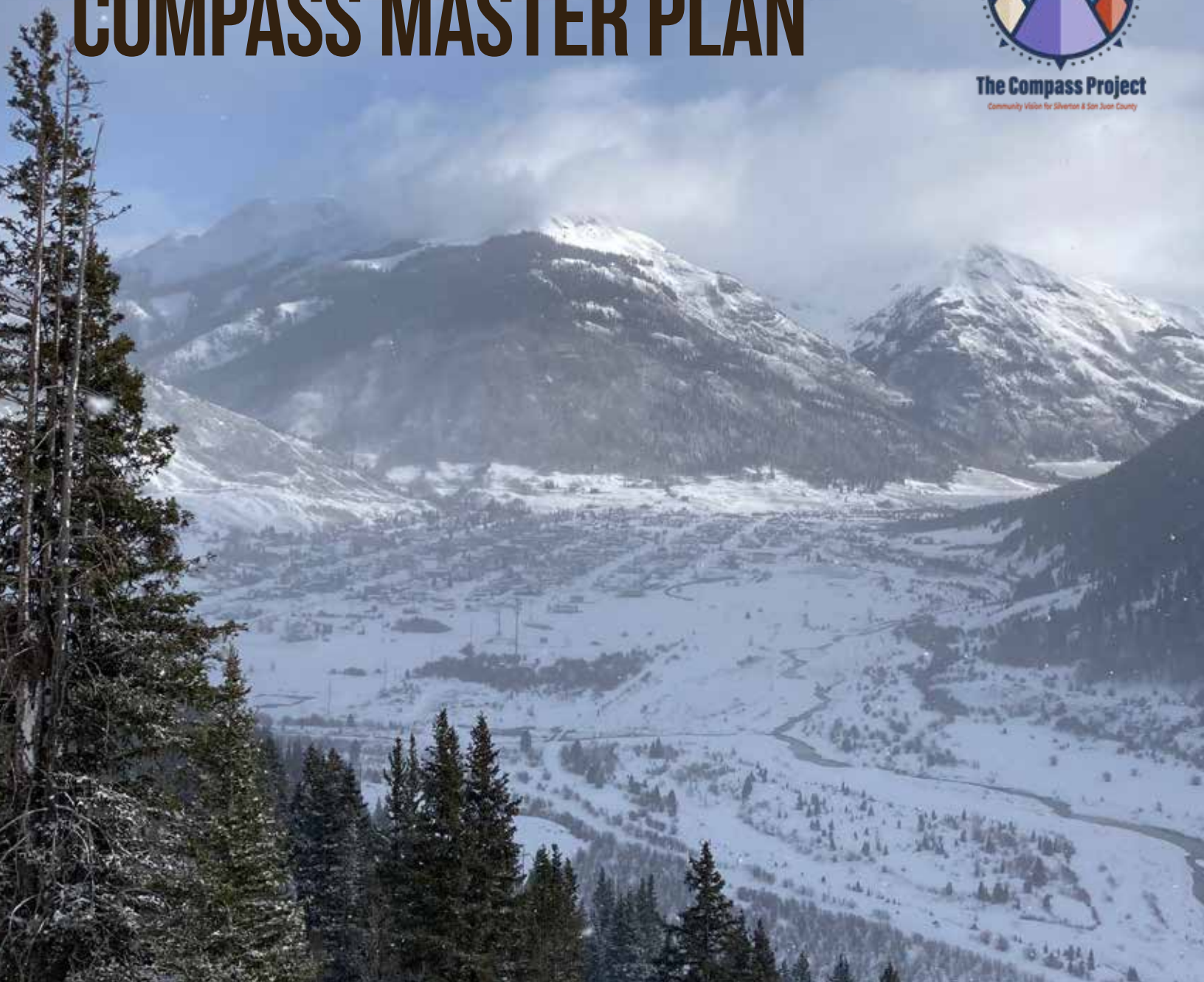


# TOWN OF SILVERTON COMPASS MASTER PLAN



A joint planning effort of:



September 26, 2022



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*All photographs and graphics in this document provided by Community Builders unless otherwise noted.*

# EXECUTIVE SUMMARY



## What is the Silverton Compass Master Plan?

The 2022 Silverton Master Plan identifies priorities for policies and physical improvements to guide public and private investments by the Town of Silverton, San Juan County, the development community, and stakeholders for the next ten plus years. The plan builds upon successes and challenges identified in the previous 2010 Town of Silverton and San Juan County Master Plan. The 2022 Silverton Master Plan is not an update to the previous plan but rather a standalone document that promotes the community's values, goals, and objectives; establishes a process for responsible growth and development, addresses both current and future needs; and provides a balance between the natural and built environment.

To ensure ownership and accountability, the plan will be presented to local government entities and elected leaders for adoption. This plan will include recommendations, strategies, and funding opportunities to achieve the community's goals by strengthening the local economy, providing housing types and prices for everyone, creating family-friendly spaces, enhancing natural assets, and building civic health and capacity. Both public and private agencies will use this Master Plan to guide decisions and actions that affect the form and function of Town. The plan provides a basis for town wide decision-making and strengthening Silverton's role as the heart of the San Juan region.

## Process

Community engagement was central to this project and directly influenced the development of the Compass Master Plan. As part of the Silverton Compass Master Planning process, Community Builders and the Town of Silverton undertook a significant community engagement effort in 2021-2022. This section summarizes the main activities and outcomes of that process. Additional detail can be found in the appendix. The overall process included four project phases:



### Phase 1: Groundwork

**Scoping and Preparation | Complete (Dec 2020 - Mar 2021)**

Build the teams, systems, tools and partnerships needed for a successful project.



### Phase 2: Where are we today?

**Community Values and Assessment | April 2021 - October 2021**

The identification of community values clarified what is most important to the community by discussing what the community sees as top challenges, needs, concerns, assets and opportunities



### Phase 3: Where do we want to be?

**Community Goals and Vision | November 2021 - January 2022**

The identification of goals for the future we want and high-level strategies to provide vision and direction.



### Phase 4: How do we get there?

**Strategies and Actions | February 2022 - Summer 2022**

Action Planning Teams convened to develop specific goals and strategies for four key areas: housing, economy, responsible growth and development, and environment and natural assets.

During the course of the Master Plan process from March 2021 - June 2022 there were over 75 opportunities for the community to engage and over 350 community members participated in the process. This included Task Force Meetings, Walkshops, Open Houses, Targeted Focus Groups, Small Group Discussions, Webinars, and Community Workshops.

# Community Values

Values are what people care most about in their community - the customs, characteristics and places that create a town's unique sense of place. They define who you are as a community and by identifying them, provide a mechanism for acting in a way consistent to those beliefs. The end result is one in which individuals, organizations, and local governments can work coherently to maintain what makes a community special and to develop in a way that is more consistent with the community values.



.....

## A REAL TOWN WITH REAL PEOPLE

We value living in a funky and historic town that brings together a cast of characters with grit, and cultivates a deeply felt sense of purpose, freedom, interdependence and a shared love of place.



.....

## ACCESS TO RECREATION

We value our community's access to the backcountry and vast public lands that allow incredible access to recreation and contribute to the health and vitality of our small mountain town.

.....

## CONNECTION TO NATURE

We value our connection to the natural environment and the San Juan Mountains that foster a deep appreciation of the natural world that unites us, provides solace and freedom, and underpins our sense of community.



.....

## A GOOD PLACE TO LIVE AND RAISE A FAMILY

We value our small, peaceful town, that is easy and safe to get around, offers a healthy environment to raise our children, and provides a slower and more intentional pace of life.



.....

## ABILITY TO MAKE A DIFFERENCE

Though we don't always agree, we value living in a community where people are actively engaged and can actually make a difference.

# GOALS

Goal setting provides an opportunity for people to work together—to build consensus and develop a shared agreement on a path forward. While a community doesn't have to agree on everything, by working together, they can identify a set of shared goals that provide a direction for moving forward.

These goals are meant to serve several key purposes. First and foremost, they are meant to provide the foundational direction for advancing the community's vision of building a thriving town for everyone. They should act as a tool for guiding future decisions—such as determining whether or not a specific project or policy is in line with the community's larger vision. They are also to be used for monitoring future progress—to identify potential successful efforts that should be expanded upon, or unmet goals and gaps that need to be addressed.

## YEAR ROUND ECONOMY

Create a resilient, year-round economy that supports a strong, livable community

## STRATEGIC INVESTMENTS

Make strategic investments in projects & places that benefit the local community

## RESPONSIBLE GROWTH & DEVELOPMENT

Plan for responsible growth & development that contribute to our community & sense of place

## PROTECT THE ENVIRONMENT

Steward and protect the environment and natural assets we love and rely on

## HOUSING CHOICES

Expand housing choices, opportunities and affordability for our community

## SENSE OF COMMUNITY

Strengthen our sense of community and our civic health

# PRIORITY STRATEGIES

These strategies were created by the community in direct response to the goals. It offers a plan of action for the immediate future, while providing a framework for the development of new strategies moving forward.



## IMPROVE OUR EXISTING INFRASTRUCTURE

- Invest in Maintenance and Upgrades of Existing and New Utility Infrastructure
- Place-Based Investments to Strengthen/ Create Local Assets
- Initiate a Capital Improvements Plan (CIP)s

## STRENGTHEN OUR LOCAL ECONOMY

- Expand Winter and Shoulder Seasons to Enhance Year Round Economy
- Support and Enable Local Businesses and Entrepreneurship
- Support Creative Industries, Small Businesses, and other Entrepreneurial Efforts

## RESPONSIBLE LAND USE, GROWTH, AND DEVELOPMENT

- Update Local Land Use Policies
- Create Environmental Land Use Policies
- Update the Community's Vision for Plans and Policies for the Types of Development desired

## EXPAND HOUSING CHOICES

- Build The Capacity to Create and Preserve Affordable Housing
- Build The Resources to Create and Preserve Affordable Housing
- Establish Programs to Create and Preserve Long-term Affordable Housing
- Address Code and Policy Barriers to Encourage Housing Choices and Affordability
- Identify Potential Locations For Affordable Housing

## ENVIRONMENT AND NATURAL ASSETS

- Assess and Map Current Conditions
- Create the Capacity & Foundation for Collaborative Conservation & Long Term Management
- Build Sustainable Outdoor Recreation Management
- Address Sustainability, Resiliency, and Climate Change

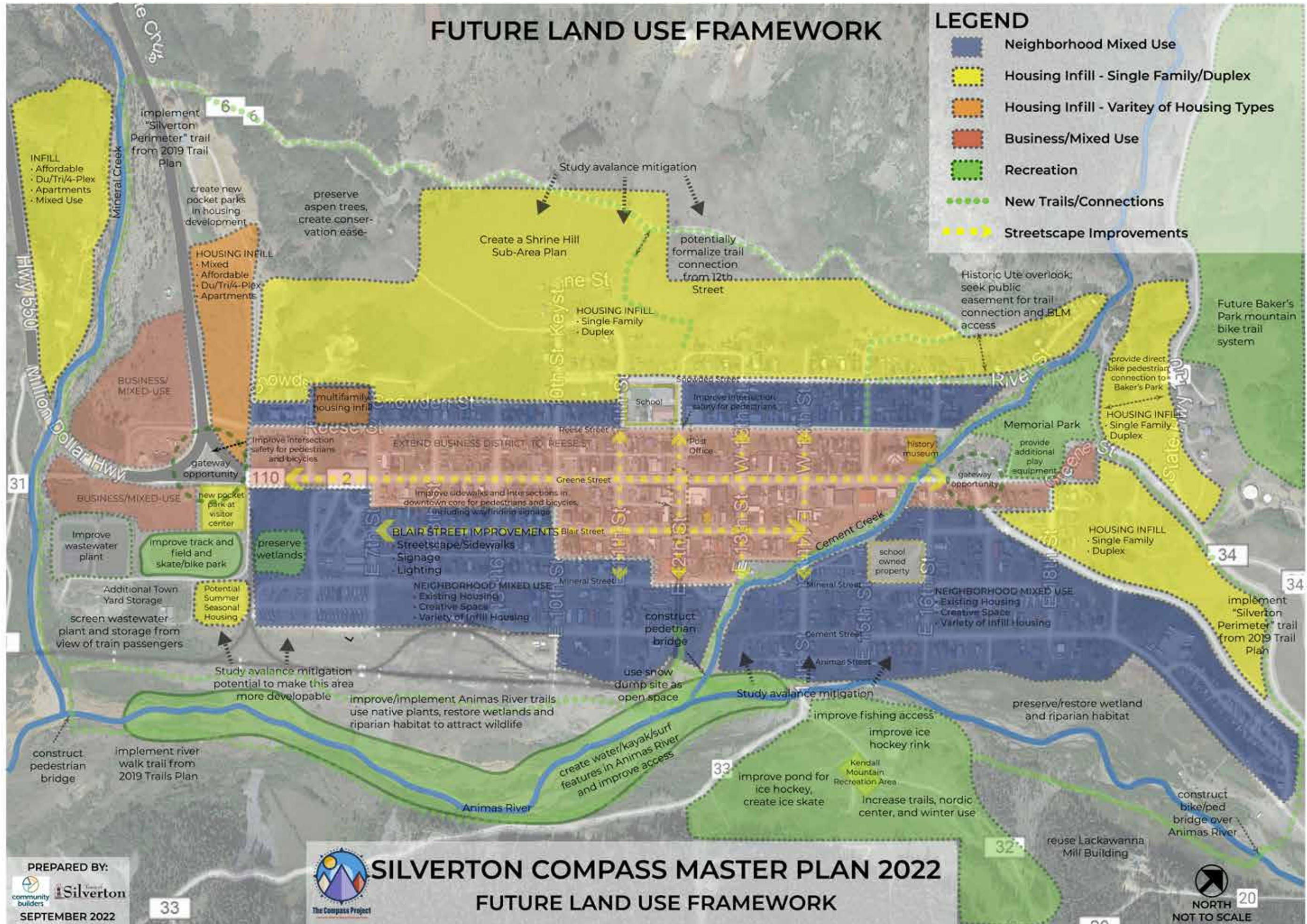
## BUILDING COMMUNITY TRUST AND IMPROVING GOVERNANCE

- Advocate for Community Integration of all Residents and Relationship Building
- Enhance Collaboration between San Juan County and the Town of Silverton
- Market/Educate The Community About Volunteering Opportunities With Town, County, Land Management Agencies, and Interest Groups
- Plan and Host Activities and Events Targeting Locals
- Improve Town Capacity and Governance

# FUTURE LAND USE FRAMEWORK

## LEGEND

-  Neighborhood Mixed Use
-  Housing Infill - Single Family/Duplex
-  Housing Infill - Varitey of Housing Types
-  Business/Mixed Use
-  Recreation
-  New Trails/Connections
-  Streetscape Improvements





# IMPLEMENTATION

This plan encompasses Silverton's vision for the next phase of growth and identifies ongoing, short (0-18 months), mid (18 months-5 years), and long-term (5+ year) recommendations for the strategies and actions throughout the community. Implementation of these varied recommendations will take dedicated leadership, staff, and revenue. This final chapter looks at how Silverton can bring this plan to life and is organized into the following sections:

## Partners and Responsibilities:

Many of the Plan's recommendations and actions require partnerships to move forward. This section identifies responsibilities for the variety of partners that were involved in the planning process and will be needed moving into implementation.

## Funding Sources and Supportive Policies:

Implementation will require dedicated effort and resources. This section includes explanations of the varied funding sources and strategies to utilize for the Plan's actions, and as illustrated in the matrices, whether these are initiated by the Town, County, or other partners. Many of the funding sources require grant writing expertise. The Town of Silverton, The Chamber of Commerce, and San Juan Development Association are currently working on grant applications. For grant writing assistance, the town should partner with Region 9 and their grant writers.

## Measuring Progress:

To understand what is working and what needs adapting during implementation, it is important for the Town to track progress. This section discusses how this can be done efficiently and effectively.





# INTRODUCTION

On May 31, 2019, the town of Silverton and the Colorado Department of Public Health and Environment (CDPHE) hosted a Brownfields Redevelopment and Revitalization Workshop through their Colorado Brownfields Partnership program. During the gathering, presenters and attendees discussed approaches to economic development and why a renewed focus on placemaking and amenities in small communities is crucial to the well-being of local residents. Attendees discussed a variety of challenges and opportunities, including affordability, good jobs, balancing the benefits and impacts of tourism and recreations and preserving the town's unique character and identity as it addresses these issues.

The residents of Silverton discussed their desires for the potential future development of their town, including capital investments and economic development ideas. They participated in a mapping exercise, during which they drew specific opportunities for development and infrastructure improvements onto a map of town, many of which have carried over to The Silverton Master Plan today. (include sketch map in the InDD doc) Attendees were able to create a shared understanding of local needs and assets and how these relate to one another and future development opportunities.

Throughout the workshop, attendees engaged in dialogue about how the community is changing and how best to shape that change to ensure the inevitable growth of Silverton is done in a purposeful and deliberate way. The areas of focus that emerged from the workshop were as follows:

- Outdoor recreation
- Enabling reinvestment and revitalization
- Strategic public projects and investment

These topics have continuously risen throughout The Silverton Compass Project and are described throughout this Master Plan.

The conclusion of the workshop resulted in deeper interest in creating a community led vision in order to establish ways to strengthen the local economy while sustaining the qualities that make Silverton special. Through this discussion, the Town of Silverton decided to partner with Community Builders to facilitate a community led visioning and goal setting process.

The outcome of the visioning process showed the need for an updated, action oriented town master plan. As Community Builders had already developed relationships and trust within the community, the Town of Silverton Trustees voted to create a three-way partnership between The Town of Silverton, The Colorado Department of Public Health and Environment and Community Builders to work together on what has become The Silverton Compass Master Plan Project.

As the project has shaped and evolved over the past three years, it is clear how necessary and powerful the collaboration between each entity has been. The funding opportunities available to the community as they embark on tackling the actionable items set up in the Master Plan are seemingly endless, as described in Chapter 4.

# BACKGROUND & PROCESS

## Introduction

## How to Use this Plan

## Understanding Silverton - Historical Context

## Engagement Process

The impact that has rippled through Silverton because of the initial CDPHE Brownfields Redevelopment and Revitalization Workshop in 2019 is immeasurable. The community has empowered itself, grown local leaders through the process and has risen to the challenge of shaping their own future. The residents of Silverton have experienced genuine community bonding and rich dialogue surrounding this process, creating relationships and the capacity within themselves to achieve an actionable, comprehensive Master Plan all while maintaining the unique Silverton character.

## What is the Silverton Compass Master Plan?

Master Plans, also known as Comprehensive Plans, are policy documents that local governments use to guide land use policies, capital investments, and other actions that shape how a community grows and develops. The 2022 Silverton Master Plan identifies priorities for policies and physical improvements to guide public and private investments by the Town of Silverton, San Juan County, the development community, and stakeholders for the next ten plus years. The plan builds upon successes and challenges identified in the previous 2010 Town of Silverton and San Juan County Master Plan. The 2022 Silverton Master Plan is not an update to the previous plan but rather a standalone document that promotes the community's values, goals, and objectives; establishes a process for responsible growth and development, addresses both current and future needs; and provides a balance between the natural and built environment.

To ensure ownership and accountability, the plan will be presented to local government entities and elected leaders for adoption. This plan will include recommendations, strategies, and funding opportunities to achieve the community's goals by strengthening the local economy, providing housing types and prices for everyone, creating family-friendly spaces, enhancing natural assets, and building civic health and capacity. Both public and private agencies will use this Master Plan to guide decisions and actions that affect the form and function of Town. The plan provides a basis for town wide decision-making and strengthening Silverton's role as the heart of the San Juan region.

## How Community Builders Partners on Assistance Projects

Community Builders' assistance program is the most direct way we help local partners tackle difficult challenges and create meaningful on-the-ground progress. Working shoulder-to-shoulder with local partners, we help communities identify, design, and implement strategies that respond to local needs and opportunities. Grounded in a commitment to effective engagement and strengthening civic capacity, assistance projects address the key challenges at hand while making the community better prepared to tackle future challenges or opportunities on its own.

The partnership between the community and Community Builders is the foundation of every project. Typically, we rely on a competitive application process to select communities that are primed for success. Sometimes, we will work with communities outside of a competitive process. In this case, seed funding from CDPHE's Colorado Brownfields Partnership made it possible for CB to start working with the community outside of our typical assistance model.

Through the support of our philanthropic partners, we are able to supply financial resources and staff capacity to assistance projects. In this way, we are able to partner with places that have the greatest need rather than those that have the most resources. However, we require a financial contribution from each community. This ensures shared buy-in and commitment since both partners have "skin in the game", allowing each partner to leverage resources and do more with less.

The nature of this type of partnership is unique. It is not a traditional consulting relationship and CB is not "hired" by partner communities. Rather, both parties agree to work together on a project with shared commitment, responsibility and resources. It allows CB to adapt to the communities needs, put in the amount of time needed to get things right, and to commit real resources to community engagement and capacity building, which are typically cut short (or out) in typical projects where budgets are tight.

To be successful, these projects rely on shared commitment to the project goals and approach, a healthy respect and collaboration between both entities, and a recognition that the relationship is not a traditional consulting relationship, but instead a partnership to help plan for the future of the community of Silverton.



# HOW TO USE THIS PLAN

Both public and private organizations will use the 2022 Silverton Compass Master Plan to guide decisions and actions that affect the form and function of town for the next ten years and beyond. The plan provides a basis for town decision-making and strengthening Silverton's role as the heart of the San Juan Region.

## Chapter 2 Vision, Values, & Goals

Describes what people care most about in their community and how to build consensus to develop a shared agreement on a path forward.

## Chapter 3 Strategies and Actions

Provides specific strategies to achieve the goals with recommendations for action around five overarching themes;

Strengthening Our Local Economy

Responsible Land Use, Growth, and Development

Housing

Environment and Natural Assets

Building Community Trust and Improving Governance

## Chapter 4 Implementation

Includes a variety of funding sources to advance the strategies. In addition, it includes priority projects, and sequencing for short, mid-, and long term. For each strategy, roles and responsibilities of the public and private sectors to implement and monitor the plan are provided.

## Appendix

Includes the detailed community input summary with survey results, summaries of previous documents, detailed policy and code recommendations, and the Brownfields Revitalization Study.

# UNDERSTANDING SILVERTON - HISTORICAL CONTEXT

The Town of Silverton is the only incorporated town in San Juan County which is one of 64 Counties in Colorado. As of the 2020 Census, the population of Silverton was 663 residents and the population of San Juan County was 705 making it the least populous county in Colorado. Silverton is located at 9,318' and it is quite isolated as there is only one paved road (Highway 550) with two access points to town from Durango, 50 miles to the south and Ouray 28 miles to the north, both over major mountain passes. The highways are well maintained and in winter frequent plowing and avalanche control work means that, in normal circumstances, they are rarely closed for more than a few hours at a time. The nearest airports are the Durango-La Plata County airport 62 miles south and Montrose Regional Airport 62 miles north.

## Ute History

It is of the utmost importance to engage with Silverton's original, Indigenous population not just as stakeholders, but as sovereign nations with deep connections to the land. In Silverton, the Ute tribes are the original inhabitants of the land. Throughout the actionable steps within this Master Plan, there needs to be an emphasis on consulting with Indigenous people to rebuild a working relationship.



The Ute called the Rocky Mountains home for over 500 years by the time an influx of settlers moved west to the Colorado mountains looking to mine for gold, silver, or set up homesteads. As the first Native Americans to introduce the horse into their culture, the Ute traversed the San Juan Mountains and the would-be Town of Silverton existed as their summer hunting grounds. Elements of their history can still be found throughout the area, including well-worn paths, tool fragments and storytelling.

In 1868, The Ute Cession reduced Ute lands from approximately 56 million to about 18 million acres. This treaty established the first Ute reservation in Colorado and promised the Utes that non-Native Americans could not pass through or reside on the reservation. This treaty moved all Ute to the Western Slope of Colorado. In September 1873, the Brunot Treaty gave up four million acres in Southwest Colorado, placing the majority of the Ute on a reservation and opened the San Juan Mountains to white settlement and an influx of mining. Four thousand claims were staked in the San Juans by settlers and miners alike in the 3 months that followed.

In 1878, the Meeker Incident changed the course of Ute habitation on their own land. It was a result of tension building on the newly created reservation as Indian Agent Nathan Meeker attempted to force the Utes to change their traditional ways of life away from hunting and towards farming. Fighting broke out and as a result, the US and Colorado governments required the forced removal of the remaining Ute from the area.

Today, the Southern Ute and the Ute Mountain Ute each have their own reservations in Southwest Colorado. The 2,134 enrolled members of the Ute Mountain Ute own 575,000 contiguous acres, which cross into the neighboring states of Utah and New Mexico. The 307,838-acre Southern Ute reservation is southeast of Durango, and is owned by its 1,510 enrolled members.

## Silverton's Origins (provided by 2020 Town and County Resiliency Plan)

Following the Brunot Treaty of 1873, The Town of Silverton was established in 1874, most or all of which is now included in a federally designated National Historic Landmark District, the Silverton Historic District. After the Denver & Rio Grande Railway (now the Durango & Silverton Narrow Gauge Railroad) reached the town in 1882, the surrounding region experienced a mining boom that lasted until the 1910s. The narrow-gauge lines branching out from Silverton began to consolidate and close, with all three gone by 1941. Outlying mining camps gradually emptied, leaving Silverton as the only town in the county. Perhaps the clearest sign of a shift was the organization of the Silverton Commercial Club in 1913 to promote recreation and tourism in the region. Mining continued in the area for most of the twentieth century, but after 1920 it was clearly in decline.

After World War II, tourism began to take hold as people visited the town for its scenery and history. Silverton was named a National Historic Landmark in 1961. In 1991 the Sunnyside Mine closed for good and laid off 137 of its 148 workers - 37% of San Juan County's workforce. The overall population declined from 951 in 1984 to 554 by 1994, marking the end of major mining operations around Silverton. Tourism then became Silverton's main industry. Silverton now has a population of 662. The Durango & Silverton Narrow Gauge Railroad (as the line was renamed in 1981) became just as vital to the town's success as it had been a century before—only now it brings in tourists instead of hauling away ore.

Silverton's mining heritage has been the heart of San Juan County's development for over a century. Many service industries were instrumental in the success of the mining industry including the railroad for transportation of the ores, Otto Mears toll road system, the mining of precious metals (from numerous mines, the mills and smelters, boarding houses) and the support towns that followed the big strikes, which provided employment, supplies, housing, cultural opportunities, and entertainment. The San Juan County Historical Society (SJCHS) is instrumental in preserving the history of San Juan County and Silverton.

Over the last decade, Silverton has faced several natural and human caused disasters; mine spills, drought, forest fires, avalanches, rock/mud slides, and the Covid-19 pandemic, that have affected the economy in a variety of ways due to the loss of summer and winter tourists.



Silverton early 1900s



San Juan County Historical Society

Following the Gold King mine spill in 2015 the Economic Development Administration (EDA) helped Region 9 to fund a Recovery Coordinator position to continue resiliency and economic development efforts in San Juan County. This EDA investment supported Region 9 Economic Development District (Region 9) with a Disaster Recovery Coordinator to develop a resiliency plan for existing businesses and identify opportunities for economic diversification in Silverton, Colorado. There was also a strong desire to bring the San Juan Development Association (SJDA) economic development organization out of dormancy. Both Region 9 and SJDA significantly participated in this Master Plan process. There are many economic development strategies and actions described in Chapter 3 of this plan

## EXISTING CONDITIONS

### Study Area

The study area for the master plan is predominantly the town limits as illustrated below but due to the extreme mountain geography of the Town Of Silverton, many of the recommendations in this plan, particularly in the Environment and Natural Resources section, include unincorporated land in San Juan County.

### Demographics

Relatively speaking, Silverton has seen large population growth since 2016 with just over five percent. Even with the recent influx of new residents over the last two years, as of 2022 the population is increasingly getting older with a median age of 51 compared to 44 in 2010. Much of this can be attributed to older residents remaining while younger residents who grow up here continue to move out.

Study Area



## Income and Employment

The median household income is just over \$56,000 with approximately 50% of the workforce employed in service related and tourism-driven occupations. Sales, business, and office occupations make up about 45% of the workforce but there is very little office space available for new or expanding business to locate in Silverton. Several residents work remotely out of their homes.

