

DRAFT GOALS, OBJECTIVES, AND POLICIES

Goal 6.1: Continually Improve Public Educational Facilities And Services.

Objective: To promote excellence and diversity in a high quality education system.

- Policy 6.1.1: Maintain adequate school facilities to meet current and projected needs.
- Policy 6.1.2: When population trends and expectations justify the investment, facilitate the appropriate location of new school construction.
- Policy 6.1.3: Promote master school plans and designs that promote multi-use capabilities and year-round opportunities for community-wide activities.
- Policy 6.1.4: Encourage the location of schools in proximity to the neighborhoods they are expected to serve, in conjunction with siting near parks, recreation facilities, and other services. Avoid hazardous traffic crossings and other environmental hazards when siting new schools or re-opening schools whenever possible.
- Policy 6.1.5: Promote a Safe Routes to Schools Program to encourage walking and biking to schools, and work with program coordinators to enhance corridor safety for school routes including sidewalks, bike lanes, street crossings, and speed limits.
- Policy 6.1.6: Encourage providers of educational services to improve educational opportunities for all ages.
- Policy 6.1.7: Promote the importance of quality education and educational facilities.
- Policy 6.1.8: Consider working with the Educational Providers to establish a performing arts and conference center to meet the needs of all age groups if the opportunity arises.

See Community Character and Culture policies 3.1.14 through 3.2.2. for further policies related to educational services.

Objective: To enhance opportunities for local residents to pursue post-secondary education.

- Policy 6.1.9: Support efforts to establish and maintain partnerships between high school and higher education programs with the local business community that enhance opportunities for both employers and students.
- Policy 6.1.10: Utilize the fiber-optic network to facilitate higher education through distance learning programs and ongoing training for adults and students.

See the Community Character and Culture Chapter for more policies to expand opportunities for higher education.

Goal 6.2: Maintain the city library as an asset of the community that provides something for everyone.

Objective: Continue to fund the Cortez library adequately to serve Cortez and the surrounding community.

- Policy 6.2.1: Explore regional funding options for the Cortez Public Library to continue to meet the needs of a growing services area while persistently enhancing the services offered.
- Policy 6.2.2: Consider funding one time library investments with a percentage of any sales tax revenue surpluses, such as investments in new books or library technology.
- Policy 6.2.3: Support consistent investment in the library's book collection and public Internet access.

Objective: To continually enhance library services, expanding programming, maintaining historic materials, and keeping literature and technology current.

- Policy 6.2.4: Promote programs that improve reading skills and knowledge of classic literature. Make the library available for reading classes, book clubs, and other reading programs whenever possible.
- Policy 6.2.5: Consider establishing and maintaining digitized records of historic documents and have original documents archived at a curatorial facility once digitized. Investigate grant funding opportunities for archival projects.
- Policy 6.2.6: Expand newspaper and journal subscriptions whenever possible.
- Policy 6.2.7: Continue to update the reference section and make efforts to maintain current editions of reference materials as demand for reference materials increases.

Goal 6.3: Facilitate Adequate Emergency Services, Healthcare Access, Day Care, And Assisted Living To Meet The Needs Of All City Residents.

Objective: To improve efficient, quality emergency services within the City of Cortez and be proactive in promoting a healthy, safe community.

- Policy 6.3.1: Promote the provision of high-quality emergency services and facilities whenever possible.
- Policy 6.3.2: Utilize the community's recreational assets as a recruitment tool for quality emergency service and healthcare providers.
- Policy 6.3.3: Consider developing a wireless mesh network overlay for enhanced emergency services communication and coordination.
- Policy 6.3.4: When necessary, improve any addressing to facilitate emergency service response.
- Policy 6.3.5: Promote education in the classrooms on the effects of methamphetamine use and other forms of drug and alcohol abuse.
- Policy 6.3.6: Promote healthy diets.
- Policy 6.3.7: Increase social services in the community, particularly in regards to mental health and substance abuse as a means to help minimize incarceration and help people overcome their weaknesses.

Policy 6.3.8: Work with the Drug Task Force to combat methamphetamine and other substance abuse in the community.

Policy 6.3.9: Take a stand against any projects that will sacrifice the health of area residents.

Objective: To facilitate healthcare opportunities in the City of Cortez that meet the needs of residents as the population of the city and surrounding service area grows.

