parking will bring tourists and travellers directly into the shopping and park area.
- More retail activity makes commercial property more valuable and enhances the property tax base and eventual tax revenue. It also increases retail sales tax revenues.

SCHEDULE: This project could be accomplished during the streetscape improvements to Yampa. The initial controlling event is acquisition of land and funding which must precede completion of design. Construction will be delayed by these steps until spring weather in 1994.

NOTES: This parking lot off Breeze Street is one block to the west of Yampa Avenue. It could be improved in connection with the Yampa streetscape project, but funding availability will not permit this reduction in disruption.

An early need is land acquisition. This process should precede Council approval and extend beyond this event until funding has been made available.

Construction could start in the spring of 1997 and extend through the year. Paving is scheduled for October, hopefully before severe freezing weather.

PROJECT 6: DOWNTOWN PARK

DESCRIPTION: Provide stage, seating, public plaza, information kiosk, sculpture or fountain, exhibit space, sidewalk vending space, linkage to parking lots/street, and other amenities.

COST: \$260,000.

FUNDING: As a park, this site qualifies for the Conservation Trust Fund grants (lottery money) which can be used for acquisition and development of new recreation areas and trails, expansion or capital improvements of existing or new parks and recreational areas. These funds can also be used for the maintenance of local park and recreational sites, a real consideration in park management.

Other grants are a possibility. Potential sources include foundations and Community Development Block Grants. The inclusion of arts and an amphitheater could qualify this project for a grant from the National Endowment for the Arts.

Since it is adjacent to the Yampa Avenue Streetscape project, this park could be incorporated into that project for design and funding simplification. Because it would add \$260,000 to the cost, and other funding might be more appropriate, use of this idea would depend on future events.

BENEFITS:

- Attractions to the retail area will enhance trade volume.
- Increased activity over longer hours, day and night will benefit nearby businesses.
- The park is an addition to the cultural resources of the city.
- More retail activity makes commercial property more valuable and enhances the property tax base and eventual tax revenue. It also increases retail sales tax revenues.

SCHEDULE: This project could be accomplished in conjunction with or in sequence to the streetscape improvements to Yampa Avenue and the adjacent Breeze Street Parking Lot. The initial controlling event is acquisition of land and funding.

NOTES: The funding source will likely be from the Colorado Conservation Trust Fund. Nearly a year will be required for funds to be made available. After funding is secured, final engineering, design and cost estimates should be prepared.

CONSTRUCTION COST ESTIMATES

The following cost estimates were developed for the various projects. Please note that these estimates are for planning purposes only, and are based upon conceptual designs.

PROJECT 1. CITY ENTRANCE SIGNS

ITEM	QUANTITY/UNIT	UNIT PRICE	COST
1. Conc Wall	20 C.Y.	400	8000
2. Stone Veneer	350 S.F.	15	5250
3. Sign lights	4 each	500	2000
4. Painted Steet Figure	1 Each	3000	3000
5. Sign Letters	4 each	300	1200
Subtotal			19450
20% Contingency			3890
TOTAL			\$23,340 Each sign \$ 94,000 4 signs

PROJECT 2 CITY SIGN SYSTEM

SPECIAL EVENT SIGNS

ITEM	QUANTITY/UNIT	UNIT PRICE	COST
1. Conc Wall	3 C.Y.	400	1200
2. Stone Veneer	90 S.F.	15	1350
3. Flag Ploes	3 each	1300	3900
4. Sign 1 Each	500	500	
5. Flags 3 each	500	1500	
Subtotal			5450
20% Contingency			1090
TOTAL			\$6540 each sign \$26000 4 signs

OTHER ITEMS

City facility identification signs	20000
Guide signs Victory Way/4th	20000
Signage plan	15,000
TOTAL	\$81,000

PROJECT 3 STREETSCAPE DEVELOPMENT: WEST VICTORY/FINLEY TO STOUT

ITEM	QUANTITY/UNIT	UNIT PRICE	COST
A. DEMOLITION/EARTHWORK			
1. Tree Pit Excavation(70)	175 C.Y.	11	1925
2. Remove Curb/Gutter	3400 L.F.	2.5	8500
3. Remove Pavement to Subgrade	39000 S.F.	1.5	58650
4. Overexcavate Planting area to 16"	2400 C.Y.	11	26400
Subtotal			95475
B. SITE IMPROVEMENTS			
1. Construct Curb/Gutter	3400 L.F.	11	37400
2. Construct 4" Conc Path	51000 S.F.	3	153000
3. Planter Walls (18" Max Height)	3400 L.F.	60	204000
4. Pedestrian Lights 16'	44	4000	176000
5. Street Lights	15	3000	45000
Subtotal			615400
C. LANDSCAPING/IRRIGATION			
1. Deciduous Trees (4"Cal)	70 Each	600	42000
2. Shrubs(5gal)	300 Each	30	9000
3. Mulch 500 C.Y.	20	10000	
4. Weed Barrier	44000 S.F.	.10	4400
5. Planting Soil 18"	555 C.Y.	30	16650
6. Irrigation System/Tap	1 LS		7500
Subtotal			89950
			801,000
20% Contingency			160,000
TOTAL			\$961,000

PROJECT 4 YAMPA 4TH TO 6TH

ITEM	QUANTITY/UNIT	UNIT PRICE	COST
A. DEMOLITION/EARTHWORK			
1. Tree Pit Excavation(50)	125 C.Y.	11	1375
2. Remove Concrete Walk	29000	1.5	43500
3. Remove Curb/Gutter	2400 L.F.	2.5	6000
4. Remove Tree Grates/Guards	30	50	1500
Subtotal			52375
B. SITE IMPROVEMENTS			
1. 4" Conc Path	29000 S.F.	3	87000
2. Pedestrian Lights 12'	48	4000	192000
3. Construct Curb/Gutter	2400 L.F	11	26400
4. Parking Edge Walls (36" Max Height)	100 L.F	120	12000
5. Accent Paving	12000 S.F.	12	144000
Subtotal			461400
C. LANDSCAPING/IRRIGATION			
1. Deciduous Trees (4"Cal)	50 Each	600	30000
2. Tree Grates	96 Each	900	86400
3. Irrigation System/Tap	1 LS		7500
Subtotal			123900
Subtotal			637675
20% Contingency			127535
TOTAL			\$765000