## Housing

Like most of Colorado, housing costs have increased significantly since 2016 when the median home value was about \$220,000 compared to approximately \$310,000 today. There are also very few homes on the market. 2021 saw record low inventory and the average listing price of those homes for sale was just under \$500,000. The average home sale price today, when compared to the median household income and the number of homes on the market, clearly shows the lack of affordable housing stock in Silverton.

In 2010, the median rent in the Town of Silverton was \$575 per month. By 2019, that had nearly doubled to just over \$1,000 per month. Today 37% of residents are renters compared to 63% homeowners.

In mid 2021, the existing housing inventory included the following:

- 203 year around single family residences
- 122 Long term rentals (all categories)
- 116 Seasonally occupied structures
- 41 Vacation Rentals (approximately 35 homes and 6 apt/condo style)

The above numbers illustrate nearly half of the housing stock is regularly vacant, used as second homes for seasonal and vacation use and an estimated 157 units were vacant due to seasonal or vacation use.

It is important to note that the lack of rental and for sale housing for the workforce has both led to a significant rise of in-commuting in the county as well as a number of unfilled jobs in the service industry. Many potential employees have declined employment due to the lack of housing.



## Past Planning Efforts

The Town of Silverton provided Community Builders with all prior and evolving planning efforts to review and understand what plans came before this Master Plan to ensure this process would build upon such efforts. Below is a list of prior plans and planning projects reviewed. Brief summaries of selected plans are included in the appendix.

### Planning and Zoning

- Municipal Code: Zoning
- San Juan and Silverton Housing Needs Assessment 2021
- San Juan County Community Development Action Plan (CDAP) 2021
- Silverton Quality of Life Survey 2020
- Resiliency Plan - Silverton & San Juan County Colorado 2020
- Silverton & San Juan County Opportunity Zone Prospectus 2019
- Town of Silverton and San Juan County Master Plan 2010

### Transportation

- CDOT Town of Silverton Road Safety Audit 2022
- Silverton Wayfinding Master Plan - 2017
- Blair Street Sidewalk Project 2017

### Recreation and Natural Assets

- Silverton Area Trails Plan 2019
- Kendall Mountain Recreation Area (KMRA) Viability Study 2018
- Animas River Corridor Revitalization Project 2006

Many of the recommendations from the 2010 Town of Silverton and San Juan County Master Plan are still relevant and have been carried forward in this 2022 Master Plan.



# ENGAGEMENT PROCESS

## Project Goals and Outcomes

This process identified shared community values, clear goals that shape a community-driven vision for the next ten years, and strategies and actions to move that vision forward. The project resulted in a Master Plan for the Town. To ensure ownership and accountability, the project team provided regular updates to Town and County boards and committees as well as local government entities and elected leaders throughout the process and for final adoption.

The Compass Master Plan is supported by two teams. A **Project Management Team (PMT)** that provides day-to-day support and guidance to the **Community Builders (CB)** Team and includes representatives from the Town, County, School, Chamber, SJDC, and the Master Plan Committee. The **Compass Task Force (TF)** is a second team that is designed to support a key goal of the Compass Project: to bring our community together through a thoughtful, far-reaching and inclusive public engagement process. In the second half of the project, four **Community Action Planning Teams** were created to engage residents as well as civic and business leaders in the process of transforming the community's goals and values into more specific strategies and actions.



Project Management Team post meeting debrief



Focus group meeting

## Master Plan Process Goals

At the onset of the project, the Town, Project Management Team, and Task Force, created the following goals for the master planning process:

### PROCESS GOALS:

Strengthen our ability to work together, compromise, and find common ground so we are better able to collaborate, take on difficult issues and can find productive ways forward even when we don't all agree.

Create a community vision to provide direction for the future we want and to shape the policies, plans and decisions that will take us there.

Identify and articulate shared community values to help us understand and plan around the things that matter most to us about our community.

A plan that identifies actionable strategies, priorities and projects, as well as guidance for implementation, that will help make our community vision reality.

A process that creates trust, hope and confidence so we can move forward knowing that the community was heard and the process was fair, wide-reaching and effective.

Elevate and inform our engagement. Execute a process that raises the bar on how we do engagement and also builds our capacity for doing better engagement in future processes.

### ENGAGEMENT GOALS

Build Trust. Build trust through open dialogue, clear communication, creating healthy space for discussing differing views, and following through to ensure the community's effort results in meaningful progress.

Create healthy civic dialogue & strengthen civic capacity. Improve our ability to work together as a community to understand and discuss the issues and make smart choices about the future in a civil way.

Meaningfully involve everyone. Execute an inclusive process with authentic & meaningful opportunities for everyone to participate. Engage, involve & give voice to those that have been left out in the past.

Expand the tent of leadership. Create opportunities for new leaders to step up and be meaningfully involved. Create opportunities for new leaders to learn together, have informed dialogue, and strengthen trust.

Tell our story: Use creative communications to capture and tell the story of our entire community.

# Process

Community engagement was central to this project and directly influenced the development of the Compass Master Plan. As part of the Silverton Compass Master Planning process, Community Builders and the Town of Silverton undertook a significant community engagement effort in 2021-2022. This section summarizes the main activities and outcomes of that process. Additional detail can be found in the appendix. The overall process included four project phases:

## Phase 1: Groundwork

Scoping and Preparation | Complete (Dec 2020 - Mar 2021)  
Build the teams, systems, tools and partnerships needed for a successful project.

## Phase 2: Where are we today?

Community Values and Assessment | April 2021 - October 2021  
The identification of community values clarified what is most important to the community by discussing what the community sees as top challenges, needs, concerns, assets and opportunities

## Phase 3: Where do we want to be?

Community Goals and Vision  
November 2021 - January 2022  
The identification of goals for the future we want and high-level strategies to provide vision and direction.

## Phase 4: How do we get there?

Strategies and Actions  
February 2022 - Summer 2022  
Action Planning Teams convened to develop specific goals and strategies for four key areas: housing, economy, responsible growth and development, and environment and natural assets.

During the course of the Master Plan process from March 2021 - June 2022 there were over 75 opportunities for the community to engage and over 350 community members participated in the process. This included Task Force Meetings, Walkshops, Open Houses, Targeted Focus Groups, Small Group Discussions, Webinars, and Community Workshops. The following page includes a brief description of each of these engagement types.





## Small Group Discussions (25)

The primary engagement activity throughout the Compass Project was small group discussions. These discussions provided the foundation to values around what the community loves, needs, hopes, and fears for Silverton.



## Task Force Meetings (8)

The Task Force is a volunteer committee formed to provide guidance and oversight of the process, not to make “big decisions” or “control” the outcomes. Throughout this project, the taskforce met 8 times. During each meeting they were able to review the engagement status of the project and provide support by doing their own value engagement. It is important to note that these meetings were not closed meetings and anyone in the community was allowed and welcomed to participate.



## Walkshops (3)

Walkshops are an activity for community members to discuss strengths, weaknesses and opportunities in Silverton while walking through town members of Community Builders. Three walkshops were held, two with the community and one with middle and high school students.



## Open Houses (11)

Open houses throughout the community provided flexible opportunities for community members to interact with the project team. Locations include fire station, coffee shop, Town Hall, Kendall Community Center and restaurants. (hospitality, medical, and other sectors)



## Community Workshops (5)

Community Workshops provide an opportunity for the community to come together and address their values, provide input to Community Builders about what they have heard around values, discuss key issues and opportunities for the community, and respond and provide feedback regarding the strategies.



## Targeted Focus Groups (5)

Targeted focus groups were promoted from input from the Task Force due to the need to engage specific groups that are often not represented in community driven projects. This included middle and highschool students, the Mexican Community, senior citizens, and firefighters. These group meetings were focused around key values.



## On-line and Hard Copy Surveys (2)

Community surveys were provided for input on the preliminary values and goal statements.

## Webinar Learning Sessions (5)

A five-part webinar series with in depth discussions was conducted for the following topics: Strengthening Our Local Economy, Responsible Growth and Development, Housing, Environment and Natural Assets, Building Civic Health and Capacity.

## Action Planning Teams (12)

For each of the four major topics, small groups were assembled made up of volunteers that had specific interest and/or expertise in the primary master plan topics. These teams met in person and virtually three to four times during the draft strategy and action formation.





# BRINGING SILVERTON TOGETHER FOR VISION AND ACTION

The Compass Project aims to bring our community together to find direction for this place we all call home. This community-wide Master Plan provides a vision for our community as well as strategies and policies to advance that vision through future land use, development, and infrastructure improvements in the Town of Silverton. The process was organized into phases that guide the community through dialogue about where we are today, where we want to be in the future, and how we get there.



Starting in March of 2021, the Silverton Compass Project worked to bring our community together to envision the future we want and identify strategies and actions to make that vision a reality.

This is a critical time for our community. Silverton is changing. This isn't new - our town's history is a story of change - but how we navigate the change in front of us will have tremendous bearing on the future of our community. We can either shape it - and take control of our future - or let it happen to us, and hope for the best.



That is why the Compass Project matters. It's a chance to come together as a community and proactively shape the future we want. This process resulted in this community-wide plan, called a Master Plan, to guide the next decade in future growth and development in the Town of Silverton.

Master Plans, also known as Comprehensive Plans, are policy documents that local governments use to guide land use policies, capital investments, and other actions that shape how a community grows and develops. Master Plans also help keep local governments and policymakers accountable to the goals and vision set forth in the plan.

# VALUES, VISION, GOALS

## Bringing Silverton Together for Vision and Action

Where Are We Today?

Where Do We Want To Be?

# WHERE ARE WE TODAY?

## What We Love!

People in Silverton love the community itself. They love the people, relationships, and social bonds that can form in such a unique place. There is a sense of belonging and identity that comes with living in a place where it's hard to live; and a sense of kinship with those who also make the choice to live in such a place, despite the challenges. They value the diversity of the community and the different types of characters who call Silverton home. And, people love the way that neighbors and friends watch out for each other and come together to help one another when needed.

People value the town as a place. People love that the town is walkable and it is easy to get around. People like living in a "small town" where you know your neighbors (and get to know most everyone), where people can keep an eye on each other (and each other's kids), and where people do come together to do things for the community. People care about the history and heritage of the community and the environment they live in. And they love that Silverton remains a real town, where things aren't always shiny and perfect, in a real mountain environment, where things aren't always easy, with real people, who hold a shared love for the place for both the challenge and opportunity it provides.

People love the connection to nature and access to recreation that Silverton provides. People find great joy and solace from living in a gorgeous, isolated mountain environment that offers places to play, reflect, and gather with others. Though often for different reasons, people value the benefits and bounty that the area's natural environment provides. From miners who hold dear memories of harvesting food to newer backcountry enthusiasts who live here because of the area's natural setting and access.

## Why Values?

Values are what people care most about in their community. The characteristics that make it special and help to create a shared sense of place and identity. Though values reflect what matters most today, they are not intended to prevent change. Instead, they provide a tool to help navigate change. Identifying values allows a community to proactively shape its future by creating clarity around those things the community wants to protect and sustain even as change occurs. Values provide clear touchstones to help evaluate different choices or actions and align local plans, policies and decisions with what people care most about so that individuals, organizations, and local governments can work coherently to maintain what makes a community special and to shape change in ways that are consistent with the community's values.

The numerous community discussions that occurred throughout the process provided the foundation to values around what the community loves, needs, hopes, and fears for Silverton. These values serve as the organizing structure for the goals and policies of the Master Plan.



Achieving our community's vision will require us to strive to maintain certain aspects of Silverton that the community values today, while recognizing that we will need to adapt in the face of a certain amount of growth and change over time. Our ability to adapt successfully will require a continual focus on—and balance between—the following community values:

## Community Values

### A REAL TOWN WITH REAL PEOPLE

We value living in a funky and historic town that brings together a cast of characters with grit, and cultivates a deeply felt sense of purpose, freedom, interdependence and a shared love of place.

### CONNECTION TO NATURE

We value our connection to the natural environment and the San Juan Mountains that foster a deep appreciation of the natural world that unites us, provides solace and freedom, and underpins our sense of community.

### ACCESS TO RECREATION

We value our community's access to the backcountry and vast public lands that allow incredible access to recreation and contribute to the health and vitality of our small mountain town.

### A GOOD PLACE TO LIVE AND RAISE A FAMILY

We value our small, peaceful town, that is easy and safe to get around, offers a healthy environment to raise our children, and provides a slower and more intentional pace of life.

### ABILITY TO MAKE A DIFFERENCE

Though we don't always agree, we value living in a community where people are actively engaged and can actually make a difference.

# WHERE DO WE WANT TO BE?

## Community Vision - Our Hopes and Fears

Silverton locals are concerned about maintaining what they most love about the place as it continues to grow and change. They fear that the community lacks control over its own future. For these reasons, many people are concerned that the community lacks a clear vision for the future. They worry that without a vision and good planning, growth and change will negatively impact the community, sense of place, and natural environment Silverton relies upon.

People want to be able to help shape the community and manage how it grows and changes. They want to see a positive vision that brings the community closer together and helps guide future plans, policies and decision making. They want both high-level direction as well as detailed strategies to make their vision a reality.

Most people do not fear growth outright - in fact, most people believe the town needs to grow and some fear that the town's lack of growth is stagnating and unhealthy. Many people see the lack of services and a year round economy as critical challenges that can only improve with some level of thoughtful growth. Relatedly, many believe that lack of housing affordability is partially a result of a lack of housing development and that long-term, creating more housing choices is key to a more affordable community.

People hope to see positive growth that helps build a more year-round economy and contributes to a stronger community, including more students in the school, more services, expanded opportunities for arts, culture and recreation.

However, there is also widespread concern that unchecked and poorly planned growth will undermine the community's values and cause irreparable damage. In particular, people are worried about growing in ways that leave locals behind and result in a more exclusive "resort" community that lacks the soul and character Silverton has today. They fear seeing locals squeezed out in favor of second homes and vacation rentals. Additionally, people worry about growth that is too fast or out of scale with the community. Many also believe that the Silverton cannot currently accommodate healthy growth or development without attending to needed gaps in infrastructure and services.

People do want to see healthy development that is well planned and shapes a stronger community. They want growth that is compact, walkable and appropriately scaled for a small mountain town. That does not mean only single family homes. In fact, many people hope to see increased density that is scaled and in character with existing development. People want to see necessary investments in infrastructure and local services to ensure that growth is sustainable for the community.

Similar concerns surround Silverton's economy. Many people worry that the current economy is too seasonal and lacks diversity and job opportunities. In this light, people want to see the economy develop, but not in ways that leave locals behind or diminish the character of the community. While tourism is a mainstay, people are concerned about being dependent on tourism and recognize that it comes with impacts that must be managed or avoided altogether. Relatedly, many fear losing a sense of place through an over-the-top approach to tourism that feels plastic or inauthentic. Additionally, many worry that the seasonal nature of the economy today places tremendous burdens on the workforce and local businesses.

Because people value the community and social connections it provides, it is not surprising that so many people are concerned about the impacts of growing divisions within the community. There have been several high-profile conflicts in recent years and many of these have been quite public and personal. While many of these have featured concerns about community trust in government, healthy community processes, and fairness and transparency in decision making, more people worry about the personal and often mean spirited nature of these conflicts and the impacts of battles on social media that then escalate out into the public realm.

Relatedly, there is a strong concern that some people are being, or will be, left behind as the community moves forward. In particular, there is concern about the work force, the aging population, and the hispanic community, which all have a long history in the community.

People hope to see a community that remains diverse and affordable; that is inclusive of its workforce and the many characters that make the place special. They hope Silverton remains a place where people are part of a close, tight-knit community that takes care of each other and does what's right for the community first, knowing that doing so will also shape a strong economy and place that others want to visit.



## Community Goals

Goal setting provides an opportunity for people to work together—to build consensus and develop a shared agreement on a path forward. While a community doesn't have to agree on everything, by working together, they can identify a set of shared goals that provide a direction for moving forward.

During phases 3 of the Compass Project, the community worked together to develop and refine the following list of goals for the town. They were built iteratively from multiple layers of community conversation, vetting, and feedback—and are based on points of consensus regarding the community's concerns and aspirations for the town.

These goals are meant to serve several key purposes. First and foremost, they are meant to provide the foundational direction for advancing the community's vision of building a thriving town for everyone. They should act as a tool for guiding future decisions—such as determining whether or not a specific project or policy is in line with the community's larger vision. They are also to be used for monitoring future progress—to identify potential successful efforts that should be expanded upon, or unmet goals and gaps that need to be addressed.

These goals are meant to provide a foundation for progress. The strategies and action items presented in this document were created by the community in direct response to these goals. It offers a plan of action for the immediate future, while providing a framework for the development of new strategies moving forward.

### CREATE A RESILIENT, YEAR-ROUND ECONOMY THAT SUPPORTS A STRONG, LIVABLE COMMUNITY

We want an economy that is more diverse, less seasonal, and can support people, businesses and the community year-round. We want it to support and sustain our local businesses & provide good opportunities for the people who live here.



### PLAN FOR RESPONSIBLE GROWTH AND DEVELOPMENT THAT CONTRIBUTE TO OUR COMMUNITY AND SENSE OF PLACE

We want to see well-planned growth and quality development that supports our local community. We don't want to lose our small town character, but do want to provide housing & have more full-time residents to support businesses, the school, and expanded services and opportunities.



### EXPAND HOUSING CHOICES, OPPORTUNITIES AND AFFORDABILITY FOR OUR COMMUNITY

We want to ensure that we provide housing choices that are affordable to our people: the elderly, young families, our workforce, the hispanic community.



### MAKE STRATEGIC INVESTMENTS IN PROJECTS & PLACES THAT BENEFIT THE LOCAL COMMUNITY

While we don't want big changes, we do want to create more places and opportunities for the people who live here, such as: expanded recreational assets (e.g. bike/skate park, the Animas River Trail, an ice rink, ball fields), a community center, modest / locally-serving improvements at Kendall Mtn, Blair St. improvements.



### STRENGTHEN OUR SENSE OF COMMUNITY AND OUR CIVIC HEALTH

We all love the people and sense of community here. We want to keep that and strengthen it. And, we also want to get better at working together to understand and take on the challenges and needs ahead.



### STEWARD AND PROTECT THE ENVIRONMENT AND NATURAL ASSETS WE LOVE AND RELY ON

We want to preserve and care for the natural beauty, resources & assets that make this place so special. They are critical to us & our economy.





# Strategies & Actions

In the beginning of 2022, the Compass Project conducted a five part webinar learning series based on the topics mentioned in Chapter 2 which included housing, strengthening our local economy, responsible growth and development, environment and natural assets and building civic health and capacity. Following these learning sessions, four Action Planning Teams made up of citizen volunteers, professionals in the field, government staff and elected officials, businesses, nonprofits, and institutions were formed to focus on affordable housing, responsible growth and development, environment and natural assets, and strengthening our local economy.

With the assistance of Community Builders, each Action Planning Team identified strategies and tactics to achieve the community's goals. The strategies were discussed with the community with a series of open house and community meetings in March and April 2022 and were further refined based on this input. The strategies below and on the following pages have been prioritized by the community.

Following each of the strategies is a detailed Action Plan Matrix that includes actions to accomplish the strategies, priority identified by the community, timing, responsible implementing departments or agencies, and potential funding resources. Town departments referenced in the responsibility column include: Administration, Planning, Facilities/Parks and Recreation, Public Works, and Building and Code Enforcement. etc.

A variety of public funding resources are identified in the matrix as well as their website links. Below is a list of these sources and their acronyms. In addition, the Implementation Chapter 4 describes each of these resources in more detail and provides application deadlines and timelines where applicable.

- Department of Local Affairs (DOLA)
- Colorado Department of Local Affairs - Division of Housing (DOLA-DOH)
- US Department of Agriculture (USDA)
- Economic Development Administration (EDA)
- Office of Economic Development and International Trade (OEDIT)
- Great Outdoors Colorado (GOCO)
- Office of Economic Development (OED)
- Colorado Small Business Development Center (SBDC)
- Colorado Housing and Finance Authority (CHFA)
- Colorado Healthy Rivers Fund (CHRF)

As described in Chapter 2, the community goals are meant to provide a foundation for progress. The strategies and action items presented on the following pages were created by the community in direct response to these goals. It offers a plan of action for the immediate future, while providing a framework for the development of new strategies moving forward.

# STRATEGIES & ACTIONS

- Infrastructure**
- Strengthen Our Local Economy**
- Responsible Land Use, Growth, and Development**
- Housing**
- Environment and Natuarl Assets**
- Building Community Trust and Improving Governance**



# GOAL

MAKE STRATEGIC INVESTMENTS IN PROJECTS & PLACES THAT BENEFIT THE LOCAL COMMUNITY

# WHY IT'S IMPORTANT

In the vast majority of community meetings, the Town's infrastructure was frequently brought up as one of the communities top priorities. Silverton's infrastructure assets – water, sewer, power, communications, and transportation networks – all contribute to our economic vitality and quality of life. Significant investments and enhancements in our infrastructure is a necessary cost that will benefit all of us. The needed infrastructure improvements overlap with all the major master plan topics; Economy, Land Use, Housing, and Environment, but are important enough to have their own set of strategies and actions.

Communities that are great places to live, work and visit are also successful at attracting talent, entrepreneurship, and investment. Placemaking is a way of saying we want to make our public spaces and community cool, fun, interesting and a welcoming place to be. Many community members have noted the success of Columbine Park in bringing people together and have expressed the desire for additional spaces like this to increase the opportunity for events as well as to provide a location for casual public gathering during off-event times.

# IMPROVE OUR EXISTING INFRASTRUCTURE



# COMMUNITY STRATEGIES

## A. Invest in Maintenance and Upgrades of Existing and New Utility Infrastructure

Many community members have expressed the need to “invest in ourselves” before we continue to grow, in particular they have referred to the need to upgrade the sewer treatment plant, improving water and electricity supply, as well as enhancing and expanding broadband. In addition, opportunities for utilizing renewable energy should be pursued.

**Sewer System.** Most of the Town’s sewer collections system, including piping and manholes, was constructed in the early 1900s and is in major need of rehabilitation. The wastewater treatment facility is at the end of its design life and should be replaced by 2027. An engineering study of the entire sewer system was conducted in 2019, which has prepared solutions and enabled the Town to seek external funding for these urgent and costly needs. A high priority of the Town is to implement a phased Wastewater System Rehabilitation project to address these infrastructure challenges.

**Water supply** has been an ongoing concern in recent years with existing vulnerable surface water sources and drought. A test well project is scheduled in 2022 which could add groundwater as a redundant source of municipal water with future development required. Ongoing deferred water system maintenance and accommodation of growth are also high on the list of water system priorities.

**Power.** The power supply in Silverton is in need of redundancy due to frequent power outages, mostly due to extreme weather events. It is recommended and desired by many residents that the town conduct an energy assessment to better understand the availability of renewable energy sources such as geothermal, micro and pumped hydro, and solar. The town should continue to build upon the existing 2010 EPA Wasterock Ponds Solar Assessment and study other potential locations such as Mayflower Gold Mill and Boulder Gulch areas.

**Broadband.** Most community members express the need for broadband improvements that include improved speed, reliability, and redundancy.

## B. Place-Based Investments to Strengthen/Create Local Assets

Numerous place-based investments desired by the community range from simple and inexpensive improvements such as flower boxes up to major improvements at Kendall Mountain and Baker’s Park. Similar to utility improvements, there is a strong desire to improve existing assets for community members that benefit both residents and visitors such as sidewalks, parks, trails, bicycle connections, streets, and pedestrian scale lighting. In addition, gateway features and wayfinding signage at the entrance to town near Green and Mineral Streets will help direct US 550 traffic to town, create a sense of arrival, and provide direction for visitors.

Most community members expressed the desire for the design and implementation of a community, recreation, and performing arts/indoor/outdoor theater. While many expressed that the Stanley Placer (school) site would be an ideal location for one or more of these facilities, they could also potentially be in multiple buildings throughout town. However, it may be more cost effective to design and build all of these facilities on one site.

## C. Initiate a Capital Improvements Plan (CIP)

In order to fund desired multimillion dollar infrastructure and placemaking improvements, the community should consider a new revenue stream to support this work. One way to do this is to create a Capital Improvement Plan (CIP) developed by the Town in order to prioritize annual investments. A CIP is a short-range plan, typically four to ten years, which identifies capital projects and equipment purchases, provides a planning schedule and identifies options for financing the plan. The benefits of creating a CIP include:

- Provides a systematic evaluation of all potential projects at the same time.
- The ability to stabilize debt and consolidate projects to reduce borrowing costs.
- Serve as a public relations and economic development tool.
- A focus on preserving Silvertons infrastructure while ensuring the efficient use of public funds.
- An opportunity to foster cooperation among town departments and an ability to inform other government agencies of the town’s priorities.