Policy 6.3.10: Explore funding options for expanding mental health facilities in the Cortez area.

Policy 6.3.11: Assist with any efforts to establish an inpatient mental health clinic and other mental health treatment facilities in or near Cortez.

Policy 6.3.12: Assess the adequacy of healthcare services for adequately meeting the needs of Cortez' healthcare clients.

Policy 6.3.13: Encourage the development of quality assisted living as well as hospice care.

Policy 6.3.14: Work with the medical community to encourage increased medical care facilities or services as demand necessitates.

Policy 6.3.15: Encourage the promotion and recruitment of general practitioners and healthcare practices that meet the broad healthcare needs of the entire community.

Policy 6.3.16: Consider support of a permanent emergency shelter and alcohol detox center.

Objective: To ensure that the level of fire and police service is adequate to meet the needs of a growing population.

Policy 6.3.17: Recruit local officers with a vested interest in the community.

Policy 6.3.18: Maintain adequate levels of law enforcement and dispatch staffing to meet the community's needs.

Policy 6.3.19: Continually develop police force with training programs and new services that expand prevention, safety, and efficiency.

Policy 6.3.20: Support necessary measures for the expansion of the current jail facility and associated penal services to provide for the communities safety and the treatment of inmates.

Policy 6.3.21: As feasible, continue to improve the community's ISO fire rating.

Policy 6.3.22: Continue to coordinate with the Cortez Fire Protection District on development proposals to ensure that maintenance standards that provide adequate defensible space in the case of an urban or wildland fire.

Policy 6.3.23: Pursue standards for water pressure and storage requirements, as well as other utilities, in conjunction with Montezuma County within the One-Mile Urban Services Area.

Policy 6.3.24: Evaluate the adequacy of emergency services for new and existing development by evaluating routes, distances to emergency service hubs, and fire and medical supplies available throughout the community. Upgrade services accordingly.

Objective: To increase the numbers of volunteer firefighters.

- Policy 6.3.25: Consider limited paid firefighting positions to cover daytime, weekday hours.
- Policy 6.3.26: Promote the importance and benefits of being a volunteer firefighter in the community.
- Policy 6.3.27: Evaluate benefits of being a volunteer firefighter for the City of Cortez and enhance the benefits when necessary to maintain emergency services.
- Policy 6.3.28: Pursue joint-use facilities and other cooperative service strategies that enhance the community's fire protection services while providing cost-saving facilities for the community at-large.

Objective: To provide adequate services for children and families with young children.

- Policy 6.3.29: Provide technical and professional assistance to assess the day care and pre-school needs of the community and promote the development of programs to meet those needs.
- Policy 6.3.30: Encourage affordable, quality day care and training for baby sitters.
- Policy 6.3.31: Promote pediatric care and opportunities to expand healthcare coverage to more children in the community.
- Policy 6.3.32: Promote daytime activities that bring together stay at home mothers and their young children.

Goal 6.4: Expand And Maintain Utility Systems Logically.

Objective: To collaborate with neighboring and state and federal agencies and utility providers.

- Policy 6.4.1: Encourage cooperative planning among all utility providers.
- Policy 6.4.2: Continue to work with other utility and service providers to identify and utilize opportunities to increase service efficiencies through: joint service provision; coordinated construction arrangements; and joint ordering of operating supplies.
- Policy 6.4.3: Explore which utilities are most efficiently and effectively provided as public utilities, by special districts, by public/private partnerships, or by private companies. Pursue the best options for when upgrading, expanding, or providing new utilities.
- Policy 6.4.4: Work with Montezuma Water Company to explore options for providing water service to urbanizing areas on the city's periphery.
- Policy 6.4.5: Exchange land use monitoring, mapping technologies and capital improvement programming with other service providers to foster comprehensive planning between all entities.
- Policy 6.4.6: Work with governmental entities, utility providers, special districts, and schools in order to expand the fiber network.

Objective: To encourage infill development to reduce infrastructure costs.

- Policy 6.4.7: Maintain permit and service costs at a minimum to encourage infill and cluster developments.
- Policy 6.4.8: Promote “smart growth” practices, such as multiple-use opportunities, to reduce infrastructure expansion costs.

Objective: To plan for city utility expansion to provide quality, cost-efficient service.