**PROJECT 5 DOWNTOWN PARKING LOTS: BREEZE STREET /YAMPA AVENUE
CITY LOT**

ITEM	QUANTITY/UNIT	UNIT PRICE	COST
A. DEMOLITION/EARTHWORK			
1. Tree Pit Excavation	30 C.Y.	11	330
2. Remove Pavement to Subgrade	20000 S.F.	1.5	30000
3. Overexcavate Planting areas to 18"	100 C.Y.	11	1100
Subtotal			31430
B. SITE IMPROVEMENTS			
1. Construct Conc Edger	200 L.F.	8	1600
2. Construct 4" Conc Pathways	2000 S.F.	3	6000
3. Construct Asphalt Parking Lot	160 S.Y.	9	14400
4. Planter Walls (18" Max Height)	200 L.F.	60	12000
5. Street Lights 16'	9	4000	36000
6. Signing/Striping	50 spaces	100	50000
Subtotal			120000
C. LANDSCAPING/IRRIGATION			
1. Deciduous Trees (4"Cal)	12 Each	600	7200
2. Planting Soil 18"	30 C.Y.	30	900
3. Irrigation System/Tap	1 LS		1000
Subtotal			9100
Subtotal			160530
20% Contingency			30000
SUBTOTAL			\$190000
YAMPA STREET PRIVATE PARKING LOT			
Develop Parking Lot/Amenities	6000 S.F.	10	\$ 60000
TOTAL			\$250000

I M P L E M E N T A T I O N

PROJECT 6 DOWNTOWN PARK

ITEM	QUANTITY/UNIT	UNIT PRICE	COST
A. DEMOLITION/EARTHWORK			
1. Grading/Excavation	15000	.25	3750
2. Demolition	LS		5000
Subtotal			\$ 8750
B. SITE IMPROVEMENTS			
1. Construct Conc Seat Walls	700 L.F.	60	42000
2. Construct Stage/Platform	LS		30000
2. Construct 4" Conc Path	13000 S.F.	3	39000
4. Accent Paving	1500 S.F.	12	18000
3. Planter Walls (18" Max Height)	120 L.F.	60	7200
4. Pedestrian Lights 12'	7	4000	28000
Subtotal			164200
C. LANDSCAPING/IRRIGATION			
1. Deciduous Trees (4"Cal)	8 Each	600	4800
2. Evergreen Screen Trees	20	800	16000
3. Shrubs(5gal)	100 Each	30	3000
4. Mulch 200 C.Y.	20	4000	
5. Sod 3600	.50	1800	
6. Planting Soil 18"	200 C.Y.	30	6000
7. Irrigation System/Tap	15000	.50	7500
Subtotal			43100
Subtotal			216050
20% Contingency			43510
TOTAL			\$260,000(\$17 S.F.)

6

APPENDIX

APPENDIX 1: IMPLEMENTATION FEASIBILITY ANALYSIS

Appendix 1 describes projects that were initially recommended, but did not make the final cut of priority projects. Evaluation criteria is also included.

A. PROJECTS

STREETSCAPE

1. Project: *West Victory: Stout to Yampa*

Purpose:

- Improve pedestrian/bikeway circulation
- Distinguish vehicular corridor from main pedestrian corridor
- Improve appearance
- Link to downtown areas
- Improve retailing opportunities/visibility
- Increase value of area
- Reinvest in improvements to promote continued growth

Description:

- Develop sidewalks, landscaping, curb/gutter, furnishings and lighting for both sides

Cost:

- \$650,000

2. Project: *Pershing Streetscape*

Purpose:

- Provide transition from eastbound Victory Way to 4th and the downtown business district
- Improve appearance
- Increase value of area
- Reinvest in improvements to promote continued growth to adjacent properties

Description:

- Develop landscape improvements: parking barrier, landscaping, lighting

Cost:

- \$276,000

3. Project: 4th Streetscape

Purpose:

- Provide transition from eastbound 4th to the downtown business district
- Improve appearance
- Reinvest in improvements to promote continued growth to adjacent properties

Description:

- Lighting, banners, guide signage
- Develop sidewalks and landscaping for both sides

Cost:

- \$657,000

4. Project: East Victory: Yampa to Stock Drive

Purpose:

- Improve pedestrian circulation
- Distinguish vehicular corridor from main pedestrian corridor
- Improve appearance
- Link chamber/ city park area to downtown areas
- Improve redevelopment opportunities
- Increase value of area
- Reinvest in improvements to promote continued growth

Description:

- Develop sidewalks, landscaping, curb/gutter, furnishings and lighting for both sides
- Develop informal, low maintenance landscape buffers at strategic points
- Provide incentives for private landowners

Cost:

- \$800,000

5 Project: West Victory: Colo 13 to Finley

Purpose:

- Provide transition from rural areas to business district
- Distinguish vehicular corridor from main pedestrian corridor
- Improve appearance
- Improve redevelopment and functional opportunities
- Increase value of area
- Reinvest in improvements to promote continued growth

Description:

- Remove frontage road
- Develop phased landscape improvements
- Develop bikepath
- Provide incentives for private landowners

Cost:

- \$1,017,200

6. Project: *Entry Corridors*

Purpose:

- Provide transition from rural areas to business district
- Improve appearance
- Increase value of area
- Reinvest in improvements to promote continued growth

Description:

- Develop phased landscape improvements
- Provide incentives for private landowners

Cost:

- \$240,000

PARKING LOTS

1. Project: *School/Victory County Parking Lot*

Purpose:

- Improve vehicular circulation and parking efficiency
- Improve appearance

Description:

- Remove/replace pavement
- Sidewalks/pedestrian facilities
- Drainage/Utility upgrades
- Striping/signing/lighting/landscaping

Cost:

- \$30,000

2. Project: *Yampa/4th Parking Lot (Fire Station)*

Purpose:

- Provide additional visible and accessible parking for downtown shopping and special events

Description:

- Acquire land/easement for public parking lot development

- Pavement, sidewalks and pedestrian facilities
- Drainage
- Striping/signing/lighting/landscaping

Cost:

- \$110,000

PARKS

1 Project: Riverfront Gateway Park

Purpose:

- Provide civic "gateway" development to mark central business district and location of Chamber of Commerce and City Park
- Provide place for art fairs, exhibits and other special events
- Provide "pocket" of water related open space along Victory Way
- Provide destination/gateway for riverfront trails
- Increase vitality and character along Victory

Description:

- Develop bridge improvements
- Acquire lands and remove buildings along Victory
- Develop drainage/trail/waterfront improvements
- Develop seating, public plaza, information kiosk, sculpture or fountain, exhibit space, linkage to parking lots/street, chamber and City park.