Conceptual rendering of a pedestrain/bicycle bridge over Cement Creek connecting the existing trail





# STRATEGIES & ACTION ITEMS

Timeline: Ongoing, Short: 0-18 months; Mid: 18 months - 5 years; Long: 5+ years

## Strategy A: Invest in Maintenance and Upgrades of Existing and New Utility Infrastructure

#	ACTION ITEM	TIMELINE	RESPONSIBLE	FUNDING
1	Implement Wastewater System Rehabilitation Project (new treatment plant and collection)	Planning: Short Implementation: Long	Public Works, Planning	<a href="#">DOLA</a> , development fees, <a href="#">USDA Water &amp; Waste Disposal Loan</a> , <a href="#">EDA Economic Adjustment Assistance Strategy and Imp. Grants</a> , <a href="#">EDA Public Works Grant</a>
2	Improve/maintain the town's water supply infrastructure and assess longevity of accessing water table via town operated wells to address long term water security.	Mid	Public Works	<a href="#">EDA Public Works Grant</a> , <a href="#">USDA Water &amp; Waste Disposal Loan</a>
3	Expand electrification of the existing grid.	Mid to Long	Public Works, SWCCOG, Current Providers	<a href="#">DOLA grants</a> , <a href="#">USDA Community Connect Grants</a> , <a href="#">USDA Telecommunications Infrastructure Loans</a>
4	Implement Broadband improvements to include improved speed, reliability, and redundancy.	Short to Mid	Public Works, SWCCOG, Current Providers	<a href="#">DOLA grants</a> , <a href="#">USDA Community Connect Grants</a> , <a href="#">USDA Telecommunications Infrastructure Loans</a>

Implement wastewater system rehabilitation project



Implement Molas Lake Park Master Plan improvements



## Strategy B: Place-Based Investments to Strengthen/Create Local Assets

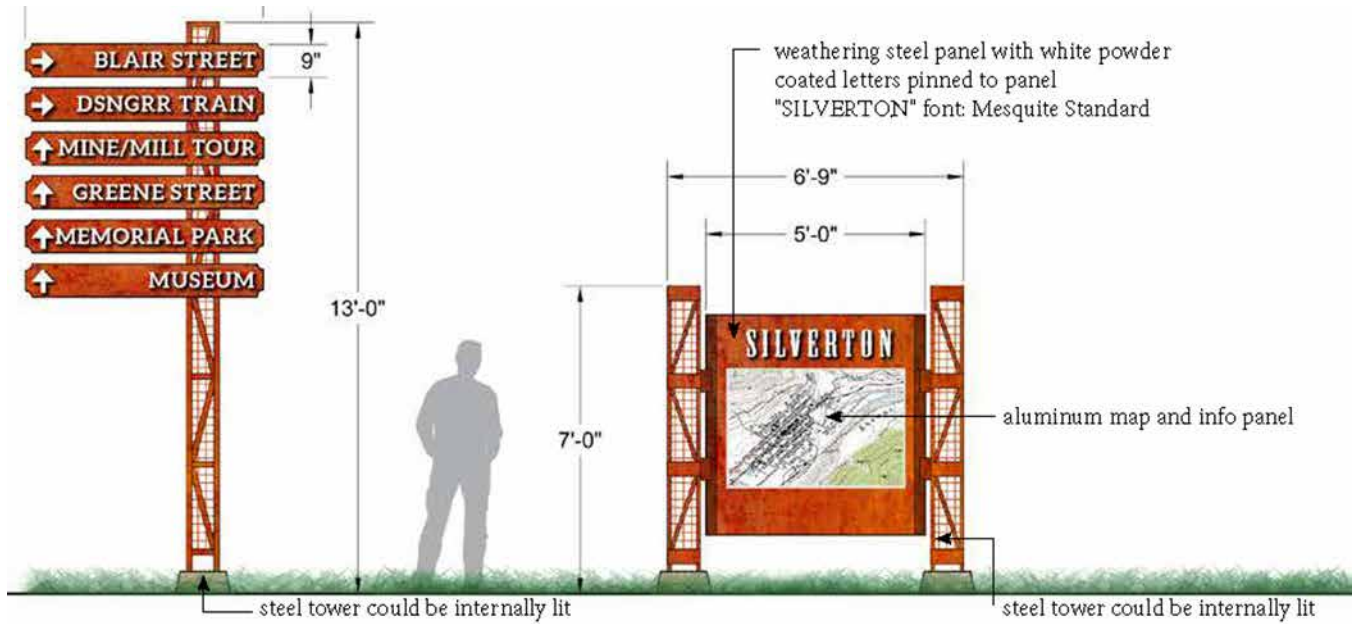
#	ACTION ITEM	TIMELINE	RESPONSIBLE	FUNDING
1	Design and implement a community, recreation, indoor/outdoor theater/music venue and performing arts center.	Long	Planning, Parks & Facilities, Creative District	<a href="#">OEDIT CO Comm. Revitalization Grant</a> , <a href="#">USDA Intermediary Relending Program</a> , <a href="#">USDA Community Facilities Direct Loan &amp; Grant</a> , <a href="#">DOLA</a> , <a href="#">GOCO</a>
2	Provide park, pocket parks, and trail improvements, relocation/rebuilding skate park. Include public restrooms, trailhead parking, wayfinding/directional signage, etc.	Short	Parks & Facilities	<a href="#">GOCO</a>
3	Improve town pedestrian and bicycle infrastructure to create uninterrupted connectivity throughout town including: <ol style="list-style-type: none"> <li>Improved sidewalks throughout town</li> <li>Implement 2020 Blair Street Sidewalk Improvements</li> <li>Bicycle connections</li> <li>Wayfinding signage</li> <li>Pedestrian scale lighting</li> </ol>	Short to Mid	Public Works, Planning, Parks & Facilities	<a href="#">GOCO</a> , <a href="#">DOLA</a> , <a href="#">CDOT Highway Safety Improvement Program (HSIP)</a> , Safe Routes to School (SRTS)
4	Gateway improvements on both ends of Greene Street. (Greene St./Highway 550 and Greene St./18th St.).	Mid	Public Works, Parks & Facilities	<a href="#">GOCO</a> , San Juan County Tourism Board
5	Implement Kendall Mtn. Rec. Area Master Plan improvements that may include: <ol style="list-style-type: none"> <li>alpine skiing expansion potential</li> <li>mountain biking trails and skills park</li> <li>improved trail systems: including new nordic, skate ski, and fat bike trails</li> <li>nordic ski rental center</li> <li>outdoor amphitheater for music, outdoor classroom, and interpretive exhibits</li> <li>sledding/tubing hill</li> <li>improvements to the existing ice rink and pond that may include a temporary or permanent roof structure</li> <li>improved parking</li> </ol>	Short to Long	Parks & Facilities, Public Works	<a href="#">GOCO</a> , private donors, general fund, <a href="#">Silverton Singletrack Society</a>
6	Implement Molas Lake Park Master Plan improvements.	Short to Mid	Parks & Facilities	<a href="#">GOCO</a>



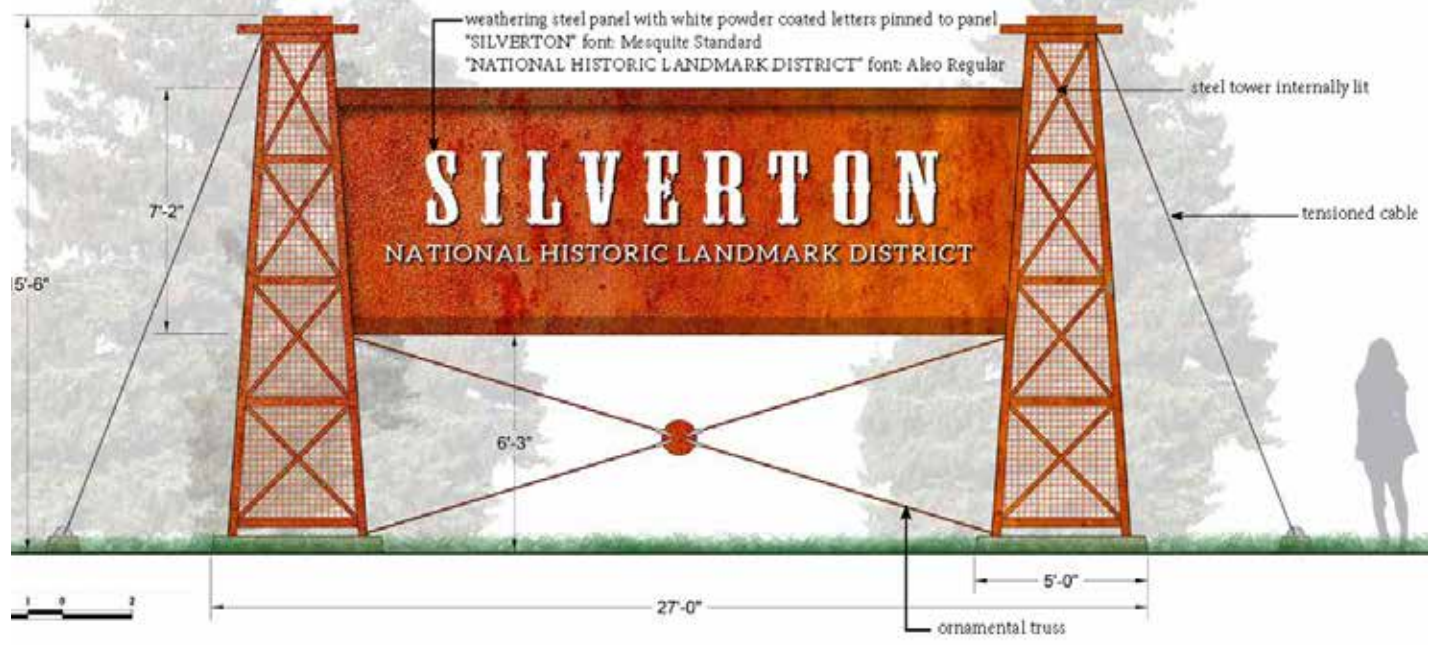
Above illustrates details for Strategy B Action 3: Improve town pedestrian and bicycle infrastructure to create uninterrupted connectivity throughout town as well as Kendall Mountain Recreation base area improvements.

### Strategy C: Establish a Capital Improvements Plan (CIP)

#	ACTION ITEM	TIMELINE	RESPONSIBLE	FUNDING
1	Implement a Capital Improvements Plan. The CIP should include the following: a. A list of the capital projects or equipment to be purchased. b. Projects ranked in order of preference. c. The plan for financing the projects. d. A timetable for the construction or completion of the project. e. Justification for the project. f. Explanation of expenses for the project.	Short	Town	Town, general fund



Vehicle and pedestrian sign concepts from the 2017 Wayfinding Master Plan



Entry sign concept from the 2017 Wayfinding Master Plan



# STRENGTHEN OUR LOCAL ECONOMY

## GOAL

CREATE A RESILIENT, YEAR-ROUND ECONOMY THAT SUPPORTS A STRONG, LIVABLE COMMUNITY

## WHY IT'S IMPORTANT

Strengthening our local economy is a cornerstone of the Compass Project. A primary goal of the community is to develop a resilient year-round economy and improve job opportunities and wages. Average earnings per job in Silverton are lower than statewide averages predominantly because of the high number of seasonal tourism/service based jobs and lower than average wages for other job sectors. It is important to note that the AMI is increasing due to an increased number of remote workers since 2020.

In 2022, and over the last several years, tourism and service industry jobs account for 50 percent of total employment, or approximately (175+/- jobs), and provide the largest number of jobs in Silverton. The average annual wage for these jobs is just under \$25,000. While per capita annual income and local job opportunities are increasing, the average annual wage for all jobs is just over \$56,000. This is far below what is considered the estimated livable wage in Silverton which is \$81,276 for a family of four. A livable wage addresses the essential financial needs for basic living tools such as shelter, healthcare, childcare, and nutrition. When one earns less than a livable wage, he or she is forced to make undesirable choices such as working two or more jobs, working longer hours, making longer commutes, sharing a residence, or giving up basic items such as a vehicle or insurance. (sources: Region 9 2022 Livable Wage Update and Region 9 2022 Economic Snapshot Update)

Silverton has also seen an increase in new residents that are able to work remotely. Many are year round residents that are contributing to the local economy through taxes and spending money in Silverton.

Since 2017, the winter months of December through March only account for an average of 17% of annual sales tax collected, as many restaurants and businesses are closed, compared to an average of 60% between May and October during the same five year period. However, Silverton's winter economy remains poised for growth as it has seen an average of 25% increases per year since 2019. Over the last 3 years, summer sales tax collections have fluctuated dramatically as a result of Covid-19. 2019 saw an 18% increase, 2020 a 10% decrease, and 2021 a tremendous 38% increase. As of June, 2022 sales tax is slightly lower than 2021. (data from Town of Silverton year over year sales tax dollars)

There are opportunities for job growth in key areas such as education, government services, construction, tourism, creative business/arts, and professional services. Entrepreneurship is an important part of our future economy. Identifying ways to support entrepreneurial businesses through their early stages can increase the number that become significant contributors to the local economy in coming years.

# COMMUNITY STRATEGIES

A strategic approach and actions are necessary to improve the year round local economy in Silverton, particularly in the winter months. Without these we face continued economic challenges and likely an increase in the issues that challenge our community values and quality of life. The key strategies to strengthen our local economy include:

## A. Expand Winter and Shoulder Seasons to Enhance Year Round Economy

The winter and shoulder season months have the capacity to accommodate not only additional visitors but to possibly diversify the types of tourism activities available. Providing capital investment in the Kendall Mountain Recreation Area will not only benefit the local community, it will provide additional reasons for guests to visit Silverton in the winter.

## B. Support and Enable Local Businesses and Entrepreneurship

Entrepreneurship is a key component of a strong economic foundation—it provides vitality and resiliency to the economy, creates jobs, and encourages the generation and sharing of new ideas. To develop more primary employers which provide economic diversity and career opportunities we are most likely to succeed through the development of business start-ups and local business growth. Many community members have expressed the potential for the Highway 550 / town entrance area to include a variety of commercial/creative industry uses. In addition, the Powerhouse area north of town may have more short term opportunities for additional commercial, entrepreneurial creative spaces, and innovative uses due to the availability of existing utilities.

## C. Support Creative Industries, Small Businesses, and other Entrepreneurial Efforts

To maintain a continued focus to support and develop innovation, creative people, and entrepreneurs, the Town should continue working with The San Juan Development Association (SJDA) and the Region 9 Economic Development District of SW Colorado to support existing and attract additional creative businesses/individuals to Silverton.

The Town, in partnership with the Silverton Creative District and Chamber of Commerce can all work together to brand and market the local community as authentically innovative, creative, and entrepreneurial; as well as working with SJDA and Region 9 to attract new creative businesses.

**Creative Industry Spaces** consists of small scale spaces that provide for design, building crafts, creating art, and items that are typically sold for profit off site or via the internet. These spaces are often located in homes, garages, outdoor spaces, or in commercial buildings. Typically these types of uses are compatible in neighborhoods as they do not create excessive noise and material storage that could be considered a nuisance. These business types have multiple benefits in that they support creative industries, provide opportunities for economic development, and take the burden off retail spaces. A few business type examples include: art creation/galleries, architecture/graphic design, candle/soap/incense makers, clothing, jewelry, food pickling/production, to name a few.

**Light Manufacturing** typically refers to the making of consumer products that does not involve heavy and capital intensive products or equipment. It may include uses with emission of odor, dust, noise, smoke or vibrations. Typically the processing and assembly of components takes place wholly within an enclosed building or in an adjacent outdoor space. Goods are generally not displayed or sold on site, but if so, they are a subordinate part of sales and relatively few customers come to the light manufacturing site. These types of business are generally not compatible in neighborhoods as they can be quite noisy such as heavy woodworking/furniture building or ski/snowboard manufacturing. Other light manufacturing examples include fabrication of automobile accessories, textiles, household appliances, and electronics to name a few.

*Conceptual rendering of a potential creative industry building*



# STRATEGIES & ACTION ITEMS

Timeline: Ongoing, Short: 0-18 months; Mid: 18 months - 5 years; Long: 5+ years

## STRATEGY A: Expand Winter and Shoulder Seasons to Enhance Year Round Economy

#	ACTION ITEM	TIMELINE	RESPONSIBLE	FUNDING
1	<p>Solidify the community's vision for Kendall Mountain and the base area by initiating priority projects with broad support. Key attributes for this vision are: small scale, family oriented, affordable, independent/municipality owned, and limited/minimal base area residential and/or commercial development.</p> <p>a. Utilize the 2022 DHM Kendall conceptual design and continue to move forward with a modest ski area expansion, including new lifts, trails, and expanded terrain.</p> <p>b. As of 2022, a few independent and/or municipality owned and operated ski areas in Colorado that have similar attributes include: Howelsen Hill, Ski Cooper, Monarch, Powderhorn, and Sunlight.</p>	Planning-Short; Implementation - Long	Parks & Facilities	<a href="#">GOCO, CO State Outdoor Recreation Grant</a>
2	Expand promotion of Silverton as a multi-sport fall, winter, and spring recreation destination which includes: skate skiing, fat biking, dog sledding, snowmobiling, backcountry skiing, snowshoeing, hiking, mountain biking, foraging, mountaineering, ultra running and other outdoor recreational activities.	Mid	Communications & Events, Chamber, Silverton Singletrack Society	San Juan County Tourism Board, <a href="#">GOCO</a> , outdoor retailers/manufacturers / Private Foundations, <a href="#">CO State Outdoor Recreation Grant</a>
3	Continue to support Silverton Singletrack Society with Baker's Park mountain bike and hiking trail development.	Short	Parks & Facilities, Silverton Singletrack Society	<a href="#">GOCO, CO State Outdoor Recreation Grant</a>
4	Create a winter sports campus and pursue recreation based economic generators such as: an ice rink, nordic ski trail extension and facilities, sledding/tubing hill and facilities, indoor rock climbing gym and the promotion of Silverton being a flying sports/paragliding destination and great for spring, summer, and fall mountain biking.	Mid	Parks & Facilities, Silverton Singletrack Society	Town, partner with outdoor retailers/manufacturers, <a href="#">CO State Outdoor Recreation Grant</a> , <a href="#">CO Tourism Recovery Marketing Grant</a>

#	ACTION ITEM	TIMELINE	RESPONSIBLE	FUNDING
5	Support Mountain Studies Institute (MSI) and others' efforts to expand opportunities for outdoor education, mountain/geological research, avalanche and mountaineering education, wildflower tours.	Mid	Parks & Facilities, Planning, Communications & Events	<a href="#">DOLA REDI Grant</a> , MSI fundraising
6	Streamline the event permitting process to make it easier for events listed above.	Short	Chamber, San Juan Development Assoc. (SJDA)	<a href="#">OEDIT Grant Programs</a>
7	<p>Create new activities in winter and shoulder seasons.</p> <p>a. Collaborate with Silverton Creative District to encourage and promote events, activities, and strategies that strengthen the creative sector.</p> <p>b. Promote volunteer trail clean up/maintenance as a tourist attraction but also as a community building event.</p> <p>c. Shoulder season garage &amp; gear sales.</p>	Planning, Short; Implementation, Long	Creative District, Silverton Singletrack Society	Private sector partners (outdoor retailers/manufacturers, Silverton Mountain, <a href="#">OEDIT Grant Programs</a> )



## STRATEGY B: Support and Enable Local Businesses and Entrepreneurship

#	ACTION ITEM	TIMELINE	RESPONSIBLE	FUNDING
1	Continue Chamber efforts to promote Silverton to businesses that align with the community's values.	Short	Chamber, San Juan Development Assoc. (SJDA)	<a href="#">OEDIT Grant Programs</a>
2	Help local businesses connect to resources available to support small businesses such as assisting with site locations, information on the town process, etc.	Short	Chamber, Planning, SJDA, Region 9	<a href="#">OEDIT</a> , <a href="#">USDA Rural Business Development Grant</a> , <a href="#">USDA Community Facilities Direct Loan &amp; Grant</a>
3	Identify and create new incubator spaces to promote local entrepreneurship.	Short	Planning, SJDA, Chamber	<a href="#">EDA Economic Adjustment Assistance Strategy and Implementation Grants</a>
4	Make it easier and more predictable for businesses that are seeking sites to move through the permitting processes by providing a packet with a checklist for new business owners.	Short	Planning, SJDA	<a href="#">DOLA Rural Economic Development Initiative (REDI)</a>
5	Ensure local land use policies and processes are fair and predictable and make it possible to start or expand businesses that fit in Silverton.	Short	Planning, SJDA	N/A



Local creative industry/commercial space



Local light manufacturing: Sasquatch Expedition Campers

## STRATEGY C: Support Creative Industries, Small Business, and other Entrepreneurial Efforts

#	ACTION ITEM	TIMELINE	RESPONSIBLE	FUNDING
1	Limit regulation of uses and building types to provide flexibility for home/building reuse and creative spaces in neighborhoods such as: <ol style="list-style-type: none"> <li>Clearly define allowable commercial uses in zoning districts to ensure suitable businesses are allowed in the Neighborhood Mixed Use district.</li> <li>Relax change of use regulations (see sidebar on previous pages defining creative industry space and light manufacturing.</li> </ol>	Ongoing	Planning	N/A
2	Encourage the creation and retention of light manufacturing and creative employment spaces, or building sites that meet the needs of existing local businesses to grow or expand. <ol style="list-style-type: none"> <li>Collaborate with Silverton Creative District to encourage and promote events, activities, and strategies that strengthen the creative sector.</li> </ol>	Short	Planning, Chamber, SJDA, San Juan County, Creative District	<a href="#">OEDIT Colorado Community Revitalization Grant</a> , SBDC,
3	Work with Region 9 and SJDA to support and assist creative businesses that fit Silverton's economic vision such as a new business mentorship program and business networking opportunities.	Short	Town, SJDA, Region 9	<a href="#">OEDIT Colorado Community Revitalization Grant</a> , SBDC,



Local creative industry/commercial space



Local light manufacturing: Venture Snowboards  
photo credit: Scott DW Smith



# RESPONSIBLE LAND USE, GROWTH, AND DEVELOPMENT

## GOAL

PLAN FOR RESPONSIBLE GROWTH & DEVELOPMENT THAT CONTRIBUTE TO OUR COMMUNITY & SENSE OF PLACE

## WHY IT'S IMPORTANT

Though there are some people who are opposed to any future growth, the Compass Master Plan process revealed that most of the community is not overtly opposed to intentional community minded development. Most people recognize that Silverton will continue to grow and change; it's not a question of if, but how. When it comes to future development, we must protect what people love while allowing it to evolve to serve ever changing times.

The Compass Project process revealed a strong desire to expand housing choices and affordability, increase and improve employment opportunities, and expand options for local businesses that meet the everyday needs of Silvertonians. This requires flexibility, trying new things and swiftly removing barriers that prevent necessary innovation. For instance, rather than focusing on the density of a new building, a fairly arbitrary way to regulate development, we recommend focusing on the form, scale, and design. These are the qualities that determine the look and feel of a building, its relationship to surrounding buildings and the public realm, and its fit within a neighborhood. This can be accomplished with partnerships and open minds – town departments and developers working collaboratively, with a process that works for everyone, toward a common goal.

Since Silverton's developable land area is highly constrained by mountains, rivers, streams, wetlands, avalanche zones, and existing land uses, the majority of developable area is considered infill. This includes vacant lots throughout town as well as lots with dilapidated homes and/or buildings. The land use, growth, and development strategies on the following pages focus mostly on infill development and redevelopment, with the exception of the area surrounding Highway 550 at the entrance to town, and Shrine Hill, which have their own set of strategies and actions.

# COMMUNITY STRATEGIES

## A. Update Local Land Use Policies

The most important strategy to encourage future responsible growth is to update the local land use policies that allow for the type of development the community desires. The community has expressed the desire to create policy and zoning that protects land and growth but does not gatekeep. Updating policies takes time and additional steps beyond a Master Plan. The first step is to conduct a code audit to identify additional barriers to development and allow for greater flexibility to incentivize projects that support the goals of this Plan. Several detailed recommendations are provided in the matrix on the following pages.

The Town of Silverton is less than one square mile, yet there are seven zoning districts with only minor differentiations between them. By clarifying the desired uses and intent of each district, some of these could be eliminated and/or combined to create flexibility to expand building types. Intent statements make clear what the desired development outcome is and provide clarity on the rationale for the associated policy(ies). Below and illustrated on the following page, are five suggested zoning districts to replace the existing seven:

**Housing Infill:** Includes single family and duplex

**Neighborhood Mixed Use:** This is similar to the current Economic Development (ED) district but it would include all housing types above as well as, triplexes, multifamily, such as 4-8 unit buildings, creative spaces, and some commercial uses.

**Business Mixed Use:** This includes all the above uses in addition to creative industry spaces and most commercial uses.

**Historic Core/Business Pedestrian:** This includes most commercial uses (with a few exceptions) while maintaining this historic character of the district. Residential uses are also allowed.

**Parks & Open Space**



Silverton's current seven zone districts

Many of the existing dimensional standards make the desired types of development challenging or impossible. Below are a few examples.

1. Some setback requirements make many of the desired types of housing challenging or impossible. For example, the illustrations on the following pages identify how the town could make minor setback modifications to allow for a single family home to be built on a typical 25' wide lot, which under today's code is infeasible.
2. Minimum lot areas and maximum coverages often have unintended consequences and tend to be used primarily in suburban development contexts. Downtowns, infill areas, and areas where traditional neighborhood design is desired (which is most of Silverton) are not generally areas where such standards are used without explicit strategic rationale.
3. Most of the height limits are 30' which likely limits the scale of any multifamily development to stacked flats which are typical in most suburban development.

The Town and most community members have expressed the desire to prevent large single family homes (i.e a maximum footprint and maximum lot size). The easiest and most effective route would be to simply state that intent clearly within the code and ensure that the reforms being explored apply strictly to that land use type. This approach will ensure that changes to the code do not inadvertently preclude other types of development.. New growth should be served by an efficient, pedestrian and bike friendly transportation system. The Town should create policies on connectivity requirements for new development, sidewalks, bike connections that all connect to the existing street grid.

## B. Create Environmental Land Use Policies

Green infrastructure should be the norm as Silverton expands its development and land use in order to create a resilient community. Prioritizing sustainable initiatives and codes



Sketch of potential consolidated zone districts prepared during the April 2022 workshops



will set Silverton up for a successful and vibrant future. By implementing environmental land use policies, Silverton will be opening the doors for its future generations to enjoy the quality of life Silvertonians experience today. Additionally, there is a need to officially recognize wildlife and their habitats within land use policy changes.

### C. Update the Communities Vision for Plans and Policies for the Type and Location of Future Development

Identifying potential development sites is a key strategy to obtain the type of infill desired by the community. Additional policy changes that will open up key infill areas include consolidating and/or combining some of the zoning districts that have similar intentions but restrict types of development the community desires such as mixed use developments, and creative/entrepreneurial spaces in existing homes and neighborhoods. In addition to infill areas, the Town should work with the County on planning for potential long-term growth and development on the edges of town and beyond in locations such as Howardsville and Eureka.

### D. Create a Subarea Plan for the Town Entrance

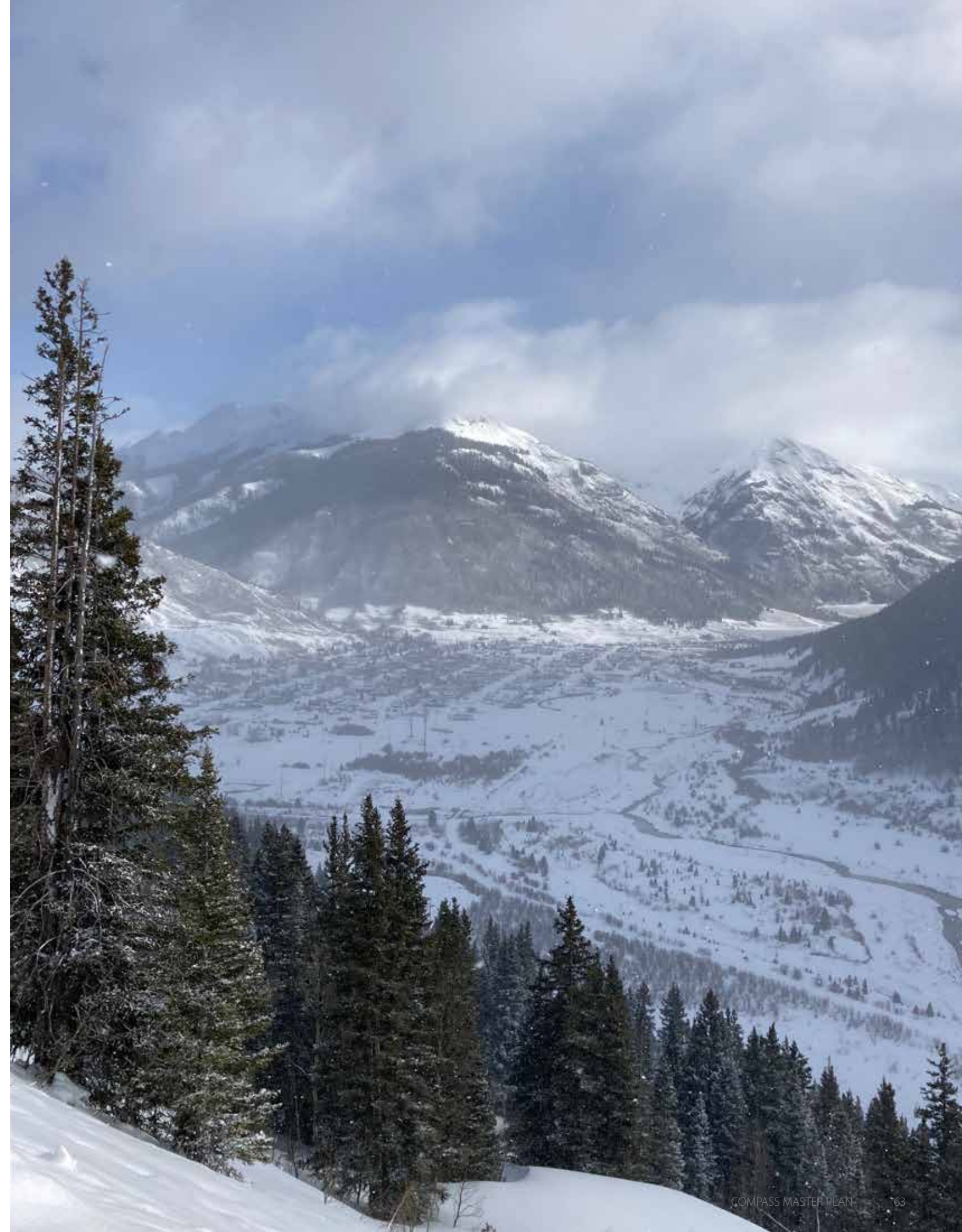
Over the course of the Compass Planning process, the primary entrance to town along Highway 550 has been identified as a prime location for a variety of development types, including open space and trail access. In addition to the existing Anvil Mountain affordable housing development, many community members have discussed opportunities that include a variety of uses such as additional affordable housing, a mix of businesses oriented to travelers (hotel, restaurants, etc.) as well as light industrial/light manufacturing uses that may not be compatible in some of the more established neighborhoods in town. While this master plan includes a conceptual land use diagram illustrating these uses, it is recommended that Town, County, and Colorado Department of Transportation (CDOT) partner to create a detailed subarea plan for this location. (see diagram on the following page)

In addition, it is important to address the first impressions of Silverton for the south entrance to town from visitors arriving by the Durango & Silverton train. Currently one of the first views the passengers see is that of the wastewater treatment plant and the Town and County storage area from the Mineral Creek train bridge up to 12th Street. The town and county should be mindful of this area as they improve the treatment plant.