- Policy 6.4.9: Investigate the future needs of facilities based on trends and expectations of growth.
- Policy 6.4.10: Promote recycling and re-use programs community-wide to preserve natural resources and conserve landfill space when financially feasible. Encourage local end use of local recycled materials.
- Policy 6.4.11: Consider user fees for utility services that would otherwise be subsidized by non-users.
- Policy 6.4.12: Provide city news on public stations in addition to the cable network and other multimedia outlets.

Objective: Expand opportunities for “High Tech” Or “Clean” Industries through the provision of appropriate utilities and infrastructure.

- Policy 6.4.13: Work closely with local economic development efforts to identify specific infrastructure needs of various industries.
- Policy 6.4.14: Keep the community’s technological services current, in order to create benefits for business relocation.
- Policy 6.4.15: Consider developing the fiber network as a public utility, partnering with private companies or establishing special districts if appropriate.
- Policy 6.4.16: Pursue the expansion of the fiber network including “Fiber to the Home” (FTTH) to help keep Cortez competitive by expanding business and educational opportunities.
- Policy 6.4.17: Promote fiber development of the business park planned-unit development to expand economic development options.
- Policy 6.4.18: Utilize the fiber-optic network to facilitate “High Tech” industries.

Goal 6.5: Water, wastewater and storm drainage systems are adequate to meet basic and emergency needs of development.

Objective: To maintain a city water supply and distribution system that is adequate to meet the needs of a growing population in terms of both quality and quantity.

- Policy 6.5.1: Equip the City Water Treatment Plant with a hydro-electric generator if feasible.

- Policy 6.5.2: Reduce per capita water demands and wastewater generation to reasonable flows through on-going conservation efforts addressing education, use practices, fixtures, and system maintenance and enforcement of the existing seasonal daytime watering restrictions.
- Policy 6.5.3: Provide water service utility to all urban development (residential, commercial, or industrial) when commitments for annexation have been secured.
- Policy 6.5.4: Pursue long-term water supply, storage and treatment options which provide the flexibility to accommodate full development within the planning area, as well as the flexibility to adapt to drought situations.
- Policy 6.5.5: Explore all options to secure adjudicated water rights that will meet the needs of the projected population in 2020 and beyond.
- Policy 6.5.6: Continue and expand the use of raw water and/or treated effluent to meet irrigation needs in parks, other large-scale water uses, and potentially residential lawn irrigation systems that do not require potable water, and evaluate further opportunities for replacement of treated water raw water.
- Policy 6.5.7: Establish requirements to use drought tolerant plants, landscaping materials, and water conserving fixtures as water conservation policies.
- Policy 6.5.8: Keep water tap and service fees and utility rates current, so that new development covers its own infrastructure costs. Per gallon rates should reflect the true costs of infrastructure maintenance and water treatment.
- Policy 6.5.9: Maintain a water supply and distribution system that will meet existing and future domestic and fire protection demands for the urbanizing area.
- Policy 6.5.10: Establish and maintain an automated meter reading system if feasible.
- Policy 6.5.11: Continue to track line repairs to determine the lines in greatest need of replacement and create and follow a scheduled replacement plan.
- Policy 6.5.12: Follow the capital improvement plan for the water system, and systematically upgrade all undersized and aging water mains
- Policy 6.3.33: Work in conjunction with Montezuma County to develop compatibility for all city utilities and design standards within the One-Mile Urban Services Area.
- Policy 6.5.13: Work with Montezuma Valley Irrigation to enhance the interface of the two systems.
- Policy 6.5.14: Reduce infiltration into the water system.
- Policy 6.5.15: Consider annexing or purchasing as a city, land and water rights where properties are in a crucial area for maintaining the adequacy of utility services in the city.

Objective: To protect the wastewater system and provide and maintain an adequate stormwater management system that meets the demands of the current and projected population.

- Policy 6.5.16: Assist Cortez Sanitation Districts' efforts to reduce infiltration into the wastewater system.
- Policy 6.5.17: Pursue grant funding to make any necessary repairs or upgrades to the city's utility system that will protect the wastewater services.
- Policy 6.5.18: Establish a Stormwater Drainage and Maintenance Program. Continually evaluate and update the program to provide adequate drainage throughout the city.
- Policy 6.5.19: Explore possibilities to construct with porous permanent surfaces and minimize area requirements for impermeable surfaces to aid in stormwater management.
- Policy 6.5.20: Continue to oversee the construction of all gutters to ensure that new gutters are satisfactory to handle stormwater and scheduled flushes.
- Policy 6.5.21: Shift the stormwater focus from gutters to piping and minimize drain pans that cross streets.