Cost:

- \$292,000

2. Project: Finley/Victory Civic Gateway Park

Purpose:

- Provide civic "gateway" park development to mark central business district and location of shopping centers and retail district
- Provide "pocket" of landscaped open space along Victory Way
- Improve appearance
- Increase vitality and character along Victory

Description:

- Provide seating, sculpture, lighting, landscaping and linkage to parking lots/sidewalks

Cost:

- \$72,000

3. Project: East Victory Special Sites

Purpose:

- Provide "pocket" of landscaped open space along Victory Way

- Improve appearance
- Increase vitality and character along Victory
- Provide demonstration of appropriate landscaping for Craig

Description:

- Develop informal, low maintenance landscaped parks at City owned paroperties

Cost:

- \$42,000

4. Project: Homestead Downtown Historic Park

Purpose:

- Provide "pocket" of landscaped open space in historic downtown
- Improve appearance
- Provide linkage to Yampa avenue/parking
- Provide interpretation of early settlement in Craig

Description:

- Develop public plaza, concessions/exhibit space, parking, outdoor museum, and low maintenance landscaping

Cost:

- \$110,000

MISCELLANEOUS

1. Project: Downtown Alleys

Purpose:

- Improve alley surfaces to improve service access, drainage, and appearance

Description:

- Upgrade pavement, utilities, drainage

Cost:

- \$200,000 per single linear alley block/4 alleys= \$800,000
(40,000 pavement; 40,000 utillies; 90,000 drainage 30,000 contingency)

2. Project: Utility Lines

Purpose:

- Bury service lines and transformers
- Improve appearance

Description:

- Relocate service below grade at the following locations:

Cost:

- \$1,100/Lineal foot

B. PROJECT EVALUATION/SELECTION

The following considerations and criteria will affect which public projects the City of Craig selects for funding and accomplishment.

Function

Does the project meet a service need?

Does it have aesthetic value?

Achievability

How soon can the project be started?

Can it be completed within two years?

Is this project in proper sequence with other projects? For example, does installation of utilities precede paving?

Are there land use considerations which must evolve before the project is appropriate?

Benefits

Is this project essential to health or safety?

How many people does it impact favorably?

Does it contribute to community economic vitality? Will it stimulate economic development?

Does it fulfill a perceived long-term need?

Will it contribute to community pride?

Image

Will the project contribute to a favorable image of the immediate vicinity and/or the community?

Does it fit a chosen theme or identity of the community as a whole?

Cost

What is the magnitude of the project cost?

What share must Craig pay? Matching funds?

Is this a one-time cost or a stream of payments?

Is there a maintenance obligation, and if so how much?

What is the administrative burden of acquiring funding and in servicing the resulting facility?

Cost is listed last. If the need is great enough, and the benefits are substantial, a way will be found to fund the project.

Civic Improvement Evaluation Factors are presented in a matrix opposite each improvement project to show the relative ranking of each project. The factors are in three groups:

Benefits

Economic Vitality

Visual Quality

Functional Benefits

Breadth of Impacts

Visibility

Population Served

Feasibility Criteria

Maintenance Constraints

Costs

Additional Funding Availability

Timing/Potential to start soon, end in two years

The following definitions and comments on each sub-factor will help in interpreting the project selection matrix.

Economic Vitality is the desired result of creating an economic environment attractive to tourists, other shoppers, residents and businesses in the community. It is the preservation and enhancement of retail sales. It can result in upgrading commercial space and making higher rents attainable. It is the positive influence on property values. It results in an expansion of the tax base and tax revenues.

A high numeric score for economic vitality indicates that the proposed civic improvement project will have a very positive effect in this aspect.

Visual Quality is the appearance of a community and its surroundings. It is the impression created in the minds of visitors and residents alike that indicated a sense of community, of pride, of self respect, of ambition and progressiveness. Visual quality is a major component of the image a community creates. It communicates the identity of the community and the theme of its existence, whether that be as a small town which is the nucleus of a rural area, the county seat, a center of ranching activity, a mining town, a retail center, or some combination of these.

Projects which contribute to visual quality include those which reduce clutter and confusion. Signage simplicity and uniformity and underground utilities are examples.

A high score in this aspect implies that the proposed improvement will make a strong contribution.

Functional Benefits from civic improvements are those which:

- Meet a service need such as walkways, traffic flow improvement, or drainage.
- Contributes to better health or safety

High scores in this factor indicate substantial benefits.

Visibility of the effects of improvements can be important because many of these improvements are funded by local taxes and contributions. Citizen involvement and appreciation are valuable in the acceptance of these projects and in public support of their cost and possible disruption during construction.

Visibility communicates that something is being done to cause benefits to be generated. High marks are appropriate for projects which can do this.

Population Served is the number of people who are affected by the civic improvement, either visually or in other beneficial ways. The population is the residents and businesses in town and the surrounding area as well as anyone passing through (and hopefully stopping.)

The larger the number of people affected positively, the more effective the project is likely to be and the higher its score.

Maintenance is a consideration because many projects have more than an initial cost. They usually require continuing maintenance and care. A project which scores high is one in which the maintenance is nominal or one in which the maintenance is provided for, possibly by city funding allocation or by volunteer citizens.

Cost is always a consideration. In the case of civic improvement projects, it is not always readily ascertainable. Although the maintenance aspect can be determined, the actual initial net cost of an improvement to the city could be far less than the total acquisition or construction cost.