### E. Create a Subarea Plan for Shrine Hill

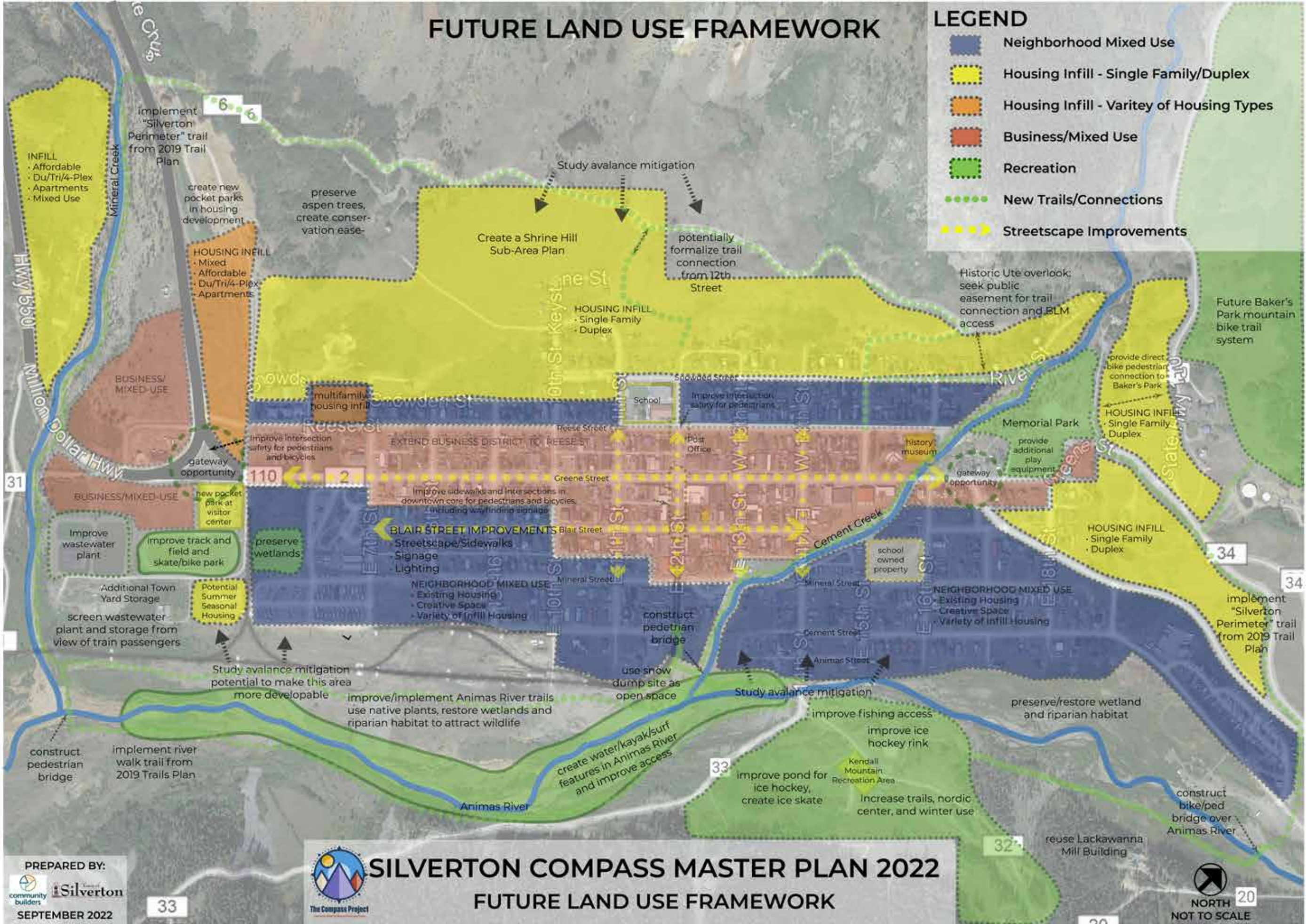
Shrine Hill is part of the character of Silverton; however, the majority of the undeveloped land is privately held and platted for residential development. Currently most of the land is not connected to basic town utility infrastructure. Based on numerous conflicting conversations with community members that ranged from developing Shrine Hill to preserving it as open space, the Town in cooperation with land owners, should conduct a community led subarea plan for Shrine Hill to establish what type of development should occur (i.e. home square footage, height, street connections, lot size maximums, elevation restrictions, etc.).

*The map on the following page conceptually illustrates opportunities for future land use and zoning district recommendations, infrastructure improvements such as new trail connections, parks and open space, river corridors, and Kendall base area recommendations. Additional community process would be required to make the zone district modifications.*



# FUTURE LAND USE FRAMEWORK

- ### LEGEND
- Neighborhood Mixed Use
  - Housing Infill - Single Family/Duplex
  - Housing Infill - Varitey of Housing Types
  - Business/Mixed Use
  - Recreation
  - New Trails/Connections
  - Streetscape Improvements



PREPARED BY:  
 **Silverton**  
 SEPTEMBER 2022



## SILVERTON COMPASS MASTER PLAN 2022 FUTURE LAND USE FRAMEWORK



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# STRATEGIES & ACTION ITEMS

Timeline: Ongoing, Short: 0-18 months; Mid: 18 months - 5 years; Long: 5+ years

## STRATEGY A: Update Local Land Use Policies

#	ACTION ITEM	TIMELINE	RESPONSIBLE	FUNDING
1	Reduce zoning districts to create flexibility to expand building types throughout town.	Short	Planning	N/A
2	Update dimensional standards to provide more flexibility for a variety of building types while maintaining the historic character. <ol style="list-style-type: none"> <li>Reduce parking requirements for small-scale infill projects.</li> <li>Reduce setbacks.</li> <li>Reduce minimum lot areas and floor area.</li> <li>Reduce lot coverage percentages</li> <li>Increased height limits.</li> <li>Enact maximum footprint and lot size for single family housing.</li> </ol>	Short to Mid	Planning	<a href="#">DOLA Affordable Housing Development Incentives Grant Program</a>
3	Limit regulation of uses and building types to provide flexibility for home/building reuse, and non-traditional creative/maker/office spaces in neighborhoods.	Short to Mid	Planning, Building & Code Enforcement	N/A
4	Develop systems for property owners by creating more efficient and predictable development review and permitting processes including: <ol style="list-style-type: none"> <li>A simple, visual process overview/ flowchart addressing key steps and considerations.</li> <li>Training for planning commissioners + legal council.</li> <li>Include all town departments up front for proposed projects to set applicants up for success.</li> <li>A pattern book of pre-permitted projects.</li> <li>A project approval checklist that can be shared with builders.</li> </ol>	Short	Planning, Building & Code Enforcement, Builders, Developers	<a href="#">DOLA Affordable Housing Development Incentives Grant Program</a>

## Housing Prototypes for Typical Lot Sizes

### 25' Wide Lots - Single Family

This model illustrates 2 options with a 25' wide vacant lot in between for the purposes of viewing the model best:

#### PROGRAMMING

##### A - 1,350 SqFt Single Family "shotgun" Home

- 2-car detached garage accessed via alley
- Back porch and small yard in rear
- Setbacks = 5' side; 13' front; 3' rear
  - Front porch encroaches 2' into setback
- Total height = 26'6"



##### B - 1,000 SF Single Family "shotgun" Home + 350 SF loft/carriage house

- 2-car detached garage accessed via alley
- Main house includes wrap-around front/side porch + rear patio and small yard
- Carriage house includes balcony
- Setbacks = 5' side; 10' front; 5' rear
  - Front porch encroaches 2' into setback (5' from property line instead of 7')
  - Side porch encroaches 3' into setback
  - 19' between primary structures
- Total height = 25'6"



This conceptual sketch illustrates how minor changes to dimensional standards would allow for the construction of a single family home and an accessory dwelling unit on one 25' wide lot which today is not possible due to the setback and lot coverage requirements.



## STRATEGY B: Create Environmental Land Use Policies

#	ACTION ITEM	TIMELINE	RESPONSIBLE	FUNDING
1	Prioritize and clearly define environmental and wildlife habitat protection as part of the land use development code.	Short	Planning	N/A
2	Create and include information about environmental concerns within property purchase/construction code packet and checklist discussed in Strategy A, Action 4.	Short	Planning	N/A
3	Factor in future air and water quality measures into the building design for new and redevelopment projects.	Long	Planning, Public Works,	N/A
4	Create and utilize existing state incentives for local businesses and residents for moving to renewable energy.	Short to Mid	Public Works with San Miguel Power	San Miguel Power, <a href="#">DOLA</a>

## STRATEGY C: Update the Communities Vision for Plans and Policies for the Type and Location of Future Development

#	ACTION ITEM	TIMELINE	RESPONSIBLE	FUNDING
1	Work with the school to advance the community vision for the School owned Stanley Placer site adjacent to Cement Creek.	Mid	Planning, School	<a href="#">DOLA Community Development Block Grant (CDBG)</a>
2	Work with CDOT to advance the community vision for the CDOT property on the northwest corner of 6th and Reese Streets.	Mid	Planning, CDOT	<a href="#">DOLA Community Development Block Grant (CDBG)</a>
3	Explore opportunities to mitigate avalanche zones from Kendall Mountain that could open affordable and attainable housing sites.	Short to Mid	Public Works, Planning, San Juan County	<a href="#">DOLA Community Development Block Grant (CDBG)</a>

Conceptual rendering of multifamily housing on the CDOT property at 6th and Reese Streets



### Stanley Placer Site

In 2017, the Silverton School District purchased the Stanley Placer, a 2.38-acre parcel of undeveloped land, as an ideal location to develop a multipurpose conference center as well as a separate recreational facility. As the last large undeveloped parcel of land within town limits, the Stanley Placer is centrally located within one of the town's residential neighborhoods and sits near Silverton Family Learning Center. This site is large enough to support the development of both a multipurpose conference center and recreational center. The new community conference center could include a professional scientific lab, a commercial kitchen, dormitory space, a performance space, meeting and classroom spaces, a community center space, and/or a Senior Citizen Center. The Stanley Placer Project is a crucial and substantial investment in Silverton's evolution to be a place where people want to live, creating a more resilient future and a diversified economy.

There is also a clear need for an indoor facility that can provide access to exercise, fitness, and recreational activities year-round. Such a facility could house the Silverton Youth Center and senior programs, provide gym equipment, a pool, fitness and dance classes, classroom space for arts programming, and outdoor recreation opportunities like a community garden, skateboard park, and outdoor play spaces. (Language provide by SJC Resiliency 2020 Plan)

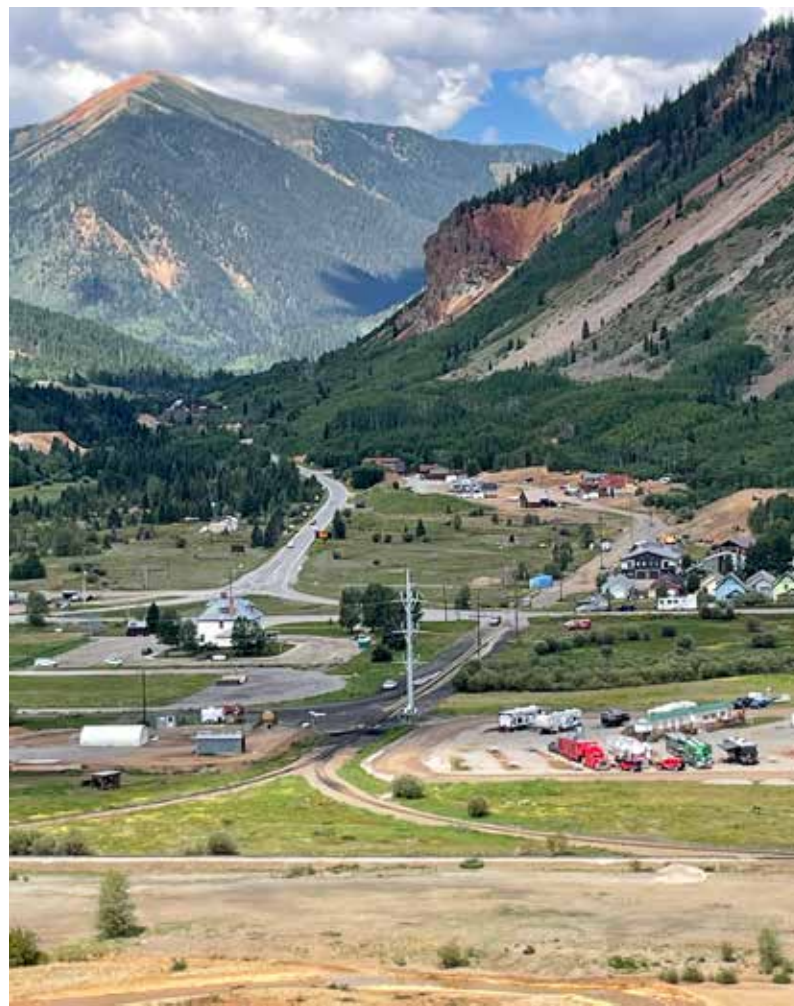


This conceptual rendering of the Stanley Placer site illustrates a new community conference center with meeting and classroom spaces, community center space, an outdoor performance area adjacent to Cement Creek, and a second building with short term dormitories for visiting educators and students.

## STRATEGY D: Create a Subarea Plan for the Town Entrance

#	ACTION ITEM	TIMELINE	RESPONSIBLE	FUNDING
1	The Town should work with the County and CDOT through a community process to develop and advance a subarea plan for the area around highway 550 and the Anvil Subdivision.	Short	Planning, San Juan County, CDOT, SJDA	<a href="#">DOLA Community Development Block Grant (CDBG)</a>
2	Identify potential locations in this area for: <ol style="list-style-type: none"> <li>small-scale manufacturing/ light industrial uses</li> <li>additional affordable housing</li> <li>a mix of businesses oriented to travelers (hotel, restaurants, etc.)</li> <li>new trail and open space access along and to Mineral Creek</li> </ol>	Short	Planning, San Juan County, CDOT, SJDA	N/A
3	The town and county should be mindful of the aesthetic of the wastewater treatment infrastructure and storage area and incorporate screening and or public art features into the wastewater treatment improvement plan.	Short	Facilities/Parks and Recreation, Public Works, San Juan County	<a href="#">GOCO Community Impact Grant</a>

As mentioned above in D.1, a community process should be led by the Town in conjunction with San Juan County and CDOT to develop a more detailed subarea plan for this important entrance to town.



## STRATEGY E: Create a Subarea Plan for Shrine Hill

#	ACTION ITEM	TIMELINE	RESPONSIBLE	FUNDING
1	The Town and landowners should establish the community's vision for Shrine Hill and implement proper zoning to ensure the area is not developed in an obtrusive way.	Mid	Planning	DOLA



Conduct a community led subarea plan to establish a vision for Shrine Hill





# HOUSING

## GOAL

EXPAND HOUSING CHOICES, OPPORTUNITIES AND AFFORDABILITY FOR OUR COMMUNITY

## WHY IT'S IMPORTANT

Housing affordability and choices plays an essential role in sustaining the social and economic fabric of Silverton. It is the foundation for maintaining a diversity of residents in our community that contribute to our authenticity. Housing availability and affordability play a key role in supporting local businesses and institutions as well. Silverton has seen this first-hand with the cost and shortage of housing driving seasonal employees to camp on public lands and businesses reducing hours and enacting winter closures because of employee shortages.

Many other mountain communities have struggled to address affordable housing aggressively and are now feeling the loss of their sense of community and a diminished ability to obtain labor for service jobs. We have learned that when a community deploys a housing strategy to both “catch up” and “keep up” with housing demand, it is much easier to maintain community character and fulfill the demand for employees and labor.

Addressing affordable housing in tourist driven communities costs a lot of money and requires creativity. What we heard from the community and the Action Planning Team is the desire to maintain an authentic community that has a real and balanced make up of its population. The goal of increasing the affordable housing stock supports the topics: strengthening our local economy, responsible growth and development, and environment and natural assets.

The focus of the Action Planning Team has been on infill development and land banking in areas of the town (or county) that are served by existing water, sewer, and other necessary services. Due to the natural surroundings and constraints of Silverton, the Action Planning Team noted the desire of the community to grow in a compact way.



Existing multifamily and single family affordable housing in the Anvil subdivision

# COMMUNITY STRATEGIES

Silverton has the opportunity to get in front of many of these challenges by implementing the following strategies and actions.

## A. Build The Capacity to Create and Preserve Affordable Housing

Developing long term solutions for affordable housing in Silverton and San Juan County requires a regional approach that builds and leverages human, financial, and technical resources. The Town of Silverton is currently working to develop a broader base of support and capacity related to housing so that there are champions throughout the community that convey the importance of affordable housing.

## B. Build The Resources to Create and Preserve Affordable Housing

Any significant impact to create affordable housing requires a commitment to dedicated funding sources that are stable and sufficient. Without financial resources, most of the other strategies cannot be accomplished.

## C. Establish Programs to Create and Preserve Long-term Affordable Housing

Past work and the current lack of long-term affordable housing has demonstrated the need to develop consistent deed restrictions throughout town. Our goal is to increase the stock of affordable housing by both incentivizing market rate units where viable and by working with the County and SJDA to fund and/or provide land for development of projects. A couple program options include:

- Position for Public Private Partnerships to create long-term affordable housing. For example, on town owned property, partner with a developer and/or private landowner to fund the infrastructure as the developer typically has more access to financing.
- Empower and incentivise investors and/or developers to provide affordable housing by developing criteria that affordable developments must meet to qualify for a defined term of property tax exemption.

## D. Address Code and Policy Barriers to Encourage Housing Choices and Affordability

As described previously in the Land Use, Growth, and Development Strategies, creating a regulatory environment that incentivizes the types of development that our community desires is critical for involvement of the private sector and staff from all local government jurisdictions. Throughout this process, several private sector builders, developers, and town staff/elected officials said that there are challenges in the land use codes that limit the ability to provide a profitable housing development that meets the needs of the community. Most agreed that a code assessment evaluating opportunities for updates and revisions is an important step in enabling the development of more affordable and attainable housing.

## E. Identify Potential Locations For Affordable Housing

Silverton is very land constrained therefore all publicly-owned property should be evaluated for its potential to add new housing capacity. In addition, private land that has housing potential should also be identified and evaluated for land banking opportunities for future affordable housing developments.

*Below are examples of a variety of housing types to improve the affordability of Silverton desired by the majority of community members that participated in the Master Planning process.*



*Live-work condominiums/townhomes*



*Accessory Dwelling Unit (ADU)*



*Affordable single family home*



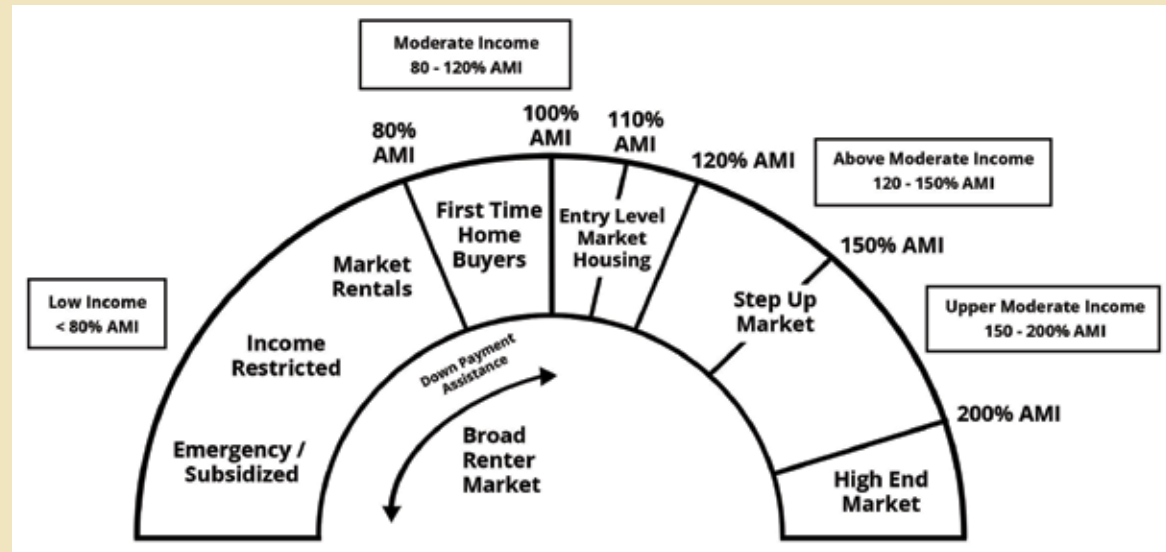
*Duplex homes*



*Garden court/cottage homes*

**DEFINING AFFORDABILITY AND HOUSING TYPES**

The Housing Bridge below is a needs assessment tool that may be used to help a community achieve housing balance. (Housing Bridge graphic from the DOH Affordable housing guide)



**AREA MEDIAN INCOME (AMI)**

A measure defined by the U.S. Department of Housing and Urban Development (HUD) that, generally, is used to determine affordable housing eligibility for households based on their county of residence and (number of persons within the household compared to the median income for a household of that size within a county. A general rule of thumb is that households should spend no more than 30% of their gross household income on housing.

The 2022 AMI in Silverton is \$56,042. In 2022, approximately 37% of households rent in Silverton. With approximately 50% of the workforce employed in service related and tourism-driven occupations, which typically are seasonal and not full time, most of these employees cannot afford to buy a home in Silverton and many are unable to afford rent without living with one or more roommates. The median rent in 2021 was \$1,038 per month and the average cost of homes sold in 2021 was just under \$400,000. Based on this, 76% of Silverton families make enough income to qualify to buy a home. (sources: National Low Income Housing Coalition - Out of Reach 2021: Colorado and Region 9 2022 Economic Snapshot Update)

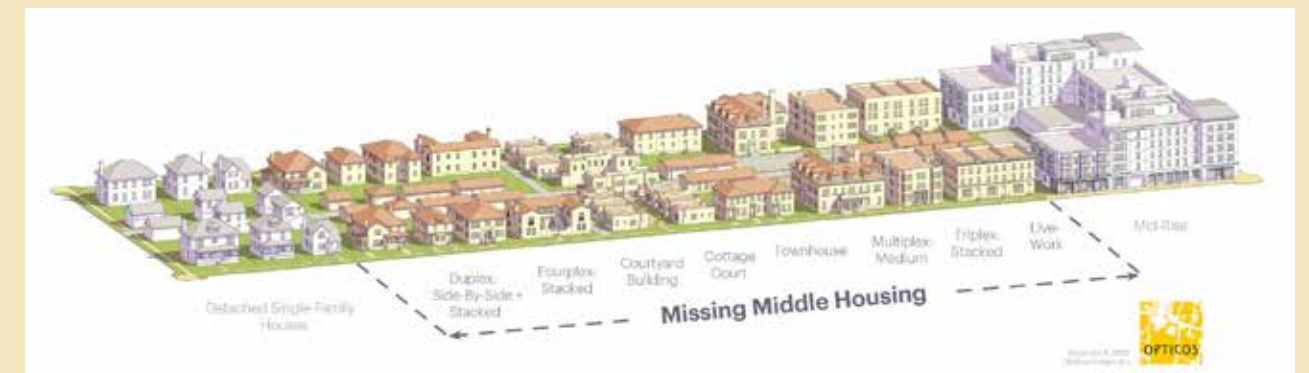
**AFFORDABLE HOUSING:**

A housing development and/or unit that limits the rent or sale price to below market rates, and restricts use of those units to households at certain income levels, in return for public and/or private subsidy.

*graphic provided by Colorado Department of Local Affairs*

**WORKFORCE/ATTAINABLE/MIDDLE INCOME HOUSING**

Housing that is attainable for middle income households that earn too much to qualify for traditional affordable housing subsidies, generally between 80 and 120% of Area Median Income (AMI). In Silverton, where existing homes and land values are quite high, a variety of housing options are needed for middle income households. These housing types are often referred to as **Missing Middle** housing which includes a range of house-scale buildings with multiple units—compatible in scale and form with detached single-family homes. Missing Middle Housing types provide diverse housing options, such as duplexes, fourplexes, cottage courts, and multiplexes. These house-scale buildings fit seamlessly into existing residential neighborhoods and provide solutions along a spectrum of affordability.



*An illustration of a cottage court that consists of six single family homes on three lots which could provide affordable and/or attainable housing options*



# STRATEGIES & ACTION ITEMS

Timeline: Ongoing, Short: 0-18 months; Mid: 18 months - 5 years; Long: 5+ years

## STRATEGY A: Build The Capacity to Create and Preserve Affordable Housing

#	ACTION ITEM	TIMELINE	RESPONSIBLE	FUNDING
1	Create the infrastructure to accommodate a Regional Housing Authority or similar non-profit entity to provide capacity and leadership on housing with the ability to: <ol style="list-style-type: none"> <li>Manage housing programs and activities (including deed restrictions).</li> <li>Provide expertise and leadership on housing.</li> <li>Assist and lead partnerships for local development opportunities.</li> </ol>	Short	Administrator, Planning, Building & Code Enforcement, San Juan County	<a href="#">DOLA Affordable Housing Development Incentives Grant Program</a>

## STRATEGY B: Build The Resources to Create and Preserve Affordable Housing

#	ACTION ITEM	TIMELINE	RESPONSIBLE	FUNDING
1	Establish sufficient and reliable funding to invest in local housing projects and activities: <ol style="list-style-type: none"> <li>Acquisition or preservation, incentives, staff capacity, down payment support, etc.</li> <li>Continue to pursue grant funding to support affordable housing projects and investments.</li> </ol>	Short to Mid	Administrator, Planning, San Juan County, SJDA	<a href="#">DOLA Affordable Housing Development Incentives Grant Program</a> , public private partnerships (with developers), lodging/STR tax, development impact fees
2	Continue discussions with San Juan County on the funding benefits of creating a Joint Regional Housing Authority such as: <ol style="list-style-type: none"> <li>Attain funding and resources.</li> <li>Assist with loan guarantees by working with public and private organizations such as the county and major employers.</li> </ol>	Short	Administrator, Planning, San Juan County	N/A

## STRATEGY C: Establish Programs to Create and Preserve Long-term Affordable Housing

#	ACTION ITEM	TIMELINE	RESPONSIBLE	FUNDING
1	Preserve existing affordable housing by creating long term/permanent deed restrictions.	Short	Administrator, Building & Code Enforcement	<a href="#">DOLA Affordable Housing Development Incentives Grant</a>
2	Empower and incentivize investors and/or developers to provide affordable/workforce housing.	Short	Administrator, developers, builders	<a href="#">DOLA Affordable Housing Development Incentives Grant</a>
3	Become more active in the existing Housing Solutions for the Southwest Weatherization program that provides a low interest loan program to rehabilitate properties for workforce/attainable housing.	Short	Administrator	<a href="#">DOLA Single-family Owner-Occupied Rehabilitation</a>
4	Provide education and assistance to potential homebuyers to help them obtain loans such as classes through HomeFunds organization in Durango.	Short	Administrator	<a href="#">CHFA, DOLA, HomeFunds</a>



A rendering of upgrading and weatherizing an existing home to make it liveable year round

## STRATEGY D: Address Code and Policy Barriers to Encourage Housing Choices and Affordability

#	ACTION ITEM	TIMELINE	RESPONSIBLE	FUNDING
1	Reduce/consolidate zoning districts from 7 to 5 to create more flexibility to expand housing types throughout town.	Short	Planning	N/A
2	Update dimensional standards and parking requirements to allow diverse housing options. <ul style="list-style-type: none"> <li>a. Reduce setbacks.</li> <li>b. Reduce parking requirements for small-scale infill projects.</li> <li>c. Reduce minimum lot areas and floor area.</li> <li>d. Reduce lot coverage percentages.</li> <li>e. Increased height limits.</li> <li>f. Enact maximum lot size for single family homes.</li> </ul>	Short	Planning	N/A
3	Ensure plans identify areas best suited for expanding housing opportunities.	Mid	Planning	N/A
4	Ensure desired housing types are designated "use by right" in desired areas.	Short	Planning	N/A
5	Reduced or waived fees for developments that include significant deed restricted housing. Assess development charges based on square footage rather than per-unit basis.	Short	Planning, Building & Code Enforcement	N/A
6	Fast track development review for workforce and affordable housing projects. Options include: <ul style="list-style-type: none"> <li>a. Create a clear process checklist.</li> <li>b. Reduce process requirements for "use by right" projects.</li> <li>c. Create a pattern book of pre-approved housing prototypes, i.e. du, tri, quad plex, ADUs, etc.</li> <li>d. Create an ADU guide for homeowners.</li> </ul>	Short	Planning, Building & Code Enforcement	<a href="#">DOLA Affordable Housing Development Incentives Grant</a> (for preparation of pattern book)
7	Develop resources and/or partnerships to be able to offer incentives / funding for energy efficiency upgrades in local homes. <ul style="list-style-type: none"> <li>a. Create a clear process checklist.</li> </ul>	Mid	Planning, Public Works	<a href="#">San Miguel Power</a>

## STRATEGY E: Identify Potential Locations For Affordable Housing

#	ACTION ITEM	TIMELINE	RESPONSIBLE	FUNDING
1	Update list of publicly-owned properties that have potential to add new housing capacity.	Short	Planning, Building & Code Enforcement, CDOT	<a href="#">DOLA Affordable Housing Development Incentives Grant</a>
2	Identify privately owned property that has potential to add new housing capacity, whether lots are empty or have vacant homes, and partner with the property owners to develop affordable housing.	Mid, Implementation: Long	Planning, Building & Code Enforcement,	<a href="#">DOLA Affordable Housing Development Incentives Grant</a>
3	Provide financial incentives to second home owners to rent their homes, or portion of their home, to the local workforce (seasonally or year round) to materially decrease the current vacancy rate of approximately 40%.	Short	Administrator, Building & Code Enforcement	<a href="#">DOLA Affordable Housing Development Incentives Grant</a>
4	Use annexations to expand workforce housing (i.e. Anvil & Boulder Gulch/Hwy 110 Cement Crk, Howardsville).	Long	Administrator, Planning, San Juan County	N/A



Sketch of potential consolidated zone districts

# Housing Prototypes for Typical Lot Sizes

## 75' Wide Lots - (3 LOTS) Cottage Cluster

This model illustrates a "cottage cluster" of 6 units/micro-homes on a 75' lot (3 lots).