Goal 6.6: The viability of the City of Cortez Municipal Airport is maintained as a city priority and that services are expanded to meet growing community needs.

Objective: To maintain property adjacent to the airport inland uses compatible with the development of the airport.

- Policy 6.6.1: Complete the update of the Airport Layout Plan and keep the plan current.
- Policy 6.6.2: Work with the Federal Aviation Administration to secure land for a GPS approach when appropriate.
- Policy 6.6.3: Continue purchasing land adjacent to the airport as it becomes available, to facilitate airport expansion, and encourage compatible uses adjacent to the airport.
- Policy 6.6.4: Promote the property between the Cortez Municipal Airport and Highway 160/491 as a prime location for industrial and commercial park development, with both highway and airport access.
- Policy 6.6.5: Expand parking services near the airport commensurate with the other facilities and services.

Objective: To expand airport services with increasing demand.

- Policy 6.6.6: Actively promote the availability of the airport to Montezuma County residents and neighboring communities so that the airport does not have to annually struggle to maintain federal funding levels.
- Policy 6.6.7: Ensure that staffing at the airport meets both service needs and Federal Aviation Administration requirements as passenger levels and regulatory oversight increase.
- Policy 6.6.8: Consider constructing a new terminal complex to meet the needs of the growing customer base and regulatory demands for space.
- Policy 6.6.9: Explore opportunities to improve the runway during winter and pursue innovative snow removal and ice melting techniques when feasible.

Goal 6.7: Maintain Existing City Facilities At Safe, Functional, And Aesthetically Pleasing Levels.

Objective: To maintain facilities at the highest standards possible and eliminate obsolete and dilapidated city facilities.

- Policy 6.7.1: Evaluate detached public restroom facilities and upgrade or rebuild as appropriate.
- Policy 6.7.2: Regularly evaluate the water facilities for their adequacy and strive to expand these facilities before capacity issues arise.
- Policy 6.7.3: Continue to address building maintenance and repairs in a timely manner.
- Policy 6.7.4: Pursue funding from any available sources to undertake major repairs. Consider both the cost of repair compared the cost of a replacement facility, and evaluate the historic significance of facilities prior to demolition.
- Policy 6.7.5: Remodel or build new city facilities when appropriate.
- Policy 6.7.6: Maintain public sidewalks and parking areas to repair cracks, and remove snow, ice, and other obstructions as quickly as possible.

Objective: To make constant upgrades to the functionality of city facilities.

- Policy 6.7.7: Regularly evaluate facility upgrades that could improve the city's services and/or enhance the working environment.
- Policy 6.7.8: Evaluate contracting expenses and in house options for maintenance and upgrades to city facilities.
- Policy 6.7.9: Consider alternative construction materials or designs that improve efficiency and appearance.
- Policy 6.7.10: Pursue opportunities for discount upgrades such as current but not the latest editions of equipment.
- Policy 6.7.11: Evaluate meeting spaces, offices, departments, etc. to determine when a function has outgrown its space. Consider reevaluating how particular spaces are used and expanding or building new facilities when necessary.
- Policy 6.7.12: Encourage opportunities for property owners to participate in the city sidewalk cost-sharing program to install a cohesive pedestrian system throughout the city.
- Policy 6.7.13: Maintain appropriate, modern snow removal equipment for streets and sidewalks.

Objective: To maintain the physical appearance and cleanliness of city facilities.

- Policy 6.7.14: Systematically retrofit existing street and park lights with "dark sky" lighting. Consider solar powered and LED options as well as historically sensitive poles.
- Policy 6.7.15: Maintain landscaping and indoor plants. Replace plants with drought tolerant alternatives as appropriate.

- Policy 6.7.16: Promote community pride through programs that discourage littering and encourage community clean up.
- Policy 6.7.17: Maintain all city buildings including public restrooms and outbuildings.
- Policy 6.7.18: Replace flags at city buildings and in city parks as they become worn in appearance.
- Policy 6.7.19: Display a current vision for the City of Cortez in a prominent public location in all major city facilities.