A large project does not automatically earn a low score. If the need is great enough, and the benefits are substantial, a way will be found to fund the project. Cost could be one of the least influencing factors in project ranking.

Additional Funding Availability can be an important factor. Sponsorship by others such as the Department of Transportation could reduce the funding required from Craig substantially or entirely. Grants from public or private entities could reduce net costs.

Some types of projects are particularly susceptible to supplemental funding sources. These could have a high ranking in spite of high project costs.

It is important to note that a project should not necessarily receive a high ranking just because it will not cost the city very much. Projects should be selected on the basis of need and benefit much more than on whether funding is available.

Timing has three dimensions. The first is the amount of time it will take to get a project started and completed. The second is the possibility to phase a project to permit incremental accomplishment. Both can be thought of as "achievability."

Starting within two months and completing in less than two years appears to be the optimum characteristics in terms of achievability. They would earn the highest score.

A third dimension is sequencing. Phasing is related, but the need to accomplish some projects before others for the sake of efficiency or effectiveness is specific. An example is placing utilities under ground before beginning a paving project. Another is the need to allow certain land use characteristics to evolve in response to market forces before a project becomes appropriate.

	PROJECTS	EVALUATION CRITERIA	BENEFITS			BREADTH		FEASIBILITY				TOTAL
			Economic Vitality	Visual Quality	Functional Benefits	Visibility	Population Served	Maintenance	Cost	Additional Funding	Timing	
SIGNS	1.1 CITY ENTRANCE SIGNS		2	3	2	3	3	3	3	1	3	23
	1.2 CITY SIGN SYSTEM		3	3	3	3	3	3	3	2	3	26
STREETSCAPE	2.1 W. VICTORY/FINLEY TO STOUT		3	3	3	3	3	2	1	2	2	23
	2.2 W. VICTORY/STOUT TO YAMPA		2	2	2	2	2	2	1	2	2	17
	2.3 YAMPA/4TH TO 6TH		3	2	2	3	3	3	2	2	2	22
	2.4 PERSHING		2	2	1	3	2	3	2	2	3	20
	2.5 4TH		1	2	2	2	2	2	2	2	1	16
	2.6 EAST VICTORY		1	2	2	2	2	1	1	1	1	13
	2.7 W. VICTORY/CO 13 TO FINLEY		3	2	3	3	2	2	1	2	2	20
	2.8 ENTRY CORRIDORS		1	1	1	2	2	3	3	1	3	17
PARKING	3.1 DOWNTOWN PARK/BREEZE ST.		3	3	3	3	3	2	2	2	2	23
	3.2 YAMPA STREET		1	3	2	2	2	2	2	2	2	18
	3.3 COUNTY/SCHOOL/VICTORY		1	2	2	2	1	2	2	2	2	16
	3.4 YAMPA/4TH		1	2	2	2	2	1	1	2	2	15
PARKS	4.1 DOWNTOWN PARK		2	3	3	2	3	3	2	3	2	23
	4.2 RIVERFRONT GATEWAY		2	2	2	2	3	2	2	3	2	20
	4.3 FINLEY/VICTORY GATEWAY		2	2	1	3	3	2	2	3	2	20
	4.4 EAST VICTORY SITES		1	2	1	3	2	2	3	2	3	19
	4.5 HOMESTEAD HISTORIC PARK		1	2	1	1	1	2	2	3	3	16
MISC.	5.1 DOWNTOWN ALLEYS		3	3	3	2	1	2	1	2	3	20
	5.2 UTILITY LINES		2	3	2	3	1	1	1	2	3	18

CRAIG CIVIC IMPROVEMENT PLAN
Project Selection Matrix

prepared for: City of Craig

prepared by: SHAPINS ASSOCIATES

KEY
Most 3
Mod 2
Low 1
Priority Project ☐

APPENDIX 2: SUMMARY OF APPLICABLE FUNDING OPTIONS

The following paragraphs offer information about funding opportunities and comments on their appropriateness for Craig's capital improvement programs.

City Capital funds are immediate, but already assigned. Where urgency is not present, other sources are preferable.

A. GRANTS

Grants to communities can come from the federal, state or county level. They are distributed on the basis of demonstrated need.

Grant programs are competitive. A specified amount of money is made available to the granting agency. There is rarely as much money as there are requests for it. The agency makes distribution among applicants based on the quality of the applications.

Winning a grant can reduce or eliminate what might otherwise be borrowed funds and a debt situation. Grants should be considered as supplements in all of the priority projects. Options include:

Community Development Block Grants (CDBG)

Energy Impact Assistance Program

Rural Economic Development

Conservation Trust Fund

Colorado Initiatives Program

Intermodal Surface Transportation Efficiency Act (ISTEA)

Gaming Tax Revenue Distribution

1. Community Development Block Grants (CDBG) appear to emphasize housing, but they also fund public facilities and community development projects. They are administered by the Colorado Department of Local Affairs for the rehabilitation of non-residential properties when such properties are integral parts of local government sanctioned and planned community redevelopment efforts. This fits the parking and improvements in Project 3.2, Yampa Street Parking Lot.

Timing could be frustrating. The next application deadline would ordinarily be in January, 1994 but it could take that long to complete project definition and the application process. Tim Sarmo in Grand Junction could help with the approval process.

A twist is Clinton's Economic Stimulus Package. It identified \$2.5 billion for CDBG of which Colorado Small Cities was to get \$6.6 million, according to Bill Timmermeyer in the Department of Local Affairs. It now appears that we will be lucky to get half that, but anything would be welcome.

The twist is that, if approved by congress, awards to cities must be made within 120 days of enactment (August) and used by December 1994. This implies about 16 months for accomplishment. Focus will be to benefit lower income residents, but funding can be used to eliminate slum or blight conditions.

There are two state organizations involved. The Governor's Office of Business Development is responsible for all projects involving the use of CDBG funds to provide financing for private for-profit businesses, except for the rehabilitation of non-residential properties when such properties are integral parts of local

government sanctioned and planned community redevelopment efforts or when such properties are of key historic or commercial importance to a community or neighborhood.