### PROGRAMING

**E - Cottage Cluster = (4) 720 SF 2-story homes + (2) 675 SF 2-story homes**

Includes 6-car open parking spaces (could be carport) in rear accessed via alley  
 Shared garage for tools, storage, etc.  
 Common central courtyard for shared open space



Note: To mitigate falling snow issues, roofs can be designed with a 12/12 pitch in addition to a robust snow retention and an extensive gutter system to keep the setback area free from roof fallen snow.

Conceptual rendering and built images of a six unit cottage court that could be built on 3 lots with minor modifications to the zoning code. Front setbacks should be staggered to discourage a straight line of homes where new construction occurs on several adjacent lots. This would also provide for additional snow storage and light penetration.



These conceptual sketches and built example illustrate how minor changes to dimensional standards would allow for the construction of a single family home and an accessory dwelling unit on one 25' wide lot which today is not possible due to the setback and lot coverage requirements.



# GOAL

STEWARD AND PROTECT THE ENVIRONMENT AND NATURAL ASSETS WE LOVE AND RELY ON

# WHY IT'S IMPORTANT

Silverton is surrounded by stunning vistas and a vast variety of recreational opportunities. These landscapes and recreation amenities contribute significantly to Silverton's and San Juan County's economy and high quality of life. Approximately 64% percent of the total County land area is federal land, with 86% percent under the management of the Forest Service and 14% percent managed by the Bureau of Land Management. Public lands provide the backbone of our outdoor recreation economy and residents highly value their access to public lands which is why many of our residents call Silverton home.

It is important to recognize the fluidity between the Town of Silverton and San Juan County. It is recommended that this Town of Silverton Master Plan be woven into the fabric of the County's management and vice versa. Silverton, at just under one square mile in area and the only incorporated municipality in the county, is dependent on the County's public land and therefore should be at the forefront of all decisions.



# ENVIRONMENT AND NATURAL ASSETS

# COMMUNITY STRATEGIES

## A. Assess and Map Current Conditions

There is currently no comprehensive place within which all natural resource and outdoor recreation assets in San Juan County are housed. There is a need for a geospatial analysis to quantify areas in need of restoration, preservation, and sustainable expansion of recreation. By collecting and consolidating this data into one publicly available location, we will be able to build capacity amongst the many stakeholders in the county to improve ecological function and provide a road map of possible projects to pursue in the future. At the time of this plan being written, it has been determined that Mountain Studies Institute is the best entity to host and manage the data collected.

There are multiple initiatives to gather data and it is important to communicate and remove the possibility of duplication. These projects include but are not limited to Mountain Studies Institute's roll out of the San Juan Ecological Working Group through the Colorado Health Rivers Fund Grant and the state's Rural Resiliency and Recovery Roadmaps program, titled the Central San Juan High Alpine Communities group for the Silverton area.

## B. Create the Capacity & Foundation for Collaborative Conservation & Long Term Management

There is a broader trend of overuse of public lands across the American landscape. As new users continue to discover this seemingly endless resource, more ecosystems are being disrupted. As it is a gateway to unmatched recreational resources, The Town of Silverton is dependent on its pristine natural environment for a significant portion of its economy.

The town itself occupies less than one square mile of the County, yet it is surrounded by public land managed by multiple government agencies, each with their own management plan. As owners of 64% of the public lands, the federal agencies continue to implement best practices, yet due to a lack of staff capacity and a large area to cover, there is little enforcement.

Additionally, there is not consistent communication between government agencies, and therefore there has been duplication of projects and processes. The Town of Silverton relies heavily on the efforts of all entities to collaborate to create a shared vision and comprehensively plan for conservation and resource management of these public lands. Through this shared vision and communication, all agencies will be able to efficiently utilize their resources towards a common goal.

## C. Build Sustainable Outdoor Recreation Management

The long-term viability of the outdoor recreation economy is predicated upon responsible and sustainable use of our public and private lands. Resources such as [Recreate Responsibly](#) can help recreators and stakeholders understand how to enjoy outdoor amenities while ensuring continued economic and environmental sustainability. [Leave No Trace](#) principles should be incorporated into each management plan to ensure the longevity of the use of public lands accessed through Silverton.

There is agreement across the community that a cohesive vision is necessary to create conservation and resource management. As a multitude of user groups already utilize Silverton as a gateway to their public lands, the residents of Silverton want to work to attract additional diverse participants and voices to the table. While the majority of the people utilizing the land around Silverton are visitors, Silverton's residents are the main year-round users of the public land. For the last two years, Silverton's Chamber of Commerce has been working on an educational and awareness campaign (Visit Silverton) in partnership with Mountain Studies Institute, San Juan Mountain Association, San Juan County, and the Alpine Ranger program. While there is desire to share the rich resources with their visitors, the Silverton community has pointed out that due to a dramatic increase in use, there is a need for additional educational resources for recreation and the proper use and respect of public lands.

## D. Address Sustainability, Resiliency, and Climate Change

As the need for climate resiliency becomes more immediate, we should be investing in renewable energy and environmental protections. Dependency on coal will be phased out as the country's grid is electrified and Silverton should establish resiliency and redundancy in its own grid ahead of the curve. The access to clean water is becoming more of an emergency and as Silverton sits at the headwaters of the Animas, the river corridor should be protected. The people of Silverton are in tune with their environment and aware of the impending need to adapt to a changing climate. They equally recognize that wildlife and their habitats need to be taken into consideration when building resiliency.



photo credit: Silverton Singletrack Society

# STRATEGIES & ACTION ITEMS

Timeline: Ongoing, Short: 0-18 months; Mid: 18 months - 5 years; Long: 5+ years

## STRATEGY A: Assess and Map Current Conditions

#	ACTION ITEM	TIMELINE	RESPONSIBLE	FUNDING
1	Collect and analyze data on current conditions: high usage areas, existing facilities/assets, land ownership, ecologically sensitive areas, critical habitat / corridors, etc.	Short to Mid	San Juan Ecological Working Group	<a href="#">NFF Matching Awards Program</a> Colorado Healthy Rivers Fund (CHRF) (applied in March 2022)
2	Clearly define public/private land ownership boundaries with an option to integrate digital mapping/geofencing in the backcountry as an educational tool.	Mid	Planning, County, BLM, USFS	<a href="#">NFF Matching Awards Program</a> , CHRF grant program (applied in March 2022)
3	Regional collaboration between agencies/ organizations to compile all GIS data in one neutral and easily accessible place.	Ongoing	San Juan Ecological Working Group	CHRF grant program (grant awarded 8/2022)

Map example of existing trails and publically owned land



## STRATEGY B: Create the Capacity & Foundation for Collaborative Conservation and Long Term Management

#	ACTION ITEM	TIMELINE	RESPONSIBLE	FUNDING
1	Using assessment findings, bring together key partners (BLM, USFS, Town, County, advocacy groups, private landowners, recreation businesses, etc.) to develop a plan to guide collaboration on management and conservation efforts. See <a href="#">EPA Planning Assistance Program</a>	Ongoing	San Juan Ecological Working Group, BLM, USFS, San Juan County	<a href="#">NFF Matching Awards Program</a> , <a href="#">EPA Planning Assistance</a> , CHRF grant program (applied in March 2022)
2	Establish/strengthen ongoing collaboration and communication between key agencies & stakeholders for better resource sharing, shared messaging and branding. For example, the federal agencies should meet with the town as well as the county.	Ongoing	Parks & Facilities, San Juan County, BLM, USFS, San Juan County Ecological Working Group, EDA High Alpine Communities	N/A
3	Determine & fill the need for staff (town/ county or contractors) to provide capacity/ management.	Short	Administrator, San Juan County	<a href="#">Colorado State Outdoor Recreation Grant Program</a>
4	Create systems for ongoing planning, monitoring and management.	Mid	Parks & Facilities, San Juan County, BLM, USFS	<a href="#">Colorado State Outdoor Recreation Grant Program</a> , <a href="#">CPW Non Motorized Trail Grant</a>
5	The Town and County should pursue and prioritize the most viable easements for uninterrupted trail access.	Long	Parks & Facilities, San Juan County, Silverton Singletrack Society	<a href="#">GOCO</a> , <a href="#">CPW Land and Water Conservation Fund</a> , <a href="#">US DOT Recreational Trails Program</a>



photo credit: Silverton Singletrack Society

## STRATEGY B con't

#	ACTION ITEM	TIMELINE	RESPONSIBLE	FUNDING
6	Building off the 2006 Animas River Corridor Revitalization Plan, work with stakeholders/partners to establish vision/strategy for protection, management, and use of the Animas River corridor while respecting wildlife habitat.	Ongoing	Parks & Facilities, San Juan County, private property owners adjacent to river	<a href="#">CPW Land and Water Conservation Fund</a> , <a href="#">GOCO</a> , <a href="#">National Fish and Wildlife Acres for America</a>
7	See actions for Kendall Mountain in Economy Strategy 1A	Planning, Short; Implementation, Long	Parks & Facilities	<a href="#">GOCO</a> , <a href="#">CO State Outdoor Recreation Grant</a>

## STRATEGY C: Build Sustainable Outdoor Recreation Management

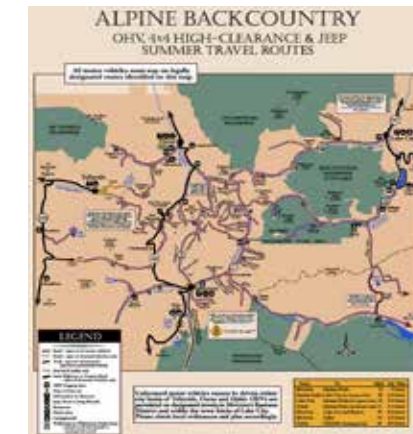
#	ACTION ITEM	TIMELINE	RESPONSIBLE	FUNDING
1	Identify strategic trail access points and appropriately develop trailhead amenities such as parking, restrooms, wayfinding signage (see Silverton Wayfinding Plan) particularly with a focus on trails that have all the proper easements i.e. Rainbow Trail	Mid to Long	Parks & Facilities, San Juan County, BLM, USFS, San Juan Ecological Working Group	<a href="#">GOCO</a> , <a href="#">NFF Matching Awards Program</a> , <a href="#">US DOT Recreational Trails Program</a> & <a href="#">Colorado Federal Lands Access Program</a> , <a href="#">Colorado State Outdoor Recreation Grant Program</a> , Private sponsors, "adopt-a-trail" program
2	Develop a comprehensive recreation map and partner with existing BLM/USFS signage programs to create consistent signage that specifies allowed uses for areas and trails.	Mid to Long	Parks & Facilities, San Juan County, BLM, USFS, Silverton Singletrack Society	BLM, USFS, <a href="#">NFF Matching Awards Program</a> , <a href="#">NPS Technical Assistance Program</a> , <a href="#">Colorado State Outdoor Recreation Grant Program</a> , San Juan County

## STRATEGY C con't

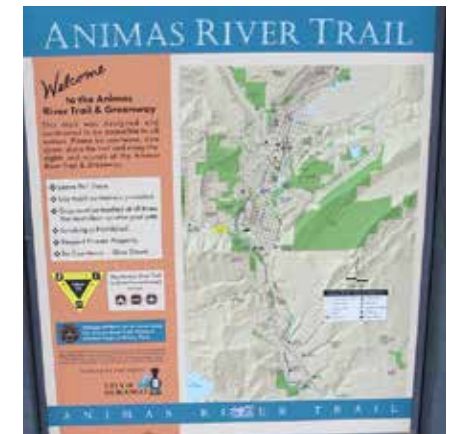
#	ACTION ITEM	TIMELINE	RESPONSIBLE	FUNDING
3	Create educational opportunities and signage for backcountry users focused on new/inexperienced users. <ol style="list-style-type: none"> <li>Partner with Silverton School art program to design and create educational signs.</li> </ol>	Mid to Long	BLM, USFS, User groups, Silverton School	<a href="#">San Juan Mountains Association (SJMA)</a> & <a href="#">MSI</a> , Alpine Ranger Program, (BLM, USFS) Private sponsors "adopt-a-trail", <a href="#">NFF Matching Awards Program</a>
4	Implement public/private motorized recreational vehicle staging areas/parking lots on both sides of town with restrooms, route information, rules, etc.	Short	Planning, Public Works, San Juan County, private entities	<a href="#">US DOT Recreational Trails Program</a> , <a href="#">GOCO</a> , private OHV companies, restaurant/hotels, etc.
5	Build on the communication materials provided by the Chamber of Commerce and the San Juan Mountain Association (San Juan Stewardship Project) to market the diversity of assets to all visitors to help reduce the impacts of the natural assets.	Ongoing	Communications & Events, Chamber of Commerce	<a href="#">San Juan County Tourism Board</a> , <a href="#">SJMA</a> & <a href="#">MSI</a> via GOCO grant
6	Explore opportunities with the USFS and BLM to expand private campgrounds through concessions and create a long term strategy to enable directing campers to available capacity by establishing designated dispersed camping.	Mid to Long	Parks & Facilities, San Juan County, BLM, USFS	N/A



Gunnison educational trail signage



Existing OHV route map



Existing Animas River trail map

## STRATEGY D: Address Sustainability and Resiliency

#	ACTION ITEM	TIMELINE	RESPONSIBLE	FUNDING
1	<p>Conduct an energy assessment to better understand the availability of renewable energy sources (geothermal, micro and pumped hydro, solar). Update the existing 2010 EPA Wasterock Ponds Solar Assessment.</p> <p>a. Potential locations include: Mayflower Gold Mill, Boulder Gulch, Wasterock Ponds</p> <p>b. See: <a href="#">EPA Renewable and Alternative Energy at Superfund Sites</a>, <a href="#">EPA RE-Powering America's Land</a></p> <p>c. See: <a href="#">Abandoned Mine Lands: Revitalization and Reuse</a></p>	Short	Public Works	<a href="#">San Miguel Power</a> , <a href="#">Colorado Brownfields Revolving Loan Fund</a> , <a href="#">DOLA Community Development Block Grant (CDBG)</a>
2	<p>Create redundancy in power by creating more than one connection to San Miguel Power supply and by harvesting Silverton's own renewable energy within the Caldera.</p>	Long	Public Works,, San Miguel Power	Tri-State Generation and Transmission Association (Tri-State)
3	<p>Create incentives for local businesses and residents for moving to renewable energy.</p>	Short to Long	Public Works with San Miguel Power	<a href="#">San Miguel Power</a> , San Juan County
4	<p>Better market and utilize existing energy efficiency programs and expand education on the ease of upgrading, including home heating and energy retrofits.</p> <p>a. Create educational opportunities around existing new or retrofitted Silverton homes that are fully electric.</p>	Short to Mid	Public Works, Communications & Events	<a href="#">San Miguel Power</a> energy audits, <a href="#">Town of Ridgway and Ouray, Colorado's Affordable Residential Energy Program (CARE)</a>



photo credit: Scott DW Smith



photo credit: Silverton Singletrack Society







# GOAL

STRENGTHEN OUR SENSE OF COMMUNITY AND OUR CIVIC HEALTH

# WHY IT'S IMPORTANT

We all value Silverton as a multicultural community. Yet we can't deny the historic tensions that go back hundreds of years and continue today. Demographic changes are part of the challenge. Hispanic and Native American populations continue to shrink relative to our overall population. Many of the youth often feel marginalized and don't see a future in their own town. A growing economic divide exists between those who live comfortably in Silverton and those who struggle at the margins.

In this light, it is not surprising that our politics can be so divisive. The good news is that people—from across the community's many divides—want to be a more cohesive and united community. The idea of creating a thriving town for everyone is directly connected to this community desire. We can become that community, but it will take commitment to listening and learning.

Silvertonians want to build a strong civic culture so that we are able to come together to understand, discuss, and effectively respond to challenges and issues facing our community. We need to be able to disagree on difficult issues with civility and respect, allowing for fair discussion of trade-offs, compromises, and balanced solutions. Building a strong civic culture will allow us to make better decisions and proactively shape our future, rather than being a victim of change.

# BUILDING COMMUNITY TRUST AND IMPROVING GOVERNANCE

# COMMUNITY STRATEGIES

The key strategies for building community trust and improving governance include:

## A. Advocate for Community Integration of all Residents and Relationship Building

Silverton is a notoriously small community, with approximately 700 full time residents. However small, there is still the possibility of community members falling through the cracks. It is important to be inclusive of all residents of Silverton so we can build a community that serves the diversity that exists. We would be remiss to not acknowledge the Southern Ute and Ute Mountain Ute as the original inhabitants of the land on which Silverton currently sits. It is of the utmost importance to engage with the Indigenous community not just as stakeholders, but as sovereign nations with deep connections to the land. Activities and events within the Silverton community should reflect the historic and current diversity of the area.

## B. Enhance Collaboration between San Juan County and the Town of Silverton

The line between The Town and Silverton and San Juan County is thin, as many County resources are utilized by the government and residents of The Town of Silverton and the County relies on Silverton as the only incorporated municipality in the County. There needs to be consistent communication and collaboration between both entities in order to provide the most efficient and effective program management.

## C. Market/Educate The Community About Volunteering Opportunities With Town, County, Land Management Agencies, and Interest Groups

Throughout The Compass Project, community members have indicated the need for more and better communication about opportunities to build relationships within the community. Silverton should create a centralized communication channel and framework in order to strengthen its community, and involve a greater percentage of its residents in social activities, volunteer opportunities, and more. This communication channel could provide a space to share ongoing efforts and initiatives within all existing groups working on these issues, which in turn will instill collaboration. This will both ensure more participation but also create more volunteer based capacity to achieve town goals.



photo credit: Silverton Singletrack Society

## D. Plan and Host Activities and Events Targeting Locals

It is no secret that Silverton is a prime tourist destination. The town has been the gateway to pristine recreational opportunities for decades, and the warm, charismatic residents are excellent at welcoming visitors to their home. However, many of the events that were once orchestrated for residents have become loved by tourists alike. Today, holidays and events leave residents feeling disenfranchised and exhausted from playing hosts to their visitors. We need to plan and host events and activities that target local residents and fill the gap to create a stronger, more resilient community.

## E. Town Capacity and Governance

Silverton continuously achieves an impressive amount of projects considering its size. In order to most effectively utilize this master plan, we must prioritize the strategies and actions most pertinent so they are manageable and realistic. It is important to consider the Town budget and capacity during the prioritization process. At the time of this plan being written, Silverton is in need of more capacity and therefore should actively be seeking additional staff support. When new staff is hired, it is important to include a system to transfer institutional knowledge as part of their onboarding process.



# STRATEGIES & ACTION ITEMS

Timeline: Ongoing, Short: 0-18 months; Mid: 18 months - 5 years; Long: 5+ years

## STRATEGY A: Advocate for Community Integration of all Residents/ Relationship Building

#	ACTION ITEM	TIMELINE	RESPONSIBLE	FUNDING
1	Integrate the Latino and other diverse community members more holistically with the greater Silverton community.	Ongoing	Administrator	N/A
2	Acknowledge and incorporate Ute and Hispanic heritage and current collaboration as Silverton grows.	Ongoing	Administrator	N/A
3	Curate and promote events and programming that showcase Southern Colorado's Native American and Hispanic heritage.	Ongoing	Communications & Events, Creative District	Private donors
4	Ensure that public art is reflective of Silverton's native culture and has multi-cultural appeal.	Ongoing	Planning, Communications & Events	N/A

## STRATEGY B: Enhance Collaboration between San Juan County and the Town of Silverton

#	ACTION ITEM	TIMELINE	RESPONSIBLE	FUNDING
1	Convene and facilitate community-wide discussions to seek input and build consensus on important or controversial issues to ensure that all sides and perspectives have an opportunity to be heard and understood.	Short, initiation: ongoing	Administrator, Communications & Events, San Juan County	N/A

## STRATEGY C: Market/Educate The Community About Volunteering Opportunities With Town, County, Land Management Agencies, and Interest Groups

#	ACTION ITEM	TIMELINE	RESPONSIBLE	FUNDING
1	Work with Silverton Strong, which is working to promote locals-focused activities, events, and projects to "connect youth, seniors, old-timers, newcomers, and everyone in between."	Short, initiation: ongoing	Communications & Events	N/A
2	Support/expand opportunities for residents to volunteer in local projects, programs, activities.	Ongoing	Communications & Events, Silverton Strong, The Silverton Community	N/A
3	Create a "welcome wagon" for new residents.	Mid	Communications & Events, Silverton Strong, Chamber	Private donors, volunteers

## STRATEGY D: Plan and Host Events Targeting Locals

#	ACTION ITEM	TIMELINE	RESPONSIBLE	FUNDING
1	Recreate/rejuvenate local activities that have worked well in the past such as SnowScape, town game nights, regular potlucks, Hardrocker Holidays, Fire Pit Fridays, Skijoring, White Out, Hard Rock 100, Brass Band Festival, and story-telling/ discussion sessions.	Ongoing/ Short	Communications & Events, Silverton Strong, Creative District	Private donors

## STRATEGY E: Town Capacity and Governance

#	ACTION ITEM	TIMELINE	RESPONSIBLE	FUNDING
1	Continue the pursuit to hire additional staff to support the implementation of the Master Plan recommendations.	Short	Administrator	N/A
2	Create system processes for passing along institutional knowledge in anticipation of staff retiring or seeking other employment.	Short	Town Staff	N/A
3	Ensure that the budgeting process promotes Town expenditures and investments that reflect community priorities, including those set forth in this Master Plan.	Short	Administrator	N/A
4	Ensure that the Town's budget adequately covers the costs of public services that are provided by the Town. Proactively plan to ensure that adequate funding can be maintained over the long-term and can keep pace with future cost increases.	Short	Administrator	N/A
5	Creating a CIP will better assist Town Staff with the ability to manage the financial needs for longterm maintenance of existing parks, trails, open spaces, and facilities.	Short	Administrator	N/A

## COMMUNITY LED INITIATIVES

Throughout the community process, several ideas were brought up that have town and community support but are not necessarily the responsibility of the Town of Silverton. Below is a list of potential community led initiatives:

- Reactivate “A Theater Group” and work to find them a new home.
- Create an ice climbing facility and indoor rock climbing gym.
- Continue to support the Silverton Singletrack Society with implementation of the Baker’s Park Trail System
- Create new local activities such as “Ted Talks”, yoga classes, music events/”open mic nights”, pop-up game nights, storytelling radio hour/round table, etc.



Location of the future Baker’s Park Trail System





This plan encompasses Silverton’s vision for the next phase of growth and identifies ongoing, short (0-18 months), mid (18 months-5 years), and long-term (5+ year) recommendations for the strategies and actions throughout the community. Implementation of these varied recommendations will take dedicated leadership, staff, and revenue. This final chapter looks at how Silverton can bring this plan to life and is organized into the following sections:

**Partners and Responsibilities:**

Many of the Plan’s recommendations and actions require partnerships to move forward. This section identifies responsibilities for the variety of partners that were involved in the planning process and will be needed moving into implementation.

**Funding Sources and Supportive Policies:**

Implementation will require dedicated effort and resources. This section includes explanations of the varied funding sources and strategies to utilize for the Plan’s actions, and as illustrated in the matrices, whether these are initiated by the Town, County, or other partners. Many of the funding sources require grant writing expertise. The Town of Silverton, The Chamber of Commerce, and San Juan Development Association are currently working on grant applications. For grant writing assistance, the town should partner with Region 9 and their grant writers.

**Measuring Progress:**

To understand what is working and what needs adapting during implementation, it is important for the Town to track progress. This section discusses how this can be done efficiently and effectively.

**IMPLEMENTATION**

- Partners and Responsibilities**
- Funding Sources & Supporting Policies**
- Measuring Progress**



# PARTNERS & RESPONSIBILITIES

## ENSURE COLLABORATION BETWEEN THE PUBLIC AND PRIVATE SECTORS TO SUPPORT SILVERTON'S VITALITY AND GROWTH

There is an array of partners who were involved in this plan, and they will be integral in turning its recommendations into realities. Many of the plan's recommendations require partnerships to move forward. Key partners are sorted into two categories:



### Primary Partners

**Responsibilities:** Primary partners were involved throughout the planning process and the keepers of the new vision for Silverton. They work in close coordination with each other as the primary implementers and funders for plan projects. They regularly measure progress during implementation, communicate success with downtown stakeholders and are nimble in adapting to changes in downtown as needed.

- Town of Silverton (all departments)
- San Juan County
- Silverton School
- Silverton Area Chamber of Commerce
- San Juan Development Association
- Region 9
- Colorado Brownfields Partnership
- Master Planning Committee



### Supporting Partners

**Responsibilities:** Supporting partners are integrally involved in policies and programs within their specific niche.

- Silverton Creative District
- San Juan County Historical Society
- CDOT
- San Juan Mountain Association
- Mountain Studies Institute (MSI)
- Silverton Singletrack Society
- Philanthropic Support
- KSJC
- Colorado Tourism Office
- Potential Development Partners
- Volunteers



# FUNDING SOURCES

Implementation of the plan will require dedicated effort, partnerships, and resources. Potential funding sources that were identified in the Chapter 3 matrices are described in the table below and on the following pages, including web links to the sources and the timelines if applicable.

It is worth noting that these grants and resources were compiled in 2022 and are subject to change.

GRANT/RESOURCE	TIMELINE	DESCRIPTION
<b>US Department of Agriculture (USDA)</b>		
<a href="#">USDA Rural Business Development Grant</a>	Ongoing	Designed to provide technical assistance and training for small rural businesses.
<a href="#">USDA Intermediary Relending Program RLF</a>	Ongoing, quarterly	Provides 1% low-interest loans to local lenders (nonprofits, cooperatives, federally-recognized tribes, public agencies) that re-lend to businesses to improve economic conditions and create jobs in rural communities.
<a href="#">USDA Water &amp; Waste Disposal Loan</a>	Ongoing	Provides 1% low-interest loans to local lenders (nonprofits, cooperatives, federally-recognized tribes, public agencies) that re-lend to businesses to improve economic conditions and create jobs in rural communities.
<a href="#">USDA Community Connect Grants</a>	Ongoing	Provides financial assistance to eligible applicants that will provide broadband service in rural, economically-challenged communities where service does not exist.
<a href="#">USDA Telecommunications Infrastructure Loans</a>	Ongoing	Provides financing for the construction, maintenance, improvement and expansion of telephone service and broadband in rural areas.
<a href="#">USDA Community Facilities Direct Loan &amp; Grant</a>	Ongoing	For the purchase, construction, or improvement of essential community facilities, or to purchase equipment, or to pay related project expenses.