Objective: To continually improve the sustainability and efficiency of existing city facilities.

- Policy 6.7.20: Factor energy efficiency and life cycle costs into decision making for all city purchases, including capital improvements and daily supply purchasing.
- Policy 6.7.21: Ensure that new city appliances and equipment are among the most energy and resource efficient technologies for the intended purpose.
- Policy 6.7.22: Retrofit existing city facilities with efficient lighting and machines to conserve energy and reduce utility costs whenever possible.
- Policy 6.7.23: Consider developing alternative energy sources to offset city energy costs, address regional environmental concerns, and reduce greenhouse gas emissions. Begin with conservation in all city decisions and planning, evaluating the life cycle costs of building materials and systems early in the planning process.

Objective: To maintain a functioning Animal Shelter program that minimizes the numbers of stray animals while meeting the needs of a growing community.

- Policy 6.7.24: Enforce the dog licensing obligations of pet owners.
- Policy 6.7.25: Promote programs for pet adoption and altering cats and dogs in the Cortez area.
- Policy 6.7.26: Consider requiring all registered dogs and cats in the city to be altered unless they are papered and used for breeding.
- Policy 6.7.27: Continue to evaluate the needs of the Cortez Animal Shelter. Provide additional veterinarian support, and expand the shelter facility to meet the pet demands of the community.
- Policy 6.7.28: Create and Maintain the Doggy Park near Denny Lake and mitigate any abandoned, stray, or threatening animal problems that arise in order to maintain the park as a leash free area for dogs and their owners.

Goal 6.8: Construct New City Facilities To Aid In Service Expansion.

Objective: To ensure accessible and functional facilities for city staff and public gatherings.

- Policy 6.8.1: Determine the feasibility and pursue opportunities to construct a new City Hall with adequate meeting and court space to meet the needs of the growing city per the 1999 study which recommended the removal of City Hall.

- Policy 6.8.2: Expand the dispatch center to meet growth demands of the community.
- Policy 6.8.3: Pursue the construction of a new golf course maintenance building and upgrade the golf pro shop.
- Policy 6.8.4: Expand public restrooms and provide emergency lightning shelters at the city golf course.
- Policy 6.8.5: Install new pedestrian friendly, "dark sky" lighting for park safety along appropriate trails. Utilize efficient lights and individual solar power when possible.
- Policy 6.8.6: Continue to expand and maintain the skate park to meet skating demand and develop or open a system of sidewalks or trails for skaters that access the skate park from all areas of the community.
- Policy 6.8.7: Provide professional and technical assistance to evaluate the feasibility and pursue an appropriate convention and/or performing arts center where regional events may be held. Consider providing public land for such a project or pursuing these facilities as a city if not privately undertaken.

Objective: Continue to expand recreational amenities that expand the kinds of recreational opportunities available to city residents and visitors.

- Policy 6.8.8: Continue to pursue a master trail system to promote health, safety, cleanliness and alternative transportation opportunities within the city.
- Policy 6.8.9: Work with all appropriate entities and individuals to construct the Mesa Verde Trail from Denny Lake to the entrance of Mesa Verde National Park.
- Policy 6.8.10: Consider developing Denny Lake Park as a more popular park with expanded recreational opportunities such as paddle boats and other shallow water recreations.
- Policy 6.8.11: Encourage innovative pocket parks that minimize city maintenance requirements.
- Policy 6.8.12: Consider constructing an indoor roller rink and/or ice rink if no private facilities come about.
- Policy 6.8.13: Support proposals to expand cultural tourism in the City of Cortez through professional and technical assistance when appropriate.

Objective: To continually improve the sustainability and efficiency of the construction, design, and furnishing of new city facilities.

- Policy 6.8.14: Exceed minimum design standards for new municipal facilities, setting an example of good building and site designs and pursuing LEED certification when feasible.
- Policy 6.8.15: Evaluate the Solar Project underway in 2008 and pursue opportunities to expand and enhance the solar program when appropriate.
- Policy 6.8.16: Continually evaluate energy use and opportunities for conservation. Utilize efficient fixtures and appliances and minimize the number of high demand items.

Policy 6.8.17: Ensure that new city equipment is among the most energy and resource efficient technologies for the intended purpose.

Policy 6.8.18: Take advantage of Passive Solar orientation in new construction and install solar technology whenever possible.