The Department of Local Affairs is responsible for this type of rehabilitation and for all other eligible CDBG project activities. The Department's Office of Field Services is responsible for overall coordination of the State's CDBG program. The field office representative in Grand Junction is Tim Sarmo, 248-7310.

A complete application consists of:

- a. Application Forms
- b. Applicant Statement of Assurances and Certifications
- c. Citizen Participation Plan
- d. Community Development Plan
- e. Residential Antidisplacement and Relocation Assistance Plan
- f. Intergovernmental Agreement
- g. Architectural/Engineering Documents

2. Energy Impact Assistance Program provides grants and loans for planning, construction and maintenance of public facilities and the provision of public services. Eligible recipients are municipalities, counties, school districts, special districts and other political subdivisions socially or economically impacted by the development, processing or energy conversion of minerals and mineral fuels. Craig has been a consistent beneficiary of this program.

Funds for this program are generated from a tax imposed on the value of the ore immediately after its removal from the mine. The tax rate varies according to the mineral extracted and its current value.

Fifteen percent of revenues to the Local Government Severance Tax Fund are distributed directly to municipalities and counties based upon residency of industry employees. The largest distribution of funds is in the form of discretionary grants or loans for economic expansion, economic development, public works projects and revenue replacement.

Energy Impact Assistance funds are available but requests should be for the most applicable projects and should not jeopardize other proposed projects or funding requests.

3. Severance Tax obligations can be converted into contracts to provide funding to communities. ColoWyo has prepaid severance taxes to obtain a tax credit by funding Craig projects. This process is an administrative burden on the tax-paying entity and takes some negotiation to accomplish.

4. Rural Economic Development The Department of Local Affairs undertakes special projects for community level economic development, including downtown development, rural tourism development, and publication of community self-help manuals.

5. Conservation Trust Fund The state lottery net proceeds are administered in the Conservation Trust Fund distributed quarterly to counties and some special districts (recreation or municipal districts with recreation responsibilities) by the Division of Local Government.

The funds may be expended for the acquisition, development, and maintenance for recreational purposes on public sites.

Conservation Trust Fund (Lottery Money) is one of three parts of the state lottery program. Division of Parks and Recreation participates as does the new Great Outdoors Colorado (Amendment 8) program. Distribution of the Conservation Trust Fund money is based on relative population and distribution is automatic. Last year Craig got \$55,392. Not enough by itself for any of the priority projects identified by the CIA.

The amounts are not sufficient to fund major programs in small communities, although towns can join together to do a cooperative project among themselves or with a share from the county.

6. Colorado Initiatives Program As an element of Technical Assistance for Communities, the Department of Local Affairs has joined with the University of Colorado's Center for Community Development and US West Communications to provide grants, particularly in rural areas.

Ten communities have been chosen yearly. Each community could receive up to \$5,000 to acquire specialized technical assistance and was eligible to compete for a portion of the \$100,000 of Colorado Initiatives implementation funding provided by US West.

This program is under revision and is expected to be focused on different objectives. It is not a large source of funds.

7. ISTE A applications are complex and competitive. The program requires at least 20 percent participation by the City. Relatively large projects (up to \$750,000) will be accepted, but "the intent is to assist government entities in developing smaller projects over a relatively short period of time," with expenditure beginning within 12 months of authorization and concluding within 24 months. The problem part will be getting through all the hoops to the authorization point.

ISTEA enhancement activity number 4, Landscaping and other Scenic Beautification, could be applied to the streetscape project (2.1), but the total cost of this project exceeds \$750,000 and the 20% requirement is onerous if not prohibitive.

8. Gaming Tax Revenues from Gilpin and Teller County casinos are collected by the state Department of Revenue. Present legislation provides that nearly half goes to the state General Fund, but a surprising portion (28%) goes to the state Historical Society. Either this entity will have to find places to put the money, such as in communities, or the allocation could be reduced. The Department of Local Affairs is believed to be looking at this possible resource. Although denied by the Division of Gaming, this situation should be monitored.

B. SPECIAL DISTRICTS

Special districts can be set up in accordance with Colorado Revised Statutes, Article 1 of Title 32. They are independent, quasi-municipal operations. They have independently elected boards, and exist in perpetuity unless specific steps are taken to dissolve them. Examples are:

Improvement Districts

Business Improvement District

Recreation Districts

Metropolitan Districts

1. Improvement Districts In municipalities, taxing districts are General Improvement Districts (GID's) which can construct certain facilities, operate them, and condemn property. Boards of directors serve ex-officio so the City Council would be the board of directors.

Assessment districts in municipalities are called Special Improvement Districts (SID's). They have the least independence of all the finance mechanisms under Title 32. They exist only as administrative subdivisions of the municipality. Their primary purpose is to assess the costs of public improvements to those who are specially benefited by the improvements. The costs generally are financed through special assessment bonds. These districts have no operational purpose, and generally are dissolved once the improvements are completed and the debt is retired.

2. Business Improvement Districts A BID is created within a municipality upon petition of owners of real or personal property in the service area of the proposed district. The municipal governing board can serve

ex-officio as the board of directors of the district, or the mayor can appoint a five-member board of directors.

The BID boundaries may consist of contiguous or noncontiguous tracts or parcels of commercial property. No residential or agricultural property can be included in the district.

BID's are created to provide certain services that URA's and DDA's are not authorized to perform. These include such activities as consulting on planning or managing development activities, promotion or marketing activities, and business recruitment, management, and development.

The district could allow individual stores and businesses in the same geographic area to coordinate efforts and jointly construct improvements. It could be used to finance services like marketing, security, promotion, and maintenance of common areas. The objective is that through such coordination, these stores and areas could better compete with shopping malls and other business areas that already have central management and cost-sharing arrangements.

Implementation If a BID is the chosen approach, the following considerations should receive attention:

- Since they are formed by petition, the first step is to define the district boundaries and solicit participants from within them. (Not all property owners must be included. Not all included property owners must be petitioners or even in favor of the district. Owners of at least 50 percent of the property assessed valuation and 50 percent of the total acreage must be in favor of the district.
- Permitted activities include any function, service or facility authorized to all participating parties. An early step is to define the activities to be included.
- Definition of activities for the district implies that the district should be set up with specific goals and objectives as well as a plan for accomplishment.
- Powers of the district include construction, operation and maintenance, but do not include condemnation.
- Finance mechanisms include: ad valorem tax, assessment, G.O., revenue and special assessment bonds. The district can charge rates, tolls and fees.