GRANT/RESOURCE	TIMELINE	DESCRIPTION
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**Economic Development Administration (EDA)**

<a href="#">EDA Public Works Grant</a>	Ongoing	Provides resources to meet the construction and/or infrastructure design needs of communities to enable them to become more economically competitive.
<a href="#">EDA Economic Adjustment Assistance Strategy and Implementation Grants</a>	Ongoing	Supports the execution of activities identified in a Comprehensive Economic Development Strategy (CEDs), such as infrastructure improvements, including site acquisition, site preparation, construction, rehabilitation and equipping of facilities.
<a href="#">Colorado State Outdoor Recreation Grant program</a>	Rolling on a quarterly basis, ends 12/31/25	OREC will be accepting applications on a rolling basis for roughly \$4 million in competitive funding for projects related to economic development and recovery in the outdoor recreation sector.

**US Department of Transportation**

<a href="#">US DOT Recreational Trails Program</a>	Ongoing	Provides funds to the States to develop and maintain recreational trails and trail-related facilities for both non-motorized and motorized recreational trail uses.
<a href="#">US DOT Colorado Federal Lands Access Program</a>	Ongoing	This fund supplements State and local resources for public roads, transit systems, and other transportation facilities, with an emphasis on high-use recreation sites and economic generators.

**US National Parks Service**

<a href="#">NPS Technical Assistance Program</a>	Ongoing	Assists communities and public land managers in developing or restoring parks, conservation areas, rivers, and wildlife habitats, as well as creating outdoor recreation opportunities and programs that engage future generations in the outdoors.
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**Environmental Protection Agency (EPA)**

<a href="#">EPA Planning Assistance</a>	Ongoing, quarterly	Helps communities identify strategies to grow their outdoor recreation economy and revitalize their Main Streets.
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GRANT/RESOURCE	TIMELINE	DESCRIPTION
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**Colorado Department of Public Health and Environment (CDPHE)**

<a href="#">1306 Brownfields CleanUp Grant</a>	Ongoing, annually	Funds to assist in the remediation of abandoned properties that contain environmental hazards to encourage the redevelopment of abandoned hazardous facilities for the benefit of the public good.
<a href="#">Colorado Brownfields Revolving Loan Fund</a>	Ongoing	Funds to facilitate the reuse and/or redevelopment of contaminated sites by making low cost funding available for financing environmental cleanups.

**Colorado Department of Local Affairs (DOLA)**

<a href="#">DOLA Broadband Interconnectivity Grant Program</a>	Ongoing, quarterly	Provides funding for broadband interconnectivity between communities in rural or other areas that are currently unserved and underserved by broadband infrastructure.
<a href="#">DOLA Community Development Block Grant (CDBG)</a>	Next Application opens Q1 2023	Eligible uses of funds include acquisition, design/engineering, construction, reconstruction, rehabilitation or installation of public improvements or public facilities.
<a href="#">DOLA Affordable Housing Development Incentives Grant Program</a>	9/1/22	Provides grants to local governments to develop one or more affordable housing developments in their community that are livable, vibrant, and driven by community benefits.
<a href="#">DOLA Rural Economic Development Initiative (REDI)</a>	Opens Q2 annually	Funding for job creation and retention, capacity building, economic resilience and support for entrepreneurial ecosystems including training, networking opportunities, and infrastructure to support local entrepreneurs.
<a href="#">DOLA Single-family Owner-Occupied Rehabilitation</a>	Ongoing, annually	A loan program to assist homeowners with the rehabilitation and renovation of their homes.
<a href="#">DOLA Down Payment Assistance</a>	Ongoing, annually	The home must remain the buyer's principal residence for 5-15 years.

GRANT/RESOURCE	TIMELINE	DESCRIPTION
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Colorado Office of Economic Development and International Trade (OEDIT)		
<a href="#">Colorado State Outdoor Recreation Grant program</a>	Rolling on a quarterly basis, ends 12/31/25	OREC will be accepting applications on a rolling basis for roughly \$4 million in competitive funding for projects related to economic development and recovery in the outdoor recreation sector.
<a href="#">Colorado Community Revitalization Grant</a>	Ongoing	This grant will support creative projects that combine creative industry workforce housing, commercial spaces, performance space, community gathering spaces, child care centers, and retail partnerships for the purpose of economic recovery and diversification by supporting creative sector entrepreneurs, artisans, and community non-profit organizations.
<a href="#">Tourism Marketing Matching Grant</a>	Cyclical	Helps nonprofit organizations, destination marketing organizations, and local city and county governments market themselves to increase traveler spending in Colorado. Needs to have a funding ratio of 1-to-2 non-grant funding to grant funding as of 2022.
<a href="#">Tourism Recovery Marketing Grant</a>	June to August annually	Provides funding to eligible applicants to support the economic recovery of the travel and tourism industry in Colorado.
<a href="#">Tourism Management Grant</a>	Opens beginning of calendar year	Provides funding for tourism-related projects that develop, enhance, or manage visitor experience in Colorado.

### Colorado Parks and Wildlife (CPW)

<a href="#">CPW Land and Water Conservation Fund</a>	Ongoing	To create parks and open spaces; protect wilderness, wetlands, and refuges; preserve wildlife habitat; and enhance recreational opportunities.
<a href="#">CPW Non Motorized Trail Grant</a>	Ongoing	Funds projects to continue to improve outdoor recreation opportunities, including trail construction, maintenance, planning, and support while protecting wildlife, habitat, and cultural resources.

GRANT/RESOURCE	TIMELINE	DESCRIPTION
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Great Outdoors Colorado (GOCO)		
<a href="#">GOCO Community Impact Grant</a>	Cyclical	Helps develop and revitalize parks, trails, schoolyards, fairgrounds, environmental education facilities, and other outdoor projects.
<a href="#">GOCO Planning &amp; Capacity Grant</a>	Cyclical	Invests in research projects to share and further knowledge and facilitate learning in conservation and recreation, as well as community engagement and educational efforts that develop and foster networks, partnerships, and collaborations.

### Colorado Department of Transportation (CDOT)

<a href="#">Transportation Alternatives Program (TAP)</a>	Upcoming 2022 for 2024-2026	Funds improvement projects that expand travel choice, strengthens the local economy, improves quality of life, and protects the environment. Enhances non-motorized forms of transportation like biking and walking.
<a href="#">Federal Lands Access Program (FLAP)</a>	Next application opens 2024	Improves transportation facilities that provide access to, are adjacent to, or are located within Federal lands. Supplements State and local resources for public roads, transit systems, and other transportation facilities, with an emphasis on high-use recreation sites and economic generators.

### Nonprofits

<a href="#">National Fish and Wildlife Acres for America</a>	Ongoing, annually	Promotes the conservation of lands and wildlife habitat of national significance, and to benefit local communities and local economies.
<a href="#">National Forest Foundation (NFF) Matching Awards Program</a>	Ongoing, annually	Provides funding for results-oriented on-the-ground projects that enhance forest health and outdoor experiences on National Forests and Grasslands.
<a href="#">Arts in Society Artist Grant</a>	Ongoing, annually	Provides grants ranging from \$5,000-\$35,000 to individuals and organizations seeking to implement projects that utilize the arts as an integral element in promoting social justice and community welfare.



GRANT/RESOURCE	TIMELINE	DESCRIPTION
<b>Energy Programs</b>		
<a href="#">San Miguel Power</a>	Ongoing	Energy audits.
<a href="#">Town of Ridgway and Ouray Clean Energy Committee</a>	Ongoing	Clean energy programs.
<a href="#">Colorado's Affordable Residential Energy Program (CARE)</a>	Ongoing	Conduct an energy audit of your home and will then work with contractors to install free upgrades, including insulation and air sealing, and energy-efficient lighting.

### Partner Funding Options

Tax Abatement	Ongoing	An abatement could be offered during a three-year pilot period and provide a multi-year abatement (5 to 10 years) in which developers and owners of new residential and/or residential mixed-use development pay taxes on an escalating scale. This is a way to jump start new housing developments and may only be needed for the first couple projects until comparable projects are created so future developers are able to obtain financing.
Crowd-Sourcing	Ongoing	Crowd-sourcing platforms, where funds are secured through localized online appeals, could provide resources for low-cost capital and programming ideas that benefit local residents and workers, such as Blair Street pedestrian enhancements.
Foundation/Corporate Grants and Sponsorships Nonprofits	Ongoing	Many of the capital and programming recommendations may be appropriate for securing foundation or corporate grants and sponsorships. Improvements such as trailhead enhancements, ped/bike bridges over Cement Creek, or Memorial Park activation or enhancements may be well matched for foundation or corporate sponsorships.

### Partner Funding Options Cont.

Historic Property Development Incentives	Ongoing	Federal Tax Incentives: There is a 20% tax credit program on the qualified expenditure of a substantial rehabilitation of a certified historic structure. The tax credit applies to the building owner's federal income tax for the year in which the project is completed and approved. The 10% tax credit program is available for the rehabilitation of non-historic buildings placed in service before 1936. The building must be rehabilitated for non-residential use.
Federal Low-Income Housing Tax Credit Program (LIHTC)	Ongoing	The LIHTC program, created by Congress in 1986, has been one of the most successful resources for creating affordable housing across the nation. The LIHTC, rather than a direct subsidy, encourages investment of private capital in the development of rental housing by providing a dollar-for-dollar credit to offset an investor's federal income tax liability. LIHTCs are used to finance the acquisition, rehabilitation, or new construction of rental housing for low-income households. Rent restriction requirements are placed on the property for no less than 30 years, creating a reliable supply of affordable units.
Community Land Trust (CLT)	Ongoing	CLTs are nonprofit, community-based organizations whose mission is to provide affordable housing in perpetuity by owning land and leasing it to those who live in houses built on that land. CLTs are a common tool used nationwide to maintain affordability and there are several in Colorado.

# MEASURING PROGRESS

To understand what is working and what needs adapting during implementation, it is important for the Town of Silverton to track progress. This section identifies how this can be done efficiently and effectively. Two complementary approaches are suggested to measure progress in achieving the goals and strategies of the Master Plan: semi-annual implementation reports and an annual key indicators assessment.

## Semi-Annual Reports

Progress to implement the Silverton Master Plan will be overseen by the Town of Silverton. To track progress in implementing the action steps of the plan, a semi-annual progress report should be prepared by the Town indicating what activities have been taken within each of the four activity areas. (Economy, Land Use, Housing, Environment)

## Annual Key Indicator Tracking

Annual key indicator tracking will be used to measure progress on implementation. Progress tracking on the implementation of the Strategies and Actions will be overseen by the Town. Strategies, action items, and projects have been identified to move Silverton forward toward the community's vision. In order to connect the specific activities to the larger vision, the Town can track measurable indicators annually that offer information about how closely Town resembles the desired goals of:

- **Strategic Investments**
- **Strengthening Our Local Economy**
- **Responsible Land Use, Growth and Development**
- **Expanding Housing Choices**
- **Environment and Natural Assets**
- **Building Community Trust and Improving Governance**

The Town should establish a baseline upon adoption of this plan and then use a variety of the suggested key indicators below to measure progress toward the vision:



### Strategic Investments

- Infrastructure improvements (water, sewer, power, broadband, sidewalks, lighting, etc.)
- Public art installations
- New/updated trailheads, gateway features, wayfinding signage, etc.

### Strengthening Our Local Economy

- Increased sales tax revenue year over year by season
- Increased sales tax revenue - winter compared to summer
- Increase in winter hotel room occupancy
- Number of retail, dining, and entertainment establishments
- Street level vacancy rate
- Number of events held annually (particularly in winter and shoulder seasons)
- Number of new businesses
- Total number of jobs, by category
- Job diversity by industry and skill level
- Wages for employees



### Responsible Land Use, Growth and Development

- Square feet and type of new compact developments
- Increased inclusion of green building in new build and renovations



### Expanding Housing Choices

- Number of new affordable and attainable housing units (percent of total housing units)
- Number new market rate units (for rent and for sale)

### Environment and Natural Assets

- Number of new or improved trailheads or trail connections/easements
- Number of educational signs/opportunities promoting "recreate responsibly" initiatives
- Increased number of houses and buildings utilizing renewable energy sources



### Building Community Trust and Improving Governance

- Number of minority-owned businesses
- Racial/ethnic mix of pedestrian and park user counts, and event attendance
- Increased local participation in events
- Increased gathering activities for community members



# COMMUNITY ENGAGEMENT SURVEY RESULTS

During the course of the Master Plan process from March 2021 - June 2022 there were over 75 opportunities for the community to engage and over 350 community members participated in the process. This included Task Force Meetings, Walkshops, Open Houses, Targeted Focus Groups, Small Group Discussions, Webinars, and Community Workshops.

As described in Chapter 1, several on-line and hard copy surveys were distributed to the community for input on the communities values and goals. These were available for several months between November 2021 and March 2022 and over 125 community members filled out the surveys. The following pages illustrate the rankings by the participant for the draft value and goal statements. Below is an image of one of the value survey pages.

## APPENDIX

- Community Engagement Survey Results
- Past Plan Summaries
- Colorado Brownfields Redevelopment & Revitalization Workshop Summary May 2019
- Colorado Brownfields One Page Summary September 2022

### COMMUNITY VALUES

Over the last few months members of our community have expressed what they value about Silverton. Using community input we have crafted the **draft values statements** below.

Please rate the value statements by circling a number from 1 - 10 and provide any feedback or insights in the space below each statement.



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#### CONNECTION TO NATURE

Not Even Close 1..2..3..4..5..6..7..8..9..10 Nailed it!

We value our connection to the natural environment and the San Juan Mountains that foster a deep appreciation of the natural world that unites us, provides solace and freedom, and underpins our sense of community.

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#### ACCESS TO RECREATION

Not Even Close 1..2..3..4..5..6..7..8..9..10 Nailed it!

We value our community's access to the backcountry and vast public lands that allow incredible access to recreation and contribute to the health and vitality of our small mountain town.

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#### A REAL TOWN WITH REAL PEOPLE

Not Even Close 1..2..3..4..5..6..7..8..9..10 Nailed it!

We value living in a funky and historic town that brings together a cast of characters with grit, and cultivates a deeply felt sense of purpose, freedom, interdependence and a shared love of place.

### JOIN US!



**REAL PEOPLE. REAL TOWN. REAL CHALLENGES. REAL SOLUTIONS.**

COMMUNITY BUILDERS WILL BE BACK IN TOWN APRIL 12-15 FOR OPEN HOUSES AND COMMUNITY WORKSHOPS!

WE WANT YOUR INPUT ON DRAFT STRATEGIES TO ACCOMPLISH THE COMMUNITY'S GOALS AS WELL AS YOUR PRIORITIES.

JOIN US TO SEE DRAWINGS OF POTENTIAL HOUSING TYPES, LAND USE, AND ZONING UPDATES, BUILDING FACADE IMPROVEMENTS, STREETSCAPE, PARKS, TRAILS/OPEN SPACE RECOMMENDATIONS, AND MUCH MORE!

**TUESDAY 4/12**

HAPPY HOUR OPEN HOUSE @ FIRE DEPARTMENT  
5:00 - 6:30PM

**WEDNESDAY 4/13**

COFFEE SHOP OPEN HOUSE @ ELEVATED COFFEE COMPANY  
7:30 - 9:00AM

HAPPY HOUR OPEN HOUSE @ GOLDEN BLOCK BREWERY  
5:00 - 6:30PM

**THURSDAY 4/14**

COFFEE SHOP OPEN HOUSE @ COFFEE BEAR  
7:30 - 9:00AM

COMMUNITY WORKSHOP/OPEN HOUSE @ TOWN HALL  
5:00 - 8:00PM

STOP BY FOR DRINKS, FOOD & GOOD DISCUSSION!

**SILVERTON COMPASS MASTER PLAN PROJECT**

[WWW.SILVERTONCOMPASS.COM](http://WWW.SILVERTONCOMPASS.COM)



During the April 12-15, 2022 open houses and community workshops sessions, over 100 residents participated in providing input on draft strategies for each of the major topics and goals of this plan:

- Improve our Existing Infrastructure
- Strengthen Our Local Economy
- Responsible Land Use, Growth, and Development
- Housing
- Environment and Natural Assets
- Building Community Trust and Improving Governance

Below is an image of the draft Economy Strategies and the participants' top priorities as well as additional ideas and comments.



**DRAFT COMMUNITY GOALS**

When asked to rate the following statements between 1-10, 145 community members ranked the following...

**CREATE A RESILIENT, YEAR-ROUND ECONOMY THAT SUPPORTS A STRONG, LIVABLE COMMUNITY**  
8.8 out of 10

**PLAN FOR RESPONSIBLE GROWTH & DEVELOPMENT THAT CONTRIBUTE TO OUR COMMUNITY & SENSE OF PLACE**  
9.1 out of 10

**EXPAND HOUSING CHOICES, OPPORTUNITIES AND AFFORDABILITY FOR OUR COMMUNITY**  
8.6 out of 10

**MAKE STRATEGIC INVESTMENTS IN PROJECTS & PLACES THAT BENEFIT THE LOCAL COMMUNITY**  
8.5 out of 10

**STRENGTHEN OUR SENSE OF COMMUNITY AND OUR CIVIC HEALTH**  
8.8 out of 10

**STEWARD AND PROTECT THE ENVIRONMENT AND NATURAL ASSETS WE LOVE AND RELY ON**  
9.3 out of 10

**SILVERTON COMPASS MASTER PLAN PROJECT**  
REAL PEOPLE. REAL TOWN. REAL CHALLENGES. REAL SOLUTIONS.

**DRAFT COMMUNITY VALUES**

When asked to rate the following statements between 1-10, 125 community members ranked the following...

**A REAL TOWN WITH REAL PEOPLE**  
8.7 out of 10  
We value living in a funky and historic town that brings together a cast of characters with grit, and cultivates a deeply felt sense of purpose, freedom, interdependence and a shared love of place.

**CONNECTION TO NATURE**  
9.3 out of 10  
We value our connection to the natural environment and the San Juan Mountains that foster a deep appreciation of the natural world that unites us, provides solace and freedom, and underpins our sense of community.

**ACCESS TO RECREATION**  
9.2 out of 10  
We value our community's access to the backcountry and vast public lands that allow incredible access to recreation and contribute to the health and vitality of our small mountain town.

**A GOOD PLACE TO LIVE AND RAISE A FAMILY**  
8.9 out of 10  
We value our small, peaceful town, that is easy and safe to get around, offers a healthy environment to raise our children, and provides a slower and more intentional pace of life.

**ABILITY TO MAKE A DIFFERENCE**  
8.1 out of 10  
Though we don't always agree, we value living in a community where people are actively engaged and can actually make a difference.

**SILVERTON COMPASS MASTER PLAN PROJECT**  
REAL PEOPLE. REAL TOWN. REAL CHALLENGES. REAL SOLUTIONS.

**Silvertown Economy Strategies**

**GOAL: CREATE A RESILIENT, YEAR-ROUND ECONOMY THAT SUPPORTS A STRONG, LIVABLE COMMUNITY**

**1. Invest in New and Existing Infrastructure**

1. Invest in maintenance and upkeep of existing infrastructure and services including water, sewer, power, solar power, broadband (improve speed, reliability, and redundancy)

**2. Place-Based Investments to Strengthen/Create Local Assets**  
(See Strategic Investments for additional detail)

1. Indoor/outdoor theater and music venue.
2. Community recreation, performing arts centers.
3. Park, trail, and skate park improvements for relocation/rebuilding skate park.
4. Streetscape and outway improvements.
5. Kendall Mountain base area improvements.
6. Initiate a Capital Improvements Program (CIP) to implement public projects.

**3. Expand Winter and Shoulder Seasons to Enhance Year Round Economy**

1. Enable additional activity at Kendall Mountain: solidify the communities' vision for enhancements or expansion.
2. Build on existing assets to promote Silvertown as a multi-sport winter recreation destination which includes: trail skating, fat biking, dog sledding, snowmobiling, backcountry skiing, snowshoeing and other outdoor winter recreational activities.
3. Create a winter sports campus and pursue eco-based economic generators such as: ice climbing facility, nordic ski trail extension & facilities, sledging/tubing hill and facilities.
4. Support Mountain Studies Institute (MSI) efforts to expand opportunities for outdoor education (mountain/geological research, avalanche and mountaineering education, wildflower tours).
5. Create new events in winter and shoulder seasons and streamline the event permitting process.
6. Reactivate the "A Theater Group" and work to find them a new home.
7. Collaborate with Silvertown's creative District to encourage and promote events, activities, and strategies that strengthen the creative sector.

**4. Support and Enable Local Businesses and Entrepreneurship**

1. Continue Chamber efforts to promote Silvertown to businesses that align with our values.
2. Help local businesses connect to resources available to support small businesses.
3. Make it easier & more predictable for businesses to move through permitting processes.

**5. Support Creative Industries and the Maker Economy**  
(See Land Use Strategies)

1. Limit regulation of uses and building types to provide flexibility for homebuilding reuse and light manufacturing in neighborhoods.
2. Encourage the creation and retention of light manufacturing/maker space, employment spaces, or building sites that meet the needs of existing local businesses to grow or expand.

**TOP PRIORITY**

**IDEAS/COMMENTS**

Invest More in Medical Clinic Services

Beacon Park @ Water

allow for food trucks in code - business incubator

Take Care of Kendall

IMPROVE SKI LIFT

Protect Working Class

Solar plant

APRIL 2022 DRAFT STRATEGIES

# PAST PLAN SUMMARIES

The Town of Silverton provided Community Builders with all prior and evolving planning efforts to review and understand what plans came before this Master Plan to ensure this process would build upon such efforts. The following pages include a summary of select prior plans and planning projects most relevant to this 2022 Master Plan..

- **Town of Silverton and San Juan County Master Plan - 2010**
- **San Juan and Silverton Housing Needs Assessment 2021**
- **Animas River Corridor Revitalization Project 2006**
- **Silverton Area Trail Plan 2019**
- **San Juan County Community Development Action Plan (CDAP) 2021**

## Town of Silverton and San Juan County Master Plan 2010

### Plan Organization

The Plan begins with Vision statements followed by chapters for the following topics:

- Vision
- Economic Vitality
- Transportation and Core Infrastructure
- Natural Environment and Scenery
- Town and Mining Claim Land Use
- Recreation
- Healthy, Diverse and Educated Community
- Heritage and the Arts
- Future Land Use Plan
- Streetscape Enhancement

*It is important to note there are no implementation or funding strategies in this plan, only recommendations.*

The 2010 recommendations below and on the following pages are still relevant in 2022 and should be carried forward in the new 2022 Silverton Compass Master Plan.

### Ch 3. ECONOMIC VITALITY

The Economic Vitality vision still holds true in 2021. We work from our strengths as a mountain community to build a year-round, diverse, and prosperous economy.

#### Strategies

- EV-1.1** Encourage economic growth and investment with town land use standards and procedures for businesses and organizations that are clear, predictable, and consistent from the outset of the application process.
- EV-1.2** Develop a road-map or checklist that lists clearly the steps to get town approval for new businesses, business relocations, or business expansions.
- EV-2.1** Update the town development standards to reflect best practices for design/engineering appropriate for a small mountain town with historic resources.

**EV-5.5** Connect sidewalks on Blair St. throughout the historic district.

**EV-6.1** Discourage the further proliferation of residential uses as the primary use into the undeveloped/vacant portions of the southern tier of the Economic Development Zoning District in Silverton. To enhance light industrial and flexible commercial development potential, allow for residential units that are part of mixed use developments in this portion of the Economic Development zone.

**EV-7.1** The areas of previously platted lots in Town that remain vacant and have proven to be difficult to develop are given options in the land use regulations and master plan for replanning and re-developing to fit the site and benefit the community.

### Ch 4. TRANSPORTATION AND CORE INFRASTRUCTURE

#### VISION STATEMENT

County roads provide access and recreation. Backcountry county roads are a critical component of the infrastructure supporting recreation and are managed to balance recreation use with access to private property and with the needs and preferences of residents.

Balanced transportation options are developed. Regional transportation for tourists, residents, and workers is enhanced by expanded bus and rail options. Bus or shuttle routes provide local-scale transportation in and around Silverton, making it a viable place to live or visit without a car.

**Goal T-1** Promote the use of vacant platted lots in the difficult-to-develop areas in Silverton by allowing for re-alignment of Town streets .

**Goal T-3** Facilitate the transport of ATV riders into town and the transport of intown tourists and residents to trailheads and other attractions near town during the summertime.

#### Strategies

**T-3.1** Evaluate the feasibility of an ATV parking area and summertime shuttle service.

### CH 5. NATURAL ENVIRONMENT AND SCENERY

#### Strategies

**NES-1.1** Support efforts by Animas River Stakeholders, and Mountain Studies Institute and like organizations, to protect and enhance water quality, watersheds and riparian corridors.

**NES-1.2** Support the implementation of the Animas River Corridor Revitalization Plan.

**NES-6.1** Review and evaluate if height, setback, and massing standards in the residential zone districts in Silverton protect solar access. If solar access is not protected, initiate revisions to the Town of Silverton zoning code to make the needed changes.

## CH 6. TOWN AND MINING CLAIM LAND USE

### VISION STATEMENT FOR TOWN

Treat the entrances into Silverton with care. The gateways into town are attractive transitions from mostly undeveloped land into small town densities. Aesthetic improvements to the entrances and intersection safety improvements make it an attractive town to enter and exit via train or car.

### LAND USE

**Goal LU-1** Align land use designations, zoning, and other policies to better fit the existing and planned land uses and evolving trends in Silverton.

### Strategies

- LU-1.1** Initiate amendments to align the land use designations, zoning, and other policies to accommodate the existing and planned land uses and trends in the Reese and Blagues (MOSTLY RV AREA) Additions in the Northeast portion of Silverton.
- LU-1.2** Work with the Durango and Silverton Railroad to re-evaluate the area along the tracks entering town to sketch plans that mutually benefit the railroad and the Silverton/San Juan community and are consistent with the Animas River Corridor Revitalization Plan.
- LU-1.3** Review and revise the Business Pedestrian zone districts in Silverton to promote and enhance opportunities for mixed uses including light industrial in the downtown business district, while maintaining the unique character of these blocks.
- LU-1.4** On the shrine hillside, create flexibility to increase gross density per dwelling unit and to allow reconfiguration of lot lines subject to approval of a plan redesigning all or most of the hillside.
- LU-1.5** Initiate zoning code amendments to make setbacks independent of land use.
- LU-1.6** Find a new site for a new county/town shop and allow redevelopment of the current site to fit its prime commercial location.
- LU-1.7** Review Silverton's R2 zone district to ensure that maximum allowable building sizes in lot consolidation projects are not too large for a residential neighborhood.
- LU-2.1** Encourage most future development to occur in the growth following economic corridors:
  - 1) South County on or near Highway 550
  - 2) Silverton/Hwy 550
  - 3) Silverton- Gladstone
  - 4) Silverton-Eureka
- LU-2.2** Identify areas in the growth corridors that are suitable for mixed light industrial uses, cottage industries, mining, and residential uses considering natural hazards, habitat resources, scenic impacts, and sensitivity to residential land uses.

**Goal LU-3** Generate positive outcomes and benefits for the community from future resort-like developments.

### Strategies

- LU-3.1** Identify possible adjustments to the County Land Use code that are needed to achieve public benefits from a resort-like development.

## CH 7. RECREATION

### VISION

Indoor recreational opportunities are developed. To diversify the recreational opportunities and provide all-weather options for residents and visitors, the community develops cost-efficient, adaptable indoor recreation facilities.

### Strategies

- R-2.1** Continue to implement existing adopted trails and recreation plans: the 2004 Silverton Area Trails Plan and the Kendal Mountain Recreation Area Plan.
- R-2.3** Redevelop the former dump-site into an open space/passive recreation area.
- R-2.4** Transfer ownership of the 100 acre Kendall Mountain Recreation Area parcel from the Bureau of Land Management to the Town of Silverton.
- R-2.5** BLM works in partnership with the county to implement the recreation and vision and goals in this plan.

### Strategies

- R-3.1** Expand and enhance the Kendall Mountain Recreation Area and Silverton Mountain.

**Goal R-4** Create opportunities for developed campgrounds while allowing for dispersed, informal camping.

### Strategies

- R-4.1** Develop a campground at Eureka that offers a spectrum of camping from tent sites to RV sites and the associated facilities and infrastructure.
- R-4.2** Identify areas in Silverton and the county that are suitable for campgrounds given natural resources, natural hazards, infrastructure and public services

### Strategies

- R-5.1** Partner with the school and private businesses to provide public indoor recreation.
- R-5.2** Utilize the Kendall Mountain Recreation Center to expand opportunities for in-door recreation.

## CH 8. HEALTHY, DIVERSE, AND EDUCATED COMMUNITY

### VISION

A broad range of housing types meet the needs of all income levels, family types, and stages of life.

- Sites are secured and partnerships are formed for producing housing that is affordable for working households and retired workers.
- Existing housing is revitalized to be functional and affordable for working households and retired workers.
- Year-round, full-time, local healthcare, including a doctor, suits the needs of a geographically isolated and active mountain community.

**Goal HDEC-1** Encourage the development of workforce housing.

**Strategies**

**HDEC-1.1** Re-visit the minimum house size requirement.

**HDEC-1.2** Create flexibility to allow increased density of detached single family dwelling units in Silverton.

**HDEC-1.3** Allow attached and detached accessory dwelling units in all residential zoning districts in Silverton subject to site specific review considering the following: impacts on off-street parking are considered, the size or number of occupants is limited, sewer and water tap fees are paid, lines separate from the main unit are installed, and each unit has direct pedestrian access to the street.

**HDEC-1.4** Detached and attached accessory dwelling units are allowed in Silverton’s multifamily zone district as a use by right so long as they are not used as short term rentals and considering off street parking, setbacks, solar access and other general site planning considerations.

**HDEC-1.5** Promote and support programs that improve the quality of the existing housing stock

**HDEC-1.5** Promote and support the rental rehabilitation program.

**HDEC-1.6** Support development of ownership workforce housing and affordable rental housing.

**CH 9. HERITAGE AND THE ARTS**

**Goal HA-2** Support and promote artists and arts and crafts businesses as they bring diversity and revenue into the community.

**Strategies**

**HA2.1** Support the “A Theater Group” and its efforts to find a permanent performing arts center

**HA2.2** Support the continuing viability of the Silverton Standard and the Miner

**HA3.1** Establish the Silverton Heritage District: The Silverton Heritage District would include the Town of Silverton and adjoining areas in San Juan County including Howardsville and Cunningham Gulch.

**Railroad Museum:** Located at the Silverton Depot, this museum has not had the investment needed to make it attractive to the visitors it could attract with some improvements. Involvement with volunteer groups, the San Juan County Historical Society, and support from the Town of Silverton along with additional effort from the railroad can make this a project a success.

**Rebuild of the Silverton Northern Railroad** for passenger trains: San Juan County Historical Society is leading this railroad reconstruction project. The railroad would run from the society owned Silverton Northern engine house in Silverton to Howardsville. This rebuild would bring together the mine tour, mill tour and museum as complementary features of the heritage tourism experience.

**Electrical Generating Facility:** A hydroelectric plant on the Animas River below the Mayflower Mill owned by the San Juan County Historical Society would provide electricity for the mill operation.

**CH 10. FUTURE LAND USE PLAN**

**Adaptations to commercial and industrial land use designations.**

The need for flexibility in the existing building stock and vacant lots to allow for light industrial and flexible commercial uses in Silverton echoed throughout the master planning process in many venues for public involvement.

**Strategies**

**LU-1.2** Work with the Durango and Silverton Railroad to re-evaluate the area along the tracks entering town to sketch plans that mutually benefit the railroad and the Silverton/San Juan community and are consistent with the Animas River Corridor Revitalization Plan.

**LU-1.3** Review and revise the Business Pedestrian zone districts in Silverton to promote and enhance opportunities for mixed uses including light industrial in the down-town business district, while maintaining the unique character of these blocks.

**LU-1.7** Review Silverton’s R2 zone district to ensure that maximum allowable building sizes in lot consolidation projects are not too large for a residential neighborhood.

**Create flexibility to allow higher residential density in the single family zones.**

Silverton and San Juan County plan participants articulated and reaffirmed the strategy to create standards and a process in the land use code allowing property owners to apply to increase the single-family-detached residential unit density in the residential zone districts:

- One house per three lots increased to two houses per three lots in the R1a zone.
- One house per two lots increased to two houses per three lots in the R1 zone.
- One house per two lots increased to two houses per three lots in the R2 zone.

**Goal HDEC-1** Encourage the development of workforce housing.

**Strategies**

**HDEC-1.2** Create flexibility to allow increased density detached single family dwelling units in Silverton.

**LU-1.5** On the shrine hillside, create flexibility to increase gross density per dwelling unit and to allow reconfiguration of lot lines subject to approval of a plan redesigning all or most of the hillside.

**Goal T-I** Promote the use of vacant platted lots in the difficult-to-develop areas in Silverton by allowing for realignment of Town streets.

**Strategies**

**T-I.1** Create flexibility allowing re-alignment of platted Town streets resulting in augmented public benefits.

**T-I.4** In the areas of Town where topography and natural features will accommodate it, maintain the historic grid streets pattern.

**Goal HDEC-1** Encourage the development of work-force housing.

**Strategies**

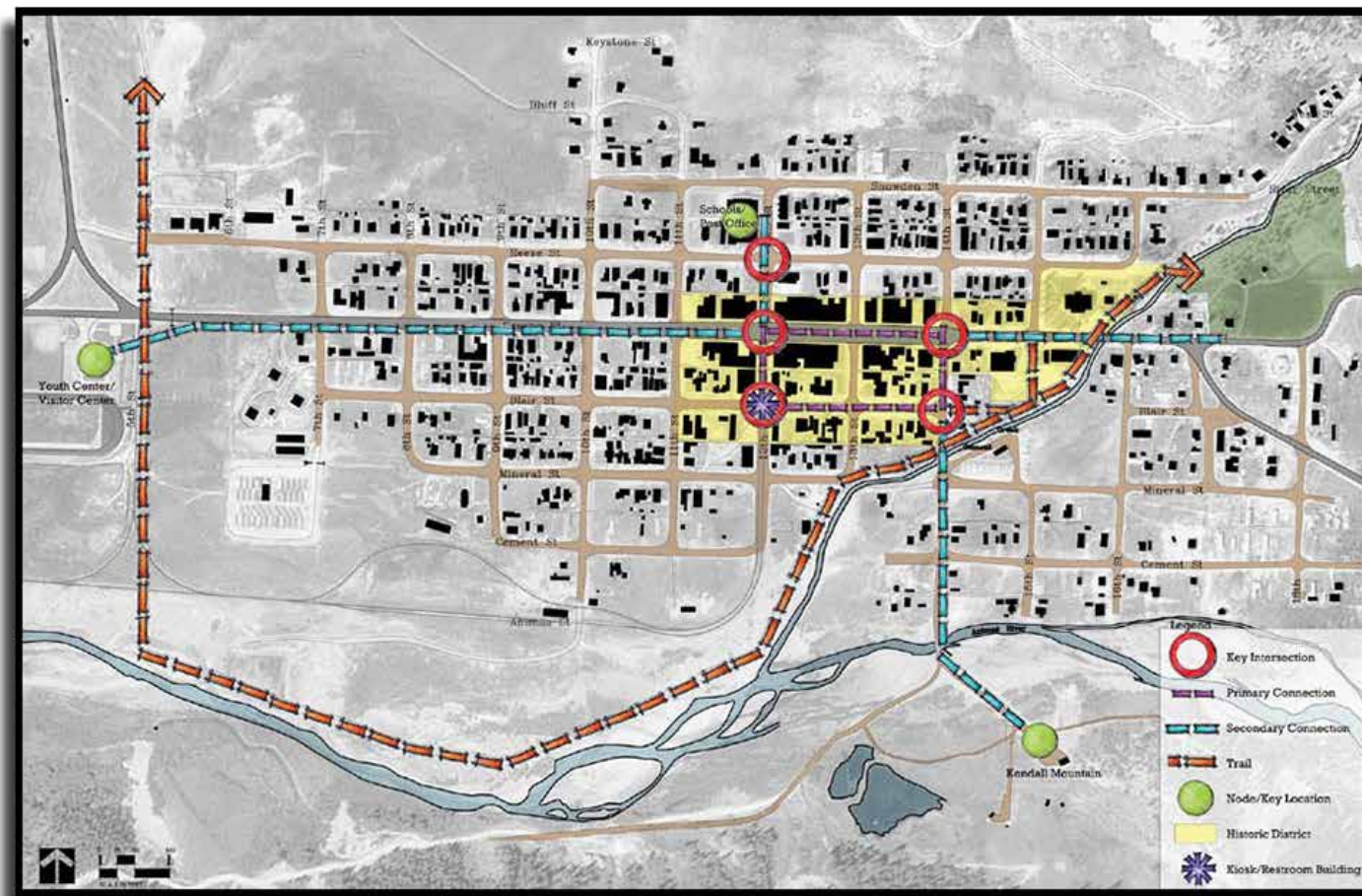
**HDEC-1.3** Allow attached and detached accessory dwelling units in all residential zoning districts in Silverton subject to site specific review considering the following: impacts on off-street parking are con-sidered, the size or number of occupants is limited, sewer and water tap fees are paid, lines separate from the main unit are installed, each unit has direct pedestrian access to the street and no breezeways.

**HDEC-1.4** Detached and attached accessory dwelling units are allowed in the multi-family zone district as a use by right so long as they are not used as short term rentals and considering off street parking, setbacks, solar access and other general site planning consideration.

**HDEC-1.5** Detached and attached accessory dwelling units are allowed as a use subject to review in the South County on or near Highway 550 from the county line to the uphill side of mill creek subdivision.

**CH 11. STREETScape ENHANCEMENT**

This section of the plan did not include goals and strategies, only drawings. The primary recommendations are in illustration below.



**San Juan and Silverton Housing Needs Assessment 2021**

In 2021, the Southwest Colorado Council of Governments (SWCCOG) and Housing Solutions of the Southwest (Housing Solutions) received a grant to complete a regional meta-analysis of existing housing data, housing plans, and identified housing needs across the five-county SWCCOG region. A supplemental housing needs assessment for the Town of Silverton was conducted as part of that grant. This report contains the findings from that needs assessment.

**Key Data takeaways:**

**Household Income Distribution:** shifts in incomes relative to housing costs, the number of renters paying more than 30 percent of their incomes in housing costs declined significantly, from 113 in 2010 to just 35 in 2019.

**Employment:** The county added 101 jobs between 2010 and 2019, an average job growth of 2 percent per year. The lack of housing for workforce led to a significant rise in in-commuting in the county. Between 2010 and 2018, the county permitted 25 housing units, gained 101 jobs, and lost 55 housing units to permanent resident occupancy. The net effect was an increase in in-commuters—the relief valve for employers.

As of 2018, the latest date for which in- and out-flow data are available, 284 workers were employed in San Juan County. An estimated 124 lived outside of the county and commuted into jobs located in the county. An estimated 139 county residents commuted to jobs outside of the county. And 160 were able to both live and work in the county, equal to 56 percent of the workforce.

In 2018, compared to 2010, nearly 77 more workers commute in, 28 more workers commute out, and about 56 more workers are able to both live and work in the county. What are the most common ways your employees adjust when they cannot find housing to meet their affordability needs and/or preferences?

- Camp 18%
- Live in housing in poor condition 15%
- Tolerate a long commute 10%
- Live with family 10%
- Get more roommates/live in crowded conditions 10%
- Pick up an extra job 9%
- Rent a room in someone's house 9%
- Pay more than what they can afford 9%
- Live in car 6%
- Leave town 4%

Altogether, employers report having lost 40 employees in past years due to housing shortages, before the COVID-19 pandemic meaning that nearly one-quarter of the town's workforce has turned over in recent years. **They also estimate that nearly 50 workers have declined employment offers due to lack of housing.**



## HOUSING MARKET TRENDS

### Supply

Twenty-five residential permits were issued between 2010 and 2019. Census data suggest that the total number of housing units in the county declined by 5 total units. In addition, an estimated 55 units were converted from permanent resident to seasonal and vacation occupancy, further reducing residential housing supply.

The small number of permits, net loss of permanent resident units, and strong job growth all contributed to the housing supply needs present today.

**Housing type.** The county's and town's housing stock is predominantly single family detached homes. Unit distribution is more diverse in the county due to the presence of small multifamily developments.

**Housing vacancies. In the Town of Silverton, nearly half of the housing stock is regularly vacant, used as second homes for seasonal and vacation use. As of 2019, an estimated 166 units were vacant due to seasonal or vacation use.**

**Cost:** The median rent in the Town of Silverton was \$575/month in 2010. By 2019, that had nearly doubled to \$1,026/month.

Shifts in incomes relative to housing costs, the number of renters paying more than 30 percent of their incomes in housing costs declined significantly, from 113 in 2010 to just 35 in 2019.

In contrast, the median incomes of owners in San Juan County declined slightly, while home values increased.

For sale home prices in San Juan County rose faster than in any other county between 2018 and 2020 at 59 percent. The median price of sold homes in the county was \$385,000 in 2021 compared to \$242,500 in 2018. The inventory of homes priced at less than \$250,000 declined by half, and were offset by a jump in homes priced at more than \$750,000.

### Housing Needs

To determine the housing needed to accommodate future growth, a demand model was built for San Juan County. In the county, housing demand is created primarily through:

1. New jobs that are filled by workers from outside of the region or in-commuters who wish to reside in the county;
2. Non-worker households who do not own moving into the region; and
3. Seasonal and vacation owners.

**New housing needed.** At a minimum, to accommodate job growth projected by Region 9 Economic Development, in the next three years, the county will need:

- 22 new units for permanent residents, and
- 14 beds for seasonal surge capacity.

Ideally,

- 13 units would be affordable for sale, priced under \$525,000;
- 4 units would be deeply affordable rentals, with rents of \$625/month and less; and
- 5 units would be shared 2-3 bedroom market rate rentals, with rents less than \$1,750/month
- 14 are temporary units/beds for seasonal workforce.

To accommodate the current and future needs identified by local employers, the county would need to more than double this production, building at least 50 units in the next three to five years, or between 10 and 15 units per year, in addition to 14 beds for seasonal surge capacity. Reductions in in-commuting would require development of even more units.

### Stakeholder Summaries:

When asked about the greatest barriers to addressing housing needs, stakeholders representing Silverton and San Juan County led with resource-specific answers. The top three barriers include:

- Limited willingness to make bold changes;
- Lack of money/funding to address housing needs; and
- Lack of/limited interest by the private sector to build affordable housing.

### Stakeholder Recommended Solutions:

Stakeholders feel the town needs a holistic approach to housing solutions—that is, no one approach will be enough to respond to the town's housing needs. Housing solutions identified by stakeholders include:

#### Prioritize building rental housing for workforce;

- Buy land and zone it for affordable housing to keep it from being bought up with out of state money;
- Develop a housing cooperative or tiny home community for single workers and roommates—more transient workforce—accessible to local businesses to house workers;
- Create a new workforce housing community, with units for rent and for sale, and with both market rate and income-restricted units. We have no “down valley” housing relief in Silverton;
- Develop a program to entice owners of vacation rentals to convert those to long-term rentals. For smaller landlords (v. wealthy investors), this should be a monthly subsidy v. a tax break, as not all landlords are wealthy;
- Land use changes to restrict large single family home developments in favor of smaller units, make it easy to turn large single family homes into a duplex or multiple units, and build attached units. Offer financial incentives for long term rentals of accessory units;
- Ban or more heavily regulate vacation rentals to a fixed percentage of total housing to limit the negative impacts upon the community. Purchase vacation rentals and convert to long-term rentals;
- Funding to upgrade and modernize unsafe and hard to heat rental houses already on the market;
- Mandatory construction of affordable homes as a percentage of high end housing units;
- Better coordination between the public sector, employers, and developers including employer-assisted housing models and expanded infrastructure to support housing.

### CONSULTANT RECOMMENDATIONS

The consultant team offers the following recommendations for consideration by the Town of Silverton and San Juan County. These recommendations fall into two categories:

1. Short term solutions to address the immediate needs for workforce housing; and
2. Positioning the town to address five-year housing needs.

### **Short term solutions.**

**Add flexibility in zoning and land use codes.** The town could allow development of attached homes (duplexes, triplexes, fourplexes) by right in the single family district when those units provide long term rental housing, or at least one affordable unit for sale, and prioritize the units for moderate-income local workforce. The town could also allow by-right development of 6- and 8-plexes and small multifamily complexes when the majority of units are affordable to the workforce.

Another consideration would be relaxing occupancy restrictions that would not significantly compromise health and safety but may free up residential space for temporary workforce occupancy (i.e., facilitate more “couch surfing”).

**Create a temporary housing village.** The town should move quickly to evaluate the potential for creating a temporary campground for workforce and/or a site that would allow tiny homes—temporary homes initially and more permanent structures as infrastructure is developed—to alleviate urgent needs for workforce housing now and accommodate future seasonal surges. This report estimates a need for approximately 14 seasonal surge beds.

### **Incentivize property owners to rent long-term.**

The vast majority of property owners leave their units vacant when they are not occupying them. Only 1 percent of owners who occupy their units on a part-time basis rent their units long term (defined as more than 6 months at a time); another 4 percent rent between 1 and 6 months. Nearly one-quarter of part time residents rent short term (less than 1 month at a time).

When part-time residents were asked if they intend to change the use of their home in the next 3 years, the vast majority said they do not: 8 percent said they would change to rent short-term and only 2 percent said they would change to rent long-term.

The survey results suggest that some part-time owners may be incentivized to keep or convert their units into long term rentals—but the number of units that will produce is likely to be small. As such, the best strategy may be convincing property owners of long term rentals to keep those units in long term rental status. Incentive programs should make it easier for landlords with long term rentals to run their businesses including supplemental security deposits to insure against property damage; assisting tenants with first and last month rent deposits; supporting property management functions; and offering rehabilitation loans and direct payments to smaller (non-investor) landlords.

These should be coupled with disincentives for owners to keep their properties vacant or in STR status, such as vacancy or “empty homes” taxes, 2 license and annual fees, and continued STR regulations that set caps, require applications, and set property quality standards. These strategies would generate funds for development of publicly subsidized workforce housing.

**Continue to make use of town-owned land and/or properties.** The Town of Silverton has a current (April 2020) inventory of town-owned properties. These parcels vary in size and configuration. This study did not include an assessment of those parcels for developability (e.g., infrastructure connections, configuration, potential density, soil quality), yet the town inventory would suggest that some could be appropriate for affordable housing development. Some sites may accommodate multi-unit structures, while others may only offer a single unit addition or a few tiny or cottage homes.

Remaining land in the Anvil site is likely to accommodate 13 for sale homes and a small multifamily development. Extension of infrastructure on the “executive housing” land could also provide additional density to produce workforce housing.

The town should closely monitor communication from the DOLA about grants and consider applying for assistance to:

1. Determine developable potential of town-owned property including the possibility of extending infrastructure within the Anvil site;
2. Develop a program for bringing new units onto the sites—prioritizing quick to build modular and/or tiny homes<sup>3</sup>—within the next year; and
3. Assess the suitability of the sites for summer workforce housing and long-term mixed income housing (see recommendation below).

**If funding was awarded to the town this fall or winter, an developable land study could be completed in early 2021**, after which the town could issue a Request for Proposal for development partners (see Build housing below).

### **Develop alternative housing financing sources.**

Financing was identified as a major barrier to homeownership. Owners of lots on the Anvil site cannot obtain construction financing, and renters with multiple jobs have trouble qualifying for mortgage assistance to purchase existing homes.

Town staff, working with local financial institutions (Citizens Bank, the Homes Fund), should continue to explore, through the Colorado Housing Finance Authority (CHFA), the Colorado Division of Housing (DOH), and foundation partners, flexible funding sources for new home construction and workforce mortgages. The infusion of federal funds into the state creates a unique opportunity to explore innovative solutions. Silverton may want to coordinate with other rural resort communities with similar challenges (e.g., Ridgway) to build support and a larger client base for new financial products.

### **Three to Five year solutions.**

**Generate funding to invest in affordable housing creation.** An ongoing source of revenue should be established. That funding can be invested in affordable housing programs and development; can meet local “match” requirements that are encouraged by DOLA for grants and loans; provide direct assistance to renters and homebuyers; and used for programs to incentive landlords to keep units as long term rentals.

Some rural resort communities use Real Estate Transfer Taxes (RETT) when allowed by the state. Funding can also be generated through vacancy/empty home taxes; STR fees; and property tax mill levies. Another consideration would be an excise tax: The Town of Snowmass imposes an excise tax on residential units that exceed 500 square feet (some communities refer to such taxes as a “mansion tax.”) That fund generates between \$250,000 and \$1 million of revenue annually that is dedicated to workforce housing; the town’s RETT generates several million dollars in revenue.

Town and county funds could be paired with state funds to incentivize developers to construct mixed-income rentals that have thus far been difficult to get to pencil.

**Build housing.** During the next three to five years, the town should prioritize development of two different housing communities:

1. A summer housing option—only available to local workforce. As discussed above, the community could be structured as cooperative living or a tiny home village. This solution would accommodate workers who can secure housing during winter months and are evicted during summer season by owners who convert to vacation rentals. This solution could be structured as a private-partnership between the town, county, and local businesses.
2. Long term mixed income housing—an extended workforce housing community, within Anvil and utilizing additional town and county land, with units for rent and for sale, primarily deed- and income-restricted, and with occupancy preferences given to local workforce. Short term rentals would not be allowed. Peer community examples include Breckenridge's Wellington neighborhood and Buena Vista's The Farm.

Pursue DOLA funding to rehabilitate rental units when landlords agree to offer long term rentals for workforce.

## Animas River Corridor Revitalization Project 2006

### **Overview**

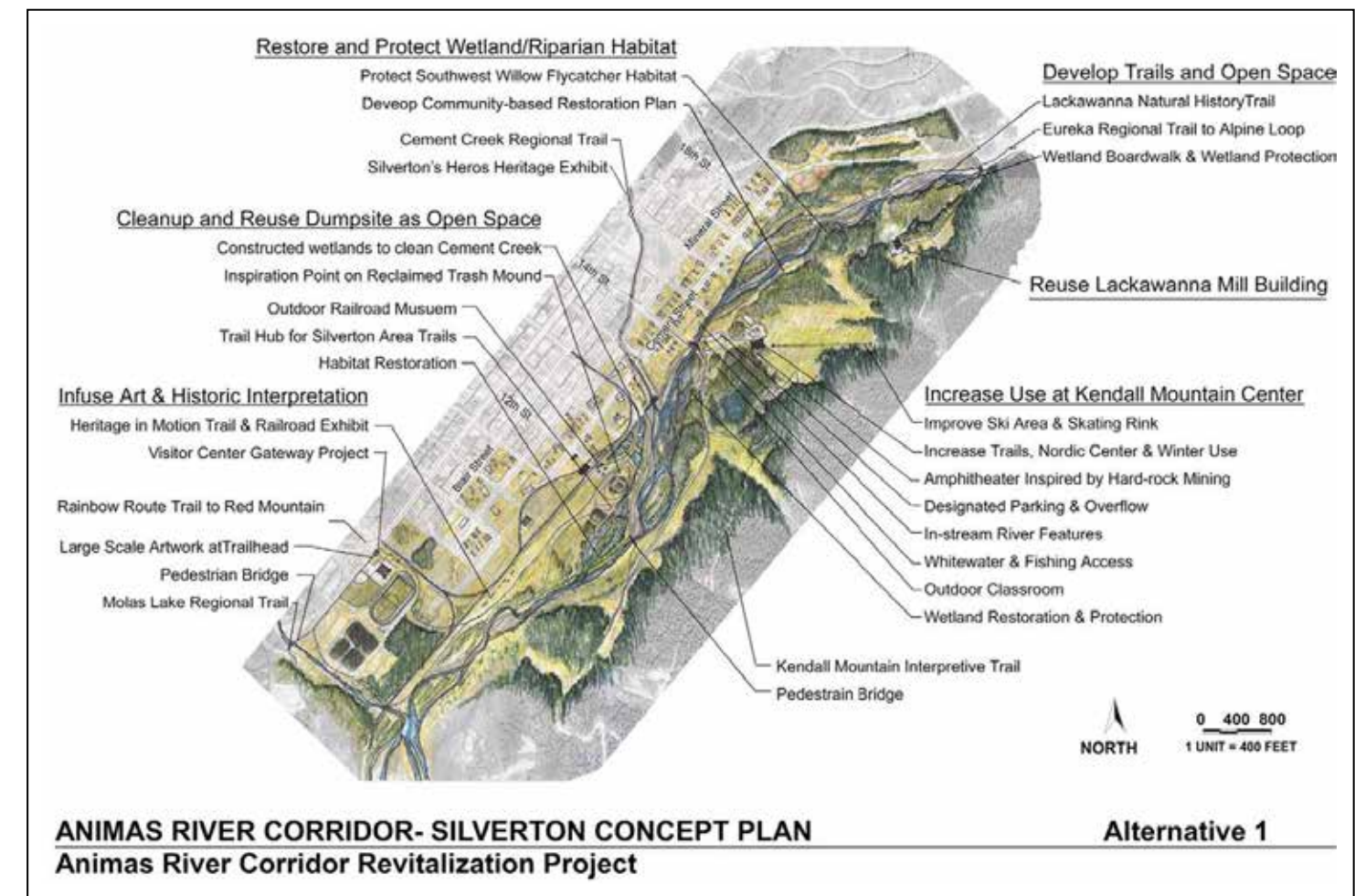
The Animas River Corridor Revitalization Project was one of six national Demonstration Projects being supported by the Federal Partnership Mine-Scarred Lands (MSL) Initiative. This interagency partnership is working with local communities to explore approaches to mine cleanup and community revitalization. San Juan County, Colorado was selected to receive technical assistance to develop a plan to clean up and reuse mining properties along the Animas River. The project focused on two mixed public and private ownership project sites: a two-mile section of the Animas River through the Town of Silverton, Colorado, the only incorporated town and San Juan County seat, and the Eureka Townsite, an abandoned mining town eight miles upriver from Silverton.

The two-mile segment of the Animas River that passes through the town of Silverton is degraded from abandoned dumpsites, prior mining activities, dewatering of wetlands, and river channels dredged for flood control and gravel mining. The goal of the Animas River Corridor Revitalization Plan was for town and county residents to develop an action plan that incorporates remediation, ecological restoration, recreation development, historic preservation, and the arts. The plan's focus is the protection, improvement and expansion of riparian ecosystems (vegetation, wetlands, habitat); development of recreational amenities (trails, winter sports, whitewater accessibility); expansion of community art and performance spaces; and development of interpretative exhibits of San Juan County's mining, railroad and mountain heritage. It is important that historical preservation and artistic expression are incorporated into all activities.

2.2 The central theme for the Silverton community in the project was to bring together the practices of art, historic preservation and ecological restoration into each element. The community priorities and goals for the corridor are to:

1. Clean up the old Town Dump Site to reuse as trails and open space.
2. Develop a Cleanup, Restoration and Reuse Plan for the Lackawanna Mill.
3. Restore wetlands and riparian habitat along the corridor to improve water quality, reduce flooding and increase wildlife on public lands.
4. Develop trails and open space with recreational amenities that are accessible and designated to meet the needs of a variety of users for hiking, skiing, and snowmobiling.
5. Increase use of Kendall Mountain Community Center and Recreation Area by developing a master recreation plan, developing a trail system, expanded ski area, ski lift and Nordic Center, amphitheater for events, whitewater and fishing access, in-stream river improvements, outdoor classroom and interpretive exhibits.
6. Incorporate art and historic interpretation to tell the story of Silverton's heritage and future as a mining, railroad and mountain community.