The actual steps to formation include:

1. Definition of the purpose goals and objectives.
 2. Definition of the district boundaries.
 3. Preparation and approval of a plan to accomplish the purpose.
 4. Cost estimates, schedules, sources of funding.
 5. Identification of required mill levy.
 6. Solicitation of participants from property owners (and lessees) within the district.
 7. Legal formation of the district with assistance from the city attorney, the Department of Local Affairs, consultants, bond council, or whoever will participate in formation and funding activities. A consultant experienced in these matters could be valuable.
- 3. Recreation Districts** for the acquisition, maintenance and operation of parks and recreation facilities are formed as are other special districts. They are quasi-municipal districts with specified boundaries and an elected board of directors from within the district. They can be financed through a property tax mill levy and can assume debt. A supplemental source of funding is the Conservation Trust Fund which can make distributions to the district from lottery funds.

Within a municipality like Craig, this type of district could be redundant.

4. Metropolitan Districts Usually formed to provide and maintain infrastructure such as streets and roads or street lighting, metropolitan districts can also be responsible for parks and recreation. Those with this responsibility are similar in scope to recreation districts and are eligible for grants from the Conservation Trust Fund. Ordinarily they are in unincorporated areas, since municipalities already have the powers of a metropolitan district.

C. BONDS

Bonds are debt. Municipal bonds can be a vehicle for lower cost debt, depending on how they are rated, based on the financial condition of the community and the prospects for repayment. They can be offered at lower interest rates than commercial bonds because they generally offer tax free income to investors.

There are two fundamental types, general obligation bonds and revenue bonds.

1. General Obligation Bonds are backed by the faith and credit of the municipality and are paid back from general funds. They are ordinarily used for infrastructure or other long term projects. There is reluctance to create too many or too large issues since they are the debt of the municipality and can adversely affect the balance sheet.

2. Revenue Bonds depend on repayment from a future revenue source. Municipal revenue bonds offer investors the same tax advantages, but often are issued at a higher rate of interest since their pay back is dependent on the quality of the revenue source.

3. Business Improvement District Bonds payable solely from property tax revenue collected within a district must be voted on first at an election held within the district. Bonds payable solely from revenues derived from revenue sources other than the property tax did not have to be approved first by an election prior to passage of Amendment 1.

D. LOANS

Communities and businesses are eligible for loans for improvements and rehabilitation. A few of these programs are administered locally by the regional Council of Governments. Another source for business loans is the CHFA Rural Development Loan Program.

E. DOWNTOWN DEVELOPMENT AUTHORITY

Of the six high priority projects, all but the city entrance signs could be part of a downtown development project. In particular, the two streetscape projects could be parts of a single downtown program although they are not contiguous.

There is reason to consider forming a Downtown Development Authority which would be able to coordinate the high priority projects and, eventually, the other streetscape projects.

Formation of a Downtown Development Authority (DDA) could offer a funding approach for any proposed streetscape or capital improvements within the Central Business District. Bonds can be issued by a Downtown Development Authority to serve a public use within the Central Business District. The Authority can exercise its powers only within the downtown development district boundaries.

The Authority can be formed by the City Council (Governing Body) by ordinance subject to majority approval in public election by "qualified electors." The statute is unclear whether the electors must be residents, real property owners, or business lessees within the district in order to vote. These are required qualifications of board members of the district.

The City Council (Governing Body) can assess an ad valorem or sales tax or both for use of the Authority. The primary use is to repay the bonds, but issuance, operation, administration costs are included.

Amendment 1 could be a constraint. The position of urban renewal authorities and downtown development authorities is that they are not taxing entities and are not affected by Amendment 1.

The Authority might also be considered an "enterprise" not subject to the amendment. Whether the City can levy a new property tax is a question, although a DDA is a specific exception to the limit on local sales tax rates. Allocation of sales tax is another matter and it might be acceptable under the amendment.

Creation of a DDA appears to be an appropriate funding approach. It has advantages, limitations and risks. The advantages include the fact that it is an established mechanism and that it draws funding from the area benefited.

The limitations include the fact that only areas within the Central Business District can be included, but interpretation of the term, "central business district" has been broad. If several sub-areas are to be identified for separate projects over time, it could be feasible to set up one large district in anticipation of a sequence of projects.