Below is a concept plan that illustrates the priorities and goals.



## Silverton Area Trail Plan 2019

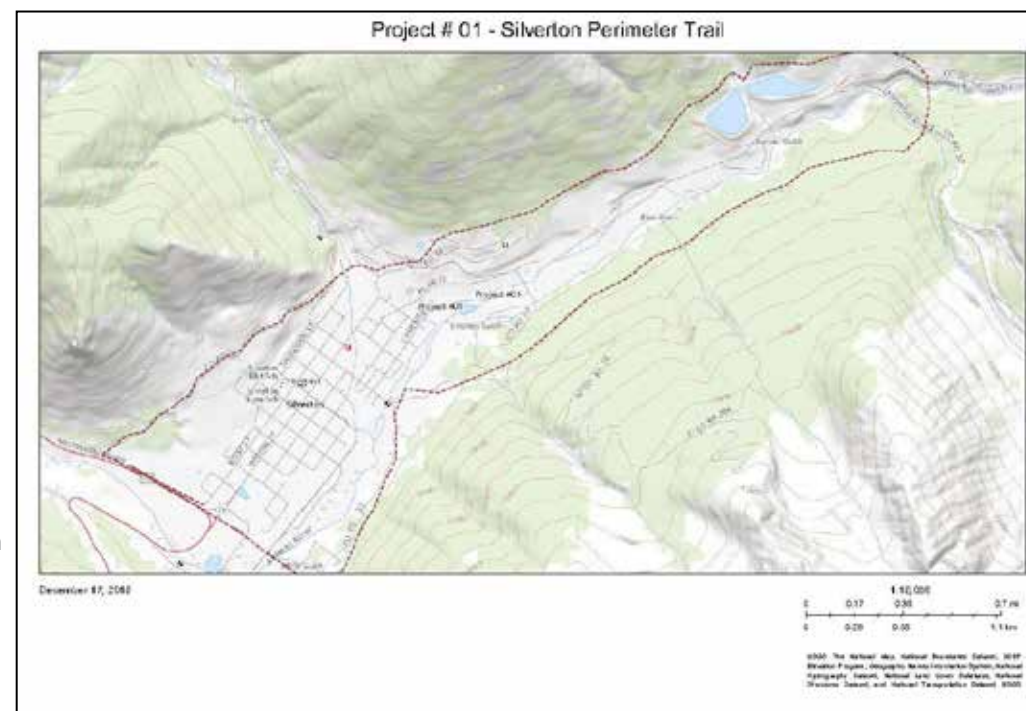
This plan was an update to the 2004 Silverton Area Trails Plan. The primary goal of this plan is to diversify the community's recreation economy while simultaneously improving the quality of life for residents through the development of non-motorized trails for hikers, bikers and equestrians. Secondly, the plan aims to document existing trails in order to preserve public access. A third goal is to identify key unofficial trails and provide support to the BLM and USFS for inclusion into their trails systems, so these trails may benefit from exposure in official trail maps and be eligible for assistance from these agencies. This effort is intended to dovetail with and inform a number of other planning initiatives, including the San Juan County master plan, Kendall Mountain Recreation Area master plan, Bureau of Land Management Gunnison Field Office travel management plan, and United States Forest Service Columbine Ranger District recreation plan update.

The plan identified 14 distinct trail projects, some that provide specific details and recommendations, and others that are more general and conceptual. The 2019 plan also identifies a number of "connectors" – short segments that would take minimal effort to build but provide important connectivity between existing trails to create a better network.

### Project 1: Silverton Perimeter Trail

The heart of the trails plan is the Silverton Perimeter Trail, which will serve as a hub around Silverton, connecting to spokes that extend outward into San Juan County. This is intended to encourage trail users to make Silverton a basecamp for multi-day exploration, resulting in increased revenues for lodging, meals and shopping in Silverton, thereby bolstering the local economy.

The inclusion of mountain biking in the 2019 Silverton Area Trails Plan represents a significant shift in thinking from the 2004 plan, which did not address this use. By incorporating shared uses, addressing possible user conflicts, and proposing purpose-built mountain bike trails, the 2019 plan not only reflects current trail usage, but embraces this ever-growing sport and recognizes its potential as an economic driver. It is important to note that while this plan acknowledges the positive and growing presence of mountain bikes in our area, it is assumed that bike use may not be suitable on all trails.



### Project # 2 - Urban Trail Network

Urban Trails link to Open Space Public Trails, these are routes commonly used that follow the urban street grid: they include sidewalks, streets, unimproved street right-of-ways, paths and shortcuts.

### Project # 3 - River Walk

A river trail is proposed on both sides of Animas River from the former Lackawanna Bridge on the north end of Town to the railroad trestle on the south end. Two pedestrian bridges would be required to create this loop. It would be open to all users, with possible slow and fast tracks running side by side to accommodate multiple user groups. Interpretive signage on the area's flora, fauna, geologic features, and historic sites would enhance the trail.

### Project # 4 - Anvil Mountain Trail Network

Anvil Mountain, bordering the northwest edge of Silverton, has many established trails along its base. Several connections are proposed for this area. It is assumed that most users on these trails will be hikers, although some will be desirable for mountain bikers.

### Project #5 - Kendall Mountain Trail Network

Based upon community feedback, singletrack and lift serviced trails for mountain biking and hiking will be explored as part of the Kendall Mountain Recreation Area master planning effort and possible ski area expansion.

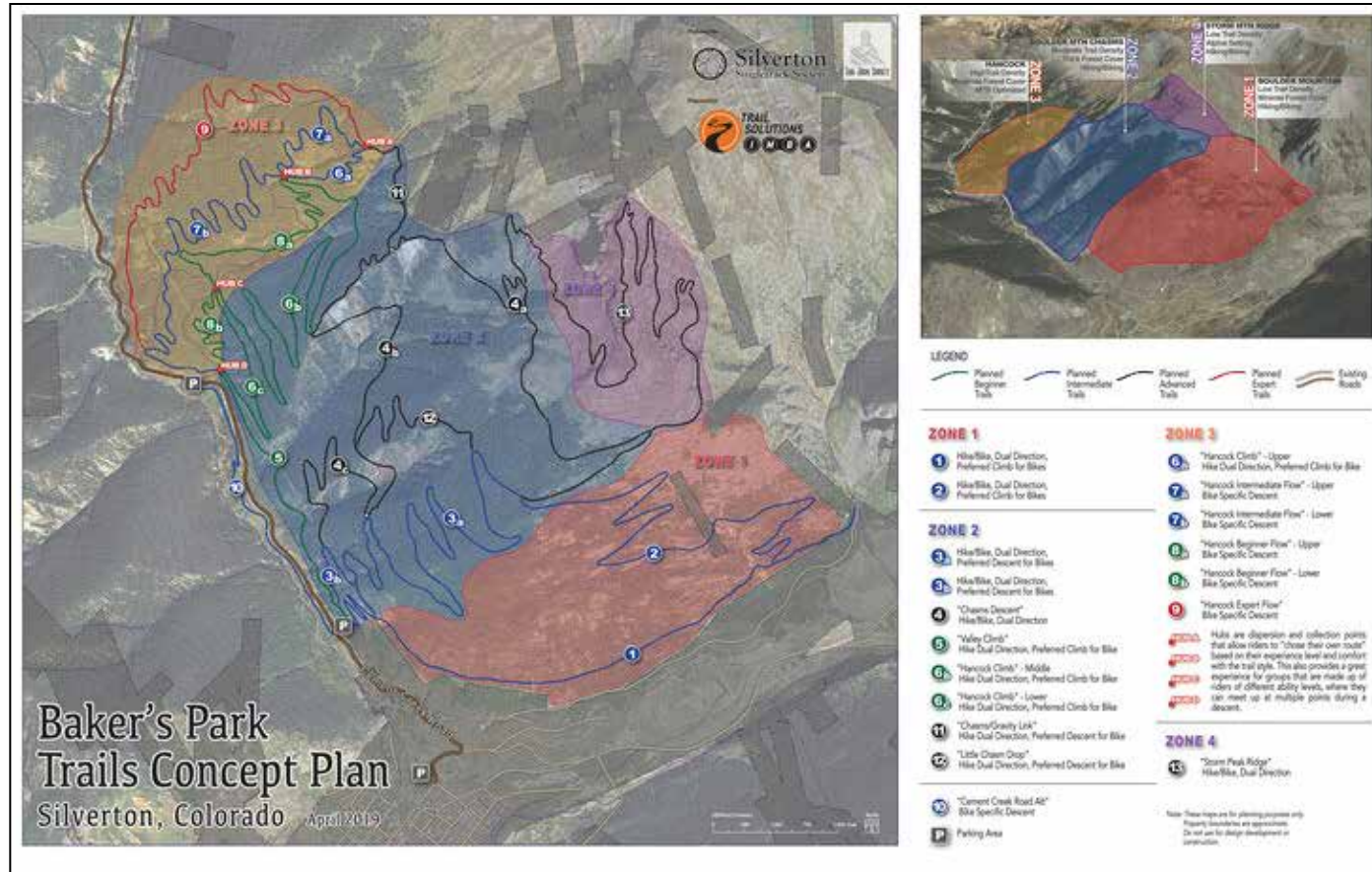
### Project #6 - Storm Peak Massif (AKA Baker's Park Trail System)

Silverton Singletrack Society (SSS) is in the process of designing and fundraising for an extensive network of trails in this area. In the fall of 2018, SSS contracted with the International Mountain Bike Association (IMBA) to complete a feasibility study on the Storm Peak Massif. (Construction of phase 1 began in the spring 2022)

### Project # 7 - Storm Peak Massif - Purpose Built, Bike Optimized Trail System

SSS's goal is to develop a network of town-accessible trails for both beginner and advanced riders with nearly 4,000 vertical feet to work with. This south facing area has little private land and very quick access from the town of Silverton.

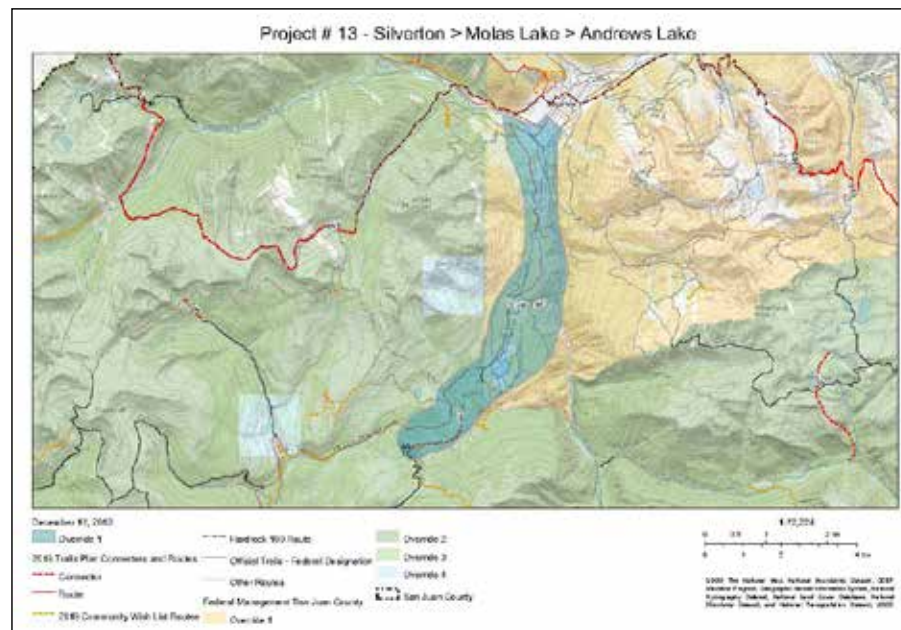
The following page includes a concept plan for [Baker's Park](#) developed by the Silverton Singletrack Society.



**Projects 8 -12** are more focused in the county, far outside the town limits.

**Project # 13 – Silverton - Molas Lake - Andrews Lake**

A trail linking Silverton to Molas Lake, Little Molas Lake, and the Colorado Trail. A logical starting point would be the Visitor’s Center. The trail could run on either side of the highway. The key to developing this trail will be finding connections between existing trail segments, and navigating private property issues. Creating a safe highway crossing is another challenge. Development of singletrack trails in the vicinity of Molas Lake Campground and a connector trail to Andrews Lake (C10) that are open to mountain bikes would enhance recreation in this area for those staying at the campground as well as day users.



**San Juan County Community Development Action Plan (CDAP) 2021**

The CDAP is a list of short-term projects (*defined as two years or less*). Initial drafts of the CDAPs are developed through review of current projects, planning documents, small group discussions and interviews with community stakeholders, and those working on community projects. The 2021 San Juan County CDAP has a total of **35 projects that were developed by stakeholders and subsequently approved by the County Commissioners** on August 25th, 2021, signed by Scott Fechenhier – Chairperson.

The CDAP projects were aligned with the State Rural Economic Blueprint. Priorities from the State Blueprint are assigned to specific projects in the CDAP. Priorities are numbered below for reference rather than level of importance.

1. Leverage the Unique Assets of Rural Colorado
2. Save Coloradans Money on Healthcare
3. Fulfill Every Child’s Potential
4. Support Local Community Success in Energy Transmission
5. Make Critical Investment in Community Infrastructure
6. Invest in Roads and Bridges
7. Build on Successful Economic Development Programs
8. Community Identified Priorities – this was added for projects aligned more closely with local economic priorities

The CDAP projects were also linked to six resiliency strategies identified in the Colorado Resiliency Framework, which addresses potential and interrelated economic, social and environmental risks and vulnerabilities. Abbreviations are listed next to the strategies in the CDAP along with a number representing the supporting strategy. Please refer to the Colorado Resiliency Framework document for details.

1. Future Ready Economy & Workforce (EW)
2. Climate & Natural Hazard Resiliency (CN)
3. Building & Infrastructure Sustainability (BI)
4. Agriculture & Food Security (AF)
5. Housing Attainability (HA)
6. Community Capacity (CC)
7. Internal to Community (IC) - this was added for projects aligned more closely with local resiliency strategies

The following page is the project ranking of all CDAP projects.

CDAP #	Project	Rank
3	San Juan Development Association	High
5	Summer School & Enrichment Programs	High
9	Local Access to Health Care & Mental Health Support Services	High
11	Anvil Mountain Affordable & Attainable Housing Project	High
20	Baker's Park Trail System	High
23	Promotion of Silverton & San Juan County	High
25	Creative District	High
30	Municipal Water	High
31	Wastewater System Rehabilitation	High
32	Redundancy Fiber Path into and out of Silverton	High
35	Compass Project	High
2	Silverton Business District Beautification Projects	Med
4	Upper Animas Water Shed	Med
6	Stanley Placer Education Complex Phase I	Med
7	Mountain Studies Institute Research and Innovation Center Phase I	Med
8	Local Farm to School/Community Programs	Med
13	Conveyance of Bureau of Land Management Parcel to Town of Silverton	Med
14	Kendall Mountain Recreation Center & Ski Area Master Plan	Med
16	Molas Lake Master Plan	Med
19	Improve Drainage & Water Flow in Silverton	Med
22	Long Range Management Plan for upper-Animas River & Corridor	Med
24	Blair Street Improvement District Projects	Med
26	Columbine Park Revitalization Plan	Med
28	Bike Skills Park	Med
29	Youth Center	Med
33	Toilet Facilities in the Town	Med
1	Artist & Business Incubation Center	Low
10	Lackawana Mill & Bridge	Low
12	Silverton/San Juan County Master Plan	Low
15	Eureka Campground & Facilities Improvements	Low
17	Rehabilitate Carnegie Public Library	Low
18	Restoration, Repair & Maintenance of Community Buildings	Low
21	Toilet Facilities along San Juan Skyway	Low
27	Exhibit at Visitors' Center and/or San Juan Historical Museum on Native American Culture	Low
34	Construct Pedestrian Bridges	Low

Detailed descriptions of each project above are provided in this [project matrix](#). Many of these projects have been identified as priorities during the Silverton Compass Master Plan process including:

- Local access to health care & mental health support services
- Affordable and attainable housing
- Barker's Park trail system
- Municipal water and wastewater system rehabilitation
- Business district beautification projects
- Kendall Mountain recreation center improvements
- Blair St. improvements
- Bike (and skate) park
- Youth center





# BROWNFIELDS REDEVELOPMENT & REVITALIZATION WORKSHOP SUMMARY

SILVERTON, CO

# SMALL TOWN, BIG OPPORTUNITIES

On May 31, 2019, the town of Silverton and the Colorado Department of Public Health and Environment hosted a Brownfields Redevelopment and Revitalization Workshop. During the gathering, presenters and attendees discussed approaches to economic development and why a renewed focus on placemaking and amenities in small communities is crucial to the well-being of local residents. Over 40 attendees participated in this workshop including elected officials from the town and county, business owners and local residents. Attendees discussed a variety of challenges and opportunities, including affordability, good jobs, balancing the benefits and impacts of tourism and recreations and preserving the town's unique character and identity as it addresses these issues.



Several presenters shared stories and discussed strategies and opportunities that leverage multiple sources of funding. Attendees heard successful case studies of brownfield redevelopment projects throughout Colorado, in addition to examples of successful local private-public partnerships including the Silverton school redevelopment project, Anvil Mountain affordable housing development and the Montrose riverfront revitalization project.

The presentations and discussions were followed by a mapping exercise where attendees identified various types of development and investment that make sense for Silverton. This included a mix of capital investments - particularly in streets and recreational amenities - as well as various physical and economic development ideas.







# KEY THEMES

Three overarching themes came up weaving together many of the ideas that attendees brought up during the mapping exercise.



**Outdoor recreation** emerged as a way to improve the quality for locals as well as a way to attract year around, sustainable tourism to Silverton. Some big ideas that attendees brought up in this area include:

- Expand and upgrade trail system including connecting Baker's Park trails to downtown and improving bike trail system and infrastructure
- Continue development of a river corridor plan that includes new river activities such as kayaking, whitewater rafting and fly fishing in beaver pond south of Kendall Mountain Recreation Center
- Expand the Kendall Mountain ski area
- Connect to Molas Lake Park



Enabling **reinvestment and revitalization** was another key theme. Workshop participants came up with several big ideas for redeveloping underutilized land including:

- Strategic Placemaking Projects
- Development of an intown recreation center that could include athletic facilities and a swimming pool, space for meetings, educational programs/symposiums, dormitory space and youth center
- Infill and redevelopment opportunities, including Stanley Placer site, affordable housing, and a Maker's marketplace or other similar entrepreneurial space(s)
- Preserve historic Lackawanna Mill through adaptive reuse
- Re-examine zoning code to address barriers to the type of development the community wants to see.



One final theme that emerged was related to **strategic public projects and investment**. Some of these ideas include:

- Explore Blair Street intersection improvements
- Improve visitor experience through establishing gateways leading in and out of Silverton and wayfinding signage
- Improve connectivity from depot to Blair Street
- Expand fiber optic boundary
- Encourage exploration of strategic infrastructure to enable infill of opportunity sites





# RECOMMENDED NEXT STEPS

A number of exciting projects and initiatives are underway in Silverton. From the completion of the mountain bike trail system to potential reinvestment in Kendall Mountain, among other things. In that sense, it's an exciting time. At the same time, there are also questions and concerns about the future: affordability, good jobs, managing the impacts of tourism and recreation. These are among the many questions being asked.

“The fact that it brought the movers and shakers of the community into one group working together.”



“I learned that our community can and will have the ability to move forward. We all desire the same thing, just taking different vehicles.”



Looking forward, there are several specific ideas that have been discussed at the workshop. There's also interest in having a broader dialogue about the future and creating a vision from the community from participants' discussion about ways to strengthen the local economy ways while sustaining the qualities that make Silverton special. Attendees engaged in dialogue about how the community is changing and how best to shape that change. The group also discussed more specific ways to address local needs and opportunities, including the role of public private partnerships, brownfield resources and engaging local financing institutions to address locals needs and opportunities.

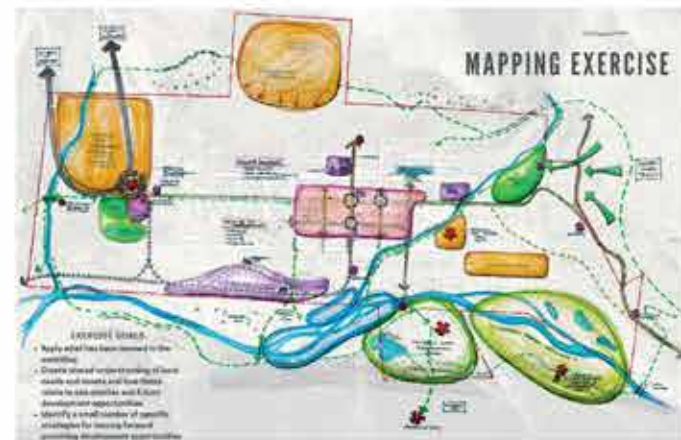


## BROWNFIELDS WORKSHOP

In May 2019, at the invitation of the Town of Silverton, Colorado Brownfields Partnership hosted a Brownfields Redevelopment and Revitalization Workshop. Attendees considered approaches to economic development and why a renewed focus on placemaking and amenities in small communities is crucial to the well-being of local residents. The community discussed how brownfields sites could help to address challenges and opportunities such as affordability, good jobs, balancing the benefits and impacts of tourism, recreation, and preserving the town's unique character and identity.

### WORKSHOP THEMES

- Outdoor recreation
- Enabling reinvestment and revitalization
- Strategic public projects and investment



Out of the workshop, community leaders recognized a need for an updated, action oriented town master plan.



## TOWN MASTER PLAN

In early 2021, the Town of Silverton, Department of Public Health and Environment (CDPHE) and Community Builders partnered to create the Master Plan. The Compass Master Plan resulted in dozens of strategies and actions to guide Silverton as it embarks on the next 10 years of redevelopment and reinvestment. Many of the strategies and actions relate directly to clean up and redevelopment of Brownfields sites.

### MASTER PLAN STRATEGIES

#### INVEST IN MAINTENANCE AND UPGRADES OF EXISTING AND NEW UTILITY INFRASTRUCTURE

*In order for Silverton to be able to achieve its master plan goals, it needs to invest in its basic infrastructure. There is opportunity for the town to utilize Brownfield tools to invest in itself and build a stable foundation.*

#### PLACE-BASED INVESTMENTS TO STRENGTHEN/CREATE LOCAL ASSETS

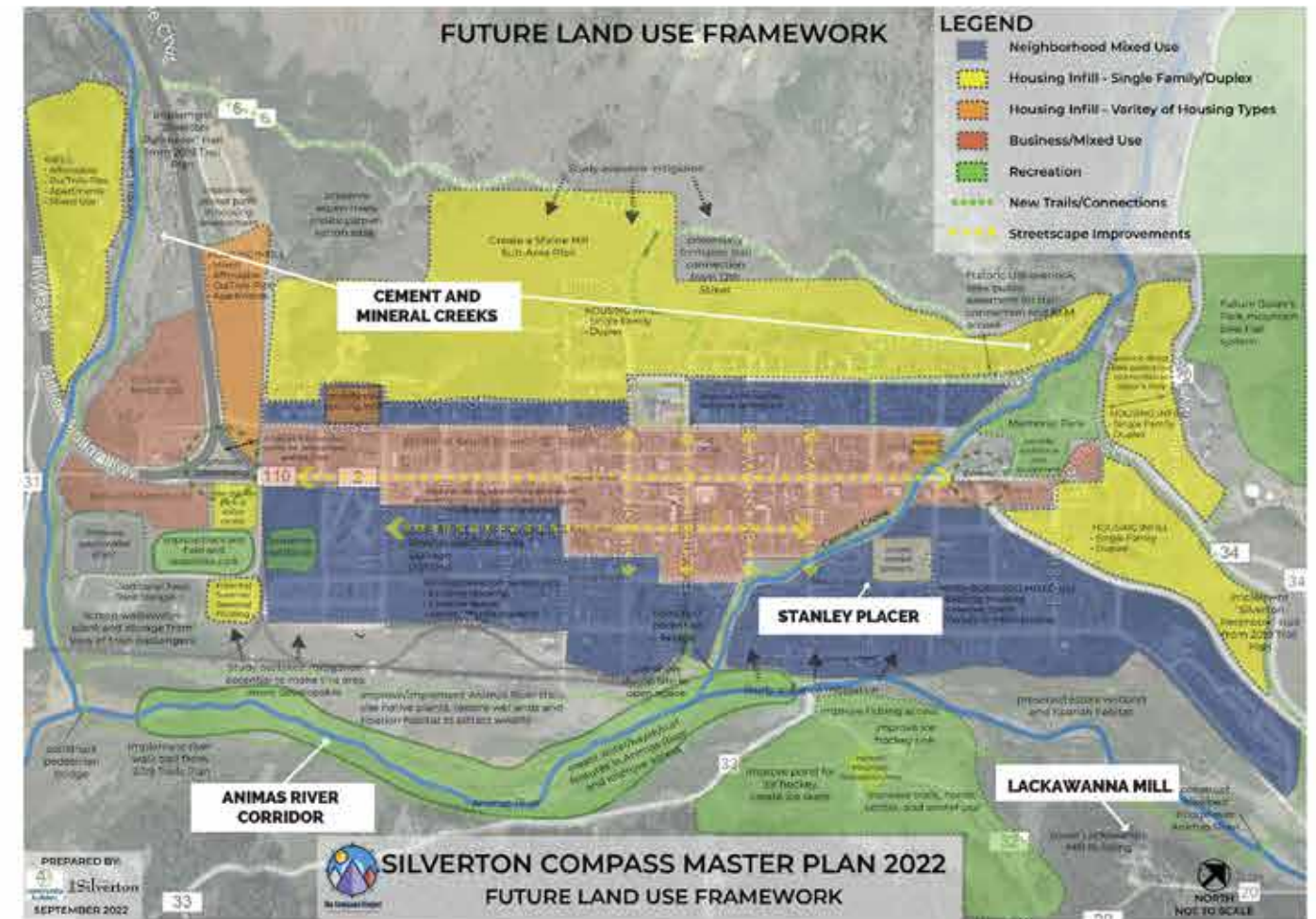
*Silverton has a rich history of mining, which has shaped the culture and atmosphere of the town. In addition to creating a close-knit community, mining left behind countless abandoned buildings. With the help of Brownfield tools and assistance, Silverton can preserve, rehabilitate, and/or repurpose these historic structures.*

#### SUPPORT AND ENABLE LOCAL BUSINESSES AND ENTREPRENEURSHIP

*Once Silverton's Brownfield sites are cleaned up, local entrepreneurs will be able to utilize the renovated sites to build their businesses and attract further economic growth. The infill that is possible through Brownfield revitalization would positively impact the viability of a resilient local economy.*

#### ADDRESS SUSTAINABILITY, RESILIENCY, AND CLIMATE CHANGE

*As Silverton sits at the headwaters of the Animas, the river corridor should be protected, especially as the access to clean water is becoming more of an emergency. Clean up of environmentally degraded sites is imperative to the longevity of the community.*



### BROWNFIELDS OPPORTUNITY SITES

#### LACKAWANNA MILL

Clean up of this abandoned mining site can unlock its potential for rehabilitation and contribute to the town's historic tourism economy.

#### STANLEY PLACER

The last large plot of land within town limits, this site could support the development of a multipurpose conference, community, and recreational center.

#### ANIMAS RIVER CORRIDOR

Cleanup of industrial sites - degraded from abandoned dumps, prior mining activities, and dewatering - could enhance river health and access, bolstering the outdoor recreation economy.

#### CEMENT AND MINERAL CREEKS

Creeks that run directly through town are ripe for remediation, ecological restoration, recreation development, and historic preservation.

### TOOLS & ASSISTANCE

Brownfields tools will help the community move forward with the actionable steps in the town master plan. Assistance available through brownfields can also fill capacity needs.

#### PLANNING & CAPACITY SUPPORT

- Workshops
- On-Call Coaching
- Webinars
- Technical Assistance

#### CLEAN UP SUPPORT

- Targeted Brownfield Assessment
- Voluntary Clean Up Program

#### FINANCIAL RESOURCES

- Tax Credits
- Clean-Up Grants
- Revolving Loan Fund

# TOWN OF SILVERTON COMPASS MASTER PLAN