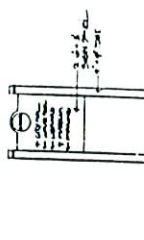
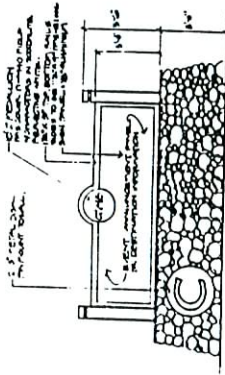
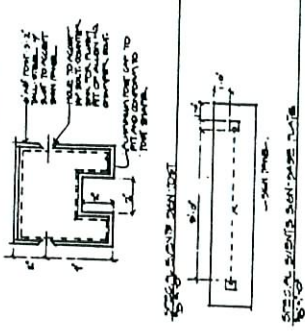
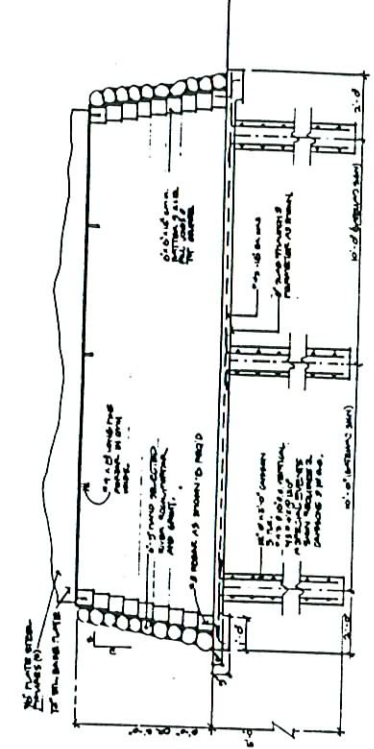
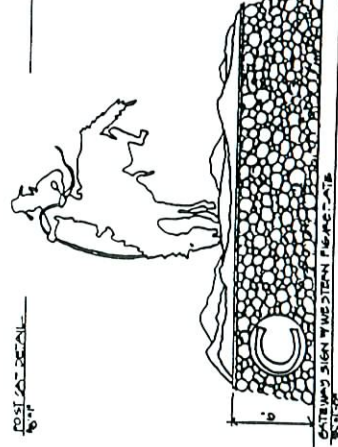
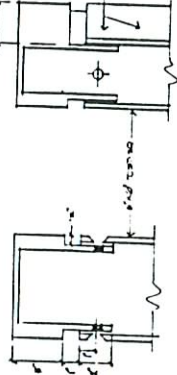
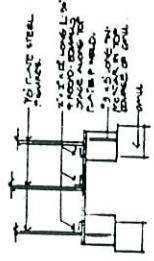
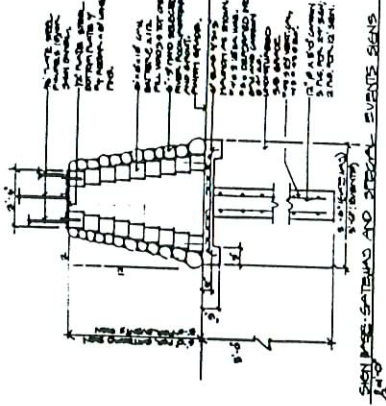
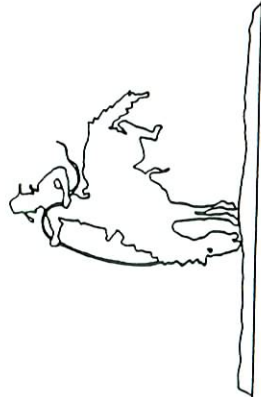
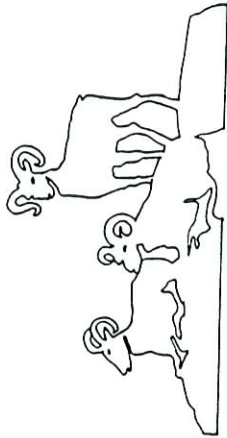
Establishing boundaries for a DDA (or any other district) can be difficult and unpopular. Residences are excluded by definition, and areas need not be contiguous, but there will be some citizens or businesses who object, no matter where the lines are drawn. The organization of a DDA is a major sales job for Council, staff and Chamber of Commerce.

A primary risk is that the process could be in violation of the intent of Amendment 1. Unsuccessful litigation could result in a ten percent penalty to be refunded to citizens and payment of the costs of both sides of the litigation.

In spite of these factors, the formation of a DDA should be seriously considered.

APPENDIX 3: CITY SIGNS DESIGN DRAWINGS

The following drawing represents the preliminary design of the city entrance signs, special event signs, and wayfinding sign



cNewtext	cNewtext
RegularAa	Book AaB
BCDEFG	CDEEFGH
IJKLMNOP	JKLMGHI
NOPQRS	NOPQRST
TUVWXX	UVVWWX
YZ&(:,:)?!	YZ&(:,:)?!
#abcdefffi	# abcdef f
ijjklmnopp	fiflftffigf
qqrstuv	ghijklmno
xyyyyz@	pqqqrstu
\$12345678	wxyyxyz@
	\$12345678

ⓂNewtext
 Book AaB
 CDEFGHI
 JKLmNn
 OPQRST
 UVVWX
 YZ&(:;:;)pi
 *~.abcdefff
 fi flftffiffg
 ghij.klmno
 ppqqrstuv
 wxyYyyz@
 \$12345678

CRAIG, COLORADO
CIVIC IMPROVEMENT PLAN

Prepared for
Cray International Authority

Presented by
SEAFIRE ASSOCIATES
EPAW
THE LINCOLN COMPANY

MAY 2, 1982

WESTERN

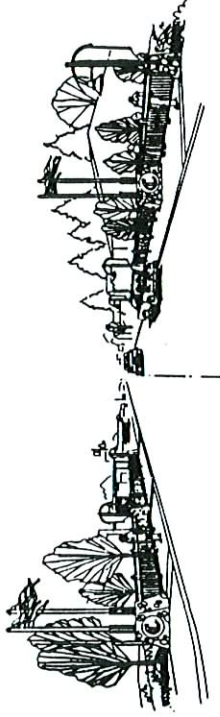
APPENDIX 4: MISCELLANEOUS DRAWINGS

The following drawings represent preliminary design concepts used to determine the high priority projects. These projects did not make the cut of the high priority projects.

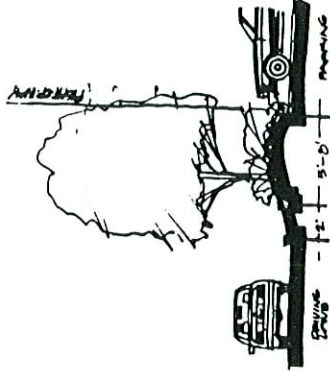
CRAIG, COLORADO

CIVIC IMPROVEMENT PLAN

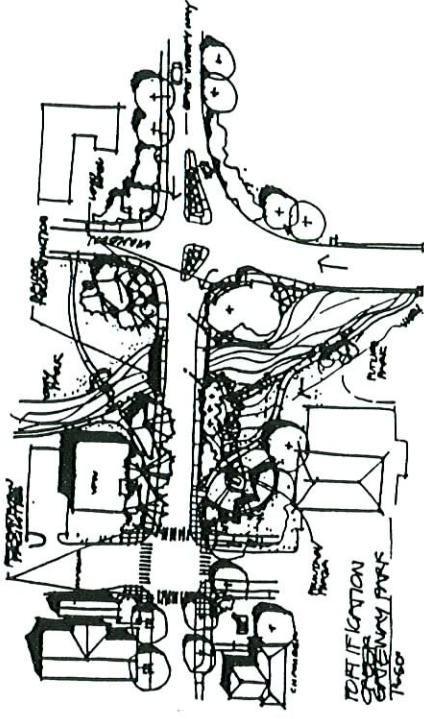
Prepared for:
Craig Improvement Authority
EDAW
THE LINCOLN COMPANY



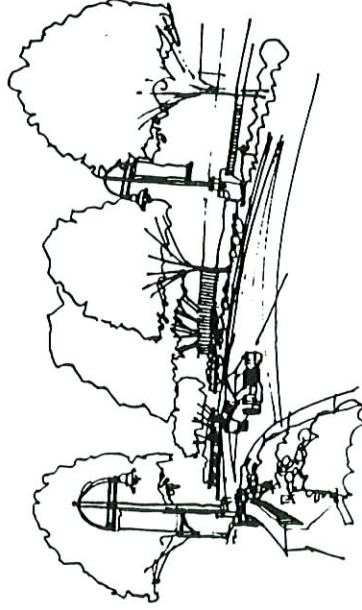
BRIDGE OVER FORTIFICATION CREEK
LOOKING WEST



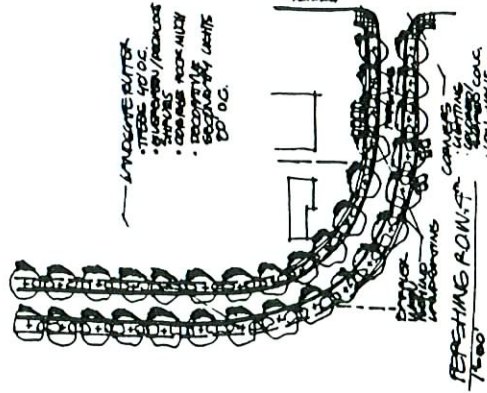
PERSHING ROW
"NO VEHICLES"



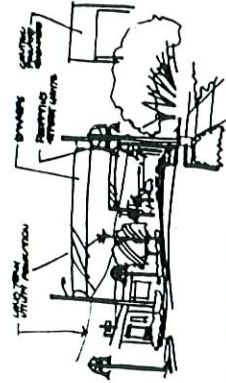
FORTIFICATION
PARK
7-20-60



PERSHING ROW
LOOKING EAST TO VETERANS PARK



PERSHING ROW
LOOKING EAST
7-20-60



4TH LOOKING EAST 7-20-60

Special Areas

FORTIFICATION PARK / PERSHING / 4TH

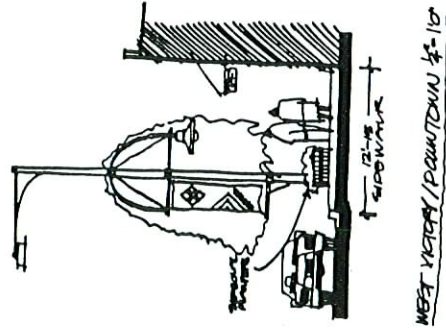
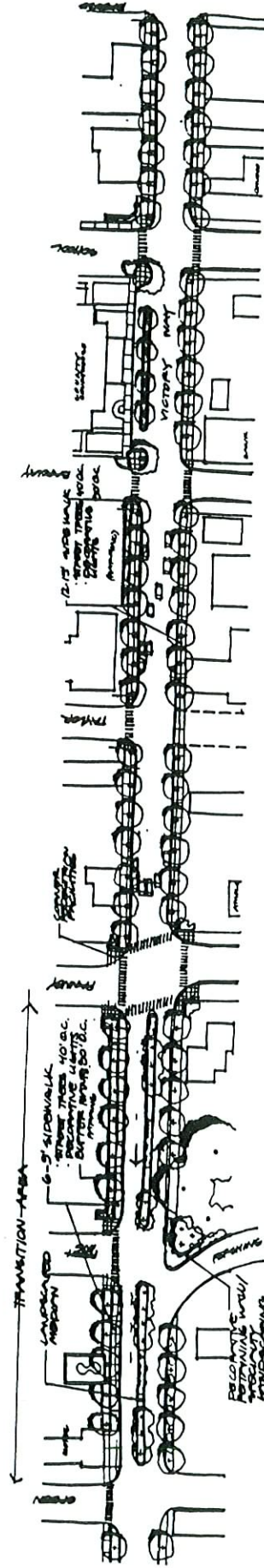
CRAIG, COLORADO

CIVIC IMPROVEMENT PLAN

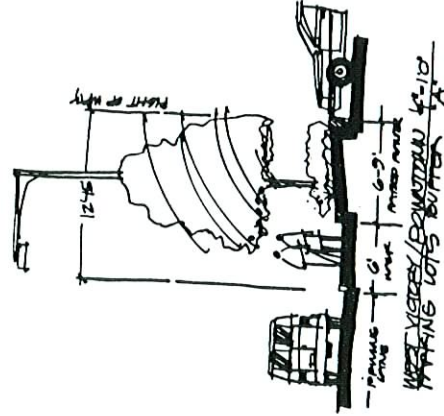
Prepared for:
Craig Improvement Authority
SHAPINS ASSOCIATES
EDAW
THE LINCOLN COMPANY



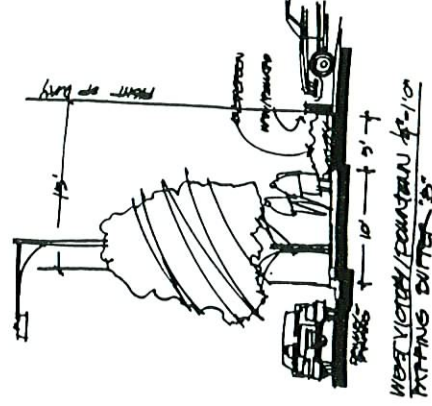
WEST VICTORY SCHOOL ST
LOOKING WEST AT CRAFT MANUFACTURING



WEST VICTORY / DOWNTOWN \$2.10
PARKING LOT \$1.00



WEST VICTORY / DOWNTOWN \$2.10
PARKING LOT \$1.00



WEST VICTORY / DOWNTOWN \$2.10
PARKING LOT \$1.00

West Victory Avenue
STOUT - SCHOOL